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PROGRAMME COMMITTEE

Hundred and Thirty-fifth Session

Rome, 13-17 March 2023

**Follow-up Report on the Evaluation of FAO's Support to climate action
(SDG 13) and the implementation of the FAO Strategy on Climate Change
(2017)**

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EXECUTIVE SUMMARY

- FAO Management remains committed to regularly update its Governing Bodies on the level of adoption and implementation of the recommendations of the Evaluation of FAO's Support to Climate Action, which was presented to the Programme Committee at its 130th Session in March 2021.
- In line with FAO's policy on evaluations, this document provides an update from FAO Management on the implementation of the actions set out in the Management Response for the period 2021-2022.
- The overall implementation of the recommendations has shown significant progress, in particular when it comes to developing a new vision (recommendation 1), and a new strategy on climate change (recommendation 2) with the endorsement of the new FAO Strategy on Climate Change 2022-2031 in June 2022¹ following a consultative process.
- The development of the Action Plan for the implementation of the Strategy, alongside other actions initiated since the presentation of the Evaluation, have grandly contributed to the achievement of the other recommendations, in particular the mainstreaming of climate change action in FAO's work at all levels (Recommendation 3), the quantification and reporting of its positive contribution to SDG 13 and climate financing (Recommendation 4 and 5), taking into account the need to address climate change, energy, biodiversity and environment-related issues in an integrated and holistic way (Recommendation 6), and with a more programmatic approach (Recommendation 9)
- The new Strategy and its forthcoming Action Plan also address the need for inclusivity, based on the "leave no one behind" as stated in the Strategy vision and principles (Recommendation 7), and promote a systematic integration of Indigenous Peoples knowledge (Recommendation 8) in FAO projects and programmes.
- As mentioned in the Strategy, the Action Plan will introduce a new crosscutting outcome on the enhancement of FAO's operational modalities, which will give a particular focus to leveraging new and existing partnerships with various actors in order to scale-up climate action in the agrifood systems (Recommendation 10), capacity needs development, (Recommendation 11), and communication and awareness-raising (Recommendation 12).

GUIDANCE SOUGHT FROM THE PROGRAMME COMMITTEE

- The Programme Committee is invited to review the content of the document and provide guidance as deemed appropriate.

¹ <https://www.fao.org/3/cc2274en/cc2274en.pdf>

I. Background

1. Management welcomes the opportunity to provide information on the progress made in implementing the actions agreed in the Management Response to the Evaluation of FAO's support to Sustainable Development Goal (SDG) 13: "Climate Action" for the time period of 2015-2020, which also entailed an assessment of the implementation of the FAO Climate Change Strategy and FAO's contribution to the commitments of the Paris Agreement. The Programme Committee, at its 130th Session in March 2021, welcomed the Evaluation, which described the comparative advantage, potential, and challenges for FAO to fully contribute to climate action and the 2030 Agenda for Sustainable Development, and recognized FAO's ongoing efforts to provide more comprehensive and holistic support.

2. In line with FAO's policy on evaluations, this report provides an update on the implementation of the actions set out in the Management Response during 2021-2022, although the implementation of the recommendations began in 2020. Upon request by the Office of Evaluation (OED), it contains a Management Action Record Scoring (MAR Score) on a six-point scale, in which FAO Management self-assessed the level of adoption and implementation of the recommendations.

II. Overall progress in the implementation of the accepted recommendations

3. The new Strategy on Climate Change 2022-31 (SCC)², which constitutes the second recommendation of the Evaluation, was developed by FAO through an inclusive and consultative process, engaging FAO Members and experts at headquarters and Decentralized Offices, and external partners. It was endorsed by the 170th Session of the Council (13-17 June 2022)³. The SCC embraces several other recommendations while aiming to enhance FAO's support to Members in their efforts with respect to climate change adaptation and mitigation, working towards climate-resilient and low-emission agrifood systems and striving to achieve the SDGs. The SCC and its forthcoming Action Plan will also help the Organization to further address and implement recommendations of the evaluation.

4. Significant progress has been achieved in developing a clear vision and messaging on climate change to internal and external audiences (Recommendation 1), mainstreaming climate change action in FAO's work at all levels (Recommendation 3) and becoming a global ambassador for climate action in agrifood systems (Recommendation 12). This vision and related messages are respectively integrated in the Programme Priority Area (PPA) BE1: "Climate change mitigating and adapted agrifood systems", the SCC, and disseminated in relevant global fora on climate change, especially at the Conferences of Parties to the United Nations Convention on Climate Change (COP26 and COP27). FAO has also advanced its work on ways to quantify and report its positive contribution to SDG 13 and climate financing (Recommendation 4 and 5) by integrating climate change mitigation and adaptation markers in the Field Programme Management Information System (FPMIS). Tailored FAO knowledge products helped to mainstream climate change, energy, biodiversity and environment-related issues in an integrated and holistic way (Recommendation 6).

5. An ongoing work is taking place to advance more programmatic approaches for climate change (Recommendation 9) ensuring inclusivity and the "leave no one behind" principle (Recommendation 7) and systematic integration of Indigenous Peoples knowledge (Recommendation 8) in FAO projects and programmes. Leveraging new and existing partnerships with various actors in order to scale-up climate action in the agrifood systems has also been pursued at all levels of the Organization, with the adoption of the FAO Strategy for Private Sector Engagement (2021-2025)⁴ and further work will continue to leverage on partnerships with private sector to support implementation of the Paris Agreement (Recommendation 10).

6. The elements of the Evaluation are integrated as core priorities for the implementation of the SCC and will be further pursued in the programmatic work of FAO.

² <https://www.fao.org/3/cc2274en/cc2274en.pdf>

³ <https://www.fao.org/3/nj485en/nj485en.pdf>

⁴ <https://www.fao.org/3/cb3352en/cb3352en.pdf>

Follow-up report on the Evaluation of FAO's support to climate action (SDG 13) – Matrix

Accepted evaluation recommendations (a)	Action agreed in the management response (b)	Description of actions actually taken, or reasons for actions not taken (c)	MAR score ⁵ (d)	Impact of, or changes resulted from taken actions (e)
<p>Recommendation 1 To offer a clear and ambitious vision to internal and external audiences on its priorities and institutional position and programming, FAO should develop a corporate narrative on climate change and agriculture and food systems. This should be fully reflected in the new FAO Strategic Framework (2022–2031), guide the revised Climate Change Strategy (see Recommendation 2) and cascaded into programmes, structures, partnerships and processes across all levels, from global to local. The corporate narrative should:</p> <ul style="list-style-type: none"> i. be FAO's vision (desired state) and mission (FAO's commitments to achieving that vision) and global policy concerning climate action; ii. give SDG 13 the same importance as the other SDGs FAO is prioritizing, as doing otherwise would undermine FAO's contributions to SDG 1, SDG 2 and SDG 10; iii. acknowledge and respond to the urgency of the unfolding climate crisis; iv. inspire and direct FAO's work and partnerships by explaining why and how the Organization targets climate change across its strategic goals, priority programmes, international, regional and national policy dialogues, technical sectoral work and assistance to Members; v. describe how FAO will target the scaling of climate action and contribute to SDG 13, the United Nations Framework Convention on Climate Change (UNFCCC), the Paris Agreement and the Sendai Framework throughout its agricultural and food systems work (including crops, livestock, forestry, fisheries and aquaculture, and food value chains); and contribute to the creation of an FAO climate change culture. 	<p>The Office of Climate Change, Biodiversity and Environment (OCB) will coordinate the development of a corporate narrative on climate change to acknowledge and respond to the urgency of climate crisis. The narrative will be fully embedded in FAO's 2022-31 Strategic Framework and the proposed Programme Priority Area (PPA) on "Climate change mitigating and adapted agrifood systems" to specifically respond to the recommendation, as well as all other PPAs which hold climate change at the forefront.</p> <p>OCB will also advocate for the fundamental role of SDG 13 in achieving all SDGs especially SDG 1, SDG 2 and SDG 10 which are central to FAO's new Strategic Framework 2022-31.</p>	<p>In 2020 OCB developed a joint vision for the internal and external work on climate change foreseeing multiple stakeholders working together to ensure sustainable agriculture and food systems, and a climate resilient world free from hunger and malnutrition⁶.</p> <p>This vision was further developed and integrated in the FAO Strategic Framework 2022-31, PPA BE1: "Climate change mitigating and adapted agrifood systems" under <i>better environment</i>, endorsed by the FAO Conference in June 2021⁷. The PPA is contributing to the following SDG indicators: 2.4, 13.1, 13.2, 13.b, 14.3.</p> <p>Furthermore, the vision was integrated in the FAO Strategy on Climate Change 2022-31 and linked with the implementation of eradicating hunger and all forms of malnutrition (SDG 2), ending poverty (SDG 1) and reducing inequalities (SDG 10) by 2030, while ensuring clean water (SDG 6), sustainable production and consumption (SDG 12), sustainable management of natural resources (SDGs 14 and 15) and leveraging partnerships (SDG 17). The Strategy was endorsed by the 170th Session of the FAO Council.</p>	5	<p>While the initial visioning for a corporate narrative on climate change and agrifood systems was developed in a consultative process within OCB, the FAO Strategic Framework 2022-31 and the Strategy on Climate Change were formulated in a participatory and inclusive manner ensuring broad ownership across FAO and its Members and external partners.</p> <p>Having climate change as one of the Programme Priority Areas under the Strategic Framework triggered more systematic and results oriented work by Decentralized Offices and units at headquarters, in particular through updated monitoring of indicators, reporting templates and coordination with the climate change and disaster risk reduction focal points in Decentralized Offices and units at headquarters.</p>
<p>Recommendation 2 To improve its contribution to SDG 13, FAO should formulate a new Climate Change Strategy. This should build on the positive achievements of and lessons learned from the 2017 FAO</p>	<p>OCB will lead and coordinate the development of a new FAO Climate Change Strategy to supersede the current one issued in 2017, through an inclusive consultative process involving Members, including</p>	<p>The FAO Strategy on Climate Change 2022-2031 (SCC) was endorsed by the 170th Session of the FAO Council in June 2022 and presented at the 27th Conference of Parties to</p>	5	<p>The SCC was formulated in a participatory and inclusive manner ensuring broad ownership across FAO and its</p>

⁵ Management Action Record Scoring (MAR Score)

1 – None: no action was taken to implement the recommendation; 2 – Poor: plan and actions for implementation of the recommendation are at a very preliminary stage; 3 – Inadequate: implementation of the recommendation is uneven and partial; 4 – Adequate: implementation of the recommendation has progressed; there is no evidence yet of its results on the intended target; 5 – Good: the recommendation has been fully implemented and there is some initial evidence of its impact on the intended target; 6 – Excellent: there is solid evidence that the recommendation has had a positive impact on its intended target

⁶ <https://www.fao.org/3/cb2126en/CB2126EN.pdf>

⁷ <https://www.fao.org/3/cb7099en/cb7099en.pdf>

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<p>Climate Change Strategy and be geared to delivering SDG 13 and other related agriculture sector targets, but be more closely aligned with the 2030 Agenda and its transformational features. The new Strategy must be fully embedded in the new FAO Strategic Framework and its objectives and targets. It should include a theory of change defining how FAO plans to achieve climate action targets by 2030.</p> <p>To put the Strategy into practice, FAO should develop a five-year Action Plan, with harmonized objectives, targets, indicators, timing, responsibilities, risks, monitoring and reporting. FAO institutional strengthening, capacity development and resource mobilization (Recommendations 9, 10 and 11) are prerequisites to its success. The entire process of creating the new Strategy and Action Plan should be led by OCB and be highly inclusive, involving all relevant FAO divisions and offices at headquarters and the decentralized level. The new Climate Change Strategy should:</p> <ul style="list-style-type: none"> i. define pathways for achieving and linking medium- and long-term results; monitor and evaluate corporate achievements; identify and monitor underlying assumptions for adaptive management; assess and manage trade-offs and synergies and anticipate systemic risks; ii. include indicators and targets that are harmonized with those of the new FAO Strategic Framework and the 2030 Agenda, and aligned with the Paris Agreement milestones and the Sendai Monitoring Framework, avoiding fragmentation of monitoring and reporting; iii. consider multisector external stakeholders to be key partners for its implementation (see Recommendation 10 on partnerships); iv. promote climate action that is multisectoral, risk-informed, anticipative, adaptive and transformative, by explaining how to address climate risks (including extreme and slow-onset events) using Climate Change Adaptation and Mitigation (CCAM) as a basis for programming, and how to identify and manage trade-offs and synergies from work related to other SDGs; v. link climate, both strategically and operationally, to other areas of FAO's work including, but not limited to, those areas falling under OCB's direct responsibility, namely, biodiversity, environment and energy; and carry out a needs assessment to operationalize and develop a resource mobilization plan, including a core budget and external climate financing, leading 	<p>through engagement with relevant Governing Bodies and Article XIV Bodies of FAO, which will drive FAO's work on climate change from 2022.</p> <p>The Strategy will contain a Theory of Change and an Action Plan which will be implemented in close liaison with FAO's decentralized offices to meet governments' needs and priorities.</p> <p>The timeline for developing the new Strategy will be developed in coordination with the Evaluation Committee.</p> <p>A logical framework and evaluation matrix to monitor, keep track and report on outcomes will be produced in line with FAO's 2022-31 Strategic Framework and Agenda 2030.</p>	<p>the United Nations Convention on Climate Change (COP27), in Sharm el-Sheikh, Egypt. The Strategy aims: (1) to promote agrifood systems as a central part of the solutions to the climate crisis, (2) to enhance FAO's support to countries in achieving their climate targets, and (3) to empower stakeholders at local level towards the sustainable transformation of agrifood systems. The SCC ensures the alignment with the 2030 Agenda and its SDGs, the FAO Strategic Framework 2022–31, the <i>four betters</i>, and its PPAs, and the goals of the Paris Agreement and the Sendai Framework. It also ensures alignment with other FAO strategies, in particular the Science and Innovation Strategy and the Strategy on Mainstreaming Biodiversity across Agricultural Sectors.</p> <p>An Action Plan is currently under development to ensure successful implementation of the SCC and its objectives through a coordinated and mainstreamed approach among FAO units and Decentralized Offices, and with a particular focus on capacity development, resource mobilization, communications, and partnerships. To enable monitoring and reporting of the progress and impact of the SCC implementation, the Action Plan will comprise outcomes, outputs and indicators. A mid-term review of the Strategy and subsequent update of its Action Plan in 2025 will enable to link medium- and long-term results to ensure the successful implementation of corporate objectives, addressing any trade-off and risk arising from FAO's climate action. The Action Plan is also being developed in coordination and synergy with the Action Plan for the implementation of the Science and Innovation Strategy, with solutions based on innovation and science being at the centre of climate change adaptation and mitigation.</p>		<p>Members and external partners. It has been developed in close synergy with the Science and Innovation Strategy. The two processes have been fed mutually with inputs and identified collaborative and synergetic measures. Having FAO's commitment on climate action through its SCC, has triggered additional collaboration and efforts on climate action in the agricultural and food sectors at international, regional and national levels.</p>

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to realistic financing plans through diversified partnership agreements.				
<p>Recommendation 3 Anchored in the FAO narrative on climate change and reflected in its new Climate Change Strategy, climate action (related to both mitigation and adaptation activities, considering impacts of climate extremes and slow-onset events) should be systematically mainstreamed into all of FAO's offices' thematic divisions and levels (headquarters, regional, subregional and country offices). Mainstreaming should include coordination between and guidance to all offices and levels to embed procedures in the project cycle, quality assurance and learning mechanisms. Mainstreaming should be achieved by:</p> <ul style="list-style-type: none"> i. including positive climate outcomes for every type of intervention, be it climate change mitigation or adaptation (for example, the potential to maximize emission reductions wherever relevant, the reduction of risk and vulnerability of communities and ecosystems, and synergies between SDGs resulting in co-benefits), to promote cross-sectoral analysis of the drivers of and solutions to climate change; ii. ensuring climate change and related actions are systematically addressed within the programme/project cycle, including multiple and systemic risk and vulnerability analysis and management, and environmental and social safeguards in design, implementation, monitoring and reporting; iii. including climate change, in coordination with Member governments, in CPF objectives and targets and whenever relevant in the UNSDCF; and including an assessment of climate change achievements, risks and trade-offs in all evaluation practice. 	<p>OCB will coordinate the development of an operational plan on how to mainstream climate change action in FAO's work at all levels, including mainstreaming of climate risks into FAO's environmental and social safeguards system and project cycle. Systemic mainstreaming of climate change issues into FAO's programming and operations will be achieved through:</p> <ul style="list-style-type: none"> a) systematic identification of climate risks as a separate standard in the Organization's upgraded environmental and social safeguards system and their integration into FAO's project cycle (design, implementation, monitoring, and evaluation); b) OCB will support the Hand-in-Hand Initiative by identifying opportunities to provide climate-related data and tools as means to support countries and partners in evidence-based resilience building while integrating FAO's existing statistics on climate change (FAOSTAT). This will build on the ongoing OCB contribution to the Hand-in-Hand Geospatial Data Platform aimed at facilitating the exchange of knowledge and data; c) mainstreaming of climate change issues into FAO's Country Programming Frameworks and FAO's contribution to the UN Sustainable Development Cooperation Framework (UNSDCF); d) further integration of climate change issues in FAO's Strategic Framework 2022-31 through the proposed priority programme on "Climate action for sustainable agrifood systems" and other relevant programmes; e) strengthening of relevant monitoring and reporting framework of the Climate Change Strategy; and further integration of climate change issues into FAO's operations through the implementation of FAO's Environmental Sustainability Strategy 2020-2030 ("walk the talk") 	<p>The SCC foresees mainstreaming climate change action in FAO's work at all levels by strengthening FAO's operational modalities through capacity development, resource mobilization, partnerships and communication, which will be reflected in its Action Plan. It will also help to mainstream climate change issues into FAO Country Programming Frameworks (CPFs). Additional efforts to mainstream climate change issues into FAO's programming and operations were achieved through the new FAO Framework for Environmental and Social Management (FESM)⁸ that includes specific standards for climate change and disaster risk reduction which aim at reducing and managing potential risks that may arise from climate change, and other multiple and often simultaneous hazards. It is expected that by mid-2023 the FESM will be operational and integrated in the Project Cycle Manual and FPMIS.</p> <p>In 2022, FAO launched the Climate Risk Tool Box⁹ as a part of the Hand-in-Hand Initiative that supports countries with access to and analysis of climate relevant data and information. Furthermore, the tool is used to screen the GEF portfolio of projects for climate risks. OCB also populated FAO Hand-in-Hand Geospatial Platform with climate related data, including climate scenarios (section Climate).</p> <p>OCB has started dialogue with the Partnerships and UN Collaboration Division (PSU) on means to mainstream climate data and information in UN sustainable development cooperation frameworks (UNSDCF) and CPFs. Furthermore, the new Science and Innovation Strategy and its</p>	4	<p>Climate data and information are available for use by Members and FAO personnel ensuring evidence-based policy and project design. After FESM is operational, all projects will have an assessment of climate and disaster risks, through the use of the Climate Risk Tool Box as well as an estimation of their greenhouse gas (GHG) emissions. Additionally, climate change is already mainstreamed in FAO projects and programmes. With the PPA BE1: "Climate change mitigating and adapted agrifood systems" and climate change markers integrated in the FPMIS, it will be easier to track and report on.</p>

⁸ <https://www.fao.org/3/cb9870en/cb9870en.pdf>

⁹ <https://data.apps.fao.org/crtb/>

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		<p>Action Plan will also play a crucial role in strengthening the mainstreaming of climate action across the organization.</p> <p>An Action Plan for the SCC is expected to be finalized in 2023. It will ensure alignment with the 2030 Agenda and its SDGs, the FAO Strategic Framework 2022-31 and its PPAs, the goals of the Paris Agreement, FAO Corporate Environmental Responsibility Strategy 2020-2030 and the Sendai Framework.</p>		
<p>Recommendation 4</p> <p>FAO should improve the way it quantifies and reports its positive contributions to SDG 13. To plan, track and report on the GHG impact of FAO's programmes, operations and facilities, and as part of its Action Plan, FAO should:</p> <ol style="list-style-type: none"> i. ensure the monitoring of GHG emissions through target setting and measurement; including for programmes and projects with likely impacts on GHG emissions and carbon sinks; ii. ensure, promote and strengthen the dissemination and use of in-house tools for GHG tracking and measurement wherever relevant; iii. where relevant, conduct indicator setting and monitoring of climate change adaptation as a contribution to increased resilience of FAO priority target groups; iv. monitor outcome-level achievements and progress on impacts contributed through FAO's country level support on NDCs, NAPs and the Sendai Framework; and geo-reference projects on land-use, forestry, fisheries and aquaculture (wherever relevant) to ensure the tracking and monitoring of results, as well as the use of geo-coded data for assessments, the triangulation of datasets and impact evaluations. 	<p>All FAO projects that generate carbon benefits should include provisions for measuring and quantifying progress on greenhouse gas (GHG) emission reductions and/or carbon sequestration at least 3 times in the project's lifespan (baseline, mid-term and closure).</p> <p>OCB will continue promoting timely measurement of carbon benefits across the Global Environment Facility (GEF) and the Green Climate Fund (GCF) field programmes.</p> <p>OCB will lead the mapping of all the tools available to promote the further mainstreaming of GHG tracking tools into the field projects and programmes. These include for instance FAO tools like Ex ACT, GLEAM and existing national/ international frameworks like REDD+. They also include statistical knowledge such as the one developed in the FAOSTAT emissions database.</p> <p>Consideration will be given to the possibility of having a separate marker on climate change in PPRC project reviews, and to nominating a Climate Change focal point in the Projects and Programme and Project Review Committee (PPRC).</p> <p>OCB will consult and coordinate with the relevant divisions to explore the use of its tools and data to monitor and quantify FAO's contribution to SDG13. This will include the use of indicators to measure adaptation impacts and countries policies and plans including nationally determined contributions (NDCs), National Adaptation Plans (NAPs), and others. OCB can lead the formulation of adaptation</p>	<p>FAO web-based knowledge portal – Climate Change Knowledge Hub - was launched in 2020 and has progressively been populated with knowledge materials related to climate change, land use and agriculture systems. It consists of 488 knowledge products related to climate change and agriculture from over 50 organizations including FAO. The development of the web-based knowledge hub included a mapping of all FAO produced climate change knowledge products among which all GHG tracking tools. As of January 2023, there are 30 resources available associated with GHG accounting.</p> <p>Furthermore, funding proposals submitted to GCF and GEF measure the carbon benefits and co-benefits of the project during the formulation phase using the EX-Ante Carbon-balance Tool (EX-ACT) tool.</p> <p>In regard to the monitoring and quantifying of FAO's contribution to SDG13, FAO has been applying climate change mitigation, climate change adaptation Development Assistance Committee (DAC) policy markers based on the Organisation for Economic Co-operation and Development (OECD) classification system in FPMIS. Furthermore, FAO has been developing data collection system to report to the UNFCCC Least Developed Countries Expert Group on its</p>	4	<p>The systematic monitoring of adaptation and mitigation results in all GCF and GEF projects, as well as integration of OECD DAC policy markers in FPMIS contributes to enabling FAO to concretely report and communicate on the progress towards countries' key climate change strategies and plans such as the NDCs and NAPs, as well as SDG 13.</p>

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	specific criteria for the review of projects and programmes.	contribution to countries for the formulation and implementation of national adaptation plans (NAPs) (see recommendation 5).		
<p>Recommendation 5</p> <p>To strengthen the monitoring and reporting of its climate change work and achievements and provide more accurate reporting on climate financing, FAO should improve and make mandatory climate change labelling of its project portfolio. It should undertake quality control on current and future labelling to ensure compliance with the OECD climate change marker guidelines and introduce SDG markers to improve reporting on SDG targets. FAO should also make sure that adequate training and guidance are provided as part of project-cycle training. As the monitoring of climate action achievements, including climate financing, is directly linked to the climate change markers, climate budget reporting should be revised accordingly. OCB should provide governance and coordinate the overall process.</p>	<p>OCB is finalizing a guidance note on how to use and assign the climate change adaptation and climate change markers that have been introduced in Field Programme Management Information System (FPMIS) based on the OECD classification system. Those markers, as well as relevant SDG markers as applicable, will help in tagging and identifying FAO projects with a climate change objective and support the monitoring and reporting of FAO's portfolio on climate change.</p> <p>OCB will coordinate next steps including:</p> <ol style="list-style-type: none"> make the guidance note available in FPMIS to users; provide trainings on the markers to users and climate change focal points; and establish a quality assurance mechanism to regularly screen and monitor projects assigned with a climate change marker. 	<p>The application of the OECD-DAC policy markers has been serving corporate monitoring and reporting purposes.</p> <p>“Operational Guidelines: incorporating DAC sector/purposes codes and policy markers coding in the FAO Project Cycle” were launched in 2020. The guidelines provide project initiators, Budget Holders and Lead Technical Officers with a standard set of instructions for choosing and identifying suitable parameters to tag projects, including climate change policy markers.</p> <p>A specific guidance note for climate change policy markers also has been produced to support users to identify the level of climate change relevance and adequate use of the markers which also includes manual of usage on FPMIS. Brief trainings and introduction of climate change policy markers have been conducted in December 2020 and December 2021 as a part of Country Annual Report training sessions on climate change, targeted at Decentralized Offices. Dedicated trainings on OECD-DAC policy markers could be further organized for climate change focal points and all users once the guidance note has been made available on FPMIS.</p> <p>In addition, OCB is working to establish a data collection system to report to the UNFCCC Least Developed Countries Expert Group on FAO's contribution to countries for the formulation and implementation of national adaptation plans (NAPs). The template was tested to contribute to the group's 42nd meeting.</p>	4	<p>It is possible to extract the data from FPMIS based on the relevance to climate change mitigation and climate change adaptation based on the OECD-DAC policy markers.</p> <p>As of December 2022, approximately 75 percent of all projects/programmes registered in FPMIS are either using climate change adaptation and/or climate change mitigation policy markers.</p> <p>The OECD-DAC policy markers are also used to track progress under other corporate reporting mechanisms' result framework indicators, including Corporate Environment Responsibility (CER), and Country Annual Report (CAR) to facilitate coherent and standardized data on the climate change portfolio in FAO.</p> <p>FAO has submitted to UNFCCC Least Developed Countries Expert Group a comprehensive overview of its work on NAPs, as well as its technical support provided to least developed and developing countries, including through the GCF and GEF programmes.</p>
<p>Recommendation 6</p> <p>To effectively contribute to climate action in an integrated and holistic way, FAO should adopt a coherent, sustainable and</p>	<p>In agreement that solutions to climate change go beyond production and single value chains and should include consideration of issues directly related to consumption (such as dietary choice, food</p>	<p>In 2021-2022, FAO has produced over 45 knowledge products, including 15 methodology guidance and tools, 14 case studies and 16 policy guiding notes and</p>	4	<p>In 2021, the web-based knowledge hub was viewed 11 972 times, and reached 18 133 views in January 2023.</p>

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<p>inclusive, low-emissions and climate-resilient food systems approach and promote it at global, regional and national level. Climate-induced risks, benefits and trade-offs should be explicit in food systems assessments, including the design of interventions aiming to transition food systems to more sustainable and equitable patterns. To ensure that climate change is addressed through tailored operational solutions, links need to be explicit and connected at all food system entry points, from land and water via production and value chains to consumption and waste, including directly associated aspects such as energy efficiency and use of renewable energy. Interventions should be synergic with FAO's global and national work on climate change, such as with the UNFCCC and Paris Agreement policies and processes, including the Koronivia Joint Work on Agriculture, FAO's support for NDCs and the SDGs, and the Sendai Framework regional and national DRR/M plans to be updated by 2020.</p> <p>The COVID-19 pandemic and the green recovery promoted by the United Nations system should help FAO promote action to transition and transform the agriculture and food systems affected by the socio-economic impact of the crisis. The United Nations Food Systems Summit in 2021 presents another golden opportunity for FAO to position itself as the global leader in supporting countries in their shift to more sustainable food production and consumption patterns in a changing climate.</p>	<p>waste, market development) and interlinkages in food systems. In addition, that integrated, sustainable and nature-positive approaches and solutions that look at all environmental and social-economic issues related to developments in food systems, beyond only climate change issues need to be adopted, OCB will continue developing guidance and provide tools and methodologies to mainstream climate change, energy, biodiversity and environment-related issues into policies, strategies and programmes addressing agrifood system transformation.</p> <p>Complementing ESF's support to integrating a food system approach in climate related projects, programmes and events, OCB and ESF will support regional and country teams to achieve more comprehensive integrated approaches.</p> <p>OCB will work with FAO's COVID-19 Response and Recovery team and relevant divisions on resource mobilization and the implementation of COVID-19 green recovery programmes and projects, including their linkages to FAO's new priority programme on "Climate-resilient agrifood systems".</p> <p>Working closely with ESF, OCB will contribute to the upcoming UN Food Systems Summit in 2021 to increase FAO's global visibility and commitment to transforming our food systems in a changing climate. This includes OCB role as FAO's focal point for Action Track 3 "Boost Nature-Positive Food Production at Scale" under the Food Systems Summit.</p>	<p>recommendations for governments to mainstream climate change, clean and sustainable energy, biodiversity and environment in the national climate change strategies, policies and plans addressing transformation of agrifood systems and food security, which all are available in the Climate Change Knowledge Hub.</p> <p>In relation to the UNFCCC processes, FAO continued to provide support to countries:</p> <p>a) to advance the discussions on the future of the Koronivia Joint Work on Agriculture, by facilitating informal exchanges of views at global and regional levels, providing knowledge materials and summaries of all workshops held under the Koronivia Roadmap;</p> <p>b) to revise and/or implement NDCs, NAPs, and long term low carbon strategies (LTSs).</p> <p>Out of 28 coalitions launched at the UN Food Systems Summit, FAO is strategic partner in 19. Three of them have specific climate change related focus:</p> <ul style="list-style-type: none"> – Climate Resilient Food Systems Alliance; – Coalition on Sustainable and Inclusive Urban Food Systems; and – Resilient Local Food Supply Chains Alliance; <p>OCB has been working closely with the Food Systems and Food Safety Division (ESF) to integrate the agrifood systems' approach into the international climate agenda, through joint events organized at UNFCCC COPs and by working on initiatives launched at COP27 including the Food and Agriculture for Sustainable Transformation (FAST) Initiative (led and hosted by FAO), the Initiative on Climate Action and Nutrition (I-CAN), and the Global Waste Initiative 50 by 2050 to reduce food waste (supported by FAO).</p>		<p>The most popular section is the one on knowledge resources.</p> <p>In 2021-2022 OCB supported 49 countries to revise and/or implement NDCs, NAPs, and Long Term Low Carbon Strategies (LTSs). Furthermore, countries recognized and acknowledged FAO continuous support in implementing the Koronivia Roadmap. Informal workshops facilitated by FAO helped countries to agree on the new four-year "Sharm el-Sheikh joint work on implementation of climate action on agriculture and food security".</p> <p>The UN Food Systems Summit raised global awareness of the need to transform agrifood systems, mobilizing governments, cities, regions, civil society and private sector. As a result, over 150 countries have made voluntary commitments to develop national action plans for food system transformation.</p> <p>The Food and Agriculture for Sustainable Transformation Initiative, launched at COP27 by the Government of Egypt, is expected to be hosted by FAO to integrate transformative agrifood systems approach into country and regional programmes to address climate change and food security.</p>

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<p>Recommendation 7</p> <p>To ensure the meaningful engagement of all population groups in striving for better and more inclusive climate action, FAO should mainstream the “leave no one behind” core principle of the 2030 Agenda into all its climate change-related work. Guidelines on the inclusion of women and youth, the extreme poor and other vulnerable, marginalized and discriminated groups, such as indigenous peoples and persons with disabilities, should be clearly defined in climate change-related initiatives. These guidelines should guide empowerment and transformative actions in the broader agriculture and food systems.</p> <p>i. Based on gender-gap assessments, FAO should integrate gender into its climate action work, recognizing the specific talents, capacities, roles and vulnerabilities of women and men, to address the challenges associated with women’s access to and control over resources, benefits and decision-making and to target specific gender-transformative outcomes in all climate change programmes, including but not limited to the inclusion and participation of women. FAO should monitor on-the-ground implementation of projects tagged with climate and gender markers to ensure the expected results are achieved at all levels.</p> <p>ii. FAO needs to develop corporative guidelines to institutionalize youth inclusion and participation in all climate change-related programmes. Specific challenges, needs and opportunities for youth need to be identified and addressed to make climate action-related interventions more inclusive and effective,</p> <p>iii. Inclusion and support for migrants and displaced people, the extreme poor and other vulnerable, marginalized and discriminated groups need to be systematic in climate-related interventions, particularly those on adaptation to multiple climate risks. Inclusion should be based on an understanding of specific capacities, vulnerabilities, risks and opportunities.</p>	<p>OCB has recently created a Youth Group which will roll out a plan of action to better engage youth in FAO’s work on climate change, including through:</p> <ol style="list-style-type: none"> i. establishing climate change youth-focused programmes; ii. nominating OCB youth representatives to represent OCB externally in panels and meetings; iii. identifying a young employee in each project or programme to support project/programme management; and iv. organizing trainings for team leaders on how to improve leadership by youth, and foster involvement of youth. <p>OCB is actively working on gender in collaboration with relevant FAO teams and will continue to raise its profile both in FAO and externally, and mainstream the “Leave No One Behind” principle in line with the cross-cutting themes of youth, gender and inclusion which, together with SDG 10, are fundamental pillars of FAO’s new Strategic Framework 2022-31, including dedicated guidelines.</p> <p>ESP will closely collaborate with OCB to address gender equality and inclusiveness in climate-related interventions, including through strengthening national capacities of policy-makers and researchers for Nationally Determined Contributions and National Adaptation Plans; supporting countries to formulate and implement inclusive and gender-transformative projects and programmes, with specific consideration of vulnerable populations, women, youth, indigenous people and the extreme poor; bringing the knowledge gap related to heterogeneous impacts of climate change in the agriculture sector; analyzing and disseminating innovative, inclusive, and gender-responsive good practices and technologies for climate-smart agriculture.</p> <p>In addition, ESP’s teams and its technical working group on climate change will develop corporative guidelines to ensure that FAO climate change-related programmes are youth inclusive.</p>	<p>Mainstreaming gender equality, youth engagement, Indigenous Peoples’ participation, and social inclusiveness is one of the guiding principles anchored in the SCC and will help to ensure the meaningful engagement of all population groups in striving for better and more inclusive climate action.</p> <p>Youth engagement</p> <p>OCB has prioritized empowering young professionals within OCB and FAO, and work to empower youth involved in agrifood systems.</p> <p>Formed in 2020 and led by young professionals, OCB Youth Group in collaboration with the FAO Youth Committee is working towards increasing youth involvement in climate change-related initiatives, projects and programmes, and exploring career development opportunities related to climate action within the Organization.</p> <p>Externally, FAO continues to closely work with the Youth and the United Nations Global Alliance (YUNGA), implementing initiatives in over 100 countries, and supporting the development of educational resources and learning programmes for children, youth and teachers globally, as well as educating young girls on climate change and its gender dimension aiming at empowering them to lead effective climate action in their communities.</p> <p>Gender equality</p> <p>In 2020, FAO launched the FAO Policy on Gender Equality 2020-2030, which guides the organization on how to strengthen policy dialogue and provide technical advice on gender responsive policies and programmes in agrifood systems.</p> <p>Gender, as a cross-cutting theme has been integrated in various publications on approaches and lessons learnt on ways to</p>	4	<p>Youth engagement</p> <p>In 2021-2022 the OCB Youth Group achieved the following results towards better integration of youth in FAO initiatives, programmes and projects:</p> <ul style="list-style-type: none"> – Establishing a special tag for youth-related knowledge materials in FAO Climate Change Knowledge hub. – Launching webinar series on Empowering youth in agriculture to engage in UNFCCC and COP processes. – Integrated youth in FAO’s programmes and work on Enhanced Transparency Framework, Strengthening Agricultural Adaptation, and Scaling up Climate Ambition on Land Use and Agriculture. <p>Gender equality</p> <p>OCB has initiated a gender stocktake with the view to assessing the progress in gender equality and mainstreaming across FAO’s project portfolio and understanding the personnel capacity gaps. The exercise will be finalized in January 2023.</p>

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	<p>Based on <i>FAO Migration Framework and Migration, Agriculture and Climate Change</i>, target-specific support for those prone to migrate will be mainstreamed in these guidelines, focusing on addressing their vulnerability and promoting adaptation strategies for building resilience.</p>	<p>advance women’s empowerment and gender mainstreaming; expert dialogues and capacity building discussions were convened for target audiences covering senior officials and communities (under Scaling Up Agricultural Adaptation (SAGA) and Scaling up Climate Ambition on Land Use and Agriculture (SCALA) programmes). For example, the Gender and Social Inclusion Strategy for SCALA Programme was launched to ensure equality and equity during the implementation. The strategy can be used as an example for integrating inclusion in climate related projects.</p> <p>In close collaboration with UNFCCC, FAO supported capacity building and participation of women delegates in climate related negotiations as well as organized awareness raising events within and outside of FAO.</p> <p>The gender elements in the projects financed by GEF and GCF have been analysed through the learning lens and assessment of achieved progress. The key findings highlighted the necessity to strengthen the practical aspects and application of learning tools, guidance materials and guidelines on gender mainstreaming.</p> <p>Migration The Inclusive Rural Transformation and Gender Equality Division (ESP), in collaboration with OCB, developed a comprehensive study on impacts of climate change on migration in the Near East and North Africa (NENA) region. The team is also regularly participating in the UN-wide working group on migration, which covers climate-induced migration issues and impacts on rural population.</p>		
<p>Recommendation 8 FAO should systematically link indigenous peoples and pastoralists to its work on climate action, ensuring this is mainstreamed into key technical units and at decentralized level. It should value innovative solutions that indigenous peoples’</p>	<p>With the establishment of Local Communities and Indigenous Peoples Platform and the Facilitative Working Group under UNFCCC, OCB and PSU will continue to increasingly contribute through submissions and in-session workshops sharing</p>	<p>In 2021, climate change was defined as one of the pillars for the work of the Indigenous Peoples Unit (PSUI), where the unit has emphasized the need to look at Indigenous Peoples’ food and knowledge systems and</p>	5	<p>As a result of more active collaboration between PSUI and OCB, a policy brief on Indigenous Peoples and the Koronivia Joint Work on</p>

<p>traditional knowledge, territorial management and food systems can bring to climate action in all relevant countries. To maximize effectiveness, FAO should build a better knowledge base on individual and collective tenure and access rights. Its work with indigenous people's leverages off FAO's work at global level, such as the Global Hub on Indigenous Food Systems endorsed by the Committee on Agriculture, and it should strengthen its links with the UNFCCC platform on indigenous people. To achieve this target, FAO should strengthen its Indigenous Peoples Unit.</p>	<p>FAO's experience on indigenous food systems in order to implement the agenda on climate change mitigation and adaptation and indigenous peoples. OCB and PSU will capitalize on the already existing working groups (Group of Friends of Indigenous Peoples and Multi-donor Trust Fund as FAO external groups and Inter-Departmental Working Group on Indigenous Peoples as FAO internal group) to raise awareness of linkages between indigenous peoples, their vulnerabilities to the impacts of climate change and their traditional knowledge to upscale climate action and resilience.</p> <p>In collaboration with the land tenure team, knowledge products (publications, articles, and webinars) will be produced and disseminated to raise the awareness of recognizing diverse tenure systems of indigenous communities at the national level.</p>	<p>recognize their contributions to restoration, climate change adaptation and mitigation, and biodiversity conservation.</p> <p>Within the UN Decade of Ecosystems Restoration, PSUI has supported the participation of Indigenous Peoples in different processes of the Decade. Together with the Land and Water Division (NSL) and the Forestry Division (NFO), the Asia Indigenous Peoples Pact (AIPP), the Centre for Studies in Integration and Development (CINDES), the North East Slow Food & Agrobiodiversity Society (NESFAS) and the International Bamboo and Rattan Organization (INBAR), the Indigenous Peoples' Biocentric Restoration initiative was started in Ecuador, India, Peru and Thailand. Discussions to include other countries have been started.</p> <p>More active collaboration has been carried out between OCB and two PSUI secretariats (Group of Friends of Indigenous Peoples and Coalition on Indigenous Peoples Food Systems) and the coordination work for the Global-Hub on Indigenous Peoples Food Systems and the Multi-donor Trust Fund on Indigenous Peoples This has strengthened FAO's contribution to the work of the Local Communities and Indigenous Peoples Platform and its Facilitative Working Group under UNFCCC to improve the integration of Indigenous Peoples' food and knowledge systems to support implementation of the global goals on climate change mitigation and adaptation, and to ensure corporate coherence. At programmatic level, there is need to continue working on projects supported by all climate change funding mechanisms (GEF, GCF and the Adaptation Fund (AF)) as well as approaches involving Indigenous Peoples in the project formulation stages at subnational and national level.</p> <p>OCB strengthened collaboration with the land tenure team in ESP and PSUI, to raise</p>	<p>Agriculture, providing recommendations on how to better integrate Indigenous Peoples' traditional knowledge in agriculture under the UNFCCC was developed; the publication <i>Indigenous youth as agents of change</i>, highlighting six Indigenous youth initiatives that, in an innovative and collaborative way, face the adversity brought by climate change and the COVID-19 pandemic, was launched.</p> <p>PSUI also contributed to the submission on the first global stocktake reporting on all FAO's initiatives contributing to climate change and Indigenous Peoples agenda, and organized several events and workshops at UNFCCC COP26 and COP27.</p> <p>As a result of the collaboration between OCB, PSUI and the land tenure team in ESP, FAO contributed to an information brief on collective tenure rights and climate change.</p> <p>Additionally, the importance of nomadic livelihoods and communal resources are discussed and will be presented in the upcoming collective paper by the Global-Hub on Indigenous Peoples' Food Systems.</p>
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		awareness on the importance of recognizing the diverse tenure systems of Indigenous Peoples' and how they contribute to limiting climate change effects.		
<p>Recommendation 9</p> <p>To move away from fragmented, short-term projects by individual divisions with limited geographic and thematic reach, FAO should strategize, plan and invest in a renewed climate action-focused programmatic approach that is strategic, long-term and integrated, with the potential for inclusive, low emissions and climate-resilient, large-scale sustainable impacts on livelihoods, landscapes, food systems and societies in line with SDG 13.</p> <p>i. As FAO's business model is based on individual projects (on climate action, mostly funded by GEF and GCF), these will need to be incorporated into and coordinated by a programmatic framework that aligns its climate action priorities with other FAO projects. The Organization needs to assert its ownership of activities that are important factors in transformational change (for example, policy development, key normative products and international lobbying) and these need to evolve into more sustainable interventions, possibly funded at their core with regular programme funding and implemented by permanent staff, rather than mostly through extra budgetary funding and consultants.</p> <p>ii. Similarly, at country level, FAO should manage climate action projects through a country programme portfolio approach, sourcing funding from different projects to enable greater impact and alignment with countries' SDG implementation strategies, CPF, NDC, NAP and SFDRR priorities. Whenever relevant, this should feed into the UN Reform process and the UNSDCF.</p> <p>iii. FAO should reduce and strategize its use of local level pilot projects and capitalize on its normative and knowledge products, good practices and institutional experience at sufficient scale to effect transformational change in the most vulnerable countries and regions.</p>	<p>It is agreed that FAO needs to invest in higher-level programmes rather than piecemeal initiatives and smaller projects. A broader mainstreaming approach must be adopted as stand-alone climate projects (including by GEF or GCF), must be part of broader food systems transformational programmes bringing in together sectoral perspectives, biodiversity, environment degradation, etc.</p> <p>This programmatic approach is the number one priority of the FAO-GEF strategy that is nearing final approval by senior management. Programmatic Areas of Works (PAW) for FAO-GEF work will be developed going forward, also in line with what is promoted in FAO's 2022-31 Strategic Framework. OCB will also establish and promote thematic flagship programmes at country or multi-country level on climate change that focus FAO, partner and donor attention. This will help define and clearly articulate FAO's priorities and foster collaboration between ministries, especially the ministries of environment, agriculture and energy.</p> <p>OCB GCF strategic priorities, in alignment with FAO's Strategic Framework, highlight the need to shift from a project focused approach to a programmatic approach. GCF recently issued guidance on developing programmatic approaches, and OCB GCF Unit is currently developing three programmes in response (fisheries, soil re-carbonization, Great Green Wall). Additional concepts for GCF programmatic approaches are in early stages of conceptualization, including in partnership with other Accredited Entities (RBAs, United Nations Development Programme and others).</p>	<p>OCB has developed both the FAO-GEF Strategy and Action Plan (2020) and FAO's Internal Management Strategy for engaging with GCF (2022). Both strategies position FAO to take a strategic, programmatic approach in the work, demonstrating FAO's comparative advantage and leveraging FAO's technical capabilities more efficiently and effectively at all levels, integrating FAO Strategic Framework and FAO Strategy on Climate Change 2022-31 accordingly, calling for a programmatic approach in FAO's work globally. For example, FAO's Internal Management Strategy for engaging with GCF focuses on incorporating and developing the "non-project" interaction with GCF, and strengthening larger programmes and linking GCF funds with other funding mechanisms i.e., coherence and synergy with FAO's larger climate- (and environment-) related portfolio. The strategy highlights the importance of ensuring the GCF projects build and scale-up on successful past interventions (especially on GEF and AF projects), and that they are developed in full coordination and complementarity with other investments in the country.</p>	5	<p>Through their crosscutting nature, both internal strategies are enhancing FAO's ability to design and implement transformational programmes bringing in together sectoral perspectives, biodiversity and environment degradation, which will help to better plan and prepare for the GEF-8 and GCF-2 replenishments.</p> <p>Furthermore, a GEF-GCF synergy paper has been internally drafted in 2022. The first meeting to operationalize coherence and complementarity, was held in January 2023.</p> <p>Finally, FAO is currently developing its first multi-country GCF programme, targeting selected Great Green Wall countries, scaling up the Action Against Desertification Initiative as well as the approved FAO-GCF project Gums for Adaptation and Mitigation in Sudan (GAMS) in Sudan, in coordination with other GEF, GCF and AF projects.</p>

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<p>Recommendation 10 FAO alone cannot manage all of the challenges and aspects of integrated, complex climate action areas, such as food systems or integrated land and seascape management. Therefore, it should increase its efforts to develop and deepen partnerships with multisector stakeholders, based on the different parties' comparative strengths, rather than compete for themes, institutional prominence or funding.</p> <p>To move beyond the routine approach to climate action, FAO should enhance and diversify its partnerships and seek out strategic and innovative partnerships with the private sector (from local agribusinesses to international corporations), producer and consumer organizations, public and private financial institutions, CSOs, academia and think-tanks. Such partnerships should aim to transform food systems and unlock financing for climate-friendly practices in food and natural resource management, including renewable energy efficiency and the replacement of fossil fuels with renewable energy. This will require lighter and more adaptive internal procedures, as recommended by the evaluation of FAO's contribution to SDG 2 (2020) and the evaluation of the FAO Strategy for Partnerships with the Private Sector (2019).</p>	<p>In agreement that corporate procedures to establish partnerships with the private sector must be simplified, fully in line with FAO's Strategy for Private Sector Engagement 2021-2025 and with the ongoing review of FAO's due diligence framework, OCB will take the following actions to reinforce partnerships with multi-sector stakeholders and private sector in particular:</p> <p>a) Create a role within OCB to be responsible to coordinate with PSU on partnership development and relationship management, to strengthen partnerships with other organizations, institutions and private sector working on climate change and agricultural sectors and capitalize on high visibility partnerships at the international policy level;</p> <p>b) conduct an assessment of priority strategic and transformative partnerships;</p> <p>c) develop and implement a clear strategy to foster partnerships and collaborations (including with governments); and</p> <p>d) support strategically and financially existing multi-stakeholder alliances hosted by OCB that include private sector into its members such as the Global Alliance for Climate Smart Agriculture (GACSA)</p>	<p>Following the FAO Strategy for Private Sector Engagement 2021-2025, OCB through the SCALA Programme, launched a private sector engagement facility to foster stronger partnerships between public and private sector actors in order to identify private sector-oriented interventions to engage businesses in implementing climate plans and commitments in countries. The facility and the strategy are also piloting and contributing to OCB's collaboration with multi-stakeholder partnerships and private sector to address climate change in agrifood systems at the global and national levels. Additionally, the FAST Initiative, supported by FAO, will seek stronger engagement with the private sector. GEF and GCF projects are also increasing collaboration with the private sector for co-financing of projects and programmes.</p> <p>In collaboration with OCB, the Global Alliance for Climate-Smart Agriculture (GACSA) established an interface between stakeholders by creating platforms for multi-stakeholder policy dialogues. Outputs are then packaged and disseminated in a manner that is relevant and effective for the different audiences (private sector and business as well). During 2021, GACSA held eleven policy dialogues, partnered with its members from the private sector and participated in many international dialogues focused on climate-smart agriculture.</p>	4	<p>Through an innovative partnership with the CGIAR System Organization and the Rockefeller Foundation, FAO hosted the first ever Food and Agriculture Pavilion at COP27, which enhanced FAO's image and visibility and facilitated knowledge exchange and networking amongst a wide range of stakeholders, which will help FAO to implement joint initiatives and programmes in future.</p>

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<p>Recommendation 11: To ensure effective and efficient delivery of FAO's work on climate action, FAO should execute an integrated capacity needs assessment to identify possible capacity gaps, needs, and opportunities and accordingly adjust staffing, funding and inter-office communication and collaboration at both the headquarters and the decentralized offices.</p> <p>Capacity development and the strengthening of human resources should be differential among all organizational levels. Corporate funding and human resources policies and decisions must follow the capacity needs assessment to deliver the new Climate Change Strategy and Action Plan.</p> <p>Building on the experience of the Technical Network on Climate Change and the NDC Coordination Group, as well as pre-COP coordination processes, FAO should establish formal communication networks on climate action and linkages with its key programmes (see Recommendation 9) between related staff at headquarters and in decentralized offices. There needs to be a more robust knowledge management system to capitalize on FAO's knowledge and promote its use, to encourage continuous information exchange and foster mutual learning and capacity-building events driven by the corporate narrative. FAO should promote, incentivize and reward collaboration between headquarters and decentralized offices for transformative climate action and actively disincentivize barriers to collaboration, such as competition for funding.</p>	<p>OCB will conduct an Organization-wide capacity needs assessment on climate change. In particular the following areas need to be assessed in order to improve FAO and OCB's delivery of work:</p> <p>a) conduct a mapping exercise to match operational requirements with technical expertise on climate change, including in terms of human resources and at the decentralized offices level, in order to identify resources and skills needed to deliver the work; and</p> <p>b) conduct a specific mapping exercise of the policy, operational and technical expertise on climate change at the country and regional offices level.</p>	<p>An Organization-wide capacity needs assessment on climate change was conducted in 2022. Two-hundred and seven respondents took part in the survey, with 36 percent of them being based in FAO headquarters and 64 percent in Decentralized Offices. The survey highlighted, among others, the need to strengthen knowledge and capacities on climate adaptation, climate smart agriculture, carbon markets and resource mobilization at institutional and individual levels, as well as enhance the operationalization of FAO's policies and strategies and elevating FAO's mandate to emphasize work on climate change.</p>	5	<p>The main findings and recommendations of the capacity needs assessment of FAO's work on climate change are being taken into account in the formulation of the Action Plan of the SCC, in particular through the introduction of a crosscutting outcome focusing on enhancing FAO's operational modalities.</p>
<p>Recommendation 12 FAO should become a global ambassador for integrated approaches to CCAM in agriculture and food sectors (including inclusive and sustainable food systems with a clear climate focus) and integrated land and seascape management. To support its core narrative and Climate Change Strategy, there needs to be a targeted communications strategy for both specialized and general public audiences. The communications strategy should:</p> <p>i. raise awareness and inform people on inclusive, low-emission, climate-resilient and sustainable food production and consumption; empowering producers, other food value-chain actors and consumers to shift their behavior towards climate-friendly and sustainable practices in food systems;</p>	<p>OCB will coordinate the development of a communication strategy and action plan, in consultation with OCC, including with learning mechanisms, logical framework, transparency, programmatic approach and social media plan.</p> <p>Communication focal points as well as social media manager focal points will be appointed within each OCB workstream to reinforce FAO's messaging on climate change.</p> <p>FAO will make use and widely communicate statistical data products on climate change and associated reporting processes (FAOSTAT) as a means to enhance collaborations within FAO and with country focal points.</p>	<p>To strengthen FAO's global advocacy role for integrating climate change adaptation and mitigation in agriculture and food sectors, OCB appointed a Knowledge Management Officer (P-2), whose role is to coordinate and lead the work on communication. OCB, in close collaboration with the Office of Communications (OCC) and other technical divisions, has established the following key elements in its communications strategy:</p> <p>i. OCB communications planner, listing all communication materials and actions to be convened throughout the year;</p>	5	<p>The following analytics demonstrate how an effective communications strategy has increased engagement in FAO's work on climate change:</p> <p>Over 2 years, @FAOclimate Twitter followers have increased by 35 000, more than in previous years, with 180 100 followers in total in January 2023.</p> <p>The climate change website gathered on average 10 000-12 000 views per month in 2023 fluctuating according to global</p>

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<p>ii. further strengthen FAO's leading role in highlighting and addressing the climate change implications for critical issues surrounding food and agriculture, such as food security, food safety and nutrition;</p> <p>iii. make use of credible data on the status of renewable natural resources and widely communicate on issues such as productivity, biodiversity loss, deforestation, forest and soil and freshwater source degradation, the unsustainable management of living aquatic resources and the interaction of their drivers with climate change (including diets, food production and consumption);</p> <p>iv. take advantage of FAO's leading role in existing platforms such as the One Planet network for sustainable food systems, the GACSA and UN-REDD, and the Marrakesh Partnership for Global Climate Action, to steer attention to the work of the Organization on climate solutions for inclusive, low-emissions, resilient and sustainable food systems;</p> <p>v. promote and empower the use of FAO's climate-related monitoring tools by other agencies and conventions;</p> <p>vi. ensure a visible presence at key events related to climate change, with strong messages based on the FAO climate narrative, where the transformation of the whole agriculture and food system is part of all critical climate, biodiversity, health and food-crisis solutions;</p> <p>vii. engage more actively in interagency networks beyond the strict agricultural sectors, such as those on broad food systems, climate finance, health and nutrition; and</p> <p>viii. link messaging on the increasing frequency, severity and interrelation of multiple climate hazards to the humanitarian-development-peace nexus and the need for a coordinated and anticipatory response to climate-related disasters.</p>		<p>ii. OCB communications trello board for social media planning and Hootsuite for weekly scheduling;</p> <p>iii. OCB communications team meeting every two weeks;</p> <p>iv. OCB quarterly newsletter and regular posts on external networks to reinforce FAO's messaging on climate change and the developments in FAO's work on climate change; and</p> <p>v. OCB editorial committee established in July 2022 to review selected OCB publications at concept note stage in order to ensure publications are of high standard, useful, informative and timely for a wide and specific audience.</p> <p>Statistical data has been widely shared at major events, through news articles and via @FAOclimate Twitter account. Particularly popular are the FAOSTAT Analytical Briefs related to GHG emissions.</p> <p>Collaboration in FAO headquarters and with country focal points has been strengthened by attending regular OCC focal point meetings, organizing meetings before major conferences with communication focal points throughout FAO, as well as liaising with communication focal points for inputs in the 2023-2026 corporate digital report on climate change.</p>		<p>and regional climate change related events.</p> <p>The new climate change website is under development and is expected to be launched in March 2023. A complementary mobile responsive content management system (CMS) is likely to attract a far wider audience.</p>