

FULLY DEVELOPED PROPOSAL TEMPLATE FOR LOCALLY-LED ADAPTATION (LLA) GLOBAL AGGREGATOR PROGRAMMES

ADAPTATION FUND

FULLY DEVELOPED PROPOSAL GLOBAL LLA AGGREGATOR

PART I: PROJECT/PROGRAMME INFORMATION

Title of Project/Programme: Scaling Locally Led Adaptation Solutions (SLLAS)

Global: Global

Thematic Focal Area[1]

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Implementing Entity: United Nations Industrial Development Organization (UNIDO)

Executing Entities: MetaMeta and UNIDO

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Stage of Submission:

☒This proposal has been submitted before.

☐ This is the first submission ever of the proposal at any stage

In case of a resubmission, please indicate the last submission date: 7 September 2026

Please note that fully-developed proposal documents should not exceed 100 pages for the main document, and 100 pages for the annexes.

[1] The programme can have a thematic focus or foci, such as the following (i.e. this is not an exhaustive list): Agriculture and food security; Disaster risk reduction and early warning systems; Forests and land use management; Human health, including maternal and child health and welfare etc; Innovative adaptation financing; Local traditional ecological knowledge solutions, including harnessing or revival of indigenous, traditional solutions; Marine, fisheries, and oceans adaptation; Nature-based solutions, including ones that are biodiversity-supporting, in various settings (e.g. urban, peri-urban and non-urbanized); Urban adaptation and Water management

A. Project/Programme Background and Context:

1. Climate change is intensifying risks for vulnerable communities worldwide, with developing countries bearing a disproportionate burden of impacts. An estimated 3.3 to 3.6 billion people live in areas highly vulnerable to climate change, facing more frequent extreme events, food insecurity, water scarcity, and health threats. Between 2010 and 2020, human mortality from floods, droughts, and storms was 15 times higher in highly vulnerable regions compared to regions of very low vulnerability. These figures underscore the urgent need for effective adaptation measures that directly reach and benefit local communities.

2. International frameworks emphasize the importance of locally led adaptation to address these challenges. The Paris Agreement (Article 7) calls for adaptation that is country-driven, gender-responsive, participatory, and fully transparent – principles echoed in the Adaptation Fund's focus on Locally-Led Adaptation (LLA). The Adaptation Fund (AF) has adopted eight principles of LLA, including devolving decision-making to the lowest appropriate level, addressing social inequalities, and investing in local capabilities. In practice, locally-led approaches empower those on the frontlines of climate change to design and implement solutions, leveraging their intimate knowledge of local environmental and social conditions. Evidence shows that empowering local stakeholders yields more sustainable and contextually relevant outcomes than top-down approaches. A recent AF review of projects across six countries found that strong local leadership, trust-building with vulnerable groups, and meaningful local decision-making were key factors for successful climate resilience outcomes[2]. However, despite consensus on its importance, financing for adaptation remains centralized – one study found that out of 374 adaptation projects reviewed, only 22 had notably strong locally-led characteristics[3]. There is a clear opportunity to scale up LLA efforts to ensure adaptation investments truly meet community needs and leave lasting benefits.

3. LLA has proven to be effective because local communities and institutions play a critical role in designing, implementing, and sustaining climate solutions. Local actors have an inherent understanding of their unique environmental and socio-economic context, making them optimally positioned to identify relevant adaptation needs and craft appropriate responses. By centering adaptation planning at the local level, projects can be tailored to community priorities - whether protecting vital ecosystems, safeguarding livelihoods, or addressing specific climate hazards - and are more likely to be embraced and maintained over the long term. Moreover, community ownership is fundamental for sustainability, as ownership by the targeted group is an important element in the sustainability of project interventions. In other words, when communities have a stake in the design and benefits of an adaptation initiative, they are more committed to its success and continuation beyond the project lifespan.

A1. Locally-Led Adaptation and Private Sector Engagement

4. Scaling Locally Led Adaptation Solutions (SLLAS) is designed to address the urgent need for inclusive, community-rooted climate resilience by placing locally led adaptation (LLA) at the core of its engagement model. LLA recognizes that communities most affected by climate change are also best positioned to identify and support context-specific solutions. However, achieving effective LLA requires dismantling structural barriers and creating an enabling environment that ensures the agency, inclusion, and empowerment of local actors, particularly women, youth, Indigenous Peoples, displaced populations, and other marginalized groups.

5. Within this local-first paradigm, SLLAS recognizes that climate adaptation and local economic resilience are deeply interconnected: when adaptation becomes an economic opportunity, it sustains itself beyond donor support and generates long-term resilience. Local private sector actors, especially local enterprises including Micro, Small and Medium Enterprises (MSMEs), are positioned as catalysts of locally led adaptation and emerge as pivotal agents for driving, adopting, and sustaining adaptation solutions, turning community needs and priorities into viable business models. This is not incidental, as it reflects a shift in how adaptation is understood: not as a risk management burden to be financed from outside, but as a productive system that a self-organizing local economy can generate and sustain from within. MSMEs form the backbone of developing economies - accounting for about 90% of all businesses and

[2] https://www.adaptation-fund.org/new-adaptation-fund-study-showcases-effective-locally-led-actions-on-the-ground/#:~:text=The%20study%20examined%20locally,several%20key%20factors%20to%20success

[3] https://publications.wri.org/locally-led-climate-adaptation#:~:text=role%20in%20achieving%20successful%20and,enable%20locally%20led%20adaptation%20include

roughly 70% of jobs worldwide[4], and at least 45% of employment in developing countries[5]. Thus, they are not only integral to community well-being and economic resilience, but also are key members and stakeholders of the local community. At the same time, MSMEs themselves are highly vulnerable to climate impacts, with two-thirds of MSMEs in emerging markets reporting they have already been affected by climate change[6]. Engaging MSMEs in adaptation is therefore both a resilience imperative and an opportunity. Yet this potential remains largely untapped. Less than 10% of adaptation finance reaches the local level, and the dominant model (channeling external grants through centralized mechanisms) has consistently failed to mobilize the local private sector or build the economic foundations that make adaptation durable. SLLAS responds to this gap not by adding another layer of donor-dependent delivery, but by investing in the enabling environment that allows communities and MSMEs to drive adaptation together: strengthening sectors, developing value chains, and building the local economic capacity that turns adaptation from a project into a self-reinforcing process.

6. Definitions of communities and the local private sector – key concepts in SLLAS – are as follows:

- **Community:** a geographically coherent settlement, cohesive group, or cluster of neighboring settlements or groups that shares exposure to material climate hazards and an interconnected local economy, and that has a recognized formal or informal representative institution able to convene inclusive joint planning and make accountable decisions on behalf of its members. For SLLAS, each community must demonstrate a clear vulnerability profile, inclusive representation, and sufficient social and institutional cohesion to develop and govern a Community Economy Adaptation Plan and the resulting implementation pathways.
- Within SLLAS, the **local private sector** is categorized into two types:
  - A **local enterprise** is an entrepreneur or a business entity at large engaged in any type of profit generating and/or commercial activity that originates from, is owned or governed within, or is already operationally embedded in the target community or its immediate local economic and institutional context.
  - A **local adaptation MSME** provides goods, services, technologies, works, finance, maintenance, or other capabilities that respond to a community-defined adaptation priority.
    - Within the context of local adaptation MSMEs, SLLAS also uses the terminology **solution provider** to refer to the broader category of eligible delivery actor and may include one or more local MSMEs, cooperatives, producer organizations, community enterprises, social enterprises, technical service providers, or other qualified entities.
  - **General definition of Micro, small and medium enterprises (MSMEs) employed by SLLAS:** independent business units with fewer than 250 workers, categorized as micro-enterprises with 1 to 9 workers, small enterprises with 10 to 49 workers, and medium enterprises with 50 to 249 workers.

    SLLAS will first identify providers through community knowledge and targeted local sourcing. A non-local provider may be considered only where a documented local market assessment confirms that no locally available option can adequately respond to the community-defined priority, the community approves the exception, and the provider accepts community-defined delivery conditions, local partnering, knowledge transfer, accountability, operation and maintenance, and exit arrangements that avoid displacement of local actors or long-term dependency.

[4] https://smeclimatehub.org/cop29-can-ensure-smes-thrive-in-the-net-zero-transition-heres-how/#:~:text=The%20transition%20to%20a%20just%2C,of%20the%20green%20global%20economy
[5] https://blogs.iadb.org/sostenibilidad/en/developing-solutions-for-climate-adaptation-and-resilience-is-a-business-opportunity-for-smes-in-latin-america-and-the-caribbean/#:~:text=Support%20for%20companies%20providing%20resilience,and%20climate%20solutions
[6] https://smeclimatehub.org/cop29-can-ensure-smes-thrive-in-the-net-zero-transition-heres-how/#:~:text=SMEs%20are%20disproportionately%20vulnerable%20to,related%20disasters

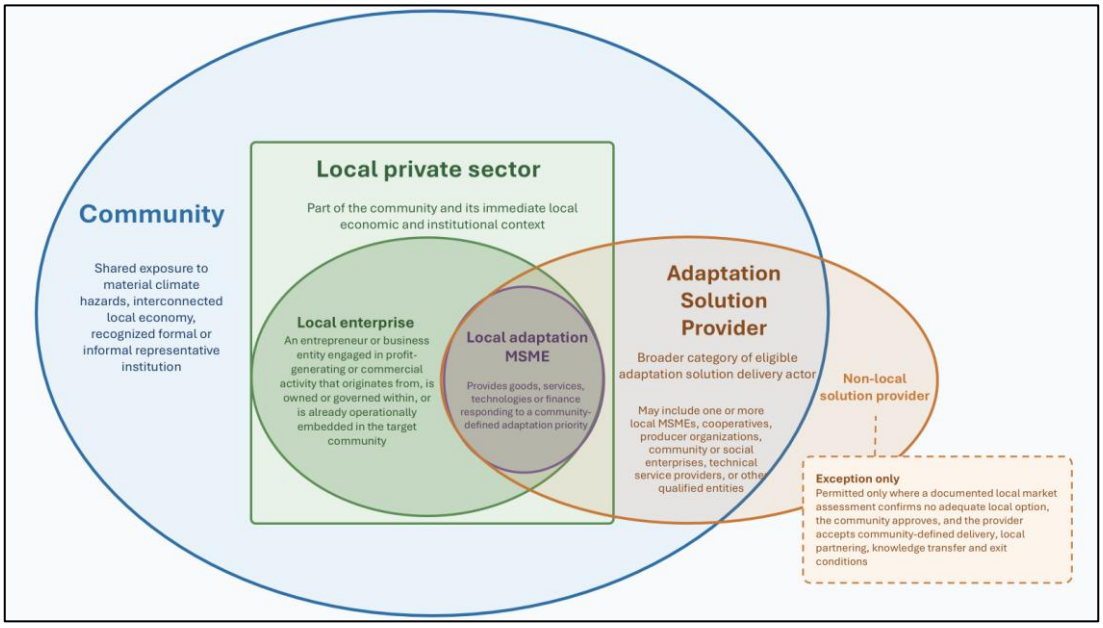


Figure 1. Who Delivers Adaptation in SLLAS: Community, Local Private Sector and Adaptation Solution Providers

7. Many adaptation solutions, such as resilient agriculture, renewable energy, climate adapted housing, water services, or nature-based solutions, inherently generate livelihoods. By developing business models based on these adaptation solutions that address climate risks, local enterprises can generate income for communities while reducing vulnerability, achieving a dual benefit of adaptation and development. Therefore, local adaptation MSMEs can contribute to economic resilience alongside climate resilience, by contributing to the strengthened business models of local enterprises. SLLAS moves beyond single-solution pilots to strengthen the local market systems needed to sustain and scale adaptation services and technologies. It nurtures demand, strengthens supply chains, and builds local capacity to sustain these services beyond project funding. In developing and providing climate adaptation solutions, MSMEs not only deliver climate resilience solutions but also generate local co-benefits. SLLAS will work with MSMEs to increase their understanding of and capability to mainstream LLA approaches (including the LLA principles) into their business models and operations. As businesses see benefits from building and delivering solutions in line with the LLA principles, further uptake and replication are expected across solutions and solution providers, thereby contributing to green jobs and strengthening community-level economic systems. By linking MSMEs, communities, local authorities, and financiers, SLLAS creates the conditions for replication, investment, and the long-term strengthening of SLLAS approaches and support, which is an investment in self-reinforcing systems. When communities have agency over local adaptation economies, and economic planning, when MSMEs are embedded in value chains that reward adaptation, and when local financial actors see adaptation as bankable, the enabling environment becomes generative. Solutions replicate, investment follows, and resilience builds from within, led by communities rather than being delivered from outside.

8. Mainstreaming LLA principles, therefore, is crucial for maximizing the effectiveness, equity, and sustainability of both the private sector and MSMEs' role as climate adaptation solution providers:

Principle	General meaning	Application in SLLAS
Devolving decision-making to the lowest appropriate level	Communities and local institutions hold the decision-making authority over what gets planned and resourced. It is important to note, however, that not all decisions are appropriately made at the community level. Some areas of investment, including the broader enabling environment and specific business investment decisions, are better made by other actors, in these cases, sub-national and/or national government and individual businesses. These systems operating at different levels need to interrelate and create mutually reinforcing feedback loops to ensure the ultimate aim, increased local resilience, is achieved.	This is the foundational principle of Component 1: before any MSME is engaged or any solution is proposed, SLLAS invests in creating the enabling environment that makes genuine community agency possible. This means supporting the governance structures, institutional capacity, and planning processes through which communities can articulate their adaptation priorities, assess their local economic landscape, and exercise informed control over how resources are deployed in response. In practice, this takes the form of Community Economy Adaptation Plans (CEAPs), locally owned and developed plans that identify gaps in the local adaptation economy to respond to adaptation needs and set the direction for MSME and sector engagement that follows. These plans are not produced for communities; they are produced by communities, with facilitation that supports informed decision-making without displacing local authority. The CEAP is also the bridge to Component 2: from the planning process emerges a concrete picture of what local enterprises need to deliver on community-defined priorities, whether that is technical or business skills training, market linkages, access to procurement, or connections to local finance. This translates into targeted support for local MSMEs, shaped by both community priorities and the actual constraints enterprises face. MSMEs enter the process as respondents and entrepreneurs to community-defined priorities, not as pre-selected solution providers, translating what communities have identified into viable business models and co-designing delivery with the people who will depend on it. Financial agency follows the same logic. Through the CEAP, communities define how their adaptation priorities will be implemented under Component 2 via four main channels: (i) locally resourced actions that communities implement using their own resources and capacities,

		supported by SLLAS capability building; (ii) actions financed through community-managed funds, with grant disbursements that are milestone-based and co-designed with communities; (iii) MSME-deployed solution packages, also funded through milestone-based grants co-designed with communities; and (iv) priorities outside immediate SLLAS financing that remain in the CEAP for possible government, partner or future financing. In all cases, the conditions for each tranche reflect community-validated progress against the priorities the CEAPs have established. In the context of SLLAS, some investment decisions will be made at the programme level, especially in initial cycles, utilizing inputs from a range of sources, including local actors. As the system matures and community/solution provider trust is built, decision-making will naturally devolve to lower levels, ultimately the community.
Addressing structural inequalities faced by marginalized groups	Private sector adaptation efforts should explicitly identify and address the different roles, needs, capabilities, and opportunities of all gender groups, including sub-groups of women and men, as well as youth, children, disabled and displaced people, indigenous peoples, and marginalized ethnic groups. The community engagement strategies will empower communities and strengthen the voice and agency of the most vulnerable, redressing gaps in access to resources and decision-making bodies.	The CEAPs are a primary instrument through which this happens in practice: the locally-led planning process explicitly maps the different climate risks, economic roles, and resource access barriers faced by distinct groups within each community, ensuring that the adaptation priorities that emerge, and the MSME and sector responses that follow, reflect the full range of community needs rather than the loudest or most visible voices. SLLAS also emphasizes incorporating gender-responsive and gender-transformative approaches in private sector engagement.
Providing patient and predictable funding that can be accessed more easily	Mechanisms can be explored to provide more accessible and longer-term financial support for locally-led private adaptation initiatives, especially for adaptation SMEs to balance profits, investment returns, and adaptation benefits. Blended finance approaches, which de-risk private sector finance using public funds, can be instrumental here. Initiatives like the Adaptation Fund Climate Innovation Accelerator (AFCIA) and UNIDO's Adaptation SMEs Innovation Facility (ASIF) demonstrate efforts to support early-stage climate innovations from adaptation SMEs.	SLLAS also aims to facilitate access to finance for local adaptation initiatives through various means, such as grant funding and investor linkages.
Investing in local capabilities and leaving an institutional legacy	Private sector engagement should focus on building the long-term capacity of local institutions and communities to understand climate risks, generate solutions, manage adaptation initiatives independently, and to diversify income through climate-resilient business models. This includes providing training, mentorship, and business development services to local entrepreneurs and community groups.	Component 1 invests in the local foundations, the governance structures, planning processes, and financial agency, through which communities can exercise sustained control over their local adaptation economy. The CEAPs are themselves a capability-building instrument: communities that have mapped their climate risk, identified economic opportunities that provided solutions, and co-designed these solutions with MSMEs, are better equipped to do so again, as they will have developed a deeper understanding of their climate-induced challenges and how to address them systematically. By embedding these skills and services within existing local systems, SLLAS aims to anchor adaptation in the local economy, enabling communities to sustain and expand efforts long after external funding ends. The institutional legacy SLLAS seeks to leave is not a set of completed projects but a functioning local adaptation economy: sectors and value chains that reward resilience, MSMEs that have proven viable adaptation business models, community institutions with the financial agency to direct resources toward locally defined priorities, and the accumulated knowledge of what works in each specific place.
Building a robust understanding of climate risk and uncertainty	Private sector adaptation strategies should integrate a combination of local, indigenous, and scientific knowledge to inform decision-making and ensure resilience under a range of future climate scenarios. Engaging local actors can provide valuable insights into specific vulnerabilities and effective responses.	SLLAS, for example, will conduct a survey of ongoing adaptation solutions and related initiatives, recognizing the importance of local knowledge. This engagement is built into the foundations of SLLAS: the CEAPs are developed through processes that explicitly build from local and indigenous knowledge, ensuring that community-defined priorities are grounded in the full picture of climate risk as it is understood and experienced locally.
Ensuring flexible programming and learning	Private sector adaptation initiatives should be designed with flexibility to adapt to evolving climate conditions and local contexts, as well as the evolution of markets for adaptation solutions. This requires establishing robust monitoring and evaluation systems that incorporate local perspectives and feedback loops, allowing for iterative improvements and adjustments in business models, financing schemes, and service delivery modalities, based on lessons learned.	In SLLAS, the CEAPs provide the direction: communities define priorities, and MSME and sector engagement respond to them, but the path from plan to implementation is expected to be iterative. Crucially, the communities that hold governance authority over disbursements are also the primary source of feedback on whether deployed solutions are delivering against their plans, closing the loop between community agency, MSME performance, and programme learning.
Ensuring transparency and accountability	The processes of financing, designing, and delivering private sector-led adaptation programmes will be transparent and accountable to local stakeholders. This builds trust and ensures that initiatives are genuinely serving the needs of the communities they intend to benefit.	SLLAS embeds transparency and accountability throughout the planning, financing, implementation, and monitoring cycle. CEAP priorities, implementation pathways, budgets, provider choices, milestones, and material changes are reviewed and validated through community governance arrangements, with decisions and responsibilities documented in accessible formats. Disbursements for community-managed actions and MSME-deployed solution packages are linked to verified milestones, safeguards compliance, fiduciary review, and community validation. Participatory monitoring, regular feedback loops, documented management responses, and accessible grievance mechanisms enable communities to assess delivery, raise concerns, and influence corrective action. These measures help ensure that resources are used transparently and that MSMEs, other providers, community structures, and programme actors remain accountable for delivering against community-defined priorities.
Promoting collaborative action and investment	The private sector should actively seek partnerships with local organizations, governments, and communities to co-develop and implement adaptation solutions.	In SLLAS, collaboration is not a requirement imposed on MSMEs from outside; it is the natural consequence of the programme architecture in which community-defined priorities come first. MSMEs that engage through SLLAS are responding to what communities have already identified in their CEAPs, which means partnership with local actors is built into the logic of engagement from the start. This extends beyond MSME-community relationships: sectoral coordination, connections to local financial actors, and linkages with regional anchor organizations all form part of the collaborative infrastructure that allows successful adaptation models to replicate and attract further investment.

9. By mainstreaming these LLA principles, the private sector's involvement in climate adaptation can shift from profit-only, top-down approaches to more inclusive, sustainable, and impactful business models that genuinely contribute to the resilience of vulnerable communities and to vibrant local economies. MSMEs that are embedded in the communities they serve have a direct interest in those communities' resilience: their customer base, their workforce, and their supply chains all depend on it. Locally led adaptation is therefore not a constraint on private sector engagement, but the condition that makes it durable and allows it to flourish. Operationalizing the LLA principles also recognizes that often these private sector actors and adaptation MSMEs are themselves part of the community. They are not external delivery agents executing a programme: they are community members with skin in the game, whose own livelihoods and businesses are shaped by the same climate risks their solutions are designed to address. This is the foundation of the mission economy SLLAS seeks to build: local enterprises solving local problems, generating aspirational jobs, and creating economic value that stays within the community rather than flowing outward.

10. To further LLA and local ownership when involving the private sector in climate adaptation, particularly in developing countries and rural areas, several additional measures are crucial:

Focus area	Measures
Address economic and financial constraints hindering local private sector engagement:	• Provide targeted financial support and de-risking mechanisms for local adaptation MSMEs, entrepreneurs, and cooperatives, as they often face difficulties in accessing finance. This could involve grant-based technical assistance, innovation grants, and concessional lending. • Recognize the importance of remittances as a potential supplementary source of finance at the household level and explore ways to support their use for adaptation, while considering equity concerns. • Foster the development of local financial institutions and networks that understand the specific needs and risks of adaptation projects in rural areas.
Invest strategically in local capacities and skills relevant to private sector adaptation:	• Integrate understanding of climate risk and adaptation into education and training systems at all levels, including vocational training relevant to local livelihoods in agriculture, water management, and infrastructure. • Provide specialized training for local entrepreneurs and businesses on climate risk assessment, co-development of adaptation technologies and services with potential customers (communities), and proposal preparation for accessing funding. • Support peer-to-peer learning and knowledge exchange among local businesses and communities to share best practices and build collective expertise.
Strengthen local institutional arrangements and governance for private sector collaboration:	• Ensure that local governments have the capacity to lead and coordinate subnational adaptation efforts and engage effectively with the private sector. This includes providing them with know-how, capacity-building, and financial resources. Local governments are not peripheral to SLLAS; they are part of the enabling environment that Component 1 is designed to build. Without institutional capacity at the subnational level, community-defined priorities remain disconnected from the policy and regulatory frameworks that determine whether adaptation business models can take root and scale. • Establish clear regulatory frameworks and guidelines at the local level that promote private sector involvement in adaptation while safeguarding community interests and ensuring environmental sustainability. The CEAPs create a natural interface here: locally owned plans that reflect community priorities and carry institutional backing provide the kind of predictable, legitimate demand signal that encourages private sector investment and informs the regulatory environment in which MSMEs operate. • Foster institutional arrangements that mainstream gender considerations and ensure the inclusion of marginalized groups in private sector-led adaptation initiatives. This begins in the planning process itself: by ensuring that the governance structures through which communities exercise authority over their adaptation plans and disbursements are genuinely accessible to women, youth, and marginalized groups, SLLAS builds inclusion into the institutional architecture rather than layering it on as a separate requirement.
Deepen genuine local participation and ownership in the entire adaptation cycle:	• Implement robust co-creation and human-centered design approaches that involve local communities from the initial stages of identifying climate risks and adaptation needs to the design, implementation, and monitoring of private sector projects. In SLLAS, this is not a consultation layer added to an externally designed programme; it is the sequence the programme is built around. CEAPs are the product of this co-creation process, and MSME and sector engagement is a response to them. Communities participate not as informants but as the authors of the priorities that drive the entire adaptation cycle. • Value and integrate local, traditional, and Indigenous knowledge in adaptation strategies developed with the private sector, recognizing their crucial role in understanding local ecosystems and vulnerabilities. Community adaptation advocates are central to this: as trusted, embedded members of their communities, they surface and legitimize local and indigenous knowledge within the planning process, ensuring it shapes the solutions that MSMEs develop and deploy. • Ensure that private sector activities are aligned with locally-led adaptation principles, such as devolving decision-making and investing in local capabilities.
Create a supportive policy and enabling environment tailored to local contexts:	• Mainstream adaptation into national and sub-national development plans and medium-term expenditure frameworks, signaling government commitment and prioritizing resource allocation. National Adaptation Plans (NAPs) can play a crucial role in this by establishing mechanisms to channel finance to the local level. • Develop local climate risk assessments and information systems that are accessible and understandable to local businesses and communities, guiding their adaptation decisions. • Incentivize private sector investment in adaptation through local policy measures, such as tax breaks or subsidies for climate-resilient practices, particularly for small-scale agriculture and rural infrastructure. These incentives are most effective when they respond to a legible local demand signal. By producing CEAPs that articulate locally defined priorities with institutional backing, SLLAS gives policymakers and local governments a concrete basis for designing incentive structures that are targeted, evidence-based, and aligned with what communities have identified as their most pressing adaptation needs.
Enhance transparency and accountability mechanisms at the local level:	• Establish locally relevant monitoring, evaluation, and learning (MEL) systems that track progress based on community-defined indicators and facilitate local learning and adaptive management. • Ensure transparency in financial flows and project activities involving the private sector, making information accessible to local communities and civil society organizations. • Foster mutual accountability between private sector actors, local governments, and communities, moving beyond top-down reporting requirements.
Promote effective partnerships and collaborative platforms at the local level:	• Facilitate the establishment of multi-stakeholder platforms that bring together local communities, businesses, government agencies, NGOs, and research institutions to co-develop and implement adaptation solutions. In SLLAS, the CEAPs process serves as this platform at the community level: a structured space where local actors with different knowledge, resources, and interests converge around a shared understanding of climate risk and economic opportunity. • Encourage the private sector to build strong partnerships with local organizations and community-based groups, leveraging their local knowledge, networks, and trust. The regionally anchored sourcing model in SLLAS is designed with this in mind: by identifying and engaging MSMEs through regional anchor organizations already embedded in local networks, the programme

	connects private sector actors to the community relationships and contextual knowledge they need to develop and tailor solutions that are adopted and sustained rather than delivered and abandoned. • Support the role of "honest brokers" who can foster trust and balance power dynamics in partnerships involving marginalized communities and the private sector.

11. By implementing these additional measures, particularly focusing on the specific challenges and opportunities within developing countries and rural areas, it is possible to foster a genuinely locally-led and locally-owned contribution of the private sector in driving climate adaptation, leading to more effective, equitable, and sustainable outcomes.

12. Global assessments, conducted by the Adaptation SME Accelerator Project (ASAP)[7], including its curated Adaptation SME Directory, highlight a growing ecosystem of adaptation-oriented SMEs across Latin America and the Caribbean (LAC), Africa, and Asia. These findings underscore the critical role that locally embedded adaptation SMEs can play in driving climate adaptation, if adequately empowered through LLA-aligned mechanisms, de-risking finance, and supportive local governance:

- In LAC, 216 adaptation SMEs across 15 countries were mapped, with a strong focus on agriculture, water, and energy sectors, aligned with regional NDC priorities. These SMEs deploy diverse climate resilience solutions, such as remote sensing for irrigation and analytics for climate-smart agriculture, and demonstrate high growth potential, particularly in innovation hubs like Brazil, Mexico, Chile, and Colombia.
- In Africa, 160 SMEs across 37 countries are developing solutions for climate risk analytics, resilient water systems, and decentralized energy, especially in regions like West, East, and Southern Africa. Their alignment with NDCs and demand for technical and financial support makes them strong candidates for scaling.
- Similarly, in Asia, over 200 SMEs across 27 countries offer scalable solutions spanning agriculture, disaster management, and efficient cooling systems. Innovation clusters in South and Southeast Asia, including India and Vietnam, reflect an ecosystem ready for targeted support.
- These identified SMEs represent a much larger SME and micro-business community in many countries that provide services that support and facilitate climate adaptation.

A2. Gap and Barrier Analysis

13. Despite the growing recognition of the critical role that adaptation-focused MSMEs can play in delivering locally led climate solutions, several persistent barriers constrain their ability to fully embed Locally Led Adaptation (LLA) principles into their operations, scale viable solutions, and contribute meaningfully to community-based resilience building. These barriers are interlinked and span technical, financial, institutional, and socio-cultural dimensions, requiring integrated and context-sensitive responses. They also represent a specific implementation challenge: even where communities have defined their adaptation priorities and produced adaptation plans (like CEAPs), those plans can only generate resilience if local actors (including communities, governments and businesses) have the capacity, resources, and enabling conditions to respond to them. A locally led adaptation plan without a set of capable local actors to deliver against it remains an articulated priority without a viable implementation pathway. As grant-based funding struggles to keep pace with the adaptation needs of vulnerable communities, there is a critical need to think differently about resourcing and sustainability. This is precisely what SLLAS addresses: building the technical capacity, business development capabilities, access to finance, and sectoral coordination that enable communities and MSMEs to translate community-defined priorities into viable, sustained adaptation solutions. Components 1 and 2 are closely interlinked and mutually reinforcing, with Component 1 strengthening the agency of communities and Component 2 strengthening the capability of community structures and local enterprises, and providing support and resourcing for both community-managed direct implementation *and* community-led MSME solution deployment. Together creating the conditions for a functioning local adaptation economy. SLLAS is designed to support the full cost of adaptation by ensuring that community-prioritized actions have viable implementation pathway, whether through locally resourced delivery, community-managed funds, or MSME-deployed solutions.

Barrier	Description	SLLAS interventions
Barrier 1: Lack of Technical Capacity and Expertise	Many adaptation MSMEs lack the specialized technical, operational, and business development skills required to refine their climate technologies, enhance service delivery models, and adapt their offerings to diverse geographies and risk profiles. This constraint is especially acute in remote and underserved areas, where access to mentorship, peer learning, and tailored training is limited.	**Primarily Component 2, supported by Components 1 and 3.** Component 1 strengthens community capability to assess climate risks, develop CEAPs, define adaptation priorities and engage effectively with solution providers. Under Component 2, selected adaptation MSMEs receive LLA-aligned onboarding and support to refine technical, operational, business and service-delivery models in response to community-defined priorities. Local entrepreneurs also receive targeted entrepreneurship training, one-to-one

[7] Adaptation SME Accelerator Project (ASAP) | GEF

		coaching, referrals to enterprise-support services and peer-learning opportunities. Component 3 supports continued learning through structured peer exchange, participatory monitoring and accessible knowledge products.
Barrier 2: Limited Access to Finance	Access to early-stage and growth finance remains a significant hurdle. Most adaptation MSMEs operate in sectors or geographies perceived as high-risk by traditional investors. Financing mechanisms often do not reflect the particular needs of adaptation MSMEs with long-term social and environmental objectives. Moreover, regulatory bottlenecks and complex donor or investor requirements frequently exclude smaller or informal enterprises from accessing capital.	**Primarily Components 1 and 2, with partial coverage of the broader financing constraint.** Component 1 supports communities to assess the financing landscape, finalize adaptation demand profiles and identify appropriate implementation and financing pathways. Under Component 2, SLLAS provides milestone-based financing for eligible community-managed adaptation actions and community-prioritized solution packages delivered through community-MSME partnerships. Communities are also supported to engage relevant financing, institutional and delivery partners for CEAP priorities outside immediate SLLAS financing. Outcome 2.2 provides entrepreneurs with business-planning, coaching and referral support, but does not establish a separate grant window for all follow-on businesses.
Barrier 3: Weak Market Linkages and Limited Scalability	Adaptation MSMEs often face difficulty in linking with larger adaptation markets, national planning systems, or public procurement schemes. Even when they develop effective local solutions, limited exposure, weak networks, and inadequate business model support hinder the replication and scaling of these innovations across different regions or climatic contexts.	**Components 1, 2 and 3.** Component 1 creates a clear community demand signal through CEAPs, adaptation demand profiles and mapping of relevant financing, institutional and delivery partners. Component 2 connects community-defined priorities with eligible local or locally adjacent solution providers, supports community-MSME co-design, and helps MSMEs operationalize locally appropriate business and service-delivery models. Local entrepreneurs are connected to enterprise-support services and peer-learning opportunities. Component 3 strengthens visibility, replication and scaling by documenting programme learning, showcasing CAAs and adaptation MSMEs on regional or global platforms, and sharing evidence through policy and learning networks.
Barrier 4: Limited Community Engagement and Local Acceptance	For adaptation MSMEs to effectively support LLA, they must be appropriately equipped to co-create solutions and business models with local communities. MSMEs also must establish trust-based relationships with communities. However, scaling operations across diverse socio-cultural settings demands sustained and resource-intensive engagement. Without sufficient understanding and capacity for participatory processes and sensitivity to local norms, adaptation MSMEs risk implementing top-down interventions that fail to resonate with or serve vulnerable populations.	**Principally Components 1 and 2.** Component 1 places communities in the lead by supporting inclusive CEAP development, community governance arrangements, adaptation demand profiles and community-defined implementation pathways before any solution provider is confirmed. Under Component 2, MSMEs respond to community-defined priorities and co-design solution packages, delivery milestones, responsibilities, affordability arrangements and business models with communities. Communities review proposed providers and delivery conditions, monitor implementation, validate milestone progress and provide feedback on solution performance. This helps build trust, improve local fit and reduce the risk of top-down deployment.
Barrier 5: Systemic and Institutional Barriers	Policy frameworks in many LDCs and vulnerable contexts are often fragmented or centralized, leaving little space for community voices or MSME engagement in adaptation decision-making. Complex institutional landscapes, unclear regulatory mandates, skewed procurement and the absence of tailored incentives discourage private-sector participation in local adaptation planning.	**Primarily Components 1 and 3, with partial coverage of wider policy and regulatory barriers.** Component 1 establishes or strengthens community governance arrangements, links CEAP priorities with local authorities and relevant institutional and financing actors, and supports communities to engage broader delivery and financing ecosystems. Component 3 captures implementation evidence and shares policy-relevant lessons through national, regional and global platforms, helping inform adaptation practice and enabling conditions. SLLAS can strengthen coordination, demonstrate workable community-MSME models and contribute evidence to policy discussions, but wider reforms to national regulation, procurement systems and financial markets remain beyond the programme's direct control.
Barrier 6: LLA-Specific Constraints	Adaptation MSMEs face several unique barriers in aligning their operations with LLA principles. These include: • **Genuine Inclusion and Participation:** Though they may have a strong client-orientation, adaptation MSMEs may lack the resources or tools to solicit and meaningfully reflect perspectives from local communities, including marginalized groups, in their business models and adaptation solutions. • **Co-production of Knowledge:** Bridging Indigenous and traditional knowledge with technical innovation remains a complex task, particularly without facilitation support. Often it is small but important adjustments that make the difference between a successful and unsuccessful product. • **Long-Term Focus:** The short financial planning horizons of adaptation MSMEs, driven by survival imperatives, often run counter to the long-term sustainability lens required by LLA. • **Monitoring and Evaluation:** Many M&E frameworks remain top-down, focusing on donor-driven outcomes rather than community-defined metrics. Adaptation MSMEs often lack the tools or capacity to design and implement locally appropriate impact-tracking systems that benefit both MSMEs and communities.	**Components 1, 2 and 3.** Component 1 establishes inclusive community-led planning, with CAAs supporting participation and CEAPs integrating local, Indigenous and scientific knowledge, including the priorities and barriers experienced by marginalized groups. Component 2 provides MSMEs with LLA-aligned onboarding and requires community-MSME co-design, community-approved milestones, inclusive delivery arrangements, affordability considerations and sustainability planning. Component 3 introduces participatory monitoring tools, community feedback loops, peer learning and documented management responses so that performance is assessed against community-defined priorities and implementation can be adjusted over time. Together, these interventions strengthen genuine participation, knowledge co-production, longer-term delivery models and locally relevant monitoring, although the programme cannot eliminate every commercial pressure affecting MSMEs.

14. Collectively, these challenges constrain communities' ability to define, govern and implement locally appropriate adaptation responses, as well as adaptation MSMEs' ability to serve as effective partners and solution providers for inclusive, community-centred adaptation and resilience. SLLAS responds through community-led planning and governance, capability development, milestone-based financing for community-managed actions and provider-delivered solution packages, MSME and entrepreneur support, participatory monitoring, and structured learning and knowledge exchange. The Adaptation Solution Selection Framework, environmental and social safeguards, community validation and milestone-verification arrangements will help ensure that financed responses remain aligned with community-defined priorities and adaptation objectives.

B. Project/Programme Objectives:

SLLAS Theory of Change

15. **Programme objective:** To increase the climate resilience of vulnerable communities by enabling them to define, finance, implement, monitor and sustain locally prioritized adaptation actions through community governance, community-managed funds, locally resourced action and partnerships with local MSMEs and other eligible solution providers, while generating evidence for replication and scale.

16. **Target beneficiary scope:** SLLAS will work directly with 30 vulnerable communities, approximately 10 in each of Africa, Asia, and Latin America and the Caribbean; train 90 Community Adaptation Advocates (CAAs), three nominated by each community; support up to 150 local entrepreneurs, approximately five per community; and facilitate the deployment of at least one community-prioritized adaptation response in each community through one or more approved implementation pathways. The programme is expected to reach at least 45,000 beneficiaries in total, comprising approximately 3,240 direct beneficiaries and 41,760 indirect beneficiaries. These estimates will be verified during implementation using non-overlapping person-level and household-level records after community selection. Direct beneficiaries provisionally comprise approximately 3,000 people participating directly in CEAP development, 90 CAAs receiving direct training and up to 150 supported entrepreneurs receiving targeted support. Beneficiaries of community-wide assets and services will be counted as indirect unless they also receive intensive programme support, in which case they will be counted only as direct.

17. **Programme duration and geographic scope:** The five-year global programme is expected to start from March 2027 through February 2032, with the terminal evaluation completed by June 2032. Activities will take place only in developing countries eligible for Adaptation Fund financing, subject to the required Designated Authority endorsement before in-country activities begin, with an intended allocation of approximately 10 communities in each of Africa, Asia, and Latin America and the Caribbean.

18. **The programme theory of change statement is:**

IF vulnerable communities are supported to assess climate risk, develop Community Economy Adaptation Plans, categorize and prioritize actions, establish inclusive governance and financial agency mechanisms, and decide how programme resources are used; and if local enterprises and other eligible solution providers are supported to respond to those priorities through viable, locally led business and delivery models;

THEN community-prioritized adaptation actions will be implemented through locally resourced action, community-managed funds and community-approved solution packages, while climate-resilient livelihood and enterprise pathways strengthen the sustainability of deployed solutions;

BECAUSE communities will hold authority over problem definition, prioritization, provider selection, resource-allocation choices, implementation oversight and performance validation, while locally rooted providers will have the capabilities, incentives and market relationships to operate, maintain, replicate and scale adaptation goods and services beyond a single grant-supported deployment.

19. The programme's intended results include:

    1. Increased community resilience
    2. Local adaptation economies developed and effectively operating
    3. Trust-based collaboration models with mutual resilience benefits for MSMEs and communities developed

20. The programme theory of change is articulated in the diagram below, with the corresponding institutional and implementation arrangements presented in Figure 10 in Part III.

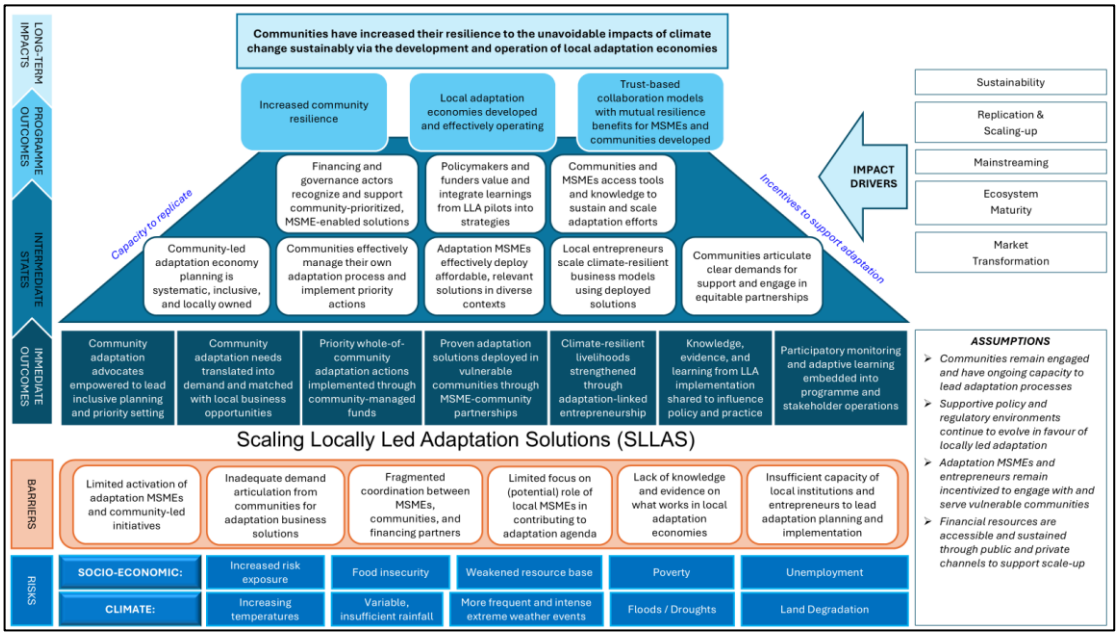


Figure 2. SLLAS Theory of Change (ToC)

21. The core activities will be delivered under three interlinked components, each including outcomes, outputs and activities. Together, these actions will support achievement of the overarching objective:

- **Component 1: Community Leadership in Adaptation Planning and Demand Articulation**
- **Component 2: Locally Led Deployment and Sustainability of Innovative Adaptation Solutions**
- **Component 3: Evidence, Learning, and Monitoring for Scalable Locally Led Adaptation**

22. Outputs under each component and their contribution to the programme outcomes are outlined in the diagram below.

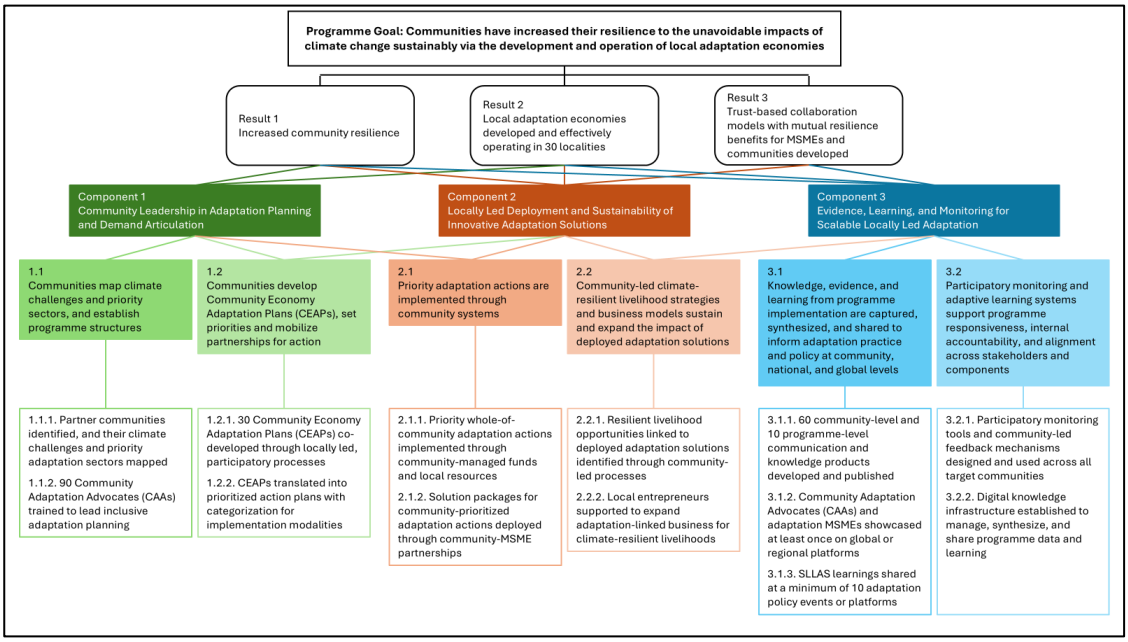


Figure 3. SLLAS Results Chain: Components, Outcomes and Outputs Contributing to Programme Results

23. Scaling Locally Led Adaptation Solutions (SLLAS) is structured around the three integrated components that work together to build a functioning local adaptation economy through locally led processes. The three SLLAS components represent respectively the planning, the implementation support and the learning dimension of the program. Component 1 (Community Leadership in Adaptation Planning and Demand Articulation) creates the enabling environment by investing in the agency, inclusion, and empowerment of communities and local actors, and producing Community Economy Adaptation Plans (CEAPs) that outline key local climate change risks and articulate community-defined adaptation priorities, and translating those plans into categorized, prioritized actions with clear implementation modalities. Component 2 (Locally Led Deployment and Sustainability of Innovative Adaptation Solutions)

directly responds to those plans, facilitating partnerships between communities and enterprises to link adaptation demand with solution packages, implementing whole-of-community actions through community systems, and strengthening the MSMEs, sectors, and value chains that translate community priorities into viable, sustained adaptation solutions and climate-resilient livelihoods. Component 3 (Evidence, Learning, and Monitoring for Scalable Locally Led Adaptation) carries the pathfinding function of the SLLAS program. SLLAS implements a proposition that has not yet been demonstrated at programme scale: that community-governed demand can be converted into enterprise investment decisions, and that local enterprises and the local economy can deliver and sustain adaptation solutions commercially and an adaptation economy can be systematically built. Component 3 ensures that what works is documented, shared, and institutionalized beyond the life of the programme. Each component is purposefully designed to strengthen iterative collaboration between communities and adaptation MSMEs, positioning communities as the authors of adaptation priorities and MSMEs as the local enterprises best placed to deliver against them. This programmatic design places communities and adaptation MSMEs at the center as partners, co-creators, and implementers, ensuring that adaptation actions are community-prioritized, economically viable, and institutionally anchored, advancing both climate resilience and the emergence of inclusive, self-sustaining local adaptation economies. Documentation and learning in this process allows SLLAS to contribute to bringing local economy and business perspective into LLA and to say which conditions make a local adaptation economy viable and how a financing gap can be closed by local adaptation investment.

24. SLLAS is crafted to address three critical and interconnected barriers that currently limit the effectiveness and scale of climate adaptation in vulnerable communities:

- Insufficient enabling conditions for communities to exercise real agency and ownership over adaptation priorities and resources
- Limited access to adaptation solutions that are contextually appropriate and affordable - missing out on positive business opportunities
- Fragmented learning and knowledge systems that hinder replication and investment

25. By tackling these challenges in a coordinated and mutually reinforcing manner, SLLAS offers a scalable, inclusive model for adaptation, one that places community leadership, partnership with MSMEs, and continuous learning at its core. Fundamentally, SLLAS recognizes the essential roles of both local adaptation MSMEs and local communities in driving climate resilience. Local communities, supported by trained Community Adaptation Advocates, lead the planning, prioritization, and long-term governance of adaptation efforts through the Community Economy Adaptation Plans (CEAPs), locally owned instruments that map climate risk against economic opportunities, articulate community-defined priorities, and set the direction for all MSME and sector engagement that follows. Communities implement eligible locally resourced and community-managed actions, while adaptation MSMEs and other eligible solution providers respond as operational partners where specialized goods, services, technologies or technical capabilities are required. The relationship is iterative: communities define priorities and govern delivery; communities and eligible solution providers translate those priorities into locally appropriate implementation arrangements, business models and adaptation solutions; and both are strengthened in the process. Communities gain institutional capacity and financial agency, and MSMEs gain market relevance and local legitimacy. In this way, SLLAS focuses on building vibrant local adaptation economies where businesses, communities, and institutions work together to sustain and scale climate resilience. To address priority whole-of-community adaptation actions, SLLAS will provide milestone-based financing for eligible community-managed adaptation actions, with fund-management arrangements determined through documented capacity and risk assessment that communities can utilize to implement activities from the CEAP that are not well suited to MSME leadership. SLLAS will also provide capability building support so communities can implement some actions with their own resources, as well as linking them to the broader adaptation finance architecture for future investments.

Component 1: Community Leadership in Adaptation Planning and Demand Articulation

26. **Component 1** supports communities to lead adaptation planning and to generate sustained demand for adaptation solutions by establishing the conditions under which priorities are defined through community-led processes. Through the identification and training of 90 Community Adaptation Advocates (three per community), the programme builds local leadership for adaptation planning and decision-making. These advocates facilitate the development of CEAPs that reflect local knowledge, priorities, and climate risks, economic opportunities, and community-defined adaptation priorities. Through this, SLLAS nurtures a new generation of local adaptation leaders equipped to guide participatory assessments, inclusive

dialogue, and community decision-making. This component contributes to Outcome 1: Increased community resilience.

27. Facilitated by the advocates, communities develop CEAPs that integrate climate risk, socio-economic priorities, livelihood systems, and opportunities for further partnership with local adaptation MSMEs and other local actors. These plans provide the foundation for community demand generation by translating lived climate vulnerability into clear priorities, response pathways, and delivery conditions that guide MSME and sector engagement under Component 2, where CEAP-prioritized needs can be addressed in ways that meet whole-of-community priorities, support resilient livelihoods and create market opportunities for relevant MSMEs and sector actors.

Outcome 1.1: **Communities map climate challenges and priority sectors, and establish programme structures**

28. Outcome 1.1 establishes the human and institutional foundations of locally led adaptation by selecting 30 vulnerable communities across Latin America and the Caribbean, Africa and Asia through a regionally anchored, merit-based open call; mapping their climate challenges and priority adaptation sectors; establishing programme structures; and confirming and training 90 Community Adaptation Advocates (CAAs), three per community, as local facilitators of inclusive adaptation planning.

Outcome 1.2: Communities develop Community Economy Adaptation Plans (CEAPs), set priorities and mobilize partnerships for action

29. Under Outcome 1.2, the trained Community Adaptation Advocates facilitate the co-development of 30 Community Economy Adaptation Plans through locally led, participatory processes. These plans are not produced for communities but by them, translating lived climate vulnerability into concrete, community-defined priorities that set the direction for all subsequent MSME engagement, sector strengthening, and community-managed fund deployment under Component 2. By investing in community-level leadership, participatory planning processes, and locally owned planning instruments before any provider or solution package is selected for programme financing or deployment, Outcome 1.2 ensures that adaptation priorities are grounded in local knowledge, institutionally anchored, and governed by the communities they are designed to serve. In the CEAPs, communities translate their plans into prioritized action plans with clear categorization of implementation modalities: locally resourced actions, community-managed fund interventions, provider-led solution packages, and priorities outside immediate SLLAS financing that may be positioned for government, partner or future financing. This translation process includes community readiness and needs assessments, partnership and financing landscape mapping, and the categorization and prioritization of CEAP actions according to the most appropriate delivery pathway. Communities establish and operationalize governance, monitoring, and learning systems that ensure they retain decision-making authority over which actions are pursued, how partnerships are structured, and how progress is tracked. Through this, communities finalize demand profiles and establish the governance and financial agency mechanisms needed to engage equitably with MSMEs, financing actors, and other partners under Component 2.

Component 2: Locally Led Deployment and Sustainability of Innovative Adaptation Solutions

30. **Component 2** supports the implementation of community-defined adaptation priorities and the development of climate-resilient livelihood strategies that sustain and expand their impact. It operates through community systems, PDU-supported execution for community-facing and community-managed activities, and community-MSME partnerships for specialized solution packages, while UNIDO retains Implementing Entity oversight and execution responsibilities as set out in the implementation arrangements. Communities approve priorities, budgets, implementation pathways, provider choices, milestones, material changes and sustainability arrangements. This component contributes to Outcome 2: local adaptation economies developed and effectively operating.

Outcome 2.1: Priority adaptation actions are implemented through community systems

31. Outcome 2.1 translates the community-defined priorities into concrete adaptation action through complementary implementation pathways, including locally resourced action and two financed deployment modalities: community-managed adaptation actions and provider-led solution packages. Under Output 2.1.1, communities implement eligible whole-of-community adaptation actions through locally resourced action and community-managed funds, with SLLAS providing capability-building support

and milestone-based grant financing where this pathway is selected. Under Output 2.1.2, communities deploy provider-led solution packages through community-MSME partnerships where specialized goods, services, technologies or technical capabilities are required. In both modalities, community governance bodies retain authority over the priority selected for support, implementation pathway, budget, provider choice where applicable, milestones, monitoring results, material changes, grievance handling, and operation and maintenance arrangements. The Programme Delivery Unit (PDU) provides day-to-day execution and fiduciary support for community-facing activities and community-managed actions, including administration where direct delegation is not appropriate, while UNIDO retains Implementing Entity oversight and execution responsibilities as defined in the implementation arrangements. This approach ensures that financed adaptation responses are matched to the most appropriate pathway without implying a fixed one-community-to-one-MSME model.

32. Under output 2.1.1, priority whole-of-community adaptation actions are implemented through community-managed funds and local resources. Communities draw on their own resources and community-managed financing mechanisms resourced by SLLAS to implement actions that address shared climate risks and strengthen collective resilience. The programme provides capability-building support to help communities plan, budget, and manage these locally resourced actions effectively, reinforcing community governance and financial agency.

Box 1: Examples of community-managed fund local investments

Example 1: Connective infrastructure: roads and markets
Godaibill, in southwest Bangladesh, was settled by families displaced by sea level rise, cyclones and river erosion. Its single access road lay under waist-deep water for nearly seven months a year – making it impossible for business to flourish. Years of petitioning failed for a technical reason: municipal budgets cover the concrete road surface but not the soil fill underneath, so the one thing the road needed had no budget line anywhere. The community formed an association and rebuilt it with an investment it controlled, which meant the earthwork was paid out as wages to the same day laborers the flood had put out of work. Local suppliers, carters and masons did the rest. The adaptation gain then compounds: floods are lasting longer and arriving less predictably, and where the road stays passable and the livestock have high ground, the market stays open and the local transport keeps running through a flood instead of stopping for the seven months the road used to be blocked.

Example 2: Land and water rights as the first investment
Before a community and local enterprises in Kenya invested in land restoration and productive tree planting, they needed to know the land will still be theirs. In areas with weak land governance nobody commits money to a twenty-year improvement on ground they may lose. Adaptation that actually reduces climate risk is slow to pay back: a sand dam, an enclosed pasture, a fruit tree, a pipeline. Insecure tenure caps investment at whatever can be carried away when the next drought or flood forces a move. So communities named registration of community land as one of their own priorities, alongside restocking after drought and river restoration. With a contribution of USD 15,000 they managed to resolve the bottleneck and engage surveyors and do mapping, have boundary meetings, organize transport to county offices, and engage a lawyer, arrange registration of the community as a legal entity, and pay for the fees that turn a claim into a title. Much of that spend goes to local professionals and becomes part of the same adaptation economy.

Example 3: Restoring the resource base
A community in the flood-based farming area in Pakistan received a grant of USD 35,000 to restore the guide bund that keeps the productive flood water within their area. In these systems – common in several very arid areas – short term floods are the basis for all economic activities. The guide bund was broken and as a result families and businesses had to move out of the area as no water could be retained in the area for productive use or for household consumption. The earthen structure was broken in a few critical places – the repair was done by community action with heavy equipment and stone pitching material paid from a community support fund. As a result, people and business moved back to the area, and an area of 12,500 hectares was cultivated providing the basis for a thriving local economy

Example 4: Shares in a local enterprise
Community money can also buy a stake in the businesses an adaptation economy needs rather than only paying for their services. Where the missing link is cold storage, fodder baling or seed multiplication, a savings group or water committee can place part of its fund into the enterprise as equity. In one such arrangement, households in a milk-producing area in Colombia bought shares in a village cooling and bulking unit run by a local operator, the group holding a seat on the board, and members benefitting from secure sales, better farm-gate price and a dividend. Rising heat and longer, less predictable transport delays are exactly what spoil milk on the way to market, so the unit cuts a loss that climate change is making worse every year. The operator got patient local capital instead of a loan it cannot service in its first season, and the community gets a claim on a productive asset rather than a service that may disappear when the project ends. Because the owners are also the customers, the incentive is to keep the unit running through bad years, which is when the community needs it most.

33. Under Output 2.1.2, solution packages for community-prioritized adaptation actions are deployed through community-MSME partnerships. One solution package may address several interlinked CEAP priorities and may involve one or more eligible solution providers, including local MSMEs, cooperatives, producer organizations, community enterprises, social enterprises, technical service providers, or other qualified entities. Local enterprises remain preferred. A non-local provider may be considered only where a documented local capability gap exists, the community approves the exception, and the arrangement includes local partnering, knowledge transfer, accountability, operation and maintenance, and exit provisions. This replaces any implication of a fixed one-MSME-per-community model with a flexible package approach governed by community priorities and available budget.

34. Communities retain governance authority throughout: they trigger deployments, co-design solutions with MSMEs, and assess performance against the priorities they have defined, with the ability to withhold approval where delivery falls short. This governance authority applies equally where a non-local MSME is involved, including through community-approved delivery conditions, oversight arrangements, and validation of implementation progress. To meet the adaptation challenges of the communities, MSMEs and communities co-design, test, and refine adaptation solutions through participatory processes that include affordability assessments, inclusive governance mechanisms, and joint performance monitoring. The result is not only a set of delivered adaptation responses, but also a strengthened local adaptation economy, with sectors and value chains that are more capable, resilient and responsive to community needs, while creating local business and employment opportunities.

35. By sourcing solutions from adaptation MSMEs to meet community-defined priorities, and ensuring that their solutions are socially embedded, technically sound, and financially viable, Component 2 aims to ensure that the deployed adaptation solutions are fully aligned with community priorities, as well as their financial sustainability over time beyond project duration.

Box 2: How it works – three communities, three local adaptation economies

Community A – Climate-resilient smallholder productivity: Rising temperatures are forcing smallholder farmers to apply more water to their crops, but local water resources are limited. Through the CEAP process, the community identified improved soil moisture retention as its primary adaptation priority. The plan points to bio-fertilizer as a viable local response: it can be produced within the local economy, costs less than petrochemical alternatives, and reduces the water demand by improving the soil's moisture-holding capacity. Component 2 of SLLAS translates this by strengthening the local biofertilizer sector: producers are trained in production techniques and business skills and connected to working capital. The result is the beginning of a local input supply sector serving communities' adaptation needs.

Community B – Nature-based solution for erosion control and local value chain: Rainfall patterns have changed, with heavy downpours ever more common, resulting in erosion and the loss of fertile topsoil. The community's CEAP identifies bamboo hedge groves along critical contour lines as an effective landscape measure. To make this economically viable and self-sustaining, the bamboo value chain needs to be strengthened with better marketing and value addition. Component 2 responds by strengthening local bamboo traders: they are supported with access to finance, improved commercial skills, and connections to larger procurement opportunities. Erosion control becomes an economic opportunity, and the sector that delivers it grows in the process.

Community C – Heat resilience in the local building sector: In a peri-urban area, heatwaves have become common –partly due to the heavily concreted built-up development and partly due to more extreme summer temperatures. This translates into the increased need for air-conditioning, something which is not within everyone's reach. The community's CEAP identifies passive cooling in house construction as the priority response. There is a need to equip local house builders with the skills to incorporate low-cost passive cooling in house construction – wind-catchers, clay-insulation and covered wall surfaces – making houses far more livable. This sets the base for a climate-adapted local building sector, picking up more demand. Component 2 responds by strengthening the local building sector to meet this demand. The builders are supported by skill training, improved standard designs, promotion, and awareness combined with recognition as official climate-resilient builders. A new market segment forms around a community-defined need.

Outcome 2.2: Community-led climate-resilient livelihood strategies and business models sustain and expand the impact of deployed adaptation solutions

36. Outcome 2.2 is presented as livelihood and sustainability support linked to the financed adaptation responses under Outcome 2.1, not as a separate grant window. It helps communities identify livelihood roles, operating arrangements, maintenance functions, affordability measures, local value-chain linkages and business-model concepts that sustain or extend the benefits of community-managed actions and

provider-led solution packages. Support under this outcome remains capability development, ideation, training, coaching and referral support connected to the financed adaptation response.

37. Under Output 2.2.2, up to 150 community-endorsed entrepreneurs, approximately five per community, may receive targeted training, coaching, business-plan support and referral information for adaptation-linked livelihood or enterprise pathways. These entrepreneurs are subsets of the provisional 3,240 direct beneficiaries and will not be double-counted. Support is limited to opportunities directly linked to sustaining, operating, accessing, maintaining, or extending the benefits of the adaptation responses financed under Outcome 2.1.

38. This outcome supports local economic development by strengthening adaptation-linked livelihood and enterprise pathways, creating potential for additional employment, useful adaptation-focused goods and services, and locally rooted operating and maintenance models

Component 3: Evidence, Learning, and Monitoring for Scalable Locally Led Adaptation

39. **Component 3** ensures that the results, lessons, and insights generated across Components 1 and 2 are captured, analyzed, and shared to inform programme adaptation and contribute to broader learning on local adaptation economies, and build trust-based collaboration models with mutual resilience benefits for MSMEs and communities. This component supports Outcomes 3.1 and 3.2 by capturing and sharing programme knowledge and establishing participatory monitoring and adaptive learning systems that strengthen programme responsiveness, accountability and collaboration.

Outcome 3.1: Knowledge, evidence, and learning from programme implementation are captured, synthesized, and shared to inform adaptation practice and policy at community, national, and global levels

40. Through communication and knowledge products, policy engagement, showcasing and cross-regional learning, Outcome 3.1 captures and shares lessons from programme implementation to inform adaptation practice and policy. It also enables cross-learning between communities and MSMEs across geographies, allowing local actors to share insights, adapt proven solutions, and accelerate innovation. UNIDO will play an active facilitation role, leveraging its global network of climate technologies and partners to connect participating actors with additional solution providers, enhancing opportunities for long-term matchmaking, replication, and scaling beyond SLLAS scope, including for non-prioritized CEAP actions.

41. At the same time, this outcome enables SLLAS to contribute meaningfully to national adaptation processes and global policy dialogue. By translating local experience into accessible knowledge products (60 community-level and 10 programme-level communication and knowledge products developed and published) and showcasing Community Adaptation Advocates (CAAs) and adaptation MSMEs at global platforms, Component 3 elevates the visibility of LLA, reinforces its legitimacy as a scalable approach to climate adaptation, and helps to generate ambition to scale LLA beyond small scale, grant only approaches. Active participation in regional and international forums will promote the uptake of SLLAS learnings in adaptation finance, LLA operationalization, and private-sector engagement, including through substantive participation in at least ten adaptation policy events or platforms. All advocates participating in these events will also receive targeted capacity building to strengthen their ability to articulate their needs, solutions, and experience effectively to regional and global audiences.

Outcome 3.2: Participatory monitoring and adaptive learning systems support programme responsiveness, internal accountability, and alignment across stakeholders and components

42. This outcome ensures that learning is not just captured but actively used to improve programme performance and strengthen collaboration. Participatory monitoring tools and community-led feedback mechanisms are designed and used across all target communities, establishing regular feedback loops that inform programme improvement. Structured peer learning among adaptation MSMEs and community advocates reinforces trust-based collaboration and mutual accountability. A digital knowledge infrastructure is established to manage, synthesize, and share programme data and learning, with tailored interfaces and training for MSMEs, community advocates, and the PDU. This creates the conditions for transparent, adaptive management that aligns all stakeholders around shared goals and builds the trust-based collaboration models that are central to the programme's theory of change.

43. By addressing both the demand for and the supply of locally led adaptation solutions and embedding learning and feedback throughout, SLLAS contributes to a dynamic, self-driven, and self-sustaining

adaptation system that enables communities and MSMEs to co-create, deliver, and sustain effective adaptation solutions. This structure creates ongoing opportunities for scale-up, replication, and reinvestment in resilience. Communities lead and articulate their priorities, adaptation MSMEs respond with solutions, and while knowledge and learning circulate across local, national, and global levels, trust-based collaboration models with mutual resilience benefits for MSMEs and communities are developed and shared as a foundation for global scaling.

C. Project/Programme Components and Financing[8]:

Project/Programme Components	Expected Outcomes	Expected Outputs	Countries	Amount (US$)
1. Community Leadership in Adaptation Planning and Demand Articulation	1.1 Communities map climate challenges and priority sectors, and establish programme structures	1.1.1 Partner communities identified, and their climate challenges and priority adaptation sectors mapped 1.1.2 90 Community Adaptation Advocates (CAAs) trained to lead inclusive adaptation planning	Global	882,500
	1.2 Communities develop Community Economy Adaptation Plans (CEAPs), set priorities and mobilize partnerships for action	1.2.1 30 Community Economy Adaptation Plans (CEAPs) co-developed through locally led, participatory processes 1.2.2 CEAPs translated into prioritized action plans with categorization for implementation modalities	Global	2,767,500
2. Locally Led Deployment and Sustainability of Innovative Adaptation Solutions	2.1 Priority adaptation actions are implemented through community systems	2.1.1 Priority whole-of-community adaptation actions implemented through community-managed funds and local resources 2.1.2 Solution packages for community-prioritized adaptation actions deployed through community-MSME partnerships	Global	7,419,000
	2.2 Community-led climate-resilient livelihood strategies and business models sustain and expand the impact of deployed adaptation solutions	2.2.1 Resilient livelihood opportunities linked to deployed adaptation solutions identified through community-led processes 2.2.2 Local entrepreneurs supported to expand adaptation-linked business for climate-resilient livelihoods	Global	699,000
3. Evidence, Learning, and Monitoring for Scalable Locally Led Adaptation	3.1 Knowledge, evidence, and learning from programme implementation are captured, synthesized, and shared to inform adaptation practice and policy at community, national, and global levels	3.1.1 60 community-level and 10 programme-level communication and knowledge products developed and published 3.1.2 Community Adaptation Advocates (CAAs) and adaptation MSMEs showcased at least once on global or regional platforms 3.1.3 SLLAS learnings shared at a minimum of 10 adaptation policy events or platforms	Global	705,242
	3.2 Participatory monitoring and adaptive learning systems support programme responsiveness, internal accountability, and alignment across stakeholders and components	3.2.1 Participatory monitoring tools and community-led feedback mechanisms designed and used across all target communities 3.2.2 Digital knowledge infrastructure established to manage, synthesize, and share programme data and learning	Global	580,800
4. Project/Programme Execution Cost, including M&E				582,322
5. Total Project/Programme Cost				13,636,364
6. Project/Programme Cycle Management Fee charged by the Implementing Entity				1,363,636
Amount of Financing Requested				**15,000,000**

[8] IE and EE Fees Calculator (EXCEL)

D. Projected Calendar:

Milestones	Expected Dates
Start of Project/Programme Implementation	March 2027
Mid-term Review (if planned)	June 2030
Project/Programme Closing	February 2032
Terminal Evaluation	June 2032

PART II: PROJECT/PROGRAMME JUSTIFICATION

A. Describe the programme components, particularly focusing on the concrete adaptation activities, how these activities would contribute to climate resilience. In addition, describe how they would build added value through the regional or multi-regional approach, compared to implementing similar activities in each country individually. Furthermore, show how the combination of individual small-grant activities would contribute to the overall increase in resilience.

Component 1 Community Leadership in Adaptation Planning and Demand Articulation

44. Component 1 establishes the planning, governance, demand-articulation and financial-agency foundations for locally led adaptation. It enables communities to define and prioritize adaptation actions, and lead the selection and deployment of corresponding solutions. Through Community Adaptation Advocates (CAAs), participatory planning and Community Economy Adaptation Plans (CEAPs), communities identify climate risks, local and Indigenous knowledge, livelihood systems, economic opportunities and the actions required to address them. They then translate those actions into community-approved demand profiles and implementation pathways. Component 2 responds to this foundation by supporting locally resourced action, community-managed financing and solution-provider deployment, without reopening or displacing the priorities established by communities.

45. Through Outcome 1.1, communities are supported from the outset to act as adaptation planners, advocates, and governing actors, not as passive solution users, but as the authors of adaptation priorities from the beginning and shapers of their local economy. Community Adaptation Advocates (CAAs) are trained and equipped to lead inclusive planning processes, facilitate the development of CEAPs, and sustain community engagement throughout implementation across all three components. Through community engagement, advocacy training, and awareness campaigns, communities will be equipped to raise demand for solutions that are contextually relevant, sustainable, and aligned with local climate risks.

46. Outcome 1.2 ensures that the demand for stronger local adaptation economy is not generated in the abstract; it is anchored in the Community Economy Adaptation Plans that communities produce, which translate the lived experience of climate vulnerability into concrete priorities that guide adaptation action in Component 2. This approach ensures that communities actively shape adaptation agendas and continue to drive uptake, replication, and sustained use of solutions over time. Each validated CEAP is converted into an actionable demand profile and a community-approved portfolio of implementation pathways. Each priority is categorized as: (i) a locally resourced action that the community can implement with targeted capability support; (ii) a whole-of-community action requiring a community-managed fund; (iii) an action to be implemented through community-MSME partnership with one or more local enterprises, MSMEs or other eligible solution providers; or (iv) an action outside the programme's financing scope that may be positioned for later support. Communities make the prioritization and pathway decisions within the overall objective of SLLAS through their representative governance structures, while the PDU and technical experts provide information, feasibility checks and safeguards support. This establishes the authoritative basis on which Component 2 must respond.

47. A key element of this component is the empowerment of community adaptation advocates. The programme will train 90 Community Adaptation Advocates (3 per selected community under Component 1), who will serve as champions and guides of adaptation and resilience within their communities. These advocates will undergo comprehensive training, receiving the necessary materials and knowledge to lead climate risk and vulnerability assessments, and effectively communicate the importance of adaptation solutions to community members. The training will ensure that each advocate is equipped to promote locally appropriate solutions, and to foster community engagement in the adaptation process. Following the training, the advocates will lead the development of their own CEAPs (one per community), designed to be tailored to each community's specific needs and climate vulnerabilities. These plans will be developed by community members, ensuring that the adaptation strategies are rooted in local knowledge and contextual realities, reflecting locally endorsed priorities for future resource mobilization and coordination.

48. In executing Component 1, the PDU will work with local authorities, community-based organizations and existing community structures. Communities retain authority over priority-setting, implementation-pathway selection, provider preferences, budget validation, delivery conditions, milestone confirmation and material changes. The PDU retains day-to-day fiduciary responsibility for the resources it executes, while UNIDO retains implementing-entity oversight and the fiduciary responsibilities required under Adaptation Fund and UNIDO rules. Fund-management functions may be delegated to a community structure only following a documented capacity and risk assessment and with proportionate controls, training and oversight. Where delegation is not appropriate, the PDU will administer funds but may not substitute its preferences for documented community decisions. No disbursement for a community-managed action or provider-led deployment will proceed without a community-endorsed budget, implementation arrangement, safeguards requirements and milestone plan.

49. Component 1 is designed to establish and strengthen the conditions required for communities to exercise meaningful authority over adaptation planning, prioritization, financing and implementation decisions under the programme's community-led delivery model. To effectively assess adaptation needs, identify and prioritize investments, manage environmental and social risks, make informed financing decisions and oversee implementation, communities require targeted technical support and facilitation. Technical experts will therefore support communities by delivering specific activities, including participatory planning, community facilitation, climate-risk and adaptation-needs assessments, safeguards integration, social inclusion, capacity development, investment prioritization and the preparation of CEAPs. These expert inputs will support the substantive technical delivery of Outputs 1.1.1, 1.1.2, 1.2.1 and 1.2.2, thereby preparing a technically sound, community-owned investment pipeline for actions financed through the grant envelope under Component 2. These functions are integral to the programme's delivery model and are essential to ensuring that financing under Component 2 remains community-led, accountable, technically sound and responsive to locally defined priorities.

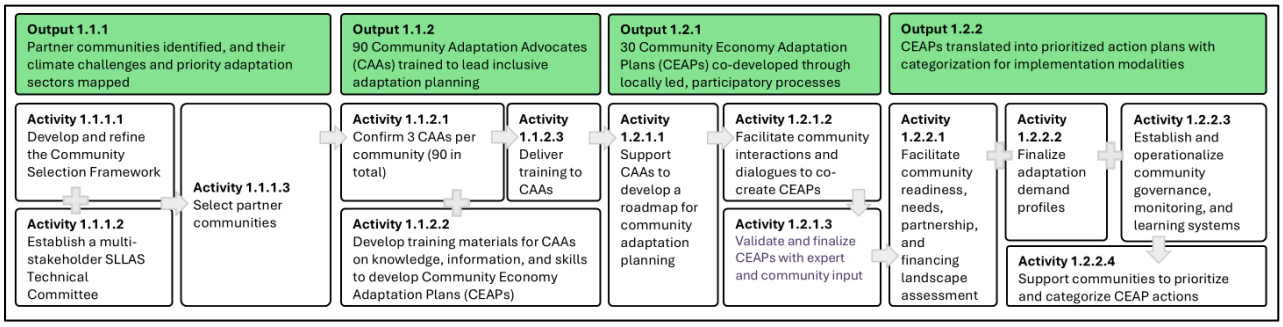


Figure 4. Component 1 Results Chain: Outcomes, Outputs and Activities for Community Leadership in Adaptation Planning and Demand Articulation

Outcome 1.1 Communities map climate challenges and priority sectors, and establish programme structures

50. Outcome 1.1 is designed to empower local communities to take ownership of their adaptation planning processes, where the development of CEAPs under Outcome 1.2 will be led by community members themselves. These plans will reflect local knowledge and practices, priorities, and climate risks, ensuring that they are rooted in the community's realities. The key result of Outcome 1.1 is the selection of communities and the empowerment of ninety community adaptation advocates (CAAs) within these communities, with initial mapping of challenges and opportunities, as well as the establishment of program structures for each of the 30 target communities. The CAAs, identified and selected from within each community, will play a central role in facilitating the SLLAS planning process. These advocates will raise awareness and educate the community about the climate risks, vulnerabilities, and the hazards the community will face in the future, and how to adapt accordingly. They will ensure that the plans are inclusive, participatory, and reflect the collective vision of the community, including women, youth, and marginalized groups.

51. While Component 2 focuses on engaging MSMEs and strengthening the sectors and value chains that deliver adaptation solutions against community-defined priorities, as well as supporting communities to implement priority actions directly through community-managed funds, Component 1 establishes the foundation that makes this possible: the enabling environment, governance structures, and CEAPs through which communities define what adaptation should look like in their context. The CEAPs are not a formality that precedes MSME engagement; they are the key instruments through which community authority over the entire adaptation cycle is exercised. They outline climate risks, economic opportunities, and community priorities, ensuring that the business models, sector interventions, and value chain investments pursued in Component 2 are grounded in locally defined need, carry genuine community ownership, and can be governed and assessed against a clear, community-produced baseline. This is

the sequencing logic at the heart of SLLAS: demand before supply, community authority before private sector engagement, plans before deployment.

52. Component 1 activities are therefore conducted prior to those of Component 2, and this is the foundational sequencing logic of SLLAS. By establishing the enabling environment, training community adaptation advocates, and producing CEAPs before any MSME or sector engagement or community fund deployment begins, Component 1 ensures that adaptation priorities are community-defined, governance structures are in place, and financial agency mechanisms are established, creating the conditions under which Component 2 can operate as a genuine response to local need rather than an externally directed delivery mechanism. This sequencing ensures that the business models, sector interventions, and value chain investments developed in Component 2 are rooted in community-owned plans, accountable to community-held governance structures, and evaluated against the priorities communities themselves have defined, making them sustainable, relevant, and aligned with long-term resilience goals.

Output 1.1.1 Partner communities identified, and their climate challenges and priority adaptation sectors mapped

53. Output 1.1.1 aims to select 30 vulnerable communities facing significant climate challenges, and with the institutional willingness, local economic conditions, and MSME landscape that make them well-positioned to develop CEAPs and benefit from the sector and value chain strengthening that follows. Communities are identified through regionally anchored processes, working with regional anchor organizations, local governments, CSOs, and NGOs already embedded in these contexts cooperating with SLLAS' PDU. This regional anchoring reduces transaction costs, leverages existing relationships and local knowledge, and ensures that selected communities are genuinely connected to the local economic ecosystems that Component 2 will strengthen.

54. SLLAS will select 30 communities, approximately 10 in each of Latin America and the Caribbean, Africa and Asia. The Community Selection Framework will apply regional representation as a portfolio requirement, while climate vulnerability, social exclusion and limited adaptive capacity remain the primary selection considerations. Readiness will be assessed only to determine the level and type of support required, not to exclude communities with limited prior programme experience, weak digital access or no existing relationship with UNIDO or the PDU. No country will normally host more than one or two selected SLLAS-supported communities unless a documented vulnerability and portfolio rationale is approved. This approach protects equitable access while producing a diverse cohort across climate hazards, settlement types and socio-economic contexts.

Activity 1.1.1.1 Develop and refine the Community Selection Framework

55. At programme inception, the PDU will finalize the Community Selection Framework and publish a concise scoring matrix, eligibility checklist and evidence requirements before the call opens. The framework will be validated by the SLLAS Technical Committee with regional and community-facing expertise. It will limit procedural burden through targeted eligibility criteria, a simplified first-stage application, and proportionate follow-up only for shortlisted communities. Mandatory eligibility will include location in a developing country party eligible for Adaptation Fund financing, indication of scope for MSME adaptation solutions, verifiable community endorsement and a clearly described climate vulnerability. Scored criteria will prioritize the severity and distribution of climate risk, socio-economic vulnerability, inclusion of marginalized groups, strength of community-defined priorities and potential for sustained local economic action. Existing programme networks, formal organizational experience, digital access and proposal-writing capacity will not earn preferential scores. Capacity gaps will instead inform differentiated support. Regional portfolio rules will secure approximately 10 communities per region and diversity of contexts without weakening vulnerability-based selection. Potential criteria categories include:

Selection considerations	Description
Eligibility	• Location in a country eligible for AF financing • Verifiable community endorsement for the application
Primary consideration: Climate Vulnerability	• Use of localized climate vulnerability and risk data (e.g., flood zones, drought trends, sea level rise projections) • Socio-economic indicators highlighting exposure and sensitivity (e.g., income levels, informal employment, infrastructure gaps) • Clear articulation of how climate impacts are affecting local livelihoods and well-being • Demonstration of limited adaptive capacity
Primary consideration: Adaptation Impact Potential	• Community willingness to engage in project implementation • Feasibility of implementation
Secondary considerations	• Regional quota and equitable access • Community readiness, including support of local entities (e.g., CSOs, cooperatives, municipal agencies)

	• Scalability and replicability potential

56. The criteria will be designed to identify and support low-hanging adaptation benefits with maximum cost effectiveness, without sacrificing global reach and serving the most vulnerable communities. When multiple communities with comparable vulnerability and adaptation potential are identified, a set of secondary considerations may be applied to ensure SLLAS interventions generate visible, replicable results.

Activity 1.1.1.2 Establish a multi-stakeholder SLLAS Technical Committee

57. To ensure a fair, transparent, and technically robust selection process, a multi-stakeholder SLLAS Technical Committee will be established to serve as an independent body tasked with assessing and selecting communities. The SLLAS Technical Committee will be composed of experts and representatives with a balanced mix of knowledge and experience, including adaptation solutions in the "impact categories" of the call for communities (Activity 1.1.1.3), climate finance, locally led adaptation approaches, gender and social inclusion, environmental and social safeguards, and local/regional programme implementation. To uphold procedural equity and contextual sensitivity, the Committee will also include at least one member with demonstrated experience in grassroots or community-based adaptation, offering insights into the lived realities of vulnerable populations and helping to ensure that evaluation decisions reflect local adaptation priorities and barriers to access. This diverse composition will ensure that the SLLAS processes reflect the multifaceted nature of community-based adaptation and is sensitive to the varying realities across target geographies. The role of the Technical Committee is to provide technical, safeguarding, and LLA-alignment quality assurance within the SLLAS architecture, including review of community applications and verification that shortlisted communities meet minimum technical, safeguarding, and LLA-alignment standards. The Committee does not determine the adaptation priorities of communities, nor does it substitute for community decision-making on preferred solution pathways. The Technical Committee may be a gateway for learning under Component 3. Community authority is exercised through the Community Economy Adaptation Plan (CEAP) process, the review and refinement of shortlisted options, and the approval of partnership arrangements prior to final confirmation.

58. Each Committee member will be formally selected and appointed based on clearly defined Terms of Reference (ToR), outlining their roles and responsibilities, expected time commitments, review procedures, and conflict of interest protocols. These ToRs will serve as the foundation for ensuring transparency and accountability throughout the review process. A draft TOR can be found under annex V. Before each review cycle begins, the PDU will conduct a structured orientation session to build a shared understanding of the SLLAS objectives and programme structure, the screening and scoring frameworks, and the LLA principles that underpin the programme's design – in particular the primacy of community agency, the synergistic logic of Component 1 with Component 2, and the role of the Technical Committee as a quality assurance backstop rather than a central decision-making body. The session will cover the modus operandi of the Committee, including timelines, moderation practices, and documentation protocols. The session will also include practice scenarios to ensure consistency and calibrate scoring across Committee members.

Activity 1.1.1.3 Select partner communities

59. The SLLAS PDU will launch a regionally anchored open call for communities through the SLLAS website – further distributed through appropriate media. All communities in countries eligible for Adaptation Fund support, (i.e., countries that are developing country Parties to the Paris Agreement and/or the Kyoto Protocol) are eligible for SLLAS support. Communities may apply directly or may be represented, where appropriate to their context, by local CSOs, NGOs, community-based organizations, or local governments. In all cases, applications must include verifiable evidence of community consultation, participation, and endorsement. To ensure thematic relevance and alignment with global adaptation urgencies and priorities, calls will be organized around 4 to 6 impact categories, reflecting the most prevalent climate hazards (e.g. floods, droughts, extreme heat, etc.), as outlined in Nationally Determined Contributions (NDCs), National Adaptation Plans (NAPs), and other relevant national adaptation strategies of developing countries worldwide (see figure 5). Final categories will be confirmed during project inception by the PDU and the Technical Committee, in consultation with regional experts.

60. An indicative list of impact categories is as presented below. The definitive impact categories will be finalized during project inception by the SLLAS Technical Committee and PDU, based on consultations with regional experts, ensuring alignment with current climate vulnerability trends and national adaptation priorities.

- **Water scarcity and droughts**: Intensifying competition for water resources due to reduced rainfall and prolonged drought periods.
- **Extreme weather events**: Increased frequency and intensity of storms, hurricanes, floods, and heatwaves, causing severe social, economic, and infrastructural impacts.
- **Sea-level rise and coastal erosion**: Loss of coastal ecosystems, displacement of communities, and threats to infrastructure and freshwater resources.
- **Food insecurity and agricultural vulnerability**: Reduced agricultural yields and productivity, threatening food supply and livelihoods due to changing rainfall patterns, pests, diseases, and extreme events.
- **Loss of biodiversity and ecosystem degradation**: Declining biodiversity and disruption of ecosystem services vital for climate resilience and human well-being.
- **Health impacts**: Higher incidence of heat stress, vector-borne diseases, respiratory illnesses, and food/water-borne diseases.
- **Urban vulnerability**: Increasing climate risks in rapidly urbanizing areas, exacerbated by inadequate infrastructure, poor urban planning, and exposure of vulnerable populations.
- **Energy insecurity**: Disruptions to energy systems from extreme weather events and increased demand during heatwaves, affecting both production and distribution.
- **Migration and displacement**: Climate-induced displacement, both internal and cross-border, driven by severe drought, flooding, and land degradation, creating complex humanitarian and socio-political challenges.
- **Economic impacts and inequality**: Escalating financial losses, especially affecting vulnerable and marginalized populations, exacerbating existing socio-economic inequalities.

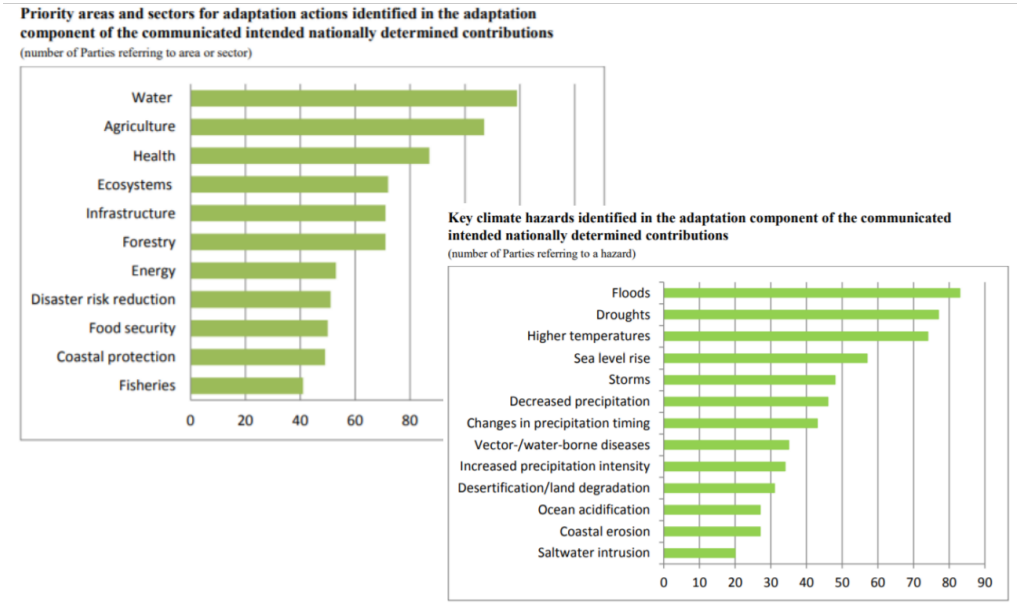


Figure 5. Priority areas and sectors for adaptation and climate hazards identified in the adaptation component of NDCs
Source: UNFCCC (2016)

61. To maximize outreach of the call for communities, the PDU will implement multi-pronged communication campaigns using established UNIDO and MetaMeta networks, including its country offices and past project partners. The timeline of the call for communities will be determined during the project inception phase by the PDU. To ensure broad participation from a diverse range of vulnerable communities, including those that may face barriers to accessing international funding opportunities, the PDU will lead a targeted outreach strategy focused on equity, accessibility, and localization.

This will include:

- Dissemination of the call in multiple languages (English, French, Spanish, and others as relevant) through UNIDO Field Offices, National Implementing Entities (NIEs) of the Adaptation Fund, regional adaptation networks, and grassroots partners
- Simplified, mobile-friendly application forms with step-by-step guidance, made available online and in downloadable offline formats
- Information toolkits and visual materials tailored for CSOs, Indigenous Peoples' organizations, youth

groups, and women-led organizations on climate adaptation, and forming effective partnerships
- Webinars and live Q&A sessions conducted across time zones and languages to explain eligibility and application procedures
- Collaboration with national adaptation platforms, civil society networks, and local media to promote awareness and support community-level dissemination
- Use of "honest brokers" or local facilitators to help communities navigate the application process and ensure inclusive participation

These outreach activities will be planned and adapted regionally, with feedback mechanisms to continually improve accessibility. A specific budget line for outreach support services will ensure that technical or language barriers do not exclude vulnerable groups from participation.

62. To uphold LLA principles, where communities are represented by CSOs, NGOs, community-based organizations, local governments, or other intermediaries, the application must include verifiable evidence of community consultation, participation, and endorsement. This may include: (i) a written declaration of support signed by a recognized community group, traditional authority, or grassroots network, and (ii) a summary of how the community participated in identifying priority adaptation needs. Applications will be assessed not only on technical merit but also on the strength, agency, and inclusiveness of community representation. These community-defined priorities will be captured in a standardized format and used to inform both the MSME selection filter and the subsequent co-design process, including by defining the types of adaptation responses, sectors, and delivery conditions that may be taken forward under Component 2.

63. Applications must describe in detail the community's (i) specific adaptation challenges, including how these map onto the local economic landscape and the sectors on which community wellbeing depends, and (ii) capacities and commitment to engaging collaboratively with the private sector to implement tailored adaptation solutions. The application form will be carefully designed to require evidence of preliminary stakeholder engagement within the community. Applicants will be expected to articulate not only the specific climate hazards affecting the community and their priority adaptation areas, but also to describe in concrete terms how these climate stressors are impacting local livelihoods, well-being, and socio-economic stability. The required analysis implies an understanding and assessment of social dynamics, including gender-equality and inclusion of marginalized groups. This contextual information will be essential for accurately assessing the relevance and urgency of each community's adaptation needs, and for ensuring that selected interventions are grounded in lived experiences and local realities. Applicants must also demonstrate meaningful and inclusive consultation with local stakeholders, with attention to the inclusion of women, youth, and marginalized groups. In the application, the proposed cooperation mechanism for engagement may also be mentioned. A user-friendly, standardized application template will be developed to guide applicants in presenting their climate risk context, community priorities, stakeholder engagement processes, and expected adaptation outcomes. Only applications that show verifiable community endorsement and credible local ownership will advance to the Technical Committee review.

64. The call for communities will start in Year 1 of the project, and remain open throughout Years 1 and 2 to allow for continuous intake and flexibility in community engagement. The PDU will conduct initial screening and completeness checks on a rolling basis, grouping qualified applications for the Committee's review at the end of each cycle. The applications will be reviewed by the Technical Committee every 4 months (3 review cycles per year), resulting in 6 in total over Years 1 and 2. There is no quota per review cycle, and the Committee will have the discretion to decide on the number of selected communities in each review cycle. High-scoring but non-selected applications will be automatically reconsidered alongside new applications in subsequent cycles, ensuring that strong applications are not disadvantaged by timing and that selection remains merit-based across all review cycles. The selected communities will advance to the CEAP process under Output 1.2.1 and the demand-profile and governance activities under Outcome 1.2.

65. Ineligible applications that are disqualified at PDU's pre-screening step will be immediately notified, with short, structured written feedback from the PDU highlighting reasons for ineligibility. Applicants may choose to complement their application and resubmit. Applications that were not selected by the Committee at the end of each review cycle will receive structured written feedback from the PDU summarizing strengths and areas for improvement. High-scoring, non-selected applications will be informed that their submissions will automatically be reconsidered in the next review cycle, with the option to update their application based on structured written feedback from the PDU. The structured written feedback process for all applications is designed as a learning opportunity for the applying communities. Where feasible, the PDU may organize orientation sessions or technical clinics for promising but unselected applicants, especially those from underrepresented regions or with limited experience in

accessing climate finance. These measures enhance transparency, equity, and build capacity.

66. Upon review and scoring of applications, a total of 30 communities will be selected between Years 1 and 2 for participation in SLLAS, based on the Community Selection Framework (Activity 1.1.1.1). In addition to the impact category under which they apply, the adaptation priorities of these selected communities will be mapped to provide the analytical foundation for the CEAP process. Final selection will be based on climate vulnerability, community readiness, enabling conditions, and the strength of its locally defined adaptation priorities. The selected communities will then proceed to CEAP development.

67. The community application form will include structured questions capturing localized climate hazards, priority adaptation sectors, livelihood systems, the local economic landscape, and key socio-economic indicators – providing the contextual foundation from which CEAPs can be developed. For top-ranked applications, the PDU will also review secondary climate vulnerability and development data, including National Adaptation Plans (NAPs), IPCC assessments, and public datasets, to validate and enrich the application findings. Where necessary, brief follow-up consultations will be conducted with applicant community representatives. Each review will also include structured stakeholder mapping and power analysis to identify marginalized groups and assess dynamics of inclusion and exclusion within the community. This will inform a tailored engagement approach to ensure that the voices of women, youth, persons with disabilities, Indigenous Peoples, and other underrepresented groups are prioritized throughout the project cycle. This lean and targeted approach ensures that local climate risks, adaptation priorities, livelihood systems, and social dynamics, are well-understood and documented before CEAP development begins, building the evidence base that communities and their advocates draw on during participatory planning, and that subsequently informs MSME and sector sourcing under Component 2, without overburdening community stakeholders or programme resources.

68. A small buffer of additional candidates may be carried through initial screening to account for potential withdrawals or communities that prove unable to sustain the planning process. Final selection is confirmed based on climate vulnerability, community readiness, and the strength of enabling conditions. Selected communities then proceed to the CEAPs process.

Output 1.1.2 90 community adaptation advocates (CAAs) trained to lead inclusive adaptation planning

69. Output 1.1.2 confirms and trains 90 Community Adaptation Advocates, three nominated by each selected community through its own legitimate and inclusive decision-making process. SLLAS will not conduct a separate competitive call for advocates. The three functions are community leadership and facilitation, youth and inclusion outreach, and climate-data and evidence support. Communities may assign these functions to individuals or existing local organizations according to local context, provided that the team collectively covers the required capabilities. At least 50% of advocates will be women and at least 30% will be youth, with reasonable accommodation and targeted outreach to enable participation by persons with disabilities, Indigenous Peoples and other marginalized groups. The advocates facilitate planning, documentation, feedback and liaison, but do not replace the authority of the community governance body or assume fiduciary responsibility for programme funds.

70. **Resilience Leaders**: These are trusted figures within the community who have the ability to mobilize local populations and engage local decision-makers and private businesses. Their role is to ensure that the adaptation plans are not only accepted but widely supported and institutionally backed. They will facilitate the community consensus-building process and ensure that the plans are aligned with local governance structures.

71. **Resilience Youth Ambassadors**: These individuals will be trained to effectively use digital tools, media platforms, and communication channels to raise awareness about adaptation solutions and engage the broader community, including entrepreneurial groups. They will bridge the gap between generations, ensuring that the younger demographic is actively involved in the adaptation planning process and that digital engagement reaches beyond just the youth to the entire community.

72. **Resilience Data Experts**: Individuals with a scientific background or those willing to learn will be trained to collect climate data, lead climate risk assessments, and conduct vulnerability analyses. Their role is to ensure that the adaptation plans are data-driven and evidence-based, using locally collected data to assess climate risks, vulnerabilities, and adaptation potential. This will ensure that the plans are not only scientifically sound but also relevant to the specific climate challenges faced by the community.

Activity 1.1.2.1 Confirm 3 CAAs per community (90 in total)

73. In each participating community, three Community Adaptation Advocates (CAAs) will be confirmed, totaling 90 across the programme, to lead the development of inclusive CEAPs. The selection process will be community-driven and adapted to local contexts, ensuring that the advocates chosen are representative, trusted, and capable of facilitating participatory adaptation planning. This is intended to foster strong local ownership and ensure that the plans are grounded in community priorities, needs, and values.

74. Each application will identify three advocate nominees and briefly describe the community process used to nominate them. After community selection, the PDU will verify the nominees against transparent minimum criteria covering local legitimacy, availability, facilitation or communication potential, inclusion and commitment to community interests. If a nominee does not meet the criteria or cannot participate, the community will nominate a replacement through the same locally legitimate process. The Technical Committee may flag eligibility, safeguards or conflict-of-interest concerns but will not appoint advocates. Once a community is accepted into the programme, the project team will initiate a screening and networking process to confirm CAAs nominated through locally appropriate channels such as community gatherings, local NGOs and CSOs, women's and youth groups, and other community networks. The process will prioritize transparency, accessibility, and inclusivity, with active encouragement for women, youth, and other marginalized groups who are often underrepresented in formal leadership roles.

75. The screening will confirm candidates for three roles in each community: Resilience Leaders, Youth Ambassadors, and Data Experts. Together, these roles reflect the different dimensions of community-based adaptation, from leadership and mobilization to technical understanding and evidence-based planning. Confirmation will be based on predefined criteria, including leadership potential, communication and engagement skills, and a demonstrated commitment to serving community interests.

Activity 1.1.2.2 Develop training materials for CAAs on knowledge, information, and skills to develop Community Economy Adaptation Plans (CEAPs)

76. To ensure that community adaptation advocates are fully equipped to lead inclusive, locally relevant adaptation planning, the PDU, in collaboration with subject matter experts and training partners, will design and deliver comprehensive training tailored to the distinct roles of Resilience Leaders, Youth Ambassadors, and Data Experts. This training will provide advocates with the knowledge, tools, and facilitation skills necessary to guide participatory planning processes and development of Community Economy Adaptation Plans (CEAPs) that reflect community priorities, climate risks, and adaptation needs.

77. The training will begin with a core curriculum shared across all three advocate roles. This common foundation will include:

- **Climate Risk and Vulnerability Awareness**, with a focus on how climate impacts manifest locally, how to assess sectoral vulnerabilities (e.g., agriculture, infrastructure), and how to articulate the implications for community resilience.
- **Understanding Adaptation Business Solutions**, especially those introduced through SLLAS-supported deployments under Component 2. Advocates will be trained to contextualize and promote relevant solutions, understand the business case and link to the local economy, and to support their adaptation to local systems and needs.
- **Linkages to National and Subnational Climate Policies**, including training on National Adaptation Plans (NAPs), National Adaptation Programmes of Action (NAPAs), and relevant subnational frameworks. This will enable advocates to align local plans with national priorities and enhance policy coherence.
- **Community Engagement and Mobilization**, emphasizing inclusive outreach and participatory approaches to ensure all community voices, particularly those of women, youth, and other marginalized groups, are heard and reflected in the planning process.
- **Facilitation Skills**, focusing on how to convene and guide community workshops, create safe spaces for dialogue, and build shared ownership of adaptation priorities.
- **Gender-Sensitive Approaches**, with tools and methods for applying gender analysis, promoting equitable participation, and embedding inclusive solutions in the final plans.

78. Building on this shared foundation, each specific advocate role will receive specialized training:

- **Resilience Leaders** will receive advanced training in community mobilization, stakeholder engagement, and leadership. This will include methods for building local consensus, securing institutional support, and advocating for the formal adoption of the community plans.
- **Resilience Youth Ambassadors** will focus on the use of digital tools and youth-led communication

strategies. Training will include social media, mobile advocacy platforms, and storytelling techniques to engage peers and amplify youth voices in the adaptation discourse.

- **Resilience Data Experts** will be trained in basic climate data collection, analysis, and visualization. They will learn to use user-friendly tools such as mobile apps and community mapping methods, to gather localized data that informs planning and supports evidence-based decision-making.

79. All training materials will be developed with a strong emphasis on contextual relevance, incorporating real-world case studies and locally adapted examples. Facilitators will ensure that training delivery is accessible, participatory, and responsive to different literacy levels and learning styles. The training material may be an asset for Component 3 – for learning and scaling.

80. The key deliverables of this activity include a comprehensive set of role-specific training materials: facilitation guides for Resilience Leaders, digital advocacy toolkits for Youth Ambassadors, and data collection templates and protocols for Data Experts. These materials will support sustained advocate engagement throughout the planning process and serve as a resource base for ongoing local adaptation leadership.

Activity 1.1.2.3 Deliver training to CAAs

81. To ensure inclusive and effective delivery of training for community adaptation advocates, the SLLAS programme will adopt a blended learning model that combines online, cohort-based modules with in-person, community-specific training sessions. This hybrid approach is designed to provide flexibility and accessibility across diverse geographic, technological, and linguistic contexts, enabling all selected advocates (Resilience Leaders, Youth Ambassadors, and Data Experts) to fully engage in and benefit from the training process.

82. The online learning component will provide structured, self-paced, and interactive modules complemented by live webinars, discussion forums, and peer learning sessions. All online content will be made available in multiple languages, with subtitles or simultaneous interpretation for live sessions, ensuring that participants can meaningfully engage regardless of their language of instruction. To further support participation, translation assistance will be available for exercises, assignments, and discussions. Recognizing the digital divide in some target communities, the PDU will provide tailored support to address connectivity challenges. This may include subsidized mobile data packages, access to local internet hubs, and offline access to training content. Advocates will also receive downloadable training materials and digital tools that can be used independently or with minimal connectivity, ensuring no one is left behind due to infrastructure limitations.

83. The in-person component of the training will be delivered in each target community by local facilitators fluent in the relevant language(s) - with support from international experts, providing Training of Trainers support. These sessions will include hands-on workshops, practical exercises, and role-based applications of the core training content. Localized facilitation ensures not only linguistic accessibility, but also cultural relevance, enhancing community trust and encouraging more active participation. These in-person engagements will be tailored to the realities of each community and will focus on preparing advocates to apply their learning in the facilitation of inclusive, locally owned adaptation planning processes.

84. Deliverables under this activity will include: fully translated training packages (including facilitation guides, communication tools, and data templates); multilingual digital content for the online learning platform; completed community-specific in-person trainings led by local-language facilitators; training completion certificates issued in local languages; and participant-generated post-training action plans and feedback reports, all documented in the preferred languages of the respective communities. This approach ensures that every advocate is empowered with the knowledge, tools, and confidence to lead adaptation planning processes in a way that is inclusive, accessible, and contextually grounded. Advocates who successfully complete the training and demonstrate strong willingness and commitment may be engaged, where appropriate, to support activities under Outputs 2.1.2 and 2.2.1 to ensure and incentivize their sustained engagement and support for community-led adaptation planning. The experience and expertise they gain through supporting SLLAS activities may also lead to future job opportunities.

<u>Outcome 1.2 Communities develop Community Economy Adaptation Plans (CEAPs), set priorities and mobilize partnerships for action</u>

85. Outcome 1.2 supports communities to convert priorities into implementable choices. It has four functions: assess readiness, support needs and the local partnership and financing landscape; finalize CEAPs including the community-owned demand profile; categorize and prioritize CEAP actions across four

pathways; and establish governance, monitoring and financial-agency arrangements before resources are committed. The resulting portfolio distinguishes actions financed directly by SLLAS from actions advanced with local resources or positioned for future government, financial-institution or partner support.

86. A cornerstone of this outcome is anchoring local entrepreneurs in the adaptation process. By showcasing how climate-resilient innovations can translate into economic opportunities, livelihoods, and stronger value chains, these entrepreneurs help communities grasp the potential for climate adaptation to generate inclusive prosperity. Meanwhile, adaptation MSMEs (often operating at a broader scale) may complement local entrepreneurship with more specialized or advanced solutions. This early engagement between communities and local enterprises is not yet about selecting or deploying solution providers; that takes place under Component 2. It is about building the mutual understanding, relationships, and shared economic logic that make Component 2 partnerships genuinely collaborative rather than transactional. Communities that have mapped their local economic landscape, identified priority sectors, and engaged local entrepreneurs on their own terms enter Component 2 as informed governing actors, not passive recipients waiting to be matched with solutions.

87. Outcome 1.2 is also explicitly forward-looking. While Component 2 will finance the community-prioritized adaptation actions selected for SLLAS support, some other CEAP-identified priorities may fall outside SLLAS-financed deployment under Component 2. For priorities that fall beyond SLLAS scope, whether due to sector, scale, or timing, this outcome ensures communities have the partnerships, financing literacy, and institutional connections to pursue implementation through other means, while maintaining a clear distinction between the priorities financed directly under SLLAS and those that may require continuation, scaling, or follow-on support beyond SLLAS scope.

88. The financing gap for adaptation is estimated at $300 billion annually, far beyond what public grants alone can close. Outcome 1.2 responds to this reality not by connecting communities to external investors, but by building their capacity to engage the full local financing ecosystem: local banks, cooperatives, savings groups, household investment, and regional finance institutions. The goal is to move from supporting individual enterprises to strengthening the local adaptation economy as a whole, one in which adaptation is financed from within, sustained by real demand, and embedded in the economic systems communities already depend on.

89. Communities will vary in terms of prior experience with adaptation initiatives, governance capacity, and access to resources. To accommodate this diversity, the activities under Component 1 will be delivered with differentiated levels of support. Communities with lower existing capacity will receive more intensive facilitation, mentoring, and logistical support from the PDU/EE. Meanwhile, higher-capacity communities may require lighter-touch guidance and more autonomy in engaging with partners. This approach ensures that all communities can meaningfully participate in and benefit from the adaptation planning and implementation process, regardless of their starting point. It also helps keep the programme proportionate by tailoring facilitation and technical support to actual needs rather than applying the same procedural burden across all communities.

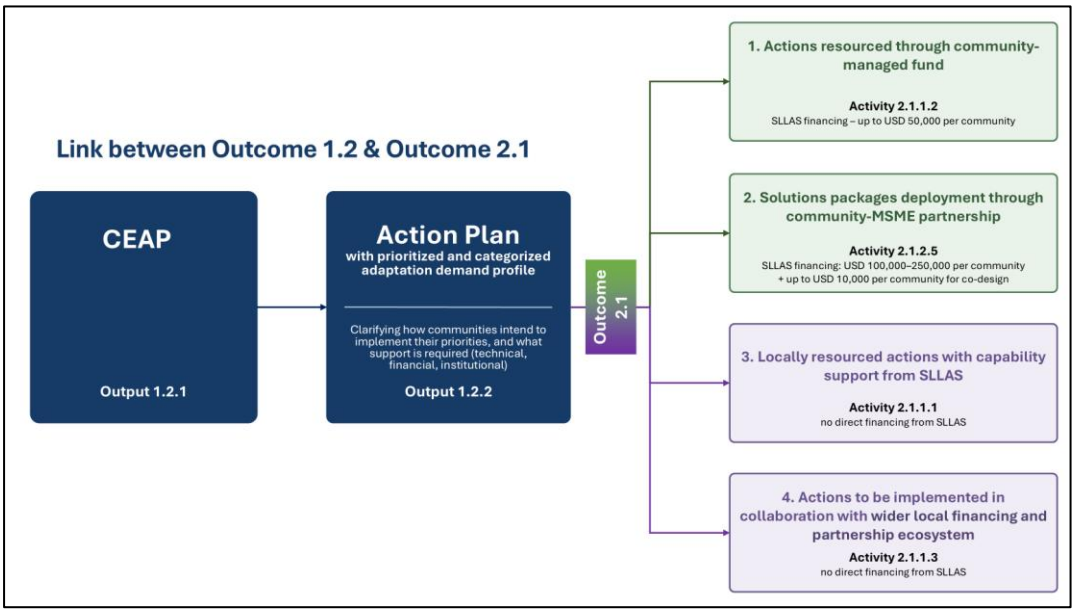


Figure 6. From CEAP Priorities to Implementation: The Four Pathways Linking Outcome 1.2 and Outcome 2.1

Output 1.2.1 30 Community Economy Adaptation Plans (CEAPs) co-developed through locally led,

participatory processes

90. The 30 communities will each develop a CEAP, led by the adaptation advocates trained under Output 1.1.2. They will play a central role in facilitating the adaptation planning process, ensuring that the plans are based on local knowledge, data-driven insights, and climate risks. The community members, led by the advocates, will work together in participatory workshops, using the skills learned in the previous training to identify vulnerabilities, prioritize solutions, and co-create adaptation plans.

91. Where needed, experts and technical support will be brought in to provide specialized knowledge, particularly in areas such as climate data analysis, financial planning, and technical implementation of solutions. These experts will support the advocates and community members throughout the process, but the advocates will remain the primary facilitators of the planning process. The final result will be CEAPs that reflect local priorities and provide clear roadmaps for addressing the climate risks and vulnerabilities identified by the community.

92. The CEAPs developed by the Community Adaptation Advocates set the direction for all MSME and sector engagement that follows, as well as for community-managed fund implementation. These plans will serve as a reference point to verify alignment between community-identified needs and proposed MSME interventions or community fund actions. The final structure and milestones of each MSME's small grant or each community-managed fund will be adjusted based on this input before approval. To strengthen inclusive decision-making, each community-based planning process will establish minimum representation thresholds for women, youth, persons with disabilities, and other marginalized groups. Deliberative spaces will be created to ensure these groups are not only present but empowered to shape priorities and monitor follow-up actions.

Activity 1.2.1.1 Support CAAs to develop a roadmap for community adaptation planning

93. SLLAS will support community adaptation advocates in developing a comprehensive and locally led roadmap to guide the adaptation planning process in each target community. This roadmap will serve as a strategic guide for advocates, enabling them to lead inclusive, data-informed, and contextually relevant planning processes that capture community knowledge, align with national climate priorities, and integrate climate-resilient livelihood opportunities. Co-developed by the advocates and the PDU in collaboration with local experts, civil society partners, and relevant institutions, the roadmap will reflect community realities while drawing upon national frameworks such as National Adaptation Plans (NAPs) and National Adaptation Programmes of Action (NAPAs). It will provide a clear structure to facilitate the development of adaptation plans that not only address climate vulnerabilities but also strengthen the community's long-term economic, social, and environmental resilience.

94. The roadmap will begin by defining clear objectives and expected outcomes of the adaptation planning process. These will be based on each community's identified resilience goals, with an emphasis on linking adaptation strategies to livelihood opportunities. Advocates will be guided to prioritize adaptation solutions that support inclusive economic development, social equity, and environmental sustainability. The roadmap will provide steps for data collection and risk analysis, including guidance for Resilience Data Experts to gather climate information and conduct vulnerability assessments using participatory tools such as community mapping, seasonal calendars, and surveys. Technical experts, such as climate scientists or resource specialists, will be engaged where needed to complement local knowledge and ensure that adaptation plans are informed by robust evidence and aligned with broader resilience frameworks.

95. Another core element of the roadmap will outline how to design and facilitate interactions with the community. It will provide guidance on how to organize inclusive workshops, focus groups, and interviews, ensuring that community dialogues are participatory, gender-responsive, and accessible to marginalized populations. Strategies for engaging women, youth, and vulnerable groups will be embedded throughout. The roadmap will also clarify roles, responsibilities, and incentives for all stakeholders involved in the planning process. It will delineate the distinct contributions of each advocate type (Resilience Leaders, Youth Ambassadors, Data Experts), as well as the expected participation of local entrepreneurs, MSMEs, community members, CSOs, NGOs, local authorities, and the PDU. It will include mechanisms for accountability and coordination to ensure the integrity and transparency of the process. Importantly, the roadmap will include guidance for effective engagement with stakeholders and technical experts. Advocates will be supported to facilitate collaboration with local institutions, development partners, and subject matter experts, integrating scientific, economic, and policy perspectives into community-driven planning efforts.

96. A dedicated section of the roadmap will guide advocates in applying the core principles of Locally Led Adaptation (LLA) throughout the planning process. This includes ensuring local ownership by positioning community members as the primary decision-makers; promoting inclusion through the meaningful participation of women, youth, and marginalized groups; strengthening sustainability through local capacity-building and long-term planning; and fostering adaptability so that plans remain responsive to evolving climate conditions and community needs. The roadmap will also connect the initial community mapping and enabling work under Outcome 1.1 with CEAP development under Outcome 1.2 and the livelihood-focused work that follows under Outcome 2.2, ensuring that livelihood considerations are integrated from the outset. In this way, communities are supported to understand adaptation not only as a means of reducing climate risk, but also as a pathway to resilient, inclusive, and sustainable development.

Activity 1.2.1.2 Facilitate community interactions and dialogues to co-create CEAPs

97. Community interactions and dialogues will be a cornerstone of the community adaptation planning process under the SLLAS programme, as detailed in the roadmap developed in Activity 1.2.1.1. These engagements are not only critical for ensuring that the resulting adaptation plans are rooted in local realities, but also serve as powerful tools for building climate literacy, fostering inclusive participation, and co-developing locally relevant resilience strategies. Through structured, inclusive, and participatory dialogues, communities will gain a deeper understanding of the climate risks they face while also being empowered to articulate their own adaptation priorities and livelihood aspirations.

98. The dialogues will serve two key purposes. First, they will raise awareness and understanding of climate change and its localized impacts, allowing communities to connect their lived experiences, such as changes in rainfall patterns, increased flooding, or crop losses, with broader climate science. Second, they will offer an inclusive platform for community members to express their concerns, surface traditional knowledge, and collectively explore adaptation strategies and climate-resilient livelihood and business opportunities tailored to their specific vulnerabilities.

99. The three community adaptation advocates (Resilience Leaders, Youth Ambassadors, and Data Experts) will play a central role in ensuring the success of these dialogues. Their responsibilities will be further defined through the roadmap, but their preliminary contributions will include:

- **Resilience Leaders** will act as the primary facilitators of the community dialogues. Drawing on their leadership experience and local trust, they will mobilize participation, moderate discussions, and ensure that diverse community voices are heard and respected. They will also serve as key connectors between the community and local governance structures, helping to ensure that adaptation plans have institutional support and legitimacy.
- **Resilience Youth Ambassadors** will focus on mobilizing younger generations through digital engagement and peer outreach. By using mobile platforms, social media, and other communication tools, they will ensure that the perspectives and creativity of youth are integrated into the planning process, while also raising broader awareness about climate risks and adaptation pathways.
- **Resilience Data Experts** will collect and analyze locally relevant climate data to ground the dialogues in evidence. They will work with the community to map climate risks and vulnerabilities using participatory tools and provide real-time insights into the scientific drivers of climate-related challenges. Their contributions will ensure that the dialogues are data-driven, while remaining accessible and grounded in their local context.

100. These advocates will guide discussions that enable community members to identify key climate challenges, assess sectoral impacts (e.g., on agriculture, water, health, or infrastructure), and prioritize adaptation solutions based on their effectiveness, feasibility, and alignment with local values and systems. Where necessary, technical experts may be brought in to support more complex topics, ensuring that the community has access to both traditional knowledge and scientific insight.

101. To deepen the link between adaptation and economic resilience, local MSMEs and entrepreneurs will be invited to participate in the dialogues. Their role is not to present pre-designed solutions but to contribute to a shared understanding of the local adaptation economy, sharing practical experience of how climate risks affect their operations, how adaptation strategies have supported business continuity, and what economic opportunities they see within the community's priority sectors. Their contributions will help illustrate how adaptation solutions can be transformed into sustainable economic opportunities, encouraging the community to view climate action as a pathway to improved livelihoods and economic security. In addition to exploring external solutions, the dialogues will capture indigenous practices and local innovations that have historically supported community resilience. These insights will be considered

alongside newer technologies and business models, creating a rich, context-specific menu of adaptation options.

102. The outputs of these dialogues, ranging from prioritized challenges to proposed actions and co-identified business opportunities, will feed directly into the development of Community Economy Adaptation Plans. These plans will reflect the collective vision of the community, grounded in both data and lived experience, and will serve as a roadmap for long-term climate resilience and inclusive economic development.

Activity 1.2.1.3 Validate and finalize CEAPs with expert and community input

103. Activity 1.2.1.3 centers on validating and finalizing the Community Economy Adaptation Plans by synthesizing the insights gathered during the participatory dialogues of Activity 1.2.1.2. This stage ensures that the adaptation plans not only reflect the lived experiences and priorities of the community but are also technically sound, feasible, and aligned with broader climate resilience goals with support of the three community adaptation advocates (Resilience Leaders, Youth Ambassadors, and Data Experts) supported by technical experts in climate science, environmental sustainability, and adaptation planning.

104. The structure of the CEAPs can be flexible, as a shared document owned by the community, the optimal format and structure for community engagement and ownership will be preferred. For example, it may be in the form of maps and drawings in particular to facilitate broad understanding and ownership. The content of the CEAP may vary but is expected to contain at minimum: a description of the climate context, key climate vulnerability and adaptation priorities to address, livelihood improvement and potential to stimulate the local economy (amongst other by employment creation of forward and backward linkages).

105. The planning process begins with the advocates working closely with community members to consolidate all data, inputs, and reflections from previous community engagements. These include the identification of local climate challenges, proposed adaptation solutions, and associated livelihood and business opportunities. The advocates will organize and structure this content into draft adaptation plans that present clear, actionable pathways to resilience.

106. Once a draft has been prepared, local technical experts will be engaged to provide support to the plan's components. Their role will be to validate the scientific and technical aspects of the proposed interventions, including climate risk mitigation, environmental impact, economic viability, and the scalability of the solutions. These experts will ensure that the adaptation strategies respond effectively to the climate vulnerabilities identified and are grounded in sound principles of climate-resilient development. They will also check for convergence with national adaptation strategies, ensuring the plans ideally relate to and align with existing policies and commitments.

107. Following this expert contribution, a dedicated community validation session will be convened. This session will provide a final opportunity for community members to review the draft adaptation plan and offer feedback. Designed to be participatory and inclusive, the session will specifically encourage contributions from women, youth, and marginalized groups to ensure that the final plan is equitable, relevant, and widely supported. The CAAs will guide the review using accessible formats and participatory tools, allowing all voices to be heard and ensuring clarity on the plan's proposed actions.

108. After gathering and incorporating community feedback, the community, with the support of the CAAs, will work to finalize the CEAP. This final version will reflect a comprehensive synthesis of local knowledge, lived experience, technical expertise, and climate science. It will include specific actions, timelines, and responsible stakeholders, providing a clear direction for implementation. The plan will then be formally endorsed by local authorities or community leaders, solidifying institutional ownership and enabling subsequent action.

109. Ultimately, this activity will result in CEAPs that are inclusive, actionable, and ready for implementation – mapping climate risks against local economic opportunities, identifying the sectors and value chains through which adaptation solutions can be delivered and sustained, and setting the direction for MSME and sector engagement, as well as for community-managed fund implementation, under Component 2. These plans ensure that communities are empowered with a locally owned and technically validated strategy that treats adaptation not as an external intervention to be received, but as an economic opportunity to be driven from within, building long-term resilience through a strengthened local adaptation economy.

Output 1.2.2 CEAPs translated into prioritized action plans with categorization for implementation modalities

110. Once the 30 CEAPs are finalized under Output 1.2.1, each community will be supported to take the next step: clarifying how they intend to implement their priorities, and what support is required to do so. This output focuses on translating each CEAP into a concise, action-oriented adaptation demand profile, while also establishing the governance foundations and financing ecosystem connections needed to act on that profile. These demand profiles serve a dual function: they directly inform MSME and sector sourcing as well as community-managed fund allocation under Component 2, ensuring that private sector engagement and direct community fund deployment respond to community-defined priorities rather than externally assumed demand; and they position communities to engage the wider local financing and partnership ecosystem for priorities that fall outside Component 2's scope.

111. Led by the three adaptation advocates in each community, the process will help communities identify which actions they are ready to initiate independently, and where they require external inputs, technical, financial, or institutional. The advocates will guide inclusive dialogues and interactive sessions to ensure that the community defines its own support needs and preferred types of collaboration, consistent with LLA principles. The resulting demand profiles will be expressed in formats that are accessible and useful both to the community and to prospective partners, such as adaptation MSMEs, local entrepreneurs, and institutional actors. At the same time, communities will be supported to establish the governance and financial agency mechanisms through which they will oversee implementation under Component 2 and connect other CEAP-identified priorities beyond the selected adaptation response financed under SLLAS to the broader financing ecosystem.

Activity 1.2.2.1 Facilitate community readiness, needs, partnership, and financing landscape assessment

112. This activity consolidates community self-analysis by bringing together readiness assessment, thematic needs analysis, and partner landscape mapping into a coherent sequence facilitated by community adaptation advocates who guide communities through an integrated process that moves from reflection to articulation to orientation in a way that is accessible and time-efficient. The process also includes mapping of the local financing ecosystem, so that communities understand not only which actors are relevant to implementation under Component 2, but also which broader financing and institutional actors may be relevant for other CEAP-identified priorities beyond the selected adaptation response financed under SLLAS.

113. In each community, advocates facilitate at least two inclusive sessions (timed to accommodate different schedules and responsibilities, and held in parallel for different groups where culturally appropriate). Using participatory tools adapted to local context and varying literacy levels, communities collectively assess the feasibility of their CEAP priorities, categorize each action by implementation readiness, and identify where external support is needed. This process will also help clarify which priorities are to be taken forward through Component 2 and which other CEAP-identified priorities may require longer-term positioning for broader financing or partnership support beyond SLLAS scope.

114. Alongside the needs assessment, advocates facilitate a participatory mapping of the local partner and financing landscape, drawing on community members' own experiences with NGOs, MSMEs, cooperatives, local traders, government extension services, and financial institutions. In communities with limited prior exposure, the PDU provides curated introductions to relevant regional actors as a learning input, without placing any pressure on communities to commit to partnerships. The output is a community-validated picture of who is trusted, what has worked before, and which actors are worth engaging, feeding directly into the finalization of the demand profile and the establishment of governance and financial agency mechanisms under this output.

Activity 1.2.2.2 Finalize adaptation demand profiles

115. Building on the outcomes of the readiness and needs assessments and partner mapping, the CAAs support each community to consolidate its findings into a finalized demand profile. The profile makes explicit which priorities will be taken forward through Component 2, which may be pursued through broader financing and partnership mechanisms beyond SLLAS' scope, and which the community will be able to advance independently. It identifies the types of support needed (technical, financial, or institutional), and the actors best placed to provide them, drawing on the partner landscape developed in the previous activity. These governance structures also provide the basis for community oversight of partnership implementation, validation of delivery arrangements, and approval of key budgetary and disbursement-linked decisions, including the authority to require adjustment where implementation no longer reflects community-defined priorities or agreed delivery conditions. Where non-local MSMEs or other external delivery partners are engaged, these same community governance structures apply, ensuring that external actors operate under community-approved conditions and remain accountable to

local governance structures. Alongside this, foundational financial literacy is built so that communities understand the range of financing options available to them and can engage local banks, cooperatives, and savings mechanisms on their own terms. This support is intended not only to improve financial awareness, but also to strengthen communities' practical ability to review budgets, validate implementation choices, and exercise informed decision-making over how adaptation resources are prioritized and used.

116. The demand profile also serves as the community's entry point into Component 2: it is the document against which MSME and sector sourcing is assessed for alignment, and the baseline against which community governance of Component 2 deployment will be exercised. By the end of this activity, each community holds a clear, locally endorsed, and actionable demand profile grounded in their CEAP, ready to guide engagement with adaptation MSMEs and partners, and positioned to attract the broader financing and institutional support needed to sustain adaptation beyond SLLAS.

Activity 1.2.2.3 Establish and operationalize community governance, monitoring, and learning systems

117. This activity ensures that each community establishes the governance, monitoring, and learning systems needed to oversee implementation under Component 2 and to sustain adaptation action beyond SLLAS. These systems anchor community ownership, enable course correction, and generate knowledge to inform adaptive management and scaling.

118. In each selected community, the PDU will strengthen an existing legitimate community structure wherever feasible, rather than automatically create a new body. The structure will include equitable representation of women, youth, persons with disabilities, Indigenous Peoples and other locally marginalized groups, with transparent membership, decision, disclosure and conflict-of-interest rules. The community governance body will approve priorities, the community demand profile and implementation-pathway decisions; validate proposed budgets, provider choices, and delivery conditions and milestones; monitor implementation and community satisfaction; confirm milestone progress; oversee grievances and material changes; and approve operation, maintenance and sustainability arrangements. Community Adaptation Advocates will facilitate inclusive participation, accessible communication, documentation record keeping and liaison, but will not replace collective community governance or automatically control programme funds or community bank accounts solely by virtue of their advocate role. In each of the selected communities, the SLLAS PDU will work with local authorities and civil society partners to establish or strengthen governance structures responsible for overseeing adaptation action, performance monitoring, and feedback management. These may include existing entities such as cooperatives, water user associations, community committees, or newly established groups designed specifically for this purpose. Governance and accountability structures will be formed or adapted through inclusive, participatory processes that ensure equitable representation of women, youth, Indigenous Peoples, and marginalized groups. Box 3 provides examples on the approach to be followed – the main principles being to work with existing structures and be specific to the local context. Community adaptation advocates will serve as facilitation and accountability focal points within these structures, supporting inclusive participation, community feedback collection, documentation of decisions, and liaison with MSMEs and the PDU, without displacing the authority of the governance body itself. Support will be provided to ensure these bodies have the capacity, legitimacy, and tools to perform key functions, including:

- Oversight of solution performance and community satisfaction.
- Coordination with MSMEs and the PDU on maintenance, delivery, and user support.
- Collection and review of community feedback and grievances.
- Verification of milestone progress for tranche disbursement.
- Management of any local cost-sharing, revolving fund, or payment mechanisms.

Box 3: Accountability and continuity

The essence of functioning beyond deployment is to work through community governance structures that are already there, rather than structures set up for the project. Such structures are often already recognized by government (regional) instead of a community group set up only for a project without local embeddedness

In SLLAS every decision that involves money should be validated in an open assembly and reported back in a form people can follow. The latter depends on the local context – in some countries there is a written culture including public announcements; in other cultures, the system is more oral, with community gatherings where people are held accountable and where people

represent themselves.

In certain circumstances, official registration of community structures will have to be necessary. The requirement for this again differs from case to case – the general principle however is to work with community structures that are already there and are recognized as such. There are broadly three registration scenarios – all depending on local situation and requirements. In some cases, the community structures may move through local registration to become officially recognized, as precondition for opening a bank account for instance. In other cases, one may primarily build the documentation pack required by a bank. In other cases, one may have to correct the community structure's paperwork. This may happen when local committees have not updated their leadership or kept other requirements updated.

119. To promote community ownership of monitoring and adaptive learning, each governance structure will be supported to design and implement a participatory monitoring protocol aligned with the LLA principles. These monitoring approaches will be accessible and culturally appropriate, ranging from community scorecards, mobile or SMS-based feedback tools, and household-level storytelling exercises to periodic reflection meetings and peer-to-peer validation. Where needed, tools will be translated or adapted for local literacy and technological contexts.

120. Alongside governance and monitoring, this activity establishes structured community-led learning processes. Each governance body will convene regular learning and reflection sessions to capture implementation insights, celebrate progress, and address challenges. These may include facilitated dialogues, informal interviews, story circles, or cross-community exchanges. The PDU will support the synthesis of these local reflections into short learning products, such as briefs, blog posts, or video testimonies that highlight field-level experience. These outputs will feed into broader SLLAS learning mechanisms and knowledge management under Component 3, as well as regional adaptation knowledge platforms, Adaptation Fund learning forums, and future programming guidance. By combining governance, monitoring, and learning in one integrated activity, SLLAS ensures that adaptation solutions are not only implemented, but governed, improved, and sustained by the very communities they are designed to serve, thereby strengthening the resilience, relevance, and replicability of the adaptation solutions supported under SLLAS.

Activity 1.2.2.4 Support communities to prioritize and categorize CEAP actions

121. Building on the demand profile, each community will categorize every CEAP action into one of four pathways: (i) locally resourced action with capability support; (ii) a community-managed fund for an eligible whole-of-community action; (iii) a community-approved solution package delivered by one or more local enterprises or other eligible providers; or (iv) an action outside immediate SLLAS financing that remains in the CEAP for government, partner or future financing. The fourth category ensures that the CEAP remains a complete community plan and avoids implying that SLLAS will finance or guarantee every priority.

122. For each action, communities will record the climate risk addressed, intended beneficiaries, urgency, expected adaptation benefit, delivery complexity, likely cost range, local capacity, operation and maintenance needs, safeguards considerations, preferred provider type and proposed timing. One integrated solution package may address several interrelated CEAP priorities, and several providers may contribute to one package where justified. Local micro, small and medium enterprises, cooperatives, producer organizations, community enterprises and other locally rooted providers will be considered first. A non-local provider may be considered only after a documented local market assessment confirms a capability gap, the community approves the exception, and the proposed arrangement includes local partnering, knowledge transfer, accountability and exit provisions. Actions categorized as locally resourced will be supported through capability building under Output 2.1.1, ensuring that communities have the skills and resources to implement these actions effectively. Actions categorized for community-managed fund implementation will be prepared for grant disbursement under Output 2.1.1, with communities establishing governance and accountability mechanisms for fund management. Actions categorized for MSME deployment will be prepared for the MSME matching and deployment process under Output 2.1.2, with communities articulating their specific requirements and delivery conditions.

<u>Component 2 Locally Led Deployment and Sustainability of Innovative Adaptation Solutions</u>

123. In varying degrees a core base of adaptation MSMEs may exist in many areas, that can respond to community-identified climate risks with localized, context-specific solutions, when better coordinated and aligned. SLLAS builds on this foundation by strengthening collaboration between communities and adaptation MSMEs, aligning communities and local enterprises to co-develop solutions and their deployment for local adaptation priorities by connecting adaptation demand with an available array of

solutions, and creating the conditions for locally rooted adaptation to strengthen markets that can sustain resilience over time.

124. Component 2 translates the priorities, implementation pathways and delivery conditions established through the Community Economy Adaptation Plans (CEAPs), demand profiles and community governance arrangements under Component 1 into concrete adaptation action. It combines two complementary pathways: priority actions implemented by communities through their own resources or community-managed funds, and specialized solution packages deployed through partnerships with local enterprises and other eligible solution providers. The pathway for each action is determined by the community through Activity 1.2.2.4.

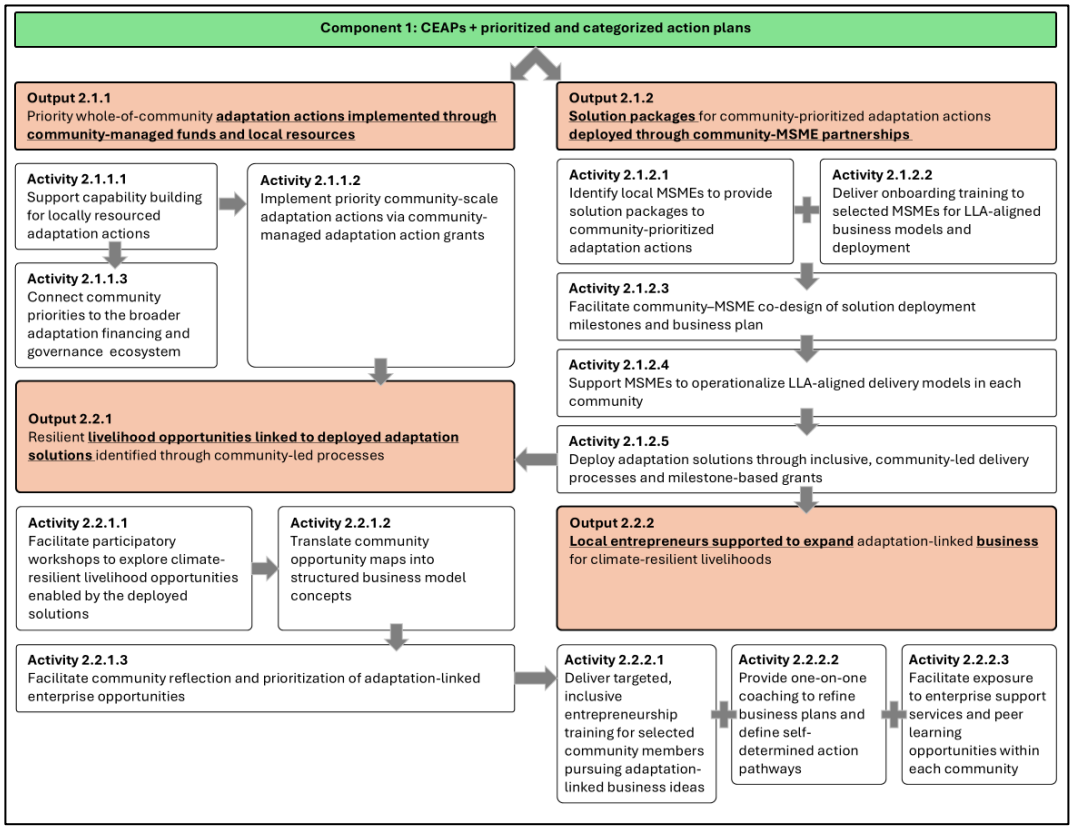


Figure 7. Component 2 Results Chain: Outcomes, Outputs and Activities for Locally Led Deployment and Sustainability of Innovative Adaptation Solutions

125. Moreover, Outcome 2.2 creates the foundation for communities, especially women, youth, and marginalized groups, to explore and develop climate-resilient business models linked directly to the locally-prioritized deployed adaptation solutions, ensuring that the deployed solutions continue to provide resilience value after SLLAS support ends. These business models may involve operating and maintaining the deployed solutions or creating new livelihoods and market opportunities that reinforce the adaptation outcomes achieved under Outcome 2.1. Through this approach, SLLAS transforms adaptation from a one-off project intervention into a sustained, locally rooted adaptation economy, strengthening community ownership, expanding income opportunities, and enhancing long-term solution viability.

126. Preference will be given to local adaptation SMEs (micro, small and medium) that originate from the target communities or have strong operational roots in the region, with solutions informed by a deep understanding of local climate risks and vulnerabilities. Where a community's adaptation priorities cannot be adequately met by locally rooted SMEs, solutions from providers operating outside the immediate area may be considered only where this responds to a clearly identified gap in locally available options and is agreed by the community through consultation. In such cases, the willingness, availability, capacity, and commitment of the SME to collaborate with communities in co-designing and contextualizing the solution will be a key selection criterion. Any non-local solution provider/SME will be required to operate under community-approved full partnership, delivery, and accountability arrangements. At a minimum, this means that the SME must work against community-defined priorities and delivery conditions, remain accountable to the relevant community governance structures, and include clear measures for knowledge transfer, local capability strengthening, and locally embedded operation and maintenance, so that external support addresses an identified gap without creating long-term dependency.

127. Under Outcome 2.1, milestone-based grant disbursements will be co-designed with communities to ensure local governance, connection with local processes and allow monitoring of verifiable progress,

including infrastructure installation, local capacity development, and community-validated service delivery, resulting in measurable adaptation benefits. These grants finance the deployment of the community-prioritized economy adaptation actions selected for support under Component 2, together with the associated co-design, local capacity development, community oversight, and delivery conditions required for locally led implementation. This ensures that grant resources are directed to the actual adaptation response prioritized for support under the programme, rather than being limited to preparatory or intermediary functions alone. Activities under Component 2 do not repeat the participatory planning process under Component 1, but operationalize its outputs through a clear implementation sequence: (1) CEAPs and demand profiles define the priority adaptation actions, response pathways, and delivery conditions, with actions categorized by implementation modality; (2) for actions designated for community-managed fund implementation, SLLAS provides capability building and direct grant support; (3) for actions designated for provider-led deployment, communities identify potential local providers, with targeted sourcing support from the PDU where required, and review, refine and confirm their preferred provider or providers through a structured co-design process and procedural quality assurance; and (4) confirmed partnerships deploy the selected adaptation action through milestone-based financing and community oversight. This sequencing ensures full community engagement and contextual relevance at every stage. It also sets the basis for scaling and addressing local bottlenecks, setting the basis not just for thriving local business but for energized local economies.

128. Effective deployment of community-prioritized investments requires specialized technical support for investment readiness, provider assessment, co-design, implementation and sustainability. Component-funded technical experts will support communities in the delivery of Outputs 2.1.1, 2.1.2, 2.2.1 and 2.2.2, including the preparation and implementation of adaptation actions through the milestone-based grants of USD 6 million. Activity specific support from technical experts include community implementation-readiness assessment, preparation of action plans and budgets, technical and safeguards preparation, provider assessment and onboarding, community–provider co-design, milestone development, operation and maintenance arrangements, livelihood-opportunity mapping, adaptation-linked business-model development, entrepreneurship support, and verification of functionality and sustainability. These functions help ensure that communities can exercise meaningful authority and informed decision-making over the relevant implementation arrangements, and that community-managed adaptation actions and community–MSME solution packages are technically sound, community-approved, safeguards-compliant and sustainable.

Outcome 2.1 Priority adaptation actions are implemented through community systems

129. Outcome 2.1 converts community-approved CEAP priorities into financed and governed implementation through two complementary pathways. Under Output 2.1.1, communities implement eligible whole-of-community actions using local resources with targeted capability support or through community-managed funds. Under Output 2.1.2, communities engage one or more local enterprises or other eligible solution providers where specialized goods, services or technical capabilities are required.

130. In both pathways, the community governance structure established or strengthened under Activity 1.2.2.3 retains authority over the action selected for support, the proposed budget, implementation roles, provider choice where applicable, milestones, monitoring results, material changes, grievance handling, and operation and maintenance arrangements. The Community Adaptation Advocates facilitate inclusive participation, accessible communication, documentation and liaison, but do not replace collective community decision-making or assume fiduciary control solely by virtue of their advocate role.

131. PDU will support the day-to-day execution of Outcome 2.1, including proportionate fiduciary controls, community capability strengthening and implementation support. Fund-management functions may be delegated to an eligible community structure following a documented capacity and risk assessment. Where direct delegation is not appropriate, PDU will administer the funds on behalf of the community under a community-endorsed budget and milestone plan, without substituting its preferences for the community's documented decisions.

132. The SLLAS Technical Committee serves as a quality-assurance backstop. It verifies minimum technical, safeguards, fiduciary and LLA requirements and may require risk mitigation or clarification, but it does not rank community priorities, select a provider on behalf of the community, or reopen a community-approved pathway except where a mandatory requirement cannot be met. This division of responsibilities combines meaningful devolved authority with the fiduciary and safeguards controls required by the Adaptation Fund and UNIDO.

Output 2.1.1 Priority whole-of-community adaptation actions implemented through community-managed funds and local resources

133. Output 2.1.1 supports CEAP actions categorized under Activity 1.2.2.4 as suitable for locally resourced implementation or community-managed fund financing. These may include behavioral and management changes, ecosystem stewardship, shared natural-resource measures, small communal infrastructure, collective preparedness measures and other eligible whole-of-community actions that do not require a specialized provider-led solution package. Technical experts will be engaged for Activities 2.1.1.1 and 2.1.1.2 to support communities with implementation-readiness assessment, preparation of community-approved plans, budgets and milestones, safeguards compliance, and verification of functionality and sustainability for the community-managed adaptation action grants.

134. For locally resourced actions, SLLAS finances the targeted capability support needed for communities to use their own labor, knowledge, materials, institutions or other resources effectively. For community-managed adaptation actions, SLLAS finances the agreed eligible costs of implementation through milestone-based community-managed adaptation action grants. The financing modality does not alter community authority over the purpose, design and oversight of the action.

135. Before implementation, each action will have a community-endorsed implementation plan, budget, responsibilities matrix, procurement approach, safeguards measures, results and milestone framework, grievance arrangements, and operation and maintenance plan. Every unidentified financed action will be pre-screened and risk-categorized under the Environmental and Social Management Framework (ESMF), with proportionate assessment, and environmental and social management measures where required. The level of documentation and control will be proportionate to the action's value, complexity and risks.

136. These are typically whole-of-community actions, such as communal infrastructure and shared natural-resource management, that establish the basis for a stronger local economy. Box 1 (under paragraph 32) gives some examples based on real-life case in different settings. Through this output, SLLAS supports the full cost of adaptation, including actions that communities can implement using their own resources and capacities as well as actions that require grant financing through community-managed funds.

137. Community governance bodies will review expenditure and progress information in accessible formats, confirm achievement of milestones, approve any material change, and oversee inclusive benefit distribution. The PDU will maintain the fiduciary records, controls and reporting required by the grant agreement and will provide additional support where a community structure has limited financial-management capacity.

Activity 2.1.1.1 Support capability building for locally resourced adaptation actions

138. For CEAP actions that communities can implement primarily through their own resources, SLLAS will provide targeted, time-bound capability support based on an implementation-readiness assessment. Support may cover technical guidance, work planning, budgeting, local procurement, safe construction or installation practices, safeguards compliance, operation and maintenance, participatory monitoring, and documentation of local contributions.

139. Support will be delivered through local institutions wherever feasible, including extension services, vocational and technical institutions, community-based organizations and qualified local practitioners. The PDU will avoid creating parallel support structures where suitable local capacity already exists.

140. The community will approve the implementation plan and identify the people or groups responsible for delivery and oversight. SLLAS-funded capability support may not be used to transfer responsibility for the action to an external provider or to impose a different solution pathway.

141. Completion will be verified against community-defined and technically validated milestones, including evidence that the action is functional, safeguards measures have been applied, responsibilities for operation and maintenance are assigned, and intended users, including marginalized groups, can access the resulting benefit.

142. This activity recognizes that many communities already possess significant technical and organizational capacity for self-implemented adaptation, and that SLLAS's role is to strengthen and systematize this capacity rather than to substitute external delivery for local initiative. By supporting locally resourced actions, SLLAS reinforces community ownership, reduces dependency on external providers, and demonstrates that locally led adaptation includes not only MSME-enabled solutions but also community-driven implementation.

Activity 2.1.1.2 Implement priority community-scale adaptation actions via community-managed adaptation action grants

143. For eligible CEAP actions assigned to the community-managed fund pathway, the PDU will agree with the community a grant amount based on the approved scope, reasonable cost, safeguards requirements and available allocation. Community-managed adaptation action grants are distinct from provider deployment grants under Output 2.1.2.

144. Before the first disbursement, the community governance body and the PDU will confirm the implementation plan, itemized budget, procurement and funds-flow arrangements, segregation of duties, financial reporting, grievance mechanism, environmental and social measures, and tranche milestones. Where community capacity permits, funds may be transferred to an eligible community account or structure. Otherwise, the PDU will administer payments against the community-approved plan while progressively strengthening local financial-management capability.

145. Tranches will be released against proportionate evidence of progress, including completion of preparatory works, procurement or receipt of materials, delivery of agreed works or services, compliance with the ESMF and any required ESMP, completion of disclosure and grievance actions, safeguards compliance, community verification of functionality and benefit, and satisfactory financial documentation. The community governance body must validate milestone achievement before release, and this validation complements, but does not replace the PDU's oversight role with fiduciary and safeguards compliance.

146. The community may procure local goods, works or services where needed without converting the action into a provider-led solution package. Procurement will follow transparent, proportionate procedures and manage conflicts of interest. Any material change in scope, budget, provider or milestone requires documented community approval and PDU confirmation of continued eligibility and safeguards compliance.

147. The final tranche will require community acceptance of the completed action, confirmation that grievance and safeguards issues have been resolved or assigned for follow-up, and approval of the operation, maintenance and financial sustainability arrangements. Records and lessons will feed the participatory monitoring and learning systems under Component 3.

Activity 2.1.1.3 Connect community priorities to the broader adaptation financing and governance ecosystem

148. For CEAP priorities that are outside the programme's financing scope, exceed the available allocation or require longer-term public or private investment, the PDU will support communities to prepare concise, proposal-ready documentation and engage the most relevant local or national institutions. These may include local governments, sector agencies, cooperatives, savings groups, local financial institutions, Adaptation Fund Designated Authorities and National Implementing Entities.

149. Engagement will start with local and subnational actors closest to the priority. Regional or global financing actors will be approached only where the scale, mandate or aggregation opportunity justifies doing so. This avoids presenting regional financial matchmaking as a substitute for locally grounded financing relationships.

150. This activity does not guarantee financing and does not substitute for the direct SLLAS financing of actions selected under Outputs 2.1.1 and 2.1.2. The CEAP and demand profile will clearly distinguish actions financed by SLLAS from those positioned for future support, and communities will be informed of this boundary before implementation decisions are finalized.

151. Where several communities identify comparable priorities, the PDU may synthesize the evidence or facilitate joint engagement to reduce transaction costs, while preserving each community's authority over its own priorities and any resulting arrangement.

Output 2.1.2 Solution packages for community-prioritized adaptation actions deployed through community-MSME partnerships

152. Output 2.1.2 supports CEAP actions that require specialized goods, services, technology or enterprise capabilities. The process begins after communities have defined the priority, selected the provider-led pathway and documented their preferred delivery conditions. Technical experts will provide specialized support to communities for execution of Activities 2.1.2.1 to 2.1.2.4, including support for provider assessment and onboarding, community-provider co-design, technical and safeguards preparation, milestone development, and operation and maintenance arrangements required for the effective deployment of the milestone-based grants under Activity 2.1.2.5.

153. Communities first identify locally available enterprises and other eligible solution providers through their own knowledge and the local economic and partnership mapping completed under Component 1. The

PDU then provides targeted sourcing support only where requested. Solution providers may include micro, small and medium enterprises, cooperatives, producer organizations, community enterprises, qualified civil-society or public service entities, and partnerships among them, provided that the proposed role is technically appropriate and financially and operationally viable.

154. Local solution providers are preferred. Non-local solution providers may proceed only after a documented local capability-gap assessment, community approval of the exception, and agreement on local partnering, knowledge transfer, transparent accountability, operation and maintenance, and exit provisions. The presence of a provider on a programme roster does not create entitlement to selection or narrow community choice.

155. Communities may propose solution providers directly, request additional sourcing, reject any option, or select more than one provider where a package requires complementary capabilities. One package may address multiple interlinked CEAP priorities. The Technical Committee verifies minimum technical, safeguards, fiduciary and LLA requirements and identifies necessary risk controls, while the community makes the final provider and partnership decision.

156. Following provider identification, selected providers complete proportionate onboarding and enter a structured co-design process with the community. The resulting package may involve one or more eligible solution providers and may address multiple interlinked CEAP priorities. Its deployment plan will specify the solution package, business and service-delivery model, ownership and operational control, pricing or affordability, access arrangements where relevant, maintenance responsibilities, community oversight and provider roles, safeguards and technology-risk measures, inclusive benefit arrangements, knowledge transfer, provider exit arrangements, milestones, verification evidence, grant budget and grievance mechanisms. Every package is subject to ESMF screening and risk categorization, proportionate assessment, an ESMP where required, disclosure and consultation, grievance access, and environmental and social monitoring. The Adaptation Solution Selection Framework complements these requirements as an adaptation, technical, LLA and safeguards selection tool and does not replace or contain the ESMF and exit provisions.

Activity 2.1.2.1 Identify local MSMEs to provide solution packages to community-prioritized adaptation actions

157. For each action assigned to the community-MSME partnership pathway, the community governance body will prepare a concise provider brief based on the CEAP and demand profile. The brief will describe the climate risk and intended adaptation result, priority users and inclusion requirements, required capabilities, preferred ownership and operating arrangements, affordability parameters, safeguards and technical standards, delivery conditions, indicative budget range and timing.

158. The community, supported by Community Adaptation Advocates, will first identify potential providers through local business networks, cooperatives, producer organizations, community enterprises, chambers of commerce, local authorities, extension services and existing trusted relationships. This local-first search will be documented, including the providers considered and any capability gaps identified.

159. Where suitable local options are not visible, the PDU will conduct targeted outreach based on the provider brief through UNIDO country offices, local and national enterprise-support organizations, relevant sector networks and existing adaptation-enterprise platforms. A light rolling roster may be maintained to reduce repeated due diligence, but all roster entries remain subject to community selection and location-specific verification.

160. Potential providers will submit a proportionate response showing how they will meet the community-defined priority and delivery conditions. The response will cover technical approach, local presence and partnerships, operational and financial capacity, safeguards, inclusion, pricing or access, operation and maintenance, knowledge transfer, technology-risk management, and proposed business or service-delivery model.

161. The Technical Committee will review only the minimum eligibility and quality requirements and will present its findings in accessible language, including any conditions or unresolved risks. The community may select a compliant provider or provider group, request clarification or adaptation, ask for further sourcing, or reject all options. No provider may be confirmed without documented community approval.

162. A non-local provider may be considered only where the local search demonstrates a material capability gap. The exception must be approved by the community and must include a locally rooted partner or delivery arrangement where feasible, a time-bound capability-transfer plan, local procurement and employment measures where appropriate, community-facing accountability, arrangements for

maintenance and spare parts, data and asset handover where relevant, and an exit plan designed to avoid dependency.

163. This streamlined identification process replaces the elaborate open-call and iterative matching architecture of earlier programme designs with a more direct, community-centered approach that respects community knowledge of their local economic ecosystem while providing quality assurance and access to broader networks where needed.

Activity 2.1.2.2 Deliver onboarding training to selected MSMEs for LLA-aligned business models and deployment

164. Each selected provider or provider group will complete a proportionate readiness assessment and onboarding process before co-design is finalized. The assessment will identify only the gaps relevant to the proposed partnership, avoiding a uniform training package where capabilities already exist.

165. Core onboarding will cover the SLLAS community-authority model; inclusive and participatory design; community governance and accountability; Adaptation Fund environmental, social and gender requirements; relevant technical standards; maladaptation and technology-risk management; transparent pricing and access; local procurement and employment; milestone-based grant management; grievance handling; operation, maintenance and exit planning; and monitoring of adaptation results.

166. Business and operational support will be tailored to the provider's gaps and the community-defined delivery conditions. It may address customer or user segments, distribution and last-mile delivery, revenue and cost-recovery approaches, affordability, cooperative or community operating models, staffing, local supply chains, cash-flow planning, data management and pathways for replication without weakening community ownership.

167. The provider will translate the applicable LLA requirements into internal operating commitments for the partnership, including named responsibilities, community feedback and grievance channels, disclosure of costs and performance, procedures for material changes, and measures to maintain participatory practices after the grant period.

168. Completion of onboarding will be evidenced by an agreed readiness and support plan. Remaining gaps will be addressed through the co-design process or included as conditions in the milestone plan. The Technical Committee may verify mandatory technical and safeguards requirements, but onboarding will not reopen the community's provider decision unless a requirement cannot reasonably be met.

- Community-based solution design and co-creation, with emphasis on participatory methods and iterative testing.
- Inclusive market (stakeholder) engagement and governance, including power sharing, accountability, and mechanisms for sustained community feedback.
- LLA-aligned operational planning, covering local procurement, last-mile service models, and delivery approaches tailored to underserved or geographically isolated communities.
- Business model adaptation for equitable access, including affordability strategies, gender-responsive service models, and integration of social inclusion principles.
- Essentials of healthy business operations and growth strategies.
- Environmental and social safeguards, aligned with the Adaptation Fund's ESP and relevant national frameworks.
- Incentives to mainstream LLA principles within the enterprise, ensuring that participatory, inclusive, and community-centered practices are embedded into the MSME's long-term organizational systems.

169. To ensure local partnership-specific relevance, all modules will incorporate locally grounded case studies, examples from previous adaptation projects, and guidance from (business) practitioners with experience in community-led implementation. The PDU will coordinate delivery through a combination of virtual learning modules, interactive live sessions, and locally organized direct coaching or hybrid workshops. All materials will be available in multiple languages, with interpretation provided as needed. This will help be part of the materials to be shared under Component 3.

170. Participation in the onboarding programme will be required for all selected MSMEs. A baseline assessment will capture each MSME's initial understanding of LLA principles, business model alignment gaps, and operational readiness. At the end of the coaching and training, a post-training assessment will measure knowledge gains and identify areas requiring follow-up support. Through this structured onboarding process, SLLAS will ensure that all MSMEs entering the deployment preparation phase have the skills, business acumen, mindset, and organizational readiness required to deliver adaptation

solutions in ways that are inclusive, community-driven, and aligned with national adaptation priorities, laying the foundation for deeper mentoring and operational support and contributing to the evidence base used in Component 3.

Activity 2.1.2.3 Facilitate community–MSME co-design of solution deployment milestones and business plan

171. The PDU will facilitate a structured co-design process led through the community governance body and supported by Community Adaptation Advocates. The process will build directly on the CEAP, demand profile, provider brief and onboarding assessment and will not reopen the community's priority or transfer design authority to the provider.

172. Co-design will enable community members, including women, youth, persons with disabilities, Indigenous Peoples and other marginalized groups, to understand and shape the complete delivery arrangement. Accessible and, where appropriate, separate discussion formats will be used to prevent existing power imbalances from limiting influence over design, resource allocation or monitoring. Up to USD 10,000 per community will be allocated to facilitate this co-design process, including local organization, accessible participation, joint planning, translation and facilitation where required, and preparation of the agreed solution package, itemized budget and milestone plan. This allocation supports partnership preparation and is not a separate grant window.

173. The process will define: the technical solution and how it responds to one or more CEAP priorities; asset ownership and operational control; user access and eligibility; pricing, revenue or cost-recovery arrangements where applicable; provider and community contributions; local procurement, employment generated and local backward and forward linkages, capability transfer; maintenance, spare-parts and service responsibilities; safeguards and technology-risk measures; data ownership and use; feedback and grievance procedures; and the provider's long term engagement arrangements.

174. For each package, the parties will prepare an itemized grant budget and milestone plan. Milestones will combine technical, fiduciary, social and operational benchmarks and specify the evidence required from the provider, the community validation required, and the PDU verification needed before each tranche. No milestone will be considered achieved without community confirmation that delivery remains consistent with the approved priority and conditions.

175. The co-design deliverables will include a community-endorsed solution and deployment plan, business and service-delivery model, responsibilities matrix, safeguards and technology-risk plan, inclusion and benefit-sharing commitments, milestone and verification schedule, itemized budget, operation and maintenance plan, sustainability and exit plan, and documented community approval. Where more than one provider is involved, the package will also specify coordination, liability and handover arrangements.

176. The Technical Committee will review the packages as a quality-assurance checkpoint and may identify mandatory conditions related to technical soundness, environmental and social safeguards, fiduciary risk or LLA alignment. It will not replace the community's decision on the preferred design. Required modifications will be returned to the community and provider for agreement before the package proceeds to Activity 2.1.2.4. The package will in simple terms address:

- Community unpacking of the solution, where MSMEs explain technical, operational, and maintenance aspects in accessible terms, ensuring communities fully understand the solution's benefits, limitations, and requirements.
- Scenario-based planning exercises, where MSMEs and community members collaboratively explore how the solution can function in specific local conditions, including seasonality, infrastructure gaps, cultural norms, mobility constraints, and livelihood cycles.
- Participatory mapping and planning, using tools such as social mapping, seasonal calendars, problem-ranking, and mobility mapping to validate or refine logistical assumptions for deployment.
- Delivery pathway design, focusing on last-mile access, local roles in service provision, maintenance workflows, and community oversight modalities.
- Inclusivity-focused design, incorporating barriers and opportunities for vulnerable groups, ensuring the solution and delivery model are accessible and equitable.
- Need for improvement in local economic infrastructure and governance/enabling arrangement at community level - so as to facilitate the MSME business operations.
- Participatory pricing and affordability dialogue, where relevant, using methods such as willingness-to-pay exercises or price-point testing.
- Milestone and responsibility setting, resulting in a jointly defined milestone plan that will underpin the achievement-based deployment grants and tranche disbursements.

Expected results of this activity include:

- A deployment design including milestones, co-designed by both community and MSME, and jointly endorsed by community representatives and the MSME.
- A milestone plan for deployment tied to delivery, training, community engagement, and operational readiness.
- A deployment endorsement statement from the community (formal or informal, depending on governance norms).
- A summary of inclusion commitments, specifying how marginalized groups will be engaged and benefit.

177. These co-design deliverables form the operational backbone for the deployment process under Activity 2.1.2.5.

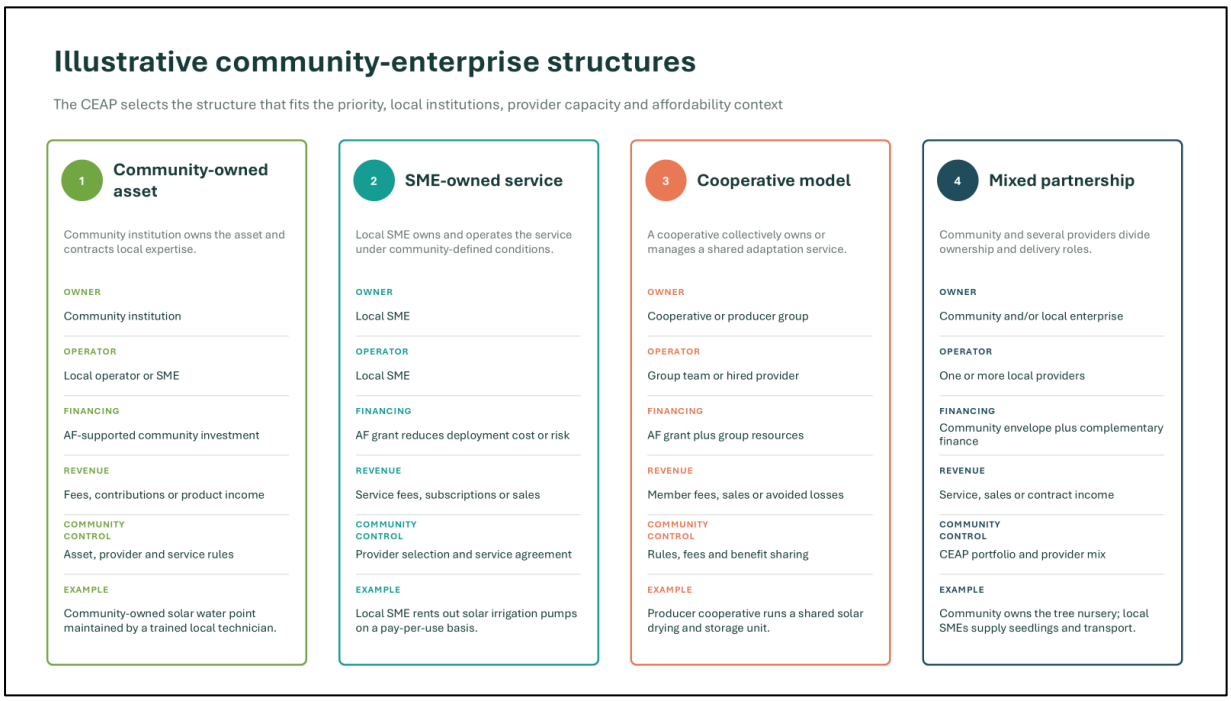


Figure 8. Illustrative community-enterprise structures for CEAP implementation

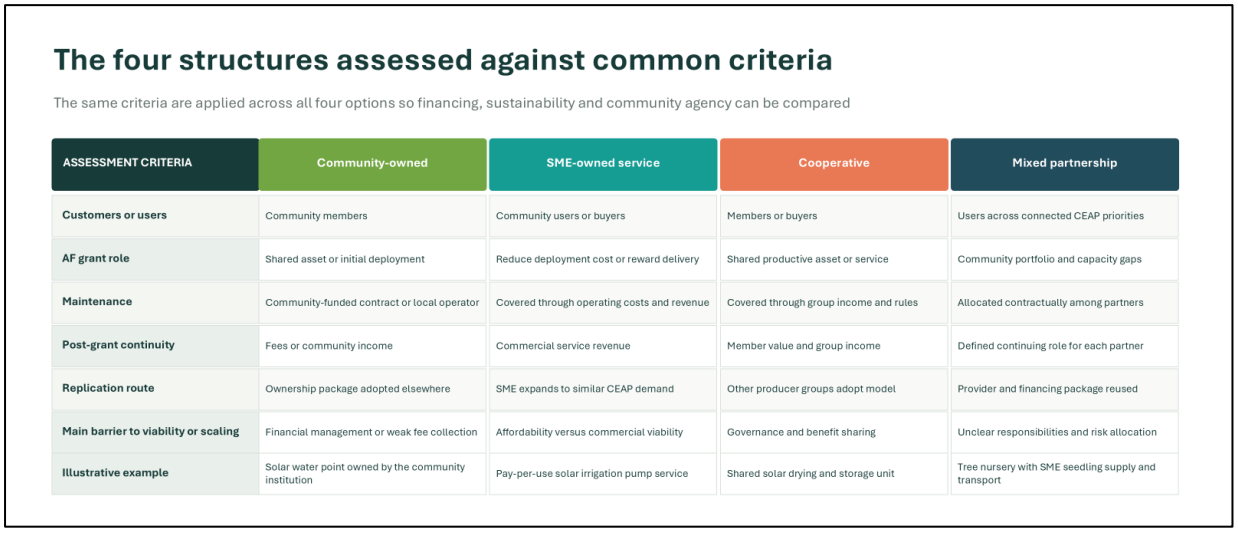


Figure 9. Comparative assessment of the four community-enterprise structures

Activity 2.1.2.4 Support MSMEs to operationalize LLA-aligned delivery models in each community according to the agreed on business plans and deployment milestones

178. This activity ensures that adaptation MSMEs move beyond technical deployment and structurally integrate LLA principles into their business, operational, and financial models at the community level.

179. Building on the onboarding training (Activity 2.1.2.2), MSMEs will receive hands-on support from LLA experts, local partners, and the PDU to adapt their business strategy, operational workflows, staffing models, and pricing/affordability approaches to each community's socio-economic and institutional characteristics, and to deliver the solution according to the community-endorsed milestone plan. This ensures the solution is not only used, but sustainable and locally governed. Envisioned support under this activity includes the following aspects:

A. Localization of business and service delivery models

- Start up support or gap filling – boosting business viability and removing bottleneck
- Refining customer/user segments, distribution channels, and revenue models based on community needs assessments and affordability patterns identified during the co-design process.
- Tailoring pricing strategies for market expansion inclusivity, using tools such as tiered pricing, flexible payment schedules, community-managed revolving funds, or in-kind contributions.
- Designing last-mile delivery and maintenance approaches appropriate for rural, remote, or vulnerable contexts.

B. Integrating community actors into service delivery

- Engaging and training CBOs, cooperatives, youth groups, or women's associations to participate in outreach, deployment, data collection, or operational tasks.
- Exploring cooperative, franchise, or community subcontracting models where community entities play formalized roles.

C. Embedding LLA into enterprise operational protocols and internal governance

- Participatory decision-making with community stakeholders.
- Accountability mechanisms for service quality.
- Transparency in pricing and access.
- Inclusion of women, youth, and marginalized groups in roles such as technicians, facilitators, or service agents

D. Small-scale operational pilots

- Before full deployment, MSMEs may opt to test specific components (such as pricing options, maintenance workflows, or user training modules) to validate assumptions and refine the model based on community feedback.

E. Technology Risk Mitigation Strategy

- Support in addressing critical bottlenecks in the technology deployed

180. Results of this activity include:

- A localized viable business and service model, validated through community feedback.
- A financial sustainability plan ensuring ongoing affordability.
- A delivery and maintenance protocol adapted to local systems.
- A technology risk mitigation strategy.
- A community-agreed operational governance framework outlining how decisions will be made and disputes resolved.

Activity 2.1.2.5 Deploy adaptation solutions through inclusive, community-led delivery processes and milestone-based grants

181. This activity constitutes the full-scale deployment of the community-prioritized adaptation actions and associated solutions in all communities where MSME deployment has been selected as the implementation modality. It puts the co-designed plans (Activity 2.1.2.3) and localized business models (Activity 2.1.2.4) into practice, ensuring that the operational roll-out of solutions is inclusive, transparent, and community-anchored.

182. Each financed solution package will receive milestone-based deployment financing ranging from USD 100,000 to 250,000. A package may involve one or more eligible solution providers, depending on the capabilities required. These grants will be disbursed in tranches linked to clearly defined milestones co-developed with the community. These milestones, formalized in grant agreements, reflect both technical and social benchmarks, such as infrastructure installation, user training, or governance structure activation.

183. Key components of the deployment phase are expected to include:

A. Installation and operational roll-out

- Installation of equipment or infrastructure, setup of service delivery systems, and deployment of supporting software or tools.
- Local contracting of suppliers, technicians, or community workers, wherever feasible, to support LLA and local economic benefit.

B. Capacity development for community members

- User training, maintenance orientation, and awareness campaigns.
- Specialized training for women, youth, and marginalized groups to ensure equitable participation.

C. Activation of feedback and grievance systems

- User complaint mechanisms.
- Community forums or drop-in sessions.
- Anonymous feedback channels accessible regardless of literacy.

D. Milestone-based monitoring and tranche disbursement, with disbursement requiring MSME-submitted documentation (photos, logs, training records, user lists)

- Validation from community representatives.
- PDU verification (digital or in-person, including AI-enabled tracking tools).

E. Community validation of the sustainability and exit plan

- Before final tranche release, communities must endorse a sustainability approach covering maintenance responsibilities, future service access, accountability, and long-term governance processes.

184. This activity ensures that the deployment of solutions is not just a technical roll-out, but a transformational, community-led process that embeds adaptation solutions into local systems. By aligning financing with community-defined milestones and maintaining rigorous oversight, SLLAS helps ensure that deployment is grounded in transparency, shared ownership, and long-term resilience.

Outcome 2.2 Community-led climate-resilient livelihood strategies and business models sustain and expand the impact of deployed adaptation solutions

185. Outcome 2.2 builds directly on the deployed adaptation solutions under Outcome 2.1 by enabling communities to explore additional livelihood strategies and business models that enhance the relevance, sustainability, and long-term ownership of these solutions. It supports the emergence of a local adaptation economy by helping community members and MSMEs identify and develop income-generating opportunities that stem from the use, management, or scaling of deployed solutions. This may include operations and maintenance services, localized distribution and logistics, or complementary enterprises, such as women's groups managing irrigation access, farmer cooperatives supplying organic inputs to climate-smart systems, or youth-led teams providing repair and monitoring services. These models are intended to strengthen the functionality and affordability of adaptation solutions over time, while also linking adaptation with inclusive economic development. Scaling can be in different directions: the replication of successful business models, the strengthening of the local economy by creating backward and forward linkages, the development of value chains or the strengthening of a sector including service relations.

186. SLLAS will provide structured support through business ideation, training, and coaching, to help communities and local actors identify how deployed adaptation solutions can generate climate-resilient livelihood and service opportunities. This approach promotes community-driven enterprise development while reinforcing sustainability and ownership. For example, a community using a flood-resilient water purification system might explore a youth-led business offering pay-as-you-go access to clean water or home delivery services during dry seasons. In other contexts, adaptation technologies could lead to new ventures in sustainable agriculture, renewable energy services, or circular economy models. These opportunities strengthen household income, embed adaptation into daily life, and anchor solutions in local systems.

187. By fostering these pathways, Outcome 2.2 creates conditions for deployed solutions to evolve into community assets with lasting utility, impact, and economic value, ensuring that climate resilience translates into shared prosperity and long-term adaptation capacity.

Output 2.2.1 Resilient livelihood opportunities linked to deployed adaptation solutions identified through community-led processes

188. Output 2.2.1 focuses on enabling community members to collectively explore how the adaptation solutions deployed under Outcome 2.1 can contribute to climate-resilient livelihoods and business opportunities. Through inclusive ideation workshops and value chain mapping exercises, communities will identify ways the solution can support local income generation, either through direct use (e.g., cooperative water services) or adjacent opportunities (e.g., value-added agricultural activities, energy-based microenterprises). These sessions will not generate formal business plans, but rather surface a shared understanding and imagination of what is possible. The result will be a set of structured, community-endorsed business model concepts that reflect local aspirations and offer a foundation for further entrepreneurial development under Output 2.2.2. Local entrepreneurs are individuals or community-based groups who reside within the target communities and make use of adaptation solutions to build climate-resilient livelihoods. These entrepreneurs do not develop the adaptation technologies themselves, but rather apply them to create income-generating activities that support long-term resilience. For example, launching a water service business using a deployed purification solution, or scaling up climate-resilient crop production enabled by MSME-provided inputs. SLLAS supports these entrepreneurs by helping them identify business opportunities, build viable models, and access training and support networks.

Activity 2.2.1.1 Facilitate participatory workshops to explore climate-resilient livelihood opportunities enabled by the deployed solutions

189. In each participating community, the SLLAS Programme Delivery Unit (PDU) will organize structured workshops aimed at collectively exploring the ways in which the deployed adaptation solution can enhance local livelihoods and contribute to larger economic activity. These workshops will provide a participatory space for community members, including local producers, informal and formal service providers, women's associations, youth groups, and other local actors, to assess and discuss the solution's potential to generate income, diversify livelihoods, and build economic resilience.

190. Facilitated by trained local or regional partners, the workshops will use interactive tools such as value chain mapping, seasonal livelihood calendars, and opportunity brainstorming exercises. These tools are designed to help participants visualize how the solution fits into existing economic systems, identify gaps and linkages, and surface ideas for new or strengthened enterprises that leverage the adaptation technology or service. Discussions will be designed to be inclusive and accessible, with dedicated breakout sessions or facilitation methods tailored to ensure active participation by women, youth, and marginalized groups.

191. The goal of each workshop is to foster a shared understanding among community members of how the adaptation solution can go beyond immediate climate risk reduction to support longer-term socioeconomic goals. Participants will be encouraged to reflect on potential use cases, business opportunities, or service delivery models that align with their community's unique climate challenges and livelihood needs. Each session will culminate in a summary report, compiled by the facilitators in consultation with participants. This report will outline the locally identified opportunity areas, examples of solution-linked microenterprises or cooperatives, and preliminary ideas for how community members might organize to pursue these opportunities. These reports will feed into subsequent activities under the SLLAS programme, including business model development, enterprise training, and investment readiness support, ensuring that the adaptation solutions contribute not only to climate resilience but also to inclusive economic empowerment.

Activity 2.2.1.2 Translate community opportunity maps into structured business model concepts

192. Following the participatory workshops on adaptation–livelihood linkages, the SLLAS Programme Delivery Unit (PDU) together with local facilitators, community representatives, and community-embedded MSMEs) will guide the co-development of simplified business model concepts that translate the identified opportunities into community-supported, locally viable economic pathways; either replication, backward and forward linkages, or sector and value chain development. These models will not target individual entrepreneurs but will instead represent shared, community-endorsed strategies for strengthening and expanding the local adaptation economy around the deployed solutions. This may include identifying roles for different community groups (such as youth or women's associations) in operation, maintenance, supply, or value addition linked to the MSMEs' services and products. Through this process, SLLAS ensures that adaptation solutions evolve into sustainable, locally managed economic systems, reinforcing both community resilience and the business viability of adaptation MSMEs.

193. The co-development process will be highly participatory, using visual and easy-to-understand planning tools tailored to the literacy levels and cultural contexts of each community. These tools will support participants in mapping out key aspects of potential service models, such as customer segments, value

propositions, delivery mechanisms, and basic cost and revenue considerations. Emphasis will be placed on ensuring that models are gender-responsive, socially inclusive, and rooted in local realities. Where relevant, existing enterprise development toolkits will be adapted and simplified for community use. Local NGOs, cooperatives, or business development service providers may be engaged to support this process, ensuring continuity with broader entrepreneurship ecosystems and alignment with any national or sub-national enterprise support initiatives.

194. Each community will develop one to two structured business model concepts, co-created and validated together with community-embedded MSMEs and key local stakeholders. These models will serve as practical blueprints for strengthening and expanding the local adaptation economy, guiding later-stage activities such as business planning, coaching, and access to enterprise support services. By creating these models collectively, the process builds shared ownership and understanding of the economic potential of adaptation solutions, while laying the groundwork for sustainable, locally driven enterprise development.

Activity 2.2.1.3 Facilitate community reflection and prioritization of adaptation-linked enterprise opportunities

195. To complete the business ideation phase, each community will engage in a final round of structured reflection and validation sessions. These sessions are designed to give community members an opportunity to review and refine the business model concepts developed earlier, ensuring that they reflect the community's evolving understanding of the adaptation solution's potential and align with local needs, capacities, and aspirations.

196. Facilitated by local partners and the SLLAS PDU, these sessions will guide participants through a collaborative prioritization process using participatory tools adapted to local contexts. Through dialogue and group-based ranking exercises, community members will assess the relevance, feasibility, and desirability of the proposed business model concepts. This process will also identify individuals or community groups who express a strong interest in further pursuing specific business opportunities.

197. The outcome of this activity will be twofold: first, a validated opportunity map that visualizes the range of livelihood pathways linked to the deployed adaptation solution, and second, a community-endorsed set of business model concepts ready to serve as the foundation for targeted entrepreneurship support under Output 2.2.2. These outputs ensure a clear and locally driven transition from ideation to implementation, anchoring future business development efforts in community priorities and shared ownership.

Output 2.2.2 Local entrepreneurs supported to expand adaptation-linked business for climate-resilient livelihoods

198. Building on the community-level ideation under Output 2.2.1, Output 2.2.2 provides community-endorsed support for up to 150 individual entrepreneurs (approximately 5 per community), especially women and youth, to develop adaptation-linked livelihood concepts connected to the deployed adaptation solution into viable business plans. This support is key to strengthening the sustainability, accessibility, local operation, and wider livelihood benefits of the community-prioritized adaptation response financed under Component 2. Through targeted training, coaching, and exposure to local enterprise ecosystems, participants will refine business models, define operational strategies, and identify potential follow-up actions. Output 2.2.2 will support livelihood concepts that demonstrate a clear linkage to sustaining, operating, accessing, or expanding the local benefits of the adaptation responses financed under Outcome 2.1. It does not create a separate financing window for additional community priorities beyond the financed adaptation response. Direct grant financing under Component 2 remains focused on the selected community-prioritized adaptation response itself, thereby preserving the full-cost-of-adaptation logic. In doing so, this output strengthens the likelihood that deployed adaptation solutions generate longer-term local livelihood benefits.

Activity 2.2.2.1 Deliver targeted, inclusive entrepreneurship training for selected community members pursuing adaptation-linked business ideas

199. Following the completion of the business ideation phase, targeted entrepreneurship training will be delivered in each participating community to equip selected individuals with the foundational skills needed to advance community-validated adaptation-linked business concepts. Participants will be identified through a locally facilitated expression-of-interest process, with strong emphasis placed on prioritizing women, youth, and those who have actively contributed to or shown commitment toward the development of the business ideas.

200. The training programme will be grounded in proven enterprise development methodologies, adapted for rural, low-income, and climate-vulnerable settings to ensure accessibility and relevance. Where possible, the SLLAS PDU will partner with local NGOs, CSOs, cooperatives, and enterprise support agencies to deliver the training using familiar formats and in local languages, enhancing cultural resonance and comprehension. Training content will be tailored to the types of livelihood concepts connected to the solutions deployed under Component 2, with emphasis on reinforcing the sustainability and local economic anchoring of the financed adaptation response.

201. Each training cycle will span two to three days and focus on core entrepreneurial competencies, including business planning, pricing strategies, marketing techniques, and financial resilience. Training materials will be contextualized with case examples tied directly to the deployed adaptation solution, helping participants relate concepts to real-world applications. By the end of each training, participants will be better equipped to refine their ideas into practical business models and take the next steps toward resilient, inclusive, and locally grounded climate-adaptive enterprises.

Activity 2.2.2.2 Provide one-on-one coaching to refine business plans and define self-determined action pathways

202. Following the entrepreneurship training, selected participants will receive tailored one-on-one coaching over a period of three to four months to further develop and refine their business plans. Each entrepreneur will have access to up to three coaching sessions, conducted within their community to ensure accessibility and continuity. The coaching approach will be inclusive, utilizing visual and oral tools where needed to support participants with low literacy, and ensuring that all individuals can fully engage in the process.

203. Coaches will be drawn from local enterprise support networks, including NGOs, cooperatives, and public-sector MSME programmes, selected for their contextual understanding and alignment with climate-resilient development. The coaching will focus on refining business model elements such as revenue generation strategies, cost structures, service design, and alignment with local demand patterns. Particular attention will be given to embedding climate-resilient practices into the business plans to ensure their long-term sustainability and relevance.

204. By the end of the coaching process, each entrepreneur will have produced a concise, locally relevant business plan as well as a personalized action roadmap. These roadmaps will outline clear next steps, such as joining a cooperative, seeking market linkages, or applying to local financing programmes, positioning participants to independently pursue climate-resilient entrepreneurial opportunities within their communities.

Activity 2.2.2.3 Facilitate exposure to enterprise support services and peer learning opportunities within each community

205. To ensure the long-term sustainability of entrepreneurial efforts supported under SLLAS, a series of community-specific exposure and linkage activities will be implemented. These activities aim to connect trained entrepreneurs with broader enterprise support ecosystems, including microfinance institutions, women's entrepreneurship networks, youth-led initiatives, and public-sector enterprise development schemes. By establishing these connections early, the programme will help create continuity for entrepreneurs to access the resources, networks, and mentorship they need to advance their climate-resilient business models beyond the duration of SLLAS support.

206. In each community, the PDU and its local partners will organize orientation sessions to introduce entrepreneurs to these external support structures. Where available, existing referral directories and learning materials will be localized and shared in accessible formats and languages. Sessions will be interactive and confidence-building, helping participants to navigate options, assess relevance, and develop plans for engaging with suitable organizations. Peer storytelling and informal exchange formats will be encouraged to reinforce community learning and support networks.

207. Each entrepreneur will be provided with a customized enterprise support packet tailored to their community and context. These packets will include contact lists for relevant organizations, simplified guidance materials on how to access support services, and practical suggestions for next steps. This activity ensures that participants are not only equipped with foundational business knowledge but are also actively linked to the support mechanisms that can sustain and grow their ventures over time.

<u>Component 3: Evidence, Learning, and Monitoring for Scalable Locally Led Adaptation</u>

208. Component 3 focuses on capturing, synthesizing, and sharing the knowledge, data, and learning generated through the implementation of Components 1 and 2. It carries the pathfinding function of the programme for adaptation economies and reinforces its legitimacy as a scalable approach to climate adaptation. It ensures that the successes, challenges, and insights from solution deployment, community planning, demand generation, and partnership-building are systematically documented and transformed into knowledge products that can inform both local practice and global adaptation policy.

209. This component strengthens SLLAS's ability to learn from implementation and contributes to the broader adaptation community through accessible communication and knowledge products, including case studies, policy briefs, multimedia stories, and technical synthesis documents reflecting the perspectives of community advocates, MSMEs, and local stakeholders. These products will be disseminated through national, regional, and international platforms to amplify community voices, showcase innovation, and promote effective locally led adaptation. Component 3 will be executed by UNIDO in collaboration with specialized institutions and advisors to ensure that SLLAS learning is developed in synergy with the wider LLA landscape and reaches the most relevant stakeholders. This may include global thought leaders such as IIED, the World Resources Institute, Global Center on Adaptation, among others. The learning will include how MSMEs play crucial roles as part of locally led adaptation and in supporting vibrant local economies, and how community-led adaptation partnerships can contribute. Learning is directed at three levels with different audiences and different uses: communities and local enterprises, who need practical evidence of what works under comparable conditions; national institutions, reached through direct engagement with the Designated Authorities of the Adaptation Fund and National Implementing Entities, who determine whether the approach enters national adaptation planning and financing; and the international adaptation community, where the question is whether locally led adaptation can move beyond small-scale, grant-only delivery. Engaging DAs and NIEs within Component 3 rather than only at approval stage is what gives the evidence a route into institutional practice after the programme closes.

210. In parallel, Component 3 establishes the internal systems needed for adaptive management, transparency, and continuous learning, including participatory monitoring tools, feedback mechanisms, and digital infrastructure that help communities, solution providers, and the Programme Delivery Unit (PDU) track progress and share lessons. The evidence base is built from the MEL indicators that communities define within their own CEAPs, aggregated upward rather than imposed through a parallel evaluation, so that learning follows the same line of authority as delivery. Adaptation Solution Selection Framework documentation generated through Component 2 feeds the same evidence base. By embedding learning and knowledge-sharing throughout implementation, Component 3 strengthens the credibility, visibility, and replicability of the SLLAS model and supports its contribution to scalable, inclusive climate resilience.

211. Learning from the financed adaptation investments requires specialized expertise to capture, analyse and disseminate evidence and lessons emerging from programme implementation. As SLLAS applies an innovative community-led adaptation model that combines community decision-making, locally managed financing and adaptation-solution, its implementation can generate valuable evidence for the broader adaptation ecosystem. Technical experts financed under this component will support the substantive delivery of Outputs 3.1.1, 3.1.2, 3.1.3, 3.2.1 and 3.2.2, including participatory monitoring, community feedback and peer learning, evidence collection and analysis, documentation, knowledge-product and policy-content development, dissemination, and the technical development and use of digital knowledge infrastructure. These functions are independent of routine monitoring and reporting of the programme, and enable the programme to assess the performance, functionality, safeguards compliance, operation and maintenance, sustainability and replicability of investments financed through the USD 6 million grant envelope. They also ensure that lessons from locally led adaptation implementation are systematically captured, analysed, shared and used to strengthen future adaptation practice, policy and programming and contribute to the broader adaptation ecosystem.

Outcome 3.1 Knowledge, evidence, and learning from programme implementation are captured, synthesized, and shared to inform adaptation practice and policy at community, national, and global levels

212. Outcome 3.1 ensures that the knowledge, insights, and results generated through Components 1 and 2 are systematically documented and transformed into communication and knowledge products reflecting the lived experiences of adaptation MSMEs, community advocates, and vulnerable communities. These products will capture both successes and challenges and provide practice-based evidence on how locally led adaptation can be delivered at scale through community planning, solution deployment, and inclusive partnership models.

213. The knowledge generated will serve multiple purposes. At the community level, it will enable reflection and reinforcement of locally owned adaptation practices. At the national level, it will support governments, national adaptation planners, and AF Designated Authorities (DAs) to better understand how LLA approaches contribute to climate resilience and inclusive development. DAs and National Implementing Entities will be engaged throughout Component 3 rather than only at approval and reporting stages, since their uptake of the evidence is what carries the approach into national planning and financing after the programme closes. Where appropriate, the PDU will work with national institutions to channel relevant data, case studies, or synthesis insights into adaptation planning, implementation, or reporting processes such as National Adaptation Plans (NAPs), Nationally Determined Contributions (NDCs), and national monitoring systems.

214. At the global level, the programme will disseminate results and learning through targeted engagement in adaptation policy spaces and knowledge platforms. The adaptation MSMEs and community advocates will be showcased to amplify their visibility and to position SLLAS as a model for inclusive, community-driven climate action. Participation in regional and international forums will enable SLLAS to contribute to ongoing global discussions on adaptation finance, LLA operationalization, and private-sector engagement. Taken together, these efforts will help ensure that learning from SLLAS is not only captured, but also strategically shared and applied across scales. The intent at this level is to raise ambition: to show that locally led adaptation can operate through local enterprise and local investment, and need not remain a small-scale, grant-only practice.

Output 3.1.1 60 community-level and 10 programme-level communication and knowledge products developed and published

215. This output focuses on transforming the implementation experiences of SLLAS into high-quality knowledge and communication products. These materials will reflect both the process and outcomes of the programme and will draw directly from the activities conducted under Components 1 and 2, particularly those related to community planning, demand generation, solution deployment, livelihood development, and partnership-building, with particular attention to the role of indigenous knowledge. The knowledge products will document field-level adaptation, communicate lessons to national stakeholders, and inform wider policy and practice on LLA. The PDU will coordinate their development and publication in collaboration with community advocates, adaptation MSMEs, and relevant partners.

Activity 3.1.1.1 Capture and document community-level insights from solution deployment and adaptation planning

216. This activity will support the development and dissemination of community-authored or co-produced knowledge products that capture lived experiences, adaptation outcomes, and lessons learned across the thirty SLLAS target communities. These products will serve to elevate the voices of community members, highlight grassroots innovation, and document how locally led adaptation efforts were shaped, implemented, and sustained through the SLLAS programme.

217. Building on the processes and results of earlier activities, particularly the community planning and demand articulation processes under Component 1, and the deployment, co-design, and governance processes under Component 2, this activity will engage the ninety community adaptation advocates in a structured knowledge co-production process. These advocates, who have played a central role throughout SLLAS implementation, will collaborate with communication specialists to identify priority stories, case examples, and reflections that can be transformed into compelling, community-grounded knowledge products.

218. The products will showcase how communities engaged with selected MSMEs and adapted climate solutions to fit local needs, practices, and systems. They will document the participatory identification and prioritization of climate risks and adaptation strategies, the co-creation of sustainable business models, and the formation of partnerships and governance structures to ensure long-term solution viability. Special attention will be given to how communities addressed challenges, modified implementation strategies, and exercised leadership to drive adaptation outcomes aligned with their own goals.

219. The knowledge products will be designed with accessibility and inclusivity in mind. They will be developed in local languages and formats that resonate with each community, ranging from audio stories and podcast interviews to illustrated booklets, short videos, and narrative photo essays. Where necessary, these materials will be translated into additional languages to support wider dissemination at regional, national, and international levels.

220. This activity aims to generate a total of 60 community-level knowledge and communication products, with a minimum of two unique products per community. All ninety community adaptation advocates will

contribute directly, ensuring that the content reflects diverse community voices and experiences, including those of women, youth, and marginalized groups. MSMEs engaged under the programme will also contribute, offering perspectives on partnership dynamics, solution localization, and the operational lessons gained through community collaboration.

221. These materials will be shared through the SLLAS website, social media channels, and global adaptation learning platforms such as the Adaptation Fund's knowledge exchange network. In doing so, SLLAS will not only strengthen learning and accountability within the programme but also contribute to the broader evidence base on effective locally led adaptation.

Activity 3.1.1.2 Synthesize programme-level learning from cross-cutting analysis of components 1 and 2

222. This activity will synthesize cross-cutting insights, trends, and comparative learning emerging from the 30 communities and at least 30 participating providers or provider groups engaged through SLLAS-supported solution packages. Drawing on programme-generated data and documentation from community planning, partnership formation, solution deployment, governance, monitoring, and livelihood development activities across Components 1 and 2, the analysis will generate evidence-based narratives and recommendations relevant to broader adaptation policy, financing, and practice. A core principle in the SLLAS is the business case for local MSMEs to address adaptation needs and opportunities and the contribution this makes to local economies. This will be systematically monitored in all 30 communities with deep dives in a selected number of communities (5). This will also include documentation of the community-MSME partnership and the experience in connecting to local finance.

223. The Programme Delivery Unit (PDU) will lead the aggregation and interpretation of findings, identifying patterns that transcend individual community or MSME contexts. This process will uncover key success factors that facilitated the effective deployment and local uptake of adaptation solutions, as well as common barriers, such as affordability constraints, policy gaps, or limitations in MSME capacity, that may have impeded scale-up or access to finance. Additionally, the analysis will spotlight community preferences, particularly around equity, inclusivity, and governance, and assess how adaptation MSMEs contributed to climate-resilient livelihoods across regions and sectors. This will be based on the MEL indicators and findings.

224. This activity is designed not only to extract lessons, but to convert them into actionable knowledge for key stakeholders. The findings will inform the development of ten programme-level knowledge products, including technical briefs, learning snapshots, and cross-community case compilations. These resources will be tailored to inform national governments, multilateral donors, adaptation finance institutions, and global adaptation platforms on how to strengthen support for locally led adaptation and better integrate community-driven approaches into national climate strategies.

225. A flagship output of this activity will be a synthesis report that aligns with National Adaptation Plan (NAP) and Nationally Determined Contribution (NDC) priorities. This report will distil findings most relevant for national adaptation stakeholders and provide concrete recommendations for integrating lessons from SLLAS into ongoing national adaptation planning, investment pipelines, and institutional frameworks. By systematically capturing and sharing what works, where, and why, this activity will amplify the impact of SLLAS beyond its direct beneficiaries and contribute to strengthening the global evidence base on effective and scalable locally led adaptation.

Activity 3.1.1.3 Publish and disseminate knowledge products through accessible, multi-platform channels

226. This activity ensures that the diverse knowledge and communication products developed under activities 3.1.1.1 and 3.1.1.2 are effectively disseminated, shared, and made accessible to a wide range of stakeholders across local, national, regional, and global levels. It aims to amplify the voices and experiences of communities and adaptation MSMEs involved in the SLLAS programme, while supporting broader uptake of lessons learned in adaptation policy, planning, and investment processes.

227. To achieve this, the Programme Delivery Unit (PDU) will establish a dedicated online SLLAS knowledge portal, integrated within the programme's broader digital infrastructure developed under Output 3.2.2. The portal will serve as a central repository for all programme-generated knowledge, including community-level stories, technical briefs, business models, and synthesis reports. It will be user-friendly, publicly accessible, and updated regularly to reflect ongoing learning and new contributions. Custody and hosting of the portal will be settled during the program so that this will be an existing permanent repository maintained so that programme knowledge remains available without depending on a platform that stops being maintained when the budget ends. Beyond online publication, the PDU will coordinate with UNIDO

regional offices, national focal points, and strategic partners to ensure that knowledge products are widely disseminated and strategically targeted. Materials will be translated and adapted where necessary for key user groups, including government adaptation agencies, local authorities, community-based organizations, donors, and adaptation finance institutions. Specific dissemination channels will include webinars, email newsletters, adaptation dialogues, and partner knowledge-sharing events. Sustainability arrangements of the digital knowledge platform, including its hosting options beyond SLLAS implementation period will be defined during project implementation.

228. In addition, the PDU will support community representatives and adaptation MSMEs to participate in national and regional dialogues, learning exchanges, and policy consultations, creating platforms for direct engagement with decision-makers and increasing the likelihood of uptake into national and local adaptation processes. Select community-authored materials will be presented at these events, promoting the integration of lived experience and grassroots innovation into formal adaptation planning. Strategic linkages will also be established with global adaptation platforms (e.g., the UNFCCC Adaptation Knowledge Portal, or the Global Centre on Adaptation), regional knowledge hubs, and institutional repositories such as those maintained by the Adaptation Fund and UNIDO. Linkages to key global fora on adaptation, such as Adaptation Futures and Community-based Adaptation (CBA) Conferences, will be strategically sought to ensure that SLLAS-generated insights contribute to the global evidence base on locally led adaptation.

229. Key deliverables for this activity include: a fully operational SLLAS knowledge hub; dissemination of all 70 community and programme-level products to relevant stakeholders; and at least 10 knowledge products directly integrated or linked to national adaptation planning processes such as National Adaptation Plans (NAPs), Nationally Determined Contributions (NDCs), or national monitoring frameworks. This activity will ensure the long-term visibility, relevance, and influence of the programme's learning outputs in advancing climate resilience at scale.

Output 3.1.2 Community adaptation advocates and adaptation MSMEs showcased at least once on global or regional platforms

230. This output focuses on elevating the visibility and influence of local actors, particularly the 90 Community Adaptation Advocates and representatives of at least 30 participating providers or provider groups, who have demonstrated leadership in deploying, adapting, and sustaining climate solutions. By supporting their participation in global and regional events, SLLAS ensures that the perspectives of grassroots leaders and local innovators are reflected in broader adaptation policy and practice discussions.

231. This output builds directly on the implementation experience generated under Components 1 and 2. It draws on the role of community advocates in leading participatory planning and demand articulation, and on the role of adaptation MSMEs in co-developing, localizing, and deploying adaptation solutions in partnership with communities. In line with LLA principles, this output prioritizes authentic representation, not just token participation. The PDU will provide preparatory support to ensure that speakers and participants are well-positioned to communicate their work, while also offering alternatives for communities or MSMEs that may be unable to travel or participate in person.

Activity 3.1.2.1 Identify and prepare MSMEs and community advocates for global or regional showcasing

232. To strengthen the visibility, voice, and influence of grassroots actors engaged in the SLLAS programme, the PDU will work closely with adaptation MSMEs and community adaptation advocates to identify and support their participation in relevant regional and global learning events, policy dialogues, and adaptation showcases. This activity will ensure that the lived experiences, solutions, and insights of those directly implementing and co-creating adaptation strategies are elevated in key decision-making and knowledge exchange spaces.

233. Participants will be selected based on thematic relevance, demonstrated achievements, and communication readiness. For example, adaptation MSMEs that have successfully localized and scaled solutions through community co-design processes (as supported in Activities 2.1.2.3 and 2.1.2.4), or advocates who played pivotal roles in inclusive planning (Activity 1.2.1.2) and community demand articulation (Activity 1.2.2.2), will be prioritized for these engagement opportunities. The aim is to showcase diverse experiences and ensure equitable representation across regions, sectors, genders, and age groups.

234. Special attention will be paid to building confidence among youth, women, and first-time speakers. Coaching sessions will focus on public speaking, narrative structuring, and interactive presentation formats, ensuring that each participant feels prepared and empowered to represent their work and

community at external events. Where applicable, the PDU will also facilitate introductions to event organizers and curate thematic briefs or summaries to support participant inclusion in panels, working groups, or exhibitions.

235. Deliverables for this activity will include tailored support packages for all 90 Community Adaptation Advocates and representatives of at least 30 participating providers or provider groups. Each package will include prepared presentation materials, speaker bios, visual aids, or storytelling products in accessible formats. Additionally, short speaker profiles and thematic summaries will be compiled and shared with event organizers to facilitate strategic inclusion and highlight the relevance of each participant's contribution to the event agenda. Through this support, the SLLAS programme will ensure that local actors are positioned not just as beneficiaries but as leaders and storytellers in the global adaptation community.

Activity 3.1.2.2 Facilitate participation in regional and global events, dialogues, and learning platforms

236. To amplify the voices and visibility of grassroots actors and innovation champions engaged in the SLLAS programme, the PDU will coordinate and facilitate the participation of adaptation MSMEs and community adaptation advocates in a wide range of regional and global adaptation-related events. These platforms serve as critical spaces for learning exchange, policy engagement, and visibility of locally led adaptation efforts.

237. The programme will strategically target high-impact events that offer participants meaningful opportunities to engage with policymakers, funders, and peer organizations. These may include regional climate weeks, adaptation policy forums, innovation expos, solution marketplaces, and knowledge-sharing events hosted by the Adaptation Fund, UNFCCC, or regional adaptation institutions. In particular, priority will be given to events that include side events and exhibitions at the UN Climate Change Conferences (COPs), as well as South–South learning exchanges convened by other adaptation projects. To ensure broad participation despite logistical or financial constraints, the PDU will facilitate a combination of in-person attendance and remote participation options. Where physical presence is not feasible, participants will be supported to contribute through pre-recorded video statements, digital storytelling products, or virtual panel engagements. The PDU will assist with technical preparations and ensure that these contributions are delivered in a professional and engaging format suitable for the intended platform and audience.

238. Each of the 90 Community Adaptation Advocates and at least one representative of each participating provider or provider group will be given the opportunity to be showcased at least once on a global or regional platform, whether through a speaking engagement, panel discussion, exhibition, or virtual storytelling contribution. The PDU will ensure equitable representation across regions, sectors, and demographic groups, with a focus on elevating the voices of women, youth, and underrepresented communities.

239. In total, component 3 will aim to facilitate participation from each community in relevant adaptation events or knowledge platforms. These participations will not only celebrate community-led achievements but will also serve to inspire replication, inform policy, and strengthen networks for further adaptation finance and support. Through these strategic engagements, the SLLAS programme will reinforce its commitment to promoting grassroots leadership in shaping the global adaptation agenda.

Output 3.1.3 SLLAS learnings shared at a minimum of 10 adaptation policy events or platforms

240. This output ensures that the SLLAS programme contributes to shaping global adaptation policy and practice by actively engaging with strategic knowledge and policy platforms. It focuses on distilling insights from Components 1 and 2, particularly those related to adaptation MSME engagement, community-led planning, demand generation, financing partnerships, and business model innovation, to share these insights with international audiences.

241. This output builds on the knowledge generated under output 3.1.1 and the showcasing of local actors under output 3.1.2, but focuses specifically on contributing to policy-level conversations, donor learning agendas, and global communities of practice, such as the Adaptation Fund, UNFCCC, NAP Global Network, among others. These contributions will not only demonstrate the viability and impact of LLA approaches, but also position SLLAS as a replicable and scalable model for integrating private sector adaptation solutions with community-driven processes.

Activity 3.1.3.1 Synthesize policy-relevant lessons from SLLAS implementation

242. This activity is designed to translate the wealth of insights and practical learning generated by the SLLAS programme into targeted knowledge products that inform national and global adaptation policy agendas. Building on the technical results, milestone monitoring, and cross-community synthesis conducted under activity 3.1.1.2, the Programme Delivery Unit (PDU) will develop a suite of policy-relevant briefs and learning summaries that extract actionable recommendations and evidence for adaptation stakeholders.

243. These knowledge products will highlight the critical role of adaptation MSMEs in implementing locally led adaptation (LLA) approaches, offering concrete guidance on how such enterprises can be more effectively integrated into national adaptation plans, resilience strategies, and climate finance mechanisms. Drawing from real-world deployment experiences, the products will illustrate how business models and financing arrangements were co-developed and localized through community engagement processes, and how these contributed to the sustained delivery of adaptation solutions.

244. Key themes will include effective strategies for concurrently supporting supply-side actors (such as MSMEs) and demand-side actors (communities and local institutions), the enabling conditions required for successful solution deployment, and lessons learned in fostering adaptation-driven entrepreneurship. The materials will also explore what it takes to sustain adaptation interventions over time through inclusive, community-anchored business models and governance structures. To ensure the insights are accessible and actionable, all products will be tailored to distinct target audiences, including donors, national adaptation planners, and international investment facilitators. The tone, format, and framing of each brief will reflect the priorities and language of these actors to enhance uptake and usability.

245. Deliverables under this activity will include at least five policy-relevant briefs or thematic learning summaries, each addressing a critical question or innovation pathway demonstrated through the SLLAS programme. In addition, the PDU will produce a flagship learning synthesis that captures overarching lessons and cross-cutting themes from the implementation of components 1 and 2. This synthesis will serve as a key reference for the Adaptation Fund, national decision-makers, and global partners seeking to accelerate the integration of locally led, enterprise-driven adaptation solutions into broader resilience agendas.

Activity 3.1.3.2 Facilitate strategic contributions to at least 10 global adaptation or policy events

246. To amplify the visibility and influence of the SLLAS programme, the Programme Delivery Unit (PDU) will engage proactively with organizers of global adaptation, climate finance, and policy forums to ensure that the insights and contributions of SLLAS are well represented in high-impact platforms. This activity is critical to embedding the experiences of adaptation MSMEs and communities into global adaptation narratives and ensuring that the programme's learnings inform broader policy and financing dialogues.

247. The PDU will pursue opportunities to feature SLLAS in side events at the UN Climate Change Conferences (COP), sessions organized by multilateral entities such as the Adaptation Fund, the Green Climate Fund (GCF), and the Global Environment Facility (GEF), and in thematic discussions convened by key adaptation platforms such as the Global Adaptation Network (GAN), the NAP Global Network, the International Institute for Environment and Development (IIED), and the World Resources Institute (WRI). Additional engagement will target forums focused on climate finance, private sector innovation, and community-based adaptation.

248. SLLAS representatives, including adaptation MSMEs and community adaptation advocates, will be supported to contribute actively to these platforms through panel interventions, case study presentations, side events, and official policy dialogues. The PDU will prepare tailored presentation materials, talking points, and supporting visuals for each contribution, ensuring that messaging aligns with the focus of the event and the intended audience. Where necessary, the PDU will provide translation support and speaker coaching, especially for youth and women advocates participating from grassroots contexts. To strengthen reach and impact, the PDU will also seek to collaborate with other UN agencies, AFCIA partners, and regional South-South cooperation networks. These collaborations may lead to joint publications, co-hosted sessions, or cross-programme learning products that demonstrate how SLLAS contributes to shared adaptation goals.

249. Deliverables for this activity will include at least ten events or platforms where SLLAS contributions are featured substantively, including formal presentations, dialogue inputs, or case study showcases. In addition, the PDU will prepare presentation decks, talking points, and learning summaries for each event, and ensure the publication of at least two collaborative submissions or joint knowledge products with partner institutions. These efforts will not only elevate the visibility of SLLAS but also contribute to shaping global and national adaptation agendas through real-world evidence and inclusive voices.

Outcome 3.2 Participatory monitoring and adaptive learning systems support programme

responsiveness, internal accountability, and alignment across stakeholders and components

250. Outcome 3.2 ensures that SLLAS embeds real-time learning and adaptive decision-making into its implementation model through participatory monitoring tools, community-led feedback mechanisms, and accessible digital systems. It enables the PDU, community advocates, and adaptation MSMEs to track progress, identify challenges early, and make evidence-informed adjustments throughout the programme cycle.

251. A central feature of this outcome is the establishment of feedback systems that are led by communities themselves. These systems ensure that the voices of end users, particularly women, youth, and vulnerable groups, inform programme delivery, solution improvement, and local adaptation strategies. The participatory tools developed under this outcome will empower communities not only to assess the performance and accessibility of adaptation solutions, but also to reflect on their own adaptation plans and evolving needs. The PDU will synthesize insights across all communities to inform ongoing implementation and support adaptive management.

252. In parallel, Outcome 3.2 establishes the digital infrastructure needed to manage and analyze the growing volume of programme data. AI tools will be integrated into the platform to support milestone tracking, knowledge organization, and pattern detection, while ensuring that communities and MSMEs maintain control over how their data is used. These tools will enable timely learning, surface opportunities for cross-community collaboration, and strengthen the programme's contribution to national adaptation reporting and global learning platforms.

253. Peer learning among adaptation MSMEs and community advocates will also be formalized under this outcome, providing structured opportunities for horizontal exchange, joint problem-solving, and reflection on what works in different local contexts. These learning exchanges will not only increase capacity and confidence among local actors, but also strengthen the coherence of the programme by creating alignment across geographies and stakeholder groups.

254. Finally, Outcome 3.2 supports the PDU's ability to identify synergies across Components 1 and 2, harmonize implementation timelines, and ensure that monitoring, learning, and decision-making processes are interconnected across all outcomes and outputs. By embedding feedback, peer exchange, and systems learning into the heart of implementation, this outcome reinforces SLLAS's identity as a dynamic, responsive, and community-anchored adaptation programme.

Output 3.2.1 Participatory monitoring tools and community-led feedback mechanisms designed and used across all target communities

255. This output establishes the core learning and feedback mechanisms that allow SLLAS to remain responsive, transparent, and accountable to the communities and solution providers it supports. It introduces simple, participatory monitoring tools that empower communities to assess the relevance, quality, and outcomes of deployed solutions and adaptation planning processes. By emphasizing community ownership of monitoring, this output ensures that success is defined by the users of adaptation solutions, not just the providers. These mechanisms will also enable the PDU to capture trends across implementation sites, surface emerging issues, and adapt programming in real time.

256. A portion of the resources under this output will support the participatory M&E functions required for community-generated monitoring data, annual feedback cycles, synthesis of findings, and adaptive management, while remaining distinct from routine project management costs.

257. Importantly, this output also introduces structured peer learning among adaptation MSMEs and community advocates as a core element of participatory learning. Through horizontal exchanges, communities and solution providers will learn from one another's experiences, co-develop solutions to shared challenges, and strengthen their roles as leaders in locally led adaptation.

Activity 3.2.1.1 Develop and pilot participatory monitoring and feedback tools with communities

258. This activity will enable the co-creation and deployment of participatory monitoring tools that empower communities to track the performance, inclusivity, and sustainability of their adaptation solutions and planning processes. In alignment with the principles of locally led adaptation (LLA), these tools will be designed to be user-friendly, culturally appropriate, and accessible in low-resource settings, ensuring that community members can meaningfully engage in evaluating progress and outcomes.

259. Tool development will be carried out through community-centered design workshops and will prioritize simplicity and visual communication. These workshops will be convened in collaboration with local

partners, adaptation advocates, and relevant MSMEs. Following initial prototyping, the tools will be piloted in 4 to 6 communities to test usability, effectiveness, and relevance across diverse local contexts. Feedback from these pilot communities will inform refinement and scaling.

260. The participatory monitoring toolkit may include a range of instruments, such as i) community scorecards for service delivery satisfaction; ii) visual progress maps for tracking milestone achievements; iii) SMS-based or mobile feedback check-ins for timely inputs, and iv) reflective storytelling circles to capture lived experiences and qualitative insights. The toolkit will also include templates and facilitation guidance to ensure inclusive use across gender, age, and literacy levels.

261. This activity builds on earlier phases of the programme, including participatory planning under Component 1, community–MSME co-design and deployment under Component 2, and the governance and learning processes established around deployed solutions. By integrating monitoring into these processes, the activity ensures that communities are not only supported in implementation, but are also equipped to assess progress, generate feedback, and adapt over time.

262. The finalized monitoring toolkit will be implemented across all 30 target communities, enabling consistent data collection and facilitating community-led performance tracking. Additionally, the PDU will integrate monitoring data into the SLLAS digital platform (developed under output 3.2.2), allowing for real-time synthesis, visualization, and feedback loops that support adaptive management at both local and programme levels.

263. Target deliverables for this activity include one comprehensive participatory monitoring toolkit tailored to LLA principles and low-resource environments, successful rollout and uptake in all 30 communities, and the integration of community-generated monitoring data into the programme's digital platform to support learning, accountability, and continuous improvement.

Activity 3.2.1.2 Establish regular community feedback loops to inform programme improvement

264. This activity establishes structured and recurring feedback mechanisms to ensure that community voices are continuously heard, valued, and integrated into the adaptation programme's implementation. By institutionalizing community-driven feedback loops, the programme enables transparent, inclusive, and adaptive management of both the deployed adaptation solutions and the broader planning and partnership processes. These feedback loops will also serve as a critical tool for assessing the quality of MSME–community collaboration, distinguishing MSMEs demonstrating genuine, sustained commitment to locally led practices from those meeting only basic compliance thresholds. This insight will be used to strengthen accountability, impact tracking, and learning across the programme, providing a view as to the persistence of LLA principles in partner communities and MSMEs beyond the project's timeline.

265. These feedback cycles will be conducted annually in each of the 30 target communities, coordinated by trained community adaptation advocates with technical and logistical support from the PDU. The feedback mechanisms will be designed to reflect diverse local preferences and communication styles, ensuring accessibility and cultural appropriateness for all community members.

266. A range of engagement formats will be offered to allow communities to express their views in both formal and informal ways. These may include facilitated dialogue sessions, participatory reflection workshops, and the use of anonymous feedback boxes placed in trusted community spaces. In communities with strong youth engagement, digital storytelling campaigns curated and led by Resilience Youth Ambassadors will capture perspectives through short videos, interviews, and mobile messages. Additionally, "Voices from the Field" briefs will be compiled by advocates to highlight key insights, concerns, and suggestions shared by community members.

267. The PDU will review and synthesize the feedback collected from all communities on an annual basis. The findings will be cross-referenced with monitoring data (from participatory tracking tools developed in activity 3.2.1.1) to inform necessary adjustments to delivery strategies, technical support mechanisms, and business models, as well as collaboration with partner MSMEs. This process ensures that the programme remains responsive to community needs, evolving contexts, and implementation realities.

268. Deliverables for this activity include the successful completion of one structured feedback cycle per year in each of the 30 communities; the preparation and analysis of at least 60 feedback summaries (minimum two per community); and the integration of key findings into the programme's adaptive management processes. Synthesized insights will also feed into the development of knowledge products under output 3.1.1, supporting learning, transparency, and policy influence at broader scales. The synthesized findings

will also highlight community perspectives on MSME engagement quality, and the extent to which the selected MSMEs' operations reflect LLA principles.

Activity 3.2.1.3 Facilitate structured peer learning among adaptation MSMEs and community advocates

269. To reinforce adaptive learning and knowledge exchange within the SLLAS programme, this activity introduces structured peer learning cycles among supported adaptation MSMEs and community adaptation advocates. These cycles are designed to foster collective problem-solving, strengthen implementation practices, and facilitate the cross-pollination of insights across different regions, sectors, and stakeholder groups.

270. Peer learning will focus on shared challenges, solution refinement, and facilitation techniques, with the aim of improving the effectiveness, inclusivity, and sustainability of adaptation efforts. Exchanges will be organized along regional or thematic lines: for instance, MSMEs working on water solutions may form one cohort, while advocates supporting communities in arid zones may form another. This segmentation will allow for focused discussion, contextual relevance, and practical knowledge-sharing.

271. Multiple learning formats will be employed to maximize participation and accessibility. Virtual peer-learning circles will be hosted separately for MSMEs and advocates, providing regular spaces for open dialogue, troubleshooting, and reflection. In addition, an annual peer exchange event, either virtual or in-person, will bring together all MSMEs, community advocates, and PDU members for deeper collaboration and networking. These events will include structured case presentations, "community-to-community" learning led by advocates, and facilitated thematic breakouts to explore lessons across regions and roles.

272. Adaptation MSMEs will also be invited to submit short "adaptation journals" or reflection notes documenting their experience with solution deployment, community engagement, and partnership development. Community adaptation advocates will share innovations in facilitation, methods for overcoming resistance, and approaches for inclusive adaptation planning. These experiences will be synthesized by the PDU and integrated into programme-wide learning products developed under activity 3.1.1.2 and policy insights under activity 3.1.3.1.

273. Deliverables for this activity include the successful organization of at least one annual peer exchange event and the incorporation of learning summaries into the programme's cross-community knowledge and policy outputs. Through this collaborative platform, both MSMEs and advocates will benefit from ongoing support, shared learning, and opportunities to collectively strengthen their contributions to locally led adaptation.

Output 3.2.2 Digital knowledge infrastructure established to manage, synthesize, and share programme data and learning

274. This output focuses on establishing a comprehensive digital platform to support SLLAS knowledge management, participatory monitoring, adaptive management, and communication. The platform will consolidate learning from across the programme, encompassing deployment, planning, business model development, demand generation, and partnership-building, and make this knowledge accessible to communities, national governments and stakeholders, adaptation MSMEs, the PDU, the global adaptation ecosystem, and other external stakeholders.

275. To increase the platform's utility and responsiveness, AI tools will be responsibly integrated to support automation, analysis, and accessibility. These tools will complement, not replace, human decision-making, and will be deployed with attention to cost-effectiveness, ethical use, data protection, and inclusivity. They will enhance the platform's ability to process large volumes of community and adaptation MSME inputs, synthesize learning across geographies and actors, and identify patterns that inform adaptive programming.

Activity 3.2.2.1 Design and launch a digital platform for knowledge management and programme learning

276. To support adaptive programme execution, learning, and communication, the SLLAS Programme Delivery Unit (PDU) will oversee the development of an integrated digital platform that brings together key functions from across the programme. The platform will serve three primary purposes: streamlining internal programme operations, enabling participatory monitoring and adaptive decision-making, and facilitating public access to knowledge products and learning.

277. The platform will feature a secure provider-response and milestone-tracking module for adaptation MSMEs and other eligible solution providers, aligned with the Adaptation Solution Selection Framework. This module will allow potential providers identified through community-led and targeted sourcing processes to respond to community-defined provider briefs, submit the required eligibility and due-diligence information, track progress against milestone-based grant agreements, and receive feedback or technical guidance. It will support provider due diligence, partnership management, and the monitoring of solution deployment under Component 2.

278. A second core module will host the SLLAS community knowledge hub, featuring learning products developed under Output 3.1.1, peer learning tools, and multimedia stories from communities and adaptation MSMEs. This module will also facilitate access to training materials, feedback forms, and other resources to support community-level engagement and cross-community learning.

279. A third module will present a participatory monitoring dashboard that aggregates and visualizes data generated through community scorecards, feedback tools, and adaptation solution monitoring efforts (Outputs 3.2.1 and 2.1.2). Dashboards will help the PDU and communities identify trends, respond to emerging issues, and document impact across regions and outcomes.

280. To strengthen the platform's capacity to process qualitative and multimedia content, the PDU will explore the use of AI-enabled tools in a responsible and inclusive manner. Potential tools include natural language processing (NLP) to synthesize community feedback and reports, anomaly detection to flag inconsistencies or milestone delays, auto-tagging of stories and case studies for easier retrieval, and multilingual transcription and translation to support global dissemination of locally authored content. All AI applications will be piloted under close supervision to ensure transparency, data security, and usability for low-bandwidth or low-literacy environments. The platform will also produce internal learning briefs and analytics summaries to support programme reflection, adaptive management, and reporting.

281. Deliverables include a fully operational digital platform by the end of Year 1, with live modules for provider responses and milestone tracking, participatory monitoring, and knowledge publishing. The platform will generate at least four internal learning briefs and three cross-programme learning snapshots per year, helping to link components 1 and 2 and inform policy engagement under Output 3.1.3.

Activity 3.2.2.2 Provide tailored interfaces and training for MSMEs, community advocates, and the PDU

282. To ensure inclusive and widespread adoption of the SLLAS digital platform, simplified and user-friendly interfaces will be designed specifically for adaptation MSMEs, community adaptation advocates, and PDU staff. Recognizing the diverse technical backgrounds of users, the platform will incorporate intuitive layouts and data input tools tailored to each user group's role and capacity.

283. For adaptation MSMEs, the platform will allow seamless submission of milestone progress reports, business model data, and technical documentation linked to their solution deployment. Community adaptation advocates will be equipped to upload local knowledge stories, participatory monitoring data, and community feedback inputs. PDU staff will use the platform to generate real-time implementation dashboards, review reports, and coordinate follow-up actions across programme sites.

284. To ensure usability in areas with limited digital infrastructure, offline-compatible input tools will be deployed, enabling data collection and uploads without requiring constant internet connectivity. These tools will be supported by local-language user guides to accommodate the linguistic diversity of participating communities. Visual and icon-based input formats will be used where needed to assist users with limited literacy or digital experience.

285. Training will be delivered to at least one representative from each of at least 30 participating providers or provider groups, as applicable, and to the 90 Community Adaptation Advocates to ensure effective use of the platform. Training modules will cover basic digital literacy, data entry processes, and quality control practices. The PDU will provide follow-up support during rollout and ensure that any technical issues are resolved in a timely and user-friendly manner. Where artificial intelligence (AI) is used to support content analysis or translations, such as synthesizing reports or converting local-language feedback into multilingual outputs, human validation steps will be integrated. This is to uphold cultural sensitivity, data integrity, and contextual accuracy. User satisfaction and adoption will be tracked through biannual digital literacy check-ins to monitor uptake, identify gaps, and continuously improve the user experience.

286. Deliverables for this activity include tailored training packages for at least one representative from each of at least 30 participating providers or provider groups, as applicable, and for the 90 Community Adaptation Advocates, as well as fully localized user interfaces, and offline-compatible tools operational in all 30 participating communities.

B. Describe how the programme would contribute to the application of the eight principles of locally-led adaptation (LLA) and describe how the programme would promote new and innovative solutions to climate change adaptation, such as new approaches, technologies and mechanisms.[9]

B1. Contribution to the Eight Principles of LLA

287. SLLAS integrates all eight principles of locally led adaptation (LLA) as a cohesive framework embedded across all components. In line with the Adaptation Fund's Medium-Term Strategy (2023–2027), SLLAS does not treat these principles as isolated elements, but as mutually reinforcing conditions for equitable, effective, and sustainable adaptation. The programme creates an enabling ecosystem in which communities and adaptation MSMEs jointly lead planning, delivery, and governance, addressing power asymmetries, unlocking local innovation, and enabling long-term climate resilience.

288. Devolving decision-making to the lowest appropriate level: SLLAS invites vulnerable communities to apply directly or, where appropriate to their context, to be represented by local CSOs, NGOs, community-based organizations, or local governments. In all cases, applications must include verifiable evidence of community consultation, participation, and endorsement. Communities, whose livelihoods are directly impacted by climate change, are asked to articulate the climate vulnerabilities they face, together with their priority adaptation needs, through these arrangements. These community-defined priorities are then further developed through the CEAP process under Component 1, which enables communities to translate climate risks and local economic realities into adaptation outcomes. Communities categorize CEAP actions into four distinct pathways: locally resourced actions supported through capability building, community-managed fund interventions, community-approved solution packages delivered through MSME or other eligible provider partnerships; and actions outside immediate SLLAS financing that remain in the CEAP for possible government, partner or future financing. Communities retain authority over the categorization of actions and over the design and oversight of those pathways implemented through SLLAS. These processes ensure that communities do not merely react to MSME proposals, but define the parameters within which MSME and sector engagement under Component 2 can occur. Communities also retain authority to review, adapt, reject, or request further sourcing of shortlisted MSME options, and to govern implementation through community-approved delivery conditions, milestone validation and associated grant disbursement clearance, and oversight arrangements.

289. Addressing structural inequalities: The programme is explicitly designed to overcome historical inequities. Gender and inclusion-responsive strategies are embedded across community selection, participatory planning, governance design, MSME matching, solution deployment, and livelihood development. Community advocates are selected and supported to engage women, youth, Indigenous Peoples, persons with disabilities, and other marginalized groups, while CEAP development, community consultations, and governance arrangements are structured to ensure that underrepresented groups participate meaningfully in defining priorities, shaping partnerships, and validating implementation. This helps ensure that adaptation solutions are inclusive, equitable, and responsive to differentiated needs and constraints.

290. Providing patient and predictable funding that can be accessed more easily: SLLAS supported actions will be delivered through three mechanisms: capability support for locally resourced actions that communities implement using their own resources; milestone-based grants through community-managed funds for eligible whole-of-community actions; and milestone-based deployment grants to community–provider partnerships for specialized solution packages. Community-managed adaptation action grants may finance eligible community-prioritized whole-of-community actions selected for SLLAS support, subject to the available programme allocation and the applicable technical, fiduciary, environmental and social requirements. The milestone-based deployment grants to selected community-led adaptation MSME partnerships include disbursements tied to benchmarks that are co-designed with communities and validated through community-approved governance arrangements. This creates predictable financing while reinforcing participation, accountability, and delivery against community-defined priorities. By providing capability building for locally resourced actions, direct grant financing through community-managed funds, and solution packages, SLLAS support the full cost of community-prioritized adaptation , with viable implementation pathways identified. In parallel, communities are supported to engage broader financing partners for other CEAP-identified priorities that are not selected for immediate solution deployment under SLLAS, helping them build the financial agency and institutional connections needed to continue and scale adaptation beyond the programme.

[9]Principles for locally led adaptation: file:///C:/Users/WB508019/Downloads/Locally_Led_Adaptation_Principles_-_Endorsement_Version.pdf . Additional resource: World Resources Institute. (2023). *Locally Led Adaptation: From Principles to Practice*. World Resources Institute: https://www.wri.org/research/locally-led-adaptation-principles-practice

291. Investing in local capabilities to leave an institutional legacy: SLLAS invests in community, institutional, and private sector capacities across all three components. Community advocates receive tailored training under Component 1, local entrepreneurs are supported under Outcome 2.2 to develop adaptation-linked livelihood and business models, and adaptation MSMEs are trained and mentored under Component 2 to align their business models and operations with LLA principles. Communities also establish governance, finance, monitoring, and accountability structures for deployed solutions. Under Component 3, communities and MSMEs further strengthen their capacities through participatory monitoring, peer learning, knowledge co-production, and opportunities to present their experience on regional and global platforms. Together, these activities leave behind locally rooted institutions, capacities, relationships, and visibility that can sustain adaptation action after SLLAS ends.

292. Building a robust understanding of climate risk and uncertainty: Resilience Data Experts under Component 1 collect and interpret local climate data to inform participatory planning, while CEAP development draws on local knowledge, climate risk evidence, socio-economic analysis, and stakeholder consultation. Under Component 2, communities and adaptation MSMEs further refine solutions through participatory co-design, affordability analysis, and validation. Component 3 strengthens this further through participatory monitoring, community feedback loops, and adaptive learning processes that allow communities and programme actors to assess evolving risks, track how solutions perform over time, and adjust implementation accordingly. This combination of scientific, experiential, and implementation-based knowledge helps ensure risk-informed and context-appropriate decision-making.

293. Enabling flexible programming and learning: SLLAS is designed to remain responsive to community-defined needs throughout implementation. Communities define priorities first through the CEAP process, and these priorities guide sourcing, shortlisting, and refinement of possible solution providers and community-managed funds. Where shortlisted options do not adequately respond to local needs, communities may request additional sourcing or further refinement before confirming a partnership. This community-first participatory design logic is carried across planning, matching, co-design, deployment, and monitoring activities, allowing the programme to respond flexibly to different local contexts, priorities, and preferences. Participatory monitoring, feedback loops, peer learning, and digital learning systems under Component 3 further support continuous adjustment and course correction during implementation. Learning under Component 3 also serves a purpose beyond the programme itself: by documenting what works, SLLAS builds the evidence base for treating locally led adaptation as a scalable approach to climate adaptation economies rather than a small-scale, grant-dependent one. Raising the visibility and standing of LLA in national and international policy spaces is therefore part of what the programme is for, and the ambition to scale it rests on evidence and learning Component 3 aims to produce.

294. Ensuring transparency and accountability: SLLAS embeds accountability at all levels. Communities define priorities and delivery conditions through the CEAP and demand-profile processes under Component 1, review and shape shortlisted MSME options and community-wide actions under Component 2, and co-define deployment milestones and governance arrangements before implementation begins. Communities then monitor progress through participatory monitoring tools, feedback loops, and governance bodies responsible for oversight of solution performance, milestone validation, grievance handling, and adaptive learning. Transparency is further supported through the Adaptation Solution Selection Framework, community-responsive matching, safeguards screening, and documented procedural review by the Technical Committee without displacing community authority over preferred solution pathways.

295. Collaborating for action and investment: The programme creates structured processes through which communities, adaptation MSMEs, local entrepreneurs, public institutions, and financing actors can collaborate around adaptation priorities. Under Component 1, communities identify priorities and map relevant actors and financing pathways. Under Component 2, community-managed actions and community–MSME partnerships are co-designed, validated, and deployed through participatory processes. Additional activities under Outcome 2.2 and Component 3 help link local actors to enterprise support services, knowledge platforms, and broader investment and policy ecosystems.

B2. Promotion of New and Innovative Solutions to Climate Change Adaptation

296. SLLAS promotes innovation not only in the types of adaptation solutions supported but also in how those solutions are selected, adapted, financed, and sustained. Innovation is understood as technological, institutional, and social, and includes both modern and traditional approaches. Component 3 carries the pathfinding function: it documents whether the approach works, under what conditions, and at what cost, so that what SLLAS tests can be judged and repeated by others.

297. Adaptation MSMEs as co-creators of LLA: A defining innovation of SLLAS is its operational integration of adaptation MSMEs as partners in LLA delivery. Rather than positioning adaptation MSMEs as external

vendors, the programme treats them as co-creators of resilience who respond to community-defined priorities and operate through community-approved partnership arrangements. Through onboarding, operationalization support, and milestone-based financing under Component 2, MSMEs are supported to adapt their business models, pricing strategies, delivery practices, and governance arrangements to local contexts. This redefines the private sector's role in adaptation, from implementers to co-stewards of resilience.

298. Equally innovative is SLLAS's direct financing of community-managed adaptation actions through milestone-based grants disbursed to community governance structures, enabling communities to implement whole-of-community priorities without relying on external contractors.

299. Diverse innovation pathways: SLLAS supports community-prioritized adaptation actions across 30 communities, delivered through locally resourced implementation, community-managed funds, or MSME-deployed solution packages, depending on the nature of each action and community capacity. These may include climate-smart technologies, locally adapted service models, traditional and Indigenous practices, and digital or AI-enabled tools where appropriate. The CEAP and co-design processes explicitly create space for communities to draw on both local knowledge and external innovation in defining and refining solution pathways.

300. Regional innovation and replication: Operating across multiple countries, SLLAS leverages regional diversity to test, refine, and replicate locally led adaptation models across different contexts. Cross-country peer learning, programme-level synthesis, and shared digital knowledge infrastructure allow successful approaches to be adapted and transferred across similar geographies, sectors, and institutional settings. This regional architecture strengthens knowledge flows and accelerates innovation diffusion while preserving local responsiveness. The thirty communities function as a deliberate sample: variation across regions, sectors, and starting capacity is what allows Component 3 to identify which conditions make a local adaptation economy viable, rather than reporting thirty separate cases.

301. Digital and AI-enabled knowledge systems: Through Output 3.2.2, the programme applies digital and AI-enabled tools to enhance milestone tracking, learning synthesis, multilingual knowledge management, and analysis across communities and MSMEs. These tools support real-time monitoring, help identify implementation patterns and lessons across geographies, and strengthen adaptive management and programme-wide learning, while complementing rather than replacing human judgement.

302. Financial and institutional innovation: Community-responsive business models, affordability strategies, and milestone-based financing help ensure that deployed solutions are financially accessible and locally viable. These are complemented by participatory identification of adaptation-linked livelihood opportunities under Outcome 2.2, which generates locally endorsed business concepts linked to the deployed solutions. Support for adaptation-linked entrepreneurship and connections to broader financing and enterprise support services strengthen community ownership and longer-term viability while aligning with the Fund's objective of catalyzing private sector participation in adaptation. For actions implemented directly by communities, milestone-based grants channeled through community governance structures represent an innovation in direct community financing, building local financial agency and demonstrating that locally led adaptation includes not only solution packages but also community-directed implementation.

303. In summary, SLLAS applies the eight principles of LLA as a unified framework to deliver adaptation that is inclusive, community-driven, and scalable. By embedding both community governance structures and adaptation MSMEs as operational partners, and linking grassroots insights with regional innovation systems, the programme offers a replicable model for transformative adaptation. Component 3 is what makes it replicable in practice, since an untested approach becomes a usable one only when the evidence behind it is documented and placed with the institutions able to act on it. This directly contributes to the Adaptation Fund's strategic pillars of action, innovation, and learning, helping shift global adaptation practice toward equitable, locally led delivery.

C. Describe how the programme will source locally-led small grant proposals, and screen them for the potential to support concrete adaptation actions to assist the participating countries in addressing the adverse effects of climate change and build in climate resilience.

304. SLLAS integrates the sourcing and screening of locally-led small-grant activities into the architecture of Components 1 and 2. The programme does not begin by identifying pre-packaged small grant proposals for communities to choose from. Instead, communities are first selected and supported under Component 1 to articulate their adaptation priorities through the CEAP process, demand profiles, and governance arrangements. These community-defined priorities are then categorized into those that can be delivered with local resources (and SLLAS capability support), those that can be resourced via community-

managed funds, those that can be delivered with MSME partnerships, and those beyond the scope of the programme. For actions categorized for MSME deployment, milestone-based grants ranging from USD 100,000 to 250,000 are awarded to confirmed community-MSME partnerships under Output 2.1.2. For actions categorized for community-managed implementation, community-managed adaptation action grants of up to USD 50,000 per community are disbursed directly to community governance structures under Output 2.1.1. Together, these constitute the small grants referenced throughout the proposal. Figure 6 under Part II, Section A illustrates how community-defined CEAP priorities are categorized into four implementation pathways and subsequently advanced towards locally led implementation under Component 2.

305. As a foundation for this process, Component 1 ensures that partner communities are identified and supported in assessing their climate vulnerabilities, livelihood systems, local economic conditions, and priority adaptation sectors. Through the CEAP process, communities define not only adaptation needs, but also response pathways and delivery conditions that guide MSME and sector engagement later. This sequencing ensures that adaptation actions are community-originated before solution choice is finalized. Communities categorize each action according to the most appropriate implementation modality: locally resourced actions, community-managed fund interventions, or MSME-deployed solution packages.

306. Community Adaptation Advocates are identified and trained under Component 1 to facilitate participatory planning, inclusive consultation, and local decision-making. They are selected based on local legitimacy, facilitation potential, and the ability to work inclusively with women, youth, Indigenous Peoples, persons with disabilities, and other marginalized groups. Their role is to support communities in defining priorities and governing implementation, rather than to manage grants on behalf of the programme. These advocates are not grant managers but facilitators of locally-led planning. After their selection and training under Component 1, they support communities to co-develop CEAPs and associated demand profiles that form the basis for MSME sourcing, partnership development and determination of which actions should be supported via which modality under Component 2. For actions designated for MSME deployment, once shortlisted MSME options are identified, communities review, refine, and, where necessary, reject or request additional sourcing of potential solutions. The subsequent structured co-design phase allows the community and selected provider or providers to test, refine and validate the proposed solution package and partnership arrangements before final confirmation. No deployment grant is awarded unless the proposed partnership demonstrably aligns with the priorities, response pathways, and delivery conditions established by the community and meets the programme's technical, safeguards, inclusion, fiduciary, and LLA requirements.

307. For actions categorized for community-managed implementation, community-managed adaptation action grants are disbursed directly to community governance structures established under Component 1, with milestones and benchmarks co-designed by the community. For actions categorized for solution deployment, small grants are awarded to community–MSME partnerships based on criteria drawn from the Adaptation Solution Selection Framework, including climate relevance, technical soundness, affordability, operational readiness, safeguards compliance, gender and social inclusion, and alignment with community-defined priorities. The Technical Committee provides technical and procedural quality assurance, and does not substitute for community decision-making on the preferred solution pathway. Where National Implementing Entities are active, they may provide advisory inputs on policy alignment, institutional integration, and safeguards, while Designated Authorities confirm alignment with national adaptation priorities as part of the final confirmation process. To ensure the quality and accountability of finance, deployment grants are disbursed in milestone-based tranches linked to benchmarks co-designed with communities and verified through community-approved governance arrangements. Technical assistance is embedded throughout, from participatory planning and partnership development to safeguards compliance, local governance, monitoring, and adaptive implementation support. For other CEAP-identified priorities beyond the selected adaptation response financed under SLLAS, communities are also supported to connect to broader financing actors and enterprise support services, helping strengthen sustainability and follow-on action.

308. Monitoring and evaluation of small-grant outcomes is conducted through the programme M&E system and the participatory monitoring systems established under Components 2 and 3. Data from deployment, community feedback, and governance processes are used both for adaptive learning within the programme and for the development of knowledge products, peer learning, and policy-facing outputs under Component 3. This ensures that locally led adaptation experience informs programme improvement, regional learning, and broader adaptation practice.

309. By combining targeted outreach, embedded technical support, adaptive finance, and results-oriented learning, SLLAS offers a robust and inclusive mechanism for sourcing and implementing locally-led adaptation initiatives at scale.

310. All beneficiary communities must be located in countries eligible for Adaptation Fund financing, i.e. developing country Parties to the Paris Agreement and/or the Kyoto Protocol. This eligibility criterion will be clearly communicated in the call for applications for communities. As part of the eligibility screening process, the SLLAS Programme Delivery Unit (PDU) will verify the national eligibility status of each applicant community against the most recent eligibility list available from the Adaptation Fund.

D. Describe how the programme would source locally-led small grant proposals, and screen them for their potential to provide economic, social and environmental benefits, particularly to vulnerable communities, including gender considerations, while avoiding or mitigating negative impacts, in compliance with the Environmental and Social Policy and Gender Policy of the Fund.

311. SLLAS embeds equity, inclusion, and environmental sustainability into the sourcing and screening of locally-led small-grant activities from the outset. The programme is designed to ensure that the adaptation actions financed under Component 2 deliver tangible resilience benefits to vulnerable communities while reducing systemic inequalities and improving outcomes for women, youth, persons with disabilities, displaced populations, Indigenous Peoples, and other marginalized groups.

312. The identification of Community Adaptation Advocates from within the selected communities is intentionally designed to remove common barriers to access, by narrowing eligibility to the community level, conducting outreach in local languages, and targeting networks that reach underrepresented groups, particularly women and youth-led associations. The selected adaptation advocates undergo training on gender-responsive adaptation planning, environmental and social safeguards, and inclusive stakeholder engagement. They then support the co-development of CEAPs, demand profiles, and governance arrangements, which together form the basis for later MSME sourcing, partnership refinement, and deployment decisions. This participatory process helps ensure that the adaptation actions ultimately financed under SLLAS respond directly to the needs and priorities of the most vulnerable community members, informed by lived experience and contextual knowledge.

313. Community-led adaptation partnerships and the associated deployment grants are screened using the Adaptation Solution Selection Framework, which has been adapted under SLLAS to assess adaptation impact, community ownership, gender and social inclusion, affordability, operational feasibility, safeguards compliance, and broader economic, social, and environmental benefits. Proposed partnerships must demonstrate not only adaptation relevance, but also how they may contribute to local resilience, inclusive benefit-sharing, livelihood strengthening, social cohesion, or ecosystem-compatible outcomes. Each partnership is also subject to environmental and social screening in line with the Adaptation Fund's ESP and Gender Policy, with risk categorization completed before final confirmation and grant disbursement.

314. To address structural inequalities more explicitly, gender-responsive and inclusive approaches are mainstreamed across all programme stages. The selection and support of community advocates, participatory planning processes, governance arrangements, MSME matching, deployment design, and livelihood development activities are all structured to improve the meaningful participation of women, youth, and other historically underserved groups. Training materials and engagement methods are adapted to reflect differentiated needs, including accessibility for persons with disabilities and displaced populations.

315. Technical assistance is provided throughout, including support for safeguards compliance, partnership refinement, deployment, and impact tracking. Results will be captured through inclusive indicators disaggregated by gender, age, and other relevant markers, and will feed into programme-level learning and knowledge products under Component 3. This approach helps ensure that the small grants deliver inclusive, context-specific, and environmentally sound adaptation outcomes while systematically shifting authority and agency toward local actors, especially those historically excluded from climate finance and planning processes.

E. Describe or provide an analysis of the cost-effectiveness of the proposed programme and explain how the regional or multi-regional approach would support cost-effectiveness.

316. SLLAS in essence tries to support enhanced local adaptation economies in thirty different communities, distributed over different geographies - combining adaptation, locally-led development and local economy development. Combining adaptation financing with local economic development in partnership with private sector is a new and pioneering approach for LLA, enhancing long-term sustainability of the adaptation actions and deployed solutions as it becomes integral to the local livelihood equation. It may also unlock new modality in closing the funding gap in adaptation finance, by mobilizing local MSME business finance for adaptation programming. The aim is not to fund adaptation needs from special

funding lines, but to orient local business sectors to address the commercial opportunities needed for climate adaptation and besides SLLAS support mobilize local business capital and local funding.

317. SLLAS is designed with a strong emphasis on cost-effectiveness by combining targeted national interventions with a unified regional framework that enables economies of scale, peer learning, and efficient resource deployment. Its delivery model combines regionally coordinated community selection, CEAP development, MSME sourcing, and knowledge management with locally tailored implementation. This reduces duplication in outreach, screening, learning systems, and technical support, while allowing adaptation solutions to be sourced and refined in response to community-defined priorities across multiple settings. By embedding community-led planning, governance development, and MSME matching within one integrated sequence cost-effectiveness in achieved. SLLAS helps ensure that implementation support is directed toward partnerships and adaptation responses that have already been screened for community relevance, safeguards compliance, and implementation readiness. This reduces the risk of poor fit, redesign, or low uptake, thereby increasing the return on each deployment grant.

Box 4: Local financing modalities under SLLAS

SLLAS provides two complementary financing modalities to implement community-prioritized actions identified through the Community Economy Adaptation Plans (CEAPs). The scope, budget, implementation arrangements and milestones for each financed action are developed on the basis of the relevant CEAP and demand profile, with support from the Community Adaptation Advocates (CAAs) and the Programme Delivery Unit (PDU), and subject to the applicable technical, fiduciary, environmental and social safeguards requirements:

1. Community-managed adaptation action grants (Activity 2.1.1.2)

Grants of up to USD 50,000 per community support eligible whole-of-community adaptation actions that strengthen the foundations of the local adaptation economy, including small communal infrastructure, shared natural-resource measures and other community-prioritized investments. The community approves the purpose, scope, budget and milestones of the action. Where the community structure has sufficient capacity and appropriate controls, funds may be transferred to an eligible community account or structure. Otherwise, the PDU administers payments against the community-approved implementation plan and budget.

2. Milestone-based community-MSME partnership grants (Activity 2.1.2.5)

Grants ranging from USD 100,000 to USD 250,000 per community, with an indicative average of approximately USD 150,000, support the deployment of community-prioritized solution packages requiring specialized goods, services, technologies or enterprise capabilities. The community and the selected MSME or other eligible solution provider co-design the solution package, delivery arrangements, business or service-delivery model, budget and milestones, with facilitation from the CAAs and PDU. The community approves the preferred provider and final partnership arrangement, while the Technical Committee verifies compliance with minimum technical, fiduciary, safeguards and LLA requirements.

Up to USD 10,000 per community is allocated to facilitate the community-MSME co-design process, including local organization, accessible participation, joint planning and the preparation of the agreed solution package, budget and milestone plan. This allocation supports the preparation of the partnership and is not a separate grant window.

Final financing amounts and implementation arrangements will be determined on the basis of the CEAP, the selected implementation pathway, reasonable costs, available programme resources and the applicable safeguards and fiduciary requirements. Detailed operational procedures will be set out in programme guidance aligned with the LLA principles and the requirements of the Adaptation Fund and UNIDO. SLLAS will also direct resources to the local level through the engagement of CAAs and the organization of community-level training, consultations and workshops.

318. The milestone-based financing structure under Component 2 also contributes to cost-effectiveness. As summarized in Box 4 above, SLLAS applies two complementary financing modalities, allowing resources to be matched to the nature, scale and complexity of each community-prioritized adaptation action. Community-managed adaptation action grants support eligible whole-of-community investments of up to USD 50,000, while community-MSME partnership grants ranging flexibly from USD 100,000 to USD 250,000 finance solution packages requiring specialized goods, services, technologies or enterprise capabilities. This differentiated structure helps avoid both under-resourcing and overfunding, while milestone-based disbursement links financing to verified progress, fiduciary and safeguards requirements, and community validation. The community remains in the driver's seat throughout the process, helping ensure that resources respond to locally defined priorities and delivery conditions. Experience from comparable community-led investments indicates that relatively modest, strategically targeted financing can unlock significant adaptation and local economic benefits, as illustrated in Box 5 below. The upper ceiling for community-MSME partnership grants is aligned with Adaptation Fund small-grant mechanisms, including the Innovation Small Grants and the Adaptation Fund Climate Innovation Accelerator, which apply a ceiling of USD 250,000. Together, the differentiated grant sizes,

community oversight and performance-linked disbursement strengthen financial discipline while maintaining flexibility and delivery efficiency across the 30 participating communities.

Box 5: Cost-effectiveness of community-managed grants

Community-managed grants can provide highly cost-effective responses to locally identified adaptation needs. Several factors contribute to this. Funds can be directed toward narrowly defined financing gaps that would otherwise prevent a larger community priority from being implemented. Community contributions in cash, labour, materials, or other in-kind resources can extend the value of programme financing. Planning, implementation, and oversight are undertaken through local structures rather than being fully outsourced, while expenditure on local labour, suppliers, and services can retain economic value within the community. Community decision-making can also help ensure that resources are directed toward contextually appropriate investments that communities are prepared to operate and maintain.

Examples illustrating these cost-effectiveness pathways include:

- Ethiopia: A farmer invested approximately EUR 25,000 of her own resources in constructing a river crossing to improve access to a highly productive farm. The investment was intended to reduce crop losses associated with transporting fruit by camel or donkey and allow trucks to collect produce directly from the farm. Although this was not a community grant, it illustrates how a targeted local investment can address a specific infrastructure bottleneck affecting the value and reliability of climate-resilient agricultural production
- Kenya: A community-managed water connection system was completed at a total cost of EUR 17,900, including EUR 15,200 in direct programme funding and EUR 2,760 in community contributions. Community members contributed labour by digging trenches, while the county government supplied some pipes. The system provided direct household water access to 71 households and established a locally managed maintenance fund, demonstrating how direct funding, community contributions, and public support can be combined to produce and sustain a shared adaptation benefit
- Pakistan: A Water Users Association rehabilitated a 1.5-kilometre floodwater diversion and guide bund at a total cost of approximately EUR 10,000. The project contributed around 24 percent of the cost through tractor rental and fuel, while the Water Users Association covered most of the remaining expenditure. The rehabilitated bund distributes floodwater to more than 50 villages across an approximately 12,000-hectare command area, showing how a relatively small catalytic contribution can mobilize substantial local resources and restore productive use of a much larger area

These examples illustrate different forms of cost-effectiveness relevant to SLLAS: removing a critical local infrastructure bottleneck, combining direct finance with community and public contributions, mobilizing local resources, and establishing arrangements for continued operation and maintenance. Under SLLAS, comparable investments would remain subject to community prioritization, technical and safeguards screening, proportionate fiduciary controls, milestone-based disbursement, and verification of adaptation benefits.

319. SLLAS further enhances cost-effectiveness through regional coordination of knowledge management and M&E functions under Component 3. Outputs such as the development of 60 community-level and 10 programme-level knowledge products (Output 3.1.1) and the organization of cross-country showcasing events (Output 3.1.2) allow national projects to learn from each other, improving programme quality without requiring duplication of learning systems at the national level. The joint learning architecture also reduces the cost of technical assistance by producing shared training content and guidance that can be adapted across country contexts, including simplified safeguard tools and templates aligned with the Fund's Environmental and Social Policy and Gender Policy.

320. In contrast to fragmented national approaches, SLLAS benefits using a systematic approach across different communities and from regional efficiencies by pooling technical expertise on adaptation technologies, scaling strategies, and inclusive planning methodologies. By using a unified methodology to train 90 community adaptation advocates across multiple countries under Component 1, the programme builds a distributed knowledge base that is contextually rooted but methodologically consistent. This enables scalable peer learning and creates a foundation for long-term collaboration among adaptation actors in the region.

321. Moreover, the programme's regional financial matchmaking efforts for other CEAP-identified priorities beyond the selected adaptation response financed under SLLAS improve the cost-effectiveness of accessing finance for local projects by reducing transaction costs and increasing visibility of investment-ready community projects to regional and global financiers. The regional structure also allows the programme to absorb implementation risks by diversifying across multiple geographies. If delays or risks affect implementation in one country, resources can be reallocated to others without loss of programme momentum, ensuring sustained progress toward targets at the aggregate level.

322. In particular component 3 is to nurture this cross-learning – between communities and between SLLAS and other financial systems and climate-local economy programs, with the ambition to replicate

experience on the partnership model and the adaptation solutions – so that SLLAS impact can travel beyond the 30 communities and SLLAS direct support.

323. Overall, SLLAS demonstrates a high degree of cost-effectiveness through its integrated, regionally coordinated, and locally executed model, maximizing adaptation returns per dollar by reducing transaction costs, strengthening institutional capacity, and enabling efficient deployment of tested solutions across vulnerable communities.

F. Describe how the programme is consistent with national, sub-national or local sustainable development strategies, adaptation planning processes, national or sub-national development plans, poverty reduction strategies, national communications and adaptation programs of action, national adaptation plans (NAPs), nationally determined contributions (NDCs), adaptation communications, and other voluntary adaptation reports, where they exist, as well as with the UNFCCC technology framework, and other relevant instruments

324. The programme is designed to complement and reinforce national, sub-national, and local adaptation and development strategies in participating countries by focusing on the large-scale deployment of proven, locally led adaptation solutions in sectors that are national priorities, namely agriculture, water, and energy. The programme directly supports the implementation of National Adaptation Plans (NAPs) and Nationally Determined Contributions (NDCs) by addressing gaps in local delivery capacity, finance access, and the operationalization of adaptation solutions at scale. In addition, final confirmation of each community-approved partnership requires Designated Authority (DA) endorsement of alignment with national adaptation priorities, creating a formal checkpoint that reinforces consistency with national policies and strategies before deployment begins

325. In most participating countries, NDCs and NAPs highlight the urgent need to improve climate resilience in rural areas, expand decentralized energy and water infrastructure, and improve adaptive capacities of smallholder farmers and MSMEs. SLLAS contributes to these goals by enabling the deployment of 30 community-prioritized adaptation responses through Component 2, while ensuring that CEAPs, community governance arrangements, and, where relevant, broader financing pathways are integrated into programme delivery.

326. SLLAS contributes directly to the Adaptation Fund 2023–27 medium-term strategy by advancing Locally Led Adaptation, scaling innovation, and enhancing resilience in vulnerable communities.

327. The programme is also consistent with poverty reduction strategies and national development plans, particularly where these prioritize inclusive economic growth, green jobs, gender equality, and decentralization. Through its support for community adaptation advocates under Component 1, SLLAS creates employment and leadership opportunities in underserved areas and empowers local actors, especially women and youth, to actively shape and benefit from adaptation initiatives. This responds to commitments made in national gender policies and inclusive governance frameworks.

328. In countries where Adaptation Communications, Technology Needs Assessments (TNAs), or National Communications to the UNFCCC have been submitted, SLLAS contributes to operationalizing identified technology transfer priorities and supports national innovation ecosystems by bridging the gap between tested solutions and their uptake at the community level. The programme also aligns with the UNFCCC Technology Framework by emphasizing the deployment of locally appropriate, climate-resilient technologies that are technically sound, financially viable, and scalable.

329. Furthermore, the programme's focus on participatory planning, community governance, and learning aligns with guidance under the Global Goal on Adaptation (GGA) and the Sharm el-Sheikh Adaptation Agenda by advancing decentralized adaptation action and locally led monitoring of resilience outcomes. It supports countries in demonstrating progress on locally led actions in future adaptation communications or transparency reports under the Enhanced Transparency Framework (ETF).

330. SLLAS will also ensure full consistency with sub-national development strategies by tailoring deployment sites and adaptation plans to local government priorities and integrating community-led planning outcomes into municipal or district-level development frameworks. This integration will be facilitated by community adaptation advocates and the deployment of safeguard-compliant planning tools developed under the programme.

331. SLLAS further complements LLA initiatives such as the GEF Challenge Programme for Adaptation Innovation, LIFE-AR, and the Adaptation MSME Accelerator by fostering pipeline convergence and shared learning. Collaboration with IIED ensures synergies with LLA learning platforms and alignment with other regional aggregator programmes.

G. Describe how the programme would screen innovation small grant proposals for meeting the relevant national technical standards, where applicable, in compliance with the Environmental and Social Policy of the Fund.

332. The programme will apply a robust, multi-layered process for screening all small grant-supported adaptation activities to ensure full compliance with relevant national technical standards and the Environmental and Social Policy (ESP) of the Adaptation Fund. This process is embedded in the implementation flow of Component 2, where community-prioritized adaptation actions are matched, refined, confirmed, and deployed through community-managed funds or community–MSME partnerships, on the basis of the priorities, response pathways, and delivery conditions established under Component 1.

333. Each adaptation solution selected under SLLAS will be screened for alignment with the applicable sectoral regulations, environmental impact requirements, and technical standards in the country of deployment. Provider-led solutions will be screened during the partnership refinement and deployment preparation process under Component 2, in close collaboration with local authorities, NIEs where applicable, and the relevant MSME or solution provider. These screenings will include conformity checks with building codes, water quality standards, renewable energy certification frameworks, and environmental permitting rules. Any solution that triggers significant environmental or social risks will be subject to additional due diligence before final approval.

334. To ensure full compliance with the Adaptation Fund's ESP, all small grant proposals will undergo an environmental and social risk categorization based on a standardized but context-sensitive checklist aligned with the Fund's policy. This checklist will be integrated into the programme's provider screening, community-MSME co-design, and final partnership confirmation processes. Proposals must outline mitigation measures for any identified risks, which will be monitored during implementation and reviewed as part of the broader programme's M&E under Components 2 and 3.

335. Crucially, SLLAS will build the capacity of local actors, including solution providers, community adaptation advocates, and local authorities, to understand, apply, and comply with these standards. Training on safeguard compliance, national regulations, and reporting obligations will be incorporated into advocate training under Component 1 and into MSME onboarding and technical support under Component 2. Additionally, the programme will develop user-friendly guidance materials and checklists tailored to different country contexts and sectors, ensuring accessibility for non-technical audiences. At the programme level, UNIDO will provide ongoing backstopping and establish a helpdesk function to support compliance and documentation efforts. Lessons from the screening and capacity-building process will be distilled into knowledge products under Output 3.1.1 and shared through regional learning platforms (Output 3.1.3), supporting cross-country consistency and improving national systems over time.

336. This systematic approach ensures that all adaptation activities not only comply with existing national frameworks but also contribute to strengthening the long-term capacity of local actors and institutions to meet evolving adaptation standards in a climate-resilient, inclusive, and accountable manner.

H. Describe if there is duplication of programme with other funding sources, if any.

337. The combination of interventions under the Components of SLLAS does not duplicate any existing project. Activities under Components 1 and 2 are designed to complement, rather than duplicate, existing adaptation planning, innovation, and finance initiatives by linking community-defined priorities with locally led deployment and learning. Furthermore, all proposed interventions will incorporate lessons from past projects and foster synergies with ongoing initiatives, where applicable, to enhance national capacity for addressing climate impacts and building resilience.

338. Monitoring is guided by the Adaptation Solution Selection Framework, which connects deployment activities to adaptation outcomes, community ownership, and sustainability. Community-level monitoring is embedded in Component 2 and strengthened through Component 3, using participatory data collection, community feedback, and milestone verification. A digital platform will support real-time tracking, while participatory methods will be used for adaptation learning and impact verification.

Project/Programme Title	Implementing Agency	Status	Country	Description	Similarities, differences, synergies
THE ADAPTATION SME ACCELERATOR PROJECT (ASAP)	Lightsmith Group	Ongoing	Global	ASAP seeks to build an ecosystem for climate adaptation SMEs in emerging markets. The program includes a publicly searchable directory of adaptation SMEs, the development of a taxonomy defining climate resilience and adaptation	Component 2 of SLLAS resembles ASAP in its focus on identifying and accelerating adaptation SMEs; however, SLLAS sets itself apart by applying a locally-led adaptation lens in project selection. SLLAS could contribute to the database established

				solutions, virtual convenings for stakeholders, and partnerships with incubators and accelerators to provide tailored support for these enterprises.	by ASAP by providing information and data on the SMEs it supports.
The Climate Adaptation Innovation Learning (CAIL)	UNIDO	Ongoing	Global	The CAIL project accelerates innovation and private sector engagement in climate adaptation. It consists of a platform bringing together insights from diverse projects, including the learnings from the GEF Challenge Programme for Adaptation Innovation, fostering collaboration and knowledge sharing across three key Communities of Practice: 1. Investment funds, led by the Global Adaptation and Resilience Investment Working Group (GARI); 2. Micro, small and medium enterprises (MSMEs) incubation and acceleration, led by EIT Climate-KIC; 3. Climate change adaptation impact measurement and information flows, led by the United Nations Environment Program Finance Initiative (UNEP FI).	CAIL has a prominent knowledge-sharing and communication focus. SLLAS could draw from the lessons learned and insights shared on this platform to refine the design of activities under all three of its components. Conversely, SLLAS can contribute to CAIL by updating the platform's content with its own experiences and success stories.
Programme for Innovation in Climate Adaptation and Resilience Building Solutions (PARS)	UNIDO	Approved	Angola, Madagascar, Ethiopia, Lesotho, Malawi and Somalia	PARS aims to mobilize private sector investment through its global platform and strategic country projects. By fostering innovation and engaging small, and medium-sized enterprises (MSMEs), PARS will drive the development and deployment of transformative climate adaptation and resilience-building solutions across the food and agriculture, water and energy sectors.	Although PARS and SLLAS share similar objectives and themes, they differ in scope of activity. PARS focuses on building a strong ecosystem for adaptation MSMEs by enhancing relevant policies, disseminating guidelines, and fostering connections with financial institutions. In contrast, SLLAS takes a more localized and practical approach, benefiting from the broader ecosystem that PARS helps establish.
Africa Adaptation Acceleration Program (AAAP)	Global Center on Adaptation	Ongoing	Africa	The AAAP galvanizes climate-resilient actions through a triple-win approach addressing the impacts of Covid-19, climate change, and the economy. The AAAP has four transformational and interlinked pillars: 1. Food Security; 2. Infrastructure and Nature-Based Solutions; 3. Youth Entrepreneurship and Adaptation Jobs; 4. Adaptation Finance.	Under the Youth Entrepreneurship and Adaptation Jobs pillar, AAAP focuses on skills development and knowledge on adaptation with the aim of creating jobs in the adaptation realm. AAAP's work contributes to strengthening the ecosystem in which SLLAS operates, bridging the information gap on adaptation as an income-generating activity. By scaling up adaptation technologies, products, services (TPS) providers, SLLAS aligns to AAAP's goals of creating employment in climate adaptation.
Adaptation Small and Medium Enterprises Innovation Facility (ASIF)	UNIDO	Ongoing	Global	ASIF unlocks the role of the private sector in the emergence, deployment, and adoption of innovative climate adaptation solutions to vulnerable communities. The Facility comprises three components, namely: Component 1: Ignite that provides business growth support for adaptation SMEs at Technology Readiness Levels TRLs 3-4/ Business Readiness Levels BRL 2-4; Component 2: Propel that disburses milestone-based grant financing and bespoke technical assistance to adaptation SMEs at TRLs 5-7/BRL 5-7 so that they deploy their solutions to vulnerable communities; and Component 3: Knowledge and Learning mechanism, capturing, documenting, and sharing the insights gained from supporting adaptation SMEs.	ASIF focuses primarily on early-stage SMEs, providing them with initial grant financing and technical support to validate and pilot their business models. In contrast, SLLAS specifically targets growth-stage solution providers including SMEs, offering milestone based grants to deploy adaptation solutions at the request of communities. The proposed action may leverage foundations laid by ASIF and may draw, where relevant, on the pipeline of adaptation SMEs developed under ASIF. ASIF beneficiaries may be considered through the targeted sourcing process where their capabilities respond to a community-defined priority, subject to local-first sourcing, community approval and the applicable SLLAS eligibility and due-diligence requirements. ASIF-supported enterprises that have progressed to an appropriate level of technical, operational and business readiness may therefore be well positioned to respond to community-defined deployment opportunities under SLLAS. This potential continuity of support can help eligible providers advance from innovation and initial validation toward locally anchored deployment and scalable impact, without creating an automatic progression, reserved pipeline or entitlement to SLLAS financing. Moreover, the proposed action will actively integrate insights and lessons learned from ASIF and other adaptation initiatives to refine its approach.

I. Describe the learning and knowledge management components designed to capture and disseminate lessons learned, particularly in a regional and locally led context.

339. The learning and knowledge management component of the SLLAS programme (Component 3) is designed to systematically capture, synthesize, and disseminate lessons learned from locally-led adaptation (LLA) processes in a way that is useful, accessible, and sustainable. By adopting a regional

and participatory approach, the programme will contribute to filling critical knowledge and evidence gaps, improving collective understanding of good practices for equitable and effective LLA, and supporting informed decision-making by local stakeholders and governments.

340. To ensure active learning, SLLAS will integrate learning and evaluation into implementation from the outset. This includes co-developing locally relevant indicators and participatory monitoring approaches with stakeholders to assess adaptation processes, outcomes, and impacts. The Adaptation Solution Selection Framework will be used alongside community-generated evidence and programme-level synthesis to generate actionable insights into what drives effective, equitable, and scalable adaptation.

341. Knowledge products will be developed in formats accessible to diverse audiences, including local governments, NGOs, MSMEs, and community advocates. These will include community-level case studies, policy briefs, toolkits, and multimedia resources such as videos and infographics. A dedicated digital platform will serve as a centralized repository for these resources, fostering the sharing of best practices and lessons across borders while avoiding duplication. This platform will also host interactive forums and virtual events, enabling real-time knowledge exchange among practitioners and decision-makers.

342. The programme will engage local stakeholders and countries through innovative models such as participatory learning exchanges and peer-to-peer mentoring. Community adaptation advocates, trained under Component 1, will serve as knowledge ambassadors, promoting horizontal learning within and between communities. Regional workshops will bring together stakeholders from eligible countries to collaboratively analyze data, share experiences, and co-design solutions for common challenges.

343. The programme will strengthen the capacity of communities, MSMEs, and national stakeholders to monitor adaptation progress and respond to implementation challenges by integrating participatory feedback, community-level knowledge, and digital learning systems. National Implementing Entities (NIEs), where relevant, will benefit from access to tools, evidence, and lessons emerging from comparable contexts.

344. By aligning with regional LLA aggregators and collaborating closely with other MIEs and RIEs, the programme will optimize learning processes and avoid inefficiencies. This coordinated approach will strengthen regional understanding of effective LLA strategies while supporting eligible countries in building a sustainable, adaptive knowledge-sharing ecosystem that enhances their ability to respond to climate challenges.

345. Each deployment partnership will undergo screening using UNIDO's Environmental and Social Safeguards System, aligned with the Adaptation Fund's 15 ESP principles. Community feedback and grievance mechanisms will be integrated into deployment and governance arrangements under Component 2, and safeguard-related learning will be tracked through the programme's monitoring and digital knowledge systems.

J. Describe the consultative process that would take place, and how will it involve all key stakeholders, and vulnerable groups, including gender considerations the consultative process, with particular reference to vulnerable groups, including gender considerations, in compliance with the Environmental and Social Policy of the Adaptation Fund.

Component 1

346. The call for applications to identify partner communities serves as the entry point to a broader consultative process. Communities may apply directly or may be represented, where appropriate to their context, by local CSOs, NGOs, community-based organizations, local authorities, or other legitimate local actors. In all cases, the application must demonstrate meaningful community consultation and endorsement, including how vulnerable groups and marginalized constituencies have been involved in identifying climate risks, adaptation priorities, and local development constraints. This preliminary engagement is both a selection criterion and the starting point for the CEAP process. Respective Designated Authorities (DAs), and where applicable National Implementing Entities (NIEs), will be informed of and invited to support the verification of community selection within their countries, consistent with national systems and Adaptation Fund requirements.

347. Following community selection, consultation deepens through the identification and training of Community Adaptation Advocates and the participatory development of CEAPs. These processes will be designed to ensure broad and inclusive participation across the community, with attention to gender, age, disability, livelihood group, and, where relevant, Indigenous or minority status. Community dialogues, focus groups, and participatory planning sessions will be structured to ensure that women, youth, and other underrepresented groups are not only consulted, but are able to shape priorities, response pathways, and delivery conditions. Each CEAP will therefore reflect a synthesis of local knowledge,

climate risk evidence, socio-economic realities, and community-defined adaptation priorities, in compliance with the Adaptation Fund's Environmental and Social Policy and UNIDO's Environmental and Social Management Framework (the project's ESMF).

348. Under Outcome 1.2, communities will further consolidate these consultations into demand profiles, governance arrangements, and financial agency mechanisms that guide implementation under Component 2. This process will include facilitated assessments of support needs, partnership preferences, and the local financing landscape, ensuring that communities determine which priorities are to be taken forward through SLLAS-financed deployment and which other CEAP-identified priorities beyond the selected adaptation response financed under SLLAS may require broader financing or partnership support beyond SLLAS scope. Particular attention will be paid to ensuring that governance structures established under the programme include equitable representation and meaningful participation of vulnerable groups, and that community review and approval processes for budgets, implementation arrangements, and delivery conditions are accessible, transparent, and inclusive.

Component 2

349. The consultative process under Component 2 begins after communities have defined and categorized their CEAP priorities. Communities first identify locally available enterprises and other eligible solution providers, with targeted sourcing support provided by the PDU where needed. Potential providers are then reviewed against the Adaptation Solution Selection Framework and the applicable technical, fiduciary, environmental, social and LLA requirements. Potential provider responses and proposed solution packages will be assessed using the Adaptation Solution Selection Framework, together with the UNIDO ESMF, maladaptation assessment considerations, and the 15 principles of the Adaptation Fund's Environmental and Social Policy. This ensures that potential environmental and social risks, inclusion considerations, and locally led adaptation criteria are assessed before providers are retained as eligible sourcing options. The Technical Committee will provide technical, safeguards, and LLA-alignment quality assurance, while communities retain decision-making authority over preferred solution pathways. DAs, and where applicable NIEs, will be engaged at the relevant stages of partnership confirmation in line with national alignment and endorsement requirements.

Component 3

350. Under Component 3, the development of programme-level communication and knowledge products will also be informed by consultations with different community groups, adaptation MSMEs, and relevant regional or national authorities. This will help ensure that learning outputs reflect diverse perspectives and are grounded in local implementation realities. Consultation extends to what is measured, not only to what is written up: the monitoring indicators feeding Component 3 are set by communities within their own CEAPs, and the participatory tools under Output 3.2.1 are co-designed with community members and piloted before wider rollout, with facilitation guidance built for inclusive use across gender, age, and literacy levels. Designated Authorities of the Adaptation Fund and National Implementing Entities are engaged throughout Component 3 rather than only at reporting stages, since their involvement is what carries the evidence into national adaptation planning after the programme closes. Depending on the nature of the activity under Components 1 and 3, a dedicated external gender expert may be recruited by UNIDO on a when-actually-employed basis to help ensure compliance with gender mainstreaming principles, and/or the PDU and technical experts engaged in implementation will have received relevant UNIDO gender training. Furthermore, the selection of the PDU for community-facing implementation has taken into account the entity's demonstrated experience in socially inclusive and participatory locally led adaptation, including its ability to integrate gender considerations in practice.

K. Provide justification for funding requested, focusing on the full cost of adaptation reasoning.

351. The global climate finance landscape primarily emphasizes reducing greenhouse gas emissions to mitigate future temperature rise, while comparatively less attention and funding are directed towards climate risk reduction and adaptation. At the same time, the U.N. estimates that adaptation in developing economies will cost between USD 155 and USD 330 billion annually by 2030. Adaptation finance reached an all-time high of USD 63 billion, growing 28% from 2019/2020, but this still falls far short of estimated needs[10], while climate change mitigation attracts $436 billion per year. In light of these shortcomings, COP29 highlighted the urgent need to scale adaptation finance, leveraging public finance to unlock private capital for resilience-building initiatives in climate-vulnerable regions. The negotiations underscored the importance of integrating adaptation finance into the broader climate finance framework,

[10] https://www.climatepolicyinitiative.org/publication/global-landscape-of-climate-finance-2023/

ensuring that developing countries have access to the resources needed to build resilience against escalating climate impacts.[11]

352. While adaptation finance is increasing, most funding continues to flow toward larger infrastructure or policy-level efforts, leaving a significant gap in addressing community-level and MSME-driven adaptation needs. SLLAS directly applies the Adaptation Fund's full cost of adaptation principle by targeting specific local climate risks that are currently unaddressed due to financial, institutional, and knowledge constraints. The interventions proposed would not occur without the catalytic role of AF funding, which is essential to support both community-led adaptation planning, governance, and priority definition under Component 1, as well as the deployment of community-prioritized adaptation solutions under Component 2.

353. Adaptation poses a complex challenge as there is no universal metric like greenhouse gas emissions to measure its effectiveness. The absence of a one-size-fits-all solution partly explains why adaptation receives less funding and recognition, particularly in the realm of innovative adaptation approaches. However, the inherent nature of non-standard adaptation solutions presents significant opportunities. Entrepreneurship in various forms, including non-profit, social, for-profit, and partnership models, offers a promising avenue to discover multi-functional solutions for adaptation challenges. AF funding is crucial to realize these context-specific, non-standard solutions, as market mechanisms alone do not support their early-stage development or deployment in vulnerable settings.

354. In the realm of private sector finance, the availability of funding in the micro, small and medium enterprise (MSME) market space is limited, with only private equity and venture capital funds actively engaged. This constraint is particularly evident in developing countries. Consequently, entrepreneurs in these nations face high costs of debt and equity, causing many to opt against equity funding to retain ownership of their companies. Innovative non-profit organizations and social enterprises face further limitations in acquiring equity or debt finance, impeding their growth and expansion. Recognizing climate change adaptation innovation as a new pathway to address climate challenges, a few governments and vertical funds have identified its potential. Public funding has been proven crucial in incubating and accelerating innovation, particularly during the pre-seed stage when entrepreneurs have limited or no revenue potential. The SLLAS grant disbursement structure ensures that each deployment grant directly addresses a clearly identified climate hazard and community-prioritized adaptation response derived from the CEAP and demand-profile processes under Component 1. Without AF funding, these communities would lack the resources and institutional support to access, co-design, and sustain such adaptation innovations.

355. Another critical barrier to effective climate adaptation is the lack of awareness and access to information among affected populations. Informational gaps, such as limited understanding of climate change impacts and insufficient data to guide adaptation planning, hinder communities' ability to respond effectively[12]. These challenges are compounded by interconnected factors like language barriers, lack of capacity, and inadequate tools to monitor and evaluate adaptation efforts. Overcoming these obstacles requires a comprehensive approach, including enhancing knowledge creation and accessibility, fostering collaboration between stakeholders, building local capacity, and leveraging diverse knowledge systems.[13] The AF grant mechanism is uniquely structured to fill these adaptation gaps by funding the full cost of community-driven adaptation planning, co-design, and solution deployment that would otherwise remain out of reach for both vulnerable communities and MSMEs.

356. SLLAS applies the full cost of adaptation logic across the programme by financing the key functions required to make community-prioritized adaptation action possible, effective, and sustainable. This includes support for community-led planning, governance, and priority definition under Component 1; the matching, refinement, confirmation, and deployment of community-prioritized adaptation solutions under Component 2; and the evidence, learning, and monitoring systems under Component 3 that support accountability and replication. In practice, this means that SLLAS directly finances both the locally led processes needed to define and govern adaptation priorities and the concrete adaptation responses selected for support under Component 2. It also finances the co-design, safeguards work, local capacity strengthening, community oversight, and monitoring functions required to ensure that these actions are implemented in a genuinely locally led manner. Under Outcome 2.2, SLLAS supports the identification of livelihood and enterprise pathways that build on the deployed solutions, but it does not directly finance the commercial implementation of all such follow-on businesses. This preserves the integrity of the full-cost-of-adaptation logic while helping communities position other CEAP-identified priorities beyond the selected adaptation response financed under SLLAS and future opportunities for follow-on support

[11] https://www.unepfi.org/themes/climate-change/cop29-outcomes-balancing-progress-and-challenges-on-the-road-to-climate-action/
[12] https://www.unep.org/resources/adaptation-gap-report-2023
[13] https://www.sciencedirect.com/science/article/pii/S2212096323000931

beyond the programme. To manage expectations, the scope and financing boundaries of SLLAS will be clearly communicated to all participating communities from the outset.

357. SLLAS incorporates a number of interventions that follow the Adaptation Fund's "Fully Unidentified Sub-Projects (USP) within a Fixed Framework" modality, as defined in the Fund's Updated Strategic Priorities (USP) guidance. These include final community confirmation, the confirmation of community–MSME partnerships, and the deployment of community-prioritized adaptation actions whose exact form cannot be fully defined at the proposal stage without undermining the programme's locally-led design. These elements are not fully defined at the proposal stage to preserve the core principle of community ownership and enable demand-responsive adaptation planning. Instead, they are shaped during implementation through participatory processes, rigorous matching methodologies, and transparent co-design mechanisms. A full justification of the USP classification for these interventions is provided in Annex III. Deployment is contingent upon meeting environmental and social safeguard criteria outlined under the AF ESP.

358. This approach allows SLLAS to allocate grant resources in a manner that ensures adaptation interventions directly respond to clearly defined climate risks and vulnerabilities identified by communities themselves, needs that would not be addressed without Adaptation Fund support. By structuring the programme around USP logic, SLLAS ensures that each grant not only meets the full cost of adaptation principle but does so through community-driven, technically validated, and context-sensitive implementation processes.

359. The use of screened and eligible solution providers to deliver adaptation solutions ensures cost-efficiency by leveraging existing innovations without the need for costly research and development. Milestone-based grant disbursements also reduce implementation risks. By matching proven technologies to specific local needs, SLLAS avoids duplication and maximizes adaptation return per dollar invested. Further sustainability is ensured by embedding solutions into existing community governance structures and strengthening local capacity to access external funding. Support to connect other CEAP-identified priorities beyond the selected adaptation response financed under SLLAS to broader financing ecosystems further helps sustain adaptation action beyond SLLAS support, while alignment with national strategies supports integration into public systems and future programming.

360. SLLAS is structured to balance locally led adaptation principles with implementation efficiency, risk management, and cost-effectiveness. Component 1 finances the minimum enabling functions required to ensure that adaptation priorities, governance arrangements, and delivery conditions are defined by communities before solution deployment begins, reducing the risk of maladaptation, weak ownership, and poor solution fit. Output 2.1.1 then applies only those steps needed to confirm technical fit, safeguards compliance, community approval, and implementation readiness before larger deployment resources are committed. Output 2.1.2 channels financing into milestone-based deployment of community-prioritized adaptation actions, linking disbursements to verified progress and community validation. Outcome 2.2 remains complementary to the financed core adaptation response under Outcome 2.1. It supports sustainability, capability-building, and future opportunity generation around deployed solutions through livelihood ideation, business planning, and linkage to broader support ecosystems, without financing separate implementation of additional ventures under the SLLAS grant envelope. Throughout the programme, technical, fiduciary, and coordination functions are intentionally supported by the PDU, advocates, and facilitators so that communities are not expected to navigate complex procedural requirements on their own.

L. Describe how the project/programme draws on multiple perspectives on innovation from e.g., communities that are vulnerable to climate change, research organizations, or other partners in the innovation space, in the context in which the project/programme would take place.

361. SLLAS is designed to integrate multiple perspectives on innovation, ensuring that the solutions deployed are inclusive, contextually relevant, and effective in addressing the unique challenges faced by communities vulnerable to climate change. By fostering collaboration among local communities, research organizations, private sector actors, and other innovation partners, the programme creates a robust framework to develop, refine, and scale adaptation solutions that are grounded in local realities while leveraging global expertise.

362. Communities at the forefront of climate vulnerability are central to the innovation process. Through participatory approaches, the programme incorporates their traditional knowledge, lived experiences, and contextual understanding of climate risks. These insights inform the design and implementation of adaptation responses, ensuring solutions are tailored to local needs. Community adaptation advocates, trained under the programme, act as key liaisons, further embedding local perspectives into the innovation cycle.

363. The programme also draws on the expertise of research organizations and academic institutions to introduce cutting-edge methodologies and technologies. These partners may contribute to assessing the scalability, effectiveness, and sustainability of adaptation solutions. This scientific input is combined with local knowledge to create a hybrid approach that strengthens the robustness and adaptability of deployed solutions.

364. Private sector actors, particularly MSMEs, bring agility and entrepreneurship to the innovation process. By supporting these enterprises through capacity-building and financial assistance, the programme enables the development of market-driven, scalable solutions that align with the needs of vulnerable communities. These partnerships foster a dynamic innovation ecosystem where local actors can co-develop and deploy impactful technologies and practices.

365. Furthermore, the programme actively facilitates cross-sectoral dialogue, enabling research organizations, local communities, and private sector actors to collaborate and exchange ideas. Regional learning platforms and knowledge-sharing initiatives ensure that successful practices and lessons learned are disseminated widely, allowing innovations to be adapted and replicated across diverse contexts.

366. This integrated approach ensures that innovation within the SLLAS programme is not a one-size-fits-all solution but a collaborative process informed by the diverse perspectives of those most impacted by climate change. By bridging local insights with global expertise, the programme promotes equitable, inclusive, and sustainable innovation that is both effective and scalable.

M. Describe how the sustainability of the project/programme outcomes has been taken into account when designing the project/programme.

367. SLLAS has been deliberately designed to ensure the long-term sustainability of outcomes beyond its duration by embedding local ownership, strengthening local institutional capacities, and creating enabling environments for ongoing adaptation action. Central to the programme logic is the transition from one-off project support toward locally embedded adaptation ecosystems, in which local actors, including MSMEs, communities, and sub-national authorities, are equipped to continue implementing, managing, and financing adaptation initiatives independently.

368. At the heart of this strategy is the integration of community adaptation advocates, who serve as long-term local facilitators and stewards of climate adaptation. These individuals are not only trained in participatory planning, community engagement, and adaptation governance, but also equipped with practical skills, awareness raising, risk assessment, and stakeholder coordination. By anchoring planning and learning within the community itself, SLLAS ensures that institutional memory and capability remain embedded locally, thereby reducing dependency on external technical support.

369. Moreover, the programme directly supports the development of 30 locally led deployment and business models under Component 2, tailored to the socioeconomic realities and market conditions of each deployment site. These business models are designed not only to enable the initial scaling of technologies but also to provide the financial rationale and operating structures necessary for their long-term viability. This includes promoting revenue models, service delivery contracts, or blended finance instruments that attract follow-on investment.

370. To strengthen the broader enabling environment, SLLAS supports communities to establish governance and financial agency mechanisms that allow them to oversee implementation under Component 2 and engage broader financing actors for priorities that extend beyond SLLAS' scope. This helps communities diversify pathways for future support and build stronger linkages to local and national adaptation finance systems, including those involving NIEs where applicable.

371. Finally, SLLAS ensures that learnings, tools, and methodologies are institutionalized through Outputs 3.1.1 and 3.1.2, creating a public knowledge base and support systems that can be maintained and expanded by local and regional institutions. These outputs not only disseminate lessons learned, but also equip local and national stakeholders with guidance and models to replicate successful approaches across different contexts.

372. Through this holistic design, combining local leadership, financial viability, technical capacity building, and systemic knowledge sharing, SLLAS establishes the conditions for long-term, self-sustaining adaptation governance and delivery, anchored in the priorities and capacities of the communities it serves.

N. Provide an overview of the environmental and social impacts and risks identified as being relevant to the project/programme.

Note: A "Yes" under "Further assessment required for compliance" indicates that the relevant issue must be assessed further once the location, design and implementation arrangements of individual USPs are known. It does not indicate that the adverse impact is expected to occur.

Checklist of environmental and social principles	Further assessment required for compliance	Potential impacts and risks – further assessment and management required for compliance
Compliance with the Law	Yes	The proposed programme will be implemented in full compliance with national and sub-national legislation of all participating countries. All unidentified subprojects (e.g. deployment of technologies or services by MSMEs) will be assessed for legal compliance under the Environmental and Social Management Framework (ESMF).
Access and Equity	Yes	Despite SLLAS' design promoting inclusive access, structural barriers such as gender, location, and socio-economic status could lead to inequities in benefit sharing. Outreach, targeting, and the small grant selection process under Outcome 2.1 will specifically screen for equitable access through criteria and procedures defined in the ESMF.
Marginalized and Vulnerable Groups	Yes	While SLLAS prioritizes these groups, risks of unintentional exclusion persist due to social norms or power imbalances. The community engagement and planning processes under Outputs 1.1.1, 1.1.2, 1.2.1 and 1.2.2 will apply vulnerability mapping and participatory tools. Community-managed adaptation actions under Output 2.1.1 and community-MSME solution packages under Output 2.1.2 will be subject to screening, assessment and mitigation measures under the ESMF.
Human Rights	Yes	No activities are foreseen that would infringe upon international human rights norms. All community engagement, grant awards, and deployment activities will respect civil, political, economic, social, and cultural rights. This will be periodically reviewed through the Environmental and Social Management Framework (ESMF).
Gender Equity and Women's Empowerment	Yes	There is a moderate risk that entrenched social norms may limit women's equal participation or benefit from SLLAS activities. Measures such as gender-balanced representation among Community Adaptation Advocates and support for women-led MSMEs are built into Outputs 1.1.2, 2.1.2, 2.2.1 and 2.2.2. Community-managed adaptation actions under Output 2.1.1 and community-MSME solution packages under Output 2.1.2 will be subject to gender-responsive screening, assessment, mitigation and monitoring in line with the ESMF and the Adaptation Fund Gender Policy.
Core Labour Rights	Yes	Informal business environments where MSMEs operate may not fully adhere to ILO labour standards. Training and technical assistance under Component 2 will include elements on decent work, and labour rights compliance will be monitored under the ESMF.
Indigenous Peoples	Yes	In areas where Indigenous Peoples are present, there is a risk that subprojects may fail to adequately consult or benefit them. The ESMF includes requirements for Free, Prior and Informed Consent (FPIC) where applicable, and culturally appropriate adaptation measures will be encouraged through Outputs 2.1.1 and 2.1.2.
Involuntary Resettlement	No	SLLAS will not finance infrastructure or other interventions that require displacement or resettlement. All proposed sites for technology deployment will be screened under the SLLAS ESMF to ensure this condition is upheld.
Protection of Natural Habitats	No	There is a minor risk that MSMEs deploying adaptation technologies may unintentionally affect sensitive habitats (e.g., through small-scale agro-processing or irrigation). Subprojects will be screened for such impacts under the SLLAS ESMF and mitigation measures will be developed where relevant.
Conservation of Biological Diversity	Yes	Although SLLAS promotes ecosystem-compatible solutions, risks may arise if activities (e.g., reforestation) unintentionally introduce invasive species or disrupt local biodiversity. Guidance and safeguards to prevent such risks will be included in the ESMF and applied through the screening, assessment and monitoring of actions financed under Outputs 2.1.1 and 2.1.2. Relevant lessons may also be reflected in knowledge products under Component 3.
Climate Change	No	All interventions are adaptation-oriented and will not result in significant emissions. However, to avoid maladaptation, the SLLAS includes specific screening tools to evaluate the alignment of each subproject with long-term resilience goals. These tools will be used in the screening and selection processes under Outputs 2.1.1 and 2.1.2.
Pollution Prevention and Resource Efficiency	Yes	While most technologies supported will be clean and low-impact, resource efficiency risks (e.g. waste from product packaging or water overuse) exist in some MSME operations. Subprojects will be screened and mitigation plans developed through ESMF guidelines.
Public Health	No	SLLAS is not expected to create negative public health impacts. On the contrary, many of the deployed solutions (e.g., in water or food systems) may improve public health outcomes through enhanced climate resilience.
Physical and Cultural Heritage	No	Activities are not expected to affect any cultural or physical heritage sites. However, precautionary measures and screening will be conducted during deployment planning under Activities 2.1.2.3 and 2.1.2.5 to ensure cultural resources are not impacted.
Lands and Soil Conservation	No	Technologies promoted by SLLAS, such as improved water and land use practices, are designed to enhance land productivity and reduce degradation. Screening for soil-related impacts is integrated into the ESMF to ensure benefits are maintained.

Unidentified Sub-Projects (USP)

USPs	Justification for non-identification at this proposal stage (criterion i.)	Benefits for non-identification (criterion ii.)	Benefit/-risk trade-off (criterion iii)
Output 2.1.1: Priority whole-of-community adaptation actions implemented through community-managed funds and local resources	The exact actions, sites, budgets, procurement needs and delivery arrangements depend on the CEAPs, demand profiles and community categorization process under Component 1 and therefore cannot be specified without pre-empting community decisions.	This preserves community authority to finance eligible whole-of-community priorities that are locally appropriate and do not require a specialized provider-led package.	Uncertainty is managed through a community-endorsed implementation plan and budget, ESMF screening and risk categorization, applicable technical and legal checks, proportionate assessment and ESMP where required, transparent procurement, milestone-based disbursement, community validation, fiduciary verification by the PDU, and UNIDO oversight. Activities requiring involuntary resettlement or presenting unacceptable environmental or social risk will be excluded or redesigned.
Output 2.1.2: Solution packages for community-prioritized adaptation actions deployed through community-MSME partnerships	The required goods, services, technologies, provider configuration and deployment sites can be identified only after communities define and categorize CEAP priorities. One package may address several interlinked priorities and may involve one or more providers.	This enables local-first sourcing and context-specific co-design rather than imposing a pre-selected technology or one-community-to-one-MSME model. Non-local providers may be used only after a documented local capability gap and community approval.	The staged process includes provider due diligence, the Adaptation Solution Selection Framework, community selection, ESMF screening, technical and safeguards quality assurance by the Technical Committee, co-designed ownership, affordability, maintenance, grievance, technology-risk and exit arrangements, and milestone-based grants requiring community validation and fiduciary verification. Unacceptable or unmitigable proposals will not proceed.

PART III: IMPLEMENTATION ARRANGEMENTS

A. Describe the arrangements for project / programme management at the regional and multi-regional level, including coordination arrangements within countries and among them. Describe how the potential to partner with national institutions, and when possible, national implementing entities (NIEs), has been considered, and included in the management arrangements.

373. UNIDO is the Adaptation Fund-accredited Implementing Entity and retains programme-level oversight, supervision, quality assurance, financial management, safeguards oversight, monitoring, evaluation and reporting accountability. UNIDO also executes Components 2 (except activities 2.1.1.1 and 2.1.1.3 under Output 2.1.1) and Component 3, including provider due diligence, grant or procurement arrangements, technical support, knowledge management and programme-level monitoring. Procurement and grant administration will follow the applicable UNIDO manuals. Community approval of priorities, budgets, providers and milestones is required, but does not transfer UNIDO's fiduciary or safeguards accountability.

374. MetaMeta is the Executing Entity for Component 1, as well as Activity 2.1.1.1 and Activity 2.1.1.3, subject to the conclusion of the grant agreement with UNIDO and approved workplan. MetaMeta will facilitate CEAP development, governance and financial-agency support, assess community fund-management capacity, administer community-managed funds where direct delegation is not appropriate, maintain required records and controls, and support milestone verification. UNIDO remains the Implementing Entity and does not delegate its oversight accountability.

Programme Delivery Unit (PDU)

375. A Programme Delivery Unit (PDU) will support day-to-day programme execution and technical delivery across all three components. The PDU will report to the UNIDO Project Manager through the SLLAS Lead, who will coordinate execution between UNIDO and MetaMeta in relation to their respective responsibilities. The PDU will maintain the consolidated workplan, implementation schedule, responsibility matrix, procurement and grant calendar, results and risk registers, safeguards records, grievance log and consolidated reporting arrangements. It will coordinate operational dependencies, country and community engagement, and information exchange across the programme; support the Technical Committee and Programme Steering Committee; and help ensure that community decisions are documented and translated into compliant implementation arrangements.

376. The PDU will comprise the SLLAS Lead, also serving as Component 3 Technical Lead; the Component 1 and Component 2 Technical Leads; an Operations Coordinator under UNIDO; and an Operations Coordinator under MetaMeta. Component Technical Leads will provide technical direction for their assigned activities and outputs, identify required expertise, coordinate activity-specific technical inputs and review technical deliverables. Technical Experts, contractors and service providers may be engaged as needed, for defined activity-level assignments. The two Operations Coordinator will support procurement, recruitment, contracting, financial processes, grant administration, logistics, records management and routine reporting under the procedures of their respective entities. PDU personnel may be engaged on a full-time or part-time basis according to approved workplans and execution/implementation needs. The financing source will be determined by the function and deliverable: substantive technical delivery will be financed through component activity budgets; programme execution and administration through execution costs; and Implementing Entity supervision and corporate oversight through the Implementing Entity fee. Indicative roles, responsibilities and financing arrangements are detailed in Annex IV, and may be further refined during the inception phase and during implementation based on approved workplans and documented levels of effort, without changing these cost-allocation principles.

377. Component-funded experts are limited to substantive technical functions directly linked to the delivery of specific programme activities, outputs and associated adaptation investments. Under Component 1, these inputs support participatory planning, community facilitation, climate-risk and adaptation-needs analysis, CEAP development, safeguards and social-inclusion integration, capacity development, investment prioritization, and the establishment of community governance and financial-agency arrangements. These functions enable communities to prepare technically sound investment priorities and exercise informed authority over the financing and implementation of actions supported under Component 2. Under Component 2, technical inputs support implementation readiness, community action plans and budgets, provider assessment and onboarding, community-provider co-design, safeguards preparation, technical specifications, milestone development, operation and maintenance arrangements, and verification of functionality and sustainability. These functions enable the effective preparation, delivery and sustainability of the USD 6 million in milestone-based grants for community-managed adaptation actions and community–MSME solution packages. Under Component 3, technical inputs support participatory monitoring, evidence collection and analysis, documentation, knowledge-product

development, dissemination and learning from the financed investments, beyond routine programme monitoring and reporting. These functions generate evidence on the performance, sustainability and replicability of the investments financed through the grant envelope and translate implementation experience into practical learning and knowledge products. Component-funded expert costs do not finance programme management, execution coordination, fiduciary administration, procurement or contract administration, grant and payment processing, routine reporting, or Implementing Entity oversight. These functions are financed separately through execution costs or the Implementing Entity fee, as applicable. Where an individual performs functions under more than one financing category, the corresponding functions, deliverables and levels of effort will be defined, recorded and charged separately to ensure that no function is financed more than once.

Programme Steering Committee

378. The Programme Steering Committee will provide strategic governance and programme-level oversight. Chaired by UNIDO, it will include MetaMeta and other members confirmed in its terms of reference. Designated Authorities, National Implementing Entities and other relevant institutions may participate as members or observers where appropriate. The Committee will review overall progress, approve annual workplans and budgets, consider material programme-level changes, address strategic bottlenecks and promote national and regional coherence. It will not select community priorities, providers or individual sub-project designs.

379. The PSC will approve the annual work plans and budgets, as well as the annual progress reports. The PSC will provide strategic and operational guidance and overall high-level coordination, while exercising the approval functions specified above. It will also ensure that any changes/amendments proposed to the programme and/or to the workplans and budgets by UNIDO and the PDU are done in accordance with the approved Programme document, the AF policy, and UNIDO rules and regulations.

380. The PSC will convene annually to monitor progress against the program's objectives, troubleshoot potential problems, and address strategic and policy issues. It will also review impact tracking and be responsible for defining strategy and advocacy messages. If physical meetings are not feasible, virtual meetings will be organised. Meeting minutes will be signed by UNIDO and at least one other Board member to ensure transparency and accountability.

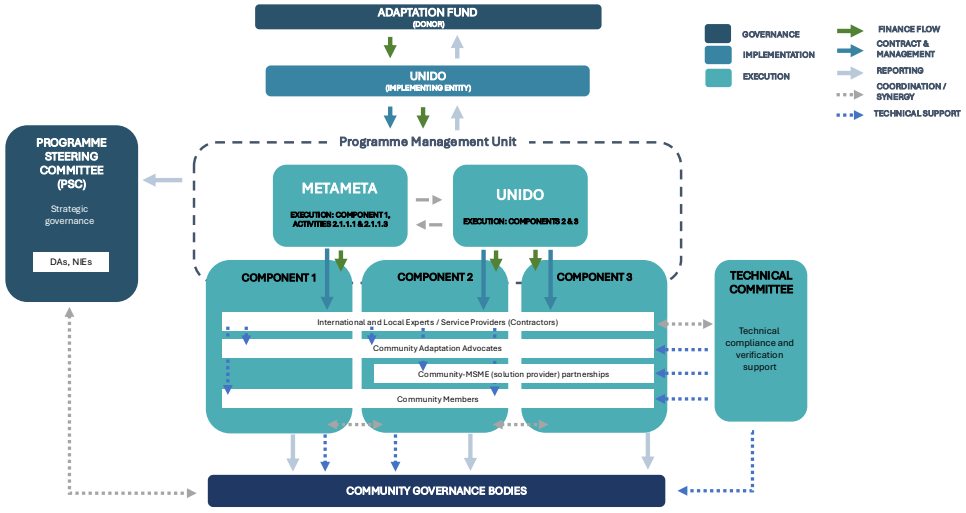


Figure 10. SLLAS implementation arrangements: institutional roles, governance, financing and reporting flows

Legal Context Clause

381. It is expected that each set of activities to be implemented in the target countries will be governed by the provisions of the Standard Basic Cooperation Agreement concluded between the Government of the recipient country concerned and UNIDO or – in the absence of such an agreement – by one of the following: (i) the Standard Basic Assistance Agreement concluded between the recipient country and UNDP, (ii) the Technical Assistance Agreements concluded between the recipient country and the United Nations and specialized agencies, or (iii) the Basic Terms and Conditions Governing UNIDO Projects.

B. Describe the measures for financial and project/programme risk management.

382. Risk identification and mitigation will be continuous and participatory. Risks identified during community selection, CEAP development, action categorization, community-managed fund preparation, provider

due diligence, co-design and deployment will be recorded in linked community, sub-project and programme risk registers. Community governance bodies, Community Adaptation Advocates, the PDU and solution providers will report emerging risks through regular reviews and accessible feedback and grievance channels. The PDU will consolidate and review risks at least quarterly, escalate material issues to UNIDO and, where strategic action is required, to the Programme Steering Committee, and track mitigation owners and deadlines.

Category	Risk Description	Likelihood (1-3)	Impact (1-3)	Risk Level	Mitigation Measures	Stakeholder Involvement
Institutional	Delayed start due to lengthy national and internal procedures.	2	2	Moderate	Include buffer time in implementation schedule. Early engagement with AF Secretariat and national DAs/NIEs to streamline approval procedures.	National DAs/NIEs and stakeholders consulted during programme start-up and inception planning to reduce delays.
Institutional	Capacity constraints of executing partners, local institutions, and MSMEs.	2	3	Moderate	Tailored capacity building for local partners, MSMEs, and CBOs; ongoing technical backstopping and adaptive training modules.	Communities, MSMEs, and facilitators help identify capacity gaps; co-design of training content.
Institutional	Weak coordination among diverse global and local partners.	1	2	Low	Clear governance structure and digital tools for coordination. Use of regional anchors and national facilitators to bridge global-local interface.	Local anchors participate in coordination design and lead cross-stakeholder dialogue in their regions.
Financial	Currency fluctuations affecting MSME grant disbursements or procurement.	2	2	Moderate	Budget contingency to absorb minor fluctuations; UN exchange rate guidance applied; local procurement encouraged where possible.	Local financial advisors and MSME mentors track real-time impacts of currency and propose response options.
Financial	Fraud, financial mismanagement, or misuse of funds.	1	3	Low	Funds flow through UNIDO's strict fiduciary systems; annual audits; procurement oversight. Capacity strengthening for local partners.	Local CSOs and watchdog groups trained to monitor fund use; community reports encouraged.
Political	Local or national political instability disrupting implementation.	2	3	Moderate	Robust community engagement, DA / NIE coordination, and contingency protocols to maintain momentum amid instability.	Local partners inform risk mapping; national stakeholders alert PDU to political developments.
Political	Changes in local government priorities or leadership post-election.	2	3	Moderate	Engage incoming administrations early with briefings on programme benefits; institutional memory via national anchors and DA /NIE liaison.	Community leaders and local government officials briefed during each cycle; bottom-up engagement strategy.
Environmental	Extreme weather events (floods, droughts) affecting deployment sites or logistics.	2	3	Moderate	Staggered implementation and digital monitoring tools; integrate local disaster risk data; build MSME flexibility for business continuity.	MSMEs adapt roll-out schedules with community input; local early warning systems incorporated.
Environmental	Unintended environmental impacts from MSME-deployed solutions.	1	2	Low	E&S screening of MSMEs; ESMPs for each deployment; community oversight through local watchdog groups and environmental monitors.	Communities review ESMPs and monitor implementation; redress mechanisms are locally accessible.
Cross-cutting	Low community uptake or resistance to externally introduced adaptation solutions.	2	3	Moderate	Use of Community Adaptation Advocates and participatory planning to ensure ownership; feedback loops via grievance mechanisms.	Participatory needs assessments shape activities; communities evaluate MSME relevance pre-deployment.

C. Describe the measures for environmental and social risk management, in line with the Environmental and Social Policy of the Adaptation Fund.

383. The SLLAS programme is designed to support the scale-up of proven, locally led climate adaptation solutions through small grants that respond to community-prioritized adaptation actions. In line with this objective, the programme is committed to delivering positive economic, social, and environmental impacts, particularly for vulnerable populations, while fully complying with the Environmental and Social Policy (ESP) of the Adaptation Fund and UNIDO's Environmental and Social Safeguards Policy and Procedures (ESSPP).

384. An assessment of the alignment between UNIDO's ESSPP and the Adaptation Fund ESP has confirmed that the two frameworks are compatible. Both policies emphasize precautionary risk management, inclusion, gender equity, and the integration of environmental and social safeguards across the programme cycle. Table 1 in Annex 1 details the areas of alignment across safeguard principles.

385. In recognition of the fact that the small grant recipients under SLLAS are Unidentified Sub-Projects (USPs) at the proposal stage, the programme will implement a comprehensive Environmental and Social Management Framework (ESMF). The draft ESMF (Annex I) will be reviewed and finalized during programme inception and will govern the environmental and social risk management of all sub-projects and ensure compliance with both AF and UNIDO standards. The ESMF will include procedures for screening, risk categorization, assessment, planning, and monitoring, with a specific focus on enabling local actors to participate meaningfully in risk management and mitigation.

386. All community-managed adaptation actions under Output 2.1.1 and community–MSME solution packages under Output 2.1.2 will undergo activity- and location-specific screening and risk categorization under the ESMF before approval and financing. Category B unidentified subprojects will require proportionate Environmental and Social Management Plans, while Category A activities and activities included in the SLLAS exclusion list will not be financed. The table below outlines the key steps and responsibilities for environmental and social risk management throughout the SLLAS programme cycle:

Process	Programme Activities
Screening of Environmental and Social Risks	The full SLLAS programme has been screened and is categorized as **Category B**, reflecting potential environmental and social impacts that are limited, site-specific and generally reversible through appropriate mitigation measures. For each small grant (USP), a tailored E&S screening will be conducted using a standardized checklist developed under the ESMF, informed by UNIDO's safeguards procedures. Screening will be led by UNIDO, as the Adaptation Fund-accredited Implementing Entity, in collaboration with national focal points and local stakeholders. The results will inform the level of assessment required (see Annex 1, Section 3.2).
Environmental and Social Assessment	Based on the screening outcome, sub-projects may undergo a simplified or detailed E&S assessment. These assessments will focus on community-level impacts in areas such as land use, biodiversity, vulnerable groups, and gender equity. Local actors, including grant recipients, will be trained to carry out or contribute to these assessments. Technical backstopping will be provided by a designated safeguards specialist embedded in the PDU.
Environmental and Social Management Plan (ESMP)	Where necessary, ESMPs will be prepared for specific sub-projects. The ESMF outlines how grantees will be supported to prepare context-specific ESMPs that include mitigation measures, timelines, responsibilities, and budget allocations. For community-level projects, simple ESMP templates will be provided to ensure accessibility. (See Annex I, Appendix 3).
Monitoring, Reporting, and Evaluation	The ESMPs will be integrated into the programme's overall MEL framework. Local partners and participating solution providers will be supported to report on the implementation of mitigation measures. Regular E&S monitoring will be conducted using a checklist and scorecard system aligned with AF requirements. Findings will be included in the programme's semi-annual and annual progress reports.
Public Disclosure and Consultation	The development of the ESMF and ESMPs will involve a participatory process. Drafts will be made available for public review in accessible formats and languages. Stakeholder engagement during implementation will be guided by the Communication and Stakeholder Engagement Strategy (Annex 1, Section 5), ensuring inclusive participation of women, youth, Indigenous Peoples, and marginalized groups.
Grievance Mechanism	SLLAS will establish a **multi-tier grievance mechanism** aligned with both the Adaptation Fund's and UNIDO's policies. The mechanism will include community-level access points (e.g. SMS, community focal points), with escalation procedures to the national and programme level. Complaints will be tracked and resolved transparently, and all stakeholders will be made aware of their right to use the Fund's independent grievance system. See Annex I, Appendix 4.

D. Describe the monitoring and evaluation arrangements and provide a budgeted M&E plan.

387. The Monitoring and Evaluation (M&E) of the SLLAS programme will be carried out in alignment with UNIDO's Evaluation Policy and Environmental and Social Safeguards Policy and Procedures (ESSPP), as well as the Adaptation Fund's M&E and Environmental and Social Policy (ESP). A gender-responsive and participatory M&E framework will be embedded across all components of the programme, enabling ongoing learning and adaptive management, while generating knowledge on how locally led adaptation (LLA) can be effectively implemented and scaled through private-sector channels across multiple regions.

388. The M&E framework will monitor performance at both programme and sub-project levels, especially for the small grant mechanisms supporting adaptation MSMEs. It will ensure that environmental and social safeguards are upheld through a risk-responsive Environmental and Social Management Framework (ESMF), and that progress is continuously assessed against the Programme Results Framework (PRF). Oversight and quality assurance will be provided by UNIDO, while day-to-day M&E tasks will be coordinated by the PDU and national focal points.

389. **Inception Workshop and Inception Report:** An Inception Workshop will be organized no later than six months after the first transfer of funds, bringing together programme stakeholders, national focal institutions, executing partners, and local actors. The workshop will confirm governance, execution, safeguards, fiduciary, reporting, and participatory monitoring arrangements, reconfirm roles and responsibilities, and finalize the integrated implementation plan based on the PRF.

- The workshop will finalize the updated workplan, implementation schedule and M&E calendar
- It will confirm indicator definitions, data responsibilities, risk-management arrangements and the schedule for establishing programme baselines
- It will define participatory M&E responsibilities and processes at local, national, and regional levels.
- It will support the localization of the M&E plan, including relevant data disaggregation by gender, age, region, target group, and other applicable characteristics.
- The Inception Report will document the agreed roles, responsibilities, and operational arrangements, and will be submitted to the Adaptation Fund no later than one month after the Inception Workshop.

390. **Baseline data report:** UNIDO will prepare and submit a programme baseline report based on primary data collection and/or relevant and reliable secondary data, per the Fund's "Results Framework and baseline guidance." Baseline data will be used to recalibrate targets if necessary, monitor implementation progress, and assess performance and outcomes. Baseline data shall be submitted to the secretariat by no later than the submission of the first PPR. The baseline data report may be conducted independently or semi-independently, or self-conducted.

391. **Community-Driven Monitoring and Participatory Feedback Loops**: A defining feature of SLLAS is the active involvement of local communities and adaptation MSMEs in monitoring adaptation performance and social co-benefits. Participatory M&E mechanisms will include:

- **Community feedback sessions**, focus groups, and scorecards for evaluating MSME activities and local adaptation outcomes.
- **Local M&E committees** linked to executing partners in each country/region to capture community insights and feedback.

- **Mobile-based monitoring tools** for real-time tracking of solution uptake and user satisfaction at the grassroots level.

These tools will help ensure that local actors are not only beneficiaries but co-owners of the adaptation agenda.

392. **Quarterly reports from participating solution providers, Executing Entities, and Partners:** Each adaptation MSME selected under Component 2 will be required to submit quarterly reports detailing the following items. These reports will be synthesized by the executing entities into a programme-wide quarterly performance brief and shared with UNIDO for review and technical backstopping.

- Progress on solution implementation and user engagement.
- Any identified environmental or social risks and mitigation actions taken.
- Gender-disaggregated data on outreach and benefits.
- Feedback from community stakeholders.

393. **Annual Project Performance Reports and Annual Impact Assessments:** UNIDO and the PDU will submit Annual Project Performance Reports (APPRs) in line with Adaptation Fund guidelines. These reports will:

- Track achievements against outputs and outcomes defined in the PRF.
- Highlight good practices, gender-responsive results, and lessons learned.
- Document financial execution, environmental and social compliance, and stakeholder feedback.
- Include Letters of Endorsement from Designated Authorities (DAs) of each country where the SLLAS operates, obtained prior to the start of any activity.

394. In addition, annual impact assessments will be conducted to assess:

- The contribution of supported MSMEs to increased community resilience.
- The integration of LLA principles, including participation, ownership, and benefit-sharing.
- Socio-economic co-benefits generated by the solutions deployed.

These assessments will include community voices and case studies, and feed into scaling and replication strategies.

395. **Mid-Term Evaluation:** A mid-term evaluation will be conducted by an independent evaluator, three years into the implementation. It will assess:

- Relevance, effectiveness, efficiency, and progress towards outcomes.
- Stakeholder engagement quality, particularly of marginalized groups and local actors.
- Environmental and social risk mitigation effectiveness.
- Recommendations for course corrections in the second half of the programme.

396. This evaluation will follow UNIDO's guidelines and AF's evaluation standards and will be used to revise the programme strategy, budget allocations, and delivery mechanisms if needed.

397. **Final Independent Evaluation:** A comprehensive final evaluation will be undertaken by an external team within the last three months of the programme. This will focus on:

- Achievement of outcomes and outputs as per the PRF.
- Evidence of climate resilience impact at the local level.
- Sustainability of adaptation solutions and business models supported.
- Assessment of institutionalization of LLA approaches, and their monitoring and governance at the individual community level, and the probability of persistence of LLA practices post-SLLAS.

398. Findings from the final evaluation will inform the scaling of the SLLAS model in other regions and feed into global learning platforms.

399. **Field Monitoring Visits and Documentation:** Routine field missions will be carried out by executing partners and UNIDO staff to:

- Observe MSME operations and solution use in situ.
- Conduct stakeholder interviews, verify data, and assess performance.
- Document success stories and gather photos, testimonies, and short videos for knowledge dissemination.
- Structured field visit reports will be compiled and integrated into quarterly reviews and impact assessments.

400. **Financial Audit and Safeguard Compliance Monitoring:** An annual financial audit and a final certified financial statement will be submitted to the AF. Environmental and social safeguards compliance will be monitored through:

- ESMF tools embedded in the MSME support cycle.
- Periodic safeguard reviews and risk mitigation reports.
- Alignment checks with UNIDO's ESSPP and the AF's ESP.

401. **Grievance Mechanism:** A culturally appropriate grievance mechanism, aligned with both UNIDO and AF standards, will be operational throughout the programme. It will provide three accessible channels for complaints, direct reporting, PDU mediation, and anonymous submissions, ensuring transparency and resolution.

402. An indicative plan for the M&E plan can be found in the table below.*

Activity	Responsibility	Timeframe	Source of budget	Indicative Cost (USD)
Programme inception workshop and report,	PDU (UNIDO)	Inception Workshop within six months after the first transfer of funds; Inception Report submitted no later than one month after the workshop	Programme execution costs, UNIDO allocation	5,000
Quarterly reports from participating solution providers	Participating solution providers, with the PDU in coordination with UNIDO	Quarterly	No additional allocation, to be part of the commitment from participating solution providers	-
Safeguards / Monitoring for Compliance with the AF ESP	PDU (UNIDO and EE)	Ongoing for all activities	Programme execution costs -UNIDO allocation: USD 35,000 -MetaMeta allocation: USD 30,000	65,000
Programme Coordination Meetings	PDU (UNIDO and EE)	At least twice annually, within the annual meeting-cost provisions	Programme execution costs -UNIDO allocation: USD 15,000 -MetaMeta allocation: USD 15,444	30,444
Annual Programme Performance/Progress Report and Impact assessment	PDU (UNIDO)	Annually (2 months after the end of the programme implementation year)	Programme execution costs, UNIDO allocation	15,000
Monitoring expertise, also including studies and collection and compilation of data to support Mid-term Review and Terminal Evaluation	PDU (UNIDO and EE)	Year 3 of programme and six months before end of programme	Programme execution costs -UNIDO allocation: USD 35,000 -MetaMeta allocation: USD 35,000	70,000
Baseline Report	UNIDO	No later than the submission of the first PPR	IE fee	15,000
Mid-term Evaluation	External consultant/evaluator in coordination with UNIDO	Three years after start of the programme	IE fee	25,000
Terminal Evaluation	External consultant/evaluator in coordination with UNIDO	End of the programme (within the final 3 months of implementation)	IE fee	100,000
Financial audit	UNIDO	End of programme (within 6 months after the end of the fiscal year in which the programme ended)	IE fee	5,000
Travel related to programme execution	PDU (UNIDO, EE)	Annually	Programme execution costs -UNIDO allocation: USD 32,878 -MetaMeta allocation: USD 29,000	61,878
			TOTAL	**392,322**

**The total above includes selected programme execution-cost and Implementing Entity fee allocations relevant to the budgeted M&E plan. It does not represent the total programme execution cost or the total Implementing Entity fee, which are presented separately in Part III, Section G.*

E. Include a results framework for the project/programme proposal, including milestones, targets and indicators.

Expected Results	Indicators	Baseline Data or Condition	Targets	Sources of Verification	Risks and assumptions
Impact: Increased resilience of vulnerable communities to	Direct beneficiaries supported by the programme - Female direct beneficiaries	Limited access to scalable, locally appropriate	3,240 direct beneficiaries supported by the programme, of whom at least 50%	Programme beneficiary tracking reports	Communities and eligible solution providers remain committed to serving

climate change through the implementation and sustained deployment of community-prioritized, locally led adaptation solutions	- Youth direct beneficiaries Indirect beneficiaries supported by the programme -Female indirect beneficiaries - Youth indirect beneficiaries	adaptation solutions in vulnerable communities. Few MSMEs currently serve rural adaptation markets. Low visibility and support for locally led adaptation enterprises, especially those that are gender and youth inclusive No SLLAS-supported beneficiaries, community-managed adaptation actions or community-MSME solution packages at programme start	are women and at least 30% are youth 45,000 total beneficiaries reached through programme-supported adaptation actions, including 3,240 direct beneficiaries and 41,760 indirect beneficiaries At least one community-prioritized adaptation response implemented in each of the 30 communities through one or more approved implementation pathways	Sex- and age-disaggregated participant records Community implementation and deployment records Solution providers/MSME sourcing, participation and due-diligence records Milestone-verification and functionality records Community validation and feedback surveys Programme monitoring and impact assessments	vulnerable groups Vulnerable groups are effectively and meaningfully engaged throughout implementation Community-managed and provider-supported adaptation actions remain technically feasible, safeguards-compliant and maintainable The policy and institutional environment remains conducive to locally led and MSME-supported adaptation
Component 1: Community Leadership in Adaptation Planning and Demand Articulation					
Outcome 1.1 Communities map climate challenges and priority sectors, and establish programme structures	Number of Community Adaptation Advocates (CAAs) completing training, disaggregated by sex, age and functional role Percentage of trained advocates demonstrating increased knowledge or skills GOV.2 and KASA.1, where applicable	No SLLAS partner communities, community climate-challenge and priority-sector mappings, programme structures or trained CAA cohort exist at programme start	30 partner communities selected, with their climate challenges and priority adaptation sectors mapped 90 Community Adaptation Advocates confirmed and trained, at least 50% women and at least 30% youth At least 80% of trained advocates demonstrate improved knowledge or skills through pre- and post-assessment	Community selection and endorsement records CAAs nomination and attendance records Training curricula Pre- and post-assessments Consultation records disaggregated by sex, age and relevant vulnerability group	Assumes communities can nominate trusted advocates and sustain inclusive participation Risks of elite capture, unpaid workload, accessibility barriers and turnover are mitigated through transparent nomination, role clarity, accessible training, safeguarding and replacement arrangements
Outcome 1.2 Communities develop Community Economy Adaptation Plans (CEAPs), set priorities and mobilize partnerships for action	Number of CEAPs co-developed and endorsed through inclusive community processes Number of communities with a prioritized action plan categorizing CEAP actions by implementation pathway Number of communities with operational governance and financial-agency arrangements Number of communities supported to engage relevant local, national or other financing and delivery partners for priorities outside immediate SLLAS financing	No SLLAS CEAPs, prioritized action plans, implementation-pathway categorization or programme-supported governance and financial-agency arrangements exist at programme start	30 CEAPs co-developed, validated and finalized through locally led, participatory processes 30 prioritized action plans completed and community-endorsed 30 community governance and financial-agency arrangements operational 30 communities receive documented support to engage relevant partners for priorities outside immediate SLLAS financing	Prioritized action plans and demand profiles Community resolutions Governance terms of reference Financial-capacity assessments Disclosure records Validated CEAPs Partner-engagement logs and referral records	Assumes local institutions and partners are willing to engage Risks include unrealistic prioritization, unequal influence and expectations of guaranteed external finance Mitigation includes transparent eligibility boundaries, facilitated categorization, documented decisions and clear communication that external finance is not guaranteed
Component 2: Locally Led Deployment and Sustainability of Innovative Adaptation Solutions					
Outcome 2.1 Priority adaptation actions are implemented through community systems	Number of communities implementing priority actions through locally resourced action, community-managed funds and/or community-approved provider solution packages Number of financed actions or packages meeting agreed functionality, safeguards, inclusion, affordability, maintenance and governance milestones Value of milestone-based financing disbursed for community-managed actions and provider-delivered packages TEC.2 and TCO.2, where applicable	No SLLAS-financed community-managed actions or provider-delivered solution packages No SLLAS milestone, community-validation or sustainability arrangements in place	All 30 communities implement at least one community-prioritized adaptation response through one or more approved implementation pathways 100% of financed actions or packages have community-approved ownership, operating, maintenance, affordability, safeguards, grievance, technology-risk and exit arrangements before final disbursement All grants disbursed against verified milestones and community validation	Community implementation plans and budgets Grant or procurement agreements ESMF screening and ESMPs Technical due diligence Milestone evidence Fiduciary verification Community validation Functionality and maintenance records	Risks include insufficient local providers, technology failure, maladaptation, misuse of funds, delayed procurement and weak maintenance Mitigation includes local-first sourcing, documented capability-gap assessment, multiple-provider flexibility, ESMF screening, staged grants, technical and fiduciary verification, contingency and exit arrangements
Outcome 2.2 Community-led climate-resilient livelihood strategies and business models sustain and expand the impact of deployed adaptation solutions	Number of communities with validated adaptation-linked livelihood opportunity maps and business-model concepts Number of local entrepreneurs completing adaptation-linked business plans and action pathways, disaggregated by sex and age Percentage of supported operating and livelihood models that remain linked to the functionality, affordability, maintenance or local value chain of the financed adaptation	0 SLLAS-supported opportunity maps, business-model concepts, entrepreneurs or adaptation-linked business plans	30 validated opportunity maps 30 to 60 community-endorsed business-model concepts, one to two per community Up to 150 local entrepreneurs complete targeted training and coaching and develop a structured business plan or documented action pathway, with referral support provided where relevant	Workshop and validation records opportunity maps Business-model concepts Participant registry Training assessments Coaching logs Completed business plans and action roadmaps	Assumes livelihood opportunities are genuinely linked to financed responses and participants can act without guaranteed additional grants Risks include overstated income effects, exclusion and weak follow-on support. Mitigation includes realistic viability screening, inclusion targets, integration with operating models and

	response at programme completion TCO.4 and KASA.2, where applicable		No separate SLLAS grant window is created under Outcome 2.2	Referral records Final sustainability assessment	transparent referral support
Component 3: Evidence, Learning, and Monitoring for Scalable Locally Led Adaptation					
Outcome 3.1 Knowledge, evidence, and learning from programme implementation are captured, synthesised, and shared to inform adaptation practice and policy at community, national, and global levels	Number of community-level and programme-level products published Number of Community Adaptation Advocates (CAAs) and solution providers showcased Number of substantive contributions to adaptation policy events or platforms Number of national institutions reporting use or consideration of SLLAS evidence	0 SLLAS knowledge products, showcases, policy contributions or institutional uses	60 community-level and 10 programme-level products All 90 Community Adaptation Advocates and representatives of at least 30 participating providers or provider groups prepared for showcasing, with each community represented at least once through in-person or accessible remote formats At least 10 policy events or platforms reached At least 5 national institutions report use or formal consideration of SLLAS evidence	Published products Consent and authorship records Portal analytics Event records Presentation materials DA, NIE or government correspondence Policy and learning briefs	Risks include extractive knowledge use, overstated policy uptake, limited platform access and unsupported hosting after closure Mitigation includes community control and consent, verified uptake claims, accessible formats, and an approved custody, hosting and handover plan
Outcome 3.2 Participatory monitoring and adaptive learning systems support programme responsiveness, internal accountability, and alignment across stakeholders and components	Number of communities using participatory monitoring and feedback tool Number of documented community feedback cycles and management response Number of peer-learning exchanges Operational status, active use and accessibility of the digital knowledge infrastructure REACT.1 and KASA.2, where applicable	0 SLLAS participatory tools, feedback cycles, peer exchanges or digital infrastructure	Participatory toolkit piloted in 4 to 6 communities and used in all 30 At least one structured feedback cycle per community per year once deployment begins, with documented management responses At least one programme-wide peer exchange annually during active implementation Digital platform operational by end of Year 1, with tailored, low-bandwidth or offline access and all 90 advocates plus participating providers trained	Toolkit and pilot records Completed scorecards and feedback summaries Management-response log Peer-learning reports Platform acceptance tests, access logs and training records Data-governance and handover plan	Risks include low connectivity, digital exclusion, privacy or bias, weak data quality and platform discontinuity Mitigation includes non-digital alternatives, role-based access, data minimization, human validation, audit trails, community control of locally generated knowledge and use of sustainable institutional hosting
Outputs under Outcome 1.1					
1.1.1 Partner communities identified, and their climate challenges and priority adaptation sectors mapped	Number of partner communities selected through the Community Selection Framework Number of community-level climate challenges and priority adaptation sectors mapped Multi-stakeholder SLLAS Technical Committee established and operational Number of Technical Committee selection-review cycles completed TCO.3: Number of toolkits and guidelines produced	No partner communities have been selected under SLLAS, their climate challenges and priority adaptation sectors have not been mapped, and the SLLAS Technical Committee has not yet been established	Community Selection Framework finalized and applied 30 partner communities selected Climate challenges and priority adaptation sectors mapped for all 30 selected communities SLLAS Technical Committee established and operational 6 community-selection review cycles completed	Final Community Selection Framework and application package Community applications, screening records and scoring sheets Technical Committee membership and terms of reference Technical Committee meeting minutes and selection decisions Community climate-challenge and priority-sector mapping records	Sufficient eligible and diverse community applications are received Communities provide reliable information and participate in validation The Technical Committee functions transparently and without conflicts of interest Adequate climate and socioeconomic information available to support mapping
1.1.2 90 Community Adaptation Advocates (CAAs) trained to lead inclusive adaptation planning	Number of CAAs confirmed, disaggregated by sex, age and functional role Number of CAA training materials or curricula developed Number of CAAs completing the full training programme Percentage of trained CAAs demonstrating increased knowledge or skills through pre- and post-assessment TCO.1: Number of capacity-building activities provided TCO.3: Number of toolkits and guidelines produced	No CAAs have been confirmed or trained under SLLAS, and no SLLAS-specific CAA training materials have been developed	90 CAAs confirmed, three per community At least 50% of confirmed CAAs are women At least 30% of confirmed CAAs are youth Training materials developed for the three CAA functions 90 CAAs complete the training programme At least 80% of trained CAAs demonstrate improved knowledge or skills through pre- and post-assessment	Community nomination and CAA verification records CAA profiles and participant registry Training curricula, modules and facilitation materials Training attendance and completion records Pre- and post-training assessments Training completion certificates and participant evaluations	Communities nominate trusted and representative CAAs Nominees remain available throughout training and planning Training is accessible across languages, literacy levels and connectivity conditions Women, youth, persons with disabilities, Indigenous Peoples and other marginalized groups can participate meaningfully
Outputs under Outcome 1.2					
1.2.1 30 Community	Number of community adaptation-planning roadmaps	No formal CEAPs	30 community adaptation-planning	Community adaptation-	CAAs are supported throughout the

Economy Adaptation Plans (CEAPs) co-developed through locally led, participatory processes	developed Number of inclusive community planning dialogues conducted Number of CEAPs finalized and endorsed Degree of community and technical-expert input incorporated into final CEAPs TCO.3: Number of toolkits and guidelines produced	currently exist in the target communities that are participatory, inclusive and aligned with relevant national adaptation strategies	roadmaps completed At least 90 community dialogue sessions facilitated 30 CEAPs finalized and endorsed by communities and relevant local authorities or governance structures	planning roadmaps Dialogue reports, attendance records and consultation documentation Draft and final CEAPs Technical review records Community validation and endorsement records	planning process Community participation is inclusive and sustained Relevant technical experts are available Community governance structures and local authorities support the CEAP process
1.2.2 CEAPs translated into prioritized action plans with categorization for implementation modalities	Number of community readiness, needs, partnership and financing-landscape assessments completed Number of finalized and community-endorsed adaptation demand profiles Number of prioritized action plans categorizing CEAP actions by implementation modality Number of community governance, monitoring and learning systems established or strengthened Number of communities supported to engage financing, institutional or delivery partners for CEAP priorities beyond immediate SLLAS financing TCO.3: Number of toolkits and guidelines produced	No SLLAS-specific readiness assessments, adaptation demand profiles, categorized action plans or programme-supported community governance, monitoring and learning systems exist at programme start	30 community readiness, needs, partnership and financing-landscape assessments completed 30 adaptation demand profiles finalized and community-endorsed 30 prioritized action plans completed, categorizing actions by implementation modality Governance, monitoring and learning systems established or strengthened in all 30 communities All 30 communities receive documented support to engage relevant partners for CEAP priorities beyond immediate SLLAS financing	Readiness, needs, partnership and financing-landscape assessment reports Final adaptation demand profiles Community-endorsed prioritized action plans Community governance terms of reference and decision records Monitoring, learning, disclosure and grievance procedures Partner-engagement logs, referrals and follow-up records	Communities retain authority over prioritization and categorization Community decisions are inclusive and transparently documented Relevant financing and delivery actors are willing to engage Expectations are managed clearly where external financing is not guaranteed Community governance structures have sufficient legitimacy and capacity
Outputs under Outcome 2.1					
2.1.1 Priority whole-of-community adaptation actions implemented through community-managed funds and local resources	Number of communities receiving capability-building support for locally resourced and community-managed adaptation actions Number of community-approved implementation plans and budgets completed Number and type of priority whole-of-community adaptation actions implemented Number of community-managed fund agreements issued Value of milestone-based financing disbursed for community-managed adaptation actions Percentage of financed actions meeting agreed technical, safeguards, inclusion, governance, functionality and sustainability milestones TCO.1: Number of capacity-building activities provided TCO.2: Value in USD of assets provided	No SLLAS-financed whole-of-community adaptation actions, community-managed fund agreements or related milestone-verification arrangements exist at programme start	Capability-building support provided to all communities selecting locally resourced or community-managed implementation pathways Community-approved implementation plans and budgets completed for all actions financed under Output 2.1.1 All financed community-managed actions implemented against agreed milestones 100% of financed actions have community-approved governance, ownership, safeguards, operation, maintenance, grievance and sustainability arrangements before final disbursement 100% of disbursements supported by milestone verification and community validation	Community implementation plans and itemized budgets Community decisions approving priorities and implementation modalities Community-managed fund or grant agreements Environmental and social screening and management documentation Procurement and expenditure records Milestone-verification and fiduciary-review records Community validation records Functionality, operation and maintenance records	Communities have or can strengthen legitimate governance and financial-agency arrangements Community-managed actions remain technically feasible and safeguards-compliant Fiduciary requirements can be met without displacing community decision-making Procurement and implementation are not unduly delayed Communities sustain operation and maintenance after deployment
2.1.2 Solution packages for community-prioritized adaptation actions deployed through community-MSME partnerships	Number of eligible MSMEs identified and selected to respond to community-prioritized adaptation actions Number of selected MSMEs completing LLA-aligned onboarding Number of community-MSME solution packages co-designed and community-endorsed Number of localized LLA-aligned business and service-delivery models operationalized Number and type of community-prioritized adaptation solution packages deployed Number of milestone-based deployment grants issued and disbursed Value of milestone-based financing disbursed Percentage of financed packages meeting agreed technical, safeguards, inclusion, affordability, governance, functionality and sustainability milestones	No SLLAS-supported community-MSME solution packages, LLA-aligned onboarding arrangements, co-designed deployment plans, localized delivery models or milestone-based deployment grants exist at programme start	Eligible MSMEs identified and selected in response to community demand profiles At least 30 participating providers or provider groups engaged across the financed community-MSME solution packages All selected providers or provider groups complete proportionate LLA-aligned onboarding before deployment Community-endorsed solution and deployment plans completed for all financed packages Localized business and service-delivery models completed for all financed packages	MSME sourcing, eligibility and due-diligence records Adaptation Solution Selection Framework and assessment records Onboarding attendance and assessment records Community-endorsed solution and deployment plans Co-design records and responsibilities matrices Localized business and service-delivery models Grant agreements and itemized budgets Environmental and social screening records	Sufficient eligible local or locally adjacent providers are available Capability gaps can be addressed or alternative providers sourced Communities and MSMEs agree on technically and financially viable delivery conditions Solutions remain affordable, safeguards-compliant and maintainable Communities can validate delivery without undue influence from providers Milestones remain feasible in local implementation conditions

	TCO.1: Number of capacity-building activities provided TCO.2: Value in USD of assets provided		Community-prioritized adaptation solution packages deployed in all communities selecting the provider-led implementation pathway, through one or more eligible solution providers 100% of financed solution packages have agreed ownership, affordability, safeguards, grievance, technology-risk, maintenance, sustainability and exit arrangements before final disbursement All grants disbursed against verified milestones and community validation	Milestone-verification, fiduciary-review and community-validation records Deployment, functionality, operation and maintenance records	
Outputs under Outcome 2.2					
2.2.1 Resilient livelihood opportunities linked to deployed adaptation solutions identified through community-led processes	Number of livelihood ideation workshops conducted Number of opportunity maps produced Number of business model concepts co-developed and validated by communities TCO.1: Number of capacity building activities provided	There are currently no systematic processes in place in target communities to identify, co-design, and prioritize income-generating opportunities linked to adaptation solutions.	30 participatory workshops on livelihood opportunities conducted (1 per community) 30 opportunity maps produced (1 per community) 30–60 structured business model concepts developed (1–2 per community)	Workshop summary reports Opportunity maps and business model templates Endorsed concept documents validated by community stakeholders	Community members are engaged and willing to participate in ideation processes Facilitators effectively surface and structure community input Local actors are open to supporting further development of selected models in Output 2.2.2
2.2.2 Local entrepreneurs supported to expand adaptation-linked business for climate-resilient livelihoods	Number of community members trained in entrepreneurship (sex and age disaggregated) Number of coaching sessions delivered Number of business plans developed by local entrepreneurs Number of entrepreneurs accessing referral support materials Number of participating entrepreneurs completing a documented action pathway for developing or expanding an adaptation-linked business TCO.1: Number of capacity building activities provided TCO.4: Number of business plans developed	There is no dedicated programme currently supporting local entrepreneurs in the target communities to develop and expand adaptation-linked businesses associated with deployed adaptation solutions	Up to 150 local entrepreneurs trained, of whom at least 50% are women and at least 30% are youth Up to 150 participating entrepreneurs complete a structured business plan or documented action pathway for developing or expanding an adaptation-linked business Participating entrepreneurs receive documented exposure or referrals to relevant enterprise-support services and peer-learning opportunities	Training completion reports and attendance sheets Coaching session logs and feedback forms Business plan templates and action roadmaps Copies of referral packets distributed	Sufficient interest from community members to participate in training and coaching Coaches and trainers are available and equipped to deliver contextualized support Entrepreneurs are able to translate plans into action even without direct financial support
Outputs under Outcome 3.1					
3.1.1 60 community-level and 10 programme-level communication and knowledge products developed and published	Number of community-level knowledge products produced and published, integrating gender, youth, and Indigenous considerations Number of programme-level synthesis products developed and shared Number of national and global dissemination events featuring SLLAS products TCO.3: Number of toolkits and guidelines produced PAO.2: Number of analytical and statistical publications produced	No consolidated or community-authored knowledge products currently exist to document lessons from locally led adaptation efforts across target communities.	60 community-level knowledge products (minimum 2 per community) 10 programme-level learning products Dissemination across national and global platforms	Published case studies, videos, briefs, or stories Programme-level learning reports and briefs Knowledge portal analytics and dissemination logs	Community Adaptation Advocates (CAAs) and MSMEs can effectively document experiences Communication formats are accessible and context-appropriate Global and national audiences are receptive to localized learning
3.1.2 Community Adaptation Advocates (CAAs) and adaptation MSMEs showcased at least once on global or regional platforms	Number of MSMEs and CAAs prepared for showcasing Number of global/regional events or platforms featuring MSMEs and CAAs CPO.1: Number of global fora, workshops, EGM, side events organized	MSMEs and CAAs have limited visibility on adaptation policy or knowledge-sharing platforms.	90 CAAs and representatives of at least 30 participating providers or provider groups prepared with materials and support Each CAA and at least one representative of each participating provider or provider group showcased at least once on regional/global platform	Presentation materials, bios, and visual aids Event participation records and platform content Feedback or testimonials from participants and organizers	Participants are available and supported to travel or join virtually Platforms offer meaningful participation formats Advocacy reflects diverse community and MSME perspectives
3.1.3 SLLAS learnings shared at a minimum of 10	Number of policy briefs and synthesis documents developed	SLLAS has not yet contributed to global or national	5+ policy briefs or summaries prepared	Published briefs and reports Presentation records from	Insights are timely and relevant to global policy dialogues

adaptation policy events or platforms	Number of adaptation policy platforms/events featuring SLLAS learnings PAO.2: Number of analytical and statistical publications produced CPO.1: Number of global fora, workshops, EGM, side events organized	policy dialogues with targeted learnings from its implementation.	10 adaptation policy events/platforms engaged with SLLAS insights	policy events Records of submissions to adaptation learning platforms	Policymakers and stakeholders are receptive to localised learning Events/platforms offer opportunities to showcase SLLAS model
Outputs under Outcome 3.2					
3.2.1 Participatory monitoring tools and community-led feedback mechanisms designed and used across all target communities	Number of communities using participatory monitoring tools Number of annual community feedback loops conducted Number of peer learning events held and documented TCO.1: Number of capacity building activities provided	Communities currently lack structured participatory tools to monitor adaptation performance or engage in structured peer learning.	30 communities use monitoring tools 60 feedback summaries generated (2 per community) At least one cross-community peer-learning exchange held annually during the relevant implementation period	Monitoring reports and toolkit usage logs Community feedback session summaries Peer learning event materials and outputs	Tools are usable in low-literacy, low-connectivity settings CAAs are trained and supported to facilitate tools Communities are willing to share honest feedback and learn collectively
3.2.2 Digital knowledge infrastructure established to manage, synthesize, and share programme data and learning	Digital platform operational and regularly updated Number of MSMEs, CAAs, and PDU staff using platform Number of internal learning briefs generated through platform analytics TCO.3: Number of toolkits and guidelines produced	No digital platform currently exists to support integrated monitoring and learning across SLLAS components.	Platform fully operational by end of Year 1 At least 120 external users trained, comprising 90 CAAs and at least one representative from each of at least 30 participating providers or provider groups, in addition to relevant PDU personne l 4 internal learning briefs per year produced via platform	Platform interface and user guides Training records and usage analytics Internal learning briefs and analytics snapshots	Platform is accessible to all target users Offline tools and language support are effective AI tools are used ethically and add real value without replacing human inputs

F. Demonstrate how the project/programme aligns with the Results Framework of the Adaptation Fund

Project Objective(s)[14]	Project Objective Indicator(s)	Fund Expected Result	Fund Core Indicator	Grant Amount (USD)
Enable locally led adaptation through the implementation, sustained deployment and scaling of community-prioritized adaptation solutions	Direct beneficiaries supported by the programme - Female direct beneficiaries - Youth direct beneficiaries Indirect beneficiaries supported by the programme -Female indirect beneficiaries - Youth indirect beneficiaries	People supported to strengthen their climate resilience	Core Indicator 1: Number of beneficiaries	13,054,042
Project Outcome(s)	**Project Outcome Indicator(s)**	**Fund Outcome**	**Fund Outcome Indicator**	**Grant Amount (USD)**
Outcome 1.1 Communities map climate challenges and priority sectors, and establish programme structures	Number of partner communities selected through the Community Selection Framework Number of selected communities with climate challenges and priority adaptation sectors mapped Number of Community Adaptation Advocates completing training, disaggregated by sex, age and functional role Percentage of trained Community Adaptation Advocates demonstrating increased knowledge or skills	Outcome 3: Strengthened awareness and ownership of adaptation and climate risk reduction processes	Indicator 3A: People with strengthened awareness of climate change risks and how to better address them	882,500
Outcome 1.2 Communities develop Community Economy Adaptation Plans (CEAPs), set priorities and mobilize partnerships for action	Number of CEAPs co-developed and endorsed through inclusive community processes Number of communities with finalized and community-endorsed adaptation demand profiles Number of communities with prioritized action plans categorizing CEAP actions by implementation pathway Number of communities with operational governance and financial-agency arrangements Number of communities supported to engage relevant financing, institutional or delivery partners for priorities outside immediate SLLAS financing	Outcome 2: Strengthened institutional capacity to reduce risks associated with climate-induced socioeconomic and environmental losses	Indicator 2: Institutions with strengthened capacity to understand and better address climate risks and resilience	2,767,500
Outcome 2.1 Priority adaptation actions are implemented through community systems	Number of communities implementing priority actions through locally resourced action, community-managed funds and/or community-approved provider solution packages Number and type of priority whole-of-community adaptation actions implemented	Outcome 3: Strengthened awareness and ownership of adaptation and climate risk	Indicator 3B: People implementing new or improved adaptation actions	7,419,000

	Number and type of community-prioritized adaptation solution packages deployed Number of financed actions or packages meeting agreed functionality, safeguards, inclusion, affordability, maintenance and governance milestones Value of milestone-based financing disbursed for community-managed actions and provider-delivered packages	reduction processes		
Outcome 2.2 Community-led climate-resilient livelihood strategies and business models sustain and expand the impact of deployed adaptation solutions	Number of communities with validated adaptation-linked livelihood opportunity maps Number of community-endorsed business-model concepts linked to deployed adaptation responses Number of local entrepreneurs completing adaptation-linked business plans or documented action pathways, disaggregated by sex and age Percentage of supported operating and livelihood models that remain linked to the functionality, affordability, maintenance or local value chain of the financed adaptation response at programme completion	Outcome 6: Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas	Indicator 6B (Core Indicator 5): Households with increased income, or avoided decrease in income	699,000
Outcome 3.1 Knowledge, evidence, and learning from programme implementation are captured, synthesized, and shared to inform adaptation practice and policy at community, national, and global levels	Number of communication and knowledge products generated Number of Community Adaptation Advocates and participating adaptation solution providers prepared for showcasing Number of national institutions reporting use or formal consideration of SLLAS evidence	Outcome 3: Strengthened awareness and ownership of adaptation and climate risk reduction processes	Indicator 3A: People with strengthened awareness of climate change risks and how to better address them	705,242
Outcome 3.2 Participatory monitoring and adaptive learning systems support programme responsiveness, internal accountability, and alignment across stakeholders and components	Number of communities using participatory monitoring and feedback tools Number of documented community feedback cycles and management responses Number of peer-learning exchanges held and documented Operational status, active use and accessibility of the digital knowledge infrastructure Number of CAAs, participating solution providers and PDU personnel trained to use the digital platform	Outcome 3: Strengthened awareness and ownership of adaptation and climate risk reduction processes	Indicator 3B: People implementing new or improved adaptation actions	580,800
Total programme activities cost, excluding execution cost and IE fee				**13,054,042**

Project Output(s)	Project Output Indicator(s)	Fund Output	Fund Output Indicator	Grant Amount (USD)
1.1.1 Partner communities identified, and their climate challenges and priority adaptation sectors mapped	Number of partner communities selected through the Community Selection Framework Number of community-level climate challenges and priority adaptation sectors mapped Multi-stakeholder SLLAS Technical Committee established and operational Number of Technical Committee selection-review cycles completed TCO.3: Number of toolkits and guidelines produced	Output 3.1: Targeted population groups participating in adaptation and risk reduction awareness activities	Indicator 3.1: People participating in activities to improve awareness of climate risks and how to address them	166,300
1.1.2 90 Community Adaptation Advocates (CAAs) trained to lead inclusive adaptation planning	Number of CAAs confirmed, disaggregated by sex, age and functional role Number of CAA training materials or curricula developed Number of CAAs completing the full training programme Percentage of trained CAAs demonstrating increased knowledge or skills through pre- and post-assessment TCO.1: Number of capacity-building activities provided TCO.3: Number of toolkits and guidelines produced	Output 3.1: Targeted population groups participating in adaptation and risk reduction awareness activities	Indicator 3.1: People participating in activities to improve awareness of climate risks and how to address them	716,200
1.2.1 30 Community Economy Adaptation Plans (CEAPs) co-developed through locally led, participatory processes	Number of community adaptation-planning roadmaps developed Number of inclusive community planning dialogues conducted Number of CEAPs finalized and endorsed Degree of community and technical-expert input incorporated into final CEAPs TCO.3: Number of toolkits and guidelines produced	Output 2.1: Strengthened capacity of institutions to understand and better address climate risks	Indicator 2.1: Institutions supported to strengthen capacity to understand and address climate risks and resilience	1,002,240
1.2.2 CEAPs translated into prioritized action plans with categorization for implementation modalities	Number of community readiness, needs, partnership and financing-landscape assessments completed Number of finalized and community-endorsed adaptation demand profiles Number of prioritized action plans categorizing CEAP actions by implementation modality Number of community governance, monitoring and learning systems established or strengthened Number of communities supported to engage financing, institutional or delivery partners for CEAP priorities beyond immediate SLLAS financing	Output 2.2: Increased readiness and capacity of national and sub-national entities to directly access and programme adaptation finance	Indicator 2.2: Local institutions receiving funding or other direct support under the locally led adaptation modality	1,765,260

	TCO.3: Number of toolkits and guidelines produced			
2.1.1 Priority whole-of-community adaptation actions implemented through community-managed funds and local resources	Number of communities receiving capability-building support for locally resourced and community-managed adaptation actions Number of community-approved implementation plans and budgets completed Number and type of priority whole-of-community adaptation actions implemented Number of community-managed fund agreements issued Value of milestone-based financing disbursed for community-managed adaptation actions Percentage of financed actions meeting agreed technical, safeguards, inclusion, governance, functionality and sustainability milestones TCO.1: Number of capacity-building activities provided TCO.2: Value in USD of assets provided	Output 3.1: Targeted population groups participating in adaptation and risk reduction awareness activities	Indicator 3.1: People participating in activities to improve awareness of climate risks and how to address them	1,990,000
2.1.2 Solution packages for community-prioritized adaptation actions deployed through community-MSME partnerships	Number of eligible MSMEs identified and selected to respond to community-prioritized adaptation actions Number of selected MSMEs completing LLA-aligned onboarding Number of community-MSME solution packages co-designed and community-endorsed Number of localized LLA-aligned business and service-delivery models operationalized Number and type of community-prioritized adaptation solution packages deployed Number of milestone-based deployment grants issued and disbursed Value of milestone-based financing disbursed Percentage of financed packages meeting agreed technical, safeguards, inclusion, affordability, governance, functionality and sustainability milestones TCO.1: Number of capacity-building activities provided TCO.2: Value in USD of assets provided	Output 3.3: Increased ownership of adaptation and climate risk reduction processes	Indicator 3.3: Number of local institutions and/or communities responsible for decision-making over how adaptation solutions are defined, prioritized, designed, and/or implemented	5,429,000
2.2.1 Resilient livelihood opportunities linked to deployed adaptation solutions identified through community-led processes	Number of livelihood ideation workshops conducted Number of opportunity maps produced Number of business model concepts co-developed and validated by communities TCO.1: Number of capacity building activities provided	Output 6.1: Targeted individual and community livelihood strategies strengthened in relation to climate change impacts, including variability	Indicator 6.1: People receiving targeted support for new and/or improved livelihoods to manage climate risk	393,000
2.2.2 Local entrepreneurs supported to expand adaptation-linked business for climate-resilient livelihoods	Number of community members trained in entrepreneurship (sex and age disaggregated) Number of coaching sessions delivered Number of business plans developed by local entrepreneurs Number of entrepreneurs accessing referral support materials Number of participating entrepreneurs completing a documented action pathway for developing or expanding an adaptation-linked business TCO.1: Number of capacity building activities provided TCO.4: Number of business plans developed	Output 6.1: Targeted individual and community livelihood strategies strengthened in relation to climate change impacts, including variability	Indicator 6.1: People receiving targeted support for new and/or improved livelihoods to manage climate risk	306,000
3.1.1 60 community-level and 10 programme-level communication and knowledge products developed and published	Number of community-level knowledge products produced and published, integrating gender, youth, and Indigenous considerations Number of programme-level synthesis products developed and shared Number of national and global dissemination events featuring SLLAS products TCO.3: Number of toolkits and guidelines produced PAO.2: Number of analytical and statistical publications produced	Output 3.2: Strengthened capacity of national and subnational stakeholders and entities to capture and disseminate knowledge and learning	Indicator 3.2: Climate resilience knowledge products and/or tools developed and shared with stakeholders	353,042
3.1.2 Community Adaptation Advocates (CAAs) and adaptation MSMEs showcased at least once on global or regional platforms	Number of MSMEs and CAAs prepared for showcasing Number of global/regional events or platforms featuring MSMEs and CAAs CPO.1: Number of global fora, workshops, EGM, side events organized	Output 3.1: Targeted population groups participating in adaptation and risk reduction awareness activities	Indicator 3.1: People participating in activities to improve awareness of climate risks and how to address them	210,000
3.1.3 SLLAS learnings shared at a minimum of 10 adaptation policy events or platforms	Number of policy briefs and synthesis documents developed Number of adaptation policy platforms/events featuring SLLAS learnings PAO.2: Number of analytical and statistical publications produced CPO.1: Number of global fora, workshops, EGM, side events organized	Output 3.2: Strengthened capacity of national and subnational stakeholders and entities to capture and disseminate knowledge and learning	Indicator 3.2: Climate resilience knowledge products and/or tools developed and shared with stakeholders	142,200
3.2.1 Participatory monitoring tools and community-led feedback mechanisms designed and used across all target communities	Number of communities using participatory monitoring tools Number of annual community feedback loops conducted Number of peer learning events held and documented TCO.1: Number of capacity building activities provided	Output 3.3: Increased ownership of adaptation and climate risk reduction processes	Indicator 3.3: Number of local institutions and/or communities responsible for decision-making over how adaptation solutions are defined, prioritized, designed, and/or implemented	345,800

3.2.2 Digital knowledge infrastructure established to manage, synthesize, and share programme data and learning	Digital platform operational and regularly updated Number of MSMEs, CAAs, and PDU staff using platform Number of internal learning briefs generated through platform analytics TCO.3: Number of toolkits and guidelines produced	Output 3.2: Strengthened capacity of national and subnational stakeholders and entities to capture and disseminate knowledge and learning	Indicator 3.2: Climate resilience knowledge products and/or tools developed and shared with stakeholders	235,000
Total programme activities cost, excluding execution cost and IE fee				**13,054,042**

Adaptation Fund Core Impact Indicators

Adaptation Fund Core Impact Indicator "Number of Beneficiaries"				
Date of Report	**[To be filled at time of reporting]**			
Project Title	Scaling Locally Led Adaptation Solutions (SLLAS)			
Country	Global			
Implementing Agency	UNIDO			
Project Duration	**5 years**			
	Baseline ***(absolute number)***	**Target at project approval** ***(absolute number)***	**Adjusted target first year of implementation** ***(absolute number)***	**Actual at completion**[15] ***(absolute number)***
Direct beneficiaries supported by the project	0	**At least 3,240 provisional** • **Component 1: 3,090** • **Component 2: 150** Component 1: The estimated population of the 30 communities is 45,000 people, equivalent to approximately 9,000 households based on an assumed average household size of five people (average household size of between 4.1 and 5.3 in sub-Saharan Africa according to a UN DESA report[16]). (For calculation of 45,000 people, please see below calculations on "indirect beneficiaries".) Assuming one participant from one third of households, approximately 3,000 people will participate directly in CEAP development. A further 90 CAAs will receive direct training under Component 1. Under Component 2, at least five entrepreneurs per community will receive direct support, equivalent to 150 entrepreneurs across 30 communities. The total will be verified after community selection using non-overlapping person-level records.	To be recalculated in the baseline data report using non-overlapping person-level records after community selection	To be filled *out* at completion
Female direct beneficiaries	0	**At least 1,620 provisional (50% target)**	To be adjusted from verified sex-disaggregated baseline data	To be filled *out* at completion
Youth direct beneficiaries	0	**At least 972 provisional (30% target)**	To be adjusted from verified age-disaggregated baseline data; youth may overlap with sex categories but not with the total direct count	To be filled *out* at completion
Indirect beneficiaries supported by the project	0	**At least 41,760 provisional indirect beneficiaries** The 30 participating communities are estimated to have a combined population of 45,000 people, based on an indicative average of 1,500 people per community. This planning assumption falls within the population range of 500 to 4,999 inhabitants used for rural clusters under the Degree of Urbanisation methodology, which was endorsed by the United Nations Statistical Commission for international and regional statistical comparisons[17]. After excluding the 3,240 people counted as direct beneficiaries, the provisional indirect-beneficiary target is 41,760 people.	To be recalculated from verified service-area and household data, excluding persons already counted as direct beneficiaries	To be filled *out* at completion

[15] At project completion, the proponent could report on % targeted population reached or successfully supported (the absolute numbers could then be deduced from that figure)
[16] UN DESA, 2019 https://www.un.org/development/desa/pd/sites/www.un.org.development.desa.pd/files/agingtheme_household_size_and_composition_technical_report.pdf
[17] https://documents1.worldbank.org/curated/en/837011617092867075/pdf/A-Methodological-Manual-to-Define-Cities-Towns-and-Rural-Areas-for-International-Comparisons.pdf

		The target will be verified after community selection using community population, household and programme service-area data. Beneficiaries reached beyond the selected communities through Component 3 are not included because a sufficiently reliable estimate is not currently available.		
Female indirect beneficiaries	0	**At least 20,880 provisional (50% target)**	To be adjusted from verified sex-disaggregated service-area data	To be filled *out* at completion
Youth indirect beneficiaries	0	**At least 12,528 provisional (30% target)**	To be adjusted from verified age-disaggregated service-area data; youth may overlap with sex categories but not with the total indirect count	To be filled *out* at completion

Adaptation Fund Impact Indicator "Increased income, or avoided decrease in income"				
Date of Report	**[To be filled at time of reporting]**			
Project Title	Scaling Locally Led Adaptation Solutions (SLLAS)			
Country	**Global**			
Implementing Agency	**UNIDO**			
Project Duration	**5 years**			
	Baseline	**Target at project approval**	**Adjusted target first year of implementation**	**Actual at completion**
Income Source[18] ***(name)***	To be established through community-specific livelihood and enterprise surveys following community selection. Potential income sources may include adaptation-linked agriculture, water, energy, ecosystem management, construction, repair, maintenance, information services and other products or services.	At least one viable adaptation-linked livelihood or enterprise pathway identified in each of the 30 communities, together with 30 to 60 community-endorsed business-model concepts and up to 150 entrepreneur business plans or documented action pathways.	Income-source categories and participant targets to be confirmed in the first-year baseline report. Business plans will not be counted as operating enterprises unless implementation is verified.	*To be filled out at completion*
Income level ***(USD)***	Baseline household and enterprise income will be established after community selection and measured in local currency. Where required for consolidated reporting, values will be converted to USD using the applicable reporting-period exchange rate.	Participating households or enterprises are expected to achieve an increase in income or avoid an income decrease relative to the verified baseline or an appropriate comparison established during baseline assessment. No fixed percentage target is proposed at project approval.	Numeric targets will be established by community and income source in the first-year baseline report, taking account of feasibility and seasonal income variation.	*To be filled out at completion*
Number of households ***(total number in the project area) (report for each project component)***	Approximately 9,000 households are estimated to live in the 30 project communities. No households are enrolled in programme-supported income monitoring at programme start.	The programme will operate in 30 communities, provisionally estimated at 300 households per community and 9,000 households in total. The number of households participating in adaptation-linked livelihood or enterprise support will be confirmed after community selection.	Total households and participating households will be reported separately by community and applicable programme result, with duplicate households removed.	*To be filled out at completion*

G. Include a detailed budget with budget notes, broken down by country as applicable, a budget on the Implementing Entity management fee use, and an explanation and a breakdown of the execution costs.

Detailed budget by activities, partners, budget lines, and years

		Description	Partners	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Year 5 (USD)	Total (USD)	Notes
		Project/Programme cost		**1.347.520**	**5.381.340**	**3.905.990**	**1.959.550**	**459.642**	**13.054.042**	
		- of which UNIDO	*UNIDO*	*221.800*	*4.110.000*	*3.083.550*	*1.442.050*	*196.642*	***9.054.042***	
		- of which MetaMeta	*MetaMeta*	*1.125.720*	*1.271.340*	*822.440*	*517.500*	*263.000*	***4.000.000***	
		Project/Programme execution cost (including M&E)							**582.322**	
		- of which UNIDO	*UNIDO*						*137.878*	
		- of which MetaMeta	*MetaMeta*						*444.444*	

[18] When the numbers of livelihoods go through significant changes, such as when sources of income are diversified, it may be useful to illustrate the changes by primary livelihoods.

		Total Project/Programme cost							**13.636.364**	
		Management Fee cap charged by the Implementing Entity for the Project/ Programme Cycle (if applicable)							1.363.636	*Cost is capped at 10% of Total Project/Programme cost (IE cap)*
		Amount requested							**15.000.000**	
1		**Community Leadership in Adaptation Planning and Demand Articulation**	**MetaMeta**	**1.025.720**	**1.146.340**	**759.440**	**455.500**	**263.000**	**3.650.000**	
1.1		**Communities map climate challenges and priority sectors, and establish programme structures**	**MetaMeta**	**557.460**	**257.840**	**59.200**	**4.000**	**4.000**	**882.500**	
1.1.1		**Partner communities identified, and their climate challenges and priority adaptation sectors mapped**	**MetaMeta**	**116.500**	**33.800**	**8.000**	**4.000**	**4.000**	**166.300**	
	1.1.1.1	**Develop and refine the Community Selection Framework**	**MetaMeta**	**17.000**	**-**	**-**	**-**	**-**	**17.000**	
		Expert team services contract for execution of activity (international/regional)	MetaMeta	12.000	-	-	-	-	12.000	*International/regional expert fee estimate for development, consultation and pre-testing of the Community Selection Framework, scoring matrix and evidence requirements, with vulnerability-based, inclusive and LLA-aligned criteria (estimated average cost USD 500 per day)*
		Expert team services contract for execution of activity (national/local experts)	MetaMeta	5.000	-	-	-	-	5.000	*National/local expert fee estimate for review of the Community Selection Framework against regional and community-level realities, accessibility considerations and barriers affecting vulnerable communities (estimated average cost USD 200 per day)*
	1.1.1.2	**Establish a multi-stakeholder SLLAS Technical Committee**	**MetaMeta**	**12.000**	**12.000**	**8.000**	**4.000**	**4.000**	**40.000**	
		Expert team services contract for execution of activity (international/regional)	MetaMeta	12.000	12.000	8.000	4.000	4.000	40.000	*International/regional expert and Technical Committee fee estimate for validation of the Community Selection Framework, technical review of community applications and verification of applicable vulnerability, safeguards, inclusion and LLA requirements (estimated average cost USD 500 per day)*
	1.1.1.3	**Select partner communities**	**MetaMeta**	**87.500**	**21.800**	**-**	**-**	**-**	**109.300**	
		Expert team services contract for execution of activity (international/regional)	MetaMeta	16.000	4.800	-	-		20.800	*International/regional expert fee estimate for technical preparation of the community call, application guidance, vulnerability-based review support and consolidation of Technical Committee findings across regions, communication with selected and non-selected applicants (estimated average cost USD 500 per day)*
		Travel costs related to activity	MetaMeta	10.500	-	-	-	-	10.500	*Estimated local and international travel costs, including DSA where applicable, for targeted verification and consultation related to shortlisted community applications*
		Expert team services contract for execution of activity (national/local experts)	MetaMeta	5.000	5.000	-	-	-	10.000	*National/local expert fee estimate for locally accessible outreach, engagement with regional and community networks, and targeted verification of shortlisted applications (estimated average cost USD 200 per day)*
		Organization of Meeting/Training/Workshop/ Event related to activity	MetaMeta	21.000	12.000	-	-	-	33.000	*Estimated costs for regional information sessions, webinars and accessible outreach activities supporting the community call*
		Other costs related to execution of activity	MetaMeta	35.000	-	-	-	-	35.000	*Estimated costs for multilingual and accessible call materials for use in three regions, visual guidance, mobile-friendly and offline application resources, and targeted local dissemination, estimated at approx. 1150 USD per community*
1.1.2		**90 Community Adaptation Advocates (CAAs) trained to lead inclusive adaptation planning**	**MetaMeta**	**440.960**	**224.040**	**51.200**	**-**	**-**	**716.200**	
	1.1.2.1	**Confirm 3 CAAs per community (90 in total)**	**MetaMeta**	**115.000**	**99.500**	**-**	**-**	**-**	**214.500**	
		Expert team services contract for execution of activity (international/regional)	MetaMeta	30.000	30.000	-	-	-	60.000	*International/regional expert fee estimate for development of transparent CAA confirmation criteria, verification methods and inclusive role requirements, and technical guidance for application across 30 communities (estimated average cost USD 500 per day)*
		Local Travel - Activity Execution (Train, Bus, Car, Domestic Travel, DSA Accommodation)	MetaMeta	37.000	26.500	-	-	-	63.500	*Estimated travel costs, including local and international transport, flights, visas, accommodation and DSA where applicable, for selective community consultation and verification of CAA nominations across programme regions*
		Expert team services contract for execution of activity (national/local experts)	MetaMeta	34.000	34.000	-	-	-	68.000	*National/local expert fee estimate for community liaison, verification of nominated CAAs against agreed criteria and support to locally legitimate replacement processes where required (estimated average cost USD 200 per day)*
		Organization of Meeting/Training/Workshop/ Event related to activity	MetaMeta	9.000	9.000		-	-	18.000	*Estimated costs for community-level orientation and confirmation meetings for nominated CAAs, including accessible participation, interpretation and local meeting services, estimated at 600 USD per community*

		Other costs related to execution of activity	MetaMeta	5.000	-	-	-	-	5.000	*Estimated costs for accessible CAA role descriptions, confirmation materials, local-language orientation resources and related communication materials*
	1.1.2.2	**Develop training materials for CAAs on knowledge, information, and skills to develop Community Economy Adaptation Plans (CEAPs)**	**MetaMeta**	**164.500**	**-**	**-**	**-**	**-**	**164.500**	
		Expert team services contract for execution of activity (international/regional)	MetaMeta	48.000	-	-	-	-	48.000	*International/regional expert fee estimate for development of role-specific CAA curricula, facilitation guides, digital advocacy resources, climate-data templates and CEAP planning tools. including visuals and inspirationals (estimated average cost USD 500 per day)*
		Local Travel - Activity Execution (Train, Bus, Car, Domestic Travel, DSA Accommodation)	MetaMeta	11.500	-	-	-	-	11.500	*Estimated travel costs, including local and international transport, flights, visas, accommodation and DSA where applicable, for selective testing and contextual review of role-specific CAA training materials*
		Expert team services contract for execution of activity (national/local experts)	MetaMeta	90.000	-	-	-	-	90.000	*National/local expert fee estimate for contextualisation, translation and testing of CAA training materials against local languages, literacy levels, adaptation realities and community planning practices (estimated average cost USD 200 per day)*
		Other costs related to execution of activity	MetaMeta	15.000	-	-	-	-	15.000	*Estimated costs for translation, design and preparation of accessible training packages, offline learning resources, facilitation guides, data templates and visual materials*
	1.1.2.3	**Deliver training to CAAs**	**MetaMeta**	**161.460**	**124.540**	**51.200**	**-**	**-**	**337.200**	
		Expert team services contract for execution of activity (international/regional)	MetaMeta	39.200	40.040	9.200	-	-	88.440	*International/regional expert fee estimate for training-of-trainers, delivery of specialised modules and technical guidance to ensure consistency of the CAA training across three programme regions, multiple countries (estimated average cost USD 500 per day)*
		Local Travel - Activity Execution (Train, Bus, Car, Domestic Travel, DSA Accommodation)	MetaMeta	39.500	24.000	9.500	-	-	73.000	*Estimated travel costs related to training of 90 CAAs from 30 communities*
		Expert team services contract for execution of activity (national/local experts)	MetaMeta	49.760	43.000	10.000	-	-	102.760	*National/local expert fee estimate for delivery of locally contextualised and multilingual CAA training, coaching and practical role-based exercises across 30 communities (estimated average cost USD 200 per day)*
		Organization of Meeting/Training/Workshop/ Event related to activity	MetaMeta	33.000	17.500	22.500	-	-	73.000	*Estimated costs for locally delivered CAA training and coaching sessions, including venues, interpretation, connectivity support, training materials and participant-related event services across 30 communities, estimated at approx. 2450 USD per community*
1.2		**Communities develop Community Economy Adaptation Plans (CEAPs), set priorities and mobilize partnerships for action**	**MetaMeta**	**468.260**	**888.500**	**700.240**	**451.500**	**259.000**	**2.767.500**	
1.2.1		**30 Community Economy Adaptation Plans (CEAPs) co-developed through locally led, participatory processes**	**MetaMeta**	**99.000**	**490.500**	**308.740**	**104.000**	**-**	**1.002.240**	
	1.2.1.1	**Support CAAs to develop a roadmap for community adaptation planning**	**MetaMeta**	**99.000**	**84.250**	**15.000**	**-**	**-**	**198.250**	
		Expert team services contract for execution of activity (international/regional)	MetaMeta	20.000	15.600	-	-	-	35.600	*International/regional expert fee estimate for development of the CEAP roadmap methodology and technical guidance on climate-risk analysis, inclusive planning, stakeholder engagement and links to national adaptation frameworks (estimated average cost USD 500 per day)*
		Local Travel - Activity Execution (Train, Bus, Car, Domestic Travel, DSA Accommodation)	MetaMeta	21.500	21.500	5.000	-	-	48.000	*Estimated travel costs, including local and international transport, flights, visas, accommodation and DSA where applicable, for community-level facilitation and selective specialised technical support to CEAP roadmap development*
		Expert team services contract for execution of activity (national/local experts)	MetaMeta	46.500	36.150	10.000	-		92.650	*National/local expert fee estimate for community-level facilitation and contextualisation of CEAP planning roadmaps, including engagement of CAAs as local experts in community mobilisation, accessible communication and documentation (estimated average cost USD 200 per day)*
		Organization of Meeting/Training/Workshop/ Event related to activity	MetaMeta	6.000	6.000	-	-	-	12.000	*Estimated costs for community-level roadmap planning meetings, including accessible participation, interpretation and facilitation materials, estimated at 400 USD per community*
		Other costs related to execution of activity	MetaMeta	5.000	5.000	-	-	-	10.000	*Estimated costs for participatory planning, mapping, local-language and visual roadmap materials*
	1.2.1.2	**Facilitate community interactions and dialogues to co-create CEAPs**	**MetaMeta**	**-**	**221.250**	**201.250**	**104.000**	**-**	**526.500**	
		Expert team services contract for execution of activity (international/regional)	MetaMeta	-	36.000	38.000	24.000	-	98.000	*International/regional expert fee estimate for specialised climate-risk, adaptation-planning and inclusion inputs supporting CEAP co-creation and technical review of methodological consistency (estimated average cost USD 500 per day)*

		Local Travel - Activity Execution (Train, Bus, Car, Domestic Travel, DSA Accommodation)	MetaMeta	-	37.500	37.500	24.000	-	99.000	*Estimated travel costs, including local and international transport, flights, visas, accommodation and DSA where applicable, for community CEAP dialogues, local facilitation and selective specialised technical inputs*
		Expert team services contract for execution of activity (national/local experts)	MetaMeta	-	80.250	78.250	31.000	-	189.500	*National/local expert fee estimate for inclusive facilitation of community dialogues, local climate and livelihood analysis and documentation of CEAP priorities, including engagement of CAAs as local experts in mobilisation, facilitation, data collection and accessible documentation (estimated average cost USD 200 per day)*
		Organization of Meeting/Training/Workshop/ Event related to activity	MetaMeta	-	62.500	42.500	25.000	-	130.000	*Estimated costs for inclusive community dialogues and CEAP co-creation workshops, including venues, accessibility services, interpretation, refreshments and participation support across 30 communities (Average USD 4333/ community)*
		Other costs related to execution of activity	MetaMeta	-	5.000	5.000		-	10.000	*Estimated direct costs for participatory mapping, dialogue tools, local-language documentation and accessible CEAP co-creation materials, indicatively averaging USD 333 per community*
	1.2.1.3	**Validate and finalize CEAPs with expert and community input**	**MetaMeta**	**-**	**185.000**	**92.490**	**-**	**-**	**277.490**	
		Expert team services contract for execution of activity (international/regional)	MetaMeta	-	46.080	12.278	-	-	58.358	*International/regional expert fee estimate for technical review of 30 draft CEAPs covering climate-risk evidence, adaptation rationale, safeguards considerations, economic feasibility and alignment with relevant national adaptation frameworks (estimated average cost USD 500 per day)*
		Local Travel - Activity Execution (Train, Bus, Car, Domestic Travel, DSA Accommodation)	MetaMeta	-	24.000	12.000	-	-	36.000	*Estimated travel costs, including local and international transport, flights, visas, accommodation and DSA where applicable, for community validation and selective specialised technical inputs to CEAP finalisation*
		Expert team services contract for execution of activity (national/local experts)	MetaMeta	-	78.920	35.212	-	-	114.132	*National/local expert fee estimate for preparation and facilitation of community validation, incorporation of local feedback and finalisation of locally endorsed CEAPs, including engagement of CAAs as local experts in facilitation, accessible communication and documentation (estimated average cost USD 200 per day)*
		Organization of Meeting/Training/Workshop/ Event related to activity	MetaMeta	-	26.000	13.000	-	-	39.000	*Estimated costs for inclusive community validation sessions for 30 CEAPs, including venues, interpretation, accessibility services and participant-related event costs, indicatively averaging USD 1,300 per community*
		Other costs related to execution of activity	MetaMeta	-	10.000	20.000	-	-	30.000	*Estimated direct costs for accessible, local-language and visual presentation, revision and final documentation of community-owned CEAPs, estimated at USD 1,000 per community*
1.2.2		**CEAPs translated into prioritized action plans with categorization for implementation modalities**	**MetaMeta**	**369.260**	**398.000**	**391.500**	**347.500**	**259.000**	**1.765.260**	
	1.2.2.1	**Facilitate community readiness, needs, partnership, and financing landscape assessment**	**MetaMeta**	**188.260**	**172.250**	**53.750**	**34.000**	**-**	**448.260**	
		Expert team services contract for execution of activity (international/regional)	MetaMeta	59.860	50.000	17.400	11.000	-	138.260	*International/regional expert fee estimate for development, application and cross-regional synthesis of integrated readiness, support-needs, partnership and financing-landscape assessment methods across 30 communities (estimated average cost USD 500 per day)*
		Local Travel - Activity Execution (Train, Bus, Car, Domestic Travel, DSA Accommodation)	MetaMeta	28.500	25.000	16.000	4.000	-	73.500	*Estimated travel costs, including local transport, flights, visas, accommodation and DSA where applicable, for community readiness sessions, participatory mapping of local partnership and financing ecosystems, and selective specialised technical support.*
		Expert team services contract for execution of activity (national/local experts)	MetaMeta	67.400	64.750	17.850	16.500	-	166.500	*National/local expert fee estimate for community facilitation, readiness and support-needs assessment, and participatory mapping of local partners and financing institutions, including engagement of CAAs as local experts in facilitation, liaison and documentation (estimated average cost USD 200 per day)*
		Organization of Meeting/Training/Workshop/ Event related to activity	MetaMeta	32.500	32.500	2.500	2.500	-	70.000	*Estimated costs for inclusive community readiness, needs, partnership and financing-landscape assessment sessions across 30 communities*
	1.2.2.2	**Finalize adaptation demand profiles**	**MetaMeta**	**124.000**	**169.750**	**134.750**	**124.000**	**89.000**	**641.500**	
		Expert team services contract for execution of activity (international/regional)	MetaMeta	40.000	49.600	44.000	22.000	16.000	171.600	*International/regional expert fee estimate for development of the demand-profile methodology and technical guidance on translating CEAP priorities into support requirements, implementation conditions and accessible demand specifications (estimated average cost USD 500 per day)*
		Local Travel - Activity Execution (Train, Bus, Car, Domestic Travel, DSA Accommodation)	MetaMeta	20.500	31.500	24.000	21.500	10.000	107.500	*Estimated travel costs, including local transport, flights, visas, accommodation and DSA where applicable, for community consolidation and validation of adaptation demand profiles and selective specialised technical support*

		Expert team services contract for execution of activity (national/local experts)	MetaMeta	62.500	73.650	54.250	45.500	39.000	274.900	*National/local expert fee estimate for community-level consolidation of CEAP findings into locally endorsed demand profiles, including facilitation, financial-literacy support and documentation of preferred implementation conditions, with CAAs engaged as local experts where appropriate (estimated average cost USD 200 per day)*
		Organization of Meeting/Training/Workshop/ Event related to activity	MetaMeta	-	14.000	12.500	25.000	14.000	65.500	*Estimated costs for community working sessions to consolidate, review and endorse adaptation demand profiles across 30 communities*
		Other costs related to execution of activity	MetaMeta	1.000	1.000	-	10.000	10.000	22.000	*Estimated direct costs for accessible demand-profile templates, local-language materials, visual specifications and final community-endorsed documentation, indicatively averaging USD 730 per community*
	1.2.2.3	**Establish and operationalize community governance, monitoring, and learning systems**	**MetaMeta**	**-**	**-**	**147.000**	**159.500**	**140.000**	**446.500**	
		Expert team services contract for execution of activity (international/regional)	MetaMeta	-	-	34.400	37.600	32.000	104.000	*International/regional expert fee estimate for development of adaptable community governance, accountability, participatory monitoring, grievance and learning approaches aligned with LLA and safeguards requirements (estimated average cost USD 500 per day)*
		Local Travel - Activity Execution (Train, Bus, Car, Domestic Travel, DSA Accommodation)	MetaMeta	-	-	24.000	29.000	29.000	82.000	*Estimated travel costs, including local and international transport, flights, visas, accommodation and DSA where applicable, for establishment or strengthening of community governance, monitoring, feedback and grievance systems and selective specialised technical support*
		Expert team services contract for execution of activity (national/local experts)	MetaMeta	-	-	46.600	50.900	43.000	140.500	*National/local expert fee estimate for strengthening locally legitimate community structures, developing decision-making and accountability arrangements, and establishing participatory monitoring, grievance and learning systems, including engagement of CAAs as local experts in facilitation, documentation, feedback collection and liaison (estimated average cost USD 200 per day)*
		Organization of Meeting/Training/Workshop/ Event related to activity	MetaMeta	-	-	30.000	30.000	36.000	96.000	*Estimated costs for community governance, accountability, monitoring, grievance and learning design sessions, including accessible participation and local facilitation services across 30 communities*
		Other costs related to execution of activity	MetaMeta	-	-	12.000	12.000		24.000	*Estimated costs for community governance, accountability, monitoring, grievance and learning design sessions, including accessible participation and local facilitation services across 30 communities*
	1.2.2.4	**Support communities to prioritize and categorize CEAP actions**	**MetaMeta**	**57.000**	**56.000**	**56.000**	**30.000**	**30.000**	**229.000**	
		Expert team services contract for execution of activity (international/regional)	MetaMeta	17.000	17.000	17.000	14.000	14.000	79.000	*International/regional expert fee estimate for technical guidance on feasibility, indicative cost ranges, safeguards and application of the four implementation pathways while preserving community decision-making authority (estimated average cost USD 500 per day)*
		Local Travel - Activity Execution (Train, Bus, Car, Domestic Travel, DSA Accommodation)	MetaMeta	6.000	6.000	6.000	6.000	6.000	30.000	*Estimated travel costs, including local and international transport, flights, visas, accommodation and DSA where applicable, for establishment or strengthening of community governance, monitoring, feedback and grievance systems and selective specialised technical support*
		Expert team services contract for execution of activity (national/local experts)	MetaMeta	9.400	9.000	9.000	-	-	27.400	*National/local expert fee estimate for facilitation of community prioritisation and categorisation of CEAP actions with community governance bodies, including engagement of CAAs as local experts in accessible communication, facilitation and documentation (estimated average cost USD 200 per day)*
		Organization of Meeting/Training/Workshop/ Event related to activity	MetaMeta	24.600	24.000	24.000	10.000	10.000	92.600	*Estimated costs for community prioritisation and implementation-pathway categorisation sessions, including accessible participation and local facilitation services, estimated at USD 1,420 per community*
2		**Locally Led Deployment and Sustainability of Innovative Adaptation Solutions**	**UNIDO**	**100.000**	**3.897.000**	**2.893.750**	**1.227.250**	**-**	**8.118.000**	
2.1		**Priority adaptation actions are implemented through community systems**	**UNIDO**	**100.000**	**3.887.000**	**2.525.000**	**907.000**	**-**	**7.419.000**	
2.1.1		**Priority whole-of-community adaptation actions implemented through community-managed funds and local resources**	**UNIDO**	**100.000**	**1.200.000**	**628.000**	**62.000**	**-**	**1.990.000**	
	2.1.1.1	**Support capability building for locally resourced adaptation actions**	**MetaMeta**	**100.000**	**60.000**	**-**	**-**	**-**	**160.000**	

		Expert team services contract for execution of activity (international/regional)	MetaMeta	80.000	-	-	-	-	80.000	*International/regional expert fee estimate for implementation-readiness assessment, development of capability-support methods and materials, and technical preparation of local practitioners and CAAs (estimated average cost USD 500 per day)*
		Expert team services contract for execution of activity (national/local experts)	MetaMeta	20.000	45.000	-	-	-	65.000	*National/local expert fee estimate for delivery of targeted capability support and practical guidance for locally resourced adaptation actions, including facilitation and documentation support provided by eligible CAAs (estimated average cost USD 200 per day)*
		Organization of Meeting/Training/Workshop/ Event related to activity	MetaMeta	-	15.000	-	-	-	15.000	*Estimated community-level training costs including venue, materials, interpretation and refreshments, estimated at USD 500 per community*
	2.1.1.2	**Implement priority community-scale adaptation actions via community-managed adaptation action grants**	**UNIDO**	**-**	**1.075.000**	**565.000**	**-**	**-**	**1.640.000**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	-	15.000	5.000		-	20.000	*International/regional expert fee estimate for development of proportionate community-managed grant arrangements, milestone frameworks and technical guidance for community adaptation actions (estimated average cost USD 500 per day)*
		Expert team services contract for execution of activity (national/local experts)	UNIDO	-	60.000	60.000	-	-	120.000	*National/local expert fee estimate for community-level preparation of implementation plans, budgets, milestones, safeguards measures and operation and maintenance arrangements, including facilitation, liaison and documentation support by eligible CAAs (estimated average cost USD 200 per day)*
		Contractual services related to execution of activity	UNIDO	-	1.000.000	500.000	-	-	1.500.000	*Direct financing for milestone-based community-managed adaptation action grants, indicatively USD 50,000 per community across 30 communities*
	2.1.1.3	**Connect community priorities to the broader adaptation financing and governance ecosystem**	**MetaMeta**	**-**	**65.000**	**63.000**	**62.000**	**-**	**190.000**	
		Expert team services contract for execution of activity (international/regional)	MetaMeta	-	40.000	40.000	40.000	-	120.000	*International/regional expert fee estimate for synthesis of proposal-ready community priorities and facilitation of linkages with relevant regional and international adaptation finance and governance actors (estimated average cost USD 500 per day)*
		Expert team services contract for execution of activity (national/local experts)	MetaMeta	-	20.000	18.000	17.000	-	55.000	*National/local expert fee estimate for preparation of community priorities and facilitation of engagement with local and subnational government, finance and enterprise-support institutions, including community liaison and documentation support by eligible CAAs (estimated average cost USD 200 per day)*
		Other costs related to execution of activity	MetaMeta	-	5.000	5.000	5.000	-	15.000	*Estimated direct costs for accessible financing briefs, local-language documentation and community engagement with relevant adaptation finance and governance actors, estimated at USD 500 per community.*
2.1.2		**Solution packages for community-prioritized adaptation actions deployed through community-MSME partnerships**	**UNIDO**	**-**	**2.687.000**	**1.897.000**	**845.000**	**-**	**5.429.000**	
	2.1.2.1	**Identify local MSMEs to provide solution packages to community-prioritized adaptation actions**	**UNIDO**	**-**	**95.000**	**95.000**	**95.000**	**-**	**285.000**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	-	45.000	45.000	45.000	-	135.000	*International/regional expert fee estimate for technical eligibility review of proposed providers and solution approaches against applicable technical, safeguards and LLA requirements, including specialised activity-level inputs from the SLLAS Technical Committee (estimated average cost USD 500 per day)*
		Expert team services contract for execution of activity (national/local experts)	UNIDO	-	45.000	45.000	45.000	-	135.000	*National/local expert fee estimate for local provider mapping, targeted sourcing and support to community-led identification of eligible MSMEs and solution providers, including community liaison and documentation support by eligible CAAs (estimated average cost USD 200 per day)*
		Other costs related to execution of activity	UNIDO	-	5.000	5.000	5.000	-	15.000	*Estimated direct costs for local provider outreach, accessible provider briefs and targeted sourcing materials, estimated at USD 500 per community*
	2.1.2.2	**Deliver onboarding training to selected MSMEs for LLA aligned business models and deployment**	**UNIDO**	**-**	**109.000**	**69.000**	**-**	**-**	**178.000**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	-	50.000	10.000	-	-	60.000	*International/regional expert fee estimate for readiness assessment, development of LLA-aligned onboarding materials and technical preparation of local trainers and coaches (estimated average cost USD 500 per day)*
		Expert team services contract for execution of activity (national/local experts)	UNIDO	-	50.000	50.000	-	-	100.000	*National/local expert fee estimate for delivery of tailored onboarding, coaching and readiness support to selected MSMEs and solution providers (estimated average cost USD 200 per day)*
		Organization of Meeting/Training/Workshop/ Event related to activity	UNIDO	-	7.500	7.500	-	-	15.000	*Estimated costs for onboarding workshops, including venue, materials, interpretation and refreshments, estimated at USD 500 per community or solution package*

		Other costs related to execution of activity	UNIDO	-	1.500	1.500	-	-	3.000	*Estimated direct costs for accessible, local-language onboarding materials and related learning resources, estimated at USD 100 per community or solution package*
	2.1.2.3	**Facilitate community–MSME co-design of solution deployment milestones and business plan**	**UNIDO**	**-**	**118.000**	**118.000**	**-**	**-**	**236.000**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	-	30.000	30.000	-	-	60.000	*International/regional expert fee estimate for technical review of co-designed solution packages, deployment milestones, business models and applicable technical, safeguards and LLA requirements, including specialised inputs from the SLLAS Technical Committee (estimated average cost USD 500 per day)*
		Expert team services contract for execution of activity (national/local experts)	UNIDO	-	55.000	55.000	-	-	110.000	*National/local expert fee estimate for inclusive community-MSME facilitation and preparation of co-designed solution packages, business models, responsibilities and milestone plans, including facilitation, accessible communication and documentation support by eligible CAAs (estimated average cost USD 200 per day)*
		Contractual services related to execution of activity	UNIDO	-	30.000	30.000	-	-	60.000	*Estimated contractual services costs for local organization and facilitation of community-MSME co-design workshops, including accessibility and translation support, estimated at USD 2,000 per community*
		Other costs related to execution of activity	UNIDO	-	3.000	3.000	-	-	6.000	*Estimated direct costs for accessible co-design materials, local-language documentation and visual facilitation tools, estimated at USD 200 per community*
	2.1.2.4	**Support MSMEs to operationalize LLA-aligned delivery models in each community according to the agreed on business plans and deployment milestones**	**UNIDO**	**-**	**115.000**	**115.000**	**-**	**-**	**230.000**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	-	50.000	50.000	-	-	100.000	*International/regional expert fee estimate for specialised technical support to refine LLA-aligned business, service-delivery, affordability and operational models linked to community-endorsed deployment milestones (estimated average cost USD 500 per day)*
		Expert team services contract for execution of activity (national/local)	UNIDO	-	65.000	65.000	-	-	130.000	*National/local expert fee estimate for hands-on support to localise business and service-delivery models, community roles, maintenance arrangements and operational protocols in each community (estimated average cost USD 200 per day)*
	2.1.2.5	**Deploy adaptation solutions through inclusive, community-led delivery processes and milestone-based grants**	**UNIDO**	**-**	**2.250.000**	**1.500.000**	**750.000**	**-**	**4.500.000**	
		Contractual services related to execution of activity	UNIDO	-	2.250.000	1.500.000	750.000	-	4.500.000	*Direct financing for milestone-based deployment of community-prioritised solution packages through community-MSME partnerships, indicatively averaging USD 150,000 per community across 30 communities, within the applicable grant range of USD 100,000 to USD 250,000 per package*
2.2		**Community-led climate-resilient livelihood strategies and business models sustain and expand the impact of deployed adaptation solutions**	**UNIDO**	**-**	**10.000**	**368.750**	**320.250**	**-**	**699.000**	
2.2.1		**Resilient livelihood opportunities linked to deployed adaptation solutions identified through community-led processes**	**UNIDO**	**-**	**-**	**196.500**	**196.500**	**-**	**393.000**	
	2.2.1.1	**Facilitate participatory workshops to explore climate-resilient livelihood opportunities enabled by the deployed solutions**	**UNIDO**	**-**	**-**	**93.500**	**93.500**	**-**	**187.000**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	-	-	6.000	6.000	-	12.000	*International/regional expert fee estimate for development of participatory livelihood-opportunity mapping methods and technical guidance linking deployed adaptation solutions to local economic opportunities (estimated average cost USD 500 per day)*
		Travel costs related to activity	UNIDO	-		10.000	10.000	-	20.000	*Estimated travel costs, including DSA, for three technical missions supporting methodology adaptation and local delivery*
		Contractual services related to execution of activity	UNIDO	-		70.000	70.000	-	140.000	*Estimated contractual services costs for local delivery and facilitation of participatory livelihood-opportunity mapping, contextualisation of participatory tools and preparation of community livelihood-opportunity maps, with national or local service providers preferred*
		Organization of Meeting/Training/Workshop/ Event related to activity	UNIDO	-	-	7.500	7.500	-	15.000	*Estimated workshop delivery costs for participatory livelihood-opportunity mapping, including venue, materials, interpretation and refreshments, estimated at USD 500 per community*
	2.2.1.2	**Translate community opportunity maps into structured business model concepts**	**UNIDO**	**-**	**-**	**30.000**	**30.000**	**-**	**60.000**	

		Expert team services contract for execution of activity (international/regional)	UNIDO	-	-	15.000	15.000	-	30.000	*International/regional expert fee estimate for adaptation of business-modelling methods and technical review of community-endorsed business model concepts (estimated average cost USD 500 per day)*
		Expert team services contract for execution of activity (national/local)	UNIDO	-	-	15.000	15.000	-	30.000	*National/local expert fee estimate for contextualisation and co-development of community-endorsed business model concepts with communities and local MSMEs (estimated average cost USD 200 per day)*
	2.2.1.3	**Facilitate community reflection and prioritization of adaptation-linked enterprise opportunities**	**UNIDO**	**-**	**-**	**73.000**	**73.000**	**-**	**146.000**	
		Expert team services contract for execution of activity (national/local)	UNIDO	-		70.000	70.000	-	140.000	*National/local expert fee estimate for community-level facilitation, validation and prioritisation of adaptation-linked enterprise opportunities, including local-language documentation of agreed priorities (estimated average cost USD 200 per day)*
		Other costs related to execution of activity	UNIDO	-		3.000	3.000	-	6.000	*Estimated direct costs for accessible community prioritisation materials, local-language documentation and visual facilitation tools, estimated at USD 200 per community*
2.2.2		**Local entrepreneurs supported to expand adaptation-linked business for climate-resilient livelihoods**	**UNIDO**	**-**	**10.000**	**172.250**	**123.750**	**-**	**306.000**	
	2.2.2.1	**Deliver targeted, inclusive entrepreneurship training for selected community members pursuing adaptation-linked business ideas**	**UNIDO**	**-**	**-**	**132.250**	**83.750**	**-**	**216.000**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	-	-	50.000	-	-	50.000	*International/regional expert fee estimate for adaptation of entrepreneurship training methods, development of contextualised training materials and technical preparation of local trainers and coaches (estimated average cost USD 500 per day)*
		Travel costs related to activity	UNIDO	-	-	20.000	20.000		40.000	*Estimated travel costs, including DSA, for technical preparation of trainers and technical guidance and review of locally delivered entrepreneurship training*
		Contractual services related to execution of activity	UNIDO	-	-	60.000	60.000	-	120.000	*Estimated contractual services costs for local delivery of inclusive entrepreneurship training, including local trainers and the contextualisation and translation of training materials, with national or local service providers preferred.*
		Other costs related to execution of activity	UNIDO	-	-	2.250	3.750	-	6.000	*Estimated direct costs for accessible training materials, local-language resources and participation support, estimated at USD 50 per entrepreneur*
	2.2.2.2	**Provide one-on-one coaching to refine business plans and define self-determined action pathways**	**UNIDO**	**-**	**-**	**30.000**	**30.000**	**-**	**60.000**	
		Contractual services related to execution of activity	UNIDO	-	-	30.000	30.000	-	60.000	*Estimated contractual services costs for locally delivered one-on-one coaching of selected entrepreneurs*
	2.2.2.3	**Facilitate exposure to enterprise support services and peer learning opportunities within each community**	**UNIDO**	**-**	**10.000**	**10.000**	**10.000**	**-**	**30.000**	
		Organization of Meeting/Training/Workshop/ Event related to activity	UNIDO	-	10.000	10.000	10.000	-	30.000	*Estimated costs for community-level orientation and peer learning sessions linking entrepreneurs with local finance, enterprise-support networks and public-sector support programmes*
3		**Evidence, Learning, and Monitoring for Scalable Locally Led Adaptation**	**UNIDO**	**221.800**	**338.000**	**252.800**	**276.800**	**196.642**	**1.286.042**	
3.1		**Knowledge, evidence, and learning from programme implementation are captured, synthesized, and shared to inform adaptation practice and policy at community, national, and global levels**	**UNIDO**	**25.800**	**166.300**	**166.100**	**191.100**	**155.942**	**705.242**	
3.1.1		**60 community-level and 10 programme-level communication and knowledge products developed and published**	**UNIDO**	**25.800**	**90.600**	**90.600**	**90.600**	**55.442**	**353.042**	
	3.1.1.1	**Capture and document community-level insights from solution deployment and adaptation planning**	**UNIDO**	**10.400**	**30.300**	**30.300**	**30.300**	**10.200**	**111.500**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	5.000	10.000	10.000	10.000	5.000	40.000	*International/regional expert fee estimate for community storytelling methodologies, knowledge synthesis and development of community knowledge products (estimated average cost USD 500 per day)*
		Expert team services contract for execution of activity (national/local)	UNIDO	5.000	10.000	10.000	10.000	5.000	40.000	*National/local expert fee estimate for community data collection, documentation, including support from eligible CAAs (estimated average cost USD 200 per day)*

		Contractual services related to execution of activity	UNIDO	-	10.000	10.000	10.000		30.000	*Estimated costs related to contractual services for production, design, translation and dissemination of community knowledge and communication products (e.g. reports, videos, podcasts and case studies)*
		Other costs related to execution of activity	UNIDO	400	300	300	300	200	1.500	*Subscriptions to digital and productivity tools for execution of activity*
	3.1.1.2	**Synthesize programme-level learning from cross-cutting analysis of components 1 and 2**	**UNIDO**	**15.400**	**30.300**	**30.300**	**30.300**	**15.242**	**121.542**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	5.000	10.000	10.000	10.000	5.000	40.000	*International/regional expert fee estimate for cross-community analysis, synthesis of implementation evidence and development of programme-level learning products (estimated average cost USD 500 per day)*
		Expert team services contract for execution of activity (national/local)	UNIDO	5.000	10.000	10.000	10.000	5.000	40.000	*National/local expert fee estimate for compilation of programme evidence, stakeholder consultations and documentation of community-MSME partnership experiences, including support from eligible CAAs (estimated average cost USD 200 per day)*
		Contractual services related to execution of activity	UNIDO	5.000	10.000	10.000	10.000	5.000	40.000	*Estimated costs related to the contractual services for synthesizing programme-level learning from cross-cutting analysis of components 1 and 2 and contributing towards MTR (e.g. technical briefs, learning reports, case studies and synthesis reports)*
		Other costs related to execution of activity	UNIDO	400	300	300	300	242	1.542	*Subscriptions to digital and productivity tools for execution of activity*
	3.1.1.3	**Publish and disseminate knowledge products through accessible, multi-platform channels**	**UNIDO**	**-**	**30.000**	**30.000**	**30.000**	**30.000**	**120.000**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	-	10.000	10.000	10.000	10.000	40.000	*International/regional expert fee estimate for knowledge dissemination, communications strategy and engagement with adaptation knowledge platforms (estimated average cost USD 500 per day)*
		Expert team services contract for execution of activity (national/local)	UNIDO	-	10.000	10.000	10.000	10.000	40.000	*National/local expert fee estimate for management of dissemination campaigns, stakeholder outreach and delivery of learning events (estimated average cost USD 200 per day)*
		Contractual services related to execution of activity	UNIDO	-	10.000	10.000	10.000	10.000	40.000	*Estimated contractual services costs for content preparation and upload, translation, graphic design, publication, webinars and multi-platform dissemination of programme knowledge products*
3.1.2		**Community Adaptation Advocates (CAAs) and adaptation MSMEs showcased at least once on global or regional platforms**	**UNIDO**	**-**	**40.000**	**40.000**	**65.000**	**65.000**	**210.000**	
	3.1.2.1	**Identify and prepare MSMEs and community advocates for global or regional showcasing**	**UNIDO**	**-**	**15.000**	**15.000**	**30.000**	**30.000**	**90.000**	
		Travel costs related to activity	UNIDO	-	10.000	10.000	25.000	25.000	70.000	*Estimated travel cost for SMEs and community advocates to attend global or regional showcasing*
		Organization of Meeting/Training/Workshop/ Event related to activity	UNIDO	-	5.000	5.000	5.000	5.000	20.000	*Estimated cost for the delivery of global or regional showcasing workshops/events*
	3.1.2.2	**Facilitate participation in regional and global events, dialogues, and learning platforms**	**UNIDO**	**-**	**25.000**	**25.000**	**35.000**	**35.000**	**120.000**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	-	5.000	5.000	5.000	5.000	20.000	*International/regional expert fee estimate for engagement with adaptation platforms and support to participation in high-level adaptation events and policy dialogues (estimated average cost USD 500 per day)*
		Travel costs related to activity	UNIDO	-	10.000	10.000	20.000	20.000	60.000	*Estimated travel cost for participation in regional and global events, dialogues and learning platforms*
		Expert team services contract for execution of activity (national/local)	UNIDO	-	10.000	10.000	10.000	10.000	40.000	*National/local expert fee estimate for participant preparation, event logistics and facilitation of community and MSME participation in adaptation events and learning platforms (estimated average cost USD 200 per day)*
3.1.3		**SLLAS learnings shared at a minimum of 10 adaptation policy events or platforms**	**UNIDO**	**-**	**35.700**	**35.500**	**35.500**	**35.500**	**142.200**	
	3.1.3.1	**Synthesize policy-relevant lessons from SLLAS implementation**	**UNIDO**	**-**	**15.700**	**15.500**	**15.500**	**15.500**	**62.200**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	-	15.000	15.000	15.000	15.000	60.000	*International/regional expert fee estimate for translating SLLAS evidence into targeted policy briefs, recommendations and technical inputs relevant to NAPs, NDCs and adaptation finance processes (estimated average cost USD 500 per day)*
		Other costs related to execution of activity	UNIDO	-	700	500	500	500	2.200	*Subscriptions to productivity tools and/or purchase of equipment related to the execution of this activity*

	3.1.3.2	**Facilitate strategic contributions to at least 10 global adaptation or policy events**	**UNIDO**	**-**	**20.000**	**20.000**	**20.000**	**20.000**	**80.000**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	-	5.000	5.000	5.000	5.000	20.000	*International/regional expert fee estimate for presentation of SLLAS lessons in global adaptation platforms and high-level adaptation policy dialogues (estimated average cost USD 500 per day)*
		Travel costs related to activity	UNIDO	-	15.000	15.000	15.000	15.000	60.000	*Estimated travel cost for participation in at least 10 global adaptation or policy events*
3.2		**Participatory monitoring and adaptive learning systems support programme responsiveness, internal accountability, and alignment across stakeholders and components**	**UNIDO**	**196.000**	**171.700**	**86.700**	**85.700**	**40.700**	**580.800**	
3.2.1		**Participatory monitoring tools and community-led feedback mechanisms designed and used across all target communities**	**UNIDO**	**76.000**	**101.700**	**71.700**	**70.700**	**25.700**	**345.800**	
	3.2.1.1	**Develop and pilot participatory monitoring and feedback tools with communities**	**UNIDO**	**50.500**	**30.300**	**300**	**300**	**300**	**81.700**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	30.000	20.000	-	-	-	50.000	*International/regional expert fee estimate for design, piloting and refinement of participatory monitoring and community feedback tools (estimated average cost USD 500 per day)*
		Expert team services contract for execution of activity (national/local)	UNIDO	20.000	10.000	-	-	-	30.000	*Local expert fee estimate, including support from eligible CAAs, for community consultations, testing and implementation of participatory monitoring tools (estimated average cost USD 200 per day)*
		Other costs related to execution of activity	UNIDO	500	300	300	300	300	1.700	*Subscriptions to productivity tools and/or purchase of equipment related to the execution of this activity*
	3.2.1.2	**Establish regular community feedback loops to inform programme improvement**	**UNIDO**	**25.500**	**25.400**	**25.400**	**25.400**	**25.400**	**127.100**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	10.000	10.000	10.000	10.000	10.000	50.000	*International/regional expert fee estimate for design and analysis of community feedback systems and adaptive learning processes (estimated average cost USD 500 per day)*
		Expert team services contract for execution of activity (national/local)	UNIDO	15.000	15.000	15.000	15.000	15.000	75.000	*Local expert fee estimate, including support from eligible CAAs, for coordination and facilitation of community feedback cycles and documentation of findings (estimated average cost USD 200 per day)*
		Other costs related to execution of activity	UNIDO	500	400	400	400	400	2.100	*Subscriptions to productivity tools and/or purchase of equipment related to the execution of this activity*
	3.2.1.3	**Facilitate structured peer learning among adaptation MSMEs and community advocates**	**UNIDO**	**-**	**46.000**	**46.000**	**45.000**	**-**	**137.000**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	-	6.000	6.000	5.000	-	17.000	*International/regional expert fee estimate for design and facilitation of peer learning and cross-community knowledge exchange processes (estimated average cost USD 500 per day)*
		Travel costs related to activity	UNIDO	-	10.000	10.000	10.000	-	30.000	*Estimated travel cost for SMEs and community advocates to attend peer learning workshops*
		Expert team services contract for execution of activity (national/local)	UNIDO	-	10.000	10.000	10.000	-	30.000	*National/local expert fee estimate for technical facilitation, participant preparation and documentation of peer-learning activities (estimated average cost USD 200 per day)*
		Contractual services related to execution of activity	UNIDO	-	10.000	10.000	10.000	-	30.000	*Estimated contractual services costs for interpretation, remote participation support, production of peer-learning materials and documentation of exchange outputs*
		Organization of Meeting/Training/Workshop/ Event related to activity	UNIDO	-	10.000	10.000	10.000	-	30.000	*Estimated direct workshop costs for peer-learning sessions, including venue, refreshments and participant-related event services*
3.2.2		**Digital knowledge infrastructure established to manage, synthesize, and share programme data and learning**	**UNIDO**	**120.000**	**70.000**	**15.000**	**15.000**	**15.000**	**235.000**	
	3.2.2.1	**Design and launch a digital platform for knowledge management and programme learning**	**UNIDO**	**60.000**	**30.000**	**15.000**	**15.000**	**15.000**	**135.000**	
		Expert team services contract for execution of activity (international/regional)	UNIDO	10.000	10.000	10.000	10.000	10.000	50.000	*International/regional expert fee estimate for design and implementation of digital systems for participatory monitoring, knowledge management and adaptive learning (estimated average cost USD 500 per day)*
		Contractual services related to execution of activity	UNIDO	50.000	20.000	5.000	5.000	5.000	85.000	*Estimated contractual services costs for development, hosting, maintenance and technical support of the programme's digital knowledge and learning platform*
	3.2.2.2	**Provide tailored interfaces and training for MSMEs, community advocates, and the PDU**	**UNIDO**	**60.000**	**40.000**	**-**	**-**	**-**	**100.000**	

		Expert team services contract for execution of activity (international/regional)	UNIDO	30.000	20.000	-	-	-	50.000	*International/regional expert fee estimate for design of user interfaces, digital tools and training materials supporting platform adoption (estimated average cost USD 500 per day)*
		Contractual services related to execution of activity	UNIDO	30.000	20.000			-	50.000	*Estimated contractual services costs for development of user interfaces, digital training materials and offline-compatible tools*

Programme Execution-Cost Breakdown*

403. Programme execution costs total USD 582,322, comprising USD 137,878 for execution functions performed by UNIDO and USD 444,444 for execution functions performed by MetaMeta. These costs finance the direct costs of day-to-day programme coordination and administration, including operational coordination, routine programme and financial reporting, safeguards compliance follow-up, monitoring support, procurement and contracting support, fiduciary and grant administration, records management, coordination meetings, and execution-related travel and logistics.

404. Programme execution costs are distinct from component-funded technical delivery costs and the Implementing Entity fee. Component-funded costs finance substantive technical services and deliverables directly attributable to numbered programme activities and outputs. The Implementing Entity fee finances UNIDO's project-cycle management, supervision, quality assurance, corporate oversight and evaluation oversight. None of the execution functions or cost items presented below is financed elsewhere through the programme component budgets or the Implementing Entity fee.

Detailed UNIDO execution-cost breakdown											
Execution function	**Position or cost item**	**Scope of responsibilities**	**Executing entity**	**Indicative rate**	**Level of effort or quantity**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Programme and operational coordination	Operations Coordinator	Day-to-day operational coordination, work planning and follow-up; preparation and documentation of routine coordination meetings; organization of the programme inception process; and compilation and consolidation of executing-level annual programme and financial reporting. Targeted monitoring specialist inputs will support the collection, compilation and analysis of programme data and the preparation of executing-level evidence for the Mid-term Review and Terminal Evaluation. These functions exclude independent evaluation and UNIDO's supervision, quality assurance and evaluation oversight financed through the IE fee	UNIDO	• Reporting: USD 3,000 per annual cycle • Coordination: USD 3,000 annual provision • Inception: USD 5,000 one-off provision • M&E support: USD 15,000 for MTR and USD 20,000 for terminal evaluation	• 5 annual reporting cycles • 5 annual coordination provisions • 1 inception process • 2 M&E support assignments	11,000	6,000	21,000	6,000	26,000	**70,000**
Safeguards compliance administration and monitoring	Safeguards execution support	Routine follow-up on environmental and social screening, mitigation measures, gender-related measures, grievance information, compliance records and executing-level safeguards reporting, excluding IE oversight and quality assurance	UNIDO	USD 7,000 annual provision	5 annual provisions	7,000	7,000	7,000	7,000	7,000	**35,000**
Execution-related travel and logistics	Travel and logistics for monitoring of execution	Travel and associated logistics required for operational coordination, execution monitoring and follow-up, excluding technical travel charged to numbered programme activities and supervision missions charged to the IE fee	UNIDO	Annual provision according to implementation needs	Years 1 to 4: USD 6,500 annually Year 5: USD 6,878	6,500	6,500	6,500	6,500	6,878	**32,878**
UNIDO subtotal						**24,500**	**19,500**	**34,500**	**19,500**	**39,878**	**137,878**

Detailed MetaMeta execution-cost breakdown											
Execution function	**Position or cost item**	**Scope of responsibilities**	**Executing entity**	**Indicative rate**	**Level of effort or quantity**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Programme and operational coordination	Operations Coordinator	Day-to-day operational coordination and work planning; coordination with UNIDO, technical teams, participating communities and other partners; operational follow-up of programme implementation; procurement and contracting support; fiduciary and grant-administration support; maintenance of programme records and supporting documentation; coordination of routine reporting; administrative preparation and follow-up of meetings; maintenance of decision and action logs; and follow-up on agreed operational actions	MetaMeta	USD 67,000 annual provision	Annual Operations Coordinator provision over 5 years	67,000	67,000	67,000	67,000	67,000	**335,000**
Programme coordination	Programme coordination meetings	Direct costs of routine programme coordination meetings involving MetaMeta, UNIDO and other programme partners, including meeting arrangements, communications, documentation services and other eligible meeting-related expenses. Personnel time is excluded and covered separately through the MetaMeta Operations Coordinator allocation	MetaMeta	Year 1: USD 3,444 annual provision Years 2 to 5: USD 3,000 annual provision	5 annual meeting and coordination provisions	3,444	3,000	3,000	3,000	3,000	**15,444**
Execution-related travel and logistics	Travel and logistics for programme execution	Travel and associated logistics required for operational coordination, administrative follow-up and execution monitoring, excluding travel directly attributable to delivery of numbered component activities	MetaMeta	USD 6,000 or USD 5,500 per annual provision, according to implementation needs	5 annual provisions	6,000	5,500	6,000	5,500	6,000	**29,000**
Safeguards compliance administration and monitoring	Safeguards execution support	Coordination of routine environmental and social screening; follow-up on mitigation measures; maintenance of safeguards, gender and grievance records; compilation of implementation information; and preparation of MetaMeta's inputs to programme safeguards reporting	MetaMeta	USD 6,000 annual provision	5 annual provisions	6,000	6,000	6,000	6,000	6,000	**30,000**
Monitoring and evaluation support	Targeted monitoring specialist inputs	Collection, compilation and analysis of programme data and preparation of executing-level evidence supporting the Mid-term Review and Terminal Evaluation, excluding independent evaluation and IE evaluation oversight	MetaMeta	MTR support: USD 15,000 Terminal evaluation support: USD 20,000	2 assignment-based provisions	-	-	15,000	-	20,000	**35,000**
MetaMeta subtotal						**82,444**	**81,500**	**97,000**	**81,500**	**102,000**	**444,444**

Consolidated reconciliation						
Executing entity	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
UNIDO	24,500	19,500	34,500	19,500	39,878	**137,878**
MetaMeta	82,444	81,500	97,000	81,500	102,000	**444,444**
Total execution costs	**106,944**	**101,000**	**131,500**	**101,000**	**141,878**	**582,322**

**Please note:*
1. The UNIDO and MetaMeta Operations Coordinator allocations cover the personnel inputs required for day-to-day programme administration and operational coordination under their respective execution responsibilities. These functions include work planning, procurement and contracting support, fiduciary and grant-administration support, records management, routine reporting support, administrative preparation and follow-up of meetings, and operational follow-up. Direct meeting expenses and execution-related travel and logistics are budgeted separately in the execution-cost tables
2. Travel financed through programme execution costs is limited to operational coordination, administrative follow-up and monitoring of execution. Travel directly attributable to the delivery of numbered programme activities is financed through the corresponding component budgets, while supervision missions associated with UNIDO's Implementing Entity oversight are financed through the Implementing Entity fee
3. Monitoring expertise financed through programme execution costs covers executing-level data collection, compilation and analytical support for the Mid-term Review and Terminal Evaluation. Independent evaluation costs and UNIDO's supervision and oversight of the evaluations are financed through the Implementing Entity fee
4. None of the functions or cost items shown in the programme execution-cost tables is financed through the component budgets or the Implementing Entity fee.

IE Fee UNIDO*

Implementing Entity (IE) cost item	Indicative Cost (USD)
Baseline report	15,000
Mid-term Evaluation	25,000
Final evaluation	100,000
Other indirect support costs, including but not limited to: - Supervision of baseline data - Annual Project Performance Report generation - ESMP monitoring - Gender monitoring - Supervision missions associated with project oversight	1,223,636
Sum of IE costs according to specific items above	**1,363,636**

**Please note that the IE fee is expressed as a percentage rate of the AF grant and is accounted for by UNIDO as Programme Support Costs (PSC), i.e. indirect project support costs. As an indirect support cost, the IE fee in UNIDO supports the institutional and project-cycle capacity required for UNIDO to successfully implement and oversee its projects. The IE fee is not further itemized against earmarked allocations for individual deliverables or functions, as such the above itemized amounts are indicative.*

H. Include a disbursement schedule with time-bound milestones[19]

Disbursement Schedule (USD)	Year 1 (upon signature of agreement)	Year 2 (one year after project start)	Year 3	Year 4	Year 5	Total
Scheduled Date	Mar-2027	Mar-2028	Mar-2029	Mar-2030	Mar-2031	
Project Funds	2,799,799	5,113,503	3,550,880	1,685,573	486,609	**13,636,364**
Implementing Entity Fee	279,980	511,350	355,088	168,557	48,661	**1,363,636**
Total	**3,079,779**	**5,624,853**	**3,905,968**	**1,854,130**	**535,270**	**15,000,000**

[19] Disbursement Schedule Template https://www.adaptation-fund.org/wp-content/uploads/2017/08/Disbursement-schedule-template-3Aug2017.xlsx. The disbursement schedule applies a 25% advance methodology: each annual request includes the full allocation for Year 1 and, thereafter, 75% of the current year's activity budget plus 25% of the following year's activity budget. The final-year request covers the remaining 75% of Year 5.

PART IV: ENDORSEMENT BY GOVERNMENTS AND CERTIFICATION BY THE IMPLEMENTING ENTITY

A. Record of endorsement on behalf of the government

Not applicable. Please note that the SLLAS PDU will obtain Letters of Endorsement (LoEs) from the respective Designated Authorities in each country where SLLAS conducts activities, and the LoEs will be submitted to the Adaptation Fund Secretariat with the respective annual Project Performance Reports.

B. Implementing Entity certification

I certify that this proposal has been prepared in accordance with guidelines provided by the Adaptation Fund Board, and prevailing National Development and Adaptation Plans (……list here…..) and subject to the approval by the Adaptation Fund Board, commit to implementing the project/programme in compliance with the Environmental and Social Policy of the Adaptation Fund and on the understanding that the Implementing Entity will be fully (legally and financially) responsible for the implementation of this project/programme.	
Ms. Ganna Onysko Implementing Entity Coordinator	
Date: 8 September 2026	Tel. and email:
Project Contact Persons: Sunyoung Suh	
Email: s.suh@unido.org; cc: Mr. Samy Costin-Osan (s.costinosan@unido.org) Ms. Eleonora Gatti (e.gatti@unido.org) Mr. Alois Mhlanga (a.mhlanga@unido.org)	

Draft Environmental and Social Management Framework (ESMF)
for
Scaling Locally-Led Adaptation Solutions (SLLAS)
SAP ID: 240260

Implementation Start Date: March 2027
Expected Project Duration: 5 years (2027-2032)

Donor: Adaptation Fund

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Table of Contents

Table of Contents *2*

1. Introduction *3*

2. ESMF background *3*

2.1 Purpose of the ESMF and key objectives 3

2.2 Project description 8

2.3 Policy, Legal and Administrative Framework 9

3. ESMF Tools and Procedures for Screening and Assessing Environmental and Social Impacts *10*

3.1. Community Selection and Screening Criteria 10

3.2 Safeguards for USPs 11

3.3 Solution Provider Identification, Screening, and Selection 12

4. Institutional Arrangements & Capacity Development *17*

5. Communication and Stakeholder Engagement *17*

6. ESMF Implementation Action Plan and Budget *18*

7. Appendices *20*

Appendix 1: Screening and Assessment of Environmental and Social Risks against AF's Environmental and Social Policy 20

Appendix 2: Solution Provider Response and Assessment Tools 33

Appendix 3: Environmental and social risk management and monitoring plan (ESMP) 43

Appendix 4: Grievance Mechanism 55

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1. Introduction

This draft Environmental and Social Management Framework (ESMF) establishes the environmental and social safeguards requirements applicable to all unidentified subprojects financed under Scaling Locally Led Adaptation Solutions (SLLAS). These unidentified subprojects (USPs) comprise: (i) community-managed adaptation actions supported under Output 2.1.1; and (ii) community–MSME or eligible solution-provider packages supported under Output 2.1.2. The ESMF applies regardless of whether an action is implemented directly through a community structure, administered by the Programme Delivery Unit (PDU) on behalf of a community, or delivered through one or more eligible solution providers. It integrates technical, social, and environmental considerations and aligns with the Environmental and Social Safeguards Policies and Procedures (ESSPP) of both UNIDO and the Adaptation Fund. The draft ESMF will be further reviewed and refined for finalization during the inception phase of SLLAS.

In accordance with UNIDO Environmental and Social Safeguards Policies and Procedures (ESSPP), the Environmental and Social screening template was completed, and this project has been categorized as a Category B project. As a result, an Environmental and Social Management Framework (ESMF) was developed. The ESMF serves as a screening and risk management tool to ensure that all adaptation actions and solutions supported under SLLAS, where applicable, meet minimum environmental and social standards, as per UNIDO's ESSPP. The ESMF includes a structured screening process to assess the potential environmental and social risks of each proposed action or solution. As the specific location, design, implementation arrangements and environmental and social risks of actions financed under Outputs 2.1.1 and 2.1.2 cannot be fully assessed at proposal stage, this ESMF establishes a framework for screening, categorizing, assessing, approving, monitoring and managing the environmental and social risks of all forthcoming USPs.

The ESMF guides due diligence during the community categorization of proposed actions by implementation modality, environmental and social screening, community-led provider identification, including the preparation of Environmental and Social Management Plans (ESMPs) where necessary. Additionally, the ESMF sets out procedures for stakeholder engagement, grievance redress, and ongoing monitoring throughout the project cycle to ensure all actions and solutions are implemented in alignment with UNIDO's ESSPP and do not inadvertently cause harm to the communities they aim to support.

2. ESMF background

2.1 Purpose of the ESMF and key objectives

UNIDO Environmental and Social Safeguards Policy and Procedures (ESSPP) require that all UNIDO projects and any subsequent subprojects[1] arising from their implementation undergo proportionate environmental and social risk (E&S) assessments. The purpose is to identify and avoid potential adverse environmental and social impacts and, where avoidance is not possible, to minimize, mitigate and manage those impacts throughout the subproject lifecycle. The Environmental and Social Management Framework (ESMF) establishes procedures and tools to assess and manage the potential impacts of forthcoming but yet undefined subprojects.

For the purposes of this ESMF, the following definitions apply:

- **Unidentified subproject (USP):** A specific adaptation action or solution package financed under Output 2.1.1 or Output 2.1.2 whose location-specific design and environmental and social risks cannot be fully assessed at the proposal stage. The community structure, MSME or other solution provider responsible for implementing the action or package is not itself the USP.

[1] A "subproject" is the ultimate project or activity that is supported through any intervention, investment or mechanism implemented by UNIDO, regardless of whether the project is directly executed by UNIDO, or another Project Implementing Entity, or any sub entity.

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- **Community-managed adaptation action:** Community-prioritized actions under Output 2.1.1 implemented through local resources, community-managed grant financing, PDU-administered payments against a community-approved plan, or a combination of these arrangements. Its implementation, fund-management, procurement and fiduciary arrangements are determined through proportionate capacity, risk and safeguards assessments.
- **Community-MSME solution package:** A community-prioritized solution package implemented under Output 2.1.2 through one or more eligible MSMEs or other solution providers selected by the community. Each package is subject to proportionate technical, fiduciary and environmental and social due diligence.
- **Community governance body:** An existing or strengthened legitimate community structure authorized to approve adaptation priorities, implementation pathways, budgets, provider choices, milestones, material changes, monitoring results, and operation and maintenance arrangements, and to participate in local grievance prevention and resolution where no conflict of interest exists. The body is established or strengthened in accordance with the community governance provisions of the main proposal.
- **Eligible solution provider:** An MSME, cooperative, producer organization, community enterprise, social enterprise, technical service provider, civil society organization, public service entity or other qualified actor engaged to deliver part or all of a community-prioritized solution package.
- **Environmental and Social Management Plan:** A time-bound and budgeted plan setting out the measures required to avoid, minimize, mitigate, monitor and manage the environmental and social risks of a Category B USP, including responsibilities, indicators, schedules, monitoring arrangements, grievance provisions and corrective-action procedures.
- **Material change:** A change in the location, technical design, scale, scope, budget, provider, contractor, beneficiaries, land or natural-resource requirements, labor arrangements, ownership, pricing or access conditions, or operation and maintenance arrangements of an approved USP that may alter its environmental or social risks or required management measures.

SLLAS therefore recognizes two categories of unidentified subprojects:

1. **Community-managed adaptation actions under Output 2.1.1**
2. **Community-MSME solution packages under Output 2.1.2.**

Both categories are subject to the screening, categorization, assessment, consultation, disclosure, approval, monitoring, grievance and safeguards close-out procedures established in this ESMF. The requirements applied to each USP will be proportionate to its nature, scale, location, implementation arrangements and environmental and social risk.

The ESMF establishes the procedures to:

(i) screen and categorize each USP and determine its eligibility and proportionate environmental and social requirements
(ii) integrate safeguards measures into USP design, budgets, agreements, implementation arrangements and disbursement conditions
(iii) ensure clear responsibilities, meaningful consultation, accessible disclosure and safeguards clearance before financing and during implementation
(iv) monitor compliance, manage grievances and incidents, re-screen material changes, require corrective action and verify safeguards completion

The ESMF applies throughout the USP lifecycle and is mandatory for all entities involved in preparing, approving, financing, implementing, monitoring or closing a SLLAS-supported USP. A programme-level environmental and social risk screening has been conducted for Components 1, 2 and 3. However, because the specific locations, designs and implementation arrangements of actions financed under Outputs 2.1.1 and 2.1.2 are not fully known at the proposal stage, these actions are treated as USPs in accordance with the Adaptation Fund Environmental and Social Policy and will undergo activity- and location-specific screening, categorization, assessment and monitoring before financing and throughout implementation.

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Appendix 1 of this document presents the programme-level screening of SLLAS against the 15 Environmental and Social Principles of the AF. The risk screening and assessment carried out complies with the 15 principles of the AF as described in Part II.N. It identifies the types of risks that may arise during programme implementation and the principles requiring further assessment once the location, scope and implementation arrangements of individual USPs are known.
The Table below details the analysis on the alignment between UNIDO's Environmental and Social Safeguards Policy and Procedures (ESSPP)[2] and AF's ESP that was carried out.

Table 1 Alignment between Adaptation Fund's Environmental and Social Policy and UNIDO's Environmental and Social Safeguards Policy and Procedures (ESSPP)

Adaptation Fund's Environmental and Social Principles	Provisions under UNIDO's Environmental and Social Safeguards Policy and Procedures (ESSPP)
ESP 1: Compliance with the Law Projects/programmes supported by the AF shall follow all applicable domestic and international law.	One of the guiding principles under UNIDO's ESSPP is Compliance with national and international law.
ESP 2: Access and Equity Projects/programmes supported by the AF are required to provide fair and equitable access to benefits in a manner that is inclusive and not to impede access to basic health services, clean water and sanitation, energy, education, housing, safe and decent working conditions, and land rights. Projects/programmes are also not to exacerbate existing inequities, particularly with respect to marginalized or vulnerable groups.	Even though UNIDO's ESSPP does not explicitly provide for the requirement of programmes/projects to provide fair and equitable access to benefits in a manner that is inclusive and does not impede access to basic health services among others, it provides for transparency, inclusivity and gender equality as some of the guiding principles.
ESP 3: Marginalised and Vulnerable Groups Projects/programmes supported by the Fund shall avoid imposing any disproportionate adverse impacts on marginalized and vulnerable groups including children, women and girls, the elderly, indigenous people, tribal groups, displaced people, refugees, people living with disabilities, and people living with HIV/AIDS. In screening any proposed project/programme, the implementing entities shall assess and consider particular impacts on marginalized and vulnerable groups.	UNIDO's ESSPP calls for particular attention to vulnerable groups in assessing the potential impacts of a project. It also calls for relevant ESS studies to be carried out prior to project appraisal where its determined that the proposed project may pose significant risks to, and potential impacts on, the health, safety or security of affected communities (with a higher sensitivity to marginalised groups) during the design, construction, operation, maintenance and/or decommissioning of the project.
ESP 4: Human Rights Projects/programmes supported by the Adaptation Fund shall respect and where applicable promote international human rights.	UNIDO under the ESSPP commits within the context of project development and implementation to support governments to come into compliance with human rights obligations and to empower individuals and groups, particularly the most marginalized, to realize their rights and interests, ensuring their full participation in projects

[2] UNIDO Environmental and Social Safeguards Policy and Procedures (ESSPP) is a framework developed to help UNIDO decide whether a project or programme should be supported and if the project has any environmental and social risks and how to manage/address the identified risks.

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ESP 5: Gender Equality and Women's Empowerment Projects/programmes supported by the Fund shall be designed and implemented in such a way that both women and men (a) are able to participate fully and equitably; (b) receive comparable social and economic benefits; and (c) do not suffer disproportionate adverse effects during the development process.	One of UNIDO's ESSPP guiding principles is "Gender equality and gender-related impacts". In accordance with the UNIDO Policy on Gender Equality and the Empowerment of Women, UNIDO under the ESSPP commits to among others - identification and integration of the different needs, constraints, contributions and priorities of women and men into its project design.
ESP 6: Core Labour Rights Projects/programmes supported by the Fund shall meet the core labour standards as identified by the International Labour Organization.	"Labour and Working Conditions" is one of UNIDO ESSPP Operational Safeguards (OS). The objective of this OS is to ensure that UNIDO supported projects comply with national labour laws, and with the objectives of the International Labour Standards of the International Labour Organization (ILO), which include: (i) to promote fair treatment, non-discrimination, and equal opportunity for workers; (ii) to promote compliance with national employment and labour laws, which comply with the mentioned standards; (iii) to protect workers, including vulnerable categories of workers such as children, women, and migrant workers; (iv) to promote safe and healthy working conditions and the health of workers; and to avoid the use of forced labour, trafficked labour or child labour.
ESP 7: Indigenous People The Fund shall not support projects/programmes that are inconsistent with the rights and responsibilities set forth in the UN Declaration on the Rights of Indigenous Peoples and other applicable international instruments relating to indigenous peoples.	"Indigenous people" is the fourth Operational Safeguard under the UNIDO ESSPP. Under this OS, UNIDO ensures that, consistent with the rights and responsibilities set forth in the United Nations Declaration on the Rights of Indigenous Peoples and other international instruments relating to indigenous peoples, projects are designed and implemented in a way that fosters full respect for indigenous peoples, including those living in voluntary isolation, and for their dignity, human rights, and cultural uniqueness so that they (a) receive culturally appropriate social and economic benefits; and (b) do not suffer adverse effects during the development process.
ESP 8: Involuntary Resettlement Projects/programmes supported by the Fund shall be designed and implemented in a way that avoids or minimizes the need for involuntary resettlement. When limited involuntary resettlement is unavoidable, due process should be observed so that displaced persons shall be informed of their rights, consulted on their options, and offered technically, economically, and socially feasible resettlement alternatives or fair and adequate compensation.	"Involuntary Resettlement and Land Acquisition" is the third Operational Safeguard under the UNIDO ESSPP. The objective of this OS is to avoid physical and economic displacement as a result of project-related land use. This safeguard ensures that projects potentially involving land acquisition resulting in involuntary physical and/or economic displacement are either re-designed to include viable alternatives or are not approved for further development by UNIDO.
ESP 9: Protection of Natural Habitats	"Protection of Natural Habitats and Biodiversity" is the second Operational Safeguard under the UNIDO

The Fund shall not support projects/programmes that would involve unjustified conversion or degradation of critical natural habitats, including those that are (a) legally protected; (b) officially proposed for protection; (c) recognized by authoritative sources for their high conservation value, including as critical habitat; or (d) recognized as protected by traditional or indigenous local communities.	ESSPP. This OS recognizes that protecting and conserving biodiversity, maintaining ecosystem services, and sustainably managing living natural resources are fundamental to sustainable development. Depending on the nature and scope of proposed activities, UNIDO may engage in projects targeting or located in critical habitats. Special attention is given to the major threats to biodiversity and ecosystem services, such as pollution and contamination, land conversion, habitat fragmentation, natural habitat degradation or loss, deforestation, over-exploitation of natural areas and resources, invasive alien species, migration barriers, the capturing of wild animals, the harvesting of endemic species and indigenous ornamental flora and fauna, and wildlife poaching, through promotion of the sustainable management of living natural resources and ecosystem services.
ESP 10: Conservation of Biodiversity Projects/programmes supported by the Fund shall be designed and implemented in a way that avoids any significant or unjustified reduction or loss of biological diversity or the introduction of known invasive species.	
ESP 11: Climate Change Projects/programmes supported by the Fund shall not result in any significant or unjustified increase in greenhouse gas emissions or other drivers of climate change.	"Climate change risk and resilience" is one of the guiding principles of UNIDO's ESSPP. As stated in the ESSPP, UNIDO recognizes the importance of addressing both the causes and the consequences of climate change in its countries of operations. Further, UNIDO engages, whenever appropriate, in innovative investments and technical assistance to support no/low-carbon investments and climate change mitigation and adaptation opportunities. UNIDO also works with the project development team to ensure that proposed interventions undergo an assessment of climate risks, enhance climate resilience, and avoid unwarranted increases in greenhouse gas emissions.
ESP 12: Pollution Prevention and Resource Efficiency Projects/programmes supported by the Fund shall be designed and implemented in a way that meets applicable international standards for maximizing energy efficiency and minimizing material resource use, the production of wastes, and the release of pollutants.	"Resource Efficiency and Pollution Prevention" is the ninth Operational Safeguard under the UNIDO ESSPP. This OS ensures the adoption of a project-level approach to resource efficiency, cleaner production processes and pollution management, in line with internationally disseminated technologies and practices.
ESP 13: Public Health Projects/programmes supported by the Fund shall be designed and implemented in a way that avoids potentially significant negative impacts on public health.	UNIDO ESSPP OS 10 (Community Health, Safety and Security) recognizes that project activities, equipment, and infrastructure can increase the exposure of project-affected communities and beneficiaries to health, safety and security risks and impacts, and ensures that these health, safety, and security risks and impacts are avoided or minimized and that the safeguarding of personnel and property is carried out in accordance with relevant human rights principles. Further, UNIDO's ESSPP OS on Resource efficiency and pollution prevention further aims at avoidance or minimization of the adverse impacts of pollution

	on human health and the environment by avoiding or minimizing project-level wastes, emissions, and pollution. If it is determined that a proposed project may pose a significant risk to human health or the environment, the project development team is responsible for overseeing the relevant ESS studies prior to project appraisal.
ESP 14: Physical and Cultural Heritage Projects/programmes supported by the Fund shall be designed and implemented in a way that avoids the alteration, damage, or removal of any physical cultural resources, cultural sites, and sites with unique natural values recognized as such at the community, national or international level. Projects/programmes should also not permanently interfere with existing access and use of such physical and cultural resources.	UNIDO ESSPP OS 6 (Cultural Heritage) recognizes the vital importance of cultural heritage for current and future generations. This OS is designed to ensure that effective and active measures are taken to avoid support for projects involving the alteration of, damage to or removal of any type of tangible or intangible cultural heritage.
ESP 15: Lands and Soil Conservation Projects/programmes supported by the Fund shall be designed and implemented in a way that promotes soil conservation and avoids degradation or conversion of productive lands or land that provides valuable ecosystem services.	UNIDO ESSPP OS 2 (Protection of Natural Habitats and Biodiversity) provides for avoidance of any significant conversion and degradation of natural habitats. Moreover, UNIDO uses a precautionary and ecosystem-centred approach to natural resource conservation and management to ensure opportunities for environmentally sustainable development.

2.2 Project description

Scaling Locally Led Adaptation Solutions (SLLAS) is a global initiative that aims to strengthen the climate resilience of vulnerable communities by enabling communities to define, prioritize, finance, implement, monitor and sustain locally appropriate adaptation actions. Communities first develop Community Economy Adaptation Plans (CEAPs) and translate their priorities into action plans and adaptation demand profiles, that identify the most appropriate implementation pathways. Depending on the nature of the priority and locally available capabilities, actions may be implemented through local resources, community-managed adaptation action grants, or community–MSME solution packages delivered by one or more eligible providers.

SLLAS comprises three integrated components:

- **Component 1: Community Leadership in Adaptation Planning and Demand Articulation.** Communities are supported to identify climate challenges and priority adaptation sectors, develop Community Economy Adaptation Plans (CEAPs) through trained Community Adaptation Advocates, and translate CEAP priorities into categorized implementation pathways and demand profiles

- **Component 2: Locally Led Deployment and Sustainability of Innovative Adaptation Solutions.** CEAP-prioritized actions are implemented through community systems using two complementary financing modalities. Under Output 2.1.1, communities implement eligible actions through local resources or community-managed adaptation action grants. Under Output 2.1.2, communities select one or more eligible providers to co-design and deliver specialized solution packages. Both modalities are subject to the ESMF procedures.

- **Component 3: Evidence, Learning, and Monitoring for Scalable Locally Led Adaptation.** Community-led monitoring, adaptive learning, knowledge products and digital infrastructure support accountability,

implementation improvement, replication and policy learning. Environmental and social monitoring information from both USP modalities will feed into the programme's monitoring and reporting systems.

Potential Social and Environmental Risks and Impacts

SLLAS has been classified as a Category B programme because its activities may generate limited, site-specific and generally reversible environmental and social impacts that can be managed through established mitigation measures. Category A USPs will not be financed. Because the specific designs and locations of actions under Outputs 2.1.1 and 2.1.2 are not yet known, the risk significance of individual USPs will be determined during implementation through activity- and location-specific screening.

Potential risks associated with community-managed adaptation actions may include:

- inequitable participation, elite capture, exclusion of marginalized groups, gender inequalities or unequal distribution of benefits and workloads
- impacts on Indigenous Peoples, customary rights, land tenure or access to communal resources
- labor, occupational health and safety, and community health and safety risks
- impacts on natural habitats, biodiversity, soils, water resources or cultural heritage
- pollution, waste and inefficient resource use
- conflicts or accountability failures relating to procurement, financial management, ownership or benefit distribution
- inadequate operation and maintenance arrangements
- maladaptation or reduced resilience arising from inappropriate design or implementation

Community–MSME solution packages may present these risks as well as provider-specific risks relating to:

- labor practices and supply chains
- technology suitability and performance
- affordability and equitable access
- commercial or service-delivery arrangements
- data protection where digital systems are used
- maintenance, spare parts and continuity of services
- knowledge transfer and local capacity
- provider withdrawal or exit
- environmental and social performance of provider operations

Particular attention will be given to impacts on women, youth, children, older persons, persons with disabilities, Indigenous Peoples, displaced persons and other marginalized or vulnerable groups. Screening will consider both risks of direct harm and risks of exclusion from decision-making, employment, assets, finance, services and adaptation benefits.

The programme-level assessment in Appendix 1 identifies the principles that may be triggered. Every financed USP will undergo further screening and, where required, additional assessment and preparation of an ESMP or other safeguards instrument before approval and implementation.

2.3 Policy, Legal and Administrative Framework

The project and subsequent subprojects including USPs will be implemented in compliance with national laws and relevant international standards across the project's target countries. Compliance with local and national environmental and social laws will be mandatory. In case of conflicts between regulations outlined in ESSPP, AF ESP and national legislation, preference will be given to national environmental and social regulations so long as they meet the level and requirements of UNIDO ESSPP, AF ESP and other best practices of other international organisations. In addition, international legal frameworks and ILO standards such as the ILO Standard on Occupational Health and Safety and relevant international industry best practices from other organisations regarding ESS in project-specific sectors can be consulted.

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3. ESMF Tools and Procedures for Screening and Assessing Environmental and Social Impacts

This section establishes the environmental and social safeguards procedures applicable to all USPs supported under SLLAS. The procedures apply equally to community-managed adaptation actions under Output 2.1.1 and community–MSME solution packages under Output 2.1.2, with modality-specific requirements proportionate to the nature, scale, location and implementation arrangements of each action.

Communities first identify and prioritize adaptation actions through their CEAPs, determine the preliminary implementation pathway and endorse the proposed action for further development. Environmental and social screening then informs the site, design, implementation arrangements, budget, milestones, management measures and approval requirements of the proposed USP. Where a provider-supported pathway is selected, the community leads local-first provider identification and makes the final provider decision among options that meet the applicable technical, fiduciary and safeguards requirements.

No USP may proceed to procurement, contracting, grant approval, provider confirmation, resource transfer or implementation until it has been screened and categorized and all applicable pre-approval environmental and social requirements have been fulfilled. Community validation of the proposed action and implementation arrangements is required in addition to, and does not replace, safeguards clearance by the PDU and UNIDO in accordance with their respective responsibilities.

3.1. Community Selection and Screening Criteria

Community selection provides preliminary information on climate vulnerability, social conditions, environmental sensitivities, land and resource issues, Indigenous Peoples, marginalized and vulnerable groups, and existing governance arrangements. This information will inform subsequent CEAP development and USP-level safeguards review. However, community selection does not constitute environmental and social screening or risk categorization of the specific actions subsequently identified through the CEAP.

The following criteria guide the selection of communities from the pool of applicants or nominations received through country and partner consultations and the open call:

1. Exposure to Climate Hazards
The community demonstrates high exposure to one or more climate-related stressors (e.g., drought, flooding, extreme heat, coastal erosion), based on climate risk mapping, historical data, or local evidence.

2. Socioeconomic Vulnerability
The community exhibits significant socioeconomic vulnerability, including poverty, dependence on climate-sensitive livelihoods (e.g., agriculture, fisheries), or limited access to infrastructure and services. Inclusion of marginalized groups such as women, youth, Indigenous Peoples, and persons with disabilities is a key factor in the assessment.

3. Preliminary environmental and social context
The community's environmental and social context permits feasible adaptation action without necessarily involving prohibited activities or unmanageable risks. Available information on land tenure, natural habitats, natural-resource use, Indigenous Peoples, cultural heritage, social conflict, displacement and environmental degradation will inform CEAP development and subsequent USP-level screening.

4. Participatory willingness and enabling conditions
The community and its representative structures demonstrate willingness to participate in inclusive adaptation planning, governance, monitoring and safeguards processes. Legitimate and inclusive participation mechanisms exist or can be strengthened through SLLAS support.

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5. Free, Prior, and Informed Consent (FPIC)
The presence of Indigenous Peoples, customary governance systems, customary land or resource rights, and culturally significant sites is identified during community selection. Any potential impacts on Indigenous Peoples will be further assessed during CEAP development and USP-level screening, with FPIC or other required safeguards processes completed before approval or implementation of the affected USP.

3.2 Safeguards for USPs

Once communities determine their priority adaptation actions, the proposed action will enter the environmental and social safeguards process. This process applies to both community-managed adaptation actions under Output 2.1.1 and community–MSME solution packages under Output 2.1.2.

Each proposed USP will proceed through the following stages:

1. USP identification and preliminary review: The community documents the CEAP priority, proposed action, implementation pathway, intended beneficiaries, location and implementation arrangements. The PDU safeguards focal point coordinates the preliminary review, with qualified safeguards and technical specialists undertaking the review as required, to identify risks, information gaps and potential exclusion-list triggers.

2. Screening and risk categorization: The USP is screened against the SLLAS exclusion list, the Adaptation Fund's 15 Environmental and Social Principles, UNIDO's ESSPP, and applicable national requirements, and is assigned an environmental and social risk category. Category A and other ineligible activities will not be financed.

3. Assessment and management planning: Any required assessment, consultation, consent process or safeguards instrument is completed. Category B USPs require a proportionate Environmental and Social Management Plan.

4. Consultation, disclosure and approval: Safeguards information is disclosed in an accessible form and affected stakeholders are consulted. The community governance body validates the action and proposed safeguards measures, while the PDU and UNIDO complete the applicable safeguards review and clearance.

5. Integration and implementation: Safeguards measures, responsibilities, budgets, indicators, grievance provisions and corrective-action requirements are incorporated into implementation plans, procurement documents, agreements and disbursement milestones.

6. Monitoring and close-out: Environmental and social performance is monitored throughout implementation; grievances, incidents and non-compliance are addressed; material changes are re-screened; and safeguards completion is verified before final acceptance or close-out.

The safeguards process may require changes to the location, design, implementation arrangements, budget, milestones, provider or management measures of a proposed USP. It will not be used to replace the community-prioritized adaptation action with an externally preferred response. Where an action cannot be brought into compliance through feasible redesign or mitigation, it will not receive SLLAS financing.

No USP may proceed to procurement, contracting, grant approval, provider confirmation, transfer of resources or implementation until it has been screened and categorized and all applicable pre-approval safeguards requirements have been fulfilled.

The SLLAS Technical Committee may provide technical and specialist advice to support the assessment of proposed USPs, without replacing community decision-making responsibilities. For community–MSME solution

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packages, the Technical Committee will help verify that proposed packages meet the applicable technical, financial, environmental and social, inclusion and locally led adaptation requirements before they are presented to the community for final confirmation.

3.3 Solution Provider Identification, Screening, and Selection

A. Provider identification and eligibility screening

The community first identifies potential local MSMEs and other eligible solution providers through its knowledge of the local economic and institutional context. Where the community identifies a local capability gap or requests additional options, the PDU may support targeted provider sourcing. The PDU supports the community to screen potential providers against predefined eligibility criteria, including alignment with the CEAP priority and demand profile, legal status where applicable, local presence or partnership arrangements, operational capacity, and willingness to comply with community-defined delivery conditions. The Technical Committee may verify minimum technical, fiduciary, safeguards and LLA requirements before the community makes its final provider decision.

The following exclusion criteria apply to all SLLAS-supported USPs, including community-managed adaptation actions under Output 2.1.1 and community–MSME solution packages under Output 2.1.2, as well as to relevant providers, contractors, subcontractors and suppliers. Any proposed USP that falls within the exclusion list will not receive SLLAS financing unless the excluded activity or impact can be avoided through feasible redesign and the revised USP successfully completes a new screening.

- Non-renewable fossil fuel power plant construction, extension or operation
- Coal, oil and gas exploration, export transportation, production or distribution
- Switching from one non-renewable fossil fuel to another non-renewable fossil fuel in standalone grid-connected electricity generation plants
- Hybrid power systems (including biomass/fossil fuel co-firing systems) except in accordance with the Environmental and Social Policies and Procedures
- The production of nitrous oxide/NOx (except in connection with waste and biomass projects) or the production of hydrofluorocarbons
- Nuclear energy generation
- Any activities that could reasonably be expected, at the time such support is given, to cause a significant negative overall impact on the environment and/or increase greenhouse gas emissions
- Production or activities involving forced, trafficked or child labour
- Production of or trade in any product or activity deemed illegal under host country laws or regulations or international conventions and agreements or subject to international phaseouts or bans, including but not limited to (a) pharmaceuticals, pesticides, and herbicides, (b) ozone-depleting substances, (c) polychlorinated biphenyls and other hazardous chemicals, (d) wildlife or wildlife products regulated under the convention on international trade in endangered species of wild fauna and flora, and (e) trans-boundary trade in waste or waste products
- Production of or trade in weapons and munitions, including paramilitary materials
- Production of or trade in alcoholic beverages, excluding beer and wine
- Production of or trade in tobacco
- Gambling, casinos, and equivalent enterprises
- Production of or trade in radioactive materials, including nuclear reactors and components, or the use of banned pesticides and/or chemicals
- Production of, trade in, or use of un-bonded asbestos fibres
- Commercial logging operations or the purchase of logging equipment for use in primary tropical moist forests or old-growth forests
- Marine and coastal fishing practices, harmful to vulnerable and protected species in large numbers or damaging to marine biodiversity, including but not limited to large-scale pelagic drift net fishing, fine mesh net fishing and blast fishing

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- Genetically modified organisms
- Manufacturing, trading, and/or using pesticides and/or chemicals subject to international action bans or phaseouts
- Any project activities that are likely to alter, damage, or remove any cultural heritage and/or sites
- Any project causes involuntary resettlement or physical and economic displacement
- Any project infringing on the protection of critical habitats and protected areas, or introducing potentially invasive, non-indigenous alien species
- Any project complicit in human rights abuses

All proposed USPs and, where applicable, their providers will also be screened for compliance with UNIDO's ESSPP, the Adaptation Fund's 15 Environmental and Social Principles, and applicable national legal and technical requirements.

Furthermore, special considerations will be taken for solutions that may aim at operating in sensitive areas. The location of each proposed USP will be checked against available information on protected areas, critical and natural habitats, primary forests, wetlands, coral reefs, Indigenous Peoples' territories, culturally significant areas and other environmentally or socially sensitive locations. Location within or near a sensitive area does not automatically result in exclusion but requires additional assessment and may require redesign, relocation or enhanced mitigation. A proposed USP will be excluded where the applicable exclusion criterion or Category A threshold is triggered.

B. Technical validation and safeguards screening

Upon request from communities, the Technical Committee may provide technical validation of the solutions under consideration. The technical validation will assess technical quality, adaptation effectiveness, business-model viability, inclusion, contextual relevance and LLA alignment. It complements, but does not replace, the USP screening, categorization, assessment, ESMP, consultation, disclosure, monitoring and grievance procedures established in this ESMF.

The key criteria applied to proposed provider responses include:

1. **Technical soundness and proven adaptation effectiveness:** evaluating the technical quality of the proposed solutions and ensuring they have demonstrated the ability to manage climate risks and deliver tangible resilience outcomes in comparable contexts.
2. **Operational and financial viability:** assessing the strength of the MSME/solution providers' business model and its preparedness to implement the solution within the defined timeframe and budget. This also considers their capacity to balance profits, investment returns, and adaptation benefits.
3. **Contextual relevance:** evaluating whether the solution aligns with community priorities, institutional structures, and socio-cultural realities, and whether it can be scaled or adapted for wider use. Alignment with national and regional priorities is also considered.
4. **Commitment to LLA and inclusive partnership:** Assessing the MSME/solution providers' capacity and willingness to engage with local actors, uphold inclusivity, sustainability, and community ownership, and co-create solutions with local partners such as NGOs, CSOs, community leaders, and local authorities, incorporating community feedback throughout the deployment process. Providers must demonstrate how they will operate through community-approved partnership, accountability, knowledge-transfer, operation and maintenance, and exit arrangements.
5. **Gender and social inclusion responsiveness:** focusing on how MSMEs/solution providers identify and address existing inequalities and ensure that adaptation benefits are accessible to women, youth, and other marginalized groups. This includes assessing potential economic, social, and environmental co-benefits like improving gender equity and strengthening social cohesion.
6. **Compliance with environmental and social safeguards:** Assessing the provider's capacity and commitment to comply with the Adaptation Fund Environmental and Social Policy, UNIDO's ESSPP, this ESMF and the measures applicable to the proposed solution package.

7. **Learning and replication potential:** Determining the solution provider's capacity and readiness to document lessons learned, share results, and contribute to broader scale-up and peer learning across the programme.
8. **Cost-effectiveness:** assessing whether the proposed solution package provides a cost-effective means of delivering the community-defined adaptation result, considering the requested financing, expected beneficiaries, quality, sustainability and local operating conditions.
9. **Vulnerability addressed:** an explicit criterion for grant awards, ensuring the solutions address the specific vulnerabilities of the target communities.
10. **Economic, social, and environmental co-benefits:** screening beyond just adaptation impact to assess potential for green jobs, improved gender equity, strengthened social cohesion, or enhanced ecosystem health.
11. **National technical standards:** Screening for alignment with applicable sectoral regulations, environmental impact requirements, and technology standards in the country of deployment.

Findings of the Technical Committee will be presented to the communities for their consideration in the decision-making process.

C. Solution provider due diligence

For solution providers provisionally selected by communities, the PDU will coordinate a proportionate due-diligence assessment, with support from the Technical Committee and qualified specialists where required. The assessment will identify key direct and indirect risks associated with the provider's operations, products, services and proposed business model, including potential unintended environmental and social impacts on communities. It will consider the type of risk, severity of impact, likelihood of occurrence and required mitigation measures.

Provider due diligence and solution-package screening will consider, as applicable:

- Risks to providers' operations or product and service performance resulting from climate hazards
- Environmental risk arising from disruptive practices of providers' operations or the proposed solution packages, such as land degradation, pollution, waste, biodiversity impacts and resource use
- Social risks including adverse impacts on surrounding livelihoods, customary access to natural resources, exclusion of vulnerable community members (the poor, elderly, women, or people without formal land use rights), inequitable access to project benefits
- Technology-performance and maladaptation risks, including the possibility that the proposed package increases exposure or vulnerability or fails under changing climate conditions
- Longer-term risks relating to affordability, maintenance, continuity of services, knowledge transfer, provider exit and operational sustainability

Due diligence will also assess the provider's compliance with applicable labor and occupational health and safety requirements; environmental permits and standards; water and resource use; waste, hazardous-material and chemical management; greenhouse-gas emissions; grievance and incident history; and other relevant requirements. The PDU safeguards focal point may coordinate requests for additional evidence, interviews or site visits, with qualified specialists undertaking technical review and field verification where required. Findings will be documented in the provider due-diligence record and used to determine eligibility, required capacity support and any conditions applicable to the proposed package. In addition, the PDU will share the exclusion criteria and sensitive area overview with the community selected solution provider(s) in the form of a document, asking them to confirm that there are no ESG issues faced by the organization. The document will include the following statements at the bottom requiring the MSME/solution providers' acknowledgment and signature:

I hereby confirm that

1. The entity holds all environmental, labour, occupational health and safety, business and sectoral permits and authorizations applicable to its current operations and the proposed solution package, and has disclosed any pending, expired, disputed or otherwise outstanding authorizations.

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2. The entity has disclosed all material environmental, social, labour, safety, community and governance complaints, incidents, enforcement actions and legal proceedings during the relevant period, including their current status and any corrective action taken.
3. The information provided is, to the best of my knowledge, complete, accurate and not misleading.

D. National endorsement

Before SLLAS-supported adaptation actions and solutions are financed under Outputs 2.1.1 and 2.1.2, the PDU will obtain a Letter of Endorsement from the Adaptation Fund Designated Authority, in accordance with the process described in the Full Proposal. The Letter of Endorsement is a country-level requirement and does not replace USP-level safeguards screening, legal compliance or technical approval.

E. Selection, provider onboarding and agreement

The community will make the final provider decision from among options that meet the applicable technical, fiduciary, environmental and social, inclusion and LLA requirements. The SLLAS Technical Committee may identify compliance conditions or request further information but will not select a provider on behalf of the community. Confirmation of the proposed solution package remains subject to the common USP safeguards process described in Section 3.2 and the applicable requirements of the UNIDO Grants Manual.

Following the community's selection of the preferred provider or provider group and preliminary eligibility review, the provider will complete proportionate onboarding based on identified capacity gaps and implementation requirements. The solution package will subsequently be finalized through co-design and remain subject to provider due diligence and safeguards clearance before final confirmation and financing. Onboarding will cover locally led adaptation principles, inclusive community engagement, community accountability, environmental and social safeguards, participatory monitoring, grievance management, knowledge transfer, operation and maintenance, and provider-exit arrangements. Training will be delivered in accessible formats using virtual, in-person and multilingual methods, as appropriate.

The community-led provider identification, screening, selection and onboarding process is summarized in Table 2 below.

Table 2 Community-Led Provider Identification, Screening and Selection Process

Step	Description	Responsible Entity
1. Prepare a provider brief	Based on the CEAP and demand profile, define the community-prioritized adaptation action, expected adaptation result, required capabilities, intended beneficiaries, inclusion and affordability requirements, indicative budget and timeframe, safeguards and technical requirements, and preferred ownership, operation and maintenance arrangements. The brief defines the required outcome and delivery conditions without prescribing a predetermined solution.	**Lead:** Community governance body **Support:** CAAs and PDU
2. Identify local provider options	Identify potentially suitable local solution providers including MSMEs, cooperatives, producer organizations, community enterprises and other eligible solution providers through community knowledge, local economic and partnership mapping, existing trusted relationships and relevant local institutions. Document the providers considered and any capability gaps identified.	**Lead:** Community governance body **Support:** CAAs, local authorities and relevant local institutions
3. Undertake targeted	Where suitable local options are not identified or complementary capabilities are required, source	**Lead:** PDU, at the community's request

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sourcing, where required	additional providers against the community provider brief. A non-local provider may be considered only where a documented local capability gap exists and the community approves the exception.	**Support:** Local and national enterprise networks, UNIDO networks and NIEs, where relevant
4. Verify provider eligibility and minimum requirements	Conduct a proportionate preliminary review of the proposed provider or provider group against minimum legal, technical, operational, fiduciary, environmental and social, inclusion and LLA requirements. Present the findings, compliance conditions and unresolved issues to the community in an accessible form.	**Lead:** PDU **Quality assurance:** Technical Committee, with NIE or specialist support where relevant
5. Select the preferred provider or provider group	Select one or more providers meeting the minimum requirements, request clarification or revisions, request further sourcing, combine providers with complementary capabilities, or reject all options. The preferred selection is documented by the community but remains subject to full provider due diligence and safeguards review of the proposed solution package.	**Decision-maker:** Community governance body **Support:** CAAs and PDU
6. Complete readiness assessment and onboarding	Assess the preferred provider's capacity and provide proportionate onboarding on community authority, participatory design, inclusive engagement, LLA principles, safeguards, accountability, grievance management, applicable technical standards, affordability and access, monitoring, knowledge transfer, operation and maintenance, and provider-exit requirements.	**Lead:** PDU **Technical support:** Technical Committee, local training partners and NIEs, where relevant **Participant:** Preferred provider or provider group
7. Co-design the solution package and deployment plan	Jointly define the technical package, implementation roles, itemized budget, ownership and operational control, affordability and access arrangements, local procurement and employment, knowledge and capability transfer, milestones, safeguards measures, grievance arrangements, operation and maintenance, sustainability and provider exit.	**Co-design:** Community and preferred provider or provider group **Support:** PDU, CAAs and Technical Committee or qualified specialists, where required
8. Complete assessment, consultation and clearance	Complete provider due diligence and activity- and location-specific screening and categorization of the co-designed solution package. Complete any required environmental or social assessment and prepare an ESMP or other safeguards instrument where required. Disclose relevant information, consult affected stakeholders, obtain community validation of the final package, and complete the applicable safeguards and fiduciary clearance.	**Community validation:** Community governance body **Due diligence and safeguards assessment:** PDU safeguards focal point coordinates; qualified specialists undertake the technical assessment, with Technical Committee support where required **Clearance:** PDU and UNIDO **Inputs:** Provider or provider group

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9. Confirm the provider and finalize the agreement	Formally confirm the provider or provider group following satisfactory due diligence and safeguards clearance. Incorporate the approved package, budget, safeguards measures, responsibilities, grievance provisions, monitoring indicators, community-validation requirements and disbursement milestones into the grant agreement and implementation documents.	**Agreement preparation and grant administration:** PDU and UNIDO **Agreement party:** Provider or provider group **Documented endorsement of package and milestones:** Community governance body.
10. Implement, monitor and close out	Implement the approved solution package through milestone-based financing. Monitor technical, fiduciary, environmental and social performance; validate milestones; manage grievances, incidents and corrective actions; re-screen material changes; and verify functionality, handover, operation and maintenance, sustainability, provider-exit arrangements and safeguards completion before final disbursement and close-out.	**Implementation:** Provider or provider group **Community oversight and milestone validation:** Community governance body **Verification, supervision and reporting:** PDU, with UNIDO oversight

4. Institutional Arrangements & Capacity Development

The Programme Delivery Unit (PDU) is responsible for the day-to-day implementation of the ESMF, including USP screening and categorization, coordination and review of required assessments and ESMPs, consultation and disclosure, monitoring, grievance management, incident reporting and corrective-action follow-up. UNIDO retains overall safeguards oversight in accordance with its Implementing Entity responsibilities.

The PDU safeguards focal point will coordinate application of the ESMF. Qualified safeguards and technical specialists recruited under the relevant outputs and activities will undertake USP screening, field verification, additional assessment, ESMP preparation and specialist monitoring, as required.

The SLLAS Technical Committee may provide specialist advice and quality assurance on technical standards, adaptation effectiveness, maladaptation, inclusion and environmental and social risks. It will not replace community decision-making or the safeguards review and clearance responsibilities of the PDU and UNIDO.

Community governance bodies will provide local information, validate proposed actions and safeguards measures, support inclusive consultation and disclosure, and participate in monitoring and milestone validation. Community implementing structures, MSMEs, other eligible solution providers and contractors will implement and report on the safeguards measures assigned to them through the relevant ESMP, implementation plan, grant agreement, procurement document or contract.

5. Communication and Stakeholder Engagement

Relevant safeguards information, including the ESMP for each Category B USP, will be disclosed in accessible formats and appropriate local languages before financing or implementation. UNIDO will annually communicate implementation progress on issues that involve ongoing risk to or impacts on the project stakeholders, and on issues that the consultation process or grievance mechanism has identified as of concern to those stakeholders. The ESMF will be disclosed on the UNIDO public website, under the following link: https://open.unido.org/index.html

Stakeholders may access the project grievance mechanism at any moment. The grievance mechanism will also be presented and promoted during consultative meetings and workshops. The grievance mechanism is detailed in Appendix 4. Grievance Mechanism.

6. ESMF Implementation Action Plan and Budget

The ESMF will be implemented through the safeguards, technical assistance, community engagement, capacity development, monitoring and oversight resources included in the SLLAS budget. USP-specific assessment, ESMP preparation, implementation and mitigation costs will be incorporated into the budget of the relevant community-managed adaptation action or community–MSME solution package. The Environmental and Social Risk Management and Monitoring Plan in Appendix 3 will guide the preparation and implementation of USP-specific ESMPs for Category B USPs. No separate ESMF budget is requested.

Table 3 ESMF Action Plan

ESMF Procedures	Schedule/Timing in project cycle	Responsible	Budget Source
USP screening and categorization	Before approval and financing, and when material changes occur	PDU safeguards focal point coordinates; qualified specialists undertake screening and categorization, with Technical Committee support as required	Preparation, technical verification and compliance resources under Outputs **2.1.1 and 2.1.2**
Additional assessment and ESMP implementation	Before approval of Category B USPs and throughout implementation	Qualified specialists prepare required assessments and ESMPs; the community implementing structure or provider implements assigned measures; PDU safeguards focal point coordinates and monitors	Budget of the relevant community-managed adaptation action or community–MSME solution package
Stakeholder consultation, disclosure and grievance management	During USP preparation and throughout implementation	Community governance body and PDU, supported by qualified specialists where required	Community engagement and governance resources under Outputs **1.2.1, 1.2.2, 2.1.1 and 2.1.2**
Safeguards capacity development	Before implementation and as needs arise	PDU, with qualified specialists and training partners recruited under the relevant activities	Capacity-building and onboarding resources under Activities **2.1.1.1 and 2.1.2.2**
Safeguards monitoring, incident management and close-out	Throughout implementation and before final disbursement or closure	Community governance body and implementing structure or provider undertake assigned	Participatory monitoring resources under Outcome **3.2**, project execution and M&E

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		monitoring; PDU safeguards focal point coordinates verification and follow-up; qualified specialists provide technical support as required; UNIDO retains oversight	resources, and IE oversight resources

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7. Appendices

Appendix 1: Screening and Assessment of Environmental and Social Risks against AF's Environmental and Social Policy

For the purposes of the tables below, a "Yes" under "Further assessment required?" indicates that the relevant environmental or social issue cannot be conclusively assessed at the programme-proposal stage because the locations, designs, providers or implementation arrangements of individual USPs are not yet fully known. It does not indicate that an adverse impact is expected to occur. Rather, it means that the issue will be assessed through activity- and location-specific USP screening and, where triggered, additional assessment, mitigation and implementation monitoring.

1. Compliance with the Law	**Yes/No**	**Level of concern (High/Medium/Low)**	**Further assessment required?**	**Project context, potential impacts and risks**
1.1. Is there a risk that the project activities would not comply with an applicable domestic or international law?		Low	Yes	The programme will be implemented in compliance with applicable national, subnational and local laws and relevant international obligations. Because the locations, designs, providers and implementation arrangements of individual USPs are not yet fully known, every USP will undergo legal and regulatory compliance screening before approval and financing. Required permits, authorizations and technical approvals will be identified during USP preparation and incorporated into the applicable implementation plan, procurement document, grant agreement or contract. The applicable country-level endorsement requirements will also be completed in accordance with the arrangements described in the main proposal.
1.1.1. Is there a risk that the project activities would not comply with an applicable international law?	No			
1.1.2. Is there a risk that the project activities would not comply with an applicable national or local law?	No			

2. Access and Equity	**Yes/No**	**Level of concern**	**Further assessment required?**	**Project context, potential impacts and risks**

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		(High/Medium/Low)		
2.1. Could the project activities lead to changes in local tenure arrangements for existing resources or resources created by the project activities?		Low	Yes – through activity- and location-specific USP screening and, where triggered, additional assessment and implementation monitoring	Components of the proposed project support locally-led, gender- and youth inclusive adaptation community-managed adaptation actions and community–MSME solution packages. The project is designed to ensure fair and impartial access to capacity development, decision-making, financing, services and adaptation benefits. However, considering existing gender gaps in regards to access to resources for business (such as financing opportunities and land access), there is a low risk that the project may exacerbate these inequities. CEAPs will be developed through inclusive participatory processes designed to enable women, youth, Indigenous Peoples, persons with disabilities and other marginalized or vulnerable groups to participate meaningfully in community decision-making. There is a risk that not all relevant stakeholders, and especially marginalised or vulnerable groups, will be identified and consulted. The programme will undertake inclusive stakeholder engagement and regular monitoring throughout implementation. Every USP will be screened for access and equity risks, including tenure and resource access, participation, affordability, benefit distribution, potential conflict and access to grievance mechanisms.
2.1.1. Could the project activities lead to changes in tenure arrangements that potentially could put groups or individuals at a disadvantage or could lead to disagreements and conflicts?	No			
2.2. Could the project activities create or exacerbate intra- or intercommunity conflicts?		Low		
2.2.1. Could activities lead to opening up of existing or creating new minor conflicts or disagreements within or between groupings or communities?	No			
2.2.2. Could activities lead to opening up of existing or creating new conflicts or disagreements within or between groupings or communities which potentially could become entrenched, violent, or spread to additional groups or communities?	No			
2.2.3. Could the project activities bring unequal economic benefits to a limited subset of the target group?	Yes			
2.2.4. Could the project activities lead to increased un-employment that would not be absorbed by other sectors or activities?	No			
2.3. Could the target beneficiaries or stakeholders be dissatisfied due to limited consultation during project activities design or implementation (including due to inadequate Complaints and Feedback Mechanisms)?		Low		
2.3.1. Could the project activities lead to dissatisfaction or negative impacts due to lack of beneficiary or other stakeholder participation in planning, design, implementation, or general decision making?	No			
2.3.2. Is there a risk that not all relevant stakeholders, and especially marginalised or vulnerable	Yes	Low		

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	groups, have been identified and consulted or that they have been exposed to internal or external pressure or coercion or not able to comprehend the consultations?				
	2.3.3. Could there be negative impacts due to an inadequate Complaints and Feedback Mechanism during project implementation?	No			

3. Marginalized and Vulnerable Groups	**Yes/No**	**Level of concern (High/Medium/Low)**	**Further assessment required?**	**Project context, potential impacts and risks**
3.1. Could the project activities impose disproportionate adverse impacts on marginalized and vulnerable groups?		Low	Yes, assessment at community selection, USP screening and categorization, additional assessment where required, and implementation monitoring stages	The project acknowledges potential risks of disproportionate adverse impacts on marginalized and vulnerable groups due to structural barriers, social norms, or power imbalances, which could lead to inequities in benefit sharing or unintentional exclusion. However, the project is explicitly designed to address structural inequalities by identifying and addressing the different needs and opportunities of marginalized groups, including Indigenous Peoples, embedding gender-responsive and socially inclusive approaches throughout community selection, CEAP development, solution co-design, planning, and deployment processes, and using tools like vulnerability mapping and tailored outreach to ensure active and equitable participation and mitigate potential exclusion. The project will not finance activities requiring displacement or resettlement, which would typically be associated with large infrastructure requiring significant external labour.
3.1.1. Is there a likelihood that the project activities would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups?	Yes			
3.1.2. Could the project activities potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No			
3.1.3. Could the project activities aggravate the situation of vulnerable, marginalised, or otherwise disadvantaged individuals or groups?	No			
3.2. Could the project activities lead to influx of a temporary or permanent alien workforce?		Low		
3.2.1. Could the project activities lead to influx of a temporary or permanent alien workforce of relatively small size in a relatively isolated or culturally sensitive community?	No	Low		

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	3.2.2. Could the project activities lead to influx of a relatively large? temporary or permanent major alien workforce (>10% of existing community) or a smaller group which could be expected to have important cultural, health, or socioeconomic impact on a local community?	No	Low		

4. Human rights	**Yes/No**	**Level of concern (High/Medium/Low)**	**Further assessment required?**	**Project context, potential impacts and risks**
4.1. Could the project activities fail to respect human rights?		Low	Yes	SLLAS is not designed to restrict or infringe human rights. However, because the specific locations, implementation arrangements, providers, contractors, subcontractors and suppliers of individual USPs are not yet fully known, every USP will be screened for potential human-rights risks before approval and financing. Screening and due diligence will consider potential exclusion, discrimination, coercion, unequal access, restrictions on participation, adverse impacts on livelihoods or resources, and human-rights non-compliance by participating entities. Activities that are complicit in human-rights abuses or whose identified risks cannot be avoided or reduced to an acceptable level will not be financed.
4.1.1. Could the project activities lead to violation of fundamental human rights as defined by international, national or local	No			
4.1.2. Could the project activities of partners, contractors, or suppliers, lead to violation of fundamental human rights as defined by international, national or local law?	No			

5. Gender Equality and Women's Empowerment	**Yes/No**	**Level of concern (High/Medium/Low)**	**Further assessment required?**	**Project context, potential impacts and risks**
5.1. Could the project activities lead to gender-based inequality, discrimination, exclusion, unwanted workload, or violence?		Moderate	Yes, through activity- and location-specific	There is a moderate risk that entrenched social norms may limit women's equal participation, influence or access to programme benefits.

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	5.1.1. Could the project activities create or amplify conditions for gender-based inequalities?	Yes		USP screening and categorization, additional assessment where required, and implementation monitoring	Gender-responsive participation and governance measures are integrated across community planning, Community Adaptation Advocate support and livelihood activities. All community-managed adaptation actions under Output 2.1.1 and community-MSME solution packages under Output 2.1.2 will undergo gender-responsive screening, assessment, mitigation and monitoring in accordance with the ESMF and the Adaptation Fund Gender Policy.
	5.1.2. Could the project activities lead to gender-based violence?	No			
	5.1.3. Could the project activities lead to gender inequities in who makes decisions?	Yes			
	5.1.4. Could the project activities lead to increased unpaid work for women and girls?	No			

6. Core labour rights	**Yes/No**	**Level of concern (High/Medium/Low)**	**Further assessment required?**	**Project context, potential impacts and risks**
6.1. Could the project activities fail to respect core labour rights?		Low	Yes, assessment at USP screening and categorization, provider due diligence where applicable, and implementation monitoring stages	Community-managed adaptation actions and community–MSME solution packages may involve informal businesses or workers engaged through informal contracts, non-compliant working conditions, or inadequate enforcement for occupational health and safety standards required under applicable national law and relevant International Labour Organisation standards. Solution providers, community implementing structures and contractors will be required to comply with applicable labour and occupational health and safety requirements before and throughout implementation. Where feasible, identified capacity gaps will be addressed through onboarding, technical assistance or corrective-action measures before the relevant activity proceeds.
6.1.1. Does the project activities involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e., principles and standards of ILO fundamental conventions)?	Yes			
6.1.2. Could the project activities, or that of partners, contractors, or suppliers, involve use of child (<14y) or forced labour?	No			
6.1.3. Could the project activities or that of partners, contractors, or suppliers utilise informal contracts when hiring staff that lack compliant working conditions, or lack enforcement for occupational health and safety standards in line with International Labour Organisation standards.	Yes			

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					USP screening and provider due diligence, where applicable, will verify applicable labour standards, employment arrangements, occupational health and safety measures, and the absence of forced, trafficked and child labour through proportionate documentation and field verification, where required.

7. Indigenous Peoples	**Yes/No**	**Level of concern (High/Medium/Low)**	**Further assessment required?**	**Project context, potential impacts and risks**
7.1. Does the project activities involve indigenous peoples or could it affect indigenous peoples?		Low	Yes, assessment during community selection and CEAP development, followed by activity- and location-specific USP screening, culturally appropriate consultation and FPIC or other required safeguards processes where triggered	There is a potential risk that community-managed adaptation actions or community–MSME solution packages may inadequately consult, exclude or adversely affect Indigenous Peoples, including their rights, lands, territories, resources, cultural heritage or livelihoods. To mitigate this, the project's Environmental and Social Management Framework (ESMF) includes specific requirements for Free, Prior, and Informed Consent (FPIC) where applicable. The project also incorporates culturally appropriate and participatory processes in CEAP development, solution co-design, and community planning, using tailored methods and outreach to ensure the meaningful participation of Indigenous Peoples. Every relevant USP will undergo activity- and location-specific screening, with FPIC or other required safeguards processes completed before approval or implementation.
7.1.1. Could the project activities negatively affect indigenous peoples, culturally or otherwise, without their specific Free, Prior, Informed, Consent (FPIC)?	Yes			

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8. Involuntary resettlement	Yes/No	Level of concern (High/Medium/Low)	Further assessment required?	Project context, potential impacts and risks
8.1. Could the activities lead to resettlement?		Low	No	SLLAS will not finance USPs that cause involuntary physical resettlement or significant economic displacement. Every proposed USP will be screened to verify that this exclusion is not triggered. Where such impacts cannot be avoided through feasible redesign or relocation, the proposed USP will be ineligible for financing.
8.1.1. Could the project activities lead to involuntary economic or physical resettlement of households or individuals?	No			

9. Protection of Natural Resources	Yes/No	Level of concern (High/Medium/Low)	Further assessment required?	Project context, potential impacts and risks
9.1. Could the activities lead to negative impacts of the natural habitats?		Low	No	The project's direct activities are not expected to have any adverse impact on the environment or natural habitats. However community-managed adaptation actions and community–MSME solution packages may cause limited impacts on natural habitats through their location, land or resource use, installation activities, waste generation, pollution or operational practices. Such impacts are expected to be site-specific, reversible and manageable through established mitigation measures. Activities involving significant or unjustified conversion or degradation of critical natural habitats will not be financed. Therefore, acknowledging the potential for only minor harm, the risks in this section are all assessed as "no"
9.1.1. Could there be negative impacts on critical migration corridors of endangered or otherwise or important animal or insect species?	No			
9.1.2. Could the project activities lead to increase in unregulated or unlicensed collecting, hunting, or fishing?	No			
9.1.3. Could the project activities lead to a natural habitat being significantly degraded or fragmented?	No			
9.1.4. Could the project activities lead to a natural habitat being almost fully destroyed or degraded so that it no longer could function as natural habitat for the original fauna/flora?	No			
9.2. Could the project activities lead to negative impacts in protected or internationally recognised areas?		Low		
9.2.1. Will any major constructions be located close (<200m) to critical habitats, protected areas, or	No			

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	areas of particular or locally recognised ecological significance?				Every proposed USP will undergo activity- and location-specific screening against applicable national requirements, the Adaptation Fund ESP and UNIDO ESSPP before approval and financing. Where screening identifies potential impacts on natural habitats, proportionate further assessment, mitigation measures and an ESMP will be required, as applicable.
	9.2.2. Could the project activities lead to negative impacts on protected or internationally recognised areas?	No			

10. Conservation of Biological Diversity	**Yes/No**	**Level of concern (High/Medium/Low)**	**Further assessment required?**	**Project context, potential impacts and risks**
10.1. Could the project activities lead to negative impacts on biodiversity or endangered species?		Low	Yes, assessment at USP screening and categorization, provider due diligence where applicable, and implementation monitoring stages	The project is not expected to have significant adverse impact on the environment or biodiversity. However, community-managed adaptation actions and community–MSME solution packages may risk overlooking maladaptation practices (e.g. reforestation using invasive species). These are often caused by the lack of complete information or lack of resources in implementing business activities, resulting in the selection of inappropriate or unsustainable practices. The project aims to address these support gaps through the proposed components and activities. USPs will be screened for potential impacts on biodiversity, including risks related to invasive alien species, and for compliance with the relevant national environmental regulations. Provider due diligence will also be conducted where applicable.
10.1.1. Could the project activities lead to degradation of biodiversity or significant reduction in one or more common animal, insect, or plant species?	No			
10.1.2. Could the project activities lead to loss (eradication or removal from local area) of one or more animal, insect, or plant species?	No			
10.1.3. Could there be negative impact on any endangered or critically endangered animal, insect, or plant species?	No			
10.1.4. Could the project activities (intentionally or non-intentionally (maladaptation)) lead to introduction of invasive alien varieties or species which could influence local genetic resources?	Yes	Low		
10.1.5. Could the project activities lead (intentionally or non-intentionally (maladaptation)) to introduction of invasive alien varieties or species which potentially could eradicate, change, or significantly reduce local naturally occurring varieties or species?	No			

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	10.1.6. Could the project activities introduce genetically altered organisms?	No			

11. Climate Change	**Yes/No**	**Level of concern (High/Medium/Low)**	**Further assessment required?**	**Project context, potential impacts and risks**
11.1. Could the project activities lead to increased exposure, increased vulnerability, or reduced resilience of beneficiaries to the effects of climate change?		Low	No	Community-managed adaptation actions and community–MSME solution packages may still engage with conventional production activities such as the employment of machinery that inevitably produces GHG emissions. The project is however designed to support adaptation actions and solution packages that generate climate-adaptation benefits for the communities. The project will not finance USPs expected to cause significant and/or unjustified increase in GHG emissions or other drivers of climate change. Therefore, recognising that the risk is present, the project, through the supported SMEs, would not increase significantly GHG emissions, as any increase would only be marginal, therefore, the components in section 11.2 are assessed as "no". Moreover, mitigation co-benefits provided by the proposed adaptation actions and solution packages will be considered positively, where relevant. Given that the project will only support actions and solutions intended to increase adaptive capacity or reduce communities' exposure or
11.1.1. Could the activities result in increased exposure to climate induced hazards?	No			
11.1.2. Could the project activities result in beneficiaries being more vulnerable to climate-related stresses?	No			
11.1.3. Could the project activities lead to beneficiaries having less means or options to withstand shocks resulting from extreme weather events (floods, storms, drought)?	No			
11.2. Could the project activities lead to increases in greenhouse gas (GHG) emissions or to reduction of carbon sinks?		Low		
11.2.1. Could the project activities (intentionally or non-intentionally (maladaptation)) lead to significant increases in GHG emissions during operation phase?	No			
11.2.2. Could the activity lead to significant degradation or destruction of elements which absorbs and stores carbon from the atmosphere (trees, plants, soils)?	No			

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					vulnerability, the programme-level risk of maladaptation is low. Each USP will nevertheless be screened for the possibility of increasing exposure or vulnerability, transferring climate risks to other groups or locations, or performing inadequately under changing climate conditions.

12. Pollution Prevention and Resource Efficiency	**Yes/No**	**Level of concern (High/Medium/Low)**	**Further assessment required?**	**Project context, potential impacts and risks**
12.1. Could the project activities lead to significantly increased release of pollution to air, land, or water during construction or operation?		Low	Yes, assessment of each USP during screening and categorization, provider due diligence where applicable, and implementation monitoring	Community-managed adaptation actions and community–MSME solution packages employ resource inefficient methods and are unable to minimise material use effectively, due to constraints such as lack of finance to obtain modern low carbon machinery. Similarly, in the absence of comprehensive public waste management services (e.g. waste sorting for recycling), community implementing structures or solution providers may employ inadequate waste management practices. The project will screen each USP for pollution, waste, hazardous materials and resource-efficiency risks. Where applicable, community implementing structures and solution providers will be supported to improve resource efficiency and environmentally sound practices, and proportionate mitigation measures will be incorporated into the USP design and ESMP.
12.1.1. Could the project activities lead to a dangerous increase in release of pollutants (incl. noise) to air, land, or water during construction or as result of accidents?	No			
12.1.2. Could the project activities lead to a dangerous increase in release of pollutants (incl. noise) to air, land, or water during normal operation?	No			
12.1.3. Will the project activities lead to any open burning of plastic waste during construction or operation?	No			
12.1.4. Could the project activities lead to significant negative impacts on visual aesthetic values?	No			
12.1.5. Could the project activities lead to discharge of untreated wastewater to the environment?	No			
12.2. Could the project activities lead to procurement, transport, or use of chemicals, hazardous materials, or ozone depleting substances subject to international and national bans?		Low		
12.2.1. Could the project activities lead to procurement, transport, or use of chemicals or	No			

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	other hazardous materials, including asbestos and ozone depleting gases which will not be handled and disposed of safely by following normal Standard Operating Procedures?				
	12.2.2. Could the project activities lead to procurement, transport, or use of chemicals or other hazardous materials subject to international bans?	No			
12.3.	Could the project activities lead to increased use of agro-chemicals?		Low		
	12.3.1. Could the project activities lead to use of agro-chemicals that potentially could be replaced or reduced by alternative environmentally friendly products or techniques?	No			
	12.3.2. Could the project activities lead to use of pesticides or other chemicals, which could have an unintended effect on non-target species and environment?	No			
	12.3.3. Could the project activities lead to use of WHO class 1a, 1b, or Class II pesticides without proper application of the International Code of Conduct on Pesticide Management?	No			
	12.3.4. Could the project activities lead to use of pesticides, herbicides or other chemicals or materials containing or polluted by Persistent Organic Pollutants (POP's) as listed by the Stockholm Convention?	No			
12.4.	Could the project activities lead to very high resource use (such as fuel or water) during operation?		Low		
	12.4.1. Could the project activities lead to more than 100,000 litres per year of diesel, in vehicles and/or generators?	No			
	12.4.2. Could the project activities lead to major use of water from unsustainable sources (bottled and transported, gradual depletion of ground- or surface-water, change of local waterways etc.)?	No			

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	12.4.3. Could the project lead to production methods that are generally resource inefficient	Yes			
12.5. Could the project activities lead to generation or transport of hazardous or non-hazardous waste which could have negative environmental impacts?			Low		
	12.5.1. Could the project activities lead to significant increase in generation of waste that will not be disposed of in an environmentally friendly manner (recycled, re-used, or recovered) by beneficiaries, or third parties?	No			
	12.5.2. Could the project activities lead to generation of hazardous waste which will not be handled and disposed of safely by following normal Standard Operating Procedures?	No			

13. Public health	**Yes/No**	**Level of concern (High/Medium/Low)**	**Further assessment required?**	**Project context, potential impacts and risks**
13.1. Could the project activities lead to increased risk to community health and safety from use of equipment, materials, transportation, or natural hazards?		Low	No	No activities in the proposed project are foreseen to generate any significant negative impacts on public health.
13.1.1. Could activities during construction or operation phase lead to increased community risks from e.g., increased traffic, inappropriate design or use of equipment and materials which would not be handled by following normal Standard Operating Procedures?	No			
13.1.2. Could the project activities cause community exposure to waterborne, water-based, water-related, vector-borne or communicable diseases?	No			

14. Physical and Cultural Heritage	**Yes/No**	**Level of concern**	**Further assessment required?**	**Project context, potential impacts and risks**

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		(High/Medium /Low)		
14.1. Could the project activities negatively affect heritage?		Low	No	No activities in the proposed project are foreseen to cause any alteration, damage or removal of physical cultural resources, cultural sites, and sites with unique natural values. Neither does it permanently interfere with existing access and use of such physical and cultural resources.
14.1.1. Could the project activities negatively impact any form of physical or cultural heritage?	No			

15. Land and Soil Conservation	**Yes/No**	**Level of concern (High/Medium /Low)**	**Further assessment required?**	**Project context, potential impacts and risks**
15.1. Could the project activities lead to negative impacts on soils, groundwater, water bodies, water ways, coastal areas, or the sea		Low	No	The project acknowledges a minor risk that community-managed adaptation actions and community–MSME solution packages, such as those related to small-scale agro-processing, irrigation, or reforestation, could unintentionally affect sensitive habitats or disrupt local biodiversity through introduction of invasive species, inefficient resource use or water overuse. However, the ESMF requires that all proposed USPs and implementation sites are screened for potential impacts on natural habitats, biodiversity, land use, and other ecological resources, and mitigation measures will be developed where risks, including potential negative impacts on water bodies, soils, or natural landscape elements, are identified. Furthermore, the project will not finance infrastructure or activities requiring involuntary physical resettlement or
15.1.1. Could there be significant impacts on quality or quantity of surface- or groundwater?	No			
15.1.2. Could the project activities lead to major changes in flow regimes of local waterways, conditions of water bodies, or coastal areas?	No			
15.1.3. Could the project activities lead to increased soil erosion, run-off, or significant changes to soil characteristics?	No			
15.1.4. Could the project activities lead to serious soil erosion (e.g., major gullies, sheet erosion etc.) or major detriments to soil quality over a large or locally important area?	No			
15.2. Could the project activities lead to negative impacts on forests, wetlands, farming or grazing land, or other landscape elements of ecological or economic importance?		Low		
15.2.1. Could the project activities lead to degradation or fragmentation of local forest areas, wetlands,	No			

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	prime farming or grazing land, or other landscape elements of ecological or economic importance?				significant economic displacement, or activities causing significant or unjustified degradation of critical habitats. USPs involving manageable impacts on land, soil or water resources will require proportionate mitigation measures and an ESMP where applicable.
	15.2.2. Could forests, wetlands, prime farming or grazing land, or other landscape elements of ecological or economic importance be almost fully destroyed or degraded or heavily fragmented?	No			
	15.2.3. Could the project activities lead to significant increase in consumption of locally sourced fuelwood?	No			

Appendix 2: Solution Provider Response and Assessment Tools

The tools below provide an indicative framework for collecting and assessing information from potential solution providers under Output 2.1.2. They support the assessment of technical quality, adaptation effectiveness, business-model viability, gender and social inclusion, contextual relevance, cost-effectiveness and alignment with locally led adaptation principles. These tools will be finalized during programme inception and applied alongside, but will not replace, the USP screening, categorization, assessment, ESMP, consultation, disclosure, monitoring and grievance procedures established in this ESMF.

Date of provider response	DD/MM/YYYY

A1. Provider Response Information			
A2. Name of Provider Representative	First Name	Last Name	Mr./Ms.
A3. Provider Representative Email Address			
A4. Position in the organization			
A5. When did you join the organization?	MM/YYYY		

B. Organization Information		
B1. Name of organization		
B2. Location of HQ	City	
	Country	
B3. Locations of operation	Please list all cities/villages that the organization is operating in, at the time of submitting this response.	
B4. Locations of planned expansion	Please list all cities/villages that the organization is concretely planning to expand into, at the time of submitting this response.	

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B5. Name of organization founder or CEO	First Name	Last Name	Mr./Ms.
	Is your business founded or co-founded by a woman? • Yes • No		
B6. Year of organization founded	YYYY		
B7. Year of organization registration/incorporation	YYYY		
B8. Funding raised to date	From friends and family USD	External funding USD	
B9. Revenue	Total revenue of the organization to date USD		
	Revenue of the organization in the past year USD		
	Projected revenue of the organization for the current year USD		
B10. No. of employees at the time of submitting this response	No. of full-time women employees	No. of full-time men employees	
	No. of part-time women employees	No. of part-time men employees	
B11. No. of employees in senior management at the time of submitting this response	No. of women	No. of men	
B12. Business offering of products or services that target women	• Does your business integrate a significant share of women (≥ 40%) into your value chain as retailers, distributors or suppliers? • If yes, how do you integrate women into your value chain? Choose all that apply: Customer; Supplier; Distributor; Retailer • Explain if your technology, product or service specifically targets or benefits female customers and users? Do you pay special attention to female customers' needs, preferences or behaviors?		
B13. Organization HQ Address			
B14. Organization Email Address			
B15. Organization Telephone			
B16. Organization Website			

C. Adaptation Solution

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Please note that all information provided will be kept confidential and will only be used for the purposes of assessing whether your adaptation solution will benefit from participating in SLLAS.	
C1. Name of solution and type (Climate Adaptation product/service or Climate Adaptation Intelligence)	
C2. Sector	In which of the below sector(s) does your solution provide adaptation benefits? Please check all that apply. ☐ 1.Food and Agriculture Value chain ☐ 2.Financial Services ☐ 3. Blue Economy ☐ 4. Urban Adaptation and resilience ☐ 5. Health
C3. What is the main climate risk/hazard your solution addresses?	What is the problem for your customers or beneficiaries that is caused by climate change and that your business solution or innovation tackles? Please describe in 50 to 100 words. *For example, key climate hazards are extreme temperature, extreme precipitation, drought, wildfire, wind threats, river flooding and coastal flooding.*
C4. What is the adaptation benefit of your solution?	How does your business solution or innovation solve or address the climate change problem for your customers or beneficiaries? How does your business solution or innovation help your customers or beneficiaries adapt or build resilience to the problem caused by climate change? Please describe in 50 to 100 words. *For example, how does your product/service/intelligence solution decrease exposure and/or vulnerability to the climate hazard identified above*
C5. What is your innovation?	What existing product is your adaptation solution replacing? Please describe how your solution is different from other existing solutions in 50 to 100 words.
C6. How does the proposed solution respond to the community provider brief?	Describe how the proposed solution responds to the community-defined adaptation priority, intended beneficiaries, inclusion and affordability requirements, delivery conditions, ownership preferences, operation and maintenance arrangements, and safeguards requirements set out in the provider brief.
C7. What is your projected climate adaptation impact in quantitative terms?	• Who are the people that benefit from adaptation and increased resilience (the beneficiaries)? - Customers - Users of your business solution (who are not paying for the business solution) - Suppliers - Distributors - Retailers - Other (Explain)

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	• How will your adaptation solution increase the climate resilience of your target customers? Please provide a quantitative projection and a short description of how you arrived at your projection. **Examples:** • Increased water availability measured in - Clients/Households Provided New Access; Water (L) Generated; Water (L) Saved • Increased Agriculture Potential measured in Average agricultural yield (kg per hectare); Farmland (hectares) Reforested or Restored / covered by crop insurance / cultivated with drought resistant or climate resilient crop varieties • Decreased weather-related disruption measured in Value of assets covered or insured; # of customers served by the organization's data and analytics • Increased income, or avoided decrease in income measured in Income source (name); Income level (USD); Number of households
C8. What is the relation between the market for your adaptation solution and its potential adaptation impact?	Are the above-described climate adaptation benefits/impact of specific interest to your customers, partners and/or investors? Will increased impact drive an increase in customer orders, potential partnership opportunities or investment offers? Do you foresee that increased sales of your solution will translate to increased adaptation benefits/impact? (50 - 100 words)
C9. How are you currently tracking and benchmarking your impact?	Has the technical effect of the innovation been analyzed? If yes, who did this? Has the adaptation benefits/impact of the innovation been calculated? If yes, who did this? What is your method of tracking and monitoring your impact? (50 - 100 words)
C10. Are there potential negative impacts from your adaptation solution?	Are there any possible (unintended) negative environmental or social impacts arising from the uptake of your adaptation solution? If so, what are your plans to eliminate or minimize the negative impact? (30 - 50 words)
C11. Does your solution bring other social, economic or environmental co-benefits?	Does your solution contribute to any of the below? Please check all that apply, and please provide a short description (30 to 50 words) of how your solution is relevant to each. • ☐ Poverty Reduction • ☐ Reduced Hunger • ☐ Quality Education • ☐ Gender Equality • ☐ Youth Empowerment • ☐ Decent Work & Economic Growth • ☐ Reduced Inequality • ☐ Sustainable Cities & Communities

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	• ☐ Responsible Consumption & Production • ☐ Peace, Justice and Strong Institutions • ☐ Other
C12. What is the technology readiness level (TRL) of your adaptation solution, at the time of submitting this response?	• ☐ TRL 7 – system prototype demonstration in operational environment • ☐ TRL 8 – actual system completed and qualified through test and demonstration • ☐ TRL 9 – actual system proven through successful mission operation • ☐ BRL 7 – Product market fit demonstrated. Attractive revenue, cost projections. • ☐ BRL 8 – Scalable and repeatable business model. First commercial deals closed • ☐ BRL 9 – Profitable business with validated growth model and market traction • ☐ Other – please provide a short description (20-50 words)
C13. How is your solution consistent with national or sub-national sustainable development strategies, adaptation planning processes, national or sub-national development plans, poverty reduction strategies, national communications and adaptation programs of action, national adaptation plans (NAPs), nationally determined contributions (NDCs), adaptation communications, and other voluntary adaptation reports, where they exist.	Please be as specific as possible.
C14. How is your organization meeting the relevant national technical standards, where applicable?	Please be as specific as possible.
C15. Do you have any resources that can provide additional information on your adaptation solution? (Optional)	Please provide links to webpage, brochure or leaflet, article, videos or photos that can provide further information on your adaptation solution.

D. Business Model and Commercialization Status Please note that all information provided will be kept confidential and will only be used for the purposes of assessing whether your adaptation solution will benefit from participating in the SLLAS program.	
D1. Who was/is your pilot customer?	Who is your pilot customer? What is the status of engagement with your pilot customer (identified, under negotiation, secured, contract concluded etc.)? What is the projected size of the contract? Please provide as much information as possible. If you have already concluded your pilot, please provide information on this.

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D2. Who are your past/current customers?	Please provide name of the customer, and status and size of each contract. If more than 5, please provide information on your top 5 customers. If there are no past/current customers, please indicate as not applicable.
D3. Which customers are in your hard pipeline?	Please provide name of the potential customer, status of engagement, the projected size and timeline for each contract.
D4. What is the main challenge you are facing in moving your adaptation solution to the next development stage, at the time of submitting this response?	What are the key drivers and obstacles that your organization faces to increase both growth and impact? Please be as specific as possible.
D5. What is your business model?	How does your adaptation solution generate revenue (50-100 words)? If available, please provide a link to resources that provide additional information on your business model.
D6. What is the estimated size of your market?	USD If applicable, please provide estimated figures for country/region/global levels.
D7. What external changes could accelerate the uptake of your adaptation solution?	Based on your internal analysis, what changes (market, legal, policy economic, values) could positively influence the uptake of your solution?
D8. What is the total revenue of your adaptation solution to date?	USD
D9. What is the revenue of your adaptation solution from the past year?	USD
D10. What is the projected revenue from your adaptation solution in the current year?	USD
D11. What is your projected annual revenue for each of the next 5 years?	USD
D12. At what point do you expect your organization to generate revenue (become profitable)?	Please provide a brief timeline and description of your next steps towards revenue generation. If your adaptation solution is already generating revenue, please indicate it as not applicable.
D13. What are the expansion plans for your adaptation solution?	Please provide a brief timeline and description of your next steps towards increasing revenue of your adaptation solution. If your adaptation solution is not yet generating revenue, please indicate as not applicable.
D14. Have you raised external funding?	Have you raised external funding (e.g., beyond friends and family)? If so, from whom and how much? How much funding have you raised in total to date?
D15. Are you currently fundraising?	Are you currently raising funding for your organization? If so, what is your target amount and target date? Please provide details of any agreed or expected funding for your organization over the next 6 months. (e.g., grant, angel investment, venture capital round etc.) If successful, how many more customers/beneficiaries can you reach? What is the potential to scale impact with additional investment (your impact growth strategy)? What's the non-financial or social return on investment?

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D16. Do you have distribution partners?	Please provide the name, location of operation, and brief description of the working arrangement for each (30-50 words).
D17. Do you have strategic partners?	Do you have strategic partners, for example R&D, marketing, sales or manufacturing? If yes, please provide the name, location of operation, and brief description of the working arrangement and expected synergies for each (30-50 words).

E. Participation in SLLAS Please note that all information provided will be kept confidential and will only be used for the purposes of assessing whether your adaptation solution will benefit from participating in SLLAS.	
E1. Please briefly describe the team that will be dedicated for participation in SLLAS, in the case of selection.	Please describe the functions and hierarchy of the team that will participate in SLLAS in 20 to 50 words.
E2. In the case of selection, is your organization willing to enhance its business model in order to increase the contribution of your organization/proposed solution to social inclusiveness, including but not limited to, gender equality, women and youth empowerment, rural development, etc.?	☐ Yes ☐ No As applicable, please expand your responses to section C11 in 20 to 50 words.
E3. In the case of selection, is your organization willing to enhance its business model in order to meet the environmental and social safeguards as required by UNIDO and AF guidelines?	☐ Yes ☐ No If your organization has already adopted environmental and social safeguards, please provide a brief description in 30 to 50 words).
E4. In the case of selection, what would be the grant financing amount requested from SLLAS? Please note that SLLAS provides milestone-based grant financing and bespoke technical assistance support, subject to the final approved programme budget and grant arrangements.	USD Please provide a brief description of how this grant will be utilized in under 100 words. Please provide links to any relevant resources.
E5. If selected by the community, how will your organization maintain community accountability throughout co-design, implementation, monitoring, operation and maintenance, and provider exit?	Describe the proposed mechanisms for community feedback, disclosure of costs and performance, approval of material changes, grievance management, knowledge transfer, operation and maintenance, and handover or exit.

Provider Response Review Sheet

Reviewer Information			
Name of reviewer	First Name	Last Name	Mr./Ms.
Reviewer email Address			
Date of review	DD/MM/YYYY		

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Provider Response Summary	
Name of organization	Refer to section B1 of the provider response form.
Name of solution and type (Climate Adaptation product/service or Climate Adaptation Intelligence)	Refer to section C1 of the provider response form.
Location of the organization HQ	Refer to section B2 of the provider response form.
Description of the solution	Refer to sections C4, C5 of the provider response form.
Sector	Refer to section C2 of the provider response form.
Gender dimensions	Refer to section B5, B10, B11, B12, and C11 of the provider response form.

Summary of Assessment	
Eligibility criteria score	
Review criteria score	
Recommendation by the reviewer	☐ The provider or proposed response does not meet the minimum SLLAS requirements. ☐ The provider response does not provide sufficient information for an informed decision. Please follow up with the organization to provide additional details. ☐ The provider and proposed response meet the minimum requirements and may be presented to the community for consideration.
Comments by the reviewer for the provider.	If there is any constructive feedback for the provider, please provide here. These comments will be compiled and provided to the provider anonymously. This feedback is intended to make the provider-response and review process a learning opportunity for the provider.
I, (insert name), confirm that this assessment has been conducted with fairness and discretion. No part of the provider response form nor the review sheet, nor information contained therein, has been or will be shared with anyone else, and there is no conflict of interest between myself and the provider or proposed response under review. Signature	

Eligibility Criteria

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Criteria	1 – Yes 0 - No	Reviewer Comments
E1. Is the organization located in an ODA eligible country?		Refer to section B2 of the provider response form.
E2. Is the proposed solution likely to produce adaptation benefits that respond to the priority and intended beneficiaries identified in the community provider brief?		Among others, refer to sections C3, C4, C6, C7, D1, D2, D3, D5 of the provider response form.
E3. Is the proposed solution innovative (in terms of technology, business model, location of operation etc.)?		Among others, refer to section C5, C12, C13, C14, C15 of the provider response form.
E4. Does the proposed response demonstrate credible community demand based on the CEAP, demand profile and provider brief?		Among others, refer to sections C3, C4, C6, C7, D1, D2, D3, D6, D8, D9, D10, D11, D12 of the provider response form.
E5. Based on your understanding of the proposed solution and the provider's stage of development, is the provider likely to benefit from the technical assistance offered by SLLAS?		Please comprehensively assess based on the information provided in sections C and D.
E6. Does the solution contribute to gender equality and women's empowerment?		Among others, Refer to section B5, B10, B11, B12, and C11 of the provider response form
For provider responses with a score of 5 or 6, move forward to the review criteria assessment. *For provider responses with a score of 4 or less, stop assessment.*		

Review Criteria *Rating scale: 5 = Very High, 4 = High, 3 = Likely, 2 = Low, 1 = Very Low, 0 = None*		
Criteria	**Rating**	**Reviewer Comments**
R1. How critical is the described climate risk/hazard in increasing climate resilience of vulnerable communities?		Refer to sections C2, C3 of the provider response form.
R2. How likely is the proposed solution to deliver tangible adaptation benefits for the participating community and intended beneficiaries identified in the provider brief?		Refer to sections C4, C6, C7, C8, C12, C15, D1, D2, D3, E4, E5 of the provider response form.
R3. How innovative is the proposed solution? In other words, how likely is the proposed solution to bring adaptation benefits compared to existing practices/products/technologies?		Among others, refer to sections C5, C13, C14, C15, D5, E4, E5 of the provider response form.
R4. Considering the current development stage of the provider organization, how solid is the business model for the proposed solution?		Among others, refer to sections B3, B6, B8, B9, B10, B11, C6, D1, D2, D4, D5, D6, D8, D9, D10, D14 of the provider response form.
R5. Considering the current development stage of the proposed solution and their current business model, how solid is the organization's scale aspirations?		Among others, refer to sections B4, B6, B8, B9, B10, B11, C6, C10, D3, D4, D5, D6, D11, D12, D13, D14, D15, and D17 of the provider response form.

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R6. Considering the sector of operation and the current (market, policy etc.) landscape, how high is the replication and scale-up potential of the proposed solution?		Among others, refer to sections B4, C2, C3, C4, C5, C6, C7, C8, C10, C12, C13, C14, C15, D3, D4, D5, D6, D7, D11, D12, D13, D14, D15, D16, D17 of the provider response form.
R7. How likely is the proposed solution and the organization to promote and contribute to social, economic and environmental impacts?		Among others, refer to sections B2, B3, B4, B10, B11, C8, C9, C10, C11 of the provider response form.
R8. Based on your understanding of the proposed solution and the provider's stage of development, how much benefit would the provider derive from SLLAS technical assistance and milestone-based grant financing?		Among others, refer to sections B3, B4, B6, B8, B9, C7, C8, C10, C12, D3, D4, D6, D7, D11, D12, D13, D14, D15, D16, D17 of the provider response form.
R9. What is the estimated cost effectiveness of this solution package in delivering the community-defined adaptation result, considering the requested financing, expected beneficiaries, quality, sustainability and local operating conditions?		Refer to sections E4 and E5 of the provider response form.
R10. Based on your understanding of the provider response form and the interview, is the participating team likely to be "coachable"?		Among others, refer to sections E1, E2, E3 of the provider response form.
Total rating for review criteria		
General comments by the reviewer for consideration by other review panel members (optional)		

Following review of the eligibility and assessment criteria, the SLLAS team will prepare a scorecard summarizing the provider's capabilities, proposed adaptation benefits, technical and operational considerations, maladaptation risks, and potential environmental and social risks or negative externalities.

Screening Assessment Scorecard:

	Why we are excited	**Key Risks / Concerns**	**Score (1-5)**
Team	•	•	
Market	•	•	
Model	•	•	
Momentum	•	•	
Climate adaptation and resilience impact	•	•	

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The PDU will compile the assessment findings, compliance conditions and unresolved risks for quality assurance by the SLLAS Technical Committee. The findings will then be presented to the community governance body in an accessible form. The community may select a compliant provider or provider group, request revisions or clarification, request further sourcing, combine providers, or reject all options. Provider due diligence and USP safeguards review will be completed before final provider confirmation and financing.

Appendix 3: Environmental and social risk management and monitoring plan (ESMP)

The Environmental and Social Risk Management and Monitoring Plan presented in Table 4 sets out the mitigation, monitoring, responsibility and budget arrangements for environmental and social risks identified at the programme level. It applies to both community-managed adaptation actions under Output 2.1.1 and community–MSME solution packages under Output 2.1.2.

The PDU safeguards focal point will coordinate implementation of the ESMP. Qualified safeguards and technical specialists recruited under the relevant outputs and activities will undertake screening, field verification, additional assessment, preparation of USP-specific ESMPs and specialist monitoring, as required. Community implementing structures and solution providers will implement the measures assigned to them under PDU coordination and monitoring.

Category B USPs will require proportionate USP-specific ESMPs based on activity- and location-specific screening and assessment. These plans will define the applicable mitigation measures, responsibilities, indicators, schedules, budgets, grievance provisions and corrective-action requirements. Monitoring and reporting will be integrated into the programme's monitoring arrangements.

The ESMP supports compliance with applicable national requirements, the Adaptation Fund Environmental and Social Policy and UNIDO's Environmental and Social Safeguards Policies and Procedures. Any additional assessment, permit or safeguards instrument identified through USP screening will be completed before the affected action is approved or implemented.

Table 4 Environmental and Social Risk Management and Monitoring Plan

AF Environmental and Social Principles	Risks identified	Mitigation measure	Responsibility	Monitoring indicator	Monitoring method and schedule/ timing	Budget source
1. Compliance with the Law	Community-managed adaptation actions and community-MSME solution packages may be subject to national, subnational and local legal, regulatory, permitting and	Screen every USP for compliance with applicable national, subnational and local laws, permits, authorizations and technical requirements before approval and	PDU safeguards focal point coordinates; qualified safeguards, legal and technical specialists undertake the applicable review where required; community implementing	Percentage of USPs screened for legal and regulatory compliance before approval; percentage of applicable permits and authorizations obtained before the relevant activity	Review legal-compliance checklists, permits, authorizations, agreements and screening records before USP approval and implementation; verify continued	USP preparation, assessment and implementation resources under Outputs 2.1.1 and 2.1.2, with Implementing Entity oversight financed through the IE fee

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	authorization requirements that cannot be fully identified until their locations, designs, providers and implementation arrangements are known (Low risk)	financing. Identify all required permits and approvals during USP preparation and incorporate compliance conditions into implementation plans, procurement documents, grant agreements and contracts. Do not approve or finance a USP until all applicable pre-approval legal requirements have been fulfilled.	structures, providers and contractors obtain and maintain the permits and authorizations assigned to them; UNIDO retains safeguards oversight	begins; number of identified instances of non-compliance and related corrective actions	compliance at agreed milestones and following any material change or reported non-compliance	
2. Access and Equity	Project activities may exacerbate the existing inequalities with regards to access to resources and economic opportunities (Low risk)	Apply access and equity considerations to community-managed adaptation actions and community–MSME solution packages. Screen each USP for access and equity risks before approval.	PDU, community governance bodies, community implementing structures and solution providers, as applicable	Percentage of financed USPs screened for access and equity risks before approval	Review USP screening records before approval and safeguards performance through programme reporting	Relevant resources under Outputs 1.2.1, 1.2.2, 2.1.1 and 2.1.2 and Outcome 3.2
		Promote equitable access to adaptation finance, capacity development, services and benefits for participating communities and marginalized groups.	PDU and community governance bodies, supported by Community Adaptation Advocates and relevant partners	Evidence from existing community feedback and participatory monitoring that women and marginalized groups have equitable access	Review existing community feedback, participatory monitoring records and programme reports	Same as above

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				to decision-making, finance, services and benefits		
		Use stakeholder mapping, awareness-raising and inclusive consultations to identify and address barriers to access and equity.	Community governance bodies and PDU, supported by qualified specialists where required	Number of documented inclusive consultations; percentage of relevant USPs with documented responses to identified access barriers	Review consultation records, stakeholder maps and community feedback during USP preparation and implementation	Same as above
3. Marginalised and Vulnerable groups	Project activities may pose a minor risk of excluding marginalised groups in the implementation of the project activities – whether as direct beneficiaries or indirect beneficiaries of the project activities. (Low risk)	Ensure that community selection, CEAP development, provider identification, USP design and community governance arrangements are accessible and inclusive.	Community governance bodies and PDU, supported by Community Adaptation Advocates and qualified specialists where required	Percentage of community governance arrangements and consultations meeting agreed inclusion requirements	Review governance records, participant data and consultation documentation during USP preparation and through programme monitoring	Relevant resources under Outputs 1.2.1, 1.2.2, 2.1.1 and 2.1.2 and Outcome 3.2
		Apply the ESMF screening and assessment procedures to assess the gender and social inclusion responsiveness of proposed provider responses and solution packages, and integrate relevant support into	PDU and Technical Committee, with qualified specialist support where required	ESMF screening and assessment tools include approved gender and social inclusion criteria and are applied to provider-supported packages	Review the ESMF screening and assessment tools at inception and provider-assessment records during implementation	Technical verification and onboarding resources under Activities 2.1.2.1 and 2.1.2.2

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		existing onboarding and technical assistance.				
		Design and facilitate CEAP development and co-design processes to support meaningful participation by women, youth, persons with disabilities, Indigenous Peoples and other marginalized or underrepresented groups.	Community governance bodies, Community Adaptation Advocates and PDU	Participation of marginalized and vulnerable groups, disaggregated by sex, age, disability and other relevant characteristics	Review existing participant records, consultation reports and community feedback after each process	Community engagement and co-design resources under Outputs 1.2.1, 1.2.2 and 2.1.2
		Use stakeholder mapping and vulnerability information generated during community selection and CEAP development, and undertake further USP-level assessment where risks of exclusion are identified.	PDU, community governance bodies and qualified specialists where required	Percentage of relevant USPs with documented assessment and mitigation of exclusion risks	Review during community selection, CEAP development and USP preparation, with risk-based follow-up during implementation	Relevant resources under Outputs 1.1.1, 1.2.1, 2.1.1 and 2.1.2
		Apply the ESMF screening and assessment procedures to assess whether proposed solution packages	PDU safeguards focal point, qualified specialists and Technical Committee, as applicable	Percentage of provider-supported packages assessed for exclusion and maladaptation risks	Review ESMF assessment and USP screening records before approval	Technical verification and compliance resources under Output 2.1.2

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		could increase the vulnerability or exclusion of marginalized groups.				
		Assign gender equality and social inclusion responsibilities within the PDU's existing functional arrangements, with qualified specialist support where required.	PDU	Gender and social inclusion responsibilities assigned within the PDU	Verify through PDU implementation arrangements and programme reporting	Project execution and relevant technical assistance resources
		Collect data disaggregated by sex, age, disability and other relevant characteristics and monitor the distribution of participation, financing and adaptation benefits.	PDU	Percentage of relevant indicators reported using the required disaggregation	Review programme monitoring data, consultation records, grant records and beneficiary information	Outcome 3.2 and project execution and M&E resources
4. Human Rights	Community-managed adaptation actions and community-MSME solution packages may create risks of exclusion, discrimination, coercion, unequal access, restrictions on participation, adverse impacts on livelihoods or	Screen every USP for potential human-rights risks and impacts, including risks associated with implementation arrangements, providers, contractors, subcontractors and suppliers. Apply inclusive	PDU safeguards focal point coordinates; qualified safeguards and social specialists undertake assessment where required; community implementing structures, providers, contractors, subcontractors and suppliers implement	Percentage of USPs screened for human-rights risks before approval; percentage of applicable agreements containing human-rights and non-discrimination requirements; number of human-rights-related	Review USP screening, consultation, due-diligence, agreement and grievance records before approval and at agreed implementation milestones; conduct additional review following a	USP preparation, consultation, safeguards and implementation resources under Outputs 1.2.1, 1.2.2, 2.1.1 and 2.1.2, with Implementing Entity oversight financed through the IE fee

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	resources, or human-rights non-compliance by providers, contractors, subcontractors or suppliers (Low risk)	consultation, accessible disclosure, grievance mechanisms, due diligence and proportionate mitigation measures. Do not finance activities that are complicit in human-rights abuses or where identified risks cannot be avoided or reduced to an acceptable level.	assigned measures; UNIDO retains safeguards oversight	complaints, incidents and corrective actions	complaint, incident or material change	
5. Gender Equality and Women's empowerment	Entrenched social norms may limit women's equal participation, influence or access to programme benefits, including participation in community planning and governance, access to financing and services, influence over provider selection and solution design, and equitable access to livelihood opportunities and adaptation benefits. (Moderate risk)	Apply gender-responsive outreach, consultation, governance, planning, co-design and monitoring measures across both USP modalities. Promote women's meaningful participation and leadership among Community Adaptation Advocates and in community governance, and encourage participation by women-led providers and providers with	PDU, community governance bodies, Community Adaptation Advocates, outreach partners and solution providers, as applicable	Percentage of Community Adaptation Advocates who are women; women's participation in community governance and USP decisions; percentage of USPs screened for gender-related risks; number and percentage of supported women-led providers, where applicable	Review governance records, participation data, USP screening records, existing community feedback and programme reports	Gender-responsive resources under Components 1, 2 and 3

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		gender-responsive delivery models. Screen each USP for exclusion, unequal decision-making and benefits, unpaid workloads, affordability barriers, harassment and gender-based violence risks.				
6. Core labour rights	Community-managed adaptation actions and community–MSME solution packages may involve informal employment arrangements, non-compliant working conditions or inadequate occupational health and safety measures. (Low risk)	Screen all USPs for labour and occupational health and safety risks. Conduct provider due diligence where applicable and include relevant labour, contractor-management and safety requirements in implementation plans, procurement documents, agreements and contracts. Require community implementing structures, providers and contractors to prohibit forced, trafficked and child labour and comply with applicable labour and	PDU safeguards focal point coordinates; qualified specialists undertake technical assessment where required; community implementing structures, providers and contractors implement assigned measures	Percentage of USPs screened for labour and occupational safety risks; percentage of applicable agreements containing labour and safety requirements; number of labour or occupational safety incidents and related corrective actions	Review before approval and contracting; monitor at agreed milestones and following any incident or material change	USP preparation and implementation budgets under Outputs 2.1.1 and 2.1.2, including conditional specialist support

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		occupational safety requirements. Address identified capacity gaps through existing onboarding, technical assistance or corrective-action arrangements before the affected activity proceeds.				
7. Indigenous Peoples	Community-managed adaptation actions or community–MSME solution packages may inadequately consult, exclude or adversely affect Indigenous Peoples, including their rights, lands, territories, resources, cultural heritage or livelihoods. **Low risk.**	Identify the presence, rights, needs and priorities of Indigenous Peoples during community selection and CEAP development. Apply culturally appropriate participatory processes, integrate relevant Indigenous knowledge, and complete FPIC or another required safeguards process before approval or implementation where triggered.	Community governance bodies and PDU, supported by qualified Indigenous Peoples or safeguards specialists where required	Percentage of relevant USPs with documented culturally appropriate consultation and FPIC where triggered; participation of Indigenous Peoples in relevant processes	Review consultation, FPIC and USP safeguards records before approval and during implementation	Relevant consultation, assessment and mitigation resources under Outputs 1.2.1, 1.2.2, 2.1.1 and 2.1.2 and the applicable USP budget
9. Protection of natural resources	Community-managed adaptation actions and community–MSME solution packages may cause limited impacts on	Screen every USP for potential impacts on natural and critical habitats before approval. Do not finance USPs	PDU safeguards focal point coordinates; qualified specialists undertake assessment where required; community	Percentage of USPs screened for natural-habitat risks before approval; percentage of identified mitigation measures	Review screening and ESMP records before approval and monitor at agreed milestones during implementation	USP preparation, assessment and implementation resources under Outputs 2.1.1 and 2.1.2

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	natural habitats through their location, land or resource use, installation activities, waste generation, pollution or operating practices. **Low risk.**	involving significant or unjustified conversion or degradation of critical habitats. Address other impacts through appropriate design, mitigation measures and ESMPs where required.	implementing structures or providers implement assigned measures	completed as scheduled		
		Where required by national law or triggered by ESMF screening, complete an ESIA or other proportionate assessment before the affected USP is approved or implemented.	PDU safeguards focal point coordinates; qualified specialists prepare the assessment; implementing structure or provider supplies information and implements assigned measures	Number and percentage of triggered assessments completed before approval	Review assessment and clearance records before USP approval	Relevant output, activity or USP budget, where triggered
10. Conservation of biological diversity	Risk of maladaptation due to lack of complete information or lack of resources (Low risk)	Screen each USP for biodiversity, ecosystem-service and invasive-species risks and apply appropriate technical assistance, design modifications and mitigation measures where required.	PDU safeguards focal point coordinates; qualified specialists provide technical assessment where required; community implementing structures and providers implement assigned measures	Percentage of USPs screened for biodiversity and invasive-species risks	Review screening records before USP approval and monitor at agreed milestones	USP preparation, technical assistance and implementation resources under Outputs 2.1.1 and 2.1.2
		Assess risks related to habitat and species loss, land degradation, over-exploitation, invasive	PDU safeguards focal point, qualified specialists and Technical Committee, as applicable	Number of USPs requiring and completing specialist biodiversity assessment;	Review during USP preparation and through risk-based implementation monitoring	Relevant technical verification, specialist input and USP implementation resources

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		alien species, hydrological change, pollution and ecosystem services through USP screening and, where applicable, provider due diligence. Qualified specialist support may be engaged under the relevant output where screening identifies potentially material biodiversity risks.		percentage of biodiversity-related mitigation measures implemented		
		Integrate practical guidance on biodiversity risk management into existing capacity-development, onboarding and co-design support.	PDU, qualified specialists and training partners	Evidence that relevant biodiversity guidance has been applied in affected USPs	Review existing capacity-development records, co-design documents and implementation reports	Existing capacity-development, co-design and implementation resources under Outputs 2.1.1 and 2.1.2
11. Climate change	Community-managed adaptation actions and community–MSME solution packages may generate limited greenhouse-gas emissions or create maladaptation risks if they increase exposure or vulnerability, transfer	Apply ESMF screening to assess climate resilience, technology performance, greenhouse-gas emissions, carbon-sink impacts and maladaptation risks. Do not finance USPs expected to cause significant or	PDU safeguards focal point, qualified specialists and Technical Committee, as applicable	Percentage of USPs screened for maladaptation and climate risks; number of USPs redesigned or excluded because of unacceptable risks	Review ESMF screening and assessment records before approval and monitor climate performance at agreed milestones	Technical verification, compliance and USP preparation resources under Outputs 2.1.1 and 2.1.2

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	risks to other groups or locations, or perform inadequately under changing climate conditions (Low risk)	unjustified emissions or unacceptable maladaptation risks.				
		Integrate relevant guidance on emissions, resource efficiency and feasible low-carbon alternatives into existing onboarding, co-design and technical assistance, where applicable.	PDU, qualified specialists, training partners and solution providers, as applicable	Evidence that relevant emissions and resource-efficiency considerations have been integrated into affected USP designs and implementation arrangements	Review during onboarding, co-design and implementation, where relevant	Existing capacity-development, onboarding and technical assistance resources under Activities 2.1.1.1 and 2.1.2.2 and relevant USP budgets
12. Pollution Prevention and Resource Efficiency	Community-managed adaptation actions and community–MSME solution packages may involve inefficient use of materials, water, energy or other resources, or generate waste, emissions or pollution during implementation or operation (Low risk)	Screen each USP for pollution, waste, hazardous-material and resource-efficiency risks before approval and during implementation. Conduct provider due diligence where applicable and incorporate proportionate prevention and management measures into the USP design, budget, agreement and ESMP.	PDU safeguards focal point coordinates; qualified specialists undertake technical assessment where required; community implementing structures and providers implement assigned measures	Percentage of USPs screened for pollution and resource-efficiency risks; percentage of required mitigation measures implemented	Review screening and ESMP records before approval and monitor at agreed milestones during implementation	USP preparation and implementation budgets under Outputs 2.1.1 and 2.1.2
		Integrate practical guidance on pollution prevention, waste management and resource efficiency	PDU, qualified specialists and training partners	Evidence that relevant pollution-prevention and resource-efficiency guidance has been	Review existing capacity-development records, co-design documents and	Existing capacity-development, onboarding, co-design and implementation

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		into existing capacity-development, onboarding, co-design and technical assistance.		applied in affected USPs	implementation reports	resources under Outputs 2.1.1 and 2.1.2

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Appendix 4: Grievance Mechanism

The beneficiaries and stakeholders of the project will have access to a Grievance Mechanism which is described below. Complaints and feedback can be filed through different channels, in order to make it as accessible and inclusive as possible.

The Grievance Mechanism will be developed in line with UNIDO's system of Report Wrongdoing or adverse Environmental and Social Impacts. The grievance mechanism will be shared with the project beneficiaries during kick-off meetings.
As part of the grievance mechanism, the contact details (email, phone numbers, addresses) of the IE, EE and EE partners will be made available to stakeholders (including beneficiaries and communities). Contact details of all project partners will be displayed in the common channels and documents of the project; including for example, the project website, publications, and presentations.

Channels to report complaints
Details of the grievance mechanism will be made available on the project website for all parties to access. Information about where, how and when a complaint can be submitted – through digital and/or analogue form submission, email, or verbally – will also be specified. Specific contact persons will be appointed as grievance ombudsman to manage the proper and transparent handling of the complaints. Additionally, the Adaptation Fund's grievance mechanism and UNIDO's institutional grievance mechanism[3] will also be made available to all parties through the same channels.

Processing complaints
All complaints will be recorded with an identifier (a complaint number), first actions to be taken and an expected timeline for response.

Complaints will be initially received and recorded through the project grievance mechanism and processed by the PDU through UNIDO or the EE, as applicable, depending on the component, activity, country context, and nature of the complaint. They will be designated a category (for example within the environmental category, complaints related to biodiversity loss, pollution, resource depletion, etc, within the social category complaints about violation of land tenure or resource use rights, health and safety, disruption of livelihoods, involuntary resettlement, and other categories such as market dynamics, etc). The complaint shall then be assigned to the relevant PDU, UNIDO, EE, or executing partner team member, as applicable, with experience in the topic. E&S topics will be assigned to the social and environmental safeguards focal point or specialist to conduct the investigation. Market dynamics topics can be investigated by the relevant PDU, UNIDO, EE, or executing partner team member, as applicable, when the topics can be addressed from a project design or implementation perspective. The final processing stage of reviewing the investigation results and communicating the response will be conducted by the PDU through UNIDO or the EE, as applicable.

Complaints submitted		
a) Community matters	b) Project partners & implementers	c) Project design
1. Receive and acknowledge		
2. Assess and assign to responsible party		
3. Investigate within 4 days		
4. Respond within 8 days		
5. Response from complainant		
5 a. Accept and received successfully	5 b. Appeal (decision within 30 days)	
6. Follow up and close		

[3] Reporting environmental and social concerns | UNIDO

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Besides an indicator of something gone wrong, complaints and grievances also serve to provide valuable feedback and information that can help to improve program delivery. All project stakeholders are therefore actively encouraged to use the grievance mechanism.

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Annex: Gender Assessment and Draft Gender Action Plan (GAP)

Gender Assessment and Draft Gender Action Plan (GAP) for the project:

Scaling Locally Led Adaptation Solutions (SLLAS)

Index

1 INTRODUCTION 3

1.1 PROJECT CONTEXT 3
1.2 OBJECTIVES OF THIS REPORT 4
1.3 RELEVANCE 4
1.3.1 GENDER AND THE AF 4
1.3.2 GENDER AND UNIDO 5

2 METHODOLOGY 6

2.1 GENDER QUESTIONS 6
2.1.1 DEVELOPMENT OF QUESTIONS TO CONDUCT THE GENDER ANALYSIS 6
2.2 DATA COLLECTION 8

3 GENDER EQUALITY – BASELINE SITUATION 9

3.1 WHAT IS THE CONTEXT? 9
3.2 WHO DOES WHAT? 10

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3.3 WHO HAS WHAT? 11
3.4 WHO DECIDES? 11
4. POTENTIAL PROJECT CONTRIBUTION TOWARDS GENDER MAINSTREAMING 12
4.1 WHO BENEFITS? 12
4.2 HOW CAN THE PROJECT IMPROVE GENDER EQUALITY? 12

5. RECOMMENDATIONS FOR GENDER MAINSTREAMING 14

5.1 ACTIVITIES 14
5.2 GENDER SPECIFIC INDICATORS 20
5.3 GENDER RELATED RISKS OR POTENTIALLY ADVERSE IMPACTS AND POSSIBLE CORRECTIVE MEASURES 22

6. (DRAFT) GENDER MAINSTREAMING ACTION PLAN 25

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1 Introduction

Climate-related hazards have impacted human populations in many areas including agricultural production, food security, water management, energy production and public health. The level of impacts and coping strategies of populations depends heavily on their socio-economic status, socio-cultural norms, access to resources, poverty as well as gender. Research has also provided more evidence that the climate change (CC) effects are not gender neutral. Although both men and women are experiencing similar extreme climatic events, the impact of such changes depends on their roles.

1.1 Project Context

UNIDO proposes to implement the Scaling Locally Led Adaptation Solutions (SLLAS) programme, a global initiative that strengthens the climate resilience of vulnerable communities by enabling communities to define their adaptation priorities and by supporting the deployment, uptake, and scale-up of inclusive, context-specific adaptation solutions through community-led engagement with adaptation MSMEs and other eligible solution providers. Under SLLAS, communities first develop Community Economy Adaptation Plans (CEAPs) and demand profiles, which then guide community to identify priority solutions from MSMEs/solution providers.. Through an integrated approach combining technical assistance, milestone-based financing, community governance, and structured knowledge sharing, the project ensures that solutions are grounded in local realities, socially inclusive, and sustained through climate-resilient livelihoods. SLLAS aims to accelerate the adoption and scaling of socially embedded, financially viable adaptation solutions.
This targeted intervention helps overcome persistent barriers, such as limited access to finance, weak community engagement mechanisms, and poor scalability of existing solutions, by operationalizing LLA principles throughout the adaptation cycle. It also supports the Adaptation Fund's goals by promoting inclusive climate resilience, generating evidence of scalable adaptation models, and advancing national and global adaptation agendas through peer learning and policy engagement.

SLLAS comprises three integrated components:

- **Component 1: Community leadership in adaptation planning and demand articulation**. Communities are supported to lead adaptation planning, develop Community Economy Adaptation Plans (CEAPs), translate priorities into demand profiles, and establish the governance and financial agency mechanisms needed to guide later implementation.
- **Component 2: Community-prioritized adaptation solutions and resilient livelihoods.** Community-defined priorities are implemented in partnership with adaptation MSMEs and other eligible solution providers. This component also supports adaptation-linked livelihood and business model development around deployed solutions.
- **Component 3: Knowledge, evidence, learning, and policy engagement.** Lessons from implementation are captured, synthesized, and shared through knowledge products, peer learning, participatory monitoring, digital tools, and national/global policy engagement.

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The project targets 3,240 direct beneficiaries through support to adaptation SMEs and other eligible solution providers, with an aim of reaching 50% women and 30% youth. It also aims to reach 41,760 indirect beneficiaries through community-based deployment activities, with the same 50% women and 30% youth target.

1.2 Objectives of this report

The objectives of this report are to:

- Identify and assess key gender dimensions, also including intersectionality, that are relevant for the project intervention;
- Provide key recommendations in form of a draft Gender Action Plan (GAP)
    - to ensure that the project implementation will enhance gender equality and women's empowerment, as well as youth engagement, using an intersectional approach, so that women and men, girls and boys, can equally lead, participate in, and benefit from the project activities and
    - to ensure that the project complies with the AF Gender Policy and UNIDO Gender Policy.

1.3 Relevance

Gender equality refers to the equal rights, responsibilities and opportunities of women and men, girls and boys. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different gender groups. Gender equality is not a women's issue but should consider men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable development. While the world has achieved progress towards gender equality and women's empowerment, women continue to suffer discrimination and violence in every part of the world. Gender issues need to be addressed by creating equal rights and opportunities for women in the workplace and in the households. This includes creating adequate physical and social infrastructure and safe working conditions responding to the specific needs of women.

This project has been identified as a project that has "Significant expected contribution to gender equality" according to the **Gender Marker (2A)** used in categorizing UNIDO projects. It has the potential to significantly contribute to gender equality and/or women's empowerment and have a transformative impact on women's challenges and barriers, reducing women's drudgery. These projects possess multiple entry-points for gender mainstreaming activities and/or affirmative action, and explicitly state gender equality and/ or women's empowerment as a principal objective. Gender equality and/or women's empowerment is not only a secondary objective.

1.3.1 Gender and the AF

According to the Gender Policy and Action Plan of the Adaptation Fund[1]: The Fund's MTS updates and refines the Fund's mandate to better serve the evolving needs of Parties to the UNFCCC. It articulates the Fund's own Theory of Change including the vision, goal, impact, mission, strategic foci and cross-cutting

[1] https://www.adaptation-fund.org/document/opg-annex4-gender-policy/

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themes. The Fund's gender policy and its mandates are an integral part of the Fund's strategic focus and underlying theory of change. Without a commitment to gender equality, the Fund's vision, goal, and desired impact cannot be realized.
All of the Fund's activities (its processes and projects/programmes) are to be designed and implemented with the following four cross-cutting themes in mind: 1) engaging, empowering and benefiting the most vulnerable communities and social groups; 2) advancing gender equality and the empowerment of women and girls; 3) strengthening long-term institutional and technical capacity for effective adaptation; and 4) building complementarity and coherence with other climate finance delivery channels.

1.3.2 Gender and UNIDO

Institutional Commitment and Accountability: The importance of gender equality and women's empowerment is at the core of UNIDO's mandate and governed by the UNIDO Policy on Gender Equality and the Empowerment of Women (2019), the UNIDO Strategy for Gender Equality and the Empowerment of Women, 2024-2027 and the UNIDO Guide to gender analysis and gender mainstreaming the project cycle. Enhancing the role of women as drivers of poverty reduction and recognizing the link between gender equality and safeguarding the environment all promote inclusive and sustainable industrialization, and directly contribute to SDG 9 on industry, innovation and infrastructure, and to SDG 5 on gender equality.[2]

The interlinkages between gender and industry are also recognized in Goal 9 and the Lima Declaration on ISID, which both emphasized the role industry can play in promoting decent employment, opportunities for social inclusion and gender equality, and the empowerment of women. UNIDO abides by the fundamental principle of non-discrimination on the basis of sex, as established in the United Nations founding Charter of 1945 and the 1948 Universal Declaration on Human Rights and as reconfirmed through inter alia the Convention on the Elimination of All Forms of Discrimination against Women of 1979 the 1995 Beijing Declaration and Platform for Action and the 2030 Agenda commitments relating to gender equality and the empowerment of women and girls.

The UNIDO vision, as laid down in the 2019 Policy on Gender Equality and the Empowerment of Women (DGB/2019/16), is that women and men equally lead, participate in, and benefit from all project interventions. Towards this vision, UNIDO follows a comprehensive approach to gender equality and the empowerment of women, recognizing the interests, needs and priorities of both women and men and the intersecting diversity of different groups.

Institutional capacity on gender mainstreaming: All UNIDO staff have knowledge on gender through mandatory trainings such as of the UN Women online course 'I know Women' modules 1-2-3 and 15. Moreover, specific training took place for staff on the energy-gender nexus, the UNIDO gender policy and strategy, internal processes on gender mainstreaming.

[2] Gender equality and the empowerment of women | UNIDO

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2 Methodology

The methodology used in this report has been derived from the UNIDO Gender Mainstreaming tools developed for GEF projects[3] and the gender guidance Document for Executing Entities on Compliance with the Adaptation Fund Gender Policy[4].

Potential gender equality and women's empowerment challenges and opportunities have been identified taking intersectionality into account through a desk-based analysis and information gathered from consultations and project stakeholders. Through these, specific needs and priorities of women and youth were identified, as well as potential gender-related risks and impacts, including possible concerns regarding proposed project activities. The gender assessment has been conducted to identify potential project gender equality and women's and youth empowerment issues, but also opportunities. The outcomes are summarized in this document and have been integrated into the project proposal. Based on the gender assessment, a draft gender action plan has been developed including an initial data baseline, which will be validated, finalized and approved during project inception to ensure that progress towards GEEW results are being tracked and can be measured.

2.1 Gender questions

2.1.1 Development of questions to conduct the gender analysis

The following set of questions (Table 1) has been developed to assess the baseline situation for this global project and identify potential challenges and drivers to mainstream gender equality in the project activities.

Table 1: Questions to assess the baseline situation

What is the context?	● What are the gender norms and values globally? ● What are commonly held beliefs, perceptions, and stereotypes relating to gender? ● Are there policy documents or agreed gender assessments available that provide information and statistics on the gender gaps and priorities related to climate adaptation? ● Are there specific relevant laws and regulations in the targeted communities? ● Is gender-disaggregated data available?
Who has what?	● Do women and men have equal access to climate adaptation solutions? ● Do women and men have equal access to resources including finance (e.g. money to pay for clean water, fertilizer, pesticides), technologies (e.g. a harvesting technologies), information, and services? ● How are the knowledge, training and education levels among women and men?

[3] https://www.thegef.org/sites/default/files/documents/UNIDO_Gender_Mainstreaming_Analysis_Tool.pdf
[4] https://www.adaptation-fund.org/wp-content/uploads/2022/10/AF-gender-guidance_Sep-2022.pdf

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Who does what?	● What is the division of labour among women and men globally in general? ● How are the specific gender roles in climate adaptation? ● How do women and men's traditional activities affect their needs and priorities? ● What are the potential professional growth and business opportunities in the climate adaptation sector for women and men? ● Is there any association promoting gender equality in climate adaptation globally? ● Who are the key players in the country that help to promote gender equality and women's empowerment (GEEW) in climate adaptation and how can they be engaged in the project?
Who decides?	● At the household level, who takes decisions about resources and activities? ● Is there an equal participation of women and men in the political sphere? ● Is there an equal participation of women and men in investment decision making? ● Are there decision makers (in Government, Parliament) who are ready to champion gender equality and women's empowerment in climate adaptation? ● Are governmental institutions responsible for women's and gender issues, involved in decision-making at national policy and planning levels?

In addition, a second set of questions has been formulated to identify how the project can integrate gender mainstreaming issues and monitor progress against a set of indicators.

Table 2: Questions to improve the project contribution towards gender mainstreaming

Who benefits?	● Will the services and technologies provided by the project be equally available and accessible to both women and men? ● Is the design of the climate adaptation solutions likely to be inclusive and gender-responsive? ● What role will the deployed adaptation solutions and related livelihood/business model support play in helping women and men address their needs, priorities, and responsibilities?
How can the project improve gender equality and empower women?	● Which outputs/activities have the largest potential impact on women? ● How can outputs/activities be designed to improve gender equality and empower women? Is it necessary to offer specific services targeted at women? ● Are there any gender related risks or potentially adverse impacts and how to avoid or minimize them? ● Which gender specific targets and/or sex-disaggregated indicators can be developed to measure performance and impact? Which data can be collected throughout the programme to monitor the impacts for women and men (for example, sex-disaggregated user surveys, feedback/complaints channels, direct observation of infrastructure use)? ● How gender aware are project stakeholders and is it necessary to raise awareness on gender dimensions of staff in relevant government agencies?

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2.2 Data collection

National information and data about the gender situation globally was collected based on the following databases:

- The Human Development Reports (United Nations Development Programme - UNDP)[5];
- The Gender Data Portal (World Bank Group - WBG)[6];
- The Institute for Statistics UNESCO (United Nations Educational, Scientific and Cultural Organization).[7]
- Demographic and Health Surveys (DHS) Statcompiler.[8]
- World Bank: Women, Business and the Law.[9]
- Inter-Parliamentary Union (IPU).[10]
- UNICEF DATA.[11]
- World Bank, Development Research Group (PovcalNet).[12]
- World Bank's Entrepreneurship Survey and database.[13]
- World Bank, Doing Business project.[14]
- World Health Organization, Global Health Observatory Data Repository/World Health Statistics.[15]
- International Labour Organization, ILOSTAT database.[16]

[5] http://hdr.undp.org/en/humandev

[6] http://datatopics.worldbank.org/gender/country/moldova

[7] http://data.uis.unesco.org/

[8] https://www.statcompiler.com/

[9] https://wbl.worldbank.org/

[10] www.ipu.org . For the year of 2020, the data is as of August 1, 2020.

[11] http://www.data.unicef.org/ as of August 30, 2020.

[12] http://iresearch.worldbank.org/PovcalNet/index.htm

[13] http://www.doingbusiness.org/data/exploretopics/entrepreneurship

[14] http://www.doingbusiness.org/

[15] http://apps.who.int/gho/data/node.main.1?lang=en

[16] https://ilostat.ilo.org/ Data retrieved in September 20, 2020

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Data collection is also based on a desktop review including a comprehensive review of national laws and commitments on Gender and a review of the gender studies relevant for this project, such as those analysing gender dimensions of climate innovation and climate adaptation.

3 Gender equality – baseline situation

3.1 What is the context?

Women continue to face challenges due to imbalances in social norms and power relations in all SLLAS eligible countries (ODA eligible countries), many of which are expected to be Least Developed Countries (LDCs). According to the UN, LDCs are low-income countries confronting severe structural impediments to sustainable development; they are highly vulnerable to economic and environmental shocks and have low levels of human assets. There are currently 44 countries in the list of LDCs (updated December 2024), which is reviewed every three years by the Committee for Development Policy (CDP) of the UN[7]. While SLLAS is global in scope, many eligible countries are expected to face similar structural vulnerabilities, including high exposure to climate risks, limited adaptive capacity, and persistent gender inequalities.

Being able to adapt to climate change and to increase resilience is a critical priority for LDCs. These nations face significant structural challenges, including barriers to accessing climate finance, particularly for innovative adaptation measures with the active participation of the private sector aimed at reducing their vulnerability. While these countries may not all share the geographical isolation or small economies of some LDCs and SIDS, they still contend with economic dependencies and vulnerabilities tied to their reliance on climate-vulnerable sectors (e.g., agriculture, fisheries, forestry), fluctuating energy markets, and external economic shocks. For example, global disruptions like the COVID-19 pandemic and the impacts of the war in Ukraine, have exacerbated socio-economic inequalities and increased external pressures, including rising energy and food prices. These factors have pushed millions into poverty, weakened current account balances, and strained national resources, particularly in energy-dependent economies.[8]

In terms of gender equality, the Global Gender Gap Index (GGGI) benchmarks the current state and evolution of gender parity across four key dimensions: Economic Participation and Opportunity, Educational Attainment, Health and Survival, and Political Empowerment. It is the longest-standing index which tracks progress towards closing these gaps over time since its inception in 2006. The GGGI measures scores on a 0 to 100 scale and scores can be interpreted as the distance covered towards parity (i.e., the percentage of the gender gap that has been closed). For 2024, the GGGI includes 146 countries, and the global gender gap has been closed by 68.5%. At the current rate of progress, it will take 134 years to reach full parity[9].

In addition, the Gender Development Index (GDI) is a metric developed by UNDP to measure gender equality. The idea was to add a gender-sensitive dimension to the Human Development Index (HDI). GDI measures disparities in human development between men and women, focusing on three key dimensions: **health (life expectancy)**, **education (expected years of schooling)**, and **command over economic resources (income)**. It ranges from zero (0), where women and men fare equally, to one (1), where one gender fares as poorly as possible in all measured dimensions.

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3.2 Who does what?

As a group, women work as much as men, if not more. When both paid and unpaid work such as household chores and caregiving are taken into account, women work longer hours than men—an average of 30 minutes a day longer in developed countries and 50 minutes in developing countries. Only 50 per cent of women of working age are in the labour force, compared to 77 per cent of men. The gender gap in labour force participation remains especially large in Northern Africa, Western Asia and Southern Asia [17].Women are more likely than men to be unemployed or to be contributing family workers, which usually implies that they have no access to monetary income. Women are also more likely than men to be employed in the informal sector and employed part-time. However, while this can help them to better balance work, household and childrearing responsibilities, part-time jobs are often associated with lower hourly wages, less job security and less training and promotion opportunities than full-time employment. Women are over-represented as domestic workers, positions that are characterized by low pay, long hours and lack of social protection. Across all sectors and occupations, women on average earn less than men[18].

Gender gaps in the workforce across the globe are not only driven by cultural norms but are also affected by many factors, including long-standing structural barriers, socioeconomic and technological transformation barriers, as well as economic shocks. According to UN Women Progress of the World's Women 2019–2020: Families in a Changing World[65], women globally perform three times more unpaid care work than men, a burden particularly heavy in developing countries. The absence of institutional care services for children and caring for the elderly disproportionately affects women, limiting their time for education and participation in the labour force. This was evidenced and exacerbated during the COVID-19 pandemic, due to the amount of care work that fell on women as childcare facilities and schools were closed - a pattern of caregiving responsibility that was already pronounced before the pandemic[8]. When it comes to the global labour market, women, especially young women, have been among the worst affected by the impacts of the pandemic, and their recovery has also been among the slowest. A high-frequency phone survey data show that 15 months into the pandemic, women's employment was 23% below its pre-pandemic level. The decline in employment for women was more than threefold that of men.[66] Even in non-crisis times, decent work deficits are more pronounced among women. They tend to receive lower remuneration for the same work and frequently endure poorer working conditions than their male counterparts. They are also more susceptible to layoffs and face more barriers to re-entering the labour market than men do. Analysis by UN Women and the UN Development Programme (UNDP) suggested that by 2021 approximately 435 million women and girls around the world would be living on less than US$1.90 per day – and that 47 million would fall back into poverty as a result of pandemic-related shocks (UN Women 2020) [67] [68].

In both developed and developing countries, women-owned firms tend to operate in a restricted number of sectors, populated by smaller firms and characterized by low value added and low growth potential. Although a number of SMEs are run by women, the percentage of women ownership declines as firm size increases. In line with this, women-headed SMEs are more likely to be home based than male-headed businesses. Women entrepreneurs are more likely to be 'necessity' entrepreneurs rather than 'opportunity' entrepreneurs, although this changes when more economic opportunities open up for

[17] The World's Women 2015: Trends and Statistics, UN
[18] ibid

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women along with economic development. As such women entrepreneurs are heavily concentrated in the service sector and in business that conforms more to women roles (such as beauty parlors, food vending and sewing)[19]. Women remain an underrepresented group within the entrepreneurial space. The number of women entrepreneurs is increasing in some economies but they still lag significantly behind men in others. In the most recent Global Entrepreneurship Monitor (GEM 2019)[20] the ratio of women to men entrepreneurs ranged from 0.3 in Pakistan and 0.51 in Morocco to 0.75 in India, 0.88 in Colombia and in three economies the % of women exceeds that of men (Saudi Arabia, Qatar and Madagascar).

3.3 Who has what?

The significant socio-economic differences between men and women are deeply rooted in social structures and includes differences in access to resources, e.g. economic, land, credit, education as well as unequal opportunities to participate in and influence decision-making processes. In many countries, women continue to be economically dependent on their spouses. Lower proportions of women than men have their own cash income from labour as a result of the unequal division of paid and unpaid work. In developing countries, statutory and customary laws continue to restrict women's access to land and other assets, and women's control over household economic resources is limited. In nearly a third of developing countries, laws do not guarantee the same inheritance rights for women and men, and in an additional half of countries discriminatory customary practices against women are found. Moreover, about one in three married women from developing regions has no control over household spending on major purchases, and about one in 10 married women is not consulted on how their own cash earnings are spent.[21]

Access to finance is unequal between men and women. One well documented barrier to women entrepreneurs establishing and growing is access to finance, particularly early–stage finance; women-led ventures are significantly less likely to obtain funding. Although some of this is due to investor preference and bias regarding gender, one study found that much of the disparity in funding can be attributed to differences in start-up growth potential between women and men led ventures[22]. However, the same study showed that conditional on access to funds (i.e., venture capital), women and men are equally likely to achieve exit outcomes, through IPOs or acquisitions.

3.4 Who decides?

Inequality between women and men tends to be significant and highly visible in power and decision-making arenas. In most societies around the world, women hold only a minority of decision-making positions in public and private institutions. Women's representation among corporate managers, legislators and senior officials remains low, with only about half of countries having shares of women in managerial positions of 30 per cent or more, and none reaching or surpassing parity. The gender compositions of executive boards of private companies are also not close to parity[23]. Women's representation in a key area

[19] World Development Report 2012: Gender Equality and Development, IBRD, WB, 2012
[20] Global Entrepreneurship Monitor 2019/2020 Global Report
[21] The World's Women 2015: Trends and Statistics, UN
[22] Gender Gap in Entrepreneurship, Jorge Guzman, Columbia Business School & Aleksandra (Olenka) Kacperczyk, London Business School
[23] The World's Women 2015: Trends and Statistics, UN

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of cleantech, energy policy, is limited, across all levels of leadership. In a 2013 analysis of 72 countries, only 4 countries (6%) worldwide had women ministers overseeing national energy policies and programmes[24]. Of the 39 countries invited to the 2017 IEA Ministerial, the percentage was still low (10%) with only 4 women in the top jobs. In business the share of women employed in senior and middle management is not known in many of the countries in the UNDP database. A study by the European Institute for Gender Equality (EIGE), found that in 2011 women held about 25.6% of high-level decision-making positions in the environment, transport, and energy sectors.

4. Potential project contribution towards gender mainstreaming

4.1 Who benefits?

A guiding principle of the project is to ensure that both women and men equally lead, participate in and benefit from the project (UNIDO Gender Policy 2019). Particularly during the selection of adaptation SMEs and of Community Adaptation Advocates, and during the design of workshops and community plans, gender-responsive activities are important to ensure this goal. Special efforts will be made to promote equal participation of women and men, both at managerial and technical levels, as consultants, participants, entrepreneurs, mentors, etc. in all stages of project implementation.

4.2 How can the project improve gender equality?

UNIDO's Guide on Gender Mainstreaming Energy and Climate Change Projects is being used as a framework and guide for the gender studies of the project in order to ensure that the project is in line with both UNIDO and AF requirements. Based on the guidelines, attention will be paid to:

- **Gender analysis of the project:** Prior to the start of the project and with the support of the Gender team, an analysis of the project from a gender perspective will be carried out in an attempt to identify those improvements and recommendations that could guarantee greater inclusiveness within the design of the project.
- **Gender-responsive sourcing, screening, matching, and confirmation:** When sourcing, screening, matching, and confirming adaptation SMEs and other eligible solution providers under Output 2.1.1, the AIH-LLA framework will include criteria to assess gender and social inclusion responsiveness. This includes whether SMEs identify and address existing inequalities, promote equitable access to adaptation benefits, and demonstrate gender-responsive policies, practices, products, or service models. Targeted outreach will encourage participation by women-led SMEs, women co-founded SMEs, and other eligible solution providers serving women, youth, persons with disabilities, Indigenous Peoples, displaced persons, and other marginalized groups. In addition, SMEs with products and services aimed to improve the climate resilience of women will also be considered favourably. This will include targeted outreach e.g. through women's groups and associations to reach women founders and social entrepreneurs. Wherever possible, active conversations with investors will also be held to raise their awareness on gender-related issues as they link to the impacts

[24] USAID/IUCN, Women at the Forefront of the Clean Energy Future, 2014

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of climate change and what models to support. For entrepreneurship support under Output 2.2.2, the project supports up to 150 local entrepreneurs, especially women and youth, with participation tracked by sex and age.

- **Gender disaggregation of the project indicators:** The various beneficiaries of the project will be counted with a gender-disaggregated lens, with an aim to support equitable participation of women and men in community engagement, adaptation solution deployment, entrepreneurship support, and ecosystem engagement. The project recognizes the difficulty of finding this balance in a traditionally male-oriented sector. The project sets clear targets for female beneficiaries, aiming for 50% women among the 300 direct beneficiaries (approx. 150 women) and 50% women among the 3,000 indirect beneficiaries (approx. 1500 women).
- **Knowledge products will be gender-responsive:** The project develops community-authored or co-produced knowledge products that elevate community voices, ensuring content reflects diverse experiences, including those of women, youth, and marginalized groups. Showcasing activities at regional and global events ensure equitable representation across gender, age groups, and regions, with a focus on elevating the voices of women and underrepresented communities. Translation support and speaker coaching are provided, especially for youth and women advocates participating from grassroots contexts.
- **Gender-responsive recruitment:** Gender-responsive TORs will be used to mainstream gender in the activities of technical experts and Community Adaptation Advocates. In cases where the project does not have direct influence, gender-sensitive recruitment will be encouraged. Furthermore, whenever possible existing staff will be trained and their awareness raised regarding gender issues. The project aims for gender-balanced representation among Community Adaptation Advocates, with a target of at least 50% women among the 90 advocates selected and trained. Outreach for advocate selection specifically encourages the participation of women and actively seeks applications from diverse groups. The SLLAS Evaluation Committee, responsible for supporting community selection under Component 1 and quality assurance of SME/solution matching and final confirmation under Component 2, will include gender and inclusion expertise. Furthermore, the Executing Entity (EE) selected will execute Component 1, with the exception of Output 1.1.1, which will be executed by UNIDO. UNIDO will execute Components 2 and 3. Particular emphasis will be placed on the entity's ability to integrate gender considerations.
- **Gender-responsive training:** Existing and new staff will be trained and their awareness raised on gender issues when possible. Tailored training programmes for SMEs include modules on socially equitable and gender-responsive delivery models. Training for community advocates includes guidance on gender-sensitive approaches and promoting equitable participation. Entrepreneurship training uses inclusive and accessible tools, tailored to ensure active participation by women, youth, and marginalized groups.

In the project design, UNIDO has ensured that a gender lens has been incorporated, and the project log-frame developed reflects key gender-focused outputs, activities, indicators and targets. An analysis of the project has identified how the project can improve gender equality and proposes gender specific targets to be monitored and evaluated throughout the project implementation period. This has been laid down in a (draft) Gender Action Plan. This will be reviewed early in the project. Where necessary, a subsequent review will allow for adjustments of the gender-related targets based on progress against the gender action plan in the first year of execution and define the ways in which the project can achieve, or improve on, its gender-specific targets.

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5. Recommendations for Gender Mainstreaming

It is proposed that this project goes beyond just disaggregating data by sex and being gender-responsive in its outputs, activities, targets and indicators. The project will aim to sensitize stakeholders about gender-based biases and opportunities, enhance equality by engaging stakeholders that promote gender equality and women's empowerment, and ensure that women can equally participate in and benefit from the project as much as possible.

The following gender-responsive activities and targets will be monitored and evaluated throughout the project implementation period. The project will start with the suggested approaches to gender mainstreaming outlined in the next section.

5.1 Activities

Across all components of the project, it is recommended to initiate the process of gender integration with a series of **gender sensitization workshops for** PMU personnel and experts recruited for SLLAS to ensure a shared understanding of gender across the project. In addition, all UNIDO consultants and contractors providing training will have to complete the "I know gender" course from UN Women. It is expected that once the stakeholders have a shared understanding of gender, its role in the SMEs and in this project, they can take it forward and integrate gender in their own contexts. This would also mean that the stakeholders would be more involved and hence improve the overall outcome of the project. Gender equality and mainstreaming will also be addressed in the different outputs and activities implemented by the project, as summarised below. In sum, the project design will acknowledge the differences between women and men considering distribution of economic activities and social roles in the climate adaptation space.

Below is an indicative list of efforts SLLAS will integrateto improve gender equality across numerous activities:

Component 1: Community Leadership in Adaptation Planning and Demand Articulation

- Activity 1.1.1.1 (Develop and refine the Community Selection Framework): The Community Selection Framework will incorporate gender and social inclusion considerations alongside climate vulnerability and other selection criteria. The framework will consider whether SLLAS support can enable meaningful participation by women, youth, persons with disabilities, Indigenous Peoples, displaced persons, and other marginalized or underrepresented groups and strengthen inclusive, locally led adaptation processes.
- Activity 1.1.1.2 (Establish a multi-stakeholder SLLAS Technical Committee): The SLLAS Technical Committee will include or have access to expertise in gender equality and social inclusion to support gender-responsive and equity-sensitive technical review throughout programme implementation. This will include attention to community selection, adaptation priorities, proposed implementation modalities, safeguards, and community–MSME arrangements, while preserving community decision-making authority.
- Activity 1.1.1.3 (Select partner communities): Community selection will apply the gender and social inclusion provisions of the Community Selection Framework and consider the differentiated climate vulnerabilities and adaptation needs of women, men, youth, persons with disabilities, and other marginalized groups. Selection and due-diligence processes will also consider whether appropriate local structures and conditions exist, or can be strengthened, to support their meaningful participation throughout SLLAS implementation.

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- Activity 1.1.2.1 (Confirm 3 CAAs per community – 90 in total): The confirmation of Community Adaptation Advocates will be community-driven and adapted to local contexts, with targeted outreach to encourage women, youth, and other underrepresented groups to participate. The programme will aim for at least 50% women among the 90 CAAs, while also encouraging representation of groups whose perspectives may otherwise be underrepresented in community adaptation decision-making.
- Activity 1.1.2.2 (Develop training materials for CAAs on knowledge, information, and skills to develop Community Economy Adaptation Plans): CAA training materials will integrate gender-responsive adaptation planning, inclusive facilitation, equitable participation, safeguards, and approaches for identifying differentiated climate vulnerabilities, capacities, livelihood roles, and access barriers. Materials will be adapted, as appropriate, to local languages, literacy levels, accessibility needs, and socio-cultural contexts.
- Activity 1.1.2.3 (Deliver training to CAAs): Training delivery will use inclusive and accessible methods that enable meaningful participation by women, youth, persons with disabilities, and participants with different literacy and language needs. CAAs will be equipped to facilitate adaptation planning processes that actively seek and incorporate the knowledge, priorities, and experiences of different groups within their communities.
- Activity 1.2.1.1 (Support CAAs to develop a roadmap for community adaptation planning): Community adaptation planning roadmaps will include measures for inclusive participation in workshops, focus groups, interviews, and community dialogues. They will identify appropriate approaches for engaging women, youth, persons with disabilities, Indigenous Peoples, displaced persons, and other marginalized groups so that differentiated climate risks, livelihood roles, capacities, and barriers to adaptation are captured throughout the CEAP process.
- Activity 1.2.1.2 (Facilitate community interactions and dialogues to co-create CEAPs): Community dialogues will be designed to enable meaningful participation by women, youth, and marginalized groups through culturally appropriate facilitation, accessible formats, suitable timing and locations, and, where appropriate, separate discussion spaces. The process will ensure that CEAP priorities reflect diverse community knowledge, livelihood needs, climate vulnerabilities, coping strategies, and adaptation aspirations rather than only the perspectives of established community leaders.
- Activity 1.2.1.3 (Validate and finalize CEAPs with expert and community input): CEAP validation will provide dedicated opportunities for women, youth, persons with disabilities, and other underrepresented groups to review and comment on proposed priorities and actions. The validation process will assess whether identified actions respond equitably to differentiated climate risks and whether any proposed actions could inadvertently create or reinforce gender or social inequalities.
- Activity 1.2.2.1 (Facilitate community readiness, needs, partnership, and financing landscape assessment):Assessments will use participatory methods adapted to local languages, literacy levels, accessibility needs, and cultural contexts. They will examine how gender and other social factors influence access to services, livelihoods, productive assets, information, finance, decision-making, partnerships, and adaptation opportunities, including barriers that may prevent particular groups from benefiting from programme support.
- Activity 1.2.2.2 (Finalize adaptation demand profiles): Adaptation demand profiles will reflect differentiated needs, priorities, capacities, affordability constraints, and access barriers identified among women, men, youth, persons with disabilities, and other relevant groups. Where material differences

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exist, these will be explicitly captured so that subsequent decisions on implementation modalities and solution design do not treat the community as a homogeneous group.

- Activity 1.2.2.3 (Establish and operationalize community governance, monitoring, and learning systems):Community governance arrangements will promote inclusive representation and meaningful participation by women, youth, and underrepresented groups in decisions concerning adaptation priorities, implementation arrangements, community-managed resources, monitoring, and corrective action. Women and youth will be actively encouraged and supported to take on leadership and decision-making roles. Monitoring and feedback mechanisms will capture differentiated experiences of access, participation, benefits, risks, and satisfaction across community groups.
- Activity 1.2.2.4 (Support communities to prioritize and categorize CEAP actions): Prioritization and categorization of CEAP actions will consider not only climate relevance and implementation feasibility, but also who is expected to benefit, who may bear costs or risks, and whether different implementation modalities could create unequal access or reinforce existing inequalities. Women, youth, persons with disabilities, and other marginalized groups will have opportunities to participate in and influence decisions on which actions are prioritized and how they should be implemented.

Component 2: Locally Led Deployment and Sustainability of Innovative Adaptation Solutions

- Activity 2.1.1.1 (Support capability building for locally resourced adaptation actions): Capability building will be designed so that women, youth, persons with disabilities, and other underrepresented community members can participate in and contribute to locally resourced adaptation actions. Support will address relevant barriers to participation, including access to information, technical skills, decision-making processes, productive resources, time, mobility, and other context-specific constraints.
- Activity 2.1.1.2 (Implement priority community-scale adaptation actions via community-managed adaptation action grants): Community-managed adaptation action grants will be governed through transparent and inclusive arrangements that enable women, youth, and marginalized groups to participate meaningfully in decisions on the use of programme resources. Grant-supported actions will be screened for potential gender and social risks, and communities will be supported to consider equitable access to assets, services, employment or livelihood opportunities, and other benefits generated through the grants. Monitoring will assess the distribution of benefits and identify any groups that may be excluded or disproportionately affected.
- Activity 2.1.1.3 (Connect community priorities to the broader adaptation financing and governance ecosystem):Engagement with local and national authorities, financial institutions, cooperatives, NIEs, development partners, and other relevant actors will seek to reduce, rather than reinforce, existing inequalities in access to finance and institutional support. Women, youth, and other underrepresented groups will be supported to understand available financing and governance pathways and to articulate their adaptation priorities in engagement with external partners.
- Output 2.1.2: Community–MSME solution packages
- Activity 2.1.2.1 (Identify local MSMEs to provide solution packages to community-prioritized adaptation actions):Identification of local MSMEs will consider their capacity to provide accessible and gender-responsive solutions and services, alongside technical, financial, safeguards, and delivery requirements. Outreach will seek to reach women-led and women-owned MSMEs and other underrepresented entrepreneurs where relevant. Potential

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providers will be assessed for their ability to understand and respond to differentiated needs, affordability constraints, accessibility requirements, and socio-cultural conditions within participating communities.

- Activity 2.1.2.2 (Deliver onboarding training to selected MSMEs for LLA-aligned business models and deployment): Onboarding will include gender-responsive and socially inclusive service delivery, community engagement, affordability and accessibility, safeguards, accountability, and prevention of exclusion or unintended harm. MSMEs will be supported to incorporate these considerations into their business models and operational approaches for each participating community.
- Activity 2.1.2.3 (Facilitate community–MSME co-design of solution deployment milestones and business plan): Co-design processes will ensure that women, youth, persons with disabilities, and other marginalized groups can influence solution design, delivery arrangements, service conditions, affordability measures, and relevant milestones. Business plans and deployment milestones will identify, where appropriate, measures required to ensure equitable access and benefits and to mitigate gender- or inclusion-related risks.
- Activity 2.1.2.4 (Support MSMEs to operationalize LLA-aligned delivery models in each community according to the agreed business plans and deployment milestones): MSMEs will be supported to adapt delivery models to local gender roles, socio-cultural realities, affordability constraints, accessibility requirements, and patterns of access to information, finance, mobility, and productive resources. Implementation support will pay particular attention to whether women, youth, low-income households, persons with disabilities, and other marginalized groups can access and benefit from the services provided.
- Activity 2.1.2.5 (Deploy adaptation solutions through inclusive, community-led delivery processes and milestone-based grants): Deployment will be carried out through inclusive community-led processes and monitored against agreed milestones that incorporate relevant gender and inclusion commitments. Monitoring will assess not only the delivery of solutions but also who is able to access, use, control, and benefit from them. Where gender- or inclusion-related barriers emerge during implementation, community feedback and adaptive management mechanisms will be used to adjust delivery arrangements.
- Outcome 2.2: Climate-resilient Livelihoods and Adaptation-linked Enterprise
- Activity 2.2.1.1 (Facilitate participatory workshops to explore climate-resilient livelihood opportunities enabled by the deployed solutions): Workshops will provide inclusive spaces for women's groups, youth groups, local entrepreneurs, service providers, and other community actors to identify livelihood opportunities linked to deployed adaptation solutions. Facilitation methods, timing, locations, and formats will be adapted where needed to reduce barriers to participation by women, youth, persons with disabilities, and marginalized groups.
- Activity 2.2.1.2 (Translate community opportunity maps into structured business model concepts): Business model concepts will be developed with attention to the opportunities, capacities, constraints, and market roles of women, youth, and underrepresented local entrepreneurs. The process will assess whether proposed models provide realistic and equitable opportunities for participation and benefit and avoid reproducing existing barriers to ownership, productive assets, finance, markets, or decision-making.

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- Activity 2.2.1.3 (Facilitate community reflection and prioritization of adaptation-linked enterprise opportunities):Community reflection and prioritization will ensure that women, youth, and marginalized groups can influence which adaptation-linked enterprise opportunities are considered most relevant and feasible. Participatory approaches will consider potential livelihood benefits, entry barriers, workload implications, control over income or productive assets, and risks of exclusion when prioritizing opportunities for further support.
- Activity 2.2.2.1 (Deliver targeted, inclusive entrepreneurship training for selected community members pursuing adaptation-linked business ideas): Entrepreneurship training will actively encourage participation by women and youth and will be adapted to local languages, literacy levels, accessibility needs, and prior business experience. Training will address context-specific barriers that may affect women and other underrepresented entrepreneurs, including access to finance, markets, networks, technology, productive assets, and business information.
- Activity 2.2.2.2 (Provide one-on-one coaching to refine business plans and define self-determined action pathways):Individual coaching will enable participants to develop business plans and action pathways suited to their own circumstances, capabilities, and aspirations. Accessible visual, oral, or other adapted tools will be used where needed, and coaching will consider gender-specific and other barriers affecting access to markets, finance, productive assets, networks, and enterprise support.
- Activity 2.2.2.3 (Facilitate exposure to enterprise support services and peer learning opportunities within each community): Linkages to enterprise support services, cooperatives, financial institutions, networks, and peer-learning opportunities will be facilitated in ways that actively include women, youth, and other entrepreneurs who may have weaker existing networks or more limited access to formal business support. Where feasible, the programme will seek partnerships with service providers able to address gender-specific barriers to enterprise development.

Component 3: Evidence, Learning, and Monitoring for Scalable Locally Led Adaptation

- Activity 3.1.1.1 (Capture and document community-level insights from solution deployment and adaptation planning): Community-level learning will intentionally capture the experiences and perspectives of women, youth, persons with disabilities, and other marginalized or underrepresented groups. Knowledge collection methods will seek to understand differentiated experiences of participation, access, benefits, barriers, and changes in adaptive capacity, and outputs will use accessible formats and local languages where appropriate.
- Activity 3.1.1.2 (Synthesize programme-level learning from cross-cutting analysis of Components 1 and 2):Programme-level analysis will examine gender equality and social inclusion across adaptation planning, community governance, management of adaptation resources, solution deployment, livelihood development, enterprise participation, and access to benefits. Where feasible, programme data will be disaggregated by sex, age, and other locally relevant characteristics to identify differences in participation and outcomes.
- Activity 3.1.1.3 (Publish and disseminate knowledge products through accessible, multi-platform channels):Knowledge products will be developed and disseminated in formats accessible to diverse audiences, including community-facing formats where relevant. Communication products will highlight gender-responsive results, lessons on inclusive locally led adaptation, and the experiences and contributions of women, youth, and other underrepresented actors.

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- Activity 3.1.2.1 (Identify and prepare MSMEs and community advocates for global or regional showcasing):Selection of participants for regional and global showcasing will seek equitable representation across gender, age, geography, sectors, enterprise types, and community roles. Women, youth, and grassroots participants will receive tailored preparation where needed, including speaker coaching, translation, accessible materials, and other support required for meaningful participation.
- Activity 3.1.2.2 (Facilitate participation in regional and global events, dialogues, and learning platforms):Participation in external events and platforms will be structured to elevate diverse community and MSME perspectives, including those of women, youth, and underrepresented groups. Appropriate support will be provided to reduce practical barriers to participation and enable grassroots actors to contribute substantively rather than participate only symbolically.
- Activity 3.1.3.1 (Synthesize policy-relevant lessons from SLLAS implementation): Policy-relevant synthesis will capture evidence on how gender-responsive and socially inclusive approaches affect community agency, adaptation effectiveness, access to solutions and finance, sustainability of community-managed actions, and adaptation-linked livelihoods. Lessons will identify both effective practices and persistent structural barriers relevant to replication and scale-up.
- Activity 3.1.3.2 (Facilitate strategic contributions to at least 10 global adaptation or policy events): Strategic contributions will integrate SLLAS evidence on gender-responsive and locally led adaptation, including lessons on women's leadership, youth engagement, inclusive community governance, equitable management of adaptation resources, and gender-responsive private-sector and community–MSME delivery models.
- Outcome 3.2: Participatory Monitoring and Adaptive Learning
- Activity 3.2.1.1 (Develop and pilot participatory monitoring and feedback tools with communities): Participatory monitoring tools will be co-developed with communities and adapted to different gender, age, literacy, language, and accessibility needs. Tools may include community scorecards, structured feedback sessions, storytelling, user feedback, and other locally appropriate approaches capable of capturing differentiated experiences of participation, access, benefits, risks, and satisfaction.
- Activity 3.2.1.2 (Establish regular community feedback loops to inform programme improvement): Community feedback mechanisms will actively seek input from women, youth, persons with disabilities, end users, and other groups whose views may not be captured through existing community leadership structures. Feedback will be reviewed as part of programme adaptive management, with identified gender- or inclusion-related barriers informing corrective action where necessary.
- Activity 3.2.1.3 (Facilitate structured peer learning among adaptation MSMEs and community advocates): Peer-learning activities will provide inclusive opportunities for women and men MSME representatives and CAAs to share experiences and practical approaches to locally led and gender-responsive adaptation. Facilitation will seek balanced participation and will capture lessons on inclusive community engagement, service delivery, livelihood opportunities, and approaches for overcoming barriers faced by women, youth, and marginalized groups.

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- Activity 3.2.2.1 (Design and launch a digital platform for knowledge management and programme learning): The digital platform will be designed with attention to accessibility, data protection, gender-related digital divides, low-bandwidth environments, language needs, and different levels of digital literacy. Platform design will avoid reliance on digital access as the sole means of participation or access to programme knowledge where this could disadvantage women or other groups with lower connectivity or device access.
- Activity 3.2.2.2 (Provide tailored interfaces and training for MSMEs, community advocates, and the PMU):Interfaces and training will be adapted to the different digital capabilities, language needs, accessibility requirements, and connectivity conditions of users. Training will seek equitable access for women and men users and provide additional support where gender, disability, literacy, connectivity, or other factors create barriers to effective use of the platform.

5.2 Gender specific indicators

Gender specific and/or sex-disaggregated indicators that will be used in this project are summarized below.

Impact

- Direct beneficiaries supported by the project
    - Female direct beneficiaries
    - Youth direct beneficiaries
- Indirect beneficiaries supported by the project
    - Female indirect beneficiaries
    - Youth indirect beneficiaries

Outcome 1.1: Communities map climate challenges and priority sectors, and establish programme structures

- Number and percentage of trained Community Adaptation Advocates (CAAs), disaggregated by sex and age, with a target of at least 50% women among the 90 CAAs.
- Number and percentage of partner communities in which women, youth and marginalized or underrepresented groups participate in identifying climate challenges and priority adaptation sectors.
- Percentage of CAAs reporting increased capacity to apply gender-responsive and socially inclusive approaches to community adaptation planning.

Outcome 1.2: Communities develop CEAPs, set priorities and mobilize partnerships for action

- Number and percentage of CEAPs that document differentiated climate risks, adaptation needs and priorities of women, men, youth and marginalized groups.

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- Number and percentage of community governance, monitoring and learning mechanisms with meaningful representation of women and youth in decision-making roles.
- Number and percentage of prioritized CEAP actions for which gender and social inclusion implications, including differentiated access, benefits and potential risks, have been considered.

Outcome 2.1: Priority adaptation actions are implemented through community systems

- Number and percentage of community-managed adaptation actions in which women, youth and marginalized groups participate in decisions concerning the use of adaptation resources.
- Number and percentage of community–MSME co-design processes with documented participation of women, youth and marginalized or underrepresented groups.
- Percentage of women and other targeted groups reporting that deployed adaptation solutions are accessible and responsive to their adaptation needs.

Outcome 2.2: Community-led climate-resilient livelihood strategies and business models sustain and expand the impact of deployed adaptation solutions

- Number and percentage of community members participating in adaptation-linked entrepreneurship training, disaggregated by sex and age.
- Number and percentage of adaptation-linked business model concepts developed with substantive participation by women and/or youth.
- Percentage of women and youth participants reporting improved knowledge, skills, networks or access to enterprise support services for adaptation-linked livelihoods.

Outcome 3.1: Knowledge, evidence and learning from programme implementation are captured, synthesized and shared

- Number and percentage of community-level knowledge products that capture the experiences and perspectives of women, youth and marginalized groups.
- Number and percentage of women and youth among CAAs and MSME representatives supported to participate in regional or global learning and showcasing platforms.
- Number of programme-level knowledge or policy products that synthesize lessons on gender-responsive and socially inclusive locally led adaptation.

Outcome 3.2: Participatory monitoring and adaptive learning systems support programme responsiveness and accountability

- Number and percentage of participating communities using monitoring or feedback mechanisms designed to capture the perspectives of women, youth and marginalized groups.
- Number and percentage of women, youth and marginalized community members participating in programme feedback and monitoring processes.
- Number of programme adjustments or corrective actions made in response to gender- or social-inclusion-related community feedback.

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5.3 Gender related risks or potentially adverse impacts and possible corrective measures

The project design acknowledges that achieving effective Locally Led Adaptation (LLA) requires addressing structural barriers and ensuring the agency, inclusion, and empowerment of local actors—particularly women, youth, Indigenous Peoples, displaced populations, and other marginalized groups. Failure to do this constitutes a key risk or potential adverse impact.

Here are the specific gender-related risks and adverse impacts mentioned, and the corresponding corrective measures:

Gender-related risks and potential adverse impacts:

1. Structural barriers and inequality: structural barriers such as gender, location, and socio-economic status could lead to inequities in benefit sharing. There is also a risk of gaps in access to resources and decision-making bodies for marginalized groups, including women and youth.
2. Limited participation and exclusion: despite the project's design promoting inclusive access, risks of unintentional exclusion persist due to social norms or power imbalances. Specifically, there is a moderate risk that entrenched social norms may limit women's equal participation or benefit from SLLAS activities. The baseline data notes limited representation of women, youth, and marginalized groups in current adaptation planning processes and that women and youth are particularly underrepresented in local entrepreneurship in many vulnerable communities. Adaptation SMEs may also lack the resources, knowledge or tools to genuinely include perspectives from marginalized groups meaningfully in their business models and adaptation solutions.
3. Solutions not meeting differentiated needs: without intentional effort, solutions or processes may not be tailored to the specific needs, values, and delivery realities of the local context, which can differ significantly across gender and social groups. There is a risk that climate change impacts different groups differently, and solutions may not effectively and equitably respond to local needs. This includes potential affordability barriers and inaccessibility of solutions.
4. Exacerbating existing vulnerabilities: there is a risk, though the project aims to avoid it, that adaptation solutions could introduce unintended harm or exacerbate existing vulnerabilities if social dynamics, safety, or other concerns (potentially gendered) are not adequately addressed in design and implementation. A risk exists that only well-educated and urban women, or women from higher social classes, will benefit from support provided through SLLAS, and not women in lower social classes or rural areas, who often have fewer opportunities. This potential bias is inherent in many women's empowerment and gender equality projects in countries with a disparity between urban and rural areas.

Corrective measures and safeguards:

The SLLAS programme embeds numerous measures throughout its design and implementation to mitigate these risks and promote gender equity:

1. **Integration of gender and inclusion principles:**
    - The project is designed to address structural inequalities and ensures gender- and youth-responsive strategies are embedded across selection, participatory planning, and deployment processes.

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- The programme fosters institutional arrangements that mainstream gender considerations and ensure the inclusion of marginalized groups.
- Compliance with the Adaptation Fund's Gender Policy is a core requirement, enforced through screening processes and adherence to the Environmental and Social Management Framework (ESMF).

2. **Inclusive selection and targeting:**

- The Adaptation Impact Hypothesis for Locally Led Adaptation (AIH-LLA) framework, used for selecting adaptation SMEs, includes clear and measurable criteria to assess gender and social inclusion responsiveness, focusing on how SMEs identify and address existing inequalities and ensure adaptation benefits are accessible to women, youth, and other marginalized groups. The Evaluation Committee includes expertise in gender and social inclusion for community selection, SME/solution matching, and final confirmation.
- The confirmation process for Community Adaptation Advocates prioritizes transparency and inclusivity, actively encouraging the participation of women, youth, and other marginalized groups who are often underrepresented in formal leadership roles. A target is set that at least 50% of community adaptation advocates selected are expected to be women.
- Outreach processes for identifying advocates are localized and target networks that reach underrepresented groups, particularly women's and youth-led associations.
- Awareness campaigns are tailored to reach historically underserved groups, ensuring their engagement in solution uptake and decision-making.

3. **Capacity building and training:**

- SMEs receive tailored training on LLA, including socially equitable and gender-responsive delivery models. Mentors guide SMEs in developing community engagement plans that prioritize marginalized groups, including women, youth, and persons with disabilities, ensuring SMEs uphold principles of equity and inclusion.
- Community Adaptation Advocates receive intensive training on gender-responsive adaptation planning, environmental and social safeguards, and inclusive stakeholder engagement. This includes Gender-Sensitive Approaches, with tools and methods for applying gender analysis, promoting equitable participation, and embedding inclusive solutions. Training materials are adapted to reflect differentiated needs, including accessibility.
- Entrepreneurship support specifically targets local entrepreneurs, especially women and youth, through inclusive training and coaching. This includes financial literacy and enterprise development training where necessary to ensure those responsible for service delivery have the tools and confidence needed.

4. **Inclusive planning and design processes:**

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- Participatory assessments, CEAP development, and demand profile processes build on community knowledge to generate nuanced, context-specific insights. These processes explicitly use participatory tools, such as mobility mapping and livelihood analysis, to explore how different groups, *especially women, youth, and persons with disabilities*, access services, livelihoods, finance, information, and adaptation opportunities. Sessions are designed and facilitated to ensure active participation from women, youth, and other marginalized groups, using culturally appropriate and linguistically accessible approaches. Where culturally appropriate, parallel sessions for men and women are facilitated to support safe and open dialogue.
- Co-design workshops are structured, inclusive spaces for dialogue, using participatory and context-sensitive methods to ensure the voices of all community segments—including women, youth, persons with disabilities, and marginalized groups—are actively engaged and reflected in the final design. This includes gender-segregated and mixed-group discussions to address community-specific norms and accessibility concerns.
- The roadmap for community adaptation planning outlines how to organize inclusive workshops, focus groups, and interviews, ensuring dialogues are participatory, gender-responsive, and accessible to marginalized populations. Strategies for engaging women, youth, and vulnerable groups are embedded throughout.
- CEAP validation sessions actively encourage contributions from women, youth, and marginalized groups to ensure the final plan is equitable, relevant, and widely supported.

5. **Promoting equitable benefits and livelihoods:**
    - The project helps communities, especially women and youth, develop climate-resilient business models linked directly to adaptation solutions, ensuring they provide value and offer economic opportunities.
    - Co-developed business and service models are assessed for administrative feasibility, equity, and long-term financial sustainability. Particular attention is given to engaging women and youth—both as key users and as potential service managers—through targeted consultations and inclusive facilitation. Emphasis is placed on ensuring models are gender-responsive, socially inclusive, and rooted in local realities.
    - Participatory pricing and financing exercises are used to explore affordability and develop equitable pricing strategies. Dedicated segments in co-design focus on identifying potential affordability barriers and exploring models that allow for equitable access.
6. **Inclusive governance and monitoring:**
    - Community-led governance structures are established or strengthened with special emphasis on being gender-responsive and youth-inclusive. Women and youth are not only represented but actively encouraged and supported to take on leadership roles.
    - A participatory monitoring protocol is introduced, aligned with LLA principles and the AIH-LLA, enabling communities to track key indicators, including social equity impacts.

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- Monitoring tools are adapted to local literacy and technological contexts and include templates and facilitation guidance to ensure inclusive use across gender, age, and literacy levels. Community feedback systems prioritize the voices of end users—particularly women, youth, and vulnerable groups.
- Results are captured through inclusive indicators disaggregated by gender, age, and other identity markers. Annual reports highlight gender-responsive results.
- A multi-tier grievance mechanism, aligned with AF and UNIDO policies, is established with accessible channels, ensuring transparency and resolution for complaints.

7. **Safeguards and risk management:**

- All community-led adaptation partnerships are screened for environmental and social risks using a standardized checklist aligned with the Adaptation Fund's Environmental and Social Policy (ESP) and Gender Policy. This screening assesses potential community-level impacts related to vulnerable groups and gender equity.
- Proposals must outline mitigation measures for any identified risks, and these measures are monitored during implementation.
- The ESMF provides screening and mitigation measures for risks related to Access and Equity (addressing structural barriers) and Marginalized and Vulnerable Groups (addressing unintentional exclusion due to social norms/power imbalances). It specifically addresses the Gender Equity and Women's Empowerment risk related to entrenched social norms limiting participation/benefit.
- Public disclosure and consultation processes for the ESMF and Environmental and Social Management Plans (ESMPs) ensure inclusive participation of women, youth, Indigenous Peoples, and marginalized groups.
- Safeguards technical backstopping will be provided through the PMU, UNIDO, and relevant technical experts to support E&S assessments and management.

6. (Draft) Gender Mainstreaming Action Plan

*This draft action plan will be reviewed and validated by the PMU, UNIDO, and the selected Executing Entity at the beginning of the project's inception phase, and incorporated into the project's annual work plans.

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Gender mainstreaming action	Timeline / Project Activity	Indicator	Target	Responsible Party
Inclusive community selection. Integrate gender equality and social inclusion considerations into the Community Selection Framework, including differentiated climate vulnerability, barriers to participation and potential for SLLAS to strengthen inclusive locally led adaptation.	Activities 1.1.1.1–1.1.1.3	Gender and social inclusion considerations incorporated into the Community Selection Framework and applied during community selection	Framework includes explicit gender/social inclusion provisions; provisions applied in selection of all partner communities	PMU, UNIDO, SLLAS Technical Committee, local partners
Gender-responsive technical oversight. Ensure the SLLAS Technical Committee includes or has access to gender and social inclusion expertise to support review of community selection, planning, implementation modalities, safeguards and delivery arrangements.	Activity 1.1.1.2 and throughout implementation	Gender/social inclusion expertise represented or available to the Technical Committee	Gender and social inclusion considerations reflected in relevant Technical Committee reviews and recommendations	UNIDO, PMU, SLLAS Technical Committee
Inclusive selection of Community Adaptation Advocates (CAAs). Conduct targeted outreach to women, youth and other underrepresented groups and encourage their participation as CAAs.	Activity 1.1.2.1	Number and percentage of CAAs selected and trained, disaggregated by sex and age	90 CAAs, with at least 50% women	PMU, local authorities, community organizations, local partners
Gender-responsive CAA training. Integrate gender-responsive adaptation planning, safeguards, inclusive facilitation, differentiated vulnerability and equitable participation into training materials and delivery.	Activities 1.1.2.2–1.1.2.3	Percentage of CAAs reporting increased capacity to apply gender-responsive and socially inclusive approaches	Gender/social inclusion integrated into CAA curriculum; at least 60% of CAAs report increased relevant knowledge/capacity	PMU, subject-matter experts, training partners
Inclusive community adaptation planning roadmaps. Support CAAs to plan engagement processes that enable women, youth, persons with disabilities and other marginalized groups to participate through appropriate formats, timing, locations and facilitation approaches.	Activity 1.2.1.1	Number of community adaptation planning roadmaps incorporating inclusive engagement measures	Inclusive engagement provisions incorporated into roadmaps for all 30 CEAP processes	PMU, CAAs, local facilitators
Inclusive CEAP co-creation and validation. Facilitate community dialogues, focus groups and validation processes that capture differentiated climate risks, livelihood needs, capacities and adaptation priorities of women, men, youth and marginalized groups.	Activities 1.2.1.2–1.2.1.3	Number and percentage of CEAPs developed through processes with documented participation of women, youth and marginalized groups	30 CEAPsdeveloped and validated through inclusive participatory processes	PMU, CAAs, community members, local facilitators
Gender-responsive readiness, needs, partnership and financing assessments. Examine differentiated access to services, productive assets, information, finance, decision-making, partnerships and	Activity 1.2.2.1	Number of community assessments documenting gender- and social-group-specific barriers, needs and opportunities	Assessments completed for all 30 target communitiesand inform subsequent demand profiles	PMU, CAAs, local facilitators

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adaptation opportunities, using methods accessible to diverse community groups.			and implementation planning	
Gender-responsive adaptation demand profiles. Ensure adaptation demand profiles reflect differentiated priorities, affordability constraints, access barriers and adaptation needs among women, men, youth and other relevant groups.	Activity 1.2.2.2	Number and percentage of adaptation demand profiles incorporating differentiated gender and social inclusion considerations	Gender/social inclusion considerations reflected in demand profiles for all target communities, where relevant differences are identified	PMU, CAAs
Inclusive community governance, monitoring and learning systems. Encourage meaningful representation and leadership of women and youth in community structures responsible for decision-making, monitoring, feedback and management of adaptation resources.	Activity 1.2.2.3	Number and percentage of community governance, monitoring and learning mechanisms with meaningful representation of women and youth in decision-making roles	Inclusive governance, monitoring and learning arrangements operational in all 30 communities	PMU, community institutions, CAAs, local authorities
Gender-responsive prioritization of CEAP actions. Consider who benefits, who bears costs or risks, differential access, and possible gender/social impacts when communities prioritize and categorize CEAP actions for implementation.	Activity 1.2.2.4	Number and percentage of prioritized CEAP actions for which gender and social inclusion implications have been considered	Gender/social inclusion implications considered as part of prioritization and categorization in all participating communities	PMU, CAAs, community governance structures
Inclusive capability building for locally resourced adaptation actions. Enable women, youth and marginalized community members to participate in planning and implementing locally resourced actions, addressing relevant skills, information, mobility, time and access barriers.	Activity 2.1.1.1	Number and percentage of participants in capability-building activities, disaggregated by sex and age	Participation tracked by sex and age; participation of women, youth and marginalized groups actively supported	PMU, local technical partners, community institutions
Equitable management of community adaptation action grants. Establish transparent and inclusive processes for decisions over community-managed grant resources and monitor equitable access to assets, services, employment, livelihood opportunities and other benefits generated by supported actions.	Activity 2.1.1.2	Number and percentage of community-managed adaptation actions in which women, youth and marginalized groups participate in decisions on the use of adaptation resources	All community-managed adaptation action grants apply agreed inclusive governance, transparency and benefit-access measures	PMU, community governance structures, CAAs
Inclusive engagement with the adaptation financing and governance ecosystem. Support communities, including women and youth groups, to understand financing options, engage external actors and articulate priorities without reinforcing existing inequalities in access to finance and institutional support.	Activity 2.1.1.3	Number of community financing/governance engagements in which women and youth participate meaningfully	Gender and social inclusion considered in all programme-supported financing and governance engagements	PMU, CAAs, financial institutions, government and development partners

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Gender-responsive identification of local MSMEs. Use inclusive outreach to identify suitable local providers, including women-led MSMEs where available, and assess providers' capacity to address differentiated accessibility, affordability and socio-cultural needs of community members.	Activity 2.1.2.1	Number of MSMEs identified/engaged, disaggregated by ownership/leadership by women where data are available; gender/social inclusion responsiveness considered in provider assessment	Inclusive outreach undertaken; women-led MSMEs encouraged to participate; all selected providers assessed for gender/social inclusion responsiveness	PMU, local partners, SLLAS Technical Committee
Gender-responsive onboarding of MSMEs. Train selected providers on inclusive community engagement, equitable service delivery, affordability, accessibility, safeguards and prevention of exclusion or unintended harm.	Activity 2.1.2.2	Number and percentage of selected MSMEs completing LLA and gender/social inclusion training	All selected MSMEs/provider teams receive relevant onboarding before deployment	PMU, UNIDO, gender/LLA specialists, training providers
Inclusive community–MSME co-design. Ensure women, youth, persons with disabilities and marginalized groups can influence solution design, business plans, delivery arrangements, affordability measures and deployment milestones.	Activity 2.1.2.3	Number and percentage of community–MSME co-design processes with documented participation of women, youth and marginalized groups	Inclusive co-design undertaken for all community–MSME solution packages	PMU, community members, MSMEs, CAAs
Gender-responsive delivery models and solution deployment. Support MSMEs to address gender roles, affordability, accessibility, information gaps and other barriers and monitor whether different groups can access, use and benefit from deployed solutions.	Activities 2.1.2.4–2.1.2.5	Percentage of women and other targeted groups reporting that deployed adaptation solutions are accessible and responsive to their adaptation needs	Gender/social inclusion provisions reflected in agreed business plans and deployment milestones; access and benefits monitored during deployment	PMU, MSMEs, community governance structures
Inclusive identification of adaptation-linked livelihood opportunities. Use participatory workshops and opportunity mapping to ensure women, youth and marginalized groups can identify and prioritize livelihood opportunities enabled by deployed solutions.	Activities 2.2.1.1–2.2.1.3	Number of livelihood opportunity processes with documented participation of women and youth; number of business model concepts developed with substantive participation by women and/or youth	Inclusive livelihood opportunity exercises conducted across participating communities; women- and youth-relevant opportunities tracked	PMU, local facilitators, enterprise support partners
Inclusive entrepreneurship capacity building and coaching. Encourage women and youth to participate in entrepreneurship training and provide adapted coaching that addresses barriers to finance, markets, networks, productive assets and business information.	Activities 2.2.2.1–2.2.2.3	Number and percentage of participants receiving entrepreneurship training/coaching,	Up to 150 local entrepreneurssupported; participation tracked by sex and age, with strong	PMU, local facilitators, enterprise support partners

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		disaggregated by sex and age	emphasis on women and youth	
Gender-responsive knowledge capture and dissemination. Ensure community-level and programme-level knowledge products reflect diverse experiences and analyse gender equality and social inclusion outcomes and lessons.	Activities 3.1.1.1–3.1.1.3	Number and percentage of community-level knowledge products capturing perspectives of women, youth and marginalized groups; number of programme-level products analysing gender/social inclusion	Gender-responsive evidence and underrepresented voices reflected systematically in programme knowledge products	PMU, CAAs, Communication and M&L specialists
Equitable representation in regional and global learning platforms. Seek balanced representation across gender, age, geography, sector and stakeholder role and provide targeted preparation, translation or speaker support where necessary.	Activities 3.1.2.1–3.1.2.2	Number and percentage of women and youth among CAAs and MSME representatives supported to participate in regional/global platforms	Equitable representation considered in participant selection; women, youth and grassroots actors receive tailored support where required	PMU, event organizers
Integrate gender-responsive lessons into policy engagement. Capture and communicate evidence on women's leadership, youth participation, inclusive community governance, equitable resource management and gender-responsive community–MSME delivery.	Activities 3.1.3.1–3.1.3.2	Number of policy/knowledge contributions incorporating gender-responsive and socially inclusive LLA lessons	Gender and social inclusion lessons incorporated, where relevant, into SLLAS contributions to the targeted adaptation/policy events	PMU, UNIDO, knowledge/policy specialists
Participatory and gender-responsive monitoring and feedback. Develop tools accessible across sex, age, language, literacy and disability and actively seek feedback from groups whose views may not be captured through established leadership structures.	Activities 3.2.1.1–3.2.1.2	Number and percentage of communities using monitoring/feedback mechanisms that capture perspectives of women, youth and marginalized groups	Participatory monitoring and feedback systems operational across all 30 communities	PMU, CAAs, local partners
Use gender-responsive feedback for adaptive management. Track whether community feedback identifies gender or inclusion barriers and document corrective actions or programme adjustments.	Activity 3.2.1.2	Number of programme adjustments or corrective actions responding to gender- or social-inclusion-related feedback	Relevant gender/social inclusion issues identified through feedback are documented and acted upon through adaptive management	PMU, community governance

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Annex III: SLLAS - USP Classification and Justification

To ensure alignment with the Adaptation Fund's guidance on Unidentified Sub-Projects (USP), the SLLAS programme applies the "Fully Unidentified Sub-Projects (USP) within a Fixed Framework" modality to the adaptation solutions, community-led adaptation partnerships, and deployment modalities to be confirmed under Outputs 2.1.1 and 2.1.2. These sub-projects—namely, the confirmation of solutions to be deployed through community-MSME/solution provider partnerships, as well as the implementation of other of community-prioritized adaptation actions, and the refinement of associated business, delivery, and financial models—cannot be pre-identified at the proposal stage without compromising the core locally led adaptation (LLA) principle of community agency.

This annex presents a structured justification of these USP elements, outlining the rationale for their non-identification at submission, their alignment with the full cost of adaptation principle, and the safeguards and processes that ensure their implementation will be participatory, accountable, and climate-responsive. The table below provides an overview of each USP type, its justification, and the mitigation measures embedded to ensure alignment with the Fund's requirements.

Table 1: Adaptation Fund USP Classification and Justification

Type of USP	Elaboration for non-identification at this stage	Justification for inclusion	Implementing safeguards and measures
Identification, confirmation, and deployment of community-prioritized adaptation solutions and actions	At proposal stage, the specific adaptation solutions or actions, community-MSME partnerships, and deployment modalities involving MSMEs and/or other eligible solution providers cannot yet be identified because communities must first be selected and their priorities articulated through the community identification and CEAP processes under Component 1. Only after this will adaptation MSMEs and other eligible solution providers be identified and confirmed by communities.	This allows SLLAS to keep solution selection demand-driven and locally led, so that only solutions aligned with community-defined priorities, local context, affordability considerations, and LLA requirements proceed to confirmation and deployment. It also preserves flexibility to identify one or more suitable SMEs and/or other eligible solution providers depending on the response pathways and delivery conditions defined by communities.	All solutions undergo screening and due diligence by the SLLAS Technical Committee and the Environmental and Social Management Framework (ESMF). Participatory safeguards are embedded through the CEAP and demand profile development process under Outputs 1.2.1 and 1.2.2. Deployment plans and milestones must be endorsed by communities and validated by the PMU and Technical Committee before larger deployment resources are committed.

Annex IV – Indicative Programme Delivery Unit Composition, Roles, and Functions

1. Programme Delivery Unit

A Programme Delivery Unit (PDU) will support the day-to-day execution and technical delivery of SLLAS. The PDU will report to the UNIDO Project Manager through the SLLAS Lead.

The SLLAS Lead will:

- serve as the main coordination and reporting link between the PDU and the UNIDO Project Manager
- coordinate day-to-day execution between UNIDO and MetaMeta
- serve as the Component 3 Technical Lead

The Component Technical Leads will submit workplans, execution updates and technical results through the SLLAS Lead. They will remain responsible for delivering their assigned activities and outputs. Contractual and administrative supervision will remain with the entity that contracts each individual.

1.1 Indicative composition

The PDU will comprise:

- SLLAS Lead, also serving as Component 3 Technical Lead
- Component 1 Technical Lead
- Component 2 Technical Lead
- One Operations Coordinator under UNIDO and one Operations Coordinator under MetaMeta

The PDU composition is indicative. The number of personnel, contractual arrangements, duration and levels of effort may be adjusted during execution according to:

- approved workplans and budgets
- the timing, scope and complexity of activities
- execution sequencing
- the specific and evolving needs of participating communities

PDU personnel may be engaged on a full-time or part-time basis, as appropriate.

<u>Activity-specific Technical Experts and service providers</u>
Component Technical Leads will identify the expertise required to deliver their assigned activities and outputs. International, regional, national and local Technical Experts, contractors and/or service providers may be engaged as needed for clearly defined activity-level assignments and deliverables.

These Technical Experts, contractors and service providers will not be members of the PDU. Technical Experts will report to the relevant Component Technical Lead on the delivery and technical soundness of their work. Contractors and service providers will deliver the services and outputs specified in their contracts, subject to technical review by the relevant Component Technical Lead. Contractual and administrative responsibility will remain with the contracting entity. The number, specialisations, duration and levels of effort of Technical Experts will reflect the requirements of the relevant activities and the needs of participating communities.

Component Technical Leads may:

- identify the required expertise
- prepare technical Terms of Reference, specifications and deliverables
- provide technical inputs to selection and evaluation
- coordinate technical inputs
- review and confirm technical deliverables

Recruitment, procurement, contracting, payments and contract administration will be handled through the relevant execution arrangements.

The PDU structure and levels of effort may be adjusted during execution within the approved budget. Any adjustment will maintain a clear separation between:

- substantive technical delivery financed through component activity budgets
- programme execution and administration financed through execution costs
- Implementing Entity supervision and corporate oversight financed through the Implementing Entity fee

Technical Experts, contractors and service providers engaged for these assignments may be financed through the relevant component activity budgets in accordance with the cost-allocation principles below.

1.2 Cost-allocation principles

The financing source will be determined by the function and deliverable, not by PDU membership, position title, duty station, contracting entity or reporting line.

Component-funded Technical Leads may:

- lead the technical delivery of activities and outputs
- maintain technical coherence across related activities
- develop technical methods, tools and guidance
- provide specialised technical assistance
- coordinate inputs from Technical Experts, service providers and eligible Community Adaptation Advocates
- prepare technical Terms of Reference, specifications and evaluation inputs
- review activity-level technical deliverables
- provide technical results and evidence for consolidated programme reporting

Technical Experts, contractors and service providers may be financed through component activity budgets for defined technical assignments and deliverables under specific activities.

Component activity budgets will not finance:

- general programme management
- overall execution coordination
- financial or fiduciary administration
- procurement or contract administration

- grant administration or payment processing
- routine programme or financial reporting
- general records management
- Implementing Entity supervision
- corporate quality assurance and oversight

Preparing technical Terms of Reference, specifications and evaluation inputs is a technical function. Recruitment, procurement, contracting, payment processing and contract administration are execution functions.

Where an individual performs functions financed through more than one budget category, the respective responsibilities, deliverables and levels of effort will be defined and recorded separately. No function, deliverable or level of effort will be financed more than once.

The UNIDO Project Manager is not a member of the PDU. The UNIDO Project Manager provides programme-level direction and performs UNIDO's Implementing Entity supervision and oversight functions. The level of effort related to these functions will be financed through the Implementing Entity fee and will not be charged to component activity budgets or execution costs.

2. Indicative Roles and Functions

2.1 SLLAS Lead

also serving as Component 3 Technical Lead

- **Duty station:** UNIDO Headquarters or another location, as appropriate
- **Reports to:** UNIDO Project Manager
- **Contracting entity:** UNIDO
- **Duration and level of effort:** Based on programme-execution requirements and assigned Component 3 activities
- **Financing source:** Execution costs for programme-execution functions and Component 3 activity budgets for substantive technical functions

Purpose

The SLLAS Lead will:

1. coordinate the day-to-day execution of SLLAS
2. provide technical leadership for Component 3

Time and costs will be allocated according to defined functions, deliverables and documented levels of effort.

Execution-funded responsibilities

- Serve as the main coordination and reporting link between the PDU and the UNIDO Project Manager
- Coordinate execution responsibilities, workplans and operational dependencies between UNIDO and MetaMeta

- Maintain the consolidated execution schedule and responsibility matrix
- Convene PDU coordination meetings and follow up on agreed actions
- Consolidate execution updates from the Component Technical Leads and Operations Coordinators
- Coordinate the consolidation of routine programme and financial reporting

- Monitor schedules, expenditure, operational risks and follow-up actions
- Coordinate the timely initiation and follow-up of procurement, contracting, grant-administration and financial processes with the responsible institutional units
- Refer technical matters to the relevant Component Technical Lead, community decisions to the relevant community governance structure, and unresolved programme matters to the UNIDO Project Manager

Component 3-funded responsibilities

- Lead the technical delivery of Component 3 activities and outputs
- Guide community-level evidence collection and documentation
- Lead cross-community analysis and synthesis of evidence from Components 1 and 2
- Develop programme-level learning, knowledge and policy products
- Lead the design of participatory monitoring, community-feedback and adaptive-learning approaches
- Guide peer learning, knowledge dissemination and the technical development of the digital knowledge platform
- Identify and coordinate activity-specific Component 3 experts and service providers
- Review Component 3 technical deliverables
- Provide Component 3 results and evidence for consolidated programme reporting

Component 3 will not finance general programme management, execution coordination, procurement or contract administration, grant administration, budget administration, routine reporting, operational logistics or Implementing Entity oversight.

2.2 SLLAS Community Engagement Expert

Component 1 Technical Lead

- **Duty station:** MetaMeta Headquarters or a field location, as appropriate
- **Reports operationally through:** SLLAS Lead to the UNIDO Project Manager
- **Contractual and administrative supervision:** MetaMeta
- **Contracting entity:** MetaMeta
- **Duration and level of effort:** Based on the requirements of Component 1 activities
- **Financing source:** Component 1 activity budgets

Purpose

The Component 1 Technical Lead will lead the technical delivery of Component 1 and support communities in establishing the planning, governance and demand-articulation foundations required for locally led execution.

Key responsibilities

- Lead and maintain technical coherence across Component 1 activities and outputs
- Guide development and application of the Community Selection Framework and relevant Technical Committee inputs
- Guide community-led confirmation and training of Community Adaptation Advocates
- Lead development and contextualisation of CAA training and CEAP planning tools
- Guide participatory climate-risk, adaptation-needs, livelihood and local economic analysis
- Guide development, validation and finalisation of CEAPs
- Guide community readiness, partnership and financing-landscape assessments
- Support preparation and endorsement of adaptation demand profiles
- Provide technical guidance for community governance, accountability, grievance, monitoring and learning systems
- Guide prioritisation and categorisation of CEAP actions
- Identify and coordinate activity-specific experts, eligible CAAs and service providers
- Prepare technical Terms of Reference, specifications and evaluation inputs
- Review Component 1 technical deliverables and provide results to the SLLAS Lead
- Ensure that LLA and inclusion principles are applied and that technical support does not replace community decision-making

Component 1 will not finance general programme management, execution coordination, financial or fiduciary administration, procurement or contract administration, grant administration, routine reporting, Technical Committee administration or Implementing Entity oversight.

2.3 SLLAS Adaptation MSME Engagement Expert

Component 2 Technical Lead

- **Duty station:** UNIDO Headquarters or a field location, as appropriate
- **Reports operationally through:** SLLAS Lead to the UNIDO Project Manager
- **Contractual and administrative supervision:** UNIDO
- **Contracting entity:** UNIDO
- **Duration and level of effort:** Based on the requirements of Component 2 activities
- **Financing source:** Component 2 activity budgets

Purpose

The Component 2 Technical Lead will lead the technical delivery of locally resourced and community-managed actions, community-MSME partnerships, adaptation-solution deployment and adaptation-linked livelihood support.

Key responsibilities

- Lead and maintain technical coherence across Component 2 activities and outputs
- Guide readiness assessments and capability support for locally resourced actions
- Provide technical inputs to community-managed action plans, budgets, milestones, safeguards measures and operation and maintenance arrangements
- Support preparation of community priorities for engagement with financing and governance institutions
- Guide local provider mapping, targeted sourcing and technical eligibility review
- Lead LLA-aligned onboarding of selected MSMEs and solution providers
- Guide community-MSME co-design of solution packages, business models and milestone plans
- Review deployment plans, affordability arrangements, technology risks and sustainability measures
- Support localisation of business, maintenance and service-delivery models
- Guide livelihood-opportunity mapping, entrepreneurship training and coaching
- Identify and coordinate activity-specific experts, eligible CAAs, service providers and Technical Committee inputs
- Prepare technical Terms of Reference, specifications and evaluation inputs
- Review Component 2 technical deliverables and provide results to the SLLAS Lead
- Ensure that LLA, inclusion and community authority are maintained throughout provider engagement and deployment

Component 2 will not finance programme management, execution coordination, procurement or contract administration, grant or payment processing, financial or fiduciary administration, routine reporting or Implementing Entity oversight.

2.4 Operations Coordinators

One Operations Coordinator will be recruited under UNIDO and one Operations Coordinator under MetaMeta, according to the respective execution responsibilities of the two entities.

- **Duty stations:** UNIDO and MetaMeta offices, as appropriate
- **Reports operationally through:** SLLAS Lead to the UNIDO Project Manager
- **Contractual and administrative supervision:** Respective contracting entity
- **Duration and level of effort:** Based on the volume and timing of execution requirements
- **Financing source:** Respective UNIDO and MetaMeta execution-cost allocations

The two Operations Coordinators may be engaged on a full-time or part-time basis, with their respective levels of effort determined through approved workplans and documented execution requirements.

Key responsibilities

- Administer entity-specific operational processes
- Maintain execution schedules and administrative trackers

- Coordinate procurement, recruitment, contracting and financial processes with the responsible institutional units
- Maintain procurement, contract, grant and payment records
- Track contracts, deliverables, payments and closure requirements
- Verify the administrative completeness of payment and disbursement documentation
- Support budget monitoring, expenditure forecasting and routine reporting
- Maintain auditable programme records
- Coordinate the administrative preparation and follow-up of meetings, missions, workshops, training and travel, with direct meeting and travel expenses budgeted separately under the relevant execution-cost lines
- Support grant agreements, disbursements and grant records
- Obtain technical specifications, evaluation inputs and acceptance of deliverables from the relevant Component Technical Leads
- Coordinate cross-entity operational matters through the SLLAS Lead

Where an Operations Coordinator has the required qualifications, the individual may undertake a separately defined technical assignment under a component activity. Such assignments must:

- be outside normal operational responsibilities;
- identify the relevant activity and technical deliverable;
- specify the period and level of effort; and
- be recorded separately from execution-funded functions

Component funding will not cover administrative support or supplement execution-cost resources. Procurement, contracting, payment processing, travel arrangements, venue booking, record keeping and logistical coordination will remain execution costs.

The SLLAS Lead will coordinate operational matters between UNIDO and MetaMeta. The Component Technical Leads will coordinate technical links between activities but will not manage general institutional or administrative coordination.

The rates, levels of effort, annual allocations and total costs associated with the Operations Coordinators and other programme execution functions are presented in the standalone programme execution-cost breakdown in Part III, Section G of the main proposal.

Annex V – Terms of Reference: SLLAS Technical Committee

Mandate and Role:
The SLLAS Technical Committee will be responsible for supporting the transparent and technically robust selection of vulnerable communities under Component 1, and the technical quality assurance and validation of solutions to be deployed under Component 2. Its primary mandate is to ensure that all selections and confirmations are evidence-based, transparent, inclusive, and aligned with SLLAS objectives, including adherence to environmental, social, gender, technical, fiduciary, and locally led adaptation principles . The Committee is also responsible for upholding locally led adaptation (LLA) principles throughout the review, matching, and confirmation process. While the Committee does not include direct representatives from each applicant community, community ownership is safeguarded through the Community Economy Adaptation Plan (CEAP) process, community review of shortlisted options, participatory co-design, and the community approval of partnership and deployment arrangements. Only community-led partnerships that demonstrate inclusive consultation, community approval, and endorsement by recognized community-based organizations will be considered for final confirmation. The Committee's role is to advise the communities through technical validation of solutions to be deployed.

Responsibilities include:

- Review and score community applications against established criteria, including climate vulnerability, inclusion, local ownership, feasibility, and impact potential.
- Technically review and screen solutions from MSMEs and/or other eligible solution providers against established criteria, including adaptation relevance, technical soundness, scalability, affordability, operational readiness, safeguards compliance, and alignment with LLA principles
- Support and advise communities in determining the solution to be deployed, by providing technical, safeguards, inclusion, fiduciary, and LLA-alignment quality assurance, without substituting for community decision-making on preferred solution pathwaysTechnically assess the alignment between adaptation solutions proposed by MSMEs and/or other eligible solution providers and community-defined adaptation priorities, using evidence generated through application forms, CEAPs, demand profiles, community feedback, climate risk profiles, and Adaptation Impact Hypothesis – Locally Led Adaptation (AIH-LLA) where relevant.
- Ensure that E&S and maladaptation screening, aligned with the Adaptation Fund's environmental and social principles and the SLLAS ESMF, is applied rigorously during shortlisting, co-design, and final confirmation.
- Provide technical input, where needed, on grievances or disputes arising from selection and matching processes, without replacing the programme grievance mechanism.
- Support the identification of gaps in solution availability and advise on targeted calls for innovations or additional sourcing where no suitable solution is available
- Uphold and monitor the application of LLA principles in evaluation deliberations, with explicit attention to inclusion, local ownership, community agency, and context relevance.

Composition:
The Committee will consist of 6–8 members with balanced gender, regional, and sectoral representation, including:

- **UNIDO Technical Experts** – covering adaptation innovation, resilience-building, and MSME development.
- **Environmental and Climate Change Expert** – with knowledge of environmental safeguards, resilience metrics, and climate risk data interpretation.
- **Gender and Inclusion Specialist** – ensuring that intersectional perspectives of women, youth, Indigenous Peoples, and marginalized groups are considered in all decisions.
- **Local and Regional Experts** – LLA practitioners or experts with demonstrated knowledge of LLA, community engagement, and/or the sociocultural dynamics of target regions (Africa, Asia, and LAC).
- **Independent Representative from Civil Society, Academia, or a Multilateral Body** – offering objective perspectives on ethical integrity, transparency, and development effectiveness.

Observers may include:

- Representatives from National Designated Authorities (NDAs) and National Implementing Entities (NIEs).
- Partners involved in community outreach or monitoring (e.g., IIED, executing entities).

Selection of Committee Members:
Members will be identified by UNIDO and the SLLAS PMU through a transparent, merit-based process with attention to gender parity and regional balance. Letters of Appointment will be issued outlining roles and expectations. All members will be required to adhere to a Code of Conduct. At least one member with direct experience working in or with community-based organizations or networks must be included to strengthen community representation. The Committee will act as a technical, safeguards, and LLA-alignment quality assurance body and will not replace community authority over preferred solution pathways or locally defined priorities.

Decision-Making Process:

- Decisions will be made by consensus where possible; otherwise, by majority vote.
- A quorum of two-thirds of members is required for decision-making.
- Members must disclose conflicts of interest and recuse themselves when applicable.
- Community perspectives and LLA considerations will be systematically included as part of the deliberation process, and where disagreements arise, the inclusion rationale must be documented.
- Committee recommendations must be documented as quality assurance inputs and must not override documented community preferences, unless minimum technical, safeguards, fiduciary, inclusion, or LLA requirements are not met