



GUIDELINES FOR NATIONAL DESIGNATED AUTHORITIES TO ENHANCE CIVIL SOCIETY ENGAGEMENT IN CLIMATE FINANCE

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Mentors at regional training in Saint Lucia on strengthening civil society organisations in 2018. Credit: CANARI

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1. INTRODUCTION TO THE GUIDELINES

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 processes.¹ 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.

The purpose of these guidelines is to support National Designated Authorities (NDAs) to the Green Climate Fund (GCF) and other climate funds in applying an effective and inclusive approach to engage CSOs in climate change actions nationally and regionally. It focuses on the development, implementation and monitoring of the impact of a CSO engagement strategy, and provides guidance on who to engage, how to engage them, and when to engage them. It also presents principles of engagement that need to be taken into consideration when working with CSOs in the Caribbean.

By using these guidelines, it is hoped that:

- NDAs 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
- NDAs work with CSOs to better integrate CSO-driven climate action into the pipeline of climate change projects and programmes nationally and regionally for submission to 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 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 on the scoping report² 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.

¹ 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).

² 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

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 these guidelines. 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)². They operate across a range of geographies: from the regional and national levels down to a particular community. These characteristics 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. 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

CSOs play unique and important roles in addressing climate change in the region. There are several key opportunities that NDAs can seize to collaborate with CSOs to achieve their climate objectives – noting that there are existing successful examples in the region of CSOs playing these roles that can be replicated and scaled up.³ These roles 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 NDAs to engage CSOs 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 often onerous application processes for the 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. 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.

To effectively address these challenges and engage CSOs in climate decision-making and financing, governments should work with CSOs to design and refine effective climate finance and decision-making mechanisms that reflect the national context. NDAs should build CSO capacities over time in an iterative and ongoing manner; integrate CSOs across the entire project life cycle; and continue to enhance communications around climate action, finance and initiatives. By strengthening CSO engagement mechanisms, NDAs can support more inclusive decision-making and help ensure that they can meet their national and international commitments through enhanced action.

³ 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

3. PRINCIPLES OF ENGAGEMENT

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

- **Accountable and transparent:** Accountability and transparency can be strengthened through the free and open access to and 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 to CSOs is critical⁴.
- **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 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 working with these organisations on skills around proposal development, project management, financial management and reporting – all of which will require long-term engagement and investment⁵.
- **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 level.
- **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 stakeholders⁴. 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 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.

⁴ 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>

⁵ 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^{6,7}.
- **Equitable:** CSOs' access to resources, information, capacity building and decision-making processes around climate financing, including those provided through the NDA, should be equitable. All partners, including the NDA, 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 distribution⁴.
- **Realistic:** NDAs must engage with CSOs in a way that is built on national, regional and international climate and political realities. This includes open and honest communications around the complexities and difficulties of accessing climate financing through many international mechanisms. NDAs 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, NDAs should work to ensure that the mechanisms and processes take into account existing CSO capacities at the community local and national levels, that they facilitate dialogue between CSOs and funders, and that funding is available in amounts that respond and are 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](#)

⁶ 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/>

⁷ CANARI. 2020. Rising to the climate challenge: Coastal and marine resilience in the Caribbean. CANARI Issue Paper No. 2. <https://canari.org/wp-content/uploads/2020/08/CANARI-Coastal-Marine-Resilience-Issue-Paper.pdf>

4. DESIGNING AND DELIVERING A CIVIL SOCIETY ENGAGEMENT STRATEGY

Guided by the principles listed earlier, the NDA can set about developing and implementing a CSO 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 programme and 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 NDA 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 NDA 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 NDA 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.

It should also be noted that a degree of stakeholder engagement may be mandated by law or other national commitments/frameworks, and that the NDA should be familiar with these requirements.

4.2 WHO TO ENGAGE: MAPPING CIVIL SOCIETY

Understanding the breadth and dynamics of Caribbean CSOs relevant to climate change issues – at both a national level and the specific project/programme level – is essential for maximising their impact and the ways in which they can both participate in climate decision-making and action, including through accessing and delivering climate finance. Mapping the CSO landscape nationally and for specific target communities or sites – 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 are comprehensively included in climate change decision-making, financing and actions.

The following steps provide broad guidance for NDAs on how to establish a foundational understanding of CSOs in their respective countries and the region. This will help the NDA 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 NDA comprehensively understands and accounts for all relevant actors operating within their jurisdiction. Through desk-based research and conversations with relevant parties (other ministries, leading CSOs/CSO coalitions), the NDA should build a database of relevant CSOs working on climate change or related issues in the country (see Annex 1 for an example). This includes engaging with national and community-based organisations as well as regional and international CSOs that are operating in their jurisdiction, as well as formal and informal groups and networks where possible. 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 that mapping exercises are undertaken on a periodical basis and inputted into a structured NDA 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 (Government of Antigua and Barbuda et al., 2021).

NDA should also seek, where possible, 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 marginalized 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 go unnoticed during mapping exercises despite their significant experience and potential in affecting local change and impact. Therefore, when conducting climate change-related mapping exercises, NDAs 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.

STEP 2: STAKEHOLDER PRIORITISATION AND ANALYSIS

Even within a project or programme, engagement with CSOs cannot be uniform, both due to the range of stakeholders that would be identified during the mapping process, and the varying roles and relations of identified stakeholders to the project or programme activities. To tailor the nature, timing and extent of engagement with different CSOs, it is vital to prioritise identified stakeholders for engagement. Doing so enhances the effectiveness and efficiency of future engagement activities and enables the NDA to direct resources to the most appropriate and necessary actors.

The stakeholder prioritisation process should seek to better understand how each identified CSO relates to national climate-related issues, initiatives, or proposals through their interests, influence and capacities. One tool that NDAs can use to prioritise CSO for engagement is the Interest-Influence grid (see Annex 2). Using the list of identified CSOs from the previous step, the NDA can quickly 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. Based on the grid, the NDA can then identify those CSOs that should be engaged, starting with – but not restricted to – those of high influence and interest. The NDA can also consider whether it should prioritise engaging actors with high influence 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.



Members of the Antigua and Barbuda Association for Persons with Disabilities showcasing inclusive climate-smart farming practices.
Credit: HaMa and Refica Attwood

The NDA can then assess the capacities of prioritised CSOs for engaging in climate actions, decision-making and financing, and where potential supports might be needed. This includes working to better understand the needs and interests of prioritised stakeholders, and how they might contribute to proposed climate policies, programmes and projects. This analysis can include answering questions like:

- Which groups will be **most affected (positively and negatively)** by the activity?
- When and how will these groups be most affected?
- 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**?
- What type of stakeholder engagement is **mandated by law** or other national commitments/frameworks?

STEP 3: ANALYSIS OF PAST AND CURRENT ENGAGEMENT

The NDA should also review past and existing mechanisms for CSO engagement in climate change decision-making and action at the national and local levels. This will help the NDA 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. The NDA 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 NDAs to critical information—and sources of information—that may have been overlooked, flagging existing or defunct stakeholder engagement mechanisms that can be used, adapted or avoided by the NDA for their engagement initiatives. NDAs may consider interviewing other stakeholders for perspectives, for example sectoral climate focal points across government or staff of bilateral donor agencies and intergovernmental organisations.

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 NDA 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 resources and capacity to engage in climate decision-making and attend ongoing meetings and consultations. As such, it is critical that NDAs provide technical and financial support where possible for the development of 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, enhancing the ownership and participation of CSOs and other key actors in relevant issues. The NDA should reach out to leading national CSOs or CSO coalitions and networks, and invite them to nominate representatives to national committees and other engagement mechanisms. This must be done in a fair and transparent way to ensure legitimacy and to secure buy-in from the broader civil society community.

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

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 government agencies and CSOs is likely to require significant effort upfront over several years, especially to be able to sustain partnerships across shifts and turnover in government administrations and CSO staff. To date, CARICOM governments and CSOs have a mixed history of collaboration. Yet, once such connections have been established and the relationship builds over time, communications can improve and NDAs can more easily involve CSOs in project development and implementation.

STEP 1: IDENTIFY APPROPRIATE METHODS FOR CSO ENGAGEMENT

While each national context and its CSOs may vary, there are several methods and mechanisms for engagement that are recommended for the NDA to begin to close these gaps. The choice of methods employed may depend on various factors. First, it is important to take stock of the NDA's capacity for CSO engagement – including its knowledge, attitudes, perspectives, structures and mechanisms. Second, the NDA should assess the capacity it has to achieve the desired level of engagement it is seeking. Different methods and mechanisms for engagement can be used based on whether the NDA is, among others, seeking inputs in decision-making activities, project or programme implementation, or the monitoring and verification of activity progress. They can range from awareness-raising campaigns to dedicated NDA staff responsible for CSO engagement to formal CSO involvement in key climate decision-making bodies.

How the NDA engages also depends on the type of CSO and its members. For example, young members of civil society 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 extension services or markets and supply chains. Ideally, the NDA would efficiently build on existing formal and informal methods and mechanisms for engagement so as not to reinvent processes or duplicate efforts.

National means of CSO engagement typically include conducting formal meetings and consultations with CSOs, on a project basis, and through national forums and committees. Outside of more formal mechanisms, informal engagement between the NDA or other government authorities and CSOs can help build confidence among parties and strengthen long-term relationships. This kind of informal 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 means suggested should be complemented by informal relationship-building with CSOs. The options are presented from passive to active; the type of engagement chosen will depend on the level of engagement the NDA 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 NDA should ensure that engagement is 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.

BOX 2.

GOOD PRACTICE: CIVIL SOCIETY REPRESENTATION IN JAMAICA AND DOMINICA

An existing advance made towards permanent, formal and inclusive civil society representation on national mechanisms is the Government of Jamaica's Climate Change Advisory Board (CCAB), which the Climate Change Division uses as its primary vehicle for engaging with stakeholders on climate change issues. The CCAB consists of 14 members that serve as representatives of academia, the private sector, government agencies and civil society (1-2 representatives). For flexibility, the CCAB can also establish ad hoc committees to address specific issues and expand engagement as needed. The CCAB therefore serves as a consistent and relatively inclusive platform for the equal engagement of multiple stakeholders on climate change issues.

The government of Dominica has identified the private sector, civil society, women, youth and indigenous people as critical partners for climate action implementation. Five Technical Working Groups (TWGs) were established to support this. The Private Sector, Civil Society, NGO TWG (PCNTWG) contains 17 organisations and brings the needs and concerns of CSOs to the forefront and facilitates the active and central role of CSOs in executing climate action. The PCNTWG complements, supports and reports to the NDA to GCF. It serves in a technical advisory capacity, with representatives from key stakeholders within civil society representing a range of sectors. The PCNTWG contributes to relevant research and analysis and helps provide the evidence to inform project design and implementation strategies for GCF and other climate finance projects.

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 NDA 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 NDA on behalf of similar organisations (e.g., NDA 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)
- Permanent representation on and collaboration through national climate decision-making bodies, platforms and committees (e.g., National Climate Change Committees, GCF working groups or committees like Antigua and Barbuda's Technical Advisory Committee and Jamaica's Climate Change Advisory Board)
- CSO representation in national, regional or international delegations (e.g., to the UNFCCC Conference of Parties) or, conversely, government representation at sector-focused forums
- Formal partnerships (e.g., a Memorandum of Understanding) between CSOs and the NDA to support specific climate priorities and actions



Seagrass. Credit: Benjamin L. Jones on Unsplash

STEP 2: MATCHING ENGAGEMENT METHODS AND MECHANISMS TO ANTICIPATED OUTCOME

With possible methods and mechanisms for CSO engagement identified, and prioritised CSOs in place, the NDA can select those best suited to the intended outcomes of the engagement (policy development, project or programme participation, engagement and relationship-building) and the needs and interests of the target CSOs. Based on the stakeholder prioritisation exercise, the NDA should have a good idea of the various levels of engagement needed for each CSO; engagement levels can then be matched with the methods and mechanisms most suitable to the achievement of their anticipated outcome. Engagement will be context and CSO-specific – not all CSOs should be engaged in the same way.

Examples of engagement methods and mechanisms are provided in Annex 3. If, for example, the NDA is seeking specific project or programme outcomes, the means of engagement chosen will differ from those used simply to begin building up a relationship with the broader CSO community or their engagement in policy development. Knowing your expected outcome, as the NDA, will be crucial to identifying the most relevant methods and mechanisms for engagement.

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. US AID, 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

Involving CSOs in all stages of the programme and project cycle is a crucial component of implementing climate action at scale. This includes bringing citizen science and Indigenous and traditional knowledge into the design phase through implementation to CSO support for monitoring, evaluation and learning (MEL). While CSOs should be engaged at all levels and stages of accessing climate finance, the following sections will outline some of the critical moments for an NDA where CSO engagement is pivotal.

STRATEGIC OVERSIGHT

For the NDA to become a country's genuine strategic partner for the GCF, and not just a focal point, it needs to have strategic oversight and be the driver of multi-level country ownership. At the strategic framework level, CSO and broader multi-stakeholder engagement will lead to enhanced country ownership of activities through providing inputs to the development of national priorities and plans. At this level it is critical for the NDA to engage CSOs in: (1) the development of the Strategic Framework for the GCF and other climate funds; and (2) in the implementation of the Strategic Framework.

STRATEGIC FRAMEWORK DEVELOPMENT

The role of CSOs (and other stakeholders) in the formulation of strategic national priorities and plans to address climate change cannot be understated. The inputs of CSOs can ensure that every economic sector, thematic priority and vulnerable and underrepresented groups/communities can have their perspectives integrated into the national approach to climate finance. To this end, CSOs and other stakeholders must be consulted extensively throughout the development phase of Strategic Frameworks (e.g., GCF Country Programme and project pipeline) 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 consultations and leveraging national climate change committees that consist of diverse national stakeholders including CSOs (and can be disaggregated into thematic working groups as needed). Fully operationalising such national committees is a critical component of facilitating multi-stakeholder engagement that involves CSOs.

The process for providing inputs and perspectives for consideration in Strategic Frameworks must be transparent, clear and sufficiently communicated to all facets of society in a timely manner to ensure that the development of the Framework is inclusive and comprehensive. The NDA is expected to drive this process or, at the very least, play a central role in it to ensure alignment with initiatives and requirements from international climate funds such as the GCF.

BOX 3.

USING A PARTICIPATORY, MULTI-CRITERIA ASSESSMENT TO PRIORITISE CLIMATE INVESTMENTS

A good practice for engaging stakeholders in an inclusive and participatory manner, and on a level playing field, is using a multi-criteria assessment when assessing projects or programmes for inclusion in a pipeline for funding. 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 the proposed projects or programme from their perspective. It is crucial that CSOs are also involved in this process. This has been successfully used in prioritizing work for GCF Country Programmes in several Caribbean countries, including Belize, Jamaica and Saint Lucia.

STRATEGIC FRAMEWORK IMPLEMENTATION

Implementing Strategic Frameworks requires the support of several stakeholders. To this end, CSOs can play a vital role in not only providing the requisite data and information for executing initiatives of this scale and scope, but can also be core partners in the actual implementation of interventions identified in the Strategic Frameworks. As stated in the scoping report, CSOs can play a key role in increasing resilience and reach at the local level through projects, advocacy and awareness-raising, while also providing vital information and perspectives from the communities in which they work. NDAs should leverage these unique skills, and ensure that they are capable of refining the execution of strategic frameworks based on engagement with CSOs and other stakeholders.

PROJECT/PROGRAMME CYCLE ENGAGEMENT

While the responsibility of an NDA varies within the traditional project and programme cycle, the engagement of CSOs is critical throughout the entire cycle. CSOs offer key insights and services to ensure (among others) the viability, robustness and successful impact of a project/programme. The following sections outline some of the considerations that NDAs themselves should integrate, or request AEs to do, at each step of the cycle - from planning through MEL - to ensure meaningful participation of CSOs.

PROJECT OR PROGRAMME IDENTIFICATION

During the project/programme identification phase, the NDA should seek to engage with CSOs and other relevant stakeholders to realize two broad objectives. Firstly, the NDA should confirm the alignment of the project/programme with national priorities and strategies pertaining to climate change. This can be done through convening stakeholders to identify strategic priorities and needs,

and to determine the necessity of the project/programme intervention. This process should also ensure that the idea does not overlap with existing initiatives to prevent 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 in target communities.

Secondly, while a project/programme is in its early stages, it would be critical for the NDA and the relevant AE to begin a preliminary mapping of key stakeholders that will need to be engaged throughout the 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 leading or supporting the implementation of project or programme interventions.

PROPOSAL DEVELOPMENT

The development stage is mainly led and executed by accredited entities (AEs), or the delivery partner for GCF readiness projects. However, the role of NDAs in providing the requisite information to AEs and delivery partners and requiring certain levels of stakeholder engagement is critical. As required by the GCF, 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 addressing any feedback received during such engagement. 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 volunteer basis. Where possible, stipends for CSOs with limited operational funds to engage and participate in such processes should be made available.

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 NDA should ensure that the AE pays 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.

During the proposal development process, it is vital for the NDA and AEs to actively seek to collaborate with CSOs with relevant capacities and experience as potential delivery partners or EEs – not simply as project or programme beneficiaries. Doing so would broaden the range and capacities of national delivery and executing partners for GCF projects and broader climate change activities, thus enhancing the delivery of climate finance at scale. Furthermore, it would enhance the importance, roles and capacities of CSOs in the climate finance and decision-making landscape of their respective countries and the broader CARICOM region.

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. The NDA should ensure that stakeholder consultation and inclusion in the proposal design and review phases has been undertaken to satisfactory standards. A key element of this review is ensuring that the entity submitting the proposal has sufficiently engaged relevant stakeholders and accounted for their perspectives. The NDA should further ensure that vulnerable and marginalised communities and stakeholders, especially CSOs, have been considered, and that themes such as gender equality have been integrated into the proposal.

BOX 4. GOOD PRACTICE - PROPOSAL REVIEWS BY TECHNICAL COMMITTEES WITH CSO REPRESENTATIVES

When conducting a technical review of the submitted proposal, the NDA may elect to draw upon a technical committee or working group to support in the review of the proposal against fund requirements and national priorities. To maximise the robustness and comprehensiveness of these reviews, it is strongly recommended that the committees draw upon a diverse set of stakeholders, including representatives from CSOs, marginalised and vulnerable groups, and stakeholders from the sectors and/or areas of influence that the project will impact. Two examples can be drawn from Saint Lucia and Antigua and Barbuda.

Saint Lucia: To be in receipt of a Letter of No-Objection from the NDA, projects and programmes being submitted for GCF funding must go through a technical review by Saint Lucia's National Climate Change Committee (NCCC). For over two decades the NCCC has functioned well as an advisory body on climate change matters. While it is mainly comprised of government representatives, nearly one third of the seats are dedicated to non-state actors, including several CSOs and the Saint Lucia Coalition of Civil Society Organisations. The NCCC undertakes a technical review of GCF funding proposals and provides a recommendation to the NDA on the letter of no-objections through a standardized technical review template.

Antigua and Barbuda: All environment and climate change projects and programmes go to Antigua and Barbuda's Technical Advisory Committee (TAC), which is an inter-agency committee providing input into the Department of Environment's projects. The TAC consists of 18 government agencies, two CSOs and one private sector coalition. Meeting monthly, the TAC is responsible for the review of funding proposals, including review of public comments on proposals and making recommendations to the NDA.

PROJECT AND PROGRAMME IMPLEMENTATION

While the implementation of projects and programmes is led by AEs and EEs, it is critical for the NDA to have insight into the progress and engagement of CSOs as project stakeholders and beneficiaries during implementation. CSOs and relevant stakeholders must be routinely consulted and updated as the project/programme is implemented to ensure their satisfaction with the activities, as well as to 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 NDA should establish a contact point and procedure through which any grievance from stakeholders, especially CSOs, target communities and vulnerable groups, may be communicated to the NDA for investigation and response.

Indeed, CSOs can also serve as delivery partners or EEs for various projects or programmes. To this end, the NDA should work closely with and support such CSOs to enhance their roles and abilities to deliver climate action. This can be done through capacity building and the provision of technical assistance to CSOs that are existing or prospective delivery partners or EEs. NDAs should seek to provide funding to CSOs for their role in implementing, and subsequently improve their institutional abilities to consistently contribute to broader levels of climate action.

Project and programme progress and results 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 NDA should routinely share information about the progress of projects through their stakeholder engagement strategies and public awareness campaigns like a website.



Community mapping in Good Hope, Dominica to identify climate vulnerabilities and priorities for action.
Credit: Marie Jno Finn

REPORTING

The Reporting and MEL phase in a project/programme cycle is vital, and participatory stakeholder engagement is again critical for transparency and accountability. With regards to reporting, it is essential that stakeholders have access to information; receive regular updates; and can share perspectives on what's working and what's not working with the NDA, in which contexts and why, with regards to the progress of an ongoing project/programme. This component should also consist of detailed records of stakeholder feedback and (if any) grievances, as well as how they have been addressed.

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

The NDA has a critical role in reviewing the extent of stakeholder participation throughout the process and ensuring that it is commensurate with the scope and nature of the project/programme. While it falls upon the AE and EE to ensure that stakeholder inputs are sufficiently integrated and addressed throughout the project cycle, the NDA must determine if this has been undertaken to sufficient levels through regular review and evaluation of the project/programme activities.

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

It is important for the NDA to track progress toward effective CSO engagement iteratively, integrating any lessons learned to ensure that the engagement only grows stronger over time. MEL from CSO engagement will help the NDA 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 NDAs 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 and that they be tailored to the unique CSO-context of the country. They should be adequately staffed and resourced, with a member of the NDA bearing responsibility for developing and tracking key indicators as CSO engagement proceeds. 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 NDA's stakeholder engagement plan and approach. As part of this system, the NDA may consider developing a Theory of Change (if one has not been developed for the specific intervention) to clarify what to measure and the desired outputs and outcomes, as well as to map out any assumptions.⁸

⁸ 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/>

The NDA, ideally in partnership with 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 relative to the objectives of CSO engagement, e.g., enhanced awareness; advocacy for climate justice and local priorities; mobilizing knowledge and resources to support locally led adaptation and mitigation?), and learning (Why is this working or not, where is it working and for whom?)”.⁹

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 applied for climate financing
- The number of successful proposals for CSO-led climate projects in the country
- The total amount of climate funding received by CSOs
- The number of CSOs that have applied for accreditation from climate funds
- The number of accredited CSOs operating in the country
- 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
- The number of decision-making mechanisms with defined CSO roles and responsibilities
- Among the above indicators, tracking the engagement 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 government 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?

⁹ 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>

Where possible, data and responses 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 recognize gender differences in needs and priorities, track gender-equitable participation in decision-making, and aim to track gender-equitable benefits from climate investments.

The NDA, in partnership with CSO and other stakeholders, should also consider how progress will be reported. This should include upward accountability to the GCF, horizontal accountability to partners and downward accountability to stakeholders—including CSOs and project beneficiaries, especially vulnerable groups— on progress towards the intended impacts and outcomes. This may include quantitative measures (e.g., number of CSOs engaged, amounts of climate finance accessed) 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 NDA 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](#)



Fishers hauling boats at Dennery fishing port, Saint Lucia. April 2018. Credit: CANARI

ANNEXES

ANNEX 1. TEMPLATE FOR NDA'S STAKEHOLDER DATABASE

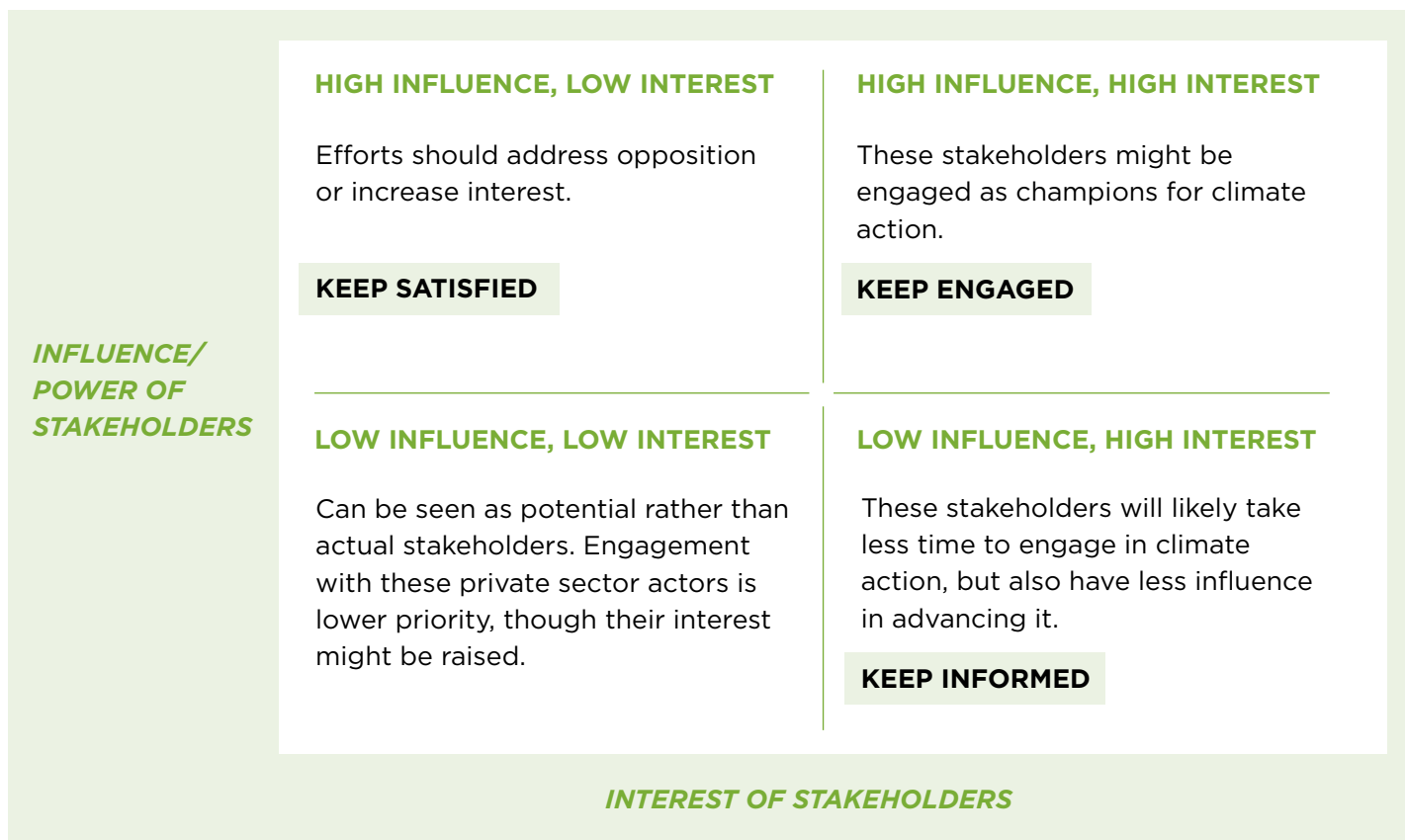
#	TITLE	LAST NAME	FIRST NAME	POSITION HELD	ORGANISATION NAME
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					

TYPE OF ORGANISATION	ADDRESS	EMAIL	HOW THE CSO WAS ENGAGED	RESULTS OF THE ENGAGEMENT

ANNEX 2. INTEREST-INFLUENCE GRID

NDAAs 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

ANNEX 3. MATCHING INTENDED OUTCOMES TO ENGAGEMENT METHODS / MECHANISMS

INTENDED OUTCOME	WHO	METHODS/MECHANISMS
<p>Policy outcomes: CSO contributions to the shaping inclusive and just policies, strategies and frameworks to enhance Caribbean livelihoods and economies, including national climate policies, National Adaptation Plans (NAPs), Nationally Determined Contributions (NDCs), and climate investment strategies.</p>	<ul style="list-style-type: none"> - All prioritised CSOs, particularly those champions and networks that can represent and report back to their members and colleagues 	<ul style="list-style-type: none"> - Consultation mechanisms designed to maximize CSO participation in the policy development process: workshops complemented by awareness raising campaigns soliciting public inputs using both traditional and social media platforms, and online surveys. If workshops are used, provide possible incentives for participation or complementary services if within budget (i.e., built-in meals, child services, travel reimbursements, even stipends for CSOs with limited operational funds) - Publication of draft documents online, supported by awareness raising campaign, for time-limited commenting, and follow up on feedback
<p>Project or programme outcomes: 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&E, follow-up and alignment with strategic frameworks</p>	<ul style="list-style-type: none"> - CSOs that may support implementation - CSOs that may provide feedback and evaluation on direct impacts and benefits to community members 	<ul style="list-style-type: none"> - Focus groups, workshops or individual meetings with CSOs on project and programme development and implementation - 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) - Establish a project steering committee with relevant CSOs as members to oversee and monitor implementation - Partner with and contract CSOs as delivery partners or executing entities, where they have relevant capacity, for specific projects or project components
<p>Engagement outcomes: Increased engagement of CSOs in climate decision-making and increased access to climate financing, particularly among CSO 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"> - Relevant CSOs, clubs, associations and networks 	<ul style="list-style-type: none"> - 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); - Participate in CSO meetings and events, as well as support/participate in events/mechanisms already in place - 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) - Ensure consultations have appropriate assistive accommodations and accessibility



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