

A photograph of a person with short, curly hair, seen in profile from the side, mending a fishing net. The person is wearing a dark, long-sleeved shirt. The background is a bright sunset or sunrise over a body of water, with a fence visible in the distance. The lighting is warm and golden, creating a silhouette effect on the person.

LESSONS ON LOCAL
STAKEHOLDER ENGAGEMENT
FROM THE PILOT PROGRAM FOR
CLIMATE RESILIENCE
A CASE STUDY OF PROJECTS IN EIGHT COUNTRIES

KNOWLEDGE FOR RESILIENCE SERIES - OCTOBER 2021



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EXECUTIVE SUMMARY

This study, led by the Climate Investment Funds (CIF) Stakeholder Engagement team, in collaboration with the Pilot Program for Climate Resilience (PPCR) team, assesses local stakeholder engagement (LSE) in project design and implementation within the PPCR portfolio. While the principles of stakeholder engagement are embedded in CIF's governance system, their practice varies across countries and programs. This variation stems from the heterogeneous nature of CIF portfolio, the different methods of LSE, along with the disparate priorities and resources accorded to LSE by national governments and multilateral development banks (MDBs) overseeing the CIF investments.¹

Through an in-depth case study of projects in eight PPCR-recipient countries, this study identifies the lessons learned and the good practices in LSE, which can serve to inform CIF's existing and new programs as well as the programs of other climate

funds. This case study, with a focus on projects in eight countries—*Cambodia, Jamaica, Nepal, Papua New Guinea, Samoa, St. Lucia, St. Vincent and the Grenadines, and Zambia*, illustrates the wide range of practices and approaches, which facilitate LSE.

LESSONS LEARNED

Investment planning, along with project design and implementation, under PPCR follows a participatory approach. It is thus unlike the more traditional top-down planning whereby the needs of users are often decided by officials who may have a different perception of the actual needs of beneficiaries. We find evidence of many good practices in LSE in the selected PPCR projects. They are summarized below under the headings of **process, principles, means of LSE, and benefits of LSE**, with two country examples for each of the lessons.

PROCESS FOR LSE

Identification of stakeholders: Project-level LSE was built upon the prior engagements carried out during CIF's investment planning process. It also identified and utilized existing institutional capacities and frameworks for LSE.

- In **Zambia**, the project team proactively addressed the needs of disadvantaged groups (DAG) identified during the CIF investment planning process—women-headed households, widows, the elderly, rural youths, and people living with HIV/AIDS.
- In **Cambodia**, for gender mainstreaming, the project team relied on the expertise of an existing Gender and Climate Change Committee (GCCC) within the Ministry of Women's Affairs, comprising gender focal points from government and civil society.

Role in project and partnerships: The projects actively involved local stakeholders during the implementation process—from procurement to the implementation of small projects. They assessed and addressed the gaps in the stakeholders' operational capacities to implement small projects. This helped to build partnerships that were leveraged in the design and implementation of subsequent projects.

- In **Samoa**, the project provided grants to community groups at the village level, through a Civil Society Support Program (CSSP), for implementing small projects. Community groups submitting proposals for funding were required to demonstrate community support through discussions with the indigenous people's chiefs and the broader community.
- In **Cambodia**, the project trained civil society organizations (CSOs) on climate-smart agriculture, urban and coastal resilience, proposal preparation, and project management, which enabled them to implement small projects. The project built the capacities of 19 selected CSOs whose implementation of projects in turn benefited 56,600 people.

PRINCIPLES FOR LSE

Gender and Social Inclusion (GESI): The projects proactively ensured the representation of DAG, which helped them to derive greater benefits and improve their social status. Many projects set targets for the participation of DAG and held separate discussions with them in order to reduce barriers to their engagement.

- In **Nepal**, the project set clear targets for the proportional representation of DAG in small project implementation committees and reserved certain jobs for women. These representative committees pursued small projects that reduced the women's time spent in fetching water by 73 percent and reduced social discrimination against *Dalits* (a lower-caste group considered to be "Untouchables", which is not allowed to use communal resources), through the construction of common water taps for all caste groups.
- In **Cambodia**, project criteria mandated women's participation in the implementation of small projects to be at least 50 percent. The project conducted an analysis to quantify the economic costs and benefits of gender mainstreaming and found that every US dollar invested generated USD1.8–4 in economic benefits for women.

Grievance redress mechanism (GRM): The projects most commonly used a tiered GRM that allowed for complaints to be registered at the grassroots level and then escalated to higher levels if needed. A particular emphasis was placed on accessibility, by allowing for multiple mediums and forums to lodge grievances. Strong GRMs during the early stages of projects helped to incorporate any concerns raised on project design, thereby avoiding delays during implementation.

- In **Zambia**, grievances were first registered at the ward level, and if unresolved, they were escalated to the district, then to the province, and finally to the national level. The project required each of these tiers to submit reports on the resolution of grievances. The monitoring missions, undertaken

by the district, provincial, and national teams, were an additional means for lodging grievances; community members with grievances could also raise them during these visits.

- In **St. Vincent and the Grenadines**, the project team first registered and addressed grievances during community consultations prior to project initiation. Subsequently, flyers, containing information on the project objectives, the proposed construction outline, and the contact details of the focal persons to raise concerns, were distributed door to door. During implementation, signboards erected by contractors at project sites also set out the contact information of focal persons for anyone to convey their grievances.

MEANS OF LSE

Information and knowledge sharing: The projects created a communication plan with a structure for information sharing, ensuring that information was accessible to everyone, in terms of the medium used and the format for dissemination. They also used creative and innovative ways of building awareness on climate issues and project objectives, which ultimately allowed local stakeholders to play a more vital role in the project.

- In **Jamaica**, the project's information-sharing campaign used a cartoon character, Barry the Barometer, for its campaign—"Smart and Steady, Get Climate Ready". It also used popular reggae artists and social media influencers for its outreach.
- In **St. Lucia**, the project supported the production of short storytelling-style videos for news broadcasts as well as the education of youth and community groups through in-person presentations. It also enabled the development of a web application called Act to Adapt, which allows homeowners to easily estimate the impact of climate disasters on their homes and develop home adaptation plans.

Consultations and incorporation of feedback:

Project teams consulted with stakeholders early on in the project cycle to conduct needs assessments. Stakeholders were mapped and feedback mechanisms were set up early on to help refine the project design as per the local stakeholders' needs expressed during the consultations.

- In **St. Vincent and the Grenadines**, the project team held community consultations before the project design. Then it posted the proposed designs publicly for feedback and held community meetings with the design firm. By understanding the planned activities, impacts, and timelines, the community was able to provide informal supervision of the civil works, which helped to keep the activity on track.
- In **St. Lucia**, the Social Safeguards Officer within the project coordinating unit conducted a sensitization meeting with the community to build trust before project initiation. Community buy-in was sought with every iteration of project design: since the community was able to articulate issues better, designers could recommend more targeted solutions.

Capacity building and training: The projects carried out targeted activities for the capacity building of local stakeholders, many of whom had different capacity needs. They also implemented the capacity building of local authorities, especially on GESI, which further helped to build the capacities of other local stakeholders.

- In **Papua New Guinea**, capacity building at the national level for government representatives and private organizations used PowerPoint presentations, seminars, and knowledge products. At the provincial level, women and community groups were active in raising awareness, with specific capacity building programs for women and youths facilitated by the non-governmental organizations (NGOs) contracted by the project.

- In **Nepal**, 100 percent of the project staff received training on GESI. This helped them to build the capacities of community organizers and the local authorities on GESI, thereby supporting the project's GESI plan.

Monitoring and supervision: The projects often placed representatives from the community on oversight committees for subprojects, which allowed for more in-depth monitoring and supervision as well as greater accountability for work quality and project timelines.

- In **Jamaica**, a Steering Committee, comprising representatives from the technical implementing agencies, the civil society, the private sector, and academia, monitored the project. This committee provided an avenue for all stakeholders to lead and identify solutions during project implementation.
- In **St. Vincent and the Grenadines**, community members were part of the supervision process during the civil works. For example, the management committee for the construction of satellite warehouses included civil society representatives. When the satellite warehouses were completed, community representatives from the management committee took part in the final inspection and pointed out things that should be improved, thereby ensuring work quality.

BENEFITS TO STAKEHOLDERS: VOICES FROM THE FIELD

An inclusive engagement process provided a range of benefits to local stakeholders and also amplified the impact envisioned by the project for its intended beneficiaries. An effective process for LSE also had benefits for the project itself by identifying issues and solutions through the communities that the project may not have taken into account.

- The project team in **Zambia** reflected: "The process of engagement has instilled a sense of ownership in communities. Now communities have a drive to seek the support of CSOs to carry out climate adaptation projects of their

own. Societal barriers have also been broken as a result of the project. DAG, such as those living with HIV/AIDS, were allowed to be part of the project and the stigma that they face in rural areas has been reduced—now they work in groups with others and are even part of the project implementation community groups. In project areas, women don't traditionally take up leadership roles. But in the small project committees, we have seen women take up leadership roles and lead activities, making them part of the climate resilience agenda."

- A project beneficiary in **Nepal** reflected: "When the project came for community consultations, women said their main priority is food and water. They had to wait two hours every morning for fetching water and there was no water in toilets. Dalit members of the community (an underprivileged caste group) said they are not allowed to drink water from the wells because of their social status. Now because of the project, women don't have to wait for water and there is also water in the toilets, as well as in the communal taps. Women's workload has decreased and they can dedicate more time to public meetings. Even the CDGs (community development groups) are required to have women and Dalit representation. Many CDGs decided to build common taps in their area, which people from all castes could drink from, to reduce social discrimination."

The experience of the PPCR projects across eight countries, reviewed in this study, reveals a simple yet invaluable insight: better engagement with non-state actors always delivers better outcomes for a project. As such, we need *more* LSE in delivering climate finance and action, not less. And this engagement with local stakeholders needs to be inclusive, accessible, targeted, and meaningful.



1. INTRODUCTION

In 2008, global leaders recognized the enormity of the climate challenge and responded by establishing the Climate Investment Funds (CIF) to provide scaled-up climate financing for climate solutions that have significant potential for long-term transformational change across key markets and sectors. CIF adopts a programmatic approach and works in partnership

with multilateral development banks (MDBs) to enable countries to work on a strategic plan called the “investment plan” for a series of investments that mutually reinforce one another, instead of providing financing for one-off projects. Annex 1 provides a brief background on CIF’s programs and governance framework.

1.1 CIF STAKEHOLDER ENGAGEMENT

The CIF identifies several categories of stakeholders,² notably:

- **National governments** of CIF countries, including a lead ministry or department and other ministries;
- **MDBs**, of which five³ support the design and implementation of CIF's investments plans and through which CIF financing flows;
- **Bilateral agencies** and other development partners, including United Nations agencies that may provide co-financing or assist with program implementation;
- **Local government** units ranging from small local councils to large subnational governments;
- **Civil Society Organizations** (CSOs), including service delivery non-governmental organizations (NGOs), research centers, trade unions, advocacy groups, gender organizations, foundations, and other civil society groups that may or may not be formally registered:
 - › **Indigenous Peoples Organizations** (IPOs) composed of local tribal and ethnic groups as well as national and regional networks;
 - › **Local Communities**, such as community-based organizations (CBO), women's groups, and cooperatives; as well as
- **Private Sector Entities** (PSEs), including national banks and local financial institutions that provide finance, firms contracted and financed for implementing activities, business associations, chambers of commerce, umbrella groups, and individual firms.

Defining “local stakeholders”: This study adopts CIF's definition of “local stakeholders”, which includes:

- 1 | national and local organizations representing Indigenous peoples and local communities;
- 2 | CSOs, including think tanks, research centers, NGOs, trade unions, advocacy groups, women's groups, CBO, and other civil society groups that may or may not be formally registered;
- 3 | private sector actors, including national banks and local financial institutions providing finance, business associations, chambers of commerce, umbrella groups, and individual firms (excluding individual businesses contracted solely as service providers); along with
- 4 | local government units, ranging from village councils to provincial governments, when not under the direct control of national government entities.

Finally, this study uses the term, “disadvantaged group”, to denote social groups that face exclusion due to their identity, while the term, “vulnerable groups”, to denote groups that are particularly vulnerable to climate change impacts. Often, groups that are the most disadvantaged may also be the most vulnerable.

Figure 1
STAKEHOLDER ENGAGEMENT ACROSS FOUR LEVELS OF CIF'S WORK



1.2 RATIONALE FOR LOCAL STAKEHOLDER ENGAGEMENT (LSE) IN CIF

CIF adopts an inclusive and meaningful stakeholder engagement process to enable **local ownership**, and ultimately, the **sustainability** of climate investments. Stakeholders comprise broadly individuals and groups falling under the following categories: (a) those affected by an investment; (b) those having a possible bearing on its outcomes; and (c) those perceiving themselves to be included in either of the groups described in (a) or (b).

Engaging stakeholders promotes **transparency**, inclusive decision-making, and **accountability**. Engagement also serves to broaden knowledge

about the environment in which the investment will operate and the challenges that its design will need to address, thereby serving as a risk assessment tool. Thus, it also helps to effectively allocate resources and increase efficiency. **The process of stakeholder engagement is not just an end in itself, but also a means for enhancing the inclusivity and sustainability of the design and delivery of CIF projects.**⁴

Stakeholder engagement is implemented at each level of CIF's work, from global governance to national strategy to local projects (Figure 1). **The focus of this study is engagement at the local level, through project design and implementation. It complements a prior study⁵ conducted by CIF on stakeholder engagement at the national level during investment planning.**

Figure 2
LEVELS OF STAKEHOLDER ENGAGEMENT IN CIF



1.3 CIF'S FRAMEWORK FOR STAKEHOLDER ENGAGEMENT

Based on World Bank's *Strategic Framework for Mainstreaming Citizen Engagement in World Bank Group Operations*,⁶ CIF recognizes five levels of stakeholder engagement when engaging with civil society, indigenous people, and private sector stakeholders at the country and local levels (see Figure 2).⁷ These are:

- 1 **Information sharing:** share and disseminate information pertaining to CIF's governance, policies, programs, and financed projects. It concerns both the type of information shared with the public and how that information is shared.
- 2 **Dialogue:** two-way engagement in which the parties engaged can become better informed, find commonalities, and discern differences. An effective dialogue can help diffuse conflict, build consensus, and lead to partnerships. There are different kinds of dialogues within CIF's work in the climate change area, such as those related to broad policies and strategies, scientific or technical issues, and operational or project matters.
- 3 **Consultation:** two-way flow of information and views between parties. More formal than dialogues, consultations require the commitment of the party initiating the engagement process to carefully consider the views of other parties and either adopt suggestions made or explain why this would not be possible. Over the past decade, CIF

has carried out numerous consultation processes on its overarching climate policies, sector-specific programs, locally-financed projects, and other aspects, and continues to do so.

- 4 **Collaboration:** two parties enter an agreement to work jointly on developing a strategy or policy, implementing a program, undertaking research, hosting an event, or engaging in other shared activities. Collaboration is generally time-bound and one-off, rather than continuous or institutional in nature. CIF has collaborated with numerous governmental, civil society, and private sector stakeholders on research studies, program implementations, and events.
- 5 **Partnership:** stakeholders take co-ownership of the design or implementation of a project or investment plan. In these situations, stakeholders fully share in the decisions, commitments, and resources allotted. This final level of the engagement continuum is the most difficult to achieve because it requires trust, mutual commitment, and time. It usually involves the stakeholder acting in the role of a manager or a co-manager. Partnership is also a goal because some projects seek to build the capacities of stakeholders so that they can act in managerial or coordination roles in future projects.⁸ CIF has an increasing number of examples of institutional partnerships with governmental, civil society, and private sector stakeholders, from global to national levels.



2. LSE UNDER THE PILOT PROGRAM FOR CLIMATE RESILIENCE

The Pilot Program for Climate Resilience (PPCR) is one of CIF's several programs. Created in 2008, PPCR is a USD1.2 billion concessional financing mechanism to help developing countries integrate climate resilience into their core development planning. PPCR's design document has explicit guidance on LSE, emphasizing the need for broad-based consultations to build country ownership and partnerships with non-state actors. PPCR's guidance on joint missions specifically calls for the inclusion of disadvantaged and vulnerable social groups, including women, youths, indigenous peoples, and local communities. As such, it requires plans for public dissemination and awareness raising about climate impacts and PPCR's activities.⁹

Among the initial tasks to develop an investment plan for PPCR, the PPCR design document¹⁰ lists several activities to engage local stakeholders, notably:

Knowledge and awareness raising: *“Disseminate key messages and discuss the outcomes of the analytical studies and institutional gaps and needs analysis with a broad range of stakeholders and through communication channels such as the media and other networks, such as industry associations.”*

Consultation process: *“Ensure a socially inclusive process during consultations to provide inputs from a wide range of actors, such as NGOs and other civil society groups, specifically vulnerable groups, academe, and the private sector. Specific attention should be given to ensuring that women, youth, indigenous peoples, local communities and other vulnerable social groups are consulted and their views on solutions to climate risks are considered.”*

Conduct regular consultations with relevant stakeholders, identified in a stakeholder analysis, throughout the PPCR process to ensure broad ownership.



PPCR Project in Zambia focusing on aquaculture.

Framing the main climate risks, impacts and adaptation options will be based on a socially inclusive, broad based consultative process within the country. This will ensure that PPCR supported actions will build on local experiences and reflect the views and needs of a range of stakeholders, including specifically vulnerable groups and sectors (such as small farmers, women, youth, indigenous peoples and local communities, and other vulnerable groups)."

The **PPCR Monitoring and Reporting Toolkit**¹¹—structured to enable annual tracking and reporting on PPCR’s progress at the project, country, and global program levels—also includes a “participatory approach” as one of its key components. It offers the following justification: *“Local stakeholders actively contribute to the system. This approach empowers beneficiaries, builds country ownership, fosters knowledge exchange, and ensures accountability and transparency.”*

2.1 LSE IN PROJECT DESIGN AND IMPLEMENTATION

By design, CIF’s Trust Fund Committees/Sub-Committees (TFC/SC) have the primary oversight of LSE in investment planning, while recipient governments and MDBs have the primary oversight of LSE in the project cycle.¹² While the responsibility for developing investment plans sits with national governments, MDBs are responsible for supporting the design and implementation of the projects conceived under the umbrella of an investment plan. Each project is planned and executed in compliance with the environmental and social policies of the implementing MDB.¹³

Like all CIF programs, PPCR projects are implemented in recipient countries by multiple partner MDBs that monitor and report on projects through their own institutional arrangements. PPCR has two levels of reporting:¹⁴

- 1 | *Country Reporting:* Annual, national-level results data collected and reported by PPCR countries. It involves an annual scoring workshop, involving multiple stakeholders completing PPCR’s Monitoring and Reporting (M&R) scorecards and tables.
- 2 | *MDB Reporting:* Annual, detailed project-level results data collected and reported by MDBs. It uses the MDB’s implementation status reports or the equivalent, which complements the country reporting to provide a more comprehensive picture of PPCR’s performance throughout the program cycle.

Data on LSE are generally found through the MDB reporting and varies as per the environmental and social safeguards policies of the implementing MDB. This accounts for the non-prescriptive approach to LSE in the project design and implementation of CIF’s programs.



3. STUDY OBJECTIVE, DESIGN AND METHODOLOGY

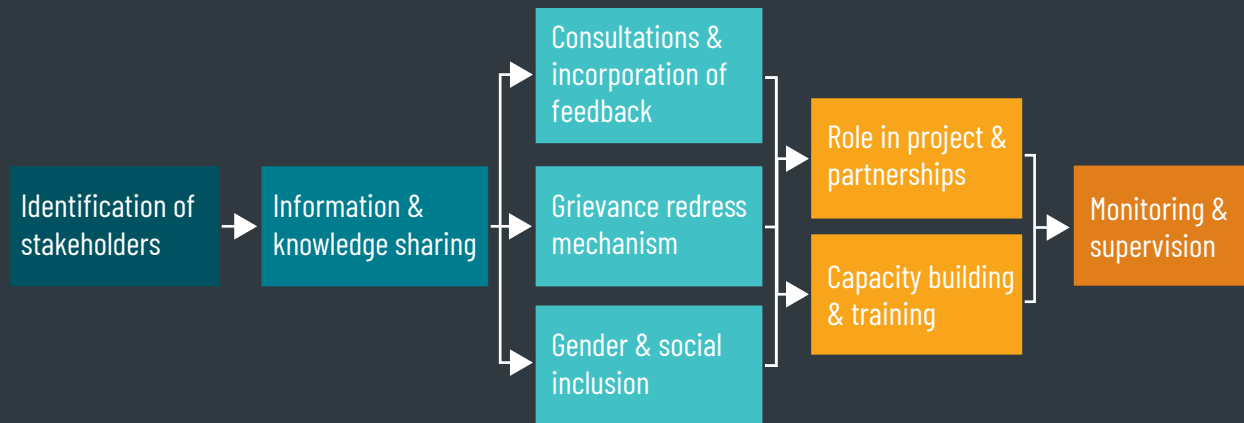
Since the breadth and depth of LSE during project design and implementation are primarily driven by the policies and practices of the relevant government agencies and the partner MDBs, this study aims to do a deeper dive into these project-level LSE practices. While the study focuses on LSE in the project design and implementation phases of the project cycle, it also draws some important lessons on LSE in project monitoring and supervision.

The premise of this study is based on the learning from an earlier study by the Consensus Building Institute (CBI).¹⁵ It found that the effectiveness of LSE differs substantially across CIF's four programs, both in design and in practice. The CBI report found PPCR to be a "good practice in LSE", with its focus on broad-based consultations to ensure the local ownership of strategies and activities. This study also complements

a related analysis¹⁶ that focuses on the investment planning process of nine CIF recipient countries, illustrating the challenges and rewards of stakeholder engagement during investment planning. As an extension of that work, this study focuses on the next stage of the planning process in CIF's programs, which comes after investment planning, that is, project design and implementation.

LSE has been an integral part of PPCR's projects, as documented by some earlier studies.¹⁷ As LSE is highly context-specific, takes a wide variety of forms, and can be facilitated by a diverse range of techniques and approaches, this study aims to provide a systematic synthesis on the ongoing LSE practices within PPCR by identifying key emerging lessons. This would contribute to the evolving evidence base of effective LSE—a key element of scaling up support for climate action.

Figure 3
THEMES OF LSE THROUGHOUT THE PROJECT CYCLE



3.1 STUDY DESIGN

This study design builds upon CIF’s framework for LSE and identifies the eight themes of LSE throughout the project cycle (Figure 3). These eight themes are grouped under three overarching headings: the process for LSE, the principles of LSE, and the means of LSE. Finally, an additional theme, benefits for stakeholders, ties together the impact of all the other themes by featuring voices from the field.

Under each theme, the study aims to answer a specific question:

Process for LSE

- *Identification of stakeholders*: How were relevant local stakeholders for the project identified and mapped?
- *Role in project and partnerships*: What was the stakeholders’ actual role in the project design and implementation? Did they actively contribute to decision-making and process management? Were they given an opportunity to lead and identify solutions?

Principles for LSE

- *GESI*: How were the voices of women and other DAG amplified during the stakeholder engagement process?
- *GRM*: How were stakeholder concerns addressed during the project design and implementation?

Means of LSE

- *Information and knowledge sharing*: How was information about climate risk and vulnerabilities, adaptation and resilience-building approaches, as well as the project shared, made accessible?
- *Consultations and incorporation of feedback*: What process was followed to consult stakeholders? How was the feedback received incorporated?
- *Capacity building and training*: How did the engagement process equip and empower stakeholders to engage effectively?
- *Monitoring and supervision*: How did stakeholders participate in the monitoring and supervision of local projects?

Benefits to stakeholders

- *Voices from the field*: What kinds of benefits did stakeholders derive from an effective stakeholder engagement process during the project cycle?



As the risk of climate change-related disasters rises in Nepal - particularly in flood-prone Chitwan province, home of an important wildlife reserve - the country is bringing a range of agencies together to prepare.

Photo: Naresh Newar/Thomson Reuters Foundation

This study examined LSE in the following eight PPCR projects:

- 1 | **Cambodia**, *Mainstreaming Climate Resilience into Development Planning Project*
- 2 | **Nepal**, *Building the Climate Resilience of Watersheds in Mountain Eco-Regions*
- 3 | **Jamaica**, *Improving Climate Data and Information Management Project*
- 4 | **Papua New Guinea**, *Climate Proofing the Alotau Provincial Wharf*
- 5 | **Samoa**, *Enhancing the Climate Resilience of a Coastal Resources and Communities Project*
- 6 | **St. Vincent and Grenadines**, *Disaster Vulnerability Reduction Project*
- 7 | **St. Lucia**, *Disaster Vulnerability Reduction Project*
- 8 | **Zambia**, *Strengthening Climate Resilience (PPCR Phase II) Project*

A combination of a desk review and interviews were used for this study. The Task Team Leads of all the eight PPCR projects within the implementing MDBs and the Project Management Units within the respective countries provided inputs through responses to a questionnaire and interviews. A few project beneficiaries were interviewed directly, while project teams also provided prior documented experiences of beneficiaries, which were collected in the forms of videos or mission reports. The desk review included documents, such as the PPCR design document, the PPCR M&R toolkit, the CIF and PPCR reports and case studies, the CIF stakeholder mapping tool, as well as the selected countries' project page on the World Bank and the respective MDB websites for resources, comprising the project information document, the integrated safeguards data sheet, the indigenous peoples plan, the project appraisal document, and the environmental assessment.



4. FINDINGS: LESSONS LEARNED IN LSE

PPCR uses a participatory approach that improves motivation, increases learning and sense of ownership, as well as enables community empowerment. We find evidence of many good practices in LSE in the selected PPCR projects in the eight countries under review. These good practices discussed below are categorized under the three overarching headings and further subdivided into eight themes (as laid out in section 3.1). The final section illustrates the benefits of effective LSE for stakeholders by highlighting voices from the field.

4.1 PROCESS FOR LSE

4.1.1 IDENTIFICATION OF STAKEHOLDERS

4.1.1.1 *Build on prior engagement*

Effective LSE during earlier engagements, such as CIF's investment planning or creation of PPCR scorecards, laid the ground for effective LSE at the project level. PPCR's investment plans are called the Strategic Program for Climate Resilience (SPCR). PPCR's scorecards are a national-level reporting tool for countries to track PPCR's progress on an annual basis. **Project-level LSE frequently builds upon the prior engagement carried out during the previous stages of investment planning.**

- In **Jamaica**, the project's identification of stakeholders built upon Jamaica's SPCR. The preparation of SPCR promoted widespread participation through consultations with over 110 stakeholders across Jamaica to identify

priority areas. Moreover, SPCR was aligned to Jamaica’s national policy (“Vision 2030 Jamaica”) that benefited itself from the inputs of diverse stakeholders, including local communities, the private sector, NGOs, and public sector entities. The project built upon these prior inputs, while carrying out its stakeholder mapping exercise to develop a Stakeholder Management Plan, in order to guide the engagement of stakeholders during the project implementation.

- In **St. Vincent and the Grenadines**, the annual convening of stakeholders to develop the PPCR scorecard was critical to building the awareness of ongoing climate change adaptation and disaster risk management activities under the project.
- In **Zambia**, disadvantaged and vulnerable groups, identified during the investment planning process, informed the gender and social inclusion strategy at the project level. SPCR conducted vulnerability assessments and identified the most disadvantaged and vulnerable groups as women-headed households, widows, the elderly (both men and women), rural youths, and people living with HIV/AIDS or caring for HIV/AIDS orphans. The project proactively addressed the needs of these groups. In addition, the annual convening of stakeholders to assess the progress of project implementation, using PPCR’s core indicators score cards, helped disseminate updates on the agreed milestones to the larger stakeholder groups and solicit support to enhance effective project implementation.

4.1.1.2 Utilize existing institutional capacities

Existing frameworks for LSE and institutional capacities were utilized at the project level. Project-level LSE frequently identified and tapped into the strengths of existing institutional arrangements and capacities.

- In **Nepal**, the identification of the sites to implement the project was done at the meetings of the Village Development Committee (VDC)¹⁸—existing autonomous institutions that were created to promote cooperation between the community and the government. These meetings were followed by the establishment of Community Development Groups (CDGs) that took the lead in the development of a total of 1,789 springs and surface water sources in six project districts.

The process was as follows: project staff held public meetings within the VDC to explain the project, its participatory approach, and the scheme selection criteria. During the initial meeting with the VDC, the project staff distributed the terms of reference for a Community Organizer (CO) and the VDC nominated three candidates for the post. With the assistance of the CO, the field staff visited all the wards overseen by the VDC to: (a) disseminate information on the project and distribute a demand form; as well as (b) invite ward citizen groups and local communities to a public meeting. At the public meeting, these groups and communities could submit proposals for small projects on water source protection, drinking water storage, and water use for irrigation and livestock.



These public meetings culminated in the VDC's endorsement of a list of proposed schemes that were then implemented by CDGs.¹⁹

- In **Cambodia**, one of the project components was mainstreaming gender in climate change adaptation. For this, the project used the existing Gender and Climate Change Committee (GCCC) within the Ministry of Women Affairs. GCCC consists of gender and climate change focal points from the government ministries, provincial governments, and CSOs. Capacity building on mainstreaming gender in climate change adaptation was provided to GCCC members. Then four provinces were selected for implementing gender-sensitive climate adaptation pilots. Local officials from the target provinces received specialized training on integrating gender in climate change adaptation. In the four provinces, several consultations with local stakeholders were organized to prepare the long list of projects.
- In **Zambia**, the projects granted oversight to existing institutions that had a wide representation of stakeholders. At the provincial level, the project was overseen by the Provincial Planning Sub-Committee (PPSC) and the District Planning Sub-Committee at the district level. These committees consisted of the provincial administration, traditional leaders/Barotse Royal Establishment, and partner NGOs. They met on a quarterly basis to approve proposals.
- In **Jamaica**, the project adhered to the existing national framework for consultation with local stakeholders, called the *Government of Jamaica Consultation Code of Practice for the Public Sector*. The principles that form the essence of the Code of Practice are: (a) Inclusiveness and Equity, (b) Local Ownership, (c) Openness and Accountability, (d) Collaboration; and (e) Mutual Respect. These principles guided the project's information sharing, consultations, and the incorporation of feedback from local stakeholders.



4.1.2 ROLE IN PROJECT AND PARTNERSHIPS

4.1.2.1 Engage local stakeholders through co-implementation of small-scale projects

PPCR's participatory approach allowed community members to be actively involved at every stage of the implementation, from procurement to actual small project implementation and monitoring. Projects built the capacities of community members in procurement, basic financial management, environmental and social safeguards compliance, along with the implementation and monitoring of small projects. This enhanced ownership of the small projects by community members promoted project sustainability.

- In **Samoa**, the implementation of the village's small projects was led by the community. The project developed a Community Engagement Plan (CEP) to provide detailed guidelines and a step-by-step procedure for the implementation of the small projects by community groups. The CEP included a community consultation plan that was intended as a tool to guide CSOs in working with communities to prepare funding proposals and then to support the communities in implementing and managing the resultant small projects. The project also had a Civil Society Support Program (CSSP) that provided grants to community groups for implementing small projects. Community groups could submit proposals for funding and documentation demonstrating that community support was a pre-condition of funding. Such documentation comprised signed records of attendance and summaries of decisions

made during meetings with the community, women and youth groups, along with associations of farmers, fishermen, and foresters.

- In **Papua New Guinea**, the project had a bottom-up planning and design approach that was facilitated by an NGO. The NGO carried out community consultations with vulnerable island communities and captured the meeting notes that were used to develop a climate change vulnerability assessment plan (CCVAP). The decisions on the priority investment projects for their communities were made by the community members and their ward-level committees. The proposed small projects were then funded through a small grants facility. The communities implemented the small projects, while the NGO and the project team provided technical advice and guidance.
- In **Nepal**, a CDG for small project implementation selected and constructed their own watershed conservation initiatives. The operation and maintenance training provided to 377 individuals enabled them to be “village plumbers”, thereby ensuring that the routine maintenance of the infrastructure built can be done by the community members themselves.
- In **Zambia**, the project engaged CSOs that mobilized and trained communities to prepare and submit small project proposals. For each small project approved, the benefiting community was required to self-organize project committees headed by leaders (Chair, Treasurer, and Secretary). These project committees had to open bank accounts, make purchases as per their proposal once they received financial support, report on expenditures, as well as work with district CSOs district staff assigned to overseeing and monitoring the funded activities.
- In **Cambodia**, a civil society support mechanism was established, with the support of PPCR Cambodia. To strengthen the capacity of CSOs in mainstreaming climate adaptation and disaster risk reduction in their operations, an NGO called “Plan International-Cambodia” trained local

CSOs. A nationwide call for proposals was issued: 19 CSOs were selected to implement projects across provinces in various sectors (for example, agriculture, water supply, infrastructure, natural resources management, education, sanitation, and health). They also collaborated with local officials from project districts and communes.

4.1.2.2 Build partnerships that can be leveraged in future projects

The co-implementation of projects required project teams to continuously support local stakeholders until their operational capacities were built by assessing and addressing gaps in their capacity. Partnering with non-state actors also helped to retain capacity when there was high staff turnover within the government. Furthermore, co-implementation built partnerships that were leveraged in the design and implementation of subsequent projects. Hence, capacity building and co-implementation had a cumulative, rather than a one-off, impact.

- In **Cambodia**, through the civil society support mechanism, 19 CSOs that received training on climate-smart agriculture, urban and coastal resilience, proposal preparation, project management, etc. implemented projects in 17 provinces. These projects benefited 56,600 people, with 560 households adopting climate-adaptive farming techniques, 1,145 households in vulnerable communities gaining access to sufficient potable water through climate-resilient water systems, and 328 households receiving water filters.
- In **Zambia**, a “100 Day Challenge” campaign, aimed at the initial training and testing of the tools and systems to be done in 100 days training CSOs and other community members to identify and propose small projects, was launched. However, the project ended up taking six months from its initial launch to the start of the community’s implementation of the projects. Considerable time was required to build the capacities of both the facilitators and the beneficiaries.



Fine Nasilele is the NGO coordinator for the Peoples Partnership Program. He and his NGO facilitate the development process in the communities where the CIF is rolling out the resilience projects. He stands in the place where they want to renovate the canals that are in the middle left of the picture.

Photo: Jeffrey Barbee/Thompson Reuters Foundation

Project Snapshot 1 BUILDING CAPACITY TAKES TIME, BUT DELIVERS LASTING RESULTS: EVIDENCE FROM ZAMBIA

The PPCR project in Zambia faced several unique challenges in building the capacities of community groups to enable them to implement small projects. Some of these challenges, including how the team tackled them, are elaborated below:

- **High Staff Turnover:** The project encountered the challenge of high staff turnover in almost all districts, leading to losses of capacity in implementing climate resilience programs. To tackle this, the project engaged university graduates, known as Participatory Adaptation Trainees (PATs), as permanent project staff. The PATs shared knowledge with new district staff on PPCR's approach in implementing climate resilience programs, thereby retaining capacity.
- **Low Financial Inclusion:** To implement small projects, community groups needed to open bank accounts. In total, over 100 bank accounts needed to be opened, which took a long time, due to the following reasons: The project area was rural with low connectivity, low literacy, and low financial

inclusion. Many districts did not have banks; so community members needed to travel to neighboring districts to open bank accounts. The process of opening a bank account also took time. But eventually, as implementation progressed and banks got to know about the PPCR project, the process got easier for subsequent community members.

- **Financial Management:** There were 2-3 disbursements made to the community to implement small projects. During the first disbursement, communities would often return receipts, but supporting district staff did not attach a physical progress report that was required as part of the full retirement package for the funds to be disbursed. During the first disbursement, several retirement packages were sent back. This constituted a learning experience and subsequent disbursements were quicker.
- **Procurement:** Even though the project was envisioned to be community-led, the communities the project was targeting were in far-

flung areas, with low levels of literacy and limited trade within districts. So, when it came to procurement, there were very few suppliers available. The project thus engaged district officials to support community groups with procurement.

- **Contract Management:** There were challenges of contract management, with regard to: (1) ensuring that a contract written for procurement is well-written to avoid the exploitation of the community group by the supplier/contractor; and (2) supporting the community to monitor the delivery on these contracts with the help of district officials. The project team learned that providing a template for contracts is a helpful practice, which was incorporated into subsequent projects.

Ultimately, over time, and through continued learning, the project built the capacities of communities in basic procurement, financial management, along with small project implementation and monitoring—skills that they have been using in the preparation of subsequent projects.

4.2 PRINCIPLES FOR LSE

4.2.1 GENDER AND SOCIAL INCLUSION (GESI)

4.2.1.1 Proactively ensure representation of DAG

Proactively ensuring the representation of DAG in the LSE process helped better address their interests in the project. Projects ensured the inclusion of DAG through various levers, such as setting GESI targets in the project design, organizing separate consultations with these groups, ensuring their accessibility to meetings, and mandating the inclusion of these groups in committees overseeing small projects. This helped improve the social status of these groups within project areas and enabled them to derive more benefits from the projects going forward.

- In **Nepal**, the project encouraged women, *Dalits* (a lower-caste group in Nepal, considered to be “Untouchables”), and other DAG to participate and ensured their proportional representation and leadership in all project activities. It also trained service providers and beneficiaries on GESI.

The result was the reduction of time spent (mainly by women) on collecting drinking water by 73 percent. The saved time was utilized for income-generating activities, such as vegetable farming. Other DAG (mainly *Dalits*) benefited from the project’s prioritization of protection, enhancement, and development of the less reliable water sources currently used by these groups. Improvements were seen in community health, sanitation, and nutrition due to improved water supplies and greater food security. Participatory planning processes also strengthened social harmony.

- In **Jamaica**, the project targeted consultations with women, DAG, and other groups identified as particularly vulnerable to climate change in the PPCR investment plan. Stakeholders representing these groups, including experts from the Centre for Gender Studies at the University of the West Indies, Women’s Resource and Outreach Centre, the Association for Development Agencies, and

the Caribbean Christian Centre for the Deaf, participated in the stakeholder consultations held by the project.

As a direct result, several project activities were targeted toward vulnerable groups. This includes the information campaign that targeted women, DAG, and vulnerable groups, such as farmers, along with the early warning messaging system for vulnerable groups. Some project results, disaggregated by gender, were also reported.

- In **Zambia**, assessments undertaken during investment planning showed that the most disadvantaged and vulnerable social groups were women-headed households, widows, the elderly (both men and women), and rural youths. Awareness-raising and risk-assessment processes undertaken by the project ensured that these groups took part in it. Small project proposal forms required community groups to identify any marginalized groups existing within the community, such as orphans and vulnerable children, people living with disabilities, and people living with or caring for people with HIV/AIDS. The proposal forms also required the community groups to outline anticipated benefits for these groups. The disadvantaged and vulnerable groups also played an active role in the implementation of small projects with the support of the Local Authority staff. The project guidelines required that the project composition was at least 50 percent women. The mid-term review showed that, during implementation, the actual participation of women was 52 percent. Women participated more than men, arguably because most of the interventions were livelihood activities at the household level. Since women were caregivers, they appreciated the interventions that supported their caregiving responsibility more than the men.

Project Snapshot 2

CONTEXT OF DISADVANTAGED GROUPS (DAG) IN NEPAL AND IMPACT OF THE PROJECT'S GENDER AND SOCIAL INCLUSION STRATEGY

In the PPCR project area in Nepal, women suffer from multiple forms of discrimination, based on gender, caste/ethnicity, and geographic remoteness. Patriarchal society as well as deep-rooted social and cultural norms form a strong basis for discrimination against women, *Dalits*, and other DAG. Some of the discriminatory practices against women include:

- *Chaupadi*: menstrual seclusion when women and girls are made to spend their menstrual days in a nearby shed and forbidden to enter their own homes.
- *Deuki*: an ancient custom practiced in the far western region of Nepal, whereby a young girl is offered to the local Hindu temple to gain religious merit.
- *Badi*: Badi people, called “untouchables among the so-called untouchables”, are doomed to support their impoverished families through prostitution.

In the project area, tradition also prohibits the *Dalits* (a lower-caste group in Nepal, considered to be “Untouchables”) from touching drinking/domestic water sources directly when sharing them with the so-called higher castes. The *Dalits* must stand back and wait until the so-called “higher castes”, *Chettri* and *Brahmin* (the other two groups with whom they co-habit the project watersheds), finish using the water, followed by one of the higher castes pouring water into the *Dalit's* vessel. The *Dalits* also cannot use running water at the source to wash clothes, utensils, or their bodies, while sharing the source with the higher castes, but are required to carry it away before they can use it. This increases the quantities of water they have to carry. Women are often under a double burden of suppression because of their caste/ethnicity and gender.



A woman in Nepal at a water pump. Women have to walk long distances and spend hours fetching water.

Photo: Agrilinks

In order to address these issues in the project districts, a Gender and Social Inclusion Action Plan (GESIAP) was prepared for the project. It listed targets for DAG and specified actions to monitor the project's effects on women, *Dalits*, and other DAG. GESIAP mandated the involvement of these groups in all public meetings on the project approach and scheme selection. Other targets include:

- Significant representation (at least 33 percent) in community development groups (CDGs): Out of the total 8,785 CDG members, 4,047 (46.07 percent) were women and 2,236 (25.5 percent) were *Dalits* and *Janajatis* (a tribal group).
- At least one CDG leadership position (Chair, Secretary, or Treasurer) held by a female: There was at least one female leader in each CDG; of the 3,171 leaders (Chair, Secretary or Treasurer) in the CDG, 1,848 (58.28 percent) were men and 1,323 (41.72 percent) were women.

- Affirmative action policies that strive for local women to be engaged as data collection assistants: All recruits for the special study on the catchment management impacts on hydrology were women.

Testimonials of the interviewed beneficiaries showed that poor women, *Dalits*, and DAG of the project districts benefited in the areas of economic empowerment, gender equality in human development, and gender equality in decision-making and leadership. Among the most significant benefits were the reduction in the time spent by women to fetch water and the introduction of common water taps for all caste groups.

4.2.1.2 Set targets and keep records for participation of DAG

The projects set targets for the participation of DAG and also kept records of their participation. The comprehensive record-keeping of participation allowed for the course correction of the GESI strategy during mid-project monitoring processes, thereby addressing any gaps in achieving targets set out in the GESI plan. This also allowed projects to conduct economic analyses of their GESI strategy and quantify benefits.

- In **Cambodia**, the selection criteria for designing project pilots required women’s participation to be at least 50 percent. The focal government ministry also ensured that women invited to participate in the workshops, meetings, seminars, and training was at least 50 percent.

The project conducted an economic analysis of its pilot projects to quantify the economic costs and benefits of gender mainstreaming in sectoral climate change adaptation investments. The analysis showed a high degree of economic efficiency: every US dollar invested generated between USD1.8–4 in economic benefits.

- In **Nepal**, the project set concrete targets and carried out comprehensive record-keeping on the participation of DAG. The GESI plan targeted for the representation of these groups in the CDGs (small project implementation committees) to be at least 33 percent and for women to hold at least one leadership position in these committees.

Records revealed that out of the total of 33,104 participants in the project’s public meetings, 13,531 (40.87 percent) were women, 8,244 (25 percent) Dalits, and 93 (0.28 percent) Janajati (a tribal group). All 108 CDGs had at least one woman and 107 CDGs had at least one Dalit/ other DAG member. This ensured their meaningful participation in the project activities and increased their ownership towards the project.

Comprehensive record-keeping also allowed the project to uncover some challenges to its GESI plan and adapt accordingly. For instance, it was found that there were still some challenges for women to take up the key leadership position—the Chairperson of the CDG. Women were mostly represented in the positions of Treasurer with very minimal representation in the powerful and influential positions of Secretary and Chairperson, which were occupied by upper-caste men. Barriers preventing women from taking up key positions included low education levels, mobility restrictions by family, and the burden of household chores.

The GESI plan set objectives for what more can be done for the inclusion of DAG. It acknowledged the importance of GESI-specific capacity-building training, especially for CDG members. Moreover, community organizers (Cos) could be trained as “champions” and mobilized to raise the awareness of community members on social inclusion. Separate trainings for women and Dalits, with female facilitators, were also deemed important to encourage their willingness to participate in discussions.

4.2.1.3. Ensure DAG’s accessibility to engagement process

The projects placed a special emphasis on ensuring DAG’s access to the engagement process by reducing their barriers to engagement. One effective way to achieve this aim was carrying out separate consultations with women and DAG, in addition to broader joint consultations. These strategies improved their participation and the representation of their interests. Other ways of ensuring accessibility included more accessible meeting times that allowed more women to attend the meetings and affirmative action that reserved certain employment positions in the project for DAG.

- In **Papua New Guinea, Cambodia, and Samoa**, separate meetings and focused groups were carried out with women groups to hear their voices and needs regarding the project. In Papua New Guinea, the project also mandated women

to make up 40 percent of attendees in every community meeting. In Samoa, many small projects were led and overseen by women's groups. In Cambodia, engaging women's groups and women-led NGOs facilitated the participation of women and strengthened their confidence to speak freely in joint consultations too.

- In **Nepal**, the project mission report found that most women and other DAG actively shared their problems and proposed project interventions. The design of one small project, for instance, had to be changed significantly because women were not adequately consulted on the placement of tap stands. The report found that all COs for the project were women who had been trained in social mobilization. The report noted, however, that the women did not readily speak up unless they were within a sizable group of women, and those who are less educated did not participate as actively. The project's GESI plan also included affirmative action wherein local women were hired as data collection assistants.

4.2.2 GRIEVANCE REDRESS MECHANISM (GRM)

4.2.2.1 Provide an accessible grievance redress mechanism

A tiered grievance redress mechanism (GRM) that allows for complaints to be registered at the grassroots level and then escalated to higher levels, if needed, enabled the better resolution of grievances. Some projects also permitted independent officers to register and resolve grievances, which helped build trust. The projects also put in place tracking mechanisms to ensure that all grievances were followed up on and resolved satisfactorily.

In particular, the projects placed an emphasis on the accessibility of the GRM by allowing for multiple mediums to lodge grievances and easing the process of tracking resolution. Accessibility was incorporated into the mechanism during the design, while additional avenues to lodge grievances also proved effective for ensuring accessibility.

- In **Papua New Guinea**, grievances were first redressed at the community level by the community working committee and then brought to the provincial advisory committee at the provincial level. The project employed a Provincial Project Assistant (PPA) as the focal point for any grievances received at the provincial level, with the project team responding to grievances through the PPA. This ensured a robust communication channel, with grievances captured early on and resolutions incorporated into the project design. Issues beyond the provincial capacity were brought up during the project's Steering Committee meetings conducted per quarter. The Steering Committee comprised lead government agencies, NGOs, women representatives, and the representatives of recipient provinces. This mechanism is reported to be working well.
- In **St. Lucia**, the GRM included: (a) a recording and reporting system that comprises grievances filed both verbally and in writing, (b) designated staff with responsibility at various levels of the government, and (c) a time frame to address the filed grievances. The functioning of the GRM was monitored and evaluated by the project team during implementation.
- In **St. Vincent and the Grenadines**, since a lot of activities under the project involved civil works, signboards erected by contractors at project sites bore clear instructions on how to register a grievance: the name, contact number, and email address of the focal person were on display. People were also able to report their grievances during community consultation meetings. Flyers were distributed door to door to inform them about the project, in case they could not attend the community consultations. These flyers had information on the project: the objectives and proposed construction, how people were being affected, and who to contact if they had concerns. This strategy of giving out information through flyers was especially helpful during the pandemic, which made up for the lack of in-person consultations. The project team found that most

people would call or visit the office to register grievances, rather than send emails. The project team kept track of the grievances to ensure that they were resolved.

- In **Zambia**, the project aligned itself with the existing GRM in the government. The ward development committee (WDC) was a key structure for this purpose. The idea was that if a matter was not resolved at the ward level, it would be escalated to the district planning subcommittee, where the district planning office was the focal point. And if not solved there, then it would be escalated to the province level and then subsequently to the national level.

Having this structure was helpful. For example, one of the complaints that arose was how long it would take to approve a proposal or delays in disbursements. Since the WDCs were aware of the process that was followed before a project was approved or funds disbursed, they were able to resolve these issues by informing the community about the process. Additional forums to lodge grievances were also put in place. For instance, the district planning office, the provincial office, and the national project unit would routinely visit project sites for monitoring. Community members with grievances could express them during these visits.

The GRM was designed to provide a transparent and credible resolution process that would produce fair, effective, and long-lasting outcomes. Once a concern or grievance arose, districts were required to respond using the mechanism as prescribed and submit a report detailing how the concern was addressed and the outcome(s) of the resolution process, including follow-up actions.

4.2.2.2 Allow registration of grievances during early stages

A strong GRM, put in place during the early stages of a project cycle, was helpful in catching avoidable complaints and addressing them during project design, thereby avoiding delays during implementation. The projects placed a special emphasis on catching grievances early and resolving them promptly.

- In **Jamaica**, stakeholder concerns were identified early on. For example, residents were consulted about the installation of a new weather radar during the project design and their concerns were incorporated into the project's Environmental Management Plan. Issues raised by academia, the civil society, and the private sector were resolved within the Steering Committee that had representation from all these stakeholders.
- In **St. Vincent and the Grenadines**, the project team focused on identifying grievances during the early stages. For instance, they received complaints regarding the construction of a certain sub-project, where stakeholders were concerned that there might be encroachment on their land. Upon further consultation, it was found that the concerns pertained to where the boundary of the project would be since it was very close to some people's houses. One homeowner indicated that it was too close to her house and she was planning to put a septic tank in that area. The project team therefore redesigned the boundary line as per the inputs. Thus, when the boundaries were set out and the community was informed about the outline from the very start, it was easier for the people to figure out how exactly they would be affected. The project team's setting out of this outline early on essentially enabled them to address the grievances about encroachment early enough to allow the project implementation to proceed smoothly.

4.3 MEANS OF LSE

4.3.1 INFORMATION AND KNOWLEDGE SHARING

4.3.1.1 *Have an information sharing and communication plan*

Projects had a plan and institutional structure in place for knowledge sharing, which helped increase awareness about the climate issues that the project sought to address. An effective communication plan was drafted, which helped build the stakeholders' operational capacities by allowing them to play a more vital role during project implementation.

- In **Samoa**, information on climate risk, vulnerability, and resilience was shared through broad consultations at village (100+ villages) and district (42 districts in all of Samoa) levels, as well as through newspaper and TV campaigns. During community consultations, stakeholders indicated that many coastal hazard issues, such as severe waterway flooding, lowland inundation, and uncontrolled runoff, mostly had their origins in excessive inland clearance of forests, catchment land use changes, poor drainage along roads, and poor sustainable land management practices. Following the information sharing, 100 small village projects were identified by the villages themselves. The whole process that took 18 months built the capacity of the community to identify small projects.
- In **Papua New Guinea**, the information and knowledge sharing of climate risk and vulnerabilities was facilitated by the Climate Change and Development Authority (CCDA). CCDA established a data portal to share resources and knowledge products as well as a media publication unit to prepare knowledge products. The CCDA web page and Facebook account also shared information on climate risks and vulnerabilities, interventions on adaptations and resilience, as well as capacity-building approaches, for public consumption. The provincial disaster office was warned of any disaster risks through CCDA and information was published through radio waves and/or notices to seafarers associations and shipping vessels. There was also a radio network that broadcasted information on disaster risks and avoidance measures.
- In **St. Vincent and the Grenadines**, the project supported the creation of a national curriculum for climate change adaptation and disaster risk reduction to build the awareness of climate risks among elementary school students. A Climate Change Policy was developed, which laid out a framework for engaging all stakeholders for climate change adaptation.
- In **Jamaica**, information on climate risks, vulnerabilities, adaptation, and resilience was shared through a dedicated project component called the Information, Education and Communications (IECC). The project supported the preparation and wide dissemination of the 2015 State of the Jamaican Climate Report (SOJC) assesses historical climatic trends and variability as well as produces near- to long-term climate projections for Jamaica. The aim of this report was to be Jamaica's first point of reference with respect to climate information.
- In **Zambia**, PPCR launched a campaign called "THINK 2044". The year 2044 was chosen, following the results of the official Climate Risk and Vulnerability Assessment (CRVA) that projected 2044 to be one of the years with the highest climate change impacts. The objectives of the campaign were to disseminate climate change information nationwide and encourage all citizens to play a role in climate change action. The messages transmitted to the public were centered on the interventions being undertaken by PPCR, such as diversifying livelihoods, growing drought-tolerant crops, and maintaining green spaces.
- In **Cambodia**, the project developed and disseminated climate change and adaptation knowledge products as well as supported the mainstreaming of climate resilience into secondary and tertiary school curriculums. A student booklet with basic information about

climate change and climate resilience was developed for Grade 8 students and disseminated through the training of teachers. Knowledge events, workshops, training, meetings, seminars, public awareness-raising events, and field visits were organized for government officials, universities, and partner CSOs. An SPCR website was developed in the English and Khmer languages, featuring information on project activities and knowledge products. The project also developed a Facebook page that shares photos, videos, and publications.

these regions were also engaged, given their strong influence on the community. Since the CRAFs had already been working on the ground, they were able to reach the wider community and support them in carrying out climate risk assessments (CRAs), with the support of the local authorities and the traditional leadership. The CRAs that incorporated information from the communities on their experiences of a drought, for instance, made the communities better able to relate to the project objective and hence more willing to participate in the project implementation.

4.3.1.2 Ensure accessibility of information shared

It is important to ensure that information is accessible, both in the medium and format of dissemination. Building accessibility into the information-sharing plan ensures improved awareness of project motivation and objectives among intended beneficiaries. The projects used many creative and innovative ways to ensure the mass comprehension of complex climate issues. The influence of community representatives was also used to enhance dissemination.

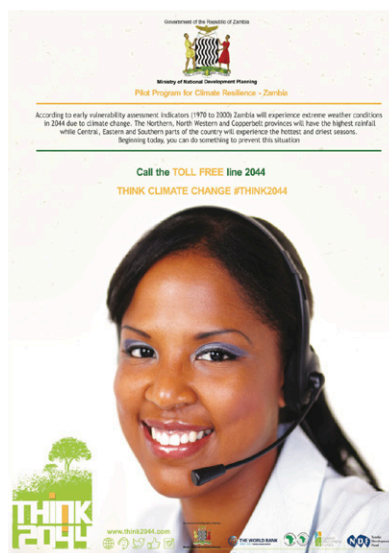
- In **Zambia**, the project employed local community organizations, in the form of Climate Risk Adaptation Facilitators (CRAFs) who assisted with mobilizing and explaining project objectives to potential beneficiaries. The traditional leaders in

PPCR in Zambia also trained journalists in reporting on climate change, the environment, and disaster risk reduction matters. The Environmental and Climate Change Media Awards, held in collaboration with the Zambia Environmental Management Agency, awarded the best climate change stories in television, print, and online media. The awards provided a positive method of encouraging journalists to continue writing stories on the PPCR projects and created a network with the media fraternity.

Interpersonal communication was also used where youths were trained on sharing key messages on climate change in their areas. This was a door-to-door campaign carried out alongside road shows.²⁰ To ensure a wide reach, awareness was also created via various media platforms, including



“THINK 2044” Road Show in Zambia.



The “THINK 2044” campaign in Zambia allowed for broad knowledge sharing on climate action.

national television, radio stations, newspapers, social media, billboards, fliers, infographics, and the branding of the project's motor vehicles. PPCR further established a telephone call center with a toll-free line on each of the three mobile networks in the country to help answer questions related to climate change and PPCR.

- In **Jamaica**, the project's information-sharing campaign was implemented under the tagline, "Smart and Steady, Get Climate Ready", with a cartoon character, Barry the Barometer, as the face of the campaign. The tagline suggests that climate change adaptation must be done in a creative and innovative (SMART) manner, and that for Jamaica—a small island developing state, adaptation must be a consistent consideration in decision-making (STEADY). The three elements of the campaign were:
 - › "Voices for Climate Change Education Initiative" that used popular reggae artists at planned concerts in local communities to disseminate information;
 - › A general behavioral change communication initiative that harnessed the mainstream media (for example, print electronic, billboards, and bus advertisements); along with
 - › A social media and public relations initiative that utilized social media influencers to spread messages about climate change.



Youth in Jamaica strike a pose with Barry the Barometer.

Photo: Panos Carribean

This process facilitated the blending of science with communication, wherein popular artists presented data and information from documents, such as the 2012 and 2015 *State of the Jamaican Climate Reports*, in the form of edutainment. It facilitated the training of key stakeholders, such as community leaders, climate change advocates, and artists, in climate change issues, with the aim of building their capacities to continue public education.

- In **St. Lucia**, the project supported the production of short storytelling-style videos for news broadcasts and social media, highlighting project interventions and how they address local climate change impacts. Project interventions were also showcased at popular national events, such as the inclusion of a float with panels featuring project interventions in the 2020 Independence Parade. In public-awareness efforts, the project had a strong focus on the education of the youth and community groups through in-person presentations. Between January 2014 and November 2019, 6,692 individuals were directly engaged through 155 presentations on climate change.

The project also supported the development of a web application called *Act to Adapt*. It allows homeowners to easily estimate the impacts of wind, flood, and water shortage hazards, associated with a Category 5 hurricane, on their homes and pinpoint the vulnerabilities of their homes for developing home adaptation plans. Furthermore, it serves as a tool to assist homeowners, businesses, and farmers in taking advantage of the low-cost financing provided by the St. Lucia Development Bank for the implementation of adaptation projects.²¹ The application is being popularized through a school competition, wherein secondary school students are challenged to assess the potential impact of a Category 5 hurricane on their homes by using the app. Students who write the best adaptation plan that describes the measures to make their home more resilient can win up to USD10,000 towards the implementation of the proposed measures.

4.3.2 CONSULTATIONS AND INCORPORATION OF FEEDBACK

4.3.2.1 Consult local stakeholders early on in the project cycle

Engaging early is vital to effective LSE, because it enables a more robust needs- assessment process. Early consultations with local stakeholders for conducting needs assessments are also a way of sharing information about the project and building their capacities to better enable their participation during the later stages of the project.

The projects conducted stakeholder mapping early on to ensure the representation of all local stakeholder groups in the needs-assessment process. Feedback mechanisms were also set up during the early engagement period to help refine the project design as per the local stakeholders' feedback expressed during consultations. Engaging early ensured the sustainability of the projects, since the needs of the community were incorporated into the project design. Furthermore, early engagement helped identify the most viable and widely-accepted solution from a broad range of proposals, which further ensured project effectiveness and sustainability.

- In **Cambodia**, the project team conducted a stakeholder analysis and sex-disaggregated capacity-needs assessment to identify the main stakeholders, understand their capacity gaps, and determine their potential role in the project. The consultation approach included a mixture of one-to-one interviews, stakeholder group workshops, roundtable meetings, focus group discussions, and opinion surveys. Stakeholders actively contributed to decision-making by identifying adaptation measures and shortlisting small projects to be implemented or integrated into development plans and investment programs. The information gathered was incorporated into the project design to ensure its alignment with local priorities and delivery of equitable socio-economic benefits for the intended beneficiaries.

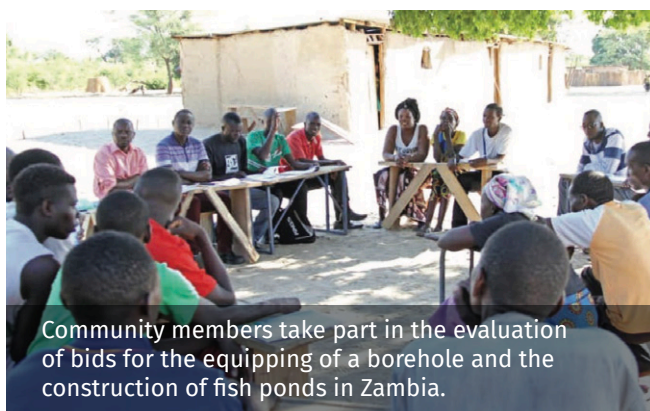
- In **St. Vincent and the Grenadines**, community consultations were held before the design of the civil works to inform the community of the works that would be conducted and the benefits as well as any potential impacts. The Social Development Officer from the Ministry of Economic Planning also conducted an outreach meeting with the community to build trust and allow them to raise any concerns or issues they might have during the planning process. During the design phase, the designs were posted in a public space and local stakeholders had the opportunity to review and provide feedback. The design firm held community meetings to provide a forum for the feedback to be shared. The contact information of the Project Management Unit was available widely as an additional feedback mechanism.

Based on their understanding of the expected activities, impacts, and timelines, the community was able to provide informal supervision of the civil works that helped keep the activity on track. For example, with regard to the slope stabilization works carried out in St. Vincent and the Grenadines, the communities were able to communicate with the Social Development Officer about the activities of the contractor, which they felt were running counter to the expected output.

- In **St. Lucia**, during the design phase, social impact assessments were conducted, which involved interviews/consultations with community members living in proximity to the project sites. For the project's drainage works, consultations allowed flood victims to provide real-life examples, pictures, and videos, which were useful in prioritizing the areas where the interventions were most needed and the type of mitigative measures required.
- In **Papua New Guinea**, consultations on disaster and climate change risks and mitigation were first carried out through national forums and workshops attended by major key stakeholders. Further, a provincial consultation workshop was conducted, which was geared to all the coastal and highland provinces impacted by

climate change and disaster risks. During these workshops, priority areas were discussed and strategies to address them were outlined. Provinces that are the most highly affected by climate change were chosen. Further consultations, specifically dealing with issues affecting the vulnerable island communities, were carried out in these provinces. Subsequently, provincial working committees were established, which then consulted the affected people and their leaders to discuss the issues and the way forward for project activities.

- In **Zambia**, beneficiary communities actively participated in undertaking climate risk assessments at the community level. They also participated in the implementation of climate adaptation initiatives with commercial value, such as: horticultural production, community-level goat rearing, free-range chicken husbandry, pig raising, agroforestry management, mushroom and honey production, the production of fiber products, crop diversification, and aquaculture. Private sector organizations helped with the development of strategies for linking communities to markets. The project provided these organizations with the incentives that encouraged them to work with small-holder farmers who were supported by PPCR. These organizations also provided support by increasing the added value of community products through installing bulking centers and processing plants as well as improving rural roads.



Community members take part in the evaluation of bids for the equipping of a borehole and the construction of fish ponds in Zambia.

4.3.3 CAPACITY BUILDING AND TRAINING

4.3.3.1 Carry out targeted capacity building

The targeted activities for the capacity building of various kinds of local stakeholders, who might have different levels of capacity needs, empowered them to participate in the project, regardless of their initial levels of knowledge. The projects frequently engaged existing community-level organizations in the capacity building of the community. The approach and format of the capacity-building activity depended on the stakeholder it was directed at, thereby allowing for the better targeting of needs.

Depending on the needs, capacity building can be a long process in some cases. Projects supported communities throughout the process, and the capacity, once built, proved helpful in co-implementation of future projects. Over time, this allowed for the increased co-ownership of projects.

- In **Papua New Guinea**, capacity building was carried out through participatory training workshops. At the national level, the participants were mostly delegates and representatives from the government, private entities, and church-based organizations. Dissemination was made through PowerPoint presentations, seminars, and guidance booklets. At the provincial level, provincial working committees and technical assistance committees were established to provide guidance and support to community groups. Specific training targeted at women and youth was facilitated by NGOs.
- In **Zambia**, climate adaptation was a new concept at the time (in 2013 when the project started); thus, communities did not completely understand it. Even during awareness raising, communities sometimes found it difficult to distinguish between the day-to-day development projects and the PPCR project. So initially, the proposals submitted were not in line with the project objectives. The process of capacity building required the project team to conduct more awareness raising. Once capacity was built during

the earlier PPCR projects, it was leveraged in subsequent projects. During the rollout of the latest project- Transforming Landscapes for Resilience and Development (TRALARD) - the small project proposals were more informed. The communities had gained knowledge in implementing smart-agriculture farming techniques, such as zero tillage, the use of animal manure for soil enrichment and the retention of water, inter-cropping, and crop rotation. Hence, the earlier efforts had built capacity that was retained, which enabled the new project to take off more quickly.



Community sensitization of farmers in Zambia.

4.3.3.2 Build capacity of local government officials and project staff

The capacity building of local government officials on climate risk, resilience, and adaptation benefited other local stakeholders through more inclusive local policies. The projects conducted training for the project staff and local government officials on GESI, which in turn helped train the community on these issues.

- In **Nepal**, all 449 project staff and consultants (169 women and 280 men) received training on GESI. They applied the knowledge and lessons learned by building the capacities of community organizers, construction supervisors, and field technical teams, as well as supporting them, in implementing the GESI plan.

- In **Cambodia**, local officials from the provincial, district, and commune levels engaged in the identification and prioritization of climate adaptation pilot projects. Local authorities were also involved in M&R. They were trained in operations and maintenance as well as project financial management.
- In **Zambia**, local authorities were trained in mainstreaming climate change into district-level planning, which resulted in the implementing districts’ mainstreaming of climate change in their development plans. The project helped local authorities move away from the “business-as-usual” approach and implement climate adaptation interventions. The partnerships established during the earlier PPCR projects helped in the design of the new TRALARD project that was able to collect and use a lot of district-level information.



The Disaster Vulnerability Reduction Project (DVRP) St. Lucia funded a four-day workshop for plumbers and contractors to improve skills in the design, installation and maintenance of rainwater harvesting systems.

Photo: PPCR Caribbean



Training Workshop in Nepal.

Photo: Asian Development Bank

4.3.4 MONITORING AND SUPERVISION

4.3.4.1 Engage local stakeholders in monitoring and supervision

Engaging local stakeholders in monitoring and supervision added accountability, in terms of adherence to the work quality and the timeline. The projects frequently placed representatives from the community on oversight committees for small projects, which allowed for more in-depth monitoring and supervision. The engagement of vulnerable groups in monitoring and supervision enhanced the benefits they received from the project.

- In **St. Vincent and the Grenadines**, the members of the community were part of the supervision process during the construction of the civil works. The Social Development Officer in the project team participated in local planning meetings that included members of the community. Notices were placed at construction sites, advising the community on how to lodge grievances. During construction, news feeds were aired and published so that the community was informed of the progress of the construction. By understanding the expected activities, impacts, and timelines, the community was able to provide informal supervision of the civil works, which helped keep the activity on track.
- In **St. Lucia**, efforts made to engage contractors from the communities where the civil works were done, while observing required procurement processes, not only served to support localized employment, but also inherently increase the levels of accountability of the contractors. The project team ensured active communication with project beneficiaries to facilitate frequent feedback during the construction process to ensure adherence to social and environmental safeguards.
- In **Jamaica**, the project was monitored by a Steering Committee that included representatives from the technical implementing agencies, CSOs, PSEs, and academia. The committee provided an avenue for all stakeholders to lead and identify solutions during project implementation.
- In **Cambodia**, local stakeholders (particularly women) participated in the monitoring and supervision of gender-sensitive climate adaptation pilot projects. One of the selection criteria for small projects was the participation rate of at least 50 percent for women. Council officials and local communities conducted vulnerability-reduction assessments, prepared project proposals for accessing small grant funding, as well as monitored and reported on progress.

The CIF also funded an independent study by an organization called Live & Learn Cambodia to evaluate PPCR's LSE in the country and derived lessons and recommendations for ongoing PPCR projects in Cambodia.²²



Photo: Alison Kentish/Thomson Reuters Foundation

5. BENEFITS OF LSE. VOICES FROM THE FIELD

An inclusive LSE process provided a range of benefits to stakeholders and amplified the impact envisioned by the project for its intended beneficiaries. An effective process for LSE also had benefits for the project itself by identifying issues and solutions through the communities that may not have been taken into account.

Below are some quotes from project teams and project beneficiaries on the benefits they have received from the process of LSE:

“When the project came for community consultations, we told them all our issues. Women said their main priority is food and water. They had to wait two hours every morning for fetching water, and there was no water in toilets. Dalit members of the community (who belong to the lower caste) said they are not allowed to drink water from the wells and rivers because of their social status. They are supposed to drink from separate taps meant for them and those taps in their area don’t have water. Now because of the project, women don’t have to wait for water and there is also water in the toilets as well as in the communal taps. Women’s workload has decreased and they can dedicate more time to public meetings. Even the CDGs are required to have women and Dalit representation, which allows them to tackle social issues. Many CDGs decided to build common taps in their area, which people from all castes could drink from, to reduce social discrimination.”

—Bhoj Bahadur Bhatt, project beneficiary and Chairperson of a CDG, Nepal



“Our community floods two to three times every rainy season. The project helped us out with the drainage intervention; before that, we really wondered if we would have gotten help. Most of the workers came from the community. Most of us are unemployed due to COVID; so it has helped a lot. I was given a small job to do—one of the drains in the area, and as I am unemployed, it really helped to sustain my family for a little while.”

—Female Resident, Country Village, St. Lucia



“Societal barriers have been broken as a result of the project. For example, men used to dominate production and marketing in the fishing industry. But after this project, you see more and more women groups fully involved in this now. Even when you look at other DAG, such as those living with HIV/AIDS, they were allowed to be part of the project and the stigma that they face in rural areas has been reduced. Now they work in groups with others and are even part of the project implementation community groups. Once such barriers are broken, these groups can benefit even from the broader development programs designed by the government.”

In small project committees, women are encouraged to be members and take leadership roles, such as Chairperson or Treasurer. In project areas, women don’t traditionally take up leadership roles and leave them to men. But in the project, we have seen women take up leadership roles and lead activities, hence making them part of the climate resilience agenda.”

—Project team, Zambia



“The community gained a sense of empowerment, because they realized their rights and appreciated being able to give their inputs. From a project perspective, if you go into a community and speak to people first, you find out things you did not take into consideration during the designing of the project. Money is not always their interest—we tend to think compensation is all they want at the end of the day. But consulting early helps us find out what other benefits they are expecting from the project, what their interests are, and also communicate how the project can help them. This helps prevent grievances from springing up later, provides sustainability to the project, and prevents delays to the project in the long run.”

—Project team, St. Vincent and Grenadines



Poster outlining leadership of a CDG in Nepal- women were observed to be active members.

Photo: Asian Development Bank

Project Snapshot 3 INCLUSIVE LSE GENERATES MANY BENEFITS: EVIDENCE FROM NEPAL

The Mangalsen Samudayik Bikash Samuha is one of the 108 Community Development Groups (CDGs) formed under the project. This CDG’s chairperson is from the Dalit community (a lower-caste group in Nepal, considered to be “Untouchables”). Out of a total of 13 members, five of them are women. The CDG meetings were held 13 times in 2020. The meeting time was in the afternoon so that it was accessible for all members, including women. As reported by the CDG members, the women of this group were quite active, confident, and influential in decision-making. The main roles of the CDGs were not just centered on the discussion of construction works and the subproject infrastructure. The

CDG members also addressed social issues and attempted to diminish social discrimination. One example is the construction of the single tap for both the so-called upper-caste and lower-caste people in the village. Dalits who are generally prohibited from drinking from the same tap as other castes have separate taps. Single taps have thus reduced community discrimination and conflict. CDG members also mentioned that the project has had a direct impact on women due to the improved access to water, because women are primarily responsible for fetching and utilizing water in the household.



“The stakeholder engagement process resulted in the development of a project that was focused on stakeholder needs, with the benefits to be derived directly improving the stakeholders’ operations. Stakeholders had the opportunity to co-create the project by recommending for inclusion elements targeted towards their expressed needs. By nature and design, the benefits to be derived from the project go to the entire Jamaican population, as climate and weather information services are considered a public good. Therefore, all national stakeholders benefit from project implementation.”

—Project team, Jamaica



Project beneficiary in Papua New Guinea.



“The inclusive participatory approach in the planning, design, implementation, and monitoring of the project increased the feeling of ownership and commitment among stakeholders, strengthened their knowledge of climate change and how to cope with current and future impacts, and capacity to make informed decisions, which contributed to the success of the project.”

—Project team, Cambodia



“I heard about the THINK 2044 campaign on ZNBC Radio 2. I work at the Ministry of Tourism and Arts and I am heavily involved in preserving national heritage sites. I found the information from the THINK 2044 call center helpful in assisting me to educate communities on the harmful effects of late forest burning—a custom widely practiced in the northern region of the country.”

—Chitalu Mandona, project beneficiary, Zambia

“As a result of the project, participation and influence of women and DAG as key beneficiaries of the project and female staff at field level in decision-making has increased. Due to training and awareness raising activities, women and DAG’s leadership roles in committees have increased. Comments from community organizers indicate that the project has increased women’s and DAG’s confidence and willingness to speak in public, such as being assured that they can contribute to the community and encourage other people to engage in economic activities. The project created opportunities for women and DAG to play a leadership role and act as liaison between local communities and decision-makers at the local government level as well.”

—Project team, Nepal



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“The project has instilled a sense of ownership in communities and a sense that they can be part of the development agenda going on in the localities where they are. It has also improved their knowledge: they are able to relate the changes in the climate to the activities they are carrying out under the project for adaptation. The process of engagement has given them the assurance that for any program undertaken in their area by the government, they as citizens are free to ask questions and take part and ask for benefits accruing to them. So the benefits have gone beyond the project.”

Now communities also have this drive to see the small projects succeed and to go beyond what the project asks them to do—to do their own projects. They seek the support of CSOs working on these issues in their region, so they are now driven to carry out climate adaptation projects even outside of the PPCR.”

—Project team, Zambia



Irrigation pond constructed as part of the PPCR project in Nepal.

Photo: Asian Development Bank

“Meaningful LSE creates buy-in from the stakeholders, offers a more complete assessment of the end user use/ functionality, and therefore, increases the project’s success. Community members are also able to provide useful historical information, which can assist with the project design. They can speak on past interventions, which may not have worked or give ideas on possible solutions and have knowledge of particular characteristics of the terrain where they reside. Hence, good engagement leads to more tangible benefits from the project.”

—Project team, St. Lucia

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6. CONCLUSION

The experience of the eight PPCR projects across eight countries, reviewed in this study, reveals a simple yet invaluable insight: better engagement with non-state actors always delivers better outcomes for a project. As such, we need *more* LSE in delivering climate finance and action, not less. Furthermore, our engagement with local stakeholders needs to be inclusive, accessible, and targeted.

By allowing for projects to learn from the rich knowledge borne by communities and take their informed inputs into account, meaningful engagement can ensure that projects deliver their intended benefits and avoid unintended harm.

Meaningful engagement requires thoughtful planning, that is, paying particular attention to the inclusion of voices on the ground but not at the table and a will to learn from the lived experiences of the community that makes up a project area. A meaningful LSE process can sometimes be lengthy and mired in various kinds of challenges, ranging from the poor accessibility of the project areas to the low operational capacity of communities to rampant and age-old social discrimination. However, the cases reviewed in the study show that overcoming these challenges to ensure better participation produces tangible results that make project outcomes more meaningful and sustainable.

In summary, the lessons learned from this study highlight several good practices for meaningful local stakeholder engagement:

- 1** | Building upon prior engagement carried out during investment planning and using existing institutional capacities for engaging stakeholders;
- 2** | Developing and implementing a dedicated communication plan and structure for information sharing about the project and enhancing accessibility to information through the use of innovative mediums and formats;
- 3** | Consulting local stakeholders early on during the needs assessment, which would allow them to play a more active and vital role during the later stages of the project cycle;
- 4** | Carrying out targeted activities for capacity building to address the different capacity needs of stakeholders from the civil society, local authorities, the national government, and the private sector;
- 5** | Adopting a co-implementation model that allows for some project activities to be implemented directly by the community and supporting communities operationally through this partnership until their capacity is built.
- 6** | Giving local stakeholders a role in project monitoring, either informally or formally, by engaging them in the supervision process.
- 7** | Putting in place a tiered GRM that allows for grievances to be registered at the grassroots level, ensures various mediums and forums to lodge grievances, and catches grievances early.
- 8** | Proactively including disadvantaged and vulnerable groups in project activities through active policies that target their representation, ensuring their accessibility to the process, and training stakeholders on GESI. These good practices ensure that communities not only receive more of the project's intended benefits, but also additional benefits generated through an inclusive process. Moreover, they also enable the project to benefit from the knowledge of the communities, through issues and solutions identified by them.

ANNEX 1: INTRODUCTION TO CIF

CIF has over 300 investments across 72 countries, supporting the creation of new clean power capacity of 25.5 gigawatts, improved energy access for 10 million people and 140,000 businesses, 6 million green jobs, greater climate resilience for 45.2 million people and 44,000 businesses, along with an additional 45 million hectares of sustainable forests.^{23,24}

CIF'S PROGRAMS AND GOVERNANCE

CIF's programs fall under two individual trust funds, the Clean Technology Fund (CTF) and the Strategic Climate Fund (SCF). There are currently nine programs:²⁵

CTF: The USD5.8 billion CTF empowers transformation in developing countries by providing resources to scale up low-carbon technologies with significant potential for cutting greenhouse gas emissions. It invests in renewable energy, energy efficiency, and clean transport, including promising innovations, such as energy storage.

Pilot Program for Climate Resilience (PPCR): The USD1.2 billion PPCR supports some of the most vulnerable developing countries and regions in building adaptation and resilience to climate change. It assists governments in integrating climate resilience into strategic development planning, provides concessional and grant funding to put plans into action, and pilots innovative public and private sector solutions.

Scaling Up Renewable Energy Program (SREP):

The USD779 million SREP in low-income countries demonstrates the economic, social, and environmental viability of renewable energy in some of the world's poorest nations. It supports the scaled-up deployment of renewable energy solutions, such as solar, geothermal, and biomass, to increase energy access. SREP is one of the biggest global funders of mini-grids—a game-changer for isolated, off-grid communities.

Forest Investment Program (FIP):

FIP empowers developing countries to manage natural resources and achieve a triple win of benefits for forests, for development, and for climate. It provides direct investments to address the drivers of deforestation and forest degradation. It also offers grants and low-interest loans to help governments, communities, and businesses work together to define sustainable solutions for people and economies that rely on forests, while maintaining important ecosystem services.

CIF Accelerating Coal Transition (ACT) Investment:

The ACT Investment Program will offer a comprehensive toolkit to support countries transitioning from coal to clean energy by tackling challenges linked to national strategies, people and communities, along with land and infrastructure. The program will build support at the local level for the reconsideration of the development of new coal plants and accelerate the retirement of existing coal assets. In tandem, it will foster new economic activities fueled by new sources of energy. The program will also work with public sector utilities and private sector operators to define paths to advance transitions.

CIF Industry Decarbonization: High-emitting and hard-to-abate industries include iron and steel, cement, petrochemicals, and maritime transport. The Industry Decarbonization program will seek to catalyze deep behavioral changes and sustained impacts in high-emitting industries in middle-income countries, where the industrial sector constitutes a major and growing share of their overall emissions. The program will work across multiple levels, from industrial facilities to national arenas, by applying the targeted use of concessional finance to reduce system-wide barriers to investments in low-carbon, climate-resilient business models and technologies.

CIF Nature Solutions: The Nature, People and Climate Investments Program will deploy concessional resources at scale to improve livelihoods and address climate change through the sustainable use of land and other natural resources. The program will help governments, industries, and communities harness the potential of land resources and ecosystems in climate action and reduce barriers to sustainability in key areas, such as agriculture and food systems, forests, and other land-based ecosystems.

CIF Renewable Energy Integration (REI): Accelerating the energy transition calls for enhancing flexibility in energy systems and pushing boundaries to increase the penetration of renewables. Under the REI program, CIF will support this process in developing and emerging countries. Flexible solutions will help accelerate the uptake of the best combinations of technologies to help manage grids, balance different infrastructure requirements, and improve overall market design systems operations.

CIF Smart Cities: The Smart Cities Program will work with cities in developing countries to accelerate the transition to low-carbon, climate-resilient urbanization. It will support the development of climate-informed urban planning carried forward by strategic public and private investment. Robust data and tools for broad participation will guide decision-making, ensuring choices that are aligned with green and sustainable development and buoyed by public buy-in.

Institutionally, CIF is structured as a partnership with shared governance among donor and recipient governments through Trust Fund Committees and Subcommittees (TFCs/SCs). Five multilateral development banks (MDBs) act as implementing agencies and participate in governance (without decision authority).²⁶ Civil Society Organizations (CSOs), Indigenous Peoples Organizations (IPOs), and Private Sector Entities (PSEs) are also represented on these Committees and Subcommittees as their constituencies' self-selected "Observers".

ENDNOTES

- 1 CIF, 2015, "[Proposed Measures to Strengthen National-Level Stakeholder Engagement in the Climate Investment Funds](#)," Joint CTF-SCF Meeting, Washington, DC, May 11, 2015.
- 2 CIF, 2015, "[Proposed Measures to Strengthen National-Level Stakeholder Engagement in the Climate Investment Fund](#)," Joint CTF-SCF Meeting, Washington, DC, May 11, 2015.
- 3 These include: the African Development Bank, the Asian Development Bank, the European Bank for Reconstruction and Development, the Inter-American Development Bank, and the World Bank Group, comprising the International Finance Corporation
- 4 CIF, 2018, [How to Implement Stakeholder Mapping into the Programmatic Approach of the Climate Investment Funds](#), Washington DC: CIF.
- 5 CIF, 2020, [Enhancing Climate Action Through Stakeholder Engagement at the Country Level](#).
- 6 Astrid Manroth et al., 2014, [Strategic Framework For Mainstreaming Citizen Engagement In World Bank Group Operations: Engaging with Citizens for Improved Results](#).
- 7 CIF, 2020, [Enhancing Climate Action through Stakeholder Engagement at the Country Level](#).
- 8 CIF, 2020, [Enhancing Climate Change through Stakeholder Engagement at the Country Level](#).
- 9 CIF, 2008, "[The Pilot Program for Climate Resilience under the Strategic Climate Fund](#)," Joint CTF-SCF Meeting, Washington, DC, November 18, 2008.
- 10 CIF, 2009, "[Programming and Financing Modalities for the SCF Targeted Program, the Pilot Program For Climate Resilience \(PPCR\)](#)," July 16, 2009.
- 11 CIF, 2018, [PPCR Monitoring and Reporting Toolkit](#), Washington, DC: CIF, revised 2018.
- 12 Consensus Building Institute, 2020, [Local Stakeholder Engagement in the Climate Investment Funds: Evaluation report](#), February 4, 2020.
- 13 CIF, 2018, [How to Implement Stakeholder Mapping into the Programmatic Approach of the Climate Investment Funds](#), Washington DC: CIF.
- 14 CIF, 2018, [PPCR Monitoring and Reporting Toolkit](#), Washington, DC: CIF, revised 2018.
- 15 Consensus Building Institute, 2020, [Local Stakeholder Engagement in the Climate Investment Funds: Evaluation report](#), February 4, 2020.
- 16 CIF, 2020, [Enhancing Climate Action through Stakeholder Engagement at the Country Level](#).
- 17 For example, see the most recent [learning review on a portfolio of hydromet projects](#).
- 18 Please note: after the promulgation of the 2015 Constitution of Nepal that adopted federalism, Village Development Committees (VDCs) ceased to exist. However, for the purpose of the project, the 108 subprojects were planned and implemented within the former VDC areas. The new terminology for the local governments is "Rural Municipalities" or "Municipalities", within which are Wards, but unlike the presence of the nine wards within a VDC, the number of wards may be more or less within a Rural Municipality or Municipality.
- 19 CDGs were the smaller subproject-level groups involved in implementing small projects: around 15 of such subgroups make up one Community Development Committee (CDC)—the main legally-established group at the VDC level.
- 20 Road shows are outreach events whereby a moving caravan travels to several locations. It makes stops along the way and conducts demonstrations, staged shows, conversations, edutainment activities, etc. at popular locations. Generally, these caravans are painted with promotional materials on the topic of dissemination and their interiors are equipped with materials to set up the same stage and conduct events at various locations.
- 21 More information on the application and financing can be found here: <https://www.sldb.lc/act-to-adapt>.
- 22 Phanith Chou et al., 2019, [Local Stakeholder Engagement in the Programs of the Climate Funds \(CIF\) in Cambodia, Phnom Penh: Live & Learn Cambodia](#), October 2019.
- 23 CIF, 2019, "[Ten Years of Climate Action](#)," CTF-SCF Joint Meeting.
- 24 More information in brochure here: https://www.climateinvestmentfunds.org/sites/cif_enc/files/knowledge-documents/cif_abridged_profile.pdf
- 25 <https://www.climateinvestmentfunds.org/cif-programs>
- 26 These include: the African Development Bank, the Asian Development Bank, the European Bank for Reconstruction and Development, the Inter-American Development Bank, and the World Bank Group, comprising the International Finance Corporation.

THE CLIMATE INVESTMENT FUNDS

The Climate Investment Funds (CIF) was established in 2008 to mobilize resources and trigger investments for low carbon, climate resilient development in select middle and low income countries. 14 contributor countries have pledged over US\$8.5 billion to the funds. To date CIF committed capital has generated an additional US\$61 billion in co-financing for mitigation and adaptation interventions at an unprecedented scale in 72 recipient countries. CIF's large-scale, low-cost, long-term financing lowers the risk and cost of climate financing. It tests new business models, builds track records in unproven markets, and boosts investor confidence to unlock additional sources of finance. The CIF is one of the largest active climate finance mechanisms in the world.



www.climateinvestmentfunds.org