



## White Paper

# Validated Guidelines for Agriculture Stakeholder Engagement in Green Climate Fund and Broader Climate Change Programming in the Caribbean

The Bahamas, Belize, Dominica, Haiti, St. Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, and Trinidad and Tobago

2022







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## Executive Summary

This white paper, which presents guidelines for engaging agriculture stakeholders in GCF and broader climate change programming at national and regional levels in the Caribbean, builds on a previous and related report that assessed agriculture stakeholder engagement in climate change processes. The paper was commissioned in 2022 under a regional GCF readiness project, *“Strengthening the Foundation for a Climate Responsive Agricultural Sector in the Caribbean” (CARICOM AgREADY)*, which was implemented by the Inter-American Institute of Cooperation on Agriculture (IICA), with The Bahamas as the Lead National Designated Authority and funding from the GCF. The project involved nine Caribbean Community (CARICOM) countries of The Bahamas, Belize, Dominica, Haiti, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, and Trinidad and Tobago.

These validated guidelines for engaging agriculture stakeholders in climate change financing processes were developed using a three-stage process:

1. A review of secondary data including GCF documents on stakeholder engagement and reports on challenges and guidelines for engaging agriculture stakeholder in the Caribbean and extra-regionally.
2. The execution of multiple regional and national virtual consultations to present, acquire and synthesize feedback on the Assessment Report of Agricultural Stakeholder Engagement (perceptions, gaps and needs) in GCF and broader climate change programming.
3. The execution of validation workshops (regional and national) with country stakeholders on the draft and finalized guidelines for engaging agriculture stakeholders in GCF and broader climate change programming.

Review of documents highlighted that climate risk in SIDS of the Caribbean threatens lives and livelihoods of rural stakeholders and communities involved in agriculture. At the agricultural sub-sector level (for example fisheries, livestock farming, horticulture, and apiculture), different vulnerabilities are experienced based on the level of dependence on natural resources in these climate-sensitive sub-sectors. Addressing these vulnerabilities requires effective engagement of agriculture stakeholders in two main areas of GCF and broader climate change processes: the development of country-level GCF programmes and a project pipeline, and reducing negative impacts on planned GCF-financed projects on the agricultural sector and rural livelihoods as mandated by the GCF Environment and Social Policy (ESP).

Key findings from the Agriculture Stakeholder Engagement Assessment report, which informed the recommended guidelines were: i. the engagement of agricultural stakeholders in GCF programming processes was perceived as wanting, ii. Agricultural stakeholders would like to participate more in higher level engagements with shared decision-making authority through a more structured engagement process that is more inclusive of marginalized stakeholders, and iii. Support needed to improve stakeholder engagement were identified as resources, the development of a decision-making culture and dialogue, and improving working relationships and levels of trust among stakeholders.

The complexity of the issues indicates an underlying need for specialized support in advancing the effectiveness and efficiency of stakeholder engagement for building resilience in the agriculture sectors across the Caribbean region. In this light, some guidelines are recommended to improve engagement of agricultural stakeholders in GCF-Climate Financing processes:

1. **Improve the diversity of stakeholder groups engaged in countries:** greater efforts are needed by NDAs and AEs to improve the diversity of stakeholder groups engaged by conducting national stakeholder mapping and inventories to the sub-sector level.
2. **Allocate adequate resources for stakeholder engagement:** institutes involved in developing climate change programmes or projects focused on the sector should allocate adequate resources for strategic and sustained stakeholder engagement and related social processes.
3. **Decentralize decision making:** efforts should be made to integrate and leverage pre-existing sub-sector and sector-level committees, and functional community-based committees into climate change decision-making processes.
4. **Monitor impact and quality of stakeholder engagement processes:** Conduct evaluations of stakeholder engagement processes every two years based on identified indicators to assess inclusiveness, perceptions of the process, the relevance of information exchanged and levels of impact.
5. **Strengthen fit for purpose in communication with stakeholders:** Communication strategies should be adaptable and target group-specific as it relates on level of interest and influence of stakeholders and the complexity of planned interventions.
6. **Respect the rights of Indigenous Peoples and rural communities:** Develop and implement stakeholder engagement processes and strategies that are respectful of rights, dignity and culture of Indigenous Peoples.
7. **Build capacity for stakeholder engagement:** Conduct annual training sessions on stakeholder engagement and trust and relation building with NDAs, AEs and key institutions and organizations in the agricultural sector.
8. **Gender and intersectionality:** Use gender intersectional lens or Gender-Based Analysis during stakeholder mapping exercises.

Efforts going forward with GCF-financed stakeholder engagement in smallholder farming systems of the Caribbean will hold specific importance in creating high-impact and transformative change needed to contribute to mitigation and adaptation within the sector.

# Table of Contents

- Acknowledgements ..... iii
- Executive Summary ..... iv
- List of Acronyms and Abbreviations..... viii
- Introduction ..... 1
- Methods ..... 3
  - Stage 1: Series of 4 Workshops..... 3*
  - Stage 2: The Caribbean Climate Responsive Agriculture Forum (CCRAF) Platform..... 4*
- Findings and Recommended Guidelines ..... 5
  - Recommended Regional Guidelines for Agriculture Stakeholder Engagement in GCF and Broader Climate Change Programming ..... 6*
  - Explanation of Process Flow ..... 8*
- Conclusions ..... 9
- References ..... 11
- Appendices ..... 12
  - Appendix 1: Workshop 1 Emerging Guidelines—the OECS Subregion Grouping ..... 12*
  - Appendix 2: Workshop 2 Emerging Guidelines—Other English-Speaking Countries ..... 13*
  - Appendix 3: Workshop 3 Emerging Guidelines—Suriname..... 14*
  - Appendix 4: Workshop 4 Emerging Guidelines—Haiti ..... 15*
  - Appendix 5: Participant Listing ..... 16*



# List of Tables

Table 1: Country Level Workshop Groupings .....	3
Table 2: Regional Guidelines emerging from the validation process .....	6
Table 3: National Guidelines: OECS Subregional Grouping .....	12
Table 4: National Guidelines—Other English-Speaking Countries.....	13
Table 5: National Guidelines—Suriname .....	14
Table 6: National Guidelines: Haiti .....	15

# List of Acronyms and Abbreviations

<b>AEs</b>	Accredited Entities
<b>CCRAF</b>	Caribbean Climate Responsive Agriculture Forum
<b>CARICOM</b>	Caribbean Community
<b>ESP</b>	(GCF) Economic and Social Policy
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>IICA</b>	Inter-American Institute for Cooperation on Agriculture
<b>GCF</b>	Green Climate Fund
<b>NDA</b>	National Designated Authority
<b>NLC</b>	National Liaison Consultant
<b>M&amp;E</b>	Monitoring and Evaluation
<b>OECS</b>	Organisation of Eastern Caribbean States
<b>SDG</b>	Sustainable Development Goal
<b>SIDS</b>	Small Island Developing States

# Introduction

This white paper presents guidelines for the engagement of agriculture stakeholders in GCF and broader climate change programming in select Caribbean countries. These guidelines were developed as part of the IICA-GCF Readiness Support Project entitled “Strengthening the Foundation for a Climate Responsive Agricultural Sector in the Caribbean”, (CARICOM AgREADY Project). This project involved nine Caribbean Community (CARICOM) countries including The Bahamas, Belize, Dominica, Haiti, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, and Trinidad and Tobago.

As part of expected outcomes, the project seeks to enable climate action in the agriculture sector by driving climate finance and enhancing market opportunities to attract private sector investment. The purpose of this paper is to support and guide countries, National Designated Authorities (NDAs), GCF Accredited Entities (AEs) and civil society organizations on better engaging stakeholders in the agriculture sector for the development and implementation of climate change projects and programmes.

Climate change threatens lives and livelihoods of rural stakeholders and communities involved in agriculture in SIDS of the Caribbean (Thomas et al. 2020). Different sub-sectors (for example fisheries, livestock farming, horticulture, and apiculture) experience different vulnerabilities based on each sub-sector’s level of dependence on natural resources (FAO 2019). As such, working with stakeholders in these sub-sectors is critical to unlock innovation, transform food and agriculture, and meet regional SDG Goals. For these reasons, the GCF puts stakeholder engagement at the centre of a nationally-owned, low-emissions and climate-resilient pathway (GCF 2022). Stakeholder engagement plays an integral role in supporting the flow of information, leveraging local expertise, adding credibility to planned projects, enhancing climate awareness, and supporting buy-in to the GCF Country Programme. In summary, GCF literature (GCF 2022, GCF 2018) revealed that stakeholder engagement strategies are needed in two main areas: developing a country programme and building a project pipeline and stakeholder engagement as a requirement of the GCF Environmental and Social Policy (ESP).

Developing a country programme and building a project pipeline involve bringing national stakeholders together to improve and design the overall architecture and outcomes of all GCF-financed projects/programmes/activities. In addition, it includes monitoring and evaluating the implementation of the Country Programme as part of ongoing review and eventual revision of the Country Programme. As part of these activities, stakeholder engagement would involve a number of critical elements:

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

The GCF Environmental and Social Policy applies to all activities taking place in the agriculture sector financed by the GCF and includes private and public sectors (GCF 2018). This policy covers all projects directly financed by the GCF, as well as the many sub-projects supported and implemented through GCF-supported programmes for the agricultural sector as part of the GCF Country Programme. The policy mandates stakeholder engagement, so that stakeholders and communities affected, or potentially affected, by planned project activities are consulted, and that as needed, free, prior, and informed consent is obtained (GCF 2018). Part of the ESP supports the establishment of grievance redress mechanisms to gather stakeholder and community feedback and complaints. In the design and planning of selected projects, stakeholder engagement involves effectively and equitably reducing and managing environmental and social risks and impacts.

Whether in developing a country programme and project pipeline or as part of the GCF Environmental and Social Policy (ESP), a data-driven approach is needed to improve the efficiency and effectiveness of stakeholder engagement for building climate resilience in the agriculture sector. In this context, Datashore Ltd. was contracted to execute an agriculture stakeholder engagement assessment study in nine CARICOM countries. Data collection took place from September to December 2021 with agriculture stakeholders. The guidelines presented in this paper were developed against this background, noting the gaps which emerged from the stakeholder assessment study and informed by best practice. The guidelines were fine-tuned based on the Consultant's experience and detailed understanding of the needs of the smallholder farming system stakeholders and requirements of the GCF.

### **About this report**

The remaining parts of this report are structured around three sections. Section 2 details the methods used for developing the guidelines. Section 3 provides the findings and recommended guidelines and process flow for applying the guidelines. Section 4 provides a conclusion, which summarises the main findings and potential impact of implementing the recommended guidelines. Appendices are included to provide greater details on the guidelines emerging from groups consulted and participants of these groups.

## Methods

The guidelines were developed using a three-phase process. In the first phase, a desk review of the literature on stakeholder engagement challenges and best practices was done. This included a review of GCF guidelines on stakeholder engagement and identification of any challenges those guidelines might have on smallholder agri-food systems of the Caribbean.

In the second phase, the Agriculture Stakeholder Engagement Assessment Report, which was completed early in 2022, was presented to selected stakeholders and technical resource persons in the nine project countries to obtain and synthesize feedback which would constitute a major part of the recommended guidelines. This was done using workshops (hybrid) and bilateral discussions and communication. The first draft of the recommended stakeholder engagement guidelines was developed during this phase. In the last phase, findings from the draft report were shared with national stakeholders through online consultative platforms. National stakeholders validated the main report findings, provided crucial insights and identified emerging guidelines in breakout groups which were, in turn, summarized in plenary. Details on this two-step validation process is presented below:

### *Stage 1: Series of 4 Workshops*

Validation of the guidelines took place via four online validation workshops with countries and country groupings on the Zoom videoconferencing platform from 9 March to 15 March 2022. The nine countries were grouped as shown in table 1 below.

*Table 1: Country Level Workshop Groupings*

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

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

All workshops employed a similar agenda which included the following:

- Introductions
- Assessment Report Findings
- Feedback Reception
- Overview of the Guidelines
- Breakout Group Discussions on the Guidelines
- Return to Plenary Session
- Feedback from Groups
- Wrap-up

After introductions, the executive summary of the stakeholder engagement assessment report and main findings were presented. In plenary, general feedback and views were solicited from attendees on how report findings resonated with their country experience. Later, multi-country groups (single country in the case of Suriname and Haiti because of different language requirements) went into breakout groups to discuss country-specific issues based on the report findings. Datashore Consultants working with the National Liaison Consultants (NLCs), took note of discussions and, based on discussions, best practice and peer reviewed literature, identified national guidelines or gaps that emerged. During each workshop, both regional and local/country-level guidelines were identified. Some wider-scope *regional* guidelines were explicitly identified during the workshops. The process of identifying relevant guidelines was facilitated by sharing a draft document online for recording feedback among the breakout groups.

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

### *Stage 2: The Caribbean Climate Responsive Agriculture Forum (CCRAF) Platform*

A further round of validation of the guidelines took place online on 13 July 2022, at the GCF Readiness National/Regional Consultation supported by the Caribbean Climate Responsive Agriculture Forum (CCRAF). CCRAF is an online dialogue platform established by IICA in 2015, as a neutral space for regional stakeholders to share, learn, plan, and promote policies, strategies, and actions geared towards building more productive low emissions and sustainable agricultural systems that are well adapted to the impacts of climate change.

After presenting the guidelines to the regional audience, approximately twelve helpful suggestions were raised for improving the clarity of the guidelines. The explanatory figure (figure 1), which indicates the process flow and appropriate placement of the guidelines, represents one of the suggested changes to improve clarity and applicability.

## Findings and Recommended Guidelines

The agricultural sector faces inherent challenges and complexities, which require careful observation, interpretation, and response. The three main considerations having a bearing on the guidelines are as follows: (1) complexity of the project being undertaken; (2) risk to the stakeholder and their community, and (3) level of concern generated.

The five-step process to planning and implementing a successful stakeholder engagement process that reflects GCF requirements first requires the development of a strategy (GCF 2022). In the second step an inventory of stakeholders occurs in which their interests and issues are mapped, and vulnerabilities assessed. Since the agricultural sector consists of several sub-sectors (*including* apiculture, fisheries and horticulture), the appropriate level of detail for the inventory requires mapping down to the sub-sector level to adequately capture these disparities.

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

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

Step three pertains to the best approaches to engaging various stakeholder groups. The approaches are based on the issues raised/mapped in step 2 and must take into consideration communication methods/tactics based on the level of interest of the stakeholders, comfortable meeting locations/venues, gender inclusivity, cultural norms and practices, and keeping proper meeting records. The fourth step pertains to implementation of/follow up on action plans derived from stakeholder engagement (step three). Plans should include clear descriptions of any commitments, explanations of the rationale behind the commitment, budget requirements, timelines, and roles and responsibilities, i.e., “who, what, when where and why”.

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

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

## Recommended Regional Guidelines for Agriculture Stakeholder Engagement in GCF and Broader Climate Change Programming

This section presents the list of regional guidelines that were developed and features a schematic which explains when the guidelines are applicable (figure 1). These regional guidelines emerged from the national guidelines from country-level workshops (appendices 1–4). One unique area that needs to be highlighted is the importance of women to the sector. The gender gap in the agriculture sector is well documented, and in such a case, stakeholder mapping that involves an inventory of stakeholder influence and interest can be seen as critical to finalizing national stakeholder plans. Such mapping is essential to ensure targeting of critical and especially marginalized groups such as women, youth and Indigenous peoples (the ‘*who*’). The study revealed that with the lack of in-depth mapping in the agriculture sector *at the sub-sector level*, specific strategies related to intersectional issues with gender in agriculture may be easily missed. Representatives of women stakeholder groups acknowledged that the multiple roles played by women actors places the burden of care on them, and they voiced frustrations with unmet expectations in stakeholder engagement. Capacity building for stakeholder mapping and relationship building is a lengthy process and requires careful management, time, and resources.

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

Table 2: Regional Guidelines emerging from the validation process

No	Challenges/Gaps identified	Recommended Guidelines
1	Outdated, incomplete or missing stakeholder groups in national stakeholder strategies and inventories. For example, the absence and under-representation of key stakeholder groups related to water resources and drought, which is a known limiting factor of the horticulture sub-sector. This is a critical sub-sector for food security.	<p><b>Improve coverage of stakeholder groups.</b></p> <p>NDAs and AEs should conduct national stakeholder mapping and inventories to the sub-sector level to:</p> <ol style="list-style-type: none"> <li>1. Identify sub-sectors of national relevance.</li> <li>2. Assess how climate risk is likely to impact the sub-sector and the nature of the vulnerability, or for planned projects, quantify livelihoods at stake and identify coping strategies.</li> <li>3. Identify formal and informal groupings that exist in the sub-sectors, membership, capacity level and needs.</li> <li>4. Establish a baseline of mapped sub-sector stakeholder groups.</li> </ol>
2	High costs associated with stakeholder engagement that requires consistent resources to support commitment to gender transformation, and women’s workload management.	<p><b>Allocate adequate resources for stakeholder engagement.</b></p> <p>At a minimum, project design activities should include funding (equivalent to 1/3 project funding) toward inclusiveness, social processes, capacity building, stakeholder engagement, and gender transformation. A correspondingly higher proportion should be allocated where the local context necessitates higher amounts. For example, in highly distributed and disparate communities with poor transport and communication links.</p>
3	National level organizations are seen as having the most influence on decision making, which is counter to developing a decision-making culture and dialogue, building polycentric working relationships and high levels of trust.	<p><b>Decentralize decision making.</b></p> <p>Governance arrangements should seek to leverage existing social processes that foster coordination and decision-making rather than create new ones, by using pre-existing sub-sector or sector-level committees, and community-based organizations to incorporate local and traditional ecological knowledge.</p>



No	Challenges/Gaps identified	Recommended Guidelines
4	Stakeholders recognized the importance of attending meetings but stated their interest in more formalized arrangements, and more power sharing in decision making. (GCF guidance note: Step 5 - monitor stakeholder engagement in key sub-sectors and follow up.)	<p><b>Monitor impact and quality of stakeholder engagement processes.</b></p> <p>Conduct evaluations of stakeholder engagement processes every two years based on identified indicators which should assess whether the policies/projects/engagement processes are contributing toward improved sector and sub-sector inclusion, coordination, and gender transformation. To support M&amp;E efforts, develop indicators for plans/policies/projects developed/engagement processes.</p>
5	National reports not widely available online, which suggests that fit for use communication and documentation is missing at the sub-sector level. Lack of dedicated regional website or subregional website in the case of OECS countries, otherwise country-level, and need for multi-language use in communications.	<p><b>Ensure fit for use in communication and documentation.</b></p> <p>(a) Communications strategy should target each grouping in the sub-sector using the mapping information (engage, participate and inform), based on level of interest and influence for each group. (b) Design should be commensurate with the current level of risks, complexity of project activities, and level of concerns raised by stakeholders and communities on climate risk or planned development affecting the sub-sector. (c) Identify alternatives (adaptation) or take actions to mitigate threats to livelihoods. (d) Communication channels should be diverse, and modes of communication should vary with stakeholder groups, sub-sector characteristics, objectives of the engagement, frequency of contact, and suitable timing. (For example, farmer groups could be engaged at the community level using field visits as platforms for consultation.) (e) Recommend use of champions as needed to give voice to critical issues as needed in the sub-sectors.</p>
6	Safeguarding rural communities and livelihoods. GCF guideline on indigenous peoples.	<p><b>Respect the rights of Indigenous Peoples<sup>1</sup> and rural communities.</b></p> <p>Ensure that the stakeholder engagement process and strategies are developed and implemented in such a way that they foster full respect for rural communities, and Indigenous Peoples' dignity, human rights, and cultural uniqueness so that they:</p> <p>(a) benefit from GCF activities and projects in a culturally appropriate manner and; (b) do not suffer harm or adverse effects from the design and implementation of GCF-financed activities.</p> <p>Allocate adequate time for communications (1-2 months) with rural communities and Indigenous Peoples (documents shared via printed copies and email communications).</p>
7	Need for improved capacity in stakeholder engagement and more structured inclusiveness which may connect to the importance of capacity building needed to better understand and conduct more detailed and accurate stakeholder mapping.	<p><b>Build capacity for stakeholder engagement.</b></p> <p>Conduct annual training sessions on stakeholder engagement with the agricultural sector with AEs, NDAs, and other high interest high-influence stakeholder groups.</p>
8	Missing inventories linked to ad-hoc or untargeted stakeholder engagement practices.	<p><b>Publish stakeholder inventories.</b></p> <p>Publish national stakeholder inventories at the sub-sector level (shared on national and GCF websites) every two years.</p>
9	Ensuring women and/or women representatives and other social groups such as Indigenous Peoples are engaged and have agency.	<p><b>Improve Gender mainstreaming in the consultation process.</b></p> <p>Mainstreaming gender in the consultation process to ensure gender sensitivity with a goal of gender transformation.</p>

<sup>1</sup> This is a country-specific designation. This is because the United Nations General Assembly accepted the Declaration on the Rights of Indigenous People (UN-DRIP) in 2007. The declaration lists the various rights to Indigenous Peoples and was signed on by 144 countries. Although an official definition of "indigenous" has not been adopted, some fundamental criteria of self-identification as underlined in a number of human rights documents from the UN are as follows:

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

No	Challenges/Gaps identified	Recommended Guidelines
10	Ensure that stakeholder mapping captures women and men's representative groups including all sub-sections of women including young women and rural women.	<b>Gender and intersectionality in stakeholder mapping.</b>  Using a gender intersectional lens or Gender-Based Analysis + during stakeholder mapping exercises.
11	Regional knowledge building and capacity development in the area of gender responsive stakeholder engagement and its benefits. Limited understanding of and resistance to the need for gender mainstreaming.	<b>Gender representation in knowledge products.</b>  Gender mainstreaming in knowledge products through portrayal and representation of images, subject and content, data collection methodologies etc.
12	Need for regional knowledge co-learning on design and building capacity around knowledge sharing in stakeholder engagement with the agricultural sector.	<b>Improve Knowledge management.</b>  Developing a regional hub to ensure new knowledge is incorporated (not only from the project management perspective, but additionally) to operationalize and troubleshoot stakeholder engagement best practices.  This regional hub should be carefully selected to operate beyond the life of the project and ensure the persistence and availability of knowledge products. This service should be procured from a commercial hosting service provider, or alternatively provided by a regional institution with the necessary capacity.
13	Historically weak capacity and under-resourced stakeholder groups in the agricultural and rural sector need to be better understood and addressed.	<b>Build inter-institutional/organization trust and relationships</b>  Country-level stakeholder engagement relationship specialists deployed to support engagement processes with key sub-sectors at the community levels. This specialized resource should be deployed from the NDA's office.
14	Highly decentralized and fragmented sector, with multiple, heterogenous, interdependent stakeholders.	<b>Form Groups for collective action.</b>  Support group building processes to enhance collective action where there are no stakeholder groups at the sub-sector and sector levels.

### Explanation of Process Flow

Figure 1 represents the process flow which applies to the two main areas of stakeholder engagement required as part of GCF-financed activities. The flow chart in the top half of the graphic represents the development of the Country Programme through the GCF project pipeline. The relevant guidelines which pertain to each step of the national project development process is highlighted in blue. The second half of the of the graphic (the bottom of the figure) shows part of the GCF Environmental and Social Policy requirements. It covers project implementation and focuses on mitigation of social and economic impacts from projects. Stakeholder engagement in this case follows project concept note approval at the national level (represented in green).

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

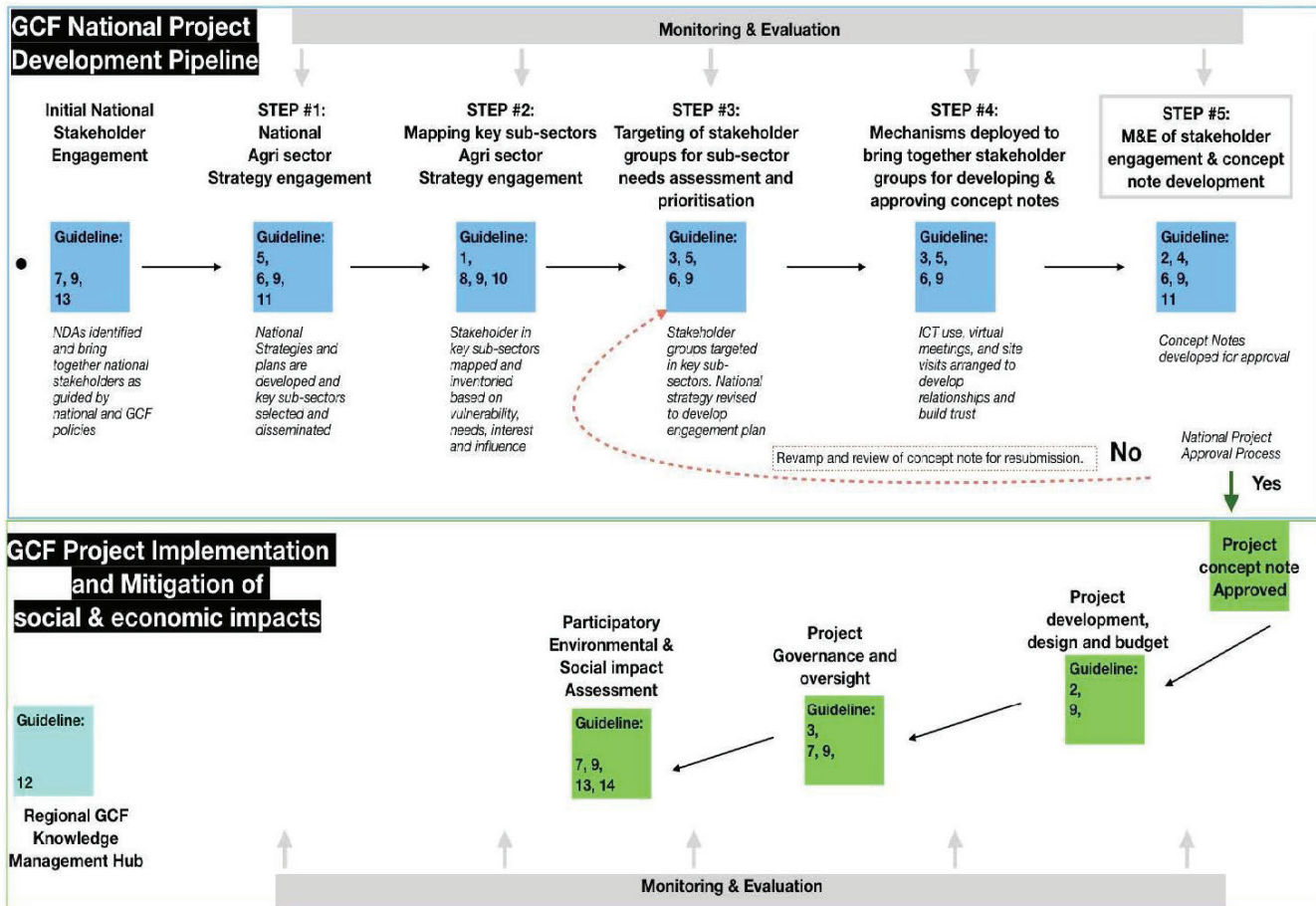
## Conclusions

Stakeholder engagement is crucial for successful strategic planning in the project management process. Effective stakeholder engagement helps to build trust, foster connections, mitigate social and economic impacts, and achieve the intended project outcome. This report presents the recommended Regional Guidelines for agriculture stakeholder engagement in GCF and broader climate change programming, which emerged from country-level workshops involving nine CARICOM countries between 2021 and 2022. These guidelines take into consideration the complexities of Caribbean agriculture, which has multiple sectors and sub-sectors, and are applicable across the various steps of the GCF financing process, (outlined in figure 1), from the development of national projects to GCF project implementation.

The assessment report highlights the need for adequate resource allocations for stakeholder engagement, decentralized decision making, continuous monitoring and evaluation, targeted communication strategies and actual training on how to engage with stakeholders. Gender is a cross-cutting theme which impacts every step of the engagement process. Yet it is frequently overlooked, or not yet mainstreamed into everyday decision-making processes due to limited knowledge/awareness by project implementors. The importance of meaningful inclusion/representation of vulnerable groups (women, youth, elderly, Indigenous Peoples) cannot be overemphasized. Therefore, gender sensitivity/awareness training should become standard in the project management process.

It is hoped that the results of this work will not only shed light on GCF stakeholder engagement issues at a national level, but will also serve as a vehicle to assist countries in developing effective data-driven GCF country programmes for building climate resilience in the agriculture sector.

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



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## Appendices

### *Appendix 1: Workshop 1 Emerging Guidelines—the OECS Subregion Grouping*

The guidelines emerging from the first group, the OECS subregion grouping, are presented below in table 3. The *guideline reference* column refers to the respective regional guidelines presented in section 4 (table 2). There was a total of thirty-three attendees at this workshop, which included thirteen members of the organizing committee.

*Table 3: National Guidelines: OECS Subregional Grouping*

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

## *Appendix 2: Workshop 2 Emerging Guidelines—Other English-Speaking Countries*

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

*Table 4: National Guidelines—Other English-Speaking Countries*

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

### Appendix 3: Workshop 3 Emerging Guidelines – Suriname

The guidelines emerging from the third workshop (Suriname) are presented below. The *guideline reference* column refers to the respective regional guidelines presented in section 4 (table 2). There was a total of twenty-nine attendees at this workshop, which included six members of the organizing committee. The assessment report’s executive summary and findings were shared before the meeting to facilitate translation into Dutch in advance of the workshop. Two breakout groups were formed (English and Dutch) and attendees joined their preferred groups.

Translation services were provided by Lorenzo Tirtopawiro from the IICA Suriname office during the meeting.

Table 5: National Guidelines – Suriname

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



#### *Appendix 4: Workshop 4 Emerging Guidelines – Haiti*

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

*Table 6: National Guidelines: Haiti*

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

## Appendix 5: Participant Listing

The table below provides a list of participants who attended the four online validation workshops.

Workshop no. and country Grouping	Workshop Participants	Country	Role/Organiser
1. OECS subregion grouping:  Dominica, Saint Lucia, Saint Kitts and Nevis, St. Vincent and the Grenadines,			
	William Sabaroche	Dominica	
	Anthony Cyrille	Dominica	
	Sawana Fabien	Dominica	
	Anthony Cyrille	Dominica	
	Shari-Anne Gregoire	Dominica	NLC
	Dr. Al Mario Casimir	Dominica	
	Agnes Esprit—GEF	Dominica	
	Kent Coipel	Dominica	
	Gregg Rawlins		IICA
	Richard Mathias	Saint Lucia	
	Carleen Joseph	Saint Lucia	
	Ruth Itsy	Saint Lucia	
	Department of Sustainable Development	Saint Lucia	
	Rufina Paul	Saint Lucia	
	Jannel Gabriel	Saint Lucia	
	Dr. Kurt Prospere	Saint Lucia	NLC
	Donette Charlery	Saint Lucia	
	Floyd Robinson	Saint Kitts and Nevis	
	Wendy Williams	Saint Kitts and Nevis	NLC
	Daniel Arthurton	Saint Kitts and Nevis	
	Aisha Howell	Saint Kitts and Nevis	
	Sharon Jones	Saint Kitts and Nevis	IICA
	Tonisha Weeks	Saint Kitts and Nevis	
	Sabrina Murphey	Saint Vincent and The Grenadines	
	Michael Dalton	Saint Vincent and The Grenadines	IICA
	Garnett Jeffers	Saint Vincent and The Grenadines	NLC
	Nerissa Gittens	Saint Vincent and The Grenadines	
	Dr. Coleen Phillips	Saint Vincent and The Grenadines	
	Gregg Rawlins	OECS Subregion	IICA
Candice Ramessar		Gender Consultant	
Kelly Witkowski		PMU	
Shalini Maharaj		PMU	
Dr. Lyndell St. Ville		Stakeholder Engagement Consultant (Datashore)	
Dr. Arlette St. Ville		Stakeholder Engagement Consultant (Datashore)	

Workshop no. and country Grouping	Workshop Participants	Country	Role/Organiser
2. Grouping of other English-speaking countries in the region:  The Bahamas, Belize, Trinidad and Tobago	Danielle Sookram Research Officer, Ministry of Planning and Development  (GCF/UNFCCC National designated Authority)	Trinidad and Tobago	
	Gia Gaspard Taylor President, National Rural Women Producers of Trinidad and Tobago	Trinidad and Tobago	
	Beena Ramkissoon, Planning Officer, Ministry of Agriculture, Land & Fisheries (MALF)	Trinidad and Tobago	
	Anuradha Pooran – Ramroop, Cocoa Development Officer The Cocoa Development Company of Trinidad and Tobago Limited (CDCTTL)	Trinidad and Tobago	
	Rajkumar Singh, Agriculture and Research officer Sugar Cane Feed Centre (SFC)	Trinidad and Tobago	
	Christopher Alexander Manager, Quality Assurance National Agricultural Marketing and Development Corporation (NAMDEVCO)	Trinidad and Tobago	
	Lisa James Caribbean Agricultural Research and Development Institute (CARDI)	Trinidad and Tobago	
	Shanna Prevost	Trinidad and Tobago	NLC
	Sue-Ann Barrat Head, Institute for Gender and Development Studies (IGDS)	Trinidad and Tobago	
	Wendy Samsundar Beharry Corporate Manager, Agricultural development Bank of Trinidad and Tobago (ADB)	Trinidad and Tobago	
	Lester Doodnath Biologist, Institute of Marine Affairs (IMA)	Trinidad and Tobago	
	Pathmanathan Umaharan Head The Cocoa Research Centre at the University of the West Indies (CRC)	Trinidad and Tobago	
	Regina Smith	The Bahamas	
	Eboni Adderley	The Bahamas	NLC
Errington Thompson	The Bahamas		
Sumayyah Cargill	The Bahamas		
Tenisha Innis	The Bahamas	IICA	
Zina Williams—BDB	The Bahamas		
Paige Bastian—BDB	The Bahamas		
Kathya Castaneda	Belize	NLC	
Hendy Tennielle—NHS	Belize		
Veronica Manzanero—CREI/CGA	Belize		

Workshop no. and country Grouping	Workshop Participants	Country	Role/Organiser
	Miriam Ochaeta-Serrut	Belize	
	Omaria Avila Rostant, Head, Caribbean Agricultural research and Development Institute (CARDI)	Belize	
	Leonel Requena	Belize	
	Daryl Sabourin BSI/ASR	Belize	
	Albert Moore	Belize	
	Tennielle Williams	Belize	
	Willie Chan	Belize	IICA
	Shalini Maharaj		PMU
	Dr. Lyndell St. Ville		Stakeholder Engagement Consultant (Datashore)
	Dr. Arlette St. Ville		Stakeholder Engagement Consultant (Datashore)
<b>3. Suriname (Surinamese speaking)</b>	Laurenzo Tirtopawiro	<b>Suriname</b>	IICA
	Audrey Koina	Suriname	
	Pearl Playfair / NVB	Suriname	
	Erwin Wongsodjiwo / Organic & Hydro Crops	Suriname	
	Dino Demidof	Suriname	IICA
	Niradj Hanoeman / SURAFY	Suriname	
	Tosca Pinas—ABI	Suriname	
	Marie-Josée Artist / VIDS	Suriname	
	Truus Warsodikromo / Meteorological office	Suriname	
	Jerrel Pinas ACT-Su	Suriname	
	Maureen Playfair / SurAmazon	Suriname	
	Yves Diran—SNRI / ADRON	Suriname	
	Mayra Esseboom	Suriname	NLC
	Sjenelva Slory	Suriname	IICA
	Jerry Tjoe Awie—SNRI / ADRON	Suriname	
	Rathna Kewal	Suriname	
	Maria Raafenberg / AFAM	Suriname	
	Sifran Jabbar	Suriname	
	Kayleigh Kromodimedjo	Suriname	
	Mayra Van Axel Dongen / FSA	Suriname	
	Reinier Taus	Suriname	
	Vijona Dipowirono	Suriname	
Graciella Zweers / PAS	Suriname		
Shamay Riestra / PAS	Suriname		
Mrs. Wasudha / AdeKUS	Suriname		
Delano Ponit / Hydroponics Technologies	Suriname		
Shalini Maharaj		PMU	

Workshop no. and country Grouping	Workshop Participants	Country	Role/Organiser
	Dr. Lyndell St. Ville		Stakeholder Engagement Consultant (Datashore)
	Dr. Arlette St. Ville		Stakeholder Engagement Consultant (Datashore)
<b>4.</b>	Telfort Serge David S	<b>Haiti</b>	NLC
<b>Haiti (French speaking)</b>	Rachelle Pierre Louis	Haiti	IICA
	Sardou Jean Denis—AVSF	Haiti	
	Ordre Valbrun—Consultant Climate Change	Haiti	
	Eeick Balthazar—PDG Strategie group	Haiti	
	Gerty Pierre—Director at directorate of climate change/NDA	Haiti	
	Dackson Sanon—Director Crops production at the Ministry of Agriculture	Haiti	
	Shalini Maharaj		PMU
	Dr. Lyndell St. Ville		Stakeholder Engagement Consultant (Datashore)
	Dr. Arlette St. Ville		Stakeholder Engagement Consultant (Datashore)







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