



WORLD BANK GROUP

MINISTRY OF FOREIGN AFFAIRS OF DENMARK
DANIDA | INTERNATIONAL DEVELOPMENT COOPERATION



PROFILE

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1. Background Information

CSO Engagement Forum (CEF) was formed and registered as a Public Benefit Organisation (PBO) to act as a National umbrella organization for CSOs focused on climate action, governance, and local accountability.

Civil society organisations (CSOs) have been crucial in supporting the implementation and oversight of the Financing Locally Led Climate Action (FLLoCA) program throughout Kenya. By working together at the county level, CSOs have ensured that communities are actively involved in identifying local priorities, while fostering accountability and transparency in how climate funds are utilized. This collaborative effort highlighted the necessity for a national platform that can coordinate, advocate for, and provide ongoing capacity support to counties—extending beyond just the FLLoCA program.

Civil Society Organizations (CSOs) are recognized and considered equal partners in promoting climate-resilient actions at the National, County, and Ward Levels. The active engagement of CSOs in the FLLoCA program is projected to contribute to a climate-resilient society where local communities actively contribute to, benefit from, and hold accountable bearers of the initiatives aimed at addressing climate change challenges. The unique strengths of CSOs in bridging gaps, providing local insights and ensuring accountability make them indispensable partners in the successful implementation of the FLLoCA program.

2. Rationale

Civil Society Organizations (CSOs) play a critical role as climate actors in implementing the FLLoCA program. They serve as catalysts for community engagement, advocacy, and knowledge dissemination. CSOs facilitate collaboration among stakeholders, empowering local communities to participate in restoration efforts, and ensuring their needs are addressed and rights upheld. Moreover, CSOs amplify voices often marginalized in decision-making processes, advocating for inclusive and sustainable policies. Through their expertise and grassroots connections, CSOs effectively bridge gaps between local communities, policymakers, and scientific research, nurturing a holistic approach towards climate action and fostering resilient landscapes.

Civil Society Organizations seek to engage with the Financing Locally Led Climate Action (FLLoCA) program to bring on board a unique ability to collaborate with the local communities and government entities to deliver locally-led climate resilience actions. They act as an enabler, ensuring that the voices and needs of the most vulnerable and marginalized populations are heard and addressed in climate resilience initiatives. CSOs work closely with local communities and contribute knowledge, skills, and expertise in environmental and climate-related issues out of the extensive engagement with the local communities, making them essential in designing and implementing climate actions tailored to the specific needs of the communities. This knowledge-sharing role is vital in creating a society that understands and actively participates in climate-resilient action.

The CSOs offer independent oversight and accountability. Their involvement in monitoring and evaluation adds a layer of transparency to the FLLoCA program and ensures that resources are used effectively and that the program's objectives are met. Therefore, CSOs are key partners in FLLoCA because of their unique ability to connect communities with the government, their specialized knowledge, and their role in promoting transparency and accountability in climate action. Their engagement is fundamental to the successful execution of the program.

3. Principles

Civil Society Organizations (CSOs) leverage on the 8 principles of Financing Locally Led Adaptation (FLLoCA) framework to enhance engagement strategies. They facilitate community-driven initiatives by fostering partnerships among stakeholders, aligning investments with local priorities, and ensuring transparent governance. CSOs advocate for inclusive decision-making, capacity building, and innovative financial mechanisms. By championing risk-sharing approaches, they encourage public-private collaboration and promote adaptive solutions. CSOs play a pivotal role in advancing FLLoCA principles, catalysing funding, and enabling resilient, locally tailored adaptation efforts. Therefore, the following principles will guide the CSOs – FLLoCA engagement;

- 3.1. **Open communication and dialogue:** CSOs and stakeholders will engage in constructive dialogue that will strengthen their contribution to County, Regional, and National climate agendas. Partners will provide CSOs with opportunities to participate and influence policy and program design while respecting divergent views.
- 3.2. **Mutual accountability and transparency:** CSOs and other stakeholders have a responsibility to the public, beneficiaries and funding agencies for results achieved through use of public resources as well as from development agencies. Capacity to enhance mutual accountability, not only between CSOs and other stakeholders but also with the community and the wider public to be prioritized.
- 3.3. **Appreciation of diversity:** The great diversity within the CSO sector is a strength that should be tapped to respond to the different resilience needs in communities. The framework appreciates and will safeguard the diversity of CSOs to enable them to freely contribute to climate change interventions using their comparative advantages.
- 3.4. **People-centered climate change policies and actions:** Putting people and communities at the centre of climate-resilient interventions and programs is a key guiding and binding principle under this framework as this will enhance equity and respect for human rights.
- 3.5. **Mutual respect:** The engagement between CSOs and other stakeholders will be based on equal partnership approaches, despite the pronounced and skewed technical and financial capacities between them that perpetuate unbalanced relations. Partners under this engagement framework commit to respecting the views and strategic positions of each.
- 3.6. **Value for Money:** The program should foster outcomes that are project-worthy in the use of the resources.

4. Objectives

4.1 Main Objective

The Organization has the following main objective:

Enhance effective participation of CSO's in design, implementation and oversight of climate change and environmental Programmes.

4.2 Specific objectives

And in furtherance of the principal object, the Organization shall have the following ancillary objects and powers:

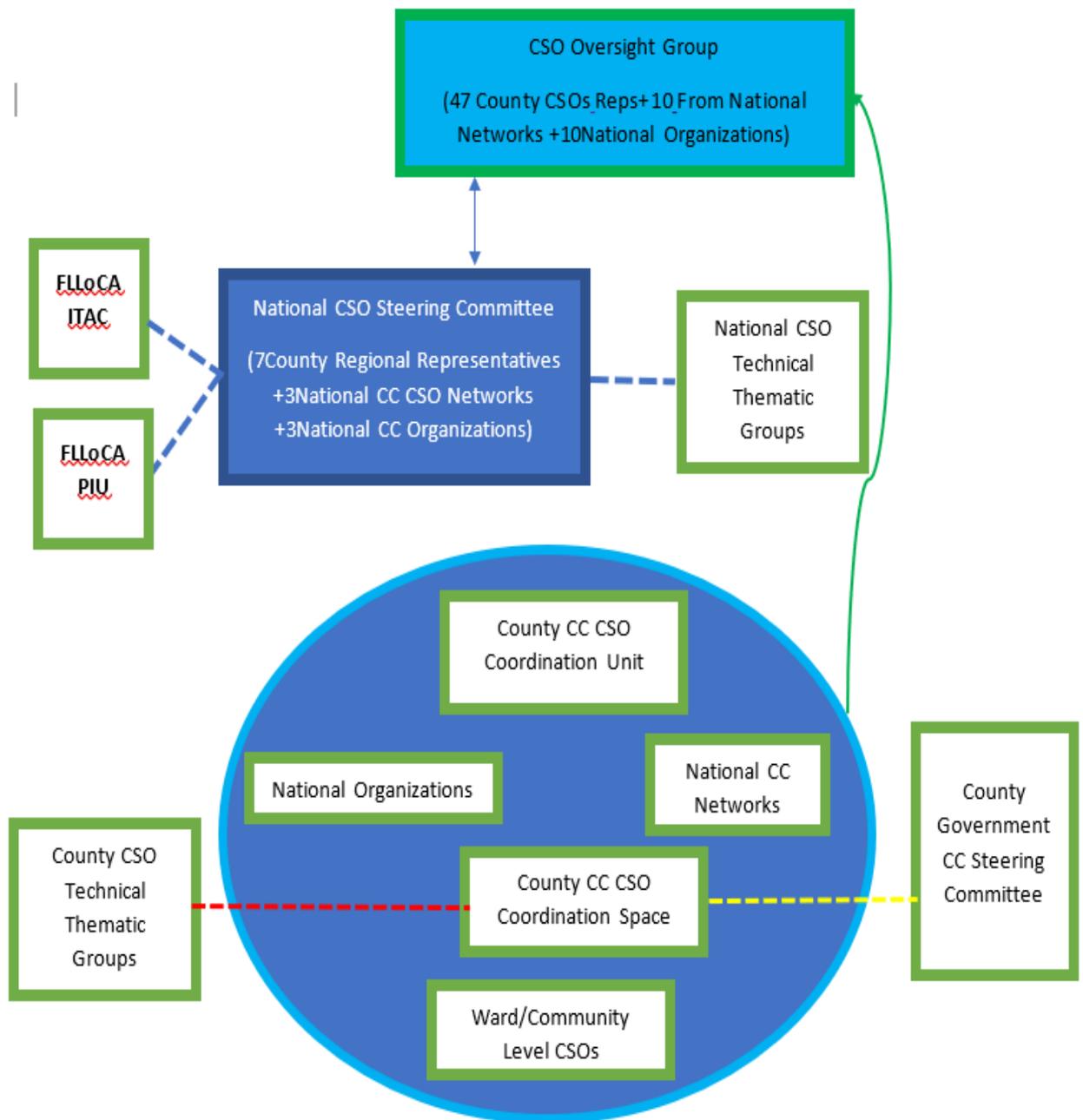
- i. To ensure and facilitate social accountability in the delivery of the climate change programs in the 47 Counties.
- ii. To strengthen climate information access and usability by local communities for decision-making within the 47 counties.
- iii. To enhance the capacity of local communities and their collective/agencies to influence the delivery of the climate change programs.
- iv. To promote and facilitate research, knowledge management, innovation, and technology on locally-led climate actions.
- v. To improve coordination and engagement of civil society organizations across all levels in the delivery of the climate and environmental programs.
- vi. To contribute, support, and strengthen policy and legal frameworks that better align the focus of government at all levels to deliver locally-led climate actions.
- vii. To foster actions and dialogues that promote broader-based collaborations and partnerships for scaling up climate finance for local actions
- viii. Mobilize resources for climate change actions
- ix. To develop capacity of the members

5 Engagement Approaches

The engagement approaches and mechanisms for the FLLoCA Program will involve multifaceted means and mechanisms to reach the target groups and achieve the results of the program, these engagement approaches and mechanisms are designed to foster a dynamic and inclusive environment for the FLLoCA program, where CSOs, government agencies, and local communities work collaboratively to address climate risks and build resilience. The combination of stakeholder involvement, capacity development, data-driven decision-making, and transparent processes will contribute to the program's success and long-term impact. Therefore, the following mechanisms will be applied;

- i. **Stakeholder Workshops and Forums:** Regular workshops and forums will be organized to bring together all relevant stakeholders serving as platforms for sharing knowledge, discussing challenges, and collectively setting priorities for climate resilience actions.
- ii. **Community-Led Planning:** Communities will be actively involved in identifying their vulnerabilities, needs, and the design of climate adaptation strategies, ensuring that initiatives align with their specific circumstances.
- iii. **Public Awareness Campaigns:** Public awareness campaigns will be conducted by CSOs and government agencies to educate communities on climate change and resilience strategies using appropriate and simplified information. These campaigns will leverage various communication channels, including community meetings, radio, TV, and social media.
- iv. **Technical Assistance and Training:** Training and technical assistance will be provided to equip local stakeholders with the knowledge and skills necessary to plan, implement, and monitor climate actions effectively.
- v. **Multi-Stakeholder Dialogues:** Multi-stakeholder dialogues will be convened at both the County and National levels. These will facilitate information exchange among the different stakeholders fostering a collaborative environment.
- vi. **Social audit and accountability:** Civil Society organizations shall utilize the available FLLoCA framework and any additional framework to foster evidence-based advocacy, audits, and decision-making to promote transparency and accountability.
- vii. **Feedback and Grievance Redress:** The CSOs will create awareness and sensitize communities on available FLLoCA mechanisms for feedback and grievance redress, allowing them to raise concerns, provide input, and resolve disputes fairly and transparently.
- viii. **Collaborative Research and Innovation:** Collaboration between research institutions, CSOs, and government agencies will promote research and innovation in climate resilience. This will contribute to evidence-based decision-making and the development of new approaches.

6 Structure of Governance for CSOs- FLLoCA Engagement Framework



6.1. CSO Oversight Group

Being at the apex position of the CSO coordination structure, shall comprise of CSO representatives drawn from the 47 County CSOs Coordination Units, representatives from the National Level Networks¹ and National organizations² not aligned with any Networks. The oversight group:

- i. Is the overarching governing organ and members will govern and oversee the operations of the Structure.
- ii. Shall provide space for affirming the Steering Committee membership and its appendage structures, ensuring a fit for purpose steering committee and its effectiveness in representing CSOs in all critical processes.
- iii. Shall provide a pool from which technical thematic anchors shall be drawn but not exclusive to itself.
- iv. Shall guide and ensure grounding of communities' aspirations and priorities, monitor progress and effectiveness of the steering committee towards implementation of priorities as set out.
- v. Seek to accelerate learning and amplify lessons from across the counties for catalysed results at the national level.
- vi. Shall in a consistent manner ensure the Steering Committee remains above reproach and delivers on the core accountabilities for the CSOs under FLLoCA.
- vii. Serve as a platform for open and constructive dialogue and sharing information, perspectives, and concerns between CSOs and the government or relevant authorities.
- viii. Support CSOs in identifying funding sources, grants, or resources that can support their activities and initiatives.

6.2. National CSOs Steering Committee

- i. This shall be drawn from 7 Regional Bloc Units; 3 National Networks and 3 national level organizations not aligned to the Networks and shall not exceed 13 representatives.
- ii. The Steering Committee shall be the technical arm of the CSOs coordination of all necessary actions. Efforts shall be made to ensure that the necessary thematic expertise is brought onboard. Where it is not possible this expertise shall be incorporated through co-opted members of the Steering Committee but not exceeding two (2) in number.
- iii. It shall be responsible for developing detailed plan for CSOs engagement in FLLoCA. The Steering committee shall coordinate execution of priorities and decisions as mandated during oversight group meetings, maintain links with PIU and pursue strategic priorities of CSOs.

¹ Refers to Umbrella Organizations with national outlook as an association of climate change organizations.

² Individual climate change civil society organization registered with a national scope.

- iv. Shall meet at least once in every quarter and any required ad hoc meeting will be structured as necessary to achieve the objectives set out.
- v. The Technical Thematic Anchors shall demonstrate resource potentiality necessary to initiate, on their own right, actions geared towards strengthening capacity and coordination of action in their area of leadership to enable a smooth and seamless flow of the contribution of the CSOs.
- vi. Develop strategies to mitigate risks and guiding how to address issues as they arise including safeguarding and whistle blow complaints.
- vii. Represent the interests of key stakeholders and ensuring their concerns are addressed through oversight on networking, information sharing on project progress, milestones, and challenges to build strong relationships and collaboration around common goals and projects.

6.3. Thematic Anchors at the National Level:

These will be drawn from CSOs with national outlook and demonstrated expertise across the technical thematic areas. Within the assigned thematic area, the Thematic Anchor shall be responsible for:

- i. Enhancing learning forums for CSOs and other stakeholders to consolidate the status of implementation on the thematic area, learnings, and challenges which will shape priority actions in the program delivery.
- ii. Providing technical expertise and guidance on the specific thematic area and ensuring that the anchor stays updated on the latest developments, research, and best practices in their field, to advise and align project activities with the standards.
- iii. Strengthening the knowledge, skills, and practice of CSOs by structuring capacity development processes focusing on key stakeholders.
- iv. Supporting processes that allow for aggregation of evidence on progress for purposes of corrective action and advancing influence efforts in the respective thematic area.
- v. Continuously assess the evolving needs and challenges within the respective thematic area and adjust strategies and activities as necessary by practicing adaptive management to respond effectively to changing circumstances.

6.4. CSO Regional Coordination Unit

- i. Shall be made up of the 7 CSO regional representatives elected by the CSOs County Coordination Unit that comprises the 47 County CSO representatives.
- ii. The unit shall be ad hoc given that it shall entirely be part of the National CSO Steering Committee
- iii. The unit shall serve as a platform for sharing best practices, lessons learned, and innovative approaches across different regions.
- iv. The unit shall liaise with the steering committee to oversee the monitoring and evaluation of processes within each region.

- v. The CSO Regional Coordination Unit shall coordinate training programs, workshops, and access to relevant resources, empowering regional representatives to effectively engage in restoration activities and advocacy efforts.

6.5. The County CSO Coordination Unit

- i. The CSOs Coordination Unit will provide an opportunity for each of the 47 CSO representatives representing the 47 counties to come together to enable an inclusive and coordinated approach.
- ii. The Unit shall meet at least once quarterly. During the inaugural meeting, the Unit shall organize itself as per regional bloc representation and elect/appoint one representative to the CSO regional block unit.
- iii. The 7 members elected by the 47 representatives to the regional block unit shall automatically be members of the National Climate Change CSO Steering Committee
- iv. The Unit shall build the capacity of CSOs at the local level enhancing the skills and capabilities of CSO representatives in each county, enabling them to effectively engage in climate action and restoration efforts.
- v. The unit shall serve as a platform for coordinated advocacy efforts at the county level, raising awareness about climate change impacts and the significance of landscape restoration.
- vi. The unit shall act as a feedback channel, gathering insights, concerns, and recommendations from grassroots CSOs operating at the county level.

6.6. The County CSO Steering Space:

In the spirit of grounding FLLoCA, a County CSOs Steering Space will be established in each of the 47 counties bringing together CSOs working under climate change interventions operating in the county. The CSOs, through an objective criterion guided by capacity, outreach, and demonstrated thematic leadership will elect one CSO to provide county-level leadership and representation to the County's CSOs Coordination Unit. Whereas policy frameworks and climate laws in many counties have provided for CSOs representatives in the County Steering Committees on Climate Change, it is not automatic that these representatives will be the lead CSOs. The County CSOs Steering Space will be the engine of CSOs delivery on FLLoCA and will serve the following roles:

- i. Serve as a platform for CSOs to coordinate their efforts and network with each other. It facilitates collaboration and information sharing among CSOs, ensuring that they work together cohesively on climate resilience initiatives.
- ii. Support planning processes for delivery of FLLoCA objectives and actions at the frontline.
- iii. Take on an advocacy role amplifying the collective interests of communities and CSOs at the county level. It will engage with local government authorities and other

stakeholders to inform the nature, purpose and design of policies and strategies to better serve the aspirations for resilience building.

- iv. Strengthen the capacity of communities and their organizations within the county through training, workshops, and knowledge-sharing sessions to ensure communities have requisite skills to ground FLLoCA objectives and across all technical thematic areas.
- v. Through processes such as social audits, provide space for collaborative development of tools to monitor relevance and effectiveness of FLLoCA actions and nurture forums with greater community leadership for grounded accountability. The space will be utilized to establish mechanisms, platforms and build wide capacity community-led tracking of progress and assessing the impact of FLLoCA led initiatives, ensuring transparency and accountability.
- vi. Serves as a bridge between CSOs and local communities. It will facilitate community engagement in dialogues and decision-making processes. This will ensure that climate resilience actions are community-driven, inclusive, gender transformative and align with the needs and priorities of local populations.

6.7. Thematic anchors at the County Level:

To promote grounding of the aspirations of FLLoCA, linked to the co-deliverables, the County CSOs Steering Committee shall establish thematic committees that shall mirror national level thematic description for coordination.

6.8. Local Communities at Ward Level:

CSOs will not initiate a new structure within the wards, largely due to limited numbers at that level. The proposal is rather for FLLoCA to embed CSOs participation in the grassroots structures at Ward Level for much more organic implementation of the programme components through participation, inclusivity and in a gender transformative approach to implementation.

6.9 The village level climate champions

CEF working with the ward committees will have climate change champions in every village of the ward to actualize the climate interventions.

7 Communication

7.1 Communication Pillars

Effective and sustainable communication among FLLoCA stakeholders will be critical to realizing the envisaged goal. Below are communication principles and strategies that shall be leveraged;

- i. Enhancing visibility and awareness: Designing and producing quality and consistent communication materials and activities that enhance visibility, provide accurate information, and showcase results.
- ii. Promoting partnerships: Strengthening collaboration with partners and media to keep the public informed and engaged through regular and accurate coverage of project activities.
- iii. Knowledge management: Promoting knowledge capture, management, and sharing through easily accessible products and inclusive activities for learning to enhance impact.
- iv. Catalysing behaviour change: Integrating communication into project interventions to drive attitude and behaviour change to promote project objectives.
- v. Building development: Organizing communication training sessions and co-implementing initiatives to develop capacity among partners and local community capacity.

7.2 Overarching communication strategies and tactics

CSOs shall ensure communication amongst themselves, and other stakeholders is simple, clear, relevant, and consistent to FLLoCA goals.

- i. **Adopt a common program brand** – CSOs shall integrate FLLoCA branding guidelines in any program-related documentation.
- ii. **Develop standard information materials** – CSOs shall endeavour to strengthen FLLoCA's periodic communication and outreach interventions. These include position papers, policy briefs, thematic technical and program briefs, standard PowerPoint presentations, and a newsletter. These key materials should be made available on the project website, disseminated via email, and shared during physical meetings. It is important to include attractively packaged, illustrated, and easy-to-read materials, such as posters for display at strategic public places, translated to Kiswahili and local languages for community audiences.
- iii. **Leverage the mass media** – The project should map media outlets and practitioners including influential bloggers and organize forums to sensitize them on the project objectives and activities. Regular outreach should be maintained with key media such as those who routinely cover climate change issues to update them on key developments, and program results and pitch human interest stories that give a face to the issues. The media can also be exposed with field travel on media tours to cover human interest stories and public events.
- iv. **Strategic use of social media** – social media can be used to cost-effectively share information about activities of the program and engage a broad range of audiences. The use of platforms such as WhatsApp and Facebook are now commonly used by some sections of local communities for example, Twitter by users in decision-making while Instagram and TikTok are popular with youth. It is important to prioritize the platforms for the project

and develop a social media strategy to ensure engagement can be sustained for maximum impact. Such a strategy should include training project staff and sensitizing key stakeholders on the basic use of social media and the use of micro-influencers to increase reach. Therefore, the FLLoCA Program should also have the information on their websites for reference.

- v. **Marking key events and moments** – Opportunities may arise for FLLoCA partners and other stakeholders to participate in public events during project implementation. Media information kits can be developed, and journalists invited for coverage while social media kits should be developed to ensure coordinated engagement by partners. Events could include international days, conventions, symposiums, exhibitions, festivals, strategy days, conferences, media field tours, and other major project milestones. FLLoCA secretariat in liaison with CSOs should coordinate with partners to keep all relevant security and political sensitivities in mind.
- vi. **Innovative thematic campaigns** – CSOs shall consider designing and implementing themed campaigns to increase the visibility of key messages and create peak points for stakeholder involvement. These campaigns will highlight specific issues and showcase benefits and desired behaviours/actions.
- vii. **Strengthen internal communication** – CSOs shall strengthen Internal communication by regularly sharing project updates through internal bulletins and routine meetings. These will enable the project partners to be fully aware of their roles and informed of project activities and achievements. An effective internal communication strategy will support information exchange and coordination of work and contribute continuously towards the success of the FLLoCA communication objectives. Partner cooperation and information sharing is paramount for achieving success in the key project priority areas.

8.0 Conflict Resolution Mechanism

It is important to have effective conflict resolution mechanisms in place to address any potential disagreements or conflicts that may arise between CSOs and other stakeholders. In this regard, CSOs in liaison with PIU shall put in place a conflict resolution strategy to address any conflicts arising among stakeholders, and may consider the following:

- i. **Community-Based Conflict Resolution Committees:** Establish local committees comprising members from both civil society organizations and other stakeholders. These committees can address conflicts at the grassroots level and promote culturally sensitive resolutions.
- ii. **Mediation and Facilitation:** Appoint neutral mediators or facilitators who have the trust of both parties to assist in resolving conflicts. Mediation can be particularly effective when there are complex or deeply rooted issues.

- iii. **Consensus-Building Workshops:** Organize workshops or meetings where both parties can come together to discuss their concerns, needs, and objectives. The goal is to reach a consensus and mutually agree on project-related matters.
- iv. **Clear Conflict Resolution Procedures:** Develop clear and well-communicated conflict resolution procedures within the project framework. Both civil society groups and indigenous pastoralist communities should be aware of these procedures and use them as a first step for addressing conflicts.
- v. **Traditional Conflict Resolution Practices:** Respect and integrate traditional conflict resolution practices of the indigenous pastoralist communities where applicable. Elders or respected community members may play a role in resolving disputes.
- vi. **External Mediation or Arbitration:** If conflicts cannot be resolved internally, consider involving external mediators or arbitrators who are trusted by both parties to facilitate a resolution.
- vii. **Inclusive Decision-Making Processes:** Ensure that decision-making processes within the collaboration are inclusive and transparent. This can help prevent conflicts from arising in the first place.
- viii. **Regular Communication and Feedback Channels:** Maintain open lines of communication between civil society groups and indigenous pastoralist communities. Regularly seek feedback and address concerns promptly to prevent conflicts from escalating.
- ix. **Legal Agreements and Memoranda of Understanding (MOUs):** Develop legally binding agreements or MOUs that outline the roles, responsibilities, and dispute resolution mechanisms. This can provide a clear framework for addressing conflicts.
- x. **Conflict Prevention Strategies:** Implement proactive conflict prevention strategies as part of the project design. These could include early warning systems, community dialogues, and capacity-building for conflict resolution.

It's essential to customize conflict resolution mechanisms to the specific cultural and contextual nuances of the indigenous pastoralist communities involved in the collaboration. Moreover, building trust and understanding between civil society groups and these communities is key to preventing and resolving conflicts effectively. Regular training and capacity-building on conflict resolution can also be beneficial for project members.