



# GUIDELINES FOR ACCREDITED ENTITIES TO ENHANCE CIVIL SOCIETY ENGAGEMENT IN CLIMATE FINANCE

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Coastal erosion in Guayaguayare, South Trinidad. May 2018. Credit: Coastal Protection Unit

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# 1. INTRODUCTION TO THE GUIDELINES

In order to achieve national and regional climate ambitions in the Caribbean region, there is a pressing need to strengthen the engagement of civil society organisations (CSOs) in climate change decision-making and financing<sup>1</sup> processes. National governments and the private sector alone cannot address the climate crisis. Enhancing civil society's role in the region's adaptation and mitigation actions through increased capacity building, collaboration, and resourcing is critical, as is strengthening the enabling policy and institutional frameworks to enhance access to information, public participation, and access to mechanisms for seeking climate justice.

These guidelines are designed to support Accredited Entities (AEs) to the Green Climate Fund (GCF) and other funds in applying an effective and inclusive approach to engage CSOs in climate change actions nationally and regionally. A summary of consultations and a stakeholder engagement plan are minimum requirements for funding proposals submitted to the GCF. However, CSOs are not always considered as critically important stakeholders in climate change projects and are, at times, not prioritised. As such, these guidelines focus on the importance of the development, implementation and monitoring of the impact of a CSO engagement strategy, and provide information on who to engage, how to engage them, and when to engage them.

By using these guidelines, it is hoped that:

- AEs have the tools needed to establish or enhance mechanisms for improving CSO engagement in climate change decision-making at the national and regional levels in the Caribbean; and
- AEs work with CSOs to better integrate CSO-driven climate action into the pipeline of climate change projects and programmes nationally and regionally for the GCF and other climate funds.

These guidelines have been prepared under the regional project, [Enhancing Caribbean Civil Society's Access and Readiness for Climate Finance](#). The objective of the project is to enhance civil society's capacity, including knowledge, skills and organisational structures, and the enabling external institutions to improve access to climate finance and delivery of climate change adaptation and mitigation in the Caribbean. The project is being implemented from 2020 to 2023 by national designated authorities (NDAs) across seven Caribbean Community (CARICOM) Member States: Antigua and Barbuda, Belize, Grenada, Jamaica, Saint Kitts and Nevis, Saint Lucia and Suriname. The Caribbean Natural Resources Institute (CANARI) is the delivery partner and implementing entity for the project. It is funded by the GCF's Readiness and Preparatory Support Programme.

This guidance draws from and builds off of the project scoping report<sup>2</sup> that examined the effectiveness of mechanisms for CSO engagement in climate decision-making and the level of CSOs' access to climate finance across the CARICOM region.

<sup>1</sup> Climate finance is defined as local, national or international financing that supports adaptation and mitigation actions to address climate change, which can be drawn from public, private or alternative sources (UNFCCC, n.d.; GIZ, 2017; IISD, 2017).

<sup>2</sup> Crawford, A. Fuller, F., Granderson, A., Ledwell, C., Leotaud, N., Pham, R. and Vyas, R. 2021. Enhancing Caribbean Civil Society's Access and Readiness for Climate Finance: Scoping Report. Port of Spain, Trinidad. [https://canari.org/wp-content/uploads/2022/02/Enhancing-Caribbean-Civil-Society-Access-to-Climate-Finance-Report\\_10.2021.pdf](https://canari.org/wp-content/uploads/2022/02/Enhancing-Caribbean-Civil-Society-Access-to-Climate-Finance-Report_10.2021.pdf)

## 2. THE ROLE AND IMPORTANCE OF CIVIL SOCIETY IN CLIMATE ACTION IN THE CARIBBEAN

CSOs are defined as non-profit, non-governmental organisations operating at international, regional, national or local levels for the purpose of this guidance note. They include non-governmental organisations (NGOs), faith-based and community-based organisations (CBOs), and formal and informal networks and associations.

A scoping of CSOs in the CARICOM region from 2020-2021 found that, while CSOs vary in size, mandate and geographic focus, the majority are small in terms of staff (less than 10) and annual budget (less than US\$250,000)<sup>2</sup>. They operate across a range of geographies: from the regional and national levels down to a particular community. This should not be seen as a disadvantage; small size can allow for a degree of nimbleness and flexibility that is not possible from governments or international organisations and helps ensure that community level impact is maximised in the small island developing states of the region. CSOs also cover a range of interests – from sustainable agriculture and fisheries to conservation to gender and youth empowerment – with most established around particular social concerns or matters of community well-being that are impacted by climate change and other risks.

### **BOX 1.** **CIVIL SOCIETY-LED CLIMATE ACTION IN THE CARIBBEAN, 2016-2020**

In a scoping exercise conducted by CANARI, Climate Analytics and the International Institute for Sustainable Development, over 300 civil society-led climate change projects and programmes were identified from 2016-2020 in the CARICOM region. Of these, 96% were national-level projects and programmes, with an average grant size of US\$65,000. Fifty-six percent (56%) of these projects had an adaptation component (e.g., communities engaged in mangrove replanting in a protected area), 22% had a mitigation component (e.g., a network of women entrepreneurs using solar energy to power a small processing facility for agricultural products), and 18% had both (e.g., community-led sustainable land management practices to improve community livelihoods). Only 4% of the projects identified were regional in scope; these received a broad range of funding, from US\$200,000 to US\$5 million, with the projects typically lasting three or four years.

Over 30 mechanisms through which CSOs have been or are engaged in climate change decision-making were identified and analysed for the region in the scoping exercise. The most common engagement mechanisms were those developed for specific time-bound projects – both nationally and regionally – and the engagement tends to be limited to specific areas, groups and project activities. Engagement also rarely extends across the project cycle, starting with project identification and development through to implementation and monitoring and evaluation.

Source: Crawford, A. Fuller, F., Granderson, A., Ledwell, C., Leotaud, N., Pham, R. and Vyas, R. 2021. *Enhancing Caribbean Civil Society's Access and Readiness for Climate Finance: Scoping Report*. Port of Spain, Trinidad. [https://canari.org/wp-content/uploads/2022/02/Enhancing-Caribbean-Civil-Society-Access-to-Climate-Finance-Report\\_10.2021.pdf](https://canari.org/wp-content/uploads/2022/02/Enhancing-Caribbean-Civil-Society-Access-to-Climate-Finance-Report_10.2021.pdf)

CSOs play unique and important roles in addressing climate change, and there are existing successful examples from across the region<sup>3</sup>. These roles, which can be replicated and scaled up, include:

- enhancing awareness of climate change impacts and actions at the local level;
- amplifying local voices and advocating for climate justice and local priorities in project design and in policy making;
- mobilising knowledge and resources to support locally led adaptation and mitigation;
- extending the capacities of national governments and other partners to implement policies, programmes and projects on the ground, through the provision of knowledge, time and resources;
- enhancing the sustainable development co-benefits through the socio-economic angle of many CSOs' work; and
- supporting monitoring, evaluating and learning from adaptation and mitigation programmes and projects.

As such, it is critical for AEs to encourage and work toward meaningful CSO engagement in climate decision-making and financing. However, interviews conducted for the *Enhancing Caribbean Civil Society's Access and Readiness for Climate Finance* project scoping study suggest that there continues to be limited engagement of CSOs in the region. Despite the opportunities outlined above, there are considerable policy gaps and barriers in bridging policy and practice. These include onerous application processes for GCF and other large climate funds, limited time and resources for proposal development and capacity constraints within CSOs, especially related to financial management, procurement and reporting given the typically small size of Caribbean CSOs. Furthermore, government engagement with CSOs in the region is often unstructured, ad hoc and does not fully facilitate their inputs and actions as part of a 'whole of society' approach.

These guidelines therefore seek to provide guidance on who to engage, how to engage, and when to engage with CSOs in the Caribbean region to enhance climate action, along with principles of engagement that need to be taken into consideration.

<sup>3</sup> Crawford, A. Fuller, F., Granderson, A., Ledwell, C., Leotaud, N., Pham, R. and Vyas, R. 2021. *Enhancing Caribbean Civil Society's Access and Readiness for Climate Finance: Scoping Report*. Port of Spain, Trinidad. [https://canari.org/wp-content/uploads/2022/02/Enhancing-Caribbean-Civil-Society-Access-to-Climate-Finance-Report\\_10.2021.pdf](https://canari.org/wp-content/uploads/2022/02/Enhancing-Caribbean-Civil-Society-Access-to-Climate-Finance-Report_10.2021.pdf)

### 3. PRINCIPLES OF ENGAGEMENT

To strengthen the engagement of national and regional CSOs in climate action, decision-making and financing, AEs should follow a set of twelve guiding principles. The engagement should be:

- **Accountable and transparent:** Accountability and transparency can be strengthened through the free and open exchange of knowledge, information and ideas, and through public reporting on progress towards agreed priorities and goals. Effective and open communication is key here; audience-appropriate messaging in language that is accessible for CSOs is critical.<sup>4</sup>
- **Empowering:** Organisational strengthening is key for CSOs to be well-positioned for strong, sustainable, and effective engagement in climate decision-making and action. Engagement should empower CSOs to better participate in climate action and decision-making, in part through enhancing their knowledge, organisational capacities and networks. CSOs would significantly benefit from continuous capacity building around understanding the instruments and jargon of climate financing, and how funds can be accessed. Building staff and organisational capacities that empower CSOs must extend to skills around proposal development, project management, financial management and reporting—all of which will require long-term engagement and investment.<sup>5</sup>
- **Gender responsive:** Engagement with CSOs and their representatives, and the projects they work on, should recognise the differences between women, men, girls and boys—including differences in their vulnerabilities to climate change—and actively seek to promote gender equality at the local and national levels.
- **Inclusive:** Engagement should extend across all segments of society, with a particular focus on those CSOs working with or representing marginalised and vulnerable populations, including Indigenous and rural communities, youth, elderly and persons with disabilities. Building up civil society networks over time can help to promote inclusive decision-making.
- **Participatory:** Actively work with CSOs in the design of mechanisms for engaging them in climate decision-making and financing in a meaningful way. A participatory, coordinated and sustained approach to climate decision-making will build trust and partnership among stakeholders. Engagement mechanisms designed to increase CSOs' access to and involvement in climate finance and decision-making should be equitable, inclusive and allow for open, honest discussions that build trust, secure buy-in and ultimately strengthen climate decision-making.
- **Timely:** Engagement conducted in a manner that ensures stakeholder perspectives inform outcomes that affect them. This includes involving CSOs across the project and planning life cycle: from design through implementation to monitoring, evaluation and learning. A meaningful role for CSOs in the successful delivery of climate action, including as executing entities (EEs), builds a track record of success that can be leveraged into further, larger financing and an increasingly valid seat for CSOs at the table of climate decision-making.

<sup>4</sup> CANARI. 2022. Implementing climate change action: A toolkit for Caribbean civil society organisations. 2nd Edition. <https://canari.org/wp-content/uploads/2020/02/CANARI-Climate-Actions-CSOs-Toolkit-2022-1.pdf>

<sup>5</sup> CANARI. 2017b. Effective organisational capacity building of civil society organisations: Lessons from the Climate ACTT Project. CANARI Policy Brief No. 24. <https://canari.org/pb24/effective-organisational-capacity-building-of-civil-society-organisations/>

- **Representative:** Engagement with CSOs should cover those working across the country's economic sectors and geographies to ensure that a wide range of climate priorities and vulnerabilities are addressed.
- **Rights-based:** Engagement must respect the rights, responsibilities and interests of all stakeholders, particularly marginalised and vulnerable populations.<sup>6</sup>
- **Equitable:** CSOs' access to resources, information, capacity building and decision-making processes around climate financing, including those provided through an AE, should be equitable. All partners, including the AE, will benefit from strong, equitable collaboration.
- **Conflict-sensitive:** Engagement with CSOs must be built on an understanding of broader political dynamics and relationships, and should be designed to anticipate, prevent and manage conflicts that arise from decision-making and resource distribution.<sup>4</sup>
- **Realistic:** AEs must engage with CSOs in a way that is built on national, regional and international climate and political realities. This includes open and honest communication around the complexities and difficulties of accessing climate financing through many international mechanisms. AEs should work to manage CSO expectations accordingly.
- **Targeted:** The most effective mechanisms for CSOs to engage in climate decision-making, and access and deliver climate finance, should be designed for the national context. As such, AEs should work to ensure that the mechanisms and processes take into account CSO capacities at the community, national and regional levels, where relevant, and that project roles and funding are available in amounts well-matched to CSOs' needs and capacities.

## FURTHER READING AND RESOURCES

1. Southwest Network for Environmental and Economic Justice, 1996: [Jemez Principles for Democratic Organizing](#) and [Principles of Working Together](#)
2. Global Commission on Adaptation, 2021: [Principles for Locally Led Adaptation](#)
3. Southern Voices on Climate Change, 2015: [Joint Principles for Adaptation](#)

<sup>6</sup> CANARI. 2004. Guidelines for stakeholder identification and analysis: A manual for Caribbean natural resource managers and planners. CANARI Guidelines Series No. 5. <https://canari.org/publications/guidelines-for-stakeholder-identification-and-analysis-a-manual-for-caribbean-natural-resource-managers-and-planners-canari-guidelines-series-no-5/>

## 4. DESIGNING AND DELIVERING A CIVIL SOCIETY ENGAGEMENT STRATEGY

AEs are required by the GCF and many climate funds to develop a comprehensive stakeholder engagement plan and provide a summary of consultations to submit funding proposals. Further, country ownership is a critical cornerstone of the GCF's work, and is one of the six GCF investment criteria. As part of the GCF's investment framework, one of the indicators that the independent Technical Advisory Panel (TAP) grades funding proposals against is: "Explanation of engagement with relevant stakeholders, including national designated authorities indicator: Project proposals should outline how they were developed in consultation with relevant stakeholders. Engagement with national designated authorities is required." Therefore, for AEs to seek high ratings from the TAP, develop highly fundable project proposals and to seek approval by the NDA for a Letter of No-Objection, it is critically important to comprehensively engage stakeholders, especially CSOs.

Guided by the principles listed earlier, AEs can seek to engage CSOs in a more comprehensive and collaborative manner through developing and implementing a CSO-specific Engagement Strategy. The key components of a CSO Engagement Strategy include:

1. Why Engage: Establishing a purpose and desired results
2. Who to Engage: Mapping civil society
3. How to Engage: Methods and mechanisms for engagement
4. When to Engage: Involving CSOs across the project cycle
5. Measuring Success: Monitoring, Evaluation and Learning (MEL) from CSO engagement

Detailed guidelines for each of these components are outlined below.

### 4.1 WHY ENGAGE: ESTABLISHING A PURPOSE AND DESIRED RESULTS

For an AE to effectively engage CSOs and leverage their skills and resources for climate action, it is crucial to first determine the purpose and objectives of engagement. The specific nature, demands and activities of the project or programme at hand will significantly influence the scope, timing and methodology of the CSO engagement required.

To this end, the AE should outline the objectives and desired outcomes of CSO engagement for a climate action project or programme. Factors that could inform the purpose and intended results of CSO engagement include:

- The identified rationale, objectives and activities of the project or programme;
- Opportunities for CSOs to emphasise their expectations, capacities and potential roles in the project or programme;
- The stakeholder engagement expectations, stipulations and institutional arrangements mandated by national legal frameworks, the NDA and relevant international climate funds; and
- Key national policies and strategies guiding climate change action and interventions.

The AE should tailor its engagement approach and efforts to CSOs' priorities alongside the national context and demands of the project or programme at hand. It should also establish a clear purpose, expected outcomes and potential opportunities for CSOs' engagement; this will strengthen the effectiveness of engagement in an activity by providing a foundation for the development of indicators specific to the project or programme that can be consistently measured, monitored and evaluated. Partnering with civil society on the articulation of objectives and desired results for engagement activities will strengthen the alignment of proposals with climate fund requirements. It will also strengthen the quality and detail of activity progress reporting during the project or programme's implementation phase by ensuring that key civil society stakeholders play an active role in measuring project or programme outcomes and impacts.

## 4.2 WHO TO ENGAGE: MAPPING CIVIL SOCIETY

Understanding the breadth and dynamics of Caribbean CSOs relevant to climate change issues – at the regional, national and specific project/programme level – is essential for maximising their effectiveness and the ways in which they can both access and deliver climate finance and participate in climate decision-making. Mapping the CSO landscape, including which organisations are active in addressing climate change, where they are working and what they are working on, is a foundational step for engagement. Doing so provides the basis for the design of stakeholder engagement mechanisms and approaches, and helps ensure CSOs and other relevant stakeholders are comprehensively included in climate change decision-making, financing and actions.

The following steps provide broad guidance for AEs on how to establish a foundational understanding of CSOs in their country and the region. This will help the AE gauge which CSOs to engage on which topics, and how to engage them.

### **STEP 1: IDENTIFICATION OF DIRECTLY AND INDIRECTLY AFFECTED CSOs**

A systematic approach to identifying CSOs can ensure the AE comprehensively understands and accounts for all relevant CSOs operating in their area of influence. Through desk-based research and conversations with relevant parties (such as the NDA, government ministries, prominent CSOs, national CSO coalitions), the AE can build a database of relevant CSOs working on climate change or related issues in the country (see Annex 1 for an example). Coordination with the NDA on this can greatly reduce duplication of effort; the NDA may have already developed such a database, or be in the process of doing so. Identified CSOs can then be organised in the database according to a set of key, searchable information on their areas of work:

- Name and address of the CSO
- Name, position and contact details of the CSO's focal point(s)
- Thematic focus of the CSO
- Geographic focus of the CSO
- Size, scope and/or relative influence of the CSO within a community, country, or region
- Existing engagement with the CSO, if applicable

At this stage, the identification process should not be too restrictive or narrow, as this may exclude critical stakeholders. Given the dynamic and ever-changing nature of climate change issues and CSO perspectives and interests, it is highly recommended, especially for Direct Access Entities (DAEs) operating at a national level, that mapping exercises are undertaken on a periodic basis and inputted into a structured stakeholder database that can be searched, revised and updated as needed over time. Limited and unconsolidated data on the civil society context has been identified as a barrier to effective CSO engagement on climate change decision-making and finance access<sup>7</sup>. For AEs, especially international AEs, operating in a country for a specific project alone, this ongoing analysis may not be essential.

AEs should also seek, where possible and feasible, to enhance their understanding of the socio-economic dynamics of identified CSOs to ensure that future stakeholder engagement activities are culturally appropriate and fully account for vulnerable and marginalised group dynamics and needs. Such information can prove crucial in informing engagement mechanisms that maximise CSO inclusion and benefits, and are in line with international climate financing standards. Factors that should be integrated into CSO identification activities include:

- The status of women, persons with disabilities, youth and other vulnerable groups
- Economic livelihoods, land tenure and natural resource control
- Levels of literacy and health care
- Ability and platforms to access technical information
- Cultural values and perceptions

With many CSOs operating at the community level, having small staff sizes and budgets, and not focused centrally on climate change, such CSOs may get missed during mapping exercises despite their significant experience and potential in affecting local change and impact. Therefore, when conducting climate change-related mapping exercises, AEs should actively seek out CSOs working at the grassroots levels, and those whose thematic or sectoral focus may not explicitly be oriented or publicised as climate change-focused.



<sup>7</sup> Crawford, A. Fuller, F., Granderson, A., Ledwell, C., Leotaud, N., Pham, R. and Vyas, R. 2021. Enhancing Caribbean Civil Society's Access and Readiness for Climate Finance: Scoping Report. Port of Spain, Trinidad. [https://canari.org/wp-content/uploads/2022/02/Enhancing-Caribbean-Civil-Society-Access-to-Climate-Finance-Report\\_10.2021.pdf](https://canari.org/wp-content/uploads/2022/02/Enhancing-Caribbean-Civil-Society-Access-to-Climate-Finance-Report_10.2021.pdf)

## STEP 2: STAKEHOLDER ANALYSIS AND PRIORITISATION

In determining which stakeholders are most appropriate and must be engaged to advance the national or regional climate action priorities as identified in the project or programme interventions, a detailed analysis of the CSO stakeholders identified in the mapping exercise should be undertaken. This is to better understand how each stakeholder, through their interests, influence and capacities, relates to the climate-related issues and project interventions. Developing this understanding will allow the AE to tailor the nature, timing and extent of their engagement with CSOs and how they can work to maximise their participation and effectiveness.

The stakeholder prioritisation process should seek to better understand how each identified CSO relates to national or regional climate-related issues, proposals or initiatives through their interests, influence and capacities. One tool that AEs can use to prioritise CSOs for engagement is the Interest-Influence grid (see Annex 2). Using the list of identified CSOs from the previous step, the AE can categorise relevant CSOs into four categories: those with high interest and high influence in the proposed project or programme's theme or geography; those with high interest but low influence; those with high influence but low interest, and those with low interest and low influence. AEs can then identify those CSOs that should be engaged, starting with—but not restricted to—those of high influence and interest. The AE can also consider whether it should prioritise engaging actors with high influence that are not currently interested in the proposed activities or targeted area, or how engagement might increase the influence on CSOs without a voice that are nonetheless very interested in the work.

The AE can then assess the capacities of prioritised CSOs for engaging in climate change projects and programmes. This includes working to better understand the needs and interests of prioritised stakeholders, and how they might contribute to proposed projects and programmes.

The analysis should consider questions such as:

- Which groups will be **most affected (positively and negatively)** by the activity's impacts (including potential environmental and social impacts) within the area of influence?
- Which groups **outside the area of influence** may potentially be impacted, either positively or negatively?
- When and how will these groups be most affected?
- Are there any **stakeholders that may be opposed to the activity**, and whose opposition will be detrimental to the success of the activity?
- Which stakeholders might help to **enhance the initiative's design/approach** or reduce costs?
- Which stakeholders can best **assist with early scoping** of potential needs, issues and impacts?
- Who is it critical to **engage with first**, and why?
- What steps might be necessary to **engage the most vulnerable or marginalised groups**?

### **STEP 3: ANALYSIS OF PAST AND CURRENT ENGAGEMENT**

The AE should also review past and existing national or regional mechanisms for CSO engagement in climate change decision-making and action at the national and local levels. This will help the AE understand what has worked well, and what has not, flagging any risks, gaps, and unresolved issues. Integrating this review and any lessons into the design of engagement mechanisms will improve their accuracy and comprehensiveness.

Various sources that can be leveraged include:

- National or technical committee logs, minutes and databases
- Consultation reports and grievance logs from projects or programmes in the sphere of influence
- Previous environmental and social impact studies
- Community development/investment plans
- CSOs' records

The AE should conduct internal self-evaluation and ask CSOs—through interviews, surveys or focus groups—what has worked well in the past and what are their recommendations for how things could be done better.

CSOs can also direct the AE to critical information—and sources of information—that may have been overlooked, especially pertaining to citizen science as down-scaled data and climate modeling is extremely limited within the Caribbean. This consolidation activity can also flag key existing or defunct stakeholder engagement mechanisms that can be used, adapted or avoided by the AE for their engagement initiatives.

### **STEP 4: IDENTIFY AND SUPPORT CSO CHAMPIONS, COALITIONS AND NETWORKS**

Having identified and prioritised relevant CSOs for engagement on climate decision-making and action, the AE should work with CSOs to identify champions and networks through which they can be engaged in a legitimate and effective manner. Many Caribbean CSOs have limited human resources and capacity to engage and attend ongoing meetings and consultations. As such, it is critical to identify and support climate action champions that can establish and/or lead CSO coalitions and networks to facilitate capacity building and the sharing of information through the wider CSO community. Having strong, self-selected representatives leading coalitions can greatly enhance the efficiency of any stakeholder engagement mechanisms developed or adopted in the future, and enhance the ownership and participation of CSOs and other key actors in relevant issues.

The identification of CSO champions or coalitions to engage should be conducted in close collaboration with NDAs, who may have already identified relevant representatives during their own stakeholder mapping and analysis exercises. Depending on the scope, nature and impact of the climate change action being undertaken, the AE could also consider engaging with CSOs through the NDA, which may have already established engagement networks and modalities with specific groups. This can be the case in activities with high environmental and social risks and impacts, such as those

involving involuntary resettlement. For short-term and/or project-specific engagement that does not require extensive oversight or involvement of the NDA, however, the AE may choose to lead on engagement with CSOs. Ultimately, the AE should seek to communicate and collaborate with NDAs on engagement efforts with CSOs at national and community levels to leverage existing resources and networks, and determine the most effective approaches for leading engagement activities.

The AE should be vigilant and thorough in this process of identifying civil society representatives, as doing so is equivalent to conferring a significant amount of power to a certain individual or group. If not done in a legitimate or acceptable manner, this action could spark conflict and hinder the success of the activity at hand. The representatives must be identified or declared by the stakeholders, including verification of credentials, in a transparent, thoroughly researched and legitimate manner.

## **FURTHER READING AND RESOURCES**

1. GCF, 2022: [Sustainability guidance note: Designing and ensuring meaningful stakeholder engagement on GCF-financed projects](#)
2. CANARI, 2004: [Guidelines for Stakeholder Identification and Analysis: A Manual for Caribbean Natural Resource Managers and Planners, CANARI Guidelines Series No. 5](#)



Installing a rainwater harvesting system in Brasso Seco village, Trinidad. Credit: CANARI

### 4.3 HOW TO ENGAGE: METHODS AND MECHANISMS FOR ENGAGEMENT

Meaningful engagement of Caribbean CSOs in climate financing and decision-making processes nationally and regionally should be rooted in building strong relationships with CSOs over time and encouraging participation in decision-making processes. This should go beyond ad hoc, one-day consultations to request feedback, and would advance planning to clearly define objectives for collaboration, indicators for progress, and continued engagement. Establishing and fostering new relations for close collaboration between an AE and CSOs is likely to require significant effort upfront over several years, especially to be able to sustain partnerships across shifts and turnover in staff on both sides. Yet, once such connections have been established and the relationship builds over time, communications can improve and AEs can more easily involve CSOs in project development and implementation.

To date, AEs and CSOs have a mixed history of collaboration. While there are examples of them working together effectively on climate action (see case study below), in many instances limited communications and ad hoc, unstructured processes have led to engagement that is too late, too rushed or not substantive enough to effectively inform climate decision-making processes.

#### **BOX 2.** **CASE STUDY OF PROTECTED AREAS CONSERVATION TRUST (PACT), BELIZE**



PACT is a statutory body in Belize, focusing on the effective conservation of Belize’s natural and cultural resources. It is the country’s first AE to the Green Climate Fund; a designation it was granted in October 2018. It also serves as a national implementing entity for the Adaptation Fund and other multilateral and international funding sources related to the sustainable management of Belize’s natural resources, climate change and other environmental issues. PACT acts as a critical channel for getting climate financing into the country for projects that support Belize’s national climate and development objectives; this includes channeling funding toward national CSOs working on ecosystem-based adaptation projects.

To support its role, PACT has strengthened its own abilities and those of national CSOs to access international climate financing through training. It submitted a Readiness and Preparatory Support proposal to the GCF for post-accreditation support which, among other things, sought funding to “train seventeen PACT technical staff and its network of thirty-three national stakeholders on the GCF climate rationale, project funding process, and established policies and procedures for environmental and social safeguards (ESS) and gender mainstreaming”. Extending this training opportunity to other national stakeholders reflects PACT’s commitment to building up local CSO partners, and their role as a convenor and coordinator of CSOs in the country. With capacities in place, PACT can now work with local partners to build up a pipeline of CSO-led projects for submission to the major climate funds.

## STEP 1: IDENTIFY APPROPRIATE METHODS FOR CSO ENGAGEMENT

While each national context and its CSOs may vary, there are a number of methods of engagement that are recommended for the AE to promote greater participation among CSOs in climate action and decision-making. The choice of methods employed may depend on the type of CSO and its members. For example, youth-based organisations may respond more readily to engagement through new social media platforms or game-based tools, while engaging farmer or fisherfolk organisations may best happen through markets and supply chains. Ideally, the AE would efficiently build on already existing formal and informal methods and mechanisms for engagement, including those employed by the NDA, so as not to reinvent processes or duplicate efforts. The AE should further take stock of its own capacity for CSO engagement, including its knowledge, attitudes, perspectives, structures and mechanisms, in deciding what methods to employ.

At the national and regional levels, methods of CSO engagement typically include conducting formal meetings and consultations with CSOs on a project basis, and working with the NDA through national forums and committees. Outside of more formal mechanisms, informal engagement between AEs and CSOs can help build confidence among these two groups and strengthen long-term relationships. These informal methods of engagement can provide a strong complement to more formal mechanisms.

A list of possible methods and mechanisms for engagement is provided below. The list is not exhaustive, and the more formal engagement methods suggested should be complemented by informal relationship-building with CSOs. The methods are presented from passive to active; the type of engagement chosen will depend on the level of engagement the AE is trying to achieve. It should be noted that active engagement that allows for meaningful, in-depth and sustained inputs from CSOs is encouraged over more passive methods. Where relevant, the AE should ensure that engagement methods are designed to be flexible and accessible; this could include both in-person and virtual engagement, the use of meeting places that are accessible to those with disabilities, and the use of language interpreters, if needed.



Climate change champions supporting local action in North East Tobago. Credit: Environmental Research Institute of Charlotteville



Environmental education of youth in Antigua. Credit: Environmental Awareness Group

## METHODS FOR ENGAGEMENT

PASSIVE

◀ **MEDIA OUTREACH**

◀ **ONLINE ENGAGEMENT**

◀ **PARTICIPATION IN COMMUNITY-LED OR  
CSO-DRIVEN EVENTS AND INITIATIVES**

◀ **FOCUS GROUP DISCUSSIONS AND FORUMS**

◀ **SEMI-STRUCTURED INTERVIEWS AND SURVEYS**

◀ **PARTICIPATION IN CLIMATE CHANGE  
DECISION-MAKING AND CONSULTATIONS**

◀ **CAPACITY BUILDING**

◀ **PERMANENT REPRESENTATION ON AND  
COLLABORATION THROUGH NATIONAL CLIMATE  
DECISION-MAKING PLATFORMS AND COMMITTEES**

◀ **FORMAL PARTNERSHIPS BETWEEN CSOs  
AND THE NDA TO SUPPORT SPECIFIC CLIMATE  
PRIORITIES AND ACTIONS**

ACTIVE

### **INFORMATION EXCHANGE AND RELATIONSHIP BUILDING**

- Media outreach and advertisements through radio and television
- Online engagement through dedicated websites, email listservs and newsletters, social media or specific CSO network platforms
- Participation in community-led or CSO-driven events and initiatives, including informal events like celebrations or meals, especially events with high anticipated turn-out
- Designated AE personnel to engage and support CSOs and CSO networks (e.g., personnel with responsibility for engagement, partnerships or coordination of specific projects actively targeting CSOs)

### **DIALOGUE AROUND POLICIES, PROGRAMMES AND PROJECTS**

- Focus group discussions and forums
- Semi-structured interviews and surveys
- Participation in climate change decision-making meetings and consultations
- Existing, formal national and regional coordination or consultative mechanisms (e.g., the CARICOM Civil Society Consultative Working Groups, which ran from 2014 to 2017)
- Engagement via associations, networks or umbrella groups, with select CSOs acting as a primary liaison with the AE on behalf of similar organisations (e.g., AE engaging key representatives from the Coalition of CSOs in Saint Lucia that share information and mobilise the wider coalition)

### **CAPACITY BUILDING AND SKILLS DEVELOPMENT**

- Capacity building (e.g., training and coaching) on issues like climate financing and project design and management

### **PARTNERSHIP AND COLLABORATION**

- Inclusion of CSOs in designing, implementing and monitoring and evaluation (M&E) of specific projects or programmes (e.g., as delivery partners, executing entities, or members of project steering committees)
- Establishment or use of existing, formal national and regional coordination or consultative mechanisms (e.g., CARICOM Civil Society Consultative Working Groups, which ran from 2014 to 2017)
- Engagement via associations, networks or umbrella groups, with select CSOs acting as a primary liaison with the AE on behalf of similar organisations (e.g., AE engaging key representatives from the Coalition of CSOs in Saint Lucia that share information and mobilise the wider coalition)
- Formal partnerships (e.g., a Memorandum of Understanding) between CSOs and the AE to support specific climate priorities and actions

## STEP 2: MATCHING ENGAGEMENT METHODS AND MECHANISMS TO ANTICIPATED OUTCOME

With possible methods and mechanisms for CSO engagement identified, the AE can select those best suited to their objectives and the needs and interests of the target CSOs. They can do this by matching the identified methods and mechanisms to their anticipated outcome and designing their CSO engagement around these outcomes.

INTENDED OUTCOME	WHO	METHODS/MECHANISMS
<p><b>Project or programme outcomes:</b> Specific inputs and participation from CSOs on a project or programme led or co-led by the NDA. Focus on valuing innovative solutions proposed by CSOs in various project/programme phases – the development of concepts, identification of appropriate AEs, focal partner organisations for implementation, M&amp;E, follow-up and alignment with strategic frameworks</p> <p><b>Engagement outcomes:</b> Increased engagement of CSOs in climate decision-making and increased access to climate financing, particularly among CSOs representing vulnerable groups with unique needs, i.e., women, youth, sector-specific engagement (i.e., farmers, fishers), persons with disabilities</p>	<ul style="list-style-type: none"> <li>- CSOs that may be involved in the development of project pipelines, concept notes and proposals</li> <li>- CSOs that may support implementation</li> <li>- CSOs that may provide feedback and evaluation on direct impacts and benefits to community members</li> <li>- Relevant CSOs, associations and networks</li> </ul>	<ul style="list-style-type: none"> <li>- Focus groups, workshops or individual meetings with CSOs on project and programme development and implementation</li> <li>- Platform for information exchange with interested parties to maintain transparency across the project/programme life cycle (i.e., WhatsApp group, email listserv, online file sharing platforms)</li> <li>- Establish a project steering committee with relevant CSOs as members to oversee and monitor implementation</li> <li>- Partner with and contract CSOs as delivery partners or EEs, where they have relevant capacity, for specific projects or project components</li> <li>- Develop clear, well-resourced outreach strategies to promote the two-way exchange of information between the NDA and CSOs (e.g., social media, radio, newspaper articles, WhatsApp and Facebook groups)</li> <li>- Participate in CSO meetings and events, as well as support/participate in events/mechanisms already in place</li> <li>- Plan stakeholder dialogues to maximize participation, i.e., focus groups, town halls or individual meetings scheduled for off-peak seasons, and around school schedules/terms or cultural festivities</li> <li>- Ensure consultations have appropriate assistive accommodations and accessibility</li> </ul>

## FURTHER READING AND RESOURCES

1. GCF, 2022: [Sustainability guidance note: Designing and ensuring meaningful stakeholder engagement on GCF-financed projects](#)
2. Climate Investment Funds, 2020: [Enhancing Climate Action through Stakeholder Engagement at the Country Level](#)
3. USAID, 2014: [Stand with Civil Society: Best Practices](#)
4. Friends of the Earth, Germany, 2019: [Civil Society Engagement for Ambitious NDCs Opportunities and challenges of civil society involvement in the update and implementation of Nationally Determined Contributions](#)

## 4.4 WHEN TO ENGAGE: INVOLVING CSOs ACROSS THE PROJECT CYCLE

AEs should work closely with NDAs to engage CSOs in all stages of the project cycle; this is a crucial component of implementing climate action at scale and to develop true country ownership with non-state actors. This includes bringing citizen science and Indigenous and traditional knowledge into project design, through implementation to the use of CSOs in project monitoring, evaluation, and learning (MEL). CSOs offer key insights and services to ensure the viability, robustness and successful impact of a project/programme. The following sections outline the considerations that AEs should integrate at each step of the project cycle to ensure meaningful participation of CSOs.

### **PROJECT DEVELOPMENT**

The role of CSOs (and other stakeholders) in project identification and the development of project concept notes, proposals and pipelines for climate action cannot be understated. The inputs of CSOs can ensure that relevant economic sectors, thematic priorities, and vulnerable and underrepresented groups/communities have their perspectives in these efforts to advance national adaptation and mitigation priorities. To this end, CSOs and other stakeholders must be consulted extensively throughout the project development phase to ensure that they have been adequately accounted for. Engagement and consultations at this scale can take many forms, including national dialogues and community-level workshops.

The process through which CSOs can provide inputs and perspectives for consideration in project development must be transparent, clear, and sufficiently communicated to all facets of society in a timely manner to ensure that the proposals eventually submitted to the GCF and other climate funds are inclusive and comprehensive. The AE will work closely with the NDA to drive this process, with both working to ensure alignment with national initiatives such as the National Adaptation Plan (NAP) or Nationally Determined Contribution (NDC), and requirements from international climate funds such as the GCF.



Discussions among fisheries and coastal resource managers and users in Anguilla at national workshop on applying ecosystem approach to fisheries in 2019. Credit: CANARI

### **BOX 3.**

## **GOOD PRACTICE: CSO-INCLUSIVE ENTITY WORK PROGRAMMES**

The GCF recommends that AEs develop Entity Work Programmes (EWP). EWPs are documents developed by AEs that provide an overview of the AE's areas of work, priority sectors and experience in implementing projects and programmes across the GCF's eight Strategic Impact Areas. It also summarises their indicative projects as well as programmes and outlines an action plan for engagement with the GCF, especially as it relates to its national or regional focus. To ensure EWPs are inclusive and leverage multi-stakeholder approaches to maximise the impact of climate action and build on synergies of existing initiatives, it is strongly recommended that CSOs are engaged in the development of EWPs, similar to how CSOs are engaged in the development of national Country Programmes. Learning from Country Programme experiences, it may be useful for regional AEs in the Caribbean to utilise regional CSO platforms to assist in prioritizing regional projects within the EWP pipelines through the use of a multi-criteria assessment. Some of the criteria for assessment could include: synergy with other strategic objectives, co-benefits across gender and vulnerable groups, and ease of implementation. All stakeholders are provided with the opportunity to rank and therefore prioritise projects from their perspective. It is crucial that CSOs are also involved in this process.

### **PROJECT IDENTIFICATION**

During the project identification phase, the AE should seek to engage with CSOs and other relevant stakeholders to realise two broad objectives. Firstly, the AE should work with the NDA to confirm the alignment of any potential project/programme with the country's national priorities and strategies pertaining to climate change. This can be done first through a review of the strategic priorities and needs included in existing plans and strategies (the NAP and NDC, for example), to ensure alignment, and also through convening stakeholders to determine the necessity of the project/programme intervention. This process should also ensure that the idea does not overlap with existing initiatives, thus preventing duplication of efforts and unnecessary diversion of resources. The involvement of CSOs at this stage brings community-based and grassroots knowledge into the process, especially as it relates to challenges being faced on the ground in target communities.

Secondly, while a project/programme is in its early stages, it would be critical for the AE, working with the NDA, to begin a preliminary mapping of key stakeholders that will need to be engaged throughout the potential project's life cycle. Doing so would be vital for understanding the scope of engagement and collaboration necessary, as well as identifying any potential risks or issues that may arise in relation to these stakeholders. This preliminary mapping can also identify potential CSO partners for the implementation of project interventions.

## **PROPOSAL DEVELOPMENT**

At a minimum, a summary of consultations and a stakeholder engagement plan are prerequisites for an AE to submit a funding proposal to the GCF. In addition to this, identification of EEs and key project partners, their role and capacity to support the implementation of the project is critical with the GCF noting that, “project proposals should outline how they were developed in consultation with relevant stakeholders”. The NDA is a crucial partner here; they will support AEs in accessing the relevant information needed to complete a proposal. Broader stakeholder engagement is, of course, critical at this stage.

It should also be noted that, contrary to government staff and consultants, CSO representatives are often asked to contribute to project identification and proposal development processes on a voluntary basis. Where possible, stipends for CSOs with limited operational funds to engage and participate in such processes should be made available.

As required by the GCF, through the stakeholder engagement plan, AEs should develop and execute a process for engaging with project beneficiaries and affected communities/groups, including CSOs. The process should be consistent with national regulations and processes for engagement, and facilitate the addressing of any feedback received during such engagement. This engagement will be expected by the NDA, and proof of this is required by many NDAs in the Caribbean for approval of a Letter of No-Objection.

The proposal development process should demonstrate robust engagement of stakeholders—including CSOs—in the project/programme design, and highlight how consultations will be carried out during the project implementation phase. The AE should pay particular attention to integrating vulnerable groups within civil society into the consultation process. Detailed information and evidence should be included on how the AE engaged with CSOs and other relevant stakeholders during the project design and development phase, while also outlining how these stakeholders will be engaged for decision-making during the project implementation phase. AEs should also seek to engage CSOs that have relevant capacities as EEs.

## **NO-OBJECTION PROCEDURE**

The issuance of a Letter of No-Objection by the NDA is required to be submitted to the GCF Secretariat alongside a funding proposal or concept note for Project Preparation Facility (PPF) support. The No-Objection procedure is also a critical mechanism for ensuring consensus and alignment of key interventions with national priorities and mandates. Before issuing this letter, many NDAs in the Caribbean require proof that stakeholder consultation and inclusion in the proposal design and review phases has been undertaken to satisfactory standards prior to issuing a Letter of No-Objection. As such, the AE submitting the proposal must sufficiently engage relevant stakeholders—including CSOs—and account for their perspectives in the proposal.

## **PROJECT IMPLEMENTATION**

While the implementation of projects and programmes is led by AEs and EEs, it requires the support of a broader range of stakeholders. CSOs can be core partners to the AE in the implementation of their climate action interventions. They can play a key role in increasing resilience and reach at the local level through projects, advocacy, and awareness-raising capacities, while also providing vital information and perspectives from the communities in which they work. AEs should leverage these unique skills, and ensure that they are capable of revising and adjusting projects as required, based on engagement with CSOs and other stakeholders.

For those CSOs acting as formal partners to the AE in a climate action project or programme, it is important that they are fairly compensated for their time and effort. When project funding is diverted to a national or local CSO through a sub-grant, it may be required that the AE work with the CSO to ensure that they have or can build the requisite skills needed to absorb and manage the funding; CSOs in the region often operate on small budgets with limited financial management resources, and may need help should their role exceed the size of projects they typically work on. The AE will have to undertake a thorough scan of CSOs prior to choosing those to engage with, particularly if funding is available to these partners. In these cases, particular effort should be made to support and work with those CSOs representing vulnerable or marginalised groups.

CSOs and relevant stakeholders must be routinely consulted and updated, as per the GCF approved stakeholder engagement plan, as the project/programme is implemented to ensure their satisfaction with the activities, as well as to identify and document any unforeseen environmental and social risks that may have arisen during the implementation phase. Stakeholders must also be consulted when a planned activity during the implementation phase undergoes changes (e.g., revising construction plans, or updating the project/programme budget). The AE should establish a contact point and procedure through which any grievance from stakeholders, especially CSOs, CBOs and vulnerable groups, may be communicated to them for investigation and response.

Project and programme outcomes should also be shared with relevant stakeholders. It should be noted that CSOs in CARICOM Member States routinely expressed concerns regarding only being consulted during validation stages of a project/programme or solely on an ad hoc basis. The AE, through their stakeholder engagement strategies and public awareness campaigns, like a website, should routinely share information about the progress of projects. AEs should also ensure the NDA has insight into the progress and engagement of CSOs during implementation.

## **BOX 4.**

### **GOOD PRACTICE: LEGISLATING NGO ENGAGEMENT IN ANTIGUA AND BARBUDA**

Antigua and Barbuda's Department of Environment, which is accredited to both the Green Climate Fund and Adaptation Fund, is governed by the Environmental Protection and Management Act of 2019. This Act has legislated the involvement of and allocation of funds to NGOs and civil society from the Sustainable Island Resource Fund (SIRF) through the following two provisions:

- The SIRF Fund Board may, in addition to the persons appointed under subsection (2), appoint persons representing NGOs and civil society to the subcommittee managing any thematic funding window.
- The Fund shall allocate a minimum of fifteen percent (15%) of the monies in the accounts of the Fund per annum for projects to be undertaken by NGOs subject to the approval of the SIRF Fund Board.

#### ***PROJECT REPORTING, MONITORING AND EVALUATION***

The reporting and monitoring and evaluation (M&E) phase in a project/programme cycle is vital, and stakeholder engagement and the role of CSOs is again, critical for this component. With regards to reporting, it is essential that stakeholders are regularly convened to receive updates and engage in dialogue regarding the progress of an AE's ongoing project(s) or programme(s). This component should also consist of detailed records of stakeholder feedback and grievances (if any), as well as how they have been addressed.

Consultations with CSOs and other relevant stakeholders should ensure the achievement of mitigation measures for environmental and social risks, while also supporting the identification of new risks that may arise during the project cycle. They should also evaluate the extent to which relevant stakeholders, including marginalised and vulnerable groups and communities, have been engaged throughout the project or programme to ensure country and community ownership. Broadly, reporting and M&E should result in CSOs and stakeholders relevant to a project or programme being able to assess and respond to the progress and realisation of the activities throughout the cycle.

The AE should work closely with the NDA to ensure it has kept to the GCF-approved stakeholder engagement strategy and reviewing the extent of stakeholder involvement throughout the process, and ensuring that it is commensurate with the scope and nature of the project or programme.

## 4.5 MEASURING SUCCESS: MONITORING, EVALUATION AND LEARNING (MEL) FROM CSO ENGAGEMENT

It is important for the AE to track its progress toward effective CSO engagement, continuously integrating any lessons learned to ensure that the engagement only grows stronger over time and could be embedded in the AE's EWP. MEL from CSO engagement will help the AE and its NDA partner(s) gauge the extent to which civil society is increasing its capacities to work on climate adaptation and mitigation, is accessing climate finance, and is supporting the achievement of national climate objectives and resilience building.

There is no one approach for AEs seeking to develop an MEL system for measuring the effectiveness of CSO engagement, however, it is recommended that these systems be developed at the outset of the process when possible and that they be tailored to the unique CSO context of the country. They should be adequately staffed and resourced, and a member of the AE should be given the responsibility of developing and tracking key indicators to measure the success of CSO engagement. A baseline of data on CSO engagement and access to climate finance should also be established, against which progress can be measured.

The MEL system should build upon the desired objectives of the AE's stakeholder engagement plan and approach. As part of this system, the AE should build on the Theory of Change for the proposed project or programme to clarify what to measure and the desired outputs and outcomes, as well as to map out any assumptions.<sup>8</sup>

The AE, ideally in partnership with the NDA and CSO stakeholders, should clearly define the purpose and the objectives of the MEL system, agreeing on the objectives of MEL and the intended use of its results. These objectives will generally focus on “monitoring (Are we doing what we said we would do?), evaluation (Are we having an impact?), and learning (Why is this working or not, where is it working, and for whom?)”.<sup>9</sup>



<sup>8</sup> Pringle, P., & Thomas, A. (2019). Climate adaptation and theory of change: Making it work for you. A practical guide for Small Island Developing States (SIDS). Climate Analytics. <https://climateanalytics.org/publications/2019/climate-adaptation-and-theory-of-change-making-it-work-for-you/>

<sup>9</sup> International Institute for Sustainable Development. (2021). Toward a National Adaptation Strategy for Canada: Key insights from global peers. Authors: Hammill, A, Parry, J., Ledwell, C. & Dazé, A. <https://www.iisd.org/system/files/2021-06/national-adaptation-strategy-canada.pdf>

Indicators for CSO engagement will vary, depending on the national context, objectives, and desired outcomes. However, some quantitative examples could include:

- The number of local, national and regional CSOs with which contact has been made and maintained
- The number and type of CSO engagements: For example, tracking the number of consultations held with CSOs, the number of CSOs represented at each consultation, instances where CSOs have had direct input into decisions made, the number of CSOs represented in key decision-making mechanisms
- The number of CSOs that have partnered on AE-led climate projects or programmes
- The number of successful proposals for CSO-led climate projects in the country, and the total amount of funding that has been received by or sub-granted to CSOs
- The number of CSOs engaged in pipeline projects for the GCF and other climate funds
- The number of national adaptation and mitigation priorities that are being supported by CSOs
- Among the above indicators, tracking the engagement of CSOs representing specific vulnerable groups and communities

Examples of indicators to track CSO perspectives on the quality of their engagement over time through qualitative methods such as interviews, surveys, and focus group discussions include:

- Have CSO capacities for accessing climate finance increased over the past year?
- Are the mechanisms in place to facilitate dialogue on climate change between the AE and CSOs effective?
- Has collaboration on climate action between government and CSOs changed or improved in the past year?
- Have CSOs representing the most vulnerable groups been engaged effectively?

Where possible, data on CSO engagement should be disaggregated by gender, age and other relevant characteristics to help measure the degree to which both women and men are participating in and influencing decision-making around climate action. In working toward the principle of gender-responsive climate action, MEL should recognise gender differences in needs and priorities, track gender-equitable participation in decision-making, and aim to track gender-equitable benefits from climate investments.

The AE should also consider how progress will be reported in collaboration with the NDA, CSOs and other stakeholders. This should include upward accountability to the GCF, but also downward accountability to stakeholders, including CSOs and project beneficiaries on progress towards the project's intended impacts and outcomes. This may include quantitative measures (e.g., number of CSOs engaged, amounts of climate finance disbursed) or qualitative measures (e.g., profiling stories of specific CSOs engaging in climate decision-making and/or accessing climate finance) to communicate and share good practices and lessons learned.

## **BOX 5.**

# **CHECKLIST FOR MONITORING, EVALUATING, AND LEARNING FROM CSO ENGAGEMENT IN CLIMATE DECISION-MAKING**

- Has the AE identified staff responsible for designing and implementing the MEL system?
- Have adequate resources been allocated for the MEL system?
- Has a baseline of CSO engagement been established to measure progress over time?
- Have objectives for the MEL system been clearly defined?
- Have indicators for effective CSO engagement in climate finance and decision-making been developed?
- Have targets for measuring success been set for each indicator?
- Has a timeline been established for collecting data on engagement over time?
- Is there a plan for how progress will be reported and communicated?

## **FURTHER READING AND RESOURCES**

1. Institute of Development Studies, 2010: [So What Difference Does it Make? Mapping the Outcomes of Citizen Engagement](#)
2. International Center for Non-Profit Law, 2016: [Models to Promote Cooperation between Civil Society and Public Authorities](#)



Promoting beekeeping as an alternative livelihood to charcoal production in Caracol, Haiti.  
Credit: Fondation pour la Protection de la Biodiversité Marine

# ANNEXES

## ANNEX 1. TEMPLATE FOR AE'S STAKEHOLDER DATABASE

#	TITLE	LAST NAME	FIRST NAME	POSITION HELD	ORGANISATION NAME
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					



## ANNEX 2. INTEREST-INFLUENCE GRID

AEs may consider using an **interest-influence grid** methodology for stakeholder mapping.

- **Interest.** This reflects a stakeholder’s demonstrated interest in a climate action or its potential to be impacted by the climate action.
- **Influence.** This represents the stakeholder’s potential to have a significant impact in the success of a country’s ability to achieve its goals in the climate action, whether positive or negative. The importance of engaging highly vulnerable and marginalised stakeholder groups should be noted, even if their level of influence is considered to be currently low.



Source: Adapted from Overseas Development Institute (n.d.); Ackermann, F., & Eden, C. (2011). *Strategic management of stakeholders: Theory and practice*. *Long Range Planning* 44: 179-196. [https://www.researchgate.net/publication/222804628\\_Strategic\\_Management\\_of\\_Stakeholders\\_Theory\\_and\\_Practice](https://www.researchgate.net/publication/222804628_Strategic_Management_of_Stakeholders_Theory_and_Practice)





**CONTACT:**

#105 Twelfth Street, Barataria, Trinidad

**P:** +1-868-638-6062 | +1-868-674-1558

**E:** [communications@canari.org](mailto:communications@canari.org)

**[www.canari.org](http://www.canari.org)**

