

# Online Capacity Building Workshop on Locally Led Adaptation (LLA)







Climate Change and Development

# **Event Report**

Capacity strengthening of multi-actors to limit climate change impacts and enhance resilience (CAP-RES)

# Online Capacity Building Workshop on Locally Led Adaptation (LLA)

08-10 August, 2023

# **Executive Summary**

Local communities are at the frontline of the changing climate, directly facing the impacts on their lives and livelihoods. While some communities are able to adapt spontaneously or in an organized manner to the changing climatic conditions, most often they bear the brunt of extreme events, leading to loss of life and significant damage to their assets. Recognizing the resilience and adaptive capacity that local communities have developed over millennia, it is essential to involve them in the development of adaptation plans. When local communities, community-based organizations, small businesses, community members, citizen groups, local government, and local private sector entities at the lowest administrative level are consulted and included as decision-makers in the climate adaptation (LLA). In the process of LLA, local communities decide what to implement, how to implement, and by whom it will be implemented.

In order to empower local community, incorporating local knowledge and expertise and channel finance to local actors for achieving longer term resilience. the strategy of planning and implementing different humanitarian and development projects related to the climate change adaptation in Bangladesh is gradually changing and being recently recognized from consultative, participatory, and community-based approaches to LLA which is a new paradigm in the adaptation field. During the process of LLA, it is crucial to actively support local actors' leadership, inclusivity, and agency at various stages of intervention design and implementation. Decision-making processes should incorporate local knowledge and capacities, and diverse participation helps avoid duplication and increases efficiency while reducing reliance on systems that exacerbate vulnerability.

To emphasize the significance of LLA and facilitate its expansion, the International Centre for Climate Change and Development (ICCCAD) conducted an online capacity building workshop on Locally Led Adaptation (LLA). This initiative falls under the Project 'Capacity Strengthening of Multi-Actors to Limit Climate Change Impacts and Enhance Resilience (CAP-RES)' which was supported by the Embassy of Sweden. The course aimed to highlight local community leaders, local mechanisms, and local initiatives which is honing local communities' adaptive capacity to the impacts of climate change in the context of Bangladesh, which could be replicated and scaled up globally. Through this initiative, participants engaged in interactive discussions with each other to gain insights into the challenges, opportunities, and best practices of different successful LLA activities and strengthen coordination and collaboration among them. Throughout the workshop, open discussions provided a platform for participants to share their perspectives, raising pertinent questions and highlighting challenges. The dynamics of power, dimensions of injustice, and the transformative potential of local communities to lead their own adaptation efforts were prominent themes. Participants underscored the challenges posed by international organizations, emphasizing the importance of ommunity leadership and the necessity for creativity in LLA initiatives. Dr. Saleemul Huq, in his concluding remarks, commended the presenters and reaffirmed ICCCAD's commitment to future programs, encouraging participants to remain engaged and explore opportunities for collaboration. The workshop's rich dialogue and thematic presentations offered a multifaceted exploration of LLA, contributing valuable insights to the intersection of climate change adaptation and community.

resilience. Identified challenges, such as power dynamics and the imperative for capacity building, present actionable areas for further research and strategic interventions. The workshop emphasized the role of local leadership in driving effective responses to the impacts of climate change at the grassroots level.

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TRAINING REPORT | ONLINE CAPACITY BUILDING WORKSHOP ON LLA

# **Training Agenda**

Time (GMT+6 Bangladesh Time)	Name of the Session/Activity	Resource Person and Facilitator		
Day 1 (07 August, 2023)				
15:00-15:10	Opening and Welcoming	<b>Prof Saleemul</b> Huq Director, International Centre for Climate Change and Development (ICCCAD)		
15:10-15:20	Setting the Tone and Pre- evaluation	<b>S M Saify Iqbal</b> Programme Coordinator, International Centre for Climate Change and Development (ICCCAD)		
15:20-16:00	<b>Session 1:</b> Introduction to Locally Led Adaptation and LLA Principles	<b>Savio Rousseau Rozario</b> Programme Coordinator, Locally Led Adaptation, International Centre for Climate Change and Development (ICCCAD)		
16:00-16:10	Break			
16:10-17:00	<b>Session 2:</b> Locally Led Climate Adaptation: What is Needed to Accelerate Action and Support?	<b>Dr Samiya Selim</b> Acting Head, Climate Change and Disaster Management Unit, Sajida Foundation		

Day 2 (O8 August, 2023)		
15:00-16:00	<b>Session 3</b> : Participatory Development and Locally Led Adaptation	<b>Prof Mizan R Khan</b> Deputy Director, International Centre for Climate Change and Development (ICCCAD)
16:00-16:10	Break	
16:10-17:00	<b>Session 4:</b> Locally led adaptation: Promise, pitfalls, and possibilities	<b>Dr. Feisal Rahman</b> LLA Researcher and Postdoctoral Research Associate, UKRI Living Deltas Hub
Day 3 (09 August 2023)		
15:00-16:00	<b>Session 5</b> : Reshaping Monitoring, Evaluation and Learning for Locally Led Adaptation	<b>Md Shamsuddoha</b> Chief Executive, Center for Participatory Research and Development (CPRD)
16:00-16:10	Break	
16:10:17:00	<b>Session 6:</b> Challenges and potential solutions in implementing LLA at local level	<b>Afsara Binte Mirza</b> Senior Research Officer, ICCCAD
17:00-17:15	Closing Remarks	<b>Prof Saleemul Huq</b> Director, ICCCAD

Training Report | Online Capacity Building Workshop on LLA

# Acronym

СВА	Community Based Adaptation
CRA	Community Risk Assessment
GDP	Gross Domestic Product
GCA	Global Commission on Adaptation
ICCCAD	International Centre for Climate Change and Development
IIED	International Institute for Environment and Development
IPCC	Intergovernmental Panel on Climate Change
LEDARS	Local Environment Development and Agricultural Research Society

L&D

Loss and Damage

# Acronym

LLA	Locally Led Adaptation
LUCCC	LDC Universities Consortium on Climate Change
NbS	Nature Based Solutions
NGOs	Non-government Organizations
PD	Participatory Development
SAJIDA	SAJIDA Foundation
SOP	Standard of Procedure
WRI	World Resources Institute

# 1. Background

Bangladesh is considered one of the most climate-vulnerable countries in the world though its contribution to global warming is negligible by less than 0.48% of global emissions. According to the Global Climate Risk Index 2021 published by German Watch, Bangladesh is ranked 7th among the countries affected most in 2000-2019 due to climate change. Apart from its wide introduction and recognition as one of the most vulnerable countries in the world to climate change, it is also one of the pioneer leader in the field of climate change adaptation which is recently being recognized worldwide.

According to the Country Climate and Development Report of World Bank Group in 2022, The government of Bangladesh currently spends US\$1 billion per annum (0.2 percent of GDP) on climate change adaptation but there is a gap in providing the finance directly to the local actors who require it most with frequent ignorance of their essential knowledge and expertise followed by top-down approach. Recent estimates suggest that less than 10 percent of climate finance from international climate funds is dedicated to local action, less than 2% of humanitarian aid goes directly to local partners, and less than 5% of official designated funding for environmental protection goes to indigenous peoples and other local communities.

In order to empower local community, incorporate local knowledge and expertise and channel finance to local actors for achieving longer term resilience, the strategy of planning and implementing different humanitarian and development projects related to the climate change adaptation in Bangladesh is gradually changing and being recently recognized from consultative, participatory, and community-based approaches to locally led Adaptation (LLA) which is a new paradigm in the adaptation field.

LLA intensely focuses to ensure leadership, inclusivity and agency of local community including CBO, small businesses, community members, citizen groups, local governments, and local private sector entities at the lowest administrative level to take decision rather than just participating in every stage of intervention. The efforts to include LLA in adaptation intervention has already been started in Bangladesh but yet to achieve the goal to be resilient. Recent key policies of Bangladesh situate locally led action and partnerships with communities and civil society as a central pillar to addressing climate impacts. For example, National Adaptation Plan of Bangladesh (2023-2050) envisioned to scale up and extend LLA to transform the adaptation process with existing socially acceptable and locally led practices for transformation which has few or no negative impacts on society and the surrounding physical environment.

For doing so, capacity building through research, training, courses, workshops etc. is imperative and urgent need to fast scale up and mainstream the LLA initiatives. In this aspect, International Centre for Climate Change and Development (ICCCAD) is playing a vital role through research and capacitybuilding; promoting the inclusion of the most vulnerable;

facilitating knowledge sharing through a partnership with national and international networks in the Annual Gobeshona Global Conference; and investing in local institutions to leave institutional legacies.

To emphasize the significance of LLA and facilitate its expansion, the International Centre for Climate Change and Development (ICCCAD) devised a plan to conduct an online capacity building workshop on LLA. This initiative falls under the Project 'Capacity Strengthening of Multi-Actors to Limit Climate Change Impacts and Enhance Resilience (CAP-RES)' which is supported by the Embassy of Sweden. The course will mainly aim to highlight local community leaders, local mechanisms, and local initiatives which is honing local communities' adaptive capacity to the impacts of climate change in the context of Bangladesh, which could be replicated and scaled up globally. Through this initiative, participants engaged in interactive discussions with each other to gain insights into the challenges, opportunities, and best practices of different successful LLA activities and strengthen coordination and collaboration among them.

# 2. Objectives of the workshop

At the end of this capacity building workshop, participants were able to

- Understand climate vulnerability and role of local community to reduce risk
- $\cdot$  Explain how LLA can contribute to disaster and climate resilience

• Discuss the contribution of LLA in strengthening the sustainable use and management of ecosystems for building resilience to disasters triggered by natural hazards and climate change.

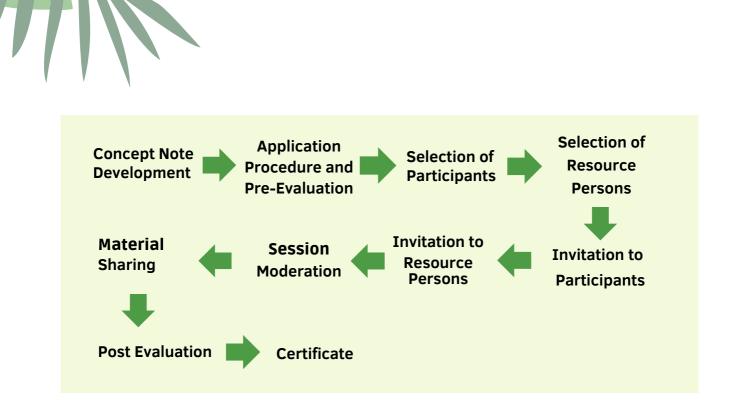
 $\cdot$  To make the participants understand the alignment and synergies of the eight principals in understating the LLA from a national and international perspective

 $\cdot$  Provide how-to-do information on setting up and implementing LLA plan and action respectively.

# **3. Standard Operating Procedure (SOP)**

This section describes steps and process of how the training has been arranged. The key steps are illustrated through a schematic diagram and explanation of each step is given below:

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#### 3.1 Concept Note Development

The training was conceived with key questions addressed, including the rationale behind the need for such training, identification of target participants, selection of resource persons, delineation of both broad and specific training objectives, determination of the training's timing, location, and methodology.

#### **3.2 Application Procedure and Pre-Evaluation**

After finalizing the objectives and identifying the primary target participants, a considerable number of individuals were emailed with an MS Form application link. The email included attachments such as a concept note and a flyer. The email distribution list was compiled from various relevant trainings previously conducted by ICCCAD. The MS Form requested basic participant information and included pre-evaluation questions, such as reasons for their interest in the training, alignment of their work areas with the training, and their expectations from the training.

#### **3.3 Selection of Participants**

Upon the expiration of the application deadline, participants were selected by evaluating their interest, relevance of experience, and background from both academic and occupational perspectives in alignment with the training objectives.

### 3.4 Selection of Resource Persons

Resource persons were chosen based on their expertise in the specific topics covered in the training and their availability. One designated resource person was assigned for each topic, and these individuals could be either internal or external experts.

#### 3.5 Invitation to Participants

A week prior to the training, the chosen participants received both an invitation and confirmation via email. The correspondence included the final agenda and MS Teams links for session access. A follow-up email was dispatched to serve as a reminder, emphasizing the importance of timely participation in the upcoming training.

#### 3.6 Invitation to Resource Persons

Prior to extending invitations, a discussion was conducted via phone or other means with potential resource persons to ascertain their interest and availability for a specific session. Upon receiving their confirmation, a separate invitation email was sent to them, detailing the date and time. Subsequently, they confirmed their participation by responding to the email. A reminder email was dispatched to them the day before the training, and communication was reinforced an hour before the scheduled session.

#### 3.7 Session Moderation

One individual was assigned as the session anchor or moderator, while another was responsible for technical support tasks. This included tasks such as approving participants to join the training, initiating recording, managing hand raises for questions, and monitoring the chat box.

#### **3.8 Material Sharing**

After concluding each session, the PowerPoint presentations, along with daily recordings, have been distributed to all participants.

#### **3.9 Post Evaluation**

Upon finishing the entire training program, individuals who actively participated for at least the required standard duration were identified. Only those sorted participants received a post-evaluation MS form, along with a specified deadline for completion.

#### 3.10 Certificate

E-certificate has been issued for only those who responded to the post evaluation.

# **4. Session Description**

### 4.1 Inauguration Speech by Prof. Saleemul Huq, Director of International Center for Climate Change and Development

Prof. Huq inaugurated the online workshop by extending greetings and gratitude to the participants, facilitators, and moderators. In his opening remarks, he characterized the current period as an era marked by the impacts of climate change, emphasizing the urgency of addressing extensive losses and damages while prioritizing adaptation. While underscoring the ongoing importance of mitigation efforts to reduce emissions and long-term impacts, Prof. Huq advocated for a transition to net-zero, full-zero, and eventually negative emissions in the coming decades. However, he emphasized that the immediate focus should be on adapting to the current impacts and managing associated losses and damages.

Referring to the most recent assessment conducted by the Intergovernmental Panel on Climate Change (IPCC), Prof. Huq highlighted both successful adaptation projects and a concerning number of maladaptation projects. Surprisingly, some maladaptation projects increased vulnerability rather than mitigating it. He attributed this issue to a top-down approach, where international and national consultants prescribed solutions without sufficient consultation with local communities at various project stages.



In the context of Bangladesh's adaptation efforts, Prof. Huq noted the prevalence of NGO-led programs. While acknowledging their engagement with poor communities and understanding of climate change, he pointed out a lack of empowerment given to these communities. He observed a positive shift over time, highlighting the evolution from traditional practices and terminologies to the more effective approach of LLA. This approach is gaining attention from both donors and implementers, emphasizing the importance of community consultation throughout different project phases.

## "The key action for effective adaptation interventions is to invest more efforts in listening to local communities first before designing adaptation strategies "

Highlighting the specificity of adaptation based on location, Prof. Huq underscored the significance of LLA as a more progressive, community-owned, and effective approach compared to the traditional method of CBA. He suggested that embracing LLA could potentially reduce maladaptation outcomes. Emphasizing the pivotal role of successful adaptation efforts, he urged for increased efforts in actively listening to local communities before formulating adaptation strategies and involving them in leadership roles. In conclusion, Prof. Huq reiterated the primary objective of the workshop: to understand and share effective strategies for implementing LLA principles.

# 4.2 Session 02: Introduction to LLA Principles by Savio Rousseau Rozario, Programme Coordinator, LLA, ICCCAD

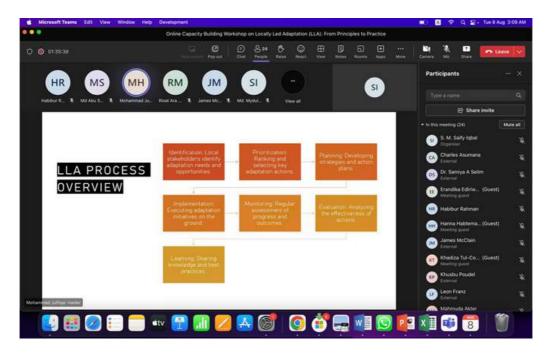
Mr. Rozario discussed the foundational concepts and principles of LLA and elaborated on how to effectively translate these principles into practical application. Additionally, he provided insights into ICCCAD's initiatives in the realm of LLA under its dedicated program, highlighting key action points.

During his session, Mr. Rozario directed attention to the prevailing top-down approach in adaptation projects. He outlined a scenario where external agencies and development funders intervene, offering support to local authorities through various projects with limited understanding of the local context. These projects are often concluded after a defined period, assessing success based on traditional criteria rather than considering the community's perceptions of success and effectiveness. Despite current efforts to involve community stakeholders, their opinions are often given lower priority in shaping project plans compared to the preferences and requirements of donors. This situation highlights a lack of community leadership, agency, and long-term sustainability in project outcomes. The CBA approach, with tokenistic participation, is deemed ineffective in reducing climate risks, paving the way for the emergence of the more evolved LLA approach.

To facilitate a better understanding of the concept, Mr. Rozario broke down LLA, elucidating the significance of each letter. The first "L" represents the spatial or geographical location, followed by the second "L" denoting leadership, and finally, "A" representing adaptation to the impacts of climate change. The crucial aspect lies in the second "L," which distinguishes LLA from traditional adaptation approaches by emphasizing the power, ownership, and bottom-up approach of the local community. Mr. Rozario then proceeded to outline the distinctions between CBA and LLA. While CBA primarily focuses on community engagement without ensuring leadership, agency, accountability, transparency, empowerment, flexibility, and empathy across all phases of adaptation projects.

## "The most significant letter in LLA is seconds "L" denoting leadership which makes differ from traditional adaptation approaches and can ensure the decision making power, agency and ownership of the local community emphasizing bottom up approach and leading effective adaptation"

Subsequently, the discussion shifted to the evolution of the LLA concept, tracing its origins. The initial impetus for the development of this concept came from the publication of the report "Adapt Now" by the Green Climate Fund (GCF). This report marked a pioneering step in recognizing the significance of leadership, agency, and empowerment of local communities in adaptation efforts. Following this, eight principles were formulated and gained endorsement from over a hundred organizations. Notably, recent progress has been observed, with several governments, including the UK, the Netherlands, and the Canadian government, committing funds to scale up adaptation efforts, particularly in the global South. During the session, a focal point of discussion centered around the eight principles of LLA, exploring how these principles could be effectively incorporated into practical application within adaptation efforts.



In summary, the first principle of LLA emphasizes the development of the decision-making process at the lowest appropriate level, ensuring the inclusion of the most vulnerable and marginalized populations. Addressing structural inequalities faced by women, children, disabled individuals, indigenous communities, and other marginalized ethnic groups is crucial for ensuring equity in community adaptation. The provision of easily accessible and long-term funding is imperative for accelerating LLA, underscored by a study conducted by IIED revealing that only 10% of funding reaches local communities. Fundamental to promoting leadership and empowering local capacity development encompassing communities is knowledge. technological skills, and financial management. Local communities should be central to climate vulnerability and risk assessment, integrating their risk perception into the process. Flexibility in project implementation, allowing adaptation based on learning over time to tailor to community needs, is vital to mitigate the risk of maladaptive outcomes. Two additional principles for successful outcomes are ensuring transparency and accountability, as well as fostering collaborative actions among stakeholders, particularly local communities, local governments, and national governments.

Following the key discussion, attention turned to the initiatives undertaken by the International Centre for Climate Change and Development (ICCCAD) in the realm of LLA. ICCCAD operates a dedicated LLA program with multiple projects, conducting research and various activities on different aspects of LLA. A recent focus of ICCCAD is the establishment of LLA platforms in each division of Bangladesh, aimed at collecting lessons from specific areas. Additionally, a national LLA platform will integrate these divisional lessons at the national level, contributing to the scaling up of LLA practices and informing national policy. The program also includes the organization of short courses for both national and international participants. Furthermore, ICCCAD coordinates a master's program on climate change and development at the Independent University, Bangladesh (IUB), which incorporates LLA content.

The speaker also highlighted a recent policy brief titled "Scaling up LLA in Bangladesh: Three Action Areas," conducted by the LLA team and published by IIED. The three action areas include building local leadership and resilience to empower communities genuinely, avoiding tokenism. The second action involves enhancing the capacity of local governments, ensuring they understand the LLA process, its principles, and how to incorporate them into their action plans. The third and final action emphasizes supporting monitoring, evaluation, and learning to ensure the successful implementation of adaptation projects. The session concluded with a brief summary of the discussion, and there were no queries from the participants.

# **Open Discussion Under Session 1**

There was no open discussion session 1

# 4.3 Session 03: Locally Led Climate Adaptation: What is Needed to Accelerate Action and Support by Mohammad Julfiqar Haider, Programme Development Officer, Sajida Foundation

Mr. Haider portrayed an extensive exploration of LLA, encompassing discussions on its principles, potential stakeholders, the LLA process, benefits, the incorporation of LLA principles into on-the-ground practices for climate change and development projects, and the existing challenges observed through firsthand experience.

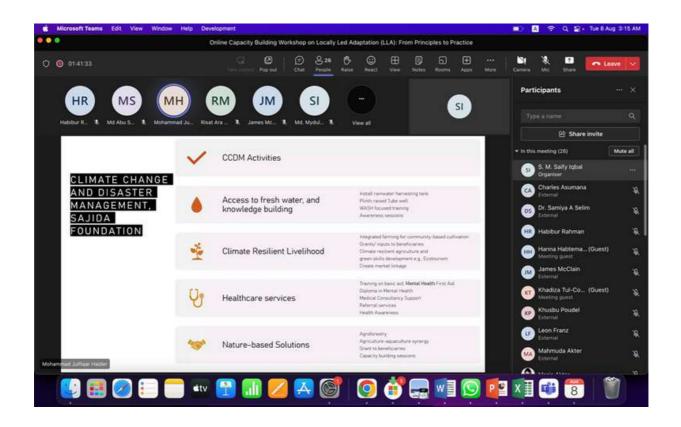
The discourse on LLA principles commenced with an exploration of its background and its pivotal role in facilitating effective adaptation interventions. These principles, developed by the IIED and the World Resources Institute (WRI) under the Global Commission on Adaptation (GCA), were first brought to attention in the groundbreaking 2019 report "Adapt Now."

This report underscored the significance of LLA, emphasizing a paradigm shift in decision-making power towards local communities and authorities. LLA represents a non-traditional and unconventional process for community development and climate change adaptation.

Throughout the discussion, a comprehensive mapping of stakeholders or key players in LLA was conducted, delineating their respective roles to expedite the implementation of LLA. These key players include local communities, CBO and federations, local governments, national governments, donors, civil society organizations, and private sector agencies. LLA is portrayed as an unconventional adaptation approach, focusing on the empowerment of local communities on the frontlines. It places emphasis on leveraging local knowledge accumulated over generations to drive adaptation interventions, steering clear of foreign adaptation solutions or prescriptions that may lead to maladaptation.

### "Local communities, who are at the frontlines of the climate change impact, actually holds the intimate knowledge of the climate change or disaster or any hazards along with effective adaptation strategies"

LLA process has been illustrated with seven steps including identification of adaptation needs, prioritizing adaptation actions, developing a plan to execute those actions, implementation on the ground, monitoring progress and outcome, evaluating the effectiveness and sharing knowledge and best practices to wider global community.



The speaker also shared insights into the alignment and integration of LLA principles with ongoing climate change adaptation projects managed by the Sajida Foundation in various vulnerable regions of Bangladesh. Decision-making decentralization involves CRAs, where affected communities identify risks, prioritize issues, assess present adaptation measures, and devise action plans with timelines. The formal reports generated are then validated and approved at the lowest administrative level, the Upazila Parishad or Union Parishad.



In conclusion, Dr. Samiya Selim underscored the crucial importance of listening to communities and actively involving them in all phases of adaptation projects.

4.4: Session 3: Participatory development and locally-led adaptation (LLA) by Prof Mizan R Khan, Deputy Director of International Centre for Climate Change and Development (ICCCAD)

Professor Khan initiated his presentation by highlighting the temporal distinctions among various approaches, including LLA, whose meanings and messages are nearly identical. Participatory Development (PD) originated over four decades ago, while CBA has been in practice for more than two decades. In contrast, LLA, as a global strategy, is relatively recent, spanning approximately four to five years.

The evolution of CBA marks a shift from a top-down development approach, prevalent in the post-decolonization era of developing countries for the last 50 years, toward a bottom-up approach. However, this transition, labeled as "pseudo-participation," did not effectively encourage genuine involvement. In contrast, LLA aims to fortify local leadership and agency through active participation. Consequently, LLA is broader than CBA, encompassing all stakeholders such as local government, businesses, community members, both elected and non-elected government officials, civil society organizations, and more.

Professor Khan noted that previous development initiatives, funded by donors or national governments, often left no lasting benefits or legacy among stakeholders, despite community involvement. Against this backdrop, participatory development has gained relevance in the context of climate change and has become part of our vocabulary and practice. The concept of "participation" has been defined from various sources, highlighting its degree or typology in different contexts. Professor Khan emphasized the key element of "power to control decision-making over resources."

He described the historical evolution of participation, with international development agencies introducing various conceptualizations of the term since the mid-1970s. Professor Khan discussed 6-7 types of participation, ranging from manipulative and passive participation to participation for material incentives and functional participation. Authentic participation, which denotes community involvement as a right, stands in contrast to pseudo participation. The highest level of participation, according to Professor Khan, is interactive participation or self-mobilization, where the community recognizes the need to mobilize themselves and becomes actively aware. This form of participation, emphasized by LLA, involves addressing three fundamental questions: what participation entails, who the actual participants are, and how the process unfolds throughout all phases of a project, from conceptualization to implementation, and beyond.

The inclusion of voices from diverse segments, such as women, youth, children, individuals, displaced populations, indigenous people, disabled and marginalized ethnic groups, ensures equitable representation in decisionmaking processes. The incorporation of local knowledge is facilitated through awareness sessions, planning meetings, and skill development trainings. Collaboration with local NGOs and CBO not only enhances work efficiency but also augments theoretical and technical skills, resulting in an effective institutional legacy. The speaker provided a pertinent example of a memorandum of understanding signed with LEDARS, a local NGO in Satkhira District, Bangladesh, to ensure successful collaboration for adaptation outcomes. In the project implementation phase, regular meetings are held every six months involving participants, local administrative bodies, and other stakeholders. These sessions focus on decision-making based on previous monitoring, learning, and evaluation, incorporating lessons learned into plans to adhere to the Flexible Programming and Learning principle of LLA.

Concluding the discussion, the speaker outlined existing challenges faced by the Sajida Foundation during the implementation of climate change and development projects on the ground. These challenges include difficulties in fund accessibility due to the need for convincing donors with flexible program designs, defining rights and responsibilities for common-pool resources such as agroforestry, addressing power dynamics in shared resource management, and navigating challenges posed by climate-induced migration impacting program operation and financial investment.

# **Open Discussion under Session 2**

The Q&A session was facilitated by Dr. Samiya Selim, Acting Head of the Climate Change and Disaster Management Unit at Sajida Foundation. Susan Nanduddu inquired about experiences regarding challenges in engaging the private sector and sought reflections or lessons related to LLA.

In response, Dr.Selim outlined Sajida Foundation's approach to involving the private sector, employing two distinct methods. The Impact Investment Fund Unit focuses on mobilizing private sector funding, primarily for entrepreneurs, youth, and heritage conservation. This funding supports the development of solutions that can be scaled up or introduced to the market. Additionally, there is a pillar dedicated to mobilizing Philanthropic Funds, fostering market linkages with the private sector, particularly in areas like climate-resilient agriculture and agroforestry, as well as green skills training.

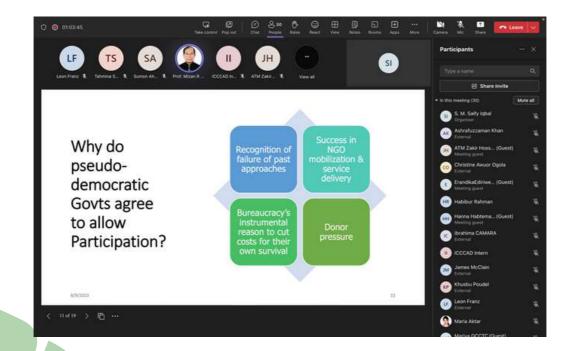
Addressing another query from S. M. Saify Iqbal, Dr. Samiya Selim discussed the effective integration of traditional knowledge and practices with modern scientific approaches in the development of LLA strategies. She highlighted the importance of frameworks linking LLA with Nature-Based Solutions (NbS) as a means to incorporate indigenous knowledge. Dr. Selim emphasized the necessity of bringing communities and individuals with technical expertise to the same table, allowing for the exchange of knowledge and integration into comprehensive plans.

However, she identified a significant challenge in securing flexible and patient funding to incorporate indigenous knowledge before designing a program.

### "We are halfway in between real participation and pseudo participation. Though the stakeholders are becoming more and more active, it's still far away from the real and authentic participation to make development efforts locally led"

He provided several justifications for participation, including instrumental participation as a social tool to ensure project sustainability. He emphasized the intrinsic value of participation and, before delving into its meaning, sought input from participants. Tahmina Sultana defined intrinsic value as the actual asset value or current market price of an asset, surprising others who were unaware of this concept. Synonymizing intrinsic as inherent, he explained that participation is valued for its own sake, independent of being used as an instrument. Illustrating this point, he described how participation in local development initiatives, even without formal education, empowers individuals in rural areas. Over time, such participation transforms them into educated, active citizens, capable of influencing micro to macro-level policy formulation as projects scale from local to national levels.

To underscore the importance of local participation, he presented a case study on the Thana Afforestation & Nursery Development Project in Bangladesh (1989-92). The project, initiated through a MoU between the Forest Department of Bangladesh and the national NGO Proshika, aimed to establish participatory forestry. However, Proshika's lack of involvement in decisionmaking led to the project's failure. In contrast, he highlighted the success of the Indian model of Joint Forest Management, initiated by the West Bengal Forest Department in the early 1970s.



During discussions, he introduced the term "Participatory Exclusion," and Ibrahimia from Dhaka explained that in gender inclusion, instances where men are usually prioritized over women are considered participatory exclusion. He noted that contemporary pseudo-democratic governments now embrace community participation due to the recognized failures of other approaches. The success of community mobilization by NGOs and the low cost of community involvement in service delivery have influenced government decisions, along with donor pressure.

# **Open Discussion under Session 3**

Mr. Zakir Hossain raised the question of empowering communities to become active participants with a basic understanding of issues like climate change. Professor Mizan R Khan responded by noting that while local people experience climate changes and their impacts, they lack scientific knowledge about the reasons behind these changes. He emphasized the role of the scientific community and NGOs in translating scientific information into understandable terms for the local population, gradually fostering their engagement in citizen science.

Melanie provided an example highlighting that although discussions about community resilience take place at the government level, the actual voices of communities affected by events like floods often go unheard. She questioned how to challenge this dynamic to ensure that government responses align more with the desires of the communities.

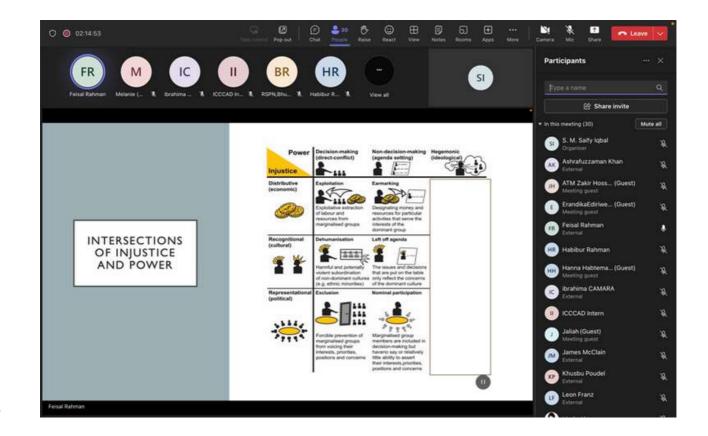
In response, it was explained that challenging the top-down process is a lengthy endeavor. The lack of representation for communities stems from an imperfect democratic system, where equal citizen rights are not fully realized. The suggested approach involves local organization, particularly by Civil Society Organizations (CSOs), NGO leaders, and development partners, to lobby from the local to national levels. It was emphasized that failure to address community concerns may result in non-election in subsequent democratic cycles.

The discussion also touched on the role of development partners, who are increasingly investing in a global strategy for localizing development. The argument was made that donors play a role in perpetuating the top-down approach, citing a historical tendency for international organizations to focus on easily accessible NGOs in capital cities rather than venturing into remote areas where disadvantaged populations reside. However, the current trend involves employing intermediaries and facilitating intermediated financing, marking a shift in this approach.

# 4.5 Session 4: M. Feisal Rahman, LLA Researcher and Postdoctoral Research Associate, UKRI Living Deltas Hub

The presentation centered around a paper published in the journal Ambio, with the speaker as the lead author. The aim was to elucidate the potential of LLA, delving into its promises, pitfalls, limitations, and ultimately, the opportunities it presents. The speaker outlined the characteristics of an ideal project embracing LLA. LLA, as defined with reference to Ross Westerby, involves adaptation controlled by local communities, firmly rooted in local realities, and prioritizes equity and inclusivity. The term "Led" distinguishes it from many similar interventions, highlighting the pivotal role of local leadership.

The evolution of LLA is contextualized within the broader shift of decisionmaking power from top-down to bottom-up approaches, recognizing that climate change is a global issue with localized impacts. Previous models failed to align with local demands, situations, or contexts, resulting in maladaptation and further marginalization of vulnerable actors.



He highlighted the shortcomings of existing approaches, noting that many projects fail to establish a lasting impact, often due to inappropriate fund utilization within short time frames. Additionally, he highlighted the importance of flexibility in adapting project designs based on evolving learning and demands. Addressing another challenge, he discussed the issue of controlling resource and financial flows to local communities, particularly those on the frontline of climate impacts. The conventional finance model involves funds flowing from donors to local communities through intermediaries, incurring significant additional costs and resulting in a minimal amount available for frontline actors. Numerous studies support this, indicating that only 10% of total funding is effectively utilized by the community. A recent "business unusual" model suggests removing intermediaries to reduce costs and increase the direct flow of finances to the community.

He elucidated the historical continuum of local involvement in adaptation interventions, highlighting the challenge of transitioning from planning to implementation over time. Initially, projects were implemented at the local level based on non-local actors' plans. Later, local people became involved in planning, though non-local actors still influenced final decision-making. The evolution continued with the establishment of funding mechanisms at the local level, allowing local actors to choose and plan projects for more effective adaptation interventions. The current approach of LLA emphasizes that decision-making power must be rooted at the local level and led by those most impacted by climate change.

### "LLA is a very promising concept and gained political momentum and portfolio but it still needs to be tested empirically to be more effective and perfected, so that those who are at the front line of climate impact can address those impacts they are facing"

Despite the evolution of approaches to addressing climate change, a persistent challenge hinders progress: local elites maintaining significant influence over decision-making processes that impact affected communities. This enduring power dynamic and its resulting injustices find illumination through the confluence of Steven Lukes' three faces of power and Nancy Fraser's three dimensions of injustice.

A comprehensive exploration of LLA involves examining its promises, pitfalls, and possibilities from diverse perspectives. The discussion highlighted the nuanced definition of "local," the distribution of control over resources, and the methodologies for tracking success. The promise of LLA lies in its inclusive embrace of various entities, including national governments, regional bodies, NGOs, and communities.

This approach offers distinct advantages such as heightened project effectiveness, cultural and ecological appropriateness, and empowerment for those grappling with the impacts of climate change. Notably, it underscores the significance of local leadership, steering clear of mere tokenism. However, pitfalls arise in defining "local," encompassing a lack of shared understanding among stakeholders, systemic power imbalances, and the potential marginalization of vulnerable voices in decision-making. The risk emerges that some may exploit the LLA label solely for accessing funds without genuinely embracing the approach, potentially exacerbating vulnerabilities.

Examining the control of resources within the LLA framework reveals promises of easy access and decision-making power for local entities. Pitfalls include the need to overcome existing institutional structures, trust deficits between international and national actors, and institutional capacity gaps. Possibilities emerge through changing the perspective on ownership within vulnerable communities, challenging donor-imposed values, and empowering local grassroots leadership to influence transformative power dynamics. When tracking resources, pitfalls include the absence of universally applicable adaptation measures, diverse local solutions, and a dearth of trends for local evaluations of success. LLA introduces promises of a monitoring and evaluation process collaboratively defined by local actors, fostering downward accountability for project funders. Possibilities include research initiatives capturing core community evidence and influencing policy and decisionmaking processes, thereby cementing LLA's role in transferring local agency to those with the most at the grassroots level. This distinction sets LLA apart from traditional approaches, marking a meaningful contribution to local adaptation leadership.

# **Open Discussion under Session 4**

Khusbu Poudel (She) acknowledged LLA as a highly effective approach at the grassroots level and inquired about donor requirements in this context, seeking clarification on how they would be addressed. Dr. Feisal responded, emphasizing that donors would align with the approach through increased advocacy efforts and the application of sustained pressure. He also highlighted the importance of the scientific community continuing to emphasize the significance of incorporating local voices and ensuring value for money.



This, he explained, would influence donors who, being accountable to taxpayers, would then prioritize the acceptance of local perspectives.

Hanna Habtemariam raised the question of managing community and institutional capacity to implement coordinated activities, particularly focusing on ensuring the voices of the most vulnerable, especially women, are heard—an essential principle of LLA. Dr. Feisal underscored capacity building as a key LLA principle, noting that while communities possess inherent capacities, additional development is required, such as in accessing local-level funding. He identified existing barriers in financing arrangements that hinder community access and proposed the need for modifying these mechanisms. Dr. Feisal suggested that communities, with the active participation of women and marginalized groups, should develop innovative funding models. Technical experts could then formalize these models for government decision-makers and donors.

Nysra emphasized a shift from discussing community participation to community leadership. Dr. Feisal concurred, emphasizing that communities should not be viewed merely as participants or beneficiaries but as active leaders throughout the entire process. Nysra further inquired about the existing Monitoring, Evaluation, Accountability, and Learning (MEAL) mechanisms in the LLA approach. The facilitator responded by advocating for a thorough overhaul of the monitoring, evaluation, and learning processes. The current matrices, the facilitator explained, are ineffective for local communities, necessitating the development and mainstreaming of matrices led and determined by local actors through advocacy efforts.

# 4.6 Session 5: Reshaping Monitoring, Evaluation and Learning for LLA by Md Shamsuddoha, Chief Executive, CPRD

Mr. Shamsuddoha, outlined the shift from climate change adaptation to Loss and Damage (L&D) due to the limitations and technology dependence of adaptation, especially for developing countries. Despite its importance, adaptation has constraints tied to specific risks and geographical areas, necessitating Disaster Risk Reduction (DRR) tailored to different community vulnerabilities.

Mr. Shamsuddoha highlighted the significance of considering community and sectoral participation in National Determined Contributions (NDCs) to the UNFCCC. Emphasizing Bangladesh's practice, he stressed the need for community involvement in planning, advocating for LLA. The Least Developed Country (LDC) commitment to allocate 70% of climate funding to local levels aligns with the goal of enhancing both the quality and quantity of funds for LLA, emphasizing the importance of community-driven initiatives.

To advance LLA, Mr. Shamsuddoha urged targeted implementation methods addressing context-specific vulnerabilities and promoting integrated solutions. In Bangladesh, local union parishads should engage in transparent discussions with communities about annual budgets and LLA project plans. Involving CBOs, Civil Society Organizations (CSOs), and various professional groups ensures diverse perspectives in adapting and implementing plans. Building local institutions and governance structures is crucial for effective participation in planning and execution. Ultimately, LLA fosters reflexivity, organic growth, and community empowerment, allowing diverse actors to shape their own adaptive plans.

Md. Shamsuddoha then discussed the importance of aligning the eight principles of LLA with monitoring, evaluation, and learning (MEL). Five key principles require attention and linkage with MEL approaches. First, recognizing and addressing structural inequalities involves monitoring factors such as patriarchal society, political domination, government failure, and cultural social exclusion. The second principle emphasizes enhancing local decision-making authority, challenging the prevailing mindset of national and international decision-makers and promoting the inclusion of local agencies in the decision-making process. It is crucial to assess whether local agencies and communities have ample opportunities for decision-making.

The third and fourth principles advocate understanding climate and contextual ambiguity and prioritizing learning processes. Given the context-specific nature of climate change, MEL should adapt to the differing impacts within households and across geographical locations. For instance, in climate-vulnerable coastal areas of Bangladesh, recognizing gender-specific roles in climate adaptation is vital. Women engaged in tasks like shrimp collection face increased reproductive health risks. Therefore, understanding these nuances is essential for effective climate adaptation activities in rural regions, particularly the coastal zone. The final principle underscores creating value for local stakeholders by fostering relationships and collaboratively designing activities. This collaborative approach ensures that initiatives are tailored to meet the specific needs and priorities of the local community, promoting a more effective and sustainable LLA framework. He also discussed the MEL Cycle Stages.

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#### **Design and Planning**

In this initial phase of the MEL cycle, involving local actors and communities in the planning and design of adaptation initiatives is paramount. This goes beyond hiring external experts, emphasizing the importance of cultivating local expertise and institutions. Additionally, adaptation interventions must align with local priorities and realities, ensuring a careful consideration of power relations among local stakeholders. Countervailing dominant actors who may influence planning activities is crucial for effective design and planning in LLA.



#### Monitoring

The monitoring stage requires the creation of a framework that prioritizes learning and the development of adaptive management strategies at the local level. Establishing locally driven institutions and governance structures facilitates data production and analysis, allowing communities ownership access to information for decision-making and planning purposes. This approach enhances the effectiveness of adaptation strategies by fostering a community-driven approach.

### **Evaluation**

Conventional evaluation criteria may not be entirely suitable for LLA. Beyond assessing project goals and fund allocation, a new set of financial guidelines and evidence must be created to measure the effectiveness of anticipated results. This approach aims to advance institutional development and address structural obstacles unique to LLA efforts.

#### Learning

Learning is critical in LLA, and establishing a self-directed learning mechanism is essential to capture valuable insights. Involving multiple stakeholders in evidence gathering, storytelling, and emotional engagement fosters a dynamic adaptation project. Learning can take various forms, including oneon-one or peer-to-peer interactions, consultations with local stakeholders, and the creation of platforms for sustained learning. Building partnerships with local stakeholders is facilitated through practices like CBA conferences and leveraging media to create learning databases.

While initiating local-level initiatives is vital, periodic scaling up to the national level is essential to prevent the loss of local learning. This bottom-up strategy involves leveraging regional organizations like the UNO, which can facilitate connections between local and national adaptation plans. Scaling up ensures future sustainability and garners support from foreign and global stakeholders, contributing to the broader success of LLA efforts.

# **Open Discussion under Session 5**

Susanna Nandud asked the meaning by emotional engagement and learning. Md. Shamsuddoha provided insight, stating that emotional engagement and learning revolve around the non-economic or intangible losses and harms that form the foundation of understanding. In a country like Bangladesh, emotional contexts vary widely, encompassing the experiences of women, displaced communities, migrant families, and migrant women, each unique in its emotional dynamics.





He shared an example of a flash flood incident where farmers, compelled to leave the cities, faced various emotional challenges. Psychological research conducted in such situations revealed the emotional toll, including the need for alternative jobs, child labor, and early marriages for teenage females. Learning, in this context, goes beyond understanding emotions; it involves developing technological solutions addressing the underlying sociocultural issues related to migration. Providing care, counseling, and exploring alternative livelihoods are essential considerations in this learning process. In response, Susan highlighted the importance of employing methods like storytelling to access the emotions of vulnerable groups and develop appropriate solutions.

# 4.7 Session 6: The Challenges and Opportunities of Operationalizing LLA by Afsara Binte Mirza, Senior Research Officer, ICCCAD

Ms Mirza initiated her presentation by highlighting challenges in the operationalization of LLA. A key issue lies in the inconsistency between globally-driven policies and actions and local contexts due to a lack of knowledge about the intricacies at the local level, especially evident in climatevulnerable countries like Bangladesh. A recent visit to Netrokona in the North Central part of Bangladesh revealed region-specific challenges such as riverbank erosion and erratic rainfall impacting local livelihoods. Despite local community awareness, these issues often go unnoticed by higher stakeholders and are absent from government mandates. This problem is not unique to Bangladesh; similar challenges exist globally, exacerbated by climate change. For effective LLA implementation, local governments must proactively involve communities in decision-making, recognizing that knowledge at the local level needs to be context-specific. Variations in culture, dialects, population, religion, socio-economic status, and education levels within regions highlight the need for nuanced and tailored approaches in LLA.

Yet another significant challenge revolves around the limited opportunities for capacity building in LLA. Capacity building is a dynamic concept encompassing various elements, and there exists a diverse group of stakeholders at both the national and international levels capable of enhancing the abilities of local communities. This process is not unidirectional but encourages peer-to-peer learning, providing opportunities to share valuable lessons. This ongoing effort is crucial in nations like Bangladesh and other developing and least developed countries, where the majority of funding should be directed. This approach aims to address the root causes of climate change impacts on vulnerable communities.

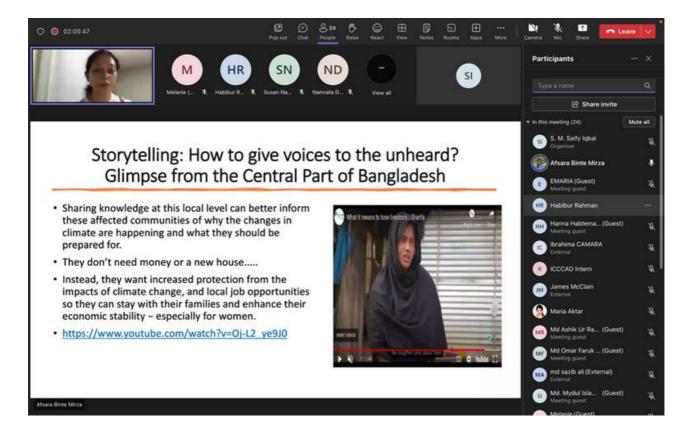
Despite Bangladesh being a pioneer in adaptation interventions, a noteworthy challenge is the lack of national-level data and baseline information. The absence of proper data maintenance at the national level introduces errors that can misrepresent the existing conditions, highlighting a fundamental issue of poor communication between national and local governments. Another critical challenge is the need to define adaptation, leading to a differentiation issue between CBA and LLA. To address this, defining adaptation based on key LLA principles, if not all eight, and transforming it into a UNFCCC-mandated version is essential. However, a common challenge in recent decades has been the reluctance of communities to take on leadership roles. Emphasizing the terms "lead" or "local leadership" within local communities becomes paramount in overcoming this hurdle.

Ms Mirza Mirza outlines the integration of LLA within the development framework, aligning it with national policies and objectives, including the existing development plan, seamlessly and without the need for supplication. This becomes the focal point of interest.

While there are eight LLA principles, practical difficulties may hinder the implementation of all of them. However, the goal is not solely to implement all principles but to operationalize at least four to five, focusing on the most crucial ones. These include Principle 1, involving decision-making at the lowest level; Principle 2, addressing structural inequalities; Principle 3, providing patient and predictable funding; and Principle 5, understanding risks and uncertainties inherent in advertisements. Implementing these key principles, especially through a top-down strategy, is more realistic than attempting to achieve all eight simultaneously, given the practical challenges involved.

Ms Mirza explores the potential of local communities becoming their own leaders, emphasizing the term "led" in LLA. By focusing on this aspect, numerous possibilities emerge.

During this session, Ms Mirza shared the story of Sharifa, a woman residing in the North Central part of Bangladesh. Sharifa's experience was part of a study conducted in the region to understand the value of local people's lives. Sharifa, previously employed in a garment industry for a decade, had returned to her hometown in Netrokona after a flash flood damaged the area. Engaged in fish farming and investing in 20 chickens with a loan from an NGO, Sharifa faced unexpected challenges due to the flash flood, leading to significant losses. Despite her struggles, Sharifa highlighted the importance of work opportunities as a solution, urging local and national governments to address crucial employment needs. This illustrates how LLA has the potential to address local issues by listening to and understanding these unique stories in a context-specific manner.



Ms Mirza further discussed the opportunity of decolonizing climate action. Acknowledging the historical impact of colonization on countries like Bangladesh, she emphasizes the need to dismantle colonial legacies that persist in economy, politics, and socio-economic contexts. The challenge lies in conducting difficult dialogues to shift power relations from higher to lower or vulnerable levels. This requires addressing tensions created by colonial legacies in adaptation planning in the global south. Despite the obstacle, it offers an opportunity to establish direct contact with local organizations and build more meaningful partnerships.

Decolonizing climate measures involves donors engaging directly with local populations, understanding their vulnerabilities, and shaping future initiatives based on these insights. Capacity building becomes a two-way street, where local expertise is recognized, and knowledge is shared with the community. This collaborative effort is a powerful force in operationalizing LLA.

Ms Afsara also highlighte the need for fostering creativity within LLA, encouraging the adoption of innovative ideas and technologies beyond conventional financial actions. This approach ensures that the community better comprehends LLA, utilizing existing local organizations, colleges, and educational systems to gather more localized knowledge for adaptation strategies. International intermediaries, such as NGOs and research groups, can act as knowledge brokers, sharing expertise and innovative solutions with the broader community.

# **Open Discussion under Session 6**

Ms. Mirza encourages participants to share thoughts, stories, or aspects related to the LLA approach in their geographical regions. She invites insights on how to approach LLA activities and the challenges faced in involving local communities.

Melanie responds by highlighting the issue of other actors, particularly international non-governmental organizations (INGOs), who often impose their specific activities and mechanisms when engaging with local communities. This leads to the community members taking a passive role. Melanie suggests that national and international organizations should act as leaders in understanding local knowledge, allowing for more effective community engagement, planning processes, and error-free data collection.

Ms. Mirza commends Melanie's perspective, acknowledging the impactful presence of INGOs and NGOs in countries like Bangladesh. She notes that while these organizations may have significant exposure, they often lose ownership and end up following donor-driven adaptation activities, becoming recipients rather than true companions to the locals.

Leo, another participant, adds that when engaging with local communities as intermediaries from the donor side, high expectations and formal documentation methods can pose challenges. The formalities, technical skills, and complex monitoring procedures from the donor side can make it difficult for communities to actively engage.

Ms. Mirza agrees with Leo, pointing out that large contributors with intricate monitoring, reporting, and learning processes take a considerable amount of time to become operational. This delay can hinder effective community engagement, which is the ultimate goal of the LLA approach.

One participant James asked that what could be the best approach for any university for establishing LLA? Ms. Mirza answered by giving an example of ICCCAD that ICCCAD is working with the academicians, researchers and also NGOs and INGOs to establish a national platform on LLA. However, currently, ICCCAD is trying to expand its activities across the country's eight divisions, and they have opened another divisional platform in the country's southwestern region, which is also a key hotspot for climate change effect in Bangladesh. However, they intend to build it up to the other seven divisions, allowing LLA expertise to be disseminated at a more grassroots and granular level. However, Ms Afsara tells James that it is also a chance for him to gather the best practices accessible here, as well as the research and expertise about capacity building that ICCCAD provides.

In addition, ICCCAD would want to explore future collaboration in teaching international participants in a larger sense.

Maria, one of the participants, inquired about learning more about LLA and whether there is a platform in Tanzania, as well as the ideal entrance point to learn LLA. Ms. Mirza said that this is a typical problem that Bangladesh is also experiencing; for example, it took a lot of effort to establish the platform on LLA by employing the 8 principles of LLA and spreading them in a more user-friendly manner. In that scenario, however, it was important to have a meeting in which players from INGOs, NGOs, and grassroots groups were invited to debate and listen to how LLA may be constituted and established. This consultation was very helpful in the creation of the platform, and it is planned to have another consultation on August 17th, which has been posted on the internet, so Ms Mirza encourages Maria to participate in the consultation.

# **5 Concluding Remarks**

Dr. Saleemul Huq commended the presenter, Afsara Binte Mirza, and the training coordinator, S M Saify Iqbal, expressing appreciation for their efforts. He announced ICCCAD's commitment to continuing such programs in the future, aiming to improve with each iteration based on participant feedback. Dr.Huq invited both in-person and online participants to become alumni and encouraged them to email him, sharing their areas of interest or current and future plans. ICCCAD aims to assist participants through knowledge exchange and networking opportunities.

Responding to a participant's question about opportunities in Tanzania, Dr. Huq highlighted two possibilities. First, he mentioned an opportunity with the LUCCC consortium, a network of universities in the least developed countries focused on climate change. The LUCCC partner in Tanzania is the University of Darussalam, managed by Professor Paya Siyanda, who has expertise in LLA. Dr. Huq encouraged participants to reach out to Professor Siyanda for support. Additionally, he introduced a three to four-day program in Tanzania hosted by the Global Youth Environment Initiative and invited participants to apply. Dr. Huq also mentioned GOBESHONA, an annual research network conference organized by ICCCAD, as another potential avenue.

In conclusion, Dr. Huq urged participants to stay connected by emailing him with their interests and assured them of his assistance. He encouraged reaching out to the alumni, whose information will be published in the monthly newsletter. If participants have stories to share, they could be featured on the ICCCAD website through the organization's web-based storytelling program.

# **6** Result of Post Evaluation

Following the training, participants were sent an MS Form to provide feedback on various aspects of the workshop. The analysis of their feedback is summarized below:

#### General Comments or Suggestions from Participants.

Participants offered valuable and comments suggestions. Some recommended organizing in-person workshops for enhanced learning and knowledge sharing. Others suggested making the workshop more interactive with features like break-out rooms and small group sessions. Several participants appreciated the opportunity to discuss climate and development issues. Many proposed organizing physical training sessions, field visits, and discussions with beneficiaries and program implementers. Additionally, there was a common request for more time dedicated to Q&A sessions. Participants who couldn't attend all sessions appreciated the sharing of recordings and relevant materials. Overall, all participants expressed gratitude to ICCCAD for organizing such workshops and extending valuable learning opportunities.

#### Plans of Participants to Use the Knowledge

Participants shared their plans on how they intend to apply the knowledge gained from the workshop in their careers. Some participants from academia aim to educate their students about LLA and contribute to the collective expertise in this field. They identified a significant research gap in their country regarding LLA and plan to develop research projects to address this gap. Others plan to apply LLA principles in their localities to reduce the impact of disasters.

They aspire to engage local government, financial institutions, international organizations, and community members in these LLA activities, integrating the approach into other projects to enhance community resilience to climate change. Inspired by the eyeopening sessions, some participants intend to implement this knowledge into their daily work. Participants from the African region expressed aspirations to launch knowledgebrokering projects based on LLA principles in Least Developed Countries.



# **Annex 1: Analysis of the Post Evaluation**

