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Summary of Stakeholder Engagement Strategy

for Green Climate Fund-
related Activities in Sri
Lanka

Ministry of Environment,
Sri Lanka





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World Agroforestry (ICRAF)

Acronyms

AE	Accredited Entity
CBO	Community-based Organization
CCS	Climate Change Secretariat
CSF	Climate Stakeholder Forum
CSO	Civil Society Organization
DAE	Direct Access Entity
ETRD	Education, Training and Research Division
GCF	Green Climate Fund
IAE	International Access Entity
NDA	National Designated Authority
MOE	Ministry of Environment
NEC	National Expert Committee
NECCA	National Expert Committee on Climate Change Adaptation
NECCM	National Expert Committee on Climate Change Mitigation
NGO	Non-Governmental Organization
NPD	National Planning Department
SES	Stakeholder Engagement Strategy
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar



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About the summary document

Stakeholder engagement is a key component of all activities financed by the Green Climate Fund (GCF). Establishment of meaningful consultation and engagement processes is a strategic priority embedded in all policies related to GCF activities. Regular consultation with stakeholders will help accredited entities (AEs) to develop interactive and constructive processes to ensure that people are well informed, and their concerns are heard and addressed. This document presents the Stakeholder Engagement Strategy (SES) for GCF-related activities in Sri Lanka.

This summary document offers practical steps for initiating and developing tools and approaches that can benefit all parties in a GCF-project cycle and beyond.

It provides guidance on how to meet the stakeholder engagement and consultation requirements outlined in GCF policies.



Background

The Green Climate Fund (GCF) is a financing mechanism under the United Nations Framework Convention on Climate Change (UNFCCC) for helping developing countries to reduce their greenhouse gas emissions and enhance their ability to respond to climate change.

A key benchmark for Climate Finance (CF) is the commitment taken by developed countries under the UNFCCC to mobilise USD 100 billion in support for developing countries to act on climate change. With the operationalisation of the GCF and other financial pledges that have been made by various development partners, Sri Lanka is an eligible recipient of international climate finance.

Stakeholder involvement in GCF activities

Stakeholder engagement is not only important for effective project proposal preparation and implementation, it is also a GCF environmental and social safeguard requirement. GCF funding proposals must include an Environmental and Social Management System (ESMS) that establishes a process of stakeholder engagement. A Stakeholder Engagement Strategy (SES) is required to systematically involve concerned stakeholders in the GCF process, defining their roles, responsibility and process of involvement.

In Sri Lanka, stakeholder ownership by all concerned national stakeholders such as the National Planning Department (NPD), the Department of Project Management and Monitoring (PMMD), the Department of External Resources (ERD), the Ministry of Environment as the National Designated Authority (NDA) and the line ministries of the Government of Sri Lanka, Direct Access Entities (DAEs), etc., is crucial for the success of the GCF process. Such ownership can only be fostered by engaging all relevant stakeholders in the GCF process based on their roles, interest and ability. Meaningful engagement and the functional coordination of stakeholders will bring synergy to the climate change sector in Sri Lanka thereby avoiding the duplication of work.

Further, space and opportunity will be created to allow for the inclusive engagement of all concerned participants such as within government, the private sector, civil society, academia, and other relevant stakeholder groups. The joint and coordinated efforts of all stakeholders, throughout the different stages of the GCF process will lead to success in achieving the intended results.



Sri Lanka needs to ensure stakeholder ownership of climate change activities through a consultative and inclusive process.

Guiding principles of the stakeholder engagement strategy

Promote and ensure inclusivity and gender sensitivity in its functioning.

The Environmental and Social Management System (ESMS) is a broad operational framework that allows GCF to incorporate environmental and social considerations into its decision-making and operations. The ESMS is underpinned by an overarching environmental and social policy that describes how GCF will implement the ESMS and achieve improvements in environmental and social outcomes while addressing any adverse impacts from GCF-financed activities.

Implement a multi-stakeholder approach with ownership by all concerned stakeholders, promoting a culture of sharing responsibility and accountability.

Apply a programmatic approach whereby existing mechanisms, forums and structures will be used to engage stakeholders as much as possible to ensure process sustainability, reduce duplication of efforts and promote coherence in operation. National stakeholders will lead and manage the GCF process as per the national priorities and needs.

No conflict of interest with the stakeholders involved in the GCF process.

Stakeholder engagement will be considered **an ongoing process** with follow up, continuous update and regular assessment of progress rather than a one-off event.



Who are stakeholders?

Stakeholders are persons or groups who are involved in **implementing activities**, and **those who are affected or can be affected** by the outcome of climate change. Typically, these include groups such as affected communities, Civil Society Organizations (CSOs)/Community Based Organizations (CBOs), local organizations, Non-governmental Organizations (NGOs), government authorities, commercial and industrial enterprises, academia, public sector agencies, and the media.

The stakeholder engagement process will be:



Accessible: Clear, timely accessible and comprehensive information must be provided to stakeholders to facilitate their involvement.



Accountable: The effectiveness of stakeholder engagement strategies will be monitored and improvements made where needed. Stakeholder contributions will be recognised and their input to the GCF related activities will be made known.



Appropriate: Different levels and methods of engagement will be used and information will be shared in best suited forms. Stakeholders will be involved in ways in which they are comfortable and are most likely to respond fully and openly. The engagement will be targeted to avoid time wasting.



Balanced: Vulnerable groups e.g. women, children, women-headed families, indigenous groups, etc. will be represented in the stakeholder engagement. The opinions of stakeholders will be respected while aiming at an integration of a multiplicity of views into the activities.



Inclusive: Relevant stakeholders (including marginalised/vulnerable groups) will be made aware of the activities and empowered to use the information and tools produced to support decision making. Engagement will be a two-way dialogue.



Long-lived: Engagement activities are to last beyond the immediate needs of any GCF related activities.



Timely: Sufficient time will be allowed for meaningful dialogue, consultation and modification.

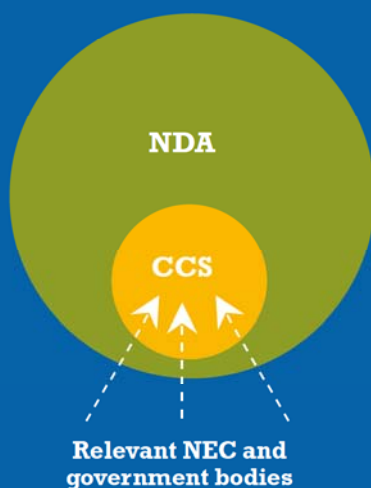


Transparent: Engagement activities will be open, with a transparent purpose, expectations, goals, constraints and accountabilities.

Stakeholder engagement mechanisms in Sri Lanka

With varied effectiveness, a number of mechanisms and structures are currently in place in Sri Lanka for climate change deliberations.

The Climate Change Secretariat (CCS) of the Ministry of Environment currently adopts a case by case informal mechanism to receive support from the relevant National Expert Committee (NEC) and the ministries/departments/agencies mandated to implement climate actions on a case by case basis. The NEC assists the CCS to decide on the acceptance of proposals for obtaining financial assistance and project implementation. Hence, these existing mechanisms could be built upon for GCF related activities.



Above. Existing CCS informal support mechanism

Existing stakeholder engagement structures to support climate related activities



Climate Change Secretariat (CCS)

The CCS is the main institution in Sri Lanka that coordinates climate change related matters. The Secretariat is a division under the Ministry of Environment (MoE).



National Expert Committees (NECs)

The CCS has established two expert advisory committees comprised of sector (government, academic, private and non-government) experts to provide guidance on adaptation and mitigation related issues to CCS and the NDA. These committees are the National Expert Committee on Climate Change Adaptation (NECCCA) and the National Expert Committee on Climate Change Mitigation (NECCCM).



Inter-agency Coordination Committee

The MoE, through the CCS, established the Inter-agency Coordination Committee. This committee is represented by Secretaries to the line Ministries and/or high-level officials of all the ministries, CCS and Chairpersons of the National Experts Committees. This committee is expected to provide a platform to coordinate national level climate change related matters.



Institutional Coordination Mechanisms under the NDCs

Secretaries of Ministries in charge of planning and monitoring committees for climate-related activities.



Proposed structures to support stakeholder engagement

The NAP has recommended **Regional Climate Cells** for better sub-national level coordination. The Regional Climate Cells will be set up in all nine provinces. These will consist of representatives from provincial councils, local government bodies, district and divisional secretariats, government and non-government agencies working in the province related to climate change, academia, NGOs and CBOs. The detailed structure, operating modalities and composition of the RCCs have yet to be finalized.

Left. Regional Climate Cells for Sub-national Stakeholder Engagement Coordination will be established in all nine provinces of Sri Lanka.

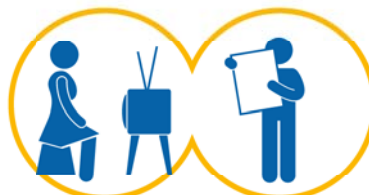
- KEY:
- Provincial capital
 - Commercial capital
 - Administrative capital

Key stakeholder engagement tools



Group discussions:

It is important to use a wide range of engagement forums. Group discussions are particularly useful for “high quality conversation” which allows people to develop a more complex understanding.



Varied presentation formats:

Information is to be presented in a variety of different ways to accommodate the range of learning styles in the audience.



Group activities:

To build trust, respect and ownership.



Shared decision making:

Participants should be actively involved in decision making.



Use of local languages:

Stakeholders should be engaged in their respective local languages to ensure meaningful and effective participation and decision making.

Systematic involvement of stakeholders

A successful GCF project requires the active engagement of stakeholders at all levels, throughout the project – from the generation of project ideas, to the planning, implementation, monitoring, evaluation and reporting. This fulfils the country ownership criteria of GCF and ensures longevity of the project/programme. Multi-stakeholder engagement is also a crucial factor for the success of a project. The NDA

should work closely with the AE or DAE of the project from its inception and play a facilitative role for the multi-stakeholder process by ensuring that the relevant stakeholders are aware of the proposal and have access to information throughout the process.

Stakeholders, especially civil society, can contribute to monitoring and evaluation and project results.

Objectives of the stakeholder engagement strategy

To facilitate the identification of project ideas suited to GCF and formulate project proposals in order for maintaining project pipelines.

To facilitate the effective implementation of climate actions in the country.

To connect stakeholders and build capacity for GCF climate finance.

To provide guidance for the internal monitoring and evaluation of stakeholder engagement in GCF activities using a participatory approach with the full and effective involvement of all stakeholders in a transparent manner.

To ensure that adequate and timely information on climate change and GCF activities are shared with stakeholders, and that these groups are given sufficient opportunities to voice their opinions, and integrate their views in project planning, design, preparation and implementation.



Stakeholder engagement process

for GCF-related activities in Sri Lanka



Step
1

Collection of stakeholders' information by the NDA.

Step
2

Organize stakeholders into different groups according to activities, interests, influence and level of engagement.

Step
3

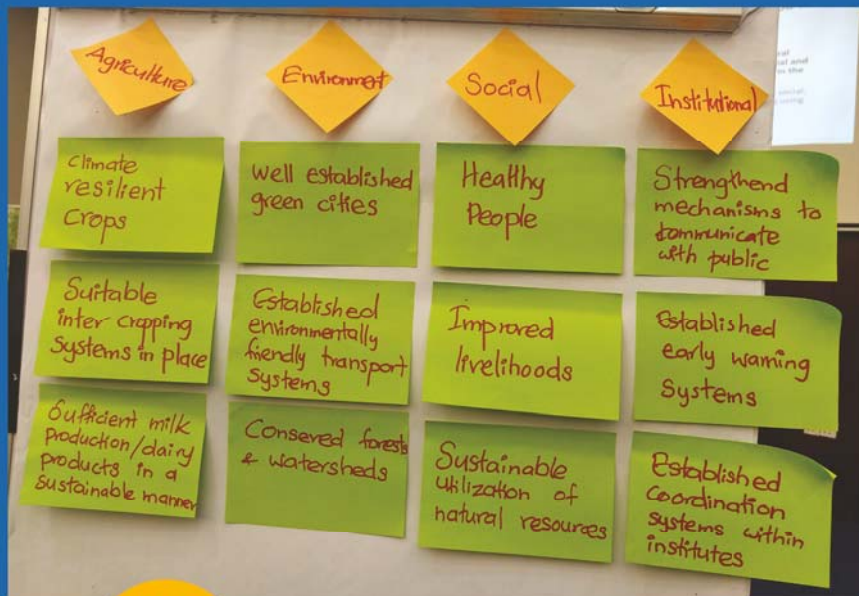
Map stakeholders at the national and regional levels by the NDA.

What is stakeholder mapping?

Stakeholder mapping is the visual process of laying out all the stakeholders of a project on one map. This allows for a visual representation of all the people who can influence your project and how they are connected. Stakeholder mapping is a useful tool for identifying and connecting stakeholders, it is an ongoing process that allows for the continuous identification of stakeholders, gaps, groups and opportunities.



A social network of stakeholders engaged in climate related activities in Sri Lanka



Step 4

Initial outline of activities and indicators of success, inclusive of gender and cultural considerations.

Step 5

Develop and implement the stakeholder engagement plan, establishing effective communication and feedback mechanisms, and assisting stakeholders in implementation actions.

Step 6

Monitor and follow-up to understand the progress of stakeholder engagement activities. Enable reflection and learning through promoting participation in monitoring.

Communication mechanisms:
Public meetings, seminars, web pages or social media

Feedback mechanisms:
Bulletins, newsletters, web-blogs

Stakeholder assistance:
Capacity building, technology transfer, provision of incentives

Step 7

Evaluation by a third party of engagements with relevant stakeholders. Evaluation can be on-going or a post evaluation.

Operating mechanism

The role of the NDA in the stakeholder engagement process



Drive relevant coordination mechanisms and multi-stakeholder engagement processes, as needed and appropriate.



Ensure that key stakeholders are engaged in the GCF process, including public, private and civil society, as per their roles and mandates.



Ensure regular country meetings or national planning/dialogue to disseminate and share information related to the GCF process and its key requirements, challenges and operational procedures to all stakeholders.



Regularly provide an overview of all funding proposals relating to Sri Lanka and facilitate available information on projects through appropriate media, networks and suitable languages.



Undertake capacity building of stakeholders on their roles and responsibilities in stakeholder engagement in GCF-related activities.

→ **NDA trainers/capacity developers will go through Training of Trainers workshops** conducted with the assistance of the GCF Delivery Partners.

→ **A Climate Stakeholder Forum (CSF) will be established by the NDA** involving all participants in stakeholder workshops and social network analysis.

→ **The NDA will liaise regularly with the two National Experts Committees on Climate Change Adaptation (NECCA) and Mitigation (NECCM)** to provide further inputs to support successful implementation of GCF-related activities in Sri Lanka through stakeholder engagement.



The role of stakeholders in the stakeholder engagement process

- ✓ **Support the role of the NDA** to perform its action.
- ✓ **Prepare concept notes and project proposals** aligning with the country programming done by the NDA.
- ✓ **Continuously take part in stakeholder workshops** and trainings conducted by the NDA.
- ✓ **Implement GCF funded projects** as per the guidelines.
- ✓ **Obtain accreditation to access financing** from the GCF.



Stakeholder engagement

in the different stages of a GCF project



Concept and Project Development

Effective engagement of stakeholders at this early stage helps to ensure that GCF project concepts demonstrate country-ownership and support from civil society, local communities and others.



- Dialogue, outreach and consultations – project concept awareness
- Identification of stakeholder roles
- Inclusive and gender-responsive consultation



NDA, project proponent, related agencies as per Country Programme, provincial councils, national universities, international research agencies, IAEs/DAEs, PEC, NECCCA and NECCCM, international donor agencies, professional organisations, private sector and banks, CBOs/NGOs



Project Preparation

This stage presents a major opportunity for the direct and effective consultations and stakeholder engagement, essential to this process and its success.



- Continued dialogue and outreach
- Stakeholder engagement- inclusive consultations and workshops
- Review of proposed project activities
- Identification of partners in project execution



NDA, project proponent, PEC



Project Implementation

This is a critical period that may require adjustment or course correction to fully achieve project objectives. Stakeholder engagement is essential at this stage.



- Continued outreach, dialogue and consultations
- Identify the role of stakeholders in project execution, indicate how concerns will be addressed
- Establish partnerships to support project implementation
- Ensure stakeholders are engaged in project related environmental and social issues
- Inform on actions taken in response to stakeholder input



NDA, project proponent, IAE/DAE, related agencies as per Country Programme, professional organizations, private sector, banks, CBOs/NGOs, media agencies



Project Monitoring and Evaluation

The process of monitoring GCF related activities may include “participatory monitoring” by stakeholders. This is an important tool that can enhance both the independence, strength and accuracy of monitoring information. Local communities and CBOs/ NGOs possess essential knowledge, expertise and capabilities relevant to project interventions.

The GCF project evaluation processes must fully draw on the capacities and knowledge of stakeholders including scientific advisers, program governments, local stakeholders, and beneficiaries.



NDA, project proponent, IAE/DAE, related agencies as per Country Programme, NECCA and NECCCM, private sector, CBOs/NGOs, media agencies



Project Reporting

The DAE should include information on progress, challenges and outcomes in their annual project implementation reports as well as mid-term and terminal evaluations. This monitoring and reporting provides a basis for actions and adjustments that may be needed to address challenges that may arise, and ensure that a GCF project is meeting its objectives. The reports also provide a window for stakeholders to better understand project activities during the implementation stage. DAEs should develop user-friendly and accessible systems to make information available to stakeholders.



NDA, project proponent, IAE/DAE, CBOs/NGOs



Accreditation



NDA, IAE/DAE, Project Proponent, GCF



Private Sector Engagement



NDA, private sector and banks

KEY



Relevant stakeholder engagement tools



Potential stakeholders involved in the different stages of the GCF process

Proposed stakeholder engagement mechanism

Prior to appraisal of GCF related activities, a **validation workshop** should be held with stakeholders, that in addition to confirming the project plan, also includes a review and agreement on the stakeholder engagement plan.

At the start of implementation of GCF related activities, an **inception workshop** should be held to assist project partners to understand the approved project design, understand their role and responsibilities in the project including stakeholder engagement during project implementation and monitoring, including communications, reporting, and conflict resolution and grievance redress.

Basic minimum criteria for stakeholder engagement plans to address

- | | |
|-------------------------|--|
| Who? | <ul style="list-style-type: none"> • Which stakeholder groups and individuals are to be engaged based on the stakeholder analysis? • Have potentially marginalized groups and individuals been identified among stakeholders? |
| <hr/> | |
| Why? | <ul style="list-style-type: none"> • Why is each stakeholder group participating (e.g. key stakeholder objectives and interests)? |
| <hr/> | |
| What? | <ul style="list-style-type: none"> • What is the breadth and depth of stakeholder engagement at each stage of the project cycle? • What decisions need to be made through stakeholder engagement? |
| <hr/> | |
| How? | <ul style="list-style-type: none"> • How will stakeholders be engaged? • Are special measures required to ensure inclusive participation of marginalized or disadvantaged groups? |
| <hr/> | |
| When? | <ul style="list-style-type: none"> • What is the timeline for engagement activities, and how will they be sequenced, including information disclosure? |
| <hr/> | |
| Responsibilities | <ul style="list-style-type: none"> • How have roles and responsibilities for conducting stakeholder engagement been distributed among project partners (e.g. resident mission, executing agency, consultants, NGOs)? • What role will stakeholder representatives play? • Are stakeholder engagement facilitators required? |
| <hr/> | |
| Resources | <ul style="list-style-type: none"> • What will the stakeholder engagement plan cost and under what budget? |



Outline of an effective stakeholder engagement mechanism

- ✓ **Summarize the purpose and goals** of the stakeholder engagement program in relation to GCF activities in Sri Lanka.
- ✓ **Briefly describe the identification process, analysis, mobilization and consultation processes of stakeholders** that will take place through NDA and methods to ensure that information reaches not only the national level but also the local population.
- ✓ **Briefly describe stakeholder needs and methods, tools and techniques for stakeholder engagement** in GCF related activity in Sri Lanka.
- ✓ **Briefly describe what information will be disclosed**, in what formats and languages, and the methods that will be used to communicate this information to each of the stakeholder groups identified. Methods used may vary according to the target audience of the GCF related activities.
- ✓ **Briefly describe the methods that will be used** to engage and/or consult with each of the stakeholder groups. Methods used may vary according to the target audience.
- ✓ **Describe how the views of vulnerable groups/communities will be taken into account and their participation facilitated.**
- ✓ **Provide a schedule** outlining dates/periodicity and locations where various stakeholder engagement activities, including consultation, disclosure, and partnerships will take place and the date by which such activities will be undertaken.
- ✓ **Indicate who will be responsible** for carrying out the specified stakeholder engagement activities and specify the budget and other resources allocated toward these activities.
- ✓ **Describe the process by which people concerned with or potentially affected by the project can express their grievances** for consideration and redress.
- ✓ Describe any plans to involve project stakeholders (including target beneficiaries and project-affected groups) or third-party monitors in the **monitoring of project implementation, potential impacts and management/mitigation measures.**
- ✓ **Describe how and when results of stakeholder engagement activities will be reported back** to project-affected and broader stakeholder groups.

Monitoring and evaluation

of stakeholder engagement

Monitoring and evaluation of stakeholder engagement activities will be conducted not only to document implementation of the SES but also to document the learning experience and to revise the process based on the outcomes of the initial and mid-project reviews.

The NDA, with the support of the Education, Training and Research Division (ETRD) of the Ministry and an international delivery partner, will establish the baseline, indicators and monitoring methods. The ETRD and CCS of the NDA will document the learning experience of the monitoring process.

Monitoring and evaluation approaches of the SES



Continuous contact and feedback: It is important to maintain regular contact with stakeholders. Every effort should be made to ensure that all parties receive some benefit from participation in the engagement process.



Planning evaluation from the beginning: Priorities for outcomes will be set, performance metrics will be established, while considering the expected change in the stakeholder group/s. Baseline data collection is needed to measure/estimate this change. Ideally, all adaptation projects undertaken by the GCF should draw on a single evaluation framework.



Evaluation of both process and outcomes: Both processes (the way in which engagement was done) and outcomes (what was achieved from the engagement process) will be evaluated in the stakeholder engagement.



Acknowledging other impacts: Accepting any measured changes in the engaged stakeholder group due to activities other than the engagement process. Every effort will be made to use a separate group of people who were not involved in facilitating/organizing/conducting stakeholder consultation to evaluate the engagement process.



Advocacy on management: To improve qualitative and quantitative outcomes of the GCF supported activity by matchmaking between appropriate / relevant professional groups or assistance of expert committee.

Monitoring of stakeholder engagement

For all GCF related activities, a **SWOT analysis** will be done prior to project activities as a measure of risk identification. A complete list of aims and objectives built upon those identified in the SES, will be identified by the stakeholders for each GCF project using the **Logical Framework Approach**.

The **SMART approach** will be used to consolidate them into four main themes (targets) to specify targets for outcomes, responsible individuals/agencies, and time frames. The four targets are:

- To engage with all stakeholders in an exemplary manner without exceptions;
- To build the awareness of stakeholders on potential climate change impacts;
- To build the capacity of key direct stakeholders through the collection of data and understanding of principles of the approaches; and
- To build the awareness and capacity of indirect stakeholders on potential adaptation and mitigation options.

Progress towards achieving these four targets should be continuously monitored and recorded, with an internal evaluation by the NDA completed on a semi-annual or annual basis as a measure of early identification of drawbacks and for necessary improvements.



Evaluation of stakeholder engagement

The main objective of the evaluation is to measure whether the GCF related activity has gone through its stakeholder engagement plan, and to record the social learning that has taken place. The evaluation will be conducted by a five-member committee comprising members from the NDA Core group, the NECCCA and the NECCCM, at the following stages:

- Concept and the project development phase – at the time of completion by conducting one-on-one discussions with key stakeholder agencies.
- End of the proposal evaluation phase – at the time of completion by conducting one-on-one discussions with key stakeholder agencies.
- Project implementation phase –one year into the project, followed by several internal evaluations as described in the approved project document, and at the end of project implementation, based on key performance indicators.



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