

Service in identifying stakeholders and providing training workshops in climate change impacts on agriculture and water in Oman

Work plan with milestones for stakeholder engagement process for GCF programming

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Version 1



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Abbreviations

Abbreviation	Full Term
MAFWR	Ministry of Agriculture and Fisheries and Water Resources
GUTECH	German University of Technology
SME	Small and Medium Enterprises
NGO	Non-Governmental Organization
UN	Nzo University (UNESCO Chair University of Technology and Applied Sciences)
UNESCO	United Nations Educational, Scientific and Cultural Organization
OIA	Oman Investment Authority
OIB	Oman Investment Bank
ODB	Oman Development Bank
BM	Bank Muscat
BD	Bank Dhofar
AIB	Al Ahli Islamic Bank
BN	Bank Nizwa
OIF	Oman Investment Fund
OWA	Oman Water Association
OEA	Oman Environment Association
PD	Petroleum Development Oman
LNC	Oman LNG Company
OFA	Oman Farmers Association
MoEd	Ministry of Education
MoEM	Ministry of Energy and Minerals
MoHP	Ministry of Housing and Urban Planning
OCCI	Oman Chamber of Commerce and Industry
OMIFCO	Oman-India Fertiliser Company
OFIC	Oman Food Investment Company Holding
NCSI	National Centre for Statistics and Information

Executive Summary

This document presents a detailed work plan for the stakeholder engagement process within the Green Climate Fund (GCF) programming in Oman’s agriculture and water sectors. The primary objective is to outline specific short- and medium-term goals, define the necessary activities to achieve these goals, assign responsibilities to relevant entities, and establish timelines, milestones, and cost estimates for each activity.

A crucial component of this plan is the GCF training workshop, which aims to assess the current readiness of stakeholders regarding GCF activities. This assessment will help identify needs and guide programming within the network. The overall approach is designed to strengthen the network’s capacity to address local challenges effectively, ensuring meaningful contributions to project development in the Sultanate of Oman.

The work plan has been developed based on feedback from a questionnaire distributed to network stakeholders and insights gained during the consultation meeting held on 27th August. This meeting assessed the level of engagement among various stakeholders, including NGOs, public and private institutions, and research organisations.

The plan includes a range of activities, from capacity-building events to networking and coordination efforts, as well as involvement in project development within areas of expertise. It is important to emphasise that this work plan is dynamic and should be regularly updated based on the outcomes of meetings and shifting priorities.

Furthermore, the work plan aligns with national priorities and objectives as outlined in Oman’s national policies and the Second Nationally Determined Contribution (NDC) communication of 2023.

The table below summarises the key activities, along with their dates and milestones, for the network’s short- and medium-term objectives.

Table 1 Summary of year one stakeholder engagement plan

Year 1	
Milestone	Timeline
M1: M1: Finalise the formal structure of the stakeholder network and launch the network	Sep - Dec 2024
M2: Finalise and launch the knowledge platform	Oct - Jan 2025
M3: Project Identification and initial Concept Development	Dec - May 2025
M4: Coaching and mentoring of local project developers	Mar - May 2025
M5: Networking and Collaboration Enhancement	Mar - May 2025
M6: Development and submission of a Concept Note for a chosen project	May - Sep 2025
M7: End-of-Year Review and Planning for Year 2	Aug - Sep 2025

Table 2 Summary of year two stakeholder engagement plan

Year 2	
Milestone	Timeline
M1: Advanced Capacity Building and Specialised Training	Sep - Nov 2025
M2: Full Integration of Knowledge Management Platform	Dec - Feb 2026
M3: Oversee the continued development of concept notes from year 1	Mar - Sep 2026
M4: Expansion of Stakeholder Engagement and Inclusion	Apr - Jun 2026
M5: Mid-Term Review and Strategic Adjustment	Jul - Sep 2026
M6: Development of Full-Scale GCF Project Proposals	Jul - Dec 2026
M7: Public Awareness and Advocacy Campaign	Oct - Dec 2026

The estimated budget, assuming costs are outsourced to paid experts (as opposed to experts within supporting organisations), is \$800,000 over the two-year period.

1. Introduction

The primary focus of this work plan is to build a robust framework for engaging various stakeholders, including governmental entities, non-governmental organizations, private sector participants, and academic institutions, in climate resilience initiatives. The plan is designed to support Oman's national priorities and commitments under the Second Nationally Determined Contribution (NDC) communication of 2023, aligning with broader global climate objectives.

The work plan is structured around a series of milestones, each tailored to achieve specific objectives over two years. In the first year, the plan emphasises the formalisation of the stakeholder network, capacity building, and the initial development of pilot projects. This foundational work is important to ensure that stakeholders are well-prepared to contribute effectively to Oman's climate resilience goals. The second year builds on this foundation, focusing on advanced training, the full implementation of pilot projects, and the expansion of stakeholder engagement to include underrepresented regions and sectors.

Developed with input from key stakeholders through questionnaires and a consultation meeting, this work plan reflects a collaborative approach, ensuring that the activities are responsive to the needs and capacities of those involved. It also incorporates mechanisms for regular monitoring, evaluation, and strategic adjustments, ensuring that the plan remains dynamic and adaptable to emerging challenges and opportunities.

This document is intended to guide all parties involved in the GCF programming process in Oman, providing a clear roadmap for action, roles, and responsibilities. It is expected to evolve as the stakeholder engagement process progresses, with updates and refinements made based on ongoing feedback and the outcomes of planned activities.

Importantly, this work plan is designed with careful consideration of the GCF project/programme activity cycle as outlined in the GCF guidelines. It also takes into account the unique national context of Oman and the varying capacity levels of the stakeholders involved, ensuring that the engagement process is both effective and inclusive.

2. Objective of the Work Plan

The primary objective of this stakeholder engagement work plan is to facilitate effective and proactive participation of all relevant stakeholders in Oman's efforts to combat climate change, as outlined in the country's Second Nationally Determined Contribution (NDC) communication of 2023. This engagement process aims to:

1. Strengthen the capacity of stakeholders, including government entities, NGOs, the private sector, and academic institutions, to actively contribute to the development and implementation of climate resilience initiatives, particularly in agriculture and water management.
2. Establish a robust stakeholder network that supports knowledge exchange, collaboration, and the development of innovative climate projects aligned with national and global climate objectives.
3. Ensure that stakeholders are well-prepared to design, implement, and monitor projects within the framework of the Green Climate Fund (GCF), fostering a sustainable and resilient future for Oman.
4. Align stakeholder activities with Oman's national priorities, ensuring that all efforts contribute to the achievement of the commitments made under the NDC and other relevant national policies.

Through these objectives, the work plan aims to create a dynamic, inclusive, and responsive network capable of addressing the challenges of climate change while enhancing the resilience and sustainability of Oman's critical sectors.

3. Stakeholder Engagement Activities

This section outlines the key activities planned for the stakeholder engagement process within the GCF programming for the first and second years. These activities aim to build a strong foundation in Year 1, followed by the expansion and deepening of efforts in Year 2, ensuring that stakeholders are effectively engaged and equipped to contribute to Oman's climate resilience initiatives.

3.1 Year 1 Activities

3.1.1 M1: Stakeholder Engagement and Network Formalisation

- **Activity:** Finalize the formal structure of the stakeholder network, including the establishment of the Steering Committee, Technical Advisory Committee, and Working Groups.
- **Responsible Entity:** NDA, Steering Committee and/or the Membership Acceptance Committee
- **Expected Outcome:** Network launched with leadership established.
- **Role Alignment:** NDA oversees the formalisation; the Steering Committee and/or the Membership Acceptance Committee sets strategic objectives and manages inclusion.
- **M2: Finalise and launch the knowledge platform, including uploading initial content, and establishing management team and processes**
- **Activity:** Finalise the development of the knowledge management platform building on the foundation already established, upload content.
- **Responsible Entity:** Environmental Authority, Knowledge Exchange Working Group
- **Expected Outcome:** Initial phase of the platform developed with a repository of resources accessible to network members.
- **Role Alignment:** Environmental Authority leads development; Knowledge Exchange Working Group promotes usage.

3.1.2 M3: Pilot Project Identification and Concept Development

- **Activity:** Identify potential pilot projects based on stakeholder expertise and needs, and develop initial project concepts.
- **Responsible Entity:** Operational Working Group, NDA, Stakeholders
- **Expected Outcome:** A set of initial project concepts developed with active stakeholder input.
- **Role Alignment:** Operational Working Groups identify projects; Steering Committee approves concepts.

3.1.3 M4: Coaching and mentoring of local project developers.

- **Activity:** Coaching and mentoring provided to local organisations and experts.
- **Responsible Entity:** Consultants, Technical Advisory Committee

- **Expected Outcome:** Enhanced ownership and local capacity.
- **Role Alignment:** Technical Advisory Committee supports local project developers; Consultants provide detailed coaching / mentoring.

3.1.4 M5: Networking and Collaboration Enhancement

- **Activity:** Facilitate networking events and collaboration sessions among stakeholders to foster partnerships and shared understanding.
- **Responsible Entity:** NDA, Media and Public Awareness Group
- **Expected Outcome:** Strengthened relationships and collaboration among network members, promoting a more cohesive approach to GCF programming.
- **Role Alignment:** Media and Public Awareness Group; NDA facilitates communication.

3.1.5 M6: Development and submission of a Concept Note for a chosen project

- **Activity:** Obtain approval for pilot project concepts and begin early-stage implementation of selected projects.
- **Responsible Entity:** Operational Working Group, NDA, Stakeholders
- **Expected Outcome:** Pilot projects approved and in early stages of implementation, setting the groundwork for full-scale projects.
- **Role Alignment:** Steering Committee provides strategic guidance; NDA oversees implementation.

3.1.6 M7: End-of-Year Review and Planning for Year 2

- **Activity:** Conduct an end-of-year review to assess progress, document lessons learned, and develop the work plan for Year 2.
- **Responsible Entity:** Steering Committee, Independent Evaluators
- **Expected Outcome:** Comprehensive review of Year 1 activities with an actionable plan for Year 2.
- **Role Alignment:** Steering Committee leads the review; Independent Evaluators provide objective assessments.

3.2 Year 2 Activities

3.2.1 M1: Advanced Capacity Building and Specialised Training

- **Activity:** Conduct specialised training sessions focused on advanced topics like climate finance and innovative technologies in agriculture and water management.
- **Responsible Entity:** Contracted experts / consultants, Technical Advisory Committee, Accredited Entities, NGOs
- **Expected Outcome:** Enhanced technical expertise among stakeholders enabling them to contribute more effectively to GCF project development and implementation.
- **Role Alignment:** Technical Advisory Committee provides specialised training; Accredited Entities support capacity building.

3.2.2 M2: Full Integration of Knowledge Management Platform

- **Activity:** Fully operationalise the knowledge management platform for the network, ensuring all stakeholders have access to shared resources, data, and best practices.
- **Responsible Entity:** Environmental Authority, Operational Working Groups.
- **Expected Outcome:** Centralised, accessible repository of climate-related information supporting informed decision-making and collaborative projects.
- **Role Alignment:** Environmental Authority ensures platform functionality; Operational Working Groups promotes resource sharing.

3.2.3 M3: Concept note development

- **Activity:** Oversee the continued development of concept notes from Year 1.
- **Responsible Entity:** Operational Working Groups, NDA, Stakeholders
- **Expected Outcome:** Successful development of relevant concept notes projects with lessons learned documented and shared across the network.
- **Role Alignment:** Operational Working Groups; NDA oversees and evaluates progress.

3.2.4 M4: Expansion of Stakeholder Engagement and Inclusion

- **Activity:** Expand the network to include additional stakeholders, particularly from underrepresented regions and sectors.
- **Responsible Entity:** Steering Committee and/or Membership Acceptance Committee, NDA
- **Expected Outcome:** Broader and more diverse stakeholder participation, enhancing the network's inclusivity and reach.
- **Role Alignment:** Steering Committee and/or Membership Acceptance Committee manages inclusion; NDA supports expansion efforts.

3.2.5 M5: Mid-Term Review and Strategic Adjustment

- **Activity:** Conduct a comprehensive mid-term review of the network's activities, incorporating feedback and adjusting strategies to align with evolving needs and challenges.
- **Responsible Entity:** Steering Committee, Independent Evaluators
- **Expected Outcome:** Updated work plan and strategy that reflects the current context, challenges, and opportunities within the climate resilience landscape.
- **Role Alignment:** Steering Committee leads review; Independent Evaluators provide assessments.

3.2.6 M6: Development of a Full-Size GCF Project Proposal

- **Activity:** Facilitate the development and submission of full-scale GCF project proposals based on the successful pilot projects and stakeholder inputs.
- **Responsible Entity:** NDA, Accredited Entities, Operational Working Group
- **Expected Outcome:** Submission of comprehensive GCF project proposals with robust stakeholder support, ready for funding and implementation.
- **Role Alignment:** Operational Working Group and NDA develops proposals; Accredited Entities ensure alignment with GCF standards.

3.2.7 M7: Public Awareness and Advocacy Campaign

- **Activity:** Launch a public awareness campaign to highlight the importance of climate resilience in agriculture and water management, leveraging media partnerships.
- **Responsible Entity:** Media and Public Awareness Group, NGOs
- **Expected Outcome:** Increased public awareness and engagement in climate resilience initiatives, strengthening community support and involvement.
- **Role Alignment:** Media and Public Awareness Group leads campaigns; NGOs support community engagement.

4. Roles and responsibilities

The success of the stakeholder engagement process within the GCF programming relies on the clear delineation of roles and responsibilities among the various entities involved. Below is a detailed outline of the key roles and responsibilities assigned to each stakeholder group to ensure effective coordination, implementation, and management of the planned activities.

4.1 National Designated Authority (NDA)

- **Role:** The NDA is responsible for providing overall leadership and strategic direction for the stakeholder engagement process.
- **Responsibilities:**
 - Oversee the formalisation of the stakeholder network, including the establishment of the Steering Committee and other key governance structures.
 - Ensure alignment of all network activities with national climate policies and GCF requirements.
 - Facilitate communication and coordination between stakeholders and the GCF Secretariat.
 - Monitor and evaluate the progress of network activities, ensuring adherence to timelines and quality standards.
 - Provide necessary approvals for pilot projects and guide their early implementation.

4.2 Steering Committee

- **Role:** The Steering Committee serves as the decision-making body, responsible for guiding the strategic direction of the network.
- **Responsibilities:**
 - Set strategic objectives and priorities for the network in alignment with national and GCF goals.
 - Approve major initiatives, project concepts, and resource allocation.
 - Oversee the development and operationalisation of the knowledge management platform.
 - Conduct the end-of-year review and ensure the development of the Year 2 work plan.
 - Facilitate the mid-term review process in Year 2 and implement strategic adjustments as needed.

4.3 Technical Advisory Committee

- **Role:** The Technical Advisory Committee provides expert advice and technical guidance on climate resilience, agriculture, and water management issues.
- **Responsibilities:**
 - Offer technical expertise during the development of project concepts and proposals.

- Conduct capacity-building workshops and specialised training sessions to enhance stakeholder knowledge and skills.
- Assess stakeholder readiness and needs to inform future capacity-building activities.
- Support the Steering Committee in decision-making by providing evidence-based recommendations.

4.4 Membership Acceptance Committee

- **Role:** The Membership Acceptance Committee is responsible for managing the inclusion of new members into the network, ensuring broad and diverse representation.
- **Responsibilities:**
 - Review and approve membership applications based on predefined criteria.
 - Ensure the network remains inclusive, with representation from underrepresented regions, genders and sectors.
 - Facilitate the expansion of the network in Year 2 to include additional stakeholders.
 - Maintain transparency and fairness in the membership selection process.

4.5 Environmental Authority

- **Role:** The Environmental Authority is tasked with managing the knowledge management platform and ensuring it serves as an effective resource for all stakeholders.
- **Responsibilities:**
 - Lead the development and operationalisation of the knowledge management platform.
 - Gather and curate data, resources, and best practices relevant to climate resilience.
 - Ensure the platform is accessible to all network members and is regularly updated.
 - Collaborate with the Operational Working Group to promote the use of the platform among stakeholders.

4.6 Operational Working Groups

- **Role:** These groups are responsible for identifying, developing, and implementing pilot projects within the GCF framework.
- **Responsibilities:**
 - Identify potential pilot projects based on stakeholder input and expertise.
 - Develop initial project concepts and facilitate their approval by the Steering Committee and NDA.
 - Oversee the early-stage implementation of pilot projects, ensuring alignment with GCF guidelines.
 - Monitor and report on the progress of pilot projects, documenting lessons learned for future initiatives.

1. The network members each in its capacity

- a) Knowledge exchange:

- **Role:** The Network focuses also on facilitating the sharing of information, research, and best practices across its members.
- **Responsibilities:**
 - Organize and conduct workshops, training sessions, and knowledge-sharing events.
 - Promote the use of the knowledge management platform among stakeholders.
 - Support the development of webinars, online courses, and other educational resources.
 - Maintain a network-wide calendar of activities to ensure coordination and avoid scheduling conflicts.

b) Networking:

- **Role:** The Networking Group is responsible for fostering collaboration and partnerships among network members.
- **Responsibilities:**
 - Organize networking events and collaboration sessions to enhance relationships among stakeholders.
 - Facilitate partnerships between public and private sectors, as well as between local and international entities.
 - Support the expansion of the network by engaging new members and stakeholders.
 - Ensure continuous communication and coordination among all network participants.

c) Media and Public Awareness

- **Role:** This group is tasked with raising public awareness about climate resilience and the importance of stakeholder engagement in agriculture and water management.
- **Responsibilities:**
 - Develop and execute public awareness campaigns, leveraging media partnerships.
 - Collaborate with NGOs and other entities to enhance community engagement in climate resilience initiatives.
 - Produce and disseminate content that highlights the network's achievements and the importance of climate resilience.
 - Monitor the impact of public awareness efforts and adjust strategies as needed to maximize reach and effectiveness.

4.7 Independent Evaluators

- **Role:** Independent Evaluators provide objective assessments of the network's progress and the effectiveness of its activities.
- **Responsibilities:**
 - Conduct the end-of-year review in Year 1 to assess the overall success of network activities.
 - Lead the mid-term review in Year 2, providing recommendations for strategic adjustments.
 - Ensure that evaluations are comprehensive, transparent, and aligned with GCF and national guidelines.
 - Report findings to the Steering Committee and NDA to inform decision-making and future planning.

5. Work Plan

The stakeholder engagement work plan must be carefully aligned with the distinct stages of project development within the Green Climate Fund (GCF) framework, as illustrated in the figure below. This alignment ensures that both stakeholders and the National Designated Authority (NDA) are equipped with the optimal conditions to collaboratively develop a robust project pipeline. This, in turn, supports the effective contribution to the country's climate agenda.

The work plan delineated below integrates these considerations, facilitating a strategic approach to project origination and approval.

Table 3 Detailed Year one stakeholder engagement plan

Year 1 Work Plan				
Milestone	Activity	Timeline	Responsible Entity	Expected Outcome
M1: Finalise the formal structure of the stakeholder network and launch the network	Finalise the formal structure of the stakeholder network, including the establishment of the Steering Committee, Technical Advisory Committee, and Working Groups.	Sep - Dec 2024	NDA, Steering Committee, Membership Acceptance Committee	A well-defined and operational network structure with clear roles & responsibilities; first meeting held.
M2: Finalise and launch the knowledge platform	Building on the foundations already established finalise and launch the knowledge platform, including uploading initial content, and establishing management team and processes	Oct - Jan 2024	Accredited Entities, NGOs, Public/Private Institutions	Stakeholders equipped with foundational knowledge of GCF processes and climate finance.
M3: Project Identification and initial Concept Development	Identify potential pilot projects based on stakeholder expertise and needs, and develop initial project concepts during the December forum and onward.	Dec - May 2025	Project Development Working Group, NDA, Stakeholders	A set of initial project concepts developed with active stakeholder input.
M4: Coaching and mentoring of local project developers	Technical support to local project developers to develop their own project proposals for various climate funds.	Mar - May 2025	Consultants, Technical Advisory Committee	Coaching provided to build capacity of network members to develop projects. Gaps and opportunities for further capacity building identified.
M5: Networking and Collaboration Enhancement	Facilitate networking events and collaboration sessions among stakeholders to foster partnerships and shared understanding.	Mar - May 2025	NDA, Networking Group	Strengthened relationships and collaboration among network members, promoting a more cohesive approach to GCF programming.

Year 1 Work Plan				
Milestone	Activity	Timeline	Responsible Entity	Expected Outcome
M6: Development and submission of a Concept Note for a chosen project	Develop project concept note and submit it to the GCF.	May - Sep 2025	Project Development Working Group, NDA, Stakeholders	Concept note developed and submitted to the GCF, setting the groundwork for full-scale projects.
M7: End-of-Year Review and Planning for Year 2	Conduct an end-of-year review to assess progress, document lessons learned, and develop the work plan for Year 2.	Aug - Sep 2025	Steering Committee, Independent Evaluators	Comprehensive review of Year 1 activities with an actionable plan for Year 2.

Summary of Key Activities and Milestones:

- **Q1:** Establish the network, select team, launch the network.
- **Q2:** Launch the knowledge management platform, identify potential pilot projects and develop the project idea notes.
- **Q3:** Coaching and mentoring provided to support network members to develop proposals, while enhancing networking and collaboration.
- **Q4:** Focus on the development and submission of concept notes for the chosen projects, followed by a comprehensive review of Year 1 activities.

Important to Note:

- The Year 1 work plan is designed to establish a solid foundation for the stakeholder network, ensuring that the necessary structures, capacities, and initial projects are in place to support long-term success in GCF programming.
- The plan emphasises stakeholder engagement, capacity building, and the development of concept notes, ensuring that the network is well-prepared to tackle more advanced tasks in Year 2.
- Regular monitoring, review, and feedback mechanisms should be implemented throughout the year to ensure that activities remain on track and adjustments can be made as necessary.

This Year 1 work plan is important for laying the groundwork for a successful multi-year engagement process, ensuring that stakeholders are well-prepared and that initial projects can serve as models for future initiatives.

Table 4 Detailed year two stakeholder engagement plan

Year 2 Work Plan				
Milestone	Activity	Timeline	Responsible Entity	Expected Outcome
M1: Advanced Capacity Building and Specialised Training	Conduct specialised training sessions focused on advanced topics like climate finance, innovative technologies in agriculture, and water management.	Sep - Nov 2025	Technical Advisory Committee, Accredited Entities, NGOs	Enhanced technical expertise among stakeholders, enabling them to contribute more effectively to GCF project development and implementation.
M2: Full Integration of Knowledge Management Platform	Fully operationalise the knowledge management platform for the network, ensuring all stakeholders have access to shared resources, data, and best practices.	Dec - Feb 2026	Environmental Authority, Knowledge Exchange Working Group	Centralized, accessible repository of climate-related information, supporting informed decision-making and collaborative projects.

Year 2 Work Plan				
Milestone	Activity	Timeline	Responsible Entity	Expected Outcome
M3: Oversee the continued development of concept notes from year 1	Oversee the continued development of concept notes launched in Year 1.	Mar - Sep 2026	Operational Working Groups, NDA, Stakeholders	Successful implementation of pilot projects, with lessons learned documented and shared across the network.
M4: Expansion of Stakeholder Engagement and Inclusion	Expand the network to include additional stakeholders, particularly from underrepresented regions.	Apr - Jun 2026	Membership Acceptance Committee, NDA	Broader and more diverse stakeholder participation, enhancing the network's inclusivity and reach.
M5: Mid-Term Review and Strategic Adjustment	Conduct a comprehensive mid-term review of the network's activities, incorporating feedback and adjusting strategies to align with evolving needs and challenges.	Jul - Sep 2026	Steering Committee, Independent Evaluators	Updated work plan and strategy that reflect the current context, challenges, and opportunities within the climate resilience landscape.
M6: Development of Full-Scale GCF Project Proposals	Facilitate the development and submission of full-scale GCF project proposals based on the successful pilot projects and stakeholder inputs.	Jul - Dec 2026	Accredited Entities, Project Development Working Group	Submission of comprehensive GCF project proposals with robust stakeholder support, ready for funding and implementation.
M7: Public Awareness and Advocacy Campaign	Launch a public awareness campaign to highlight the importance of climate resilience in agriculture and water management, leveraging media partnerships.	Oct - Dec 2026	Media and Public Awareness Group, NGOs	Increased public awareness and engagement in climate resilience initiatives, strengthening community support and involvement.

Summary of Key Activities and Milestones:

- **Q1:** Focus on advancing stakeholders' capacity through specialised training and fully integrating the knowledge management platform.
- **Q2:** Expand the stakeholder network, ensuring greater inclusivity and broader representation across sectors and regions.
- **Q3:** Conduct a mid-term review to refine the network's strategies and begin developing full-scale GCF project proposals.
- **Q4:** Emphasise public awareness and advocacy, ensuring the broader community is informed and engaged in climate resilience efforts.

Important to Note:

- The Year 2 work plan emphasizes building on the foundation established in Year 1, with a focus on advancing projects, expanding the network, and ensuring sustainability.
- The knowledge management platform and specialized training sessions are crucial for equipping stakeholders with the tools and knowledge needed to effectively contribute to the GCF programming.
- Regular reviews and adjustments to the work plan will be necessary to respond to any emerging challenges or opportunities, ensuring that the network remains dynamic and effective.

This Year 2 work plan aims to solidify the network's role in Oman's climate resilience efforts, ensuring that stakeholders are not only engaged but also empowered to lead and implement impactful projects.

6. Monitoring and Evaluation

6.1 Objective

The Monitoring and Evaluation (M&E) framework is designed to ensure that the stakeholder engagement process, including all associated activities such as the symposium in December 2024, aligns with GCF's investment criteria, performance measurement frameworks, and monitoring and accountability frameworks. The M&E framework will provide continuous feedback to facilitate the achievement of project objectives and contribute to the overall goals of the GCF programming in Oman.

6.2 Key Components of the M&E Framework

6.2.1 Performance Indicators

- **Input Indicators:** These will track the resources allocated, including financial, human, and material resources, ensuring they align with the GCF's fiduciary standards.
- **Output Indicators:** The immediate tangible results of the project activities, such as the number of stakeholders engaged, workshops conducted, and the symposium held. These indicators will measure the completion of planned activities in accordance with GCF's results management framework (RMF).
- **Outcome Indicators:** Longer-term results, including increased stakeholder capacity, successful implementation of pilot projects, and enhanced collaboration among stakeholders. These will be measured against the GCF's impact potential and paradigm shift potential criteria.

6.2.2 Data Collection Methods

- **Surveys and Questionnaires:** Utilized to gather feedback from participants in workshops, training sessions, and the symposium. This feedback will be analysed to ensure alignment with the GCF's country ownership and stakeholder engagement guidelines.
- **Interviews and Focus Groups:** Conducted with key stakeholders and project participants to obtain qualitative insights. These methods will help assess the effectiveness of the project and compliance with GCF's environmental and social safeguards (ESS).
- **Document Review:** Analysing project documents, including reports, meeting minutes, and concept notes, to ensure compliance with GCF's information disclosure policy and other relevant standards.
- **Observation:** On-site visits and observation of activities to directly assess the quality and impact, ensuring adherence to GCF's monitoring and accountability framework.

6.2.3 M&E Schedule

- **Monthly Progress Reviews:** Regular reviews to assess the progress of activities, identify issues, and make necessary adjustments. These reviews will include analysis of performance indicators and stakeholder feedback.
- **Mid-Term Review:** A comprehensive evaluation scheduled for the end of Year 1 (August-September 2025). This review will assess the achievement of milestones, the effectiveness of the M&E processes, and compliance with GCF's policies, including gender and environmental standards.

- **End-of-Year Review:** Conducted at the end of each project year to evaluate overall performance, document lessons learned, and inform the work plan for the following year, ensuring alignment with GCF's adaptive management strategies.
- **Final Evaluation:** At the conclusion of the project (end of Year 2), a final evaluation will be conducted to assess the overall impact, sustainability, and alignment with GCF's long-term objectives.

6.2.4 Reporting

- **Monthly communications:** Summarizing progress, key findings from M&E activities, and any challenges encountered. These reports will be shared with the project steering committee and other relevant stakeholders, ensuring compliance with GCF's reporting requirements.
- **Quarterly Reports:** Detailed reports including performance indicator analysis, stakeholder feedback, and recommendations for adjustments. These reports will also include updates on the implementation of recommendations from previous M&E activities, in line with GCF's performance measurement frameworks.
- **Annual Reports:** Comprehensive reports summarizing the year's activities, outcomes, lessons learned, and recommendations for the following year. These will include assessments of project contributions to GCF's strategic results areas.
- **Final Report:** A detailed report at the end of the project evaluating the entire project lifecycle, assessing the achievement of objectives, and providing recommendations for future GCF-funded projects.

6.2.5 Roles and Responsibilities

- **Steering Committee:** Oversees the M&E process, ensuring alignment with GCF's strategic goals and making strategic decisions based on M&E outcomes.
- **M&E Team:** Responsible for day-to-day monitoring and evaluation, including data collection, analysis, and reporting. The team will work closely with stakeholders to ensure that the M&E process is participatory and inclusive, in line with GCF's country-driven approach.
- **Independent Evaluators:** External evaluators will be engaged for the mid-term review and final evaluation to provide an objective assessment of the project's performance, ensuring compliance with GCF's evaluation standards.

7. Budget

The budget for this stakeholder engagement project has been carefully constructed to ensure the efficient and effective execution of activities related to building climate resilience in Oman's agriculture and water sectors. This budget is aligned with the project's strategic objectives, reflecting both short- and long-term needs, and supports the development of a robust network of stakeholders who will contribute to the successful design and implementation of Green Climate Fund (GCF) projects.

The allocation of financial resources emphasizes several core areas:

- **Capacity Building and Stakeholder Engagement:** A significant portion of the budget is allocated to capacity-building workshops, training sessions, and stakeholder engagement activities. These efforts are designed to enhance the technical expertise and readiness of the stakeholders, enabling them to navigate GCF processes, develop climate finance strategies, and engage in project development. This capacity-building process is crucial in ensuring that stakeholders can contribute effectively to the development of pilot projects and long-term climate initiatives.
- **Development of Knowledge Infrastructure:** Investment in the development of a knowledge management platform reflects the project's commitment to fostering a collaborative environment where stakeholders can access data, share best practices, and build on existing climate resilience strategies. The phased approach to platform development ensures that it evolves alongside the needs of the network, providing a sustainable resource for long-term project planning and execution.
- **Pilot Project Development and Implementation:** The budget also prioritizes the identification, conceptualization, and early implementation of pilot projects, which are essential to testing climate resilience strategies in Oman. These projects serve as the foundation for scaling up efforts in the future. The allocation of expert days and consultant services in this area ensures that pilot projects are developed with technical rigor and align with both national and GCF standards.
- **Monitoring, Evaluation, and Strategic Adjustments:** A critical component of the project is the continuous monitoring and evaluation (M&E) of activities. The budget includes provisions for end-of-year and mid-term reviews to assess progress, address challenges, and implement necessary adjustments. This ensures that the project remains adaptive, responsive to stakeholder feedback, and aligned with the broader objectives of Oman's climate resilience agenda and the GCF framework.
- **Public Awareness and Advocacy:** The budget recognizes the importance of engaging the broader public in climate resilience efforts. By allocating resources for public awareness campaigns, the project aims to foster a supportive environment for climate initiatives, ensuring that the outcomes of stakeholder engagement resonate beyond the immediate network and contribute to national advocacy efforts.

Key Budget Considerations:

The project's financial planning is guided by several key considerations:

- **Alignment with GCF Priorities:** The budget is structured to meet the GCF's requirements for stakeholder engagement, project development, and implementation, ensuring that the project is well-positioned to access and utilize GCF funding effectively.
- **Scalability:** The allocation of resources across two years allows for scalability in both project scope and stakeholder involvement. Initial investments in capacity building and pilot projects lay the groundwork for more extensive projects in the second year, ensuring sustainable growth.

- **Flexibility and Adaptation:** Given the dynamic nature of climate resilience initiatives, the budget includes provisions for strategic adjustments based on the outcomes of M&E activities. This flexibility ensures that the project remains relevant and can pivot in response to evolving needs and challenges.

In summary, the below presented budget reflects a strategic allocation of resources that balances immediate project needs with long-term sustainability. The focus on capacity building, knowledge sharing, pilot projects, and public advocacy ensures that the project will not only meet its objectives but also contribute to the broader climate resilience goals of Oman.

Table 5 estimated stakeholder engagement plan budget

Activity	Type of cost	Year 1			Total contracted (USD)	Total in-kind (USD)
		Unit	# of units	Unit price (USD)		
M1: Finalise the formal structure of the stakeholder network, including the Steering Committee, Technical Advisory Committee, and Working Groups, and Launch the network	In-kind from NDA, and steering committee	In-kind days	20	\$500.00		\$10,000.00
M2: Finalise and launch the knowledge platform, including uploading initial content, and establishing management team and processes	In-kind from NDA, and steering committee	In-kind days	20	\$500.00		\$10,000.00
M3: Identify potential projects based on stakeholder expertise and needs, and develop initial project concepts during the December forum and onward.	In-kind supported by expert days - TAC, working groups	Days	20	\$500.00	\$10,000.00	
M4: Coaching and mentoring of local project developers.	Expert days / contractual services	Days	30	\$900.00	\$27,000.00	
	in-kind from TAC, working groups	Days	30	\$500.00		\$15,000.00
M5: Facilitate networking events and collaboration sessions among stakeholders to foster partnerships and shared understanding.	Capacity building - in-kind or contracted	Workshops	3	\$10,000.00	\$30,000.00	
M6: Develop project concept note and submit it to the GCF.	Expert days - TAC, working groups	In-kind days	50	\$500.00		\$25,000.00
	Contractual services - consultants	Contract value	1	\$40,000.00	\$40,000.00	

Year 1						
Activity	Type of cost	Unit	# of units	Unit price (USD)	Total contracted (USD)	Total in-kind (USD)
M7: End-of-Year Review and Planning for Year 2	Expert days - TAC, working groups	Expert days	5	\$500.00		\$2,500.00
Management costs	Steering committee and other management costs	Management costs (in-kind)	1	\$20,000.00		\$20,000.00
TOTAL year 1					\$107,000.00	\$82,500.00

Year 2						
Activity	Type of cost	Unit	# of units	Unit price USD	Total contracted (USD)	Total in-kind (USD)
M1: Conduct specialised training sessions focused on advanced topics like climate finance, innovative technologies in agriculture, and water management.	Contractual services	Contract value	1	\$50,000.00	\$50,000.00	
	Capacity building - internal cost	2 training sessions	2	\$10,000.00	\$20,000.00	
M2: Fully operationalise the knowledge management platform for the network, ensuring all stakeholders have access to shared resources, data, and best practices.	Expert days - TAC, working groups	Expert days	40	\$500.00		\$20,000.00
M3: Oversee the continued development of concept note development from year 1	Expert days - TAC, working groups	Expert days	40	\$500.00		\$20,000.00
M4: Expand the network to include additional stakeholders, particularly from underrepresented regions.	Expert days - TAC, working groups	Expert days	20	\$500.00		\$10,000.00

Activity	Type of cost	Year 2		Unit price USD	Total contracted (USD)	Total in-kind (USD)
		Unit	# of units			
M5: Conduct a comprehensive mid-term review of the network's activities, incorporating feedback and adjusting strategies to align with evolving needs and challenges.	Contractual services - consultants	Contract value	1	\$20,000.00	\$20,000.00	
M6: Facilitate the development and submission of full-scale GCF project proposals based on the successful pilot projects and stakeholder inputs.	Expert days - TAC, working groups	Expert days	100	\$500.00	\$50,000.00	
	Contractual services - consultants	Contract value	2	\$150,000.00	\$300,000.00	
M7: Launch a public awareness campaign to highlight the importance of climate resilience in agriculture and water management, leveraging media partnerships.	Expert days - TAC, working groups	Expert days	40	\$500.00	\$20,000.00	
	Contractual services - Communication services	Contract value	1	\$30,000.00	\$30,000.00	
Management costs	Steering committee and other management costs	Management costs	1	\$20,000.00		\$20,000.00
TOTAL year 2					\$490,000.00	\$70,000.00

Total in-kind for two years	\$152,500
Total contracted services for two years	\$597,000
TOTAL	\$749,500

8. Conclusion

This report outlines a comprehensive draft work plan for the stakeholder engagement process within the Green Climate Fund (GCF) programming, aimed at building climate resilience in Oman's agriculture and water sectors. Through a carefully structured approach, the plan focuses on empowering stakeholders by strengthening their capacity to engage in climate-related projects and ensuring that they can contribute meaningfully to Oman's national climate objectives.

The proposed activities, which include formalizing a network of stakeholders, delivering targeted capacity-building workshops, developing pilot projects, and enhancing knowledge-sharing infrastructure, are designed to foster collaboration and innovation. These efforts are aligned with the commitments outlined in Oman's Second Nationally Determined Contribution (NDC) and support the country's broader vision of sustainability and climate resilience.

Crucially, the report emphasizes the importance of a dynamic and adaptive engagement process, where ongoing monitoring and evaluation ensure that the project evolves based on emerging needs and lessons learned. This allows for strategic adjustments, ensuring that the work plan remains relevant and impactful throughout its two-year timeline.

The budget allocated for the project reflects a balanced investment in capacity building, project development, public advocacy, and management. These resources are strategically directed to enable the project's success and scalability, ensuring that initial pilot projects and training activities form the foundation for more extensive climate initiatives in the future.

In conclusion, this stakeholder engagement plan represents a significant step forward in Oman's efforts to address the challenges posed by climate change. By aligning national priorities with global climate goals and leveraging the resources of the GCF, Oman is well-positioned to develop and implement innovative projects that will enhance the resilience of its critical agriculture and water sectors.