

Thematic Evaluation Series

**Evaluation of FAO's support to
climate action (SDG 13) and the
implementation of the FAO Strategy on
Climate Change (2017)**

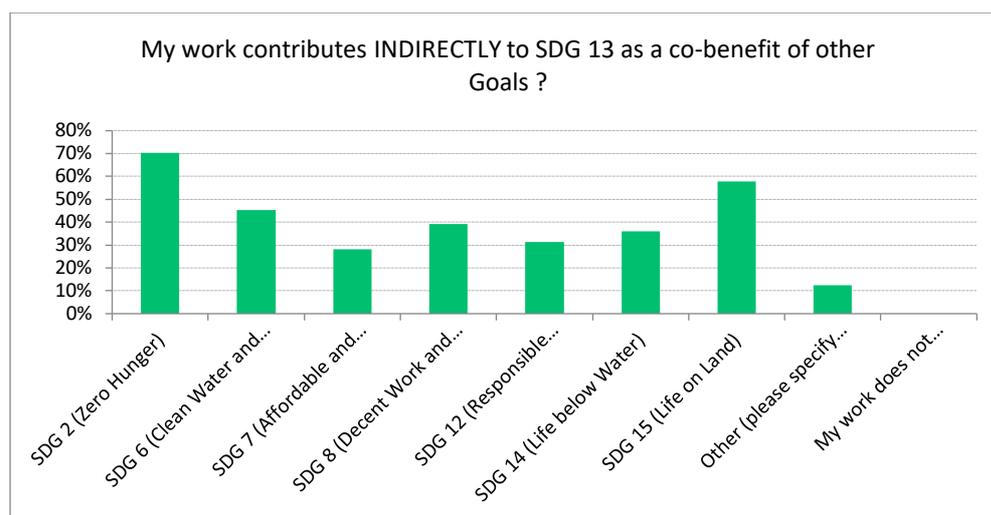
Annex 6. Global surveys

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1. Global external survey analysis

1. The survey included a list of 12 questions, which aimed to attract responses from a wide range of FAO's interlocutors in the Climate Action arena. The survey was first distributed on 30 September, and 30 October was the last day on which responses were collected. The survey was sent to 600+ individuals covering over 100 local, national and international actors active in food, agriculture, forestry, fisheries, livestock and ecosystems at large.
2. 66 individuals responded to the survey.
3. Survey respondents included not only key stakeholders from primary partner organizations such as the International Fund for Agricultural Development (IFAD), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), United Nations Framework Convention on Climate Change (UNFCCC) and the World Bank, but also a variety of Consortium of International Agricultural Research Centres (CGIAR), including Climate Change, Agriculture and Food Security (CCAFS), Center for International Forestry Research (CIFOR), World Agroforestry Centre (ICRAF), International Center for Agricultural Research in the Dry Areas (ICARDA), International Food Policy Research Institute (IFPRI), and International Water Management Institute (IWMI) as well as several donors, academic institutes, research institutions, local and international non-governmental organizations (NGOs), and private foundations.
4. Respondents reflected a good distribution of expertise from food, fisheries and livestock to climate, forestry and risk reduction/management.
5. The vast majority of respondents stated that their work contributed directly to Sustainable Development Goal (SDG) 13:
 - i. 83 percent to Targets 13.2 and 13.3
 - ii. 77 percent to Target 13.1
 - iii. 74 percent to Target 13.b
 - iv. 34 percent to Target 13.a.
6. A minority (6 percent) stated that their work did not directly contribute to any SDG 13 targets.
7. A majority of the respondents also stated that their work contributed to SDG 13 targets indirectly. The graph below illustrates the areas highlighted by respondents:



Source: Evaluation team

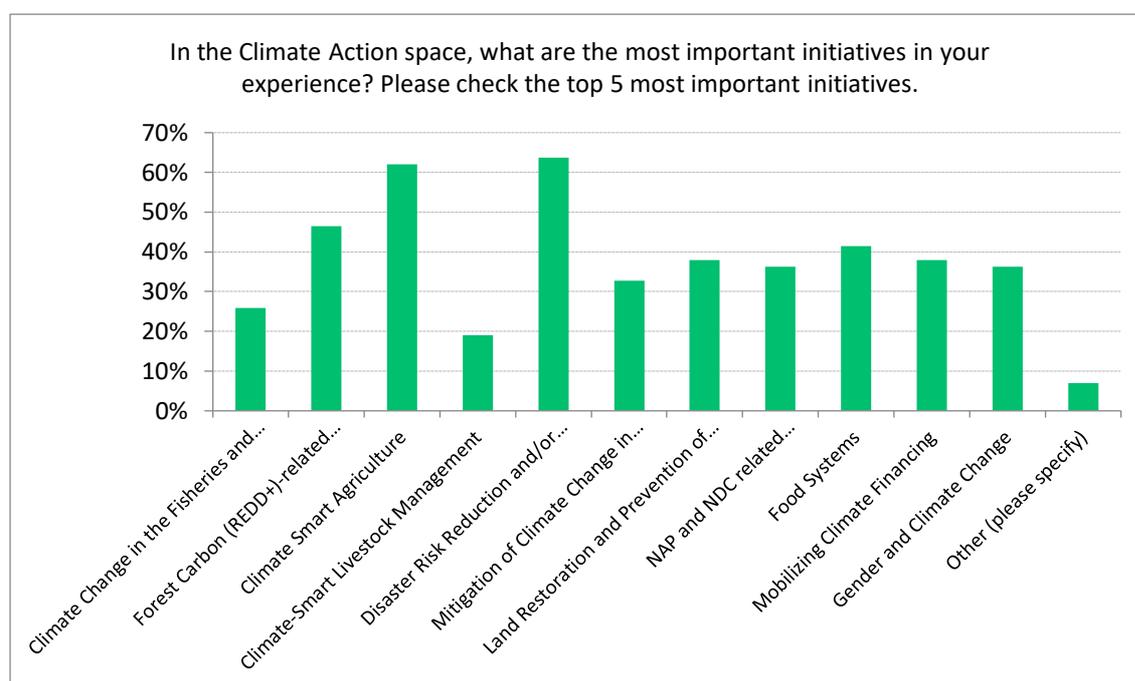
8. In descending order, the SDGs that respondents directly worked on, which they considered to indirectly contribute to SDG 13 include:

- i. 70 percent SDG 2 (zero hunger)
- ii. 58 percent SDG 15 (life on land)
- iii. 45 percent SDG 6 (clean water and sanitation)
- iv. 39 percent SDG 8 (decent work and economic growth)
- v. 36 percent SDG 14 (life below water)
- vi. 31 percent SDG 12 (responsible consumption and production)
- vii. 28 percent SDG 7 (affordable and clean energy)

9. Asked to characterize FAO's contribution to SDG 13, the responses varied:

- i. For example, 74 percent somewhat or strongly agreed that FAO is a leading organization in Climate Action (mitigation and adaptation) at the global level but at the same time 53 percent somewhat or strongly disagreed that FAO is a leading organization in Climate Action at the national level.
- ii. Close to 78 percent somewhat or strongly agreed that FAO's work on climate change is well aligned with local/national/international policies and only 9 percent disagreed with the remainder (14 percent) indicating they didn't know.
- iii. Just over half (52 percent) of respondents somewhat or strongly agreed that FAO has an innovative approach to Climate Action while 31 percent somewhat or strongly disagreed with one-fifth of the respondents admitting that they didn't know.
- iv. Close to 40 percent of respondents strongly or somewhat agreed that FAO's different initiatives on climate change were aligned and complementary while almost 30 percent disagreed. Another 30 percent did not know one way or another.
- v. Over half of respondents (54 percent) strongly or somewhat agreed that FAO is working at the adequate scale to ensure significant contribution to climate change mitigation and adaptation while 30 percent somewhat or strongly disagreed with the remainder (16 percent) noting they didn't know.
- vi. Similar numbers were evident in the question about FAO's effective communication of its role towards Climate Action, whereby 55 percent agreed that this was the case, 30 percent disagreed and the remainder noted they didn't know.

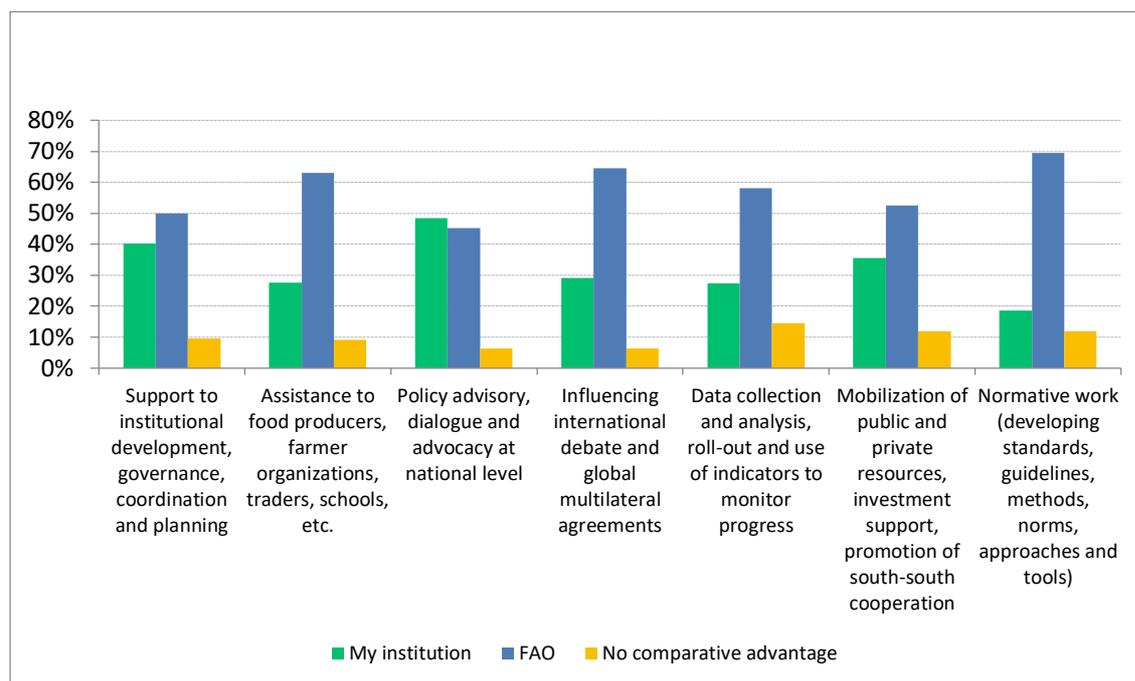
10. Three out of four respondents stated that they used FAO products and data to design, plan, implement or evaluate Climate Action-related activities. Some of the products highlighted included forest resource assessment (FRA), System for Earth Observation Data Access, Processing and Analysis for Land Monitoring (SEPAL), climate-smart agriculture (CSA) and diverse FAO stats and reports.
11. When asked to give examples of FAO's most important initiatives in the Climate Action space, disaster risk reduction and/or management (64 percent) and climate-smart agriculture (62 percent) were identified as the two top contenders. The next three initiatives identified by respondents included forest carbon (REDD+)-related programmes and projects (46 percent), food systems (41 percent), with mobilizing climate finance and land restoration and prevention of desertification tying at 38 percent. The graph below further illustrates:



Source: Evaluation team

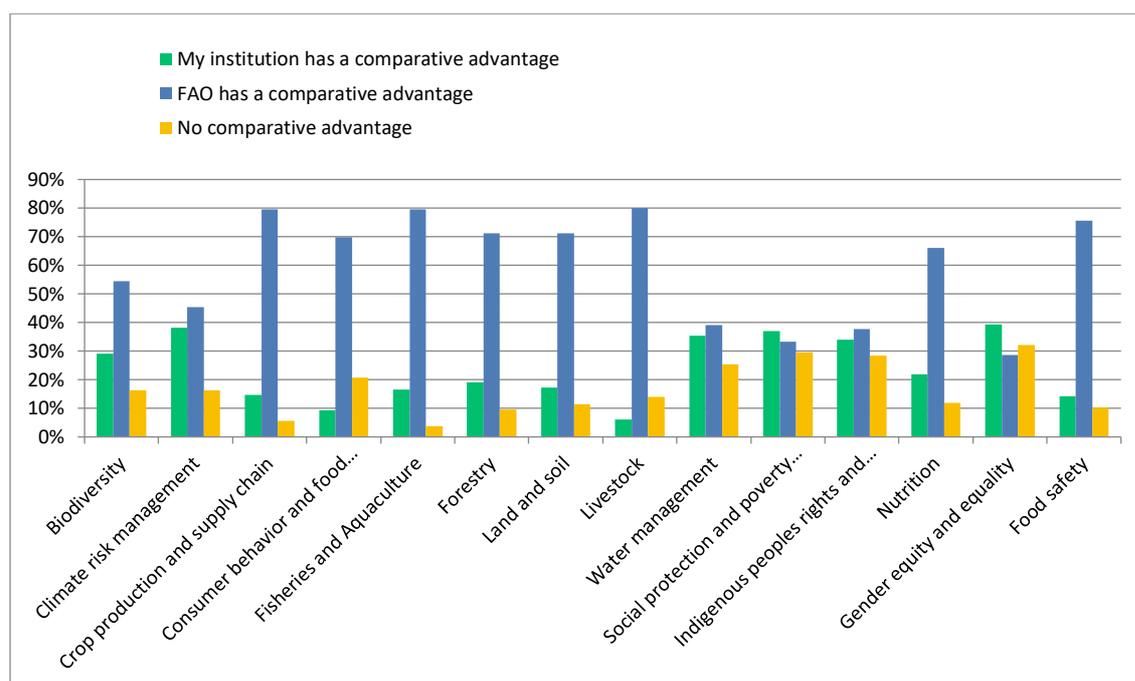
12. Asked to identify what initiatives led to transformational change in the Climate Action space, 82 percent referred to climate-smart agriculture followed by disaster risk reduction and /or management (76 percent), food systems (71 percent), mobilizing climate financing (70 percent), and land restoration and prevention of desertification (69 percent).
13. External stakeholders were also asked to gauge whether their institution or FAO had a comparative advantage in a series of delivery models. Over 70 percent stated that FAO had comparative advantage in normative work, including developing standards, guidelines, methods, norms, approaches and so on. Close to 65 percent said that FAO had comparative advantage in assistance to food producers, farmer organizations, traders, etc. while the same percentage of respondents stated that FAO had comparative advantage in influencing international debate and global multilateral agreements. Almost the same proportion of respondents (63 percent) agreed that FAO had comparative advantage in data collection and analysis, roll-out and use of indicators to monitor progress. As illustrated in the graph below, the only area in which respondents thought their institution

had comparative advantage was in policy advisory, dialogue and advocacy at national level, with 50 percent in favour of their own institution and 43 percent in favour of FAO.



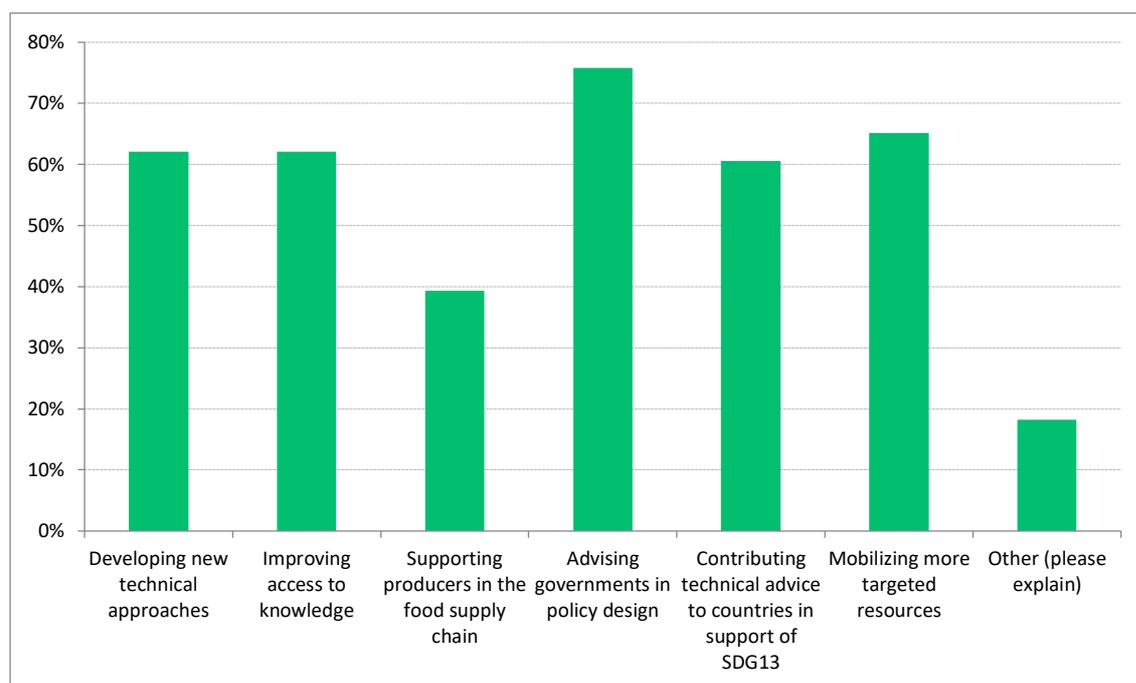
Source: Evaluation team

14. A similar question asked respondents to identify whether they or FAO had comparative advantage in a series of thematic areas falling under Climate Action. Between 70 to 80 percent of respondents stated FAO had comparative advantage in livestock, crop production and supply chain, fisheries and aquaculture, food safety, forestry, land and soil, and consumer behaviour and food demand (in descending order). In addition, 66 percent identified FAO's comparative advantage in nutrition while 55 percent did so in regard to biodiversity. A more detailed analysis is illustrated in the graph below.



Source: Evaluation team

15. In response to the question on key collaborative partnerships with FAO, 75 percent of respondents answered by listing a series of initiatives pertaining to UN-REDD, CSA, national action plans (NAPs) as well as collaborations in risk assessment and monitoring in fisheries, forestry, crops, gender and climate, among others.
16. Two out of three respondents answered the follow-up question asking whether any of the initiatives listed in the previous question may have potential for transformational change. Of those, 93 percent stated that the collaborative partnerships they had identified had potential for transformational change and explained in some more detail what those might be. Collaborative partnerships on carbon emissions (and in particular forests) and climate-smart agriculture were highlighted frequently as were resource mobilization and scaling-up of projects and programmes.
17. A final question asked respondents how FAO, in conjunction with other development partners, could become more effective in attaining the global objectives in Climate Action. Three out of four respondents identified advising governments in policy design while two out of three highlighted mobilizing more targeted resources. Developing new technical approaches, improving access to knowledge, and contributing technical advice to countries in support of SDG 13 were highlighted by more than 60 percent of respondents. The graph below represents the responses in more detail.

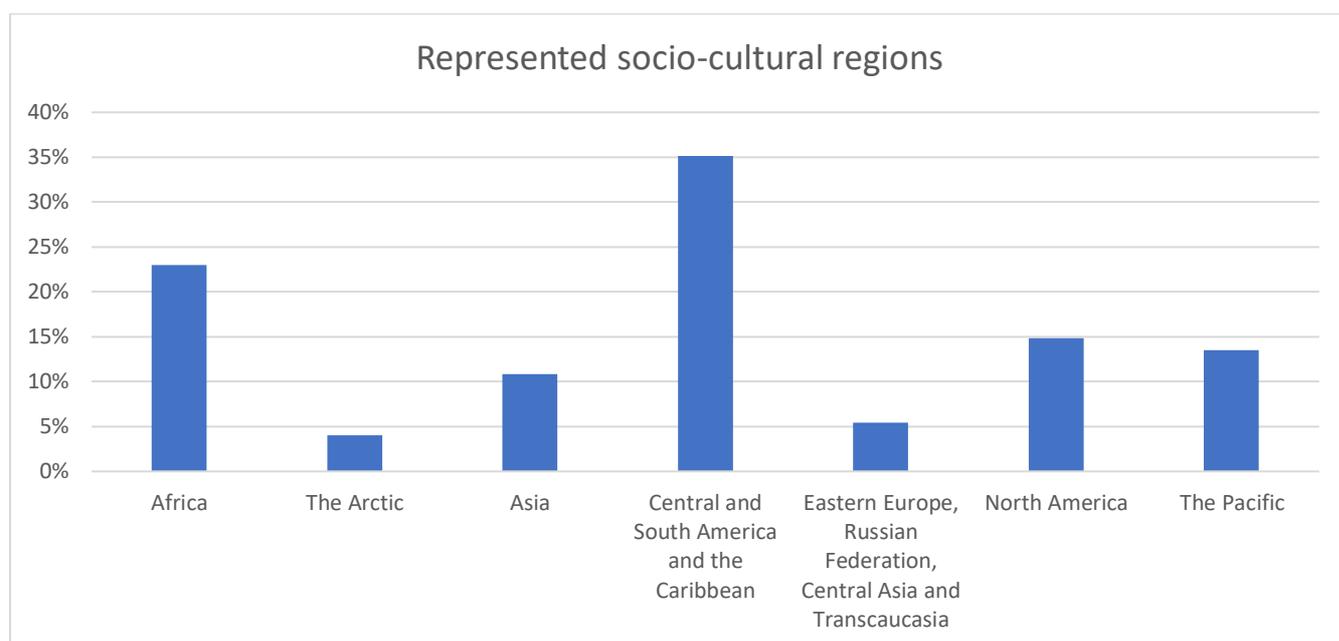


Source: Evaluation team

2. Global indigenous peoples survey analysis

18. The survey consisted of 16 questions targeting indigenous, pastoralist and nomadic peoples across the entire planet. Indigenous communities were surveyed from across seven socio-cultural regions; the purpose of the survey was to understand how climate change is affecting indigenous communities. The survey also gathered the respondents' opinions on FAO's work within their communities.
19. The survey was distributed among 119 focal points of indigenous communities, was published on the Indigenous peoples FAO's website¹ in the news rolling banner, and was further distributed with the assistance of the FAO Indigenous Peoples Unit (PSUI), including the field level, FAO Inter-Departmental Working Group on Indigenous Peoples (IDWG), the Local Communities and Indigenous Peoples Platform (LCIPP) and the Global Indigenous Youth Caucus (GIYC).
20. The survey was answered by 77 respondents.
21. The percentage of respondents from each region are summarized in Figure 1. 54 percent of the respondents were male and 46 percent were female.

Figure 1: Percentage of respondents in socio-cultural regions

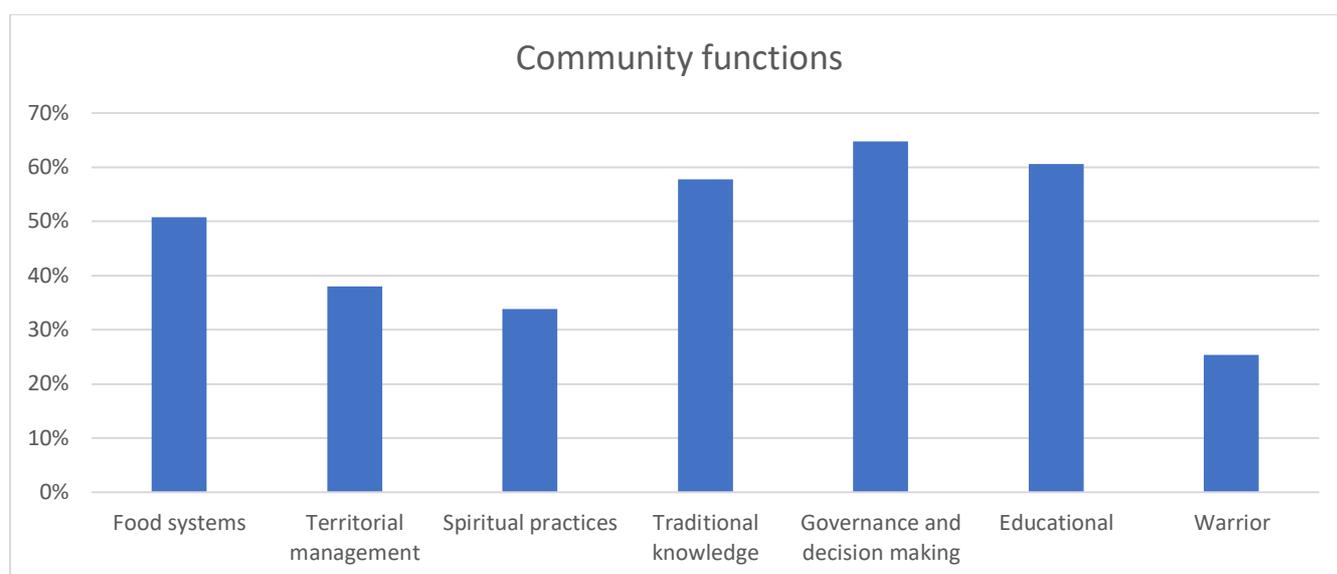


Source: Evaluation team

22. The respondents all served various functions in their communities including food systems, territorial management and spiritual practices among others, the functions are presented in Figure 2. The majority of respondents (64.79 percent) participated in governance and decision-making.

¹ <http://www.fao.org/indigenous-peoples>

Figure 2: Respondents community functions



Source: Evaluation team

23. The effects of climate change were evident in the majority of surveyed communities as 94.5 percent indicated that they had seen changes in vegetation, animal behaviour and natural cycles in recent years. The majority of respondents highlighted changes around weather and natural cycles, are summarized in Table 1 below.

Table 1. Summary of climate change effects

Summary of climate change effects highlighted by respondents	
Vegetation	<ul style="list-style-type: none"> • Severe degradation of plant resources • Deforestation • The vegetation has been reduced • Forest fires • Crop extinction • Increased desertification
Weather	<ul style="list-style-type: none"> • Longer and colder winters • Extreme changes in weather • Less snow • Increasingly hot climate • Increasingly scarce rains in time and space • The winter season is getting warmer and the summer is getting hotter • There are more anomalies, it rains sporadically • Warmer temperatures than 25 years ago • Permafrost degradation and temperature increase • Wind and cold that were not experienced in this region before
Natural cycles	<ul style="list-style-type: none"> • Changes in seasonal cycles • Reduction in the level of water bodies • Insufficient water in large inland freshwater systems • Global warming, sea level rise, pandemic, increased storms • Frequent and prolonged droughts • Water scarcity • Loss/depletion of springs, surface water, rainfall • Later and more unpredictable frosts

Animal behaviour	<ul style="list-style-type: none"> • Migration patterns changing • Decrease in fauna • More tropical fish species in our coastal waters • More invasive fish species in our rivers, increased fish kills in rivers and estuaries • Animals have emigrated due to the presence of the mining company • Loss of wildlife
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24. Most respondents (86.1 percent) said that these changes had been negative for their food, animals, pastures and biodiversity. Respondents also mentioned that pollution had been a major issue in their communities. A female respondent from the Central and South America and the Caribbean region highlighted the challenges her community was facing with recognizing seasons due to climate change:

"In the last ten years, in my region and rural communities, we have seen many changes in the weather, climate and other seasons. For example, before those years it was still possible to know when it is summer, when it is winter and at what moment our crops could be sown, but since those years, there have already been many changes, the climate has varied a lot, summer is strongly prolonged. That has many consequences on the crops, on the life of Mother Nature and on humanity, because there is a lot of drought, plagues, floods, diseases and little by little production decreases and poverty increases, among other things."

25. 35.62 percent of respondents indicated that FAO had worked in their communities in recent years. 48.89 percent responded that they had seen positive effects from FAO's work, while 31.11 percent said that the effects they witnessed had been somewhat positive. 13.33 percent believed that the effects had been negative and 6.67 percent said the effects had been somewhat negative.

26. The feedback given by respondents about FAO largely related back to their level of involvement in processes. Other comments given were around communication as some respondents felt that they had limited access to information. Suggestions offered were around increasing capacity of communities to enable them to voice their concerns, others were around the strategies implemented particularly around natural disasters and emergency responses. Others highlighted the importance of direct coordination with indigenous organizations as well as coordination with governments (Table 2).

Table 2. Summary of respondent feedback on FAO's work in their communities

Summary of respondent feedback on FAO's work in their communities		
	Perceived impacts	Suggestions
Participation	<p>Negative:</p> <ul style="list-style-type: none"> • In the implementation of projects there are concerns of non-compliance with the agricultural calendar resulting in delays. • FAO seems to support mega food corporations. 	<ul style="list-style-type: none"> • Promote evaluations "from below" (the most important change) with respect to the local worldview and development concepts. Promote action-research from the peoples' vision. • Spiritual and religious leaders need to be involved in this task forces and this work.

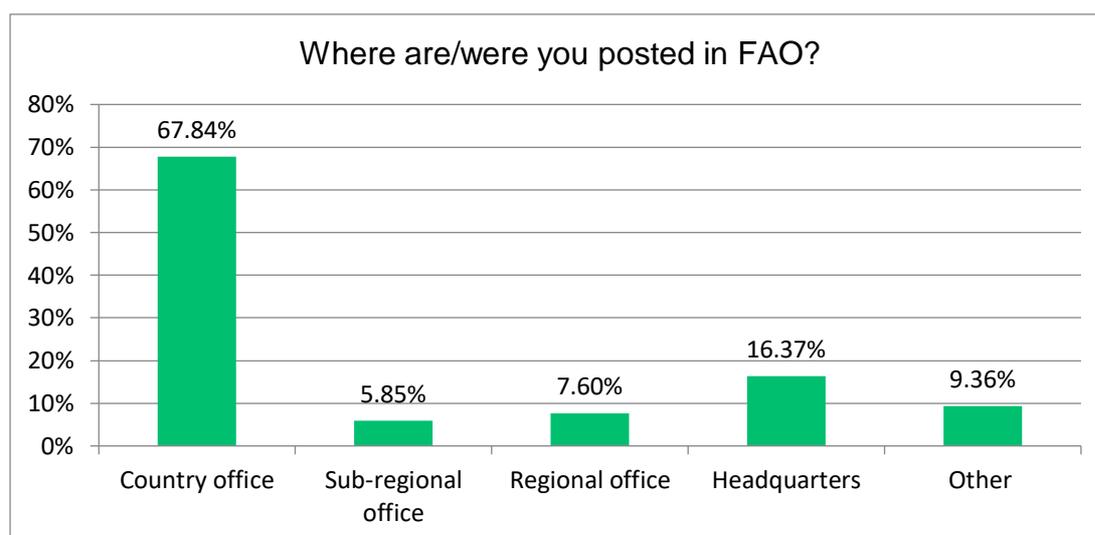
	<ul style="list-style-type: none"> The non-participation and the inexistence of protection policies puts us in constant risk of disappearance due to assimilation and dispersion of our community. Local ecological knowledge was not recognized. 	<ul style="list-style-type: none"> Take into account the opinion of indigenous peoples in the industrial development of the territory. Work directly with the communities. FAO should hold indigenous peoples consultations bringing in a few indigenous from each place to share and learn. Coordinate with the local Government closely. FAO must work with nomadic communities without intermediaries.
Communication	Limited communication on FAO's work.	<ul style="list-style-type: none"> Increase awareness of FAO and access to FAO programmes. Communication about FAO projects, progress and programmes. Be more accessible to the communities.
Technical nature of FAO	FAO is much more focused on working with the technical services of States that have little or no knowledge of the realities on the ground, especially of indigenous peoples.	<ul style="list-style-type: none"> FAO must focus more on better involvement and empowerment of the people in the design and implementation of actions concerning them.
Implementation support	<p>Positive:</p> <ul style="list-style-type: none"> Supported communities in northern Benin affected by floods. Communities were empowered with capacities to articulate issues affecting us, namely domestic and global policies, domestic and international market access and availability of small-scale fisheries-friendly credit. Food support. Equipment of producer groups, steamers and processors in the villages. Thanks to the equipment, jobs are created in the field of services. FAO intervened for emergency and recovery. 	<ul style="list-style-type: none"> More support needed in East African Community (EAC) regions to lobby for operationalization of the transhumance protocol among the Intergovernmental Authority on Development (IGAD) member state. Provide substantial support to breeders and producers, growers, fishermen. Take advice from communities for knowledge exchange. There is need to streamline financial processes because there is a lot of delay between the support agreement and the actual support. Provide techno/commercial support to the organized institutions. Regional dialogue to develop a working policy that supports, protects and transforms the rights of pastoralism. More alternative livelihoods initiative such as agro-ecology needed to cushion climate change shocks during dry seasons. FAO support with more resources for the defence of our cultural identity and in defence of our territory that is threatened with grain crops such as soybeans, corn, cattle raising that destroys the environment through clearings and it expels our young people who emigrate to the big cities in search of work. More interventions are needed. Increase assistance and get involved in endogenous crisis and natural disaster management strategies. Get better involved in preventive issues of food insecurity. There is need to expand further into rural areas. Provide support to more indigenous traditional food producers of all ages (including youth and the elderly) to have direct input into FAO's policies, programmes and overall work. Develop a specific focus on indigenous fisheries and their protection. FAO needs an indigenous unit within its structure that is expertise-based, with

		<p>indigenous composition and global Indigenous network communication structure.²</p> <ul style="list-style-type: none">• Recognize that the needs of indigenous peoples in developed nations are similar to the needs of indigenous peoples in "developing" nations, and advocacy for policy and structural changes that opens up more opportunities for FAO to engage with these tribes.
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² This evaluation noted that currently FAO has an Indigenous Peoples Unit (PSUI).

3. Global internal survey analysis

27. The survey comprised 13 questions targeting FAO's personnel and consultants working at all levels of the Organization: country, subregional and regional offices, as well as at headquarters and in various liaison offices. The survey was published in a dedicated section of FAO, was posted as a pop-up window on FAO intranet and was distributed across the Organization through the climate change and/or evaluation focal points. The survey was translated in three languages (English, French and Spanish) and respondents had the choice to opt for their preferred language. The survey was opened for answers from the 9 October until the 30 October.³
28. The survey was answered by 172 FAO Members and covered a comprehensive and representative audience of FAO personnel in the main areas of work of the Organization (agriculture, environment, ground-level work, vulnerable groups, fisheries, livestock and forestry).
29. 81 percent of respondents work in the decentralized offices, including 68 percent of representation from the country offices, 6 percent from the subregional offices and 8 percent from the regional offices. Another 16 percent work in headquarters and 9 percent replied they work in other places, such as field offices or district offices.



Source: Evaluation team

30. The majority of respondents contribute to the targets of SDG 13:⁴

³ Proportions (%) do not sum 100 percent for all questions throughout the survey as respondents had the option to tick more than one option in some cases.

⁴ Target 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

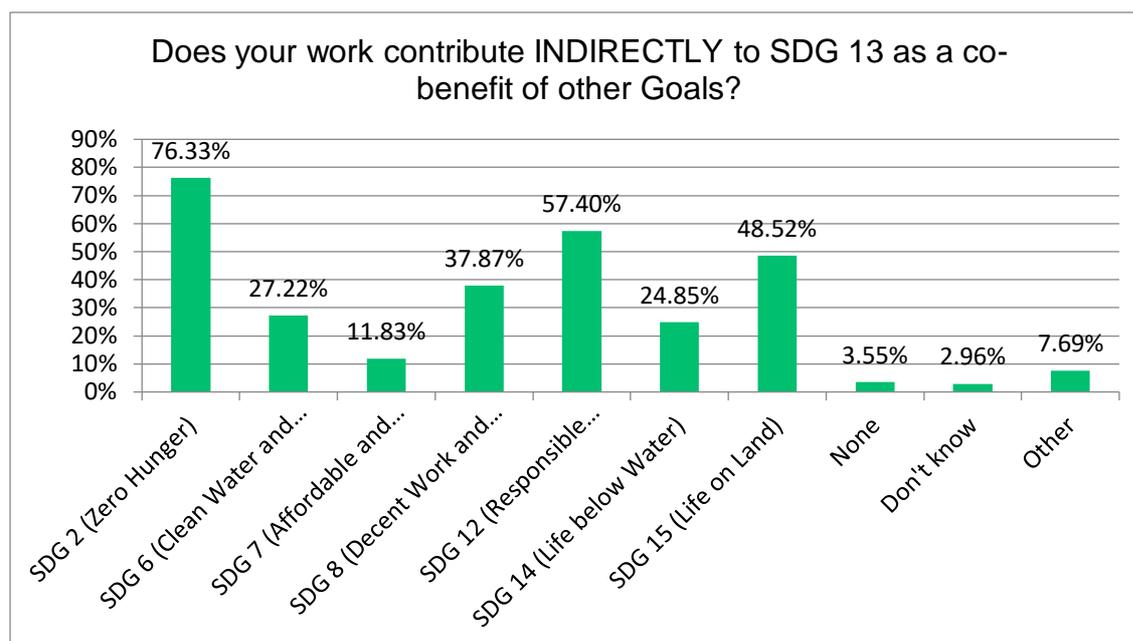
Target 13.2 Integrate climate change measures into national policies, strategies and planning

Target 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

Target 13.A Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and

- i. 64 percent to Target 13.1
- ii. 59 percent to Target 13.2
- iii. 58 percent to Target 3.3
- iv. 21 percent to Target 13.A
- v. 41 percent to Target 13.B
- vi. 16 percent to none of the targets of the SDG 13

31. Most respondents work indirectly on SDG 13 as a co-benefit of SDG 2 (76 percent), SDG 12 (57 percent) and SDG 15 (48 percent). To a lesser extent, respondents also work on SDG 8 (38 percent), SDG 6 (27 percent) and SDG 14 (25 percent).



Source: Evaluation team

32. Almost 8 percent of respondents contribute to other SDGs. With the comments provided by respondents, it was possible to calculate other SDGs:

- i. SDG 5: 4.73 percent
- ii. SDG 1: 1.18 percent

33. When asked about the description of respondent's work:

- i. 72 percent work in "Support to institutional development, governance, coordination and planning";
- ii. 59 percent in "Knowledge Management, communication, dissemination of information, good practices, etc.";

transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible

Target 13.B Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities.

- iii. 57 percent in "Assistance to food producers, farmer organizations, traders, schools, etc.";
 - iv. 46 percent in "Policy advisory, policy dialogue, advocacy";
 - v. 42 percent in "Data collection and analysis, roll-out and use of indicators to monitor progress";
 - vi. 26 percent in "Mobilization of public and private resources, investment support, promotion of south-south cooperation";
 - vii. 8 percent in others.
34. FAO personnel was asked to identify the initiatives that were leading to transformational change understood as deep, systemic and sustainable change with large-scale impact in an area of global and national environmental concern. The survey offered the possibility for comments on why.
- i. The initiatives that triggered the most uncertainty around their capacity to lead to transformational change were:
 - a. NAP- and nationally determined contribution (NDC)-related projects/programmes with 41 percent of respondents answering "Don't Know";
 - b. mobilizing climate financing with 30 percent respondents answering "Don't Know".

Initiatives	Don't know
NAP- and NDC related Projects/Programmes	40.74%
Mobilizing climate financing	30.15%
Climate change in the fisheries and aquaculture sector	28.08%
Forest carbon (REDD+)-related programmes/projects	27.08%
Climate-smart livestock management	26.95%
Gender and climate change	23.08%
Disaster risk reduction and/or management	20.13%
Food systems	14.97%
Land restoration and prevention of desertification	13.91%
Mitigation of climate change in agriculture	12.08%
Climate-smart agriculture	11.11%

- ii. The initiatives that generated more consensus on its transformational change potential after cleaning the data "Don't know answers" from the "Yes/No" answers:
 - a. Food systems initiative with 95 percent "Yes";
 - b. disaster risk reduction and/or management with 94 percent "Yes";
 - c. mitigation in agriculture with 94 percent "Yes";
 - d. NAP- and NDC-related projects/programmes with 94 percent "Yes".

Initiative	Yes (%)	No (%)
Food systems	95.20%	4.80%
Disaster risk reduction and/or management	94.12%	5.88%
Mitigation of climate change in agriculture	93.89%	6.11%

NAP- and NDC-related projects/programmes	93.75%	6.25%
Climate-smart agriculture	92.65%	7.35%
Land restoration and prevention of desertification	91.54%	8.46%
Mobilizing climate financing	90.53%	9.47%
Gender and climate change	90.00%	10.00%
Forest carbon (REDD+)-related programmes/projects	89.52%	10.48%
Climate change in the fisheries and aquaculture sector	86.67%	13.33%
Climate-smart livestock management	86.41%	13.59%

35. Some comments left by respondents included:

"Some of FAO's initiatives are essential for bringing agriculture and food systems as part of the solution for tackling climate change. However, each of these initiatives cannot make the difference alone, and FAO is still missing the overall narrative on actions for mitigation and adaptation/resilience across and within agri-food sectors (including crop, livestock, forestry, fisheries, other renewable natural resources and food sectors). Such shared narrative should be at the core of FAO support of NAP and NDC for the agri-food sectors. We can no longer afford to have silos between sectors and between adaptation/disaster risk reduction/disaster risk management and resilience. The UNFCCC Marrakech Partnership for Global Climate Action (MPGCA) climate resilience pathways is suggesting the way forward along key climate risk management interventions to be combined with mitigation measures." HEADQUARTERS

"All can lead to transformational change, and this will depend on how the initiatives are being implemented and how the government and beneficiaries reflect ownership to the interventions provided by FAO. In this case we are also factoring behavioural change. The benefits of the initiatives are there but the challenge is how can we convince our government partners and beneficiaries to realize this and to get their ownership on our projects. It should be the whole-of-the-society approach to get the transformational change. The inclusivity of the initiatives." PROGRAMME OFFICER, COUNTRY OFFICE

"These initiatives lead to transformational change because they build capacity to government and other stakeholders in improving and formulating policies, programmes and plans for climate change adaptation and mitigation. These lays the foundation for government to fully support its programmes that will benefit the smallholder farmers through institutionalization of climate change adaptation programmes. Improving the capacity of government to monitor and analyse data for evidence- and science-based programming and decision-making." MONITORING AND EVALUATION, COUNTRY OFFICE

36. Respondents were asked to rank delivery models that FAO should further improve to become an active agent of change against SDG 13 and related targets with a score from 1 to 6.

- i. The delivery model that FAO should further improve to deliver transformational change was "Support to institutional development, governance, coordination and planning", with the highest score of 4.2/6.
- ii. The delivery model that scored the lowest in need for improvement to become an active agent of change against SDG 13 was "Knowledge Management, communication, dissemination of information and good practices", with the lowest score of 2.7/6

Delivery model	Score
Support to institutional development, governance, coordination and planning	4.18
Assistance to food producers, farmer organizations, traders, schools, etc.	3.67
Policy advisory, policy dialogue, advocacy	3.84
Data collection and analysis, roll-out and use of indicators to monitor progress	3.32
Mobilization of public and private resources, investment support, promotion of south-south cooperation	3.26
Knowledge management, communication, dissemination of information and good practices	2.71

37. Another question asked for respondents to rate the capacities in FAO to contribute to the targets of the SDG 13, considering the challenges and opportunities posed by the 2030 Agenda.

- i. Technical capacities and training capacities ranked the highest.
- ii. Relational capacities and social capacities rated the lowest.

	Very weak	Weak	Medium	Strong	Very strong
Technical capacities in agriculture, nutrition, natural resources management, etc.	0.6%	3.6%	15.7%	48.2%	31.9%
Training capacities to support other stakeholders (farmers, fisherfolk, forest dwellers, civil society organization, NGO, academy, private sector, government agencies)	0.0%	7.8%	25.9%	45.2%	21.1%
Project design and management skills	1.2%	5.6%	30.9%	43.8%	18.5%
Capacities in policy, social, legal, trade and economic analysis and advisory	1.2%	4.9%	38.2%	43.6%	12.1%
Capacities in knowledge management, evaluation, accountability and learning	1.2%	9.7%	29.7%	47.3%	12.1%
Relational capacities, e.g. in outreach, resource mobilization, partnerships, communication, etc.	3.0%	14.6%	43.0%	30.3%	9.1%
Social capacities to include different groups of society and address their needs and demand ("leave no one behind")	1.2%	16.9%	37.4%	38.0%	6.6%
Operational capacities, e.g. human resource management, procurement, contracting, administration, etc.	8.4%	21.7%	40.4%	25.9%	3.6%

38. We asked respondents to characterize FAO's support to climate action ranking each characteristic.

- i. The highest uncertainty about FAO's support to climate action was around how FAO is addressing the trade-offs and gender with 11 percent of respondents answering "Don't know".

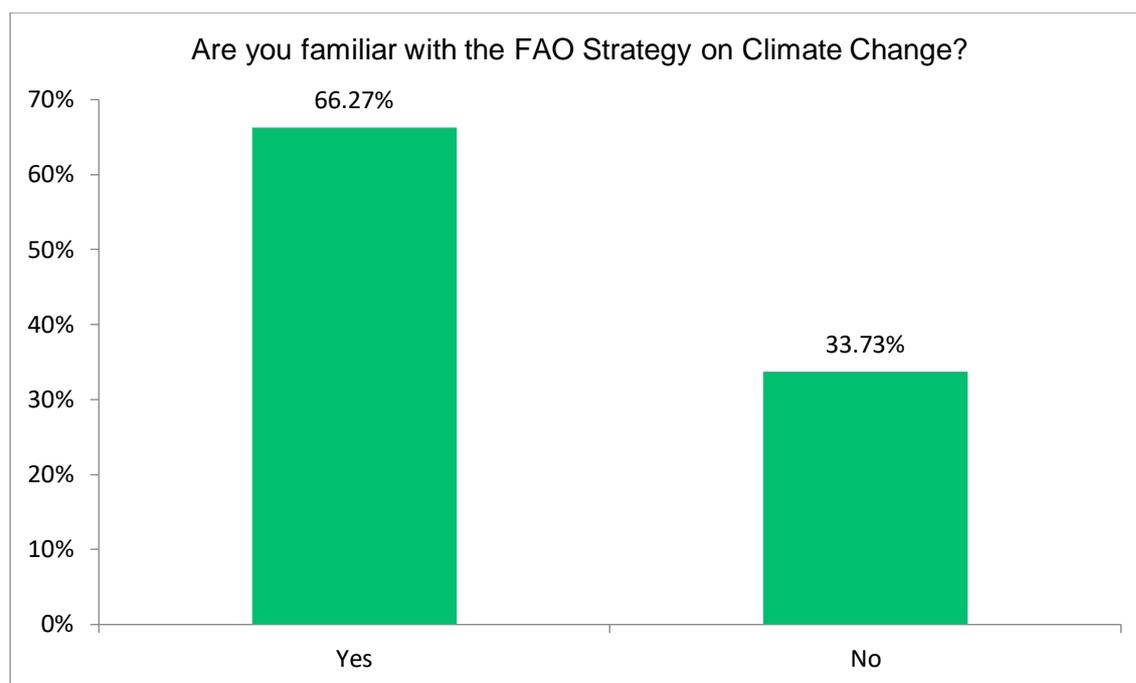
Characteristics of FAO's support to climate action	Don't know
FAO's gender approach has contributed to improved climate change adaptation and mitigation	11.98%
FAO is managing well the potential trade-off between climate action and increased demand for food production	10.78%
FAO sufficiently values the use of Indigenous traditional knowledge	9.09%
FAO has effectively collaborated with non-state actors (NGO, private sector, academy) in its climate change work	8.98%
FAO has effectively involved vulnerable groups (indigenous peoples, poor, the elderly, youth, women, LGBTI, people with disabilities, etc.) in its climate change work (their interests are addressed)	8.93%
Different FAO initiatives in the area of climate change are cooperating well (are aligned and complementary)	8.43%
FAO has an innovative approach to Climate Action	8.28%
FAO has effectively mainstreamed climate change in its overall work and institutional structure	5.42%
FAO effectively communicates its role towards Climate Action	5.33%
FAO makes a concrete contribution to Climate Action (in terms of reduced emissions or increased resilience)	4.76%
FAO is working at the adequate scale to ensure a significant contribution to climate change mitigation and adaptation	4.73%
FAO is a leading organization in Climate Action at the national level	4.17%
FAO's work on climate change is well aligned with local/national/international policies	4.14%
FAO acts as a global knowledge organization and provides clear guidance on agriculture and climate change to all Members	2.99%
FAO is a leading organization in Climate Action (mitigation and adaptation) at the global level	1.79%

- ii. The highest agreement in "strongly agree" answers was for the propositions of:
- FAO's work on climate change is well aligned with local/national/international policies;
 - FAO acts as a global knowledge organization and provides clear guidance on agriculture and climate change to all Members.
- iii. The highest disagreement in "strongly disagree" answers was to the propositions of:
- FAO is a leading organization in Climate Action at the national level;
 - different FAO initiatives in the area of Climate Change are cooperating well (are aligned and complementary).

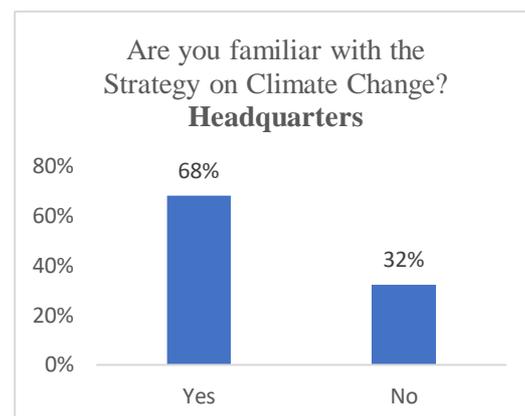
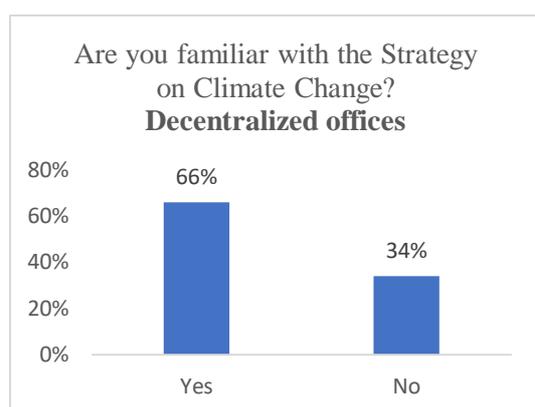
	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree
FAO's work on climate change is well aligned with local/national/international policies	42.59%	43.83%	11.11%	2.47%

FAO acts as a global knowledge organization and provides clear guidance on agriculture and climate change to all Members	40.12%	46.91%	11.11%	1.85%
FAO is a leading organization in Climate Action (mitigation and adaptation) at the global level	30.30%	48.48%	16.36%	4.85%
FAO makes a concrete contribution to Climate Action (in terms of reduced emissions or increased resilience)	30.00%	46.25%	20.00%	3.75%
FAO sufficiently values the use of indigenous traditional knowledge	26.67%	48.67%	20.67%	4.00%
FAO is a leading organization in Climate Action at the national level	25.47%	42.24%	23.60%	8.70%
FAO has an innovative approach to Climate Action	25.16%	45.16%	24.52%	5.16%
FAO is working at the adequate scale to ensure a significant contribution to climate change mitigation and adaptation	24.84%	40.99%	26.71%	7.45%
FAO has effectively mainstreamed climate change in its overall work and institutional structure	22.93%	52.23%	18.47%	6.37%
Different FAO initiatives in the area of climate change are cooperating well (are aligned and complementary)	22.37%	36.84%	32.24%	8.55%
FAO's gender approach has contributed to improved climate change adaptation and mitigation	21.77%	50.34%	21.77%	6.12%
FAO has effectively involved vulnerable groups (indigenous peoples, poor, the elderly, youth, women, LGBTI, people with disabilities, etc.) in its climate change work (their interests are addressed)	20.92%	50.98%	22.88%	5.23%
FAO is managing well the potential trade-off between climate action and increased demand for food production	20.13%	53.69%	20.81%	5.37%
FAO has effectively collaborated with non-state actors (NGO, private sector, academy) in its climate change work	19.08%	55.26%	19.74%	5.92%
FAO effectively communicates its role towards Climate Action	18.75%	46.25%	29.38%	5.63%

39. 66 percent of personnel is familiar with the Strategy on Climate Change and 34 percent is not. There was no variation between headquarters and the decentralized offices.



Source: Evaluation team



40. When we asked respondents for their level of agreement with different propositions about the Strategy on Climate Change:

- i. The highest agreement in “strongly agree” answers was to the proposition that “The FAO Strategy on Climate Change should be closely linked to an operational framework ensuring coordination, learning and knowledge management in relation to climate change”.
- ii. The highest disagreement in “strongly disagree” answers was to the proposition of: “The FAO Strategy on Climate Change should be framed in order to flexibly adapt to the rapid changing environment related to climate change.”

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree
The FAO Strategy on Climate Change should be closely linked to an operational framework ensuring coordination, learning and knowledge management in relation to climate change	52.34%	28.13%	4.69%	0.78%

The FAO Strategy on Climate Change should be more closely linked to other key dimensions of climate change across the Organization	50.78%	28.91%	3.91%	2.34%
The FAO Strategy on Climate Change should be framed in order to flexibly adapt to the rapid changing environment related to climate change	45.31%	32.03%	3.91%	3.13%
The FAO Strategy on Climate Change should be revised integrating aspects that address transformational change, instead of incremental change	35.94%	42.97%	5.47%	1.56%
The FAO Strategy on Climate Change provides an effective mechanism to mainstream climate change across the Organization	35.16%	41.41%	10.16%	0.78%

41. The question offered the possibility to further comment on the point with recommendations/remarks. Some comments were:

"FAO fragmented work on climate change mitigation and adaptation/resilience across agriculture and food sub-sectors should be part of a shared umbrella narrative around a simple enough set of climate actions aiming to reduce short-, medium- and long-term climate risks from extreme and slow onset events. Please refer to MPGCA climate resilience pathways and its core set of interventions for example." HEADQUARTERS

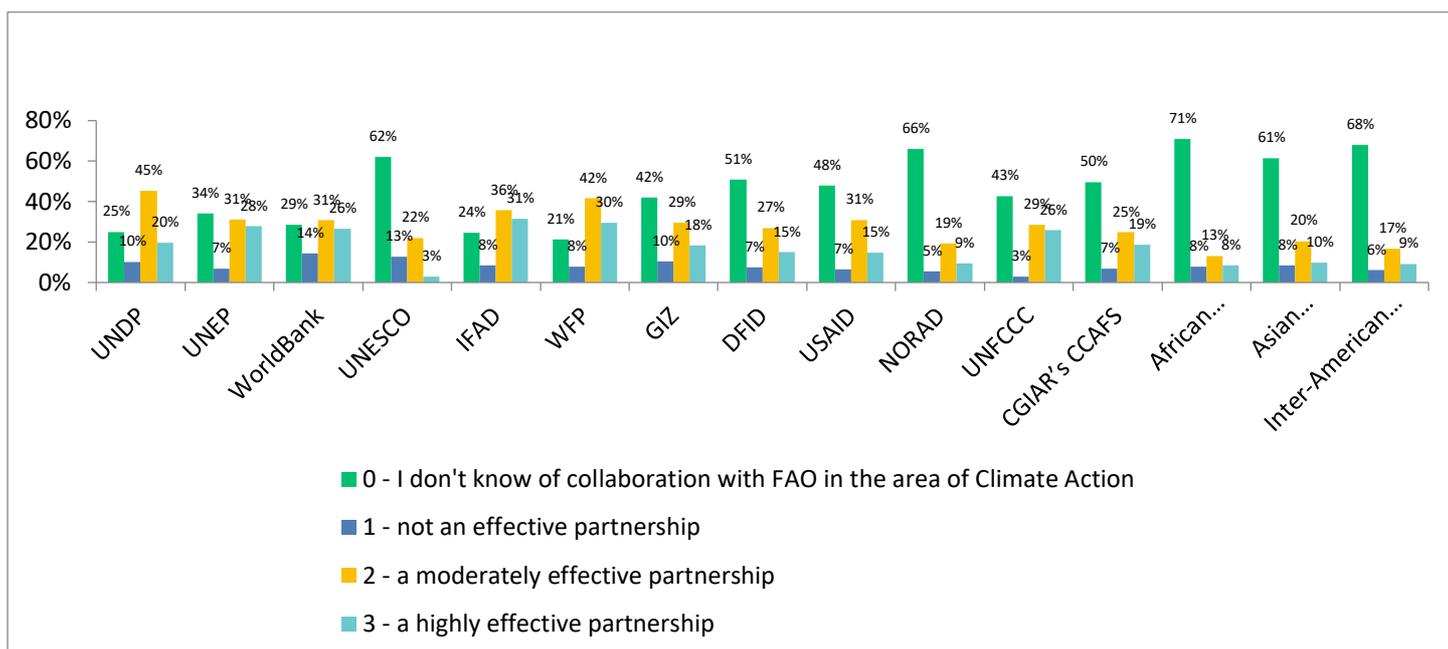
"Climate-related issues are creating conflicts among UN and other agencies that need be solved at global level, e.g. UNDP, Global Environment Facility (GEF), etc."

"The strategy and action plan require a specific budget allocation."

"The problem does not arise at the level of the Strategy but rather in its implementation at the national level. The two main obstacles are the budget limit (no dedicated funding to support countries in implementing this strategy) and technical capacities (very limited number of people who are experts in climate change, especially at the level of country offices and subregional offices)."

42. FAO personnel was also asked to rank FAO collaboration arrangements with other development partners (UN and others) in the area of Climate Action. The answers included 0 - I don't know of collaboration with FAO in the area of Climate Action, 1 - not an effective partnership, 2 - a moderately effective partnership and 3 - a highly effective partnership. Converting the answers of respondents "not an effective partnership", "a moderately effective partnership" and "a highly effective partnership" into a linear a scale of 1, 2, and 3 respectively, each partnership was weighted.

43. The most effective partnerships are with 1) the World Food Programme (WFP) and 2) IFAD, followed by 3) UNDP, 4) UNEP and 5) World Bank.



Source: Evaluation team

44. Some respondents left insights:

"I am aware of partnerships with USAID, DFID, NORAD, CGIARs, GIZ, WFP and UNDP. These partnerships are effective at least in projects I have been engaged in because of clear defining of components each partner is supposed to implement/focus on to achieve the overall goal of the joint projects."

"Most partnerships can easily strengthen their relationships with FAO if they are well coordinated at all levels including the selection of focal implementing partners at country level that work closely with FAO."

45. Other partnerships mentioned by respondents were:

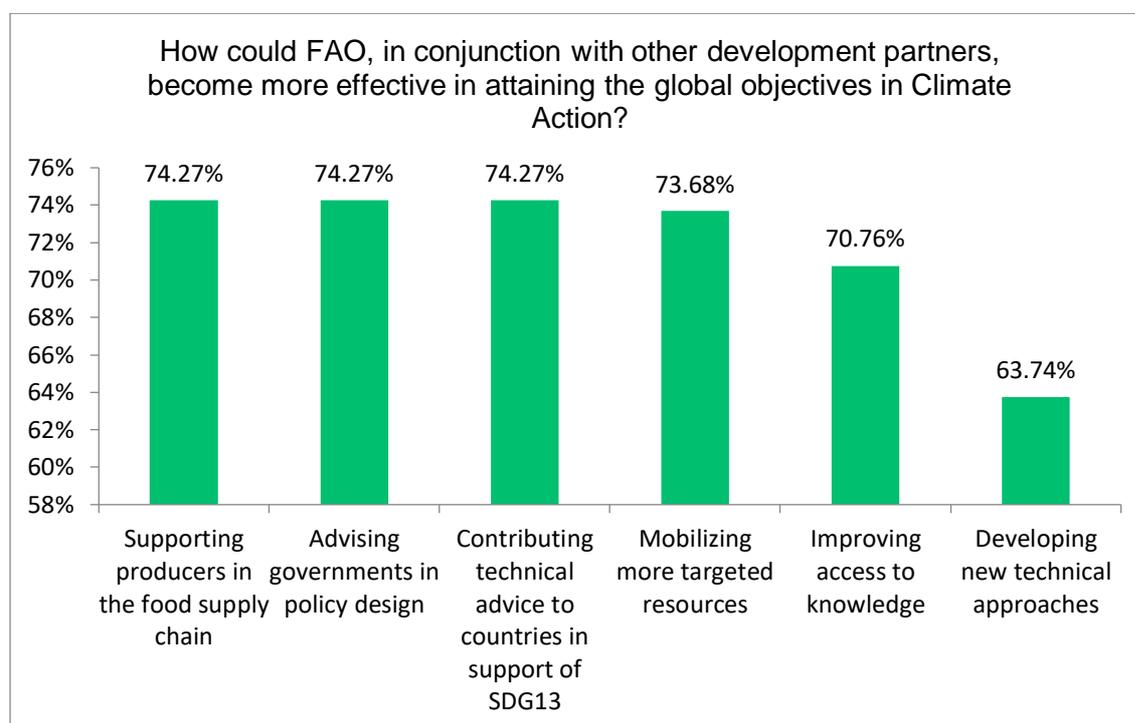
Donors	European Union, Japan International Cooperation Agency (JICA), Korea International Cooperation Agency (KOICA), Norwegian Government, Government of Finland, Swedish International Development Cooperation Agency (SIDA)
UN agencies	United Nations Children's Fund (UNICEF), United Nations Industrial Development Organization (UNIDO)
Academia	Inter-American Institute for Cooperation on Agriculture (IICA)

Implementing partners	FVC, ECHO, Concern Universal, Asian Development Bank (ADB), Frente Parlamentario Contra el Hambre (FPH), Bioversity International
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46. When we asked respondents to advise how FAO could become more effective, there was a general agreement that FAO could do it by:

- i. supporting producers in the food supply chain (74 percent)
- ii. advising governments in policy design (74 percent)
- iii. contributing technical advice to countries in support of SDG 13 (74 percent)

47. The least agreed proposition was: "Developing new technical approaches" (64 percent)



Source: Evaluation team

48. As for other recommendations, some respondents pointed out to the necessity of effective partnerships. In the words of respondents:

"FAO needs to play a stronger coordination role - with more joint programming with UN agencies. This happens more through chance than by design."

"FAO should take stock of the approaches and methodologies developed in house that are actually contributing to Climate Action (e.g. Ex-Ante Carbon-balance Tool (Ex-ACT), Self-evaluation and Holistic Assessment of climate Resilience of farmers and Pastoralists (SHARP), Resilience Index Measurement and Analysis (RIMA), Mitigation of Climate Change in Agriculture (MICCA), Global Livestock Environmental Accounting Model (GLEAM), Farmer Field School (FFS)) and make

the best use of these through effective collaboration and resource allocation for capacity building."

49. Others pointed out to a common narrative:

"Developing, discussing and sharing a common narrative of priority actions for the agriculture and food sectors, in line with the IPCC report on land use and adding the food system lens. This is done in the MPGCA and Climate Resilience Initiative: Anticipate, Absorb and Reshape (A2R) initiatives."

"Impose the inclusion of climate specific tactics and strategies in every project."