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## PROGRAMME COMMITTEE

### Hundred and Eighteenth Session

Rome, 2 - 6 November 2015

### Evaluation of FAO's Contribution to Climate Change Adaptation and mitigation

### MANAGEMENT RESPONSE

In line with the recommendations of the 112<sup>th</sup> session of the Programme Committee (CL 145/6 para. 24.b) concerning modalities for saving costs, while ensuring adequate access to information contained in Evaluation reports, document PC 118/3 is presented as a comprehensive executive summary translated in FAO languages, while the Evaluation report in its entirety is published on the FAO Evaluation Web site in the original language.

#### Guidance sought by the Programme Committee

The Programme Committee may wish to provide its views and guidance on the key issues in the Evaluation report, and to the response to the recommendations and proposed follow-up actions by Management.

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

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1. FAO Management welcomes the findings and recommendations of the *Evaluation of FAO's Contribution to climate change adaptation and mitigation (CCAM)*, and its forward looking focus to inform future planning, as well as reviewing past experience. The methodology followed by the evaluation which combined 11 country visits with reviews at headquarters and regular interaction with an internal reference group of key managers was appreciated.
2. Management appreciates the Evaluation's acknowledgement of FAO's unique strengths to address CCAM, and concurs with the Evaluation's conclusion that further improvements can increase the effectiveness of FAO's CCAM work in its own programmes and projects, as well as in its ability to assist and influence member countries and international stakeholders. FAO will build upon and especially strengthen its partnerships and collaboration with other UN organizations, such as the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD).
3. The report makes six recommendations, all of which are accepted by Management with supporting comments. The Evaluation and its recommendations are timely given the challenges posed by the rapidly increasing negative effects of climate change, and the resulting shift in political commitment and funding streams to address these challenges, as well as the international community's accelerating work towards an international climate agreement.
4. It is recalled that the growing impact of climate change was one of the global trends identified during FAO's Strategic Thinking Process during the 2012-13 review of the Strategic Framework, and was further emphasized in the recent review of FAO's Medium Term Plan 2014-17 and preparation of the PWB 2016-17, which were endorsed by the FAO Conference in June 2015. Climate change is a work area of the highest priority for FAO over the next four years. In this context Management particularly notes the Evaluation's emphasis on giving climate change greater visibility and focus in FAO's programme of work.
5. Regarding FAO's role at international level, management welcomes the recommendation to act as the lead voice on food security and agriculture in CCAM, and the confirmation that FAO is seen as a neutral and trusted technical organization. Management agrees that FAO needs to strengthen its impact through greater presence and visibility in international fora, and through the provision of readily usable evidence and capacity development of countries engaged in the United Nations Framework Convention on Climate Change (UNFCCC) negotiations.
6. With respect to the country level, management recognizes the necessity to position FAO more effectively through increased dialogue with partners beyond the Ministries of Agriculture, and to capitalize on FAO's comparative advantage in expertise-based alignment of strategies of different ministries and departments involved in climate change (CC) and disaster risk reduction (DRR).
7. Management welcomes the Evaluation's recognition of FAO's seminal role in framing the concept of climate-smart agriculture (CSA) and notes the recommendation to broaden this towards a value chain and food systems concept while further strengthening the reflection of CSA in its own portfolio.
8. Management further appreciates the Evaluation's recognition of the substantial quality of FAO's analytical tools and data and agrees on the need to further tailor these to country contexts and needs and strengthen country capacities.
9. Emphasis on capacity development and partnerships will also address the Evaluation's observation that FAO's technical assistance and community-level interventions made good contributions to CC and DRR, but that FAO needs to pursue greater scale and influence policy.
10. Management appreciates the recommendation for enhancing FAO's staff capacity and knowledge on CC, including in decentralized offices, and that projects and programmes should provide for capacity development of government staff engaging with CC-related analytical and knowledge activities.

11. FAO Management welcomes the emphasis on strengthening partnerships, not least with civil society and knowledge organizations, as well as the private sector both to draw upon broader intellectual capital and to bring FAO's good practice tools and knowledge to a wider range of actors.

12. The FAO Conference in June 2015 emphasized that global climate change posed increasing threats to food security and nutrition, and the Evaluation highlights the importance of FAO's role and makes recommendations to improve its effectiveness. In this regard management is preparing a corporate climate change strategy and action plan cutting across all five Strategic Objective and integrating regional/country priorities. The strategy will guide FAO's work and strengthen impact through coherence of interventions, clarity on the role of CCAM in the continuum of development, DRR and emergency contexts and clear approaches and mechanisms to integrate climate change in FAO's Strategic Objectives programmes. To ensure this programmatic integration, climate change will be recognized as a cross-cutting theme and Objective 6 outcome in the Medium Term Plan 2014-17 (Reviewed) and PWB 2016-17.

13. Further information is provided in the Matrix.

**Management response to the Evaluation of FAO's Contribution to Climate Change Adaptation and mitigation**

Evaluation Recommendation (a)	Management response Accepted, partially accepted or rejected and comments on the recommendation (b)	Management plan			
		Actions to be taken (c)	Responsible unit (d)	Timeframe (e)	Further funding required (Y or N) (f)
<b>Recommendation 1.</b> Develop a clear and consolidated strategy for FAO's work on CC and climate-related DRR and enhance the staff capacity on CC.	Accepted	Strategy: Develop a Corporate Climate Change Strategy and action plan cutting across all Strategic Objectives (SOs) and integrating regional/country priorities.	NRC in consultation with Strategic Objective Programme Leaders (SPLs), technical departments and decentralized offices	2015	N
		Climate Assessment Guidelines: Develop specific climate assessment guidelines and a checklist of climate related issues to be considered during project preparation as part of FAO's Environmental and Social Assessment Guidelines  Capacity Development (CD): Conduct a FAO-wide CC capacity development needs assessment and develop a staff CD plan accordingly. Strengthen knowledge exchange platforms and coordination mechanisms (Interdepartmental Working Group on Climate Change; Technical Network on Climate Change; Climate change study Circle and others, also taking into account the findings of the capacity assessment	NRC in consultation with SPLs, Technical Cooperation Department, technical departments and decentralized offices  OPC in collaboration with NRC and OSD  NRC/DDN	2016  2016  2016-17	Y  Y  Y

Evaluation Recommendation (a)	Management response Accepted, partially accepted or rejected and comments on the recommendation (b)	Management plan			
		Actions to be taken (c)	Responsible unit (d)	Timeframe (e)	Further funding required (Y or N) (f)
<p><b>Recommendation 2.</b> Strengthen FAO's country-level engagement on CC, and position it as a facilitator of inter-institutional and inter-sectoral harmonization on CCAM, climate-related DRR and emergency response to natural disasters.</p>	Accepted	<p>Strengthen CC capacity in decentralised offices, in particular country offices, and promote and facilitate active DOs involvement in the existing FAO knowledge platforms and coordination mechanisms on CC. Support DOs engagement in national climate change related dialogue/policy processes to ensure integration of agriculture, food security and sustainable management of natural resources aspects into climate change policies and plans (e.g National Adaptation Plans (NAPs), Nationally Appropriate Mitigation Actions in Agriculture (NAMAs). DRR and national communications etc.,) Reinforce capacity of FAORs to facilitate inter-institutional and inter-sectoral coordination on CCAM and DRR.</p>	<p>NRC and OSD</p> <p>NRC with SPLs</p> <p>OSD in collaboration with NRC</p>	2016-2017	<p>Y (staff development)</p> <p>N</p> <p>Y (staff development)</p>
<p><b>Recommendation 3</b> Communicate FAO's position on Climate-Smart Agriculture more clearly, regularly and widely to all stakeholders.</p>	Accepted	<p>Strengthen communication materials, ensuring clear presentation of FAO's definition of and position on CSA, and improve both internal and external communication of the concepts and examples of implementation. Further strengthen the evidence base underpinning CSA and feed this into relevant fora and mechanisms. Continue FAO's involvement in global and regional alliances related to CSA and ensure active participation of FAO staff, including Global Alliance for Climate Smart Agriculture (GACSA) Continue proactive efforts to create opportunities for dialogue and clarification on the concept of Climate-Smart Agriculture and FAO's approach on this respect, making room for genuine dialogue and exchange and providing spaces for non-state actors to present and discuss their proposals and concerns.</p>	<p>NRC and OCC</p> <p>DDN/NRC</p> <p>DDN/NRC</p> <p>DDN/OPC and SPL-SO2</p>	2016-2017	<p>N</p> <p>Y</p> <p>N</p> <p>N</p>

Evaluation Recommendation (a)	Management response Accepted, partially accepted or rejected and comments on the recommendation (b)	Management plan			
		Actions to be taken (c)	Responsible unit (d)	Timeframe (e)	Further funding required (Y or N) (f)
<b>Recommendation 4</b> Position FAO in the most relevant global CC forums as a lead voice on food security and agriculture in CCAM, and enhance knowledge provision for the UNFCCC process.	Accepted	Ensure FAO's presence and visibility at key for a/meetings/institutions related to Climate Change to reinforce its lead voice on food security and agriculture in CCAM Strengthen countries' technical capacities in the area of CC and its linkages to food security/ agriculture/ natural resources management and provide relevant information to facilitate their participation in UNFCCC processes. Strengthen FAO's technical support as neutral knowledge provider to UNFCCC as well as other fora of importance related to agriculture and CC and provide clear messages through all communication channels. Identify new funding opportunity in the area to scale up investments in CCAM	DDN/NRC           NRC/ TC	2016-2017	N       Y (extra-budgetary)       N
<b>Recommendation 5</b> Integrate capacity development and a gender focus into FAO's CCAM projects; Improve conceptual guidance on CCA, and mainstream CCAM into its development and natural-resource management work.	Accepted	Gender: Take stock of the existing FAO climate change guidance materials and screen on the inclusion of gender aspects; Continue and improve current screening of projects on gender related issues.  Capacity Development: Ensure the inclusion of appropriate capacity development approaches in CCAM projects, methods and tools. Mainstream and integrate climate change as a cross-cutting theme and Objective 6 outcome in the MTP 2014-17 (reviewed) and PWB 2016-17. Prepare practical guidance and screening/implementation mechanisms building on FAO's and other agencies' experience on mainstreaming cross-cutting issues, including climate change.	ESP/ NRC           NRC, SPLs and OPC       DDN/NRC	2016-2017	N       N       N

Evaluation Recommendation (a)	Management response Accepted, partially accepted or rejected and comments on the recommendation (b)	Management plan			
		Actions to be taken (c)	Responsible unit (d)	Timeframe (e)	Further funding required (Y or N) (f)
<b>Recommendation 6</b> Increase partnerships with NGOs, other knowledge organizations, multi- lateral investment institutions and the private sector.	Accepted	Identify priority organizations with whom FAO should partner based upon respective strengths and complementarities to achieve SOs and priorities determined in the CC strategy and action plan ( taking into account different types of partnerships/modalities) Strengthen selected partnerships, especially on aspects related to CCAM, learning from partners about their advances in the field with a view to collecting, systematizing and disseminating knowledge, solutions and good practices stemming from the grassroots for replication and scaling-up..	DDN in consultation with OPC and TC  OPC	2016-2017	N  N