



ADAPTATION FUND

5 October 2018

Adaptation Fund Board

Management Response to the Overall Evaluation of the Fund – Second Phase

The Adaptation Fund Board decided to:

- (a) Approve the management response to the Overall Evaluation of the Fund (Second Phase) in annex of this decision; and*
- (b) Request the secretariat to post the approved management response on the Adaptation Fund website and send it to the Independent Review Panel (IRP) and TANGO International, for their information.*

Decision B.31-32/30

Annex – Management response to the Overall Evaluation of the Fund (2nd phase) and action plan

Project Design	Recommendation 1:		
<p><i>The Adaptation Fund should strengthen its support and guidance to IEs to address gaps found in project designs across the portfolio. Areas to emphasize are:</i></p> <ul style="list-style-type: none"> <i>a) Improve the presentation of adaptation reasoning and problem analysis in project proposals. Theory of Change is one approach that can be used for good problem analysis and identifying assumptions related to project relevance, effectiveness and sustainability.</i> <i>b) Identify an appropriate stakeholder engagement strategy including roles for ensuring sustainability beyond the project lifetime.</i> <i>c) Design appropriate sustainability strategies taking into account future replication, scaling up and other systemic change that the project intends to catalyze.</i> <i>d) Estimate appropriate costing and feasibility of proposed activities</i> <p><i>This support to IEs can be extended during climate finance readiness activities and through the proposal screening stage (connection with readiness)</i></p>			
Management response to the recommendation	Actions to be taken	Body in charge of action	Timeframe
<p>The areas where providing additional guidance is recommended, are well noted.</p> <p>The Board, supported by the secretariat has paid attention to these areas throughout the Fund's operations.</p> <p>(a) The theme of adaptation reasoning is an area that continues to be under active debate under various UNFCCC processes. The Board has worked on adaptation reasoning over the last several years (e.g. documents AFB/PPRC/17/5 and AFB/PPRC/22/25) and continues to do so (Decision B.31/23). The Theory of Change approach can be used, as recommended, in problem analysis and project design, however, it is worth noting that as it is not a standardized tool, it has its limitations in application as a quality assurance mechanism in project reviews.</p> <p>(b) Stakeholder engagement strategies are considered routinely as part of project reviews, spanning engagement both during project</p>	<p>The Board will keep its guidance to implementing entities in the areas identified by the evaluation under review. Particularly on the topic of adaptation reasoning, the Project and Programme Review Committee (PPRC) will consider an already commissioned paper by the secretariat at its 24th meeting (March 2019). The AFB</p> <p>Secretariat will continue to showcase the most relevant approaches, tools and methodologies for quality project</p>	<p>The Board and the PPRC (keeping guidance to IEs under review)</p> <p>The secretariat (showcasing through</p>	<p>Ongoing</p> <p>Ongoing</p>

<p>development (the requirement for comprehensive consultation) and during project implementation (project document section on management arrangements, and environmental and social management plan).</p> <p>(c) Sustainability strategies are also considered routinely in project reviews and are expected to be included in the project document section on sustainability. However, it is worth noting that while sustainability can be <i>enhanced</i> by active planning and engagement during project design and implementation, it cannot be always <i>ensured</i>, given that opportunities to maintain, replicate and scale up project activities depend on political and financial considerations outside of the project's control.</p> <p>(d) Budget analysis and feasibility assessment is also always done at the project review stage, although a practical balance has to be struck in terms of how comprehensive and pervasive such assessments are, given implications on project preparation costs.</p> <p>In terms of facilitative support to project proponents, as the evaluation correctly notes, the secretariat has provided training on the above matters through the activities of the readiness programme, as well as through other channels, such as organizing a “master class event” for stakeholders during the Adaptation Futures conference held in June 2018 in Cape Town, South Africa.</p> <p>Particularly with regard to replication and scaling up, the Medium-term Strategy for 2018-2022 adopted by the Board contains planned targeted support for <i>ex post</i> scaling up and replication. In the context of the “learning and sharing” pillar of the strategy, the Fund will explore the collection of learning materials to disseminate approaches, methodologies and tools relevant to the 4 areas identified.</p> <p>The Fund will bolster the number of internal and external events during which it will have the opportunity to raise awareness about how to address gaps found in project designs across the portfolio, including through applying the right tools, methodologies and approaches as identified in the evaluation.</p>	<p>design through its readiness events and engagement with relevant institutions (possibly through side events during UNFCCC meetings, discussion with the Adaptation Committee, Adaptation Futures conference, etc.).</p> <p>In the context of the “learning and sharing” pillar of the Medium-term Strategy (MTS), the secretariat will develop a knowledge repository of relevant methodologies/tools and will produce case studies to help design quality projects. E.g. a) design of a project theory of change; b) stakeholder engagement strategy or plan; c) project sustainability or exit strategy; d) adaptation reasoning, etc.</p> <p>The Board plans to launch, under the implementation plan of the MTS, targeted grants for scaling up of already implemented projects. The development of proposals for such grants by the implementing entities and their review by the secretariat will help collect lessons learned on key challenges and success factors for replication and scaling up of projects, which can further inform sustainability considerations in the design of new projects.</p>	<p>readiness and other events)</p> <p>Secretariat (knowledge repository)</p> <p>The Board and the secretariat (scaling up grants)</p>	<p>FY19</p> <p>FY19</p>
---	---	---	-------------------------

Complementarity of Activities	Recommendation 2:		
<p><i>The Adaptation Fund should build on existing good practice examples in the portfolio to establish systematic linkages with other funds including the GCF to coordinate portfolios and to build complementarity for concrete adaptation projects that it supports. This should intend to build synergies and minimize duplication of projects.</i></p> <p><i>This can be achieved through: Better exchange of portfolio information between the funds and establishing a referral system. Readiness activities can be organized to support IEs to design projects in a programmatic manner and structure financing from multiple sources.</i></p>			
Management response to the recommendation	Actions to be taken	Body in charge of action	Timeframe
<p>This recommendation is currently being addressed.</p> <p>The Board and the secretariat have taken action to promote linkages with other bodies under the Convention, such as the GCF, the GEF, the Adaptation Committee (AC), the Standing Committee on Finance (SCF), and the Climate Technology Centre and Network (CTCN).</p> <p>The Board had also considered how to enhance complementarity with the GCF through concrete activities. Following the mandate given by the Board, the Chair of the Board has engaged, since May 2016, in a dialogue with the Co-Chairs of the GCF Board on potential linkages between the two funds, and the secretariat has discussed with the GCF secretariat concrete activities to initiate collaboration, including, but not limited to, the following areas: readiness support, including by organizing joint activities such as workshops or seminars in regions; results-based management; accreditation; and project/programme identification and scale up.</p> <p>Since the beginning of its operations, the Fund has shared information on its portfolio of projects fully transparently on its website. The transparent practices were compiled in the Open Information Policy adopted by the Board in 2013. Since the launch of GCF operations, the secretariat has provided information to the GCF on the status of its portfolio, whenever requested.</p> <p>To further promote complementarity with other sources of funding, such as the GCF, the Medium-term Strategy for 2018-2022, adopted by the</p>	<p>The Board continues consideration of and dialogue on collaboration with the GCF.</p> <p>The secretariat has already established, jointly with CTCN, a communication channel for organizations providing readiness support for adaptation and is exploring ways to enhance communications and sharing of information.</p> <p>Following the mandate given by the Board, the secretariat engages with the GCF secretariat to plan for practical collaboration. As part of this engagement, the secretariat will lead, through the Fund's readiness programme, regular dialogue and exchange with the GCF on readiness activities and explore opportunities for complementarity of support.</p>	<p>The secretariat and the Board</p> <p>The secretariat</p> <p>The secretariat</p> <p>The secretariat and the Board</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>2nd half of FY19</p>

Board in October 2017, foresees specific support for scaling up Adaptation Fund projects through separate grants for that purpose.	The secretariat will present the scaling-up grants to the Board for its consideration during FY19.		
Complementarity of Activities	Recommendation 3:		
<p><i>The Adaptation Fund should support countries to build complementarity of projects at national level supporting harmonization of activities within national programmes and domestic financing schemes.</i></p> <p><i>This can also be achieved through: Capacity building of DAs and IEs in the readiness programme and this can be further prioritized through the proposal screening stage by the AFB Secretariat.</i></p>			
Management response to the recommendation	Actions to be taken	Body in charge of action	Timeframe
<p>Complementarity of projects at the national level and harmonizing them in national programmes is an important goal but one that is largely beyond the Adaptation Fund which only funds few individual projects in each country. Luckily, there are other important initiatives underway with this goal, such as the development of National Adaptation Plans (NAPs). Because of this, the Fund has to be cognizant of the appropriate and realistic impact it may have on complementarity. The main modality for the Fund to support country-level complementarity beyond the project level is training to Designated Authorities and National Implementing Entities, which is provided by the secretariat as part of the Readiness Programme.</p> <p>The Strategic Priorities, Policies and Guidelines of the Fund approved by the Board and adopted by CMP 4 in 2008 includes among areas to be considered during project reviews “consistency with national sustainable development strategies, including, where appropriate, national development plans, poverty reduction strategies, national communications and national adaptation programmes of action and other relevant instruments, where they exist” and “avoiding duplication with other funding sources for adaptation for the same project activity” that both address the issue of complementarity and harmonization, and that have been applied in project reviews since the first call for proposals. Further, the first area, confirming consistency with national strategies, is a standard statement required to be included in the endorsement letter by the Designated Authority for each project submission.</p>	<p>The secretariat will continue to emphasize the matter of complementarity of Adaptation Fund funded projects with national programmes and portfolios of projects in its trainings provided for and other engagements with DAs and NIEs.</p> <p>The secretariat will also seek to identify avenues to enhance country-level coherence and complementarity through its cooperation with other providers of adaptation finance.</p>	<p>The secretariat</p> <p>The secretariat</p>	<p>Ongoing</p> <p>Ongoing</p>

Direct Access		Recommendation 4:		
<p><i>Given that positive results are emerging with respect to direct access, the Adaptation Fund should accelerate its direct access support. One way to achieve this is to further reduce the 50 percent cap for MIE proposals to encourage more NIE proposals. Adaptation Fund should continue its outreach on direct access activities through the readiness programme.</i></p>				
Management response to the recommendation		Actions to be taken	Body in charge of action	Timeframe
<p>This recommendation is currently being addressed in terms of continued efforts to enhance direct access activities through the readiness programme. The Readiness Programme has been strengthened with the Pilot Readiness Package specifically aiming at increasing the use of direct access through the accreditation of new NIEs. It should be noted that as NIEs and RIEs have never jointly reached, or been close to reach, the level of 50 per cent of project funding, reducing “the other half”, i.e. the MIE 50 per cent cap, would likely not be effective in encouraging NIE proposals. A more effective means could be raising the US\$ 10 million country cap, for which there have been repeated calls from Parties and IEs. However, it should be noted that there would be opportunity costs to such approach.</p>		<p>The Readiness Programme has been strengthened with the pilot readiness package specifically aiming at increasing the use of direct access through the accreditation of new NIEs. The success of the pilot will be assessed by the secretariat and the Board, and based on that, further enhancements to the Readiness Programme will be considered.</p>	<p>The secretariat and the Board</p>	<p>Ongoing</p>
		<p>The Board may consider the different funding caps and allocations at its future meetings.</p>	<p>The Board, supported by the secretariat</p>	<p>As needed</p>
Direct Access		Recommendation 5:		
<p><i>The Adaptation Fund has been effective in supporting direct access to vulnerable countries such as LDCs, SIDS and countries with weak governance or institutional capacity, the Adaptation Fund should build on these experiences to expand direct access to vulnerable countries. One option is to establish a support system that allows a longer period of engagement for the Adaptation Fund to assist NIEs from LDCs, fragile states or countries with weak governance mechanisms to achieve accreditation.</i></p>				
Management response to the recommendation		Actions to be taken	Body in charge of action	Timeframe
<p>The response to this recommendation must be prefaced by recalling that while the mandate of the Adaptation Fund is to support particularly vulnerable countries, this has not been defined as the recommendation implies. Notwithstanding this matter of definition, the varying degrees of</p>		<p>The Fund will continue, and if possible further develop, the activities by which it supports countries with varying degrees of institutional capacity in gaining</p>	<p>The Board and the secretariat</p>	<p>Ongoing</p>

<p>institutional capacity among vulnerable developing countries are currently being addressed.</p> <p>The Fund introduced the streamlined accreditation process to enhance the access of vulnerable countries such as LDCs, SIDS and other countries with limited capacities, to the Fund’s financial resources. The Board made a number of decisions to further improve efficiency and effectiveness of the accreditation process at its 31st meeting.</p> <p>The NIEs from vulnerable countries, who have undertaken the accreditation process, have often recognized that the process has enhanced their institutional capacity. The pilot readiness package, the support through South-South readiness grants, the online training on accreditation and project development (to be launched), and the ongoing communication with vulnerable countries during accreditation is strong support for them.</p>	<p>direct access to its resources. The existing activities include the pilot readiness package, the peer-to-peer readiness support through South-South cooperation grants, the project development and the ongoing active communication with the vulnerable countries including the LDCs and SIDS during accreditation.</p> <p>In addition to these activities, the Medium-term Strategy of the Fund includes new modalities of support, such as the online training course on accreditation, which is being developed for launch during FY19.</p>	<p>The Board, supported by the secretariat</p>	<p>Ongoing</p>
<p>Direct Access</p>		<p>Recommendation 6:</p>	
<p><i>The Adaptation Fund should promote enhanced direct access implementation building on the lessons from the project in South Africa</i></p>			
<p>Management response to the recommendation</p>	<p>Actions to be taken</p>	<p>Body in charge of action</p>	<p>Timeframe</p>
<p>This recommendation is currently being addressed under on-going activities of the secretariat. It is worth noting that whilst the project identification and development process remains a country-driven process, and the project in South Africa does indeed provide useful lessons, the Board had also approved a few other projects that employ, wholly or partly, an enhanced direct access approach.</p> <p>In addition, the Medium-term Strategy foresees a specific funding window on enhanced direct access.</p>	<p>The secretariat through the readiness programme will explore ways of enhancing knowledge exchange, experience sharing and overall capacity for entities to develop and manage the implementation of projects/programmes that support enhanced direct access.</p> <p>In line with the Medium-term Strategy, the Board will consider a specific funding window on enhanced direct access during FY19.</p>	<p>The secretariat</p> <p>The Board, supported by the secretariat</p>	<p>Ongoing</p> <p>2nd half of FY19</p>

Climate Finance Readiness		Recommendation 7:		
<p><i>Given that the Adaptation Fund has been implementing climate finance readiness activities since 2014 and positive results are emerging, it is timely to do an in-depth assessment of the readiness activities building on the findings of this evaluation. Such an assessment can help to further streamline and improve effectiveness of the readiness activities</i></p>				
Management response to the recommendation		Actions to be taken	Body in charge of action	Timeframe
<p>This recommendation is currently being addressed.</p> <p>A study on readiness and capacity building support is currently underway which will conclude with a publication that looks at readiness and capacity building in the broader UNFCCC climate finance architecture and specific readiness activities supported by the Fund. The paper will include recommendations to enhance effectiveness of the Fund's readiness programme.</p>		<p>The secretariat will reflect on the recommendations from the paper on readiness and capacity building support when preparing the readiness workplan for FY20 and beyond for consideration by the Board.</p>	<p>The secretariat and the Board</p>	<p>Ongoing</p>
Climate Finance Readiness		Recommendation 8:		
<p><i>Furthermore, the ET recommends the following changes to the readiness activities:</i></p> <ul style="list-style-type: none"> <i>a) Streamline readiness activities into two types of support: (i) outreach and support to NIEs to get accreditation and mobilize funding and (ii) capacity building to improve readiness in project implementation/delivery systems.</i> <i>b) Strengthen targeted outreach to DAs to mobilize political support and interest for direct access and more closely harmonize project activities with national programmes and other externally funded projects.</i> <i>c) Strengthen partnership and increase complementarity with other organizations that offer climate readiness support.</i> 				
Management response to the recommendation		Actions to be taken	Body in charge of action	Timeframe
<p>a) This recommendation has already been partly addressed. The Board had already established the readiness programme in 2014 with the dual objectives of increasing the number of accredited NIEs and improving the quality of project proposals submitted to the Board for approval. The expanded focus on project implementation has been addressed by the Board through the MTS which includes readiness for project implementation.</p> <p>b) DAs have been invited to attend all the previous regional readiness workshops. The recommendation is well noted however, to consider regional or other events exclusively for DAs.</p>		<p>The Fund will continue to support accreditation of direct access entities and project development and will include capacity building for project implementation based on needs and identified gaps.</p> <p>Organizing high level events with DAs and senior government officials to raise awareness on</p>	<p>The secretariat, the EFC (budget aspects) and the Board</p> <p>The secretariat, the EFC (budget</p>	<p>Ongoing</p> <p>Ongoing</p>

<p>c) The secretariat hosted in partnership with CTCN, a meeting in May 2017 on the margins of the SB46 meetings in Bonn, Germany and following that established a communication channel for organizations providing readiness support for adaptation.</p>	<p>direct access to fund resources would be possible within the scope of the Readiness Programme. The secretariat will explore this opportunity and if feasible, propose practical next steps in the annual work plan of the secretariat for consideration by the EFC/Board. Due to the high costs envisaged with such an event, it might be best undertaken in partnership with a mutually interested organization/partner.</p> <p>The secretariat will explore establishing a quarterly e-news bulletin of activities and news updates from organizations providing readiness support for adaptation. The secretariat will also initiate regular meetings with the GCF on readiness and capacity building support with the expectation that these would expand to include other climate funds under the UNFCCC in future.</p>	<p>aspects) and the Board</p> <p>The secretariat</p>	<p>FY19</p>
Gender and ESP		Recommendation 9:	
<p><i>The Adaptation Fund should continue its ongoing investments in strengthening IE capacity to apply gender and ESP principles in project implementation.</i></p>			
<p>Management response to the recommendation</p>	<p>Actions to be taken</p>	<p>Body in charge of action</p>	<p>Timeframe</p>
<p>This is currently being addressed.</p> <p>The secretariat has provided opportunities for training on ESP and GP to increase relevant capacity of IEs and will continue to do so.</p>	<p>The secretariat will provide training on ESP and GP matters for IEs in NIE seminars and webinars.</p>	<p>The secretariat</p>	<p>Ongoing</p>

<p>Additionally, the Fund has provided NIEs with readiness grants for technical assistance on ESP and Gender. As at July 2018, the Fund has provided TA grants to 16 NIEs.</p> <p>The secretariat is currently also updating the project performance report template to further improve ESP and GP related monitoring aspects.</p>	<p>The Fund will continue to provide readiness grants for technical assistance on ESP and Gender.</p> <p>The secretariat will revise the PPR template to improve the performance monitoring in terms of ESP and GP.</p>	<p>The Board, supported by the PPRC and the secretariat</p> <p>The secretariat</p>	<p>Ongoing</p> <p>Ongoing</p>
Gender and ESP		Recommendation 10:	
<p><i>It should identify bottlenecks facing IEs and EEs and disseminate good practices to IEs during readiness activities, which would also strengthen project conceptualization and implementation (connected with readiness and knowledge management)</i></p>			
<p>Management response to the recommendation</p>	<p>Actions to be taken</p>	<p>Body in charge of action</p>	<p>Timeframe</p>
<p>The Board has made conscious investments in knowledge management including, developing a knowledge management strategy and hiring relevant staff. Knowledge management is also one of the three pillars of the MTS, and its implementation plan lays out several support modalities for enhancing the Fund's work in the area.</p> <p>In addition, the secretariat has started translating available guidance documents into official UN languages, starting with French and Spanish, and will also update proposal templates and guidance documents for ESP and GP compliance to improve their user-friendliness.</p>	<p>The secretariat will continue to make use of readiness and other capacity building activities to identify gaps and bottlenecks faced by IEs, including by reviewing readiness grant reports submitted by readiness grant recipients.</p> <p>The secretariat will continue translating all of its guidance documents into official UN languages. The secretariat will also improve proposal templates and guidance and provide more user-friendly ESP and GP compliance.</p>	<p>The secretariat</p> <p>The secretariat</p>	<p>Ongoing</p> <p>FY19 and ongoing</p>

Gender and ESP	Recommendation 11:		
<i>The Adaptation Fund should review existing barriers to achieving gender outcomes in projects that were evident in this evaluation, identify good practices and strategies to overcome these barriers and ensure that these strategies are incorporated to the existing guidance note to IEs and other resources relevant to gender. The Adaptation Fund should also ensure that these lessons and strategies are applied in project proposals more systematically (connected with project design).</i>			
Management response to the recommendation	Actions to be taken	Body in charge of action	Timeframe
<p>This finding is very well taken. The evaluation is the first instance when such results have been brought to light. The results may be partially explained by the fact that the projects considered in the evaluation were ones approved before the adoption of the gender policy. Nevertheless, the result requires further analysis. The secretariat will continue to identify bottlenecks facing IEs particularly and will collect and disseminate good ESP and GP compliance practices.</p> <p>Based on lessons learned, the secretariat will continue to improve M&E system to better monitor ESP and Gender aspects in the projects and programs.</p>	<p>The secretariat will collect and disseminate good ESP and GP compliance practices.</p> <p>The secretariat will further improve its RBM system in terms of gender by developing a Fund Gender Score Card, and other relevant policies and procedures.</p>	<p>The secretariat</p> <p>The secretariat</p>	<p>Ongoing</p> <p>2nd half of FY19 and ongoing</p>
Monitoring and Evaluation	Recommendation 12:		
<i>Ensure performance data are captured and utilized in the portfolio database, in APRs and that the performance data is used for portfolio monitoring.</i>			
Management response to the recommendation	Actions to be taken	Body in charge of action	Timeframe
<p>This recommendation is already partially addressed through the development of the Annual Performance Report (APR), that is presented to the Board on a yearly basis (covering the period July 1st to June 30th of the following year). The APR for FY18 will include new performance indicators, to monitor the progress on the implementation of the Medium-term strategy of the Fund.</p> <p>The FIF platform in its current form does not include a module capturing performance data at the project level, that could be used to analyze at</p>	<p>APR will be upgraded to include performance data at portfolio level including new funding windows developed as part of the medium-term strategy for 2018-2022.</p> <p>FIF platform will be upgraded to include a module capturing</p>	<p>The secretariat</p> <p>The secretariat</p>	<p>Ongoing – to AFB meeting 32 and beyond as necessary</p> <p>2nd half of FY19/1st</p>

the portfolio level. However, once the current upgrades are finalized, such enhancements will be scheduled as a priority.	performance data at the project level, that could be used to analyze at the portfolio level.		half of FY20
Monitoring and Evaluation	Recommendation 13:		
<i>Prioritize impact monitoring and impact assessments. Given that it is the only dedicated climate fund for adaptation activities and its medium-term strategy highlights its role as an entity that promotes learning, it is important that the Adaptation Fund shows leadership in adaptation results measurement and generate evidence on how adaptation is achieved.</i>			
Management response to the recommendation	Actions to be taken	Body in charge of action	Timeframe
<p>This recommendation is well taken. Monitoring and assessing impact e.g. in terms of reduced vulnerability and increased resilience is crucial for confirming that the Fund is achieving its goals. Measuring impact is, however, often challenging due to the long-time scales involved in adaptation.</p> <p>Additionally, the AF Board approved the re-establishment of an independent evaluation function for the Fund, to ensure the independent implementation of the Fund's evaluation framework, through a Technical Evaluation Reference Group (AF-TERG), comprised of an independent group of experts in evaluation who are all functionally independent of the secretariat and accountable to the Board. A small AF-TERG secretariat composed of a full-time dedicated staff position supported by a part-time consultant and Secretariat administrative staff as needed will provide support to the AF-TERG. The recruitment of the members of the AF-TERG and its Secretariat's staff is underway. Impact evaluations of selected past AF projects/programmes will be part of the AF-TERG work programs on an annual basis.</p>	AF-TERG will be operationalized and develop impact assessment and monitoring guidance and prepare work programmes including impact evaluations of selected past AF projects and programmes.	The secretariat, the AF-TERG Recruitment Working Group, the Board (through the EFC) and the Technical Evaluation Reference Group	2nd half of FY19 and ongoing (as needed)

Knowledge Management	Recommendation 14:		
<p><i>Given the demands of a rapidly-growing portfolio, it is imperative that knowledge management be prioritized. Key actions to take are:</i></p> <p><i>a) Consolidate project experiences and knowledge on adaptation impacts and lessons.</i></p> <p><i>b) Identify channels and feedback loops to systematically apply lessons from the portfolio. Entry points include proposal screening stages and accreditation steps.</i></p>			
Management response to the recommendation	Actions to be taken	Body in charge of action	Timeframe
<p>This recommendation has partially been addressed through the activities contained in the KM pillar of the MTS that are expected to multiply the volume of knowledge produced at the fund level.</p> <p>The secretariat is producing a paper capturing lessons learned from Portfolio Monitoring Missions which will be made available through the AF website.</p> <p>The additional recommendations are taken into account and the secretariat is already working on the development of various knowledge management tools (e-learning, KM repository of information, knowledge platforms for readiness for climate finance, publications and other studies) aimed at capturing and disseminating the knowledge accumulated to the relevant stakeholders.</p>	<p>The secretariat, will further develop publications capturing best practices on Direct Access with a sectoral focus.</p> <p>The Fund will also produce lessons learned case studies and best practices on key project knowledge in collaboration with IEs and academia with a thematic/sectoral focus</p> <p>The secretariat will develop various knowledge tools aimed at addressing the issue, namely:</p> <p>i) E-learning course consisting of two modules, one on addressing ESP policies in project design and the other on accreditation, including gaps identified</p> <p>ii) Study capturing and integrating the sharable knowledge of the accreditation workflow</p>	<p>The secretariat</p> <p>The secretariat</p> <p>The secretariat</p>	<p>2nd half of FY19 for the 1st one; additional publications to be developed in FY21</p> <p>FY20 and FY22</p> <p>1st half of FY19</p>

<p>Furthermore, a new funding window will become available as part of the newly approved Medium-term Strategy consisting of learning grants aimed at NIEs capturing and transferring knowledge to each other and to the wider adaptation communities.</p>	<p>iii) system into the project cycle KM microsite aimed at being a repository of information and data related to climate change adaptation</p> <p>Call for proposals for the grants to be developed and grants to be launched.</p>	<p>The Board, supported by the secretariat</p>	<p>2nd half of FY19</p>
---	---	--	------------------------------------