

Thematic Evaluation Series

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

Assessment of FAO's niche in the climate action space

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
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Abstract

This study has examined FAO's niche in the climate action space in relation to other United Nations (UN) agencies, whose portfolios include themes and areas that fall within FAO's mandate. These include the International Fund for Agricultural Development (IFAD), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP) and the World Bank (WB). The study has found FAO to have a series of comparative advantages in several interrelated areas that make it a strong actor in the climate action arena. FAO has strong technical personnel, who have endowed the institution with indispensable technical expertise in agriculture sectors and food systems. FAO's presence on the ground has enabled it to put its technical prowess to work, collecting and analyzing data while delivering products and services that many of its partners, including international agencies as well as multilateral and bilateral donors, rely on. FAO's provision of tools, methodologies and guidelines has substantiated its role as a standard-setting organization with an important normative and advocacy role. FAO's close working relationships with governments, in particular ministries of agriculture, has bestowed on this institution a degree of reliability and trustworthiness that is key to the legitimacy and authority with which FAO is able to interact with national partners as well as assist local farmers.

Despite these strengths, the study found that there was room for FAO to more effectively contribute to climate action. Firstly, despite the development and incorporation of climate change in its activities, FAO has not systematically integrated climate change into its work and could benefit from applying a climate smart lens to all of its operations. Secondly, while recognizing its normative work, FAO does not appear to fully leverage its advocacy role to push the envelope on climate action. Thirdly, despite its many collaborations with partners, there is room for FAO to expand its partnerships to include more private sector actors.

The study also explored some of the ways through which FAO's work on climate change could lead to transformational change. FAO could go beyond climate smart agricultural production to making the whole food system value chain climate smart – from production, processing, marketing and consumption to disposal. FAO could also demonstrate through data and evidence the interconnections between agriculture sectors and climate change for all states while shedding light on links between climate change and healthy diets and meat consumption. Finally, FAO could scale up its projects and mobilize more resources through strategic partnerships with private sector actors. All of these initiatives could potentially lead to transformational change in climate action.

1. Introduction

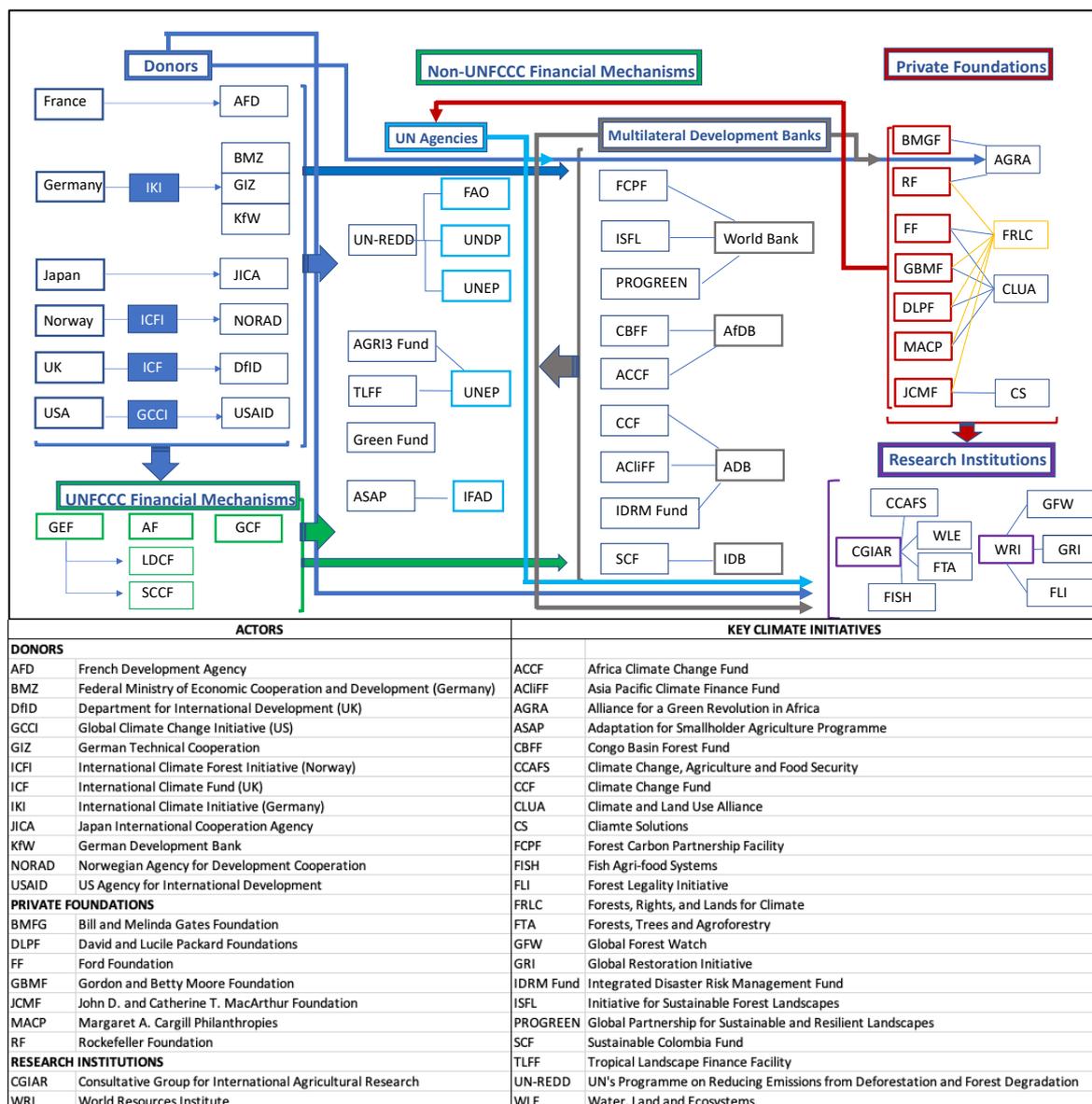
1. The Office of Evaluation (OED) of the Food and Agriculture Organization of the United Nations (FAO) has been conducting an evaluation of FAO's support to climate action (SDG 13) and the implementation of the FAO Strategy on Climate Change (2017); hereafter referred as SDG 13 Evaluation. This evaluation is part of a series of ongoing and planned evaluations of FAO's contribution to the 2030 Agenda for Sustainable Development. The SDG 13 evaluation aims to assess the extent to which FAO's work has been generating effective climate action as a contribution to the SDG 13 targets and the commitments of the Paris Agreement. While examining FAO's past and current work to meet climate action challenges, the evaluation aims to shape FAO's future interventions by assessing which approaches have been effective and which need to be modified for better impact.
2. SDG 13 urges the international community to "take urgent action to combat climate change and its impacts." To that end, it lists the following five targets:
 - 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 USD 100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and 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
3. While aiming to achieve food security for all, FAO has been mandated by its Members to provide technical advice and guidelines on agriculture and food systems, including nutrition, forestry, fisheries and livestock.¹ As such, FAO's mandate does not make this organization directly responsible for any of the SDG 13 targets – in fact, it has been listed as a partner agency only for indicators falling under target 13.3. And yet, serving as the UN's specialized agency on food and agriculture, FAO's mandate and activities fall squarely within the climate action space.
4. As an integrated and comprehensive development agenda, many of the SDGs are interlinked such that delivery against one SDG very likely contributes to delivery against other SDGs. This is especially evident in FAO, where the vast majority of activities, from

¹ In line with the evaluation team's Terms of Reference for this evaluation, this study uses agriculture and food systems to refer to all agricultural sectors (crops, livestock, fisheries and aquaculture, and forestry) and all stages along the food supply chain from production to consumption and disposal.

agricultural production and food systems to forestry and fisheries, relate to climate action. As such, FAO has been contributing to climate action both directly – through interventions in adaptation to and mitigation of climate change – and indirectly – through initiatives addressing other SDGs, in particular poverty reduction (SDG 1), zero hunger (SDG 2), life below water (SDG 14) and life on land (SDG 15).

- In order to gauge FAO's institutional niche in the climate action space, a first point of entry into this evaluation is a clear understanding of the main actors delivering against SDG 13. Climate action comprises a vast landscape with a plethora of actors engaged in various aspects of SDG 13 and related targets. As such, the SDG 13 evaluation team conducted an initial mapping exercise to provide an overview of the main actors engaged in climate action, including UN agencies, multilateral financial institutions, bilateral donors, private foundations, international research entities and non-governmental organizations. This mapping enabled the team to identify key actors as well as key collaborations that FAO has either spearheaded or taken part in (see Figure 1).

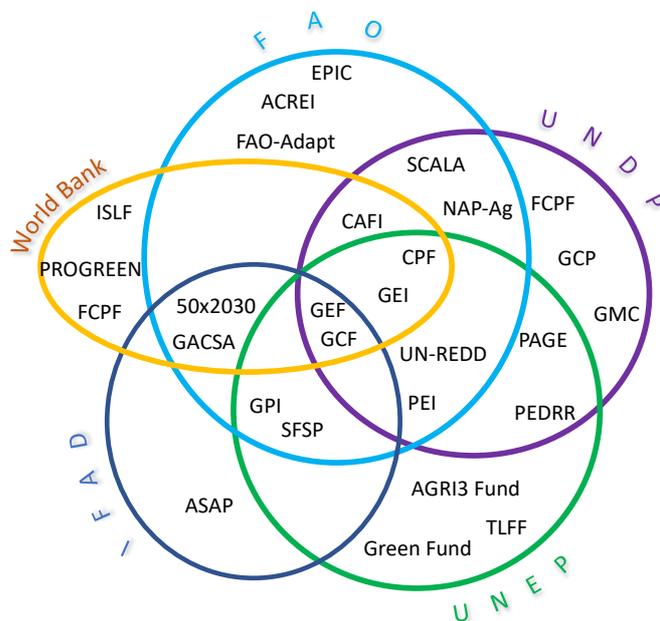
Figure 1: Main contributors and finance mechanisms related to SDG 13 with focus on sustainable agriculture, forestry, fisheries, ecosystems and ecosystem services



Source: Based on research conducted for this study and partially adapted from: Bird et al. 2017. *The Global Climate Finance Architecture*. Heinrich Böll Stiftung. North America. (also available at: <https://www.odi.org/sites/odi.org.uk/files/resource-documents/11850.pdf>).

- The present study extends that mapping exercise by focusing on the key partners identified. Figure 2 illustrates the main multilateral institutions active in the climate action space, who work on areas pertinent to FAO’s mandate while also engaging in a variety of collaborative partnerships with FAO towards achieving SDG 13.

Figure 2: Major partnerships in the climate action space



Source: Evaluation team

ACREI	Agricultural Climate Resilience Enhancement Initiative	GEI	Green Economy Initiative
ASAP	Adaptation for Smallholder Agriculture Programme	GMC	Global Marine Commodities
CAFI	Central Africa Forest Initiative	GPI	Global Peatlands Initiative
CPF	Collaborative Partnership on Forests	ISFL	Initiative for Sustainable Forest Landscapes
EPIC	Economic and Policy Analysis of Climate Change	PEDRR	Partnership for Environment and Disaster Risk Reduction
FCPF	Forest Carbon Partnership Facility	PEI	Poverty-Environment Initiative
GACSA	Global Alliance for Climate Smart Agriculture	PROGREEN	Global Partnership for Sustainable and Resilient Landscapes
GCF	Green Climate Fund	SFSP	Sustainable Food Systems Programme
GCP	Global Commodities Programme	TLFF	Tropical Landscape Finance Facility
GEF	Global Environment Facility	UN-REDD	UN's Programme on Reducing Emissions from Deforestation and Forest Degradation

- As such, the primary focus of this study has been on an examination of FAO’s niche in relation to its partner agencies within the UN system, including International Fund for Agriculture and Development (IFAD), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), and the World Bank (WB). In order to understand the nature and scope of FAO interventions while gauging its comparative advantage in the climate action arena, this study examined reports and analyses pertaining to initiatives that FAO and its partners worked on in pursuit of SDG 13 targets. In addition, a series of interviews were conducted with individuals representing the above institutions as well as bilateral donors and funding mechanisms. These findings of the studies and interviews were further triangulated with a global survey circulated to entities working on areas that fall under FAO’s mandate, including food, agriculture, forestry, fisheries and livestock.

2. Research strategy and methodology

8. The overarching question guiding this study emanates from the broader aim of the FAO evaluation on SDG 13 and can be formulated as follows:

What is FAO's niche in the climate action space?

Supplementary questions include the following:

- i. What is FAO's comparative advantage in relation to other organizations in the climate action space?
 - ii. What are the partnership arrangements of FAO with development partners (primarily UN system) in the climate action space and do they effectively build on FAO's comparative strengths?
 - iii. What is needed of FAO to effectively improve its contributions to collaborative arrangements and partnerships in pursuit of transformational change in climate change?
9. For the purposes of this study, a desk review was conducted that focused specifically on a set of previously identified international organizations highly active in the climate action space, whose areas of work cross paths with those of FAO. These included: IFAD, UNDP, UNEP and WB. The United Nations Framework Convention on Climate Change (UNFCCC) Secretariat hosts the various initiatives that account for achieving SDG 13, including the National Adaptation Plans (NAPs) and reporting on the Nationally Determined Contributions (NDCs), and was as such consulted for better understanding of FAO's effectiveness in contributing to climate action. The Green Climate Fund (GCF) and the Global Environment Facility (GEF) were included as the main financial mechanisms for climate change interventions. In addition, several bilateral donors that are known to be highly active in the Climate Action space, including Germany, Japan, Netherlands, Norway and Sweden, were contacted for the study.²
 10. This study focused primarily on documents and projects in the time period 2015 to 2020. The majority of these documents were found through a Google search on the websites of different UN agencies, international funding mechanisms and donors listed above. Some of them were shared with the author by individuals identified for interviews.
 11. Given the short time given for this exercise, and with a view to collecting as much data as possible, this study strengthened its review and analysis of documentary evidence by taking a two-pronged approach:
 - i. conducting a survey among a broad spectrum of actors active in the climate action space (see Appendix 1);³
 - ii. conducting follow-up and more detailed interviews among the above-identified select group of entities engaging with FAO in areas related to climate action (see Appendix 2).
 12. 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 circulated among 600+ individuals covering over 100 local, national and international actors active in food,

² At the time of writing, German Government representatives had not yet replied to emails requesting interviews.

³ For a list of institutions included in the survey, see Appendix 3.

agriculture, forestry, fisheries, livestock and ecosystems at large. Sixty-six or over 10 percent of those, who received the survey submitted responses, which helped shape a better understanding of the experts' perceptions of FAO's contributions to SDG 13. The survey was first distributed on 30 September and 30 October was the last day on which responses were collected.

13. Complementing the survey, a series of interviews were arranged with representatives of GCF, GEF, IFAD, UNDP, UNEP, UNFCCC and the World Bank. In addition, several bilateral donors were interviewed to further gain insight into their perceptions of FAO's positioning and potential for transformative change. These included Japan, the Netherlands, Norway, and Sweden. Interviews were conducted between late August and early November 2020 and entailed 27 individuals in total.
14. The findings emanating from the survey and interviews shed greater light on FAO's niche and transformational potential in climate action related areas of work at FAO and in its collaboration with other entities.

3. Results and analysis

3.1 Quick snapshot of FAO's partnerships in the climate action space

15. FAO is the UN System's specialized agency focusing on food and agriculture. Its vision is a "world free from hunger and malnutrition, where food and agriculture contribute to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner."⁴ It has presence in over 130 countries, which gives it the advantage of direct engagement with governments at national and local levels as well as contact with agricultural communities, including farmers and fishers, among others.
16. Since the Paris Agreement in 2015, FAO has taken a series of steps in order to incorporate climate strategies in its operations. As evidenced in its *Strategy on Climate Change* (2017), FAO considers climate change a corporate priority and aims to support Members in their adaptation and mitigation measures in the agriculture sectors. This Strategy seeks to integrate food security, agriculture, forestry and fisheries within the international climate agenda, and in recognition of the important role of the agriculture sectors in climate action, empowers FAO to support countries in their formulation and implementation of NDCs and NAPs. Under the Paris Agreement, countries have consented to planning and reporting on their contributions to mitigating global warming through NDCs. They have also agreed to formulate and implement adaptation strategies that integrate climate change into their activities through NAPs.
17. FAO's assistance to these activities has taken different forms. Based on a 2016 FAO analysis of the intended NDCs, which demonstrated that 90 percent referred to the agriculture sectors (crops, forestry, livestock, fishery and aquaculture), FAO produced a series of publications in support of countries, including *The agricultural sectors in nationally determined contributions* (2016) and *Turning Nationally Determined Contributions into Action* (2017) along with regional analyses of NDCs that can further assist national policy makers as they unpack the NDCs. A more recent publication offers a framework for formulating NDC priorities and planning processes in the agriculture, forestry and other land use (AFOLU) sector while aligning the process with the Paris Agreement's Enhanced Transparency Framework.⁵ FAO has also facilitated the sharing of experiences related to the formulation and implementation of NAPs while focusing on adaptation in agricultural sectors through a series of country case studies covering a wide range of countries in Asia, Africa and Latin America, and include Kenya, Philippines, Thailand, Viet Nam, Uganda, Uruguay, and Zambia.⁶
18. In collaboration with UNDP, FAO also created the programme on Agriculture in National Adaptation Plans (NAP-Ag). As a result, FAO has developed NAP-Ag Guidelines focusing on how to address agriculture, forestry and fisheries in NAPs. These guidelines were created in response to a call from the UNFCCC Least Developed Countries Expert Group (LEG) that international actors provide sectoral guidelines to support countries in their NAPs. In addition, as an observer to UNFCCC, FAO has been providing technical support to developing countries while also serving on the NDC Partnership's Thematic Working Group

⁴ FAO. 2014. *Building a common vision for sustainable food and agriculture – Principles and Approaches*. Rome. (also available at: <http://www.fao.org/3/a-i3940e.pdf>).

⁵ FAO. 2020. *A Common Framework for Agriculture and Land Use in the Nationally Determined Contributions*. Rome.

⁶ For more information, see: <http://www.fao.org/in-action/naps/resources/publications/en/>

on Agriculture, Food Security and Land Use. It is important to note that FAO's work in sustainable forest management (SFM) expands beyond the above-mentioned UN-REDD programme and includes initiatives such as the REDD+ for measurement, reporting and verification (MRV), National Forest Monitoring System (NFMS), and the FAO Global Forest Resources Assessment, among others.

19. In an effort to further incorporate climate change into its work, FAO has created a series of programmes and initiatives dedicated to climate change adaptation and mitigation (CCAM). Many of these programmes have been initiated and are run in coordination with FAO's partner UN agencies. One of the most well-known initiatives is the UN Programme on Reducing Emissions from Deforestation and Forest Degradation (UN-REDD), which is a collaboration between FAO, UNDP and UNEP. FAO's support to national REDD+ programmes has taken the form of capacity building and technical support through provision of resources, tools, methodologies, and sharing of best practices.
20. With a view to empowering crop producers to adapt and become resilient to climate change, FAO has assisted with development of coping mechanisms including through a series of approaches and initiatives. The most well-known of these concepts and one that has been considered by some to be key to transformative change in climate action is Climate Smart Agriculture (CSA). Originally developed and presented in 2010 by FAO, CSA is an approach to sustainable agricultural development that aims to ensure food security and build resilience while accounting for and tackling climate change. In 2017, FAO was instrumental in the inclusion of agriculture in the UNFCCC through the Koronivia Joint Work on Agriculture (KJWA), which essentially recognizes the role of agriculture in tackling climate change.⁷
21. FAO has also initiated a series of tools and resourced focusing on climate risk management, such as Mitigation of Climate Change in Agriculture (MICCA), Modelling System for Agricultural Impacts of Climate Change (MOSAICC), and Resilience Index Measurement and Analysis (RIMA), whereby FAO supports countries in their assessment of the resilience of agricultural producers and rural-based households. These tools and resources have been instrumental to the measurement and monitoring by stakeholders in a variety of projects and programmes, from World Bank's Climate Smart Agriculture Investment Plans to FAO Members' use of MOSAICC for their climate impact assessment studies.
22. According to the FAO Climate Change Strategy Action Plan Results' Framework 2018-2019, the amount of finance mobilized with FAO support, regardless of the source, targeting CCAM in food and agriculture accounts for over USD 1.2 billion and is delivered through 186 CCAM-related programs and projects that became operational during 2018-2019. In fact, one of FAO's areas of intervention in climate action has been its support to countries to access funds through GCF, GEF, NAMA Facility, and NDC-Partnership Fund. Serving as an implementing agency for GEF and GDF, in particular, has been highlighted by stakeholders as one key area in which FAO has been effectively contributing to countries' access to climate funding, although the actual implementation and scale of these projects are an area in need of further assessment.
23. Similarly, in fisheries and aquaculture, FAO has been providing guidance and support for member countries and partners to effectively mitigate and adapt to the impacts of climate change through initiatives such as Ecosystem Approach to Fisheries (EAF), Ecosystem Approach to Aquaculture (EAA), Blue Growth Initiative, Global Partnership for Climate

⁷ FAO. 2019. *State of The Koronivia Joint Work on Agriculture: Boosting Koronivia*. Rome. (also available at: <http://www.fao.org/3/ca6910en/ca6910en.pdf>).

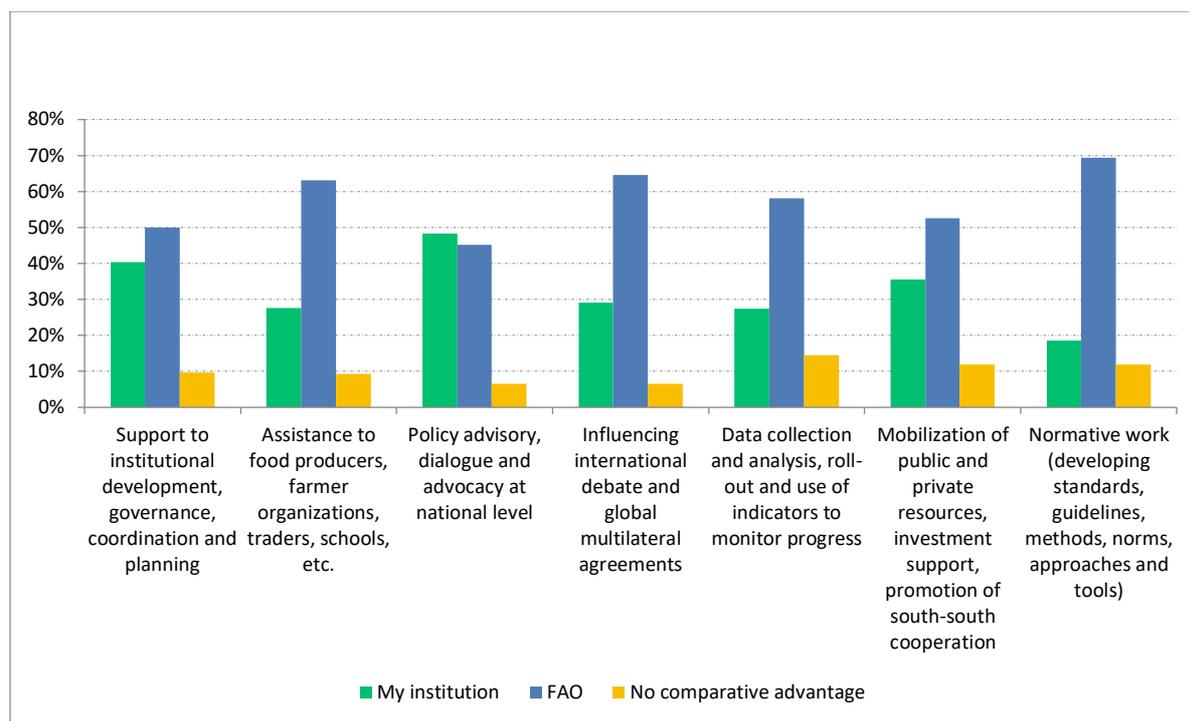
Fisheries and Aquaculture (PaCFA), and EX-ACT Manual for Blue Carbon, Fisheries and Aquaculture. In fact, fisheries are one of the key areas in which FAO has technical comparative advantage that none of the partner agencies examined for this study can compete with.

24. In line with much of the narrative in this section and as illustrated in Figure 1 above, while providing a series of tools and resources that assist countries in their climate change activities with a focus on agriculture, FAO has been contributing to many collaborative partnerships along with other UN agencies that complement FAO's deep knowledge and expertise in the agriculture sectors. To be more effective in these collaborations, it is important to know what FAO's comparative advantage is in relation to these organizations and how to best capitalize on its strengths while pursuing transformational change⁸ in climate action.

3.2 FAO's comparative advantage in relation to other organizations

25. This study used a typology of FAO roles originally defined and validated for the FAO evaluation of SDG2+ and added some additional categories in order to fully account for the many ways in which FAO might be contributing to climate action. The following delivery modalities were identified for this study:
- a. Assistance to food producers, farmer organizations, traders, schools, etc.
 - b. Support to institutional development, governance, coordination and planning.
 - c. Mobilization of public and private resources, investment support, promotion of south-south cooperation.
 - d. Data collection and analysis, roll-out and use of indicators to monitor progress.
 - e. Knowledge management, communication, dissemination of good practices.
 - f. Policy advisory, dialogue and advocacy at national level.
 - g. Influencing international debate and global multilateral agreements.
 - h. Normative work (developing standards, guidelines, methods, norms, tools and approaches).
26. While this typology served as a reference for the kinds of questions that were asked in interviews as well as in the survey, it was taken only as a guide leaving room for any additional ideas that might have come up. A particular question in the survey asked respondents to assess whether their institution or FAO had a comparative advantage in the delivery methods listed above. Figure 3 below presents the responses received.

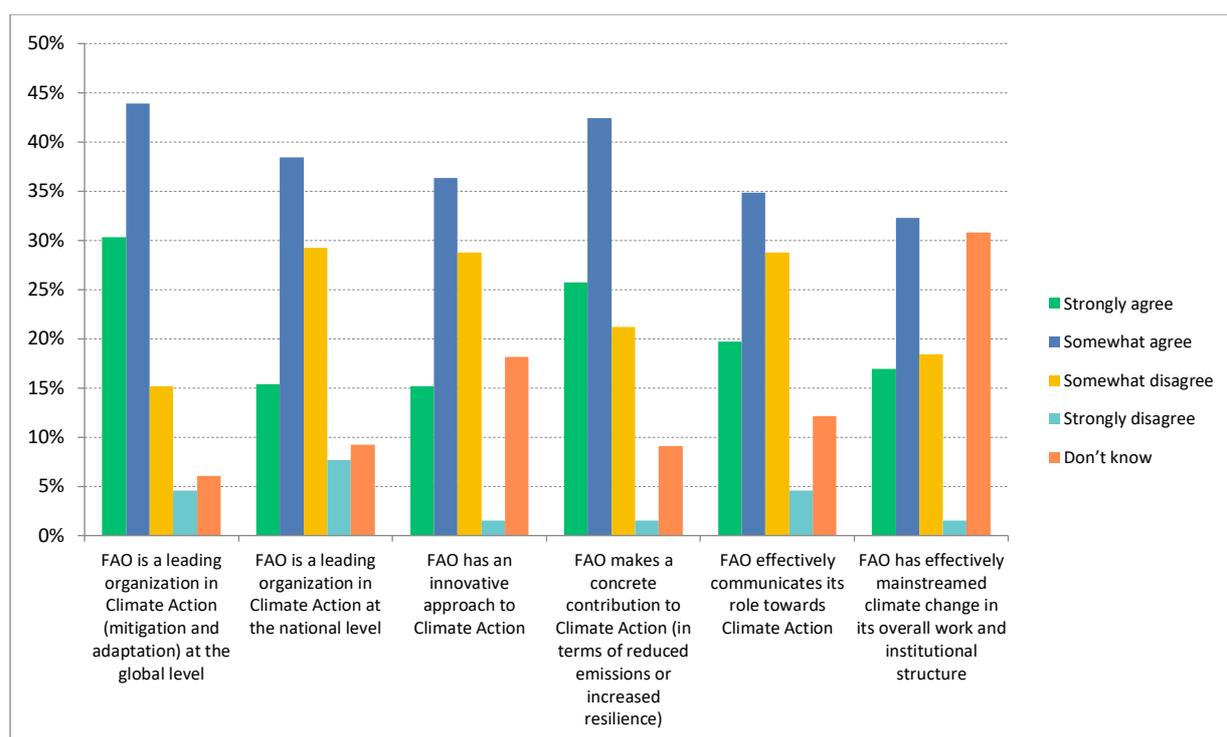
⁸ In the survey as well as for the FAO Evaluation broadly, transformation change was defined as deep, systemic, and sustainable change with large-scale impact in an area of global and national environmental concern.

Figure 3: Comparative advantage in delivery methods

Source: Evaluation team

27. Accordingly, close to 70 percent believed that FAO had a comparative advantage in normative work, a finding that was further substantiated in the interviews. Close to 65 percent agreed that FAO had a comparative advantage in influencing international debates and global multilateral agreements. This sentiment was also echoed by various partners as well as donors in individual interviews. Over 63 percent of survey respondents thought FAO had comparative advantage when it came to assisting food producers, farmer organizations and traders – a sentiment that speaks to FAO’s presence and capacity building in the field. Finally, close to 60 percent found data collection and analysis to be FAO’s comparative advantage. As importantly, close to half of the respondents were of the opinion that FAO did not have a comparative advantage when it came to mobilizing resources or offering policy advice at national level.
28. One survey question asked respondents how they would characterize FAO’s support to climate action and offered a series of responses. The full list of responses is included in the survey sample in Appendix 1. However, some of the findings in that question are highlighted here to show the diversity of views on this point. Figure 4 illustrates the findings of this question.

Figure 4: FAO's support to climate action



Source: Evaluation team

29. Out of the sixty-six individuals surveyed, three out of four agreed – either strongly (30 percent) or somewhat (44 percent) – that FAO is a leading organization in climate action (global mitigation and adaptation). Only about half of the respondents, however, felt similarly about FAO's role in climate action at the national level, with 15 percent strongly agreeing and 38 percent somewhat agreeing. Asked whether FAO makes concrete contributions to climate action in terms of reduced emissions or increased resilience, roughly 75 percent of respondents said yes (26 percent strongly agreed while 42 percent somewhat agreed). Importantly, half of the respondents agreed that FAO had effectively mainstreamed climate change in its overall work and institutional structure; 17 percent strongly agreed whereas 32 percent somewhat agreed. Of the remaining half, 20 percent disagreed that FAO had mainstreamed climate change in its work while 30 percent simply didn't know. In a similar vein, asked whether FAO effectively communicated its role towards climate action, over half agreed (20 percent strongly and 35 percent somewhat) while one-third disagreed.
30. This preliminary overview foreshadows some of the findings of this study. On one hand, there are many accounts and pieces of evidence indicating that FAO is highly active in the climate action arena but possibly not as visible or vocal as it needs to be to demonstrate its contributions. On the other hand, it appears that FAO is simply not doing enough in terms of climate action. This along with other findings of this study are further scrutinized below. But first, FAO's comparative advantages as perceived by a variety of stakeholders in the climate action sphere are examined.

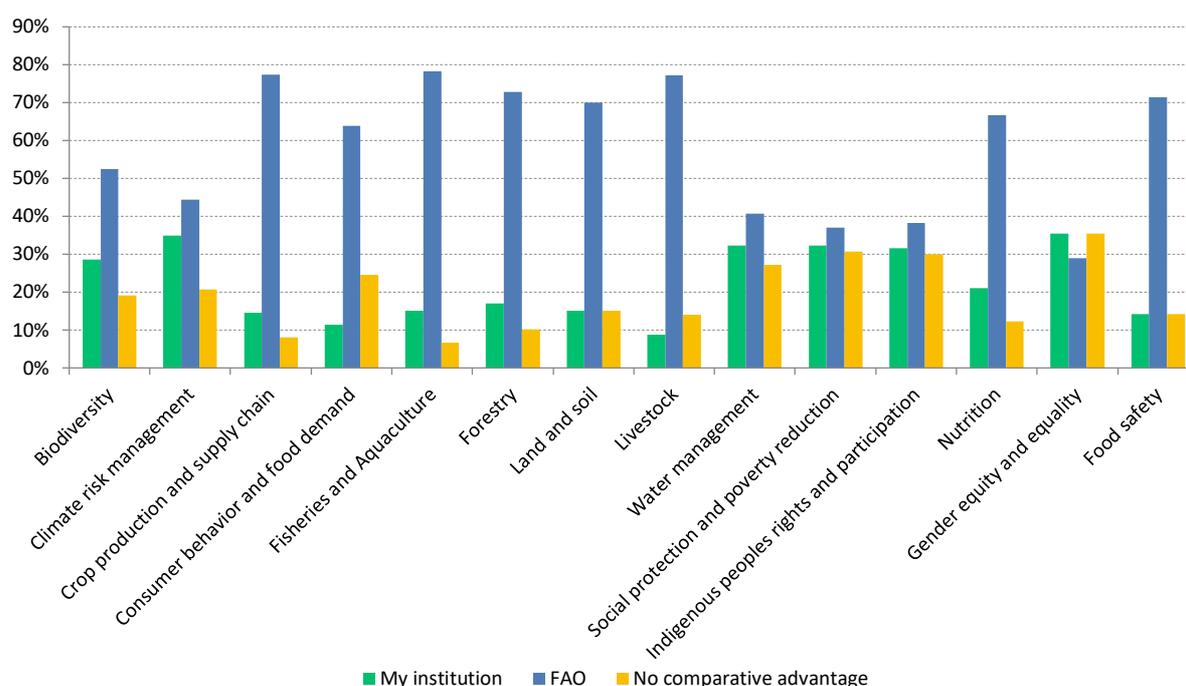
3.2.1 Comparative advantage 1: Technical expertise

31. The one area that was highlighted across the board as FAO's primary comparative advantage was the institution's technical expertise in agriculture and food systems. Not only the plethora of data and reports but also the many tools and methodologies that FAO

has been developing over the years demonstrate the depth of its expertise in the agriculture sectors, from livestock and fisheries to food and forestry. In the global survey, 63 percent said FAO had comparative advantage in assisting food producers and farmer organizations, and close to 60 percent highlighted data collection and analysis to be a comparative advantage of FAO's. While close to 70 percent identified FAO's expertise in developing standards and guidelines to be a comparative advantage, over 70 percent noted that they used FAO products and data to design, plan, implement or evaluate their climate action related activities. All of these point to FAO's technical expertise as a key comparative advantage in relation to others active in the climate action space.

32. Some of the most commonly used terms to describe this comparative advantage of FAO were *technical people*, *technical capacity*, *technical expertise*, and *compendium of knowledge and expertise* by various interlocutors in the interviews conducted. This was common across FAO's partner agencies as well as multilateral and bilateral donors. Survey respondents also overwhelmingly emphasized FAO's technical expertise whereby over two-thirds of respondents recognized the institution's comparative advantage in crop production and supply chain, fisheries and aquaculture, forestry, land and soil, livestock, nutrition, and food safety. Figure 5 further illustrates this point.

Figure 5: Comparative advantage in technical expertise – thematic areas



Source: Evaluation team

33. Importantly, FAO has played an essential role in developing tools to measure greenhouse gas emissions, which are widely used by its partners working on forestry. This expertise manifests itself both in FAO's products and services as well as its human resources – FAO personnel are largely perceived to be experts in their fields with enormous volumes of knowledge on agricultural sectors and best positioned to contribute that knowledge to climate change adaptation and mitigation (CCAM). It is important to give a few examples that were relayed in various interviews and triangulated with existing documents.
34. FAO statistics along with some of its annual flagship reports, such as *The State of Food Security and Nutrition in the World (SOFI)*, and *The State of Food and Agriculture*, were

referenced regularly as sources that partners use in their work. More specifically, in the area of forestry, FAO has provided technical expertise through development of a variety of tools and methods, from Open Foris to Global Forest Resources Assessment (further discussed below). These tools have enormously contributed to measurement of forests as well as greenhouse gas emissions, which feed into NDCs and NAPS, among others. Similarly, FAO has played an important technical role in supporting countries to implement UN REDD+ through provision of transparency requirements on safeguards and strategies. In terms of climate change and biodiversity, FAO has supported the KJWA by providing technical input into the negotiations, offering technical workshops, and generating summary documents for negotiators.

35. Furthermore, through its engagement in the NAP-Ag programme, FAO has contributed technical knowledge to integrating agriculture in National Adaptation Plans (NAPs). This work has involved FAO's collaboration with a dozen national partners and provision of technical expertise into their integration of climate adaptation measures into national planning.⁹ NAP-Ag is currently phasing out and being replaced with SCALA (Scaling up Climate Ambition on Land Use and Agriculture through NDCs and NAPs), which will continue to support countries to adopt innovative approaches to climate change adaptation.¹⁰
36. FAO's technical expertise not only made the production of data and analysis possible but it also led to the creation of a large series of standards, tools and guidelines, which have greatly contributed to FAO's role as a normative actor with an important advocacy role in areas connecting agriculture and climate change. And in fact, FAO's normative role is the second comparative advantage discussed in more detail below.

Areas for improvement:

37. Despite the praise FAO received for having highly technically skilled people with deep expertise in their areas of work, some commented that this expertise appeared to be mostly localized in Rome. Various accounts by partner agencies indicated that FAO country offices did not always demonstrate the same depth of expertise as evident at headquarters. This apparent variability of expertise was indicated in various discussions, where the same project in two different countries generated vastly different results. For example, the GCF Pakistan funding proposal was deemed to be of very high quality, also in terms of climate science, while the GCF DRC proposal was flawed and failed to garner funding. In another scenario, a climate smart agriculture investment plan in Nepal and Zambia generated different responses in terms of human capacity and the required involvement of HQ experts to provide the necessary data and analysis. These findings might indicate a need to more effectively decentralize technical expertise to the local level.

3.2.2 Comparative advantage 2: Advocacy and normative role

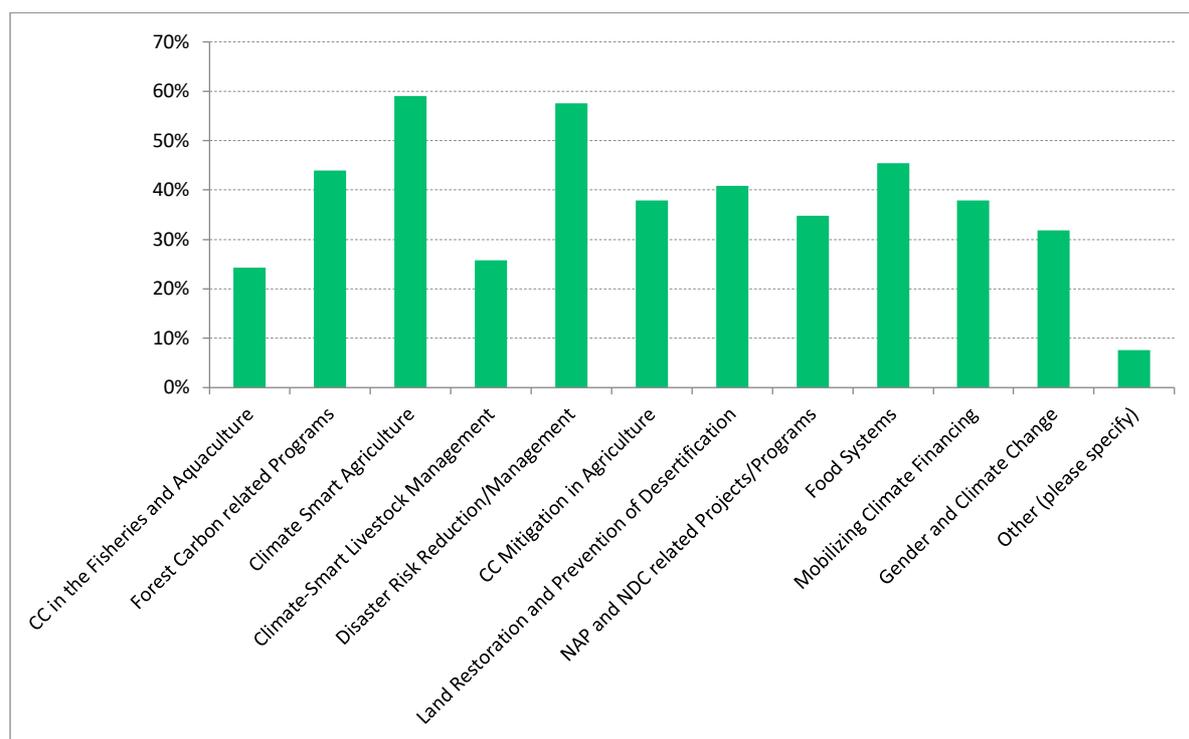
38. FAO's technical expertise manifests itself in both its people and the kinds of products and services they generate. Building on this technical expertise and making use of its status as a neutral UN institution, FAO has excelled in playing a normative role that has allowed it to develop standards, guidelines, tools and approaches that have influenced global debates, including in the field of CCAM. In terms of approaches and concepts, Climate Smart

⁹ FAO and UNDP. 2018. *Integrating Agriculture in National Adaptation Plans (NAP-Ag) Programme*. Rome. (also available at: <http://www.fao.org/3/CA2602EN/ca2602en.pdf>).

¹⁰ For more information, see: <http://www.fao.org/climate-change/programmes-and-projects/detail/en/c/1273079/> and <http://www.fao.org/news/story/en/item/1254976/>.

Agriculture (CSA) was mentioned widely to be one of the most important initiatives of FAO in the climate action space with many arguing that it had potential for transformative change – an issue that will be picked up and elaborated further below. Every single person interviewed for this study referred to CSA and acknowledged FAO either as the “father” or primary contributor to the birth of this concept. Similarly, close to 60 percent of the survey respondents ranked CSA to be the most important initiative in the Climate Action space, with DRR/DRM coming a close second at 58 percent. Figure 6 illustrates respondents’ views of the most important initiatives in the Climate Action arena with reference to FAO’s mandate.

Figure 6: Most important initiative in climate action



Source: Evaluation team

39. Some of the most commonly referenced products that have been influencing monitoring, reporting and validation (MRV) in the climate action space included a variety of tools and methodologies that FAO has developed over the years. The frequency with which these were mentioned in interviews and survey responses indicate the areas in which interlocutors worked. For example, Open Foris¹¹ and its tools, including Collect, Collect

¹¹ Open Foris is an open-source software that helps countries and agencies to measure, monitor and report on forests and land use. For more information, see <http://www.fao.org/3/ca1085en/CA1085EN.pdf>

Earth, SEPAL,¹² and Earth Map as well as EX-ACT¹³ and FRA¹⁴ were cited by partners engaged in forestry and land use as some of FAO's most essential contributions to CCAM. MOSAICC¹⁵ and RIMA¹⁶ were tools that partners working on climate risk reduction and management referenced as their go-to tools. Partners and survey respondents working on livestock highlighted LEAP¹⁷ and GLEAM¹⁸ as FAO's most important contributions to assessing livestock production with a view to reducing its impact on climate change. It is evident that these tools are used by various stakeholders in their own analysis and reporting of different agriculture sectors.

40. At the same time, the importance of these tools in helping shape norms could not be stressed enough. In interviews, representatives from partner agencies as well as multilateral and bilateral donors highlighted FAO's important role in creating voluntary and supplementary guidelines in a series of initiatives, from REDD plus and food security to sustainable agriculture and land tenure. One specific example was FAO's provision of agriculture-specific guidelines that help countries in their sector-related NAPs through NAP-Ag and SCALA. FAO's contribution in the normative space also emanates from its data and analyses that support evidence-based decision-making processes.
41. Sometimes this can lead to FAO's addressing sensitive issues. One example of this was a 2018 report exploring different scenarios for the future of food and agriculture, in which FAO added to the debate that food production was based on "a combination of intensified agricultural production processes and the clearing of forests" causing natural resource degradation and contributing to climate change.¹⁹ This report highlighted some sensitive topics, including consumer awareness and education, dietary patterns of high-income countries, and trade-offs between agricultural production and sustainability, among others. Most recently, the 2020 SOFI urged the importance of a transformation in food systems towards healthy diets not only because for nutrition but also environmental sustainability reasons. Despite the sensitive nature of these issues, FAO's partners and donors agreed

¹² SEPAL is an acronym for System for Earth Observation Data Access, Processing and Analysis for Land Monitoring, which uses satellite data to provide information for improving land-use policies. For more information, see: <https://sepal.io>

¹³ EX-ACT stands for Ex-Ante Carbon balance Tool, which estimates the impact of agriculture and forestry projects with a view to mainstreaming greenhouse gas accounting into policies and investments. For more information, see: <http://www.fao.org/tc/exact/ex-act-home/en/> and <http://www.fao.org/3/ca7087en/ca7087en.pdf>

¹⁴ FRA is the Global Forest Resources Assessment, which provides important information on forest resources, and how they are used and managed. The global picture that FRA presents allows for development of policies that aim toward sustainable forestry and forest management. For more information, see: <http://www.fao.org/forest-resources-assessment/en/>

¹⁵ MOSAICC stands for Modelling System for Agricultural Impacts of Climate Change – a tool that enables the assessment and simulation of climate change impacts on agriculture at national level. For more information, see: <http://www.fao.org/in-action/mosaicc/models/en/>

¹⁶ RIMA is the Resilience Index Measurement and Analysis – a tool that allows for quantitative measurement of resilience, thereby enabling a better understanding of how households cope with shocks and offering insights into improving resilience-based projects, programs and policies. For more information, see: <http://www.fao.org/resilience/background/tools/rima/en/> and <http://www.fao.org/3/a-i5298e.pdf>

¹⁷ LEAP is the Livestock Environmental Assessment and Performance Partnership, which provides standardized methods and data with the aim to improve the environmental sustainability of the livestock sector. For more information, see: <http://www.fao.org/partnerships/leap/en/>

¹⁸ GLEAM stands for Global Livestock Environmental Assessment Model, whose aim is to measure production and use of natural resources in the livestock sector while contributing to adaptation and mitigation assessments enabling a more sustainable livestock sector. For more information, see: <http://www.fao.org/gleam/en/>.

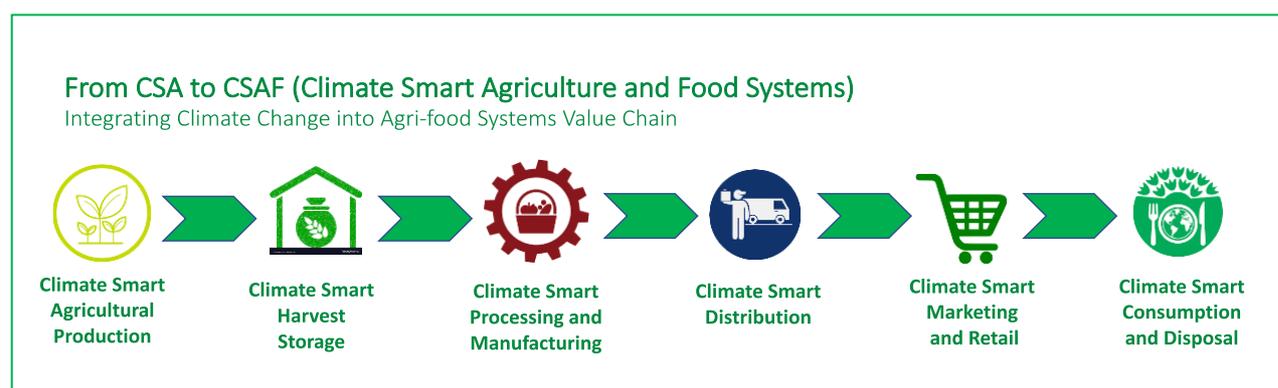
¹⁹ FAO. 2018. *The Future of food and agriculture: Alternative pathways to 2050*. Rome. (also available at: <http://www.fao.org/3/l8429EN/l8429en.pdf>)

that this was an important role that FAO played to shape norms backed up with scientific evidence.

Areas for improvement:

42. FAO is considered an important knowledge organization with vast data, information and resources on food and agriculture, and its partners look to it to find and utilize this information in their own research and policy work. Yet, access to that knowledge seems to be hampered by a lack of website organization and transparency. Stakeholders often have a hard time locating and accessing that knowledge, whether it is reports, tools, data sources, or source books. There appears to be a clear need for FAO to create a platform that is more user-friendly and much more readily provides access to its many tools, methodologies and data.
43. Another area in need of improvement is FAO's promotion of its own normative work. Despite generating some very important concepts such as CSA, FAO does not appear to be making strategic use of its own normative products. Some bilateral and multilateral donors argued that it was important for FAO to use the material and information it gathers to mobilize resources to advance CCAM initiatives. In fact, there were various references to the need for FAO to take its normative and advocacy role more seriously. Some argued that FAO needed to make more strategic use of its knowledge and push the envelope on climate smart approaches to agriculture, fisheries, livestock production, and so on.
44. Also, some argued that countries required more than data and reports on how to go about integrating climate change into their work. FAO, as a result, needed to provide practical solutions and lessons learned from different practices in countries. This should not be given just in the form of what works but also what fails and what lessons can be learned from that failure. This is particularly relevant to FAO's normative work because FAO could use its data collection, mapping and analysis to show the consequences of climate change and science-based evidence on alternative solutions. As one donor put it, "seeing what the consequences are is also part of the normative work of FAO."²⁰

Figure 7: Integrating climate change into agri-food systems value chain



Source: Evaluation team

45. Finally, and potentially most importantly, in most interviews and some survey comments, stakeholders suggested that FAO needed to develop more integrated approaches based on more fundamental, programmatic collaborations. This would require two types of integrative work. On the one hand, it was necessary to promote integration of norms,

²⁰ In interview with SDG 13 evaluation team, Zoom, 26 October 2020.

concepts and operations internally within FAO. As many argued, FAO appeared to work in siloes, thereby stymying its own internal collaboration. On the other hand, FAO needed to more fundamentally look for external collaborators in order to build that integrated approach into its partnerships. Many examples of this missing gap in FAO's normative work were given. One specific example included the separate but interlinked work areas of crop pollination and forests & landscapes. As one partner agency highlighted, although forests are important for providing pollination services, and FAO has technical expertise on both crops and forests, there is no cross-sectoral work bringing these two areas together. Another example that was given almost by everyone interviewed was the integration of climate change into the agriculture-food system value chain in a systemic way from sustainable food production, processing and marketing to sustainable food consumption and disposal. As one international organization put it, FAO needed to move from CSA to CSAF (climate smart agriculture and food systems) applying a climate smart lens to all steps in the food system value chain (see Figure 7). There was agreement that while this may sound like a tall order, with FAO's comparative advantage in agriculture sectors and normative work along with its partner agencies' comparative advantages in governance, financing, and resource mobilization, these kinds of collaborations had potential to lead to transformational change in climate action.

3.2.3 Comparative advantage 3: Influencing international debates and multilateral agreements

46. FAO's technical and neutral status as an agency of the United Nations enables it to have legitimacy and authority to influence international discussions and multilateral agreements. This is another comparative advantage that was highlighted in a variety of sources. To begin, 65 percent of survey respondents believed that FAO rather than their own agency had a comparative advantage in its ability to influence international debates. But perhaps more importantly, the significance of FAO's position as a trusted and reliable partner, who could use its evidence-based data and analysis to shape global discussions on food and agriculture, continuously resurfaced in various accounts.
47. This aspect of FAO's comparative advantage is founded on its technical expertise and presence on the ground; the legitimacy and institutional authority to generate normative work; and its position as a trusted partner, whose services (data, reports, training, capacity building etc.) are demanded by countries. All of these factors have enabled FAO to gain governments' trust and build close relations with them on the ground. This has in turn translated into FAO's contributions to discussions at international fora, where FAO's expert knowledge has been harnessed in a variety of events. For example, FAO has greatly contributed to UNFCCC negotiations by contributing submissions on a variety of issues from land and climate change adaptation, to climate-resilient fisheries and aquaculture to local communities and indigenous people.²¹ Moreover, as one interviewee put it, it is expected that FAO's ability to provide reliable and trustworthy information will greatly contribute to the global stocktaking process when COP reviews the implementation of the Paris Agreement.²²
48. Across the board, various stakeholders interviewed for this study emphasized the importance of FAO's relations with national decision makers, in particular ministries of agriculture. In fact, some argued that FAO's neutral position along with its unparalleled access to ministries of agriculture allow FAO to address sensitive issues that other

²¹ For a list of these submissions to UNFCCC, see <http://www.fao.org/climate-change/resources/submissions/en/>

²² In interview with SDG 13 evaluation team, Zoom, 7 August 2020.

stakeholders are not able to broach. Some also argued that being a trusted partner, FAO has the ability to bring different national partners to the table, not just ministries of agriculture but also environment and finance, to foster inter-sectoral coordination to work on climate smart solutions to food and agriculture. Others noted that FAO could harness its neutral and technical expertise to convene donors for large-scale resource mobilization toward climate action. As is already the case, FAO has been helping least developed countries to access funds through GEF and GCF, demonstrating the central role FAO plays as a trusted partner of governments. Speaking to this role and to its unique position and comparative advantage to shape multilateral agreements, one bilateral donor suggested that FAO should gather ministries of environment in Rome to discuss FAO's climate change policy on the agriculture sector.

Areas for improvement:

49. It appears that FAO's neutrality and position as a partner of Members might hinder it from taking strong positions on normative work and promoting any particular initiatives. Some argued that when it comes to climate change, FAO is not perceived as playing a transformational or even a central role. Every individual interviewed for this study agreed that all the work that FAO does is related to climate change, from livestock production to food consumption, from fisheries to forestry. Some, in particular, bilateral donors argued that lack of dedicated climate change personnel on the ground indicated that FAO was not doing enough to mainstream climate change in its work. They suggested that FAO needed to use a climate-smart lens in developing all of its policies across all agricultural sectors.
50. FAO's partners in the UN system seemed to be of two minds. Some argued that FAO was engaging in climate change work but that it needed to increase its knowledge in that area. They also thought that FAO required to make a greater effort in translating climate change into all their projects, programmes and policies. Others thought that FAO had started to do considerable work on climate change but that this work was simply not well publicized or somehow remained hidden from public view (possibly because it was not presented in soundbites or easily accessible formats). A recurring comment was that FAO was not very visible or vocal on climate change, even if it was active – which many admitted that it was in such areas as UN REDD, NDCs and NAPS – there was still a need and demand by partners that FAO become more active in the climate action space.
51. There seemed to be consensus among bilateral donors and multilateral partners that FAO's corporate messaging on climate change was not strong or possibly not there at all. As one interviewee put it, global leadership is very important for how change is delivered on the ground, and FAO's messaging on adaptation and mitigation needed to be much more vocal and visible at global and leadership level.²³ Some bilateral and multilateral donors went even as far as to say that putting climate change front and centre of FAO's work was a question of survival. One interviewee compared FAO to the World Health Organization (WHO), the latter being in a rather difficult predicament for allegedly not having done enough to prevent the spread of COVID-19. The argument was that if FAO failed to take a stronger position on climate change, it might lose its standing in the international community.²⁴ Another interlocutor said, "being only the best agricultural organization is not a strategy for survival."²⁵

²³ In interview with SDG 13 evaluation team, Zoom, 13 October 2020.

²⁴ In interview with SDG 13 evaluation team, Zoom, 7 October 2020.

²⁵ In interview with SDG 13 evaluation team, Zoom, 20 October 2020.

Figure 8: Increasing focus on private sector actors

Source: Evaluation team

52. Finally, there appeared to be a common sentiment that FAO needed to more pro-actively and effectively engage private sector actors in pursuit of climate action. In fact, an FAO review of public-private partnerships in 2016 only tangentially made reference to climate change even though it reviewed 70 case studies from 15 developing countries.²⁶ It is important to note that FAO has been in a partnership with Google since 2015 to make geospatial surveillance and mapping tools more accessible while helping countries to use technology to tackle climate change and build capacity in forestry and land use. Through this partnership and use of Collect Earth – a free and open-source land monitoring software – dozens of FAO Members have already reported land-use data to the UNFCCC.²⁷ Earth Map, a tool that provides countries, research institutes and farmers with internet access to monitor their land in an easy and integrated fashion, is another outcome of this partnership. It allows everyone to visualize, process and analyze satellite imagery and global datasets on climate, vegetation, fires, biodiversity, geo-social and other topics.²⁸ FAO and the Rockefeller Foundation have also partnered to strengthen linkages in the food value chain, improve markets and infrastructure and support governments in providing enabling policies and investments.²⁹ While these examples of private sector partnerships exist, they are rare. In interviews, a recurring comment was that for FAO to contribute to transformational change, it would need to partner with private sector and the financial community in order to scale up its activities in the climate action space.

²⁶ FAO. 2016. *Public-private partnerships for agribusiness development – A review of international experiences*, by Rankin, M., Gálvez Nogales, E., Santacoloma, P., Mhlanga, N. & Rizzo, C. Rome. (also available at: <http://www.fao.org/3/a-i5699e.pdf>).

²⁷ FAO. 2019. *FAO Partnerships working for the Sustainable Development Goals – Private Sector*. Rome. (also available at: <http://www.fao.org/3/ca6137en/ca6137en.pdf>).

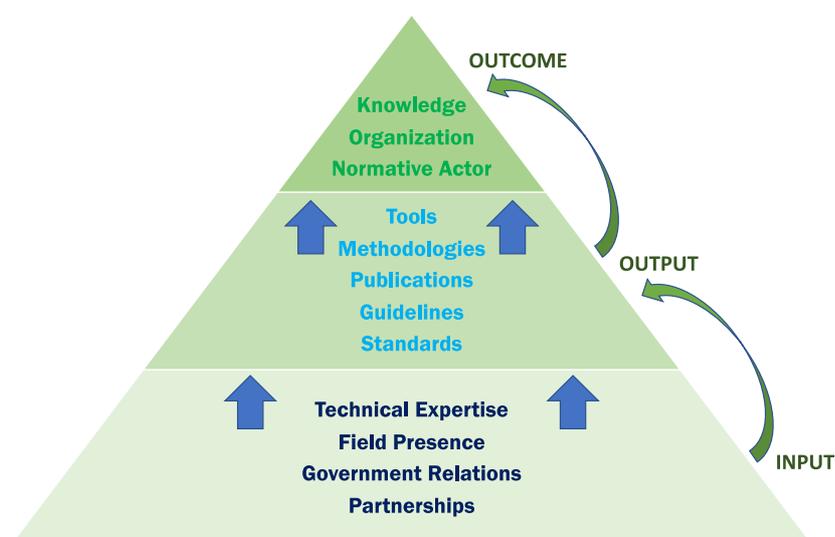
²⁸ For more information, see: <https://earthmap.org/login>

²⁹ FAO. 2019. *FAO partnerships working for Sustainable Development Goals – reducing post-harvest losses*. Rome. (also available at: <http://www.fao.org/3/ca6344en/ca6344en.pdf>).

3.2.4 Summary of main findings

53. As this study has pointed out, FAO has a series of comparative advantages in several interrelated areas that make it a strong actor in the climate action arena. FAO has very strong technical personnel, who have endowed the institution with indispensable technical expertise in agriculture sectors and food systems. FAO's presence on the ground has enabled it to put its technical prowess to work, collecting and analyzing data while delivering products and services that many of its partners, including international agencies as well as multilateral and bilateral donors, rely on. The provision of tools, methodologies and guidelines has substantiated FAO's role as a standard-setting organization with an important normative and advocacy role. At the same time, FAO's close working relationships with governments, in particular ministries of agriculture, has bestowed on this institution a degree of reliability and trustworthiness that is key to the legitimacy and authority with which FAO is able to interact with national partners as well as assist local farmers. None of the other UN System organizations scrutinized for this study had the same constellation of comparative advantages, thereby making FAO stand out as a unique organization within the UN.

Figure 9: Snapshot of FAO's comparative advantage



Source: Evaluation team

54. At the same time, there are three main areas that require further attention in order for FAO to effectively harness its strengths in the climate action space. Firstly, despite the development and incorporation of climate change in its activities, FAO needs to more systematically integrate climate change into its work. As of today, FAO does not yet have a strategy that puts a climate lens on all of its operations, and that appears to be crucial if it seeks to effectively contribute to climate action. This can take different shapes. One could be through the identification of climate change officers tasked with the responsibility to ensure that every project and programme has integrated climate considerations in its design, planning, and implementation. Another would be the development of tools and resources that enable FAO personnel to mainstream climate change in their operations through training and workshops that build internal capacity, which can be passed on to national counterparts. Some of this work already exists, and it is rather about the cross-

sectoral, integrated and systematic mainstreaming of climate change into FAO's operations that requires attention.

55. Second, FAO does not appear to fully leverage its advocacy role to push the envelope on climate action. With national governments as its natural partners, FAO has an immense potential to influence debate and shift the narrative on sustainable agriculture, forestry, fishery, and so on. It sits on a trove of data and information, which lend themselves to scientific and evidence-based findings about the links between agriculture and climate change. While over the past few years, a host of publications and reports have been produced that highlight and discuss the links and trade-offs between climate change and agriculture sectors, there is demand for more that could lead to action. For one thing, FAO's focus on the global South needs to shift, as climate change knows no boundaries and affects all countries. There is a greater demand for FAO to use its data, tools and resources to show how climate change is impacting and being impacted by agricultural production, forestry, food consumption, and so on. Based on that evidence, FAO can make a greater appeal to all countries for more stringent measures and contributions to climate action.
56. Finally, despite its many collaborations with partners, there is room for FAO to expand its partnerships to include more private sector actors. FAO has already been engaging with private sector on a variety of projects but enormous resources are required for effective contribution to climate action. There are many corporates, who are eager to invest resources to tackle climate change while themselves pledging to become 'net zero' institutionally. There is a great potential here for FAO to both mobilize resources while providing its own services to assist with quantifying their pledges.

4. Transformational change

57. One of the questions that has been at the heart of this study is FAO's potential to generate transformational change. This question was asked of survey respondents as well as those partaking in interviews. Transformational change was defined as deep, systemic, and sustainable change with large-scale impact in an area of global and national environmental concern. Below is a list of suggestions that were deduced from these sources as to how FAO could become more transformative in its contributions to climate action (in order of frequency mentions):
58. To be transformative, FAO needs to:
- i. Guide technical and policy related issues on sustainable food systems to focus on agricultural production and rural areas but also value chains, marketing, consumption and production patterns.
 - ii. Move from CSA to CSAF (Climate Smart Agriculture and Food Systems) going beyond production to follow the value chain and make the whole food system value chain climate smart – from production, processing, marketing and consumption to disposal and food waste.
 - iii. Provide global trends on decreasing productivity in agricultural and forestry due to climate change and make an economic case for why it makes sense to invest in nature.
 - iv. Connect the links between food systems, forestry, supply chains and sustainable agriculture, sustainable consumption and production.
 - v. Introduce a corporate policy that all FAO work (on agriculture, fisheries, forestry, livestock etc.) must explain how it addresses climate change, encouraging staff and managers to assess how every activity impacts climate and biodiversity.
 - vi. Partner with private sector to scale up its projects and mobilize resources for programmatic climate smart initiatives.
 - vii. Make no distinction between developing and developed countries and instead show the interconnections between agriculture sectors and climate change for all states – climate change knows no borders.

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Appendix 1. Global survey – Evaluation of FAO’s support to climate action (SDG 13) and the implementation of the FAO Strategy on Climate Change (2017)

While examining the Food and Agriculture Organization of the United Nations’ (FAO) past and current work to meet climate action challenges, the evaluation of FAO’s support to climate action (SDG 13) and the implementation of the FAO Strategy on Climate Change (2017) aims to shape FAO’s future interventions by assessing which approaches have been effective, which need to be modified for better impact, and where partnerships can be strengthened.

In this context, the evaluation team, managed by the FAO Office of Evaluation (OED), is conducting a global climate action survey targeting representatives of organizations that have been active in this space along with FAO.

Your participation in this survey will greatly support FAO’s present and future work towards the achievement of SDG 13.

The survey will take approximately **10 minutes** to complete. All individual **responses** will be kept strictly **confidential**.

Please share the link among your colleagues.

We sincerely appreciate your time and insights, as we try to better understand how to more effectively “take urgent action to combat climate change and its impacts.”

1. Please identify yourself

- Name (optional)
- Institution
- Position (optional)
- Country (optional)
- Area of expertise (optional)

2. Does your work contribute directly to specific SDG 13 targets? Check all that apply.

- 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 USD 100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and 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

My institution contributes **INDIRECTLY** to SDG 13 as a co-benefit of other Goals, such as:

- SDG 2 (Zero Hunger)
- SDG 6 (Clean Water and Sanitation)
- SDG 7 (Affordable and Clean Energy)
- SDG 8 (Decent Work and Economic Growth)
- SDG 12 (Responsible Consumption and Production)
- SDG 14 (Life below Water)
- SDG 15 (Life on Land)
- Other (_____)
- None.** My institution does not contribute to SDG 13
- Don't know**

3. To your knowledge, how would you characterize FAO’s support to climate action?

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know
FAO is a leading organization in climate action (mitigation and adaptation) at the global level					
FAO is a leading organization in climate action at the national level (in my country)					
FAO’s work on climate change is well aligned with local/national/international policies					
FAO has an innovative approach to climate action					
FAO makes a concrete contribution to climate action (in terms of reduced emissions or increased resilience)					
FAO is working at the adequate scale to ensure a significant contribution to climate change mitigation and adaptation					
FAO effectively communicates its role towards climate action					
Different initiatives of FAO in the area of climate change are cooperating well (are aligned and complementary)					
FAO is managing well the potential trade-off between climate action and increased demand for food production					

FAO has effectively mainstreamed climate change in its overall work and institutional structure					
FAO has effectively involved vulnerable groups (indigenous peoples, poor, elder, youth, women, LGBTI, handicapped, etc.) in its climate change work (their interests are addressed)					
FAO's gender approach has contributed to improved climate change adaptation and mitigation.					
FAO has effectively collaborated with non-state actors (NGO, private sector, academy) in its climate change work					

4. In the climate action space, what are the most important FAO initiatives from your institution's perspective? Please fill out where applicable.

Name of initiative	Why is this important to Climate Action?	Does it lead to transformational change*?			Why? (optional)
		Yes	No	Don't know	
Climate Change in the Fisheries and Aquaculture Sector					
Forest Carbon (REDD+)-related Programmes/Projects					
Climate Smart Agriculture					
Climate-Smart Livestock Management					
Disaster Risk Reduction and/or Management					
Mitigation of Climate Change in Agriculture					
Land Restoration and Prevention of Desertification					
NAP and NDC related Projects/Programmes					
Food Systems					
Mobilizing Climate Financing					
Gender and Climate Change					
Other (please specify)					

*In this context, we define transformational as deep, systemic, and sustainable change with large-scale impact in an area of global and national environmental concern

5. In the climate action space, what is your institution’s comparative advantage in relation to FAO? Check all that apply.

Delivery model	Comparative advantage of my institution	Comparative advantage of FAO
Support to institutional development, governance, coordination and planning		
Assistance to food producers, farmer organizations, traders, schools, etc.		
Policy advisory, dialogue and advocacy at national level		
Influencing international debate and global multilateral agreements		
Data collection and analysis, roll-out and use of indicators to monitor progress		
Mobilization of public and private resources, investment support, promotion of south-south cooperation		
Normative work (developing standards, guidelines, methods, norms, approaches and tools)		
Other (please specify)		

6. In the climate action space, where does your institution have a comparative advantage in relation to FAO in the following thematic areas:

Thematic area	Comparative advantage of my institution	Comparative advantage of FAO
Biodiversity		
Climate risk management		
Crop production and supply chain		
Consumer behavior and food demand		
Fisheries and Aquaculture		
Forestry		
Land and soil		
Livestock		
Water management		
Social protection and poverty reduction		
Indigenous peoples rights and participation		
Nutrition		
Gender equity and equality		
Food safety		
Other (please specify)		

7. What are some key collaborative partnerships between FAO and your institution in the climate action space?

8. Would you consider any of the collaborative partnerships mentioned under Question 7 to have potential for transformational change (deep, systemic, and sustainable change with large-scale impact in an area of global and national environmental concern)? Which and Why?

9. How could FAO, in conjunction with other development partners, become more effective in attaining the global objectives in climate action?

- Developing new technical approaches
- Improving access to knowledge
- Supporting producers in the food supply chain
- Advising governments in policy design
- Contributing technical advice to countries in support of SDG 13
- Mobilizing more targeted resources
- Other (please explain) _____

Appendix 2. List of entities interviewed

Multilateral Organizations

UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNEP WCMC	United Nations Environment World Conservation and Monitoring Centre
UNFCCC	United Nations Framework Convention on Climate Change

Financial Institutions and Funding Mechanisms

GCF	Green Climate Fund
GEF	Global Environment Facility
IFAD	International Fund for Agriculture and Development
WB	World Bank

Bilateral Donors

Japan
Netherlands
Norway
Sweden

Appendix 3. Organizations included in the global survey

UN Organizations

UNDESA	United Nations Department of Economics and Social Affairs
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Fund for Children
WFP	World Food Programme
WHO	World Health Organization
WMO	World Meteorological Organization

Multilateral Financial Institutions and Funding Mechanisms

ADB	Asian Development Bank
AF	Adaptation Fund
AfDB	African Development Bank
CIF	Climate Investment Funds
EBRD	European Bank for Reconstruction and Development
EIB	European Investment Bank
GCF	Green Climate Fund
GEF	Global Environment Facility
IDB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
JBIC	Japan Bank of International Cooperation
KfW	German Development Bank
OECD	Organization for Economic Cooperation and Development
WBG	World Bank Group

Private Foundations

BMGF	Bill and Melinda Gates Foundation
DLPF	David & Lucile Packard Foundation
FF	Ford Foundation
GBMF	Gordon and Betty Moore Foundation
JCMF	John D. and Catherine T. MacArthur Foundation
MACP	Margaret A. Cargill Philanthropies
RF	Rockefeller Foundation

Bilateral Donor Agencies

AFD	French Development Agency
BMZ	German Federal Ministry for Economic Cooperation and Development
BMU	German Federal Ministry for Environment, Nature Conservation & Nuclear Safety
CIDA	Canadian International Development Agency
DEFRA	Department for Environment, Food and Rural Affairs (UK)
DfID	Department for International Development (UK)
DFAT	Department of Foreign Affairs and Trade (Australia)
GCCA	Global Climate Change Alliance (EU)
GCPF	Global Climate Partnership Fund (Germany, UK and Denmark)

ICF	International Climate Fund (UK)
ICFI	International Climate Forest Initiative (Norway)
ICI	International Climate Initiative (Germany)
JICA	Japan International Cooperation Agency
NAMA	Nationally Appropriate Mitigation Action facility (UK and Germany)
NORAD	Norwegian Agency for Development Cooperation
USAID	United States Agency for International Development

Research institutions

CIAT	The Alliance of Biodiversity International and the International Center for Tropical Agriculture
CGIAR	Consultative Group for International Agricultural Research
CIFOR	Center for International Forestry Research
ICARDA	International Center for Agricultural Research in Dry Areas
ICRAF	World Agroforestry
IFPRI	International Food Policy Research Institute
IITA	International Institute of Tropical Agriculture
ILRI	International Livestock Research Institute
IRRI	International Rice Research Institute
IWMI	International Water Management Institute
WF	World Fish
WRI	World Resources Institute

Non-governmental Organizations

CRN	Coalition for Rainforest Nations
ILFTF	International Land and Forest Tenure Facility
IUCN	International Union for Conservation of Nature
RRI	Resource Renewal Institute
WWF	World Wildlife Fund