



ADAPTATION FUND

AFB/EFC.33/.6/Rev.1
16 April 2022

Adaptation Fund Board
Ethics and Finance Committee
Thirty-third meeting
Bonn, Germany 16-17 April 2024

**MULTIYEAR WORK PROGRAMME AND BUDGETS OF THE TECHNICAL
EVALUATION REFERENCE GROUP OF THE ADAPTATION FUND FOR THE
PERIOD 2025 – 2027**

Background

1. The Board has established the Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG) through Decision B.30/38 and approved the Terms of Reference of AF-TERG through Decision B.31/25.
2. Following the establishment of the AF-TERG and the appointment of its Chair and members, the initial Multi-Year Work Programme and Budget were presented in document AFB/EFC.26.a-26.b/3 and approved by the Board intersessionally. The work programme covered initially the period FY21 - FY23 and was subsequently extended to further cover the period up to the end of FY24, i.e. 30 June 2024.
3. In its initial years of implementation the first multi-year work programme (WP1) predominantly focused on evaluation management, and gradually built on the advisory and oversight functions, all of which are part of the Evaluation Generation responsibility under the EP. WP1 also put in place critical building blocks for evaluation notably, the mid-term review of the Fund's first Medium Term Strategy (MTS 1), the development of the evaluation policy and associated guidance notes, the development and piloting of methodologies for ex-post evaluations, three strategic thematic evaluations, synthesis of the final evaluations, and other foundational studies.

Proposed Second multi-year work programme and budget

4. The new proposed work programme (WP2) covers the period FY25-FY27 and continues to build evidence in this direction: the Generation of Evaluations will continue (with strategic prioritization and direction from the EFC, including across oversight and advisory functions), with a growing emphasis on the new responsibilities for Utilization of Evaluations and Evaluation Capacity Development as envisaged in the EP.
5. The timeframe and proposed approach of WP2 will be in alignment with the Fund's policy direction and the Medium-Term Strategy and its implementation plan commitments, taking account of the increasing ambition and synergies under the Action, Innovation and Learning and Sharing pillars, and the cross-cutting elements of locally-led adaptation, enhancing access to climate finance and building long-term adaptation capacities; empowering the most vulnerable communities as agents of change; advancing gender equality; and strengthening synergies with other adaptation funders, and scaling up of Fund actions and results.
6. WP2 builds on the approach paper (AFB/EFC.32/Inf. 3) presented to EFC 32 in October 2023 and the comments received from Board members, as well as numerous interviews and surveys conducted over the past one year. In order to ensure that the work programme is realistic, this document is accompanied by a clear implementation plan, timelines, delivery structures and an indicative budget. The AF-TERG will continue to regularly update the EFC and the Board on progress of the work programme implementation and seek guidance from the EFC in case any adjustments are needed.

7. Based on learnings from the implementation of WP1, AP-TERG proposes to simplify the budgeting process for the AF-TERG and its Secretariat and presents as part of this document only an indicative three-year budget. At the same time, the AF-TERG will seek the approval of an annual budget prior to the beginning of each financial year in the period FY25-FY27, thus aligning its budgeting approach with that of the rest of the Adaptation Fund, while also allowing predictability of the overall budget for the evaluation function.

Recommendation

8. The Ethics and Finance Committee (EFC) may want to consider recommending the Board to consider the draft second work programme of the Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG), contained in Annex 1 of document AFB/EFC.33/6/Rev.1 and decide to:
 - a) Approve the draft second work programme of the AF-TERG contained in Annex 1 of the document AFB/EFC.33/6/Rev.1.



Annex 1:

**Multiyear work programme of the
Technical Evaluation Reference Group of the
Adaptation Fund (AF-TERG)
for the period FY25 - FY27**

1 March 2024

1. Introduction

a. AF-TERG and its role in the Adaptation Fund

The AF-TERG will turn five on 1 July 2024. From an organizational perspective, this is an important milestone which marks the transition of the AF-TERG to a mature organizational entity. The past five years have been marked by a long journey of growth and evolution during which the members of the AF-TERG and AF-TERG Secretariat, as well as numerous independent experts, supported the establishment and operationalization of the independent evaluation function of the Adaptation Fund.

The first five years of the life of the AF-TERG were marked by several important developments, including the COVID-19 pandemic which affected various aspects of our personal and professional lives. The past five years were also marked by the adoption of the second medium term strategy of the Adaptation Fund (MTS 2)¹ and its implementation plan², as well as the adoption of the evaluation policy³ (hereafter 'EP', all of which serve as the guiding documents in the development of this document.

The EP which came into force in October 2023, clearly defines the ecosystem in which the AF-TERG needs to operate from now on, where the evaluation function is a shared responsibility of the different entities and stakeholders of the Adaptation Fund. Therefore, the new AF-TERG multiyear work programme focuses on building partnership and creation of value and learnings for all Adaptation Fund stakeholders, including the Adaptation Fund Board and its Secretariat, implementing entities and the global adaptation and climate finance communities. While the AF-TERG remains an independent advisory group, accountable to the Board, with responsibility for the independent implementation of the EP, the policy has raised the ambition and redefined the functions and responsibilities of the AF-TERG as described below⁴:

(a) **Generation of evaluations** – the AF-TERG will facilitate the generation of quality, useful evaluations via three responsibilities:

- i. *Management responsibility*: Independently manage, commission, and/or conduct evaluations in the Board-approved work programme at the Fund and strategic levels. It will also report to the Board on lessons, findings, conclusions, and recommendations from relevant evaluation reports.
- ii. *Advisory responsibility*: Develop draft guidance, templates, and other evaluation resources for Board approval to support and operationalize this EP and upholds a reliable, timely, and useful evaluation function that contributes to the Fund's mission and vision. It will also conduct evaluation capacity development to support evaluation and learning across the Fund.
- iii. *Oversight responsibility*: Provide quality assurance over the evaluation function at the Fund, and track implementation of Board decisions related to evaluation recommendations. This

¹ Available at: <https://www.adaptation-fund.org/wp-content/uploads/2022/09/AFB.B.39.5 Rev.2 Draft MTS 2023 to 2027.pdf>

² Available at: <https://www.adaptation-fund.org/wp-content/uploads/2023/03/AFB.B.40.5.Rev .1 Draft MTS Implementation -Plan.pdf>

³ Available at: <https://www.adaptation-fund.org/wp-content/uploads/2022/07/New-Design-Evaluation-Policy.pdf>

⁴ Ref.: para 33 of the evaluation policy.

includes advising the Board in its efforts to incorporate evaluation findings and recommendations into policies, strategies, and procedures.

(b) Evaluation utilization – the AF-TERG will support relevant knowledge management functions of the Fund to ensure that evaluative evidence is available and encouraged across the Fund. In addition to sharing insights from individual evaluations, the AF-TERG will synthesize and present to the Board any key lessons from strategic evaluations and targeted evaluation syntheses for the improvement of the Fund’s performance and the CCA capacities of its partners. It will also report to the Board on incorporation of lessons and recommendations from strategic-level evaluations as they relate to the AF-TERG’s functions.

(c) Evaluation capacity development – the AF-TERG is responsible for continuously updating the Fund’s evaluation knowledge, capacity development, any utilization to position the Fund at the forefront of evaluation innovation and adaptation practice.

While the generation of evaluations is a function extended from the previous Evaluation Framework, evaluation utilization and evaluation capacity development are two newly redefined functions of the AF-TERG that will require further strengthening of the AF-TERG capacity and systems. Therefore, the work programme also looks into the resources, structures and efficiency gains that will be required for the AF-TERG to deliver against this work programme, as well as the Fund policies and Board decisions.

This work programme comes with several very important Board-mandated tasks that are expected to further shape the future of the Adaptation Fund, including through the medium-term review of the Second Medium Term Strategy of the Adaptation Fund⁵ and the comprehensive evaluation of the Adaptation Fund⁶. Both evaluations will be an opportunity to reflect upon and analyze the work of the Adaptation Fund and provide important learnings that will shape the next stages of the Fund’s work in line with the mandates received from the UNFCCC and its bodies.

b. Approach of the second multiyear work programme

The approach of AF-TERG’s first multi-year work programme and strategy (2020 – 2024) (WP1) was based on delivering the Fund’s evaluation framework (2012), as outlined in the AF-TERG’s Terms of Reference. Updates on the delivery against WP1 were provided to the Board on a biannual basis, with the most recent one contained in document AFB/EFC.33/Inf.4 presented at the 33rd meeting of EFC.

In its initial years of implementation WP1 predominantly focused on evaluation management, and gradually built on the advisory and oversight functions, all of which are part of the Evaluation Generation responsibility under the EP. WP1 also put in place critical building blocks for evaluation notably, the mid-term review of the Fund’s first Medium Term Strategy (MTS 1), the development of the EP and associated guidance notes, the development and piloting of methodologies for ex-posts, three strategic thematic evaluations, synthesis of the final evaluations, and other foundational studies.

⁵ Decision B.40/72

⁶ Decision B.39/57

WP2 continues to build evidence in this direction: the Generation of Evaluations will continue (with strategic prioritization and direction from the EFC, including across oversight and advisory functions), with a growing emphasis on the new responsibilities for Utilization of Evaluations and Evaluation Capacity Development as envisaged in the EP.

The timeframe and proposed approach of WP2 will be in alignment with the Fund's policy direction and the Medium-Term Strategy and its implementation plan commitments, taking account of the increasing ambition and synergies under the Action, Innovation and Learning and Sharing pillars, and the cross-cutting elements of locally-led adaptation, enhancing access to climate finance and building long-term adaptation capacities; empowering the most vulnerable communities as agents of change; advancing gender equality; and strengthening synergies with other adaptation funders, and scaling up of Fund actions and results.

WP2 builds on the approach paper⁷ presented to EFC 32 in October 2023 and the comments received from Board members, as well as numerous interviews and surveys conducted over the past one year. In order to ensure that the work programme is realistic, this document is accompanied by a clear implementation plan, timelines, delivery structures and budget. The AF-TERG will continue to regularly update the EFC and the Board on progress of the work programme implementation and seek guidance from the EFC in case any adjustments are needed.

2. Second multiyear work programme

The AF-TERG's work will be managed and implemented in three workstreams that broadly correspond to the three functions outlined in the EP: Generation of evaluations accompanied by advisory and oversight support; utilisation of evaluations; and evaluation capacity building, as follows:

Workstream 1: Generation of evaluations:

This workstream focuses on three sub-components as outlined in the EP, namely: (i) *generating evidence* to support learning, decision making and accountability at all levels of the Fund and to contribute to the global body of evidence on climate change adaptation (ii) *advisory function* to the EFC to help inform adaptive management as well as inform future directions; and (iii) *oversight function*

(i) Generating evidence

The AF-TERG will commission and manage evaluation studies that are consistent with and guided by the principles and criteria outlined in the EP. The ToRs will be discussed with the secretariat and other stakeholders prior to commissioning the evaluations. The AF-TERG will periodically report to the Board on lessons, findings, conclusions, and recommendations from evaluation reports at all three levels of the EP, namely the macro, *meso* and micro levels as follows:

- (a) Fund level (macro level): A ***comprehensive evaluation*** of the performance of the Fund will be delivered 60 days before the 47th Board meeting in 2026 (August 2026), with a view to this

⁷ Available at: https://www.adaptation-fund.org/wp-content/uploads/2023/10/AFB.EFC_.32.Inf_.3_Multi-year-programme-approach-paper-concept-final.pdf

informing the development of the Fund's third medium-term strategy (MTS-3) for 2028-2032. The work will serve as an umbrella evaluation which subsumes other pieces of evaluation activity and knowledge products undertaken by the AF-TERG and across other parts of the Fund. The work on the comprehensive evaluation will also look into the development of case studies and primary data collection. A building block approach will be adopted with phased assessments of the Fund's overall performance to deliver its mission.

- (b) Strategic level (meso level): Evaluative work will assess the Fund's strategic direction, processes, policies and core features. A significant piece of work will be the **mid-term review** of the Fund's second Medium Term Strategy (MTS-2) to be presented at the 46th meeting of the Board in March 2026. This is identified in the MTS-2 Implementation Plan to assess progress made in the implementation of targets and outputs as a basis of informing the current strategy and the design of MTS-3. The evaluation will be centered around the core features and niche of the Fund including its three Pillars, six cross-cutting themes, funding windows and governance instruments. The work will be initiated in FY25 with preparations starting in FY24.

Thematic evaluations: Over the three-year work programme period, the AF-TERG will undertake three thematic studies which will serve as building blocks for the comprehensive evaluation of the Fund. Of these three, the MTS-2 implementation plan has identified the need to evaluate the refreshed **readiness programme** to identify specific gaps and provide recommendations for enhancing existing capacity building instruments and grants. The work will be initiated in FY24 and continue in FY25 with the purpose to provide evidence and learnings for the new Adaptation Fund readiness strategy. Additionally, Decision B.39/57 requested the comprehensive evaluation to follow an approach that encompasses both the findings from the rapid evaluation, as well as an evaluation of the **processes, systems and governance** of the Adaptation Fund. Therefore, the second thematic evaluation is proposed to focus on these specific aspects of the work of the Fund. The need for, and the topic for the third thematic evaluation will be determined based on emerging priorities of the Fund.

- (c) Operational level: Evaluation studies will be undertaken to assess performance and identify learnings that can inform the design, implementation, and adaptive management of projects and programmes. A focus will be on how projects and programmes conceptualize and address vulnerability and adaptation to climate change.

Ex post studies: The ex posts studies are conducted 3-5 years after project completion and assess the sustainability of outcomes and their resilience, thus bringing critical learning to Fund projects and to the development of future pipelines. The AF-TERG will complete a total of four ex posts (two per year) in the first two years of this second multi-year work programme and increase the number of studies to four in the last year of the programme. This will also involve applying a 'light touch' approach to include evaluations of Fund projects in fragile, conflict-affected or hard to reach areas and reflect the maturity of the Adaptation Fund portfolio. The actual numbers of ex posts will largely depend on the numbers of completed projects that meet the eligibility criteria for ex-posts, that are evaluable, and that secure agreement of partner entities (DAs and IEs) for these studies to be conducted.

Real-time evaluations: In the context of the unpredictable nature and dynamics of climate change, the EP has provisioned for real-time evaluations on emerging issues to support timely learning and adaptive action into programming, decision-making and management responses within the Fund. The AF-TERG proposes to commission up to approximately three studies over the duration of the work programme.

(ii) Advisory function:

The AF-TERG will continue to develop and provide guidance on the EP based on emerging demand from Fund stakeholders. So far, to support compliance with the EP, the AF-TERG has developed twelve **Evaluation Policy Guidance Notes (GNS)** covering all stages of the project funding and implementation cycle and the evaluation criteria and principles. Based on emerging needs from across all AF stakeholders, the AF-TERG will continue its modular approach to developing and socializing further EPGNs. The AF-TERG will also collaborate with the AFB Secretariat to develop/update quality assurance guidance materials and establish mechanisms for tracking improvements over time.

(iii) Oversight function:

The AF-TERG will present to the Board any strategic insights, key lessons, and recommendations emerging from the evaluations it conducts for the improvement of the Fund's performance and provide advice on incorporating evaluation findings and recommendations into policies, strategies, and procedures. In addition, the AF-TERG proposes to put in place a mechanism to track implementation of Board decisions related to the use of evaluation recommendations and to report back periodically to the Board on progress. The AF-TERG therefore proposes to work with the Secretariat to develop a '**management action tracking**' tool of evaluation recommendations (EP p.33) and will report annually to the EFC on progress. This tracker will be managed jointly by the Secretariat and AF-TERG Secretariat.

A **synthesis of final evaluations** is proposed to be undertaken at least twice during the span of this work programme. The work will identify emerging lessons and be used to advise the Board on the quality of final evaluations and their compliance with the Fund's EP.

As identified in the MTS-2 implementation plan, the AF-TERG has planned to participate in up to two **project monitoring missions** per year. This will enable direct observation, interaction with implementing entities and beneficiaries, and discussion of challenges related to quality of results and help to surface emerging evaluation needs of implementing entities.

Workstream 2: Utilization of evaluations

This workstream focuses on strengthening the use of knowledge within the Fund to support learning and decision making, as well as external outreach to contribute to the Fund's efforts in building evidence and support for climate adaptation action.

Learning and knowledge are critical to climate change adaptation. The AF-TERG will work closely with the AFB Secretariat to support the **knowledge management functions** of the Fund and to encourage the availability, sharing and use of evidence-based results across the Fund. The AF-TERG will continue to work closely with the AFB Secretariat in promoting **knowledge management and socialization of evidence** for instance through in-person participation in annual COP events and participation in IE

seminars and knowledge sharing events based on demand (virtual or in-person), as well as the use of new technologies, such as AI. Drawing on feedback from stakeholders, the AF-TERG is also putting in place mechanisms to improve its own communication of findings and lessons from evaluations so that these are easily digestible and usable by Fund stakeholders.

The growing urgency of climate change also requires a body of evidence so that scarce funds can be better directed and used to support the most vulnerable. As part of its *external outreach*, the AF-TERG's work will also seek to contribute to the Fund's position as a global leader in climate change adaptation through informing global technical knowledge and representing the evidence generated by the Fund in international forums. Taking its direction from the Ethics and Finance Committee, the AF-TERG will engage in relevant *UNFCCC processes* such as those related to the Global Goal on Adaptation and its technical discussions on metrics, capacity building platforms, and will contribute to building a body of evidence towards addressing the growing adaptation gap and to position the Adaptation Fund as a leader in climate change adaptation. The Adaptation Fund through AF-TERG will participate (initially as an observer) in the *United Nations Evaluation Group (UNEG)* enabling it to represent the evaluation work of the Fund and to exchange lessons and best practice.

Workstream 3: Evaluative capacity building

This workstream focuses on capacity building initiatives to strengthen the Fund's in-house MEL capacity and that of Fund partners.

The AF-TERG will work collaboratively with the AFB Secretariat to help promote and socialize the EP and its Guidance Notes. Initially, this will include developing training materials and socialization of these through webinars and other AF learning events, and will mainly be targeted at supporting Implementing Entities. The AF-TERG will also advance the EP and its Guidance Notes through engagement with the wider climate change adaptation community – for instance at external forums (such as UNFCCC COP), through its participation in UNEG, and its collaboration with the evaluation units of the four climate funds (AF, CIFs, GEF, and GCF). The AF-TERG will also continue to collaborate with the AFB Secretariat on the readiness programme to increase evaluative capacity.

Looking ahead, the AF-TERG will identify emerging evaluation capacity requirements of Fund stakeholders through annual consultations led by the AF-TERG Secretariat. The work will be implemented in close collaboration with the AFB Secretariat and will primarily focus on providing tools, guidance, and practice-based learning to enable AF stakeholders to implement the EP and to guide evaluation practice to consistent and quality standards across the Fund, particularly for assessing projects and programmes at mid-term, at completion, and at ex-post.

As the EP sets out roles and responsibilities for all Fund stakeholders, including the Board and its Committees, Designated Authorities, Civil Society, and the AFB Secretariat, the AF-TERG will make available training and guidance notes for Fund stakeholders that are not directly involved with project implementation. For instance, this could focus on helping Fund stakeholders to interpret their roles and responsibilities as outlined in the EP.

Specific attention will also be paid to the capacities needed to ensure improvements in the quality of data, and to emerging requirements from Fund stakeholders to evaluate grant activities across the

different funding windows and cross-cutting themes (e.g., Readiness, Locally Led Adaptation, Capacity of vulnerable populations to adapt to the effects of climate change).

This workstream will also include outreach activities, production of papers and contributions to conferences and seminars, and the maintenance and development of an interactive AF-TERG website.

Risk Management

The following risks, assumptions and mitigation measures are identified as part of this work programme.

#	Risk	Assumptions	Mitigation measures
Risk 1	Turnover among AF-TERG members and its Secretariat staff that could disrupt delivery.	The AF-TERG will be adequately resourced to implement this multi-year work programme. The indicative budget is provided in Section 4 following the implementation plan outlined in Section 3.	Workforce planning systems will be put in place to identify any upcoming personnel changes and will consider options to strengthen the capacity of the AF-TERG Secretariat to ensure continuity and sustainability of operations of the AF-TERG.
Risk 2	Changes in the Fund strategic priorities that may require changes in the implementation of the work programme.	The work of the AF-TERG will continue to be guided by EFC and the Board and in collaboration with the AFB Secretariat.	The AF-TERG, in line with its ToR, will present to the EFC its annual work programme and budget, biannual updates, and will be guided by the EFC on any changes in strategic directions and priorities.
Risk 3	Delivery issues by consultants and vendors.	The majority of the evaluative work will be delivered through corporate procurement, while individual consultants will primarily support short-term highly specialized work. The delivery of the work programme will be conducted in line with the World Bank rules and procedures.	Adequate quality control measures and systems will be put in place minimize the risks.

3. Implementation plan

The implementation plan for the multi-year work programme is summarized in the table below.

		Year 1 (FY25) (July 2024- June 2025)	Year 2 (FY26) (July 2025-June 2026)	Year 3 (FY27) (July 2026-June 2027)
Workstream 1: Generation of Evaluations	<i>Management responsibility (Conducting Strategy and Project/Programme Evaluations)</i> (Note: all the evaluation activities listed here form building blocks for the comprehensive evaluation).	Thematic evaluation on the processes and systems in the Adaptation Fund (<i>First part of the work under the Comprehensive Evaluation of the Fund</i>)	Completion of the Comprehensive Evaluation of the Fund	Submission of the Comprehensive Evaluation to the Board in early August 2026 (60 days before the 47 th meeting of the Board in October 2026).
		Mid term review of the Medium Term Strategy initiated.	Submission of the Mid-term review of the Medium Term Strategy to the Board (46 th meeting of the Board in March 2026)	
		2 ex-post evaluations completed.	2 ex-post evaluations completed.	4 ex-post evaluations completed.
		Real time evaluation to support learning completed	Real time evaluation to support learning completed	Real time evaluation to support learning completed
		Readiness thematic evaluation completed.		New thematic evaluation initiated (topic TBD)
	<i>Advisory responsibility</i>	Continue to develop and provide EP guidance based on emerging demand.	Continue to develop and provide EP guidance based on emerging demand.	Continue to develop and provide EP guidance based on emerging demand.
	<i>Oversight responsibility</i>	Management Action Tracker: Tracking of evaluation recommendations in collaboration with the AFB Secretariat	Management Action Tracker: Tracking of evaluation recommendations in collaboration with the AFB Secretariat	Management Action Tracker: Tracking of evaluation recommendations in collaboration with the AFB Secretariat.

		Participation in monitoring missions	Synthesis of Final Evaluations completed Participation in monitoring missions	Synthesis of Final Evaluations completed. Participation in monitoring missions
Workstream 2: Utilization of Evaluations	<ul style="list-style-type: none"> • Increased knowledge work on evidence-based results in collaboration with the AFB Secretariat <ul style="list-style-type: none"> - Joint AF-TERG and AFB Secretariat events on knowledge management and MEL Socialization - On-going contribution to the knowledge management system of the Fund • Contribution to the Global CCA discussions • Participation in UNEG 			
Workstream 3: Evaluation Capacity Development	<ul style="list-style-type: none"> • Contribution to the evaluation capacity development of AF Stakeholders, including webinars and trainings • Collaboration with the readiness programme to increase evaluative capacity 			

4. Reporting and Review of the AF-TERG and its Work

4.1 Reporting to the Ethics and Finance Committee and Adaptation Fund Board

The work programme will be regularly reviewed and annual workplans and budget will be presented to the EFC for its review and approval in line with this multi-year work programme. Reporting on completed and ongoing work elements will take place semi-annually, or intersessionally, if the content demands a swift decision.

As mentioned in section 3 above, a 'management action tracking' report will be introduced and provided annually to the EFC as part of the AF-TERG's oversight function. This will track progress on the uptake and use of recommendations emerging from evaluative work submitted to the EFC.

4.2 Monitoring and Evaluation of the AF-TERG and its Work Programme

A peer review of the AF-TERG, its structure, effectiveness, functions, and the implementation of its work programme will be initiated in FY25 as part of the Comprehensive Evaluation of the Fund. Some preparatory work may be conducted prior to that together with an external advisor. The evaluation will be undertaken as a professional peer review with members of the peer panel drawn from independent evaluation functions of other climate finance mechanisms and multilateral organizations, as well as UNEG.

The professional peer review is intended to assess the evaluation function against accepted international standards and will assess the extent to which fulfilment of the AF-TERG's main functions have contributed to learning and accountability in the Fund. The evaluation will draw on evidence and consultations with key stakeholders on the AF-TERG's performance, its impact on the Fund in line with the EP, the value to different Fund actors it serves, its operations and ways of working, and how it represents good value for money. The intended audience for the peer evaluation of AF-TERG and the implementation of its work programme will be the Board and its Committees, the AFB Secretariat, the Implementing Entities, the AF-TERG, and other users of evaluative evidence within the Fund.

5. Indicative Budget (FY 25 – 27)

This section presents an indicative budget for the multi-year work programme. In line of this and the implementation plan in Section 3, AF-TERG will present annually detailed budget and work plan to the EFC for its final approval.

All amounts in US\$		<u>FY25</u>	<u>FY26</u>	<u>FY27</u>
MANAGEMENT COMPONENT				
PERSONNEL COMPONENT				
1	Personnel - Staff (AF-TERG Secretariat)			
2	Personnel - Consultant (TERG members)			
	SUB-TOTAL PERSONNEL COMPONENT	629,358	660,326	692,842
TRAVEL COMPONENT				
1	Staff members	58,500	59,963	61,462
2	TERG members	100,000	102,500	105,063
	SUB-TOTAL TRAVEL COMPONENT	158,500	162,463	166,524
GENERAL OPERATIONS COMPONENT				
1	Office space, equipment and supplies	100,000	102,500	105,063
2	Publications, outreach	75,886	67,533	69,221
	SUB-TOTAL GENERAL OPERATIONS COMPONENT	175,886	170,033	174,284
MEETINGS COMPONENT				
1	Logistics	10,664	10,931	11,204
	SUB-TOTAL MEETINGS COMPONENT	10,664	10,931	11,204
	SUB-TOTAL MANAGEMENT	974,408	1,003,752	1,044,854
EVALUATION COMPONENT				
	SUB-TOTAL EVALUATION	969,705	967,690	976,075
	TOTAL AF-TERG AND ITS SECRETARIAT	1,944,113	1,971,443	2,020,929