

Project Evaluation Series

**Evaluation of the project
“Integrating Agriculture into National
Adaptation Plans (NAP-Ag)”**

Project code: UNFA/GLO/616/UND

Follow-up report

Terminal evaluation of the project “Supporting Developing Countries to Integrate the Agricultural Sectors into National Adaptation Plans (NAPs)” – Follow-up report

01/2023

Evaluation recommendation	Management response Accepted, Partially accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Description of actions actually taken, or reasons for actions not taken	MAR Score	Impact of, or changes resulted from taken actions
<p>Recommendation 1. <i>To FAO and UNDP. Country specific results frameworks.</i></p> <p>Though all the countries were requested to carry out a baseline survey and report progress towards the targets in the program result frameworks, and to develop a work plan, some countries did not have specific result frameworks; in certain countries, lack of baselines hindered the identification of programme targets. This also denied the programme the ability to identify the extent to which change has happened at each level of result. Country-specific results framework would have enabled tracking of achievements and contributions from each target country. Future programmes should consider developed country specific result framework reflecting actual activities and their respective targets of the country programme.</p>	Partially accepted	<p>The NAP-Ag M&E Framework did set up tracking system of the results in the following way: at the beginning of the programme, all countries were requested to carry out a baseline and report progress towards the targets in the programme result framework. Despite the fact that the programme components, indicators and targets were the same for all countries, each country customised the activities under each component on the basis of their national priorities and adaptation planning processes by developing the work plan on an annual basis. Each work plan presented a customization of the logical framework in terms of outputs, activities and expected deliverables, and created a narrative to illustrate how the country results contribute to the achievement of the programme targets overall and work towards medium to long term impacts at national and sub-national level. Individual country information was then reported through Quarterly reports (QAR), reflecting how actual activities and their respective results contributed to the overall targets at the country and global levels. The M&E Expert supported by the Programme Officer kept track of achievements and contributions from each target country to write the Interim Report and Biannual Update Report. The proposal to design and apply that would replace the above procedures will be further assessed to understand if applicable to the follow-on SCALA Programme if an example of a comparable global programme with country specific results would be made available by the evaluation team.</p>	<p>Building on this recommendation and on the basis of lessons learned from the NAP-Ag programme, the SCALA Programme has been designed with global and country-specific indicators and targets,. The SCALA Programme Results Framework contains a total number of 15 indicators: 3 overall programme impact Indicators, 3 general thematic outcome indicators, 3 country level outputs with 6 specific indicators and 4 global level outputs with other 6 indicators.</p>	Good	<p>The SCALA Result Framework allows tracking of achievements and contributions from each target country. In addition, each country has undertaken a baseline that facilitated the identification of their activities and targets under each component with a specific country workplan. This has proved to be very effective in monitoring and reporting of the programme implementation.</p>

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<p>Recommendation 2. <i>To FAO and UNDP. Results Based Management.</i></p> <p>Future programs should apply results-based management approach where activities and programme products are treated as a means to an end and not the achievement of the desired change. This requires the development of an M&E framework, plan and data collection tools that articulate instrumental and transformational changes rather than processes. This will enable future programmes not to miss the opportunities to report on transformative changes that can be directly attributed to the programme's interventions and efforts.</p>	Accepted	<p>This recommendation is well taken. The NAP AG programme did have an M&E framework with clear and tangible results and targets, but certainly more can be done to build in data collection tools to capture instrumental and transformational changes. In the new "Scaling up Ambition on Climate Action in Land Use and Agriculture through NDCs and NAPs" (SCALA) programme, a strong theory of change has been constructed to indicate the change desired and build the activities and overall programme around it, including a logical framework that measures actual progress towards NDC and NAP implementation. Moreover, guidance has been prepared for all countries to engage in the development of a country-level TOC as part of the definition of the first work plan. Further guidance is provided to countries through a brief on transformative climate action and how this can be achieved with SCALA implementation. The baseline survey is composed of 'scorecards' that allow quantification of results that can be directly attributed to the program's interventions. An M&E framework has been developed as part of the SCALA project document that incorporates these elements and much greater effort on data collection for capturing instrumental and transformational change will be applied throughout the project cycle.</p>	<p>Each of SCALA participating country comes with a specific Theory of Change included in their inception report, and Work Plan indicating tailored deliverables at country level and contributions to the overall programme's targets which are looking at impact and outcomes rather than activities. Guidance for the ToC was provided to the countries as a step-by-step approach to ensure that countries reflected on the change they wanted to see using different dimensions of transformation and designed activities on that basis. The M&E framework is designed to measure progress towards that change based on the ToC with ade tailed M&E plan, capacity development monitoring and gender and social inclusion approach. A capacity development strategy has been developed to guide a more consistent approach to capacities assessment of each country. Standard approaches to assessing individual-level</p>	Good	<p>SCALA is designed to foster transformative change and has included an analysis of the transformative potential of climate solutions each country is focused on in the inception phase. A deeper reflection on how capacity development is conducted and how stronger gender equality and inclusiveness is achieved is also part of the M&E framework.</p>

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			skills will be applied in relation to training activities. A M&E system to collect and analyse Capacity Development data has been put in place to regularly collect, monitor and report on SCALA activities in this area.		
<p>Recommendation 3. <i>To FAO and UNDP. Needs assessment for target countries.</i></p> <p>While some countries developed needs assessments (e.g. Nepal, Philippines and Thailand), to determine the strengths and weaknesses and guide implementation, not all countries developed those. Granted, the programme conducted extensive stocktaking of existing initiatives, gaps and needs and in the start-up phase of the programme, which informed the countries’ workplans. However, the global results framework was the same for all. Subsequent similar programmes design should include need and capacities assessment of each country so that country specific activities and institutional</p>	Partially accepted	<p>FAO and UNDP fully acknowledge that the activities in the workplans should rely on needs and gaps assessments at country-level, which were done under the NAP-Ag Programme in principle to inform the overall work-plan and the country workplans.</p> <p>In some cases, however, the national capacity was very weak to develop in-depth needs assessment ex ante and some took very long to be completed. Financially and also for timely design of the country work-plans, it was not possible in every single case when the national capacity was weak to hire a national institution or consultant to do a fully-fledged needs and gaps assessment. Procedurally while FAO and UNDP accept it is very important to do a thorough capacity assessment, based on the ground experience, they would also like to point out the dynamic situation on the ground, and also like to point out the need for a balance between assessment and responsiveness, where possible working with existing assessments and avoiding cumbersome and long drawn-out needs assessments processes that engage often very stretched national counterparts.</p>	The SCALA programme has implemented this recommendation by sending out questionnaires to the potential participating countries prior to programme launch to define their needs and interest and requested a letter or email of confirmation of interest by the countries’ representatives. The inception phase in selected countries was also conducted in a much more structured manner with tools such as the climate action review matrix and the ToC development were offered and the inception report presents the situation analysis, the results of the climate action review, the ToC workplan description which derives from the analysis. In addition, the	Good	All Capacity Development events are carried out on the basis of the needs assessed through the baseline and the process of defining the TOC. In addition, the Capacity building events (carried out in presence), are benefitting from a new approach to assess change in knowledge and understanding of the topics covered in the trainings.

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capabilities will be reflected in the programme document.		<p>Rather the programme expended more effort on its training approaches. Notably, the programme provided guidance on how to carry out an institutional capacity assessment through backstopping and the Briefing Note "<u>Institutional capacity assessment approach for national adaptation planning in the agriculture sectors</u>". Moreover all trainings delivered across the various topics were customised (see full list of the trainings in Annex I).. In addition, the 2016 NAP-Ag inception workshop "Global Capacity Development Workshop Integrating Agriculture in NAPs" in Rome and country-level discussions between stakeholders and NAP-Ag Programme staff provided opportunities for countries to identify their technical capacity needs to support NAPs in the context of the agriculture sector. Efforts were made after the mid-term review (in response to recommendation 7) to better tailor work plans and remaining activities to the national and sub-national capacities and needs of the planning entities. For example, the CBA training in the Gambia was revised from a full training to a sensitization based on assessment of skills levels. The M&E training in Guatemala, Colombia and the Philippines was adjusted to country context. Gender mainstreaming activities in the Gambia and Philippines were tailored to the skills and needs of target groups. A full 30 pages summary report "NAP-Ag achievements in the technical capacity development entitled as: "Summary assessment and recommendations for future capacity development work, August 2020" was made available to the evaluation team.</p>	<p>baseline survey captured information on current organizational capacity including at country level. A global advisory group has been set up with representation from participatory governments to broadly triangulate the country priorities and needs as they dynamically evolve over the course of the next 5 years.</p>		

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		<p>For the SCALA programme, a more intensified data collection and consultation phase has been designed to respond – in-part - to this recommendation as below.</p> <p>FAO and UNDP acknowledge that a global programme with country components should get an early buy-in from countries and a preliminary needs assessment. The SCALA programme has done so by sending out questionnaires to the potential participating countries to define their needs and interest and requested a letter or email of confirmation of interest by the countries’ representatives. A capacity development strategy is under development to guide a more consistent approach to capacities assessment of each country. The baseline survey will capture information on current organizational capacity. Standard approaches to assessing individual-level skills will be applied in relation to training activities. A global advisory group has been set up with representation from participatory governments to broadly triangulate the country priorities and needs as they dynamically evolve over the course of the next 5 years.</p> <p>However, a full needs assessment to be reflected in the programme document may not always be possible due to 1) the need to define a global results framework that can apply to all participating countries and potential new countries in the future, 2) the lack of resources at programme development stage to conduct specific studies.</p>			

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<p>Recommendation 4. <i>To FAO and UNDP country offices. Advocating for program uptake.</i></p> <p>Continue lobbying with the relevant government partners to adopt programme outcome in their system, e.g. including of indicators in M&E system of agriculture ministry, inclusion of climate change in evaluation and planning format of the planning commissions, adopting vulnerability assessment in regular activities of the ministry, using the protocol to estimate loss and damages.</p>	Accepted	<p>FAO and UNDP are committed to furthering adaptation planning in all 11 NAP-Ag countries and beyond. This will be done in part through the NAP-GCF projects developed with NAP-Ag support for Kenya with FAO as a delivery partner which specifically addresses the agriculture sector, funding mobilised for Thailand, Uruguay and Vietnam with UNDP as a delivery partner. These entirely focus on adaptation planning and mainstreaming and will continue the work undertaken under NAP-Ag. FAO and UNDP will also engage with other key departments and Units in both agencies under the jointly agreed umbrella of the NDC Flagship to identify portfolio wide entry points for wider up-take such as in the NDC Support Programmes and CCA portfolio and through its FAO Country support Programmes and the Thematic Working Group on Agriculture Food Security and Land use. Besides, through the (SCALA) Programme, FAO and UNDP will continue supporting 4 of the NAP-Ag countries (Colombia, Nepal, Thailand and Uganda) in strengthening the integration of CCA into planning, budgeting and M&E systems, by using the tools and approaches developed and compiled through NAP-Ag. In addition, through other CCA projects designed and implemented by the two agencies, uptake of the outputs of the programme will be encouraged in all NAP-Ag countries and other developing countries. Finally, the two agencies will continue the dissemination of tools and best practices and advocacy at global and regional level, especially towards the UNFCCC Least Developed Countries Expert Group (LEG), Adaptation</p>	<p>In the context of SCALA, FAO and UNDP are facilitating the uptake of NAP-Ag's outcomes in 4 countries (Colombia, Nepal, Thailand and Uganda), by continuing working on NAP and NDC's implementation, M&E. In addition, the NAP-Ag's publications (briefing notes, case studies, NAP Supplementary Technical Guidelines) have been promoted through the development of a NAP Training Package. The above synthesize the knowledge and experiences gained under the NAP-Ag's online publications. The NAP Training Package has been delivered in the LAC Region through the organization of online workshops. It is foreseen, a similar approach for other countries in Africa.</p> <p>The dissemination of tools and best practices and advocacy at global and regional level, also continues through the engagement of the UNFCCC Least Developed Countries</p>	Good	<p>While it is still early to assess the impact of activities undertaken within the SCALA programme, it is clear that FAO and UNDP are recognized by countries as lead UN agencies with the technical and operational capacities to support them in developing, implementing and monitoring their NAPs and other planning tools.</p>

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		Committee, and Koronivia Joint Work on Agriculture, the NDC Partnership’s TWG on Agriculture, Food Security and Land Use, and the Global Commission on Adaptation and other processes focused on climate change, agriculture and land use. This is part of the agencies’ joint commitments under their Memorandum of Understanding and its flagship on supporting NDC and NAP implementation.	Expert Group (LEG), Adaptation Committee, and Koronivia Joint Work on Agriculture, the NDC Partnership’s TWG on Agriculture, Food Security and Land Use, and the Global Commission on Adaptation and other processes focused on climate change, agriculture and land use.		
<p>Recommendation 5.</p> <p><i>To FAO and UNDP. Resource mobilization.</i></p> <p>Mobilise more financial support to scaling up lessons learned from NAP-Ag and also move further to support pilot adaptation options identified by the programme that can contribute to enhance knowledge and evidence base on climate change adaptation for the agriculture sector.</p>	Accepted	FAO and UNDP have already mobilised additional resources to scale up the lessons learned from NAP-Ag through the SCALA programme (20M€ from BMU) and GCF. They also continuously support countries in mobilising resources on adaptation and agriculture and rural livelihoods issues and will continue to do so with vertical and bilateral funding. Opportunities to fund adaptation options identified and appraised through NAP-Ag specifically, and to strengthen the evidence on impact, will be explored by the two agencies.	FAO and UNDP have been proactively mobilizing additional resources to advance climate change adaptation in partner countries. Following completion of the NAP-Ag programme, the two agencies have started compiling a database of climate funds available in order to match with priorities for resource mobilization in the 12 SCALA countries and beyond. Opportunities for resource mobilization are being explored through the main climate funds (e.g. GEF, GCF), but also bilateral partners (including through the NDC Partnership) and private sector. Building on the work carried	Excellent	FAO and UNDP are working to mobilize financial resources from both multilateral, and bilateral donors, including climate funds. Both agencies continue to engage current donors but also exploring connections with new ones. It will take 1 or more years to assess whether these efforts have been successful.

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			out in NAP-Ag, several requests were received to support countries (e.g. the Government of Guatemala)		
<p>Recommendation 6. <i>To FAO and UNDP country offices. Private sector involvement.</i></p> <p>There was little evidence of involvement of the private sector, yet some of the climate adaptation options proposed in the NAP-Ag, e.g. on irrigation technologies require the input of the private sector. Involving the private sector particularly in the cost-benefit analysis would have informed the programme on the viability and feasibility of some of their proposed adaptation options that would require production by the private sector. Hence, in future programmes, involvement of private sector in such activities should be considered.</p>	Accepted	<p>FAO and UNDP fully acknowledge the need to engage the private sector and to diversify the sources of funding for CCA work in agriculture and other sectors to decrease the reliance on international public climate finance and address funding gaps for CCA. This was not in the objectives of NAP-Ag which sought to establish foundations for adaptation planning in agriculture. Under SCALA, a strong emphasis has been put on private sector engagement throughout the 3 outcomes, i.e. through assessments (potentially include cost-benefit analysis), governance and decision-making mechanisms around climate action, the identification of risks and derisking measures and the co-design of project ideas. This builds on the two agencies' existing work on private sector engagement, including UNDP's operational framework for derisking private sector engagement.</p>	<p>The SCALA Programme has been designed with special consideration for private sector. Outcome 3 of the programme "Private sector engagement in climate action in land-use and agriculture increased" targets specifically the private sector and aims at accelerating climate action by mobilizing private sector partnerships for scaling up adaptation and mitigation priorities in the land-use and agriculture sectors. Within this component, FAO-UNDP also launched a Facility to extend support on strengthening engagement with the private sector to non-SCALA countries. Furthermore, the programme has been developing strategic partnerships and dialogues with companies and private sector coalitions (e.g. with the World Business Council for</p>	Good	<p>It is still too early to assess the impact of this recommendation. However, it is widely recognized that the transition towards a net zero and climate resilient economy will necessarily require significant private sector investments. For this reason, having private sector engagement as one of its main components has made SCALA very visible at the international level. Many countries, but also companies, have expressed an interest in collaborating with</p>

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			Sustainable Development, Pegasus).		SCALA and receive support in this area.
<p>Recommendation 7. <i>To FAO and UNDP. Implementation resources.</i></p> <p>NAP-Ag programme outcomes mainly addressed the formulation of adaptation planning instruments in countries; however, real implementation of this roadmaps and planning instruments was not considered (including public expenses, human resources, institutional arrangements, technology, among others). In future programmes, the implementation process in countries need to be identified and considered in the design of such instruments. Also, for the sustainability of territorial adaptation actions (with private sector, farmers), follow-up/guidance by FAO and UNDP is recommended in support of the governments through existing focal points such as Ministries of Agriculture or Ministries of Environment.</p>	Partially accepted	FAO and UNDP fully acknowledge the need to support implementation of policies and plans. However, NAP-Ag was designed in 2014 when the NAP process was relatively new and international support for adaptation planning was lacking. The project was aimed at strengthening countries' capacities - both human and institutional - to plan for climate change adaptation in the agricultural sectors, with the idea to link countries to other funding mechanisms (i.e. GCF) for implementation of these plans due to budget constraints. Nevertheless, whenever possible the project provided guidance on policy implementation (i.e. Uganda NAP-Ag, Kenya CSA Implementation Framework).	SCALA has broadened the scope of the program to take the plans towards implementation. In all countries the focus is on the long-term transformation of key agrifood commodities, and on translating national policies into local adaptation action. All countries focus on a specific system or value chain, for example in Costa Rica the program supports the greening of the livestock and coffee value chains, in Mongolia the implementation of a policy to improve the adaptative capacity and carrying capacity of pastures.	Good	n/a

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<p>Recommendation 8. <i>To FAO and UNDP.</i></p> <p>To strengthen gender mainstreaming in adaptation options, future programming should continue to promote gender and youth specific and inclusive adaptation options and push for inclusion of aspects that guarantee access to rights and opportunities. These can include, e.g., awareness programme for policy makers and planning personals, leadership development for women and youth and involvement of private sector and financial institutions, aiming to increase access to funding for climate and gender friendly agriculture practices and technology and access to markets; inclusion of Ministries whose mandates includes gender and/or of other government organs and multi-sector stakeholder in national and subnational levels (including members of parliament). Evidence-based adaptation options that include extreme vulnerable groups' needs should also be included.</p>	Accepted	<p>FAO and UNDP fully agree on the importance of strengthening gender mainstreaming and welcome the suggestions of specific actions that can promote gender and youth specific and inclusive adaptation options and push for inclusion of aspects that guarantee access to rights and opportunities. There are limits to the influence the agencies could have via the programme on the ways and extent to which government partners assess and address gender issues in adaptation plans. However, there are strategic partnerships and actions that can increase the scope and depth of gender mainstreaming in future work.</p> <p>For the SCALA programme, the agencies have developed a strategy on gender and social inclusion which outlines how the transformative climate actions implemented with the programme's support will respond to the needs, interests, and challenges of vulnerable / marginalized women and men and youth.</p> <p>This includes:</p> <ol style="list-style-type: none"> i. National stakeholders use socially-inclusive consultative processes and gender-responsive data and information in appraisal of climate solutions ii. Climate risks of vulnerable / marginalized women and men inform sectoral planning, budgeting, monitoring iii. Public-private partnerships and related finance improve gender-equitable and socially-inclusive participation and benefits for smallholders. 	<p>FAO and UNDP have been implementing the SCALA Gender & Social Inclusion strategy. The global management team, through the GSI focal point, has incorporated sessions on gender and social inclusion in internal meetings, to support all team members to improve their skills to integrate GSI into the work of the program and track progress. The global team has been in regular contact with gender specialists of UNDP's Climate Promise program, and also with the gender team of the donor, IKI, to identify areas of synergy. The global team also partnered with the PCCB-Network and speakers from government (Uganda, Kenya) and NGOs (CARE, Oxfam, Collaborative Africa Budget Reform Initiative) to organize a global capacity development webinar on gender mainstreaming into climate planning and budgeting (October, 2022). This served as a foundational</p>	Good	<p>Mongolia: Integrated gender analysis into system-level assessment examining impact of livestock tax law.</p> <p>Thailand: SCALA team's proposal to Office of Agricultural Economics (OAE) to integrate social inclusion in updated Agriculture Strategic Plan on Climate Change was accepted and SCALA was requested by OAE to implement GSI as cross-cutting in SCALA.</p> <p>Uganda: system-level analysis of resilience in the cattle corridor incorporates a gender analysis led by a national gender expert.</p>

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		<p>Most of the aspects mentioned in the recommendation are included in the strategy, but attention will be made during the country work plans in response to countries' identified priorities for capacity development and in identifying partners who can carry out awareness raising and activities on gender and youth.</p>	<p>step to build partnerships to support activities in SCALA countries.</p> <p>The SCALA global team has been providing individualized support to the country teams to integrate gender into the work plans and enhance engagement with national experts. So far, tailored guidance has been provided to 3 country teams: Mongolia, Thailand, Uganda, with concrete results (see next column). 2 country teams drew upon national expertise to design their GSI work: Colombia, Costa Rica (see next column). Detailed GSI feedback on workplanning was provided and will be complemented with consultations with 5 country teams: Cambodia, Egypt Ethiopia, Senegal, Cote d'Ivoire. Due to delays in overall implementation, still to define GSI in 2 countries: Argentina, Nepal.</p>		<p>Costa Rica: identified gender-related issues in the participation of the certification scheme for beef and developed multi-step gender action plan for SCALA involving multiple stakeholders.</p>

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