



Climate
Resilience
Alliance



GLOBAL REPORT

June 2026

Pathways to locally led adaptation

Lessons for effective climate resilience finance



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About this report

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The Zurich Climate Resilience Alliance is a collaboration between humanitarian, NGO, research and private sector partners, working to build resilience to climate hazards in rural and urban contexts.

Formerly the Zurich Flood Resilience Alliance, we have over a decade of experience in generating evidence of communities' current levels of climate resilience and identifying appropriate solutions.

Through long-term community programmes, new research and stakeholder influencing, we strive to deliver systemic change at scale and realize our vision of a world in which communities are more resilient to climate hazards, and able to thrive.

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Executive summary

Around the world, communities are taking action to protect lives and livelihoods from floods, droughts, heatwaves and storms. However, as these events increase in both frequency and intensity, it is clear that the pace of adaptation is insufficient. Public finance structures that shape everyday climate change adaptation (CCA) and disaster risk reduction (DRR) remain constrained, fragmented, and too often disconnected from the people most exposed to climate hazards.

Climate resilience cannot be built from the top down. The work of the Zurich Climate Resilience Alliance (the Alliance) shows that when communities have the authority, resources, and support to act, adaptation is more sustainable and deeply rooted in their priorities. Despite the growing momentum on the principles for locally led adaptation (IIED, 2026), their full implementation remains the exception rather than the norm. Funding for locally led adaptation is constrained and decision-making is often centralized.

The report distils what the Alliance has learned through working directly within planning and budgeting processes in 10 countries: Bangladesh, Bolivia, Indonesia, Jordan, Kenya, Malawi, Nepal, Nigeria, the Philippines, and Vietnam. It shows how locally led adaptation can be institutionalized when community priorities, evidence-based planning, and public finance are aligned. Across diverse contexts, three pathways have consistently emerged, providing a practical view of how efforts to strengthen public finance and policy for locally led adaptation unfold in real settings:

- securing dedicated local budget allocations for CCA and DRR;
- grounding policy, planning and regulatory influence in evidence from communities;
- and strengthening participatory processes that give local actors, including marginalized groups, meaningful influence over decisions and resource allocation.

To help advance the shift towards locally led adaptation, this report brings together practical learning on how local governments, communities and intermediaries¹ can strengthen climate risk knowledge, shape investment decisions, and influence local public finance systems to invest in those interventions that most effectively strengthen the resilience of communities.

The case studies demonstrate not only what is achievable, but how it can be achieved within existing governance systems. They set out the actions taken, the results that followed, and the specific, practical lessons that can be applied elsewhere. They also reveal common barriers: structural fiscal constraints; short political cycles; and limited capacity – and ways in which they can be overcome. Evidence from the case studies shows that when public finance systems apply locally led adaptation principles in practice – such as targeted devolved allocations, inclusive planning, and transparency and accountability mechanisms – adaptation investments are more likely to reach those most at risk.

Above all, these case studies aim to support shared learning. They are not intended to showcase individual projects, but to help others understand how public finance and planning systems can become more climate-smart, risk-informed and responsive to local priorities.

From this wealth of learning, the report identifies a set of cross-cutting, practical approaches to operationalize and strengthen locally led adaptation, and an actionable set of recommendations for other intermediaries, donors and funders, and governments at national and local level.

¹ Within the international climate finance system, common intermediaries include: multilateral institutions and development banks, government-led funds or national intermediaries, civil society organizations, public foundations and funds.

What works: Priority approaches for embedding locally led adaptation within public governance systems

✓ Strengthen opportunities for inclusive consultation

Strengthen participatory processes so they are genuinely meaningful, not just a tick-box exercise. By creating and improving ways for community members and marginalized groups to engage directly with decision makers, budgets and systems are more likely to reflect their real needs. This has been a core feature in all the Alliance's work, bringing together community representatives, local leaders, government officials, and members of vulnerable groups, creating a channel for community evidence to inform planning and budgeting decisions. This might be through training and supporting community advocacy champions (Jordan and Kenya), or establishing new formal platforms for engagement (Jordan and Nigeria), disaster risk management committees (Philippines), or communities of practice (Vietnam).

TAKEAWAY: Strengthening channels for sustained engagement between all stakeholders improves relationships, builds broader support for climate actions prioritized by communities, and enhances decision-making.

✓ Providing detailed, bottom-up evidence on resilience gaps at the right time

Working with communities to develop detailed, specific, locally generated evidence on resilience capacities and gaps, through the Climate Resilience Measurement for Communities (CRMC),² has provided a crucial underpinning to all the Alliance's work. Through validation workshops, it is the communities who identify and prioritize the interventions they need to strengthen their resilience. This is a powerful tool to drive support for the communities' priorities. It is particularly influential when it is timed to moments when budgets and priorities are being set (Nepal) or to feed into participatory planning forums (Indonesia). Across contexts, evidence alone did not shift decisions, unless aligned with formal planning processes.

TAKEAWAY: Evidence must be synchronized with decision-making cycles to inform public spending.

✓ Pair technical evidence with political engagement

Successful influencing combines credible technical evidence with sustained engagement with decision makers. All the case studies have a strong political focus, working with decision makers and stakeholders to understand constraints, incentives, and evidence needs, and developing and sharing evidence and analysis that make a stronger case for change. This included working with parliamentarians and provincial leaders (Nepal, Indonesia, and Kenya) and Indigenous authorities and municipalities (Bolivia), developing costed plans which makes action easier for local governments (Bangladesh), and highlighting the cumulative economic costs of climate impacts, reframing DRR as an investment to protect municipal assets (Jordan).

TAKEAWAY: Technical evidence builds the case; political relationships and champions unlock change.

² Further information on the CRMC can be found here: <https://zcralliance.org/crmc/>

✓ Embed CCA and DRR in public budgets

Durable change occurred when communities' resilience priorities were embedded within existing public finance systems. These shifts moved resilience from project-based activities to recognized public responsibilities. This has been a central feature of much of the Alliance's work, including working with authorities to establish and increase DRR budget lines (Bangladesh, Jordan, Kenya and Nepal), and embedding recurrent costs for DRR in budgets (Vietnam).

TAKEAWAY: Embedding CCA and DRR within local budgets, combined with strong participatory processes, strengthens community ownership and sustainability of resilience interventions.

✓ Demonstrate feasibility to take to scale

Pilots that showed tangible benefits helped build confidence among public authorities to scale up the work and to leverage longer-term public funding for key interventions. Institutionalizing resilience within local budgets can transform pilots into policy. In some places, specific adaptation solutions were proven and scaled by local authorities, with local public budgets taking on the cost (Indonesia and Vietnam). Elsewhere, teams worked closely with municipal governments, institutionalizing the work to enable scaling to other municipalities (Jordan and Philippines).

TAKEAWAY: Visible results shift perceptions of resilience from 'project activity' to scalable 'public investment'.

✓ Build understanding of the budget processes and strengthen local governance capacity

Budgeting and budget processes are not always straightforward or easy to engage with. Meaningful participation of communities in finance processes requires strengthening their understanding of how those systems work, important entry points, and appropriate inputs. Equally, with government capacity often stretched thin, there is room to strengthen the capacity of government officials. All case studies have involved capacity strengthening in some form, including training in financial management to manage funds transparently (Malawi), financial literacy (Indonesia), budget analysis and expenditure tracking (Nigeria and Nepal), and strengthening resilience committees (Bangladesh and Philippines).

TAKEAWAY: Capacity strengthening is not an add on; it is foundational for communities to influence public finance.

✓ Improve fiscal transparency and accountability

Increasing budget allocations for CCA and DRR is only the first step. It must be paired with strengthening expenditure and transparent financial reporting in order to build trust, enable informed advocacy and maintain momentum for further investment. This has involved improving documentation and transparency (Kenya) and budget tracking (Bangladesh and Nepal).

TAKEAWAY: Increasing allocations often requires parallel improvements in accountability and expenditure tracking.

✓ Collaborative models can encourage co-financing

When communities, local government and grant-funded programmes share responsibility for interventions, it builds momentum, increases the likelihood of sustained action, and can result in additional financial investments. This might be through allocating responsibilities for financing and delivery between local authorities, communities and the Alliance (Philippines), or in developing financing arrangements that combine community contributions, municipal counterpart funds, Indigenous territorial budgets and Alliance funding (Bolivia).

TAKEAWAY: When collaboration, ownership, and shared responsibility are in place, the funding can follow.



A farmer works in his paddy field in the extreme heat of Madanpur, Nepal. Photo: Mercy Corps

Policy recommendations

Based on the lessons identified in the Alliance's country case studies, the recommendations below set out key actions to support locally led climate adaptation:

Local governments should:

- **create or expand dedicated DRR budget lines** to fund prevention and preparedness, not only response;
- **integrate climate resilience into local development and annual investment plans**, ensuring budgets reflect community identified risks and priorities;
- **institutionalize meaningful community participation** through formal planning and budgeting mechanisms with guaranteed representation of marginalized groups, including women, children and young people, displaced people, Indigenous Peoples, and people with disabilities;
- **improve fiscal transparency and accountability** by adopting strong financial reporting and expenditure tracking systems for CCA and DRR; and
- **use community generated evidence, such as participatory risk assessments, to guide budget decisions.**

National governments should:

- **equip local governments with the authority, technical support, and predictable funding** needed to fulfil their CCA and DRR responsibilities, especially in high risk or under resourced areas;
- **embed locally led adaptation across government systems** by issuing national guidelines for inclusive planning and budgeting, including standards for participation, disaggregated data, accessibility, child and youth engagement, and accountability to marginalized groups;
- **create dedicated local budget allocations within DRR funding lines** to ensure resources reach the subnational level;
- **require subnational plans to demonstrate devolved decision-making, flexible programming, clear budget flows, and downward accountability** where this aligns with the governance structure; and
- **strengthen the connection between national climate finance and local implementation** so that resources from climate funds and national budgets can reliably reach local institutions and community priorities.

Intermediaries should:

- **work with and strengthen existing governance systems** so that institutions, processes, and capacities endure beyond individual projects;
- **align community generated evidence with local policy and budget cycles** to ensure it can influence real decisions;
- **invest in local capacities and organizations to strengthen the leadership of communities and local actors over time.** This includes bringing communities, local actors, and institutions together, especially for engaging in policy and budget processes, while adopting trust-based approaches that shift power and resources to communities;

- **ensure the meaningful inclusion of marginalized groups** including children, young people, women and girls, people with disabilities, Indigenous Peoples, and displaced populations;
- **translate technical evidence into accessible advocacy messages and practical budget proposals** that local governments can use in planning and negotiations;
- **support community led accountability**, helping people track funding commitments, spending, and whether investments benefit those most at risk from climate impacts.

Donors and international funders should:

- **increase both the quality and quantity of adaptation finance**, moving rapidly toward the commitment to at least triple funding for adaptation;
- **invest in long term programmes** that allow for trust building, capacity strengthening, local planning, and institutional change, rather than short project cycles;
- **invest in local organizations and local capacities**, to enable local financial management and planning, including investing in local organizational development and structures, budget literacy, community organizing, participatory risk assessments, local advocacy, public finance tracking, and community-led monitoring;
- **put locally led adaptation principles at the core of programme design**, including flexibility, so actions are designed and implemented by and for communities, based on community needs and priorities;
- **prioritize direct access mechanisms** that channel resources to subnational governments and local organizations. Simplify application processes, widen eligibility criteria, restructure due diligence and focus on accessible communications to enable this; and
- **formally endorse and implement the principles for locally led adaptation.**

Taken together, the insights in this report highlight what locally led adaptation can look like in practice, and how it can be advanced within the constraints of real public finance systems. The sections that follow translate the Alliance’s experience into practical guidance for navigating political cycles, budget pressures, and institutional barriers. They outline what is possible when community priorities, evidence, and governance processes align, and they offer a grounded sense of how progress can be achieved even in challenging contexts. Ultimately, the report provides a direction of travel for more strategic investment, more effective collaboration, and a more sustained shift toward locally led adaptation.

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Abbreviations

BCRC	Barangay [Community] Climate Resilience Committees
CBDR-RC	Common but differentiated responsibilities and respective capabilities
CCA	Climate change adaptation
CRF	Community Resilience Fund
CRFC	Community Resilience Fund Committee
CRMC	Climate Resilience Measurement for Communities
DRM	Disaster risk management
DRR	Disaster risk reduction
EWS	Early warning system
FCDO	Foreign, Commonwealth and Development Office
FLLoCA	Financing Locally Led Climate Action
GUK	Gana Unnayan Kendra
IIED	International Institute for Environment and Development
LAC	Local Advocacy Committee
LIFE-AR	Least Developed Countries Initiative for Effective Adaptation and Resilience
LLAP	Locally Led Adaptation Plan
MCA	Members of the County Assembly
MOLA	Ministry of Local Administration
NCQG	New Collective Quantified Goal
PRC	Philippines Red Cross
UDMC	Union Disaster Management Committee
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNDRR	United Nations Office for Disaster Risk Reduction
UNEP	United Nations Environment Programme
UP	Union Parishad

Part 1: Introduction

Climate impacts are intensifying across the world, yet the public finance systems that shape adaptation remain under-resourced and frequently poorly aligned with community needs (UNEP, 2025). Adaptation decision-making is often concentrated at international and national levels, and communities and other local actors rarely have a voice in decisions and choices that most affect them.

Climate risks, exposure, and response and adaptive capacity are experienced unevenly, and shaped by intersecting factors such as gender, age, disability, livelihood, and social marginalization. These inequalities are particularly pronounced for certain groups, limiting their ability to shape priorities, access resources, and hold institutions accountable. In addition, disaster risk reduction (DRR) budgets generally prioritize emergency response and immediate needs over investments in preparedness, leaving these communities exposed to recurring climate risks. Climate adaptation financing often stays at national level on large scale projects, with limited finance flowing to the local level.

There is growing recognition of the need to ensure climate change adaptation (CCA) is locally led, with widespread endorsement for the principles for locally led adaptation (IIED, 2026). The principles create a practical framework to shift the status quo from current, top-down approaches to a new model where local actors and communities have greater power and resources to build resilience to climate hazards. However, although changes are taking place, a disconnect persists, with adaptation decision-making and public finance systems often remaining top-down, reactive, and under-resourced for building climate resilience (Mitchell, 2025).

The purpose of this report

This report examines how work with local governments and communities can enable public finance to strengthen climate resilience. Drawing on practical experience from the work of the Zurich Climate Resilience Alliance (the Alliance), it highlights how three broad 'pathways' have been used to secure dedicated budget allocations for CCA and DRR, to ground policy, planning and regulatory engagement in local evidence, and to strengthen inclusive community participation.

The aim is straightforward: to show what locally led adaptation can look like in practice. In particular, how to collaboratively embed locally led adaptation in local decision-making and budgeting processes. The case studies demonstrate how climate adaptation actions can become part of local development priorities, supported by predictable public finance. They show how alignment between community-identified needs, evidence-based planning, and local budget allocations ensure locally led adaptation is institutionalized within existing governance systems.

The report documents observable shifts, from new budget lines and co-financing arrangements to stronger planning processes and more inclusive decision-making, and identifies approaches that can be adapted elsewhere. In doing so, we aim to contribute to the growing body of work and understanding on how to operationalize the principles for locally led adaptation at the subnational level and at scale.

Scope and definitions

The analysis focuses specifically on subnational CCA and DRR,³ where local authorities make decisions that directly affect community resilience.

CCA refers to actions that help reduce vulnerability to the current or expected impacts of climate change like weather extremes and hazards, sea-level rise, biodiversity loss, or food and water insecurity (UNDP, 2024). DRR refers to efforts to prevent and reduce disaster risk, including that caused by climate-related hazards, and to manage residual risk (UNDRR, 2017). Although often governed through separate policies and budgets, both aim to strengthen resilience to climate risks.

In this report, 'local level' refers to the subnational governance spaces where communities and local actors directly interact with governments, such as villages, municipalities, districts or counties, depending on the country context. These are the arenas where day-to-day decisions on resilience investments are made.



Residents of the Tildanga union of Dakop Upazila, Bangladesh participate in an exercise to identify the priority needs of their community. Photo: Practical Action

³ The Alliance programme works with and seeks to bridge DRR and disaster management budgets and planning processes, with climate budgets and planning processes within project countries at both local and national levels.

Box 1: Principles for locally led adaptation

The principles provide touchstones to a range of actors who can commit to changing their current practices towards those that enable more sustainable and effective adaptation at the local level. They aim to give vulnerable and excluded communities greater agency over prioritizing and designing adaptation solutions, shifting them from being beneficiaries to empowered agents of change.

The eight principles are:

1. Devolving decision-making to the lowest appropriate level
2. Addressing structural inequalities faced by women, youth, children, disabled and displaced people, Indigenous Peoples and marginalized ethnic groups
3. Providing patient and predictable funding that can be accessed more easily
4. Investing in local capabilities to leave an institutional legacy
5. Building a robust understanding of climate risk and uncertainty
6. Flexible programming and learning
7. Ensuring transparency and accountability
8. Collaborative action and investment

Alliance members are committed to incorporating the principles within our work, learning from the experiences of climate-affected communities, and generating and sharing evidence on how to implement the principles in practice. The Alliance seeks, over time, to enhance community-level decision-making, including around both intervention funding and public finance.

Local communities at the forefront of adaptation

Despite having the most pertinent experience of climate hazards and their solutions, communities and local actors are not consistently at the centre of decision-making about the issues that most affect them and where they live. Although climate hazards occur globally, their impacts – and the solutions for how to manage them – are experienced in specific places: communities, municipalities, watersheds, and landscapes (Bours et al., 2015). Many adaptation actions should be inherently locally led and designed, from flood risk management and water systems to climate-resilient agriculture, early warning systems, and community infrastructure. The effectiveness of these solutions, and the avoidance of maladaptation, is dependent on local knowledge, institutions, and priorities. Communities must be central to how adaptation is planned and delivered (IIED, 2026).

When adaptation is locally led, this strengthens the relevance, sustainability and effectiveness of climate action (Global Commission on Adaptation, 2019). When communities shape priorities, adaptation efforts are better targeted, more accountable, and more responsive to the realities that people face. Top-down approaches often miss the nuances: community-driven processes help ensure that resources reach where they are most needed.

Climate impacts also intersect with existing inequalities linked to gender, age, ethnicity, disability, socioeconomic status, conflict dynamics, and displacement. These vulnerabilities shape how people experience risk, access resources, and participate in decision-making processes (Islamic Relief, 2026). For adaptation to be equitable, diverse marginalized groups and individuals must not only be consulted, but they must also have meaningful influence over the decisions that affect their lives (Islamic Relief, 2026).

The importance of finance to accelerate locally led adaptation

Although political support for locally led adaptation has grown in recent years, this has not always translated into action. Lack of access to adequate, predictable, high-quality finance has been a consistent barrier to more adaptation in general and locally led adaptation in particular.

International public finance has a key role to play. Developed countries have a clear legal obligation to provide climate finance to developing countries, encapsulated in the foundational United Nations Framework Convention on Climate Change (UNFCCC) principle of ‘common but differentiated responsibilities and respective capabilities’ (CBDR-RC) which means that those countries that have contributed more to the climate crisis have a greater responsibility to address it. International public finance remains critical, particularly for Small Island Developing States and Least Developed Countries.

However, adaptation needs are rising faster than available finance, and international public adaptation funding remains far below what developing countries need. Further, only a small share of international public adaptation finance is directed towards projects with a specific focus on local communities, and gender and social inclusion remain weakly integrated into international public adaptation flows (UNEP, 2023).

Increased adaptation finance at scale is required, accompanied by a transformation in how funding is accessed and governed, to enable it to be driven by community and local priorities (Islamic Relief, 2026). The New Collective Quantified Goal (NCQG) agreed through the UN climate negotiations makes a clear reference to the importance of directing climate finance to vulnerable communities and marginalized groups.⁴ But without clear targets or mechanisms to ensure this happens, there is no guarantee that funds will reach the local level or go beyond that to genuinely supporting inclusive, locally led processes (UNEP, 2025).

Well-established internationally driven initiatives such as the Least Developed Countries Initiative for Effective Adaptation and Resilience (LIFE-AR), the Financing Locally Led Climate Action (FLLoCA) project in Kenya, and emerging guidance from major climate funds – such as the Green Climate Fund guidelines on Locally Led Adaptation – show progress. But these examples remain the exception rather than the norm. The gap between rhetoric and action persists. Endorsement of the principles for locally led adaptation has not yet translated into widespread changes in how climate finance is designed, delivered, or governed (Mitchell, 2025).

To close the gap between global commitments and local realities, adaptation finance systems must evolve: devolving authority where possible, strengthening local institutions, and ensuring communities have the power and resources to lead their own resilience strategies.

Embedding locally led adaptation within domestic planning and budgets

As climate impacts intensify, governments have a responsibility to protect lives, infrastructure, essential services, and economic stability by preparing for, reducing, and responding to climate risks. This requires investment in key public policy measures and public spending on preparedness, land use planning, social protection, climate information, and resilient infrastructure. Most priority adaptation actions are public goods, such as major coastal or river flood protection projects, or essential public services such as adaptive social protection, neither of which typically provide financial returns, and so cannot be left to the markets alone (Watkiss and England, 2025). Thus, public finance has a critical role to play in adaptation and risk reduction.

⁴ Paragraph 23 (e) of the NCQG decision invites international financial institutions to scale up ‘highly concessional finance for developing country Parties, especially those that are particularly vulnerable to the adverse effects of climate change and have significant capacity constraints, such as the least developed countries and small island developing states.’ Paragraph 26 of the NCQG decision ‘Urges Parties and other relevant actors to promote the inclusion and extension of benefits to vulnerable communities and groups in climate finance efforts, including women and girls, children and youth, persons with disabilities, Indigenous Peoples, local communities, migrants and refugees, climate-vulnerable communities and people in vulnerable situations.’

However, there are deep challenges in accessing adequate predictable public funding for adaptation. Given the shortfall of international adaptation funding, domestic public finance which maximizes opportunities to be climate risk-informed and to integrate adaptation across sectors is increasingly important. It should be clearly noted that domestic public finance cannot replace the obligation of developed countries to provide international public finance under the UNFCCC and the Paris Agreement. Both are needed: international finance to support vulnerable countries – particularly Least Developed Countries – and stronger domestic systems to ensure resources, wherever they come from, are used effectively and reach the local level.

Adaptation is intrinsically linked with objectives for sustainable development and biodiversity, requiring alignment of policies to integrate opportunities for locally led adaptation. Adaptation needs to be mainstreamed across all sectors of development planning and budgeting ensuring that overall public expenditure is more resilient to climate hazards. Integration of adaptation across sectoral plans and budgets determines whether communities receive early warnings, resilient infrastructure, climate smart agriculture support, or safer schools. As a consequence, many developing countries are now mainstreaming adaptation into medium-term national development plans as well as corresponding sector and decentralized development plans.

Because adaptation needs are inherently local – shaped by specific hazards, vulnerabilities and exposure – and most priority adaptation investments are public goods, strengthening public finance systems and increasing public finance at the local level is essential. Communities and local actors are also most aware of the nuanced context in which they operate, their strengths and needs, and know what solutions will be most effective. Subnational plans and budgets, where those decisions are devolved, can be an entry point for embedding the principles for locally led adaptation into everyday decision-making and enabling communities to build on the measures they are already taking. For the implementation of locally led adaptation to reach scale, it needs to be integrated into the national and subnational development plans that drive the allocation of resources at the local level.

Importantly, public finance also plays a critical role in either reinforcing or reducing existing vulnerabilities and inequalities in participation. Budget allocation processes, funding criteria, and fiscal transfers can systematically exclude or prioritize certain groups. But when communities and marginalized groups and individuals are involved in decision-making, we see more holistic and contextual interventions, tailored to the local realities.



Flooding in Can Tho city, Vietnam, September 2025. Photo: ISET-International

Part 2: Pathways to locally led adaptation

The case studies in this report provide a practical view of how efforts to strengthen public finance and policy for locally led adaptation unfold in real settings. They show why this work matters, illustrating how local evidence, community priorities, and sustained engagement can shape financial decisions and planning systems to support climate resilience. They also show how this work can be undertaken, focusing on the implementation of three broad and often overlapping ‘pathways’.

Financing locally led adaptation: interconnected pathways



Pathway 1

Securing dedicated budget allocations at the local level for adaptation and disaster risk reduction



Pathway 2

Ensuring policy, planning and regulations are grounded in community evidence and priorities



Pathway 3

Strengthening community ownership and leadership in decisions and financing



Community resilience strengthened through effective, sustainable locally led adaptation



Pathway 1: Securing dedicated budget allocations at the local level for adaptation and disaster risk reduction

This pathway focuses on the allocation of resources and spending at the local level. It requires an analysis of existing budgets and expenditure and policy frameworks to provide a better understanding of current spending on CCA and DRR – and highlights any gaps in allocation at the local level. This helps to ensure dedicated allocations or budget lines for resilience. This pathway also involves greater consultation with local communities, marginalized groups and individuals, officials and technical departments in order to lead to more climate-smart, risk-informed spending, help to establish clear planning and budget formulation cycles and build greater transparency and accountability into the decision-making processes.



Pathway 2: Ensuring policy, planning and regulations are grounded in community evidence and priorities

This pathway focuses on the collection and input of locally sourced evidence to understand climate resilience strengths and needs within diverse communities and among marginalized groups. Many of the case studies used policy analysis, collaborative research and the Climate Resilience Measurement for Communities tool to guide evidence generation and decision-making by local communities (see the CRMC box on the next page). The analysis shows where resources are lacking or where capacities are strongest in a community, to support communities to identify their own needs and priorities. It can improve dialogue between communities and authorities by providing clear and digestible information to inform better discussion and decision-making, while making clear which groups are furthest left behind.



Pathway 3: Strengthening community ownership and leadership in decisions and financing

This pathway focuses on strengthening the inclusion of local communities in planning and budgetary processes. Although formal mechanisms for participation in planning and budgeting sometimes already exist, vulnerable and marginalized groups often face barriers in engaging meaningfully and effectively. This can be due to limited access to information, time constraints, or limited capacity.

Strengthening participatory processes includes:

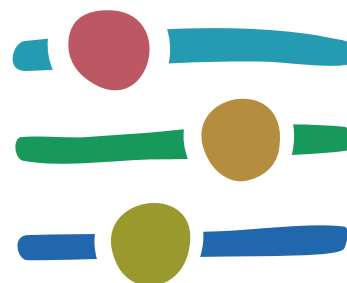
- facilitating community participation in local planning and budgeting cycles and consultation processes;
- supporting inclusive and diverse representation, including women, girls, young people, people with disabilities, ethnic minorities and Indigenous groups, and other marginalized groups;
- training local advocacy or resilience champions within the community;
- strengthening dialogue between communities and authorities and creating various platforms and channels to engage diverse and marginalized groups; and
- monitoring progress and agreeing how success is evaluated.

The Climate Resilience Measurement for Communities (CRMC)

The CRMC helps communities to evaluate and measure how resilient they are to climate hazards.

The CRMC uses indicators that capture aspects of resilience including human, social, physical, natural, and financial dimensions, collecting data through household surveys, focus groups, and key informant inputs. Using the results, communities can identify and implement resilience-building interventions and run additional measurements to track resilience changes over time.

It is not a finance tool. However, the evidence it provides supports decision-making and demonstrates how resilience in a community changes over time and the potential effects of investments.⁵



**Climate Resilience
Measurement for
Communities**

⁵ Further information on the CRMC can be found here: <https://zcralliance.org/crmc/>



A resident of the Santa Inés area of Lima, Peru participates in the Climate Resilience Measurement for Communities (CRMC) process. Photo: Practical Action

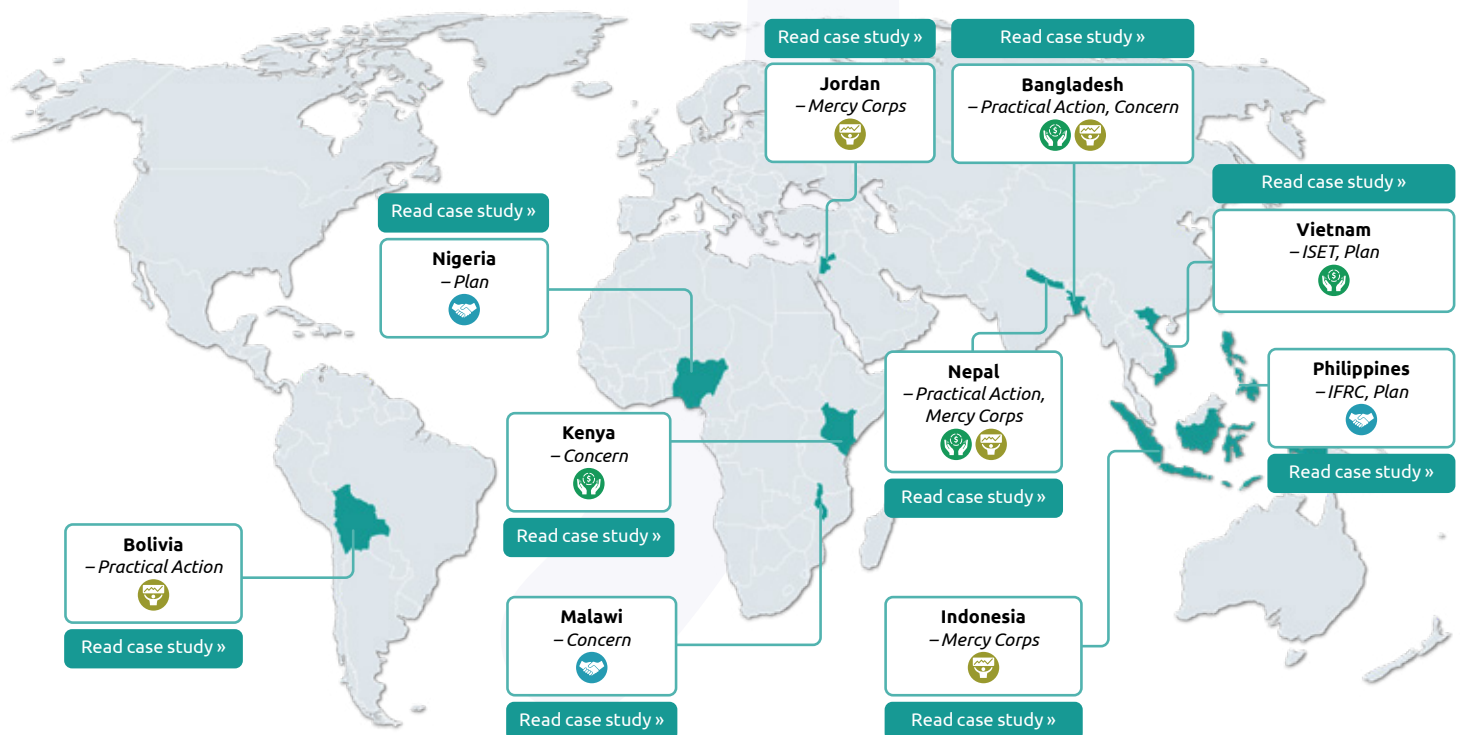
Part 3: Case studies

The following set of case studies ground these pathways in concrete examples, showing what these approaches to strengthening locally led adaptation look like in practice.

Because every context is different, they do not offer fixed models. Instead, they highlight common patterns and enabling conditions that may help practitioners and local governments think about what could work in their own environments. They focus on contributions and approaches rather than claiming direct credit for finance outcomes, recognizing that public finance decisions emerge from many actors and processes over time.

Institutionalizing locally led adaptation is a long-term effort, so the case studies capture work in progress. Early shifts, such as improved dialogue, better information, or new opportunities for participation, are critically important, and the cases therefore present both emerging progress and more tangible results.

Above all, these case studies aim to support shared learning. They are not intended to showcase individual projects, but to help others understand how public finance and planning systems can become more responsive to local priorities.



Pathway 1:
Securing dedicated budget allocations at the local level for adaptation and disaster risk reduction



Pathway 2:
Ensuring policy, planning and regulations are grounded in community evidence and priorities



Pathway 3:
Strengthening community ownership and leadership in decisions and financing

Strengthening local resilience finance and planning in Bangladesh

BANGLADESH



Concern Worldwide Bangladesh, Gana Unnayan Kendra (GUK) and Practical Action Bangladesh

CONCERN
worldwide

Practical
ACTION



Climate risks

Bangladesh faces growing climate pressures, particularly riverine and flash flooding and intensifying heatwaves. Low-lying floodplains experience recurring floods and displacement. Rising heat risk adds further strain, with Bangladesh now among the countries most affected by extreme temperatures.

Policy context

Bangladesh has a well-established national disaster risk management framework, including the Disaster Management Act (2012), the National Plan for Disaster Management, and the Standing Orders on Disasters. The recent National Framework and Action Plan for Locally Led Adaptation (2025), one of the first frameworks of its kind globally (UNDP, 2026), marks a major step toward embedding locally driven adaptation in national policy (World Bank, 2025).

However, local implementation remains uneven. Union Parishads (UPs)⁶ and Union Disaster Management Committees (UDMCs)⁷ often lack resources, risk-informed data and dedicated budgets for DRR. Financing tends to be reactive, and vulnerable char (river island) communities are frequently underrepresented in planning and budgeting decisions.



Pathway 1: Securing dedicated budget allocations at the local level for adaptation and disaster risk reduction

Concern and GUK worked directly with UPs and UDMCs to influence how local resources were allocated for CCA and DRR. This included supporting UPs to engage in planning and budgeting processes and building their capacity in budget analysis, financial tracking, and resource mobilization. Concern and GUK also revitalized UDMCs by helping them establish and operationalize local emergency funds and facilitated community consultations and resilience assessments to ensure local risk information informed planning.

Results

This work contributed to a clear shift in local budgeting. In FY2024/25, only seven UPs had DRR budget lines: by FY2025/26, all 10 UPs in Concern's programme areas had allocated funds, increasing total DRR budgets by 22 per cent, from BDT 23m (approximately US\$187,000) to BDT 28.2m (approximately US\$229,000). These funds supported repairs to embankments, bamboo bridges, and small-scale infrastructure, signaling a move from reactive response to proactive risk reduction.

UDMCs also mobilized BDT 237,394 (approximately US\$1,900) through local fundraising to finance preventive actions. The Upazila Disaster Management Committees (UzDMC), Disaster Management Committees at sub-district level, encouraged other UPs to adopt similar funds, showing upward influence from community-level initiatives to sub-district governance.

⁶ A Union Parishad (or Union Council) is the smallest rural administrative unit in Bangladesh, responsible for local governance and development.

⁷ UDMCs are local governance bodies established to manage risks effectively. It is a distinct entity within the framework of the Union Parishad. UDMCs are typically headed by the Chair of the Union Parishad.



Pathway 2: Ensuring policy, planning and regulations are grounded in community evidence and priorities

Practical Action strengthened how locally generated evidence informs planning and budget decisions. The programme conducted Participatory Rapid Appraisals, Climate Risk Assessments, Community Risk Assessments, and CRMC assessments across three districts in southern Bangladesh. Climate Vulnerability and Capacity Analyses were conducted in 21 UPs to identify local risks and priorities.

These processes supported the development of Locally Led Adaptation Plans (LLAPs), which translated community priorities into costed, actionable recommendations. Findings were validated with Union and Upazila authorities to build ownership. Practical Action also supported the uptake of CRMC evidence within urban planning systems, including in the People's Adaptation Plan of Narayanganj City Corporation, highlighting how local voices are being integrated into urban planning and investment decisions.

Results

By May 2025, LLAP recommendations had been integrated into the annual budgets of 11 UPs, the first time such a locally led adaptation planning approach had been adopted in these areas. In Narayanganj, CRMC results were formally endorsed and used to develop a People's Adaptation Plan, influencing major masterplans supported by the Asian Development Bank. The process strengthened inclusion, ensuring that the priorities of low-income communities, women, and people with disabilities, were reflected in formal planning.

"For many years, our disaster response started only after the water had already entered people's homes. Every flood meant panic and dependence on relief. We have learned the importance of preparedness and saw how small investments before a disaster could save lives and property. Now, our UP has a standing DRR budget. We use it for tree plantation, embankment protection, and road repair before the monsoon. This change is not just about money – it's about changing our mindset. We are no longer waiting for help; we are preparing to protect our people."

Md. Ibrahim Khalilullah, Union Parishad Chairman – Belka Union, Sundarganj Upazila

Lessons at a glance

- **Dedicated DRR budget lines create lasting shifts:** Once UPs established formal DRR lines, they were more likely to increase allocations and invest proactively.
- **Revitalized local disaster risk management committees can mobilize their own resources:** UDMC emergency funds showed that local institutions can generate resilience finance, not only receive it.
- **Costed, community generated plans make action easier for local governments:** LLAPs provided clear, budget ready recommendations that could be integrated directly into annual plans.
- **Validation with local authorities builds ownership and influence:** When Union and Upazila officials endorsed community evidence, it gained legitimacy within planning systems.
- **Participation strengthens legitimacy; accountability sustains progress:** Increased allocations matter, but expenditure tracking and transparency are essential for ensuring funds support prevention alongside reactive response.

Strengthening co-financed resilience through evidence-based planning in Bolivia

BOLIVIA



Practical Action Bolivia

**Practical
ACTION**

Climate risks

Bolivia faces growing risks from flooding, wildfires, droughts, and frosts, which threaten lives, livelihoods, ecosystems, and tourism-dependent economies (UNDP, 2026). These hazards affect both rural and urban communities, placing pressure on already fragile infrastructure and natural resources.

Policy context

Bolivia has a relatively robust national policy framework for CCA and DRR, but the main challenge lies in implementation. National and municipal plans exist, yet coordination gaps and insufficient budget allocation often constrain action on the ground.



Pathway 2: Ensuring policy, planning and regulations are grounded in community evidence and priorities

Practical Action conducted CRMC assessments in 24 communities across Amazonian and Andean river basins, which served as the main entry point for engaging with planning and finance decisions in Bolivia. This generated evidence on local risks, vulnerabilities and resilience gaps. These findings were shared with communities, Indigenous territorial authorities, and municipal governments, creating a common evidence base for decision-making.

This process integrated risk-reduction priorities into municipal planning frameworks and strengthened coordination between governance levels. Joint resilience committees and other coordination mechanisms increased dialogue between stakeholders, providing a structured way for community priorities to enter formal planning processes. Building on this evidence and improved coordination, the programme was able to influence how resources were mobilized and allocated for resilience investments.

Results

A key outcome was the mobilization of municipal co-financing for resilient infrastructure. In three communities, elevated flood shelters were constructed through financing arrangements that combined community contributions, municipal counterpart funds, Indigenous territorial budgets and Alliance funding, totalling more than Bs 516,000 (approximately US\$74,000). This demonstrated how evidence-based planning and strengthened governance linkages can translate into concrete financial commitments and increased ownership of resilience priorities. By aligning locally generated evidence with planning processes and clearly demonstrating investment needs, the programme influenced how existing municipal resources were prioritized and co-invested in resilience infrastructure.



A volunteer in Puerto Yumani stands outside an elevated shelter. Photo: Practical Action

"The work we are doing with Practical Action serves as a model for other communities and municipalities that experience flooding. It involves community participation in planning and implementation, and it involves the municipal government in technical and monitoring aspects, and budget allocation. We have provided solutions, such as in Puerto Yumani, where we designed and built the elevated shelter – so important during rainy seasons, when we are under constant flood alerts."

Jesús Denis Rivera, Past Director of Risk Management for the Autonomous Municipal Government of Rurrenabaque

Lessons at a glance

- ➔ **Locally generated evidence combined with coordination can unlock co-financing:** CRMC findings, combined with structured dialogue between communities, Indigenous authorities, and municipalities, helped mobilize public resources without requiring formal budget reforms.
- ➔ **Combined finance strengthens shared ownership:** When these stakeholder groups all contribute resources, it reinforces commitment to resilience priorities and increases the likelihood of sustained investment.
- ➔ **Governance linkages matter as much as the evidence:** Strengthening coordination across community, territorial, and municipal levels was essential for translating CRMC data into financial commitments.
- ➔ **Political transitions can affect continuity:** Sustaining and scaling co-financing models requires ongoing engagement with municipal authorities, especially in contexts where political change may shift budget priorities.
- ➔ **Locally led adaptation is strengthened when community evidence shapes public spending:** By embedding resilience priorities within planning processes and co-financing arrangements, the programme created pathways for local actors to influence how public funds are mobilized.

From evidence to budget allocations: Subnational climate finance in Indonesia

INDONESIA



Mercy Corps Indonesia

Mercy Corps Indonesia

Climate risks

Indonesia faces escalating climate risks, particularly coastal flooding, sea-level rise, and extreme heat (World Bank, 2025). Many households depend on fisheries and other natural-resource-based livelihoods that are sensitive to climate variability. In low-lying coastal areas on the north coast of Java, such as Pekalongan, permanent inundation has already forced relocations, while upstream land-use practices continue to exacerbate downstream flood risks.

Policy context

Indonesia has national and subnational frameworks for climate and development planning, but ensuring that local risks and community priorities are reflected in these systems remains a challenge. Regional, medium-term development plans shape sectoral priorities, while village governments play a central role in allocating public funds through village budget processes (APBDes) and participatory planning forums (Musrenbang).

“The Jeruksari community has been helped by knowledge mentoring and increased literacy, so they no longer panic when faced with climate change phenomena such as tidal floods. Now, Jeruksari is filled with people busy working, whose livelihoods are supported by ZCRA. So, in my opinion, the community is now able to adapt. For a better future, Jeruksari village is already willing to replicate this initiative through a Village Fund to bring longer benefits for the communities.”

Pak Budi, Village Head of Jeruksari



Floating fish nets have been established in Jeruksari, replicating a successful existing project. Photo: Mercy Corps



Pathway 2: Ensuring policy, planning and regulations are grounded in community evidence and priorities

Mercy Corps Indonesia strengthened how CCA and DRR evidence informs village-level planning systems and guides resource allocation. CRMC assessments were used to identify local resilience gaps and priority actions at community level, which were then consolidated into community action plans. The plans were developed through a participatory process involving community members and local government representatives jointly prioritizing relevant actions and actors for implementation. These plans were presented during Musrenbang, ensuring that community-generated evidence fed directly into development priorities.

Mercy Corps Indonesia piloted climate-resilient livelihood models in downstream coastal areas, including floating net cages, biofloc nurseries, and milkfish processing. These pilots were implemented by a fish-farmer group in targeted villages, supported by fisheries, health, and trade agencies, demonstrating both technical feasibility and clear livelihood benefits. Sustained engagement with village authorities as well as relevant agencies helped link CRMC findings with these practical models, building confidence that the proposed interventions were viable and aligned with local needs.

Results

This combined approach contributed to significant shifts in village planning and financing. In Jeruksari village, climate-resilient livelihood interventions were formally integrated into local-village policy and annual budget planning. Some of the village budget was allocated for floating net cages, training for women's groups on milkfish processing, and maintenance of the community climate information system. Similar progress occurred in Simego village, where climate adaptation and conservation activities were incorporated directly into the village budget, making them independently financed by the village government.

These changes mark a transition from externally supported pilots to government-financed village priorities. Climate-resilient livelihoods and adaptation measures are now recognized as part of the village's own development agenda, funded independently through predictable public resources. By pairing locally generated evidence with practical, demonstrable solutions, Mercy Corps Indonesia helped local governments translate climate risk information into concrete policy and financing decisions.



Lessons at a glance

- **Evidence can be most influential when paired with workable solutions:** CRMC data gained traction because it was backed by practical livelihood models, such as floating net cages, that local authorities could see, test, and trust.
- **Village planning systems offer powerful entry points for CCA and DRR finance:** Musrenbang deliberations provided a formal mechanism for community evidence to shape development priorities and budget decisions.
- **Institutionalizing resilience within village budgets can transform pilots into policy:** Once climate resilient livelihoods and conservation measures were included in village budgets, they became recognized village priorities rather than externally driven activities.
- **Cross-sector collaboration strengthens credibility and uptake:** Working with fisheries, health, and trade agencies helped show that adaptation measures aligned with broader development goals, not just climate objectives.
- **Local ownership drives sustainability and replication:** When villages finance adaptation measures themselves, they gain legitimacy and can be adopted by neighbouring villages or integrated into wider planning processes. This is reflected in the programme's aquaculture model which promotes sustainable practices through reduced chemical use and is fostering a collective commitment among fish farmers across Greater Pekalongan to eliminate hazardous chemicals in aquaculture.

Influencing finance for resilience at municipal level in Jordan

JORDAN



Mercy Corps Jordan



Climate risks

Jordan is one of the most water-scarce countries in the world and is increasingly affected by climate hazards (Abumarjoub, 2025). In Azraq Municipality for example, recurrent flash floods and extreme heat are becoming more frequent, damaging infrastructure, disrupting services, and impacting livelihoods. The area is also home to the Azraq Wetland Reserve, meaning climate impacts have both ecological and economic consequences for the municipality.

Policy context

Jordan has a national framework for DRR through the National Strategy for Disaster Risk Reduction, led by the National Centre for Security and Crisis Management. However, translating this framework into action at municipal level remains a challenge. Most municipalities lack dedicated DRR structures, clear mandates, and protected budgets, primarily relying instead on reactive emergency funding.

"Attending programme events and gaining a deeper understanding of the disaster risk landscape has helped us plan more effectively, respond when it matters, and know where to turn for support when we need it."

Mohammad Dehilan, Head of DRM Unit, Azraq Municipality



Government officials in Azraq discuss the drafting of Disaster Risk Management (DRM) plans. Photo: Mercy Corps



Pathway 2: Ensuring policy, planning and regulations are grounded in community evidence and priorities

Mercy Corps worked to embed DRR within local government systems by translating national frameworks into practical local guidance. Together with UNDP, Mercy Corps developed a national DRR Strategy Guiding Document⁸ which was subsequently formally adopted by the Ministry of Local Administration (MOLA), giving municipalities a clear mandate for establishing DRR units and integrating DRR into planning.

Building on the guidance document, Mercy Corps supported 11 municipalities to develop DRR plans that translated national policy into locally relevant action plans and provided a structured basis for identifying investment priorities. In Azraq, the programme engaged municipal leadership to highlight the cumulative economic costs of climate impacts and reframe DRR as an investment to protect municipal assets.

In parallel, Local Advocacy Committees (LACs) brought together community representatives, local leaders, government officials, and members of vulnerable groups, creating a channel for community evidence to inform planning and budgeting decisions.

Results

This combined approach contributed to a concrete financial shift in Azraq: the establishment of a dedicated DRR unit and a protected budget line of JOD 50,000 (approximately US\$70,000, around 1.7 per cent of the municipal budget). This replaced a reactive emergency fund and established a standing mechanism for planning, preparedness, and risk reduction. The approach, anchored within MOLA, provides a model for institutionalizing DRR across other municipalities and demonstrates how national frameworks can be translated into local systems that support proactive investment.



Lessons at a glance

- ➔ **Policy change is a powerful lever to finance CCA and DRR:** The dedicated DRR budget emerged from strengthening systems and mandates. Embedding the guiding document within MOLA created legitimacy and enabled uptake beyond the programme area.
- ➔ **Reframing risk as an economic issue can build political will:** Demonstrating the financial costs of climate impacts helped municipal leaders see DRR as a necessary investment.
- ➔ **Community platforms can strengthen accountability and relevance:** LACs ensured that community evidence helped to shape municipal decisions and increased transparency around commitments.
- ➔ **Establishing a budget line is an important first step, but not sufficient on its own:** Sustaining and expanding DRR investments requires strengthening municipal capacity to mobilize additional resources. This also reinforces the importance of linking local systems to broader national and international finance flows.



Wetlands in Azraq are highly vulnerable to heatwaves. Photo: Mercy Corps

⁸ Document can be accessed here: <https://jordan.mercycorps.org/research-resources/localization-risk-management>

Influencing local resilience finance in Kenya

KENYA



Concern Worldwide Kenya



Climate risks

Kenya is highly vulnerable to climate-related hazards, particularly floods and droughts. These recurring events have significant social and economic impacts (World Bank, 2021), especially along the River Tana where communities face repeated flood losses and increasing climate variability.

Policy context

Kenya has a strong national policy framework for CCA and DRR, and responsibility for DRR is devolved to the county level. In Tana River County, 2 per cent of the county budget was allocated to DRR. However, in practice, this financing remains heavily weighted towards response, with funds typically activated after disasters occur, leaving preparedness and risk reduction underfunded.



Pathway 1: Securing dedicated budget allocations at the local level for adaptation and disaster risk reduction

Concern worked directly with county budgeting and finance processes to influence how resources were allocated for DRR. A budget analysis covering 2022-2024 revealed a clear mismatch between Tana River County's high climate risk and the limited funds dedicated to CCA and DRR. These findings were combined with local risk data from the CRMC and presented to Members of the County Assembly (MCAs) and county DRR teams.

Alongside the technical work, Concern strengthened community-level advocacy by supporting local advocacy champions to understand county planning and budgeting processes. This enabled communities to participate more effectively in public forums for the County Integrated Development Plan and to lobby for the inclusion of their priority resilience actions.

Recognizing that budget decisions are inherently political, Concern also facilitated engagement between advocacy champions and MCAs. These exchanges helped build alignment around resilience priorities and ensured that community inputs were not sidelined during budget negotiations. Securing this political buy-in proved critical to translating evidence and community priorities into budget-relevant decisions.

Results

This combination of financial analysis, community engagement, and political dialogue contributed to a tangible shift in county financing. Tana River County increased its DRR allocation from 2 per cent to 3 per cent for FY2025/26, and additional KSh 70m (approximately US\$538,000) earmarked for flood-related interventions such as protective infrastructure, drainage rehabilitation, and early warning systems. Concern also supported the County Department of Special Programmes to operationalize DRR policy provisions, leading to the creation of a dedicated resilience budget line for FY2026/27.

Lessons at a glance

- ➔ **Local evidence and community awareness of budget processes can strengthen finance influencing efforts when linked to formal decision-making spaces:** When communities better understand planning and budgeting processes, they are able to articulate priorities and reinforce the legitimacy of resilience investments.
- ➔ **Political buy in is essential for shifting allocations:** Engaging MCAs directly helped bridge the gap between community priorities and the political realities of county budgeting.
- ➔ **Budget allocations should be paired with accountability:** Increasing allocations was only the first step; strengthening expenditure tracking helped build trust and maintain momentum for further investment.
- ➔ **Local risk data strengthens the case for investment:** Combining county level budget analysis with CRMC evidence made the argument for increased CCA and DRR funding more compelling.
- ➔ **Dedicated budget lines help institutionalize resilience:** Establishing a specific line for resilience spending provides a more stable foundation for long term investment than ad hoc allocations.



Women in Odole Community, Tana River join a community consultation. Photo: Charlotte Woellwarth / Concern Worldwide

Strengthening participatory disaster risk financing through Community Disaster Funds in Malawi

MALAWI



Concern Worldwide Malawi



Climate risks

Malawi faces recurring floods, droughts, and cyclones, which regularly lead to loss of life, displacement of communities, and damage to infrastructure and livelihoods. Flooding is particularly widespread, with around 16 per cent of the country's surface area exposed (Garcin, 2025), contributing to high levels of food insecurity and vulnerability, particularly with smallholder farmers.

Policy context

The Disaster Risk Management Act (2023) provided a new legal basis for decentralized DRR and established a national DRM Trust Fund. However, the Fund is not yet operational, and only around 1 per cent of the national budget is allocated to DRR, with funding prioritizing response over risk reduction. Limited fiscal decentralization in Malawi constrains district-level DRR financing. At district and community levels, disaster risk management committees often lack predictable funding and practical mechanisms to access or manage resources.

"The 55-meter dyke constructed by communities in Mbenje has significantly reduced the risk of flooding, protecting critical infrastructure such as schools and health clinics from floodwaters, and has contributed to long-term community sustainability."

Misheck Charlie, Traditional Authority Mbenje



Local school stand next to the dyke in Mbenje. Photo: Aimee Vaughan / Concern Worldwide



Pathway 3: Strengthening community ownership and leadership in decisions and financing

The Community Resilience Fund (CRF) is a community-managed financing mechanism designed to address gaps in decentralized DRR financing. Piloted in three Nsanje communities in 2023, the model has since expanded to additional communities in Nsanje, Chikwawa and Lilongwe. Each community forms a Community Resilience Fund Committee (CRFC) made up of representatives from existing local governance structures and local government technical experts. These committees manage the entire project cycle: from needs assessments and proposal development to procurement and implementation.

Training in financial management and proposal development has strengthened communities' ability to manage funds transparently and engage with other funding sources, helping build trust and positioning them to access future investment from mechanisms such as the national DRM Trust Fund.

The Nsanje District pilot showed the model is scalable and fosters strong community ownership. By 2025, it had expanded through an FCDO-funded programme to 11 more communities across three districts. While CRF resources are currently not public funds, the model is aligned with Malawi's DRM Trust Fund and could serve as a delivery mechanism once the fund becomes operational.

Results

The establishment of CRFs shows that communities can take a leading role in disaster financing when supported with the right capacities. CRFC members now identify priorities, develop proposals, and allocate resources themselves, shifting communities from passive recipients of aid to active decision makers in local financing processes.

The model strengthened financial literacy and confidence, enabling communities to engage more effectively with local government officers and navigate formal financing systems. It also demonstrated cost effectiveness: community level procurement from local markets has proven cheaper and more efficient than external procurement due to reduced transport costs, fewer intermediaries, and reliance on local markets.

CRFs improved the timeliness of local responses, reduced disaster impacts and supported investment in longer-term resilience measures. Open financial discussions and representative committees also strengthened transparency and collective ownership.



Lessons at a glance

- **Community managed funds can fill critical gaps in decentralized DRR financing:** The CRF model shows that communities can manage resources responsibly and make informed decisions when given the mandate and skills.
- **Financial literacy is foundational for locally led finance:** Training in budgeting, procurement, and proposal development built confidence and prepared communities to engage with public climate finance in the future.
- **Representative committees strengthen transparency and ownership:** Drawing CRFC members from existing governance structures ensured legitimacy and broad community oversight.
- **Locally managed procurement is often more cost effective:** Evidence from the pilot shows that community level purchasing can reduce costs and speed up implementation.
- **The model creates a pathway toward accessing national climate finance:** By aligning with the DRM Trust Fund, CRFs positioned communities to eventually receive and manage public resilience funding once national mechanisms become operational.
- **Shifting communities from recipients to decision makers strengthens locally led adaptation:** The CRF model embodies core principles for locally led adaptation by placing communities at the centre of financial decision-making.

Influencing local climate and disaster risk finance in Nepal

NEPAL



Mercy Corps Nepal and Practical Action Nepal



Climate risks

Nepal is among the countries most vulnerable to climate-related hazards (Germanwatch, 2026). In the southern Terai region, home to over half the population, floods recur annually. Heatwaves, cold waves, and drought are becoming more frequent and severe. These events disrupt livelihoods, damage infrastructure, and strain public services, placing growing pressure on local governments and communities.



Farmers in Terai are working in the evening to avoid the dangers of daytime heat. Photo: Mercy Corps

Policy context

Nepal has taken important steps to strengthen its climate and disaster governance. The Disaster Risk Reduction and Management Act (2017), federal reforms, and national policies have created clearer mandates for action at provincial and local levels, signalling strong national commitment to resilience. However, turning this commitment into predictable, locally responsive investment remains difficult. Funding for CCA and DRR is often limited or focused on post-disaster reconstruction rather than prevention (Mercy Corps Nepal, 2025).



Pathway 1: Securing dedicated budget allocations at the local level for adaptation and disaster risk reduction

Mercy Corps carried out multi-year budget tracking across provincial and municipal governments. This showed that investment in CCA and DRR fell far below the national guideline of 5 per cent of annual budgets. In many places, spending remained under 2 per cent and was heavily weighted towards post-disaster reconstruction rather than prevention.

These findings were distilled into clear policy messages and shared through sustained engagement with decision makers. Mercy Corps held technical workshops, facilitated dialogues with senior officials and elected representatives, and worked closely with political champions who helped elevate the issue within provincial forums.

Results

This combination of credible evidence and strategic engagement contributed to a notable shift. Madhesh Province and five municipalities within it issued written commitments to allocate 5 per cent of sectoral budgets to CCA and DRR in FY2025/26, reinforced by a directive from the Office of the Chief Minister of Madhesh instructing ministries to allocate the required resources.

The approach has since been replicated by Oxfam Nepal in additional municipalities, broadening the national evidence base and strengthening the demand for more predictable CCA and DRR financing.



Pathway 2: Ensuring policy, planning and regulations are grounded in community evidence and priorities

Practical Action focused on improving how locally generated evidence informs municipal planning and budgeting. The CRMC assessment was conducted in 57 communities across 13 municipalities, generating detailed evidence on local climate risks and vulnerabilities. These findings were validated with communities and presented to local governments ahead of the annual 'Red Book'⁹ planning cycle, timing that proved essential for informing priorities.

Results

By engaging with the process at the right moment, CRMC evidence shaped discussions on a range of resilience interventions, from nature-based flood protection measures to heat adaptation measures and strengthened ward-level disaster management structures. This helped align municipal development plans more closely with community-identified needs.

The approach also contributed to tangible fiscal shifts. In 2024, all the municipalities in the programme's working areas increased their CCA and DRR budgets by 10 per cent to 15 per cent, and several began co-financing interventions such as bio-dykes, safe shelters, and heat-repellent paint for schools. These investments demonstrate a gradual move from externally supported pilots to shared public financing for resilience.

"Resilience financing begins when community voices shape public priorities. Through strengthened advocacy platforms and empowered community champions, the project has helped translate local demands into formal planning processes, with nearly half of the submitted priorities reflected in local government Red Books."

Gobind Narayan Upadhyay, Knowledge, Monitoring, Evaluation & Learning Officer, Nepal National Social Welfare Association



Lessons at a glance

- ➔ **Evidence can inform decisions when timed well:** Both budget tracking and CRMC assessments were impactful because they were aligned with formal planning and budgeting cycles.
- ➔ **Clear, accessible analysis helps shift political priorities:** Translating complex budget data into simple, actionable messages made it easier for provincial and municipal leaders to recognize underinvestment and commit to change.
- ➔ **Local evidence strengthens budget decisions:** When communities are better able to engage with and inform planning systems, finance decisions can become more responsive to local risks and needs.
- ➔ **Sustained engagement drives policy shifts:** Workshops, dialogues, and relationships with political champions were essential for turning evidence into written commitments and increased allocations.
- ➔ **Replication amplifies impact:** When other organizations adopt shared methodologies, the collective evidence base grows, helping to inform budget decisions and reduce financing gaps.

⁹ The Red Book is the official detailed budget document published annually by Nepal's Ministry of Finance. It contains comprehensive expenditure estimates for the upcoming fiscal year across all ministries. It also includes budget summaries and annexes on gender-responsive and strategic sectoral allocations.

Inclusive participation in local resilience finance processes in Nigeria

NIGERIA



Plan International Nigeria



Climate risks

Flooding is a recurring hazard across Nigeria, causing widespread damage to lives and livelihoods. In the North-East, recent floods in Adamawa and Yobe (UNICEF, 2025) have hit communities already facing high levels of vulnerability, placing additional pressure on overstretched local government systems.

Policy context

Nigeria has national and state-level DRR policies and institutions, but gaps in implementation and resourcing persist. Local governments are not always aware of national frameworks or the resources they can leverage for CCA and DRR. Limited capacity to mobilize, track, and advocate for DRR investment further constrains local action and undermines resilience.

"Your greatest allies in government may not hold titles – they could be a driver or a chef. Influence often hides in unexpected places, and these connections can open doors to policy change."

Jonathan Abakpa, Advocacy and Youth Programme Officer Plan International/HRB and PFA Trainer



A community consultation in Yobe State. Photo: Plan Nigeria



Pathway 3: Strengthening community ownership and leadership in decisions and financing

Plan International strengthened the ability of communities and civil society actors to understand and engage with public finance processes related to DRR. They helped to build budget literacy and public finance awareness among government officials, local authorities, and community actors. Public finance training in Adamawa and Yobe introduced participants, including youth groups, to public budgeting, expenditure tracking, and the policy frameworks. The training also improved relationships between state authorities and local actors. Building on this foundation, the Adamawa Human Rights and Public Financing Platform was established, providing a space for civil society and community representatives to engage on public resource allocation and transparency.

At community level, Plan International strengthened inclusive participation by training young people and community focal points in leadership, advocacy, and budget processes. Engagement with national and subnational actors built momentum for dialogue on DRR policy and financing, contributing to the formation of the Adamawa and Yobe Climate Action Networks.

Results

These initiatives strengthened the foundations for locally led engagement in resilience financing. Government actors, youth groups, and community representatives now have a clearer understanding of how budgets are developed and monitored, and are better positioned to identify opportunities within public finance systems to support resilience.

While these gains have not yet resulted in new DRR budget allocations, they have created the enabling conditions for future engagement: improved financial literacy, stronger relationships between communities and government, and new platforms for dialogue and advocacy. The Human Rights and Public Financing Platform and the Climate Action Networks now provide structured spaces for ongoing engagement on climate and DRR financing issues.



Lessons at a glance

- **Financial literacy is a prerequisite for meaningful participation:** Communities and civil society actors were able to engage with budget decisions with a better understanding of how budgeting and expenditure tracking work.
- **Early gains often take the form of capacity and awareness,** not immediate fiscal shifts: Strengthening knowledge and relationships was a critical first step toward influencing DRR allocations over time.
- **Platforms for dialogue can turn awareness into influence:** Structures like the Human Rights and Public Financing Platform and Climate Action Networks now provide spaces where community priorities can gradually shape policy and planning discussions.
- **Youth engagement expands the constituency for resilience financing:** Training young people in public finance built long-term advocacy capacity, strengthened intergenerational participation, and created platforms and opportunities for young people to meaningfully participate and help shape their country's DRR and climate resilience financing.
- **Strong linkages across local and national government levels are important:** Increasing awareness among government actors from different levels of existing DRR policies and financing mechanisms helped them identify opportunities to support resilience within current systems.
- **Locally led finance requires sustained engagement:** Building agency and voice is only the first step; translating these capacities into fiscal change depends on continued interaction with formal planning and budgeting processes and creating more formal spaces and processes to continuously engage.

Strengthening participatory processes for locally led resilience in the Philippines

PHILIPPINES



Philippines Red Cross



Climate risks

The Philippines is one of the most disaster-prone countries (Bündnis Entwicklung Hilft, 2025), with widespread exposure to typhoons, extreme heat, and accelerated sea-level rise. Around three-quarters of the population lives in hazard-exposed areas (Red Cross Climate Centre, 2024), and these risks are expected to intensify, threatening lives, livelihoods, critical infrastructure, and ecosystems (OECD, 2026).

Policy context

National policy frameworks for CCA and DRR emphasize community participation, and local planning bodies formally recognize the role of civil society and community actors. However, implementation varies widely across local government units. The depth and influence of community engagement often depend on local capacity and leadership, and vulnerable groups are not always adequately represented in decision-making.

"I can't overemphasize the importance of community engagement; it's the heart of the programme because the involvement of the community is vital for success. Community engagement helps us to be cohesive, inclusive, and participative. No matter how well planned an initiative is, if the community is not involved it will surely fail and sustainability will not be assured."

Aaron Jacob Omaña, Pasig City Disaster Risk Reduction and Management Office



Community leaders participate in a risk mapping exercise. Photo: Philippines Red Cross



Pathway 3: Strengthening community ownership and leadership in decisions and financing

Within the Alliance programme, local individuals – primarily volunteers – play a central role in strengthening community resilience and ensuring that local priorities inform planning and financing decisions. The Philippines Red Cross (PRC) focused on strengthening its Red Cross 143 (RC143) volunteer network¹⁰ which mobilizes volunteers in high-risk rural and urban communities to build risk knowledge, develop skills, and catalyse locally led action. Building on this, Barangay [Community] Climate Resilience Committees (BCRC), composed of selected RC143 volunteers representing key community sectors, were established to provide a structured and sustainable mechanism for planning climate interventions, participating in stakeholder consultation, and engaging with local authorities, even beyond the scope and duration of the programme.

Results

This approach helped create a shared understanding of diverse community needs, vulnerabilities, and resilience gaps, leading to more coordinated and strategic investment. In Pangasinan, BCRCs used the CRMC to identify gaps and co-design solutions with local leaders and municipal authorities. This collaborative analysis opened an inclusive platform for dialogue, enabling communities, the Alliance programme, and other stakeholders to take ownership of specific actions.

This engagement resulted in concrete financial investments. The municipal authority allocated a budget for local infrastructure. Responsibilities were shared: the Alliance programme supported selected interventions, while communities and local authorities led others. This shared ownership strengthened commitment, built momentum and enabled sustained collective action.

The established BCRC structure also created an ongoing mechanism for engagement. In Mangatarem, the Municipal Disaster Risk Reduction and Management Office expressed interest in replicating this methodology throughout the remaining 76 barangays, demonstrating how a successful model in one locality can generate momentum for wider adoption.



Lessons at a glance

- ➔ **Community led analysis builds shared ownership of solutions:** Using tools like CRMC enabled communities and local authorities to jointly identify resilience gaps and priority needs, which in turn encouraged coordinated action and investment.
- ➔ **Volunteer structures can anchor sustained participation:** Strengthening RC143 volunteers and integrating them into BCRCs created a reliable group of community representatives who could consistently engage in planning, consultations, and budgeting processes.
- ➔ **Structured and sustained engagement mechanisms are essential for locally led adaptation:** **Forming committees is not enough:** regular interfaces with local authorities are needed to ensure community voices remain present and influential in decision-making.
- ➔ **Collaborative models can encourage co-financing:** When communities, local government and programmes share responsibility for interventions, it builds momentum and increases the likelihood of sustained action.
- ➔ **Successful local models can scale quickly when linked to organizations with national reach:** PRC's presence from local to national levels helped position the BCRC model for replication across additional barangays and municipalities.

¹⁰ More information on the Philippine Red Cross Volunteer Network can be found here: <https://redcross.org.ph/join143/>

Institutionalizing early warning systems through public finance in Vietnam

VIETNAM



ISET-International



Climate risks

Vietnam is among the world's most climate-vulnerable countries (UNDP, 2025), with increasing frequency and intensity of extreme climate-hazards like floods and typhoons. These events place growing pressure on local early warning systems (EWS), many of which struggle with fragmented coverage, limited real-time information and insufficient resources for operation and maintenance. As a result, communities often lack timely, impact-based warnings that could reduce losses and protect lives.

Policy context

Vietnam has developed strong national frameworks and on-the-ground practices for CCA and DRR, supported by substantial international investment. However, translating these policies into sustainable and scalable local systems remains challenging. Many external interventions, such as EWS and monitoring equipment, are timebound and lack dedicated public budgets for upkeep. At the same time, local governments often lack consolidated, locally grounded evidence to guide their investment decisions, constraining their ability to prioritize investments and scale effective resilience measures.

"Both our team and provincial leaders are highly satisfied with the outcomes. The solution strengthens Huế's resilience to extreme storms and floods by delivering fast and timely warnings to residents during emergencies – especially at night or when other communication channels, such as loudspeakers, television, and mobile networks, are disrupted."

Mr. Dang Van Hoa, Head of Division of Water Resources and Climate Change



An inspection of the smart flood towers. Photo: ISET-International



Pathway 1: Securing dedicated budget allocations at the local level for adaptation and disaster risk reduction

ISET engaged directly with local governments to address gaps in evidence, system design, and public financing for EWS. CRMC assessments in Hué and Gia Lai identified key weaknesses: fragmented warning systems, limited real-time and impact-based alerts, and the absence of dedicated budget lines for operation, maintenance, and system management.

To address these gaps, ISET supported the installation of smart flood warning towers, automated river monitoring stations, and high-powered emergency sirens. Crucially, these were designed as part of integrated provisional EWS platforms, not standalone pilots, and were embedded within official WebGIS and government systems.

ISET then worked with local authorities to secure public budget allocations for recurrent costs. This included integrating EWS expenditure into annual budgeting processes and clarifying institutional responsibilities for financing and operation.

Results

Local authorities in both Hué and Gia Lai have now established dedicated budget lines to cover the recurrent costs of EWS. This marks a significant fiscal shift: EWS infrastructure that was once dependent on project funding is now financed and managed through local government systems. EWS have moved from externally funded, one-off investments to systems sustained through local public finance.

Embedding EWS within official platforms also strengthened institutional ownership and created clearer pathways for scaling. Integrated system design and defined investment pipelines enabled authorities to mobilize additional resources and replicate components of the system beyond the initial project sites.

Lessons at a glance

- ➔ **Design for sustainability from the outset:** Embedding EWS components into provincial WebGIS platforms in Hué and Gia Lai increased the likelihood of long term financing and maintenance.
- ➔ **Technical solutions alone are insufficient; recurrent costs should be recognized and integrated into public budgets:** Technical upgrades alone could not sustain EWS. CRMC assessments highlighted the need for annual budget lines for operation, maintenance, and management.
- ➔ **Use integrated system design to support scaling:** Designing interoperable smart towers, monitoring stations, and sirens as one integrated EWS created a clear pipeline for further local investment and replication.
- ➔ **Shift from project based to publicly financed systems:** Securing dedicated budget lines enabled the transition from externally funded pilots into durable, publicly financed systems.



Staff of Hué DRM Agency discussing the locations of new smart flood towers. Photo: Hué Division of Water Resources and Climate Change

Part 4: Bringing it together – Cross-cutting insights and implications

Across 10 diverse country contexts, the case studies reveal common patterns in how locally led adaptation can be strengthened, and the barriers that continue to limit progress. While each context is unique, the experiences share a set of recurring challenges and successful approaches that offer practical guidance for governments, practitioners, and funders.

This final section distils those cross-cutting insights, highlighting what consistently works, what holds back locally led finance, and what different actors can do to close the gap between commitment and practice.

Common barriers to locally led adaptation

1. Structural budget constraints

Local governments often operate with small, inflexible budgets and have little autonomy to increase allocations for CCA or DRR, which are competing with many other pressing development needs. In many of the case study contexts, DRR spending remains a small share of subnational budgets (often ranging between 1 and 5 per cent). In turn, this means decision-making does not get devolved to community level.

These constraints highlight the limits of relying solely on domestic public finance. The scale of climate risk often exceeds what local, and in many cases national, budgets can cover. Predictable, accessible international climate finance therefore remains essential, complementing domestic efforts and ensuring that vulnerable communities are not expected to shoulder the costs of a crisis they did not create.

2. Short-term political and budget cycles

Annual budgeting cycles make it difficult for local governments to prioritize long-term resilience. Short-term political pressure and immediate recovery needs often overshadow preventive investments. In most countries, resilience investments routinely had to compete with urgent response spending during annual planning cycles.

This highlights the need for multi-year planning frameworks and stronger integration of risk information into budget decisions. Longer-term and more predictable funding horizons ensure that communities can effectively implement adaptation actions.

3. Capacity limitations

Technical and institutional capacity gaps at local government level can impact the integration of climate risk into planning and budgeting, as well as the inclusion of marginalized groups and diverse community members in budget and plan co-creation in meaningful ways. In many countries, improving financial knowledge, skills and capacities among government and community actors was a necessary first step before fiscal shifts could occur.

Sustained investment and direct budget lines for local capacity strengthening, including budget risk assessment, procurement, monitoring, and accountability mechanisms are essential for enabling meaningful influence over public finance. More formalized platforms and processes for community actors and marginalized groups to interact more regularly and influence government actors can facilitate inclusion.

What works: Priority approaches for embedding locally led adaptation within public governance systems

Strengthen opportunities for inclusive consultation

Strengthen participatory processes so they are genuinely meaningful, not just a tick-box exercise. By creating and improving ways for community members and marginalized groups to engage directly with decision makers, budgets and systems are more likely to reflect their real needs. This has been a core feature in all the Alliance's work, bringing together community representatives, local leaders, government officials, and members of vulnerable groups, creating a channel for community evidence to inform planning and budgeting decisions. This might be through training and supporting community advocacy champions (Jordan and Kenya), or establishing new formal platforms for engagement (Jordan and Nigeria), disaster risk management committees (Philippines), or communities of practice (Vietnam).

TAKEAWAY: Strengthening channels for sustained engagement between all stakeholders improves relationships, builds broader support for climate actions prioritized by communities, and enhances decision-making.

Providing detailed, bottom-up evidence on resilience gaps at the right time

Working with communities to develop detailed, specific, locally generated evidence on resilience capacities and gaps, through the Climate Resilience Measurement for Communities (CRMC),¹¹ has provided a crucial underpinning to all the Alliance's work. Through validation workshops, it is the communities who identify and prioritize the interventions they need to strengthen their resilience. This is a powerful tool to drive support for the communities' priorities. It is particularly influential when it is timed to moments when budgets and priorities are being set (Nepal) or to feed into participatory planning forums (Indonesia). Across contexts, evidence alone did not shift decisions, unless aligned with formal planning processes.

TAKEAWAY: Evidence must be synchronized with decision-making cycles to inform public spending.

¹¹ Further information on the CRMC can be found here: <https://zcralliance.org/crmc/>

✓ Pair technical evidence with political engagement

Successful influencing combines credible technical evidence with sustained engagement with decision makers. All the case studies have a strong political focus, working with decision makers and stakeholders to understand constraints, incentives, and evidence needs, and developing and sharing evidence and analysis that make a stronger case for change. This included working with parliamentarians and provincial leaders (Nepal, Indonesia, and Kenya) and Indigenous authorities and municipalities (Bolivia), developing costed plans which makes action easier for local governments (Bangladesh), and highlighting the cumulative economic costs of climate impacts, reframing DRR as an investment to protect municipal assets (Jordan).

TAKEAWAY: Technical evidence builds the case; political relationships and champions unlock change.

✓ Embed CCA and DRR in public budgets

Durable change occurred when communities' resilience priorities were embedded within existing public finance systems. These shifts moved resilience from project-based activities to recognized public responsibilities. This has been a central feature of much of the Alliance's work, including working with authorities to establish and increase DRR budget lines (Bangladesh, Jordan, Kenya and Nepal), and embedding recurrent costs for DRR in budgets (Vietnam).

TAKEAWAY: Embedding CCA and DRR within local budgets, combined with strong participatory processes, strengthens community ownership and sustainability of resilience interventions.

✓ Demonstrate feasibility to take to scale

Pilots that showed tangible benefits helped build confidence among public authorities to scale up the work and to leverage longer-term public funding for key interventions. Institutionalizing resilience within local budgets can transform pilots into policy. In some places, specific adaptation solutions were proven and scaled by local authorities, with local public budgets taking on the cost (Indonesia and Vietnam). Elsewhere, teams worked closely with municipal governments, institutionalizing the work to enable scaling to other municipalities (Jordan and Philippines).

TAKEAWAY: Visible results shift perceptions of resilience from 'project activity' to scalable 'public investment'.

✓ Build understanding of the budget processes and strengthen local governance capacity

Budgeting and budget processes are not always straightforward or easy to engage with. Meaningful participation of communities in finance processes requires strengthening their understanding of how those systems work, important entry points, and appropriate inputs. Equally, with government capacity often stretched thin, there is room to strengthen the capacity of government officials. All case studies have involved capacity strengthening in some form, including training in financial management to manage funds transparently (Malawi), financial literacy (Indonesia), budget analysis and expenditure tracking (Nigeria and Nepal), and strengthening resilience committees (Bangladesh and Philippines).

TAKEAWAY: Capacity strengthening is not an add on; it is foundational for communities to influence public finance.

✓ Improve fiscal transparency and accountability

Increasing budget allocations for CCA and DRR is only the first step. It must be paired with strengthening expenditure and transparent financial reporting in order to build trust, enable informed advocacy and maintain momentum for further investment. This has involved improving documentation and transparency (Kenya) and budget tracking (Bangladesh and Nepal).

TAKEAWAY: Increasing allocations often requires parallel improvements in accountability and expenditure tracking.

✓ Collaborative models can encourage co-financing

When communities, local government and grant-funded programmes share responsibility for interventions, it builds momentum, increases the likelihood of sustained action, and can result in additional financial investments. This might be through allocating responsibilities for financing and delivery between local authorities, communities and the Alliance (Philippines), or in developing financing arrangements that combine community contributions, municipal counterpart funds, Indigenous territorial budgets and Alliance funding (Bolivia).

TAKEAWAY: When collaboration, ownership, and shared responsibility are in place, the funding can follow.

Policy recommendations

Based on the lessons identified in the Alliance’s country case studies, the recommendations below set out key actions to support locally led climate adaptation:

Local governments should:

- **create or expand dedicated DRR budget lines** to fund prevention and preparedness, not only response;
- **integrate climate resilience into local development and annual investment plans**, ensuring budgets reflect community identified risks and priorities;
- **institutionalize meaningful community participation** through formal planning and budgeting mechanisms with guaranteed representation of marginalized groups, including women, children and young people, displaced people, Indigenous Peoples, and people with disabilities;
- **improve fiscal transparency and accountability** by adopting strong financial reporting and expenditure tracking systems for CCA and DRR; and
- **use community generated evidence, such as participatory risk assessments, to guide budget decisions.**

National governments should:

- **equip local governments with the authority, technical support, and predictable funding** needed to fulfil their CCA and DRR responsibilities, especially in high risk or under resourced areas;
- **embed locally led adaptation across government systems** by issuing national guidelines for inclusive planning and budgeting, including standards for participation, disaggregated data, accessibility, child and youth engagement, and accountability to marginalized groups;
- **create dedicated local budget allocations within DRR funding lines** to ensure resources reach the subnational level;
- **require subnational plans to demonstrate devolved decision-making, flexible programming, clear budget flows, and downward accountability** where this aligns with the governance structure; and
- **strengthen the connection between national climate finance and local implementation** so that resources from climate funds and national budgets can reliably reach local institutions and community priorities.

Intermediaries should:

- **work with and strengthen existing governance systems** so that institutions, processes, and capacities endure beyond individual projects;
- **align community generated evidence with local policy and budget cycles** to ensure it can influence real decisions;
- **invest in local capacities and organizations to strengthen the leadership of communities and local actors over time.** This includes bringing communities, local actors, and institutions together, especially for engaging in policy and budget processes, while adopting trust-based approaches that shift power and resources to communities;

- **ensure the meaningful inclusion of marginalized groups** including children, young people, women and girls, people with disabilities, Indigenous Peoples, and displaced populations;
- **translate technical evidence into accessible advocacy messages and practical budget proposals** that local governments can use in planning and negotiations;
- **support community led accountability**, helping people track funding commitments, spending, and whether investments benefit those most at risk from climate impacts.

Donors and international funders should:

- **increase both the quality and quantity of adaptation finance**, moving rapidly toward the commitment to at least triple funding for adaptation;
- **invest in long term programmes** that allow for trust building, capacity strengthening, local planning, and institutional change, rather than short project cycles;
- **invest in local organizations and local capacities**, to enable local financial management and planning, including investing in local organizational development and structures, budget literacy, community organizing, participatory risk assessments, local advocacy, public finance tracking, and community-led monitoring;
- **put locally led adaptation principles at the core of programme design**, including flexibility, so actions are designed and implemented by and for communities, based on community needs and priorities;
- **prioritize direct access mechanisms** that channel resources to subnational governments and local organizations. Simplify application processes, widen eligibility criteria, restructure due diligence and focus on accessible communications to enable this; and
- **formally endorse and implement the principles for locally led adaptation.**



Flooding in Sundarganj, Bangladesh. Photo: Doly Sultana / Concern Worldwide

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Front cover image: Fatuma stands next to a new bridge near her village, built by the local government after members of her community advocated for change. Photo: Concern Worldwide

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