

# IICA-GCF Green Climate Fund (GCF) Readiness Support Project

*“Strengthening the foundation for a climate responsive  
agricultural sector in the Caribbean”*

## **Validated Guidelines (Final) for Stakeholder Engagement with the Agriculture Sector in Select Countries of the Caribbean**

Revised: 1 August , 2022



Document version: 3.1

# Table of Contents

|  |    |
|--|----|
| Executive Summary                            | 3  |
| 1    6                                       |    |
| 2    10                                      |    |
| 3    12                                      |    |
| 4    14                                      |    |
| Appendix 1: Workshop 1 (Emerging Guidelines) | 21 |
| Appendix 2: Workshop 2 (Emerging Guidelines) | 22 |
| Appendix 3: Workshop 3 (Emerging Guidelines) | 23 |
| Appendix 4: Workshop 4 (Emerging Guidelines) | 24 |
| Appendix 5: Participant Listing              | 25 |

SP to insert Acronyms, list of figures, list of tables

# 1. Executive Summary

This Executive Summary presents an overview of the Guidelines for Stakeholder Engagement with the Agriculture Sector in select countries of the Caribbean. It was developed as part of the Inter-American Institute of Cooperation on Agriculture (IICA) Green Climate Fund (GCF) Readiness Support Project (AgReady). The project involves nine Caribbean Community (CARICOM) countries of The Bahamas, Belize, Dominica, Haiti, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, and Trinidad and Tobago.

This report presents validated guidelines that were developed using a three-stage process.

1. The first stage included secondary research that reviewed documents (global and GCF) on stakeholder engagement and noted challenges to stakeholder engagement in the agriculture sector of the Caribbean.
2. The second stage of the process involved qualitative and quantitative data collected from a stakeholder engagement assessment study (on stakeholder perceptions, stakeholder engagement gaps and conditions needed for improved engagement with the agricultural sector).
3. In the final stage a consultative process was conducted with the select countries using virtual, regional, multiple, and single country consultations. This involved stakeholder feedback on findings of the study at virtual validation workshops and use of an online, asynchronous participant feedback process.

Review of documents highlighted that climate risk in SIDS of the Caribbean threatens lives and livelihoods of rural stakeholders and communities involved in agriculture. At the agricultural sub-sector level (for example fisheries, livestock farming, horticulture, and apiculture), different vulnerabilities are experienced based on the level of dependence on natural resources in these climate-sensitive sub-sectors. Addressing these concerns as part of the GCF guidelines for stakeholder engagement is needed in two main areas. The first area involves stakeholder engagement needed for development of the country-level GCF programme and building a project pipeline. This would involve bringing national stakeholders together to improve overall outcomes of all GCF-financed projects/programmes/activities.

The second area seeks to reduce impacts on planned GCF-financed projects that impact the agricultural sector and rural livelihoods as mandated by the GCF Environment and Social Policy (ESP). These types of activities would include defining a clear mechanism for stakeholder engagement on planned projects, involving describing how participatory assessment of impacts would be conducted and ensuring the process communicates meaningful information especially with showcasing of resilience building actions available to stakeholders that reduce impacts and risks.

In this report, the guidelines recommended for stakeholder engagement were informed by a stakeholder engagement assessment study conducted from September to December 2021. Findings highlighted that most of the stakeholders in the agriculture sector had been involved in broader climate financing processes rather than GCF-financed processes. Generally, those involved in GCF-financed processes had been part of stakeholder engagement as part of a country-level programme rather than reducing impacts on planned projects. Overall, findings showed that National Designated Authorities (NDAs) and Accredited Entities (AEs) across countries fostered interest in GCF climate financing meetings and generated goodwill with agricultural stakeholders as part of country programmes.

When respondents involved in GCF-financed processes were reclassified into either a ‘climate change’ or ‘agriculture’ group, the latter tended towards lower levels of involvement in GCF-financed stakeholder engagement processes. Also, the agricultural group tended to agree with more positive statements on engagement practices. This may reflect the generally low expectations of the agriculture group as a relative newcomer in the country-level GCF programmes and building a project pipeline.

When responses were disaggregated by gender, men reported their organizations as having a leading or supportive role in stakeholder engagement more often than women, and more men also reported having been involved in successful projects. Both men and women identified the same three most-important areas where resources were needed to improve stakeholder engagement. These included: ‘background resources to support participation in stakeholder engagement’, ‘developing a decision-making culture and dialogue’, and ‘improving working relationships and levels of trust among stakeholders’.

Efforts going forward with GCF-financed stakeholder engagement in smallholder farming systems of the Caribbean will hold specific importance in creating high-impact and transformative change needed to contribute to mitigation and adaptation within the sector and develop appropriate agriculture-based projects. This is because agriculture is a highly decentralized and fragmented sector, with multiple, heterogeneous, interdependent stakeholders with a number of highly vulnerable, low-profile stakeholder groups operating at different levels. Gender communication strategies should build upon the importance of training to women but move toward empowerment and support group building. The complexity of the issues in stakeholder engagement indicates an underlying need for specialized stakeholder relationship technical support to provide support in managing stakeholder engagement processes for building resilience across the Caribbean region.

A summary of the recommended guidelines for GCF-financed stakeholder engagement with the agricultural sector is as follows:

- 1. Improving coverage of the diversity and disaggregated stakeholder groups across the select countries:** NDAs and AEs should conduct national stakeholder mapping and inventories to the sub-sector level.

2. **Allocating adequate resources for stakeholder engagement:** Project design activities should include funding (equivalent to ⅓ project funding at a minimum) toward social processes, capacity building, stakeholder engagement and gender transformation.
3. **Decentralizing decision making:** Governance arrangements should seek to leverage pre-existing sub-sector and sector-level committees, and functional community-based committees to incorporate local and traditional ecological knowledge into decision-making.
4. **Monitoring impact and quality of stakeholder engagement processes:** Conduct evaluations of stakeholder engagement processes every two years based on identified indicators to assess inclusiveness (the '*who*'), perceptions of the process (the '*how*'), the relevance of information exchanged (the '*what*') and levels of impact.
5. **Ensuring fit for use in communication and documentation:** Communications strategy should raise awareness about climate risk or planned projects, target groups based on their appropriate level of interest and influence and design based on project impact (level of risk, complexity of activities, and level of concerns raised by stakeholders and communities).
6. **Respecting the rights of Indigenous Peoples and rural communities:** Develop and implement stakeholder engagement processes and strategies in a way and with adequate time to foster full respect, of Indigenous Peoples' dignity, human rights and cultural uniqueness so they benefit from activities in a culturally appropriate manner and suffer no harm or adverse effects.
7. **Building capacity for stakeholder engagement:** Conduct annual training sessions on stakeholder engagement with the agricultural sector with key stakeholder groups.
8. **Publishing of stakeholder inventories:** Publish national stakeholder inventories every two years.
9. **Gender mainstreaming:** Mainstream gender in the consultation process to ensure gender sensitivity with a goal of gender transformation.
10. **Gender and intersectionality:** Use gender intersectional lens or Gender Based Analysis + during stakeholder mapping exercises.
11. **Gender representation:** Mainstream gender in knowledge products through portrayal and representation of images, subject and content, data collection methodologies etc.
12. **Knowledge management:** Develop a regional hub to ensure new knowledge is incorporated to operationalize and troubleshoot stakeholder engagement best practices.
13. **Trust and relationship-building:** Country-level stakeholder engagement relationship specialists deployed from the NDA's office to support engagement processes.

**14. Group formation for collective action:** Support group building processes to enhance collective action where there are no stakeholder groups at the sub-sector and sector levels.

# 1 Introduction

This report presents the Validated Stakeholder Guidelines for the agriculture sector, summarizes the validation workshops conducted and details the participant list of the 95 attendees (see appendices). These guidelines were developed as part of the Inter-American Institute of Cooperation on Agriculture (IICA) -GCF Green Climate Fund (GCF) Readiness Support Project. Titled in full as “Strengthening the foundation for a climate responsive agricultural sector in the Caribbean”, this project involves nine Caribbean Community (CARICOM) countries that include: The Bahamas, Belize, Dominica, Haiti, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, and Trinidad and Tobago. As part of expected outcomes, the project seeks to enable climate action in the agriculture sector by driving climate finance while building resilience, enhancing market opportunities and attracting private sector investment in the sector. The purpose of this report is to support and guide countries, NDAs, GCF Accredited Entities (AEs) and key stakeholders on how to better engage stakeholders in the agriculture sector, to create high-impact and transformative country programmes and foster project development with reduced impacts needed to contribute to mitigation and adaptation.

Climate risk in SIDS of the Caribbean threatens lives and livelihoods of rural stakeholders and communities involved in agriculture. At the sub-sector level (for example fisheries, livestock farming, horticulture, and apiculture), different vulnerabilities are experienced based on the level of dependence on natural resources in these climate-sensitive sub-sectors. Working with stakeholders in these sub-sectors as part of GCF-financed activities is critical to ensure that the national climate change context as it relates to the agricultural sector is assessed and communicated to priority sub-sectors. These benefits as wide-ranging as noted by the FAO (2018), in the technical reference document<sup>1</sup>, “Transforming food and agriculture to achieve the SDGs: 20 interconnected actions to guide decision-makers.” Authors highlighted how long-term low-emissions sustainable agriculture can benefit the planet, by not only enhancing food and nutrition security and rural livelihoods, but also support the achievement of all 17 Sustainable Development Goals (SDGs). Authors propose that:

---

<sup>1</sup> <https://www.fao.org/3/I9900EN/i9900en.pdf>

***“Unlocking the potential of the private sector is fundamental to progress. Engaging with entrepreneurs and tapping into the know-how of the private sector, including agricultural producer organizations, cooperatives, small and medium-sized enterprises as well as international corporations, is a prerequisite for implementation of the 2030 Agenda. More than just a source of financing, private sector partnerships promise technology development, knowledge transfer and innovation, job creation and alternative revenue streams.”***

In these efforts to unlock innovation, transform food and agriculture, and meet regional SDG Goals, the GCF theory of change puts stakeholder engagement at the center of a nationally owned, low-emissions and climate-resilient pathway. This means that stakeholder engagement plays an integral role in supporting the flow of information, leveraging local expertise, adding credibility to planned projects, enhancing climate awareness, and supporting buy-in to the GCF Country Programme.

A review of GCF documents and guidelines on stakeholder engagement, when applied to the agriculture sector, revealed that stakeholder engagement strategies are needed in two main areas. The first area is at the national level, which involves stakeholder engagement needed in developing a country programme and building a project pipeline. This would involve bringing national stakeholders together to improve and design the overall architecture and outcomes of all GCF-financed projects/programmes/activities. In addition, this includes monitoring and evaluating the implementation of the Country Programme as part of ongoing review and eventual revision of the Country Programme. As part of these activities, stakeholder engagement would involve a number of critical elements to achieve the following intersecting goals:

1. Defining key stakeholder groups and based on their influence and interest, coordination of beneficiaries of planned interventions in the agriculture sector (the ‘*who*’ to be involved in stakeholder engagement);
2. Exchange of meaningful information on climate mitigation opportunities as part of low-emissions agriculture, identify climate risks and vulnerability related to the various agricultural sub-sectors, (the ‘*what*’ or content of information exchanged during stakeholder engagement); and,
3. Establishment of institutional arrangements that integrate stakeholders in a way that leads to increased effectiveness in mitigation and adaptation implementation while ensuring that gender issues are mainstreamed, with inclusiveness of marginalized groups and communities needed for country-buy in (the ‘*how*’ of the process that ensures its legitimacy, credibility and effectiveness).

The second area comprises stakeholder engagement as a requirement of the GCF Environmental and Social Policy (ESP). This policy applies to all activities taking place in the agriculture sector financed by the GCF and includes private and public sectors. This policy covers all projects directly financed by the GCF, as well as the many sub-projects supported and implemented through GCF-supported programmes for the agricultural sector as part of the GCF Country Programme. The policy mandates stakeholder engagement, so that stakeholders and communities affected, or potentially affected, by planned project activities are consulted

and that as needed, free, prior, and informed consent is obtained. Part of the ESP supports the establishment of grievance redress mechanisms to gather stakeholder and community feedback and complaints. Here in the design and planning of selected projects, stakeholder engagement involves effectively and equitably reducing and managing environmental and social risks and impacts.

In order to enhance engagement of agricultural sector stakeholders in GCF-financed processes to foster these outcomes, challenges need to be better understood as well as supporting conditions for improved stakeholder engagement. To generate a data-driven understanding of agricultural sector engagement in GCF-financed processes, consultants contracted from the consulting firm Datashore conducted a stakeholder engagement assessment study in the region. Data collection took place from September to December 2021 with agriculture stakeholders in the nine select countries. This report provides a general review of the findings, presents validated guidelines that were developed based on gaps, summarizes the validation workshop activities and provides the participant list.

Both quantitative and qualitative data were collected. Quantitative data came from an online questionnaire completed by 220 respondents (51% women, 42% men, and 7% self-reported as “non-binary”/ “both”/ “prefer not to say”). Qualitative data came from thirty-five stakeholders in two focus group meetings representing seven countries. The assessment report was reviewed as part of validation workshops conducted with 95 attendees in all nine countries.

A summary of the main findings and challenges to stakeholder engagement were as follows. Overall, the study highlighted that most of the stakeholders in the agriculture sector had been involved in broader climate change processes rather than GCF-financed processes. Only forty-three respondents (20% of 220 respondents) reported involvement in GCF-financed processes. National designated authorities (NDAs) and GCF accredited entities (AEs) across the nine countries appeared to have fostered interest in GCF climate financing and generated goodwill in the agriculture sector about participating in stakeholder engagement activities.

Three main areas of statistically significant difference were found among respondents involved in GCF-financed processes, when re-classified as either ‘climate change’ or ‘agriculture’ stakeholders. The agriculture group tended towards lower levels of involvement in GCF-financed stakeholder engagement processes. Regarding perceptions of stakeholder engagement practices, the climate change group tended to disagree with the positive statements on stakeholder engagement practices. On perception of representation and decision-making authority of minority groups, the agriculture group believed that minority groups were better represented in GCF-financed stakeholder processes. This may reflect the generally low expectations of the agriculture group as relative newcomers in GCF-financed stakeholder engagement processes. Half of the stakeholders involved in GCF-financed processes indicated the importance of more formal collaboration taking place with agreements signed that share authority and responsibility for making decisions and taking actions to improve future engagement.



Reporting on conditions needed for effective stakeholder engagement, the most reported condition by women was ‘human capital’, with ‘power’ being the most popular condition identified by men. Both men and women identified the same three most-important areas where resources were needed to improve stakeholder engagement. These included: ‘background resources to support participation in stakeholder engagement’, ‘developing a decision-making culture and dialogue’, and ‘improving working relationships and levels of trust among stakeholders’. Overall, the report highlighted the need for more tailored national stakeholder engagement strategies drilled down to the sub-sector level, and for development of sub-sector stakeholder plans specific to local needs and contexts, and enhanced stakeholder engagement capacity development.

This lack of detail on the content (the ‘*what*’) of the stakeholder engagement is instructive because it suggests there were limited outputs developed and information exchange needed in “[c]ommunicating climate mitigation potentials, climate impacts, risks and vulnerability information to key stakeholders, including the private sector, in compelling and easy to use formats” (GCF<sup>2</sup>, 2020 p.35).

A wide range of formal and informal stakeholder engagement mechanisms were reported to have been relatively successfully deployed. The lack of explicitly positive responses across stakeholders on stakeholder perceptions of specific elements involved in the stakeholder engagement process (honoring of timelines, information feedback, communication content, transparency of information, etc.) may highlight the need for more tailored national stakeholder strategies and messaging in the development of stakeholder plans for key agricultural sub-sectors. The focus of these strategies on the process (the ‘*how*’) of stakeholder engagement with agriculture is important in “[d]efining a clear mechanism for stakeholder engagement and coordination, including for the iterative adaptation planning process, including a focus on private sector, sub-national governments and civil society organisations” (GCF<sup>3</sup>, 2020 p.35).

Ensuring that these mechanisms are more tailored to subsector-based country-specific agricultural contexts (the ‘*what*’) is key and a notable gap because of the unique characteristics of the sector.

One of these unique areas that needs to be highlighted is the importance of women to the sector. The gender gap in the agriculture sector is well documented, and in such a case stakeholder mapping that involves an inventory of stakeholder influence and interest can be seen as critical to the finalizing of national stakeholder plans. Such mapping is essential to ensure targeting of critical and especially marginalized groups such as women, youth and Indigenous Peoples (the ‘*who*’). With the lack of in-depth mapping in the agriculture sector *to the sub-sector level* revealed through the study, specific strategies related to intersectional issues with gender in agriculture may be easily missed. Representatives of women stakeholder groups acknowledged that the multiple roles played by women actors place on them the burden of care and they voiced frustrations with unmet expectations in stakeholder engagement. Capacity building for

---

<sup>2</sup> GCF, 2020. Readiness and Preparatory Support Programme Guidebook. GCF Guidebook Series.

<sup>3</sup> GCF, 2020. Readiness and Preparatory Support Programme Guidebook. GCF Guidebook Series.

stakeholder mapping and relationship building is a lengthy process and requires careful management, time and resources.

The guidelines presented in this report were developed against this background, noting the gaps which emerged from the stakeholder assessment study and informed by best practice. The guidelines were fine-tuned based on the Consultant's experience and detailed understanding of the needs of the smallholder farming system stakeholders and requirements of the GCF.

This report is structured around four sections and five appendices. Section 1 as the introduction sets the scene in terms of how the workshops were conducted, and the validation undertaken. Section 2 details the methods used for developing the guidelines. Section 3 provides some relevant context for guideline development specific to the agricultural sector. Section 4 presents the guidelines, process flow showing where they are to be applied and summarizes the challenges to be overcome by the application of the guidelines. Appendices 1 to 4 provide a summary report of workshops 1,2,3, and 4 respectively, and reveal the guidelines emerging from each group. Appendix 5 provides a listing of workshop participants.

## **2 Methods**

Guidelines were developed using a three-phased process. In the first phase, a desk review exercise provided consultants with emerging guidelines from global best practice on stakeholder engagement. This included review of GCF guidelines on stakeholder engagement and identification of any challenges those guidelines might have on smallholder agri-food systems of the Caribbean. In the second phase, a report was developed based on qualitative and quantitative data collected from an assessment of stakeholder engagement with the agricultural sector in the nine select countries. In the last phase, through a participatory consultative process, findings from the report were shared with stakeholders. Validation of the main report findings were provided and through the consultative country-level online process, national stakeholder identified emerging guidelines in breakout groups which was summarized in plenary.

The development of the guidelines followed the completion of the stakeholder assessment survey. The emerging guidelines were presented at validation workshops where the attendees provided crucial insights and validation of the guidelines.

### **Validation Process: stage 1 (AgReady)**

Validation of these guidelines took place at four online validation workshops with countries and country groupings on the Zoom videoconferencing platform from 9th to 15th March 2022. For scheduling workshops, the nine countries were grouped as shown in Table 1 below.

Table 1: Country level workshop groupings

| Workshop Group  | Workshop Date                        | Countries represented  |
|---|--------------------------------------|--|
| 1. OECS subregion grouping                                    | March 9, 2022<br>10:00 am – 12:00pm  | 1. Dominica<br>2. Saint Lucia<br>3. Saint Vincent and The Grenadines<br>4. Saint Kitts and Nevis |
| 2. Grouping of other English speaking countries in the region | March 10, 2022<br>10:00 am – 12:00pm | 1. The Bahamas<br>2. Belize<br>3. Trinidad and Tobago  |
| 3. Suriname (Surinamese speaking)                             | March 15, 2022<br>10:00 am – 12:00pm | Suriname<br>(Materials translated in Surinamese)   |
| 4. Haiti (French speaking)                                    | March 15, 2022<br>1:00 pm – 3:00pm   | Haiti<br>(Materials translated in French)  |

These groupings were arranged to take advantage of social, language and other similarities across countries, and to improve efficiency and better manage time. The benefit of multi-country validation workshops was that it allowed for cross-country dialogue and highlighted that some of the concerns faced by agricultural sector stakeholders were subregional/regional in nature.

All workshops employed a similar agenda which included the following:

- Introductions
- Assessment Report findings
- Feedback reception
- Overview of the Guidelines
- Breakout Group discussions on the guidelines
- Return to plenary session
- Receive feedback from groups
- Wrap-up.

After introductions, the executive summary of the stakeholder engagement assessment report and main findings were presented. In plenary, general feedback and views were solicited from attendees on how report findings resonated with their country experience. Later, multi-country groups (single country in the case of Suriname and Haiti because of different language requirements) went into breakout groups to discuss country-specific issues based on the report findings. Datashore Consultants working with the NLCs, took note of discussions and based on discussions, best practice and peer reviewed literature, identified national guidelines or gaps that emerged. During each workshop, both regional and local/country-level guidelines were identified. Some wider-scope *regional* guidelines were explicitly identified during the workshops, while others were later identified from the implied impacts or intentions of local

guidelines. The process of identifying relevant guidelines was facilitated by sharing a draft document online for recording feedback among the breakout groups.

After the series of workshops were concluded, the regional guidelines were integrated into a unified set, then the draft guidelines were re-shared with workshop participants. To strengthen the validation process, an extended period of two weeks (ending 11<sup>th</sup> April 2022) was provided to the workshop participants to provide feedback on the shared online document, which allowed for soliciting of further feedback from stakeholders unable to attend the validation workshops. Following that initial two-week review period, the amended guidelines were scrutinized and unified to remove duplication. Finally, the revised guidelines were re-shared with the workshop groupings for an additional review period of two weeks ending 16<sup>th</sup> May 2022.

### **Validation Process: stage 2 (CCRAF)**

A further round of validation of the guidelines took place online on 13th July 2022, at the GCF Readiness National/Regional Consultation supported by the Caribbean Climate Responsive Agriculture Forum (CCRAF). After presenting the guidelines to the regional audience, approximately twelve helpful suggestions were raised for improving the clarity of the guidelines. The explanatory figure (See Figure 1) which indicates the process flow and appropriate placement of the guidelines represents one of the suggested changes to improve clarity and applicability.

## **3 Agricultural Sector Guideline Development Context**

The nature of the agricultural sector contains inherent challenges and complexities which require careful observation, interpretation, and response. The prior deliverable (Assessment Report) provided some detail, which is expanded here for the purposes of this report and the required level of clarity when reading the set of guidelines produced.

### **Main Considerations**

The three main considerations having a bearing on the guidelines are as follows (1) complexity of the project being undertaken; (2) risk to the stakeholder and their community, and (3) level of concern generated.

The five-step process<sup>4</sup> to planning and implementing a successful stakeholder engagement process that reflects GCF requirements first requires the development of a strategy. In the second step an inventory of stakeholders occurs in which their interests and issues are mapped, and vulnerabilities assessed. Since the agricultural sector consists of several sub-sectors (*including* apiculture, fisheries and horticulture), the appropriate level of detail for the inventory requires mapping down to the sub-sector level to adequately capture these disparities.

---

<sup>4</sup> sustainability-guidance-stakeholder-engagement-may2022.pdf

The receipt of appropriate, *fit-for-use* communication of risk information (from climate projections, assessments, and scientific studies) to the sub-sector stakeholders is likely to trigger greater awareness of the impending climate-related challenges to their community. Articulation of the levels of concern of these sub-sector stakeholders, would further emphasize the understanding of their levels of risk, interest and influence from the stakeholder mapping exercise. Harnessing their established coordination mechanisms would likely assist in the development of projects to address their present concerns and provide some necessary feedback to guide project development and implementation.

These three considerations are self-reinforcing, since simple projects would require relatively simple levels of communication, and higher levels of risk to the agricultural stakeholder community would generate higher levels of concern.

The fifth step of the stakeholder engagement process requires a monitoring and evaluation process to ensure that stakeholders were adequately informed, involved, and represented. The diversity of the agriculture sub-sectors, complexity of the risks and issues confronting the agriculture sector, and the wide range of stakeholders and potential projects to address their risk of climate change related impacts requires careful consideration when presenting guidelines for use by NDAs at the country level, and AEs at the project level.

The guidelines presented in the following section serve to address these separate yet inter-related concerns from the perspective of these several stakeholders.

## 4 Regional Guidelines

This section presents the list of regional guidelines that were developed and features a schematic which explains when the guidelines are applicable. These regional guidelines emerged from the national guidelines arising from country-level workshops. (See Appendices 1–4 for the workshop reports and national-level guidelines which inspired and formed the origin of the regional guidelines.)

Table 2 below associates the challenges/gaps identified with the guidelines developed to address that shortcoming. The recommendations are directed at National Designated Authorities (NDAs) and GCF Accredited Entities (AEs), unless otherwise indicated.

*Table 2: Regional guidelines emerging from the validation process*

| No | Challenges/Gaps identified  | Recommended Guidelines  |
|----|---|---|
| 1  | Outdated, incomplete or missing stakeholder groups in national stakeholder strategies and inventories. For example, the absence and under-representation of key stakeholder groups related to water resources and drought which is a known limiting factor of the horticulture sub-sector. This is a critical sub-sector for food security. | <b>Improving coverage of stakeholder groups.</b><br>NDA and AEs should conduct national stakeholder mapping and inventories to the sub-sector level to: <ol style="list-style-type: none"> <li>1. Identify sub-sectors of national relevance.</li> <li>2. Assess how climate risk is likely to impact the sub-sector and the nature of the vulnerability or for planned projects quantify livelihoods at stake and identify coping strategies.</li> <li>3. Identify formal and informal groupings that exist in the sub-sectors, membership, capacity level and needs.</li> <li>4. Establish a baseline of mapped sub-sector stakeholder groups.</li> </ol> |
| 2  | High costs associated with stakeholder engagement that requires consistent resources to support commitment to gender transformation, and women's workload management.   | <b>Allocating adequate resources for stakeholder engagement.</b><br>At a minimum, project design activities should include funding (equivalent to ⅓ project funding) toward inclusiveness, social processes, capacity building, stakeholder engagement and gender transformation.   |

| No | Challenges/Gaps identified  | Recommended Guidelines   |
|----|---|--|
|    |   | A correspondingly higher proportion should be allocated where the local context necessitates higher amounts. For example, in highly distributed and disparate communities with poor transport and communication links.   |
| 3  | National level organizations are seen as having the most influence on decision making which is counter to developing a decision-making culture and dialogue, building polycentric working relationships and high levels of trust.                                 | <p><b>Decentralizing decision making.</b></p> <p>Governance arrangements should seek to leverage existing social processes that foster coordination and decision-making rather than create new ones, by using pre-existing sub-sector or sector-level committees, and community-based organizations to incorporate local and traditional ecological knowledge.</p>   |
| 4  | Stakeholders recognized the importance of attending meetings but stated their interest in more formalized arrangements, and more power sharing in decision making. (GCF guidance note: Step 5 - monitor stakeholder engagement in key sub-sectors and follow up.) | <p><b>Monitoring impact and quality of stakeholder engagement processes.</b></p> <p>Conduct evaluations of stakeholder engagement processes every two years based on identified indicators which should assess whether the policies/projects/engagement processes are contributing toward improved sector and sub-sector inclusion, coordination, and gender transformation. To support M&amp;E efforts, develop indicators for plans/policies/projects developed/ engagement processes.</p> |

| No | Challenges/Gaps identified   | Recommended Guidelines   |
|----|--|--|
| 5  | National reports not widely available online which suggests that fit for use communication and documentation is missing to the sub-sector level.<br>Lack of dedicated regional website or subregional website in the case of OECS countries, otherwise country-level, and need for multi-language use in communications. | <b>Ensuring fit for use in communication and documentation.</b><br><b>(a)</b> Communications strategy should target each grouping in the sub-sector using the mapping information (engage, participate and inform), based on level of interest and influence for each group.<br><b>(b)</b> Design should be commensurate with the current level of risks, complexity of project activities, and level of concerns raised by stakeholders and communities on climate risk or planned development affecting the sub-sector.<br><b>(c)</b> Identify alternatives (adaptation) or to take action to mitigate the threats to livelihoods.<br><b>(d)</b> Communication channels should be diverse, and modes of communication should vary with stakeholder groups, sub-sector characteristics, objectives of the engagement, frequency of contact, and suitable timing. (For example, farmer groups could be engaged at the community level using field visits as platforms for consultation.)<br><b>(e)</b> Recommend use of champions as needed to give voice to critical issues as needed in the sub-sectors. |
| 6  | Safeguarding rural communities and livelihoods.<br>GCF guideline on indigenous peoples.  | <b>Respecting the rights of Indigenous Peoples<sup>5</sup> and rural communities.</b><br>Ensure that the stakeholder engagement process and strategies are developed and implemented in such a way that they foster full respect for rural communities, and Indigenous Peoples' dignity, human rights and cultural uniqueness so that they:  |

<sup>5</sup> This is a country specific designation. This is because the United Nations General Assembly) accepted the Declaration on the Rights of Indigenous People (UNDRIP) in 2007. The declaration lists the various rights to Indigenous Peoples and was signed on by 144 countries. Although an official definition of "indigenous" was not been adopted, some fundamental criterion of self-identification as underlined in a number of human rights documents from the UN as as follows:

- Self- identification by the individual and membership acceptance by the community.
- Historical continuity that predates the colonization and settler societies
- Strong link to territories and natural resource base
- Distinct social, economic and political systems
- Distinct language, culture and beliefs
- Non-dominant group in society
- Resolved to maintain and reproduce ancestral environments and systems as distinctive peoples and communities.



| No | Challenges/Gaps identified  | Recommended Guidelines  |
|----|---|---|
|    |   | <p>(a) benefit from GCF activities and projects in a culturally appropriate manner and;</p> <p>(b) do not suffer harm or adverse effects from the design and implementation of GCF-financed activities.</p> <p>Allocate adequate time for communications (1-2 months) with rural communities and Indigenous Peoples (documents shared via printed copies and email communications).</p> |
| 7  | Need for improved capacity in stakeholder engagement and more structured inclusiveness which may connect to the importance of capacity building needed to better understand and conduct more detailed and accurate stakeholder mapping. | <p><b>Building capacity for stakeholder engagement.</b></p> <p>Conduct annual training sessions on stakeholder engagement with the agricultural sector with AEs, NDAs, and other high interest high-influence stakeholder groups.</p>   |
| 8  | Missing inventories linked to ad-hoc or untargeted stakeholder engagement practices.  | <p><b>Publishing of stakeholder inventories.</b></p> <p>Publish national stakeholder inventories to the sub-sector level (shared on national and GCF websites) every two years.</p>   |
| 9  | Ensuring women and or women representatives, other social groups such as indigenous peoples are engaged and have agency.  | <p><b>Gender mainstreaming.</b></p> <p>Mainstreaming of gender in the consultation process to ensure gender sensitivity with a goal of gender transformation.</p>   |
| 10 | Ensure that stakeholder mapping captures women and men's representative groups including all sub-sections of women including young women and rural women.   | <p><b>Gender and intersectionality.</b></p> <p>Use of a gender intersectional lens or Gender Based Analysis + during stakeholder mapping exercises.</p>   |

| No | Challenges/Gaps identified   | Recommended Guidelines  |
|----|--|---|
| 11 | Regional knowledge building and capacity development in the area of gender responsive stakeholder engagement and its benefits. Limited understanding of and resistance to the need for gender mainstreaming. | <p><b>Gender representation.</b></p> <p>Gender mainstreaming in knowledge products through portrayal and representation of images, subject and content, data collection methodologies etc.</p>  |
| 12 | Need for regional knowledge co-learning on design and building capacity around knowledge sharing in stakeholder engagement with the agricultural sector.   | <p><b>Knowledge management.</b></p> <p>Develop a regional hub to ensure new knowledge is incorporated (not only from the project management perspective but additionally) to operationalize and troubleshoot stakeholder engagement best practices.</p> <p>This regional hub should be carefully selected to operate beyond the life of the project and ensure the persistence and availability of knowledge products. This service should be procured from a commercial hosting service provider, or alternatively provided by a regional institution with the necessary capacity.</p> |
| 13 | Historically weak capacity and under-resourced stakeholder groups in the agricultural and rural sector need to be better understood and addressed.   | <p><b>Trust and relationship-building.</b></p> <p>Country-level stakeholder engagement relationship specialists deployed to support engagement processes with key sub-sectors at the community levels.</p> <p>This specialist resource should be deployed from the NDA's office.</p>  |
| 14 | Highly decentralized and fragmented sector, with multiple, heterogenous, interdependent stakeholders.  | <p><b>Group formation for collective action.</b></p> <p>Support group building processes to enhance collective action where there are no stakeholder groups at the sub-sector and sector levels.</p>  |

## Process Flow and placement of the guidelines based on the two areas of stakeholder engagement required by the GCF

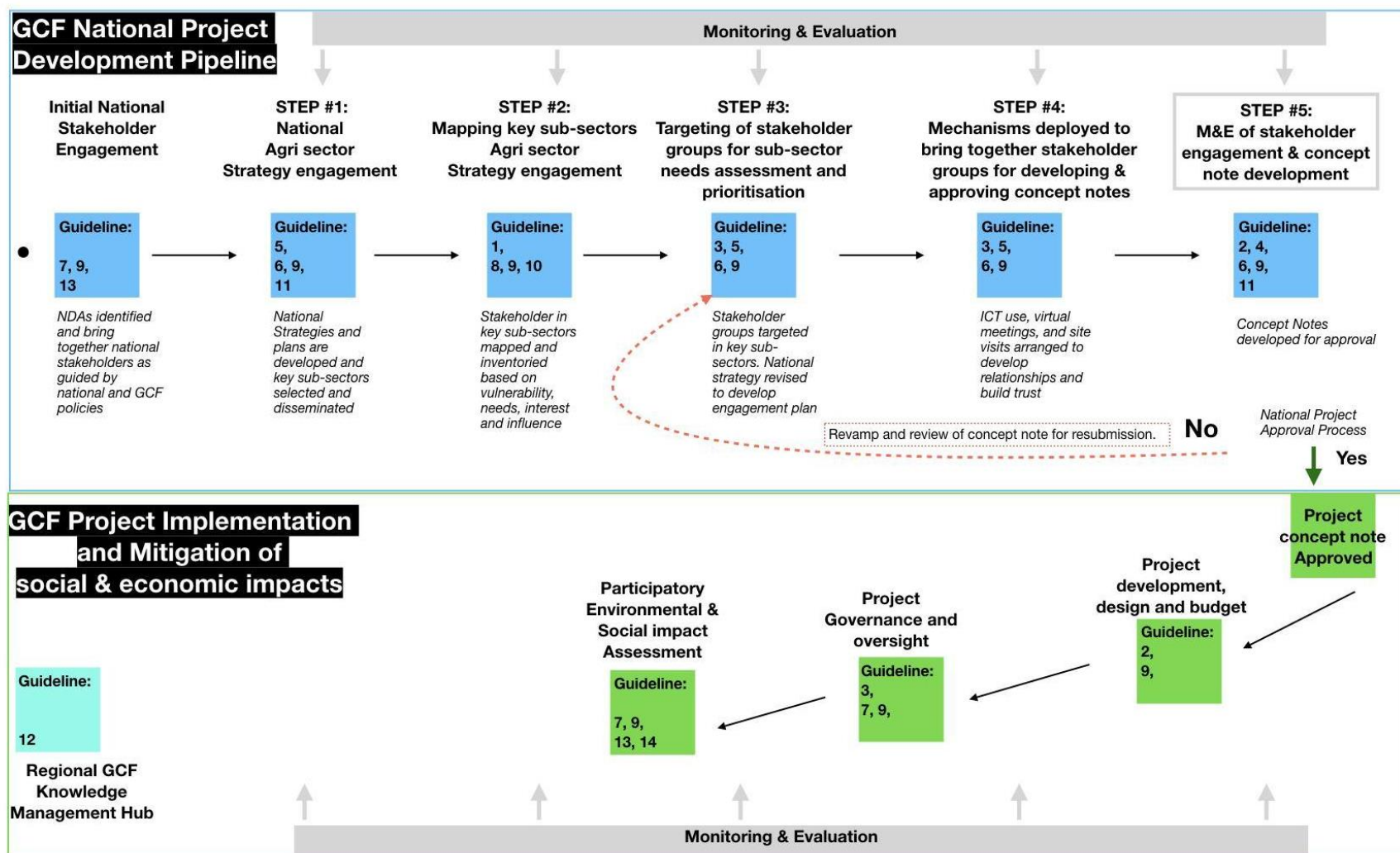


Figure 1: Process flow and placement of the guidelines based on the two areas of stakeholder engagement required by the GCF

### Explanation of process flow

The above figure represents the process flow which applies to the two main areas of stakeholder engagement required as part of GCF-financed activities. The first area (at the top of the figure) is part of the development of the Country Programme through the GCF project pipeline development is represented in blue. The second area (the bottom of the figure) is part of the requirements of the GCF Environmental and Social Policy and covers project implementation and focuses on mitigation of social and economic impacts from projects. Stakeholder engagement in this case follows project concept note approval at the national level (represented in green).

To help identify where the guidelines will apply in these two areas, applicable guidelines are identified at the different stages in the two areas of the stakeholder engagement process. Some guidelines refer to specific phases, and may apply only during the pipeline development phase (guideline #1: ‘Improving coverage of stakeholder groups’), or only during the project implementation phase (guideline #14: ‘Group formation for collective action’). Other guidelines apply to both development and implementation phases (guideline #6: ‘Respecting the rights of Indigenous Peoples and rural communities’). Additionally, guidelines may facilitate the optimum generation of specific *outputs* (guideline #8: ‘Publishing of stakeholder inventories’), or may help achieve intended *outcomes* (guideline #2: ‘Allocating adequate resources for stakeholder engagement’). Other guidelines are *process related* (guideline #3: ‘Decentralizing decision making’) and provide recommendations in the effective execution of activities. Some guidelines are applicable during the initial national stakeholder engagement exercise conducted by NDAs (guideline #7, #9, #13). Notably, one guideline (guideline #12: ‘Knowledge Management’) has a lasting effect beyond the lifetime of the project activities.

## Appendix 1: Workshop 1 (Emerging Guidelines)

The guidelines emerging from the first group are presented below. The *guideline reference* column refers to the respective regional guidelines presented in Section 4 (Table 2). There was a total of 33 attendees at this workshop, which included 13 members of the organizing committee.

### National Guidelines

| No. | National Guideline Description   | Regional Guideline Reference |
|-----|--|------------------------------|
| 1   | Map all stakeholder groups within the sector and sub-sectors or project outcomes that are likely to be affected, as well as their level of influence and interest, core motivations and interactions.)   | 1                            |
| 2   | Define lines of decision making in accordance with the objectives of stakeholder engagement and the expected use of inputs. Managing expectations and resource flows is key.   | 1, 2                         |
| 3   | Resourcing is necessary for stakeholder engagement by allocating appropriate financial and human resources, also supporting information sharing across countries for result-oriented stakeholder engagement.                                   | 2, 10                        |
| 4   | Regularly assess the process and outcomes of stakeholder engagement to learn, adjust and improve accordingly.  | 4                            |
| 5   | Support for inclusive engagement processes should be embedded in clear legal and policy frameworks. Identify underrepresented target groups to be included, by including all organizational structures/principles and responsible authorities. | 11                           |
| 6   | Clarify the type and level of engagement to stakeholder needs and keep the process flexible to changing circumstances.   | 1                            |

## Appendix 2: Workshop 2 (Emerging Guidelines)

The guidelines emerging from the second group of other English-speaking countries are presented below. The *guideline reference* column refers to the respective regional guidelines presented in Section 4 (Table 2). There was a total of 32 attendees at this workshop, which included 9 members of the organizing committee.

### National Guidelines

| No. | National Guideline Description   | Regional Guideline Reference |
|-----|--|------------------------------|
| 1   | Gender focus: Better represent women especially young women.   | 12                           |
| 2   | Training needs, beyond technical support: including appropriate communication for older, non-technical practitioners and farmers; cultural diversity; decision making processes; financial, education, social. | 7                            |

## Appendix 3: Workshop 3 (Emerging Guidelines)

The guidelines emerging from the third workshop (Suriname) are presented below. The *guideline reference* column refers to the respective regional guidelines presented in Section 4 (Table 2). There was a total of 29 attendees at this workshop, which included 6 members of the organizing committee. The assessment report's executive summary and findings were shared before the meeting to facilitate translation into Dutch in advance of the workshop. Two breakout groups were formed (English and Dutch) and attendees joined their preferred groups. Translation services were undertaken by Lorenzo Tirtopawiro from the IICA Suriname office during the meeting.

### National Guidelines

| No | National Guideline Description  | Regional Guideline Reference |
|----|---|------------------------------|
| 1  | <b>Multi-languages of messaging should be developed for coverage and dissemination to all national stakeholders especially those in rural hinterland communities.</b> The role of influencers, people who are likely to accept new technologies is important. For the coastal area the sharing of data, new technologies or techniques, is easier, due to the faster access to information of the people there. This is also a major difference with the people in the hinterland. The language is not only in the hinterlands but also in the coastal area with different ethnic groups, Javanese, Hindustani. | 5,9                          |
| 2  | <b>Geographically based strategy needed to ensure remote communities in the hinterlands are mapped and integrated into national stakeholder engagement strategies.</b> Challenges include:<br>a) Define a clear border based on accessibility and resources<br>b) Social fabric: who lives there? What are their roles in agriculture?<br>c) Language barriers.   | 1,13                         |
| 3  | <b>Local ecological knowledge needs to be acknowledged and incorporated into stakeholder engagement plans.</b> We have to stress that one should take in account the knowledge the people already have (local knowledge?)   | 3                            |
| 4  | Indigenous and Tribal Peoples and the need for an Indigenous and Tribal Peoples stakeholder engagement strategy.  | 13                           |

## Appendix 4: Workshop 4 (Emerging Guidelines)

The guidelines emerging from the fourth workshop (Haiti) are presented below. The *guideline reference* column refers to the respective regional guidelines presented in Section 4 (Table 2). There was a total of 10 attendees at this workshop, which included 5 members of the organizing committee. The assessment report's executive summary and findings were shared before the meeting to facilitate translation into French in advance of the workshop. Translation services were undertaken by the national liaison consultant during the meeting.

### National Guidelines:

| No. | National Guideline Description   | Regional Guideline Reference |
|-----|--|------------------------------|
| 1   | Local stakeholders should be empowered to work to operationalize and make decisions at the local level to increase sustainability of value chains. | 3                            |
| 2   | Equal opportunity for both women and men should be reinforced in the reports, and messaging to local stakeholder groups.                           | 7                            |
| 3   | Increased role of the Ministry of Agriculture in processes and planning.   | 3                            |
| 4   | Language sensitivity required to ensure that cultural and linguistic meanings are conveyed. Language of inclusion.                                 | 5                            |



## Appendix 5: Participant Listing

The table immediately below identifies the four country groupings for the validation workshops which were convened, and the representative countries. The next table provides a list of names of the participants, and countries represented by those who attended these online workshops.

| Group No  | Countries represented  |
|---|--|
| 1. OECS subregion grouping                                    | 1. Dominica<br>2. Saint Lucia<br>3. Saint Vincent and The Grenadines<br>4. Saint Kitts and Nevis |
| 2. Grouping of other English-speaking countries in the region | 1. The Bahamas<br>2. Belize<br>3. Trinidad and Tobago  |
| 3. Suriname (Surinamese speaking)                             | Suriname   |
| 4. Haiti (French speaking)                                    | Haiti  |

| Group | Workshop Participants | Country     | Role/ <u>organiser</u> |
|-------|-----------------------|-------------|------------------------|
| 1     | William Sabaroche     | Dominica    |                        |
|       | Anthony Cyrille       | Dominica    |                        |
|       | Sawana Fabien         | Dominica    |                        |
|       | Anthony Cyrille       | Dominica    |                        |
|       | Shari-Anne Gregoire   | Dominica    | NLC                    |
|       | Dr. Al Casimir        | Dominica    |                        |
|       | Agnes Esprit - GEF    | Dominica    |                        |
|       | Kent Coipel           | Dominica    |                        |
|       | Greg Rawlings         |             | IICA                   |
|       | Richard Mathias       | Saint Lucia |                        |
|       | Carleen Joseph        | Saint Lucia |                        |
|       | Ruth Itsy             | Saint Lucia |                        |

| Group | Workshop Participants                 | Country                          | Role/ <u>organiser</u>                        |
|-------|---------------------------------------|----------------------------------|---|
|       | Department of Sustainable Development | Saint Lucia                      |   |
|       | Rufina Paul                           | Saint Lucia                      |   |
|       | Jannel Gabriel                        | Saint Lucia                      |   |
|       | Dr. Kurt Prospere                     | Saint Lucia                      | NLC   |
|       | Donette Charlery                      | Saint Lucia                      |   |
|       | Floyd Robinson                        | Saint Kitts and Nevis            |   |
|       | Wendy Williams                        | Saint Kitts and Nevis            | NLC   |
|       | Daniel Arthurton                      | Saint Kitts and Nevis            |   |
|       | Aisha Howell                          | Saint Kitts and Nevis            |   |
|       | Sharon Jones                          | Saint Kitts and Nevis            | IICA  |
|       | Tonisha Weeks                         | Saint Kitts and Nevis            |   |
|       | Sabrina Murphey                       | Saint Vincent and The Grenadines |   |
|       | Michael Dalton                        | Saint Vincent and The Grenadines | IICA  |
|       | Garnett Jeffers                       | Saint Vincent and The Grenadines | NLC   |
|       | Nerissa Gittens                       | Saint Vincent and The Grenadines |   |
|       | Dr. Coleen Phillips                   | Saint Vincent and The Grenadines |   |
|       | Greg Rawlings                         | OECS Subregion                   | IICA  |
|       | Candice Ramessar                      |                                  | Gender Consultant                             |
|       | Kelly Witkowski                       |                                  | PMU   |
|       | Shalini Maharaj                       |                                  | PMU   |
| 2     | Dr. Lyndell St. Ville                 |                                  | Stakeholder Engagement Consultant (Datashore) |
|       | Dr. Arlette St. Ville                 |                                  | Stakeholder Engagement Consultant (Datashore) |
|       | Danielle Sookram                      | Trinidad and Tobago              |   |
|       | Gia Gaspard Taylor                    | Trinidad and Tobago              |   |
|       | Beena Ramkissoon                      | Trinidad and Tobago              |   |
|       | Anuradha Pooran - Ramroop CDCTL       | Trinidad and Tobago              |   |
|       | Rajkumar Singh - SFC                  | Trinidad and Tobago              |   |

| Group | Workshop Participants            | Country             | Role/ <u>organiser</u>                        |
|-------|----------------------------------|---------------------|---|
|       | Christopher Alexander - NAMDEVCO | Trinidad and Tobago |   |
|       | Lisa James                       | Trinidad and Tobago |   |
|       | Shanna Prevost                   | Trinidad and Tobago | NLC   |
|       | Sue-Ann Barrat                   | Trinidad and Tobago |   |
|       | Wendy Samsundar Beharry          | Trinidad and Tobago |   |
|       | Lester Doodnath                  | Trinidad and Tobago |   |
|       | Pathmanathan Umaharan            | Trinidad and Tobago |   |
|       | Regina Smith                     | The Bahamas         |   |
|       | Eboni Adderley                   | The Bahamas         | NLC   |
|       | Errington Thompson               | The Bahamas         |   |
|       | Sumayyah Cargill                 | The Bahamas         |   |
|       | Tenisha Innis                    | The Bahamas         | IICA  |
|       | Zina Williams - BDB              | The Bahamas         |   |
|       | Paige Bastian - BDB              | The Bahamas         |   |
|       | Kathya Castaneda                 | Belize              | NLC   |
|       | Hendy Tennielle - NHS            | Belize              |   |
|       | Veronica Manzanero - CREI/CGA    | Belize              |   |
|       | Miriam Ochaeta-Serrut            | Belize              |   |
|       | Omaria Avila                     | Belize              |   |
|       | Leonel Requena                   | Belize              |   |
|       | Daryl Sabourin                   | Belize              |   |
|       | Albert Moore                     | Belize              |   |
|       | Tennielle Williams               | Belize              |   |
|       | Willie Chan                      | Belize              | IICA  |
|       | Shalini Maharaj                  |                     | PMU   |
|       | Dr. Lyndell St. Ville            |                     | Stakeholder Engagement Consultant (Datashore) |
|       | Dr. Arlette St. Ville            |                     | Stakeholder Engagement Consultant (Datashore) |

| Group | Workshop Participants                      | Country         | Role/ <u>organiser</u>                           |
|-------|--|-----------------|--|
| 3     | Laurenzo Tirtopawiro                       | <b>Suriname</b> | IICA   |
|       | Audrey Koina                               |                 |  |
|       | Pearl Playfair / NVB                       |                 |  |
|       | Erwin Wongsodjiwo / Organic & Hydro Crops  |                 |  |
|       | Dino Demidof                               |                 |  |
|       | Niradj Hanoeman / SURAFY                   |                 |  |
|       | Tosca Pinas- ABI                           |                 |  |
|       | Marie-Josee Artist / VIDS                  |                 |  |
|       | Truus Warsodikromo / Meteorological office |                 |  |
|       | Jerrel Pinas ACT-Su                        |                 |  |
|       | Maureen Playfair / SurAmazon               |                 |  |
|       | Yves Diran - SNRI / ADRON                  |                 |  |
|       | Mayra Esseboom                             |                 | NLC  |
|       | Sjenelva Slory                             |                 | IICA   |
|       | Jerry Tjoe Awie - SNRI / ADRON             |                 |  |
|       | Rathna Kewal                               |                 |  |
|       | Maria Raafenberg / AFAM                    |                 |  |
|       | Sifran Jabbar                              |                 |  |
|       | Kayleigh Kromodimedjo                      |                 |  |
|       | Mayra Van Axel Dongen / FSA                |                 |  |
|       | Reinier Taus                               |                 |  |
|       | Vijona Dipowirono                          |                 |  |
|       | Graciella Zweers / PAS                     |                 |  |
|       | Shamay Riestra / PAS                       |                 |  |
|       | Mrs. Wasudha / AdeKUS                      |                 |  |
|       | Delano Ponit / Hydroponics Technologies    |                 |  |
|       | Shalini Maharaj                            |                 | PMU  |
|       | Dr. Lyndell St. Ville                      |                 | Stakeholder Engagement<br>Consultant (Datashore) |
|       | Dr. Arlette St. Ville                      |                 | Stakeholder Engagement<br>Consultant (Datashore) |

| Group | Workshop Participants  | Country      | Role/ <u>organiser</u>                           |
|-------|--|--------------|--|
| 4     | Telfort Serge David S  | <b>Haiti</b> | NLC  |
|       | Rachelle Pierre Louis  |              | IICA   |
|       | Sardou Jean Denis - AVSF   |              |  |
|       | Ordre Valbrun - Consultant Climate Change                                |              |  |
|       | Eeick Balthazar - PDG Strategie group                                    |              |  |
|       | Gerty Pierre - Director at directorate of climate change/NDA             |              |  |
|       | Dackson Sanon - Director Crops production at the Ministry of Agriculture |              |  |
|       | Shalini Maharaj  |              | PMU  |
|       | Dr. Lyndell St. Ville  |              | Stakeholder Engagement<br>Consultant (Datashore) |
|       | Dr. Arlette St. Ville  |              | Stakeholder Engagement<br>Consultant (Datashore) |