



Stakeholder Engagement Strategy for Green Climate Fund (GCF) related Activities in Sri Lanka

Ministry of Environment

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The Stakeholder Engagement Strategy for the GCF related activities provides simplified and practical guidelines to understand how the stakeholder involvement would take place in the GCF activities in Sri Lanka.

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Preface

Stakeholder engagement is a key component of all activities financed by the Green Climate Fund (GCF). Establishment of a meaningful consultation and engagement processes is a strategic priority embedded in all policies related to GCF activities. Regular consultation with stakeholders will help the Accredited Entities (AEs) namely, Direct Access Entities (DAEs) and International Access Entities (IAEs) to develop an interactive and constructive processes to ensure that people are well informed, and their concerns are heard and addressed in GCF processes.

This stakeholder engagement strategy (SES) offers practical steps for initiating and for developing tools and approaches that can benefit all parties over a GCF-project cycle and beyond. It provides guidance on how to meet the requirements for stakeholder engagement and consultation outlined in GCF policies.

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Purpose of the Stakeholder Engagement Strategy

Climate change has profound implications for all development sectors in a country. Responding to climate change involves a two-pronged approach, *i.e.* (1) Mitigation: efforts to reduce or prevent emission of greenhouse gases (GHGs), and (2) Adaptation: process of adjustment to actual or expected climate and its effects. Building resilience to overcome the intensifying environmental threats through climate change, while investing on economic development have become imperative. Further to addressing the adaptation needs through the National Adaptation Plans (NAPs), Paris Agreement of UNFCCC directs all countries to take measures to minimize greenhouse gas (GHG) emissions through Nationally Determine Contributions (NDCs). Pro-active involvement of all of stakeholders is thus required to adopt the adaptation and mitigation measures, through a well-articulated strategy on stakeholder engagement.

Effective stakeholder engagement helps integrating stakeholder needs and priorities to goals of GCF related activities¹ and creates the basis of an effective and actionable strategy development. Identifying the critical points where stakeholders could reach consensus and ensuring shared responsibility will helps the country to arrive at a decision to ensure a meaningful outcome through project operations and ownership. Shared responsibilities and accountability between concerned stakeholders in the processes involved in GCF related activities, is equally important to make the GCF process more transparent, accountable and sustainable. In addition, meaningful engagement and functional coordination of stakeholders in different stages of the GCF process will enhance coordination and bring synergies on climate change work in Sri Lanka.

Engaging the diverse and relevant stakeholders in Sri Lanka in the GCF related activities based on their respective capacity and relevance to GCF financing is thus, crucial. Stakeholder engagement is an ongoing process that moves beyond consultation to giving stakeholders an active role in framing GCF related activities. The country ownership of GCF activities by all concerned stakeholders of Sri Lanka is important for the successful implementation of GCF related activities in Sri Lanka. Such ownership can only be achieved by engaging all relevant stakeholders in the GCF associated processes based on their role, interest and capability to meet national climate resilience and low-carbon development goals.

This document on Stakeholder Engagement Strategy (SES) will help the National Designated Authority (NDA) and all prospective proponents seeking GCF support in their activities in Sri Lanka. By bringing in synergy through collaboration and cooperation in a complementary manner.

¹ Note: This documents should be looked at in conjunction with the Operation Manual for the Green Climate Fund (GCF)-related Activities in Sri Lanka published by the Ministry of Environment.

Glossary of Terms

- Accredited Entity:** Private or public, non-governmental, sub-national, national, regional or international agencies that meet the standards of the GCF that carry out a range of activities including the development of funding proposals and the management and monitoring of projects and programmes. Countries may access GCF resources through multiple entities simultaneously.
- Adaptation:** Adjustments to ecological, social and economic systems in such a manner as to build resilience of human communities and natural ecosystems so as to moderate or minimize potential damage or to benefit from opportunities associated with climate change.
- Climate Action:** Stepped-up efforts to reduce greenhouse gas emissions and strengthen resilience and adaptive capacity to climate-induced impacts, including climate-related hazards.
- Climate Change:** A change in an average weather condition in addition to natural climate variability observed over comparable period, generally of 30 years, which is attributed directly or indirectly to human activities that alters the composition of the global atmosphere.
- Climate Finance:** Refers to flow of funds from developed countries to developing countries in the area of climate change. It includes accessing, absorbing and managing fund for the climate change adaptation and mitigation work through various means – multilateral, bilateral, private sector, non-governmental organization as loan, grant, equity, guarantee and co-finance.
- Delivery Partner:** Institutions selected by the National Designated Authority (NDA) or focal point to implement activities approved under the Readiness and Preparatory Support Programme. Delivery partners provide services such as: development of readiness request proposals; implementation and supervision; fiduciary management; progress reporting; and project completion and evaluation. Delivery partners may be AEs or other institutions assessed to meet the financial management capacities requirements of the Fund.
- Direct Access:** Accessing GCFs resources through national or regional Accredited Entities (AEs) directly without intermediaries, such as bilateral and multilateral, to implement projects/ programmes.
- Direct Access Entities:** National institutions accredited by GCF Board that can access and manage funds to undertake projects/programmes funded by GCF such as government institutions, public sectors, bank and financial institutions and civil society organizations.
- Evaluation:** A systematic determination of the significance of an activity using criteria governed by a set of standards.
- Green Climate Fund:** A financial mechanism of the United Nations Framework Convention on Climate Change (UNFCCC) established to help developing

countries in achieving a paradigm shift to low-carbon pathways and increased climate resilient development. It supports projects, programmes, policies and other activities in the developing country parties to UNFCCC.

Mitigation: Efforts to reduce or prevent emission of greenhouse gases.

Monitoring: A systematic review of the progress or quality of an activity

National Designated Authority: A focal point within a country for engaging with the green climate fund. It is a government-designated institution in a country with the role of facilitating interface and function as the main point of communication between the country and the GCF.

National Adaptation Plan (NAP): The United Nations Framework Convention on Climate Change (UNFCCC) established the National Adaptation Plan (NAP) process to facilitate adaptation planning in Least Developed Countries (LDCs) and other developing countries

Nationally Determined Contributions (NDCs): The NDCs are the primary means for governments to communicate internationally the steps they will take to address climate change in their own countries. NDCs reflect each country's ambition for reducing emissions, taking into account its domestic circumstances and capabilities. Some countries also address how they'll adapt to climate change impacts, and what support they need from, or will provide to, other countries to adopt low-carbon pathways and to build climate resilience

Operating Mechanism: A process of establishing and arranging a clear path to get things done.

Stakeholder: A member or groups without whose support the activity or process would cease to exist. Stakeholder is a person or a group who is involved in implementing activities and include those who are affected or can be affected by the outcome of the projects or programmes

Stakeholder Engagement: The process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions

Validation: Validation is the last stage of document approval process with stakeholder engagement.

1. The Green Climate Fund (GCF)

The Green Climate Fund (GCF), as an operating entity of the financial mechanism of the United Nations Framework Convention on Climate Change (UNFCCC), is providing support to the developing countries to promote paradigm shift towards low-emission and climate resilient development pathways. Thus, the fund helps countries such as Sri Lanka to address climate change challenges more systematically and effectively. It is expected to channel a large share of international climate finance commitment of developed countries to mobilize US \$ 100 billion by 2020. With the operationalization of the GCF and other financial pledges that have been made to it by various development partners, Sri Lanka is already an eligible recipient of additional international climate finance.

2. The National Designated Authority (NDA)

The Government of Sri Lanka has nominated the Ministry responsible for the subject of Environment as the National Designated Authority (NDA).

3. Stakeholder Involvement in GCF Activities

Wider stakeholders are emerging in the climate change related activities across the globe with different roles and capacity. Thus, Sri Lanka needs to ensure stakeholders' ownership of the climate change activities through a consultative and inclusive process. In this context, a Stakeholder Engagement Strategy (SES) is required to systematically involve concerned national stakeholders in the GCF process in Sri Lanka with defining their roles and process of involvement.

Ownership of all concerned national stakeholders of GCF such as National Planning Department (NPD), NDA and the line ministries of the government of Sri Lanka, Direct Access Entities (DAEs), etc., are crucial for the success of the GCF process in Sri Lanka. Such ownership could only be achieved by engaging all relevant stakeholders in the GCF process based on their roles, interest and ability. Sharing both responsibilities as well as accountabilities by all concerned stakeholders in GCF process is equally important to make the GCF process more transparent and accountable.

Further, meaningful engagement and functional coordination of stakeholders in GCF process will bring synergy on climate change sector in Sri Lanka while avoiding duplication of work. Joint and coordinated efforts of the stakeholders in different stages of GCF process will lead to the success in achieving the intended results. Space and opportunities to all the concerned participants within the government, the private sector, civil society, academia, and other relevant stakeholder groups in the GCF process based

on their roles and strengths, ownership among the stakeholders shall be created and the expected results shall be achieved on stipulated time jointly.

Clarity on the roles and responsibilities of stakeholder to be involved in the GCF process, is required to avoid possible confusion among stakeholders involved in GCF process. The SES is expected to bring clarity on the space and roles of stakeholders on GCF process. Stakeholder engagement process promotes inclusiveness. The GCF's environmental and social safeguards require that funding proposals for projects/programmes need to have an Environmental and Social Management System (ESMS) that establishes a process of stakeholder engagement. The GCF's environmental and social safeguards require to ensure that all key stakeholders are engaged in the GCF process and well aligned with relevant provisions of the Fund.

4. Guiding Principles of Stakeholder Engagement Strategy

The stakeholder engagement framework and process will be guided by following principles:

- (a) Multi-stakeholders approach: Ownership of all the concerned stakeholders is a must for the success of the GCF process in Sri Lanka, which could be ensured through following a multi-stakeholders and consultative process with engaging all relevant stakeholders and sectors in GCF process. All the key stakeholders related to climate finance such as government, non-governmental and private sector will be involved in the GCF process. This approach will also complement the roles of stakeholders and promote synergy in work.

The SES will promote the culture of sharing responsibilities as well as accountabilities by all the stakeholders in GCF-related activities based on their roles.

- (b) Programmatic approach: The existing mechanisms, forums and structures will be used to engage stakeholders in the GCF purposes as much as possible to ensure its 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.

Stakeholder engagement will be considered as an ongoing process with necessary follow up, continuous update and regular assessment of progress rather one of event. Sri Lanka's prior practices and learning will be considered while defining the roles of stakeholders and engaging them in the GCF process.

- (c) Promote gender and social inclusion in the climate finance sector: The SES will promote and ensure an inclusive and gender sensitivity in its functioning. The inclusion and gender perspective to be mainstreamed from its composition, decision making to operation. The framework to promote social and environment safeguards in the GCF process in Sri Lanka, which is one of the key requirements to access the fund.
- (d) No conflict of interest of the stakeholders involved in the GCF process: The SES will ensure that there is no conflict of interest of the stakeholders involved in the GCF process.

5. Principles/rules of Stakeholder Engagement Process

The following rules/principles will be followed in the stakeholder engagement process for GCF activities in Sri Lanka.

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

Accountable: The effectiveness of stakeholder engagement strategies will be monitored and improvements made where needed. Contributions of stakeholders will be recognized 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 while consulting the stakeholders on the goals of the engagement. 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 at relevant stakeholders to avoid time wasting.

Balanced: Participation and influence of stakeholder groups will be balanced, including those representing the most vulnerable groups (e.g. women, children, women-headed families, indigenous groups, etc.). The opinions of stakeholders will be respected while aiming at integration of a multiplicity of views into the activities.

Inclusive: Relevant stakeholders (including marginalized/vulnerable groups) will be made aware of the activities, and of their contribution to its success, and empower them to use the information and tools produced to support decision making in the GCF related activities in Sri Lanka. Engagement will be a two-way dialogue that feeds in information.

Long-lived: Ensuring engagement activities will last beyond the immediate needs of any GCF related activities, to ensure successful and on-going operational process and outputs by stakeholders.

Timely: Sufficient time will be allowed for a meaningful dialogue, consultation and modification. The process will not be hurried.

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

6. Stakeholder Engagement Mechanisms on Climate-related Activities in Sri Lanka, and their Operational Gaps

With a varied effectiveness, some mechanisms and structures are currently in place in Sri Lanka for climate change deliberations. The Climate Change Secretariat (CCS; see section 6.1) of the NDA currently adopts an informal mechanism to receive support from the relevant National Expert Committee (see section 6.1) and the relevant Ministries/Departments/Agencies mandated to implement climate actions in specific fields of study, for recommendation and concurrence. Such evaluations help CCS to decide on the acceptance of proposals submitted by any entity in Sri Lanka for obtaining financial assistance and project implementation. Hence, these existing mechanisms could be used for GCF related activities and overall climate financing in Sri Lanka, while increasing their effectiveness and without the establishment of new structures.

6.1. Existing Stakeholder Engagement Structures to Support Climate-related Activities in Sri Lanka.

6.1.1. Climate Change Secretariat (CCS)

The CCS of NDA is the main institution in Sri Lanka that coordinates the climate change related matters in the country. Established in 2008, the Secretariat is a division under the Ministry of Environment and headed by a Director. The CCS is also the national focal point on climate change related matters and leading the process of mainstreaming climate change into other development areas and takes the leadership to liaise with other stakeholders from public, private and civil society. The main objectives of the CCS include providing a platform to address climate change issues at the national level, undertaking climate change responses including policy and programme development, liaising with sectorial agencies at national and sub-national levels to identify priorities and develop policy implementation mechanisms, facilitating research and distribution of research results to trigger policy reforms and actions, establishing a mechanism to monitor the impacts of national responses to climate change. The CCS also acts as Secretariat for the NDA for the approval of Clean Development Mechanism (CDM) projects and coordinate UNFCCC activities In Sri Lanka.

Main constraints for successful operation:

The CCS also does not have an effective feed-in mechanism of information related to climate actions implemented by the other agencies, societies and individuals. Further, the CCS required further strengthening of its capacity as trainers and educators in the climate action process with the support of all stakeholders. The CCS, as at present, does not have a comprehensive strategy in order to effectively establish a plan and implement its functions by engaging stakeholders in climate change related activities.

(a) National Expert Committees:

The CCS has established two expert advisory committees comprised of sector experts to provide advisory guidance on adaptation and mitigation related issues to CCS and the NDA. The National Expert Committee on Climate Change Adaptation (NECCCA) and National Expert Committee on Climate Change Mitigation (NECCCM) are the two committees comprising experts from government, academic, private and non-government sectors. These committees meet at least once a quarter and discuss relevant matters on priority basis. These committees generally actively engaged in preparation and reviewing of major plans, policies, communications, proposals, etc. as those are routed through the committees and subjected to their approval.

Main constraints for successful operation

The two experts committees play an advisory role to the CCS but does not get fully involved in the climate actions at the ground level. However, the information related to ground level operations carried out by the stakeholders is imperative to provide sound advice to the CCS and the NDA on assessing the success of existing actions and proposing future climate actions. Absence of a SES is considered a major constraint in this regard where the stakeholder feedback mechanism/process is a must for informed decision making and providing advice to the NDA.

(b) Inter-agency Coordination Committee:

The CCS has taken significant steps to mainstream climate change into development processes of the country. As a main step to coordinate among other line ministries, the Ministry of Environment, through the CCS, has facilitated the establishment of the Inter-Ministerial Coordination Committee on climate change. This committee was 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 was expected to provide a platform to coordinate national level climate change related matters at the

government level. Recently this committee has been renamed as the Inter-agency Coordination Committee.

Main constraints for successful operation

Initially established as the Inter-ministerial coordinating committee, the objective of having coordination among agencies involved in climate change activities did not function well due to lack of coherence and support from different entities involved in. There was a serious deficiency in information flow due to the absence of a strategy for an effective engagement of stakeholders to ensure an active role played by the committee in climate action in Sri Lanka.

(c) Institutional Coordination Mechanisms under the NDCs

Secretaries of Ministries in charge of Planning and Monitoring Committees for Climate-related Activities are members of the committee (Refer to the Supplementary Table S2 of the Operation Manual).

Main constraints for successful operation

The secretaries to the Ministries are yet to meet to make an effective decision making process in relation to planning and monitoring of climate related activities in Sri Lanka. A sound strategy to ensure their coordination as key stakeholders is a necessity.

6.2. Proposed Structures to Support Stakeholder Engagement

6.2.1. Provincial Institutional Coordination Mechanisms under the National Adaption Plan (NAP).

The NAP has recommended to have Provincial Climate Cells (PCCs) for better sub-national level coordination. RCCs will be set up according to the requirement for implementation of actions that are specific to a given regional area. These will be represented by the representatives of Provincial Councils, Local Government bodies, District and Divisional Secretariats in relevant areas upon the request of the NDA. However, the detailed structure, operating modalities and composition of the RCCs are not been finalized yet. The NAP has also recommended to establish a Civil Society Organizations (CSO) forum and sectoral climate cells.

7. Stakeholder Engagement

7.1. Overall Analysis

Development is an inherently collaborative process and therefore, engaging with stakeholders is essential when designing and implementing effective development strategies, which are also helpful in learning and upgrading processes. The following processes will help increase participant motivation, promote changes in behavior, and increase external recognition and impact to the SES proposed. Use of experienced facilitators from a credible agency to conduct Stakeholder Engagement is extremely useful to help promote these features. Such process will facilitate learning via mutual exchange of ideas and experiences among each other. Some tools that will be used for workshop engagement as outlined below:

- (a) *Group discussion*: Use of a range of engagement forums, but group discussion is particularly important to enable the “high quality conversations” which allow people to develop a more complex understanding of the issue at hand.
- (b) *Varied presentation formats*: Information presented in a range of different ways to accommodate the range of learning styles and needs in the community. Information of complex and/or those that are difficult to understand should be presented in plain English and other national languages.
- (c) *Shared decision making*: Participants should have the chance to convert inputs into decisions (as opposed to just being told what to do or just being asked to identify climate change issues).
- (d) *Group activity to build trust, respect and ownership*: All parties in the engagement process will go through group activities to trust each other, respect one another’s viewpoint and inputs, and gain a sense of personal responsibility towards the climate change issue.

The involvement of stakeholders in GCF activities will be to assist in:

- 1) Increasing creativity – in identifying, developing and implementing climate actions
- 2) Resolving conflicts and trust building – leading to long term partnerships
- 3) Leveraging and augmentation of resources through joint action
- 4) Provision of input to policy improvement and policy implementation – helps reach win-win solutions
- 5) Building openness and accountability
- 6) Monitoring, evaluation and enforcement
- 7) Maximum awareness on climate change, vulnerabilities, adaptation and mitigation measures among all stakeholder levels
- 8) Measuring, verifying and reporting of climate action implemented

Responding to the climate challenge requires collective action from all countries, including by both public and private sectors.² The GCF is a platform that brings together all interested parties. Different GCF related activities (e.g. initial engagement, meetings, workshops, interviews, etc.) provide opportunities for stakeholders to exchange and share knowledge, beliefs, and experiences about Sri Lanka's vulnerability to climate change impacts, and to design strategies collectively to address vulnerability and reduce impact. The learning that emerges from these interactions can be of value to the Government of Sri Lanka including the NDA (e.g. lessons learned on climate change vulnerability and adaptation strategies), scientists and academia (e.g. lessons learnt around stakeholder engagement, communication of science, etc.), and the private sector, NGOs/CBOs and individuals (e.g. on areas of vulnerability and national areas of focus).

7.2. Systematic Involvement of Stakeholders in the GCF-related Activities

A successful GCF project requires active engagement of stakeholders at all levels and throughout the project, from the generation of the project ideas to the planning, implementation, monitoring, evaluation and reporting. This fulfills the country ownership criteria of GCF and also ensures longevity of the project/programme. Multi-stakeholder engagement can also be 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 can 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 as necessary throughout the process. Stakeholders, especially civil society, can contribute to the monitoring and evaluation of the implementation and results of the project.

7.3. Objectives of the Stakeholder Engagement Strategy

The objectives of the SES have five key dimensions:

- (1) 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 for future planning, designing, preparation and implementation of the GCF related activities.
- (2) To facilitate identification of project ideas suit to GCF and formulate project proposals in order for maintaining project pipelines
- (3) To connect stakeholders and build capacity for GCF climate finance.
- (4) To provide guidance for internal monitoring and evaluation of engagement in GCF activities using a participatory approach with the full and effective involvement of all stakeholders in a transparent manner.
- (5) To facilitate effective implementation of climate actions in the country.

² <https://www.greenclimate.fund/>

7.4. Preparation of the Stakeholder Engagement Strategy

The SES was completed following a two-tiered process. First, a desk review was conducted using available strategic frameworks and processes and then based on the suggestions and information provided by the stakeholders participated at the Inception Meeting (Colombo) of the 1st NDA Readiness and Support programme, Training of Trainers (TOT) workshop (Colombo), and the Second Stakeholder Engagement Workshop (Kandy). The stakeholders participated filled up a questionnaire on the proposed mechanisms and processes to be involved in stakeholder engagements, which was followed by a social network analysis.

7.4.1. Process of stakeholder engagement

The process for stakeholder engagement related to GCF in Sri Lanka includes:

- Step 1: Collection of information on stakeholders across all by the National Designated Authority (NDA), systematically and meaningfully to support the GCF stakeholder engagement process
- Step 2: Physical representation of stakeholders to organize into different stakeholder groups according to activities, interests, influence and level of engagement.
- Step 3: Mapping of stakeholder at the national and regional level by the NDA
- Step 4: Initial activity outline and indicators of success are done together with identification of broad gender and cultural consideration. Both women and men especially, including those from the most vulnerable groups, will be involved in stakeholder engagement activities, with consideration for the traditional/cultural context in order to ensure that gender and culture specific feedback is captured and incorporated into all GCF involvements in the country.
- Step 5: Developing and implementing the stakeholder engagement plan: establishing effective communication (public meetings/hearing, Seminars, negotiated agreements, web pages/face book or social media) and effective feedback mechanisms (bulletins, newsletters, web-blogs) and assisting stakeholders in implementation actions (Capacity building, technology transfer, provide incentives).
- Step 6: Monitoring and follow-up to understand level and the progress of stakeholder engagement activities and in responding to unexpected

events in order to ensure progress, reflection and learning through promoting participation in monitoring

- Step 7: Evaluation of engagements to be done by external party or third party with relevant stakeholders. Evaluation can be done as an on-going evaluation or a post evaluation.

The involvement of stakeholders in the GCF process and GCF-related activities will vary based on their roles, technical strength, mandate and organizational capability. In engaging with these stakeholders, the NDA of Sri Lanka (the MOE) will ensure their representation is regular in country and at regional meetings and workshops, national planning, and focus group discussions. The strength of stakeholder engagement will be based on learning exercises through various activities conducted under the GCF, stakeholders' knowledge, experience, beliefs, values, and/or emotions. Such activities will focus on the following, but not limited to,

- (1) Climate change, climate change impacts and vulnerabilities
- (2) Adaptive and mitigation capacity
- (3) GCF-related activities and mechanisms of operation
- (4) Reducing vulnerability of Ecosystems of Sri Lanka through responsibilities/ roles/mandates of agencies/groups
- (5) Collaborative projects that precipitate into development and implementation of collective actions (e.g. watershed management plans for implementation).

7.4.2. Identification of 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 major categories of stakeholders that could be involved in the different phases of GCF process is shown in Table 1. The Annex 1 shows the detailed list of stakeholders identified during preparation of the SES (subject to periodic upgrades).

Table 1. Key stakeholders of GCF activities in Sri Lanka

GCF project Phases	Major Categories of Stakeholders
Concept and Project Development Phase	<ul style="list-style-type: none"> NDA, Project Proponent, Related agencies as per Country Programme, Provincial Councils, National Universities, International Research Agencies, IAEs/DAEs. Project Evaluation Committee (PEC), National Experts Committee on Climate Change Adaptation (NECCCA) and Mitigation (NECCCM), Professional Organizations, International Donor Agencies, Private Sector and Banks, CBOs/NGOs
Proposal Evaluation Phase	<ul style="list-style-type: none"> NDA, Project Proponent, PEC.
Project Implementation Phase	<ul style="list-style-type: none"> NDA, Project Proponent, IAE/DAE, Related agencies as per Country Programme, Professional Organizations, Private Sector, Banks, CBOs/NGOs, Media Agencies
Project Monitoring and Evaluation Phase	<ul style="list-style-type: none"> NDA, Project Proponent, IAE/DAE, Related agencies as per Country Programme, NECCCA and NECCCM, Private Sector, CBOs/NGOs, Media Agencies
Project Reporting Phase	<ul style="list-style-type: none"> NDA, Project Proponent, IAE/DAE, CBOs/NGOs
Accreditation Phase	<ul style="list-style-type: none"> NDA, Project Proponent, IAE/DAE, GCF
Private Sector Engagement Phase	<ul style="list-style-type: none"> NDA, Private sector and Banks

The first step for the NDA is to gather such information and engage stakeholders systematically and meaningfully in the GCF process. The potential areas of involvement of stakeholders in the GCF process and GCF-related activities will vary based on their roles, technical strength, mandate and organizational capability. In engaging with these stakeholders, the NDA will ensure their representation is regular at in-country meetings, national planning, and dialogue, exercise to ensure that the process will not be *ad hoc* and at the discretion of the NDA.

Initial consultations of stakeholders held through the 1st GCF NDA Readiness and Support Programme have identified the barriers in achieving climate resilient landscapes, which included an inappropriate education system, lack of qualified staff or a mismatch between knowledge and placements, lack of funds, corruption, lack of integrated policies and strategies at the grassroots level, lack of

coordination and overlapping mandates, conflicting interests, lack of understanding of issues, limited commitment and absence of data. The important segments of stakeholders that should be involved in recognizing and overcoming such barriers in Sri Lanka are:

- Government policy makers/Politicians
- Government Departments/Institutions
- National Universities, Schools and Educational Institutions
- Civil societies, Community-based Organizations (CBOs) and Non-Governmental Organizations (NGOs)
- Private Sector Organizations
- International Research Organizations
- International Development Partners
- International Funding Organization
- Researchers / Scientists
- General public / Community groups

Initial social network analysis at the national and provincial levels conducted by the 1st GCF NDA Readiness and Support programme is illustrated in Figure 1.

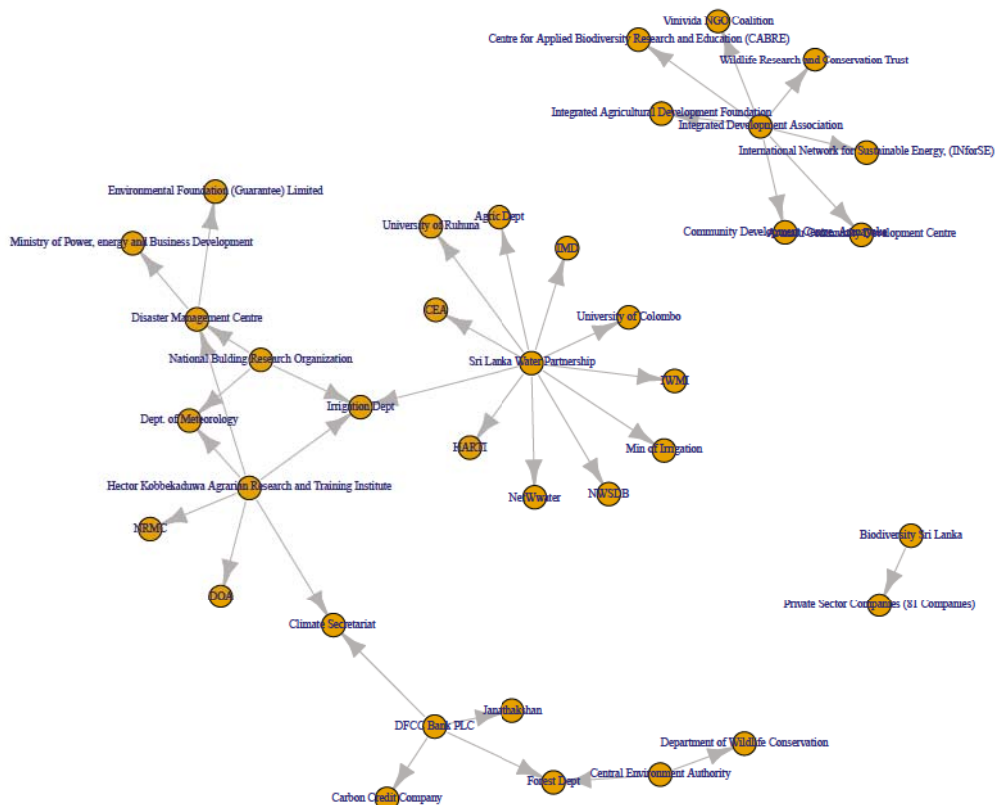


Figure 1. Social network of stakeholders engaged in climate related activities in Sri Lanka

Figure 1 illustrates that while some stakeholders are connected, there are many that are not connected. Lack of connections may lead to limited information sharing and loss of collaborative arrangements. As stakeholder mapping is a continuing process, there will be further identification of stakeholders, gaps, groups and opportunities, and the role of the Climate Stakeholder Forum will be important to link diverse stakeholders. As at present, there are 17 specific sectors, which falls under the purview of different Ministries that are impacted by climate change to cover both segments of adaptation and mitigation. Cross-cutting areas that falls under the respective Ministries in this regard are many. The relevant government Ministries made in charge of these specific sectors are presented in Supplementary Table S2 of the Operation Manual.

7.4.3. Operating Mechanism

The proposed operational mechanism for the involvement of stakeholders is given below.

7.4.3.1. Role of the NDA

- (1) The NDA plays an important role to ensure that the key stakeholders including public, private and civil society stakeholders are engaged in the GCF process on the basis of their roles and mandates. The NDA ensures regular country meetings or national planning/dialogue to disseminate and share information related the GCF process and its key requirements, challenges and operational procedures to all the stakeholders. The NDA regularly provides an overview of all funding proposals relating to Sri Lanka and facilitate available information on the projects/programmes through appropriate media and relevant networks and in appropriate languages.

As per the GCF mandate, NDA drives relevant coordination mechanisms and multi-stakeholder engagement processes, as needed and appropriate. Figure 2 illustrates the role played by the NDA in the stakeholder engagement process.

Coordination/facilitation of stakeholder engagement activities will be through the NDA. As identified in the Operations Manual of GCF projects the NDA will undertake capacity building of stakeholders on their roles and responsibilities in stakeholder engagement in GCF related activities. The NDA trainers/capacity developers will go through Training of Trainers (TOT) workshops conducted with the assistance of the GCF Delivery Partners. The training of trainers will focus on developing the terms of reference for the NDA to engage in training stakeholder consultations at national and provincial levels.

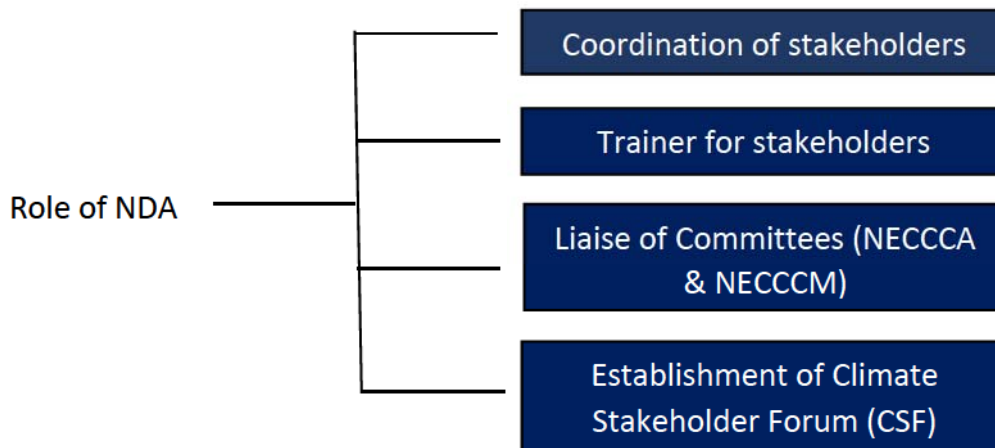


Figure 2. Role of NDA in stakeholder engagement process

(NECCCA: National Experts Committee on Climate Change Adaptation; NECCCM: National Experts Committee on Climate Change Mitigation)

(a) Selection of Trainers:

- Trainers on GCF related activities in Sri Lanka will be selected from among the divisions/sections of the NDA and other agencies under the purview of the NDA. The total number is 20 and selection of members will be done based on the recommendations given by the heads of 14 selected divisions of the NDA, and six other agencies under the purview of the NDA.
- (2) The NDA will liaise regularly with the two National Experts Committees on Climate Change Adaptation (NECCCA) and Mitigation (NECCCM) to have further inputs (through gap analysis on climate change adaptation and mitigation efforts carried out in Sri Lanka) to support successful implementation of GCF-related activities in the country through stakeholder engagement.
 - (3) A Climate Stakeholder Forum (CSF) will be established by the NDA involving all participants in stakeholder workshops and social network analysis. Their knowledge on climate project portfolio will be further enhanced through annual training organized by the NDA with relevant delivery partners.
 - (4) Email networking of the CSF to share climate action information, with NDA coordinating the activity by identifying one of its members, who is permanent staff

in an entity, with a sound IT knowledge, while providing server facilities, to ensure sustenance of the operation of the network.

7.4.3.2. Role of stakeholders

The stakeholders in the GCF related activities in Sri Lanka will be engaged in

- Supporting the role of NDA to perform its action as per the Operation Manual for GCF-related activities in Sri Lanka³
- Preparation of concept notes and project proposals aligning with the country programming done by the NDA
- Continuously take part in the stakeholder workshop and trainings conducted by the NDA on GCF related activities in Sri Lanka
- Implementation of the GCF funded Projects as per guidelines
- Obtaining accreditation to access financing from GCF

8. Monitoring and Evaluation of Stakeholder Engagement

The 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 that takes place during implementation, and to revise based on outcomes of initial and mid-project reviews, and adapt to unexpected events. The SES will have five monitoring and evaluation approaches as given below.

- (1) *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.
- (2) *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 a need to measure/estimate this change. Ideally, all adaptation projects undertaken by the GCF should draw on a single evaluation framework.
- (3) *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.
- (4) *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.

³ Ministry of Environment (2020): Operation Manual for the Green Climate Fund (GCF)-related Activities in Sri Lanka

- (5) *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

The NDA with the support of the Education, Training and Research Division (ETRD) of the NDA and International Delivery Partner of respective GCF-related project activity will establish the baseline, indicators and monitoring methods. The ETRD and CCS of the NDA will document the learning experience of the monitoring process and will continue such efforts in GCF-related project activities in Sri Lanka. Follow-up activities are always important to ensure continuous stakeholder engagement. The NDA is expected to conduct the following in this regard for all the GCF related activities in Sri Lanka.

8.1. Monitoring of Stakeholder Engagement

In all GCF related activities, a strong 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 Frameworks Approach (log frame). The log frame is used to identify engagement aims and to monitor achievements. The SMART approach will be used to bundle them into four main themes (aims) and to specify targets for outcomes, responsible individuals/agencies, and time frame. The four main themes are:

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

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

8.2. 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 social learning that has taken place periodically. Both process and outcomes of stakeholder engagements will be evaluated. The evaluations concentrate on the different phases of the GCF activity and different categories of stakeholders identified. The evaluation will be conducted by a five member committee comprising three members from the NDA Core group and one member each from the NECCCA and NECCCM at the following stages;

- (1) *Concept and project development phase* – at the time of completion at the time of completion by conducting one-to-one discussion with the key stakeholder agencies
- (2) *End of the proposal evaluation phase* – at the time of completion by conducting one-to-one discussion with the key stakeholder agencies
- (3) *Project implementation phase* – the evaluation is after completion of one year into the project, followed by several internal evaluations as described in the approved project document, and at the end of the project implementation, based on the key performance indicators. All evaluations will include one-to-one discussions with the senior management of key stakeholder agencies, and a survey of a randomly selected sample of representatives from government, private and non-government stakeholder organizations, and the civil society on their perceptions about climate change and impact of the said GCF project in tackling climate change related issues, the process adopted for stakeholder engagement in the GCF activity, and about learnings from a given project. Discussion topics/agenda should be prepared in advance in consultation with the expert committees. Data and information to be collected at one-to-one discussions using structural agendas and questionnaires.

Evaluation of engagement by the project stakeholders will be done using some direct methods (attendance, views, ideas, interviews, surveys, etc.) conducted during each major engagement activity. The surveys and interviews on stakeholder activities will be aimed at recording the following:

- (1) Levels of satisfaction with and the perceived relevance of the project to main stakeholders, and
- (2) Changes in stakeholders' attitudes and perceptions on issues related to climate change and GCF activities

For decision making purposes, view of respondents/ stakeholders can be categorized into a coding system or scale (such as a Likert scale). The NDA will conduct discussion with the senior project management and the key stakeholders to revive project activities as when required, based on the outcome of different evaluations.

The stakeholders' expectations should be documented for all GCF related activities in Sri Lanka through a stakeholder engagement workshop. In terms of the overall GCF projects, collaboration and capacity building should be recorded, particularly in the areas of climate change and stakeholder engagement. The stakeholders of the GCF related projects are solely expected to support the country (or a specific ecosystem) in adapting and/or mitigating to adapt to climate change impacts.

9. Proposed Mechanism of Stakeholder Engagement

This segment on Stakeholder Engagement Process (SEP) guides stakeholders and project implementers as to when, how and with whom consultations and exchanges should be undertaken throughout the life of the GCF related activities in Sri Lanka. Development of the plan is based on the stakeholder analysis and done with the stakeholders themselves.

The SEP has considered the key factors in ensuring meaningful, effective and informed consultation processes. These criteria and considerations for SEP are elaborated in Table 2. It may be necessary at times to undertake differentiated approaches to engaging with certain groups and communities to protect their safety and security, e.g. private meetings that ensure a degree of anonymity may be needed. Further, special measures may be required to ensure access and appropriate accommodation and facilitation for stakeholders who may have disabilities. If the GCF related activities involve indigenous peoples as stakeholders, additional measures such as translation facilities may be required to ensure their full and effective participation.

Table 2. Characteristics of an effective and informed consultative process

Characteristic	Considerations for Stakeholder Engagement Process
Free of external manipulation, interference, coercion, and intimidation	<ul style="list-style-type: none"> ✓ No acts of intimidation or violence or provision of bribes, gifts, and unregulated and questionable patronage ✓ Timelines for stakeholder engagement need to be realistic and respectful of stakeholder decision-making processes ✓ Carefully consider security arrangements to ensure safety but also to avoid perceptions of intimidation. Where possible, security arrangements should be discussed with all parties.
Gender and age-inclusive and responsive	<ul style="list-style-type: none"> ✓ Ensure stakeholder analysis accounts for differentiated roles and interests of men and women, and that women stakeholders are appropriately identified ✓ Include culturally appropriate mechanisms/processes to facilitate the increased participation of women, youth and the elderly, and ensure feedback is reflected in project design
Culturally appropriate and tailored to the language preferences and decision-making processes of each identified stakeholder	<ul style="list-style-type: none"> ✓ Cultural understanding and awareness is central to meaningful stakeholder engagement. Design consultations/workshops to specificities of each stakeholder group, including respect for local decision-making processes (including appropriate time frames) ✓ Ensure materials and outreach methods are understandable

<p>group, including disadvantaged or marginalized groups</p>	<p>and accessible to the range of stakeholders involved. Tailor materials for different stakeholders to ensure equity in information access</p> <ul style="list-style-type: none"> ✓ Apply principles of accessibility and make reasonable accommodation for persons with disabilities ✓ Consider diverse forms of communication: fact sheets, flyers, community postings, press releases, newsletters, hotlines, graphics, oral representation, posters, community bulletin board postings local press announcements, public hearings, community meetings, informal meetings, videos, electronic media (websites, SMS messages), community radio, local plays and dramas, use of liaisons (community elders, religious leaders, NGO supporters)
<p>Based on prior and timely disclosure of accessible, understandable, relevant and adequate information, including draft documents and plans</p>	<ul style="list-style-type: none"> ✓ Ensure information on project's purpose, nature, scale, duration, and potential risks and impacts is available in timely, accessible manner ✓ Ensure that draft social and environmental assessments and management plans are disclosed and stakeholder feedback is considered ✓ Disclose final social and environmental assessments, management plans, and screening reports (appended to Project Document or disclosed during implementation) ✓ Provide summaries of technical information in accessible and understandable manner
<p>Initiated early in the Programme and/or GCF related activity designing process, continued iteratively throughout the project life cycle, and adjusted as risks and impacts arise</p>	<ul style="list-style-type: none"> ✓ Engage stakeholders early in project planning process ✓ Identify in stakeholder engagement plan key junctures where stakeholder engagement is required before further project activities can advance ✓ Update stakeholders about upcoming activities and issues that may require their input ✓ Provide adequate lead time to accommodate stakeholder decision making processes
<p>Address social and environmental risks and adverse impacts, and the proposed measures and actions</p>	<ul style="list-style-type: none"> ✓ Involve stakeholders in screening of project for social and environmental risks/impacts ✓ Consult with stakeholders on assessment of social and environmental risks and development of mitigation and management measures. Ensure those who may experience potential adverse impacts are fully consulted ✓ Consider participatory assessment techniques
<p>Seeks to empower</p>	<ul style="list-style-type: none"> ✓ Provide opportunities to stakeholders to express concerns,

<p>stakeholders, particularly marginalized groups, and enable the incorporation of all relevant views of affected people and other stakeholders into decision-making processes, such as Project goals and design, mitigation measures, the sharing of development benefits and opportunities, and implementation issues</p>	<p>ideas and knowledge and reflect stakeholder input in project goals, objectives and design</p> <ul style="list-style-type: none"> ✓ Seek to transfer as much decision-making as possible to stakeholder groups ✓ Provide for stakeholder representation on project boards, monitoring committees and other key project structures ✓ Allocate budget for capacity building where needed (and available), as well as payment for accessibility and reasonable accommodation, and expenses incurred by stakeholders, especially rights holders, to secure technical advisors and/or legal counsel to accompany them to consultations and if applicable, negotiations
<p>Documented and reported in accessible form to participants, in particular the measures taken to avoid or minimize risks to and adverse impacts on the Project stakeholders</p>	<ul style="list-style-type: none"> ✓ Ensure that stakeholders are regularly informed of relevant information and new developments, including setbacks and delays, throughout the life of the project. ✓ Include reporting intervals in stakeholder engagement/communications plan ✓ Include feedback mechanism for stakeholder input on project progress, and how feedback is addressed ✓ Disclose monitoring reports in a culturally appropriate format
<p>Consistent with the duties and obligations under national and international law</p>	<ul style="list-style-type: none"> ✓ Ensure stakeholder engagement plan consistent with domestic laws and regulations regarding public engagement (e.g. public hearings and access to environmental and social assessments and comment periods) ✓ Support international obligations of governments to ensure public participation and, where relevant, consent processes, transparency, redress for grievances, and accountability

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

All stakeholder engagement plans should address basic minimum criteria as shown in Table 3 to ensure that the plan addresses key issues and components.

Table 3. Key questions for developing Stakeholder Engagement Plan

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?
Why	<ul style="list-style-type: none"> ✓ Why is each stakeholder group participating (e.g. key stakeholder objectives and interests)?
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?
How	<ul style="list-style-type: none"> ✓ How will stakeholders be engaged (strategy and methods, including communications)? ✓ Are special measures required to ensure inclusive participation of marginalized or disadvantaged groups?
When	<ul style="list-style-type: none"> ✓ What is the timeline for engagement activities, and how will they be sequenced, including information disclosure?
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?
Resources	<ul style="list-style-type: none"> ✓ What will the stakeholder engagement plan cost and under what budget?

9.1. Outline for an effective Stakeholder Engagement Mechanism

An example of elements that should be addressed in a comprehensive mechanism for stakeholder engagement are given below. The scope and level of detail of the process should be scaled to fit into the needs of the GCF related activities in Sri Lanka.

- (1) Summarize the purpose and goals of the stakeholder engagement program in relation to GCF activities in Sri Lanka
- (2) 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.
- (3) Briefly describe stakeholder needs and methods, tools and techniques for stakeholder engagement in GCF related activity in Sri Lanka
- (4) Briefly describe what information will be disclosed, in what formats and languages, and the types of methods that will be used to communicate this information to each of the stakeholder groups identified. Methods used may vary according to target audience of the GCF related Activities. Some examples are:
 - Newspapers, posters, radio, television
 - Information centers and exhibitions or other visual displays
 - Brochures, leaflets, non-technical summary documents and reports
- (5) 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 target audience, for example:
 - Interviews with stakeholder representatives and key informants
 - Surveys, polls, and questionnaires
 - Public meetings, workshops, and/or focus groups with specific groups
 - Participatory methods
 - Other traditional mechanisms for consultation and decision-making
- (6) Describe how the views of vulnerable groups/communities will be taken into account and their participation facilitated
 - Where relevant, define activities that require prior consultation and FPIC from indigenous peoples (and refer to Indigenous Peoples Plan and FPIC protocols)
 - Outline methods to receive feedback and to ensure ongoing communications with stakeholders (outside of a formal consultation meeting)
 - Describe any other engagement activities that will be undertaken, including participatory processes, joint decision-making, and/or partnerships undertaken with local communities, NGOs, or other project stakeholders. (Examples include benefit-sharing programs, stakeholder-led initiatives, and training and capacity building/support programs.

(7) Timetable

- 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

(8) Resources and Responsibilities

- Indicate who will be responsible for carrying out the specified stakeholder engagement activities
- Specify the budget and other resources allocated toward these activities

(9) Grievance Mechanism

- Describe the process by which people concerned with or potentially affected by the project can express their grievances for consideration and redress.
- Who will receive grievances, how and by whom will they be resolved, and how will the response be communicated back to the complainant?
- Ensure reference is made to and stakeholders are informed of the availability of GCF Mechanism as additional avenues of grievance redress.

(10) Monitoring and Reporting

- 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 the results of stakeholder engagement activities will be reported back to project-affected and broader stakeholder groups. Examples include newsletters/bulletins, social and environmental assessment reports; monitoring reports.

9.2. Stakeholder Engagement in Different Phases in GCF activities

The description of SEP during different stages of GCF related activities in Sri Lanka is given below.

9.2.1. GCF Project Concept Development Stage

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 other stakeholders. It allows identification of potential impacts on stakeholders in the project's area of influence, the roles that they may play, and the flagging of issues, gaps and opportunities in project design at a time when adjustments are most easily made. Following guidance could be used

effectively in this regard to support the project concept development stage as identified in the GCF-NDA Operation Manual of Sri Lanka;

- (a) *Dialogue, outreach and consultations.* Prospective GCF project proponents should raise awareness of project concept development and find tailored ways to mobilize key stakeholders and approaches for their effective engagement at this stage. When considering GCF project concepts, the proposing entities with the support of NDA should consult stakeholders on their willingness and availability to participate actively in the project (design, execution, monitoring, etc.). This process should reflect the purposes of engagement with indigenous and traditional communities where relevant, and equal opportunities for both women and men to engage in consultations and decision-making.
- (b) *Identification of roles of stakeholders.* During this process, the GCF project proposing agencies should raise awareness of project preparation and find tailored ways to mobilize key stakeholders and approaches for their effective engagement at this stage. The potential role of different stakeholders and project beneficiaries, including civil society organizations and local communities, in each stage of the project should be identified. The project concept should reflect the role that different stakeholders may play in project design and implementation
- (c) *Consultations.* Consultations should be organized by the prospective GCF project proponents to reach out to engage relevant stakeholders in an inclusive and gender-responsive manner, as appropriate to the project concept under consideration, to seek feedback on the proposed approach and on adapting it to local conditions. For this consultation to be effective, relevant information should be made available to interested stakeholders and create an appropriate means for dialogue and/or consultations.

9.2.2. GCF Project Preparation Stage

This period of project preparation is a major opportunity for direct and effective engagement of stakeholders in GCF related activities. This period includes an initial project concept, which later be developed into a fully-designed implementable project. Meaningful participation, including effective consultations and stakeholder engagement, is essential to this process and its success. The following guidance is provided for the period of preparation related to GCF activities as identified in GCF-NDA Operation Manual;

- (a) *Continuation of dialogue and outreach*: NDA should raise awareness of project preparation and find tailored ways to mobilize key stakeholders and approaches for their effective engagement, building upon consultations and contacts developed previously.
- (b) *Stakeholder engagement process*: Consultations and workshops should be organized by NDA to reach out to stakeholders and communities where the GCF related activities would be implemented, to seek their inputs and feedback on the approach and design of the GCF related activities. This includes consultations associated with the preparation of required safeguard documents and other information such as, but not limited to, Social and Environmental Impact Assessments, Gender Analysis, Socio-Economic Assessment Engagement and participation of Indigenous Peoples.
- (c) *Inclusive participation*: The dialogue and consultations should follow the same principle of inclusiveness as in the earlier stage, including the full range of potentially interested and affected stakeholders
- (d) *Review of proposed activities*: Information on a draft of the proposed GCF related activities should be circulated to relevant stakeholders, and dialogue should be conducted particularly with those who will be directly affected by or involved in the project.
- (e) *Identification of partners in project execution*: Once the needs and proposed GCF projects have been validated or redesigned as a result of consultations, appropriate partnerships DAEs to execute the proposed activities. The selection of DAEs to execute the different components of GCF related activities should be based on their background and experience in the area that the project is addressing as well as other relevant factors.

9.2.3. GCF Project Implementation Stage

The period of GCF project implementation is another opportunity for effective engagement of stakeholders in GCF related activities in Sri Lanka. It is a critical period and new circumstances and opportunities may arise indicating the need for adjustment and course correction to fully achieve the objectives and best results of the GCF related activities. Stakeholder engagement is essential at this stage and become integral to the success of GCF project implementation. During this stage of the Project, the DAE and NDA should;

- (a) Continue outreach, dialogue and consultations with stakeholders, in line with the objectives of this SES,
- (b) Identify the role of stakeholders in project execution, indicate how concerns will be addressed including how stakeholder input will be built into project implementation,
- (c) Establish partnerships to support project implementation, and
- (d) Ensure stakeholders are engaged with respect to environmental and social issues related to the GCF project, and are informed about actions taken in response to their input.

9.2.4. GCF Project Monitoring, Evaluation and Reporting Stage

- (a) *Participatory Monitoring.* The process of monitoring in 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. Participatory monitoring, which should be based on gender inclusion and other core principles in the policy, may be one of the means of harnessing this for the benefit of the GCF project and better results.
- (b) *Evaluation.* The GCF guides, and consistently with the objective of this SES, the GCF project evaluation processes must fully draw on the capacities and knowledge of stakeholders including scientific advisers, program governments, local stakeholders, and beneficiaries.
- (c) *Project implementation reports.* 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, in support of their more informed participation. To this end, DAEs should also develop user-friendly and accessible systems to make information available to stakeholders on stakeholder engagement during the course of the project, and project progress, changes and outcomes.

Annex 1

Key Stakeholders and their anticipated roles in the GCF-related Activities in Sri Lanka
(Note: the list is non-exhaustive; the names and number of Ministries may change)

Stakeholder	Anticipated Roles
National Government Agencies/Institutions	
Ministry of Environment (MoE)	<ul style="list-style-type: none"> • Overall management of climate investments: Full integration of climate concerns in respective National, provincial and local level development plans, policies and strategies while manage GCF investment process in Sri Lanka aligning with the eight results areas and five cross cutting investment priorities of GCF. • Strengthen communication: NDA will lead, facilitate communications and coordination between GCF and Country level, especially on climate change-related actions and priorities with respect of country ownership and country driven approach • Reinforce coordination and facilitation: Coordination of national and subnational level actors on climate change, including accredited entities (multilateral and DAEs, and strategic planters) and facilitation with regards to the formulation implementation, monitoring and evaluation of climate change mitigation/adaptation projects, actions and strategies • Raise awareness and capacity building: These roles will be focused on national and sub-national level actors of GCF.
Climate Change Secretariat (CCS)	<ul style="list-style-type: none"> • Coordinate NDA functions related to GCF activities in Sri Lanka. • Facilitate role plays at all levels in climate financing • Perform the functions of convener of NDA Core Group, ERC, PEC and respective PSCs. • Conduct Progress Review, Monitoring and

	reporting, including project indices development in relation to the country programme
Ministry of Agriculture and the State Ministries	<ul style="list-style-type: none"> • Developing, supporting, directing or consolidating the GCF projects in respective subject areas. • Oversee implementation of projects and programmes funded by GCF in their respective sector to ensure paradigm shift in climate action are happening using GCF resources.
Ministry of Finance	<ul style="list-style-type: none"> • Developing, supporting, directing or consolidating GCF projects • Coordinating co-financing support • Project reviewing especially for compliance of the financial regulations adopted in Sri Lanka
Ministry of Public Services, Provincial Councils and Local Government	<ul style="list-style-type: none"> • Provide guidance on administrative procedures • Provide support in establishing coordination mechanisms between national and provincial, and local governments • Project reviewing in relation to the local needs and compliance with the country programme
Foreign Ministry	<ul style="list-style-type: none"> • Supporting, directing or consolidating the GCF Projects • Coordination of access to GCF finances • Project Reviewing in terms of compliance to bilateral and multi-country collaboration
National Planning Department	<ul style="list-style-type: none"> • Provision of data and information, and relevant guidance and GCF project prioritization according to the National Planning • Provide recommendation ensuring that the project scope is in line with the National Development Plan/Strategy Project • Project reviewing to assess compliance to country priorities
Department of External Resources	<ul style="list-style-type: none"> • Provision of, and relevant guidance on the

	<p>management of foreign funding resources</p> <ul style="list-style-type: none"> • Provide recommendation approval to implement foreign funded projects • Project Reviewing in relation to access and operational mechanisms to foreign funding
National Physical Planning Department	<ul style="list-style-type: none"> • Provision of data and information, and relevant guidance according to the National Physical Planning, in the project areas • Project Reviewing in relation the National Physical Planning Policy and Plan 2050
Department of Meteorology	<ul style="list-style-type: none"> • Provision of data and information, developing, supporting, directing or consolidating the GCF projects in in relation the weather and climate, including predictions and forecasting. • Project review in relation to climate change scenarios and climate impacts
Department of Wildlife Conservation	<ul style="list-style-type: none"> • Provision of data and information related to wildlife and protected areas • Developing, supporting, directing or consolidating the GCF projects in wildlife sector including protected areas. • Oversee implementation of projects and programmes funded by GCF in the Protected Areas to ensure paradigm shift in climate action are happening using GCF resources. • Project review in relation to environmental conservation and compliance to existing regulatory frameworks
Department of Agriculture	<ul style="list-style-type: none"> • Provision of data and information in relation to agriculture sector, • Developing, supporting, directing or consolidating the GCF projects in the mandated crops in the country across agro-ecological regions and national food security, • Oversee implementation of projects and programmes funded by GCF in the mandated crops to ensure paradigm shift

	<p>in climate action are happening using GCF resources.</p> <ul style="list-style-type: none"> • Project review in relation national food security and environmental conservation
Department of Export Agriculture	<ul style="list-style-type: none"> • Provision of data and information in the export agriculture sector, • Developing, supporting, directing or consolidating the GCF projects in mandated crops in the country across agro-ecological regions, • Oversee implementation of projects and programmes funded by GCF in the mandated crop sectors to ensure paradigm shift in climate action are happening using GCF resources.
Mahaweli Authority of Sri Lanka	<ul style="list-style-type: none"> • Provision of data and information on the Mahaweli development and upper watershed areas, • Developing, supporting, directing or consolidating the GCF projects in Mahaweli development and upper watershed areas. • Oversee implementation of projects and programmes funded by GCF in Mahaweli development Areas and Upper watershed areas to ensure paradigm shift in climate action are happening using GCF resources. • Potential DAE
Forest Department	<ul style="list-style-type: none"> • Provision of data and information in the forestry sector in Sri Lanka, • Developing, supporting, directing or consolidating the GCF projects in Natural Forests areas and in areas where Forest Management Plans are adopted • Oversee implementation of projects and programmes funded by GCF in the forestry sector to ensure paradigm shift in climate action are happening using GCF resources • Project review in relation to environmental conservation and compliance to existing regulatory frameworks
Central Environment Authority	<ul style="list-style-type: none"> • Provision of data and information in

	<p>relation to environment and related projects in Sri Lanka,</p> <ul style="list-style-type: none"> • Developing, supporting, directing or consolidating the GCF projects in overall environmental management including environmentally sensitive areas in the country • Oversee implementation of projects and programmes funded by GCF in all environment related aspects of activities implemented to ensure paradigm shift in climate action are happening using GCF resources • Potential DAE
Disaster Management Centre	<ul style="list-style-type: none"> • Provision of data and information on disaster management in Sri Lanka • Developing, supporting, directing or consolidating the GCF projects in Disaster Management Activities according to the Disaster Management plan • Oversee implementation of projects and programmes funded by GCF in relation to managing natural and climate-induced disasters to ensure paradigm shift in climate action are happening using GCF resources
Department of Animal Production and Health	<ul style="list-style-type: none"> • Provision of data and information on the animal production and health in Sri Lanka, • Developing, supporting, directing or consolidating the GCF projects in relation to Animal Production and Animal Health • Oversee implementation of projects and programmes funded by GCF in in the area of Animal Production and Health to ensure paradigm shift in climate action are happening using GCF resources
Geological Surveys and Mines Bureau	<ul style="list-style-type: none"> • Provision of data and survey information on mining in Sri Lanka, • Developing supporting, directing or consolidating the GCF projects in relation

	<p>to geological surveys and mines in the country.</p> <ul style="list-style-type: none"> • Oversee implementation of projects and programs funded by GCF in relation to geological surveys and mining to ensure paradigm shift in climate action are happening using GCF resources.
Department of Agrarian Development	<ul style="list-style-type: none"> • Provision of data and information on the agrarian development in Sri Lanka • Developing, supporting, directing or consolidating the GCF projects in relation to agrarian development and minor irrigations schemes in the country • Oversee implementation of projects and programmes funded by GCF in relation to agrarian development at national level regional levels and minor irrigation schemes to ensure paradigm shift in climate action are happening using GCF resources
Department of Fisheries and Aquatic Resources	<ul style="list-style-type: none"> • Provision of data and information on the fisheries and aquatic ecosystems in Sri Lanka • Developing, supporting, directing or consolidating the GCF projects in fisheries and aquatic resources sector across the country • Oversee implementation of projects and programmes funded by GCF in the fisheries and aquatic resources to ensure paradigm shift in climate action are happening using GCF resources
National Aquaculture Development Authority	<ul style="list-style-type: none"> • Provision of data and information on the aquaculture sector in Sri Lanka, • Developing, supporting, directing or consolidating the GCF projects especially focusing on aquaculture management in reservoirs in Sri Lanka • Oversee implementation of projects and programmes funded by GCF in aquaculture

	development of the country to ensure paradigm shift in climate action are happening using GCF resources
National Aquatic Resources Research and Development Agency	<ul style="list-style-type: none"> • Provision of research data and information on aquatic environments in Sri Lanka, • Developing, supporting, directing or consolidating the GCF projects in all aquatic resources in Sri Lanka • Oversee implementation of projects and programmes funded by GCF covering all aquatic resources to ensure paradigm shift in climate action are happening using GCF resources
Department of Irrigation	<ul style="list-style-type: none"> • Provision of data and information on the irrigation structures and ecosystems in Sri Lanka, • Developing, supporting, directing or consolidating the GCF projects including all major and medium irrigations schemes and watersheds in the country • Oversee implementation of projects and programmes funded by GCF including all major and medium scale irrigation schemes and watersheds to ensure paradigm shift in climate action are happening using GCF resources • Potential DAE
Department of Coast Conservation and Coastal Resource Management	<ul style="list-style-type: none"> • Provision of data and information coastal zone development and conservation in Sri Lanka • Developing, supporting, directing or consolidating the GCF projects in the coastal zone in Sri Lanka • Oversee implementation of projects and programmes funded by GCF covering the coastal zone in Sri Lanka to ensure paradigm shift in climate action are happening using GCF resources
Sri Lanka Sustainable Energy Authority	<ul style="list-style-type: none"> • Provision of needs, data and information

	<p>on the use of sustainable energy in Sri Lanka</p> <ul style="list-style-type: none"> • Developing, supporting, directing or consolidating the GCF projects generation and use of sustainable energy for all activities. • Oversee implementation of projects and programmes funded by GCF related to sustainable energy generation and use to ensure paradigm shift in climate action are happening using GCF resources
Tea Research Institute	<ul style="list-style-type: none"> • Provision of research data and information on tea in Sri Lanka • Developing, supporting, directing or consolidating the GCF projects in the tea sector in seven tea growing regions in Sri Lanka • Oversee implementation of projects and programmes funded by GCF in the tea sector in all seven tea growing regions in Sri Lanka to ensure paradigm shift in climate action are happening using GCF resources
Coconut Research Institute	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on coconut research and development in relation to climate change • Project Reviewing
Sugarcane Research Institute	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on Sugarcane research and development in relation to climate change • Project Reviewing
Land Resources Division (MoE)	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on land sector focusing on climate change • Project Evaluation • Review and Validation of GCF-related NDA Documents
Forest Resources Division (MoE)	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on the forestry sector

	<p>focusing on climate change</p> <ul style="list-style-type: none"> • Evaluation of projects in relation to the Forestry sector • Review and Validation of GCF-related NDA Documents
Biodiversity Division (MoE)	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on biodiversity projects related to climate change • Evaluation of projects related to the biodiversity sector • Review and Validation of GCF-related NDA Documents
Environment Planning and Economics Division (MoE)	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on environment projects focusing on climate change • Project Evaluation in all environment related sectors • Review and Validation of GCF-related NDA Documents
Environment Promotion Division (MoE)	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on environment projects focusing on climate change • Review and Validation of GCF-related NDA Documents
Environment Projects and Education Training Division (MoE)	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on environment projects focusing on climate change • Project Evaluation and Monitoring • Stakeholder Training on environmental projects related activities • Review and Validation of GCF-related NDA Documents
Marine Environment Protection Agency (MEPA)	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on environment projects in marine ecosystems • Project Evaluation in the marine environment sector
Ceylon Petroleum Corporation	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on projects related to climate change mitigation
Industrial Development Board	<ul style="list-style-type: none"> • Experience sharing and provision of data

	<p>and information on projects related to climate change</p> <ul style="list-style-type: none"> • Project Evaluation in the industrial development sector concerning energy, etc.
Department of Sri Lanka Railways	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on projects related to climate change • Project Evaluation in the transport sector
Sustainable Development Council	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on projects related to climate change and sustainable development • Evaluation of projects involving sustainable development
Ceylon Electricity Board	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on projects related to climate change • Project Evaluation on the Energy sector
Department of Land Commissioner General	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on projects related to climate change • Project Evaluation in the land related segments
Department of Census and Statistics	<ul style="list-style-type: none"> • Provision of national, provincial and local level statistics based on demographic surveys conducts
Sri Lanka Tourism Development Authority	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on projects related to climate change • Project Evaluation in the tourism sector
Department of National Zoological Gardens	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on projects related to climate change • Project Evaluation focusing on fauna
Department of National Botanic Gardens	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on projects related to climate change • Project Evaluation focusing on flora
National Building Research Organization	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on projects related to

	<p>climate change, and disaster risk management</p> <ul style="list-style-type: none"> • Project Evaluation focusing on Natural Disasters
Land Use and Policy Planning Department (LUPPD)	<ul style="list-style-type: none"> • Experience sharing and provision of map data and information on land use planning in projects related to climate change • Project Evaluation based on land use planning
Department of National Community Water Supply	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on projects related to water management and climate change
Road Development Authority	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on projects related to water management and climate change
Water Resources Board	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on projects related to water management and climate change • Project Evaluation focusing on water resource management
National Water Supply and Drainage Board (NWS&DB)	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on projects related to water management and climate change
Agriculture and Agrarian Insurance Board	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on agrarian development projects • Project Evaluation focusing on safety-net mechanisms
Hector Kobbekaduwa Agrarian Research and Training Institute	<ul style="list-style-type: none"> • Experience sharing and provision of survey data and information, and reports on projects related to agriculture and climate change • Project Evaluation focusing on socio economic conditions • Conducting action research in relation to project implementation • Conducting training programmes on knowledge and information sharing, and empowering people
Rubber Research Institute	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on rubber research and

	<p>development in relation to climate change</p> <ul style="list-style-type: none"> • Project Evaluation focusing on perennial crops and climate change
Industrial Technology Institute	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on industrial technological development in relation to climate change • Project Evaluation focusing on technology development and adoption
National Epidemiology Unit	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on human disease prevalence in relation to climate change • Project Evaluation focusing on health concerns
Tea Small Holdings Development Authority	<ul style="list-style-type: none"> • Experience sharing and provision of data and information tea sector under small holders in relation to climate change • Project Evaluation focusing on tea plantations in the smallholder sector
Sri Lanka Council for Agricultural Research Policy (SLCARP)	<ul style="list-style-type: none"> • Experience sharing and provision of data on research and development in the agriculture sector in relation to climate change
National Science Foundation (NSF)	<ul style="list-style-type: none"> • Experience sharing and provision of data on research and development in relation to climate change
National Research Council (NRC)	<ul style="list-style-type: none"> • Experience sharing and provision of data on research and development in relation to climate change
Urban Development Authority	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on urban development projects in relation to climate change • Project Evaluation in relation to urban development, and city region food systems under climate shocks
Western Province Waste Management Authority	<ul style="list-style-type: none"> • Experience sharing and provision of data and information on waste management in relation to climate change • Project Evaluation focusing on Environmental Management
Institute of Policy Studies of Sri Lanka	<ul style="list-style-type: none"> • Experience sharing and provision of guidance on policy development and

	<p>implementation in relation to climate change</p> <ul style="list-style-type: none"> • Providing Policy Advocacy on project development
National Institute of Fundamental Studies (NIFS)	<ul style="list-style-type: none"> • Experience sharing and provision of research and development information in relation to climate change • Project Reviewing
Biodiversity Unit, Sri Lanka Customs	<ul style="list-style-type: none"> • Information and experience sharing in international trade agreements and related matters on plants and animals, invasive species threatening ecosystems in Sri Lanka
Provincial Councils	
Western, Central, Northern Southern, Eastern, Uva North Central, North Western, Sabaragamuwa	<ul style="list-style-type: none"> • Provision of data and information related to socio-demographic and past development project related to climate change • Developing, supporting, directing or consolidating the GCF projects in all development activities in the respective provinces • Oversee implementation of projects and programmes funded by GCF in all development activities in the respective provinces to ensure paradigm shift in climate action are happening in the provinces using GCF resources
National Universities	
Peradeniya, Colombo, Moratuwa, Sri Jayawardena Pura, Ruhuna, Jaffna, Kelaniya, Eastern, Uva Wellassa, Sabaragamuwa, Wayamba, Rajarata, South Eastern, Open, Visual & Performing Art	<ul style="list-style-type: none"> • Provision of research and development information pertaining to project themes and project areas • Project document reviewing • Provision of Technical Expertise for Project Evaluations
Professional organizations	

Organization of Professional Associations Sri Lanka Institute of Agriculture Institute of Biology	<ul style="list-style-type: none"> • Provision of research and development information pertaining to project themes and project areas • Project document reviewing • Provision of Technical Expertise for Project Evaluations
International Research Agencies	
International Water Management Institute (IWMI)	<ul style="list-style-type: none"> • Experience sharing, and provision of research and development information pertaining to project themes and project areas especially focusing on water and watershed management • Project Reviewing • Provision of Technical Expertise for Project Evaluations
International Development Partners/International Accredited Agencies	
United Nations Development Program (UNDP)	<ul style="list-style-type: none"> • Experience sharing on climate related project implementation • Project Reviewing in all development sectors • Provision of Technical Expertise for Project Evaluations
United Nations Human Settlements Programme (UN HABITAT)	
Food and Agriculture Organization (FAO)	
United Nations Children's Fund (UNICEF)	
United Nations Industrial Development Organization (UNIDO)	
World Food program (WFP)	
United Nations Environment (UNEP)	
United States Agency for International Development (USAID)	
United Nations Office for Project Services (UNOPS)	
International Donor Agencies	
Asian Development Bank (ADB)	<ul style="list-style-type: none"> • Experience sharing in project implementation • Expert advice on project management • Policy guidance
World Bank (WB)	
European Union (EU)	
Internal Fund for Agricultural Development	
Community Based Organizations (CBOs) and Non-Governmental Organizations (NGOs)	
Integrated Development Association	<ul style="list-style-type: none"> • Active participation towards ensuring low

(IDEA)	<ul style="list-style-type: none"> carbon and climate resilient societies Support in GCF engagement process by raising the civil society voices in the country strategic framework and climate change national priorities Advocate for mainstreaming gender and social inclusion in climate finance process Provide substantial inputs on performance standards based on environment and social safeguards framework and developing gender action plan of the project Support and ensure sustainability of GCF funded projects/programmes Advocate civil society perspectives during GCF policy process in Climate Finance Steering Committee and existing institutional structure To share good practices, learning and challenges in national and international forum. Take part in regular country meeting or national planning/dialogue exercise Drive CSOs to engage in innovative design and implementation of GCF eight result areas and investment priorities projects Serve in committees such as ERC, PEC, etc., as and when appointed by the NDA to support GCF related activities Potential DAEs
Janathakshan Gte. Ltd	
International Union for Conservation of Nature (IUCN)	
Foundation for Environment, Climate, and Technology	
Centre for Poverty Analysis (CEPA)	
Center for Environmental Justice	
Global Water Partnership	
Environment Foundation Ltd (EFL)	
Sri Lanka Energy Managers Association (SLEMA)	
Institution of Engineers Sri Lanka (IESL)	
Lanka Rainwater Harvesting Forum	
National Cleaner Production Centre (NCPC)	
Private Sector and Banks	
Central Bank of Sri Lanka	<ul style="list-style-type: none"> Potential DAEs Active in the national process to leverage GCF resources for clean energy, energy efficiency, climate resilience and sustainability communities' projects Scope nationally relevant and innovative mechanism to use GCF flexible financial instruments (including debt, equity and guarantees). Scope use of GCF private sector facility for
DFCC Bank PLC	
NDB Bank	
Hatton National Bank PLC	
HDFC Bank	
Commercial Bank	
Sri Lanka Carbon Fund	
Biodiversity Sri Lanka	
EML Consultants	

	<p>nationally relevant low carbon climate resilience project and programme</p> <ul style="list-style-type: none"> • Take part in regular country meeting or national planning/dialogue exercise • Support in capacity building of different private sector groups and local institutions • Advise private sector opportunities and challenges in engaging with GCF for appropriate policy and decision making process in Climate Finance Steering Committee, Technical Committee and existing climate change institutional structure. • Support the NDA to mainstream climate change issues into local level planning process
Media	
Media agencies	<ul style="list-style-type: none"> • Development and promotion of climate change mitigation and adaptation measures related programmes among general public