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PROGRAMME COMMITTEE

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

Management Response

Queries on the substantive content of this document may be addressed to:

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1. Management welcomes the Evaluation of FAO's contribution to Sustainable Development Goal (SDG) 13: "Climate Action", which also entailed an assessment of the implementation of the FAO Climate Change Strategy and FAO's contribution to the commitments of the Paris Agreement. Management also appreciates that the Evaluation was carried out at an exceptionally challenging time due to the COVID-19 pandemic, which caused restrictions, and which may have prevented a more thorough investigation and analysis, particularly of field-related issues, and praises the team for adjusting its work to deliver useful suggestions for improvement. Management appreciates that the Evaluation is also positive in describing ongoing efforts to provide more comprehensive, holistic support, and describes well the comparative advantage, potential, and challenges for FAO to fully contribute to the climate action and the 2030 Agenda for Sustainable Development.
2. Management appreciates the Evaluation's acknowledgement of FAO's unique and critical global role in advocating, promoting and supporting the implementation of agriculture-related measures for climate change mitigation and adaptation across all agricultural sectors (crops, livestock, forestry, fisheries and aquaculture). Although FAO is not a direct custodian of any of the SDG 13 indicators, the Evaluation confirms the importance of FAO's extensive work towards the adoption of low carbon development pathways and the achievement of climate-resilient agricultural development. Most of FAO's work, that focuses on agricultural production, animal husbandry, forestry, fisheries or food systems, has an impact on climate adaptation or mitigation. While the focus for FAO is to contribute to other global goals, such as poverty reduction (SDG 1), zero hunger (SDG 2), reduced inequalities (SDG 10), life below water (SDG 14) and life on land (SDG 15), FAO also contributes to climate action (SDG 13) and to all SDGs.
3. The report makes 12 recommendations, all of which are accepted by Management with supporting comments. The Evaluation and its recommendations are timely, given the second five-year cycle of increasing ambitious climate action carried out by countries under the Paris Agreement, as well as international community's accelerating work towards more ambitious targets and action by cities, regions, businesses, investors and civil society.
4. Regarding FAO's vision, mission, strategy and plan for action (Recommendations 1 and 2), Management welcomes the recommendation and agrees that FAO needs to strengthen its impact through joint messaging in international fora and action at the national level, in full alignment with FAO's new Strategic Framework 2022-31. Management welcomes the Evaluation's recognition of positive achievements of FAO's 2017 Climate Change Strategy and notes the recommendation to be geared to delivering SDG 13 aligned with the 2030 Agenda. Management also agrees that climate action should be mainstreamed systematically into all FAO's offices and levels. The integration of FAO's Strategy on Climate Change in the new Strategic Framework will help to mainstream and coordinate climate change action across FAO headquarters, regional, sub-regional and country offices (Recommendation 3). Furthermore, Management notes the Evaluation's Recommendation 9 to invest in a renewed programmatic approach that has strategic, long-term, integrated, climate action-focused programmes to avoid fragmentation and increase large-scale impacts on landscapes, food systems and societies.
5. Management appreciates the recommendation for an integrated and holistic way to adopt a coherent, sustainable, inclusive, low-emissions and climate-resilient food-systems approach (Recommendation 6). Management, in recalling that the strategic narrative guiding the new Strategic Framework is that FAO will work to support the achievement of the 2030 Agenda and three Global Goals of Members by Leaving No One Behind (LNOB), also recognizes the importance of integrating these principles. In particular, Management welcomes the findings and recommendations to ensure empowerment of vulnerable groups and actors often left behind, particularly women, youth and indigenous peoples (Recommendations 7 and 8), stressing that the LNOB principle is fully in line with the cross-cutting themes of youth, gender and inclusion which, together with SDG 10, are fundamental pillars of FAO's new Strategic Framework 2022-31.
6. With respect to measurement, monitoring and reporting (Recommendations 4 and 5), Management recognizes the necessity to improve the way in which FAO quantifies and reports its contribution to SDG 13 and to improve the climate change targeting of project portfolio ensuring compliance with SDG targets and the Organisation for Economic Co-operation and Development (OECD) climate change policy marker guidelines.

7. Management agrees with the finding that developing and deepening partnerships with multisector stakeholders will increase institutions capacity to deliver on the 2030 Agenda and climate action (Recommendation 10).
8. Management appreciates the recommendation for enhancing FAO employees' capacity and knowledge on climate change, including in decentralized offices, and that more robust knowledge management system between headquarters and decentralized offices should be established (Recommendation 11).
9. Regarding FAO's role at international level, Management welcomes the recommendation for FAO to become a global ambassador for integrated approaches on climate change adaptation and mitigation in food and agricultural sectors (including inclusive and sustainable food systems with a clear climate focus) and integrated land and seascape management (Recommendation 12). Management agrees that communications strategy for both specialized and general public audiences should be developed in line with FAO's vision, mission and strategy for climate action.
10. All 12 recommendations are accepted, and details on implementation plans are provided in the matrix below.

Management Response to the Evaluation of FAO's support to climate action (SDG13) and the implementation of FAO Strategy on Climate Change (2017) - Matrix

Evaluation recommendation	Management response Accepted, partially accepted or rejected	Management plan			Date
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Timeframe	Further funding Required (Y or N)
<p>Recommendation 1: To offer a clear and ambitious vision to internal and external audiences on its priorities and institutional position and programming, FAO should develop a corporate narrative on climate change and agriculture and food systems. This should be fully reflected in the new FAO Strategic Framework (2022–2031), guide the revised Climate Change Strategy (see Recommendation 2) and cascaded into programmes, structures, partnerships and processes across all levels, from global to local. The corporate narrative should:</p> <ul style="list-style-type: none"> i. be FAO's vision (desired state) and mission (FAO's commitments to achieving that vision) and global policy concerning climate action; ii. give SDG 13 the same importance as the other SDGs FAO is prioritizing, as doing otherwise would undermine FAO's contributions to SDG 1, SDG 2 and SDG 10; iii. acknowledge and respond to the urgency of the unfolding climate crisis; iv. inspire and direct FAO's work and partnerships by explaining why and how the Organization targets climate change across its strategic goals, priority programmes, international, regional and national policy dialogues, technical sectoral work and assistance to Members; v. describe how FAO will target the scaling of climate action and contribute to SDG 13, the United Nations Framework Convention on Climate Change (UNFCCC), the Paris Agreement and the Sendai Framework throughout its agricultural and food systems work (including crops, livestock, forestry, fisheries and aquaculture, and food value chains); and 	Accepted	<p>The Office of Climate Change, Biodiversity and Environment (OCB) will coordinate the development of a corporate narrative on climate change to acknowledge and respond to the urgency of climate crisis. The narrative will be fully embedded in FAO's 2022-31 Strategic Framework and the proposed Programme Priority Area (PPA) on "Climate-resilient agri-food systems" to specifically respond to the recommendation, as well as all other PPAs which hold climate change at the forefront.</p> <p>OCB will also advocate for the fundamental role of SDG 13 in achieving all SDGs especially SDG 1, SDG 2 and SDG 10 which are central to FAO's new Strategic Framework 2022-31.</p>	OCB, OSP	Mid-2021	N

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vi. contribute to the creation of an FAO climate change culture.					
<p>Recommendation 2: To improve its contribution to SDG 13, FAO should formulate a new Climate Change Strategy. This should build on the positive achievements of and lessons learned from the 2017 FAO Climate Change Strategy and be geared to delivering SDG 13 and other related agriculture sector targets, but be more closely aligned with the 2030 Agenda and its transformational features. The new Strategy must be fully embedded in the new FAO Strategic Framework and its objectives and targets. It should include a theory of change defining how FAO plans to achieve climate action targets by 2030.</p> <p>To put the Strategy into practice, FAO should develop a five-year Action Plan, with harmonized objectives, targets, indicators, timing, responsibilities, risks, monitoring and reporting. FAO institutional strengthening, capacity development and resource mobilization (Recommendations 9, 10 and 11) are prerequisites to its success. The entire process of creating the new Strategy and Action Plan should be led by OCB and be highly inclusive, involving all relevant FAO divisions and offices at headquarters and the decentralized level.</p> <p>The new Climate Change Strategy should:</p> <ul style="list-style-type: none"> i. define pathways for achieving and linking medium- and long-term results; monitor and evaluate corporate achievements; identify and monitor underlying assumptions for adaptive management; assess and manage trade-offs and synergies and anticipate systemic risks; ii. include indicators and targets that are harmonized with those of the new FAO Strategic Framework and the 2030 Agenda, and aligned with the Paris Agreement 	Accepted	<p>OCB will lead and coordinate the development of a new FAO Climate Change Strategy to supersede the current one issued in 2017, through an inclusive consultative process involving Members, including through engagement with relevant Governing Bodies and Article XIV Bodies of FAO, which will drive FAO's work on climate change from 2022.</p> <p>The Strategy will contain a Theory of Change and an Action Plan which will be implemented in close liaison with FAO's decentralized offices to meet governments' needs and priorities.</p> <p>The timeline for developing the new Strategy will be developed in coordination with the Evaluation Committee.</p> <p>A logical framework and evaluation matrix to monitor, keep track and report on outcomes will be produced in line with FAO's 2022-31 Strategic Framework and Agenda 2030.</p>	OCB, Chief Scientist	2022 (TBC)	N

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<p>milestones and the Sendai Monitoring Framework, avoiding fragmentation of monitoring and reporting;</p> <p>iii. consider multisector external stakeholders to be key partners for its implementation (see Recommendation 10 on partnerships);</p> <p>iv. promote climate action that is multisectoral, risk-informed, anticipative, adaptive and transformative, by explaining how to address climate risks (including extreme and slow-onset events) using Climate Change Adaptation and Mitigation (CCAM) as a basis for programming, and how to identify and manage trade-offs and synergies from work related to other SDGs;</p> <p>v. link climate, both strategically and operationally, to other areas of FAO's work including, but not limited to, those areas falling under OCB's direct responsibility, namely, biodiversity, environment and energy; and</p> <p>vi. carry out a needs assessment to operationalize and develop a resource mobilization plan, including a core budget and external climate financing, leading to realistic financing plans through diversified partnership agreements.</p>					
<p>Recommendation 3: Anchored in the FAO narrative on climate change and reflected in its new Climate Change Strategy, climate action (related to both mitigation and adaptation activities, considering impacts of climate extremes and slow-onset events) should be systematically mainstreamed into all of FAO's offices' thematic divisions and levels (headquarters, regional, subregional and country offices). Mainstreaming should include coordination between and guidance to all offices and levels to embed procedures in the project cycle, quality assurance and learning mechanisms. Mainstreaming should be achieved by:</p>	Accepted	<p>OCB will coordinate the development of an operational plan on how to mainstream climate change action in FAO's work at all levels, including mainstreaming of climate risks into FAO's environmental and social safeguards system and project cycle.</p> <p>Systemic mainstreaming of climate change issues into FAO's programming and operations will be achieved through:</p> <p>a) systematic identification of climate risks as a separate standard in the Organization's upgraded environmental and social safeguards</p>	OCB	Ongoing	N

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<p>i. including positive climate outcomes for every type of intervention, be it climate change mitigation or adaptation (for example, the potential to maximize emission reductions wherever relevant, the reduction of risk and vulnerability of communities and ecosystems, and synergies between SDGs resulting in co-benefits), to promote cross-sectoral analysis of the drivers of and solutions to climate change;</p> <p>ii. ensuring climate change and related actions are systematically addressed within the programme/project cycle, including multiple and systemic risk and vulnerability analysis and management, and environmental and social safeguards in design, implementation, monitoring and reporting;</p> <p>iii. including climate change, in coordination with Member governments, in CPF objectives and targets and whenever relevant in the UNSDCF; and</p> <p>iv. including an assessment of climate change achievements, risks and trade-offs in all evaluation practice.</p>		<p>system and their integration into FAO's project cycle (design, implementation, monitoring, and evaluation);</p> <p>b) OCB will support the Hand-in-Hand Initiative by identifying opportunities to provide climate-related data and tools as means to support countries and partners in evidence-based resilience building while integrating FAO's existing statistics on climate change (FAOSTAT). This will build on the ongoing OCB contribution to the Hand-in-Hand Geospatial Data Platform aimed at facilitating the exchange of knowledge and data;</p> <p>c) mainstreaming of climate change issues into FAO's Country Programming Frameworks and FAO's contribution to the UN Sustainable Development Cooperation Framework (UNSDCF);</p> <p>d) further integration of climate change issues in FAO's Strategic Framework 2022-31 through the proposed priority programme on "Climate action for sustainable agri-food systems" and other relevant programmes;</p> <p>e) strengthening of relevant monitoring and reporting framework of the Climate Change Strategy; and</p> <p>f) further integration of climate change issues into FAO's operations through the implementation of FAO's Environmental Sustainability Strategy 2020-2030 ("walk the talk").</p>			

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<p>Recommendation 4: FAO should improve the way it quantifies and reports its positive contributions to SDG 13. To plan, track and report on the GHG impact of FAO's programmes, operations and facilities, and as part of its Action Plan, FAO should:</p> <ul style="list-style-type: none"> i. ensure the monitoring of GHG emissions through target setting and measurement; including for programmes and projects with likely impacts on GHG emissions and carbon sinks; ii. ensure, promote and strengthen the dissemination and use of in-house tools for GHG tracking and measurement wherever relevant; iii. where relevant, conduct indicator setting and monitoring of climate change adaptation as a contribution to increased resilience of FAO priority target groups; iv. monitor outcome-level achievements and progress on impacts contributed through FAO's country level support on NDCs, NAPs and the Sendai Framework; and v. geo-reference projects on land-use, forestry, fisheries and aquaculture (wherever relevant) to ensure the tracking and monitoring of results, as well as the use of geo-coded data for assessments, the triangulation of datasets and impact evaluations. 	Accepted	<p>All FAO projects that generate carbon benefits should include provisions for measuring and quantifying progress on greenhouse gas (GHG) emission reductions and/or carbon sequestration at least 3 times in the project's lifespan (baseline, mid-term and closure).</p> <p>OCB will continue promoting timely measurement of carbon benefits across the Global Environment Facility (GEF) and the Green Climate Fund (GCF) field programmes.</p> <p>OCB will lead the mapping of all the tools available to promote the further mainstreaming of GHG tracking tools into the field projects and programmes. These include for instance FAO tools like Ex ACT, GLEAM and existing national/international frameworks like REDD+. They also include statistical knowledge such as the one developed in the FAOSTAT emissions database.</p> <p>Consideration will be given to the possibility of having a separate marker on climate change in PPRC project reviews, and to nominating a Climate Change focal point in the Projects and Programme and Project Review Committee (PPRC).</p> <p>OCB will consult and coordinate with the relevant divisions to explore the use of its tools and data to monitor and quantify FAO's contribution to SDG 13. This will include the use of indicators to measure adaptation impacts and countries policies and plans including nationally determined contributions (NDCs), National Adaptation Plans (NAPs), and others. OCB can lead the formulation</p>	OCB, NFO, Chief Scientist, Chief Economist and Project Formulators, Decentralized PPRC	Dec 2021 and ongoing	N

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		of adaptation specific criteria for the review of projects and programmes.			
Recommendation 5: To strengthen the monitoring and reporting of its climate change work and achievements and provide more accurate reporting on climate financing, FAO should improve and make mandatory climate change labelling of its project portfolio. It should undertake quality control on current and future labelling to ensure compliance with the OECD climate change marker guidelines and introduce SDG markers to improve reporting on SDG targets. FAO should also make sure that adequate training and guidance are provided as part of project-cycle training. As the monitoring of climate action achievements, including climate financing, is directly linked to the climate change markers, climate budget reporting should be revised accordingly. OCB should provide governance and coordinate the overall process.	Accepted	OCB is finalizing a guidance note on how to use and assign the climate change adaptation and climate change markers that have been introduced in Field Programme Management Information System (FPMIS) based on the OECD classification system. Those markers, as well as relevant SDG markers as applicable, will help in tagging and identifying FAO projects with a climate change objective and support the monitoring and reporting of FAO's portfolio on climate change. OCB will coordinate next steps including: a) make the guidance note available in FPMIS to users; b) provide trainings on the markers to users and climate change focal points; and c) establish a quality assurance mechanism to regularly screen and monitor projects assigned with a climate change marker.	OCB, OSP, PSS	2021	N
Recommendation 6: To effectively contribute to climate action in an integrated and holistic way, FAO should adopt a coherent, sustainable and inclusive, low-emissions and climate-resilient food systems approach and promote it at global, regional and national level. Climate-induced risks, benefits and trade-offs should be explicit in food systems assessments, including the design of interventions aiming to transition food systems to more sustainable and equitable patterns. To ensure that climate change is addressed through tailored operational solutions, links need to be explicit and connected at all food system entry points, from land and water via production and value chains to consumption and	Accepted	In agreement that solutions to climate change go beyond production and single value chains and should include consideration of issues directly related to consumption (such as dietary choice, food waste, market development) and interlinkages in food systems. In addition, that integrated, sustainable and nature-positive approaches and solutions that look at all environmental and social-economic issues related to developments in food systems, beyond only climate change issues need to be adopted, OCB will continue developing guidance and provide tools and methodologies to	OCB, ESF, ESA	Ongoing	N

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<p>waste, including directly associated aspects such as energy efficiency and use of renewable energy. Interventions should be synergic with FAO's global and national work on climate change, such as with the UNFCCC and Paris Agreement policies and processes, including the Koronivia Joint Work on Agriculture, FAO's support for NDCs and the SDGs, and the Sendai Framework regional and national DRR/M plans to be updated by 2020.</p> <p>The COVID-19 pandemic and the green recovery promoted by the United Nations system should help FAO promote action to transition and transform the agriculture and food systems affected by the socio-economic impact of the crisis. The United Nations Food Systems Summit in 2021 presents another golden opportunity for FAO to position itself as the global leader in supporting countries in their shift to more sustainable food production and consumption patterns in a changing climate.</p>		<p>mainstream climate change, energy, biodiversity and environment-related issues into policies, strategies and programmes addressing agri-food system transformation. Complementing ESF's support to integrating a food system approach in climate related projects, programmes and events, OCB and ESF will support regional and country teams to achieve more comprehensive integrated approaches.</p> <p>OCB will work with FAO's COVID-19 Response and Recovery team and relevant divisions on resource mobilization and the implementation of COVID-19 green recovery programmes and projects, including their linkages to FAO's new priority programme on "Climate-resilient agri-food systems".</p> <p>Working closely with ESF, OCB will contribute to the upcoming UN Food Systems Summit in 2021 to increase FAO's global visibility and commitment to transforming our food systems in a changing climate. This includes OCB role as FAO's focal point for Action Track 3 "Boost Nature-Positive Food Production at Scale" under the Food Systems Summit.</p>			

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<p>Recommendation 7: To ensure the meaningful engagement of all population groups in striving for better and more inclusive climate action, FAO should mainstream the “leave no one behind” core principle of the 2030 Agenda into all its climate change-related work. Guidelines on the inclusion of women and youth, the extreme poor and other vulnerable, marginalized and discriminated groups, such as indigenous peoples and persons with disabilities, should be clearly defined in climate change-related initiatives. These guidelines should guide empowerment and transformative actions in the broader agriculture and food systems.</p> <p>i. Based on gender-gap assessments, FAO should integrate gender into its climate action work, recognizing the specific talents, capacities, roles and vulnerabilities of women and men, to address the challenges associated with women’s access to and control over resources, benefits and decision-making and to target specific gender-transformative outcomes in all climate change programmes, including but not limited to the inclusion and participation of women. FAO should monitor on-the-ground implementation of projects tagged with climate and gender markers to ensure the expected results are achieved at all levels.</p> <p>ii. FAO needs to develop corporative guidelines to institutionalize youth inclusion and participation in all climate change-related programmes. Specific challenges, needs and opportunities for youth need to be identified and addressed to make climate action-related interventions more inclusive and effective,</p> <p>iii. Inclusion and support for migrants and displaced people, the extreme poor and other vulnerable, marginalized and discriminated groups need to be systematic in climate-related interventions, particularly those on adaptation to multiple climate risks. Inclusion</p>	Accepted	<p>OCB has recently created a Youth Group which will roll out a plan of action to better engage youth in FAO’s work on climate change, including through:</p> <ol style="list-style-type: none"> i. establishing climate change youth-focused programmes; ii. nominating OCB youth representatives to represent OCB externally in panels and meetings; iii. identifying a young employee in each project or programme to support project/programme management; and iv. organizing trainings for team leaders on how to improve leadership by youth, and foster involvement of youth. <p>OCB is actively working on gender in collaboration with relevant FAO teams and will continue to raise its profile both in FAO and externally, and mainstream the “Leave No One Behind” principle in line with the cross-cutting themes of youth, gender and inclusion which, together with SDG 10, are fundamental pillars of FAO’s new Strategic Framework 2022-31, including dedicated guidelines.</p> <p>ESP will closely collaborate with OCB to address gender equality and inclusiveness in climate-related interventions, including through strengthening national capacities of policy-makers and researchers for Nationally Determined Contributions and National Adaptation Plans; supporting countries to formulate and implement inclusive and gender-transformative projects and</p>	OCB, ESP, ESA, Youth and Women Committees	2021-22	N

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should be based on an understanding of specific capacities, vulnerabilities, risks and opportunities.		<p>programmes, with specific consideration of vulnerable populations, women, youth, indigenous people and the extreme poor; bringing the knowledge gap related to heterogeneous impacts of climate change in the agriculture sector; analyzing and disseminating innovative, inclusive, and gender-responsive good practices and technologies for climate-smart agriculture.</p> <p>In addition, ESP's teams and its technical working group on climate change will develop corporative guidelines to ensure that FAO climate change-related programmes are youth inclusive.</p> <p>Based on <i>FAO Migration Framework and Migration, Agriculture and Climate Change</i>, target-specific support for those prone to migrate will be mainstreamed in these guidelines, focusing on addressing their vulnerability and promoting adaptation strategies for building resilience.</p>			
<p>Recommendation 8: FAO should systematically link indigenous peoples and pastoralists to its work on climate action, ensuring this is mainstreamed into key technical units and at decentralized level. It should value innovative solutions that indigenous peoples' traditional knowledge, territorial management and food systems can bring to climate action in all relevant countries. To maximize effectiveness, FAO should build a better knowledge base on individual and collective tenure and access rights. Its work with indigenous peoples leverages off FAO's work at global level, such as the Global Hub on Indigenous Food Systems endorsed by the Committee on Agriculture, and it should strengthen its links with the UNFCCC platform on indigenous people. To achieve this target, FAO should strengthen its Indigenous Peoples Unit.</p>	Accepted	<p>With the establishment of Local Communities and Indigenous Peoples Platform and the Facilitative Working Group under UNFCCC, OCB and PSU will continue to increasingly contribute through submissions and in-session workshops sharing FAO's experience on indigenous food systems in order to implement the agenda on climate change mitigation and adaptation and indigenous peoples.</p> <p>OCB and PSU will capitalize on the already existing working groups (Group of Friends of Indigenous Peoples and Multi-donor Trust Fund as FAO external groups and Inter-Departmental Working Group on Indigenous Peoples as FAO internal group) to raise awareness of linkages between indigenous peoples, their vulnerabilities to</p>	OCB, PSU	2021-22	N

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		<p>the impacts of climate change and their traditional knowledge to upscale climate action and resilience.</p> <p>In collaboration with the land tenure team, knowledge products (publications, articles, and webinars) will be produced and disseminated to raise the awareness of recognizing diverse tenure systems of indigenous communities at the national level.</p>			
<p>Recommendation 9: To move away from fragmented, short-term projects by individual divisions with limited geographic and thematic reach, FAO should strategize, plan and invest in a renewed climate action-focused programmatic approach that is strategic, long-term and integrated, with the potential for inclusive, low emissions and climate-resilient, large-scale sustainable impacts on livelihoods, landscapes, food systems and societies in line with SDG 13.</p> <p>i. As FAO's business model is based on individual projects (on climate action, mostly funded by GEF and GCF), these will need to be incorporated into and coordinated by a programmatic framework that aligns its climate action priorities with other FAO projects. The Organization needs to assert its ownership of activities that are important factors in transformational change (for example, policy development, key normative products and international lobbying) and these need to evolve into more sustainable interventions, possibly funded at their core with regular programme funding and implemented by permanent staff, rather than mostly through extrabudgetary funding and consultants.</p> <p>ii. Similarly, at country level, FAO should manage climate action projects through a country programme portfolio approach, sourcing funding from different projects to</p>	Accepted	<p>It is agreed that FAO needs to invest in higher-level programmes rather than piecemeal initiatives and smaller projects. A broader mainstreaming approach must be adopted as stand-alone climate projects (including by GEF or GCF), must be part of broader food systems transformational programmes bringing in together sectoral perspectives, biodiversity, environment degradation, etc.</p> <p>This programmatic approach is the number one priority of the FAO-GEF strategy that is nearing final approval by senior management. Programmatic Areas of Works (PAW) for FAO-GEF work will be developed going forward, also in line with what is promoted in FAO's 2022-31 Strategic Framework.</p> <p>OCB will also establish and promote thematic flagship programmes at country or multi-country level on climate change that focus FAO, partner and donor attention. This will help define and clearly articulate FAO's priorities and foster collaboration between ministries, especially the ministries of environment, agriculture and energy.</p>	OCB, Chief Economist	2021-22	N

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<p>enable greater impact and alignment with countries' SDG implementation strategies, CPF, NDC, NAP and SFDRR priorities. Whenever relevant, this should feed into the UN Reform process and the UNSDCF.</p> <p>iii. FAO should reduce and strategize its use of local level pilot projects and capitalize on its normative and knowledge products, good practices and institutional experience at sufficient scale to effect transformational change in the most vulnerable countries and regions.</p>		<p>OCB GCF strategic priorities, in alignment with FAO's Strategic Framework, highlight the need to shift from a project focused approach to a programmatic approach. GCF recently issued guidance on developing programmatic approaches, and OCB GCF Unit is currently developing three programmes in response (fisheries, soil re-carbonization, Great Green Wall). Additional concepts for GCF programmatic approaches are in early stages of conceptualization, including in partnership with other Accredited Entities (RBAs, United Nations Development Programme and others).</p>			
<p>Recommendation 10: FAO alone cannot manage all of the challenges and aspects of integrated, complex climate action areas, such as food systems or integrated land and seascape management. Therefore, it should increase its efforts to develop and deepen partnerships with multisector stakeholders, based on the different parties' comparative strengths, rather than compete for themes, institutional prominence or funding.</p> <p>To move beyond the routine approach to climate action, FAO should enhance and diversify its partnerships and seek out strategic and innovative partnerships with the private sector (from local agribusinesses to international corporations), producer and consumer organizations, public and private financial institutions, CSOs, academia and think-tanks. Such partnerships should aim to transform food systems and unlock financing for climate-friendly practices in food and natural resource management, including renewable energy efficiency and the replacement of fossil fuels with renewable energy. This will require lighter and more adaptive internal procedures, as recommended by the evaluation of FAO's contribution to SDG 2 (2020) and the</p>	Accepted	<p>In agreement that corporate procedures to establish partnerships with the private sector must be simplified, fully in line with FAO's Strategy for Private Sector Engagement 2021-2025 and with the ongoing review of FAO's due diligence framework, OCB will take the following actions to reinforce partnerships with multi-sector stakeholders and private sector in particular:</p> <p>a) Create a role within OCB to be responsible to coordinate with PSU on partnership development and relationship management, to strengthen partnerships with other organizations, institutions and private sector working on climate change and agricultural sectors and capitalize on high visibility partnerships at the international policy level;</p> <p>b) conduct an assessment of priority strategic and transformative partnerships;</p>	OCB, PSU, PSS, PSR	2021-22	N

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evaluation of the FAO Strategy for Partnerships with the Private Sector (2019).		<ul style="list-style-type: none"> c) develop and implement a clear strategy to foster partnerships and collaborations (including with governments); and d) support strategically and financially existing multi-stakeholder alliances hosted by OCB that include private sector into its members such as the Global Alliance for Climate Smart Agriculture (GACSA). 			
<p>Recommendation 11: To ensure effective and efficient delivery of FAO's work on climate action, FAO should execute an integrated capacity needs assessment to identify possible capacity gaps, needs, and opportunities and accordingly adjust staffing, funding and inter-office communication and collaboration at both the headquarters and the decentralized offices.</p> <p>Capacity development and the strengthening of human resources should be differential among all organizational levels. Corporate funding and human resources policies and decisions must follow the capacity needs assessment to deliver the new Climate Change Strategy and Action Plan. Building on the experience of the Technical Network on Climate Change and the NDC Coordination Group, as well as pre-COP coordination processes, FAO should establish formal communication networks on climate action and linkages with its key programmes (see Recommendation 9) between related staff at headquarters and in decentralized offices. There needs to be a more robust knowledge management system to capitalize on FAO's knowledge and promote its use, to encourage continuous information exchange and foster mutual learning and capacity-building events driven by the corporate narrative. FAO should promote, incentivize and reward collaboration between headquarters and decentralized offices for transformative</p>	Accepted	<p>OCB will conduct an Organization-wide capacity needs assessment on climate change. In particular the following areas need to be assessed in order to improve FAO and OCB's delivery of work:</p> <ul style="list-style-type: none"> a) conduct a mapping exercise to match operational requirements with technical expertise on climate change, including in terms of human resources and at the decentralized offices level, in order to identify resources and skills needed to deliver the work; and b) conduct a specific mapping exercise of the policy, operational and technical expertise on climate change at the country and regional offices level. 	OCB	End 2021	N

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climate action and actively disincentivize barriers to collaboration, such as competition for funding.					
<p>Recommendation 12: FAO should become a global ambassador for integrated approaches to CCAM in agriculture and food sectors (including inclusive and sustainable food systems with a clear climate focus) and integrated land and seascape management. To support its core narrative and Climate Change Strategy, there needs to be a targeted communications strategy for both specialized and general public audiences. The communications strategy should:</p> <ul style="list-style-type: none"> i. raise awareness and inform people on inclusive, low-emission, climate-resilient and sustainable food production and consumption; empowering producers, other food value-chain actors and consumers to shift their behavior towards climate-friendly and sustainable practices in food systems; ii. further strengthen FAO's leading role in highlighting and addressing the climate change implications for critical issues surrounding food and agriculture, such as food security, food safety and nutrition; iii. make use of credible data on the status of renewable natural resources and widely communicate on issues such as productivity, biodiversity loss, deforestation, forest and soil and freshwater source degradation, the unsustainable management of living aquatic resources and the interaction of their drivers with climate change (including diets, food production and consumption); iv. take advantage of FAO's leading role in existing platforms such as the One Planet network for sustainable food systems, the GACSA and UN-REDD, and the Marrakesh Partnership for Global Climate Action, to steer attention to the work of the 	Accepted	<p>OCB will coordinate the development of a communication strategy and action plan, in consultation with OCC, including with learning mechanisms, logical framework, transparency, programmatic approach and social media plan.</p> <p>Communication focal points as well as social media manager focal points will be appointed within each OCB workstream to reinforce FAO's messaging on climate change.</p> <p>FAO will make use and widely communicate statistical data products on climate change and associated reporting processes (FAOSTAT) as a means to enhance collaborations within FAO and with country focal points.</p>	OCB, OCC, ESS	End 2021	N

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<p>Organization on climate solutions for inclusive, low-emissions, resilient and sustainable food systems;</p> <ul style="list-style-type: none"> v. promote and empower the use of FAO’s climate-related monitoring tools by other agencies and conventions; vi. ensure a visible presence at key events related to climate change, with strong messages based on the FAO climate narrative, where the transformation of the whole agriculture and food system is part of all critical climate, biodiversity, health and food-crisis solutions; vii. engage more actively in interagency networks beyond the strict agricultural sectors, such as those on broad food systems, climate finance, health and nutrition; and viii. link messaging on the increasing frequency, severity and interrelation of multiple climate hazards to the humanitarian-development-peace nexus and the need for a coordinated and anticipatory response to climate-related disasters. 					