



ADAPTATION FUND

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April 7-8, 2026

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Adaptation Fund Board  
Project and Programme Review Committee  
Thirty-seventh meeting  
Bonn, Germany

**LOCALLY-LED ADAPTATION GLOBAL  
AGGREGATOR PROGRAMME PROPOSAL  
UNITED NATIONS INDUSTRIAL  
DEVELOPMENT ORGANISATION (UNIDO)**



ADAPTATION FUND

## ADAPTATION FUND BOARD SECRETARIAT TECHNICAL REVIEW OF PROJECT/PROGRAMME PROPOSAL

PROJECT/PROGRAMME CATEGORY: LLA Aggregator Fully-developed proposal

**Country/Region:** Global

**Project Title:** Scaling Locally Led Adaptation Solutions (SLLAS)

**Thematic Focal Area:** Multi-Sector

**Implementing Entity:** United Nations Industrial Development Organization (UNIDO)

**Executing Entities:** MetaMeta and United Nations Industrial Development Organization (UNIDO)

**AF Project ID:** AF00000439

**IE Project ID:**

**Requested Financing from Adaptation Fund (US Dollars):** USD 15,000,000

**Reviewer and contact person:** Andrew Hollander

**Co-reviewer(s):** Alyssa Gomes

**IE Contact Person:**

<p>Technical Summary</p>	<p>The programme “Scaling Locally Led Adaptation Solutions (SLLAS)” aims to enable the adoption and scale-up of proven climate adaptation solutions through locally led processes. It consists of three components which are designed to strengthen iterative collaboration between communities and adaptation SMEs – positioning them as both solution providers and solution users – within a framework grounded in the principles of locally led adaptation. The three components are:</p> <p><u>Component 1:</u> Locally Led Deployment and Sustainability of Innovative Adaptation Solutions (USD 7,254,042);</p> <p><u>Component 2:</u> Community-Driven Planning and Demand Generation for Adaptation Solutions (USD 4,000,000);</p> <p><u>Component 3:</u> Evidence, Learning, and Monitoring for Scalable Locally Led Adaptation (USD 1,800,000)</p> <p><u>Requested financing overview:</u></p> <p>Project/Programme Execution Cost: USD 582,322  Total Project/Programme Cost: USD 13,636,364  Implementing Fee: USD 1,363,636  Financing Requested: USD 15,000,000</p> <p>The first technical review identified several points requiring clarification or corrective action, particularly concerning country eligibility verification, clarity on community decision-making and direct access to finance, and detailed budget justifications</p>
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	<p>including for costs and fees. These are discussed in the Clarification Requests (CRs) and Corrective Action Requests (CARs) raised in the review below</p> <p>The second review identified a number of critical issues, including significant inconsistencies in the project's safeguards and risk management frameworks (USPs, E&amp;S checklist), an incomplete M&amp;E budget plan, and a project duration that is ambitious for its scope. These are discussed in the Clarification Requests (CRs) and Corrective Action Requests (CARs) raised in the review below.</p> <p>The third review identified that a number of critical issues still remain. This includes truly devolving decision-making to local actors over the adaptation solutions being deployed in their community, the rationale behind “matching” communities with external SMEs and ensuring the sustainability of programme interventions. These are discussed in the Clarification Requests (CRs) and Corrective Action Requests (CARs) raised in the review below.</p> <p>The fourth review identifies that a number of critical issues still remain. This includes truly devolving decision-making to local actors, ensuring the programme covers the full cost of adaptation, and justifying cost effectiveness, among others. These are discussed in the Clarification Requests (CRs) and Corrective Action Requests (CARs) raised in the review below.</p> <p><i>Please be advised that the findings of the AFB Secretariat’s review of the funding proposal(s) do not reflect, indicate, or prejudice the outcome of the reaccreditation process currently underway. The Implementing Entity (IE) shall acknowledge that the funding proposal will not be approved by the Board if the IE’s accreditation has expired, and reaccreditation has not been achieved at the time of the Board’s decision. Notwithstanding this potential risk, the IE has elected to proceed with the development of the funding proposal.</i></p>
Date:	3 March 2025

Review Criteria	Questions	1 <sup>st</sup> Round Comments [ 17 July 2025]	2 <sup>nd</sup> Round Comments [2 September 2025]	3 <sup>rd</sup> Round Comments [18 December 2025]	4 <sup>th</sup> Round Comments [3 March 2025]
Country Eligibility	1. Does the proposal include a mechanism that will ensure that the participating countries are party to the Paris	<p><b>Needs some clarification.</b></p> <p>The proposal states that the call for applications will be open to "all</p>	<p><b>CAR1: Cleared</b> Paragraph 367</p> <p>The proposal has been updated to clarify that all beneficiary</p>	-	-

	<p>Agreement and/or the Kyoto Protocol?</p>	<p>communities in countries that are part of the DAC list of ODA recipients" (paragraph 50). While the DAC list broadly includes developing countries, it does not explicitly guarantee that all selected countries will be Parties to the Paris Agreement and/or the Kyoto Protocol, which is an AF eligibility requirement. The proposal clarifies that "Final deployment communities will be selected from within this pool in alignment with AF geographic and vulnerability-based eligibility" (paragraph 351), but the specific mechanism to ensure this alignment with the Paris Agreement/Kyoto Protocol is not fully detailed.</p> <p>Furthermore, not all of the countries and territories on the DAC</p>	<p>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.</p> <p>This eligibility criteria has been added to the Community Selection Framework.</p>		

		<p>list of ODA recipients are eligible for Adaptation Fund funding (e.g. Türkiye, Montserrat, Wallis and Futuna, Saint Helena, Tokelau)</p> <p><b>CAR1:</b> Kindly ensure that only countries eligible for Adaptation Fund funding will participate in the programme. Please also clarify the specific mechanism or due diligence process that will be implemented <i>after</i> a community from the DAC list of ODA recipients is pre-selected, and <i>before</i> final deployment, to verify that the country is a developing country Party to the Paris Agreement and/or the Kyoto Protocol. This must be a formal, documented step in the selection process for the 30 deployment communities.</p>			
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	<p>2. Does the proposal describe how the IE will involve the participation of developing countries particularly vulnerable to the adverse effects of climate change? Does it specify countries, a region, or two or more regions?</p>	<p><b>No.</b></p> <p>The proposal does not specify countries that will be involved in this programme. The proposal states that the programme is global and countries are eligible to participate based on being part of the DAC list of ODA recipients. The proposal outlines a global scope ("Global (all ODA eligible countries)" and "across Latin America and the Caribbean (LAC), Africa, and Asia" - paragraph 12), and explicitly states that communities will be selected based on "high vulnerability to climate change" (paragraph 44). The program targets developing countries on the DAC list of ODA recipients. The "impact categories" for community selection (paragraph 51) are also directly</p>	<p><b>CAR2: Cleared</b> Paragraphs 45, 47</p> <p>Revised proposal states that SLLASS will ensure balanced representation across LAC, Africa, and Asia by selecting approximately 10 communities from each region.</p> <p>This regional distribution target will be embedded into the Community Selection Framework and scoring matrix used by the Evaluation Committee.</p>	<p><b>New CAR17:</b> Page 120. On page 120 of the main proposal, it states that "the SLLAS PMU will obtain a formal non-objection from the Adaptation Fund National Designated Authority (AF NDA) in the country where the project will operate".</p> <p>Please note that 'Letters of Endorsement' from the respective Designated Authority are required in each country where the programme operates. Please outline, in the main proposal (under the monitoring arrangements), the process that will be undertaken for securing Letters of Endorsement. LOEs will need to be submitted along with annual PPRs.</p>	<p><b>New CAR17: Cleared</b> Paragraphs 85, 439</p> <p>Thank you for including the process for securing LoEs. These will be requested from DAs before activities are conducted in the respective country. LoEs will be submitted to the AF Secretariat as part of Annual Project Performance Reports.</p>
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		<p>linked to prevalent climate hazards, indicating a focus on vulnerability. However, the proposal mentions "30 vulnerable communities" as the target (paragraph 24) without specifying the exact geographical distribution across the identified regions (LAC, Africa, Asia). While this is understandable for a global aggregator, more detail on how a balanced representation of particularly vulnerable developing countries will be ensured within the 30 communities would strengthen this.</p> <p><b>CAR2:</b> While the proposal targets vulnerable communities globally, please elaborate on the strategy to ensure equitable representation and participation of countries particularly</p>			
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		vulnerable to the adverse effects of climate change across the identified regions (LAC, Africa, Asia) within the cohort of 30 selected communities, ensuring diversity in vulnerability contexts.			
Programme Eligibility	1. Does the length of the proposal amount to no more than one hundred(100) pages for the fully-developed project document, and one hundred(100) pages for its annexes?	<p><b>Yes.</b></p> <p>The fully-developed project document contains more than 100 pages (104 pages).</p> <p>The annexes contain less than 100 pages (82 pages).</p>		-	-
	2. Does the proposal describe how it 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	<p><b>Needs further clarification.</b></p> <p>The proposal provides a detailed mechanism for distributing grants to 30 SMEs to support the deployment of adaptation solutions for locally-led scale up. Adaptation solutions will be supported with a milestone-based</p>	<p><b>CR1: Cleared</b></p> <p>Paragraph 47 The proposal has been updated to clarify that finalizing the impact categories and Community Selection Framework is an intentional design decision. Inclusive stakeholder engagement will take place at project inception with the EE, regional experts, and</p>		

	<p>and build in climate resilience?</p>	<p>grant, with milestones co-developed with the local community.</p> <p>Component 1.1 sets out a structured approach for the deployment of adaptation solutions by SMEs in target communities. This includes identifying vulnerable communities and mapping their needs, identifying “deployment-ready” adaptation solutions from SMEs, as well as the process of matching 30 communities with 30 SMEs.</p> <p>Communities will be selected through various global calls for applications targeting different “impact categories”, which reflect specific climate hazards and priority areas/sectors, and evaluated using a Community Selection Framework.</p>	<p>civil society representatives.</p> <p><b>CR2 Not Cleared</b>  Paragraphs 75, 76  It is positive that the proposal now states that Rapid Participatory Needs Assessments (RPNA) will be conducted in each shortlisted community prior to the final SME matchmaking process. This is additional evidence that can inform a structured community consultation and validation prior to final matchmaking. However, the decision-making process is still determined by the Evaluation Committee and involves pre-selected SMEs. To truly encapsulate the principles of locally-led adaptation, the programme needs to how community members will be included in the final</p>	<p><b>CR2: Cleared</b>  Paragraph 76.  Thank you for clarifying in paragraph 76 that communities will be presented with “one or more pre-selected SMEs” and given greater choice and decision-making on which SME/solution they would like to partner with for solution deployment. Please note, while this CR2 has been cleared, there is a more fundamental issue with the process of “matching” which is discussed in <b>CR7</b> and <b>CR8</b>.</p>	

		<p><b>CR1:</b> Please justify why the “impact categories” and Community Selection Framework have not been finalized at the point of proposal development.</p> <p><b>CR2:</b> Please provide more details on how climate risks, adaptation priorities, and social dynamics of target communities will be evaluated prior to matching with SME adaptation solutions. An application form alone may not provide sufficient detail for the SLASS Evaluation Committee to make an evidence-based decision. Participatory needs assessments will be carried out in each target community as part of activity 1.1.3.1 which is a strong method for gathering evidence. However, in the current proposal, these only</p>	<p>decision-making process for selecting SMEs. The final selection should not be a top-down decision made solely by the Evaluation Committee. Instead, the committee's role should be to present a pre-vetted, qualified shortlist of SMEs to the communities. From this shortlist, the communities themselves, through a designated and representative local body, will make the final selection based on their identified needs and priorities.</p> <p><b>CR3: Cleared</b> Paragraph 56 The proposal has been revised to outline a detailed outreach strategy.</p> <p><b>CR4: Cleared</b> Paragraph 67 The proposal has been updated to justify that finalization of the AIH-LLA</p>		
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		<p>occur <u>after</u> matchmaking.</p> <p><b>CR3:</b> Please provide more details on the outreach efforts that will be undertaken to ensure that the global call for applications is accessible to a range of vulnerable communities and ensures broad participation of local actors.</p> <p>SMEs providing adaptation solutions will be selected through various calls for applications. This will involve an extensive outreach campaign leveraging existing UNIDO networks, before screening on initial eligibility, and evaluating SMEs based on the Adaptation Impact Hypothesis – Locally Led Adaptation (AIH-LLA) framework.</p>	<p>framework will take place during project implementation to allow for inclusive stakeholder engagement with community perspectives in the process.</p> <p><b>CR5: Not Cleared</b> Paragraphs 359, 362 A strong and logical linkage between Community-Based Adaptation Plans (CBAP) and the grant distribution is not evident in the proposal. The proposal states that CBAP will also “validate or refine the SME solution matched to the community”, but this is a factor that influences how the solution will be deployed, as opposed to an integral part of determining what the actual solution is. Clarification is required to ensure that community</p>	<p><b>CR5: Not Cleared</b> Based on the revised proposal and the response sheet provided by UNIDO, it is understood that Community-Based Adaptation Plans (CBAPs) are intentionally developed after adaptation solution deployment as part of the programme’s sustainability strategy.</p> <p>While CBAPs can be a useful sustainability tool, the proposal does not sufficiently demonstrate how local priorities, vulnerabilities, and socio-cultural context are fully understood prior to solution deployment,</p>	<p><b>CR5: Cleared</b> Paragraphs 25, 76</p> <p>The revised proposal clarifies that the local context will be fully considered prior to confirming solution deployment, notably through the Rapid Participatory Needs Assessment (RPNA) and the community engagement grant phase. These steps provide a participatory mechanism to validate and refine community priorities before community–SME partnerships are finalised. On this basis, this CR is cleared. Remaining concerns relate to the financing of CBAP-identified priorities and are</p>
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		<p><b>CR4:</b> Activity 1.1.2.1 is to refine and operationalise the AIH framework so that it incorporates LLA considerations. This assumes that the respective AIH and LLA frameworks can be effectively merged. Please explain how we can be sure that this will result in a concise and fit-for-purpose framework, and please justify why this merging activity was not finalised at the point of proposal development.</p> <p>The proposal and Annex IV clarify the use of a "Fully Unidentified Sub-Projects (USP) within a Fixed Framework" modality for the selection and deployment of SME-led adaptation solutions and their associated financial models (Annex IV, Table 1). The SME-led deployments</p>	<p>planning has a key role in ensuring local actors have agency over what the SME solution is and that it emerges from a locally-led process.</p> <p><b>CR6: Cleared</b> Paragraph 57 The proposal has been updated to clarify that applications submitted by CSOs/NGOs must include a declaration of community endorsement and a summary of community consultations.</p>	<p>particularly given that solutions are identified and prepared in advance through SMEs. As currently designed, CBAPs appear to consolidate or extend solutions already deployed, rather than inform the nature of the adaptation response from the outset.</p> <p>The current approach of developing CBAPs after solution deployment is not satisfactorily justified in this proposal. A lack of understanding of the local context could potentially result in maladaptation. Please clarify how the local context will be understood sufficiently to ensure that subsequent solution deployment addresses community priorities and vulnerabilities.</p>	<p>discussed under <b>CR13</b>.</p>
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		<p>under Activity 1.1.3.4 (USD 100,000 to 250,000) are effectively the grants that are being discussed, and their sourcing and screening processes are integrated into the overall program design via the AIH-LLA framework (ESMF, Section 3.3).</p> <p>However, the description of "small grant proposals" and how they directly flow from the community-led plans (paragraph 346 in main proposal) still needs a clearer articulation in relation to these SME-led grants. While Annex IV clarifies that the solutions are demand-driven and co-designed by communities during implementation, the initial impetus for the specific "solution" still appears to come from the pre-selected SMEs.</p>			
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		<p><b>CR5:</b> Please clarify the exact nature and flow of "small grant proposals" and the "small grants" mentioned in paragraph 343 and 346 of the main proposal. Specifically:</p> <p>a) Please explicitly confirm that the milestone-based grants to SMEs under Activity 1.1.3.4 (USD 100,000 to 250,000) are the "small grants" referred to in section C.</p> <p>b) Given this, please elaborate on how the "community-based adaptation plans" (Output 2.1.2), developed by the Community Adaptation Advocates, will directly form the basis for these SME grants, ensuring community-defined needs drive the selection and localization of these pre-identified SME solutions.</p>			
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		<p>Regarding community agency in shaping proposals, the ESMF states that "Community selection precedes SME matchmaking to ensure that interventions are context-specific, socially inclusive, and environmentally sound" (ESMF Section 3). Annex IV also notes that "final deployment depends on successful solution-community matching and community re-confirmation" and that solutions are "co-designed by communities."</p> <p><b>CR6:</b> The proposal states that CSOs and NGOs may apply on behalf of communities for initial selection (Activity 1.1.1.3). Please detail the mechanisms to ensure that the communities</p>			
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		<p>themselves, particularly grassroots organizations and informal community groups, have direct agency and decision-making power in shaping the initial definition and prioritization of adaptation needs that then guide the SME matching and co-design processes, beyond merely being represented by CSOs/NGOs in the initial application phase. This should clearly articulate how community needs are translated into specific requirements for SME solutions.</p>			
	<p>3. Does the project/programme enable devolving decision making to the lowest appropriate level? Does it give local institutions and communities more direct access to finance</p>	<p><b>Needs further clarification.</b></p> <p>The proposal makes the important point that local private sector actors are pivotal agents for driving, adopting and sustaining adaptation solutions. The</p>	<p><b>CR7 and CR8: Not Cleared</b></p> <p>Paragraphs 59, 60, 61, 75, 76</p> <p>Revised proposal has a greater involvement of community representatives in determining the SME solution in their community. A Rapid</p>	<p><b>CR7: Not Cleared</b></p> <p>Paragraph 76.</p> <p>It is positive that the proposal now indicates communities will be presented with “one or more pre-selected SMEs”. However, the communities are ultimately still being</p>	<p><b>CR7: Not Cleared</b></p> <p>Thank you for clarifying in the IE response sheet that community needs are captured through the community call and further validated and refined through the RPNA and the</p>

	<p>and decision-making power over how adaptation actions are defined, prioritized, designed, implemented; how progress is monitored and how success is evaluated.</p>	<p>programme provides a mechanism for SMEs to be matched with vulnerable communities, so that they can work together with a participatory approach to localise the SME's adaptation solution for the vulnerable community's specific context. However, a central element of devolving decision-making to the lowest appropriate level is direct community control over the types of adaptation actions, not just the localization of pre-selected solutions. While the proposal aims for demand-driven solutions, the initial selection of "deployment-ready adaptation solutions from SMEs" (paragraph 55 in main proposal) still suggests a supply-driven approach to</p>	<p>Participatory Needs Assessment (RPNA) will take place before matching to capture climate risks, adaptation priorities, local knowledge, and social dynamics. This will be done through community application forms, additional reviews by the PMU, and where necessary, through brief follow-up consultations.</p> <p>In addition, before finalizing the match, the community and SME will have a structured dialogue to ensure alignment between each other. There is also the possibility for communities to reject the proposed SME if deemed not suitable.</p> <p>However, while these additions are positive and provide a stronger evidence-base, the community are still not the main</p>	<p>provided with a pre-defined menu of options, rather than defining the type and nature of adaptation actions required in their specific context. This limits community agency to selection and validation, rather than origination of adaptation responses.</p> <p>Please clarify how the programme ensures that vulnerable communities:</p> <ul style="list-style-type: none"> <li>- play a central role in defining adaptation actions and response pathways, rather than selecting from a pre-determined menu of solutions;</li> <li>- can articulate priorities that are not immediately aligned with</li> </ul>	<p>community engagement grant phase. However, only minor revisions have been made to the proposal itself. As currently described, the proposal focuses primarily on consultation and alignment steps and does not demonstrate how communities play a central role in originating adaptation actions and response pathways, beyond selecting or refining SME-proposed solutions. Please clarify in the proposal, with specific mechanisms, how the programme will ensure that communities can:</p> <ul style="list-style-type: none"> <li>- define the adaptation response pathway before solution choice is constrained to the SME pool;</li> <li>- advance priorities that are not</li> </ul>
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		<p>the initial solutions being offered to communities, rather than the communities fully defining the solutions themselves.</p> <p><b>CR7:</b> Please further clarify how communities will have direct decision-making power over <i>which types of adaptation actions/solutions</i> are prioritized from the very beginning. For instance, how do the "climate challenges and priority adaptation sectors" identified by communities in Output 1.1.1 directly inform or limit the pool of SME solutions considered, ensuring communities aren't merely selecting from a pre-defined menu but genuinely defining the solution type?</p> <p><b>CR8:</b> In the proposal, the SLASS Evaluation Committee</p>	<p>decision-makers in determining which types of adaptation actions/solutions are prioritized. The SLLAS Evaluation Committee remains the key decision-maker. This indicates a more fundamental issue with "matching" SMEs and communities from pre-selected pools, which as a process itself conflicts with the principles of locally-led adaptation.</p> <p><b>CR9: Cleared</b> Thank you for the flow chart of activities</p> <p><b>CR10: Not Cleared</b> Paragraph 153 The proposal now clarifies that the EE will ensure that budgeting, procurement design, and financial disbursement schedules are co-developed with communities. Yet, the proposal does not</p>	<p>existing SME solutions; and</p> <ul style="list-style-type: none"> <li>- influence the development or adaptation of solutions where existing SME offerings do not adequately respond to local needs.</li> </ul> <p><b>CR8: Not Cleared</b> Page 23. Under Activity 1.1.2.4, communities are matched with pre-selected SMEs/solutions.</p> <p>Despite participatory safeguards, the concept of "matching" remains structurally supply-driven: solutions are identified first and subsequently matched to communities. This creates an inherent tension with locally led adaptation, where adaptation actions should emerge from</p>	<p>currently matched by available SME solutions; and</p> <ul style="list-style-type: none"> <li>- exercise meaningful decision-making power during design and delivery, including over resource allocation and implementation choices.</li> </ul> <p><b>CR8: Not Cleared</b></p> <p>It is reiterated in the IE response sheet that community priorities inform the call for adaptation SMEs. However, only minor revisions have been made to the proposal itself. The programme design continues to reflect a centrally coordinated matching structure in which solutions are identified, screened, and sequenced through a committee-led process prior to community selection.</p>
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		<p>has a significant decision-making role over which SME solution will be deployed in each vulnerable community and consequently receive financing. The vulnerable community will only be involved to “finalize the match”. Please consider strengthening the decision-making role of the vulnerable community in determining which SME adaptation solution will be deployed in their community. Furthermore, the vulnerable community should be equipped with appropriate evidence to make that matchmaking decision. Participatory needs assessments carried out as part of activity 1.1.3.1 and community adaptation plans developed as part of output 2.1.2 are strong examples</p>	<p>sufficiently clarify how the local institutions and communities will have direct access to finance and financial control over how adaptation actions are defined, prioritized, and implemented. A helpful clarification would be if the SMEs are from vulnerable communities themselves. If so, the proposal should explain how their local status empowers them to act as financial intermediaries, transferring benefits to the wider community, and how they would be held accountable to the local institutions.</p>	<p>community-defined priorities, with external actors - including SMEs responding to those priorities. As designed, solutions are still effectively “searching for communities” where they can be deployed. Please consider how this process can be rebalanced so that community-defined priorities determine the solution space, rather than the reverse.</p> <p><b>CR10: Not Cleared</b> Paragraphs 6, 40, 75. The proposal now clarifies that the programme will prioritise working with local solution providers that are already embedded with the communities that they serve. However, it acknowledges that in some cases the SMEs will not originate from the</p>	<p>While communities are consulted in the process, it remains insufficiently clear how decision-making authority over problem definition, solution selection, sequencing, and resource allocation is substantively devolved to local actors. As currently structured, the mechanism appears primarily supply-mediated, with SMEs positioned as solution providers within a centrally managed delivery model. This creates tension with the Locally Led Adaptation (LLA) principles, particularly those related to devolved decision-making, equity in access to finance, and shifting power toward local institutions. In addition, the proposal does not clearly explain how equity and fairness are</p>
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		<p>of appropriate evidence. However, in the current proposal, these only occur <u>after</u> matchmaking.</p> <p><b>CR9:</b> The sequencing of activities is a little difficult to follow. Please consider including a table or flow chart that provides a simplified overview of activities and their sequencing/timings.</p> <p>Regarding direct access to finance, the proposal states that funding for Component 2 (Community-Driven Planning and Demand Generation) will be managed by an Executing Entity selected through a Call for Proposals, and that this EE will "determine the extent to which implementation and related management of funds can be</p>		<p>communities that they are partnered with. Please explain why this approach is preferable to prioritising local private sector actors embedded within the community itself, particularly in a programme presented as locally led. Without clearer justification, this risks weakening local ownership and increasing dependency on external solution providers. Please clarify:</p> <ul style="list-style-type: none"> <li>- under what specific conditions SMEs not originating from the community would be prioritised;</li> <li>- how local ownership, accountability, and long-term agency are safeguarded</li> </ul>	<p>safeguarded within the time-bound matching process. For example, communities engaged at later stages may face reduced flexibility or fewer available options, which may inadvertently disadvantage certain groups.</p> <p><b>To strengthen alignment with LLA principles, the proposal should further clarify:</b></p> <ul style="list-style-type: none"> <li>- How communities lead the articulation of adaptation priorities before SME engagement, and how this shapes the call and selection process;</li> <li>- How community representatives are embedded within decision-making structures with meaningful authority (beyond</li> </ul>
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		<p>delegated to them [applicant community-based organizations], based on their financial management capacity and the entity's own preferred" (paragraph 138 in main proposal). This phrasing suggests a potential intermediary role that might limit direct financial control by local institutions and communities.</p> <p>The proposal's focus on community-led monitoring and evaluation (Output 3.2.1) and the establishment of community governance structures (Activity 1.1.3.5) are strong elements towards devolving decision-making in monitoring and evaluation.</p> <p><b>CR10:</b> Please clarify how the funding mechanism for community-led</p>		<p>when solutions are delivered by external SMEs; and</p> <ul style="list-style-type: none"> <li>- how this approach strengthens, rather than dilutes, the programme's locally led adaptation objectives.</li> </ul>	<p>advisory participation);</p> <ul style="list-style-type: none"> <li>- Whether communities have the ability to reject, adapt, or co-design SME proposals prior to finalization;</li> <li>- How the sequencing and pacing of matching cycles are managed to ensure equitable access across participating communities;</li> <li>- What safeguards are in place to prevent central programme structures from becoming the primary drivers of solution selection.</li> </ul> <p>Without clearer articulation of how authority and agency are substantively shifted to local actors, it remains difficult to conclude that the programme is locally led in practice rather than locally consulted</p>
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		<p>activities, particularly those under Component 2, will ensure that local institutions and communities (e.g., community-based organizations, local collectives) have direct access to finance and financial control over how adaptation actions are defined, prioritized, and implemented, rather than being solely dependent on the selected Executing Entity's delegation based on its "preferred" modalities.</p>			<p>within a centrally managed framework.</p> <p><b>CR10: Not Cleared</b> Paragraphs 77, 78, 83</p> <p>The revised proposal provides additional detail on the process for selecting and validating SMEs, including safeguards, community engagement, and the circumstances under which non-local SMEs may be considered.</p> <p>However, it does not yet sufficiently demonstrate how the involvement of non-local SMEs safeguards local ownership, accountability, and long-term agency in a LLA programme. In particular, the proposal should more clearly define what is</p>
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					meant by a non-local SME operating as a local SME (paragraph 83). It should also clarify how dependency risks are managed and how this approach strengthens, rather than dilutes, locally led adaptation objectives.
	4. Does the proposal describe how it will screen small grant proposals 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?	<b>Yes</b>  The proposal provides a detailed screening process for selecting SMEs that will be matched with vulnerable communities and receive grant funding from the programme. This includes using the AIH-LLA framework to determine the economic, social, and environmental benefits of deploying each proposed adaptation solution. The proposal also has a strong system in place to screen proposals for their			-

	<p>Does the project/programme address structural inequalities faced by women, youth, children, people with disabilities, people who are displaced, Indigenous Peoples and marginalized ethnic groups?</p>	<p>potential avoid or mitigate negative impacts through its Environment and Social Management Framework (ESMF) and Gender Assessment and Gender Action Plan.</p> <p>The GAP addresses the following:</p> <ul style="list-style-type: none"> <li>- A Gender Assessment (Sections 1-4) that identifies key gender dimensions, the baseline situation, and potential project contributions towards gender mainstreaming, highlighting existing gender disparities.</li> <li>- A Draft Gender Action Plan (GAP) (Section 6) with specific activities, timelines, indicators, targets, and responsible parties. This plan integrates gender and social inclusion across SME selection (e.g., target of 50% women-led</li> </ul>			
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		<p>SMEs), inclusive selection and capacity building for Community Adaptation Advocates (50% women, 30% youth target), inclusive planning and solution design (participatory needs assessments, co-design workshops with gender-segregated discussions, gender-responsive roadmaps), equitable governance, livelihood and economic empowerment, and gender-responsive M&amp;E. It specifically aims for "a quota of 50% for Community Adaptation Advocates" and "a minimum of 50% women and youth among the 150 local entrepreneurs supported" (GAP Section 5.1).</p> <p>The proposal attempts to outline</p>			
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		how structural inequalities faced by women, youth, persons with disabilities, and Indigenous Peoples will be addressed.			
	5. Does the programme provide an analysis of the cost-effectiveness of the proposed programme and explain how the regional or multi-regional approach would support cost-effectiveness	<p><b>Needs further clarification.</b></p> <p>The proposal provides a good analysis of cost-effectiveness, highlighting how the multi-regional approach creates efficiencies. It emphasizes:</p> <ol style="list-style-type: none"> <li>1. Economies of scale: Unified technical review for adaptation technologies (AIH), centralized training for community advocates, and shared learning systems (Component 3) reduce duplication (paragraph 358, 360, 361).</li> <li>2. Reduced administrative overhead: Integrated planning and</li> </ol>	<p><b>CR11: Cleared</b></p> <p>Paragraph 376</p> <p>The proposal clarifies that grants ranging from USD 100,000 to 250,000 are tailored to the scale and complexity of each adaptation solution. Lower-tier grants are intended to support digital tools or service-based models with limited capital needs, while upper-tier grants enable infrastructure-intensive deployments that require larger resource inputs. This flexibility ensures efficient allocation of resources, avoiding overfunding while ensuring solutions are appropriately resourced</p>	-	<p><b>New CR19: Not Cleared</b></p> <p>The revised proposal presents a comprehensive and carefully structured programme architecture, including a global survey, separate calls for communities and SMEs, screening and pre-selection stages, centrally coordinated matching processes, RPNA exercises, phased community engagement grants, and multi-stage evaluation mechanisms. These elements demonstrate an intention to ensure safeguards, inclusivity, and quality control.</p>

		<p>deployment process (paragraph 359).</p> <p>3. Improved financial access: Regional financial matchmaking reduces transaction costs for local projects (paragraph 362).</p> <p>4. Risk diversification: Ability to reallocate resources if one country faces delays (paragraph 362).</p> <p>The argument for leveraging existing, proven technologies from SMEs to avoid costly R&amp;D (paragraph 402) also contributes to cost-effectiveness. Annex IV further solidifies the cost-effectiveness by justifying the USP approach for demand-driven and tailored solutions, optimizing resource allocation.</p> <p>SME adaptation solutions will be supported with a milestone-based</p>			<p>However, given the number and sequencing of steps involved, it is not yet sufficiently clear how the overall design remains proportionate and cost-effective relative to the programme's stated objectives. The level of process layering may introduce implementation complexity and transaction costs, and it would be helpful to better understand how the design ensures that a substantial share of programme resources flows directly to concrete adaptation actions at the community level.</p> <p>In addition, the proposal could further clarify how administrative and procedural requirements will be managed so as not to create unintended time or capacity</p>
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		<p>grant ranging from USD 100,000 – 250,000. The rationale for the specific grant size categories is not fully explained.</p> <p><b>CR11:</b> Please provide a brief explanation of how these funding tiers were determined and how they contribute to cost-effectiveness in achieving scalable adaptation impacts</p>			<p>burdens for vulnerable communities participating in the programme.</p> <p><b>Please explain the rationale and added value of each major programme step and how it contributes directly to adaptation effectiveness.</b> Please provide an indicative explanation of how this approach compares to a more streamlined design (e.g., fewer calls, simplified matching, or more directly community-anchored funding modalities), and why the proposed structure is considered necessary to achieve the intended outcomes. Demonstrate how cost-effectiveness has been assessed in relation to transaction costs and the proportion of</p>
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					resources reaching local actors. This additional clarification would help demonstrate that.
	6. Is the programme consistent with national, sub-national or local sustainable development strategies, national, sub-national or local development plans, poverty reduction strategies, national communications and adaptation programs of action and other relevant instruments	<p><b>Yes</b></p> <p>The proposal explicitly states consistency with a wide range of national and international frameworks. It directly links the programme to:</p> <ul style="list-style-type: none"> <li>- National Adaptation Plans (NAPs) and Nationally Determined Contributions (NDCs) (paragraph 364, 365, 368, 369, 371).</li> <li>- Poverty reduction strategies and national development plans, including those prioritizing inclusive economic growth, green jobs, and gender equality (paragraph 367).</li> <li>- UNFCCC Technology</li> </ul>	-	-	-

		<p>Framework, Adaptation Communications, and Technology Needs Assessments (TNAs) (paragraph 368, 369).</p> <ul style="list-style-type: none"> <li>- The AF's 2023–27 medium-term strategy (paragraph 366).</li> <li>- Guidance under the Global Goal on Adaptation (GGA) and the Sharm el-Sheikh Adaptation Agenda (paragraph 369).</li> </ul> <p>The emphasis on tailoring deployment sites and adaptation plans to local government priorities and integrating community-led planning into municipal/district frameworks (paragraph 370) further demonstrates consistency at sub-national and local levels. The table in paragraph 379 also effectively showcases how SLLAS complements and synergizes with other</p>			
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		relevant global initiatives, avoiding duplication.			
	<p>7. Does the proposal describe how it will screen small grant proposals for meeting the relevant national technical standards, where applicable, in compliance with the Environmental and Social Policy of the Fund? Does the project provide support to local actors and build their capacities to comply with the standards?</p>	<p><b>Yes</b></p> <p>While there are important considerations for SMEs moving between geographic locations, and especially across countries, the proposal states that each adaptation solution will be screened for alignment with the applicable sectoral regulations, environmental impact requirements, and technology standards in the country of deployment.</p> <p>The proposal outlines a multi-layered process for screening small grant-supported activities for compliance with national technical standards and the AF ESP (paragraph 372).</p>	-	-	-

		<p>The ESMF further details this in Section 2.3 and 3.3, emphasizing compliance with national laws and international standards. Key aspects include:</p> <ul style="list-style-type: none"> <li>- Screening for alignment with sectoral regulations, environmental impact requirements, and technology standards in the country of deployment (paragraph 373 in main proposal; ESMF Section 3.3, "National technical standards" criterion).</li> <li>- Use of a simplified, context-sensitive E&amp;S checklist aligned with AF ESP for all small grant proposals, with risk categorization prior to disbursement (paragraph 374 in main proposal; ESMF Section 3.3, "Compliance with environmental and social safeguards" criterion).</li> </ul>			
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		<p>- Commitment to supporting local actors (solution providers, community adaptation advocates, local authorities) to understand, apply, and comply with these standards through training and user-friendly guidance materials (paragraph 375 in main proposal). The ESMF explicitly states that "the support programmes already foresee the capacity development in ESMF as a core component of the training curricula" (ESMF Section 4).</p> <p>- UNIDO providing "ongoing backstopping and establishing a helpdesk function to support compliance and documentation efforts" (paragraph 375 in main proposal).</p>			
	8. Is there duplication of	<b>No.</b>	-	-	-

	<p>programme with other funding sources? Does the programme enhance collaboration across sectors and enhance efficiencies and good practice?</p>	<p>The proposal provides an overview of existing that aim to also increase the adaptive capacity of communities through private sector development (ASAP, CAIL, PARS, AAAP) and highlights potential similarities, differences, and synergies.</p> <p>Paragraph 377 explicitly states that the combination of interventions "does not duplicate any existing project." The table in paragraph 379 provides a detailed comparative analysis with relevant ongoing global projects (ASAP, CAIL, PARS, Africa Adaptation Acceleration Program, ASIF). For each, it clearly outlines "Similarities, differences, synergies," demonstrating how SLLAS complements</p>			
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		and builds upon existing initiatives rather than duplicating them. For example, it highlights how SLLAS draws on ASIF's pipeline of early-stage SMEs, offering a more advanced level of support for scaling. This detailed analysis effectively showcases how the program enhances collaboration and efficiencies by leveraging existing ecosystems and knowledge platforms (e.g., contributing to ASAP's database, drawing lessons from CAIL)			
	9. Does the programme have a learning and knowledge management component to capture and feedback lessons, in particular managing traditional and/or	<b>Yes.</b>  The programme provides a robust learning and knowledge management component, explicitly addressed in	-	-	-

	<p>indigenous knowledge, where relevant? Does it contribute to building and institutionalizing local capacities? framework, and other relevant instruments?</p>	<p>Component 3. Key elements include:</p> <ul style="list-style-type: none"> <li>• Systematic capture and dissemination of successes, challenges, and insights into knowledge products (case studies, policy briefs, multimedia stories) to inform local practice and global policy (Output 3.1.1, paragraphs 235, 240, 244-260).</li> <li>• Community-led monitoring and feedback mechanisms, including participatory monitoring tools, ensuring community voices (women, youth, vulnerable</li> </ul>			
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		<p>groups) inform program delivery and adaptive management (Output 3.2.1, paragraphs 288, 292-305).</p> <ul style="list-style-type: none"> <li>• Digital infrastructure and AI tools to manage, analyze, and share program data and learning, supporting milestone tracking, knowledge organization, and pattern detection (Output 3.2.2, paragraphs 289, 311-326).</li> <li>• Structured peer learning cycles among adaptation SMEs and community advocates to foster collective problem-</li> </ul>			
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		<p>solving and knowledge exchange (Activity 3.2.1.3, paragraph 290, 306-310).</p> <ul style="list-style-type: none"> <li>• Integration and documentation of indigenous practices and local innovations in dialogues and knowledge products (Activity 2.1.2.2, paragraph 179; Activity 3.1.1.1, paragraph 247). The ESMF also includes "Indigenous people" as an Operational Safeguard in UNIDO's ESSPP, ensuring cultural appropriateness</li> </ul>			
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		<p>ss and FPIC (ESMF Table 1, ESP 7).</p> <ul style="list-style-type: none"> <li>• Institutionalizing local capacities by training community adaptation advocates as "knowledge ambassadors" (paragraph 383) and establishing local M&amp;E committees (paragraph 427) to ensure lasting capabilities.</li> </ul>			
	<p>10. Has the proposal described what consultative process will take place, and how will it involve all key stakeholders, and vulnerable groups, including gender considerations? Does the consultative consider and</p>	<p><b>Yes, but needs some clarification.</b></p> <p>The proposal sets out a detailed consultative process that will take place during implementation of the three components and has included gender consideration in the provided Gender Assessment</p>	<p><b>CR 12: Cleared (Annex III).</b></p> <p>The baseline gender analysis explicitly uses questions like "Who decides?" at the household level and asks about equal participation in politics and investment decisions (Table 1, Page 7). This establishes a</p>	-	-

	<p>address gender-based, economic and other inequalities in compliance with the Environmental and Social Policy and Gender Policy of the Fund?</p>	<p>and Draft Gender Action Plan.</p> <p><b>CR12:</b> The proposal and GAP demonstrate strong mechanisms for inclusive participation. Please explicitly elaborate on specific and deliberate strategies or mechanisms within the consultative processes (e.g., during co-design workshops, decision-making on resource allocation, or monitoring) that are designed to proactively identify and mitigate existing power imbalances that might unintentionally limit the influence of women, youth, persons with disabilities, Indigenous Peoples, and other marginalized groups, ensuring their voices translate into genuine</p>	<p>framework for identifying existing power dynamics. During co-design workshops and participatory needs assessments, the project will use specific methodologies designed to address imbalances. This includes using gender-segregated and mixed-group discussions to create safe spaces for dialogue and address "community-specific norms and accessibility concerns" (Activity 1.1.3.2, Page 16). It also plans to use tools like mobility mapping to understand how different groups—especially women, youth, and persons with disabilities—access services and livelihoods (Activity 1.1.3.1, Page 16). The plan has a target of at least 50%</p>		
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		decision-making power	women among the 90 advocates selected (Activity 2.1.1.1, Page 16)		
	11. Is the requested financing justified on the basis of full cost of adaptation reasoning?	<p><b>No.</b></p> <p>The proposal states under Outcome 1.2 ("Community-led climate-resilient livelihood strategies and business models to sustain and expand the impact of deployed adaptation solutions") that SLLAS will "provide structured support through business ideation, training, and coaching—but will not finance business implementation" (paragraph 108).</p> <p>Similarly, under Output 2.2.2 ("Adaptation solutions co-developed and linked to financing partners through community-led partnerships"), it states that "In at least 10 communities, SLLAS goes further</p>	<p><b>CR13: Not Cleared</b></p> <p>Key issue with the proposal is not providing guaranteed adaptation funding for the outputs of the Community-Based Adaptation Plans or providing funding for the community prioritized adaptation businesses, which would be an action strongly aligned with the LLA principles.</p>	<p><b>CR13: Not Cleared</b></p> <p>Paragraphs 234 – 236.</p> <p>Thank you for providing justification in the review sheet. It is understood that, given the available funding envelope, it is a strategic choice for the programme's current structure to focus investment on deploying adaptation SME solutions, rather than the outputs of the Community-Based Adaptation Plans (CBAPs). While it is acknowledged that effort will be made to ensure adaptation SME solutions are co-designed and co-managed by community-SME partnerships, the lack of financing reserved for community-prioritised adaptation actions reinforces the</p>	<p><b>CR13: Not Cleared</b></p> <p>Paragraph 408</p> <p>Thank you for the clarification in the response sheet and the updated paragraph 408. However, the proposal still does not sufficiently demonstrate that the requested Adaptation Fund financing is justified on a full cost of adaptation basis for the programme's intended results. In practice, this requires showing that the programme finances the concrete adaptation response it promotes, rather than relying on uncertain follow-on finance for key community-prioritised outcomes.</p> <p>While the programme invests in community</p>

		<p>by facilitating structured engagement with financing partners to support implementation of locally prioritized adaptation actions" (paragraph 27) and "facilitate direct linkages with financial supporters—ranging from public climate funds to private investors—who can support the implementation of priority actions" (paragraph 215).</p> <p>The direct grants provided under Component 1 (Activity 1.1.3.4, USD 100,000 to 250,000) are explicitly for "localized deployment" of SME solutions (paragraph 96), not for the direct implementation of the community-endorsed adaptation businesses/livelihoods that stem from the planning processes. The SME solutions</p>		<p>concern listed in <b>CR7</b>—the programme finances solution deployment by SMEs, while communities are expected to seek external resources for priorities they identify themselves. Furthermore, it is appreciated that Activity 2.2.2.3 will facilitate financial linkages between communities and external partners for implementation of CBAPs and associated business models. As indicated in paragraph 235, this will include a range of actors including NGOs, government departments, development banks, and other programmes from multilateral funds, such as the Adaptation Fund. However, community-prioritised adaptation actions are not financed by this programme. This</p>	<p>engagement, capacity building, CBAP preparation, and business plan development, it does not allocate financing to implement the community-prioritised adaptation actions identified through these processes. Instead, implementation appears dependent on brokerage and potential external partners, creating a risk of "planned but unfunded" priorities.</p> <p>This concern is reinforced by the programme's financing structure, under which the primary recipients of implementation funding are SMEs, while communities have limited direct financial control over resources to implement community-prioritised actions</p>

		<p>might enable these livelihoods, but the proposal states it won't finance the community's subsequent business implementation itself.</p> <p>The proposal presents a strong case for full cost of adaptation reasoning. However, the program states it "will not finance business implementation" (paragraph 108) for community-prioritized adaptation businesses, instead facilitating linkages to external financiers. This could imply that a core part of the "full cost of adaptation" for community-driven livelihood solutions is not directly covered by the grant, and limits community financial control over these decisions.</p> <p><b>CR13:</b> Please justify why the programme financing does not</p>		<p>implies that a core part of the "full cost of adaptation" is not directly covered by the grant, and community financial control over decisions is limited. Therefore, please clarify how the design of this programme prioritises the needs of vulnerable communities, and also ensures that the financing requested is justified on the basis of the full cost of adaptation reasoning.</p>	<p>Please clarify in the proposal how the programme will:</p> <ul style="list-style-type: none"> <li>- Meet the full cost of adaptation reasoning for community-prioritized actions identified;</li> <li>- Ensure meaningful local access and decision-making over financing in practice, including how priority actions will be resourced and implemented within the programme scope rather than remaining contingent on non-guaranteed follow-on finance.</li> </ul>
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		cover the adaptation businesses prioritized by the vulnerable communities, and also provide details on how the expectations of community members and adaptation advocates will be managed in such cases.			
	12. Is the programme aligned with AF's results framework?	<p><b>Yes but needs clarification.</b></p> <p>The proposal includes a detailed "Project Results Framework" (section E) and then a "Demonstrate how the project/programme aligns with the Results Framework of the Adaptation Fund" table (section F). The alignment table maps project objectives and outcomes to specific AF outcomes and outputs, which is good practice. It includes the core impact indicator "Direct beneficiaries</p>	<p><b>CAR3: Partially cleared.</b></p> <p>The revision made are welcome. However, the Alignment with the Results Framework of the Adaptation Fund table (pages 87-89) for Project Outcomes 2.1, 2.2, and 3.1 is not aligned with the Adaptation Fund's results-based budgeting practice. It incorrectly attributes a single budget amount to multiple Fund Outputs and Output Indicators. Please revise the alignment table to ensure that</p>	<p><b>CAR3: Cleared</b> Pages 89 – 91. Thank you for updating the table to reflect specific allocation to each AF output.</p> <p><b>New CAR18:</b> Please revise the Alignment with the Results Framework of the Adaptation Fund table to ensure that the totals indicated in both the upper and lower sections of the table equal the programme activities cost (i.e., the total programme cost, outside the IE fee and</p>	<p><b>New CAR18: Cleared</b> Page 91-93</p> <p>Thank you for revising the figures in the table on Alignment with the Results Framework of the Adaptation Fund.</p>

		<p>supported by the project" and specifies disaggregation by female and youth beneficiaries, with ambitious targets (300 direct, 3000 indirect). It also links to AF Output 6.1.1 for Outcome 1.1, and AF Output 6.2.1 for Outcome 1.2, which aligns well with livelihood-focused outcomes. For Outcome 2.1 and 3.1/3.2, it links to Output 3.2.2 and 3.2.1 respectively, related to capacity building and knowledge management. Outcome 2.2 links to Output 8.1 on innovations.</p> <p><b>CAR3:</b> The total grant amount for each project outcome in the AF alignment table (Section F) does not match the "Amount (US\$)" for each component in Section C</p>	<p>the budget for each Project Outcome is disaggregated and identified by a single, corresponding AF Output and Output Indicator. If a Project Outcome contributes to multiple AF Outputs, the budget for that Outcome must be broken down to reflect the specific allocation to each, so that budget totals for output indicators are not lumped together.</p>	<p>PEC, or USD 13,054,042).</p>	
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		<p>(Project/Programme Components and Financing). For example, Outcome 1.1 is listed as USD 6,447,570 in Section F, but Component 1 (which contains Outcome 1.1 and 1.2) has a total of USD 7,319,570 in Section C. This discrepancy needs to be reconciled.</p> <p>Please list alignment with all relevant outcomes of the AF strategic results framework that might apply. For example, activities focused on KM and Learning could be aligned with Outcome 3 and activities focused on enhancing institutional capacity may be aligned with outcome 2 and their respective outcome and output indicators. (<a href="#">Results Framework Alignment Table (Amended in March 2019)</a>)</p>			
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	<p>13. Has the sustainability of the programme outcomes been considered when designing the programme, including in the screening of the locally-led small grants projects? Does the project/programme support long-term development of local governance processes, and improve the capacity of local institutions to ensure that communities can effectively implement adaptation actions over the long term?</p>	<p><b>Not Cleared</b></p> <p>The programme involves matching SMEs providing adaptation solutions with vulnerable communities. SMEs are incentivized to work directly with the community and pursue locally-led adaptation practices via a milestone-based grant disbursed in tranches linked to co-defined implementation benchmarks. If the SME has no formal attachment to the community beyond the programme matching, please provide details on what is expected after programme completion.</p> <p><b>CR14:</b> Please also consider how to ensure SMEs are integrating participatory</p>	<p><b>CR14: Not cleared.</b></p> <p>The revised proposal has not provided a clear and explicit strategy for ensuring that the SMEs integrate participatory processes as a sustainable part of their business model, rather than just a requirement to receive grant funding. The project design effectively incentivizes SMEs to adopt participatory practices during the project through milestone-based grants and community validation. However, it does not detail how these practices will become a permanent, integral, and financially viable part of the SMEs' operations after the grant funding ends. The long-term success of the LLA approach hinges on</p>	<p><b>CR14: Not Cleared</b></p> <p>Pages 21 and 26 Thank you for including a mandatory LLA Sustainability Plan for SMEs and for revising Activity 1.1.2.7, which provides onboarding training to prepare SMEs for locally-led, community driven deployment of adaptation solutions. However, there appears a fundamental issue in how the concept of locally-led adaptation is incorporated into the programme design. In the current proposal, locally led adaptation is primarily presented as a set of conditions that SMEs must meet to access grant financing, rather than as an approach that is intrinsically valuable to their business models. Beyond compliance with funding</p>	<p><b>CR14: Cleared</b></p> <p>Paragraphs 88-92, 309</p> <p>The revised proposal provides sufficient detail on how SMEs will be supported and assessed to embed LLA principles beyond grant conditions. In particular, it specifies mandatory onboarding for LLA integration into business and operating models, and sets out participatory feedback mechanisms. The requirement for an LLA Sustainability Plan further clarifies expectations for maintaining participatory mechanisms after project closure.</p>

		<p>processes as an integral and sustainable part of their business, rather than just as a requirement to receive grant funding.</p>	<p>this transition from a funded requirement to a core business principle. Please include a clear strategy or mechanism that ensures the long-term sustainability of participatory processes within the SMEs' business models. Consider a plan to monitor the use of these practices by the SMEs after the project ends, possibly through a sustainability indicator.</p>	<p>requirements, the proposal does not clearly articulate why SMEs would internalize locally led practices over the long term. Please clarify:</p> <ul style="list-style-type: none"> <li>- what incentives exist for SMEs to adopt locally led adaptation as a core business principle, beyond grant conditionality;</li> <li>- how SMEs demonstrating genuine, sustained commitment to community-led practices will be distinguished from those meeting minimum compliance requirements; and</li> </ul>	
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				<ul style="list-style-type: none"> <li>- how the programme will assess whether locally led practices persist after programme support ends.</li> </ul> <p><b>New CR18:</b> Pages 35 - 40. Under Output 2.1.1 of the programme, 90 community adaptation advocates are selected and trained to lead inclusive adaptation planning. For long-term sustainability of an intervention, it is important to have local champions. Please clarify how community advocates will be incentivized to act as local champions for this programme, and if they will be compensated for the time and resources they dedicate to supporting activities</p>	<p><b>New CR18: Cleared</b> Paragraph 169</p> <p>Thank you for clarifying that advocates which successfully complete trainings under 2.1.1 and show commitment to support community adaptation efforts will be engaged as local experts with financial compensation under output 2.1.2 and 2.2.1.</p>
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				under this programme.	
	14. Does the programme provide an overview of environmental and social impacts / risks identified, in compliance with the Environmental and Social Policy and Gender Policy of the Fund?	<p><b>Yes, but with adjustments</b></p> <p><b>CAR4:</b> An overview of the environmental and social impacts and risks of the programme have been provided in the main proposal document (Section N) and also in Appendix 1 of the Environment and Social Management Framework. The two are not aligned. Please ensure that they are consistent.</p> <p><b>CAR5:</b> Similarly, the Table in Paragraph 423 of the main proposal document states that the full SLLAS programme has been screened and categorized as "Category C". The Environment and Social Management Framework states</p>	<p><b>CAR4: Not Cleared.</b> The proposal includes a critical misalignment between the main proposal's E&amp;S summary and the detailed ESMF. The E&amp;S checklist in the main proposal (pages 73-74) incorrectly claims "No further assessment required" for principles like Involuntary Resettlement and Protection of Natural Habitats. This directly contradicts the ESMF (Appendix 1) which correctly identifies potential risks for these principles and states that further, site-specific assessment will be required. This inconsistency must be resolved to ensure a consistent and accurate representation of the</p>	<p><b>CAR4: Cleared</b> Thank you for ensuring consistency between the main proposal's E&amp;S summary and the detailed ESMF. Thank you also for providing the USP justification and the categorization in Section II. N</p> <p><b>New CAR19:</b> Please note that when implementing projects and programmes, there will always be some risk related to ESP 1 (Compliance with the Law), ESP 4 (Human Rights), and ESP 6 (Core Labour Rights). It is important that all Adaptation Fund proposals acknowledge this risk and include required further assessment – such as implementing monitoring measures.</p>	<p><b>New CAR19: Cleared</b> Pages 73-74</p> <p>Thank you for ensuring these risks are acknowledged in the revised proposal, both in the main proposals' E&amp;S summary and the detailed ESMF.</p>

	<p>that SLLAS has been categorized as "Category B". Please review and ensure consistency.</p> <p>The ESMF Appendix 3 (Table 5: Environmental and Social Management Plan) provides a comprehensive set of mitigation measures for the identified risks, specifying responsibilities (EE PMU, EE partners, Adaptation SMEs), monitoring indicators, and monitoring methods/schedules. It also confirms that the ESMP is integrated into the project's overall M&amp;E framework (ESMF Appendix 3, paragraph 1).</p> <p>The Gender Assessment and Draft Gender Action Plan (GAP) (new annex) further strengthens compliance by</p>	<p>project's safeguards approach.</p> <p>Please include also the USP justification and the categorization in the Section II.N  <b>CAR5: Cleared (Page 74).</b>  The main proposal document states the project is categorized as "Category B," and so does the ESMF.</p> <p><b>CR15: Not Cleared</b>  The ESMF mentions that its implementation, which includes procedures for a safeguards focal point, E&amp;S assessments for USPs, monitoring, and a grievance mechanism, will require "no additional budget." This is inconsistent with the Adaptation Fund's guidance, which requires a clear and adequately resourced budget for all</p>	<p>Please ensure this is reflected for ESP 1, 4, &amp; 6 in both the main proposal's E&amp;S summary and the detailed ESMF.</p> <p><b>CR15: Cleared</b>  Paragraph 81  Thank you for clarifying that the E&amp;S assessment is now incorporated into activity 1.1.2.5 and financed through the community engagement grant.</p>	
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		<p>providing a detailed gender analysis and a specific action plan for gender mainstreaming, complementing the E&amp;S risk management framework.</p> <p><b>CR15:</b> While the ESMF states its implementation requires no additional budget, please confirm that the upcoming detailed budgeted M&amp;E plan (as requested in <b>CAR10</b> below) will include specific line items or clear allocations for the implementation of the ESMF's procedures, including dedicated resources for the safeguards focal point/specialist, E&amp;S assessments, monitoring activities, and the grievance mechanism, even if these are drawn from the overall M&amp;E budget. This is crucial</p>	<p>safeguards procedures. The proposal must provide a dedicated and justified budget for ESMF implementation to demonstrate a credible commitment to E&amp;S risk management.</p>		
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		for demonstrating that the ESMF is credibly resourced.			
Resource Availability	1. Is the requested project funding within the parameters for large grants set by the Board?	<b>Yes.</b> The requested financing of USD 15,000,000 is within the parameters for the proposal set by the Board.	-	-	-
	2. Is the Implementing Entity Management Fee at or below 10 per cent of the project/programme for implementing entity (IE) fees and at or below 10 per cent of the project/programme cost for the execution costs?	<b>Yes, but needs clarification related to the execution costs. See CAR11 below</b>  The Implementing Fee is USD 1,363,636, which is 10% of the Total Project/Programme Cost of USD 13,636,364. The Project/Programme Execution Cost is USD 516,794. When compared to the Total Project/Programme Cost, this is approximately 3.79%, which is well below the 10% threshold.		-	-
Eligibility of IE	1. Is the programme submitted through	<b>Yes</b>		<b>Yes – Pending Reaccreditation</b>	<i>Please be advised that the findings of</i>

	<p>an eligible Multilateral or Regional Implementing Entity that has been accredited by the Board? Is the programme submitted by an entity that has been invited by the Board to do so?</p>	<p>UNIDO accreditation is valid until 30 November 2025. UNIDO was invited by the Board at B.43 to submit a proposal</p>		<p>UNIDO's accreditation expired on 30<sup>th</sup> November 2025 and the entity is currently under re-accreditation.</p> <p>UNIDO was invited by the Board at B.43 to submit a proposal</p>	<p><i>the AFB Secretariat's review of the funding proposal(s) do not reflect, indicate, or prejudge the outcome of the reaccreditation process currently underway. The Implementing Entity (IE) shall acknowledge that the funding proposal will not be approved by the Board if the IE's accreditation has expired, and reaccreditation has not been achieved at the time of the Board's decision. Notwithstanding this potential risk, the IE has elected to proceed with the development of the funding proposal.</i></p>
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Implementation Arrangements	<p>1. Does the proposal include adequate arrangement for programme management at the multi-regional/regional level, including coordination arrangements within countries and among them? Has the potential to partner with national institutions, and when possible, national implementing entities (NIEs), been considered, and included in the management arrangements?</p>	<p><b>No.</b></p> <p>The proposal describes a Project Management Unit (PMU) jointly hosted by UNIDO and an Executing Entity (EE) (paragraph 418), and a Project Steering Committee (PSC) for strategic guidance and oversight (paragraph 419). It indicates that UNIDO will execute Components 1 and 3, and an EE selected through a Call for Proposals will execute Component 2. The legal context clause refers to UNIDO's standard agreements with recipient countries (paragraph 419). Annex V provides detailed roles and responsibilities for the PMU staff, including the SLLAS Lead, SLLAS Adaptation SME Engagement Expert (Component 1 Lead), SLLAS</p>	<p><b>CAR6: Not Cleared.</b></p> <p>The revised proposal in paragraphs 347 and 404 does not outline specific and proactive strategies for engaging with National Implementing Entities (NIEs) in countries where they are active. The proposal suggests a passive or optional engagement, rather than a clear strategy for leveraging existing NIE capacities for in-country coordination and implementation, especially given the global nature and the aim of strengthening local capacities.</p> <p><b>CAR7: Not Cleared.</b></p> <p>The revised proposal in paragraph 434 indicates that an Executing Entity (EE) for Component 2 has been identified through a Call for Proposals. However, the proposal has not identified the name of</p>	<p><b>CAR6: Cleared</b></p> <p>Paragraphs 83, 86, 97.</p> <p>The revised proposal articulates a more proactive strategy for engagement of NIEs in applicable countries, including inviting them to provide advisory support.</p> <p><b>CAR7: Cleared</b></p> <p>MetaMeta has been identified as the EE for implementing Component 2.</p>	
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		<p>Community Engagement Expert (Component 2 Lead), SLLAS Communications and M&amp;L Expert, and SLLAS Operations Coordinators. It clarifies that the SLLAS Community Engagement Expert is recruited by the EE, and one Operations Coordinator is also at the EE HQ.</p> <p>However, while the proposal mentions "potential to partner with national institutions, and when possible, national implementing entities (NIEs), has been considered," the actual integration and coordination mechanisms with NIEs are not sufficiently detailed. Paragraph 347 states, "NIEs, if active in a target country, may be engaged in facilitating outreach, co-hosting calls for</p>	<p>this EE, which is necessary for the purpose of the Legal Agreement.</p> <p><b>CAR8: Cleared (Annex VI)</b> The ToR clearly defines the Committee's mandate, responsibilities, and composition. The composition, in particular, demonstrates a commitment to a balanced mix of knowledge and experience by including technical experts, a dedicated Gender and Inclusion Specialist, and local/regional experts. This framework ensures that the selection and matchmaking process for communities and SMEs will be transparent, inclusive, and technically sound.</p>		
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		<p>advocates, or participating in technical screening and M&amp;E." This suggests a passive or optional engagement, rather than a clear strategy for leveraging existing NIE capacities for in-country coordination and implementation, especially given the global nature and the aim of strengthening local capacities. The PMU roles (Annex V) also do not explicitly detail how the Component Leads or the SLLAS Lead will directly coordinate with NIEs beyond general "engagement and collaboration with national governments and partners."</p> <p><b>CAR6:</b> For any participating country that has a NIE, please outline the specific and proactive strategies for engaging with National</p>			

		<p>Implementing Entities (NIEs) in countries where they are active..</p> <p><b>CAR7:</b> The proposal indicates that an EE will be responsible for implementing Component 2. Please identify the EE. This needs to be identified for the purpose of the Legal Agreement.</p> <p><b>CAR8:</b> The proposal provides a ToR for the Project Management Unit (PMU). Please also provide a ToR for the SLLAS Evaluation Committee, to ensure there is a balanced mix of knowledge and experience.</p>			
	2. Are there measures for financial and project/programme risk management?	<p><b>Not Cleared</b></p> <p><b>CAR9:</b> Part III: Implementation Arrangements, Section B of the proposal template has not been completed. Please complete this section.</p>	<p><b>CAR9: Cleared</b> Pages 72-73.</p>	-	-

		<p>This section should include:</p> <ul style="list-style-type: none"><li>a) A comprehensive risk assessment (beyond just E&amp;S risks) identifying potential financial, operational, political, social, and environmental risks (e.g., procurement issues, currency fluctuations, political instability, project acceptance challenges, natural disasters that might disrupt activities, etc.).</li><li>b) For each identified risk, a clear description of the proposed mitigation measures.</li><li>c) An explanation of how local stakeholders are involved in the design and ongoing management of these broader project risks, highlighting their specific roles and contributions.</li></ul>			
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	<p>3. Are there measures in place for the management of environmental and social risks, in line with the Environmental and Social Policy of the Fund? Are there measures in place to enhance the capacity of local actors contribute to developing and managing these measures?</p>	<p><b>Not Cleared</b></p> <p>The Environmental and Social Risk Management and Monitoring Plan provides a robust approach for managing risks. However, clarification is required in one area:</p> <p><b>CR16:</b> The programme will involve a large number of Unidentified Sub-Projects (USPs). The Environment and Social Management Framework outlines a comprehensive process for USPs. Yet, more attention and clarifications may be required for addressing the Adaptation Fund’s Environment and Social Principle 3: <i>Marginalised and Vulnerable Groups</i>. The programme states that SMEs at technology readiness</p>	<p><b>CR16: Not cleared.</b></p> <p>The proposal presents a robust framework for selecting and matching SMEs with communities, it does not explicitly detail a strategy for managing the risk of technology failure. The revised proposal states that technologies will be at TRL 7-9. However, the risk of a technology not achieving its intended outcome in a new operational environment is a concern, as this could make vulnerable communities even more vulnerable. The program needs to clarify how it will proactively manage this risk. To address this, please provide details on the specific risk management and mitigation measures that will be applied to technologies once</p>	<p><b>CR16: Cleared</b> Page 28. The revised proposal takes a more proactive approach and embeds technology risk management within both the co-design and adaptive monitoring processes. Please note that while further risk management measures have now been included in the proposal, the current design of the programme could create additional risk as discussed in <b>CR3</b>.</p>	<p>-</p>
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		<p>levels (TRL) of 7-9 will be matched with vulnerable communities for deployment of adaptation solutions. TRL 7 refers to “System prototype demonstration in operational environment”. Please provide details on how the programme will manage the potential risk of the chosen adaptation technology not achieving what it was intended to do. In particular, please clarify how this will ensure that vulnerable communities are not made even more vulnerable.</p> <p><b>CR17:</b> While the ESMF states its implementation requires no additional budget, please confirm that the upcoming detailed budgeted M&amp;E plan (as requested in</p>	<p>they are deployed in a new community context. This should include:</p> <ul style="list-style-type: none"> <li>• How the project will prevent maladaptation if a technology fails or performs poorly.</li> <li>• How the co-design and monitoring processes will be used to quickly detect and correct technological or operational issues to prevent increasing community vulnerability.</li> </ul> <p><b>CR17: Not Cleared</b> The proposal fails to provide a credible and transparent budget for the implementation of the Environmental and Social Management Framework (ESMF).</p>	<p><b>CR17: Cleared</b> Paragraph 81. The E&amp;S assessment is now incorporated into activity 1.1.2.5, and will be financed through the community engagement grant. In addition, USD 70,000 is allocated for ESMF/ESS related costs from the EE fee.</p>	
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		<p>CAR9 below) will include specific line items or clear allocations for the implementation of ESMF's procedures, including dedicated resources for the safeguards focal point/specialist, E&amp;S assessments, monitoring activities, and the grievance mechanism, even if these are drawn from the overall M&amp;E budget.</p>	<p>The ESMF states that its implementation requires "no additional budget." This is a key issue. E&amp;S assessments, monitoring activities, a dedicated safeguards focal point, and the grievance mechanism are critical project activities that require specific resources. To address this, please clarify specific line items or clear allocations for the implementation of all ESMF procedures. These resources should be detailed within the M&amp;E budget (as requested in other CARs), clearly showing how the necessary staff time, travel, and operational costs for safeguards management will be covered. This is essential for demonstrating that the ESMF is credibly</p>		
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			resourced (considering USPs).		
	4. Is a budget on the Implementing Entity Management Fee use included?	<p><b>No.</b></p> <p>The total Implementing Entity Management Fee is stated as USD 1,363,636 (Section C). However, the proposal does not include a detailed breakdown of how this fee will be utilized for the supervision and oversight functions of UNIDO. This breakdown is a standard requirement for AF proposals.</p> <p><b>CAR10:</b> Please include a detailed breakdown of the Implementing Entity Management Fee, outlining its utilization for project supervision, oversight, quality assurance, financial management, reporting, and technical backstopping throughout the project</p>	<p><b>CAR10: Partially cleared.</b></p> <p>A breakdown of the IE budget is included on page 133. However please note that some items are also budgeted under the EE cost such as MTR, TE, Audits and Baseline reports must be budgeted under the IE fee.</p>	<p><b>CAR10: Not Cleared</b></p> <p>Please revise paragraph 448, the Project Execution Cost table (page 117), and the detailed budget to ensure that all MTR and Final Evaluation costs are budgeted under the IE fee, in line with Decision B.41/20.</p>	<p><b>CAR10: Cleared</b></p> <p>Pages 81, 115, 120-121</p> <p>Thank you for removing Mid-term Review and Final Evaluation costs from the EE cost to the IE fee.</p>

		lifecycle. This breakdown should cover relevant M&E functions.			
	5. Is an explanation and a breakdown of the execution costs included?	<p><b>No.</b></p> <p>The proposal states that "UNIDO will also serve as the executing entity for Components 1 and 3" (paragraph 416), and an "Executing Entity/Grant Beneficiary in charge of executing Component 2" has been identified (paragraph 417).</p> <p>The total Project/Programme Execution Cost is USD 516,794 (Section C). Section G provides a "Detailed budget by partners" which distinguishes between "Executing Entity (USD)" and "UNIDO (USD)" for the "TOTAL PROJECT COST" and then for the "Project/Programme</p>	<p><b>CAR11: Not cleared.</b></p> <p>The revised proposal in the budget table in Section G (page 466) has not identified the name of the Executing Entity (EE) responsible for USD 444,444 of the execution costs. The EE needs to be identified for the purpose of the Legal Agreement.</p>	<p><b>CAR11: Cleared</b></p> <p>MetaMeta has been identified as the EE for implementing Component 2.</p>	-

		<p>Execution cost (including M&amp;E)". It states that the Executing Entity will be responsible for USD 380,000 of the execution costs, and UNIDO for USD 136,794, totaling USD 516,794. Annex V further clarifies that UNIDO recruits the SLLAS Lead, SME Engagement Expert (Component 1 Lead), and Communications/M&amp;L Expert, while the EE recruits the Community Engagement Expert (Component 2 Lead) and one Operations Coordinator.</p> <p><b>CAR11:</b> Please include the name of "Executing Entity (USD) - 380,000" in the budget table (Section G, "Detailed budget by partners"). This is needed for the Legal Agreement. Alternatively, if the EE is identified later,</p>			
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		these costs should be moved to the project components.			
	6. Is a detailed budget including budget notes included?	<p><b>Yes but it needs additional information.</b></p> <p>A very detailed budget is provided in Section G, broken down by activities and years. It also includes a breakdown by partners (EE and UNIDO). However, it lacks specific budget notes explaining the rationale for key cost categories (e.g., consultancy rates, travel costs, contractual services, and how the "Other costs related to execution of activity" are calculated for each activity). While the level of detail by activity is impressive, budget notes are crucial for transparency and justification.</p> <p><b>CAR12:</b> Please</p>	<p><b>CAR12: Cleared (Pages 93-98).</b></p> <p><i>This section will be revisited until technical clearance.</i></p>	<p><b>CAR12: Cleared (Pages 93-113).</b></p> <p><i>This section will be revisited until technical clearance.</i></p>	<p><b>CAR12: Cleared (Pages 95-116).</b></p> <p><i>This section will be revisited until technical clearance.</i></p>

		include comprehensive budget notes for all major budget lines and activity types in Section G. These notes should clearly explain the assumptions, unit costs, and methodologies used to calculate the budgeted amounts for each category (e.g., daily rates for consultants, number of travel days/trips, types of contractual services, and what "other costs" entail).			
	7. Are arrangements for monitoring and evaluation clearly defined, including budgeted M&E plans and sex-disaggregated data, targets, and indicators, in compliance with the Gender Policy of the Fund? Do monitoring and innovation arrangement enable monitoring	<b>No.</b> Although M&E activities are described, and costs are embedded within the total execution costs, a standalone, specific budgeted M&E plan table is still required. This plan should clearly detail the individual costs for all M&E-related activities (e.g., inception workshop,	<b>CAR13: Partially cleared.</b> The provided M&E budget table is a positive development, as it clearly lists M&E activities and their indicative costs. It also explicitly includes a line item for Safeguards Monitoring, which demonstrates the project's commitment	<b>CAR13: Not Cleared</b> Please revise paragraph 448, the Project Execution Cost table (page 117), and the detailed budget to ensure that all MTR and Final Evaluation costs are budgeted under the IE fee, in line with Decision B.41/20.	<b>CAR13: Cleared</b> Pages 81, 115, 120-121  Thank you for removing Mid-term Review and Final Evaluation costs from the EE cost to the IE fee.

	<p>by the community and local actors (including by deploying innovative tools)?</p>	<p>mid-term evaluation, final evaluation, specific monitoring tools, etc.), rather than them being aggregated. This is where the costs for ESMF implementation should also be explicitly allocated.</p> <p><b>CAR13:</b> Please provide a detailed and separate budgeted M&amp;E plan table, clearly outlining the specific costs associated with each M&amp;E activity mentioned (e.g., inception workshop, baseline report (due by 1<sup>st</sup> PPR), annual reports, mid-term evaluation, final evaluation, community monitoring tools, digital platform M&amp;E features, safeguard monitoring, grievance mechanism oversight). This budget should also explicitly allocate resources for the</p>	<p>to resourcing the ESMF. However, in its current format, the table remains non-compliant with the AF specific budgeting requirements as certain costs such as Baseline report, MTR, TE, Audit are budgeted under the EE (PMU). Please budget these under the IE fee as per the Evaluation Policy Requirements. Please note that certain costs such as: salary for staff of EE to manage specific components; salary of staff/ consultants to deliver technical assistance, result-based management and data collection for specific indicators related to efficiency of adaptation measures; some travel related to project execution, can be budgeted under the project components for LLA and Innovation</p>		
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		implementation of ESMF's procedures and clearly specify how the Implementing Entity Management Fee will be utilized for the supervision of the M&E function.	projects/programmes only as per the AF policy - <a href="https://www.adaptation-fund.org/document/proposed-adjustments-to-implementation-fees-and-execution-costs/">https://www.adaptation-fund.org/document/proposed-adjustments-to-implementation-fees-and-execution-costs/</a>		
	8. Does the M&E Framework include a breakdown of how implementing entity IE fees will be utilized in the supervision of the M&E function?	<p><b>Yes, but needs additional information.</b></p> <p>MTE (USD 25,000) and TE allocation (USD 30,000) is within the recommended range of 1-5% for M&amp;E evaluations. 4% of Total Programme Cost.</p> <p>As stated in <b>CAR10 and CAR13</b>, above a breakdown of how the IE management fee will be utilized is missing, and this breakdown should specifically include the portion allocated to M&amp;E supervision.</p>	<b>See CAR13 above.</b>	<b>See CAR13 above.</b>	<p><i>MTE (USD 20,000) and TE allocation (USD 30,000).</i></p> <p><i>The IE management fee allocates USD 70,000 to oversight, which includes: risk management, mid-term and terminal evaluations.</i></p>

	<p>9. Does the project/programme's results framework align with the AF's results framework? Does it include at least one core outcome indicator from the Fund's results framework?</p>	<p><b>Needs additional information.</b></p> <p><b>CAR14:</b> It is positive to see that the programme has incorporated the AF core impact indicator: Number of beneficiaries (direct and indirect), disaggregated by sex and youth. However, we kindly request that you use the template provided in the review to include them (a word doc link was provided for these tables). It is acceptable to present provisional figures at this stage. At a minimum, please include the core impact indicators along with any others that may be applicable to the project. Please include the core impact indicator table</p>	<p><b>CAR14 and CAR15: Cleared</b> Pages 89-90.</p>		
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		<p>after the Results Framework Table.</p> <ul style="list-style-type: none"> <li>• <a href="#">Methodologies for reporting Adaptation Fund core impact indicators</a> (For fully-developed proposals) (78 kB, DOC)</li> <li>• <a href="#">Methodologies for reporting Adaptation Fund core impact indicators</a> (Fo r</li> </ul> <p><b>CAR15:</b> Given that the programme activities are projected to result in <i>Increased income, or avoided decrease in income</i>, please also include a second AF core impact indicator. Efforts should be made to define the following parameters:</p>			
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		<ul style="list-style-type: none"> <li>- Total number of households in the area</li> <li>- Number of targeted households</li> <li>- Numbers, types and levels of targeted income sources in project area</li> </ul> <p>Guidance can be found in the document:  <a href="#">“Methodologies for reporting Adaptation Fund core impact indicators”</a></p>			
	10. Is the timeframe for the proposed activities adequate?	<p><b>Yes</b>  The project duration is six years (Start: March 2026, Close: February 2032 - Section D). Given the global scope, the number of communities (30), SMEs (30), and community advocates (90), as well as the multi-faceted activities spanning</p>	-	-	-

		<p>solution deployment, community planning, livelihood development, knowledge management, and institutional capacity building, a five-year timeframe seems adequate to achieve the stated objectives and allow for iterative learning and adaptation.</p>			
	<p>11. Is a disbursement schedule with time-bound milestones included?</p>	<p><b>Yes</b>, but with an adjustment</p> <p><b>CAR16:</b> Please update the “Schedule Date” for Years 2-5 to reflect the correct year and input the same month as the projected start date. Guidance indicates: “Use the projected start date to approximate first year disbursement. Subsequent dates should follow the year anniversary of project start.”</p>	<p><b>CAR16: Cleared</b> Page 134.</p> <p><i>This section will be revisited until technical clearance.</i></p>	<p><b>CAR16: Cleared</b> Page 120.</p> <p><i>This section will be revisited until technical clearance.</i></p>	<p><b>CAR16: Cleared</b> Page 122.</p> <p><i>This section will be revisited until technical clearance.</i></p>



ADAPTATION FUND

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**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<sup>1</sup>**

**Type of Implementing Entity:** Multilateral Implementing Entity

**Implementing Entity:** United Nations Industrial Development Organization (UNIDO)

**Executing Entities:** MetaMeta and UNIDO

**Amount of Financing Requested:** 15,000,000 (in U.S Dollars Equivalent)

**Letters of Endorsement (LOE) signed for all countries:** Yes  No

**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: 8/8/2025

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

<sup>1</sup> 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-driven 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<sup>2</sup>. 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<sup>3</sup>. 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. The Scaling Locally Led Adaptation Solutions (SLLAS) programme 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 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 Small and Medium Enterprises (SMEs), 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. SMEs form the backbone of developing economies – accounting for about 90% of all businesses and roughly 70% of jobs worldwide<sup>4</sup>, and at least 45% of employment in developing countries<sup>5</sup>. Thus, they are not only integral to community well-being and economic resilience, but also

<sup>2</sup> <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>

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

<sup>4</sup> <https://smeclimatehub.org/cop29-can-ensure-smes-thrive-in-the-net-zero-transition-heres-how/#:~:text=The%20transition%20to%20a%20just%20C.of%20the%20green%20global%20economy>

<sup>5</sup> <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>

are key members and stakeholders of the local community. At the same time, SMEs are highly vulnerable to climate impacts, with two-thirds of SMEs in emerging markets reporting they have already been affected by climate change<sup>6</sup>. Engaging SMEs in adaptation is therefore both a resilience imperative and an opportunity. On the one hand, these local enterprises have the agility and innovative capacity to develop tailored solutions and become adaptation solution providers. At the same time, by safeguarding SMEs against climate shocks and risks, we protect livelihoods and local economies.

6. Within SLLAS, SMEs are understood as community-anchored enterprises within the local adaptation economy. Actors that are socially and economically rooted in the places where they operate, rather than external providers of imported or pre-packaged technologies. SMEs are often deeply embedded in local communities, giving them first-hand insight into climate risks at the grassroots level. Their inherent flexibility and closer connections enable them to respond faster and more appropriately than larger entities to localized climate challenges. This presents a natural opportunity for SMEs to understand the need and demand for climate adaptation in their communities and provide corresponding solutions. For example, SMEs can develop climate-smart agriculture tools suited to a specific region's crops and cultural practices, or design micro-scale water management innovations for a particular community's needs. The communities around these SMEs serve as launching pads, ensuring that solutions are rooted in local priorities, culture, and ecosystems. Geographical, social, and economic proximity ensure that the solutions they introduce are culturally appropriate, locally relevant, and readily adopted by the community.
7. Many adaptation solutions – such as resilient agriculture, renewable energy, water services, or nature-based solutions– inherently generate livelihoods. By developing business models based on these adaptation solutions that address climate risks, SMEs provide income for communities while reducing vulnerability, achieving a dual benefit of adaptation and development. Therefore, these adaptation SMEs can contribute to economic resilience alongside climate resilience. SLLAS moves beyond single-solution pilots, and toward building functioning local markets for 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, SMEs not only deliver climate resilience solutions but also generate local co-benefits by mainstreaming LLA principles into their business models and operations, that ultimately lead to green jobs, and strengthening community-level economic systems. And by linking SMEs, communities, local authorities, and financiers, SLLAS creates the conditions for scaling of adaptation solutions: building an enabling environment for replication and investment. This includes sectoral coordination, business support services, and access to finance, allowing successful adaptation models to expand.
8. Mainstreaming LLA principles therefore is crucial for maximizing the effectiveness, equity, and sustainability of private sector and SMEs' role as climate adaptation solution providers:
  - **Devolving decision-making to the lowest appropriate level:** Local communities and institutions are not only consulted but share real decision power in defining, prioritizing, designing, and supplying adaptation solutions together with the SMEs. In practice, this involves joint processes of market research, co-design, and validation, where communities articulate their adaptation priorities and SMEs translate these into viable business models. Mechanisms such as Community-Based Adaptation Plans or Local Economy Plans serve as platforms for this co-creation, ensuring that proposed solutions stem directly from locally defined needs and priorities. SLLA embodies this approach by embedding business development within communities and positioning them as equal partners in selection, planning, and implementation. Through this, decision-making power and financial agency are closer to the communities, leading to more contextually relevant and sustainable solutions.
  - **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 programme's 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 SLLAS programme 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

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<sup>6</sup> <https://smeclimatehub.org/cop29-can-ensure-smes-thrive-in-the-net-zero-transition-heres-how/#:~:text=SMEs%20are%20disproportionately%20vulnerable%20to,related%20disasters>

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 like 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. 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.
  - **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.
  - **Ensuring flexible programming and learning:** Private sector adaptation initiatives should be designed with flexibility to adapt to evolving climate conditions and local contexts. This requires establishing robust monitoring and evaluation systems that incorporate local perspectives and feedback, allowing for iterative improvements and adjustments in business models, financing schemes and service delivery modalities, based on lessons learned.
  - **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.
  - **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. SLLAS requires adaptation SMEs to plan to operate through partnerships with local organizations, and will integrate these partnership requirements throughout all stages of the delivery process, including these being vital criteria in the selection of adaptation solutions. Collaborative action can leverage the strengths and knowledge of different actors, leading to more effective and wide-reaching adaptation outcomes.
9. By mainstreaming these LLA principles, the private sector's involvement in climate adaptation can shift from profit-focused, top-down approaches to more inclusive, sustainable, and impactful business models that genuinely contribute to the resilience of vulnerable communities. Operationalizing these LLA principles also recognizes that often these private sector actors and adaptation SMEs are themselves part of the community.
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:
- Address economic and financial constraints hindering local private sector engagement:
    - Provide targeted financial support and de-risking mechanisms for local adaptation SMEs, 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 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.
    - 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.
    - Foster institutional arrangements that mainstream gender considerations and ensure the inclusion of marginalized groups in private sector-led adaptation initiatives.
- 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.
    - 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.
    - 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.
- 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.
    - Encourage the private sector to build strong partnerships with local organizations and community-based groups, leveraging their local knowledge, networks, and trust.
    - 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 private sector in driving climate adaptation, leading to more effective, equitable, and sustainable outcomes.

12. Global assessment conducted by the Adaptation SME Accelerator Project (ASAP)<sup>7</sup>, 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.

## A2. Gap and Barrier Analysis

13. Despite the growing recognition of the critical role that adaptation-focused SMEs 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.
14. **Barrier 1: Lack of Technical Capacity and Expertise.** Many adaptation SMEs 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.
15. **Barrier 2: Limited Access to Finance.** Access to early-stage and growth finance remains a significant hurdle. Most adaptation SMEs operate in sectors or geographies perceived as high-risk by traditional investors. Financing mechanisms often do not reflect the particular needs of adaptation SMEs 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.
16. **Barrier 3: Weak Market Linkages and Limited Scalability.** Adaptation SMEs 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.
17. **Barrier 4: Limited Community Engagement and Local Acceptance.** For adaptation SMEs to truly enable LLA, they must be equipped to engage in co-creation of their solutions and business models with local communities. SMEs 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 SMEs risk implementing top-down interventions that fail to resonate with or serve vulnerable populations.
18. **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 SME engagement in adaptation decision-making. Complex institutional landscapes, unclear regulatory mandates, and the absence of tailored incentives discourage private-sector participation in local adaptation planning.

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<sup>7</sup> [Adaptation SME Accelerator Project \(ASAP\) | GEF](#)

19. **Barrier 6: LLA-Specific Constraints.** Adaptation SMEs face several unique barriers in aligning their operations with LLA principles. These include:
- **Genuine Inclusion and Participation:** Adaptation SMEs may lack the resources, knowledge or tools to solicit and reflect perspectives from local communities including marginalized groups meaningfully in their business models and adaptation solutions.
  - **Co-production of Knowledge:** Bridging indigenous or traditional knowledge with technical innovation remains a complex task, particularly without facilitation support.
  - **Long-Term Focus:** The short financial planning horizons of adaptation SMEs, 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 SMEs often lack the tools or capacity to design and implement locally appropriate impact tracking systems.
20. Collectively, these challenges constrain the adaptation SMEs' abilities to act as a solution provider for inclusive, community-centered adaptation and resilience. SLLAS addresses these barriers through a combination of technical assistance, targeted financing, capacity development, policy engagement, and tailored M&E tools rooted in the Adaptation Impact Hypothesis (AIH) framework. By doing so, it seeks to empower adaptation SMEs to become effective delivery agents of LLA, bridging the gap between innovation and the lived needs of climate-vulnerable communities.

## **B. Project/Programme Objectives:**

21. The Scaling Locally Led Adaptation Solutions (SLLAS) programme is structured around three integrated components that work together to enable the adoption and scale-up of proven climate adaptation solutions through locally led processes. Each component is purposefully designed to strengthen iterative collaboration between communities and adaptation SMEs, positioning them as both solution providers and solution users, within a framework grounded in the principles of locally led adaptation (LLA). This programmatic design places communities and adaptation focused SMEs 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, local adaptation economies.
22. SLLAS is crafted to address three critical and interconnected barriers that currently limit the effectiveness and scale of climate adaptation in vulnerable communities:
- Limited access to adaptation solutions that are contextually appropriate and affordable
  - Weak local ownership and insufficient demand for adaptation at the community level
  - Fragmented learning and knowledge systems that hinder replication and investment
23. 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 SMEs, and continuous learning at its core. Fundamentally, SLLAS recognizes the essential roles of both local adaptation SMEs and local communities in driving climate resilience. Adaptation SMEs, defined as community-anchored enterprises that develop and deliver market-ready adaptation innovations, are key agents of locally-led adaptation as operational partners, bringing tested solutions into local contexts. Local communities, supported by trained Community Adaptation Advocates, lead the planning, prioritization, and long-term governance of adaptation efforts through participatory mechanisms such as Community Based Adaptation Plans, ensuring that interventions are aligned with local needs, knowledge, and aspirations. In this way, SLLAS focuses on building vibrant local adaptation economies where business, communities, and institutions work together to sustain and scale climate resilience.
24. **Component 1** supports the community-led deployment of 30 adaptation solutions in response to the priorities defined by climate-vulnerable communities, and the delivery of solutions based on LLA principles by locally rooted or regionally embedded adaptation SMEs. To meet the adaptation challenges of the communities, SMEs and communities co-design, test, and refine adaptation solutions through participatory processes that include affordability assessments, inclusive governance mechanisms, and joint performance monitoring.
25. By sourcing solutions from adaptation SMEs to meet community-defined priorities, and ensuring that their solutions are socially embedded, technically sound, and financially viable, Component 1 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. It also enables the development of local business models that help communities derive climate-resilient livelihoods from the solutions, supported further under Component 1's Outcome 1.2. Component 1 can be summarized as a 3-step approach to locally led adaptation. The first step is a global survey of adaptation priorities of vulnerable communities. The demand is captured through a call for communities and mapping of adaptation needs expressed in the community applications. The second step is a global call for solutions from adaptation SMEs that can meet the adaptation priorities of the pre-selected communities, with preference for local or regionally embedded SMEs. The third step is a co-design process to ensure full alignment and contextualization between the community demand and the identified solution, before the community-SME partnership and their implementation modality is confirmed for solution deployment. This design ensures that communities are in the driving seat for all interventions, supported by the SLLAS Evaluation Committee and Project Management Unit (PMU) to ensure that, from the technical perspective, the partnerships between communities and selected/suggested SMEs are aligned with their adaptation priorities and are deployed based on LLA principles.



Diagram 1 - SLLAS Outcome 1.1 (AI generated)

26. **Component 2** supports communities to lead adaptation planning at a broader scale, to prioritize future actions beyond the deployed solution, and generate sustained demand for solutions. 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 Community-Based Adaptation Plans (CBAPs) that reflect local knowledge, priorities, and climate risks. Through this, SLLAS nurtures a new generation of local adaptation leaders equipped to guide participatory assessments and decision-making.
27. With facilitation by the advocates, communities develop CBAPs that integrate climate risk, socio-economic priorities, and opportunities for further partnership with local adaptation SMEs. These plans provide the foundation for community engagement, where adaptation demand have the potential for economic growth by seizing business opportunities that come from responding to adaptation needs. In 10 focus communities, SLLAS facilitates structured engagement with financing partners to support implementation of locally prioritized adaptation actions, linking locally prioritized actions to viable funding opportunities and investment pipelines. This deepens community agency, enabling them to articulate informed demand, co-develop solution pathways, and build durable partnerships with public and private actors.
28. **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. Through community-led monitoring, peer learning exchanges, and digital systems supported by AI tools,

this component strengthens the programme’s responsiveness and internal accountability. It also enables cross-learning between communities and SMEs across different 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 matchmaking, replication, and long-term scaling

29. At the same time, it enables SLLAS to contribute meaningfully to national adaptation processes and global policy dialogue. By transforming local experience into accessible knowledge products and showcasing SMEs and advocates at global platforms, Component 3 elevates the visibility of LLA and reinforces its legitimacy as a scalable approach to climate adaptation. Active participation in regional and international forums will enable the promotion and uptake of SLLAS’ learnings in the spheres of adaptation finance, LLA operationalization, and private-sector engagement, and SLLAS contributions will be featured substantively in at least ten events or platforms as part of Activity 3.1.3.2.
30. By addressing both the supply and demand dimensions 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 SMEs to co-create, deliver, and sustain effective adaptation solutions. This structure creates ongoing opportunities for scale-up, replication, and reinvestment in resilience. Communities articulate their priorities, adaptation SMEs respond with solutions, and knowledge and learning circulates across local, national, and global levels. Targeted support for scaling, peer learning, and investment-readiness enables select solutions and communities to demonstrate proof-of-concept and inspire wider replication.

## SLLAS Theory of Change

31. **SLLAS objective:** To increase the climate resilience of vulnerable communities by supporting them in assessing and understanding the specific climate hazards and impacts they face, enabling the deployment, uptake, and scaling of locally led, inclusive, and context-specific adaptation solutions. This will be achieved through partnerships between adaptation SMEs and community actors, supported by structured knowledge systems and policy engagement. SLLAS positions adaptation as a shared responsibility, with communities and SMEs co-creating resilience pathways that connect local demand with local delivery capacity.
32. **Component 1: Deployment of innovative adaptation solutions through SME-community partnerships**
  - **IF** 30 vulnerable communities work with 30 locally rooted adaptation SMEs to co-deploy adaptation solutions in line with LLA principles;
  - **IF** these adaptation SMEs embed locally led adaptation (LLA) principles in their operations and align their models with community governance structures and livelihood systems;
  - **ASSUMING** SMEs are responsive to local adaptation needs and communities are willing to engage in co-design and testing of solutions;
  - **THEN** strong, trust-based partnerships will evolve within communities, enabling the inclusive, context-specific deployment of locally owned adaptation solutions that strengthen both resilience and local economies;
  - **BECAUSE** localizing solution delivery through trusted, LLA-aligned SMEs accelerates uptake, ensures social embeddedness, and builds climate resilience through context-appropriate innovations.
33. **Component 2: Community leadership in adaptation planning and demand generation**
  - **IF** 90 community adaptation advocates (3 per community) are selected, trained, and supported to lead inclusive, gender-equitable adaptation planning processes;
  - **IF** these advocates co-develop adaptation roadmaps and facilitate dialogues resulting in 30 community-owned adaptation plans;
  - **ASSUMING** communities are mobilized and empowered to articulate their priorities and that experts provide targeted support without overriding community agency;
  - **THEN** communities will act as leaders and informed demand creators, defining and advancing the adaptation solutions most relevant to their livelihoods and local context;
  - **BECAUSE** placing communities at the centre of adaptation planning ensures that solutions are grounded in lived realities, locally owned, and better positioned to attract financing and partnerships.

34. **Component 3: Knowledge generation, learning, and scaling of locally led adaptation**

- **IF** digital, AI enabled, platforms and peer-to-peer mechanisms are established for monitoring, continuous feedback loop, and learning across adaptation SMEs and communities;
- **IF** project learnings are captured, synthesized into accessible knowledge products, and disseminated through national and global platforms;
- **ASSUMING** stakeholders actively engage in knowledge sharing and that evidence is used to influence policy and investment decisions;
- **THEN** locally led adaptation models, solutions, and processes will be replicated, scaled, and integrated into broader adaptation systems;
- **BECAUSE** structured learning and evidence-based advocacy drive visibility, trust, and alignment with national and global adaptation agendas, enabling the sustainability and scaling of effective locally led approaches.

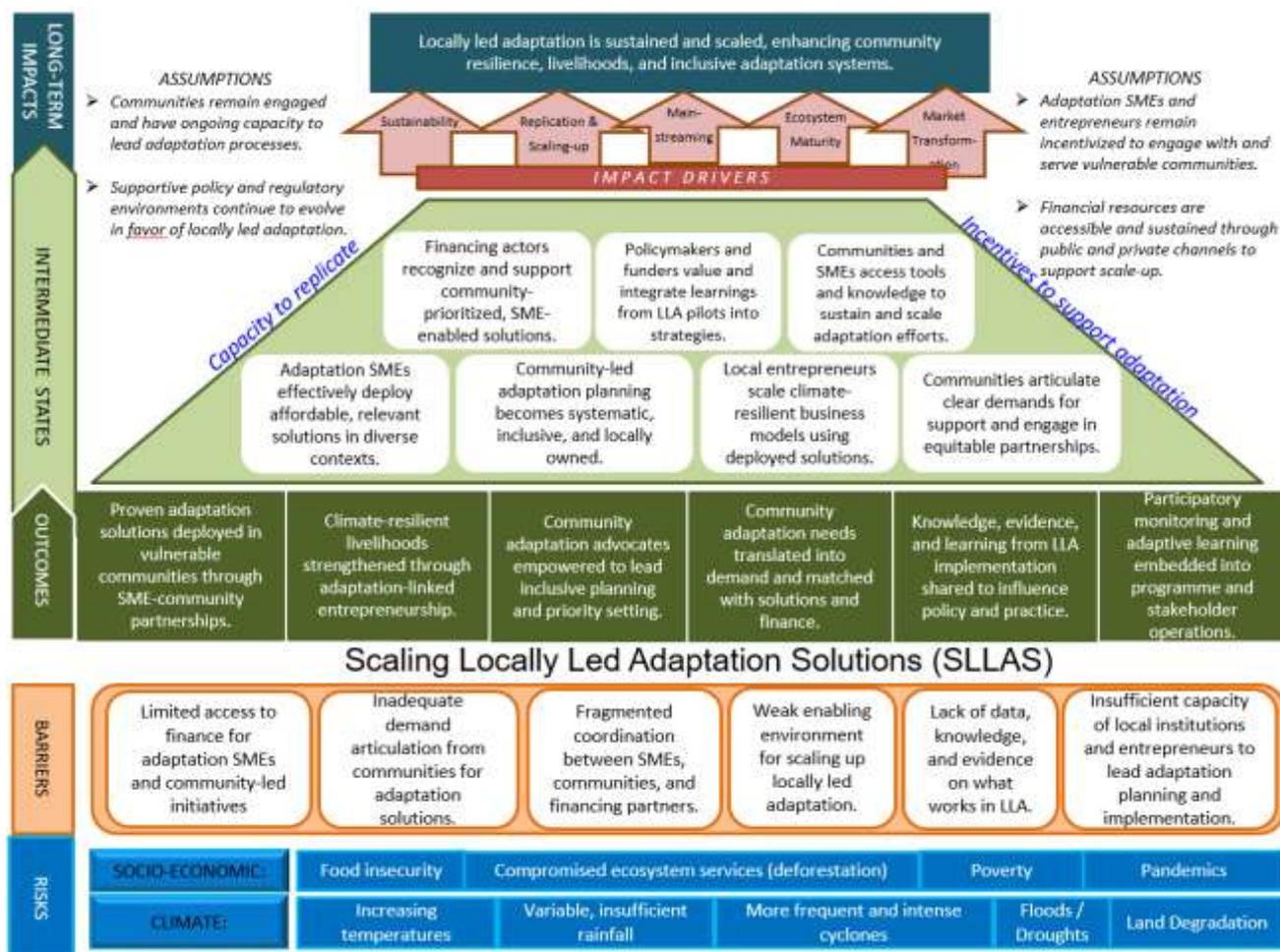


Diagram 2 - SLLAS Theory of Change

**C. Project/Programme Components and Financing<sup>8</sup>:**

Project/Programme Components	Expected Outcomes	Expected Outputs	Countries	Amount (US\$)

<sup>8</sup> [IE and EE Fees Calculator](#) (EXCEL)

1. Locally Led Deployment and Sustainability of Innovative Adaptation Solutions	1.1 Strengthened linkages between adaptation SMEs and community-led deployment of climate solutions for resilient livelihoods  1.2 Community-led climate-resilient livelihood strategies and business models to sustain and expand the impact of deployed adaptation solutions	1.1.1 Identification of partner communities, and mapping of their climate challenges and priority adaptation sectors  1.1.2 Adaptation solutions from SMEs matched with communities and prepared for locally-led deployment  1.1.3. 30 adaptation solutions deployed through participatory, community-led processes in target communities  1.2.1 Resilient livelihood opportunities linked to deployed adaptation solutions identified through community-led processes  1.2.2 Local entrepreneurs supported to develop adaptation-linked business plans for climate-resilient livelihoods	Global	7,254,042
2. Community-Driven Planning and Demand Generation for Adaptation Solutions	2.1 Empowered community adaptation advocates lead the development of community adaptation plans  2.2 Communities generate demand and mobilize partnerships for adaptation solutions	2.1.1. 90 community adaptation advocates selected and trained to lead inclusive adaptation planning  2.1.2. 30 community adaptation plans co-developed through locally led, participatory processes, integrating local knowledge, livelihood priorities, and partnership opportunities with community-embedded SMEs  2.2.3. Community- defined adaptation priorities translated into demand profiles that guide collaboration with local enterprises, financiers, and supporting institutions  2.2.2. Adaptation solutions co-developed by communities and local SMEs and linked to financing partners and enabling institutions through structured, community-led partnerships that support implementation and scaling	Global	4,000,000
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  3.2 Participatory monitoring and adaptive learning systems support programme responsiveness, internal accountability, and alignment across stakeholders and components	3.1.1 60 community-level and 10 programme-level communication and knowledge products developed and published  3.1.2 Community advocates and adaptation SMEs 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  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	1,800,000
6. Project/Programme Execution cost (including M&E)				582,322
7. Total Project/Programme Cost				13,636,364
8. Project/Programme Cycle Management Fee charged by the Implementing Entity (if applicable)				1,363,636
<b>Amount of Financing Requested</b>				<b>15,000,000</b>

**D. Projected Calendar:**

<b>Milestones</b>	<b>Expected Dates</b>
Start of Project/Programme Implementation	June 2026
Mid-term Review (if planned)	May 2029
Project/Programme Closing	May 2032
Terminal Evaluation	February 2032

**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 Locally Led Deployment and Sustainability of Innovative Adaptation Solutions**

35. A vibrant ecosystem of SMEs dedicated to providing climate adaptation solutions to communities (adaptation SMEs) already exists in developing countries, actively generating significant adaptation benefits for local communities while driving economic growth and innovation. Market research conducted under the [Adaptation SME Accelerator Program \(ASAP\)](#) led by the Lightsmith Group, highlights a dynamic global landscape of these enterprises. In Latin America and the Caribbean, a comprehensive market study completed in March 2020 identified 216 adaptation SMEs across 15 countries, demonstrating a robust presence particularly in agriculture, water management, and renewable energy sectors. Likewise, an extensive market analysis across Africa conducted in September 2023 identified 160 adaptation SMEs spanning 37 countries, with clear innovation clusters emerging in West, East, and Southern Africa, and more than half (51%) offering direct agricultural adaptation solutions. In Asia, a November 2023 market assessment revealed 202 adaptation SMEs in 27 countries, predominantly focusing on agriculture (53%), followed by climate risk analytics, water supply and waste management, and disaster risk management. Collectively, these studies underscore a substantial and diverse global landscape of SMEs actively providing localized, context-specific adaptation innovations that respond effectively to community-identified climate risks. Together, these findings confirm that a solid foundation already exists for scaling locally rooted adaptation businesses, with SMEs delivering practical solutions shaped by community needs. SLLAS builds on this momentum by strengthening the local conditions that help these enterprises grow, creating lasting markets for adaptation and advancing resilience from the ground up.
36. While many adaptation SMEs are at early-stages, there is also a strong pipeline of solutions that are actively seeking growth opportunities to scale them after a successful pilot demonstration. This rising interest in growth opportunities indicates a readiness and ambition for scale-up among these SMEs. For example, case studies featured in the ASAP market study for the LAC region indicate that Adapta Group seeks to scale its solution across different supply chains, biomes, and geographies. Ingemann Supply aims to scale up the deployment of its existing portfolio of analytical tools by rapidly expanding into new geographies and markets globally. Agrosmart aims to become the main Digital Agriculture Platform in Latin America. These ambitions demonstrate a readiness for expansion, and within SLLAS, this ambition will be supported through a strong anchor in community validation, participatory planning, and locally defined adaptation priorities, ensuring that scale is not only technically feasible but socially embedded and demand driven.
37. Component 1 of SLLAS is designed with the understanding that the primary barrier to scaling climate adaptation is not simply the scarcity of solutions, but the systemic misalignment between the modalities through which solutions are developed and delivered, and the processes by which communities identify, assess, and adopt context-specific measures. SLLAS aims to bridge this gap by supporting adaptation SMEs as partners in community driven adaptation processes, embedding them as agents of LLA and not only as technology providers. Through Outcome 1.1, SMEs and communities jointly, refine and contextualize solutions, and codesign business models and inclusive service delivery and operation modalities. By expanding support to include localization, affordability planning, and participatory co-design, SMEs are equipped to deliver solutions that are socially validated, trusted, and aligned with local priorities.
38. Moreover, Outcome 1.2 enables communities, especially women, youth and marginalized groups, to explore and develop climate resilient business models linked directly to the deployed adaptation solutions, SLLAS ensures that the solutions continue to provide resilience value after SLLAS support ends. These business models may involve operating and maintaining the solutions or creating new livelihood and market opportunities that reinforce local adaptation outcomes. Through this approach, SLLAS transforms adaptation from a oneoff project intervention into a sustained, locally rooted adaptation economy—strengthening community ownership, expanding income opportunities, and enhancing longterm solution viability.

39. Preference will be given to adaptation SMEs that either originate from within the target communities or have strong operational roots in the region, having developed solutions informed by a deep understanding of local climate risks and vulnerabilities. In cases where community's demand cannot be met with solutions from local SMEs, solutions from SMEs that operate from outside the immediate area will be considered. In such cases, their willingness, availability and commitment to engage with communities to refine and contextualize the solutions in full cooperation with, they will be selected based on their ability to deliver proven, scalable, and locally relevant adaptation solutions in partnership with communities. In all cases, selected SMEs are operational partners and key drivers of LLA, working directly with target communities to ensure solutions are contextually appropriate, trusted, and respond to locally defined priorities.
40. Solutions deployed are market-ready and concretely address climate risks such as drought, flooding, water scarcity, and heat stress through proven technologies and services. Under Outcome 1.1, milestone-based deployment grants ensure verifiable progress, including infrastructure installation, local capacity development, and community-validated service delivery, resulting in measurable adaptation benefits. Activities under Component 1 follow a logical flow: (1) pre-selection of communities and mapping of adaptation priorities; (2) sourcing solutions from SMEs based on technical fit and community preference; (3) co-design and validation of contextualized solutions; and (4) deployment and milestone-based financing. This sequencing ensures full community engagement and contextual relevance at every stage.

### **Outcome 1.1 Strengthened linkages between adaptation SMEs and community-led deployment of climate solutions for resilient livelihoods**

41. Outcome 1.1 strengthens the link between adaptation SMEs and community-driven adoption of proven solutions by enabling the scale-up and deployment of locally relevant technologies and services in climate-vulnerable regions. For community-led deployment of climate solutions, a three-part selection process will be conducted. First, SLLAS pre-selects partner communities through a call for applications. Priority is given to communities with a high need for adaptation actions and demonstrated readiness to engage effectively with private-sector solution providers. Community willingness to work with private sector adaptation solution providers are key for building long-term resilience and sustained adaptation benefits (Output 1.1.1). Second, SLLAS identifies a pool of deployment-ready adaptation solutions that align with the priorities and needs expressed by the pre-selected communities (Output 1.1.2). Finally, a structured match-making process is conducted to pair a total of 30 selected communities with a corresponding solution from the identified pool, ensuring a strong alignment between local adaptation needs and SME-provided solutions (Output 1.1.2). The programme then facilitates the LLA deployment of these solutions (Output 1.1.3), incorporating community needs assessments, co-design processes, affordability modelling, milestone-based financing, and the establishment of inclusive governance, monitoring, and learning structures. Together, these interventions ensure that adaptation solutions are not only technically viable but socially embedded, financially sustainable, and owned by the communities they are intended to serve.
42. This outcome positions and strengthens adaptation-focused SMEs as core enablers of LLA by embedding them within equitable, community-driven partnership models that shift their role from solution providers to co-creators of resilience. Through structured support including participatory co-design, inclusive business model adaptation, milestone-based financing, and community governance integration, SMEs are equipped to align their operations, pricing strategies, and service delivery with locally defined priorities and socio-cultural contexts. For the adaptation SMEs, communities are their target market and customer base, and therefore mainstreaming LLA principles into their business operations and models will result in deeper understanding and engagement with the communities, leading to a better product-market fit and increase in sales. Therefore, adaptation SMEs that adopt LLA principles as their core business principles will have comparative advantage in the market. This not only increases the adoption and sustainability of adaptation solutions in communities, but also catalyzes a broader shift in the adaptation ecosystem, whereby SMEs become key agents of LLA. By fostering long-term accountability, community engagement, and inclusive governance, SLLAS enables SMEs to become trusted, adaptive, and locally anchored actors—central to scaling equitable and context-specific resilience across vulnerable regions.

#### **Output 1.1.1 Identification of partner communities, and mapping of their climate challenges and priority adaptation sectors**

43. Output 1.1.1 aims to pre-select between 60 to 90 vulnerable communities worldwide that face significant climate challenges and are well-positioned to benefit from existing adaptation solutions developed by local SMEs. These communities will be selected through various global call for communities targeting different “impact categories”, where Civil Society Organizations (CSOs), Non-Governmental Organizations (NGOs) or local governments may apply on behalf of the communities they serve. The call for proposals will be structured around “impact categories” that reflect the most prevalent climate hazards and adaptation priority sectors identified as outline in Nationally Determined Contributions (NDCs), National Adaptation Plans (NAPs), and other relevant national adaptation strategies of developing countries. An independent, multi-stakeholder Evaluation Committee will assess applications using a comprehensive scoring matrix that prioritizes communities with both high climate vulnerability, community agency, and strong readiness to collaborate with private-sector actors. This matrix, refined under Activity 1.1.1.1, is designed to ensure that selected communities have the potential to serve as effective pilot sites for scalable, innovative technologies, particularly in contexts with similar challenges. Following the evaluation, the pre-selected communities will be systematically mapped, highlighting both their specific climate risks and their priority sectors for adaptation. This mapping will inform the matchmaking process between communities and adaptation-focused SMEs, ensuring strategic alignment between community needs and available solutions.
44. To ensure equitable regional representation and inclusion of countries particularly vulnerable to climate change, SLLAS will proactively structure the community selection process to cover a diversity of geographies and climate vulnerability profiles. At least one-third of selected communities will be drawn from each of the three priority regions: Latin America and the Caribbean (LAC), Africa, and Asia. These regional quotas will be reflected in the design of the global call for communities and embedded in the evaluation process by the multi-stakeholder SLLAS Evaluation Committee. Vulnerability to climate change—defined through exposure, sensitivity, and adaptive capacity indicators—will be a primary criterion, with selection further guided by documented climate risks aligned with nationally determined adaptation priorities. This approach ensures geographic equity while maintaining a strong focus on high climate vulnerability and potential for scalable impact.
45. The climate challenges and priority adaptation sectors identified under this output will be systematically coded and used to define solution eligibility filters in Output 1.1.2, thereby ensuring that communities have agency not only in localizing, but also in determining which types of adaptation actions are pursued from the outset.

**Activity 1.1.1.1 Develop and refine the Community Selection Framework**

46. At the outset of project implementation, the Community Selection Framework including a detailed scoring matrix will be finalized for evaluating applicant communities. This matrix builds on initial criteria identified as below, and will be refined and validated by the multi-stakeholder SLLAS Evaluation Committee (activity 1.1.1.2) in consultation with key stakeholders to ensure that the criteria fully capture the attributes that enable communities to benefit most from SLLAS support. To support balanced global participation, the selection matrix will also incorporate geographic representation criteria, ensuring that the final cohort of 30 communities includes balanced representation from each of the LAC, Africa, and Asia regions (approximately 10 communities per region with no country overlaps unless highly justified). These thresholds will help ensure that lessons drawn from SLLAS reflect a wide range of climate vulnerabilities and socio-ecological contexts across the global south. The Community Selection Framework and the list of impact categories have been intentionally left for finalization during project inception to ensure they are co-developed with relevant stakeholders and grounded in the latest national and local adaptation priorities. This participatory process will be led by the SLLAS Programme Management Unit (PMU), in collaboration with the Executing Entity for Component 2 (MetaMeta), the SLLAS Evaluation Committee, and other regional experts, civil society organizations, and community-facing stakeholders to ensure that the framework reflects real-time climate vulnerability data, national adaptation planning instruments (such as NDCs and NAPs), and regionally and locally specific contexts.
47. Potential criteria categories include:
- a. Local Climate Vulnerability**
- Use of localized climate 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.

#### **b. Community Readiness and Engagement Potential**

- Existence of local entities (e.g., CSOs, cooperatives, municipal agencies) with the capacity and willingness to engage in project implementation.
- Track record of community-led initiatives and openness to innovation.
- Inclusivity potential, with a preference for communities where women, youth, and marginalized groups can participate meaningfully in adaptation efforts

#### **c. Scalability and Replicability Potential**

- Capacity to serve as demonstration or pilot sites for solutions applicable to similar geographies or socio-ecological contexts (e.g., agricultural communities in flood-prone regions).
- Proximity or connection to other vulnerable communities that can benefit from knowledge transfer and spillover effects.

#### **d. Feasibility of Implementation and Scalability**

- Availability of basic infrastructure and conditions needed for solution deployment (e.g., road access, energy, secure operating context).
- Legal and logistical feasibility for implementation and continuity.
- Potential to serve as a demonstration site for replication in similar communities.
- Linkages to nearby vulnerable communities or networks that could enable knowledge sharing and scaling.

#### **Activity 1.1.1.2 Establish a multi-stakeholder SLLAS Evaluation Committee**

48. To ensure a fair, transparent, and technically robust selection process for adaptation-oriented SMEs, a multi-stakeholder SLLAS Evaluation Committee will be established to serve as an independent body tasked with assessing and pre-selecting both communities and SMEs. The SLLAS Evaluation 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 evaluation process reflects the multifaceted nature of community-based adaptation and is sensitive to the varying realities across target geographies, and that adaptation priorities of communities will be addressed by the proposed adaptation solutions. While community representatives are not directly involved in the Committee’s decision-making, and cannot as it would constitute conflict of interest, community ownership is embedded during the match-making process which requires evidence of meaningful community engagement, such as co-developed proposals, signed declarations of support, and inclusive consultation processes.
49. Each Committee member will be formally selected and appointed on the basis of 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 VI. Before review cycle begins, the PMU will conduct a structured orientation session to build a shared understanding of the SLLAS objectives and programme structure, the related evaluation and scoring frameworks, LLA-aligned review principles, and modus operandi of the Committee including timelines, moderation practices and documentation protocols. Particular emphasis will be placed on strengthening the evaluators’ capacity to assess the strength of collaboration between SMEs and community-based entities, with specific attention to the degree of community ownership, participation, and co-design reflected in the application forms. The session will also include practice scenarios to ensure consistency and calibrate scoring across Committee members.
50. Following an initial eligibility screening and completeness check by the PMU, all qualifying applications will be forwarded to the SLLAS Evaluation Committee. Committee members will first conduct independent reviews followed by virtual deliberation meetings, where the Committee members will discuss the top-scoring applications, reconciling scoring discrepancies, and align on key evaluation points, and address any discrepancies or divergent assessments. Final recommendations will be based on consensus, or where necessary, majority vote, with all decisions thoroughly documented. Throughout the process, the PMU will provide technical backstopping to ensure methodological rigor and procedural clarity. This will include responding to reviewer queries, facilitating deliberation sessions, and monitoring compliance with

agreed standards and deadlines. Importantly, the PMU will also ensure that all decision-making steps are recorded in a transparent and auditable manner, thereby upholding the credibility and integrity of the SME selection process. By establishing a professional, multidisciplinary Committee supported by clear procedures and digital infrastructure, the SLLAS programme will ensure that only those SMEs demonstrating the highest potential for locally relevant, inclusive, and scalable adaptation solutions are pre-selected for support. Further details on the application intake and review cycle are described under activity 1.1.1.4.

#### **Activity 1.1.1.3 Conduct an open call for communities**

51. The SLLAS PMU will launch a globally accessible, rolling call for communities through the SLLAS website. All communities in countries eligible for Adaptation Fund support—that is, countries that are developing country Parties to the Paris Agreement and/or the Kyoto Protocol <sup>9</sup> are eligible, and communities may be represented by CSOs and NGOs working in the space of climate change adaptation, or local governments, in submitting the applications. 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. Final categories will be confirmed during project inception by the PMU and the Evaluation Committee, in consultation with regional experts.
52. An indicate list of impact categories are as below. The definitive impact categories will be finalized during project inception by the SLLAS Evaluation Committee and PMU, 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.

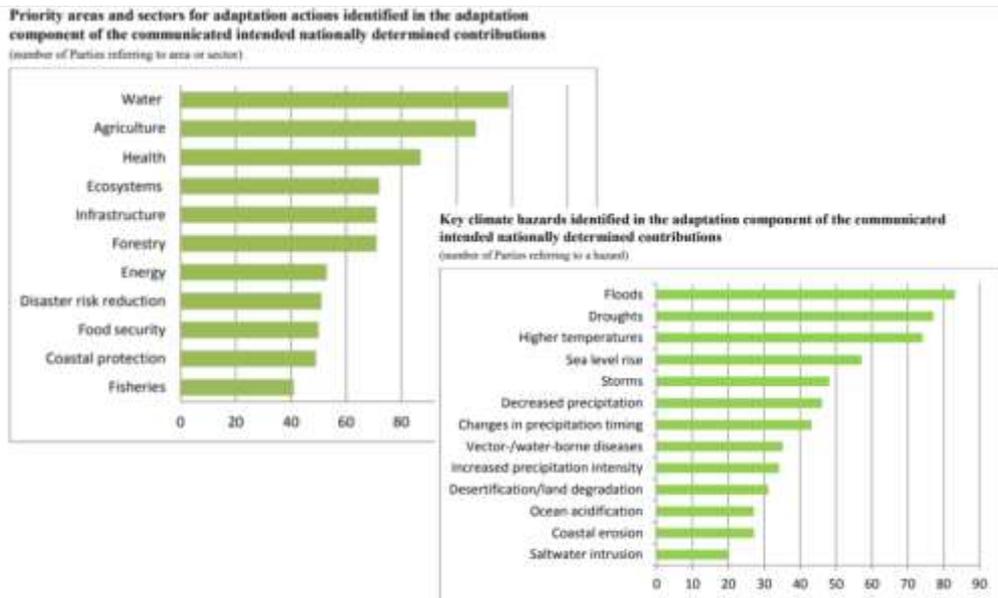


Figure 1. Priority areas and sectors for adaptation and climate hazards identified in the adaptation component of the communicated intended NDCs. Source: UNFCCC (2016)

53. To maximize outreach of the call for communities, the PMU will implement a multi-pronged communication campaigns using established UNIDO networks, including its country offices and past project partners. The Executing Entity of Component 2 (MetaMeta) will also be invited to contribute its networks and expertise to ensure far-reaching promotion of the call. The timeline of the call for communities will be determined during the project inception phase by the PMU, together with MetaMeta. To ensure broad participation from a diverse range of vulnerable communities, including those that may face barriers to accessing international funding opportunities, the Programme Management Unit (PMU) 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.

54. To uphold LLA principles, all applications submitted by CSOs, NGOs, or other intermediaries must include verifiable evidence of community consultation 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 inclusivity of community representation. These community-defined priorities will be captured in a standardized format and used to inform both the SME selection filter and the subsequent co-design process.

**Activity 1.1.1.4 Pre-select a pool of vulnerable communities and map their priority sectors for adaptation**

55. Applications must describe in detail the community's (i) specific adaptation challenges, and (ii) capacities and commitment to engaging collaboratively with SMEs 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, wellbeing, 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 inclusion of women, youth, and marginalized groups. 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 Evaluation Committee review.
56. The call for communities will start in Year 1 of the project and remain open continuously throughout Year 1 and 2 to allow for continuous intake and flexibility in community engagement. The PMU 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 Evaluation Committee every 4 months (3 review cycles per year) resulting in 6 in total over Years 1 and 2. Between Year 1 and Year 2 of SLLAS, the Committee will be requested to pre-select up to 60 communities. There is no quota per review cycle, and the Committee will have the discretion to decide on the number of pre-selected communities in each review cycle. High-scoring but non-selected applications will be automatically reconsidered alongside new applications in subsequent cycles, ensuring that that strong applications are not disadvantaged by timing and that selection remains merit-based across all review cycles. The pre-selected communities will advance to the community engagement grant stage under activity 1.1.2.5 as part of a two-stage selection process. Final confirmation of the community-SME/solution will be determined under output 1.1.2 following a community-led matching process.
57. Ineligible applications that are disqualified at PMU's pre-screening step will be immediately notified, with short structured written feedback from the PMU 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 PMU summarizing strengths and areas for improvement. High-scoring, non-selected applications will be informed that 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 PMU. The structured written feedback process for all applications is designed as learning opportunities for the applying communities. Where feasible, the PMU 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 building capacity.
58. Upon review and scoring of the applications, the Evaluation Committee will pre-select a cohort of approximately 60 communities between Years 1 and 2, deemed most suitable for participation in the SLLAS, based on the criteria set out in the Community Selection Framework (activity 1.1.1.1). Adaptation priorities of the pre-selected communities will be mapped, in addition to the impact category they responded to. This information will guide the call for solutions from adaptation SMEs (activity 1.1.2.2) as well as the subsequent matchmaking process with adaptation solution providers, ensuring interventions are well-targeted, contextually appropriate, and positioned for scale. Participation in SLLAS will ultimately depend on the identifying and confirming the adaptation priority of each community with a suitable, deployment-ready adaptation solution. This matching process is further detailed in subsequent outputs under Component 1. To strengthen the evidence base used in the SME-community matchmaking process, the PMU will implement a tiered verification process. The community application form will include structured questions capturing localized climate hazards, priority sectors, and key socio-economic indicators. For top-ranked community applications, the PMU will review secondary climate vulnerability and development data—including from National Adaptation Plans (NAPs), IPCC assessments, and public datasets—to validate and enrich application findings. Where necessary, brief follow-up consultations (e.g., short phone or virtual interviews) will be conducted with applicant representatives. Each review will include a structured stakeholder mapping and power analysis to identify marginalized groups and assess the dynamics of inclusion and exclusion within the community. This will inform a tailored engagement plan 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, targeted approach enables informed matchmaking decisions without overburdening community stakeholders or programme resources. This process further ensures that local climate risks, adaptation priorities, and social dynamics are well-understood and documented early, and directly shape the SME selection process.

59. More detailed Rapid Participatory Needs Assessments (RPNA) will be conducted under Activity 1.1.2.4, prior to matching with a SME, to ensure community-defined risks and priorities are adequately reflected in the matching process. The pre-selection of up to 60 communities will be concluded by Year 2 of the project, so that final selection of all 30 communities can be concluded latest by Year 3 of the project.
60. While the intention is to advance all pre-selected communities to successful matching with a SME and final selection, up to 60 may be pre-selected to account for the possibility that some communities may withdraw, lack readiness, or not find an adequate partnership with a SME. This buffer ensures that SLLAS can confidently select 30 strong, community-validated partnerships. However, if 30 partnerships are successfully selected before the full set of 60 pre-selected communities is needed, the pre-selection process will be concluded early. This approach balances ambition with operational pragmatism, ensuring quality, inclusion, and risk mitigation throughout the selection pipeline.

#### Output 1.1.2 Adaptation solutions from SMEs matched with communities and prepared for locally-led deployment

61. Output 1.1.2 focuses on the matching and capacity strengthening of 30 adaptation SMEs with proven, market-ready solutions that are technically sound, financially viable, and aligned with locally led adaptation (LLA) principles. Selection is guided by a refined Adaptation Impact Hypothesis (AIH), which evaluates each SME's geographical and socio-cultural proximity to pre-selected communities, their relevance to the climate challenges and priority adaptation sectors indicated by such communities under Output 1.1.1 but also their scalability, affordability, and commitment to working with local actors. Once selected by the SLLAS Evaluation Committee, the final matching will be confirmed in consultation with the partner community to ensure that the community accepts the deployment of pre-selected solution, and also reconfirm the community's commitment to partner with SLLAS. Upon final matching, SMEs receive tailored training on LLA, mentorship to adapt their business and delivery models in collaboration with communities, as well as support to establish partnerships with community stakeholders. Each SME is awarded a milestone-based grant—disbursed in tranches linked to co-defined implementation benchmarks—which provides both performance incentives for the SME and assurance that community engagement, delivery, and ownership processes proceed in a participatory, accountable manner. This output ensures that SMEs are technically and institutionally ready to deploy solutions that communities can adopt and sustain with confidence. The identification and shortlisting of deployment-ready solutions under this output will be directly informed by the adaptation needs, climate challenges, and priority sectors identified by communities through participatory assessments under Output 1.1.1. Only SME solutions that align with these community-defined parameters will be considered for further screening and potential deployment.

#### ***Activity 1.1.2.1 Refine and operationalize the Adaptation Impact Hypothesis (AIH) as a selection framework for SLLAS***

62. As part of its commitment to uphold the principles of Locally Led Adaptation (LLA), the SLLAS Programme Management Unit (PMU), under the technical guidance of UNIDO and in close consultation with adaptation finance and LLA experts, will refine and expand the existing Adaptation Impact Hypothesis (AIH) previously developed under the Adaptation SME Innovation Facility (ASIF). The revised framework, referred to as the AIH-LLA, will be specifically tailored to the SLLAS programme's objectives, embedding new evaluative criteria that reflect the unique operational, social, and institutional dynamics of community-led adaptation.
63. The AIH-LLA will function as a multi-purpose assessment and impact tracking tool guiding (i) the pre-selection of adaptation-oriented SMEs, (ii) the confirmation of the community-SME partnerships for solutions deployment, (iii) the long-term tracking of adaptation effectiveness, sustainability of the deployed solutions and LLA integration, and (iv) continuous learning through, capturing both the adaptation impact potential at the SME application stage and the impacts achieved during and after implementation. It enables assessment of whether solutions remain community-anchored, whether participatory mechanisms are sustained, and how SMEs uphold inclusive, locally driven adaptation practices beyond the duration of SLLAS. AIH-LLA will also seek alignment with other key adaptation metrics, such as the Global Goal on Adaptation (GGA) indicators.

64. AIH-LLA will be composed of two parts, where Part 1 will be used for pre-selection of SMEs to evaluate the degree to which their proposed solution aligns with the specific climate risks, vulnerabilities, and priority adaptation sectors in line with the impact categories of the call for applications. It will also assess the degree to which LLA principles are embedded into the SME's business model and delivery strategy. Part 1 will also assess the technical soundness and proven adaptation effectiveness of each solution, ensuring that proposed technologies or services have demonstrated their ability to manage climate risks and deliver tangible resilience outcomes in comparable contexts. It will also review the operational and financial viability of the SME, including the strength of its business model and its preparedness to implement the solution within the defined timeframe and budget.
65. Following the proposed match between pre-selected communities and SMEs (activity 1.1.2.4), AIH LLA Part 2 will be used to confirm the readiness of the community-SME partnerships in line with LLA principles, including operational maturity, technical feasibility, and the institutional and social readiness for implementation of proposed adaptation solution. To ensure full alignment with LLA principles, climate priorities, and country contexts, the finalization process will involve a structured co-design approach led by the SLLAS PMU and supported by technical experts, DAs (and, where applicable, NIEs), regional specialists, and community-facing actors. This co-design process will also draw on early lessons emerging from the community engagement grants (activity 1.1.2.5), ensuring that the final criteria reflect the real constraints and needs identified by communities and SMEs during the refinement of their proposals.
66. The final AIH-LLA Part 2 will incorporate the following dimensions:
- **Technical Soundness and Adaptation Effectiveness:** Evaluation of whether the proposed solution is evidence-based, has demonstrated adaptation results in similar contexts, and addresses climate risks identified through participatory assessments (Output 1.1.1). This includes both the solution's projected adaptation impact potential and its ability to deliver measurable resilience benefits during implementation.
  - **Operational and Financial Readiness:** Review of the SME's capacity to deliver and sustain the solution within the project timeline and budget, including affordability planning, cost recovery strategies, and the strength of its business and service delivery model.
  - **Community Ownership and LLA Integration:** Assessment of the extent to which the SME's delivery approach incorporates inclusive planning, community validation, local accountability systems, and co-governance. This dimension evaluates not only the strength of the SME-community partnership but whether LLA principles are operationalized throughout the SME's business model, service mechanisms, and institutional systems.
  - **LLA Sustainability Planning:** As part of final reporting, SMEs will submit an LLA Sustainability Plan detailing how participatory processes—such as community feedback systems, affordability reviews, grievance mechanisms, and inclusive governance—will be maintained and resourced after project closure. This ensures that the solution remains accountable to the community and embedded within local systems.
  - **Contextual Relevance and Scalability:** Review of how well the solution aligns with community priorities, local governance structures, and socio-cultural norms, as well as its feasibility for replication or adaptation in similar environments.
  - **Gender and Social Inclusion:** Scoring on how the solution and partnership address barriers to participation and benefit-sharing for women, youth, Indigenous Peoples, persons with disabilities, and other marginalized groups—across both design and implementation.
  - **Safeguards Compliance:** Evaluation of potential environmental and social risks, and alignment with the Adaptation Fund's Environmental and Social Policy (ESP), including mitigation strategies.
  - **Learning, Monitoring, and Post-Project Follow-up:** AIH-LLA Part 2 will continue to function after deployment as an impact monitoring and capturing tool. A dedicated sustainability indicator will track whether SMEs maintain at least two participatory mechanisms one year after project completion. This will be assessed through follow-up community surveys and streamlined reporting mechanisms developed under Component 3.

67. To operationalize the framework, the AIH–LLA Part 2 will be translated into a standardized scoring matrix with detailed reviewer guidance. This will be integrated into the SLLAS digital evaluation platform developed under Component 3, ensuring efficiency, consistency, and transparency across regions and application cycles. The Evaluation Committee will apply this scoring framework during the final partnership confirmation process, ensuring continuity and coherence between pre-selection and final confirmation. The framework will be tested internally and validated through expert review and regional consultations, to confirm accessibility, equity, and robustness across diverse adaptation sectors and geographies.

**Activity 1.1.2.2 Conduct an open call for adaptation SMEs**

68. The SLLAS PMU will launch rolling calls for adaptation SMEs through the SLLAS website. These calls are organized by impact categories, mirroring the structure used in the community pre-selection process, and further refined based on the mapping of adaptation demands in the pre-selected communities (activity 1.1.1.4). The call for SMEs will remain open year-round to accommodate diverse innovation cycles, market dynamics, and seasonal considerations across target regions.
69. To ensure wide visibility and attract a diverse pool of high-quality applications with proven adaptation solutions, the PMU will lead a strategic, multi-channel outreach campaign in full collaboration with best-in class climate accelerators and incubators, and leading adaptation and climate innovation networks, particularly those aligned with UNIDO’s existing portfolio. Key partners include the Climate Adaptation Innovation Learning ([CAIL](#)) platform, Adaptation Solutions Innovation Facility (ASIF) under the Adaptation Fund Climate Innovation Accelerator ([AFCIA](#)), Adaptation SME Accelerator Project ([ASAP](#)), [Climate-KIC](#), [SEEDStars](#), Global Innovation Lab for Climate Finance, [Global Center on Adaptation](#), [Adaptation Innovation Marketplace \(AIM\)](#), [Solar Impulse Foundation Solutions](#), [WIPO Green Marketplace](#), among others. These platforms offer extensive reach across public and private adaptation stakeholders, and serve as trusted convenors for climate-resilient innovation.
70. Outreach efforts will further extend to regional climate innovation hubs, national designated entities (NDEs), business incubators, and SME support structures and enterprise support organizations. To ensure regional balance and sectoral representation, the PMU will also coordinate directly with UNIDO Country Offices, regional development banks, and national adaptation planning institutions. This multi-tiered strategy will help surface both established and emerging SMEs, including those based in or working closely with vulnerable and underrepresented communities. The call for applications will be supported by a multilingual outreach and marketing campaign designed to engage adaptation SMEs across linguistic and technological contexts. This will include coordinated social media campaigns, tailored email newsletters, interactive webinars, and downloadable information toolkits. In addition, the PMU will host regular virtual information sessions to walk prospective applicants through the programme structure, eligibility criteria, and application process, with dedicated sessions in key regional languages.
71. All applications will be reviewed on a rolling basis, enabling timely entry and responsiveness to applicant readiness. Upon submission, the PMU will conduct an initial eligibility screening based on predefined criteria, including solution alignment with adaptation goals, SME registration and legal status, and community engagement plans. Submissions that meet the eligibility threshold will be forwarded to the SLLAS Evaluation Committee for formal review and scoring under the Adaptation Impact Hypothesis – Locally Led Adaptation (AIH-LLA) framework. Through this inclusive and strategically coordinated process, SLLAS will attract and support a diverse cohort of adaptation SMEs capable of delivering context-relevant, community-driven, and scalable climate solutions.

**Activity 1.1.2.3 Select a pool of adaptation SMEs with readiness and commitment to scale-up LLA principles**

72. Following the eligibility screening conducted by the SLLAS Programme Management Unit (PMU), all qualified applications will be reviewed by the multi-stakeholder SLLAS Evaluation Committee using the Environmental and Social Management Framework (ESMF), and the Adaptation Impact Hypothesis – Locally Led Adaptation (AIH-LLA) framework. This framework provides a standardized, equity-sensitive methodology for assessing each applicant’s technical merit, operational readiness, and alignment with locally led adaptation (LLA) principles.
73. Applications will be processed in monthly batches to ensure consistency and maintain a steady pipeline of vetted SME-led solutions. During each review cycle, Committee members will score the applications independently using a secure online evaluation platform. The review period will typically span two to three weeks, allowing members sufficient time to assess all submissions in accordance with the AIH-LLA

criteria. Following the completion of individual evaluations, the Committee will convene virtually to deliberate on high-potential submissions, discuss any scoring discrepancies, and collectively confirm which applicants will be included in the pool. If needed, the PMU will conduct targeted follow-up interviews with applicants to clarify specific elements of their proposal or confirm critical partnership arrangements. There is no predetermined number of SMEs to be pre-selected, and all qualifying SMEs will be pre-selected into a pool for proposed matching with pre-selected communities, until all 30 community-SME partnerships are concluded for deployment of solutions (output 1.1.3).

74. While the programme prioritizes local solution providers—defined as adaptation SMEs that are based in or have strong operational roots in the target country or region—SLLAS maintains flexibility to work with local non-SME entities such as civil society organizations, academic institutions, or public programmes. These entities may be eligible provided they demonstrate robust business models, long-term financial viability, and a clear commitment to inclusive, community-centred implementation.

#### **Activity 1.1.2.4 Community to SME/solution matching**

75. The matching of pre-selected communities and SMEs will be an iterative process, where, the SLLAS Evaluation Committee proposes one or more pre-selected SME(s) to each pre-selected community. The matching will commence towards the end of Year 1 of the programme, after 2 review cycles of community applications are concluded (activity 1.1.1.4), so that a critical number of pre-selected communities and SMEs have accumulated. The matching process will be informed by the application forms submitted by pre-selected candidates on both sides, and will prioritize the alignment between community adaptation needs and SME-provided solutions, as well as geographic and socio-cultural compatibility.
76. As part of the matching process, the pre-selected communities will be supported by the PMU to conduct a Rapid Participatory Needs Assessment (RPNA), i.e. community consultation and validation step with one or more proposed SME/solutions. During the RPNA, community representatives (e.g. local leaders, women's groups, youth, traditional governance actors, or CSO intermediaries) will be engaged in a structured dialogue with the proposed SME(s) to:
- Review the SME's proposed adaptation solution and business model;
  - Confirm whether the SME's solution is meaningfully aligned with the adaptation needs identified in the community's application and screening process; and
  - Provide formal feedback and validation, which will be recorded and reviewed by the Evaluation Committee before the match is confirmed.

RPNA will be conducted with human-centred design methodologies with the view to unearth needs that communities might not be able to articulate.

77. Based on the results of the RPNA, the pre-selected community will be invited to choose one SME/solution with which they wish to form a partnership. The pre-selected communities may conduct up to maximum of three RPNAs to explore different options, or until the end of Year 3 of the programme, or until 30 community-SME partnerships are concluded for solution deployment - whichever comes first. Within these parameters, the Evaluation Committee and the PMU will support the revision of matches upon request by pre-selected communities. If the proposed solution does not align with community-identified priorities from the RPNA, the community has the right to reject the match or request a revised solution. Due to the time-bound nature of SLLAS, communities that apply and are pre-selected earlier in the programme may have more opportunities for support in identifying a suitable match. In contrast, those pre-selected later may have fewer opportunities. These limitations will be clearly communicated during the call for applications to ensure realistic expectations and informed participation from the communities. Through this matching process, SLLAS ensures that only high-impact, community-SME partnerships will advance to solution deployment, helping to build resilient livelihoods and locally sustained adaptation outcomes. The role of the Evaluation Committee and the PMU is to support technical vetting and ensure alignment with the programme framework, while the final decision-making authority on the match rests with the community and their designated representatives. Where no suitable SME solution is available for a community's identified priority, the PMU may launch a targeted call for innovations or support local actors to develop relevant solutions, or identify non-local solution providers that are committed to operate in the target community, ensuring community demand is not constrained by supply.

#### **Activity 1.1.2.5 Provide community engagement grants to deepen LLA principles in the matched community-SME partnerships**

78. Once a pre-selected community accepts a match with a SME/solution, the proposed community-SME partnership will receive a community engagement grant of up to USD 10,000 to strengthen LLA principles through participatory refinement of their proposed solution, formalization of partnership arrangements, and generation of evidence required for completion of AIH-LLA Part 2. This activity is an integral step in the partnership confirmation phase, where further exploration and elicitation of the adaptation priority will take place, facilitating the participating SMEs to further refine their solution to the specific needs of communities. This allows the community and SME to confirm the demand-solution alignment, before final confirmation of the partnership under activity 1.1.2.6. It is also a chance for the community and SME to develop their thought process, with access to the resources and tools made available through the community engagement grant. The grants will support targeted activities such as community consultations, participatory design workshops, local solution testing, stakeholder inclusion planning, translation, facilitation, and logistics. All expenditures must directly contribute to the objectives of strengthening community ownership and improving the quality and readiness of the adaptation solution. Each matched partnership will be requested to submit a community engagement plan within 2 months of their matching. The community engagement plan will outline intended activities, timeline, outputs, budget, and any technical support required from the SLLAS PMU or regional facilitators. The community engagement period will last up to 5 months, with the possibility of a 1 month extension where justified by local conditions. Templates and guidance materials for the community engagement grant phase will be provided in relevant languages by the PMU to support inclusive and equitable participation. Where needed, local facilitators may be deployed to support engagement of women, youth, and any marginalized groups.
79. Importantly, the community engagement grant will be required to conduct safeguards due diligence in line with the SLLAS Environmental and Social Management Framework (ESMF). Specifically, the grant will finance context-specific Environmental and Social (E&S) assessments and community-level risk screening to ensure that the proposed SME/solution does not result in any maladaptation, social exclusion, or long-term harm. The results of these assessments will be used to integrate mitigation measures directly into the partnership's deployment strategy and finalize AIH-LLA Part 2.
80. By end of the grant phase, each partnership will be requested to complete and submit AIH-LLA Part, incorporating community feedback and safeguards findings. Suggested deliverables of the community engagement grant include (i) a revised solution concept aligned with community-defined climate risks and priorities, (ii) a formalized partnership agreement outlining roles, responsibilities, and governance arrangements, (iii) a stakeholder engagement and inclusion plan for solution deployment, (iv) a power and inclusion analysis consistent with LLA principles, and (v) documentation of any identified E&S risks and mitigation actions. These deliverables will feed directly into the AIH-LLA Part 2, which serves as the final selection framework for solutions to be deployed under SLLAS (output 1.1.3). AIH-LLA Part 2 will ultimately assess the readiness of the partnership in terms of operations, local ownership, technical feasibility, and alignment with LLA principles including equity, sustainability, and institutional anchoring. By offering dedicated resources and structured support for meaningful engagement, this activity ensures that final selection is rooted in local priorities, co-owned by communities, and primed for successful solution adoption and deployment. While the aim that all proposed partnerships advance to final selection and solution deployment (output 1.1.3), financial resources are set aside under SLLAS budget for up to 40 community engagement grants to account for potential attrition or readiness gaps. This ensures that 30 high-quality, community-driven partnerships can be confidently selected for solution deployment at the next step. The community engagement grant is designed to ensure that the community is empowered to co-shape the partnership with the proposed SME, and for the SME to ensure that their solution can be fully refined to meet the needs of their customers, the target community. This leads LLA principles to be embedded into the relationship between the community and SME, before the final confirmation of the partnership (activity 1.1.2.6).
81. When supporting communities in countries where National Implementing Entities (NIEs) are active, the SLLAS PMU will invite them to provide advisory support during the community engagement grant phase. In addition to reviewing community engagement plans and offering non-binding technical or policy-alignment feedback, NIEs will be specifically requested to advise on how community-SME partnerships can leverage existing in-country coordination structures, implementation capacities, and national adaptation systems. Their inputs may include identifying relevant national initiatives, institutional anchoring opportunities, safeguards requirements, or coordination mechanisms that could strengthen the feasibility and long-term sustainability of the proposed solution. This enables communities—who are familiar with their NIE's role and mandates—to incorporate these insights into stronger, more informed engagement plans. Importantly, NIE involvement will remain advisory to preserve the autonomy of the community-SME partnership. Where appropriate, NIEs may also support

institutional integration or explore synergies with ongoing national initiatives to facilitate sustainability and post-SLLAS scaling.

**Activity 1.1.2.6 Confirm 30 community-SME partnerships and prepare them for locally-led deployment of adaptation solutions**

82. The SLLAS Evaluation Committee will review AIH-LLA Part 2 submissions, for the final confirmation of 30 community–SME partnerships that demonstrate the highest potential for delivering locally led, technically sound, socially inclusive, and climate-responsive adaptation solutions. The community-SME partnerships will be requested to submit the completed AIH–LLA Part 2 will confirm the final documentation package submitted by pre-selected partnerships, prepared during the community engagement grant phase, and ensure that AIH–LLA Part 2 criteria are fully aligned with these expected deliverables. These documents will serve as core inputs to the final evaluation under this activity, ensuring that evaluation focuses on readiness and quality, not additional document production. The final documentation package to be evaluated includes:
- A revised solution concept grounded in community-defined climate risks and priorities
  - A formalized and signed partnership agreement outlining shared roles, decision-making, and accountability mechanisms
  - A stakeholder engagement and inclusion plan for implementation
  - A power and inclusion analysis in line with LLA principles
83. The evaluation will focus on operational maturity, community ownership, solution feasibility, contextual fit, gender and social inclusion, safeguards compliance, and the potential for learning and replication. Reviewers will also examine the alignment of the solution with climate hazard profiles and adaptation priorities identified through Output 1.1.1, as well as how clearly the proposal reflects community co-development. The same evaluation criteria will be applied to both local and non-local SMEs, ensuring that only SMEs that are willing and committed to expand their operations as a local SME will be confirmed as a partner for a target community.
84. The final confirmation will take place on a rolling basis, mirroring the matching process, and closely linked to the completion of community engagement grants. The Evaluation Committee will assess the matched partnerships that have completed their community engagement grants and submitted the required documentation as they become ready—rather than waiting for the full pool of pre-selected partnerships to complete engagement—which accelerates the identification of high-quality, deployment-ready partnerships and reduces unnecessary delays for communities already prepared for implementation. For each confirmation:
- The PMU will compile the completed AIH–LLA Part 2 submissions and conduct an initial eligibility and completeness check.
  - Committee members will independently score submissions using the standardized matrix, followed by a structured deliberation process.
  - For applications from countries where Adaptation Fund-accredited NIEs are active, the application package will also be shared with the respective NIE at the same time as Committee members. NIEs will be invited to independently review the submissions and provide written insights regarding national policy alignment, safeguards, and institutional integration. Their input will be shared with all Committee members as contextual resource material prior to deliberation.
  - Final recommendations of the Committee will be reached via consensus or majority vote, documented and archived by the PMU.
  - The Evaluation Committee’s recommendations will be submitted to the relevant Designated Authorities (DAs) of the Adaptation Fund for confirmation of alignment with national adaptation priorities.
  - Partnerships that are confirmed by relevant NDAs will be finally selected for deployment of their proposed solutions.
85. DAs will have a defined time window to confirm that each recommended partnership and its proposed solution is consistent with national climate strategies, policies, and institutional priorities. Where applicable, DAs may consult with NIEs or relevant line ministries before issuing confirmation. In cases where alignment cannot be confirmed, the Evaluation Committee may revisit the recommendation or explore adjustments with the partnership. DAs will be requested to confirm their approval through providing Letters of Endorsement (LoE) to the SLLAS PMU as per AF policy. The LoEs will be obtained before final confirmation of the partnerships, and before any activities are conducted in the country. LoEs will be submitted to the AF Secretariat as part of the Annual Project Performance Reports.

86. Structured written feedback will be provided to non-confirmed partnerships, highlighting areas for improvement. High-potential but non-confirmed partnerships may be invited to resubmit, depending on timing and remaining slots. If the full cohort of 30 partnerships is selected before the 40 matched partnerships complete their engagement, the process will conclude early. This approach reflects the operational reality that not all matched partnerships may reach full readiness or meet the AIH–LLA Part 2 criteria. The buffer of up to 40 pre-selections ensures that SLLAS can confidently select a final cohort of 30 strong, community-validated partnerships without compromising on quality or inclusion. If the target of 30 is achieved early, the pre-selection process will close early. This strategy balances ambition with operational pragmatism and strengthens the integrity of the final selection process.
87. After final confirmation, all 30 partnerships will receive formal notification, and results will be published on the SLLAS website along with anonymized summary insights. DAs will also receive formal confirmation documentation for national records. Non-confirmed partnerships will receive feedback, and where relevant, may be referred to other opportunities for support. This activity ensures that only the most robust, community-owned, and context-aligned partnerships are selected to move forward to solution deployment.

**Activity 1.1.2.7 Deliver onboarding training to selected SMEs for LLA-aligned implementation**

88. Following the final confirmation (activity 1.1.2.6), all SMEs will participate in a structured onboarding training programme designed to prepare them for locally led, community-driven deployment of adaptation solutions. This onboarding phase establishes the foundational competencies required for SMEs to operate in accordance with Locally Led Adaptation (LLA) principles and to refine their business, operational, and governance models so they are fully aligned with community-defined needs and contexts.
89. The SLLAS PMU, in partnership with experts in LLA, civil society organizations (CSOs), regional training institutions, and academic partners, will design and deliver a comprehensive curriculum tailored to the realities of adaptation solution deployment in vulnerable communities. The training will emphasize not only solution-level alignment with community needs but also the broader organizational shifts required to integrate LLA into the SME’s business model, operational roll-out strategy, pricing and access approach, governance practices, and partnership modalities. This ensures that LLA is institutionalized as part of how SMEs plan, operate, and deliver value—not treated as an isolated set of project activities.
90. The training curriculum will include modules such as:
- 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.
  - 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 centred practices are embedded into the SME’s long term organizational systems.
91. To ensure regional relevance, all modules will incorporate locally grounded case studies, examples from previous adaptation projects, and guidance from practitioners with experience in community-led implementation. The PMU will coordinate delivery through a combination of virtual learning modules, interactive live sessions, and regionally organized in-person or hybrid workshops. All materials will be available in multiple languages, with interpretation provided as needed.
92. Participation in the onboarding programme will be mandatory for all selected SMEs. A baseline assessment will capture each SME’s initial understanding of LLA principles, business model alignment gaps, and operational readiness. At the end of the training, a post-training assessment will measure knowledge gains and identify areas requiring follow-up support under Output 1.1.3. Through this structured onboarding process, SLLAS will ensure that all SMEs entering the deployment preparation phase have the skills, 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 under Output 1.1.3

#### Output 1.1.3 30 adaptation solutions deployed through participatory, community-led processes in target communities

93. This output supports the full-scale deployment of adaptation solutions in the 30 selected communities, ensuring that the roll-out is grounded in community-defined priorities, co-designed with local actors, and fully aligned with Locally Led Adaptation (LLA) principles. Marking the transition from solution preparation (Output 1.1.2) to inclusive, community-anchored deployment, Output 1.1.3 focuses on how each solution is implemented, governed, and sustained in a way that is community-led, socially inclusive, and context-specific. SMEs will be supported to meaningfully adapt their business models, service delivery systems, operational modalities, and governance practices to local realities, embedding community ownership and accountability from design through long-term sustainability. This will be achieved through participatory planning, localized operational adaptation, milestone-based financing, and the establishment of community governance and monitoring structures—ensuring that communities retain leadership throughout implementation and that SMEs institutionalize LLA principles within their core strategies.
94. In addition to the co-design by community-SME partnerships to define deployment and operation modalities and the related milestones, it is also important to note that the supported SMEs are from vulnerable communities themselves. And therefore their local status empowers them to act as financial intermediaries, transferring benefits to the wider community, and they would be held accountable to the community through the local governance structures established under activity 1.1.3.4.

##### **Activity 1.1.3.1 Facilitate community–SME co-design of deployment and service delivery plans**

95. Following final selection under Output 1.1.2, the SLLAS PMU will facilitate a structured, inclusive co-design process in each of the 30 target communities. This activity ensures that both the adaptation solution and the SME's business model are further tailored to local needs, socio-cultural norms, resource patterns, and institutional realities. These co-design processes build directly on the insights generated during the community engagement grants (Activity 1.1.2.5) and the SME onboarding training (Activity 1.1.2.7). Where applicable, NIEs will be invited to contribute to the co-design process as strategic advisors, offering insights on national policy alignment, safeguards, and institutional integration. Their engagement will be coordinated by the PMU and will complement the leadership of community representatives and SMEs. NIE participation will also strengthen the potential for national scaling and uptake of successful models, reinforcing SLLAS' sustainability pathways.
96. Each co-design process will be organized as a multi-day participatory workshop hosted in the community and facilitated by regional experts, local CSO partners, and SME personnel. Workshops will adhere strictly to LLA principles emphasizing shared decision-making, transparency, and inclusion of women, youth, persons with disabilities, Indigenous Peoples, and other marginalized groups. Where appropriate, gender-segregated or youth-only sessions will be held to encourage open dialogue. Key components of the co-design workshops will include:
- Community unpacking of the solution, where SMEs 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 SMEs 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.
  - 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.

97. Expected results of Activity 1.1.3.1 include:
- A community-validated deployment design, jointly endorsed by community representatives and the SME.
  - 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.

These co-design deliverables form the operational backbone for the deployment process under activity 1.1.3.3.

**Activity 1.1.3.2 Support SMEs to operationalize LLA-aligned business and delivery models in each community**

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

99. Building on the onboarding training (activity 1.1.2.7), SMEs will receive hands-on support from LLA experts, local partners, and the PMU to adapt their business strategy, operational workflows, staffing models, and pricing/affordability approaches to each community's socio-economic and institutional characteristics. This ensures the solution is not only used, but sustainable and locally governed. Envisioned support under this activity include the following aspects:

A. Localization of business and service delivery models

- Refining customer/user segments, distribution channels, and revenue models based on community needs assessments and affordability patterns identified during Activities 1.1.1.4 and 1.1.3.1.
- Tailoring pricing strategies for 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, SMEs 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

- Managing the risk of technology failure by clearly embedding technology risk management within both the co-design and adaptive monitoring processes

100. Results of activity 1.1.3.2 include:

- A localized 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 1.1.3.3 Deploy adaptation solutions through inclusive, community-led delivery processes**

101. This activity constitutes the full-scale deployment of adaptation solutions in all 30 selected communities. It puts the co-designed plans (activity 1.1.3.1) and localized business models (activity 1.1.3.2) into practice, ensuring that the operational roll-out of solutions is inclusive, transparent, and community-anchored.
102. Each SME will receive a milestone-based deployment grant ranging from USD 100,000 to 250,000. 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.
103. 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**

Each disbursement will require:

    - SME-submitted documentation (photos, logs, training records, user lists)
    - Validation from community representatives
    - PMU 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.
104. This activity ensures that the deployment of solutions is not just 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 guarantees that deployment is grounded in transparency, shared ownership, and long-term resilience.

### **Activity 1.1.3.4 Establish and operationalize community governance, monitoring, and learning systems**

105. This activity ensures that each deployed adaptation solution is embedded within a locally accountable, inclusive, and self-sustaining governance and monitoring system, while also facilitating the systematic capture of learning and reflection. These processes anchor community ownership, enable course correction, and generate knowledge to inform adaptive management and scaling.
106. In each of the 30 selected communities, the SLLAS PMU will work with SMEs, local authorities, and civil society partners to establish or strengthen governance structures responsible for overseeing the solution's ongoing operation, 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 structures will be formed or adapted through inclusive, participatory processes that ensure equitable representation of women, youth, Indigenous Peoples, and marginalized groups. 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 SMEs and the PMU 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
107. 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 Locally Led Adaptation (LLA) principles and the Adaptation Impact Hypothesis (AIH). 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.
108. 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 PMU will support the synthesis of these local reflections into short learning products—such as briefs, blog posts, or video testimonials—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.
109. 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. the resilience, relevance, and replicability of the adaptation solutions supported under SLLAS.

**Outcome 1.2 Community-led climate-resilient livelihood strategies and business models to sustain and expand the impact of deployed adaptation solutions**

110. Outcome 1.2 builds directly on the deployed adaptation solutions under Outcome 1.1 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 SMEs 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 not only ensure the functionality and affordability of adaptation solutions over time, but also link adaptation with inclusive economic development.
111. SLLAS will provide structured support through business ideation, training, and coaching, but will not fund the implementation of these models. 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.
112. By fostering these pathways, Outcome 1.2 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 1.2.1 Resilient livelihood opportunities linked to deployed adaptation solutions identified through community-led processes**

113. Output 1.2.1 focuses on enabling community members to collectively explore how the adaptation solutions deployed under Outcome 1.1 can contribute to climate-resilient livelihoods. 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 1.2.2. 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 SME-provided inputs. SLLAS supports these entrepreneurs by helping them identify business opportunities, build viable models, and access training and support networks.

**Activity 1.2.1.1 Facilitate participatory workshops to explore climate-resilient livelihood opportunities enabled by the deployed solution**

114. In each participating community, the SLLAS Programme Management Unit (PMU) will organize structured workshops aimed at collectively exploring the ways in which the deployed adaptation solution can enhance local livelihoods and contribute to 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.

115. 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.

116. 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.

117. 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 1.2.1.2 Translate community opportunity maps into structured business model concepts**

118. Following the participatory workshops on adaptation–livelihood linkages, the SLLAS Programme Management Unit (PMU) (together with local facilitators, community representatives, and community-embedded SMEs) will guide the co-development of simplified business model concepts that translate the identified opportunities into community-supported, locally viable economic pathways.

119. 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 SMEs’ services and products.

120. 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 SMEs.
121. 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.
122. 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.
123. Each community will develop one to two structured business model concepts, co-created and validated together with community-embedded SMEs 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.
124. By developing these models collectively, communities and SMEs build shared ownership and a common vision of how adaptation solutions can generate long-term livelihood and service opportunities. This process deepens local understanding of the economic potential of adaptation, while laying the groundwork for sustainable, community-anchored enterprise systems that maintain and scale the benefits of the deployed solutions.

**Activity 1.2.1.3 Facilitate community reflection and prioritization of adaptation-linked enterprise opportunities**

125. 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.
126. Facilitated by local partners and the SLLAS PMU, 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.
127. 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 1.2.2. 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 1.2.2 Local entrepreneurs supported to develop adaptation-linked business plans for climate-resilient livelihoods**

128. Building on the community-level ideation in Output 1.2.1, Output 1.2.2 focuses on supporting up to 150 individual entrepreneurs (5 per community) —especially women and youth—to take forward the most **promising business ideas into structured business plans. Through targeted training, coaching, and** exposure to local enterprise ecosystems, participants will gain the skills needed to refine business models, define operational strategies, and identify potential follow-up actions. While SLLAS will not provide financing or piloting support for the business models, each entrepreneur will leave with a completed business plan and a clear roadmap for independent next steps. In doing so, this output fosters a pipeline of community entrepreneurs equipped to turn adaptation-linked opportunities into sustainable, resilience-enhancing income generation.

**Activity 1.2.2.1 Deliver targeted, inclusive entrepreneurship training for selected community members pursuing business ideas**

129. 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.
130. 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 PMU 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.
131. 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 1.2.2.2** *Provide one-on-one coaching to refine business plans and define self-determined action pathways*

132. 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.
133. Coaches will be drawn from local enterprise support networks, including NGOs, cooperatives, and public-sector SME 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.
134. 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 1.2.2.3** *Facilitate exposure to enterprise support services and peer learning opportunities within each community*

135. 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.
136. In each community, the PMU 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.
137. 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.

### **Component 2 Community-Driven Planning and Demand Generation for Adaptation Solutions**

138. Component 2 deepens the community leadership and decision-making power within the local adaptation economy. Building on Component 1, particularly the hands-on experience of co-deploying and benefiting from adaptation solutions with SMEs, Component 2 supports a broader transition for communities towards community-led adaptation planning and governance. While Component 1 focuses on enabling community-SMEs partnerships to deliver one adaptation solution per community grounded in LLA principles, Component 2 aims to strengthen communities with the capacity to self-define the direction and demand for adaptation solutions comprehensively across sectors and timeframes, shaping local economies and partnerships around their needs.
139. Through Outcome 2.1, communities are further supported to shift from solution users to adaptation planners and advocates. Having witnessed the direct benefits of the adaptation solutions deployed under Outcome 1.1, these communities will be well placed to identify, prioritize, and scale the solutions that best address their climate vulnerabilities. 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. This approach ensures that communities actively shape adaptation agendas and continue to drive uptake, replication, and sustained use of solutions over time.
140. In parallel, Outcome 2.2 addresses the financial barriers that often limit the ability of communities to scale and sustain these solutions. By connecting local adaptation projects with investors, Outcome 2.2 ensures that the demand generated through Outcome 2.1 can be met with the necessary financial resources, enabling solutions to scale and become sustainable. In doing so, it strengthens the link between grassroots demand generation and long-term financial sustainability
141. Demand creation and awareness raising ensures that adaptation solutions are not just provided, but are actively sought and driven by the communities themselves. This demand-focused approach complements the experience of co-deployment under Component 1, by fostering long-term capacity of communities to generate demand, plan strategically, and access adaptation finance ecosystems. Together, the two components establish a virtuous cycle, locally validated and co-deployed solutions lead to greater local demand, which in turn mobilizes further adaptation finance and innovation.
142. A key element of this component is the empowerment of community adaptation advocates. The program will identify and train up to 90 community adaptation advocates (3 per selected community under Component 1), who will serve as champions 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.
143. Following the training, the advocates will lead the development of their own community-based adaptation plans (one per community), designed to be tailored to each community's specific needs and climate vulnerabilities. These plans will be developed in close consultation with community members, ensuring that the adaptation strategies are rooted in local knowledge and contextual realities and reflect locally endorsed priorities for future resource mobilization and coordination.
144. In addition to the planning process, awareness campaigns will be implemented to educate vulnerable communities about the adaptation solutions available to them, as well as how they can access these solutions. These campaigns will promote a grassroots approach to adaptation, creating a culture of adaptation that makes it more likely that the community will embrace and sustain the solutions over the long term.
145. Activities under Component 2 will be the responsibility of the Executing Entity, MetaMeta ,working in collaboration with the applicant community-based organizations to implement these activities. The EE will determine the extent to which implementation and related management of funds can be delegated to them, based on their financial management capacity and the EE's own preferred modalities to optimize

for efficiency and effectiveness. Executing Entity will retain fiduciary oversight in accordance with Adaptation Fund and UNIDO policies, and LLA principles will be upheld by ensuring that all financial planning processes - including budgeting, procurement design, and financial disbursement schedules - are co-developed with the communities, and subject to their formal validation. Disbursement of these funds will be contingent on clear evidence of community-endorsed budgets and delivery arrangements. This approach ensures that communities retain meaningful decision making power over how adaptation resources are allocated and used, while maintaining full compliance with fiduciary requirements.

### **Outcome 2.1 Empowered community adaptation advocates leading the development of community adaptation plans**

146. Outcome 2.1 is designed to empower local communities to take ownership of their adaptation planning processes, where the development of community-level adaptation plans 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 this outcome is the co-creation of community-level adaptation plans for each of the 30 target communities (identified in component 1).
147. The community advocates—identified and selected from within each community—will play a central role in facilitating the planning process. These advocates will raise awareness and educate the community about the climate risks, vulnerabilities, and hazards the community will face in the future and 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.
148. While Outcome 1.2 focuses on developing business models leveraging the deployed adaptation solutions for increase climate resiliency of livelihoods, Outcome 2.1 is wider in scope to lay the groundwork by establishing the foundational community adaptation plans that will guide and inform these business opportunities. These adaptation plans will outline the specific resilience needs and community priorities, ensuring that the business models created under Outcome 1.2 are aligned with these needs, and have community buy-in.
149. Therefore activities under outcome 2.1 will be conducted prior to those under outcome 1.2. By sequencing the interventions in this way, Outcome 2.1 ensures the necessary community groundwork is established, with clear local priorities. This approach ensures that the business concepts and models developed in Outcome 1.2 are rooted in the community's adaptation needs, making them sustainable, relevant, and aligned with long-term resilience goals.

#### **Output 2.1.1 90 community adaptation advocates selected and trained to lead inclusive adaptation planning**

150. Output 2.1.1 focuses on identifying, selecting, and training three types of community adaptation advocates (90 advocates in total, 3 per community) who will play a central role in leading the development of community-level adaptation plans. These advocates will be the driving force in ensuring that the adaptation plans are locally driven, inclusive, and aligned with community needs and climate resilience goals.
151. The three types of advocates—Resilience Leaders, Resilience Youth Ambassadors, and Resilience Data Experts—will each bring a unique set of skills and perspectives to the adaptation planning process. These roles will complement each other, ensuring that the adaptation planning process is holistic, data-informed, and socially inclusive.
152. Resilience Leaders: These are trusted figures within the community who have the ability to mobilize local populations and engage local decision-makers. 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.
153. 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. 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.
154. 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 2.1.1.1** *Select 3 adaptation advocates per community (90 in total)*

155. In each participating community, three adaptation advocates will be selected—totaling 90 across the programme—to lead the development of inclusive, community-led adaptation plans. The selection process will be community-driven and adapted to local contexts, ensuring that the advocates chosen are not only representative of their communities but also trusted and capable of facilitating participatory adaptation planning processes. This approach is designed to foster strong local ownership and ensure that the adaptation plans are grounded in the community’s priorities, needs, and values.
156. The selection will begin with an open call for nominations and applications, disseminated through locally appropriate channels such as community gatherings, local NGOs and CSOs, women’s and youth groups, and other community networks. This ensures broad awareness and accessibility. The process will prioritize transparency and inclusivity, actively encouraging the participation of women, youth, and other marginalized groups who are often underrepresented in formal leadership roles.
157. The call will seek candidates for three key roles in each community: Resilience Leaders, Youth Ambassadors, and Data Experts. These roles reflect the varied dimensions of community-based adaptation, from leadership and mobilization to technical understanding and evidence-based planning. Selection will be based on predefined criteria that include demonstrated leadership potential, communication and engagement skills, and a clear commitment to serving community interests.
158. A locally constituted selection committee—comprising community leaders, representatives from local organizations, and trusted stakeholders—will review nominations and applications. Their role will be to assess candidates based on their capacity to drive inclusive planning processes and represent a broad cross-section of community voices.
159. The final selection of adaptation advocates will result in a cadre of locally rooted facilitators, equipped with the trust and legitimacy to lead the development of meaningful, community-owned adaptation strategies. This foundation will be critical to ensuring the success and long-term sustainability of the SLLAS-supported adaptation planning processes.

**Activity 2.1.1.2** *Develop training materials for community adaptation advocates on knowledge, information, and skills to develop community-led adaptation plans*

160. To ensure that community adaptation advocates are fully equipped to lead inclusive, locally relevant adaptation planning, the Programme Management Unit (PMU), 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 that reflect community priorities, climate risks, and adaptation needs.
161. 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 Solutions**, especially those introduced through SLLAS-supported deployments under Outcome 1.1. Advocates will be trained to contextualize and promote relevant solutions, 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.

162. Building on this shared foundation, each 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.

163. 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.

164. 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 2.1.1.3** *Deliver training to community adaptation advocates on knowledge, information, and skills to develop community-led adaptation plans*

165. 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.

166. 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.

167. Recognizing the digital divide in some target communities, the PMU 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.

168. The in-person component of the training will be delivered in each target community by local facilitators fluent in the relevant language(s). 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.

169. 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 that successfully complete the trainings, are assessed to have absorbed the knowledge and skills offered by the trainings, and demonstrate strong willingness and commitment, will be recruited as local experts in the execution of outputs 2.1.2. and 2.2.1 to ensure and incentivise 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,

#### Output 2.1.2 30 community adaptation plans co-developed through locally led, participatory processes

170. The 30 communities will each develop a community-level adaptation plan, led by the adaptation advocates trained under output 2.1.1. 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.
171. 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 community-based adaptation plans that are aligned with local priorities and provide clear roadmaps for addressing the climate risks and vulnerabilities identified by the community.
172. The Community-Based Adaptation Plans (CBAPs) developed by the Community Adaptation Advocates will directly inform the tailoring of SME deployment solutions. These plans will serve as a reference point to verify alignment between community-identified needs and proposed SME interventions. The final structure and milestones of each SME's small grant 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 2.1.2.1 Support community advocates to develop a roadmap for community adaptation planning***

173. The SLLAS Programme will support community adaptation advocates in developing a comprehensive and locally grounded 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.
174. Co-developed by the advocates and the PMU 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.
175. 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.
176. The roadmap will provide detailed 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.
177. 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.

178. 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, SMEs, community members, CSOs, NGOs, local authorities, and the PMU. It will include mechanisms for accountability and coordination to ensure the integrity and transparency of the process.
179. 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.
180. A dedicated section of the roadmap will guide advocates in adhering to the core principles of Locally Led Adaptation (LLA). These include ensuring local ownership by positioning community members as the primary decision-makers; promoting inclusivity by actively involving women, youth, and marginalized groups; emphasizing sustainability through local capacity-building and long-term planning; and fostering adaptability so that plans remain responsive to evolving climate conditions and community needs.
181. Finally, the roadmap will provide a bridge between adaptation solution deployment under Outcome 1.1 and livelihood-focused activities under Output 1.2.1.1. By embedding livelihood considerations into the planning process from the outset, the roadmap ensures that communities view adaptation not only as a means of reducing climate risks but also as a pathway to resilient, inclusive, and sustainable development.

#### ***Activity 2.1.2.2 Facilitate community interactions and dialogues to co-create community adaptation plans***

182. 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 2.1.2.1. 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.
183. 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 opportunities tailored to their specific vulnerabilities.
184. 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 local context.

185. 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.
186. To deepen the link between adaptation and economic resilience, local SMEs and entrepreneurs will be invited to participate in the dialogues. These actors will share practical experiences on how adaptation strategies have supported their business continuity and community resilience, demonstrating real-world applications of climate-resilient business models. 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.
187. 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.
188. 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 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 2.1.2.3** *Validate and finalize community adaptation plans with expert and community input*

189. Activity 2.1.2.3 centers on validating and finalizing the community adaptation plans by synthesizing the insights gathered during the participatory dialogues of activity 2.1.2.2. 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. The process will be led by the three community adaptation advocates—Resilience Leaders, Youth Ambassadors, and Data Experts—supported by technical experts in climate science, environmental sustainability, and adaptation planning.
190. The validation 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 opportunities. The advocates will organize and structure this content into draft adaptation plans that present clear, actionable pathways to resilience.
191. Once a draft has been prepared, technical experts will be engaged to review 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 consistency with national adaptation strategies, ensuring the plans contribute to and align with existing policies and commitments.
192. Following this expert validation, a dedicated community review 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. Facilitators 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.
193. After gathering and incorporating community feedback, the advocates will work to finalize the adaptation plan. 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 roadmap for implementation. The plan will then be formally endorsed by local authorities or community leaders, solidifying institutional ownership and enabling subsequent action.

194. Ultimately, this activity will result in community adaptation plans that are inclusive, actionable, and ready for implementation—ensuring that communities are empowered with a locally owned and technically validated strategy to navigate the challenges of climate change and build long-term resilience.

## **Outcome 2.2 Communities generate demand and mobilize partnerships for adaptation solutions**

195. With outcome 2.1 culminating in the finalization of the community adaptation plans, outcome 2.2 supports communities to take the next step—translating their priorities into clear, actionable pathways by identifying support needs and engaging with the actors and resources required to implement them. Building on the validated community adaptation plans this outcome enables communities to move from planning to proactive action by clarifying the support they need, forging vital partnerships, and articulating informed demand for adaptation solutions. Through awareness-raising, capacity-building, and facilitated dialogues, communities deepen their understanding of climate threats, identify which parts of their plans they can tackle internally, and determine where external expertise—particularly from adaptation SMEs and local entrepreneurs—can be most beneficial.
196. 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 SMEs (often operating at a broader scale) may complement local entrepreneurship with more specialized or advanced solutions.
197. In line with the programme’s locally led principles, communities themselves remain in the driver’s seat, prioritizing interventions that address their most urgent vulnerabilities while building the business case for adaptation, including decisions on which locally prioritized needs are addressed through SLLAS-financed solution deployment under Component 1, and which are advanced for follow-on financing through Component 2. They also receive targeted assistance to access financing, both public and private, to ensure that promising ideas do not falter due to lack of capital. Where possible, the programme links these local initiatives to investors, financial institutions, and support facilities capable of scaling up successful solutions.
198. Importantly, while all participating communities benefit from improved knowledge, linkages, and demand articulation, 10 communities will be supported to establish linkages with potential financiers to scale up their locally driven solutions (output 2.2.2). This focused approach ensures that the available resources and technical expertise can make a tangible impact, demonstrating proof-of-concept for more extensive replication.
199. 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 2 will be delivered with differentiated levels of support. Communities with lower existing capacity will receive more intensive facilitation, mentoring, and logistical support from the PMU. 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.
200. Overall, Outcome 2.2 creates a virtuous cycle in which communities confidently express what they need, entrepreneurs and SMEs respond with context-specific innovations, and adaptation investments flow to where demand, ownership, and feasibility intersect. Through targeted support for scaling in 10 communities, the programme offers demonstrative examples of how local leadership, solution co-creation, and adequate resourcing can anchor adaptation in real-world viability—and lay the groundwork for broader systemic change.

### **Output 2.2.1 Community adaptation needs translated into demand profiles to guide partnerships and resource mobilisation**

201. Once the 30 community adaptation plans are finalized under Output 2.1.2, 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 will focus on translating each adaptation plan into a concise, action-oriented “demand profile” that outlines the types of support, services, partnerships, and resources the community needs to operationalize its plan.

202. 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 SMEs, local entrepreneurs, and institutional actors.
203. These profiles will form the foundation for connecting the communities with appropriate support mechanisms and will also serve as a practical reference for Outcome 1.2, which supports local entrepreneurs to build viable, demand-responsive adaptation businesses. The process ensures that scaling and financing of adaptation is grounded in community-defined priorities and implementation readiness, and that external actors engage with the community on its own terms.
204. By the end of this output, each community will have a clearly defined and locally endorsed adaptation support profile—grounded in lived realities, prioritized by the community, and ready to guide engagement with adaptation SMEs, local entrepreneurs, public institutions, and investors. These profiles will serve as the foundation for subsequent matchmaking, solution co-design, and resource mobilization efforts under Outcome 2.2 and Outcome 1.2.

**Activity 2.2.1.1 Facilitate community readiness assessment to identify implementation support needs**

205. This activity will initiate a structured and inclusive readiness assessment in each community to evaluate their capacity to implement the finalized adaptation plan. The process is designed to be accessible, participatory, and rooted in local knowledge systems. It will enable community members to collectively reflect on the feasibility of the plan's priority actions and identify where additional support or partnerships may be needed.
206. Facilitated by the trained community adaptation advocates, the assessment will employ participatory methods tailored to local contexts and varying literacy levels. Simple, interactive tools—such as color-coded tokens, drawings, and oral storytelling—will guide participants through a step-by-step evaluation of each proposed action in the adaptation plan. These tools will help community members visualize and express their capacities, gaps, and priorities without relying on written materials, fostering meaningful participation from all demographics.
207. Each readiness assessment will take place during a half-day community-wide session conducted in the local language. To ensure equitable participation, the timing of the sessions will be coordinated with the community to accommodate different schedules and responsibilities. Recognizing the barriers faced by specific groups—such as women with caregiving duties, seasonal workers, or those living in remote areas—each community will host at least two sessions to allow broader participation. In settings where it is culturally appropriate or preferred, parallel sessions for men and women will be facilitated to ensure safe and open dialogue. In larger or geographically dispersed communities, additional satellite sessions may be held at the sub-village level to ensure inclusion.
208. Throughout the sessions, community members will assess whether they have the necessary skills, knowledge, labor, tools, or networks to implement each planned action. They will categorize each action according to its implementation readiness: those that can be directly led by the community ("community-led"), those requiring technical or material assistance ("requires support"), and those dependent on collaboration with external actors such as NGOs, government agencies, or private partners ("requires partnership").
209. The advocates will facilitate small group reflections and consolidate the outcomes into a shared community-wide summary. This will be achieved through participatory plenary discussions or visual walk-throughs of annotated community maps and diagrams. The final summary will provide a clear, community-validated snapshot of local implementation capacity, and will serve as a crucial input for the next phase of the programme—mobilizing technical assistance, forging partnerships, and sequencing implementation steps based on community readiness and support needs.
210. Ultimately, this readiness assessment will ensure that each community is fully aware of their strengths and limitations, empowering them to lead the implementation process while receiving the targeted support necessary to achieve their adaptation goals.

### **Activity 2.2.1.2 Facilitate solution-focused group discussions to explore support needs by action**

211. Building on the outcomes of the readiness assessments, this activity will facilitate a series of targeted group discussions to further explore the specific types of support required for the priority actions identified as needing assistance. These structured dialogues will enable communities to move from general reflections to more detailed, thematic analyses of their support needs, empowering them to articulate clear and actionable requests ahead of partner engagement.
212. Organized and facilitated by the trained community adaptation advocates, the discussions will take place in each target community and focus on 2–3 key thematic areas derived from the community adaptation plans—such as water security, climate-resilient agriculture, infrastructure resilience, or early warning systems. Each thematic session will bring together a group of 10–15 individuals who are most directly affected by or involved in that specific area. Special care will be taken to ensure balanced representation from across the community, including women, youth, elders, people with disabilities, and local leaders or technical stakeholders where appropriate.
213. Each session will last approximately 2 to 3 hours, with formats tailored to community context and participant availability. In communities where time is constrained due to farming, trading, or religious obligations, sessions may be scheduled for early morning or evening. In rural or remote areas, mobile sessions may take place directly at key sites—such as irrigation channels, riverbanks, or market centers—enabling experiential, place-based dialogue.
214. Facilitators will employ locally appropriate and inclusive methods to stimulate discussion, including storytelling prompts, role-playing, illustrated cards, and physical mapping exercises. These tools will help participants explore questions such as: What additional knowledge, tools, or financial support would enable implementation of this action? What contributions can the community make to support it? Which actors—local, national, or regional—might provide the necessary assistance? What forms of collaboration would be most effective?
215. Importantly, this activity is framed as an internal process of community self-analysis and prioritization. It is designed to take place before the introduction of any external implementing partners or funders, ensuring that communities have the opportunity to articulate their needs, aspirations, and contributions in their own terms. The discussions will produce thematically structured summaries of community support needs and expectations, which will directly feed into the design of partnership dialogues and co-creation processes in activity 2.2.2.2.
216. By equipping communities with the clarity and confidence to define their own support requirements, this activity reinforces the foundational principle of locally led adaptation: that communities are not passive recipients of solutions, but active agents in defining, shaping, and driving the change they want to see.

### **Activity 2.2.1.3 Map potential partners and solution providers based on community experience**

217. This activity will facilitate a participatory mapping exercise designed to help communities identify and reflect on potential support actors based on their own experiences, relationships, and local knowledge. Conducted as a half-day, community-wide workshop in each participating location—and repeated where necessary to include satellite villages or underrepresented groups—the mapping process is a foundational step in preparing communities for subsequent engagement with external partners.
218. The focus of the exercise is on surfacing and discussing community perspectives on institutions, service providers, informal actors, and existing support systems, without initiating direct outreach or partnerships at this stage. Participants will draw on their collective experiences with a wide range of actors, including NGOs, climate SMEs, government extension officers, cooperatives, faith-based organizations, local traders, and traditional authorities. They will explore which actors have historically provided support, what forms that support took, and how effective and trustworthy those interactions were.
219. In communities with limited exposure to external partners, the Programme Management Unit (PMU) will complement the mapping process by providing curated introductions to known adaptation actors operating in the broader region. These introductions may take the form of short informational profiles, virtual presentations, or pre-recorded messages from actors such as local NGOs, regional adaptation SMEs, or government institutions. Importantly, any exposure to external actors will be framed solely as a learning opportunity. The advocates will ensure that community autonomy is fully respected, and no

pressure is placed on participants to engage or commit to any partnerships. Community members will independently decide whether, and with whom, they wish to pursue deeper collaboration.

220. A range of inclusive and locally appropriate methods will be used during the mapping workshops, including wall or floor mapping using everyday materials like beans, stones, or sticks to represent different actors and their perceived relationships with the community. Storytelling exercises will allow participants to recount their experiences—positive or negative—with particular organizations or initiatives, while youth participants may lead a digital mapping component focused on mobile apps or service providers that contribute to climate resilience or adaptation knowledge.
221. Throughout the exercise, adaptation advocates will document community preferences regarding trust, effectiveness, affordability, accessibility, and cultural alignment. The outputs will include a visual and narrative partner landscape for each community, identifying actors the community sees as credible, relevant, and worth exploring for future collaboration. These mappings will inform and guide the next phase of the co-creation process (activity 2.2.2.2), ensuring that partnerships evolve from a position of informed community agency and alignment with locally led adaptation principles.

#### Output 2.2.2 Adaptation solutions co-developed and linked to financing partners through community-led partnerships

222. Building on the demand profiles developed under Output 2.2.1, this output supports communities to transition from demand articulation to concrete engagement with partners and the implementation of locally prioritized adaptation solutions. Communities will be supported to engage with selected adaptation actors—such as adaptation SMEs, NGOs, and public institutions—to co-develop context-appropriate solutions that respond to their expressed needs and capacities.
223. All engagements will be facilitated by the three community adaptation advocates to ensure that the process is participatory, inclusive, and locally owned, with technical support from the PMU and other expert where needed. In at least 10 communities, the programme will go further by facilitating direct linkages with financial supporters—ranging from public climate funds to private investors—who can support the implementation of priority actions outlined in the community adaptation plans. UNIDO’s global network of climate impact investors will be mobilized to support this process.
224. Through this output, communities will move from articulating “what we need” to engaging partners around “how we do it” and connecting with financing actors to make delivery possible. The process will be grounded in the principles of locally led adaptation: communities retain decision-making power, partnerships are demand-driven and accountable, and solutions are developed in a way that strengthens long-term local resilience.

#### ***Activity 2.2.2.1 Support communities to present demand profiles and initiate engagement with adaptation partners***

225. Building on the partner landscape developed through the participatory mapping in activity 2.2.1.3, this activity facilitates the first structured interactions between the community and selected adaptation partners. It provides a dedicated platform for open dialogue, exploration, and the early stages of collaboration, allowing communities to articulate their identified needs and priorities as outlined in their demand profiles. These engagements serve not only as introductions but also as trust-building opportunities, helping both communities and potential partners assess alignment in values, expectations, and capabilities.
226. The adaptation actors engaged may include adaptation SMEs, locally or regionally active NGOs, relevant government departments, public sector extension agencies, or representatives of donor-funded programmes with mandates related to climate adaptation, livelihoods, or rural development. Selection of actors for engagement will be informed by the partner landscape generated in the previous activity and will reflect the community’s preferences and priorities.
227. Adaptation advocates will play a central role in guiding these engagements. They will support community members in preparing for the discussions by helping them articulate key messages, define expectations, and decide on the desired tone and format of the interaction. This may include preparing short presentations, role-playing discussion scenarios, or co-developing handouts or visual materials that clearly outline the community’s priorities and support needs.
228. Engagements will be held at the level preferred by each community, which may include open village meetings, more formal district-level coordination forums, or focused, small-group meetings with targeted

actors. Regardless of format, the sessions will be carefully structured to promote balanced exchange. Community members will be supported to present their demand profiles, explain their adaptation priorities, and describe the types of support they are seeking. In turn, adaptation actors will be given the space to listen, ask questions, and share potential ideas for support or partnership.

229. The emphasis will be on initiating a mutual understanding—not on securing immediate commitments or formal partnerships. These sessions will help communities assess the responsiveness, relevance, and trustworthiness of external actors, while providing those actors with insight into the community’s context, capacities, and vision for adaptation. This activity lays the groundwork for deeper co-creation processes in future phases and supports communities in navigating external support systems from a position of agency and informed choice.

**Activity 2.2.2.2 Facilitate co-design of adaptation solutions with selected partners**

230. Building on the support needs identified through the community readiness and thematic dialogues in activity 2.2.1.2, this activity enables selected adaptation partners to enter into a co-design process with communities, developing solutions that are technically robust, socially acceptable, and contextually relevant. Where initial engagement efforts (activity 2.2.2.1) have revealed shared priorities and mutual interest, structured co-design sessions will be convened to translate broad adaptation needs into actionable, locally owned solutions. The co-design process will be highly participatory and iterative, centered around community voice and inclusive dialogue. It will bring together community members and external adaptation actors—such as NGOs, SMEs, or government service providers—in structured sessions designed to ensure equitable input and collaborative decision-making. Together, they will refine technical ideas, delivery modalities, cost-sharing arrangements, and implementation roles. The sessions will emphasize community agency, ensuring that proposed adaptation interventions align with local values, priorities, and institutional realities.
231. Participatory tools such as visual mapping, scenario simulations, object-based modeling, and mock-up demonstrations will be employed to help all community members—including those with low literacy levels—meaningfully engage with the content. The use of tangible, locally relevant materials will support clearer understanding of how the proposed adaptation solutions will function in practice. Sessions will be conducted in local languages, and facilitators will ensure accessibility for all community groups, including women, youth, persons with disabilities, and elders. Equity will be a core pillar of the co-design approach. Dedicated segments of each session will focus on identifying potential affordability barriers and exploring models that allow for equitable access. Discussions will also address environmental and social safeguards, ensuring that adaptation solutions do not introduce unintended harm or exacerbate existing vulnerabilities. In cases where concerns arise—such as affordability, safety, or social dynamics—the proposed solution will be revised accordingly, and, if needed, additional sessions will be scheduled to continue the co-design process until consensus is reached. To further support decision-making, partners may introduce material samples, prototypes, or small-scale pilots to allow community members to see, test, and better understand the proposed technologies or services. Feedback gathered during these demonstrations will directly inform the final design of the intervention.
232. By the conclusion of this activity, each community will have co-developed a solution or support package that reflects local adaptation priorities, is backed by community consent, and is designed for sustainable and inclusive implementation. These outcomes will set the foundation for potential financing, partnership agreements, and integration into the broader adaptation plan under Component 2.
233. To enhance the long-term impact and sustainability of the Community-Based Adaptation Plans (CBAPs), the PMU will facilitate strategic matchmaking between communities and a range of adaptation actors who could support the development or financing of community-prioritized solutions beyond the life of SLLAS. These actors may include adaptation SMEs, locally or regionally active NGOs, government departments, public sector extension services, national or regional development banks, National Implementing Entities (NIEs), and donor-funded programmes with mandates related to climate adaptation, livelihoods, or rural resilience. As part of this effort, the PMU will map and present global, regional, and national initiatives currently seeking pipelines of community-identified adaptation needs. These may include Adaptation Fund (AF), Global Environment Facility (GEF), Green Climate Fund (GCF) programmes<sup>10</sup>, as well as other mechanisms capable of providing follow-on support for CBAP outputs. The PMU will present such financing opportunities to the communities, outlining how community-derived CBAP pipelines can feed

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<sup>10</sup> An example would be Component 1 of the GCF financed Rwanda Green Investment Facility (RGIF) that is looking for a pipeline of eligible adaptation projects to support: <https://www.greenclimate.fund/sites/default/files/document/funding-proposal-fp221.pdf>

into existing investment structures. NIE capacities will also be leveraged to identify in-country coordination and alignment opportunities, and to support project preparation where feasible.

234. While the SLLAS itself does not directly finance the implementation of CBAPs or community-identified adaptation businesses, it will lay the groundwork for a future project preparation or revolving mechanism to be capitalized through alternative sources. Such a mechanism could match community-prioritized initiatives with national or regional implementing partners and enable progressive mobilization of resources to scale up these community-led solutions. This approach strengthens the long-term financial viability of LLA investments and positions the CBAP pipeline as a credible and actionable entry point for broader climate adaptation finance.

**Activity 2.2.2.3 Facilitate financing linkages for implementation of adaptation plans in at least 10 communities**

235. To address one of the most persistent and systemic barriers to locally led adaptation—the limited access to appropriate and timely financing—this activity will support a minimum of ten participating communities to connect with relevant financing partners capable of supporting the implementation of their community adaptation plans. These partners may include bilateral or multilateral donors, public climate finance institutions, philanthropic foundations, development banks, or private-sector investors aligned with community-based adaptation goals.
236. Communities will be selected based on a light-touch assessment of readiness, local ownership, and potential to generate demonstrable adaptation impact, as tracked through simplified indicators aligned with the programme’s monitoring framework. Priority will be given to communities whose adaptation plans present clear, monitorable outcomes that can serve as robust proof-of-concept for broader replication.
237. Working closely with the adaptation advocates, the SLLAS Programme Management Unit (PMU) will support each selected community to transform their adaptation priorities and identified needs into concise, compelling, and fundable investment concepts. This will include structured technical assistance to shape the concepts into community-friendly investment pitches, complemented by simple but effective visual tools, narratives, and summaries that articulate both the social and climate resilience value of the proposed solutions.
238. To maximize the visibility of these opportunities, the PMU will organize structured pitch sessions, bringing together participating communities with potential financing partners. UNIDO will leverage its global network of climate and impact investors to ensure a strategic match between community adaptation needs and the technical, geographic, and thematic priorities of various funding institutions. Each participating community will be supported to engage in at least one live pitch session and one follow-up structured feedback session with relevant financing actors.
239. Recognizing that many of the communities may have limited prior exposure to investment processes, additional tailored support will be provided. This may include pre-pitch coaching, translation services, visual aids, and the development of pitch decks or investment briefs in community-accessible formats. The focus will be on enabling community members and local solution providers to confidently articulate their needs, justify the investment case, and enter financing discussions from a position of informed agency.
240. Following the pitch sessions, the PMU will coordinate structured follow-up engagements with each community and interested financing partners. This may involve support in refining proposals, aligning budget estimates, adjusting implementation models, clarifying safeguard measures, or formalizing documentation to meet donor or investor requirements. These steps are designed to ensure communities are not only able to respond to feedback, but also equipped to move forward with confidence and autonomy in potential funding negotiations.
241. Importantly, the programme will maintain a community-first approach to financing. While the PMU will facilitate access and technical support, it will not commit communities to any specific funders. Instead, communities will be supported to review offers, assess compatibility with their needs and values, and negotiate partnerships on their own terms—ensuring alignment with the principles of local ownership and long-term sustainability.
242. To enhance the strategic positioning of community pitches and increase their eligibility for public or institutional support, the PMU will also work with communities to align their proposals with national climate policy frameworks. This includes mapping proposed solutions to National Adaptation Plans (NAPs),

Nationally Determined Contributions (NDCs), and local development strategies. Where appropriate, engagement with Designated Authorities (DAs), National Implementing Entities (NIEs), focal points, or sub-national institutions will be facilitated to ensure coherence with national priorities, improve the bankability of the proposals, and enable the integration of successful community-led projects into broader public adaptation programmes.



Figure 2. Interlinkages between Component 1 and Component 2.

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

243. Component 3 focuses on capturing, synthesizing, and sharing the knowledge, data, and learning generated through the implementation of Components 1 and 2. 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.
244. This component strengthens the programme's ability to learn from its own implementation and contribute to the broader adaptation community by producing diverse and accessible communication and knowledge outputs. These may include field-based case studies, policy briefs, multimedia stories, and technical synthesis documents, reflecting the perspectives of community advocates, SMEs, and local stakeholders. Through partnerships with national, regional, and international platforms, these products will be disseminated to amplify community voices, showcase innovation, and promote the effectiveness of locally led adaptation (LLA). Component 3 will be executed by UNIDO, in formal partnership and collaboration with specialized institutions to ensure that the knowledge management and learning outputs of SLLAS are developed in synergy with the broader LLA landscape. This will help capture the latest insights and developments in the LLA space and ensure dissemination of SLLAS knowledge products to the right stakeholders and counterparts. Leading experts in LLA will be invited to serve as advisors, in particular to provide strategic guidance for Component 3. This may include global thought leaders such as IIED, the World Resources Institute, Global Center on Adaptation, among others.
245. In parallel, Component 3 establishes internal learning and knowledge systems that support adaptive management and transparency. This includes participatory monitoring tools, feedback mechanisms, and

digital infrastructure to help communities, solution providers, and the Programme Management Unit (PMU) track progress and share lessons.

246. By embedding continuous learning and practical knowledge sharing into the programme cycle, Component 3 reinforces the credibility, visibility, and replicability of the SLLAS model. It enables local actors to inform global adaptation dialogue and strengthens the programme's contribution to scalable, effective, and inclusive climate resilience.
247. Knowledge products will include community case studies, adaptation solution briefs, and policy insights. These will be disseminated via national platforms, AF networks, and global adaptation convenings. The digital platform will also host an open knowledge repository with content co-produced by community actors and SMEs.

**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**

248. 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 that reflect the lived experiences of adaptation SMEs, community advocates, and vulnerable communities. These products will highlight both successes and challenges, and will provide concrete, practice-based evidence on how LLA can be delivered at scale through solution deployment, community planning, and inclusive partnership models.
249. 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. Where appropriate, the PMU 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.
250. At the global level, the programme will disseminate results and learning through targeted engagement in adaptation policy spaces and knowledge platforms. The adaptation SMEs 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.
251. This outcome ensures that the learning from SLLAS is not only captured but also strategically shared and applied, strengthening climate adaptation systems across scales—from the village to the global stage.

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

252. This output focuses on transforming the rich 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 solution deployment (outcome 1.1), livelihood development (outcome 1.2), community adaptation planning (outcome 2.1), and demand generation and partnership-building (outcome 2.2) – all dedicating particular attention to the role of indigenous knowledge. The knowledge products will serve to document field-level adaptation, communicate lessons to national stakeholders, and inform global policy and practice in LLA. The PMU will coordinate the development and publication of these products in collaboration with community advocates, adaptation SMEs, and relevant partners.

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

253. 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.

254. Building on the processes and results of earlier activities—particularly the deployment of adaptation solutions (activities 1.1.2.5 through 1.1.3.2), the participatory planning dialogues (activity 2.1.2.2), and the finalization of adaptation plans (activity 2.1.2.3)—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 the 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.
255. The products will showcase how communities engaged with selected SMEs 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 financing plans, 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.
256. 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.
257. 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. SMEs engaged under the programme will also contribute, offering perspectives on partnership dynamics, solution localization, and the operational lessons gained through community collaboration.
258. 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**

259. This activity will focus on synthesizing cross-cutting insights, trends, and comparative learnings from the thirty communities and thirty supported adaptation SMEs engaged through the SLLAS programme. Building on diverse streams of SLLAS-generated data and documentation—such as milestone tracking reports (from activity 1.1.3.3), community governance processes (activity 1.1.3.4), business model development exercises (activities 1.2.1.2 and 1.2.2.2), and the participatory demand articulation processes (activity 2.2.1.2)—this analysis will generate evidence-based narratives and recommendations relevant for broader climate adaptation policy, financing, and practice.
260. The Programme Management Unit (PMU) will lead the aggregation and interpretation of findings, identifying patterns that transcend individual community or SME 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 SME 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 SMEs contributed to climate-resilient livelihoods across regions and sectors.
261. 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.
262. 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 distill 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.

263. 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**

264. 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 SMEs involved in the SLLAS programme, while supporting broader uptake of lessons learned in adaptation policy, planning, and investment processes.

265. To achieve this, the Programme Management Unit (PMU) 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.

266. Beyond online publication, the PMU 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.

267. In addition, the PMU will support community representatives and adaptation SMEs 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, 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.

268. 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 advocates and adaptation SMEs showcased at least once on global or regional platforms**

269. This output focuses on elevating the visibility and influence of local actors—particularly the 90 community adaptation advocates and 30 adaptation SMEs—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.

270. This output builds directly on components 1 and 2 as below:

- From component 1, it draws on the practical experiences of adaptation SMEs (output 1.1.2) and the business models and partnerships they developed with communities (output 1.1.1 and 1.2.2)
- From Component 2, it elevates the role of community advocates (output 2.1.1) and the locally led planning and demand generation they have facilitated (outputs 2.1.2 and 2.2.1)

271. In line with LLA principles, this output prioritizes authentic representation, not just token participation. The PMU will provide preparatory support to ensure that speakers and participants are well-positioned to communicate their work, and will also offer alternatives for communities that may be unable to travel or participate in person.

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

272. To strengthen the visibility, voice, and influence of grassroots actors engaged in the SLLAS programme, the PMU will work closely with adaptation SMEs 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.
273. The selection of participants will be based on thematic relevance, demonstrated achievements, and communication readiness. For example, adaptation SMEs that have successfully localized and scaled solutions through community co-design processes (as supported in activity 1.1.3.1), or advocates who played pivotal roles in inclusive planning (activity 2.1.2.2) and community demand articulation (activity 2.2.1.2), 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.
274. To support participants in effectively sharing their experiences, the PMU will provide tailored preparation and coaching packages. These will include assistance with refining storytelling and messaging to align with target audiences, support in developing visually engaging presentation materials, and translation of key content into relevant languages to ensure accessibility. For individuals who may not be able to travel, the PMU will offer alternatives such as recording or scripting oral presentations, enabling remote participation through videos, voice recordings, or written submissions.
275. 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 PMU will also facilitate introductions to event organizers and curate thematic briefs or summaries to support participant inclusion in panels, working groups, or exhibitions.
276. Deliverables for this activity will include tailored support packages for all 90 community adaptation advocates and 30 adaptation SMEs. 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**

277. To amplify the voices and visibility of grassroots actors and innovation champions engaged in the SLLAS programme, the PMU will coordinate and facilitate the participation of adaptation SMEs 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.
278. 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.
279. To ensure broad participation despite logistical or financial constraints, the PMU 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 PMU 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.

280. Each SME and each of the 90 community adaptation advocates 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 PMU will ensure equitable representation across regions, sectors, and demographic groups, with a focus on elevating voices of women, youth, and underrepresented communities.
281. In total, the programme will aim to facilitate a minimum of 30 unique participations 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

282. 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 SME engagement, community-led planning, demand generation, financing partnerships, and business model innovation—and sharing these insights with international audiences.
283. 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.
284. 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***

285. 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 Management Unit (PMU) will develop a suite of policy-relevant briefs and learning summaries that extract actionable recommendations and evidence for adaptation stakeholders.
286. These knowledge products will highlight the critical role of adaptation SMEs 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.
287. Key themes will include effective strategies for concurrently supporting supply-side actors (such as SMEs) 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.
288. 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.
289. 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 PMU 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**

290. To amplify the visibility and influence of the SLLAS programme, the Programme Management Unit (PMU) 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 SMEs and communities into global adaptation narratives and ensuring that the programme's learnings inform broader policy and financing dialogues.
291. The PMU 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.
292. SLLAS representatives—including adaptation SMEs 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 PMU 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 PMU will provide translation support and speaker coaching, especially for youth and women advocates participating from grassroots contexts.
293. To strengthen reach and impact, the PMU 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.
294. 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 PMU 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**

295. 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 PMU, community advocates, and adaptation SMEs to track progress, identify challenges early, and make evidence-informed adjustments throughout the programme cycle.
296. 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 PMU will synthesize insights across all communities to inform ongoing implementation and support adaptive management.
297. 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 SMEs 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.

298. Peer learning among adaptation SMEs 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.
299. Finally, Outcome 3.2 supports the PMU'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**

300. 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.
301. 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 PMU to capture trends across implementation sites, surface emerging issues, and adapt programming in real time.
302. Importantly, this output also introduces structured peer learning among adaptation SMEs 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***

303. 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.
304. 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 SMEs. 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.
305. The participatory monitoring toolkit may include a range of instruments such as community scorecards for service delivery satisfaction, visual progress maps for tracking milestone achievements, SMS-based or mobile feedback check-ins for timely inputs, and 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.
306. This activity builds on earlier phases of the programme—specifically the solution governance structures formed under activity 1.1.3.4, the adaptation plan finalization processes in activity 2.1.2.3, and the collaborative design work with support partners under activity 2.2.2.2. By integrating monitoring into the core of these processes, the activity ensures that communities not only receive support but are also equipped to measure impact and adapt over time.
307. The finalized monitoring toolkit will be implemented across all 30 target communities, enabling consistent data collection and facilitating community-led performance tracking. Additionally, the PMU 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.

308. 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**

309. 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 SME–community collaboration, distinguishing SMEs 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 SMEs beyond the project's timeline.
310. 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 PMU. The feedback mechanisms will be designed to reflect diverse local preferences and communication styles, ensuring accessibility and cultural appropriateness for all community members.
311. 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.
312. The PMU 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 SMEs. This process ensures that the programme remains responsive to community needs, evolving contexts, and implementation realities.
313. 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 SME engagement quality, and the extent to which the SME operations reflect LLA principles. This activity is further referenced in paragraph 437 as it contributes to the project's monitoring and evaluation.

**Activity 3.2.1.3 Facilitate structured peer learning among adaptation SMEs and community advocates**

314. To reinforce adaptive learning and knowledge exchange within the SLLAS programme, this activity introduces structured peer learning cycles among supported adaptation SMEs 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.
315. 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, SMEs 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.
316. Multiple learning formats will be employed to maximize participation and accessibility. Virtual peer-learning circles will be hosted separately for SMEs 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 SMEs, community advocates, and PMU 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.

317. Adaptation SMEs 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 PMU and integrated into programme-wide learning products developed under activity 3.1.1.2 and policy insights under activity 3.1.3.1.
318. 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 SMEs 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

319. 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 SMEs, the PMU, global adaptation ecosystem, and other external stakeholders.
320. 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 SME 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***

321. To support adaptive programme management, learning, and communication, the SLLAS Programme Management Unit (PMU) 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.
322. The platform will feature a secure application and milestone-tracking module for adaptation SMEs, aligned with the Adaptation Impact Hypothesis – Locally Led Adaptation (AIH-LLA) framework. This module will allow SMEs to submit applications, track progress toward milestone-based grant agreements, and receive feedback or technical guidance. It will serve as the primary interface for the implementation of Output 1.1.1 and the monitoring of solution deployment.
323. 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 SMEs. This module will also facilitate access to training materials, feedback forms, and other resources to support community-level engagement and cross-community learning.
324. 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 2.2.1). Dashboards will help the PMU and communities identify trends, respond to emerging issues, and document impact across regions and outcomes.
325. To strengthen the platform’s capacity to process qualitative and multimedia content, the PMU 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.

326. 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.
327. Deliverables include a fully operational digital platform by the end of Year 1, with live modules for SME application and 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 SMEs, community advocates, and the PMU**

328. To ensure inclusive and widespread adoption of the SLLAS digital platform, simplified and user-friendly interfaces will be designed specifically for adaptation SMEs, community adaptation advocates, and PMU 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.
329. For adaptation SMEs, 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. PMU staff will use the platform to generate real-time implementation dashboards, review reports, and coordinate follow-up actions across programme sites.
330. 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.
331. Training will be delivered to all 30 selected adaptation SMEs and 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 PMU will provide follow-up support during rollout and ensure that any technical issues are resolved in a timely and user-friendly manner.
332. Where artificial intelligence (AI) is used to support content analysis or translation—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.
333. User satisfaction and adoption will be tracked through biannual digital literacy check-ins to monitor uptake, identify gaps, and continuously improve the user experience.
334. Deliverables for this activity include tailored training packages for all 30 adaptation SMEs and 90 community adaptation advocates, 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.<sup>11</sup>**

#### **B1. Contribution to the Eight Principles of LLA**

335. 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,

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<sup>11</sup>Principles for locally led adaptation: [file:///C:/Users/WB508019/Downloads/Locally\\_Led\\_Adaptation\\_Principles\\_-\\_Endorsement\\_Version.pdf](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>

effective, and sustainable adaptation. The programme creates an enabling ecosystem in which communities and adaptation SMEs jointly lead planning, delivery, and governance—addressing power asymmetries, unlocking local innovation, and enabling long-term climate resilience.

336. Devolving decision-making to the lowest appropriate level: SLLAS invites vulnerable communities to apply through unaccredited entities such as CSOs and NGOs working who work on the grounds. Communities, whose livelihoods are directly impacted by climate change, are asked to articulate the climate vulnerabilities they face and their priority adaptation needs through such entities. Precisely these expressed challenges and needs are going to be guiding the sourcing of a contextually-relevant adaptation solution provided by an SME or entrepreneur. Moreover, SLLAS places communities at the center of decision-making through the selection and training of 90 community adaptation advocates (Output 2.1.1), who lead the development of 30 locally owned adaptation plans (Output 2.1.2). These advocates guide communities in identifying priorities, shaping partnerships (Activity 2.2.2.2), and setting deployment milestones (Activity 1.1.3.1), ensuring that planning and implementation reflect local ownership. Communities are also engaged during the deployment of solutions (Activity 1.1.3.3 and 1.1.3.4), with their feedback shaping implementation quality and ownership.
337. Addressing structural inequalities: The programme is explicitly designed to overcome historical inequities. Gender- and youth-responsive strategies are embedded across selection (Activity 2.1.1.1), participatory planning (Activity 2.1.2.2), and deployment processes (Output 1.1.3). Community advocates are selected to represent and engage marginalized groups including women and youth, ensuring that adaptation solutions are inclusive and equitable.
338. Providing patient and predictable funding that can be accessed more easily: Adaptation SMEs receive milestone-based grants (Output 1.1.3), disbursed in tranches tied to community-endorsed benchmarks (Activity 1.1.3.1). This ensures predictable support while incentivizing participatory delivery. In parallel, 10 communities are supported with facilitation for access to finance for adaptation priorities (Output 2.2.2), with tailored coaching for investor engagement and alignment with national financing frameworks (Activity 2.2.2.3).
339. Investing in local capabilities to leave an institutional legacy: SLLAS invests in community, institutional, and private sector capacities. SLLAS works closely with selected CSOs and NGOs, which will contribute to and benefit from project activities and learnings – learnings that wil. support their work on the ground even after the project fades out. Community advocates receive tailored training (Activities 2.1.1.2–3), local entrepreneurs are supported to develop resilience-enhancing business models (Output 1.2.2), and adaptation SMEs are trained to align their operations with LLA principles (Activity 1.1.2.7). Communities also establish governance and monitoring structures for deployed solutions (Activity 1.1.3.4), leaving behind durable institutions for adaptation.
340. Building a robust understanding of climate risk and uncertainty: Resilience Data Experts (Output 2.1.1) collect and interpret local climate data to inform planning (Activity 2.1.2.2), while adaptation SMEs conduct participatory needs assessments and affordability analyses (Activities 1.1.3.1 and 1.1.3.2) to tailor solutions to localized risks and socioeconomic realities. This dual knowledge approach—scientific and experiential—ensures risk-informed decision-making.
341. Enabling flexible programming and learning: Through participatory monitoring (Activity 3.2.1.1), milestone dashboards (Activity 3.2.2.1), and peer learning exchanges (Activity 3.2.1.3), the programme supports real-time reflection, learning, and course correction. Community feedback loops are used to guide planning, delivery, and solution improvement across all components. These functions are delivered through Output 3.2.1 (participatory monitoring and peer learning) and Output 3.2.2 (AI-enabled milestone tracking and digital knowledge systems), ensuring that learning is continuous and embedded across all levels.
342. Ensuring transparency and accountability: SLLAS embeds accountability at all levels. Communities co-define deployment milestones (Activity 1.1.3.1), monitor progress through inclusive scorecards and reflection tools (Activity 3.2.1.2), and oversee governance of deployed solutions (Activity 1.1.3.4). Transparency is ensured through participatory SME selection processes using the AIH-LLA framework (Activity 1.1.2.1), and the community-led matching process (Activity 1.1.2.4), aligned with AF environmental and social safeguards.
343. Collaborating for action and investment: The programme creates structured platforms for adaptation SMEs, entrepreneurs, communities, and institutional actors to co-develop and finance adaptation priorities (Output 2.2.2). Matchmaking sessions (Activity 2.2.2.1), co-design workshops (Activity 2.2.2.2),

and investor engagement (Activity 2.2.2.3) foster adaptive collaboration and help bridge local needs with scalable investment pathways.

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

344. 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.
345. Adaptation SMEs as co-creators of LLA: A defining innovation of SLLAS is its operational integration of adaptation SMEs as partners in LLA delivery. Rather than positioning adaptation SMEs as external vendors, the programme treats them as enablers of community ownership. Through onboarding (Activity 1.1.2.7), operationalization support (Activity 1.1.3.2), and milestone-based financing (Activity 1.1.3.3), SMEs are supported to adapt their business models, pricing strategies, and engagement practices to community contexts. This redefines the private sector's role in adaptation—from implementers to co-stewards of resilience.
346. Diverse innovation pathways: SLLAS deploys 30 innovative adaptation solutions selected for scalability, contextual relevance, and inclusivity via the AIH-LLA framework (Activity 1.1.2.1). These include climate-smart technologies (e.g. water systems, analytics, resilient agriculture) as well as revived traditional practices, such as ancestral land management and community-based water sharing, and AI-enabled solutions. The adaptation planning process (Activity 2.1.2.2) explicitly integrates both new technologies and Indigenous knowledge.
347. Regional innovation and replication: Operating across multiple countries, SLLAS leverages regional diversity to test and scale innovations. Cross-country peer learning (Activity 3.2.1.3), synthesis across sites (Activity 3.1.1.3), and a shared digital infrastructure (Output 3.2.2) allow successful models to be refined and replicated across similar contexts. This regional architecture strengthens knowledge flows and accelerates innovation diffusion.
348. Digital and AI-enabled knowledge systems: Through Output 3.2.2, the programme applies AI-based tools to enhance milestone tracking, learning synthesis, and influence mapping across communities and SMEs. More specifically for milestone tracking, learning synthesis, and influence mapping (Activity 3.2.2.1). These tools support real-time monitoring of SME and community performance, help detect learning patterns across geographies, and ensure that insights inform adaptive management and programme-wide learning.
349. Financial and institutional innovation: Community-driven business models, including social enterprise models, and affordability strategies (Activity 1.1.3.1) ensure that deployed solutions are financially accessible and locally viable. This is preceded by participatory identification of adaptation-linked livelihood opportunities under Output 1.2.1, which generates locally endorsed business concepts aligned with the deployed solutions. Support for adaptation-linked entrepreneurship (Output 1.2.2) and investment matchmaking (Activity 2.2.2.3) strengthens community ownership while facilitating scalable finance—aligning with the AF's priority to catalyze private sector participation in adaptation.
350. 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 adaptation SMEs as operational partners and linking grassroots insights with regional innovation systems, the programme offers a replicable model for transformative adaptation. 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.**

*The proposal should provide details on the planned outreach efforts and sourcing of LLA proposals, taking into account structural barriers to access faced by local actors at different levels. The proposals should include details on the process for awarding small grants, such as the approach, criteria, and timeline, how the proposal aims to improve the quality of finance by making it more flexible and adjusting the governance and decision-making processes to ensure that local actors have agency in adaptation planning and implementation.*

*Details on the proposed monitoring and evaluation arrangements of the small grants, results management and, very importantly, the learning and sharing aspect of the programme. Provision of technical assistance should also be detailed in the design.*

**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.**

351. SLLAS integrates the sourcing and screening of locally-led small grant proposals directly into its deployment model under Component 1. Proven and market-ready adaptation solutions are identified (Output 1.1.2) through a rigorous technical review informed by the Adaptation Impact Hypothesis (AIH), developed by UNIDO under ASIF. These solutions, positioned at TRL 7–9, are then matched with pre-selected vulnerable communities for scaled deployment. The selected SMEs will receive milestone-based small grants (ranging from USD 100,000 to 250,000) under Activity 1.1.3.3. These grants constitute the 'small grants' referenced throughout this proposal and are used to support the tailored deployment of adaptation solutions in partnership with the target communities.
352. As a foundation for this process, Output 1.1.1 ensures that partner communities are identified and supported in assessing their climate vulnerabilities, hazards, and priority adaptation sectors. Participatory climate risk mapping and contextual analysis equip communities with a clearer understanding of their local challenges and adaptation needs. This is further reinforced by targeted climate literacy sessions designed to build risk awareness, enabling informed participation in solution matching and proposal development.
353. Once the partnership between communities and SMEs is established, a geographically targeted call is launched to source local candidates to serve as Community Adaptation Advocates. These individuals are selected based on demonstrated local engagement, basic technical understanding of climate issues, and an ability to work inclusively with women, youth, Indigenous Peoples, and other marginalized groups—responding directly to the Fund's principle on addressing structural inequalities.
354. These advocates are not grant managers but facilitators of locally-led planning. After their selection (Activity 2.2.1.1), they undergo training using tailored, gender-responsive materials (Activity 2.2.1.2) and lead the co-development of community-based adaptation plans (Activity 2.2.3.1). These plans form the basis for small grant awards, ensuring proposals are not only technically relevant but also community-owned, context-specific, and inclusive. These localized plans will also validate or refine the SME solution matched to the community. This process ensures that the final SME deployment package is grounded in and shaped by the Community-Based Adaptation Plan (CBAP) prepared under Output 2.1.2. No SME grant will be disbursed unless it is demonstrably aligned with the priorities outlined in the respective CBAP. The milestone-based grants described under Activity 1.1.3.3 are thus structured to ensure that community ownership is both a precondition and a driver of deployment.
355. The small grants themselves—aligned with the selected technology and the co-developed plan—are awarded based on criteria drawn from the AIH: climate relevance, vulnerability addressed, capacity for scale, gender and social inclusion, and cost-effectiveness. Governance processes are simplified and decentralized, with review panels including local actors and experts. NIEs, if active in a target country, may be engaged in facilitating outreach, co-hosting calls for advocates, or participating in technical screening and M&E.
356. To ensure improved quality and flexibility of finance, grants are disbursed with milestone-based tranches, enabling adaptive management and avoiding administrative burdens. Technical assistance is embedded throughout: from community-level planning (Activity 2.2.3.1) and impact monitoring (Activity 1.1.3.2) to safeguard compliance and finance-readiness support. SLLAS also enables advocates and local stakeholders to access broader financial matchmaking platforms (Activity 2.2.2.2), enhancing sustainability.
357. Monitoring and evaluation of small grant outcomes is conducted through the AIH-informed framework, with data captured under Output 1.1.3 and used to generate evidence under Component 3 (Outputs 3.1.1 and 3.1.3). This data informs not only adaptive learning at the SLLAS level but also the development of regional and global knowledge products. Community-level learnings are shared through digital and physical exchanges, contributing to Output 3.1.2, ensuring that locally driven adaptation experience can inform regional policy and programme design.

358. 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.
359. All beneficiaries 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 criteria will be clearly communicated in the call for application for communities. As part of the eligibility screening process, the SLLAS Programme Management Unit (PMU) will conduct a formal verification of the national eligibility status of each applicant community, based on the most recent eligibility country 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.**

360. SLLAS embeds equity, inclusion, and environmental sustainability into the sourcing and screening of locally-led small grant proposals from the outset. All proposed activities under Component 1 are expected to deliver tangible adaptation benefits to vulnerable communities—with a specific focus on reducing systemic inequalities and improving resilience outcomes for women, youth, persons with disabilities, displaced populations, Indigenous Peoples, and marginalized ethnic groups.
361. 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.
362. The selected adaptation advocates, who are required to have a minimum level of technical understanding, undergo intensive training (Activity 2.2.1.2) on gender-responsive adaptation planning, environmental and social safeguards, and inclusive stakeholder engagement. They then lead the co-development of community-based adaptation plans (Activity 2.2.3.1), which form the basis for small grant applications. This participatory process ensures the proposals respond directly to the needs of the most vulnerable community members, informed by lived experience and contextual knowledge.
363. The small grant proposals are screened using a tailored scoring framework aligned with UNIDO's Adaptation Impact Hypothesis (AIH), which has been updated under SLLAS to assess the economic, social, and environmental co-benefits of each intervention. Proposals must demonstrate not only adaptation impact but also evidence of how they will create green jobs, improve gender equity, strengthen social cohesion, or enhance ecosystem health. Each proposal is also subject to an Environmental and Social Management screening, including a simplified checklist aligned with the Adaptation Fund's ESP and Gender Policy, and risk categorization is carried out prior to grant disbursement.
364. To address structural inequalities more explicitly, gender-responsive approaches are mainstreamed in all programme stages. At least 50% of community adaptation advocates selected under Output 2.2.1 are expected to be women, and training materials are adapted to reflect differentiated needs, including accessibility for persons with disabilities and displaced populations. Additionally, under Activity 2.2.2.1, awareness campaigns are tailored to reach historically underserved groups, ensuring their engagement in adaptation solution uptake and community decision-making processes.
365. Technical assistance is provided throughout, including support for safeguard compliance, grant implementation, and impact tracking (Output 1.1.3). Results will be captured through inclusive indicators disaggregated by gender, age, and other identity markers and used to inform programme-level knowledge products (Output 3.1.1) and global showcasing (Output 3.1.2). This approach ensures that the small grants deliver inclusive, context-specific, and environmentally sound adaptation outcomes while systematically shifting power 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.**

366. The programme 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 leverages a global call for adaptation technologies,

which are then matched with local communities across countries through a structured deployment and planning process (Component 1). This reduces duplication in solution identification and evaluation, as all 30 technologies supported will have undergone a common, rigorous due diligence and impact screening using UNIDO's Adaptation Impact Hypothesis (AIH).

367. By embedding community-based adaptation planning and deployment into the same process—via training of adaptation advocates and development of community adaptation plans under Component 2—the programme ensures that implementation support is directed only toward communities with pre-identified, feasible, and scalable solutions. This integrated approach reduces administrative overhead and increases the return on investment for each small grant disbursed.
368. The milestone-based grant structure under Component 1 also contributes to cost-effectiveness. Grants ranging from USD 100,000 to 250,000 are tailored to the scale and complexity of each adaptation solution. Lower-tier grants are intended to support digital tools or service-based models with limited capital needs, while upper-tier grants enable infrastructure-intensive deployments that require larger resource inputs. This flexibility ensures efficient allocation of resources, avoiding overfunding while ensuring solutions are appropriately resourced. The upper ceiling is aligned with the Adaptation Fund's small grant mechanisms—such as the Innovation Small Grants and the Adaptation Fund Climate Innovation Accelerator—which cap grants at USD 250,000. By adopting a similar ceiling and tying disbursements to performance milestones, SLLAS strengthens financial discipline while maintaining scalability and delivery efficiency across 30 SME-community partnerships.
369. 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.
370. In contrast to fragmented national approaches, SLLAS benefits 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 (Output 2.2.1), 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.
371. Moreover, the programme's regional financial matchmaking efforts (Output 2.2.2.2) 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.
372. 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**

373. 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.

374. 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 SMEs. SLLAS contributes to these goals by enabling the deployment of 30 market-ready solutions (Output 1.1.2) aligned with national priorities, while also ensuring that community-based adaptation planning (Output 2.2.3) and financial access pathways (Output 2.2.2.2) are integrated into each solution's delivery.
375. 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.
376. 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 (Output 2.2.1), 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.
377. 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 deployment of locally appropriate, climate-resilient technologies that are technically sound, financially viable, and scalable.
378. Furthermore, the programme's focus on participatory planning and learning (Outputs 2.2.3 and 3.1.3) aligns with guidance under the Global Goal on Adaptation (GGA) and the Sharm el-Sheikh Adaptation Agenda, by advancing decentralized adaptation actions 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).
379. 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.
380. SLLAS further complements LLA initiatives such as the GEF Challenge Programme for Adaptation Innovation, LIFE-AR, and the Adaptation SME 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.**

381. 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 will be embedded in the implementation flow under Component 1, where deployment of 30 proven and market-ready adaptation solutions is planned (Output 1.1.2), and under Component 2, which leads to the co-development of community-based adaptation plans that guide local implementation (Output 2.2.3).
382. Each adaptation solution selected under SLLAS will be screened for alignment with the applicable sectoral regulations, environmental impact requirements, and technology standards in the country of deployment. This will be initiated during the deployment planning phase (Activity 1.1.3.1 and 1.1.3.2), in close collaboration with local authorities, NIEs where applicable, and the technology providers. These screenings will include checking conformity 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.
383. 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 simplified for use at the local level and integrated into

the community planning and grant proposal templates used by adaptation advocates. 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 Output 1.1.3 and Component 3.

384. 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 the advocate training sessions (Activity 2.2.1.2) and technical assistance provided during planning (Activity 2.2.3.1). 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.
385. 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.**

386. The combination of interventions under the Components of SLLAS does not duplicate any existing project. Actions under Component 2, particularly the development of community adaptation plans, will be seamlessly aligned with the host countries’ National Adaptation Plans (NAPs). 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.
387. Monitoring is guided by the Adaptation Impact Hypothesis (AIH), a structured methodology that connects deployment activities to adaptation outcomes. Community-level monitoring is embedded via Output 1.1.3.2 and 3.1.1, using local data collection and verification. A digital dashboard will allow real-time milestone tracking, and participatory methods will be used for impact verification.
388. The following table summarizes the key features of existing global projects or programmes that aim at increasing the adaptive capacity of communities through private sector development. Similarities, differences, and possible synergies with the proposed project are highlighted.

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 solutions, virtual convenings for stakeholders, and partnerships with incubators and accelerators to provide tailored support for these enterprises.	Component 1 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 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	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

				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. Small and medium-sized enterprises (SMEs) 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).	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 (SMEs), 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 SMEs 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 (AAP)	Global Center on Adaptation	Ongoing	Africa	The AAP galvanizes climate-resilient actions through a triple-win approach addressing the impacts of Covid-19, climate change, and the economy. The AAP 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, AAP focuses on skills development and knowledge on adaptation with the aim of creating jobs in the adaptation realm. AAP'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 TPS providers, SLLAS aligns to AAP's goals of creating employment in climate adaptation.

Adaptation Small and Medium Enterprises Innovation Facility (ASIF)	UNIDO	Ongoing	Global	<p>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 of 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.</p>	<p>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 SMEs, offering a more advanced level of support to enable these enterprises to scale their technologies. The proposed action will not only build on the foundations laid by ASIF but also leverage the pipeline of adaptation SMEs developed under ASIF, assuming that some of its beneficiaries may be eligible for SLLAS' Call for proposals. These early-stage entrepreneurs, having undergone initial capacity building and business development support under ASIF, will be ideally positioned to transition into the deployment stage of their solutions. This continuity of support will ensure that promising SMEs are guided along the full spectrum of their development journey, from early-stage innovation to scalable impact. Moreover, the proposed action will actively integrate insights and lessons learned from ASIF and other adaptation initiatives to refine its approach.</p>
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**I. Describe the learning and knowledge management components designed to capture and disseminate lessons learned, particularly in a regional and locally led context.**

- 389. 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.
- 390. To ensure active learning, SLLAS will integrate learnings and evaluation into its activities from the outset. This includes co-developing locally relevant metrics and indicators with stakeholders to assess adaptation processes, outcomes, and impacts. The AIH framework, already successfully applied under ASIF, will be expanded and tailored to include regionally specific parameters and community-level perspectives. This approach will generate actionable insights into what drives successful adaptation, including evidence on how to ensure equity, sustainability, and scalability.

391. Knowledge products will be developed in formats accessible to diverse audiences, including local governments, NGOs, SMEs, 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.
392. 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 2, 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.
393. The programme will enhance the capacity of countries to monitor and respond to climate events by integrating climate data systems with community-level knowledge. This will support more timely and effective interventions, fostering resilience across multiple scales. National implementing entities (NIEs) will benefit from this robust knowledge management system through access to capacity-building initiatives, evidence-based tools, and lessons learned from similar contexts.
394. 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.
395. Each sub-project 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 plans under Output 1.1.3.3, and safeguards will be tracked using the digital AIH platform.

**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:**

396. The call for applications to select communities serves as the first step of a broader consultative process aimed at engaging local actors (CSOs, NGOs, the communities themselves) and directly consulting them about what adaptive actions they need the most. The application requirements will be structured to ensure that applicants demonstrate a deep understanding local dynamic, including the socio-economic roles of women, youth, Indigenous Peoples, and other marginalized groups. Applicants must provide evidence of meaningful stakeholder engagement in identifying key climate risks and adaptation priorities. This preliminary engagement is not only a selection criterion but also informs the subsequent SME-community matching process. Designated Authorities (DA) and where applicable National implementing Entities (NIEs) will be invited in the selection and verification process of the community selection within their respective country.
397. SMEs applications received will be assessed against the UNIDO Adaptation Impact Hypothesis (AIH) which includes the UNIDO Environment and Social Management Framework (ESMF), the 15 principles of the Adaptation Fund's Environmental and Social Policy, and maladaptation assessment considerations. This will ensure a comprehensive assessment of potential environmental and social impacts for each subproject and incorporate site-specific mitigation measures, as necessary. The Screening Committee, consisting of UNIDO and industry experts, will review and select 30 technologies from the pool of applicants. To enhance country ownership of the solutions selected, respective Designated Authorities (DAs), and National Implementing Entities where applicable, will receive the results of the finalist adaptation SME and the expected adaptation benefits for the country. Upon request by the government officials, they may also become part of the SME's stakeholder network receiving notable updates on the SME's work to learn about their solutions and alignment with the national or sub-national adaptation and development strategies.
398. Furthermore, providers of the 30 selected solutions will be required to engage extensively with the communities they aim to serve. This will include organizing in-depth consultations with representatives from key affected sectors (e.g., farmer associations, health centers, schools) and community members.

These consultations will be structured to address intersectionality by segmenting participants by age and gender, ensuring a comprehensive understanding of how climate change impacts differently different groups. As a result, SMEs will be able to tailor and deploy their technologies in a way that effectively and equitably responds to local needs.

399. Overall, Component 1 of SLLAS will help the selected SMEs to align with national and regional priorities, and close involvement with respective country's Designated Authorities, as well as prioritization of the inclusion of vulnerable groups.

**Component 2:**

400. The application process for Community Adaptation Advocates (CAA) will be designed in collaboration with local authorities and NGOs with proven experience in the targeted areas. This collaborative approach will ensure that the language and communication methods used are inclusive and attract the applications of diverse groups, including women, men, youth, the elderly, and individuals with disabilities. Training programs, adaptation plans, and awareness campaigns will be developed through interviews and focus groups involving local authorities and representatives from various community segments, differentiated by gender, age, social and, where applicable, ethnicity. Aside from gender and age, these consultations will address additional factors influencing vulnerability to climate change, such as access to water, healthcare, and economic status. The insights gathered will play an important role in shaping both the content and the delivery methods of these materials, tailoring them to the specific needs and characteristics of their intended audiences.

**Component 3:**

401. Similarly to Component 2, the development of programme level communication and knowledge products will be informed by consultations carried out with different population segments of the community as well as regional or national authorities.
402. Depending on the nature of the activity under Components 1 and 3, a dedicated external gender expert will be recruited by UNIDO on an when-actually-employed basis to ensure that the activity is conducted in full compliance with gender streaming principles, and/or, the PMU and technical experts engaged in the activity will have received UNIDO required gender training to ensure gender mainstreaming principles are embedded in the execution. Furthermore, the selection process for the Executing Entity in charge of Component 2 has been guided, inter alia, by the Entity's proven experience in leading socially inclusive and participatory locally led adaptation projects, with a particular emphasis on the entity's ability to integrate gender considerations.

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

403. 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<sup>12</sup>, 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, ensuring that developing countries have access to the resources needed to build resilience against escalating climate impacts.<sup>13</sup>
404. 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 SME-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 early-stage deployment of solutions and upstream participatory planning.
405. 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.

<sup>12</sup> <https://www.climatepolicyinitiative.org/publication/global-landscape-of-climate-finance-2023/>

<sup>13</sup> <https://www.unepfi.org/themes/climate-change/cop29-outcomes-balancing-progress-and-challenges-on-the-road-to-climate-action/>

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.

406. In the realm of private sector finance, the availability of funding in the small and medium enterprise (SME) 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 small grant directly addresses a clearly identified climate hazard, derived from participatory community assessments (Output 1.1.1), and supports the deployment of a solution matched specifically to that risk. Without AF funding, these communities would lack the resources and institutional support to access, co-design, and sustain such adaptation innovations.
407. 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<sup>14</sup>. 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.<sup>15</sup> 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 SMEs.
408. SLLAS applies the full cost of adaptation logic at every step of its funding structure, and finances all dimensions necessary for the deployment, integration, community ownership, and sustainability of climate-resilient solutions and practices, based on LLA principles. It fully supports the delivery of solutions (Component 1), community-led planning, deployment facilitation, and institutional engagement (Component 2), and shared learning and evidence systems (Component 3). More specifically SLLAS, finances the full cost of adaptation for priority adaptation actions of vulnerable communities in partnership with SMEs, and also supports the locally led planning, governance, partnership and financing mobilization systems required to sustain adaptation action over time. Under Component 1, the full execution costs of adaptation actions in vulnerable communities are financed, not only solutions deployment but also the costs of community engagement, co-design, monitoring and learning to ensure LLA action. Under Outcome 1.2, SLLAS supports the identification of climate-resilient livelihoods that build on the deployed solutions. This ensures that the solutions remain relevant post-deployment, reinforces community ownership, and enables pathways for alternative and diversified livelihoods. Component 2 finances the institutional, technical and transaction costs required for communities to prepare, structure and mobilize financing for additional locally prioritised adaptation actions beyond the initial deployments. Under Output 2.2.2, SLLAS facilitates structured engagement with partners to support communities pursue implementation of their locally developed adaptation plans—ensuring these plans are actionable, not just aspirational. These components are intentionally designed to ensure that deployed solutions and community adaptation plans are supported to be fully practical, community-validated tools for long-term resilience—supported through partnerships, investment-readiness coaching, and follow-on financing pathways. SLLAS purposefully limits its scope to covering the full costs of adaptation planning and solution deployment. It does not directly finance the commercial implementation of businesses that may emerge from these processes. This approach maintains the integrity of the full cost of adaptation logic while promoting sustainability and scale through leveraged partnerships. To manage expectations, the scope and financing limitations of SLLAS will be clearly communicated to all 30 communities from the outset. Community Adaptation Advocates will play a central role in scoping SLLAS support and facilitating informed dialogue on external financing opportunities.

<sup>14</sup> <https://www.unep.org/resources/adaptation-gap-report-2023>

<sup>15</sup> <https://www.sciencedirect.com/science/article/pii/S2212096323000931>

409. The SLLAS programme 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 the selection and deployment of SME-led adaptation solutions, final community selection, and financial model co-design. These elements are not fully defined at 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 IV. Deployment is contingent upon meeting environmental and social safeguard criteria outlined under the AF ESP.
410. 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.
411. The use of pre-screened SMEs to deliver adaptation solutions ensures cost-efficiency by leveraging existing innovations without the need for costly R&D. 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.
412. Further sustainability is ensured by embedding solutions into existing community governance structures and strengthening local capacity to access external funding (Activity 2.2.2.3). Financial matchmaking ensures continuity beyond SLLAS support, while alignment with national strategies supports integration into public programmes.

**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.**

413. 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.
414. 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 projects, 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.
415. The programme also draws on the expertise of research organizations and academic institutions to introduce cutting-edge methodologies and technologies. These partners contribute to the programme’s Adaptation Impact Hypothesis (AIH)-based framework, which evaluates 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.
416. Private sector actors, particularly SMEs, 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.
417. 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.

418. 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.**

419. SLLAS has been deliberately designed to ensure the long-term sustainability of outcomes beyond its lifespan 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 SMEs, communities, and sub-national authorities—are equipped to continue implementing, managing, and financing adaptation initiatives independently.

420. At the heart of this strategy is the integration of community adaptation advocates (Output 2.2.1), who serve as long-term local facilitators and stewards of climate adaptation. These individuals are not only trained in deploying solutions and co-developing community-based adaptation plans (Output 2.2.3), but also equipped with practical skills in participatory planning, 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.

421. Moreover, the programme directly supports the development of 30 sustainable business models (Output 1.1.3) for adaptation solutions, each tailored to the socioeconomic realities and market conditions of the targeted deployment sites. 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.

422. To strengthen the broader enabling environment, SLLAS promotes simplified and decentralized access modalities for small grants (under Output 1.1.3 and Output 2.2.3), ensuring that local actors can participate meaningfully in planning and implementation without facing bureaucratic barriers. Additionally, by facilitating access to private and public finance (Output 2.2.2), the programme helps local initiatives to diversify their funding sources and build stronger linkages to national adaptation financing frameworks, including those managed by NIEs where applicable.

423. 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.

424. 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.**

Checklist of environmental and social principles	Further assessment required for compliance	Potential impacts and risks – further assessment and management required for compliance
<i>Compliance with the Law</i>	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 SMEs) will be assessed for legal compliance under the Environmental and Social Management Framework (ESMF)

		embedded within the Adaptation Impact Hypothesis (AIH).
<i>Access and Equity</i>	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 Component 2.2 will specifically screen for equitable access through criteria and procedures defined in the AIH
<i>Marginalized and Vulnerable Groups</i>	No	While SLLAS prioritizes these groups, risks of unintentional exclusion persist due to social norms or power imbalances. The community engagement and deployment process under Output 2.2.1 and 2.2.3 will apply vulnerability mapping and participatory tools, with screening and mitigation measures provided in the AIH.
<i>Human Rights</i>	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 AIH-aligned monitoring tools.
<i>Gender Equity and Women's Empowerment</i>	No	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 SMEs are built into Outputs 2.1.1, 2.2.1 and 2.2.3. Additional screening and capacity building will be undertaken in line with the ESMF
<i>Core Labour Rights</i>	Yes	Informal business environments where SMEs operate may not fully adhere to ILO labour standards. Training and technical assistance under Activity 1.1.2.7 and 1.1.3.2 will include elements on decent work, and labour rights compliance will be monitored under the ESMF.
<i>Indigenous Peoples</i>	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 Component 2.2.3.
<i>Involuntary Resettlement</i>	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 AIH ESMF to ensure this condition is upheld.
<i>Protection of Natural Habitats</i>	No	There is a minor risk that SMEs 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 AIH's ESMF and mitigation measures will be developed where relevant.
<i>Conservation of Biological Diversity</i>	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 supported through awareness activities in 3.1.1 and 3.1.3.
<i>Climate Change</i>	No	All interventions are adaptation-oriented and will not result in significant emissions. However, to avoid maladaptation, the AIH includes specific screening tools to evaluate the alignment of each subproject with long-term resilience goals. These tools will be used in the selection process under Output 1.1.1.
<i>Pollution Prevention and Resource Efficiency</i>	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 SME operations. Subprojects will be screened and mitigation plans developed through ESMF guidelines.
<i>Public Health</i>	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.
<i>Physical and Cultural Heritage</i>	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 Output 1.1.3.1 to ensure cultural resources are not impacted.

<i>Lands and Soil Conservation</i>	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.
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### Unidentified Sub-Projects (USP)

USPs	Justification for non-identification at this stage (criterion i.)	Benefits for non-identification (criterion ii.)	Benefit/risk trade-off (criterion iii.)
<b><u>Output 1.1.3 30 adaptation solutions deployed through participatory, community-led processes in target communities</u></b>	The specific adaptation solutions to be supported must be matched and confirmed by communities through the RPNAs under activity 1.1.2.4 and community engagement grants under activity 1.1.2.5.	Enables inclusive, context-responsive, and locally owned adaptation actions that align with LLA principles. Increases uptake, gender and youth inclusion, and long-term sustainability of solutions. Allows flexibility for emerging innovations.	Before final selection, all solutions from SMEs will be confirmed by target communities and the SLLAS Evaluation Committee through activities 1.1,2,5 and 1.1.2.6. In particular, E&S assessment is incorporated as part of the community engagement grant phase to ensure that the E&S assessment for the matched and proposed SME/solution is conducted before the final confirmation of the partnership and solution deployment.

## 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.**

425. The Implementing Entity for SLLAS is UNIDO, as an accredited entity to the Adaptation Fund. The implementation functions (monitoring and evaluation, supervision and reporting) will be handled by a Project Manager at UNIDO HQ, reporting to the Chief of Climate Innovation Technology Unit (within the responsibility of the Division of Climate Innovation and Montreal Protocol, Directorate of Technical Cooperation and Sustainable Industrial Development). UNIDO will also serve as the executing entity for Components 1 and 3. Procurement activities carried out by UNIDO under Components 1 and 3 will be carried out in line with UNIDO's Procurement Manual. During the inception phase, the PMU Lead, in collaboration with UNIDO Procurement, will assess the appropriate modality for disbursing grants under PC1 to the selected SMEs. If the grants are to be disbursed directly by UNIDO, this will follow the procedures outlined in the UNIDO Grants Manual. Alternatively, UNIDO may opt to engage a qualified service provider to manage the grant disbursement, in accordance with the UNIDO Procurement Manual.
426. A Project Executing Entity/ Grant Beneficiary in charge of executing *Component 2: Community leadership in adaptation planning and demand generation* has been identified through a Call for Proposals (CfP) conducted during the development phase in accordance with the UNIDO Grants Manual, standards, and regulations. The entity selected through the CfP will execute one component over the five (5) years and must consult with UNIDO regarding the specific execution plan.

### Project Management Unit (PMU)

427. To ensure efficient, accountable, and synergistic execution of the SLLAS across its three components, a dedicated Programme Management Unit (PMU) will be established, jointly hosted by UNIDO and the EE. The PMU will be responsible for the day-to-day execution of all activities, and their operational and technical coordination, ensuring coherence across components in alignment with UNIDO and Executing Entity procedures.
428. The PMU will consist of four full-time project personnel and two part-time project personnel hosted across UNIDO and EE headquarters. Personnel will be recruited according to the human resources management

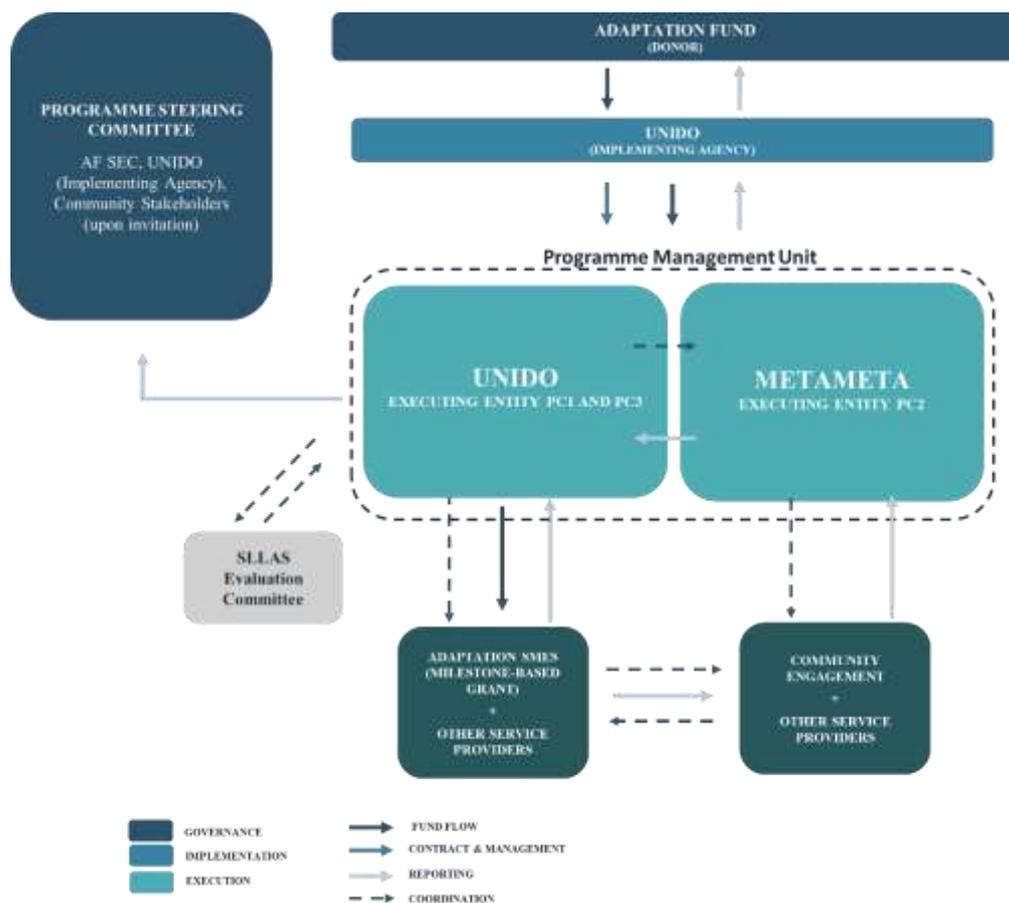
policies and procedures of UNIDO and the EE. The PMU will work collaboratively across institutions and partners to ensure that SLLAS achieves its outcomes through a locally led, learning-driven, and impact-focused approach. Roles and functions of PMU members are detailed in Annex V.

### **Programme Steering Committee**

The Programme Steering Committee (PSC) will be formed at implementation start to ensure governance, programme oversight, coherence and institutional ownership, as well as to provide advisory inputs in key topics pertaining to SLLAS. It will act as the decision-making body for items of major impact on the programme, providing strategic guidance. The PSC will be chaired by UNIDO and will include representatives from the AF and Executing Entity(ies). In addition, other key partners, such as development partners, relevant AF DAs, NIEs and stakeholders (such as investors, financial institutions, and innovation networks) active in the climate adaptation and resilience building space may be invited to join the PSC if deemed appropriate.

The PSC will approve the annual work plans and budgets, as well as the annual progress reports. The PSC will act as an advisory mechanism to ensure the successful design and implementation of the programme through providing strategic and operational guidance as well as overall, high-level coordination. It is also made sure that any changes/amendments proposed to the programme and/or to the workplans and budgets by UNIDO and the Executing Entity(ies) are done in accordance with the approved Programme document, the AF policy, and UNIDO rules and regulations.

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: Implementation Arrangements*

### Legal Context Clause

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.**

Risk identification and mitigation will be a participatory process throughout the SLLAS programme. Local stakeholders—including SMEs, Community Adaptation Advocates, and local CSOs—will contribute to early risk mapping through structured sessions during the Rapid Participatory Needs Assessments (RPNA) and co-design workshops. Their insights will inform community-specific risk registers maintained by the PMU. Local actors will also participate in biannual risk review meetings, and a community-embedded feedback mechanism will flag emergent risks in real time, ensuring inclusive and adaptive risk responses.

Category	Risk Description	Likelihood (1-3)	Impact (1-3)	Risk Level	Mitigation Measures	Stakeholder Involvement
Institutional	Delayed project 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, SMEs, and CBOs; ongoing technical backstopping and adaptive training modules.	Communities, SMEs, 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 SME grant disbursements or project procurement.	2	2	Moderate	Budget contingency to absorb minor fluctuations; UN exchange rate guidance applied; local procurement encouraged where possible.	Local financial advisors and SME mentors track real-time impacts of currency and propose response options.
Financial	Fraud, financial mismanagement, or misuse of project 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 PMU to political developments.
Political	Changes in local	2	3	Moderate	Engage incoming administrations early	Community leaders and local government

	government priorities or leadership post-election.				with briefings on programme benefits; institutional memory via national anchors and DA /NIE liaison.	officials briefed during each cycle; bottom-up engagement strategy.
Environmental	Extreme weather events (floods, droughts) affecting project sites or logistics.	2	3	Moderate	Staggered implementation and digital monitoring tools; integrate local disaster risk data; build SME flexibility for business continuity.	SMEs adapt roll-out schedules with community input; local early warning systems incorporated.
Environmental	Unintended environmental impacts from SME-deployed solutions.	1	2	Low	E&S screening of SMEs; 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 SME 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.**

429. The SLLAS programme is designed to support the scale-up of proven, locally led climate adaptation solutions through small grants awarded to adaptation-focused SMEs and community-based organizations. 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).
430. 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.
431. 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). This ESMF 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.
432. The table below outlines the key steps and responsibilities for environmental and social risk management throughout the SLLAS programme cycle:

Process	Programme Activities
<b>Screening of Environmental and Social Risks</b>	The full SLLAS programme has been screened and is categorized as <b>Category B (low risk)</b> based on AF’s risk classification. 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 the implementing partner (UNIDO) in collaboration with national focal points and local stakeholders. The results will inform the level of assessment required (see Annex 1, Chapter 4).
<b>Environmental and Social</b>	Based on the screening outcome, sub-projects may undergo a simplified or detailed E&S

<b>Assessment</b>	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 PMU.
<b>Environmental and Social Management Plan (ESMP)</b>	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 ESMF, Appendix 2, Annex 1).
<b>Monitoring, Reporting, and Evaluation</b>	The ESMPs will be integrated into the programme's overall MEL framework. Local partners and SMEs 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.
<b>Public Disclosure and Consultation</b>	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, Chapter 6), ensuring inclusive participation of women, youth, Indigenous Peoples, and marginalized groups.
<b>Grievance Mechanism</b>	SLLAS will establish a <b>multi-tier grievance mechanism</b> 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 Appendix 3 of Annex 1.

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

433. 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.
434. The M&E framework will monitor performance at both programme and sub-project levels, especially for the small grant mechanisms supporting adaptation SMEs. 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 executing entity(ies) and national focal points.
435. **Inception Workshop and Inception Report:** An Inception Workshop will be organized within the first three months of implementation, bringing together programme stakeholders, national focal institutions, executing partners, and local actors. The workshop will finalize operational arrangements, reconfirm roles and responsibilities, and refine the implementation plan based on the PRF.
- The workshop will define participatory M&E responsibilities and processes at local, national, and regional levels.
  - It will also ensure the localization of the M&E plan, including data disaggregation by gender, region, and target group.
  - An Inception Report will summarize these arrangements, to be submitted to the Adaptation Fund within one month of the workshop.
436. **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, and monitoring implementation progress, and assessing 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.

437. **Community-Driven Monitoring and Participatory Feedback Loops:** A defining feature of SLLAS is the active involvement of local communities and adaptation SMEs in monitoring adaptation performance and social co-benefits. Participatory M&E mechanisms will include:
- **Community feedback sessions**, focus groups, and scorecards for evaluating SME 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.
438. **Quarterly Reports from SMEs and Executing Entities and Partners:** Each adaptation SME selected under Component 1 will be required to submit quarterly reports detailing the below. 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.
439. **Annual Project Performance Reports and Annual Impact Assessments:** UNIDO and the executing entity 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 Endorsements from Designated Entities of each country where the SLLAS operates, obtained prior to start of any project activity.
- In addition, annual impact assessments will be conducted to assess:
- The contribution of supported SMEs 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.
440. **Mid-Term Evaluation:** A mid-term evaluation will be conducted by an independent evaluator, two 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.
- 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.
441. **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 individual community level, and probability of persistence of LLA practices post-SLLAS.

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

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

- Observe SME 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.

443. **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 SME support cycle.
- Periodic safeguard reviews and risk mitigation reports.
- Alignment checks with UNIDO's ESSPP and the AF's ESP.

444. **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, PMU mediation, and anonymous submissions—ensuring transparency and resolution.

445. An indicative plan for the M&E plan can be found in Table below.

Activity	Responsibility	Timeframe	Source of budget	Indicative Cost (USD)
Project inception workshop and report	PMU (UNIDO)	Within 6 months of project funds transfer	EE fee	5.000
Quarterly reports from SMEs	Supported SMEs, PMU in coordination with UNIDO	Quarterly	No additional allocation, to be part of the commitment from supported SMEs	
Safeguards / Monitoring for Compliance with the AF ESP	PMU (UNIDO and MetaMeta)	Ongoing for all activities	EE fee UNIDO 35,000 MetaMeta 30,000	65.000
Project Coordination Meetings	PMU (UNIDO and MetaMeta)	Twice a year	EE fee UNIDO 15,000 MetaMeta 15,444	30.444
Annual Project Performance/Progress Report and Impact assessment	PMU (UNIDO)	Annually (2 months after the end of the project implementation year)	EE fee	15.000

Monitoring expertise, also including studies and collection and compilation of data to support Mid-term Review and Terminal Evaluation	PMU (UNIDO and MetaMeta)	Year 3 of project and six months before end of project	EE fee UNIDO 35,000 MetaMeta 35,000	70,000
Mid-term Evaluation	External consultant/evaluator in coordination with UNIDO	Three years after start of the project	IE fee 20,000	20.000
Terminal Evaluation	External consultant/evaluator in coordination with UNIDO	End of the project (within the final 3 months of implementation)	IE fee 30,000	30.000
Financial audit	UNIDO	End of project (within 6 after the end of the fiscal year in which the project ended)	IE fee	5.000
Travel related to project execution	PMU (UNIDO, MetaMeta)	Annually	EE fee UNIDO 32,878 MetaMeta 29,000	61,878
<b>TOTAL</b>				<b>302,322</b>

**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
<b>Impact:</b> Increased resilience of vulnerable communities to climate change through scaled deployment of locally led, SME-driven adaptation solutions.	<p>Direct beneficiaries supported by the project</p> <ul style="list-style-type: none"> <li>- Female direct beneficiaries</li> <li>- Youth direct beneficiaries</li> </ul> <p>Indirect beneficiaries supported by the project</p> <ul style="list-style-type: none"> <li>-Female indirect beneficiaries</li> <li>- Youth indirect beneficiaries</li> </ul> <p>KASA.1: Number of actors gaining awareness/knowledge on UNIDO knowledge areas</p>	<p>Limited access to scalable, locally appropriate adaptation solutions in vulnerable communities.</p> <p>Few SMEs currently serve rural adaptation markets.</p> <p>Low visibility and support for locally led adaptation enterprises, especially those that are gender and youth inclusive.</p>	<p>300 direct beneficiaries supported by adaptation SMEs (of which 50% women and 50% youth)</p> <p>3000 indirect beneficiaries reached through community-based deployment (of which 50% women and 50% youth)</p> <p>30 adaptation SMEs have scaled their solutions through the project</p>	<p>Programme beneficiary tracking reports and SME portfolio reports</p> <p>Monitoring of deployment records and SME impact assessments</p> <p>Data from adaptation solution deployment mapping and community feedback surveys</p>	<p>Adaptation SMEs remain committed to serving vulnerable communities</p> <p>Vulnerable groups are effectively engaged throughout implementation</p> <p>Policy environment remains stable and conducive to SME-led adaptation</p>
<b>Component I</b>					
<b>Outcome 1.1</b> Strengthened linkages between adaptation SMEs and community-led deployment of climate solutions for resilient livelihoods	<p>Number of adaptation SMEs supported for solution deployment</p> <p>Number of community deployment plans co-developed</p> <p>Number of solutions deployed with milestone-based financing and inclusive governance structures</p> <p>TEC.2: Number of countries showing the adoption of new technologies</p> <p>KASA.1: Number of actors gaining awareness/knowledge on UNIDO knowledge</p>	<p>Limited deployment of SME-led adaptation solutions in climate-vulnerable regions.</p> <p>Lack of mechanisms to ensure community co-design and milestone-based financing.</p> <p>Limited understanding and uptake of AIH methodology among adaptation SMEs.</p>	<p>30 adaptation SMEs (of which 50% women-led) assessed and supported using the AIH framework</p> <p>30 community deployment plans co-developed and validated</p> <p>30 locally-led solutions deployed with affordability models, milestone financing, and governance structures</p>	<p>AIH assessment reports</p> <p>Community needs assessment and co-design documentation</p> <p>Deployment monitoring reports and milestone-based financing records</p> <p>Community feedback surveys</p>	<p>Assumes community members actively engage in co-design processes.</p> <p>Assumes SMEs are willing and capable to adopt AIH and implement affordability modelling.</p> <p>Political, social, or environmental factors do not disrupt local deployment processes.</p>
<b>Outcome 1.2</b> Community-led climate-resilient livelihood strategies	<p>Number of community-identified business ideas linked to deployed adaptation solutions</p>	<p>In many climate-vulnerable communities, especially in rural areas, adaptation solutions are often implemented without</p>	<p>30 community-identified business ideas linked to deployed solutions</p> <p>20 business models co-</p>	<p>Training attendance sheets and reports</p>	<p>Community members are motivated to engage in business ideation and perceive value in linking</p>

and business models to sustain and expand the impact of deployed adaptation	<p>Number of business models co-developed with women and youth groups</p> <p>BUS.1 Number of firms with improved management practices BUS.3: Number of established start-ups</p> <p>KASA.1: Number of actors gaining awareness/knowledge on UNIDO know</p>	structured support for long-term use or integration into livelihood systems. There is limited community capacity to turn such solutions into income-generating opportunities, and women and youth are particularly underrepresented in local entrepreneurship. No structured support exists for community-led business ideation or planning that complements deployed adaptation technologies.	<p>developed with women and youth groups (at least 50% led by women)</p> <p>8 regional business ideation trainings conducted</p> <p>150 individuals (min. 60% women and youth) trained or coached in business development</p>	<p>Business ideation workshop documentation</p> <p>Portfolio of developed business models and community presentations</p> <p>Post-training participant surveys and follow-up coaching session logs</p>	<p>adaptation solutions to economic activities.</p> <p>There is sufficient capacity among implementing partners to provide quality coaching and follow-up support.</p> <p>Social norms do not inhibit participation of women and youth in entrepreneurship training and business development processes.</p>
<b>Component II</b>					
<p><b>Outcome 2.1</b></p> <p>Empowered community adaptation advocates leading the development of community adaptation plans)</p>	<p>Number of community adaptation plans co-developed and endorsed by target communities</p> <p>Number of trained community adaptation advocates (disaggregated by gender and age)</p> <p>Number of inclusive community consultations conducted</p> <p>GOV.2: Number of actors participating in enhanced collaboration settings</p> <p>KASA.1: Number of actors gaining awareness/knowledge on UNIDO knowledge areas</p>	In most of the 30 target communities, adaptation planning is led externally or ad hoc, with limited community ownership or integration of local knowledge. There is limited representation of women, youth, and marginalized groups in current planning processes. No structured, community-led adaptation plans or adaptation advocate networks are in place.	<p>30 community adaptation plans co-created and endorsed by local governance structures 90 trained community adaptation advocates (at least 50% women and 30% youth)</p> <p>At least 60% of advocates report increased knowledge on adaptation planning and UNIDO-relevant areas</p> <p>At least 15 community-led initiatives promote women's leadership and decision-making</p>	<p>Validated adaptation plans (digital and printed versions)</p> <p>Training completion certificates and participant lists</p> <p>Pre- and post-training assessments</p> <p>Activity documentation and interviews with community leaders</p>	<p>Community members are willing to participate in planning processes and see value in local ownership Advocates are respected and trusted by their communities Local governance structures are open to integrating community-driven plans Security and accessibility allow for sustained engagement in all target locations</p>
<p><b>Outcome 2.2</b></p> <p>Communities generate demand and mobilize partnerships for adaptation solutions</p>	<p>Number of community-led investment proposals co-developed with local entrepreneurs and SMEs</p> <p>Number of facilitated dialogues and exchange platforms between communities and adaptation solution providers</p>	Many target communities have limited experience articulating adaptation needs in ways that attract partners or finance. Adaptation SMEs often operate in isolation from community needs or planning frameworks. There are no systematic processes for	<p>30 community-led investment proposals developed across all target communities</p> <p>30 facilitated dialogues and knowledge exchange sessions conducted</p> <p>10 communities establish formal</p>	<p>Documentation of co-developed proposals and partner engagement reports</p> <p>Event records, participant lists, and session evaluations from community</p>	<p>Community interest and capacity to lead engagement remains high throughout the programme Adaptation SMEs are responsive and willing to co-develop solutions with community actors Financiers see</p>

	<p>Number of communities with established partnerships for adaptation financing</p> <p>INV.1: Number of investment-ready proposals elaborated</p> <p>GOV.2: Number of actors participating in enhanced collaboration settings</p> <p>KASA.1: Number of actors gaining awareness/knowledge on UNIDO knowledge areas</p>	community-led demand articulation or partner engagement.	partnerships with financiers and adaptation actors	<p>dialogues</p> <p>MoUs, Letters of Intent, or collaboration agreements with financiers and adaptation SMEs</p>	viable investment potential in community-identified adaptation needs
<b>Component III</b>					
<p><b>Outcome 3.1</b></p> <p>Knowledge, evidence, and learning from programme implementation are captured, synthesized, and shared to inform adaptation practice and policy at community, national, and global levels</p>	<p>Number of communication and knowledge products generated</p> <p>Number of SMEs and community adaptation advocates showcased</p> <p>Number of national institutions using data or insights from SLLAS for planning or reporting</p> <p>KASA.1: Number of actors gaining awareness/knowledge on UNIDO knowledge areas</p>	LLA implementation and locally led deployment models remain underdocumented at scale, especially in terms of practice-based evidence linked to adaptation SMEs and community-led planning. National adaptation planning processes often lack concrete examples of inclusive, bottom-up models.	<p>60 community-level and 10 programme-level communication and knowledge products</p> <p>At least 20 SMEs and 10 community adaptation advocates showcased</p> <p>At least 5 national institutions report using insights or data from SLLAS Participation in at least 10 regional and global adaptation events/platforms</p>	<p>Published knowledge products (reports, videos, briefs)</p> <p>Documentation of global and national policy engagement</p> <p>Event participation records DA or government reports referencing SLLAS data or insights</p>	Stakeholders are willing to share learning transparently, including challenges. National institutions are open to incorporating SLLAS insights into formal processes. There is sustained interest and opportunity for engagement at regional and global levels.
<p><b>Outcome 3.2</b></p> <p>Participatory monitoring and adaptive learning systems support programme responsiveness, internal accountability, and alignment across stakeholders and components</p>	<p>Number of participatory monitoring tools developed and applied</p> <p>REACT.1: Percentage of actors satisfied with UNIDO interventions</p> <p>KASA.2: Number of actors gaining skills on UNIDO knowledge areas</p>	Currently, there is limited infrastructure or capacity in place within target communities to support participatory monitoring or adaptive learning. Community members are often not engaged in programme monitoring, and digital systems for data management and analysis are fragmented or inaccessible. Learning is rarely formalized or linked across stakeholder groups.	<p>3 participatory monitoring tools co-developed and tested with community input</p> <p>30 community-led feedback mechanisms established (one per target community)</p> <p>Digital monitoring platform operational, with AI-enabled functions for milestone tracking and knowledge synthesis</p>	<p>Records of participatory tool development and testing</p> <p>Documentation and minutes of community feedback sessions</p> <p>Platform analytics and system logs</p>	<p>Communities are willing and able to engage consistently in feedback processes</p> <p>Adequate digital access and literacy exists or is developed for effective platform use</p> <p>AI tools can be effectively tailored to</p>

			<p>At least 5 peer learning exchanges among adaptation SMEs and community advocates facilitated</p> <p>Annual learning synthesis produced and integrated into programme updates and national adaptation processes</p>	<p>Reports from peer learning sessions</p> <p>Annual learning synthesis report shared with DAs and global platforms</p>	<p>context-specific needs and data structures</p> <p>Local actors see value in learning exchange and reflective practice</p> <p>Stakeholders maintain alignment and coordination across components</p>
<b>Outputs under Outcome 1.1</b>					
1.1.1 Identification of partner communities, and mapping of their climate challenges and priority adaptation sectors	<p>Number of partner communities pre-selected and selected through transparent criteria</p> <p>Number of community-level climate risk and vulnerability mapped</p> <p>Number of priority adaptation sectors identified</p>	<p>At the project outset, no partner communities have been formally identified for participation. Community-specific data on climate hazards, exposure, vulnerabilities, and adaptation priorities is largely fragmented, outdated, or unavailable. No structured assessments have been conducted to map priority adaptation sectors at the local level, nor have communities been systematically engaged in identifying their adaptation needs or challenges. Existing climate risk information is typically national or regional in scale, lacking the granularity needed for targeted, community-driven adaptation planning.</p>	<p>At least 30 communities selected</p> <p>At least 30 rapid participatory needs assessments completed</p>	<p>Community selection reports; published criteria and records of selection process</p> <p>Sector mapping reports; community validation workshop minutes</p>	<p>Assumes availability and willingness of communities to participate</p> <p>Communities are able to articulate priorities; inclusive and participatory processes are followed</p>
1.1.2 30 deployment-ready adaptation solutions matched with communities and prepared for locally-led scale up	<p>Number of adaptation SMEs selected through the AIH-LLA framework</p> <p>Number of SMEs trained on LLA principles</p> <p>Number of community-SME partnerships formalized</p>	<p>Currently, there is limited structured support for SMEs to scale adaptation solutions using locally led adaptation principles. No formalized AIH-LLA framework is applied in SME selection and capacity development.</p>	<p>30 SMEs selected using AIH-LLA framework</p> <p>30 SMEs complete LLA onboarding training</p> <p>30 community-SME partnerships formalized</p>	<p>Final AIH-LLA framework and scoring matrix</p> <p>Meeting minutes and review sheets of the Evaluation Committee</p>	<p>Sufficient high-quality SME applications received</p> <p>Evaluation Committee functions effectively and without bias SMEs are committed to adapting their models</p>

	<p>Number of milestone-based grant agreements issued</p> <p>Number of Evaluation Committee meetings held and decisions made</p> <p>TCO.1: Number of capacity building activities provided</p> <p>TCO.3: Number of toolkits and guidelines produced</p> <p>TCO.4: Number of business plans developed</p>		<p>30 milestone-based grants issued</p> <p>Minimum of 12 Evaluation Committee meetings conducted</p>	<p>Signed SME partnership agreements</p> <p>Training participation records and post-training assessments</p> <p>Milestone-based grant disbursement records</p>	<p>for LLA compliance</p> <p>Local actors are willing and able to engage in partnership development</p> <p>PMU has sufficient capacity to coordinate training, mentorship, and oversight</p>
1.1.3 Adaptation solutions deployed through participatory, community-led processes in target communities	<p>Number of community needs assessments conducted</p> <p>Number of co-design workshops held with SMEs and communities (integrating gender, youth, and indigenous perspectives)</p> <p>Number of localized business models developed</p> <p>Number of milestone-based deployment grants disbursed</p> <p>Number of community governance structures established</p> <p>TCO.1: Number of capacity building activities provided</p> <p>TCO.2: Value (US\$) of assets provided</p>	<p>No existing mechanisms systematically guide the participatory deployment of adaptation solutions with communities. Community needs, affordability, and governance considerations are not consistently embedded into SME deployment strategies.</p>	<p>30 community needs assessments conducted</p> <p>30 co-design workshops facilitated</p> <p>30 localized business models developed</p> <p>30 milestone-based grants disbursed</p> <p>30 inclusive governance structures established</p>	<p>Needs assessment reports and community maps</p> <p>Workshop reports and signed milestone agreements</p> <p>Localized business models and affordability plans</p> <p>Grant disbursement records</p> <p>Governance structure TORs and monitoring protocols</p>	<p>Community members are willing and available to participate in co-design and deployment</p> <p>SMEs are committed to affordability and inclusive governance</p> <p>Local institutions can support deployment processes</p> <p>Milestones are feasible and align with local implementation capacity</p>
<b>Outputs under Outcome 1.2</b>					
1.2.1 Resilient livelihood opportunities linked to deployed adaptation	<p>Number of livelihood ideation workshops conducted</p> <p>Number of opportunity maps</p>	<p>There are currently no systematic processes in place in target communities to identify, co-design, and prioritize income-</p>	<p>30 participatory workshops on livelihood opportunities conducted (1 per community)</p>	<p>Workshop summary reports</p> <p>Opportunity maps</p>	<p>Workshop summary reports</p> <p>Opportunity maps</p>

solutions identified through community-led processes	<p>produced</p> <p>Number of business model concepts co-developed and validated by communities</p> <p>TCO.1: Number of capacity building activities provided</p> <p>TCO.4: Number of business plans developed</p>	generating opportunities linked to adaptation solutions.	<p>30 opportunity maps produced (1 per community)</p> <p>30–60 structured business model concepts developed (1–2 per community)  </p>	<p>and business model templates</p> <p>Endorsed concept documents validated by community stakeholders</p>	<p>and business model templates</p> <p>Endorsed concept documents validated by community stakeholders  </p> <p>Community members are engaged and willing to participate in ideation processes</p> <p>Facilitators effectively surface and structure community input</p> <p>Local actors are open to supporting further development of selected models in Output 1.2.2</p>
1.2.2 Local entrepreneurs supported to develop adaptation-linked business plans for climate-resilient livelihoods	<p>Number of community members trained in entrepreneurship (sex and age disaggregated)</p> <p>Number of coaching sessions delivered</p> <p>Number of business plans developed by local entrepreneurs</p> <p>Number of entrepreneurs accessing referral support materials</p> <p>TCO.1: Number of capacity building activities provided</p> <p>TCO.4: Number of business plans developed</p>	There is no dedicated programme currently supporting the development of business plans by local entrepreneurs linked to adaptation solutions in target communities.	<p>150 local entrepreneurs trained (minimum 50% women and youth)</p> <p>150 structured business plans completed</p> <p>150 referral packets distributed to entrepreneurs</p>	<p>Training completion reports and attendance sheets</p> <p>Coaching session logs and feedback forms</p> <p>Business plan templates and action roadmaps</p> <p>Copies of referral packets distributed</p>	<p>Sufficient interest from community members to participate in training and coaching</p> <p>Coaches and trainers are available and equipped to deliver contextualized support</p> <p>Entrepreneurs are able to translate plans into action even without direct financial support</p>
<b>Outputs under Outcome 2.1</b>					
2.1.1 90 community adaptation advocates selected	Number of adaptation advocates selected (disaggregated by role and gender)	No structured system currently exists for selecting and training community members to lead local	90 community advocates selected (3 per community)	Selection documentation and advocate profiles	Community stakeholders support inclusive selection

and trained to lead inclusive adaptation planning	<p>Number of training modules developed and delivered</p> <p>Degree to which gender and indigenous considerations are integrated into training material</p> <p>Number of advocates completing full training cycle</p> <p>TCO.1: Number of capacity building activities provided</p>	adaptation planning processes in line with LLA principles.	<p>3 distinct training curricula developed (Resilience Leaders, Youth Ambassadors, Data Experts)</p> <p>90 advocates trained and certified</p>	<p>Training curricula and session reports</p> <p>Completion certificates and post-training evaluations</p>	<p>processes</p> <p>Training content is accessible and contextually appropriate</p> <p>Advocates remain engaged through full training process</p>
2.1.2 30 community adaptation plans co-developed through locally led, participatory processes	<p>Number of roadmaps developed to guide planning</p> <p>Number of community planning dialogues conducted</p> <p>Number of adaptation plans finalized and endorsed</p> <p>Degree of community and expert input incorporated into final plans</p> <p>TCO.3: Number of toolkits and guidelines produced</p>	Currently, there are no formal adaptation plans in the target communities that are participatory, inclusive, and aligned with national adaptation strategies.	<p>30 adaptation planning roadmaps completed</p> <p>90+ community dialogue sessions facilitated</p> <p>30 adaptation plans finalized and endorsed by community and local authorities</p>	<p>Planning roadmaps</p> <p>Dialogue reports and attendance sheets</p> <p>Final adaptation plan documents</p> <p>Endorsements by local governance entities</p>	<p>Advocates are supported throughout facilitation process</p> <p>Community engagement is sustained over time</p> <p>Technical experts are available to complement local input</p> <p>Local leaders endorse and support the plans</p>
<b>Outputs under Outcome 2.2</b>					
2.2.1 Community adaptation needs translated into demand profiles to guide partnerships and resource mobilisation	<p>Number of readiness assessments completed</p> <p>Number of thematic support dialogues conducted</p> <p>Number of demand profiles developed and endorsed by community</p> <p>PAO.1: Number of industrial strategies and industrial policy documents drafted / prepared</p>	No existing process systematically translates community adaptation plans into structured, actionable demand profiles aligned with external support opportunities.	<p>30 readiness assessments conducted</p> <p>90 thematic group discussions facilitated (3 per community)</p> <p>30 community demand profiles completed and endorsed</p>	<p>Readiness assessment tools and results</p> <p>Group discussion summaries and participation logs</p> <p>Final demand profile documents</p> <p>Community endorsement records</p>	<p>Community advocates can effectively lead demand articulation</p> <p>Community members actively participate in analysis</p> <p>Demand profiles are used to guide meaningful engagement with partners</p>

<p>2.2.2 Adaptation solutions co-developed and linked to financing partners through community-led partnerships</p>	<p>Number of community-partner engagements facilitated</p> <p>Number of co-design sessions completed with external actors</p> <p>Number of communities successfully linked with financing actors</p> <p>TCO.3: Number of toolkits and guidelines produced</p>	<p>While some communities have past experience with development actors, most lack formal processes for co-developing adaptation solutions with external partners or accessing funding to scale them.</p>	<p>30 community-partner engagement sessions held</p> <p>30+ co-design sessions completed (at least 1 per community with external actor)</p> <p>10 communities successfully pitch to and engage financing partners</p>	<p>Community-partner engagement logs</p> <p>Co-design reports and solution briefs</p> <p>Pitch session participation and feedback summaries</p> <p>Follow-up documentation from financiers and PMU</p>	<p>Community voices remain central in co-design</p> <p>Financing actors find community proposals compelling and viable</p> <p>Partner institutions are responsive and able to adapt offers to local context</p>
<b>Outputs under Outcome 3.1</b>					
<p>3.1.1 60 community-level and 10 programme-level communication and knowledge products developed and published</p>	<p>Number of community-level knowledge products produced and published, integrating gender, youth, and indigenous considerations</p> <p>Number of programme-level synthesis products developed and shared</p> <p>Number of national and global dissemination events featuring SLLAS products</p> <p>TCO.3: Number of toolkits and guidelines produced</p> <p>PAO.2: Number of analytical and statistical publications produced</p>	<p>No consolidated or community-authored knowledge products currently exist to document lessons from locally led adaptation efforts across target communities.</p>	<p>60 community-level knowledge products (minimum 2 per community)</p> <p>10 programme-level learning products</p> <p>Dissemination across national and global platforms</p>	<p>Published case studies, videos, briefs, or stories</p> <p>Programme-level learning reports and briefs</p> <p>Knowledge portal analytics and dissemination logs</p>	<p>Community advocates and SMEs can effectively document experiences</p> <p>Communication formats are accessible and context-appropriate</p> <p>Global and national audiences are receptive to localized learning</p>
<p>3.1.2 Community advocates and adaptation SMEs showcased at least once on global or regional platforms</p>	<p>Number of SMEs and advocates prepared for showcasing</p> <p>Number of global/regional events or platforms featuring SMEs and advocates</p> <p>CPO.1: Number of global fora, workshops, EGM, side events</p>	<p>SMEs and advocates have limited visibility on adaptation policy or knowledge-sharing platforms.</p>	<p>90 advocates and 30 SMEs prepared with materials and support</p> <p>Each showcased at least once on regional/global platform</p> <p>At least 30 total platform participations facilitated</p>	<p>Presentation materials, bios, and visual aids</p> <p>Event participation records and platform content</p> <p>Feedback or</p>	<p>Participants are available and supported to travel or join virtually</p> <p>Platforms offer meaningful participation formats</p> <p>Advocacy reflects</p>

	organized			testimonials from participants and organizers	diverse community and SME perspectives
3.1.3 SLLAS learnings shared at a minimum of 10 adaptation policy events or platforms	<p>Number of policy briefs and synthesis documents developed</p> <p>Number of adaptation policy platforms/events featuring SLLAS learnings</p> <p>PAO.2: Number of analytical and statistical publications produced</p> <p>CPO.1: Number of global fora, workshops, EGM, side events organized</p>	SLLAS has not yet contributed to global or national policy dialogues with targeted learnings from its implementation.	<p>5+ policy briefs or summaries prepared</p> <p>10 adaptation policy events/platforms engaged with SLLAS insights</p>	<p>Published briefs and reports</p> <p>Presentation records from policy events</p> <p>Records of submissions to adaptation learning platforms</p>	<p>Insights are timely and relevant to global policy dialogues</p> <p>Polymakers and stakeholders are receptive to localised learning</p> <p>Events/platforms offer opportunities to showcase SLLAS model</p>
<b>Outputs under Outcome 3.2</b>					
3.2.1 Participatory monitoring tools and community-led feedback mechanisms designed and used across all target communities	<p>Number of communities using participatory monitoring tools</p> <p>Number of annual community feedback loops conducted</p> <p>Number of peer learning events held and documented</p> <p>TCO.1: Number of capacity building activities provided</p>	Communities currently lack structured participatory tools to monitor adaptation performance or engage in structured peer learning.	<p>30 communities use monitoring tools</p> <p>60 feedback summaries generated (2 per community)</p> <p>1 annual cross-community peer learning exchange held</p>	<p>Monitoring reports and toolkit usage logs</p> <p>Community feedback session summaries</p> <p>Peer learning event materials and outputs</p>	<p>Tools are usable in low-literacy, low-connectivity settings</p> <p>Community advocates are trained and supported to facilitate tools</p> <p>Communities are willing to share honest feedback and learn collectively</p>
3.2.2 Digital knowledge infrastructure established to manage, synthesize, and share programme data and learning	<p>Digital platform operational and regularly updated</p> <p>Number of SMEs, advocates, and PMU staff using platform</p> <p>Number of internal learning briefs generated through platform analytics</p> <p>TCO.3: Number of toolkits and guidelines produced</p>	No digital platform currently exists to support integrated monitoring and learning across SLLAS components.	<p>Platform fully operational by end of Year 1</p> <p>120+ users trained (30 SMEs, 90 advocates, PMU team)</p> <p>4 internal learning briefs per year produced via platform</p>	<p>Platform interface and user guides</p> <p>Training records and usage analytics</p> <p>Internal learning briefs and analytics snapshots</p>	<p>Platform is accessible to all target users</p> <p>Offline tools and language support are effective</p> <p>AI tools are used ethically and add real value without replacing human inputs</p>

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

<b>Project Objective(s)<sup>16</sup></b>	<b>Project Objective Indicator(s)</b>	<b>Fund Outcome</b>	<b>Fund Outcome Indicator</b>	<b>Grant Amount (USD)</b>
Enable locally led adaptation through the deployment, scaling, and sustainability of community-prioritized adaptation solutions by SMEs	Number of locally led adaptation solutions deployed and sustained across 30 communities	Outcome 6: Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas	6.2. Percentage of targeted population with sustained climate-resilient alternative livelihoods	13,054,042
<b>Project Outcome(s)</b>	<b>Project Outcome Indicator(s)</b>	<b>Fund Output</b>	<b>Fund Output Indicator</b>	<b>Grant Amount (USD)</b>
<b>Outcome 1.1</b> Strengthened linkages between adaptation SMEs and community-led deployment of climate solutions for resilient livelihoods	Number of adaptation SMEs supported for solution deployment  Number of community deployment plans co-developed  Number of solutions deployed with milestone-based financing and inclusive governance structures	Output 6: Targeted individual and community livelihood strategies strengthened in relation to climate change impacts, including variability	6.1.1. No. and type of adaptation assets (tangible and intangible) created or strengthened in support of individual or community livelihood strategies	6,705,500
<b>Outcome 1.2</b> Community-led climate-resilient livelihood strategies and business models to sustain and expand the impact of deployed adaptation	Number of community-identified business ideas linked to deployed adaptation solutions  Number of business models co-developed with women and youth groups	Output 6: Targeted individual and community livelihood strategies strengthened in relation to climate change impacts, including variability	6.2.1. Type of income sources for households generated under climate change scenario	548,542

<sup>16</sup> The AF utilized OECD/DAC terminology for its results framework. Project proponents may use different terminology but the overall principle should still apply

<b>Outcome 2.1</b> Empowered community adaptation advocates leading the development of community adaptation plans)	Number of community adaptation plans co-developed and endorsed by target communities	Output 3.2: Strengthened capacity of national and subnational stakeholders and entities to capture and disseminate knowledge and learning	3.2.2. No. of tools and guidelines developed (thematic, sectoral, institutional) and shared with relevant stakeholders 2.1.2 No. of targeted institutions with increased capacity to minimize exposure to climate variability risks (by type, sector and scale)	1,050,000
	Number of trained community adaptation advocates (disaggregated by gender and age)	Output 2.1: Strengthened capacity of national and sub-national centers and networks to respond rapidly to extreme weather events		1,080,000
<b>Outcome 2.2</b> Communities generate demand and mobilize partnerships for adaptation solutions	Number of community-led investment proposals co-developed with local entrepreneurs and SMEs	Output 8: Viable innovations are rolled out, scaled up, encouraged and/or accelerated	8.1. No. of innovative adaptation practices, tools and technologies accelerated, scaled-up and/or replicated  2.2.1 No. of targeted institutions benefitting from the direct access and enhanced direct access modality	900,000
	Number of facilitated dialogues and exchange platforms between communities and adaptation solution providers	Output 2.2: Increased readiness and capacity of national and sub-national entities to directly access and program adaptation finance		970,000
<b>Outcome 3.1</b> Knowledge, evidence, and learning from programme implementation are captured, synthesized,	Number of communication and knowledge products generated	Output 3.2: Strengthened capacity of national and subnational stakeholders and entities to capture and disseminate knowledge and learning	3.2.2. No. of tools and guidelines developed (thematic, sectoral, institutional) and shared with relevant stakeholders	390,000
	Number of SMEs and community adaptation advocates showcased			

and shared to inform adaptation practice and policy at community, national, and global levels	Number of national institutions using data or insights from SLLAS for planning or reporting	Output 2.1: Strengthened capacity of national and sub-national centers and networks to respond rapidly to extreme weather events	2.1.2 No. of targeted institutions with increased capacity to minimize exposure to climate variability risks (by type, sector and scale)	600,000
<b>Outcome 3.2</b> Participatory monitoring and adaptive learning systems support programme responsiveness, internal accountability, and alignment across stakeholders and components	Number of participatory monitoring tools developed and applied	Output 3.2: Strengthened capacity of national and subnational stakeholders and entities to capture and disseminate knowledge and learning	3.2.1 No. of technical committees/associations formed to ensure transfer of knowledge	810,000

### Adaptation Fund Core Impact Indicators

Adaptation Fund Core Impact Indicator “Number of Beneficiaries”				
<b>Date of Report</b>	<b>[To be filled at time of reporting]</b>			
<b>Project Title</b>	Scaling Locally Led Adaptation Solutions (SLLAS)			
<b>Country</b>	Global			
<b>Implementing Agency</b>	UNIDO			
<b>Project Duration</b>	6 years			
	<b>Baseline (<i>absolute number</i>)</b>	<b>Target at project approval (<i>absolute number</i>)</b>	<b>Adjusted target first year of implementation (<i>absolute number</i>)</b>	<b>Actual at completion<sup>17</sup> (<i>absolute number</i>)</b>
<b>Direct</b>	<b>0</b>	<b>300</b>	<i>To be updated</i>	<i>To be filled out at completion</i>

<sup>17</sup> At project completion, the proponent could report on % targeted population reached or successfully supported (the absolute numbers could then be deduced from that figure)

<b>beneficiaries supported by the project</b>				
<b>Female direct beneficiaries</b>	0	150	<i>To be updated</i>	<i>To be filled out at completion</i>
<b>Youth direct beneficiaries</b>	0	150	<i>To be updated</i>	<i>To be filled out at completion</i>
<b>Indirect beneficiaries supported by the project</b>	0	3,000	<i>To be updated</i>	<i>To be filled out at completion</i>
<b>Female indirect beneficiaries</b>	0	1,500	<i>To be updated</i>	<i>To be filled out at completion</i>
<b>Youth indirect beneficiaries</b>	0	1,500	<i>To be updated</i>	<i>To be filled out at completion</i>

<b>Adaptation Fund Impact Indicator “Increased income, or avoided decrease in income”</b>				
<b>Date of Report</b>	<b>[To be filled at time of reporting]</b>			
<b>Project Title</b>	Scaling Locally Led Adaptation Solutions (SLLAS)			
<b>Country</b>	Global			
<b>Implementing Agency</b>	UNIDO			
<b>Project Duration</b>	6 years			
	<b>Baseline</b>	<b>Target at project approval</b>	<b>Adjusted target first year of implementation</b>	<b>Actual at completion</b>
<b>Income Source<sup>18</sup> (name)</b>	SME-led adaptation products and services – e.g. solar-powered irrigation, water access solutions, ICT tools for climate risk management, nature-based enterprise models, clean energy systems, climate-resilient infrastructure		<i>To be updated</i>	<i>To be filled out at completion</i>
<b>Income level (USD)</b>	\$1,800/year (baseline average)	\$2,500/year (anticipated average after SME-supported)	<i>To be updated</i>	<i>To be filled out at completion</i>

<sup>18</sup> 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.

	income for low-income households in climate-vulnerable areas)	interventions)		
<b>Number of households (total number in the project area) (report for each project component)</b>	<b>0</b>	<b>Component 1: 300 households<sup>19</sup></b> <b>Component 2: 600 households<sup>20</sup></b> <b>Component 3: N/A</b>	<i>To be updated</i>	<i>To be filled out at completion</i>

**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 and years**

Description	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Year 5 (USD)	Total (USD)	Notes
<b>1. Locally Led Deployment and Sustainability of Innovative Adaptation Solutions</b>							
1.1 Strengthened linkages between adaptation SMEs and community-led deployment of climate solutions for resilient livelihoods							
1.1.1 Identification partner communities, and mapping of their climate challenges, and priority adaptation sectors							
Activity 1.1.1.1 Develop and refine the Community Selection Framework							
Consultancy contract for execution of activity (international expert)	10,000					<b>10,000</b>	International expert fee estimate 300USD/day
<i>Sub-total Activity 1.1.1.1</i>	<i>10,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<b>10,000</b>	
Activity 1.1.1.2 Establish a multi-stakeholder SLLAS Evaluation Committee							
Consultancy contract for execution of activity (international expert)	10,000					<b>10,000</b>	International expert fee estimate 300USD/day

<sup>19</sup> one individual direct beneficiary roughly corresponds to one household, since support typically targets livelihood actors (e.g., smallholder farmers, entrepreneurs, etc.) whose entire household benefits from increased resilience or income.

<sup>20</sup> Estimation of household size of 5.

Travel costs related to activity							Estimated travel cost for one trip including DSA
	5,000					<b>5,000</b>	
<b>Sub-total Activity 1.1.1.2</b>	<b>15,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>	
<b>Activity 1.1.1.3 Conduct an open call for applications for communities</b>							
Consultancy contract for execution of activity (international expert)	5,000	5,000	3,000			<b>13,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity	5,000	5,000	5,000			<b>15,000</b>	Estimated travel cost for three trips including DSA
Other costs related to execution of activity							Communication materials, promotion and outreach for call for applications (visual assets including graphics, videos etc.)
	15,000	15,000	5,000			<b>35,000</b>	
<b>Sub-total Activity 1.1.1.3</b>	<b>25,000</b>	<b>25,000</b>	<b>13,000</b>	<b>0</b>	<b>0</b>	<b>63,000</b>	
<b>Activity 1.1.1.4 Pre-select a pool of vulnerable communities and map their priority sectors for adaptation</b>							
Consultancy contract for execution of activity (international expert)	5,000	5,000	3,000			<b>13,000</b>	International expert fee estimate 300USD/day
Organization of Meeting/Training/Workshop/Event related to activity	5,000	5,000	5,000			<b>15,000</b>	Estimated cost for SLLAS Evaluation Committee meetings
<b>Sub-total Activity 1.1.1.4</b>	<b>10,000</b>	<b>10,000</b>	<b>8,000</b>	<b>0</b>	<b>0</b>	<b>28,000</b>	
<b>Sub-Total Output 1.1.1</b>	<b>60,000</b>	<b>35,000</b>	<b>21,000</b>	<b>0</b>	<b>0</b>	<b>116,000</b>	
<b>1.1.2 Adaptation solutions from SMEs matched with communities and prepared for locally-led deployment</b>							
<b>Activity 1.1.2.1 Refine and operationalize the Adaptation Impact Hypothesis (AIH) as a selection framework for SLLAS</b>							
Consultancy contract for execution of activity (international expert)	15,000					<b>15,000</b>	International expert fee estimate 300USD/day
<b>Sub-total Activity 1.1.2.1</b>	<b>15,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>	
<b>Activity 1.1.2.2 Conduct an open call for adaptation SMEs</b>							
Consultancy contract for execution of activity (international expert)	5,000	5,000	3,000			<b>13,000</b>	International expert fee estimate 300USD/day

Travel costs related to activity	5,000	5,000	5,000			<b>15,000</b>	Estimated travel cost for three trips including DSA
Other costs related to execution of activity	15,000	15,000	5,000			<b>35,000</b>	Communication materials, promotion and outreach for call for applications (visual assets including graphics, videos etc.)
<b>Sub-total Activity 1.1.2.2</b>	<b>25,000</b>	<b>25,000</b>	<b>13,000</b>	<b>0</b>	<b>0</b>	<b>63,000</b>	
<b>Activity 1.1.2.3 Select a pool of adaptation SMEs with readiness and commitment to scale-up LLA principles</b>							
Consultancy contract for execution of activity (international expert)	5,000	5,000	3,000			<b>13,000</b>	International expert fee estimate 300USD/day
Organization of Meeting/Training/Workshop/Event related to activity	5,000	5,000	5,000			<b>15,000</b>	Estimated cost for SLLAS Evaluation Committee meetings
<b>Sub-total Activity 1.1.2.3</b>	<b>10,000</b>	<b>10,000</b>	<b>8,000</b>	<b>0</b>	<b>0</b>	<b>28,000</b>	
<b>Activity 1.1.2.4 Community to SME/solution matching</b>							
Consultancy contract for execution of activity (international expert)	5,000	5,000	3,000			<b>13,000</b>	International expert fee estimate 300USD/day
Contractual services related to execution of activity	60,000	60,000	30,000			<b>150,000</b>	Estimated costs for RPNAs
<b>Sub-total Activity 1.1.2.4</b>	<b>65,000</b>	<b>65,000</b>	<b>33,000</b>	<b>0</b>	<b>0</b>	<b>163,000</b>	
<b>Activity 1.1.2.5 Provide community engagement grants to deepen LLA principles in the matched community-SME partnerships Design and deliver a structured capacity-building programme on LLA</b>							
Consultancy contract for execution of activity (international expert)	5,000	5,000	3,000			<b>13,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity	5,000	5,000	5,000			<b>15,000</b>	Estimated travel cost for three trips including DSA
Consultancy contract for execution of activity (local expert)	8,000	8,000	5,000			<b>21,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity	150,000	150,000	100,000			<b>400,000</b>	Estimated costs related to community engagement grants
<b>Sub-total Activity 1.1.2.5</b>	<b>168,000</b>	<b>168,000</b>	<b>113,000</b>	<b>0</b>	<b>0</b>	<b>449,000</b>	

Activity 1.1.2.6 Confirm 30 community-SME partnerships and prepare them for locally-led deployment of adaptation solutions Provide mentoring and support to SMEs for partnership development with local actors							
Consultancy contract for execution of activity (international expert)	5,000	5,000	3,000			<b>13,000</b>	International expert fee estimate 300USD/day
Consultancy contract for execution of activity (local expert)	5,000	5,000	3,000			<b>13,000</b>	Local expert fee estimate 150USD/day
Organization of Meeting/Training/Workshop/Event related to activity	5,000	5,000	5,000			<b>15,000</b>	Estimated cost for SLLAS Evaluation Committee meetings
<b>Sub-total Activity 1.1.2.6</b>	<b>15,000</b>	<b>15,000</b>	<b>11,000</b>	<b>0</b>	<b>0</b>	<b>41,000</b>	
Activity 1.1.2.7 Deliver onboarding training to selected SMEs for LLA aligned implementation							
Consultancy contract for execution of activity (international expert)	5,000	5,000	3,000			<b>13,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity	5,000	5,000	5,000			<b>15,000</b>	Estimated travel cost for three trips including DSA
Consultancy contract for execution of activity (local expert)	8,000	8,000	5,000			<b>21,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity	30,000	10,000	10,000			<b>50,000</b>	Estimated costs related to the contractual services for training, mentoring and support to SMEs for partnership development with local actors
Organization of Meeting/Training/Workshop/Event related to activity	5,000	5,000	5,000			<b>15,000</b>	Estimated cost for the delivery of workshops for mentoring and support to SMEs for partnership development with local actors
<b>Sub-total Activity 1.1.2.7</b>	<b>53,000</b>	<b>33,000</b>	<b>28,000</b>	<b>0</b>	<b>0</b>	<b>114,000</b>	
<b>Sub-Total Output 1.1.2</b>	<b>351,000</b>	<b>316,000</b>	<b>206,000</b>	<b>0</b>	<b>0</b>	<b>873,000</b>	
1.1.3 30 adaptation solutions deployed through participatory, community-led processes in target communities							
Activity 1.1.3.1 Facilitate community-SME co-design of deployment and service delivery plans							

Consultancy contract for execution of activity (international expert)		5,000	5,000	5,000		<b>15,000</b>	International expert fee estimate 300USD/day
Consultancy contract for execution of activity (local expert)		5,000	5,000	5,000		<b>15,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity		50,000	20,000	20,000		<b>90,000</b>	Estimated costs related to the contractual services for preparation and conducting of co-design workshops with communities and SMEs
Organization of Meeting/Training/Workshop/Event related to activity		40,000	40,000	40,000		<b>120,000</b>	Estimated cost for the delivery of local workshops
<b>Sub-total Activity 1.1.3.1</b>	<b>0</b>	<b>100,000</b>	<b>70,000</b>	<b>70,000</b>	<b>0</b>	<b>240,000</b>	
<b>Activity 1.1.3.2 Support SMEs to operationalize LLA-aligned business and delivery models in each community</b>							
Consultancy contract for execution of activity (international expert)		5,000	5,000	5,000		<b>15,000</b>	International expert fee estimate 300USD/day
Consultancy contract for execution of activity (local expert)		5,000	5,000	5,000		<b>15,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity		30,000	30,000	30,000		<b>90,000</b>	Estimated costs related to the contractual services for co-developing localized business, service and financial models
<b>Sub-total Activity 1.1.3.2</b>	<b>0</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>0</b>	<b>120,000</b>	
<b>Activity 1.1.3.3 Deploy adaptation solutions through inclusive, community-led delivery processes</b>							
Consultancy contract for execution of activity (international expert)		5,000	5,000	5,000		<b>15,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity		5,000	5,000	5,000		<b>15,000</b>	Estimated travel cost for three trips including DSA
Consultancy contract for execution of activity (local expert)		8,000	8,000	8,000		<b>24,000</b>	Local expert fee estimate 150USD/day

Contractual services related to execution of activity		1,750,000	1,700,000	1,700,000		<b>5,150,000</b>	Estimated costs related to grant issuance to selected SMEs and support for deployment
Other costs related to execution of activity		2,500	2,500	2,500		<b>7,500</b>	Audio-visual, printing
<b>Sub-total Activity 1.1.3.3</b>	<b>0</b>	<b>1,770,500</b>	<b>1,720,500</b>	<b>1,720,500</b>	<b>0</b>	<b>5,211,500</b>	
<b>Activity 1.1.3.4 Establish and operationalize community governance, monitoring, and learning systems</b>							
Consultancy contract for execution of activity (international expert)		5,000	5,000	5,000		<b>15,000</b>	International expert fee estimate 300USD/day
Consultancy contract for execution of activity (local expert)		20,000	10,000	10,000		<b>40,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity		20,000	20,000	20,000		<b>60,000</b>	Estimated costs related to the contractual services for establishment and equipment of community structures for governance, monitoring and learning
Organization of Meeting/Training/Workshop/ Event related to activity		10,000	10,000	10,000		<b>30,000</b>	Estimated cost for the delivery of local trainings on establishment and equipping of community structures for governance, monitoring and learning
<b>Sub-total Activity 1.1.3.4</b>	<b>0</b>	<b>55,000</b>	<b>45,000</b>	<b>45,000</b>	<b>0</b>	<b>145,000</b>	
<b>Sub-Total Output 1.1.3</b>	<b>0</b>	<b>1,965,500</b>	<b>1,875,500</b>	<b>1,875,500</b>	<b>0</b>	<b>5,716,500</b>	
<b>Sub-Total Outcome 1.1</b>	<b>411,000</b>	<b>2,316,500</b>	<b>2,102,500</b>	<b>1,875,500</b>	<b>0</b>	<b>6,705,500</b>	
<b>1.2 Community-led climate-resilient livelihood strategies and business models to sustain and expand the impact of deployed adaptation solutions</b>							
<b>1.2.1 Resilient livelihood opportunities linked to deployed adaptation solutions identified through community-led processes</b>							
<b>Activity 1.2.1.1 Facilitate participatory workshops to explore climate-resilient livelihood opportunities enabled by the deployed solution</b>							
Consultancy contract for execution of activity (international expert)		5,000	5,000	3,000		<b>13,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity		5,000	5,000	5,000		<b>15,000</b>	Estimated travel cost for three trips including DSA

Contractual services related to execution of activity		25,000	20,000	10,000		<b>55,000</b>	Estimated costs related to the contractual services for participatory workshop to explore climate-resilient livelihood opportunities enabled by the deployed solution
Organization of Meeting/Training/Workshop/ Event related to activity		5,000	5,000	5,000		<b>15,000</b>	Estimated cost for the delivery of participatory workshops to explore climate-resilient livelihood opportunities enabled by the deployed solution
<b>Sub-total Activity 1.2.1.1</b>	<b>0</b>	<b>40,000</b>	<b>35,000</b>	<b>23,000</b>	<b>0</b>	<b>98,000</b>	
<b>Activity 1.2.1.2 Translate community opportunity maps into structured business model concepts</b>							
Consultancy contract for execution of activity (international expert)		5,000	5,000	3,000		<b>13,000</b>	International expert fee estimate 300USD/day
Consultancy contract for execution of activity (local expert)		5,000	5,000	3,000		<b>13,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity		25,000	20,000	10,000		<b>55,000</b>	Estimated costs related to the contractual services for translation of community opportunity maps into structured business model concepts
Organization of Meeting/Training/Workshop/ Event related to activity		5,000	5,000	5,000		<b>15,000</b>	Estimated cost for the delivery of local consultation workshops on translating community opportunity maps into structured business model concepts
<b>Sub-total Activity 1.2.1.2</b>	<b>0</b>	<b>40,000</b>	<b>35,000</b>	<b>21,000</b>	<b>0</b>	<b>96,000</b>	
<b>Activity 1.2.1.3 Facilitate community reflection and prioritization of adaptation-linked enterprise opportunities</b>							
Consultancy contract for execution of activity (international expert)		5,000	5,000	3,000		<b>13,000</b>	International expert fee estimate 300USD/day
Consultancy contract for execution of activity (local expert)		8,000	8,000	5,000		<b>21,000</b>	Local expert fee estimate 150USD/day

Contractual services related to execution of activity		10,000	10,000	7,000		<b>27,000</b>	Estimated costs related to the contractual services for facilitation of community reflection and prioritization of adaptation-linked enterprise opportunities
Organization of Meeting/Training/Workshop/ Event related to activity		5,000	5,000	5,000		<b>15,000</b>	Estimated cost for the delivery of local workshops for facilitating community reflections and prioritizing adaptation-linked enterprise opportunities
<i>Sub-total Activity 1.2.1.3</i>	<i>0</i>	<i>28,000</i>	<i>28,000</i>	<i>20,000</i>	<i>0</i>	<b><i>76,000</i></b>	
<b>Sub-Total Output 1.2.1</b>	<b>0</b>	<b>108,000</b>	<b>98,000</b>	<b>64,000</b>	<b>0</b>	<b>270,000</b>	
<b>1.2.2 Local entrepreneurs supported to develop adaptation-linked business plans for climate-resilient livelihoods</b>							
<b>Activity 1.2.2.1 Deliver targeted, inclusive entrepreneurship training for selected community members pursuing business ideas</b>							
Consultancy contract for execution of activity (international expert)		5,000	5,000	3,000		<b>13,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity		5,000	5,000	5,000		<b>15,000</b>	Estimated travel cost for three trips including DSA
Contractual services related to execution of activity		15,000	10,000	10,000		<b>35,000</b>	Estimated costs related to the contractual services for targeted, inclusive entrepreneurship training for selected community members pursuing business ideas
Organization of Meeting/Training/Workshop/ Event related to activity		10,000	10,000	10,000		<b>30,000</b>	Estimated cost for the delivery of targeted, inclusive entrepreneurship training for selected community members pursuing business ideas
<i>Sub-total Activity 1.2.2.1</i>	<i>0</i>	<i>35,000</i>	<i>30,000</i>	<i>28,000</i>	<i>0</i>	<b><i>93,000</i></b>	
<b>Activity 1.2.2.2 Provide one-on-one coaching to refine business plans and define self-determined action pathways</b>							
Consultancy contract for execution of activity (international expert)		5,000	5,000	5,000		<b>15,000</b>	International expert fee estimate 300USD/day

Contractual services related to execution of activity							Estimated costs related to the contractual services for one-on-one coaching to refine business plans and define self-determined action pathways
		30,000	20,000	15,000		<b>65,000</b>	
<b>Sub-total Activity 1.2.2.2</b>	<b>0</b>	<b>35,000</b>	<b>25,000</b>	<b>20,000</b>	<b>0</b>	<b>80,000</b>	
<b>Activity 1.2.2.3 Facilitate exposure to enterprise support services and peer learning opportunities within each community</b>							
Consultancy contract for execution of activity (international expert)		20,542	20,000	20,000		<b>60,542</b>	International expert fee estimate 300USD/day
Travel costs related to activity		5,000	5,000	5,000		<b>15,000</b>	Estimated travel cost for three trips including DSA
Organization of Meeting/Training/Workshop/ Event related to activity		10,000	10,000	10,000		<b>30,000</b>	Estimated cost for the delivery of facilitation workshops for exposure to enterprise support services and peer learning opportunities within each community
<b>Sub-total Activity 1.2.2.3</b>	<b>0</b>	<b>35,542</b>	<b>35,000</b>	<b>35,000</b>	<b>0</b>	<b>105,542</b>	
<b>Sub-Total Output 1.2.2</b>	<b>0</b>	<b>105,542</b>	<b>90,000</b>	<b>83,000</b>	<b>0</b>	<b>278,542</b>	
<b>Sub-Total Outcome 1.2</b>	<b>0</b>	<b>213,542</b>	<b>188,000</b>	<b>147,000</b>	<b>0</b>	<b>548,542</b>	
<b>Sub-Total Component 1</b>	<b>411,000</b>	<b>2,530,042</b>	<b>2,290,500</b>	<b>2,022,500</b>	<b>0</b>	<b>7,254,042</b>	
<b>2.Community-Driven Planning and Demand Generation for Adaptation Solutions</b>							
<b>2.1 Empowered community adaptation advocates lead the development of community adaptation plans</b>							
<b>2.1.1 90 community adaptation advocates selected and trained to lead inclusive adaptation planning</b>							
<b>Activity 2.1.1.1 Select 3 adaptation advocates per community (90 in total)</b>							
Consultancy contract for execution of activity (international expert)		20,000	20,000	20,000		<b>60,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity		20,000	20,000	20,000		<b>60,000</b>	Estimated travel cost for potential travel to communities for the selection of the adaptation advocates
Consultancy contract for execution of activity (local expert)		40,000	40,000	40,000		<b>120,000</b>	Local expert fee estimate 150USD/day

Contractual services related to execution of activity		20,000	20,000	20,000		<b>60,000</b>	Estimated costs related to the contractual services for selection of adaptation advocates
Organization of Meeting/Training/Workshop/Event related to activity		20,000	20,000	20,000		<b>60,000</b>	Estimated cost for meetings and workshops related to the selection of the adaptation advocates
<b>Sub-total Activity 2.1.1.1</b>	<b>0</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>0</b>	<b>360,000</b>	
<b>Activity 2.1.1.2 Develop training materials for community adaptation advocates on knowledge, information, and skills to develop community-led adaptation plans</b>							
Consultancy contract for execution of activity (international expert)		20,000	20,000	20,000		<b>60,000</b>	International expert fee estimate 300USD/day
Consultancy contract for execution of activity (local expert)		30,000	30,000	30,000		<b>90,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity		28,000	28,000	28,000		<b>84,000</b>	Estimated costs related to the contractual services for development of training materials for community adaptation advocates on knowledge, information, and skills to develop community-led adaptation plans
Organization of Meeting/Training/Workshop/Event related to activity		20,000	20,000	20,000		<b>60,000</b>	Estimated cost for the validation meeting with
Other costs related to execution of activity		2,000	2,000	2,000		<b>6,000</b>	Costs related to translation of documents
<b>Sub-total Activity 2.1.1.2</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>300,000</b>	
<b>Activity 2.1.1.3 Deliver training to community adaptation advocates on knowledge, information, and skills to develop community-led adaptation plans</b>							
Consultancy contract for execution of activity (international expert)		20,000	20,000	20,000		<b>60,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity		30,000	30,000	30,000		<b>90,000</b>	Estimated travel cost including DSA for delivery/attendance of trainings
Consultancy contract for execution of activity (local expert)		25,000	25,000	25,000		<b>75,000</b>	Local expert fee estimate 150USD/day

Contractual services related to execution of activity		30,000	30,000	30,000		<b>90,000</b>	Estimated costs related to the contractual services for delivery of training to community adaptation advocates on knowledge, information, and skills to develop community-led adaptation plans
Organization of Meeting/Training/Workshop/Event related to activity		20,000	20,000	20,000		<b>60,000</b>	Estimated cost for the delivery of training to community adaptation advocates on knowledge, information, and skills to develop community-led adaptation plans
Other costs related to execution of activity		5,000	5,000	5,000		<b>15,000</b>	Audio-visual, Printing
<i>Sub-total Activity 2.1.1.3</i>	<i>0</i>	<i>130,000</i>	<i>130,000</i>	<i>130,000</i>	<i>0</i>	<b><i>390,000</i></b>	
<b>Sub-Total Output 2.1.1</b>	<b>0</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>0</b>	<b>1,050,000</b>	
<b>2.1.2 30 community adaptation plans co-developed through locally led, participatory processes</b>							
<b>Activity 2.1.2.1 Support community advocates to develop a roadmap for community adaptation planning</b>							
Consultancy contract for execution of activity (international expert)		28,000	28,000	28,000		<b>84,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity		20,000	20,000	20,000		<b>60,000</b>	Estimated travel cost for supporting community advocates in developing roadmaps for community adaptation plans
Consultancy contract for execution of activity (local expert)		30,000	30,000	30,000		<b>90,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity		20,000	20,000	20,000		<b>60,000</b>	Estimated costs related to the contractual services for support of community advocates to develop a roadmap for community adaptation planning
Organization of Meeting/Training/Workshop/Event related to activity		20,000	20,000	20,000		<b>60,000</b>	Estimated cost for the delivery of workshops for community advocates to develop a roadmap for community adaptation planning

Other costs related to execution of activity		2,000	2,000	2,000		<b>6,000</b>	Audio-visual, Printing, translation cost, etc
<b>Sub-total Activity 2.1.2.1</b>	<b>0</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>0</b>	<b>360,000</b>	
<b>Activity 2.1.2.2 Facilitate community interactions and dialogues to co-create community adaptation plans</b>							
Consultancy contract for execution of activity (international expert)		28,000	28,000	28,000		<b>84,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity		20,000	20,000	20,000		<b>60,000</b>	Estimated travel cost for facilitating community interactions and dialogues to co-create community adaptation plans
Consultancy contract for execution of activity (local expert)		30,000	30,000	30,000		<b>90,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity		20,000	20,000	20,000		<b>60,000</b>	Estimated costs related to the contractual services for facilitating community interactions and dialogues to co-create community adaptation plans
Organization of Meeting/Training/Workshop/Event related to activity		20,000	20,000	20,000		<b>60,000</b>	Estimated cost for the delivery of community interactions and dialogues to co-create community adaptation plans
Other costs related to execution of activity		2,000	2,000	2,000		<b>6,000</b>	Audio-visual, Printing, translation cost, etc
<b>Sub-total Activity 2.1.2.2</b>	<b>0</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>0</b>	<b>360,000</b>	
<b>Activity 2.1.2.3 Validate and finalize community adaptation plans with expert and community input</b>							
Consultancy contract for execution of activity (international expert)			28,000	28,000	28,000	<b>84,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity			20,000	20,000	20,000	<b>60,000</b>	Estimated travel cost for validating and finalizing community adaptation plans with expert and community input
Consultancy contract for execution of activity (local expert)			30,000	30,000	30,000	<b>90,000</b>	Local expert fee estimate 150USD/day

Contractual services related to execution of activity			20,000	20,000	20,000	<b>60,000</b>	Estimated costs related to the contractual services for validating and finalizing community adaptation plans with expert and community input
Organization of Meeting/Training/Workshop/ Event related to activity			20,000	20,000	20,000	<b>60,000</b>	Estimated cost for the delivery of workshops for validating and finalizing community adaptation plans with expert and community input
Other costs related to execution of activity			2,000	2,000	2,000	<b>6,000</b>	Audio-visual, Printing, translation cost, etc
<i>Sub-total Activity 2.1.2.3</i>	<i>0</i>	<i>0</i>	<i>120,000</i>	<i>120,000</i>	<i>120,000</i>	<b><i>360,000</i></b>	
<b>Sub-Total Output 2.1.2</b>	<b>0</b>	<b>240,000</b>	<b>360,000</b>	<b>360,000</b>	<b>120,000</b>	<b>1,080,000</b>	
<b>Sub-Total Outcome 2.1</b>	<b>0</b>	<b>590,000</b>	<b>710,000</b>	<b>710,000</b>	<b>120,000</b>	<b>2,130,000</b>	
<b>2.2 Communities generate demand and mobilize partnerships for adaptation solutions</b>							
<b>2.2.1 Community adaptation needs translated into demand profiles to guide partnerships and resource mobilisation</b>							
<b>Activity 2.2.1.1 Facilitate community readiness assessment to identify implementation support needs</b>							
Consultancy contract for execution of activity (international expert)							International expert fee estimate 300USD/day
		28,000	28,000	28,000		<b>84,000</b>	
Travel costs related to activity							Estimated travel cost for facilitating community readiness assessment to identify implementation support needs
		10,000	10,000	10,000		<b>30,000</b>	
Consultancy contract for execution of activity (local expert)							Local expert fee estimate 150USD/day
		20,000	20,000	20,000		<b>60,000</b>	
Contractual services related to execution of activity							Estimated costs related to the contractual services for facilitating community readiness assessment to identify implementation support needs
		20,000	20,000	20,000		<b>60,000</b>	

Organization of Meeting/Training/Workshop/Event related to activity		20,000	20,000	20,000		<b>60,000</b>	Estimated cost for the delivery of workshops for facilitating community readiness assessment to identify implementation support needs
Other costs related to execution of activity		2,000	2,000	2,000		<b>6,000</b>	Audio-visual, Printing, translation cost, etc
<b>Sub-total Activity 2.2.1.1</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>300,000</b>	
<b>Activity 2.2.1.2 Facilitate solution-focused group discussions to explore support needs by action</b>							
Consultancy contract for execution of activity (international expert)		28,000	28,000	28,000		<b>84,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity		10,000	10,000	10,000		<b>30,000</b>	Estimated travel cost for facilitating solution-focused group discussions to explore support needs by action
Consultancy contract for execution of activity (local expert)		20,000	20,000	20,000		<b>60,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity		20,000	20,000	20,000		<b>60,000</b>	Estimated costs related to the contractual services for facilitating solution-focused group discussions to explore support needs by action
Organization of Meeting/Training/Workshop/Event related to activity		20,000	20,000	20,000		<b>60,000</b>	Estimated cost for the delivery of solution-focused group discussions to explore support needs by action
Other costs related to execution of activity		2,000	2,000	2,000		<b>6,000</b>	Audio-visual, Printing, translation cost, etc
<b>Sub-total Activity 2.2.1.2</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>300,000</b>	
<b>Activity 2.2.1.3 Map potential partners and solution providers based on community experience</b>							
Consultancy contract for execution of activity (international expert)		25,000	25,000	25,000		<b>75,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity		10,000	10,000	10,000		<b>30,000</b>	Estimated travel cost for facilitating solution-focused group discussions to explore support needs by action

Consultancy contract for execution of activity (local expert)		25,000	25,000	25,000		<b>75,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity		20,000	20,000	20,000		<b>60,000</b>	Estimated costs related to the contractual services for facilitating solution-focused group discussions to explore support needs by action
Organization of Meeting/Training/Workshop/ Event related to activity		20,000	20,000	20,000		<b>60,000</b>	Estimated cost for the delivery of solution-focused group discussions to explore support needs by action
<i>Sub-total Activity 2.2.1.3</i>	<i>0</i>	<i>100,000</i>	<i>100,000</i>	<i>100,000</i>	<i>0</i>	<b><i>300,000</i></b>	
<b>Sub-Total Output 2.2.1</b>	<b>0</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>0</b>	<b>900,000</b>	
<b>2.2.2 Adaptation solutions co-developed and linked to financing partners through community-led partnerships</b>							
<b>Activity 2.2.2.1 Support communities to present demand profiles and initiate engagement with adaptation partners</b>							
Consultancy contract for execution of activity (international expert)			35,000	35,000		<b>70,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity			15,000	15,000		<b>30,000</b>	Estimated travel cost for supporting communities to present demand profiles and initiate engagement with adaptation partners
Consultancy contract for execution of activity (local expert)			45,000	45,000		<b>90,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity			30,000	30,000		<b>60,000</b>	Estimated costs related to the contractual services for supporting communities to present demand profiles and initiate engagement with adaptation partners
Organization of Meeting/Training/Workshop/ Event related to activity			30,000	30,000		<b>60,000</b>	Estimated cost for the delivery of workshops to support communities to present demand profiles and initiate engagement with adaptation partners
<i>Sub-total Activity 2.2.2.1</i>	<i>0</i>	<i>0</i>	<i>155,000</i>	<i>155,000</i>	<i>0</i>	<b><i>310,000</i></b>	
<b>Activity 2.2.2.2 Facilitate co-design of adaptation solutions with selected partners</b>							

Consultancy contract for execution of activity (international expert)			45,000	45,000		<b>90,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity			30,000	30,000		<b>60,000</b>	Estimated travel cost for facilitating co-design of adaptation solutions with selected partners
Consultancy contract for execution of activity (local expert)			30,000	30,000		<b>60,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity			30,000	30,000		<b>60,000</b>	Estimated costs related to the contractual services for facilitating co-design of adaptation solutions with selected partners
Organization of Meeting/Training/Workshop/Event related to activity			30,000	30,000		<b>60,000</b>	Estimated cost for the delivery of workshops to facilitate co-design of adaptation solutions with selected partners
<b>Sub-total Activity 2.2.2.2</b>	<b>0</b>	<b>0</b>	<b>165,000</b>	<b>165,000</b>	<b>0</b>	<b>330,000</b>	
<b>Activity 2.2.2.3 Facilitate financing linkages for implementation of adaptation plans in at least 10 communities</b>							
Consultancy contract for execution of activity (international expert)			25,000	25,000	25,000	<b>75,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity			20,000	20,000	20,000	<b>60,000</b>	Estimated travel cost for facilitating financing linkages for implementation of adaptation plans in at least 10 communities
Consultancy contract for execution of activity (local expert)			25,000	25,000	25,000	<b>75,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity			20,000	20,000	20,000	<b>60,000</b>	Estimated costs related to the contractual services for facilitating financing linkages for implementation of adaptation plans in at least 10 communities

Organization of Meeting/Training/Workshop/Event related to activity			20,000	20,000	20,000	<b>60,000</b>	Estimated cost for the delivery of workshops to facilitate financing linkages for implementation of adaptation plans in at least 10 communities
<i>Sub-total Activity 2.2.2.3</i>	<i>0</i>	<i>0</i>	<i>110,000</i>	<i>110,000</i>	<i>110,000</i>	<b>330,000</b>	
<b>Sub-Total Output 2.2.2</b>	<b>0</b>	<b>0</b>	<b>430,000</b>	<b>430,000</b>	<b>110,000</b>	<b>970,000</b>	
<b>Sub-Total Outcome 2.2</b>	<b>0</b>	<b>300,000</b>	<b>730,000</b>	<b>730,000</b>	<b>110,000</b>	<b>1,870,000</b>	
<b>Sub-Total Component 2</b>	<b>0</b>	<b>890,000</b>	<b>1,440,000</b>	<b>1,440,000</b>	<b>230,000</b>	<b>4,000,000</b>	
<b>3. Evidence, Learning, and Monitoring for Scalable Locally Led Adaptation</b>							
<b>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</b>							
<b>3.1.1 60 community-level and 10 programme-level communication and knowledge products developed and published</b>							
<b>Activity 3.1.1.1 Capture and document community-level insights from solution deployment and adaptation planning</b>							
Consultancy contract for execution of activity (international expert)		10,000	10,000	10,000	10,000	<b>40,000</b>	International expert fee estimate 300USD/day
Consultancy contract for execution of activity (local expert)		10,000	10,000	10,000	10,000	<b>40,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity		10,000	10,000	10,000	10,000	<b>40,000</b>	Estimated costs related to the contractual services for capturing and documenting community-level insights from solution deployment and adaptation planning
<i>Sub-total Activity 3.1.1.1</i>	<i>0</i>	<i>30,000</i>	<i>30,000</i>	<i>30,000</i>	<i>30,000</i>	<b>120,000</b>	
<b>Activity 3.1.1.2 Synthesize programme-level learning from cross-cutting analysis of components 1 and 2</b>							
Consultancy contract for execution of activity (international expert)		10,000	10,000	10,000	10,000	<b>40,000</b>	International expert fee estimate 300USD/day, including monitoring expertise and studies towards MTR
Consultancy contract for execution of activity (local expert)		10,000	10,000	10,000	10,000	<b>40,000</b>	Local expert fee estimate 150USD/day, including monitoring expertise and studies towards MTR

Contractual services related to execution of activity							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
		10,000	10,000	10,000	10,000	<b>40,000</b>	
<b>Sub-total Activity 3.1.1.2</b>	<b>0</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>120,000</b>	
<b>Activity 3.1.1.3: Publish and disseminate knowledge products through accessible, multi-platform channels</b>							
Consultancy contract for execution of activity (international expert)							International expert fee estimate 300USD/day
		10,000	10,000	10,000	10,000	<b>40,000</b>	
Travel costs related to activity							Estimated travel cost for disseminating knowledge products
		7,500	7,500	7,500	7,500	<b>30,000</b>	
Consultancy contract for execution of activity (local expert)							Local expert fee estimate 150USD/day
		10,000	10,000	10,000	10,000	<b>40,000</b>	
Contractual services related to execution of activity							Estimated costs related to the contractual services for publishing and disseminating knowledge products through accessible, multi-platform channels
		10,000	10,000	10,000	10,000	<b>40,000</b>	
<b>Sub-total Activity 3.1.1.3</b>	<b>0</b>	<b>37,500</b>	<b>37,500</b>	<b>37,500</b>	<b>37,500</b>	<b>150,000</b>	
<b>Sub-Total Output 3.1.1</b>	<b>0</b>	<b>97,500</b>	<b>97,500</b>	<b>97,500</b>	<b>97,500</b>	<b>390,000</b>	
<b>3.1.2 Community advocates and adaptation SMEs showcased at least once on global or regional platforms</b>							
<b>Activity 3.1.2.1 Identify and prepare SMEs and community advocates for global or regional showcasing</b>							
Consultancy contract for execution of activity (international expert)							International expert fee estimate 300USD/day
		10,000	10,000	10,000	10,000	<b>40,000</b>	
Travel costs related to activity							Estimated travel cost for SMEs and community advocates to attend global or regional showcasing
		15,000	15,000	15,000	15,000	<b>60,000</b>	
Consultancy contract for execution of activity (local expert)							Local expert fee estimate 150USD/day
		10,000	10,000	10,000	10,000	<b>40,000</b>	
Organization of Meeting/Training/Workshop/Event related to activity							Estimated cost for the delivery for global or regional showcasing workshops/events
		7,500	7,500	7,500	7,500	<b>30,000</b>	
<b>Sub-total Activity 3.1.2.1</b>	<b>0</b>	<b>42,500</b>	<b>42,500</b>	<b>42,500</b>	<b>42,500</b>	<b>170,000</b>	

Activity 3.1.2.2 Facilitate participation in regional and global events, dialogues, and learning platforms							
Consultancy contract for execution of activity (international expert)		10,000	10,000	10,000	10,000	<b>40,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity		22,500	22,500	22,500	22,500	<b>90,000</b>	Estimated travel cost for participation in regional and global events, dialogues and learning platforms
Consultancy contract for execution of activity (local expert)		10,000	10,000	10,000	10,000	<b>40,000</b>	Local expert fee estimate 150USD/day
<i>Sub-total Activity 3.1.2.2</i>	<i>0</i>	<i>42,500</i>	<i>42,500</i>	<i>42,500</i>	<i>42,500</i>	<i>170,000</i>	
<b>Sub-Total Output 3.1.2</b>	<b>0</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>340,000</b>	
Output 3.1.3 SLLAS learnings shared at a minimum of 10 adaptation policy events or platforms							
Activity 3.1.3.1 Synthesize policy-relevant lessons from SLLAS implementation							
Consultancy contract for execution of activity (international expert)		10,000	10,000	10,000	10,000	<b>40,000</b>	International expert fee estimate 300USD/day
Consultancy contract for execution of activity (local expert)		10,000	10,000	10,000	10,000	<b>40,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity		10,000	10,000	10,000	10,000	<b>40,000</b>	Estimated costs related to the contractual services for synthesizing policy-relevant lessons from SLLAS implementation
<i>Sub-total Activity 3.1.3.1</i>	<i>0</i>	<i>30,000</i>	<i>30,000</i>	<i>30,000</i>	<i>30,000</i>	<i>120,000</i>	
Activity 3.1.3.2 Facilitate strategic contributions to at least 10 global adaptation or policy events							
Consultancy contract for execution of activity (international expert)		10,000	10,000	10,000	10,000	<b>40,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity		15,000	15,000	15,000	15,000	<b>60,000</b>	Estimated travel cost for participation in at least 10 global adaptation or policy events
Consultancy contract for execution of activity (local expert)		10,000	10,000	10,000	10,000	<b>40,000</b>	Local expert fee estimate 150USD/day
<i>Sub-total Activity 3.1.3.2</i>	<i>0</i>	<i>35,000</i>	<i>35,000</i>	<i>35,000</i>	<i>35,000</i>	<i>140,000</i>	
<b>Sub-Total Output 3.1.3</b>	<b>0</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>	<b>260,000</b>	

<b>Sub-Total Outcome 3.1</b>	<b>0</b>	<b>247,500</b>	<b>247,500</b>	<b>247,500</b>	<b>247,500</b>	<b>990,000</b>	
<b>3.2 Participatory monitoring and adaptive learning systems support programme responsiveness, internal accountability, and alignment across stakeholders and components</b>							
<b>3.2.1 Participatory monitoring tools and community-led feedback mechanisms designed and used across all target communities</b>							
<b>Activity 3.2.1.1 Develop and pilot participatory monitoring and feedback tools with communities</b>							
Consultancy contract for execution of activity (international expert)	20,000	20,000	20,000	20,000	20,000	<b>100,000</b>	International expert fee estimate 300USD/day
Consultancy contract for execution of activity (local expert)	10,000	10,000	10,000	10,000	10,000	<b>50,000</b>	Local expert fee estimate 150USD/day
<b>Sub-total Activity 3.2.1.1</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>150,000</b>	
<b>Activity 3.2.1.2 Establish regular community feedback loops to inform programme improvement</b>							
Consultancy contract for execution of activity (international expert)	5,000	5,000	20,000	10,000	30,000	<b>70,000</b>	International expert fee estimate 300USD/day
Consultancy contract for execution of activity (local expert)	5,000	5,000	15,000	5,000	20,000	<b>50,000</b>	Local expert fee estimate 150USD/day
<b>Sub-total Activity 3.2.1.2</b>	<b>10,000</b>	<b>10,000</b>	<b>35,000</b>	<b>15,000</b>	<b>50,000</b>	<b>120,000</b>	
<b>Activity 3.2.1.3 Facilitate structured peer learning among adaptation SMEs and community advocates</b>							
Consultancy contract for execution of activity (international expert)		10,000	10,000	10,000	10,000	<b>40,000</b>	International expert fee estimate 300USD/day
Travel costs related to activity		10,000	10,000	10,000	10,000	<b>40,000</b>	Estimated travel cost for SMEs and community advocates to attend peer learning workshops
Consultancy contract for execution of activity (local expert)		10,000	10,000	10,000	10,000	<b>40,000</b>	Local expert fee estimate 150USD/day
Contractual services related to execution of activity		10,000	10,000	10,000	10,000	<b>40,000</b>	Estimated costs related to the contractual services for facilitating structured peer learning among adaptation SMEs and community advocates

Organization of Meeting/Training/Workshop/Event related to activity		10,000	10,000	10,000	10,000	<b>40,000</b>	Estimated cost for the delivery of peer learning workshops
<i>Sub-total Activity 3.2.1.3</i>	<i>0</i>	<i>50,000</i>	<i>50,000</i>	<i>50,000</i>	<i>50,000</i>	<b>200,000</b>	
<b>Sub-Total Output 3.2.1</b>	<b>40,000</b>	<b>90,000</b>	<b>115,000</b>	<b>95,000</b>	<b>130,000</b>	<b>470,000</b>	
<b>3.2.2 Digital knowledge infrastructure established to manage, analyze, and share programme data and learning</b>							
<b>Activity 3.2.2.1 Design and launch a digital platform for knowledge management and programme learning</b>							
Consultancy contract for execution of activity (international expert)	20,000	20,000	20,000	20,000	20,000	<b>100,000</b>	International expert fee estimate 300USD/day
Contractual services related to execution of activity	50,000	10,000	10,000	10,000		<b>80,000</b>	Estimated costs related to the contractual services for capturing and documenting community-level insights from solution deployment and adaptation planning
<i>Sub-total Activity 3.2.2.1</i>	<i>70,000</i>	<i>30,000</i>	<i>30,000</i>	<i>30,000</i>	<i>20,000</i>	<b>180,000</b>	
<b>Activity 3.2.2.2 Provide tailored interfaces and training for SMEs, community advocates, and the PMU</b>							
Consultancy contract for execution of activity (international expert)	20,000	20,000	20,000	20,000	20,000	<b>100,000</b>	International expert fee estimate 300USD/day
Contractual services related to execution of activity	30,000	10,000	10,000	10,000		<b>60,000</b>	Estimated costs related to the contractual services for capturing and documenting community-level insights from solution deployment and adaptation planning
<i>Sub-total Activity 3.2.2.2</i>	<i>50,000</i>	<i>30,000</i>	<i>30,000</i>	<i>30,000</i>	<i>20,000</i>	<b>160,000</b>	
<b>Sub-Total Output 3.2.2</b>	<b>120,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>40,000</b>	<b>340,000</b>	
<b>Sub-Total Outcome 3.2</b>	<b>160,000</b>	<b>150,000</b>	<b>175,000</b>	<b>155,000</b>	<b>170,000</b>	<b>810,000</b>	
<b>Sub-Total Component 3</b>	<b>160,000</b>	<b>397,500</b>	<b>422,500</b>	<b>402,500</b>	<b>417,500</b>	<b>1,800,000</b>	
<b>TOTAL PROJECT COST</b>	<b>571,000</b>	<b>3,817,542</b>	<b>4,153,000</b>	<b>3,865,000</b>	<b>647,500</b>	<b>13,054,042</b>	
Project/Programme Execution cost (including M&E)						582,322	
Total project/Programme Cost						13,636,364	
Project/Programme Cycle Management Fee charged by the Implementing Entity (if applicable)						1,363,636	
<b>Amount requested</b>						<b>15,000,000</b>	

### Detailed budget by partners

Description	MetaMeta (USD)	UNIDO (USD)	TOTAL (USD)
<b>1. Locally Led Deployment and Sustainability of Innovative Adaptation Solutions</b>		<b>7,254,042</b>	<b>7,254,042</b>
<b>1.1 Strengthened linkages between adaptation SMEs and community-led deployment of climate solutions for resilient livelihoods</b>		<b>6,705,500</b>	<b>6,705,500</b>
<b>1.1.1 Identification partner communities, and mapping of their climate challenges, and priority adaptation sectors</b>		<b>116,000</b>	<b>116,000</b>
Activity 1.1.1.1 Develop and refine the Community Selection Framework		10,000	10,000
Activity 1.1.1.2 Establish a multi-stakeholder SLLAS Evaluation Committee		15,000	15,000
Activity 1.1.1.3 Conduct an open call for applications for communities		63,000	63,000
Activity 1.1.1.4 Pre-select a pool of vulnerable communities and map their priority sectors for adaptation		28,000	28,000
<b>1.1.2 Adaptation solutions from SMEs matched with communities and prepared for locally-led deployment</b>		<b>873,000</b>	<b>873,000</b>
Activity 1.1.2.1 Refine and operationalize the Adaptation Impact Hypothesis (AIH) as a selection framework for SLLAS		15,000	15,000
Activity 1.1.2.2 Conduct an open call for adaptation SMEs		63,000	63,000
Activity 1.1.2.3 Select a pool of adaptation SMEs with readiness and commitment to scale-up LLA principles		28,000	28,000
Activity 1.1.2.4 Community to SME/solution matching		163,000	163,000
Activity 1.1.2.5 Provide community engagement grants to deepen LLA principles in the matched community-SME partnerships Design and deliver a structured capacity-building programme on LLA		449,000	
Activity 1.1.2.6 Confirm 30 community-SME partnerships and prepare them for locally-led deployment of adaptation solutions Provide mentoring and support to SMEs for partnership development with local actors		41,000	
Activity 1.1.2.7 Deliver onboarding training to selected SMEs for LLA aligned implementation		114,000	114,000
<b>1.1.3 30 adaptation solutions deployed through participatory, community-led processes in target communities</b>		<b>5,716,500</b>	<b>5,716,500</b>
Activity 1.1.3.1 Facilitate community–SME co-design of deployment and service delivery plans		240,000	240,000
Activity 1.1.3.2 Support SMEs to operationalize LLA-aligned business and delivery models in each community		120,000	120,000
Activity 1.1.3.3 Deploy adaptation solutions through inclusive, community-led delivery processes		5,211,500	5,211,500
Activity 1.1.3.4 Establish and operationalize community governance, monitoring, and learning systems		145,000	145,000

<b>1.2 Community-led climate-resilient livelihood strategies and business models to sustain and expand the impact of deployed adaptation solutions</b>		<b>548,542</b>	<b>548,542</b>
<b>1.2.1 Resilient livelihood opportunities linked to deployed adaptation solutions identified through community-led processes</b>		<b>270,000</b>	<b>270,000</b>
Activity 1.2.1.1 Facilitate participatory workshops to explore climate-resilient livelihood opportunities enabled by the deployed solution		98,000	98,000
Activity 1.2.1.2 Translate community opportunity maps into structured business model concepts		96,000	96,000
Activity 1.2.1.3 Facilitate community reflection and prioritization of adaptation-linked enterprise opportunities		76,000	76,000
<b>1.2.2 Local entrepreneurs supported to develop adaptation-linked business plans for climate-resilient livelihoods</b>		<b>278,542</b>	<b>278,542</b>
Activity 1.2.2.1 Deliver targeted, inclusive entrepreneurship training for selected community members pursuing business ideas		93,000	93,000
Activity 1.2.2.2 Provide one-on-one coaching to refine business plans and define self-determined action pathways		80,000	80,000
Activity 1.2.2.3 Facilitate exposure to enterprise support services and peer learning opportunities within each community		105,542	105,542
<b>2. Community-Driven Planning and Demand Generation for Adaptation Solutions</b>	<b>4,000,000</b>		<b>4,000,000</b>
<b>2.1 Empowered community adaptation advocates leading the development of community adaptation plans</b>	<b>2,130,000</b>		<b>2,130,000</b>
<b>2.1.1 90 community adaptation advocates selected and trained to lead inclusive adaptation planning</b>	<b>1,050,000</b>		<b>1,050,000</b>
Activity 2.1.1.1 Select 3 adaptation advocates per community (90 in total)	360,000		360,000
Activity 2.1.1.2 Develop training materials for community adaptation advocates on knowledge, information, and skills to develop community-led adaptation plans	300,000		300,000
Activity 2.1.1.3 Deliver training to community adaptation advocates on knowledge, information, and skills to develop community-led adaptation plans	390,000		390,000
<b>2.1.2 30 community adaptation plans co-developed through locally led, participatory processes</b>	<b>1,080,000</b>		<b>1,080,000</b>
Activity 2.1.2.1 Support community advocates to develop a roadmap for community adaptation planning	360,000		360,000
Activity 2.1.2.2 Facilitate community interactions and dialogues to co-create community adaptation plans	360,000		360,000
Activity 2.1.2.3 Validate and finalize community adaptation plans with expert and community input	360,000		360,000
<b>2.2 Communities generate demand and mobilize partnerships for adaptation solutions</b>	<b>1,870,000</b>		<b>1,870,000</b>
<b>2.2.1 Community adaptation needs translated into demand profiles to guide partnerships and resource mobilisation</b>	<b>900,000</b>		<b>900,000</b>
Activity 2.2.1.1 Facilitate community readiness assessment to identify implementation support needs	300,000		300,000
Activity 2.2.1.2 Facilitate solution-focused group discussions to explore support needs by action	300,000		300,000
Activity 2.2.1.3 Map potential partners and solution providers based on community experience	300,000		300,000
<b>2.2.2 Adaptation solutions co-developed and linked to financing partners through community-led partnerships</b>	<b>970,000</b>		<b>970,000</b>
Activity 2.2.2.1 Support communities to present demand profiles and initiate engagement with adaptation partners	310,000		310,000

Activity 2.2.2.2 Facilitate co-design of adaptation solutions with selected partners	330,000		330,000
Activity 2.2.2.3 Facilitate financing linkages for implementation of adaptation plans in at least 10 communities	330,000		330,000
<b>3. Evidence, Learning, and Monitoring for Scalable Locally Led Adaptation</b>		<b>1,800,000</b>	<b>1,800,000</b>
<b>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</b>		<b>990,000</b>	<b>990,000</b>
<b>3.1.1 60 community-level and 10 programme-level communication and knowledge products developed and published</b>		<b>390,000</b>	<b>390,000</b>
Activity 3.1.1.1 Capture and document community-level insights from solution deployment and adaptation planning		120,000	120,000
Activity 3.1.1.2 Synthesize programme-level learning from cross-cutting analysis of components 1 and 2		120,000	120,000
Activity 3.1.1.3: Publish and disseminate knowledge products through accessible, multi-platform channels		150,000	150,000
<b>3.1.2 Community advocates and adaptation SMEs showcased at least once on global or regional platforms</b>		<b>340,000</b>	<b>340,000</b>
Activity 3.1.2.1 Identify and prepare SMEs and community advocates for global or regional showcasing		170,000	170,000
Activity 3.1.2.2 Facilitate participation in regional and global events, dialogues, and learning platforms 2		170,000	170,000
<b>3.1.3 SLLAS learnings shared at a minimum of 10 adaptation policy events or platforms</b>		<b>260,000</b>	<b>260,000</b>
Activity 3.1.3.1 Synthesize policy-relevant lessons from SLLAS implementation		120,000	120,000
Activity 3.1.3.2 Facilitate strategic contributions to at least 10 global adaptation or policy events		140,000	140,000
<b>3.2 Participatory monitoring and adaptive learning systems support programme responsiveness, internal accountability, and alignment across stakeholders and components</b>		<b>810,000</b>	<b>810,000</b>
<b>3.2.1 Participatory monitoring tools and community-led feedback mechanisms designed and used across all target communities</b>		<b>470,000</b>	<b>470,000</b>
Activity 3.2.1.1 Develop and pilot participatory monitoring and feedback tools with communities		150,000	150,000
Activity 3.2.1.2 Establish regular community feedback loops to inform programme improvement		120,000	120,000
Activity 3.2.1.3 Facilitate structured peer learning among adaptation SMEs and community advocates		200,000	200,000
<b>3.2.2 Digital knowledge infrastructure established to manage, analyze, and share programme data and learning</b>		<b>340,000</b>	<b>340,000</b>
Activity 3.2.2.1 Design and launch a digital platform for knowledge management and programme learning		180,000	180,000
Activity 3.2.2.2 Provide tailored interfaces and training for SMEs, community advocates, and the PMU		160,000	160,000
<b>TOTAL PROJECT COST</b>	<b>4,000,000</b>	<b>9,054,042</b>	<b>13,054,042</b>
Project/Programme Execution cost (including M&E)	444,444	137,878	582,322
Total project/Programme Cost			13,636,364
Project/ Programme Cycle Management Fee charged by the Implementing Entity (if applicable)			1,363,636
<b>Amount requested</b>			<b>15,000,000</b>

**Project execution cost by budget lines**

Type of EE activity	Responsibility	Time Frame	Year 1	Year 2	Year 3	Year 4	Year 5	Indicative Cost (USD)	Total per EE
Annual Project Performance Reports	UNIDO	Annually	3,000	3,000	3,000	3,000	3,000	15,000	137,878
Safeguards / Monitoring for Compliance with the AF ESP/ ESMF		Annually	7,000	7,000	7,000	7,000	7,000	35,000	
Project coordination meetings		Annually	3,000	3,000	3,000	3,000	3,000	15,000	
Project inception workshop and report		Within 6 months of project funds transfer	5,000					5,000	
Travel and logistics related to monitoring of execution		Annually	6,500	6,500	6,500	6,500	6,878	32,878	
Monitoring expertise, also including studies and collection and compilation of data to support Mid-term Review and Terminal Evaluation		Year 3 of project and six months before end of project			15,000		20,000	35,000	
Project coordination meetings	MetaMeta	Annually	3,444	3,000	3,000	3,000	3,000	15,444	444,444
Travel and logistics related to execution of activities		Annually	6,000	5,500	6,000	5,500	6,000	29,000	

Safeguards / Monitoring for Compliance with the AF ESP	Annually	6,000	6,000	6,000	6,000	6,000	30,000
Operations Coordinator	Annually	67,000	67,000	67,000	67,000	67,000	335,000
Monitoring expertise, also including studies and collection and compilation of data to support Mid-term Review and Terminal Evaluation	Year 3 of project and six months before end of project			15,000		20,000	35,000
<b>Total Execution Cost per Year</b>		<b>114,944</b>	<b>104,000</b>	<b>124,500</b>	<b>104,000</b>	<b>134,878</b>	<b>582,322</b>

**IE Fee UNIDO**

Cost item	Indicative Cost in USD (\$)
<b>Financial Management:</b> General financial oversight, support audits and quality control, manage, monitor and track AF funding including allocating and monitoring expenditure based on agreed work plans; financial management compliance with AF requirements; financial reporting compliance with AF standards; procurement support and compliance with Government procurement rules.	500,000
<b>Programme support:</b> Technical support in project implementation including baseline report; methodologies, identification of experts; troubleshooting and implementation support missions as necessary; portfolio management, reporting; Independent Environmental and Social Audits and policy programming and implementation support services	500,000
<b>Technical support :</b> Supervision missions, programming; guidance in establishing performance measurement processes; TOR validation, identification of experts, results validation, and quality assurance; troubleshooting, and support evaluation missions as necessary	293,636
<b>Oversight :</b> Risk management; Mid-term and terminal evaluations	70,000
<b>Total Implementation Cost according to IE Fees</b>	<b>1,363,636</b>

**H. Include a disbursement schedule with time-bound milestones<sup>21</sup>.**

<b>Disbursement Schedule</b>	<b>Year 1</b> (upon signature of agreement)	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
Schedule Date	May 2026	May 2027	May 2028	May 2029	May 2030	
<b>Project activities (USD)</b>	1,525,386	3,901,407	4,081,000	3,060,625	485,624	<b>13,054,042</b>
<b>Project execution costs (USD) - EE fee</b>	114,944	104,000	124,500	104,000	134,878	<b>582,322</b>
<b>Implementing entity (USD) - IE fee</b>	164,033	400,541	420,550	316,462	62,050	<b>1,363,636</b>
<b>Total (USD)</b>	<b>1,804,363</b>	<b>4,405,948</b>	<b>4,626,050</b>	<b>3,481,087</b>	<b>682,552</b>	<b>15,000,000</b>

<sup>21</sup> Disbursement Schedule Template <https://www.adaptation-fund.org/wp-content/uploads/2017/08/Disbursement-schedule-template-3Aug2017.xlsx>

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

**A. Record of endorsement on behalf of the government<sup>22</sup>**

*Not applicable. Please note that the SLLAS PMU will obtain Letters of Endorsement (LoEs) from the respective Designated Entities 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, <u>commit to implementing the project/programme in compliance with the Environmental and Social Policy of the Adaptation Fund</u> and on the understanding that the Implementing Entity will be fully (legally and financially) responsible for the implementation of this project/programme.	
 Name & Signature Ms. Ganna Onysko Implementing Entity Coordinator	
Date: February 5 2026	Tel. and email:
Project Contact Persons: Sunyoung Suh	
Email: <a href="mailto:s.suh@unido.org">s.suh@unido.org</a> ; cc: Ms. Eleonora Gatti   Head, Climate Technology Innovation Unit ( <a href="mailto:e.gatti@unido.org">e.gatti@unido.org</a> ) Mr. Alois Mhlanga   Director, Climate Innovation and Montreal Protocol Division ( <a href="mailto:a.mhlanga@unido.org">a.mhlanga@unido.org</a> )	

**Environment and Social Management Framework (ESMF)**  
***UNIDO Climate Adaptation Impact Hypothesis***

**Scaling Locally-Led Adaptation Solutions (SLLAS)**  
**SAP ID: 240260**

**Implementation Start Date:** June 2026

**Expected Project Duration:** 6 years (2026-2030)

**Donor:** Adaptation Fund

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## 1. Introduction

The UNIDO Climate Adaptation Impact Hypothesis (AIH) provides a structured framework for assessing the potential impact of proposed adaptation solutions. 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.

As per 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 SMEs supported under SLLAS 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 SME's proposed solution.

The ESMF guides due diligence during SME selection, defines risk categories, and establishes mitigation requirements, 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 SMEs operate in alignment with UNIDO's ESSPP and do not inadvertently cause harm to the communities they aim to support.

For the programme's core activities, such as establishing financial mechanisms, accelerator or incubator schemes, and business model development, the design of selection criteria will explicitly incorporate environmental and social safeguards, in line with ESSPP requirements. This ensures that any proposals, investments, or subproject submissions channeled through these mechanisms are subject to separate, context-specific environmental and social screening and assessment processes, as appropriate.

## 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<sup>1</sup> that result from UNIDO projects, e.g. from those that set up financial mechanisms, accelerator/incubator schemes, business models and the like, undergo environmental and social risk (E&S) assessments. This is to ensure that proposals, investments, and project submissions resulting from the said mechanisms/schemes/models do not pose any negative impacts or risks on their social and natural environments. The Environmental and Social Management Framework (ESMF) is a framework that describes procedures and tools to manage the potential impacts of forthcoming but yet undefined projects ("subprojects").

The ESMF is a plan for steps to:

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<sup>1</sup> 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.

- (i) determine the appropriate environmental and social risk category of a proposed subproject, through Due Diligence during the selection process of such subprojects,
- (ii) decide whether a subproject should be supported/selected (subprojects that would categorize as NO PROJECT<sup>2</sup> are non-compliant with UNIDO's ESSPP)
- (iii) assess whether any additional environmental and social assessments (e.g., ESIA, ESMP, or FPIC) will be needed for subprojects, on a case-by-case basis.

A risk screening was conducted for the planned activities under Components I, II and III. Specific activities in component I, e.g. the selection of SMEs which will receive support to effectively deliver localized adaptation solutions on the ground, constitute unidentified sub-projects. As per AF ESP Policy, unidentified Sub-Projects are classified as activities or components that are not identified at the proposal stage to the level where adequate and comprehensive environmental and social risk assessment is possible. Hence this requires the project to screen, assess and monitor the unidentified subprojects accordingly in the course of the implementation period.

A screening tool presented in **Appendix 1** of this document provides an overview of the assessment against AF's Environmental and Social Policy (ESP) i.e. screening against the 15 Environmental and Social Principles of the AF. The risk screening and assessment carried out complies with the 15 social and environmental principles of the AF as described in Part II.N. The screening tool consists of a list of 24 general Level 1 questions (indicated with two digits, e.g., 3.1) and around 60 detailed Level 2 questions (indicated with three digits, e.g., 3.1.1). They are categorized into 15 thematic areas that correspond with the 15 Environmental and Social Principles of the Adaptation Fund. Level 1 questions gauge the level of risk as either "low", "moderate" or "high" based on the answers to the level 2 questions. Based on the level of risk and the issues at hand, a judgement call is made on whether further assessment is required. Principles that require management and mitigation actions are subsequently discussed in more detail under the Environmental and social risk management and monitoring plan (ESMP) in Appendix 3. Besides the ESMP to be implemented, the project shall also observe the various legal, policy and regulatory requirements during the project implementation. The Table below details the analysis on the alignment between UNIDO's Environmental and Social Safeguards Policy and Procedures (ESSPP)<sup>3</sup> 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)
<p><b>ESP 1: Compliance with the Law</b></p> <p>Projects/programmes supported by the AF shall follow all applicable domestic and international law.</p>	<p>One of the guiding principles under UNIDO's ESSPP is Compliance with national and international law.</p>
<p><b>ESP 2: Access and Equity</b></p> <p>Projects/programmes supported by the AF are required to provide fair and equitable access to benefits in a manner</p>	<p>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</p>

<sup>2</sup> Projects that are likely to infringe on the protection of a critical habitats; involve invasive, nonindigenous alien species or chemicals subject to international bans; projects that cause involuntarily resettlement or physical and economic displacement of populations; that alter or damage cultural heritage sites, or that use forced, trafficked or child labour are no-compliant with UNIDO ESSPP

<sup>3</sup> 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.

<p>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.</p> <p>Projects/programmes are also not to exacerbate existing inequities, particularly with respect to marginalized or vulnerable groups.</p>	<p>services among others, it provides for transparency, inclusivity and gender equality as some of the guiding principles.</p>
<p><b>ESP 3: Marginalised and Vulnerable Groups</b></p> <p>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.</p>	<p>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.</p>
<p><b>ESP 4: Human Rights</b></p> <p>Projects/programmes supported by the Adaptation Fund shall respect and where applicable promote international human rights.</p>	<p>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</p>
<p><b>ESP 5: Gender Equality and Women’s Empowerment</b></p> <p>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.</p>	<p>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.</p>
<p><b>ESP 6: Core Labour Rights</b></p> <p>Projects/programmes supported by the Fund shall meet the core labour standards as identified by the International Labour Organization.</p>	<p>“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.</p>
<p><b>ESP 7: Indigenous People</b></p> <p>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.</p>	<p>“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.</p>

<p><b>ESP 8: Involuntary Resettlement</b></p> <p>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.</p>	<p>“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.</p>
<p><b>ESP 9: Protection of Natural Habitats</b></p> <p>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.</p>	<p>“Protection of Natural Habitats and Biodiversity” is the second Operational Safeguard under the UNIDO 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.</p> <p>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.</p>
<p><b>ESP 10: Conservation of Biodiversity</b></p> <p>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.</p>	<p>“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.</p>
<p><b>ESP 11: Climate Change</b></p> <p>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.</p>	<p>“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.</p>
<p><b>ESP 12: Pollution Prevention and Resource Efficiency</b></p> <p>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.</p>	<p>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.</p> <p>Further, UNIDO’s ESSPP OS on Resource efficiency and pollution prevention further aims at avoidance or</p>
<p><b>ESP 13: Public Health</b></p> <p>Projects/programmes supported by the Fund shall be designed and implemented in a way that avoids potentially significant negative impacts on public health.</p>	<p>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.</p> <p>Further, UNIDO’s ESSPP OS on Resource efficiency and pollution prevention further aims at avoidance or</p>

	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.
<p><b>ESP 14: Physical and Cultural Heritage</b></p> <p>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.</p>	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.
<p><b>ESP 15: Lands and Soil Conservation</b></p> <p>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.</p>	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

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 the deployment, uptake, and scale-up of inclusive, context-specific adaptation solutions through partnerships between adaptation SMEs and local actors. SLLAS will empower adaptation-oriented small and medium enterprises (SMEs) to work together with communities to co-design, localize, and deploy high-impact adaptation solutions. Through an integrated approach combining technical assistance, milestone-based financing, community leadership, and structured knowledge sharing, the project ensures that solutions are grounded in local realities and sustained through climate-resilient livelihoods. Through a participatory, iterative process, selected adaptation SMEs will first receive tailored capacity building and mentorship to align their business models with locally led adaptation (LLA) principles. These enterprises will then deploy their solutions in vulnerable communities through co-design workshops, affordability assessments, and inclusive service delivery models. Communities will be supported to articulate demand, develop adaptation roadmaps, and lead governance of the solutions. SLLAS aims to accelerate the adoption and scaling of socially embedded, financially viable adaptation innovations that can drive both climate resilience and inclusive development.

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: Locally Led Deployment and Sustainability of Innovative Adaptation Solutions.** Matchmaking between pre-selected vulnerable communities and adaptation SMEs;

Selected SMEs receive milestone-based financing and support to deliver community-aligned solutions.

- **Component 2: Community-Driven Planning and Demand Generation for Adaptation Solutions.** Local adaptation advocates are trained to lead community adaptation planning and co-develop locally prioritized solutions.
- **Component 3: Evidence, Learning, and Monitoring for Scalable Locally Led Adaptation –** Evidence generation, peer exchange, and policy influence through community-led monitoring, digital platforms, and structured dissemination at national and global levels.

### **Potential Social and Environmental Risks and Impacts**

Under Component 1, the SLLAS programme will begin by identifying and assessing eligible partner communities through a structured, participatory process. This includes mapping climate hazards, vulnerabilities, and community adaptation priorities. Only after this process is complete will suitable, market-ready adaptation solutions and service providers be matched to the needs identified at the community level. This sequencing ensures that any environmental and social risks are identified early and that solutions are tailored to the local context.

Though the proposed project is designed with an extended focus to support gender- and youth inclusive adaptation SMEs led by women and/or youth in the community, who increase climate resilience of vulnerable communities, are registered and comply with international labour standards, have socially inclusive business models, there exist minor social and environmental risks. These include low risks that the projects may (through the SMEs supported): exacerbate gender inequities, exclude marginalized groups in the implementation of the project activities – whether as direct beneficiaries or indirect beneficiaries of the project activities, operate informal businesses and utilize informal contracts, exclude indigenous peoples to partake in the promoted business activities, create adverse impacts on natural habitats (for example by SMEs adopting inefficient practices), and overlook maladaptation practices. A detailed description of the potential social and environmental risks is presented in Appendix 1. Screening and Assessment of Environmental and Social Risks against AF's Environmental and Social Policy.

## **2.3 Policy legal and Administrative Framework**

The project and subsequent subprojects will be implemented in compliance with national laws and relevant international standards across the project's target countries. The project's compliance with local and national environmental and social laws will form part of the selection criteria for subprojects. In addition, the ESMF is in line with AI/2021/03 - UNIDO Environmental and Social Safeguards Policies and Procedures (ESSPP) and the 15 principles of the Adaptation Fund's Environmental and Social Policy (AF ESP). 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 e.g., [ILO Standard on Occupational Health and Safety](#), or [Convention of CI 181](#) and relevant international industry best practices from other organisations regarding ESS in project-specific sectors can be consulted.

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

The programme aims to select 30 vulnerable communities worldwide as entry points for delivering locally led adaptation (LLA) solutions. The community selection process will precede and guide the matching of adaptation SMEs. Communities will be identified through a structured participatory process, including climate risk assessments and prioritization of adaptation needs. Only after this step will suitable adaptation SMEs be selected and matched to the specific needs of each community. The SME selection will be based on alignment with community-defined adaptation priorities, environmental and social risk screening, and other technical, financial, and inclusion criteria. While calls for SMEs may be launched in parallel, the final selection and matching will follow a demand-led, community-first approach.

The selection process is guided by a refined framework called the **Adaptation Impact Hypothesis – Locally Led Adaptation (AIH-LLA)**. This framework is applied only after the community’s adaptation priorities and potential risks are assessed, ensuring that SME selection is context-driven and safeguards are integrated from the outset. This framework builds upon the existing Adaptation Impact Hypothesis (AIH) developed under the Adaptation SME Innovation Facility (ASIF) and is specifically tailored to the SLLAS programme’s objectives. The AIH-LLA serves as a structured assessment framework and a standardized, equity-sensitive methodology to determine the suitability and readiness of adaptation-oriented SMEs to support pre-selected communities. The selection is carried out by a multi-stakeholder SLLAS Evaluation Committee, composed of representatives with diverse expertise in climate finance, LLA, gender and social inclusion, and regional implementation. The selection of 30 solutions and matching with 30 vulnerable communities will happen over the first **three (3)** years of the programme. It will be conducted on a rolling basis following an open call for applications, with applications being processed in monthly batches. The selection process of adaptation SMEs will comprise various stages as outlined below.

### 3.1. Community Selection and Screening Criteria

The SLLAS programme prioritizes the identification of 30 vulnerable communities as the first step in delivering demand-led adaptation solutions. Community selection precedes SME matchmaking to ensure that interventions are context-specific, socially inclusive, and environmentally sound. 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. Environmental and Social Safeguards Compatibility

The location and context of the community do not present major environmental or social risks that would trigger exclusion criteria or require disproportionate safeguards measures. This includes:

Not located in areas with unresolved land tenure disputes, large-scale displacement, or known environmental degradation. Not sited in critical or legally protected habitats unless safeguards measures are demonstrably feasible.

#### 4. Participatory Readiness

Community leadership and organizations express a willingness to participate in adaptation planning and implementation, including support for inclusive stakeholder processes and data collection. Mechanisms for engaging diverse stakeholders exist or can be built (e.g., active community-based organizations, women's groups, youth networks).

#### 5. Free, Prior, and Informed Consent (FPIC)

For communities that include or are governed by Indigenous Peoples or other customary groups, FPIC will be secured in accordance with UNIDO's Environmental and Social Safeguards Policy and the Adaptation Fund's Environmental and Social Policy.

### 3.2 Environmental and Social Considerations in the Matchmaking Process

Once communities are selected based on their climate risks, vulnerabilities, and safeguards eligibility, the SLLAS programme proceeds to match them with suitable adaptation SMEs through a structured, criteria-driven process. This matchmaking phase is not only a programmatic decision point, but also a key environmental and social safeguard checkpoint.

The following E&S safeguards considerations apply during matchmaking:

- **Contextual Fit Assessment:** SMEs and their solutions will be evaluated for alignment with the community's climate hazards, cultural practices, governance structures, environmental sensitivities, and adaptation needs. This ensures that technologies or business models do not conflict with local values, exacerbate inequalities, or introduce new risks.
- **Secondary E&S Screening:** Prior to formal matching, the solution and SME will be reviewed using community-specific information gathered during the initial screening. This includes a review of potential risks to ecosystems, land use, water resources, vulnerable groups, and cultural heritage. SMEs that trigger high-risk issues in a given community context will be excluded or required to adapt their approach.
- **Inclusive Partnership Verification:** The programme will verify that SMEs have, or will establish, equitable partnerships with local actors (e.g., community organizations, local governments, women's groups). These partnerships must include mechanisms for grievance redress, ongoing stakeholder consultation, and co-design of activities.
- **Documentation and Safeguards Integration:** Each match will be documented through a "match dossier" that includes safeguards summaries, partnership terms, and identified mitigation needs. This forms the basis for tailored onboarding, training, and monitoring.

Through this structured matchmaking protocol, the SLLAS programme ensures that solutions not only meet technical and financial standards, but are also environmentally responsible, socially inclusive, and locally appropriate.

### 3.3 SME Selection Process

#### 1. Open call for applications

Various globally accessible, year-round open calls will be launched via the official SLLAS digital platform; the calls will be multilingual and include virtual information sessions to ensure accessibility and inclusivity. The calls will be differentiated by “impact category”, reflecting the climate stressors (e.g. floods, drought, extreme heat, etc.) and priority sectors for adaptation (e.g. agriculture, water management, health, etc.) as outlined in the Nationally Determined Contributions (NDCs) of countries worldwide. Such categorization will be specular to the one employed in Call for proposals to pre-select vulnerable communities. Outreach will be conducted through regional hubs, incubators, adaptation networks, UNIDO country offices, and global platforms like CAIL, ASAP, and SEEDStars.

## **2. Eligibility screening**

The SLLAS Programme Management Unit (PMU) conducts an initial eligibility screening based on predefined criteria including solution alignment with adaptation priorities of pre-selected communities, SME registration and legal status, geographical proximity to the communities, and community engagement plans. Qualified applications then proceed to the Evaluation Committee for formal review and scoring using the AIH-LLA.

During the preliminary screening, the project team also applies the following exclusion criteria to identify any immediate flags that may disqualify the company from further assessment, as listed below.

- 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; and
- 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 uses banned pesticides and/or chemicals thereof;
- 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; and
- 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.
- Genetically modified organisms.
- Manufacturing, trading, and/or using pesticides and/or chemicals subject to international action bans or phase-outs.
- 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

In addition, compliance requirement applicable at this stage to UNIDO Environmental and Social Safeguards Policies and Procedures (ESSPP) and the 15 principles of the Adaptation Fund's Environmental and Social Policy will be duly considered, factoring in all available information.

Furthermore, special considerations will be taken for SMEs aiming at operating in sensitive areas. These refer to those areas where activities will likely have significant adverse impact on the environment and society. SMEs who apply to the programme will be screened for activities or operations against the database of protected areas. Sensitive Areas:

- Operations in the areas or vicinity of ecologically fragile areas usually designated Protected Areas such as national parks, nationally-designated protected areas, and wildlife sanctuaries.
- Primary forests or natural forests.
- Habitats with important ecological value (wetlands, coral reefs, mountains).
- Areas for indigenous peoples and cultural heritage.

### 3. Evaluation based on AIH-LLA Framework

Eligible SMEs are evaluated by the Evaluation Committee using the Adaptation Impact Hypothesis – Locally Led Adaptation (AIH-LLA) framework (See Appendix 2). The key criteria assessed for SME selection 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. The solutions are expected to be at technology readiness levels (TRL) 7–9.
2. **Operational and financial viability:** assessing the strength of the SME's 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. **Scalability and 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 SME's 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.

Applicants must identify an existing community-based partner or provide a clear plan for engaging such partners.

5. **Gender and social inclusion responsiveness:** focusing on how SMEs 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:** Ensuring alignment with the Adaptation Fund's Environmental and Social Policy (ESP) and UNIDO's safeguards procedures, screened through the AIH's embedded Environmental and Social Management Framework (ESMF). This involves risk categorization and outlining mitigation measures for identified risks.
7. **Learning and replication potential:** Determining the SME'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:** although a broad programme design principle, cost-effectiveness is explicitly listed as a criterion for awarding small grants based on the aih.
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.

These criteria are translated into a **standardized scoring matrix** used by the Evaluation Committee to guide transparent and accountable selection. The process aims to ensure that only the most promising, community-responsive, and scalable adaptation solutions are supported under the programme. As mentioned above, applications will be processed in monthly batches to ensure consistency and maintain a steady pipeline of vetted SMEs. During each review cycle, Committee members will score the applications independently using a secure online evaluation platform. The review period will typically span two to three weeks, allowing members sufficient time to assess all submissions in accordance with the AIH-LLA criteria. Following the completion of individual evaluations, the Committee will convene virtually to deliberate on high-potential submissions, discuss any scoring discrepancies, and collectively confirm which applicants will be advanced to the next stage. SMEs meeting the minimum threshold requirements in the AIH-LLA assessment are selected on a **first-come, first-qualified** approach. The programme prioritizes local solution providers – adaptation SMEs based in or with strong operational roots in the target country or region where pre-selected communities reside – but also allows flexibility for non-SME entities (like NGOs or academic institutions) if they demonstrate robust business models, financial viability, and commitment to inclusive, community-centered implementation.

#### 4. Due Diligence

For high-potential SMEs, the PMU will delve deeper into the SMEs' data and business model to develop a detailed profile capturing current performance and future plans. The profile also includes a **risk section** where the team will consider key direct and indirect product/business model-related risks or unintended side effects on the environment and on local people that stem from assessment and screening against the 15 principles. The analysis will include the risk type (direct or indirect), the severity of the impact, the likelihood of occurrence and the mitigation approach or need. The project team will schedule a call or visits with SMEs to get more information as needed.

The risks to consider for each SME include:

- Risk on SME operations or product/service efficacy as a result of climate change e.g., floods, drought, other climate hazards, e.g., Supply chain disruptions, Washing away of applied products like fertilizers due to floods
- Environmental risk arising from disruptive practices. E.g. Land/environment degradation, Stressing the surrounding environment
- Social risks on surrounding livelihoods. E.g. The business takes away from local community livelihoods (jobs, income, customary access to natural resources e.g. forests, land, wood), it unintentionally increases the vulnerability of the target group to climate risks, or it excludes vulnerable community members (the poor, elderly, women, or people without formal land use rights) from project benefits and thereby introduces disadvantages for them in any way
- Longer-term risks. E.g. insufficient practices to evolve agri-farming advice.

And further risks stipulated in AF's 15 principles, focusing on the contextual risks that require further assessment as identified in Appendix 1 of this Annex. During the due diligence process, the project team will also share the criteria used by the team during the shortlisting process, with the SME in the form of a document, asking them to confirm that there are no ESG issues faced by the business. The social and environmental safeguards focal point or specialist will also assess the SMEs compliance with ES criteria including but not limited to occupational, safety and health at work legislations; environmental, health and safety risks to workers (working conditions, health and safety); water use and conservation; waste management, including recycling, reuse, and reduction; extent and use of hazardous materials and chemicals and pesticides and their disposal; GHG emissions; extent and use of scarce resources as applicable.

Additional spot-checks and due diligence efforts through site-visits and interviews on the ground in case ESS issues arise in the due diligence process will be implemented. Applicants will be engaged for further clarification or evidence regarding specific principles, if necessary, in order to assess potential risks and impacts related to the principles, particularly in areas such as environmental and social safeguards. Site-visit reports will be developed for each applicant business visited, detailing how it complies with the 15 principles and the mitigation or enhancement measures that the business has in place. Any need to enhance the risk management system will be noted to be used as input during the capacity building delivery to tackle risk management needs and prevent any negative ES impact. The report shall also include information on all the other evaluation criteria assessed during the site-visit.

In addition, the project team will share the exclusion criteria and sensitive area overview with the shortlisted adaptation SMEs in the form of a document, asking them to confirm that there are no ESG issues faced by the company. The document will include the following statements at the bottom requiring the SME's acknowledgment and signature:

1. I hereby confirm that the Entity is in full compliance with all relevant environmental permits/licenses/consents and that there have been no regulatory violations.
2. I hereby confirm that there have been no complaints, grievances, or enforcement actions related to environmental, social, or governance issues involving management, employees, or key stakeholders such as customers or suppliers or that any complaints or grievances have been handled in a timely and transparent manner, in compliance with national law and regulations.

### **Environmental and Social Risk Categorization of Subprojects**

Following the due diligence process, each shortlisted SME–community subproject will be assigned an environmental and social risk category, in line with UNIDO's Environmental and Social Safeguards

Policies and Procedures (ESSPP) and the Adaptation Fund’s Environmental and Social Policy. This categorization determines the level of environmental and social assessment, mitigation, and monitoring required during implementation.

The SLLAS programme uses a three-tier system:

- **Category A (High Risk):** Subprojects with potentially significant adverse E&S impacts that are irreversible, widespread, or unprecedented. These are ineligible under SLLAS.
- **Category B (Moderate Risk):** Subprojects with limited adverse E&S impacts that are site-specific, reversible, and readily mitigated through an Environmental and Social Management Plan (ESMP).
- **Category C (Low Risk):** Subprojects with minimal or no adverse E&S impacts and no need for further mitigation.

The Programme Management Unit (PMU) safeguards focal point will apply a standardized E&S screening checklist based on the 15 AF principles, contextual risk information from the community selection process, and data gathered during SME due diligence. Categorization will be documented along with justifications and integrated into the onboarding and monitoring plans. Where applicable (Category B), a simplified ESMP will be developed in consultation with relevant stakeholders.

## 5. National endorsement

For shortlisted SMEs, the PMU will seek a non-objection from the Adaptation Fund’s National Designated Authority (NDA) in the matched community’s country. This will ensure national alignment and ownership.

## 6. Selection and onboarding

The final selection of the 30 SMEs will be executed by the Evaluation Committee, which shall follow procedures in line with the UNIDO Grants Manual. For this purpose, after the due diligence process and obtainment of non-objection forms from national NDAs, the project team will share all the relevant documentation and information about the shortlisted candidates. The committee could invite shortlisted applicants invited for ca. 15 min online interviews as necessary. In case needed, the project team can also request more information directly from the adaptation SME or through their own research status on the adaptation SME’s compliance to UNIDO Environmental and Social Safeguards Policies and Procedures (ESSPP) and the 15 principles of the Adaptation Fund’s Environmental and Social Policy (AF ESP).

During onboarding into the programme, SMEs will be equipped with the knowledge, skills, and support needed to implement climate adaptation solutions grounded in locally led adaptation (LLA) principles. The PMU will design and deliver a mandatory, comprehensive onboarding training program, in collaboration with experts and regional institutions. This training emphasizes community-based solution design, inclusive stakeholder engagement, and context-specific adaptation strategies, delivered through a blend of virtual, in-person, and multilingual formats. Following this, tailored mentoring up to six months will help SMEs develop or strengthen equitable partnerships with local actors. Mentors support SMEs in refining delivery models, creating inclusive engagement plans, and co-developing formal partnership agreements that ensure mutual accountability and alignment with LLA values.

The steps for selecting SMEs for SLLAS are summarized in the table below.

Table 2 SME Selection Process

Step	Description	Responsible Entity
<b>1. Open call for applications</b>	Launching various rolling, multilingual global calls for SME proposals via digital platforms and strategic outreach per impact category.	Programme Management Unit (PMU)
<b>2. Eligibility screening</b>	Initial review to confirm SME registration, solution relevance to adaptation priorities of pre-selected communities, and presence of community partnerships.	PMU
<b>3. Application evaluation using AIH-LLA framework</b>	Assessment of technical merit, LLA alignment, scalability, inclusion, and safeguards compliance.	SLLAS Evaluation Committee (with PMU support) with support from NIEs
<b>4. Expert deliberation and scoring consensus</b>	Virtual meetings to finalize top-scoring applications and resolve discrepancies.	SLLAS Evaluation Committee
<b>5. Due diligence</b>	Additional checks or clarifications with SME applicants.	PMU
<b>6. National non-objection process</b>	Obtaining formal non-objection from the Adaptation Fund’s National Designated Authority (NDA) in target countries.	PMU (in coordination with NDA)
<b>7. Final selection and notification</b>	Formal selection of qualified SMEs and onboarding planning.	PMU (with oversight from Evaluation Committee)
<b>8. Onboarding training on LLA and community engagement</b>	Mandatory training for selected SMEs to operationalize LLA in their solution and partnership model.	PMU + Regional Training Partners with support from NIEs
<b>9. Mentorship and partnership development</b>	Tailored mentoring for SMEs to refine models and formalize community partnerships.	PMU + Assigned Mentors (regional/national experts) with support from NIEs
<b>10. Grant agreement and milestone definition</b>	Co-developing implementation milestones and signing milestone-based grant agreements.	PMU + SME + Community Partners

## 4. Institutional Arrangements & Capacity Development

The project management team will be responsible for ensuring the ESMF is followed and capacity is developed in their team as required. Since ESMF has been integrated into the operation of the project, it is of prime importance to the Executing Entity and UNIDO to ensure success. The Executing Entity’s full-time Impact lead leverages support from social and environmental specialists and focal points in the countries to ensure that the project has the relevant information and expertise. For individual SMEs, the support programmes already foresee the capacity development in ESMF as a core component of the training curricula, and when necessary, the Executing Entity may hire additional local resources. UNIDO is overall responsible for the monitoring and implementation of the project successfully. UNIDO will annually monitor and communicate implementation progress via the implementation report 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.

## 5. Communication and Stakeholder Engagement

The multi-level consultation process which was initiated during the development phase of the full proposal, will continue to be implemented. The project endeavors to undertake further stakeholder consultations & regular assessments during project implementation to ensure inclusivity. The IE would begin with a stakeholder mapping exercise to identify other relevant stakeholders to be engaged, who may not have been targeted in the previous consultations, for example, any other marginalised or vulnerable groups that may face barriers to access and equity in the project’s context.

Each country will hold consultative meetings and workshops with relevant business associations, adaptation enterprises and their value chain partners (including micro enterprises and informal sector) as well as customer and beneficiary groups.

The inputs from these workshops will be combined and aggregated by EE for the validation of the project document. National focal points will be invited to a regional session to present the project outline in detail and seek their feedback and advice.

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. Implementation Action Plan and Budget for ESMF Implementation

The above information is summarized in Table 3 below, closely aligned to Table 2, demonstrating application of the ESMF and how it is integrated into the project design and mechanisms for selection of SMEs. The ESMF implementation is in line with the project’s M&E arrangements (see project document, part III, section D. Monitoring and Evaluation) and requires no additional budget than the one specified there. Further detailed implementation of mitigation measures is specified in Appendix 1. Environmental and social risk management and monitoring plan (ESMP)

Table 3 ESMF Action Plan

ESMF Procedures	Schedule/Timing in project cycle	Responsible	Budget
Sourcing and selection of SMEs to be matched with communities	On a monthly basis during the first three (3) years of the project.	PMU and SLLAS Evaluation Committee	8,000 USD per year allocated for sourcing, screening, selection and final confirmation of SMEs/solutions to be deployed
Screening & selection of SMEs	As above.	PMU and SLLAS Evaluation Committee	

Determination of Assessment needed (ESMP/ESIA)	During due diligence process within the sourcing and selection of SMEs	PMU	Each community-SME partnership will receive up to 10,000 USD as community engagement grant before final confirmation of the community-SME/solution matching, during which the Environmental and Social (E&S) assessments and community-level risk screening will be conducted to ensure that the proposed SME/solution does not result in any maladaptation, social exclusion, or long-term harm in the community.
Stakeholder engagement	Consultative meetings as often as needed to be determined.	Programme Steering Committee	No additional budget
Capacity development	Continuously during project implementation	PMU and EEs	No additional budget

## 7. Annex

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

Table 4 Screening and Assessment of E&S Risks

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 proposed project will be executed in full compliance international laws and regulations. Unidentified subprojects (SMEs) will be screened for their impact on human rights as a part of the ESMF. It will also require endorsement from NDAs of recipient countries.
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 (High/Medium/Low)	Further assessment required?	Project context, potential impacts and risks
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 – assessment of issues at the selection or due diligence level •	Components of the proposed project support locally-led, early-stage gender- and youth inclusive adaptation SMEs. The project is designed to ensure fair and impartial access to trainings and finance. 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.  Notably, the project will also create inclusive community adaptation plans. These plans will be the result of participatory needs assessments and co-design workshops, designed to give equitable access to communal decision-making to marginalized groups.
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	No			

	could become entrenched, violent, or spread to additional groups or communities?			It is likely that not all relevant stakeholders, and especially marginalised or vulnerable groups, will be identified and consulted. The project endeavours to undertake further stakeholder consultations & regular assessments during project implementation to ensure inclusivity, for example due diligence checks during the selection process and monitoring at set intervals during the support phase. Any forthcoming unidentified subproject (SMEs) that will be supported through this project will be screened for their access and equity as it will be determined in the ESMS.
	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 unemployment 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 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?	Yes	Low	
	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	No	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 selection, planning, and deployment
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		processes, and using tools like vulnerability mapping and tailored outreach to ensure active and equitable participation and mitigate potential exclusion. The project focuses on supporting local SMEs and engaging community members in planning and deploying solutions, and will not finance activities requiring displacement or resettlement, which would typically be associated with large infrastructure requiring significant external labour.
	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	
	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	No activities in the proposed project will impede on international human rights. Unidentified subprojects (SMEs) will be screened for their impact on human rights as a part of the ESMF.
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?		Low	No	The project actively addresses the potential for gender-based inequality, discrimination, and exclusion by explicitly embedding gender-responsive and socially inclusive approaches throughout its design and implementation. It identifies and addresses the differing needs, capabilities, and opportunities of women and
5.1.1. Could the project activities create or amplify conditions for gender-based inequalities?	Yes			
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?	No			youth, aiming to strengthen their voice and agency. Measures include ensuring gender-balanced representation among Community Adaptation Advocates and supporting women-led SMEs, using tailored outreach and participatory processes in needs assessments, solution co-design, planning, and governance structures to ensure genuine inclusion and culturally appropriate engagement from all gender segments. The project aims to address gender inequities in decision-making by promoting women and youth leadership roles within community governance mechanisms and planning processes.
	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 the selection or due diligence level as well as during support phase	It is likely that a number of gender- and youth inclusive adaptation SMEs targeted by the project may operate informal businesses and utilise informal contracts when hiring staff, lack compliant working conditions, or lack enforcement for occupational health and safety standards in line with International Labour Organisation standards.  It is however noteworthy that the project will work with registered SMEs who will have to comply on these areas or be supported to comply before formal engagement. This shall form part of the support for investor readiness offered to pipeline enterprises. OHSAS and International Labour Standards – Due diligence – show proof of labour standards in the due diligence process through additional documents.
	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)?	No			
	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	Low		

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 of business	There is a potential risk that subprojects might fail to adequately consult or benefit Indigenous Peoples where

	7.1.1. Could the project activities negatively affect indigenous peoples, culturally or otherwise, without their specific Free, Prior, Informed, Consent (FPIC)?	Yes		models and business premises at the selection or due diligence level	they are present. 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 needs assessments, solution co-design, and community planning, using tailored methods and outreach to ensure genuine inclusion and active participation of Indigenous Peoples, along with applying environmental and social safeguard screening and monitoring to identify and address potential negative impacts.
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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	Activities in the proposed project will not cause involuntary settlement of local communities.
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, while working with gender- and youth inclusive adaptation SMEs that offer products and services to help communities increase resilience to climate change, we recognise it may be likely that some aspects of their business activities may cause harm to natural habitats. For example, as a result of lack of
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		resources and efficient technology, they adopt insufficient waste management in the value chain, leading to pollution of local water ways and ecosystems. However, the harm that may be caused would not be significant, or critical, due to the small nature of the SMEs. Therefore, acknowledging the potential for only minor harm, the risks in this section are all assessed as “no”  Assessments conducted at the selection and due diligence level will screen SMEs for compliance with the respective national environment regulations. The IE, EE and EE partners also have in place measures to ensure compliance and positive impact before financial investments are disbursed.
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 areas of particular or locally recognised ecological significance?	No		
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 the selection or due diligence level as well as during support phase	The project is not expected to have any adverse impact on the environment or biodiversity. Similarly, gender- and youth inclusive adaptation SMEs offer products, services and employment that help local communities increase their resilience to climate change effects. However, in doing so, they may risk overlooking maladaptation practices (e.g. doing reforestation with invasive species). These are often caused by the lack of complete information or lack of resources in implementing business activities, where businesses resort to the cheapest or quickest option available. The project aims to address these support gaps through the proposed components and activities.  Assessments conducted at the selection and due diligence level, will screen SMEs for compliance with the respective national environment regulations.
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	No			

	potentially could eradicate, change, or significantly reduce local naturally occurring varieties or species?			
	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	<p>The targeted gender- and youth inclusive adaptation SMEs may still engage with conventional production activities such as the employment of machinery that inevitably produces GHG emissions</p> <p>The project is however designed to recognise, incentivise and support gender- and youth inclusive adaptation SMEs with business models that generate climate-adaptation benefits for the local community. The project shall thus not generate 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 gasses, as any increase would only be marginal, therefore, the components in section 11.2 are assessed as “no”.</p> <p>Moreover, mitigation co-benefits provided by the applying adaptation SMEs will be considered as an asset.</p> <p>Given that the project will only support green businesses/ technologies that increase the adaptive capacity, respectively decrease the sensitivity of customers/ beneficiaries, the risk for the project to cause maladaptation is low.</p>
	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			

12. Pollution Prevention and Resource Efficiency		Yes/No	Level of concern (High/Medium/Low)	Further assessment required?	Project context, potential impacts and risks
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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 business model and practices at the selection or due diligence level as well as during support phase	It may be the case that the value chains of gender- and youth inclusive adaptation SMEs still employ resource inefficient production 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), it is likely that SMEs would employ poor waste management practices.  Notably the proposed project aims to work with SMEs that operate sustainable and inclusive business models, and where applicable, support SMEs to further improve sustainability in their value chain to be able to attract green finance opportunities.
	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 other hazardous materials, including asbestos and ozone depleting gases which will not be handled and disposed of safely by following normal Standard Operating Procedures?	No			
	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	No			

	application of the International Code of Conduct on Pesticide Management?				
	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			
	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.,	No			

	increased traffic, inappropriate design or use of equipment and materials which would not be handled by following normal Standard Operating Procedures?				
	13.1.2. Could the project activities cause community exposure to water-borne, water-based, water-related, vector-borne or communicable diseases?	No			

14. Physical and Cultural Heritage		Yes/No	Level of concern (High/Medium/Low)	Further assessment required?	Project context, potential impacts and risks
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 activities, such as those related to small-scale agro-processing, irrigation, or reforestation, could unintentionally affect sensitive habitats or disrupt local biodiversity through means like introducing invasive species or impacting resource efficiency, potentially leading to water overuse. However, the ESMF requires that all proposed adaptation solutions and deployment 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 explicitly will not finance infrastructure or activities requiring displacement 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	resettlement, thereby avoiding major constructions that typically lead to significant degradation or destruction of forests, wetlands, or prime farmland; instead, it promotes technologies like improved water and land use practices specifically designed to enhance land productivity and reduce degradation.
15.2.1. Could the project activities lead to degradation or fragmentation of local forest areas, wetlands, prime farming or grazing land, or other landscape elements of ecological or economic importance?	No		
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 – ASIF Climate Adaptation Impact Hypothesis

The below constitutes the Application Form developed under the ASIF project and testing the Climate Adaptation Impact Hypothesis. It will be updated as part of the preparatory activities for SLLAS to integrate and reflect LLA principles.

<b>Date of application</b>	DD/MM/YYYY
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<b>A1. Applicant Information</b>			
A2. Name of Applicant	First Name	Last Name	Mr./Ms.
A3. Applicant Email Address			
A4. Position in the company			
A5. When did you join the company?	MM/YYYY		

<b>B. Company Information</b>		
B1. Name of company		
B2. Location of HQ	City	
	Country	
B3. Locations of operation	Please list all cities/villages that the company is operating in, at the time of application.	

B4. Locations of planned expansion	Please list all cities/villages that the company is concretely planning to expand into, at the time of application.		
B5. Name of company founder or CEO	First Name	Last Name	Mr./Ms.
	Is your business founded or co-founded by a woman? <ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> </ul>		
B6. Year of company founded	YYYY		
B7. Year of company registration/incorporation	YYYY		
B8. Funding raised to date	From friends and family USD	External funding USD	
B9. Revenue	Total revenue of the company to date USD		
	Revenue of the company in the past year USD		
	Projected revenue of the company for the current year USD		
B10. No. of employees at the time of application	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 application	No. of women	No. of men	
B12. Business' offering of products/services that target women)	<ul style="list-style-type: none"> <li>• Does your business integrate a significant share of women (<math>\geq 40\%</math>) into your value chain as retailers, distributors or suppliers?</li> <li>• If yes, how do you integrate women into your value chain? Choose all that apply: Customer; Supplier; Distributor; Retailer</li> <li>• 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?</li> </ul>		
B13. Company HQ Address			
B14. Company Email Address			

B15. Company Telephone	
B16. Company Website	

<b>C. Adaptation Solution</b>	
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	<p>In which of the below sector(s) does your solution provide adaptation benefits? Please check all that apply.</p> <p><input type="checkbox"/> 1. Food and Agriculture Value chain</p> <p><input type="checkbox"/> 2. Financial Services</p> <p><input type="checkbox"/> 3. Blue Economy</p> <p><input type="checkbox"/> 4. Urban Adaptation and resilience</p> <p><input type="checkbox"/> 5. Health</p>
C3. What is the main climate risk/hazard your solution addresses?	<p>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.</p> <p><i>For example, key climate hazards are extreme temperature, extreme precipitation, drought, wildfire, wind threats, river flooding and coastal flooding.</i></p>
C4. What is the adaptation benefit of your solution?	<p>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.</p> <p><i>For example, how does your product/service/intelligence solution decrease exposure and/or vulnerability to the climate hazard identified above</i></p>
C5. What is your innovation?	<p>What existing product is your adaptation solution replacing? Please describe how your solution is different from other existing solutions in 50 to 100 words.</p>

<p>C6. Who is your target customer?</p>	<ul style="list-style-type: none"> <li>• Who is your ideal pilot customer?</li> <li>• Where is this customer located? If there is a geographical location/community that your adaptation solution would be most relevant to, please provide this information, including the demographics of the community.</li> <li>• Is your solution targeted at climate vulnerable populations (i.e., populations in rural areas, urban poor, coastal populations, women, etc.)?</li> <li>• Number of customers to date</li> <li>• What are the barriers these groups are facing in adapting to climate change?</li> <li>• Are there existing strategies these groups are following to adapt to climate change? If yes, does the company aim to enhance, complement or replace those?</li> </ul> <p>Please elaborate on all of the above</p>
<p>C7. What is your projected climate adaptation impact in quantitative terms?</p>	<ul style="list-style-type: none"> <li>• Who are the people that benefit from adaptation and increased resilience (the beneficiaries)? <ul style="list-style-type: none"> <li>- Customers</li> <li>- Users of your business solution (who are not paying for the business solution)</li> <li>- Suppliers</li> <li>- Distributors</li> <li>- Retailers</li> <li>- Other (Explain)</li> </ul> </li> <li>• 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.</li> </ul> <p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Increased water availability measured in - Clients/Households Provided New Access; Water (L) Generated; Water (L) Saved</li> <li>• 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 <ul style="list-style-type: none"> <li>• Decreased weather-related disruption measured in Value of assets covered or insured; # of customers served by the company's data and analytics</li> </ul> </li> <li>• Increased income, or avoided decrease in income measured in Income source (name); Income level (USD); Number of households</li> </ul>

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?	<p>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 solutions is relevant to each.</p> <ul style="list-style-type: none"> <li>• <input type="checkbox"/> Poverty Reduction</li> <li>• <input type="checkbox"/> Reduced Hunger</li> <li>• <input type="checkbox"/> Quality Education</li> <li>• <input type="checkbox"/> Gender Equality</li> <li>• <input type="checkbox"/> Youth Empowerment</li> <li>• <input type="checkbox"/> Decent Work &amp; Economic Growth</li> <li>• <input type="checkbox"/> Reduced Inequality</li> <li>• <input type="checkbox"/> Sustainable Cities &amp; Communities</li> <li>• <input type="checkbox"/> Responsible Consumption &amp; Production</li> <li>• <input type="checkbox"/> Peace, Justice and Strong Institutions</li> <li>• <input type="checkbox"/> Other</li> </ul>
C12. What is the technology readiness level (TRL) of your adaptation solution, at the time of application?	<ul style="list-style-type: none"> <li>• <input type="checkbox"/> TRL 7 – system prototype demonstration in operational environment</li> <li>• <input type="checkbox"/> TRL 8 – actual system completed and qualified through test and demonstration</li> <li>• <input type="checkbox"/> TRL 9 – actual system proven through successful mission operation</li> <li>• <input type="checkbox"/> BRL 7 – Product market fit demonstrated. Attractive revenue, cost projections.</li> <li>• <input type="checkbox"/> BRL 8 – Scalable and repeatable business model. First commercial deals closed</li> <li>• <input type="checkbox"/> BRL 9 – Profitable business with validated growth model and market traction</li> </ul>

	<ul style="list-style-type: none"> <li><input type="checkbox"/> Other – please provide a short description (20-50 words)</li> </ul>
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 SME meeting the relevant national technical standards, where applicable?	Please be as specific as possible.
C13. 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.

<b>D. Business Model and Commercialization Status</b>	
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?	<p>Who is your pilot customer? What is the status of engagement with your pilot customer (identified, under negotiation, secured, contract concluded etc.)?</p> <p>What is the projected size of the contract? Please provide as much information as possible.</p> <p>If you have already concluded your pilot, please provide information on this.</p>
D2. Who are your past/current customers?	<p>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.</p> <p>If there are no past/current customers, please indicate as not applicable.</p>
D3. Which customers are in your hard pipeline?	<p>Please provide name of the potential customer, status of engagement, the projected size and timeline for each contract.</p>

D4. What is the main challenge you are facing in moving your adaptation solution to the next development stage, at the time of application?	What are the key drivers and obstacles that your company 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 company 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 fund raising?	Are you currently raising funding for your company? If so, what is your target amount and target date? Please provide details of any agreed or expected funding for your company 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?
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).
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<b>E. Participation in SLLAS</b> 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 company willing to enhance its business model in order to increase the contribution of your company/proposed solution to social inclusiveness, including but not limited to, gender equality, women and youth empowerment, rural development, etc.?	<input type="checkbox"/> Yes <input type="checkbox"/> No As applicable, please expand your responses to section C11 in 20 to 50 words.
E3. In the case of selection, is your company willing to enhance its business model in order to meet the environmental and social safeguards as required by UNIDO and AF guidelines?	<input type="checkbox"/> Yes <input type="checkbox"/> No If your company 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 grants of USD 90,000 and USD 40,000 worth of bespoke technical assistance support	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. Do you have an identified target customer (vulnerable community) for deployment of your proposed solution? How many end-users is your solution likely to reach in this community?	<input type="checkbox"/> Yes <input type="checkbox"/> No Please provide a brief description of the target customer in mind, including the geographical location, climate risks experienced by the community, demographics, etc., in 50 to 100 words.

**Application Review Sheet**

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

Application Summary	
Name of company	Refer to section B1 of the application form.
Name of solution and type (Climate Adaptation product/service or Climate Adaptation Intelligence)	Refer to section C1 of the application form.
Location of the company HQ	Refer to section B2 of the application form.
Description of the solution	Refer to sections C4, C5 of the application form.
Sector	Refer to section C2 of the application form.
Gender dimensions	Refer to section B5, B10, B11, B12, C6 and of the application form.

Summary of Assessment	
Eligibility criteria score	
Review criteria score	
Recommendation by the reviewer	<input type="checkbox"/> The application is not eligible for SLLAS.  <input type="checkbox"/> The application does not provide sufficient information for an informed decision. Please follow up with the company to provide additional details.  <input type="checkbox"/> The application is eligible and recommended to be selected for SLLAS.
Comments by the reviewer for the applicant.	If there is any constructive feedback for the applicant, please provide here. These comments will be compiled and provided to the applicant anonymously. This feedback will help to make the application process a learning opportunity for the applicant/company.
<p>I, (insert name), confirm that this assessment has been conducted with fairness and discretion.            No part of the application 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 application/company under review.</p>	

Signature

<b>Eligibility Criteria</b>		
<b>Criteria</b>	<b>1 – Yes 0 - No</b>	<b>Reviewer Comments</b>
E1. Is the company located in an ODA eligible country?		Refer to section B2 of the application form.
E2. Is the proposed solution likely to produce adaptation benefits for a vulnerable community?		Among others, refer to sections C3, C4, C6, C7, D1, D2, D3, D5 of the application 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 application form.
E4. Is there likely to be market demand for the proposed solution? Does the proposed adaptation solution have replication and scale-up potential in multiple locations?		Among others, refer to sections C3, C4, C6, C7, D1, D2, D3, D6, D8, D9, D10, D11, D12 of the application form.
E5. Based on your understanding of the proposed solution and the company stage, is the applicant 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, C6 and of the application form
<i>For applications with a score of 5 or 6, move forward to the review criteria assessment. For applications with a score of 4 or less, stop assessment.</i>		

<b>Review Criteria</b>		
<i>Rating scale: 5 = Very High, 4 = High, 3 = Likely, 2 = Low, 1 = Very Low, 0 = None</i>		
<b>Criteria</b>	<b>Rating</b>	<b>Reviewer Comments</b>
R1. How critical is the described climate risk/hazard in increasing climate resilience of vulnerable communities?		Refer to sections C2, C3 of the application form.
R2. How likely is the proposed solution able to bring tangible benefits to the vulnerable community?		Refer to sections C4, C6, C7, C8, C12, C15, D1, D2, D3, E4, E5 of the application form.

R3. How innovative is the proposed solution? In other words, how likely is the proposed solution bring adaptation benefits compared to existing practices/products/technologies?		Among others, refer to sections C5, C13, C14, C15, D5, E4, E5 of the application form.
R4. Considering the current development stage of the applicant company, 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 application form.
R5. Considering the current development stage of the proposed solution and their current business model, how solid is the company'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, D15, D17 of the application form.
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 application form.
R7. How likely is the proposed solution and the company 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 application form.
R8. Based on your understanding of the proposed solution and the company stage, of how much benefit will it be for the participant to receive the technical assistance offered by SLLAS, and the grant financing of up to 130,000 USD?		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 application form.
R9. What is the estimated cost effectiveness of this solution in reaching direct beneficiaries in regard to grant requested? Does it meet the average AF factor of USD 80 or less per end-user?		Refer to sections E4 and E5 of the application form.
R10. Based on your understanding of the application form and the interview, is the participating team likely to be "coachable"?		Among others, refer to sections E1, E2, E3 of the application form.
<b>Total rating for review criteria</b>		
General comments by the reviewer for consideration by other review panel members (optional)		

Post evaluation of the eligibility and review criteria, SLLAS team will also prepare an assessment scorecard that includes an impact assessment to summarize adaptation benefits (including any adaptation metrics already being used), as well as the risk of maladaptation, any environmental & social risks or negative externalities for each SME assessed.

**Screening Assessment Scorecard:**

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

Based on the above assessment. SLLAS Team to share information about the shortlisted SMEs to UNIDO experts in Screening Committee. Based on the Screening Committee’s decision, SLLAS team proceeds to conduct deeper due diligence for those further selected.

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

The mitigation measures to address the potential risks are captured in the ESMP presented in table 5. The ESMP elaborated for this project will consider and track risks that have been identified at proposal stage; screen for any new risks during the implementation of the project and serve to monitor and report on the mitigation measures. The social and environmental safeguards focal point or specialist who is knowledgeable in the context of the countries will be leading the screening to ensure that the country-specific risks are addressed. The monitoring and reporting measures proposed in the ESMP are fully integrated in the monitoring plan of the project. The ESMP shall track identified risks, or any new risks, ensuring they are properly monitored, evaluated, and reported upon.

The ESMP also ensures the project will fully comply with the national laws of recipient countries, the Adaptation Fund’s Environmental and Social Policy (in alignment to UNIDO’s Environmental and Social Safeguards Policy and Procedures (ESSPP)).

In complying to the national laws, further safeguards - for example require environmental and social impacts assessments (ESIAs) to be carried out for specific activities and subsequent ESMPs done – shall also help address the potential risks providing a secondary mitigation layer. In this regard, during implementation the UNIDO and the implementing partners will ensure effective coordination with the National Environmental Agencies in order to duly comply with the requirements established within the National Environmental Regulation and Guidelines. The project shall have a social and environmental

safeguards focal point or a specialist that shall help in implementing the ESMP and the ESMS shall be tailored to the specific local contexts of the recipient countries by proactively integrating mitigation measures to address the vulnerabilities specific to such countries. For example:

- Inclusive SME Selection: SMEs are evaluated on their ability to address local climate vulnerabilities
- Gender and Youth Considerations: SMEs must actively promote the inclusion of women, youth, and marginalized groups, reflecting local socio-economic realities like entrenched gender disparities.
- Indigenous Peoples' Rights: Special provisions ensure that SMEs operating in indigenous areas respect Free, Prior, and Informed Consent (FPIC).

Table 5 Environmental and Social Management Plan

AF Environmental and Social Principles	Risks identified	Mitigation measure	Responsibility	Monitoring indicator	Monitoring method and schedule/ timing	Budget
2. Access and Equity	Risk that the project activities may exacerbate the existing inequalities with regards to access to resources and economic opportunities  (Low risk)	Components of the proposed project are to combat inequalities by focusing support on locally-led, early-stage gender- and youth inclusive adaptation SMEs.	PMU and service providers as applicable	%age completion of the overall project implementation	Assess project completion annually through the annual progress reports	Included in safeguards /monitoring for compliance with the AF ESP budget
		The project is designed to focus on improving access to finance and capacity building for marginalised climate adaptation business owners.	PMU and service providers as applicable	Proportion of marginalised climate adaptation business owners accessing finances through the project per year	Annual impact assessment and quarterly reports by SMEs (see project document M&E arrangements)	Included in safeguards /monitoring for compliance with the AF ESP budget
		Sensitize and create awareness, ensure in-depth consultations with communities and	PMU, adaptation SMEs, and	Number of consultations per year	Annually review the documentation	Included in safeguards /monitoring for

		<p>stakeholders are conducted throughout project implementation to ensure that any barriers to access and equity can be overcome in line with the AF's ESP.</p> <p>The IE would begin with a stakeholder mapping exercise to identify other marginalised or vulnerable groups that may face barriers to access and equity in the project's context.</p> <p>Continuous monitoring during the project implementation will be conducted against this stakeholder map.</p>	service providers as applicable	Stakeholder map of additional groups that may face barriers to access and equity	of the consultations implemented	compliance with the AF ESP budget
3. Marginalised and Vulnerable groups	<p>The 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.</p> <p>(Low risk)</p>	<p>Put in place measures to ensure marginalised groups are included in the steering committee while making sure that the application process is accessible to as many as possible and creating inclusive scoring criteria for the selection of adaptation SMEs. SMEs will also be evaluated on the social inclusivity of their business models.</p>	PMU, adaptation SMEs, and service providers as applicable	No of measures put in place	At the beginning of the formation of the steering committee, documentation of measures and results achieved will be reviewed	Included in safeguards /monitoring for compliance with the AF ESP budget
		<p>Enrich AIH-LLA framework used for selecting adaptation SMEs to include measures to assess gender and social inclusion responsiveness; train SMEs on themes such as inclusive</p>	PMU and service providers as applicable	No of LLA-responsive features added to AIH	Review AIH-LLA at the beginning of the project	Included in safeguards /monitoring for compliance with the AF ESP budget

		stakeholder engagement, socially equitable and gender-responsive delivery models				
		For community adaptation plans, participatory needs assessments will be designed and facilitated to ensure active participation from marginalized or underrepresented groups; Co-design workshops will be facilitated according to LLA principles with strong emphasis on inclusivity, transparency, and shared decision-making, using participatory methods to ensure the voices of all community segments—including women, youth, persons with disabilities, and marginalized groups—are actively engaged and reflected	PMU and service providers as applicable	Participation of marginalized groups in participatory needs assessments and co-design workshops	Register participants through a short survey at each participatory needs assessment and co-design workshop	Included in safeguards /monitoring for compliance with the AF ESP budget
		Conduct an in-depth assessment at the start of the project and undertake further stakeholder consultations during project implementation to assess and take action as needed to avoid and mitigate further risk of excluding marginalised and vulnerable groups.	PMU and service providers as applicable	No. of assessments conducted	At the start of the project, by reviewing documentation of assessments conducted	Included in safeguards /monitoring for compliance with the AF ESP budget
		Enrich AIH-LLA framework used for selecting adaptation SMEs to include measures to screen against potential maladaptation	PMU and service providers as applicable	No of compatibility and maladaptation criteria	Review AIH-LLA at the beginning of the project	Included in safeguards /monitoring for compliance with

		and cross-checking with RPNA conducted during the community selection, to ensure compatibility and mitigate risks if chosen technology is not achieving expected target.				the AF ESP budget
		At the PMU, there shall be a specialist or a focal point on targeting and social inclusion (gender, youth, ethnic minorities, PwD).	PMU	No of specialist or focal points on targeting and social inclusion	During the monitoring and evaluation system set-up	Included in safeguards /monitoring for compliance with the AF ESP budget and EE budget
		The Project M&E system shall collect data disaggregated by sex, age and ethnicity and monitor investments in high poverty and climate vulnerable regions and villages.	PMU	Level of Data disaggregation	Review of database established from the application process, with the relevant data from all applicant SMEs. After the implementation of each workshop, by reviewing the updated database of participant SMEs and their representatives.	Included in safeguards /monitoring for compliance with the AF ESP budget and EE budget
5. Gender Equality and	The project targets communities where the gender	During implementation, the project shall encourage applications/target female (and	PMU and outreach	Number OR % of supported female (and youth) led	Review of database established from	Included in safeguards /monitoring for

<p>Women's empowerment</p>	<p>gap is significant. The project may thus pose a risk that women may not benefit equally from the project activities.</p> <p>(Low risk)</p>	<p>youth) led SMEs as well as SMEs with business models that empower women and youths (gender- and youth inclusive adaptation SMEs). The project will also aim at a quota of 50% for Community Adaptation Advocates.</p> <p>For example, designing outreach and communication in a gender sensitive manner to ensure fair representation of women-led enterprises. This can be done through:</p> <ul style="list-style-type: none"> <li>• Working with women-empowerment support groups to ensure the language used in project outputs are gender-sensitive;</li> <li>• Using a quota system to ensure fair representation of women-led MSMEs in all project components. A defined % of participation of adaptation SMEs should be from women-led businesses;</li> <li>• In the selection process, to award SMEs that have fair representation of female staff.</li> </ul>	<p>partners as relevant</p>	<p>SMEs, SMEs with business models that empower women and youths, as well as female Community Adaptation Advocates</p>	<p>the application process, with the relevant data from all applicant SMEs. After the implementation of each workshop, by reviewing the updated database of participant SMEs and their representatives; Review composition of Community Adaptation Advocates group</p>	<p>compliance with the AF ESP budget and EE budget</p>
<p>6. Core labour rights</p>	<p>There is a risk that a large number of gender- and youth</p>	<p>To mitigate and avoid gross violations of labour rights, the project will employ a thorough</p>	<p>PMU, communities, adaptation SMEs,</p>	<p>Enterprise tools to support SMEs to develop a plan</p>	<p>Every 6 months, the toolkits designed and</p>	<p>Included in safeguards /monitoring for</p>

	<p>inclusive adaptation SMEs targeted by the project may operate informal businesses and utilise informal contracts when hiring staff, lack compliant working conditions, or lack enforcement for occupational health and safety standards in line with International Labour Organisation standards.</p> <p>(Low risk)</p>	<p>due diligence process of the value chains when selecting the early-stage climate-adaptation SMEs.</p> <p>To further encourage the protection of informal workers, a Tool will be developed to empower MSME entrepreneurs to aspire and adhere to the core labour standards of the ILO.</p> <p>Additionally, an annual impact assessment will be conducted with the MSMEs supported under the project to ensure standards are continuously upheld.</p>	<p>and service providers as relevant</p>	<p>for adhering to core labour standards of the ILO developed and applied in practice.</p> <p>Social &amp; environmental impact assessment framework developed and conducted at different project intervals</p>	<p>adjusted will be reviewed, to assess the pertinence of the tools.</p>	<p>compliance with the AF ESP budget and EE budget</p>
7. Indigenous Peoples	<p>There is a risk that selected SMEs operate within existing default social biases that exclude indigenous peoples to partake in the promoted business activities, thus denying them the improvement</p>	<p>The project explicitly identifies and addresses the different roles, needs, capabilities, and opportunities of Indigenous Peoples, while valuing and integrating their local, traditional, and Indigenous knowledge into adaptation strategies. It ensures their inclusion through culturally appropriate, participatory processes in needs assessments,</p>	<p>PMU, communities, adaptation SMEs, and service providers as relevant</p>	<p>Number of indigenous peoples participating in co-design workshops and participatory needs assessments</p>	<p>After each consultative meeting, the documentation of participants will be reviewed to assess and monitor the participation of indigenous peoples</p>	<p>Community engagement grants under output 1.1.2 will incorporate E&amp;S safe guards assessment before final confirmation of the solution to be deployed</p>

	of livelihoods or business services.  (Low risk)	solution co-design, and community planning, using tailored methods and tools to ensure active participation from marginalized groups including Indigenous Peoples.				Included in safeguards /monitoring for compliance with the AF ESP budget and EE budget
9. Protection of natural resources	There is a risk that the early-stage gender- and youth inclusive adaptation SMEs may operate business activities that may cause harm to natural habitats.  (Low risk)	The PMU shall monitor that SMEs selected will not encroach or affect natural habitat in any way and propose risk mitigation measures in case of any identified risk.	PMU, communities, adaptation SMEs, and service providers as relevant	Regular M&E reports	The monitoring will be conducted in alignment of respective regulations. SMEs shall report quarterly	Community engagement grants under output 1.1.2 will incorporate E&S safeguards assessment before final confirmation of the solution to be deployed  Included in safeguards /monitoring for compliance with the AF ESP budget and EE budget
		In the framework of the due diligence process, the project will also ensure that Environmental and Social Impact Assessments (ESIAs) are	PMU, communities, adaptation SMEs, and service	ESIAs undertaken where required		Community engagement grants under output 1.1.2 will incorporate E&S

		undertaken for specific relevant activities as may be required by the national laws.	providers as relevant			safe guards assessment before final confirmation of the solution to be deployed  Included in safeguards /monitoring for compliance with the AF ESP budget and EE budget
10. Conservation of biological diversity	Risk of maladaptation due to lack of complete information or lack of resources in implementing business activities, where businesses resort to the cheapest or quickest option available.  (Low risk)	The project aims to address the identified support gaps through the proposed components and activities.	PMU, communities, adaptation SMEs, and service providers as relevant	Enterprise tools as needs assessments to identify support gaps, and further enterprise tools to support SMEs to identify biodiversity hazards and implement environmentally friendly business best practices.	Every 6 months, the toolkits designed and adjusted will be reviewed, to assess the pertinence of the tools.	Community engagement grants under output 1.1.2 will incorporate E&S safeguards assessment before final confirmation of the solution to be deployed  Included in safeguards /monitoring for compliance with the AF ESP

						budget and EE budget
		During implementation, the project shall employ thorough due diligence processes on SMEs to identify any risk and impact relating to habitat and species loss, land degradation and fragmentation, overexploitation, invasive alien species, hydrological changes, nutrient loading, pollution, incidental taking of species, potential climate change impacts, and the various values that project stakeholders and communities place on biodiversity and ecosystem services, The Project will take preventive actions accordingly in consultation with biodiversity experts.	PMU, communities, adaptation SMEs, and service providers as relevant	A due diligence framework used to evaluate all shortlisted SMEs for support phases	Due diligence frameworks to be defined	Community engagement grants under output 1.1.2 will incorporate E&S safe guards assessment before final confirmation of the solution to be deployed  Included in safeguards /monitoring for compliance with the AF ESP budget and EE budget
		Additionally, Tools will be developed as part of the co-design workshops to support enterprises to avoid creating biodiversity hazards.	PMU	Enterprise tools to support SMEs to identify biodiversity hazards and develop environmentally friendly business best practices.	Every 6 months, the toolkits designed and adjusted will be reviewed, to assess the pertinence of the tools.	No additional budget

11. Climate change	Gender- and youth inclusive adaptation SMEs may during the project implementation still engage with conventional production activities such as the employment of carbon-intensive machinery that produces GHG emissions.  (Low risk)	Specific Assessment Frameworks will be used to identify maladaptive action and to derive scoring criteria for the selection of adaptation SMEs under the project. The assessment will include criteria that seeks out climate mitigation co-benefits of SMEs such as technology innovation, use of clean energy and green job creation.	PMU, SLLAS Evaluation Committee	Assessment Frameworks with climate-mitigation co-benefits developed  Number of enterprises assessed against the Assessment Framework	Assessment frameworks to be defined	Included in safeguards /monitoring for compliance with the AF ESP budget and EE budget
		In efforts to avoid unjustified increase in GHG emissions and solidify the climate-adaptation capabilities of MSMEs, the workshops will incorporate Tools to support businesses to monitor and manage their carbon emissions as well as invest in low-carbon alternatives as replacements in the long term.	PMU and service providers as relevant	Enterprise support Tools to support businesses in monitoring and managing their carbon emissions	Every 6 months, the toolkits designed and adjusted will be reviewed, to assess the pertinence of the tools.	Included in safeguards /monitoring for compliance with the AF ESP budget and EE budget
12. Pollution Prevention and Resource Efficiency	It may be the case that the value chains of gender- and youth inclusive adaptation SMEs still employ resource inefficient production methods and are unable to minimise material use	The value chains of SMEs will be assessed at selection stage and during support phase as part of the due diligence process. Due diligences will be conducted by in-country partners to screen businesses shortlisted for participation in the programme.	PMU, SLLAS Evaluation Committee	No of SMEs assessed in the due diligence process	Due diligence framework to be defined	Community engagement grants under output 1.1.2 will incorporate E&S safeguards assessment before final confirmation of the solution to be deployed

	effectively, due to constraints such as lack of finance to obtain modern low carbon machinery.  (Low risk)					Included in safeguards /monitoring for compliance with the AF ESP budget and EE budget
	The project incorporates Tools that promote and enable SMEs to innovate and adopt resource efficiency practices to further mitigate and avoid risks from the use of resource inefficient production methods.	PMU	Enterprise support Tools to support businesses in monitoring and managing their carbon emissions developed	Every 6 months, the toolkits designed and adjusted will be reviewed, to assess the pertinence of the tools.	Included in safeguards /monitoring for compliance with the AF ESP budget and EE budget	

#### 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 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 implementors during project kick-off meetings and with project beneficiaries in subsequent 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<sup>4</sup> 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.

All complaints will be initially processed by the EE, 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 right, health and safety, disruption of livelihoods, involuntary resettlement, and other categories such as market dynamics, etc). The complaint shall then be assigned to a team member within the EE or the executing partners (depending on the country from which the complaint was received) who is experienced 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 executing partners, or a team member from the EE when the topics can be addressed from a project design perspective. The final processing stage of reviewing the investigation results and communicating the response will be conducted by the EE.

Complaints submitted		
a. Community matters	b) Project partners & implementors	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		

Figure 3. Complaints mechanism flow chart

<sup>4</sup> [Reporting environmental and social concerns | UNIDO](#)

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.

## **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)**

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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 the deployment, uptake, and scale-up of inclusive, context-specific adaptation solutions through partnerships between adaptation SMEs and local actors. SLLAS will empower adaptation-oriented small and medium enterprises (SMEs) to work together with communities to co-design, localize, and deploy high-impact adaptation solutions. Through an integrated approach combining technical assistance, milestone-based financing, community leadership, and structured knowledge sharing, the project ensures that solutions are grounded in local realities and sustained through climate-resilient livelihoods. Through a participatory, iterative process, selected adaptation SMEs will first receive tailored capacity building and mentorship to align their business models with locally led adaptation (LLA) principles. These enterprises will then deploy their solutions in vulnerable communities through co-design workshops, affordability assessments, and inclusive service delivery models. Communities will be supported to articulate demand, develop adaptation roadmaps, and lead governance of the solutions. SLLAS aims to accelerate the adoption and scaling of socially embedded, financially viable adaptation innovations that can drive both climate resilience and inclusive development.

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: Supply – Deployment of innovative adaptation solutions through SME-community partnerships.** Selected SMEs receive milestone-based financing and support to deliver community-aligned solutions.
- **Component 2: Demand – Community-driven planning and demand generation.** Local adaptation advocates are trained to lead community adaptation planning and co-develop locally prioritized solutions.
- **Component 3: Knowledge and Learning – Evidence generation, peer exchange, and policy influence** through community-led monitoring, digital platforms, and structured dissemination at national and global levels.

The project targets 300 direct beneficiaries supported by adaptation SMEs, of which 50% women and 50% youth. The project aims to reach 3000 indirect beneficiaries through community-based deployment activities. The target is also 50% women and 50% youth within this group.

### 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<sup>1</sup>: 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

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<sup>1</sup> <https://www.adaptation-fund.org/document/opg-annex4-gender-policy/>

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.<sup>2</sup>

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.

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<sup>2</sup>[Gender equality and the empowerment of women | UNIDO](#)

## 2 Methodology

The methodology used in this report has been derived from the UNIDO Gender Mainstreaming tools developed for GEF projects<sup>3</sup> and the gender guidance Document for Executing Entities on Compliance with the Adaptation Fund Gender Policy<sup>4</sup>.

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**

<b>What is the context?</b>	<ul style="list-style-type: none"> <li>● What are the gender norms and values globally?</li> <li>● What are commonly held beliefs, perceptions, and stereotypes relating to gender?</li> <li>● Are there policy documents or agreed gender assessments available that provide information and statistics on the gender gaps and priorities related to climate adaptation?</li> <li>● Are there specific relevant laws and regulations in the targeted communities?</li> <li>● Is gender-disaggregated data available?</li> </ul>
<b>Who has what?</b>	<ul style="list-style-type: none"> <li>● Do women and men have equal access to climate adaptation solutions?</li> <li>● 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?</li> <li>● How are the knowledge, training and education levels among women and men?</li> </ul>

<sup>3</sup> [https://www.thegef.org/sites/default/files/documents/UNIDO\\_Gender\\_Mainstreaming\\_Analysis\\_Tool.pdf](https://www.thegef.org/sites/default/files/documents/UNIDO_Gender_Mainstreaming_Analysis_Tool.pdf)

<sup>4</sup> [https://www.adaptation-fund.org/wp-content/uploads/2022/10/AF-gender-guidance\\_Sep-2022.pdf](https://www.adaptation-fund.org/wp-content/uploads/2022/10/AF-gender-guidance_Sep-2022.pdf)

<p><b>Who does what?</b></p>	<ul style="list-style-type: none"> <li>• What is the division of labour among women and men globally in general?</li> <li>• How are the specific gender roles in climate adaptation?</li> <li>• How do women and men's traditional activities affect their needs and priorities?</li> <li>• What are the potential professional growth and business opportunities in the climate adaptation sector for women and men?</li> <li>• Is there any association promoting gender equality in climate adaptation globally?</li> <li>• 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?</li> </ul>
<p><b>Who decides?</b></p>	<ul style="list-style-type: none"> <li>• At the household level, who takes decisions about resources and activities?</li> <li>• Is there an equal participation of women and men in the political sphere?</li> <li>• Is there an equal participation of women and men in investment decision making?</li> <li>• Are there decision makers (in Government, Parliament) who are ready to champion gender equality and women's empowerment in climate adaptation?</li> <li>• Are governmental institutions responsible for women's and gender issues, involved in decision-making at national policy and planning levels?</li> </ul>

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**

<p><b>Who benefits?</b></p>	<ul style="list-style-type: none"> <li>• Will the services and technologies provided by the project be equally available and accessible to both women and men?</li> <li>• Is the design of the climate adaptation solutions likely to be inclusive and gender-responsive?</li> <li>• What role will the pilot demonstrations play in helping women and men to fulfil their traditional tasks/responsibilities?</li> </ul>
<p><b>How can the project improve gender equality and empower women?</b></p>	<ul style="list-style-type: none"> <li>• Which outputs/activities have the largest potential impact on women?</li> <li>• How can outputs/activities be designed to improve gender equality and empower women? Is it necessary to offer specific services targeted at women?</li> <li>• Are there any gender related risks or potentially adverse impacts and how to avoid or minimize them?</li> <li>• 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)?</li> <li>• How gender aware are project stakeholders and is it necessary to raise awareness on gender dimensions of staff in relevant government agencies?</li> </ul>

## 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)<sup>5</sup>;
- The Gender Data Portal (World Bank Group - WBG)<sup>6</sup>;
- The Institute for Statistics UNESCO (United Nations Educational, Scientific and Cultural Organization).<sup>7</sup>
- Demographic and Health Surveys (DHS) Statcompiler.<sup>8</sup>
- World Bank: Women, Business and the Law.<sup>9</sup>
- Inter-Parliamentary Union (IPU).<sup>10</sup>
- UNICEF DATA.<sup>11</sup>
- World Bank, Development Research Group (PovcalNet).<sup>12</sup>
- World Bank's Entrepreneurship Survey and database.<sup>13</sup>
- World Bank, Doing Business project.<sup>14</sup>
- World Health Organization, Global Health O
- bservatory Data Repository/World Health Statistics.<sup>15</sup>
- International Labour Organization, ILOSTAT database.<sup>16</sup>

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<sup>5</sup> <http://hdr.undp.org/en/humandev>

<sup>6</sup> <http://datatopics.worldbank.org/gender/country/moldova>

<sup>7</sup> <http://data.uis.unesco.org/>

<sup>8</sup> <https://www.statcompiler.com/>

<sup>9</sup> <https://wbi.worldbank.org/>

<sup>10</sup> [www.ipu.org](http://www.ipu.org) . For the year of 2020, the data is as of August 1, 2020.

<sup>11</sup> <http://www.data.unicef.org/> as of August 30, 2020.

<sup>12</sup> <http://iresearch.worldbank.org/PovcalNet/index.htm>

<sup>13</sup> <http://www.doingbusiness.org/data/exploretopics/entrepreneurship>

<sup>14</sup> <http://www.doingbusiness.org/>

<sup>15</sup> <http://apps.who.int/gho/data/node.main.1?lang=en>

<sup>16</sup> <https://ilostat.ilo.org/> Data retrieved in September 20, 2020

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<sup>7</sup>, six of which are the focus of the present project.

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.<sup>8</sup>

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<sup>9</sup>.

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.

### 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<sup>17</sup>. 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<sup>18</sup>.

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<sup>65</sup>, 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<sup>8</sup>. 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.<sup>66</sup> 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)<sup>67 68</sup>.

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

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<sup>17</sup> The World's Women 2015: Trends and Statistics, UN

<sup>18</sup> *ibid*

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 parlours, food vending and sewing)<sup>19</sup>. 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)<sup>20</sup> 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.<sup>21</sup>

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<sup>22</sup>. 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<sup>23</sup>. Women's representation in a key area

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<sup>19</sup> World Development Report 2012: Gender Equality and Development, IBRD, WB, 2012

<sup>20</sup> Global Entrepreneurship Monitor 2019/2020 Global Report

<sup>21</sup> The World's Women 2015: Trends and Statistics, UN

<sup>22</sup> Gender Gap in Entrepreneurship, Jorge Guzman, Columbia Business School & Aleksandra (Olenka) Kacperczyk, London Business School

<sup>23</sup> The World's Women 2015: Trends and Statistics, UN

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<sup>24</sup>. 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 startups 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 startup selection:** When selecting SMEs for SLLAS, the sourcing team will include a gender lens to ensure that SMEs with female founders, co-founders, or equal or at least significant representation of women in the management team, and robust gender policies and practices who meet the general requirements. 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 of climate change and what models to support. A minimum of 50% women and youth among the 150 local entrepreneurs supported is prescribed.
- **Gender disaggregation of the project indicators:** The various beneficiaries of the project will be counted with a gender-disaggregated lens, with an aim to reach an equitable participation of men and women in startup support and ecosystem engagement for gathering and sharing balanced insights.

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<sup>24</sup> USAID/IUCN, Women at the Forefront of the Clean Energy Future, 2014

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 3000 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 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 selecting communities and SMEs under Component 1, will include a gender and inclusion expert. Furthermore, the selection of the Executing Entity (EE) tasked with refining the proposal and implementing Component 2 will be based on its proven experience in leading socially inclusive and participatory locally led adaptation projects. 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 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.

## 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 staff** 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.

The SLLAS project integrates efforts to improve gender equality across numerous activities:

- **Activity 1.1.2.1** (Refine and operationalize the Adaptation Impact Hypothesis (AIH) as a selection framework for SLLAS): This activity will refine the AIH into the AIH-LLA framework, which will include measures to assess gender and social inclusion responsiveness, focusing on how SMEs identify and address existing inequalities and ensure that adaptation benefits are accessible to women, youth, and other marginalized groups.
- **Activity 1.1.2.2** (Select adaptation SMEs using the refined AIH-LLA framework): The selection process for adaptation SMEs will use the refined AIH-LLA framework. The SLLAS Evaluation Committee responsible for selection will include representatives with expertise in gender and social inclusion. This ensures that SMEs demonstrating potential for locally relevant, inclusive, and scalable adaptation solutions are selected.
- **Activity 1.1.3.1** (Conduct participatory needs assessments...): Needs assessments will use methodologies that prioritize inclusivity and knowledge co-creation. All sessions will be designed and facilitated to ensure active participation from women, youth, and other marginalized or underrepresented groups. Mobility mapping will explore how different groups—especially women, youth, and persons with disabilities—access services and livelihoods. Local partners will ensure these processes are culturally appropriate and linguistically accessible.
- **Activity 1.1.3.2** (Organize co-design workshops...): Co-design workshops will be facilitated in accordance with Locally Led Adaptation (LLA) principles, with a strong emphasis on inclusivity, transparency, and shared decision-making. Sessions will use participatory and context-sensitive methods to ensure that the voices of all community segments—including women, youth, persons with disabilities, and marginalized groups—are actively engaged and reflected in the final design. The output includes defining milestone-based deployment, which is tied to participatory delivery in Activity 1.1.2.4.
- **Activity 1.1.3.5** (Establish inclusive governance and maintenance structures...): Governance structures will introduce a participatory monitoring protocol aligned with LLA and AIH, enabling communities to track key indicators such as solution performance, service accessibility, and social equity impacts. Monitoring tools will be made accessible and effective in diverse settings, using instruments like community scorecards, mobile surveys, and

storytelling exercises that ensure the feedback loop remains inclusive and responsive, especially to the perspectives of women, youth, and other marginalized groups. Stories of impact will be gathered with a focus on capturing insights from underrepresented voices.

- **Activity 1.2.1.1** (Facilitate participatory workshops to explore climate-resilient livelihood opportunities...): 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 the solution's potential to generate income and diversify livelihoods. 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.
- **Activity 1.2.1.2** (Co-develop and prioritize business model concepts...): The co-development process will be highly participatory, using tools tailored to the literacy levels and cultural contexts of each community. Emphasis will be placed on ensuring that models are gender-responsive, socially inclusive, and rooted in local realities. This process will identify individuals or community groups who express interest in pursuing specific business opportunities.
- **Activity 1.2.2.1** (Deliver targeted, inclusive entrepreneurship training...): Targeted entrepreneurship training will be delivered, and 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 business ideas.
- **Activity 2.1.1.1** (Select 3 adaptation advocates per community...): The selection process will be community-driven and adapted to local contexts, ensuring that advocates chosen are representative of their communities and capable of facilitating participatory planning. There is a target for at least 50% women among the 90 community adaptation advocates selected under this output.
- **Activity 2.1.1.2** (Develop training materials for community adaptation advocates...): Training for advocates will include modules on Gender-Sensitive Approaches, with tools and methods for applying gender analysis, promoting equitable participation, and embedding inclusive solutions in the final plans. Training ensures every advocate is empowered to lead adaptation planning in a way that is inclusive, accessible, and contextually grounded.
- **Activity 2.1.2.1** (Support community advocates to develop a roadmap for community adaptation planning): The roadmap provides guidance on designing and facilitating community interactions that are participatory, gender-responsive, and accessible to marginalized populations. Strategies for engaging women, youth, and vulnerable groups will be embedded throughout.
- **Activity 2.1.2.2** (Facilitate participatory dialogues to co-develop draft community adaptation plans): This activity involves facilitating community dialogues that are guided by the roadmap from Activity 2.1.2.1, ensuring they are participatory, gender-responsive, and accessible. The consultative process also includes interviews and focus groups involving representatives from various community segments, differentiated by gender, age, and social status.
- **Activity 2.1.2.3** (Validate and finalize community adaptation plans...): A dedicated community review session will be convened, designed to be participatory and inclusive, specifically encouraging contributions from women, youth, and marginalized groups to ensure that the final plan is equitable, relevant, and widely supported. Facilitators will use accessible formats and participatory tools, allowing all voices to be heard.

- **Activity 2.2.1.1** (Facilitate community readiness assessment...): This process is designed to be accessible, participatory, and rooted in local knowledge systems. To ensure equitable participation, communities will host at least two sessions to allow broader participation. In settings where culturally appropriate, parallel sessions for men and women will be facilitated to ensure safe and open dialogue. Additional satellite sessions may be held to ensure inclusion.
- **Activity 2.2.1.2** (Facilitate solution-focused group discussions...): Discussions will bring together individuals most directly affected or involved, with special care taken to ensure balanced representation from across the community, including women, youth, elders, people with disabilities, and local leaders. Facilitators will employ locally appropriate and inclusive methods to stimulate discussion.
- **Activity 2.2.1.3** (Map potential partners...): This activity will facilitate a participatory mapping exercise, repeated where necessary to include satellite villages or underrepresented groups.
- **Activity 2.2.2.2** (Organize co-design workshops to refine implementation approaches with potential partners): Participatory tools will be employed to help all community members—including those with low literacy levels—meaningfully engage with the content. Sessions will be conducted in local languages, and facilitators will ensure accessibility for all community groups, including women, youth, persons with disabilities, and elders. Equity will be a core pillar of the co-design approach, with dedicated segments focusing on identifying potential affordability barriers and exploring models that allow for equitable access. Discussions will address environmental and social safeguards, ensuring solutions do not introduce unintended harm or exacerbate existing vulnerabilities. The resulting package is designed for sustainable and inclusive implementation.
- **Activity 3.1.1.1** (Capture and document community-level insights...): This activity supports the development of community-authored or co-produced knowledge products that elevate the voices of community members. These products will be designed with accessibility and inclusivity in mind. They will be developed in local languages and formats that resonate with each community. All community advocates will contribute, ensuring the content reflects diverse community voices and experiences, including those of women, youth, and marginalized groups.
- **Activity 3.1.1.2** (Synthesize programme-level learning...): The analysis will spotlight community preferences, particularly around equity, inclusivity, and governance, and assess how adaptation SMEs contributed to climate-resilient livelihoods across regions and sectors.
- **Activity 3.1.2.2** (Facilitate participation in regional and global events, dialogues, and learning platforms): The PMU will coordinate and facilitate the participation of adaptation SMEs and community adaptation advocates. The aim is to ensure equitable representation across regions, sectors, and demographic groups, with a focus on elevating voices of women, youth, and underrepresented communities. Translation support and speaker coaching will be provided, especially for youth and women advocates participating from grassroots contexts.
- **Activity 3.2.1.1** (Develop and pilot participatory monitoring and feedback tools with communities): This activity enables the co-creation and deployment of participatory monitoring tools. The toolkit will include templates and facilitation guidance to ensure inclusive use across gender, age, and literacy levels.

- **Activity 3.2.1.2** (Establish regular community feedback loops...): This activity establishes structured and recurring feedback mechanisms to ensure that community voices are continuously heard, valued, and integrated. This process ensures the programme remains responsive to community needs, evolving contexts, and implementation realities. Synthesized insights will support learning, transparency, and policy influence at broader scales.
- **Activity 3.2.2.1** (Design, develop, and deploy SLLAS digital knowledge infrastructure): AI applications will be piloted under close supervision to ensure transparency, data security, and usability for low-bandwidth or low-literacy environments.
- **Activity 3.2.2.2** (Train users on the SLLAS digital knowledge infrastructure): Training will be delivered to all selected adaptation SMEs and community adaptation advocates. Localized user interfaces and offline-compatible tools will be operational in all participating communities. Where Artificial Intelligence (AI) is used, human validation steps will be integrated to uphold cultural sensitivity, data integrity, and contextual accuracy. User satisfaction and adoption will be tracked.

## 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: Strengthened linkages between adaptation SMEs and community-led deployment of climate solutions for resilient livelihoods**

- Number of co-design workshops held with SMEs and communities (integrating gender, youth, and indigenous perspectives) (with a target of 30 workshops)

### **Outcome 1.2: Community-led climate-resilient livelihood strategies and business models to sustain and expand the impact of deployed adaptation solutions**

- Number of business models co-developed with women and youth groups (with a target of at least 50% led by women)

### Output 1.2.2: Local entrepreneurs supported to develop adaptation-linked business plans for climate-resilient livelihoods

- Number of community members trained in entrepreneurship (sex and age disaggregated) (with a target of 150 local entrepreneurs trained (minimum 50% women and 30% youth))

### Outcome 2.1: Empowered community adaptation advocates leading the development of community adaptation plans

- Number of trained community adaptation advocates (disaggregated by gender and age) (with a target of 90 trained community adaptation advocates (at least 50% women and 30% youth))
- At least 15 community-led initiatives promote women’s leadership and decision-making
- Degree to which gender and indigenous considerations are integrated into training material (target: Training materials fully integrate gender and Indigenous considerations, as evidenced by the inclusion of culturally appropriate examples, case studies, and guidelines; use of inclusive language; materials are reviewed and validated by gender and Indigenous community exponents prior to delivery.)

### **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 community-level knowledge products produced and published, integrating gender, youth, and indigenous considerations (with a target of 60 community-level knowledge products (minimum 2 per community))

## 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 the SMEs support offered through this project, and not women in lower social classes, rural areas, often poorer with 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.
- 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 for SME selection includes expertise in gender and social inclusion.
- The selection 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 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:**

- Participatory needs assessments build on SMEs' market understanding to generate nuanced, context-specific insights. These assessments explicitly involve tools like mobility mapping to explore how different groups, *especially women, youth, and persons with disabilities*, access services, livelihoods, and information. 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 during readiness assessments to ensure 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.

- Community plan review 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, enabling communities to track key indicators, including social equity impacts.
- 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 small grant proposals 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.
- A designated safeguards specialist is embedded in the PMU to provide technical backstopping on E&S assessments and management.

## 6. (Draft) Gender Mainstreaming Action Plan

\*This draft action plan will be reviewed and validated by the selected Executing Entity at the beginning of the project's inception phase, and incorporated into the project's annual work plans;

Activity	Timeline / Project Phase	Indicator	Target	Responsible Party
<b>Integrating Gender &amp; Social Inclusion into the AIH-LLA Framework for the selection of SMEs</b>	Throughout Project Lifecycle	Degree of gender and social inclusion responsiveness assessed in SME selection framework	Framework includes measures to assess gender/social inclusion responsiveness, focusing on identifying/addressing inequalities and ensuring accessible benefits for women, youth, and marginalized groups.	PMU, UNIDO, LLA experts, Evaluation Committee
<b>Inclusive Selection and Capacity Building</b>				
Selecting Community Adaptation Advocates (CAAs) with emphasis on inclusivity, actively encouraging women, youth, and marginalized groups.	Output 2.1.1 (Early in Component 2)	Number of adaptation advocates selected (disaggregated by role and gender)	<b>90</b> trained community adaptation advocates ( <b>at least 50% women and 30% youth</b> ).	PMU, Local Authorities, NGOs with experience in target areas
Delivering tailored, gender-responsive training to CAAs on adaptation planning, safeguards, inclusive engagement, and gender-sensitive approaches.	Output 2.1.1 (Early in Component 2)	Number of trained community adaptation advocates ; Number of capacity building activities provided ; Degree to which gender and indigenous considerations are integrated into training material	<b>90</b> trained community adaptation advocates. Training materials adapted to reflect differentiated needs, including accessibility. At least 60% of advocates report increased knowledge. Training materials fully integrate gender and Indigenous considerations, as evidenced by the inclusion of culturally appropriate examples, case studies, and guidelines; use of inclusive language; materials are reviewed and validated	PMU, Subject Matter Experts, Training Partners

			by gender and Indigenous community exponents prior to delivery.	
Selecting adaptation SMEs, assessing their gender/social inclusion responsiveness using the AIH-LLA framework. Targeted outreach and gender responsive communications material and explicitly stating that this project encourages applications from women.	Output 1.1.2	Number of adaptation SMEs selected through the AIH-LLA framework.	<b>30</b> adaptation SMEs selected, of which at least <b>15 (50%)</b> women-led. Selection guided by AIH-LLA evaluating gender/social inclusion responsiveness. <sup>25</sup>	PMU, Evaluation Committee
Delivering tailored training to selected SMEs on LLA principles, including socially equitable and gender-responsive delivery models.	Output 1.1.2	Number of SMEs trained on LLA principles; Number of capacity building activities provided	<b>30</b> SMEs trained. Curriculum covers socially equitable and gender-responsive delivery models.	PMU, UNIDO, LLA experts, CSOs, training providers
Providing targeted, inclusive entrepreneurship training for local entrepreneurs, especially women and youth, pursuing adaptation-linked business ideas.	Output 1.2.3 (After Output 1.2.2)	Number of community members trained in entrepreneurship (sex and age disaggregated).	<b>150</b> local entrepreneurs trained ( <b>minimum 50% women and youth</b> ). Participants selected with strong emphasis on prioritizing women, youth.	PMU, Local Facilitators, Enterprise Support Partners
<b>Inclusive Planning and Solution Design</b>				
Facilitating participatory needs assessments using tools like mobility mapping to explore access for different groups, especially women, youth, and persons with disabilities.	Output 1.1.3 (After SME Selection)	Number of community needs assessments conducted.	<b>30</b> community needs assessments conducted. Sessions designed/facilitated to ensure active participation from women, youth, and marginalized groups.	PMU, Local Facilitators, SMEs, Local Partners
Organizing co-design workshops using participatory, context-sensitive methods to ensure voices of all community segments, including women, youth, and marginalized groups, are reflected in solution design.	Output 1.1.3 (After Needs Assessments)	Number of co-design workshops facilitated.	<b>30</b> co-design workshops facilitated integrating gender, youth, and indigenous considerations. Sessions ensure voices of all community segments are actively engaged/reflected.	PMU, Community Members, SME team, Local Institutions

25 A 50% quota for women-led enterprises in this project is both a corrective and catalytic measure. By reflecting demographic reality, it embodies a commitment to systemic equality beyond inclusion. It addresses the structural barriers women face in accessing finance and markets, and leverages the unique and often undervalued role of women in community-based adaptation.

Using gender-segregated and mixed-group discussions during co-design to address community-specific norms and accessibility concerns.	Output 1.1.3 (During Co-design Workshops)	Reflected in workshop reports and documentation.	Co-design sessions include gender-segregated and mixed-group discussions.	PMU, Workshop Facilitators
Co-developing community adaptation planning roadmaps with advocates, outlining how to organize inclusive workshops, focus groups, and interviews that are participatory, gender-responsive, and accessible to marginalized populations.	Output 2.1.2 (After CAA Training)	Number of adaptation planning roadmaps completed.	<b>30</b> adaptation planning roadmaps completed. Roadmap provides guidance on inclusive, gender-responsive interactions, embedding strategies for engaging women, youth, vulnerable groups.	Community Advocates, PMU, Local Experts, Civil Society Partners
Facilitating community interactions and dialogues to co-create adaptation plans, ensuring dialogues are inclusive, participatory, and rooted in local realities and aspirations.	Output 2.1.2 (Guided by Roadmap)	Number of community dialogue sessions facilitated.	<b>90+</b> community dialogue sessions facilitated. Engagements critical for ensuring plans are rooted in local realities, building climate literacy, fostering inclusive participation.	Community Adaptation Advocates
Facilitating inclusive readiness assessments using participatory methods accessible to all demographics, including timing sessions to accommodate different schedules and using parallel sessions for men and women where culturally appropriate.	Output 2.2.1 (After Plan Finalization)	Number of readiness assessments conducted.	<b>30</b> readiness assessments conducted. Assessment designed to be accessible, participatory, using simple tools. Timed sessions, parallel sessions for men/women where appropriate, and satellite sessions ensure equitable participation.	Trained Community Adaptation Advocates
Facilitating solution-focused group discussions with balanced representation, including women, youth, elders, and people with disabilities.	Output 2.2.1 (After Readiness Assessments)	Number of thematic support dialogues conducted.	<b>90</b> thematic group discussions facilitated (3 per community). Special care taken to ensure balanced representation.	Trained Community Adaptation Advocates
Mapping potential partners through participatory exercises, repeated where necessary to include underrepresented groups.	Activity 2.2.1.3 (After Thematic Dialogues)	Reflected in community partner landscape documentation.	Workshop repeated where necessary to include satellite villages or underrepresented groups.	Community Adaptation Advocates
Facilitating co-design of adaptation solutions with selected partners, ensuring processes are participatory, iterative, and centered around community voice, with dedicated segments focused on identifying potential affordability barriers and exploring models for equitable access.	Output 2.2.2 (After Partner Engagement)	Reflected in documentation of co-developed proposals; Solutions co-developed with community consent.	Process is highly participatory and iterative, centered around community voice. Dedicated segments focus on identifying affordability barriers and exploring equitable access models.	PMU, Community Members, External Adaptation Actors (NGOs, SMEs, Government)

<b>Equitable Governance and Implementation</b>				
Establishing or strengthening community-led governance structures, emphasizing being gender-responsive and youth-inclusive, actively encouraging/supporting women and youth in leadership roles.	Output 1.1.3 (During Solution Deployment)	Number of inclusive governance structures established.	<b>30</b> inclusive governance structures established. Special emphasis on being gender-responsive/youth-inclusive; women/youth actively encouraged/supported in leadership.	PMU, Local Authorities, CSOs/NGOs
Ensuring partnership agreements with SMEs define roles, responsibilities, and benefit-sharing, reflecting principles of mutual accountability, power-sharing, and community co-ownership.	Output 1.1.3 (During SME Partnership Formalization)	Number of SMEs with formalized partnerships with local actors.	Agreements define shared objectives, roles, responsibilities, accountability, and modalities for community involvement and benefit-sharing, reflecting principles of mutual accountability, power-sharing, and community co-ownership.	PMU, SMEs, Local Partners
Supporting communities to review financing offers and negotiate partnerships on their own terms, ensuring alignment with local ownership and values.	Output 2.2.2 (During Financing Linkages)	Documented partnership agreements/MoUs.	Communities supported to review offers, assess compatibility, and negotiate partnerships on their own terms.	PMU, Community Adaptation Advocates
<b>Livelihoods and Economic Empowerment</b>				
Facilitating participatory workshops to explore climate-resilient livelihood opportunities enabled by solutions, using interactive tools and facilitation methods tailored to ensure active participation by women, youth, and marginalized groups.	Output 1.2.1 (After Solution Deployment)	Number of participatory workshops on livelihood opportunities conducted.	<b>30</b> participatory workshops conducted (1 per community). Facilitation methods tailored to ensure active participation by women, youth, and marginalized groups.	PMU, Trained Local/Regional Partners
Guiding communities in co-developing simplified business model concepts, ensuring models are gender-responsive, socially inclusive, and rooted in local realities.	Output 1.2.1 (After Livelihood Workshops)	Number of structured business model concepts co-developed/validated.	<b>30–60</b> structured business model concepts co-developed and validated. Models ensured to be gender-responsive, socially inclusive, and rooted in local realities. <b>20</b> business models co-developed with women and youth groups (at least 50% led by women).	PMU, Local Facilitators, Enterprise Support Partners
<b>Monitoring, Evaluation, and Learning</b>				
Ensuring the M&E framework is gender-responsive and participatory.	Throughout Project Lifecycle	M&E framework design and implementation.	M&E framework is gender-responsive and participatory.	UNIDO, Executing Entity(ies)
Localizing the M&E plan during the Inception Workshop, including data	Within first three months of implementation	M&E plan includes data disaggregation requirements.	M&E plan localized, including data disaggregation by gender, region, and target group.	UNIDO, Executing Entity, National Focal Institutions

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disaggregation by gender, region, and target group.				
Developing and piloting participatory monitoring tools (scorecards, feedback check-ins, storytelling) with communities, including templates/guidance for inclusive use across gender, age, literacy.	Output 3.2.1 (Early in Component 3)	One comprehensive participatory monitoring toolkit tailored to LLA principles/low-resource environments.	Toolkit includes templates/facilitation guidance to ensure inclusive use across gender, age, and literacy levels.	PMU, Local Partners, Adaptation Advocates, SMEs
Implementing the participatory monitoring toolkit across communities.	Output 3.2.1 (After Piloting)	Successful rollout and uptake in communities.	Successful rollout and uptake in all <b>30</b> communities.	PMU, Community Adaptation Advocates, Local Partners
Establishing regular community feedback loops, prioritizing voices of end users—particularly women, youth, and vulnerable groups.	Output 3.2.1 (Ongoing throughout implementation)	Reflected in monitoring tools/processes and programme adaptation.	Community feedback systems prioritize the voices of end users—particularly women, youth, and vulnerable groups.	PMU, Community Adaptation Advocates
Capturing stories of impact, focusing on insights from underrepresented voices.	Output 3.1.1 (Ongoing)	Number of community-level knowledge and communication products integrating gender, youth, and indigenous considerations	<b>60</b> community-level knowledge products, with a minimum of two unique products per community. Stories focus on capturing insights from underrepresented voices. All <b>90</b> CAAs contribute directly.	PMU, Community Adaptation Advocates, Communication Specialists
Ensuring knowledge products are accessible and inclusive (local languages, appropriate formats, translation).	Output 3.1.1 (During Knowledge Production)	Knowledge products developed in local languages and formats.	Products developed in local languages and formats that resonate with each community. Translated into additional languages for wider dissemination where necessary.	PMU, Community Adaptation Advocates, Communication Specialists
Capturing results through inclusive indicators disaggregated by gender, age, and other identity markers.	Throughout Monitoring and Reporting	Direct/Indirect beneficiaries supported by the project (disaggregated by gender and age).	Disaggregated indicators tracked throughout project lifecycle.	UNIDO, Executing Entity(ies)
Highlighting gender-responsive results in annual reports.	Annually	Annual reports highlight gender-responsive results.	Annual Project Performance Reports highlight good practices, gender-responsive results.	UNIDO, Executing Entity(ies)
Showcasing local actors (SMEs, CAAs) at regional/global events, prioritizing equitable representation across regions, sectors, genders, and age groups.	Output 3.1.2 (Throughout implementation)	Number of unique participations in relevant adaptation events or knowledge platforms.	Each SME and each of the <b>90</b> CAAs will be given the opportunity to be showcased at least once. PMU ensures equitable representation across regions, sectors, and demographic groups, with	PMU, Event Organizers

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			a focus on elevating voices of women, youth, and underrepresented communities.	
Providing tailored support packages and coaching for advocates participating in showcasing, especially for youth and women advocates.	Activity 3.1.2.1, Activity 3.1.3.2 (Before/During Events)	Reflected in support package deliverables and event documentation.	Tailored support packages for all <b>90</b> CAAs and <b>30</b> SMEs provided. PMU provides translation support and speaker coaching, especially for youth and women advocates.	PMU
<b>Addressing Social Inequalities</b>				
Explicitly identifying and addressing different roles, needs, capabilities, and opportunities of all gender groups and other marginalized groups in private sector engagement.	Throughout Private Sector Engagement	Reflected in engagement strategies and SME business models.	Engagement strategies strengthen the voice and agency of the most vulnerable, redressing gaps in access to resources and decision-making bodies. Incorporating gender-responsive/transformational approaches.	PMU, SMEs, Local Partners
Promoting equitable access through outreach, targeting, and small grant selection processes.	Throughout Sourcing/Screening (Component 1, Component 2.2)	Screening criteria and procedures in AIH specifically screen for equitable access.	Structural barriers addressed through outreach, targeting, and selection processes.	PMU, Evaluation Committee, Local Partners
Implementing awareness campaigns tailored to reach historically underserved groups, ensuring their engagement in solution uptake and decision-making.	Activity 2.2.2.1	Reflected in documentation of awareness campaigns and participation logs.	Awareness campaigns are tailored to reach historically underserved groups.	PMU, Local Partners

### Annex III: SLLAS - USP Classification and Justification

To ensure alignment with the Adaptation Fund’s Updated Strategic Priorities (USP) guidance, the SLLAS programme applies the “Fully Unidentified Sub-Projects (USP) within a Fixed Framework” modality to several key elements under Output 1.1. These sub-projects—namely, the final selection of deployment communities, the matching and deployment of SME-led adaptation solutions, and the design of associated 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**

<b>Type of USP</b>	<b>Elaboration for non-identification at this stage</b>	<b>Justification for inclusion</b>	<b>Implementing safeguards and measures</b>
<b>Selection of 30 final deployment communities from a pre-selected pool of 60–90</b>	While between 60 and 90 communities will be pre-selected via global calls and scoring (Output 1.1.1), final deployment depends on successful solution-community matching and community re-confirmation. Matching is based on both technical alignment and community acceptance.	Ensures only communities where deployment is technically feasible and socially endorsed move forward. Avoids premature commitments and aligns with community-led principles. Also ensures scalable demonstration across diverse contexts.	Final selection follows structured participatory matching (Activity 1.1.2.4), national validation via NDA non-objection, and social/environmental screening. Mapping under Output 1.1.1 and co-design under 1.1.3 reinforce safeguards and community ownership.
<b>Selection and deployment of SME-led</b>	Solutions are identified through a structured match-	Aligns with AF USP guidance for "Fully Unidentified within	All solutions undergo screening under the Adaptation Impact

<p><b>adaptation solutions in selected communities</b></p>	<p>making process (Activity 1.1.2.4) that links pre-selected adaptation SMEs with vulnerable communities based on climate needs, sectoral priorities, and community endorsement. Specific sites and solutions will only be finalized during implementation, following participatory needs assessments and co-design workshops under Output 1.1.3.</p>	<p>a Fixed Framework." Ensures solutions are demand-driven, tailored to local context, and co-designed by communities. Enables flexible, context-sensitive deployment without predefining solutions prematurely.</p>	<p>Hypothesis (AIH) and the Environmental and Social Management Framework (ESMF). Participatory safeguards are embedded via Output 1.1.3.1–1.1.3.5. Deployment plans and milestones must be endorsed by communities and validated by the PMU prior to financing.</p>
<p><b>Adaptation solutions' business and financial models</b></p>	<p>Financial models are co-developed through participatory processes (Activities 1.1.3.1–1.1.3.3) after needs assessments and affordability exercises. Exact pricing models and service schemes cannot be defined ex-ante due to local income and governance variability.</p>	<p>Enables community-specific pricing structures that support affordability and long-term sustainability. Reflects USP guidance on adaptive delivery and local ownership.</p>	<p>Participatory processes ensure inclusive development of models. Equity and affordability assessments are conducted. Final models must be validated by communities before deployment funding is released.</p>

## **Annex IV – PMU Composition, Roles, and Functions**

### **SLLAS Lead (PMU Head and Technical Lead for Component 3)**

- Duty Station: UNIDO HQ
- Reports to: UNIDO SLLAS Project Manager
- Supervises: All PMU staff (technical and operational)
- Duration: Full-time, duration of project
- Recruited by: UNIDO

#### *Key Responsibilities:*

- Lead overall coordination and day-to-day management of SLLAS execution
- Ensure coherent and synergistic execution of all activities across Components 1, 2, and 3
- Lead execution of Component 3
- Lead the Monitoring and Learning (M&L) system of SLLAS.
- Supervise the work of component leads, communication expert, and operations coordinator.
- Lead reporting to UNIDO according to M&E framework of UNIDO and AF
- Coordinate annual planning, budgeting, and adaptive management processes.
- Represent the PMU in key policy, donor, and global learning events.
- Lead engagement and collaboration with national governments and partners, especially coordination with AF NDAs to ensure alignment with national priorities.

### **SLLAS Adaptation SME Engagement Expert (Technical Lead for Component 1)**

- Duty Station: UNIDO HQ (or UNIDO country office as applicable)
- Reports to: SLLAS Lead
- Duration: Full-time, duration of project
- Recruited by: UNIDO

#### *Key Responsibilities:*

- Lead execution of Component 1
- Ensure application of LLA principles and inclusive methodologies in all Component 1 activities.
- Procure and manage consultancies and external experts as needed to support Component 1 activities.
- Support coordination with NDA/DAs to ensure alignment with national priorities.

### **SLLAS Community Engagement Expert (Technical Lead for Component 2)**

- Duty Station: EE HQ (or EE country office as applicable)
- Reports to: SLLAS Lead
- Duration: Full-time, duration of project
- Recruited by: EE

#### *Key Responsibilities:*

- Lead execution of Component 2: advocate selection, training, and support.
- Oversee development of community adaptation plans and demand profiles.
- Ensure application of LLA principles and inclusive methodologies in all Component 2 activities. Work closely with local partners to ensure cultural and contextual relevance.
- Procure and manage consultancies and external experts as needed to support Component 2 activities.

### **SLLAS Communications and M&L Expert (Technical Expert Component 3)**

- Duty Station: UNIDO HQ
- Reports to: SLLAS Lead
- Duration: Full-time, duration of project
- Recruited by: UNIDO

#### *Key Responsibilities:*

- Support the SLLAS Lead in effective and efficient execution of Component 3.
- Procure and manage consultancies and external experts as needed to support Component 3 activities, under supervision of the SLLAS Lead.
- Ensure application of LLA principles and inclusive methodologies in all Component 3 activities.
- Design and execute the SLLAS communications strategy.
- Produce and disseminate knowledge products, policy briefs, case studies, and visual content.
- Manage updates to the SLLAS digital platform
- Coordinate with AF and UNIDO communication focal points for visibility and branding.
- Support the design and execution of the SLLAS Monitoring and Learning (M&L) system
- Support global learning events and media engagement.

### **SLLAS Operations Coordinator (2 part-time positions – one at UNIDO, one at EE)**

- Duty Station: UNIDO HQ and EE HQ respectively
- Reports to: SLLAS Lead
- Duration: Each position is 50% (part-time) for the full duration of the project
- Recruited by: UNIDO and EE respectively

#### *Key Responsibilities:*

- Manage all administrative and operational processes related to PMU operations, in line with UNIDO or EE specific procedures, as applicable.
- Support procurement, recruitment, and financial processes for the relevant components, working closely with internal departments of UNIDO and EE respectively.
- Support monitoring of contracts, payments, and compliance of consultants, vendors and service providers.
- Maintain accurate and organized project documentation, files, and records.
- Coordinate logistical arrangements for meetings, missions, workshops, and travel for the relevant components.

## **Annex V – Terms of Reference: SLLAS Evaluation Committee**

### **Mandate and Role:**

The SLLAS Evaluation Committee (SEC) will be responsible for overseeing the selection and matchmaking process of vulnerable communities and SME-led adaptation solution providers under Component 1. Its primary mandate is to ensure that all selections are evidence-based, transparent, inclusive, and aligned with SLLAS objectives, including adherence to environmental, social, and gender principles and technical viability. The Committee is also responsible for upholding locally led adaptation (LLA) principles throughout the review and selection process. While the Committee does not include direct representatives from each applicant community, community ownership is safeguarded through the matching process and the community engagement grant phase. Only the community-SME partnerships that demonstrate inclusive consultation and endorsement by recognized community-based organizations will be considered. The SEC's role is to assess the quality of this ownership and collaboration as part of its evaluation mandate.

### **Responsibilities include:**

- Oversee and validate the Rapid Participatory Needs Assessments (RPNAs) conducted during the community screening and pre-matching phase (Component 1).
- Review and score community and SME applications against established criteria, including climate vulnerability, inclusion, local ownership, and impact potential.
- Evaluate the depth and quality of SME–community collaboration for final confirmation of the community-SME partnerships for joint roll-out of the solutions, using indicators such as co-design, shared governance, and inclusive participation mechanisms
- Assess the alignment between SME adaptation solutions and community-defined adaptation priorities, using evidence generated through application forms, RPNAs, and climate risk profiles.
- Ensure that E&S and maladaptation screening (aligned with the Adaptation Fund's 15 principles and UNIDO's ESMF) is applied rigorously during shortlisting.
- Provide technical oversight on grievances or disputes arising from selection and matching processes.
- Support the identification of gaps in solution availability and advise on the design of targeted calls for innovations.
- Uphold and monitor the application of LLA principles in evaluation deliberations, with explicit attention to inclusion, local ownership, 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-Pacific, 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 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.

**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.

Step1: Chose the type of window (Single or Regional)

Single or Regional	Regional
--------------------	----------

Step2: Chose EE Type

1. If EE(s) are different from IE

EE and IE Caps	
EE Cap	10.0%
IE Cap	10.0%

Step3: Fill out the amount (USD) in green cells

3.1. A case where the figure of Total Component(A) and EE fee(B) are known.

	Proposed Figures		Error Check
	(USD)	% of (A+B)	
Total Component :A	13,054,042		
EE fee: B	582,322	4.3%	
Total Program Cost : A+B	13,636,364		
IE fee: C	1,363,636	10.0%	
Total Request: A+B+C	15,000,000		

3.2. A case where the Total Request (A+B+C) is known.

	Indicated Figures		Error Check
	(USD)	% of (A+B)	
Total Component :A	-		
EE fee: B	-	#DIV/0!	#DIV/0!
Total Program Cost : A+B	-		
IE fee: C	-	#DIV/0!	#DIV/0!
Total Request: A+B+C			

Adjust the figures using the following table (green cells) until no error messages pop up

	Adjusted Figures		Error Check
	(USD)	% of (A+B)	
Total Component :A			
EE fee: B		#DIV/0!	#DIV/0!
Total Program Cost : A+B			
IE fee: C		#DIV/0!	#DIV/0!
Total Request: A+B+C			

2. If IE act as EE, or act the part of EE(s)

Step3: Fill out the amount (USD) and Choose EE Type in green cells

Project/Program Activity Cost: A	Amount (USD)	EE type	Error Check
Component 1	7,254,042	IE executes as EE	
Component 2	4,000,000	Non-IE executes	
Component 3	1,800,000	IE executes as EE	
Component 4			
Component 5			
Component 6			
Component 7			
Component 8			
Total Component :A	13,054,042		

Step4: Fill out the amount (USD) in green cells and adjust the figures until no error messages pop up

	Amount (USD)		Error Check
	Proposed figure	Cap	
Total Component :A	13,054,042		
Fees for IE acting as part of EE(s)	137,878	5137,878	
Fees for Non-IE acting as EE(s)	444,444	5444,444	
Total EE fee: B	582,322		
Total Program Cost : A+B	13,636,364		
IE fee: C	1,363,636		
Total Request: A+B+C	15,000,000		