

Report

2022 Annual Climate Finance Readiness Seminar for National Implementing Entities 26-30 September

Omni Shoreham Hotel, Washington, DC



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Acronyms and Abbreviations

AF	Adaptation Fund
AP	Accreditation Panel
ML	Money Laundering
CTCN	Climate Technology Centre and Network
CPDAE	Community of Practice for Direct Access Entities
DA	Designated Authority
EIA	Environmental Impact Assessment
ESMP	Environmental and Social Management Plan
ESP	Environmental and Social Policy
ESGP	Environmental and Social Policy and Gender Policy
GP	Gender Policy
GCF	Green Climate Fund
IE	Implementing Entity
KM	Knowledge Management
LDC	Least Developed Country
MIE	Multilateral Implementing Entity
NIE	National Implementing Entity
PFG	Project Formulation Grant
PPR	Project Performance Report
PPRC	Project and Programme Review Committee
RIE	Regional Implementing Entity
RBM	Results-Based Management
RA	Risk Assessment
SE	Stakeholder Engagement
S-S	South to South
TA	Technical Assistance
TERG	Technical Evaluation Reference Group
USP	Unidentified Sub Project
VA	Vulnerability Assessment
SIDS.	Small Island Developing States

1. Introduction

The Adaptation Fund Board Secretariat (the secretariat) hosted the 2022 Annual Climate Finance Readiness Seminar for its accredited National Implementing Entities (NIEs), from the 26th-30th of September, in Washington DC, USA. The 5 Day Seminar which was facilitated by the AFB Secretariat, Readiness Programme Officer, Mr. Farayi Madziwa and was attended by a total of 60 participants who included representatives from 25 of the 34 accredited NIEs to the Adaptation Fund (AF), and AF secretariat staff. The Climate Finance Readiness Seminar is a closed annual event for AF accredited NIEs that provides a platform for learning and sharing experiences among NIEs as well as between the AF secretariat and NIEs. It provides an opportunity for learning among peers and a space to engage in open dialogue to strengthen relationships, knowledge and enhance NIE confidence and capacity in accessing, delivering, and reporting on climate finance through the Fund's Direct Access modality. The workshop followed a participatory and adult learning approach and included one on one clinic sessions between secretariat staff and NIEs that had specific issues to discuss related to the AF portfolio, processes and mandate. The AF also showcased some videos as part of discussions during the seminar. Videos showcased during the seminar can be accessed under the seminar event page via the following link: <https://www.adaptation-fund.org/readiness/news-seminars/>.

2. Day 1: Monday, 26 September 2022

2.1. Welcome remarks and discussion on the implications of recent policy developments within the Fund

The seminar began with welcome remarks and introduction by Mr. Mikko Ollikainen, Manager of the AFB secretariat, who highlighted that the need for Climate Change Adaptation is necessary now more than ever with Meteorological reports reflecting increasing Global Warming. He went on to mention that emissions are growing again ever since the pandemic creating the need for increased concerted efforts in addressing Climate Change (CC). Mr. Ollikainen pointed out that the AF has increased efforts for more funding opportunities and new sources of revenue. He mentioned that the AF had received pledges of 350 million dollars from Glasgow including from sources like Japan. He indicated that the AF had doubled the country cap to 20 million and highlighted that there was great demand from Implementing Entities (IEs) with 40 project proposals received in the past year, showing that the needs for funding are increasing faster than available resources. and now looking forward to receiving high quality proposals from NIEs. Mr. Ollikainen was delighted to mention that the AF was turning 15 this year and that it was drafting a new medium-term strategy in consultation with stakeholders, which would increase emphasis in areas such as linkages and scale-up impact. Mr. Ollikainen also took the opportunity to welcome the most recently accredited NIE, Palli Karma-Sahayak Foundation (PKSF) of Bangladesh which unfortunately could not attend the seminar due to circumstances beyond their control. He ended by giving a special welcome to everyone to the seminar while encouraging full participation for an interactive and learning experience for all.

2.2. Overview of the AF Portfolio

Mr. Mahamat Assouyouli, Senior Climate Change Specialist AFB secretariat gave a presentation on the overview of the AF Portfolio.¹ The main points of his presentation were

- The AF is the only UN Climate Change grant-based fund dedicated to concrete adaptation projects in the most climate-vulnerable developing countries
- AF was one of the 1st fully functioning climate funds, operating since 2007; Pioneered innovative Direct Access' climate finance modality.
- AF has grown rapidly to almost \$1Billion funding across 10 sectors and some of the Tangible results are as follows
 - o Impact 1: Reduction in vulnerability of communities and increased adaptive capacity of communities to respond to the impact of climate change with 36 million that have benefited from the program, 516 Early warning systems
 - o Impact 2: Strengthened policies that integrate climate resilience strategies into local and national plans
 - o Impact 3: Increased ecosystem resilience in response to climate change induced stress
- The AF is a diversified portfolio with multiple- co-benefits with over 13 sector distribution and 15 thematic areas
- AF has a mature portfolio with over 60% under implementation and over 60% disbursement with 58% execution rate to date
- COVID 19 restrictions have impacted several projects causing implementation delays
- AF Board approved measures to mitigate the COVID-19 on project implementation incl (A blanket cost extension and (ii) A flexible application of material changes for project budget reallocation up to 20 %
- In financial year 2022, about 10 requests by IEs for no-cost extension due to COVID19 have been submitted

Discussion and Question and Answer (Q&A) session

Question	Answer
How is increasing inflation considered with regards to the flexible application of material change for project budget allocation up to 20%?	The board is allowing an extension to 12 months accommodating the need to process and speed up the request. Partners are allowed to provide a revised budget with up to 20% but to still maintain and deliver the objectives. Fund will look at them at a case-by-case scenario so that there is openness

2.3. Accreditation and Reaccreditation

This session was presented by Ms. Silvia Mancini, who is the Senior Program Officer at the secretariat. The main points of her presentation were

¹ https://www.adaptation-fund.org/wp-content/uploads/2022/10/AF_NIE_seminar_portfolio.pdf

- AF Accreditation portfolio to date has 57 accredited IEs, 34 NIEs, 9 RIEs, 14 MIEs accredited, and 33 IEs have been reaccredited
- An outline on the re-accreditation process and the important timelines that NIEs should take note of on the process.² (i)Nomination (ii) Application (iii) Screening by the AF (iv) Review by AP (v) AP Recommendation
- There are e-learning courses to help entities understand what the process entails
- The secretariat will continue to send out notification letters to accredited entities **18 months prior to the expiration of the entity’s accreditation**. In addition, the online accreditation system generates an automatic notification to the implementing entities
- NIEs are to apply for re-accreditation 12 months prior to its accreditation date.
- The implementing entity is strongly recommended to achieve re-accreditation within **three years from its accreditation expiry date**. Failure to do so within three years from its accreditation expiry date, the AP will make a recommendation to the AF Board to change the status of the entity to “Not-Accredited”
- Accreditation is valid for 5 years
- When an implementing entity submits its re-accreditation application before the accreditation expiry date, it acquires a status of “In Re-accreditation Process” at its accreditation expiry date, until it achieves re-accreditation within three years from the accreditation expiry date.
- If an implementing entity does not submit re-accreditation application by its accreditation expiry date, or the entity does not achieve re-accreditation within three years from the accreditation expiry date, it acquires the status of “Not-Accredited”.

Discussion and Question and Answer (Q&A) session

Question	Answer
What happens if NIE wants to get reaccredited and haven’t achieved the goals.	Reaccreditation starts 18months before the end of program therefore there is room for NIE to review and adjust goals. NIE to check if is there need to add new criteria and adjust changes to the goals
Have you tried to simplify the process? Also Differentiate between accreditation between public and private institution?	The process of reaccreditation is an evidence-based process making it simple. The entity should provide evidence that the program has been implemented. NIEs should fill in the capacity gap so that the process is not new to incoming team members. AF facilitate e-learning and webinars to help with the reaccreditation and can-do phone conversations

² <https://www.adaptation-fund.org/apply-funding/accreditation/>

Once an NIE is accredited why is it necessary to resubmit forms during reaccreditation, can we shorten the process and have an innovative solution instead of submitting all documents?	There is no need to resubmit all documents as the AF already has some of the documents during the reaccreditation process
Since the cap has been moved from USD10million to USD20million for NIEs, does it come into effect for those who have already begun the process of reaccreditation?	There is no new funding during the reaccreditation process as soon as reaccreditation happens the NIE is now eligible for new funding. The Cap is 20million per country, the NIE needs to have 8million already in implementation

2.4. Panel Discussion NIE experiences with Accreditation Including associated challenges, gaps and Solutions

This panel discussion was moderated by Ms. Tamara Greenstone Alefaio, representing the NIE, Micronesia Conservation Trust (MCT), from the Federated States of Micronesia. The panelists were:

- Mr. Laode M Syarif, KEMITRAAN Indonesia
- Ms. Aissata Boubou SALL, CSE, Senegal
- Mr. Demangnon Appolinaire Gnanvi, FNEC, Benin

Discussion

There was consensus from all panelists that the reaccreditation process was simpler than going through initial accreditation. Mr. Syarif mentioned that it took Indonesia less than a year to be reaccredited while the Micronesia found it easy to adapt to reaccreditation because their organization is small. Ms. Aissata Sall from Senegal explained that building organizational capacity was key in preparation the process requirements. Indonesia reported that accreditation has improved some organizational processes as they now utilize AFs sustainability principals and policies an example being the Anti-corruption Policy which has improved their organizational integrity.

All panelists agreed that the process of reaccreditation has helped build organizational capacity. Indonesia explained that reaccreditation process has created opportunities for institutional capacity development activities through the e-learning resources provided by AF. Micronesia’s experience is that accreditation has elevated their organization and attracted other donors. In the case of Senegal adaptive project management has improved and several projects have been finetuned through reaccreditation. Senegal went on to mention that in the AF accreditation screening files there is an automatic process under capacity building and project management, as well as improvement of institutional knowledge that facilitated improving capacity building in the organization.

With regards to challenges, Micronesia had difficulty with the evidence gathering for accreditation as they didn’t have a centralized system to do so, they had to add more funds and utilized the existing staff who needed salary increase, as well as appoint new staff. They spread their resources with other ongoing projects to resolve the challenges. Indonesia cited that they

had to upgrade and train some of their staff like the board and accountants to adapt and comply with the new regulations which was a challenge as it had budgetary implications and recommended these costs need to be added to the AF/GCF budget.

Panelists recommended peer to peer learning and Training of Trainers can be helpful to learn from others during the process. Senegal mentioned that they were able to learn from coccus learnings and evidence gathering system and were able to extract information from the focal point. Ms. Aissata encouraged NIEs take advantage of the accreditation tool kit provided by AF as it was helpful to them. Panelists encouraged NIEs needing reaccreditation to start the process early, and not procrastinate. They also requested AF onsite support to give guidance to prospective NIEs as process begins.

Plenary Discussion Q&A

Question	Answer
What can be done for AF to provide core support (for hiring NIE personnel) to enhance NIE capacity on the ground?	Consultation with AF is key in accreditation and reaccreditation as the panel is extremely engaged and open to help at no cost. NIEs should consider having Midway conversations to ensure they are on track. AF has not considered the human cost and they want to help facilitate with all the tools that are available,

2.5. Readiness Programme for Climate Finance

Mr. Farayi Madziwa presented the overview of the readiness program.³ Below are the key points from the presentation.

- The readiness program supports NIEs in accreditation, project preparation and design. It is implemented through 4 key components namely (i) Support to countries seeking accreditation (ii) Support accredited IEs (iii) Cooperation/ Partnership with climate finance readiness providers (iv) Knowledge production)
- The AFB secretariat helps clarify review criteria and process (the secretariat cannot prescreen proposals before submission)
- Technical assistance grants are meant to improve NIE Environmental and Sustainability (E&S) risk management systems and to enable the NIE to put in place measures to avoid, minimize and or mitigate adverse gender impacts it accordance with the AFs Gender Policy and the grant supports none-grant activities. The Readiness Package Grant is meant to facilitate peer-peer support for NIE accreditation and is available up to a maximum of \$150,000 per NIE.
- A country may have a maximum of 2 accredit 2 NIEs following a decision by the Board at AFB36
- Readiness grants are available twice a year 1 February to March and 1 July to 31 August

³ https://www.adaptation-fund.org/wp-content/uploads/2022/10/Readiness-Programme-Overview_NIE-Seminar-2022.pdf

- There is non-grant support available to NIEs through (i) annual seminars for accredited NIEs only (ii) regional workshops (iii) readiness webinars (iv) South-to-South Country exchanges (v) Community of Practice for Direct Access Entities (CPDAE)

Plenary Discussion Q&A

Question	Answer
If the country cap has moved from \$10 million to \$20 million, is it an additional fund to the entity's projects, does the process continue to be being country driven, and is it up to the country how they use the 20 million in the 2 entitie?	The process is still country driven and the country can use the \$20 million based on country priorities and needs.

2.6. Access Criteria and review cycle for Project Scale-Up Grants

This session was presented by Ms. Ishani Debnath, Readiness Consultant, AFB secretariat and she covered access criteria and application for project scale-up grants.⁴ Below are the key points of the presentation.

- Project scale-up grants provide readiness funding to support planning, assessment, capacity enhancement for designing and developing scaling up pathways for AF programs nearing completion/completed.
- The main objectives are to
 - (i) to share valuable experiences and models
 - (ii) to create wider change and resilience
 - (iii) support the greatest possible impact through widespread adaptation
 - (iv) amplifying AF projects with other funds
- The project scale-up grants are available to a maximum of US\$100,000 per project/program for the development of evidence-based outputs to increase impact and adaptation
- To qualify NIEs should have completed the midterm review, and submitted at least two Project performance reports (PPR) and a letter of endorsement from the DA.
- It is important to justify the rational of the project and pay attention to deadlines posted on the AF calendar.

Plenary Discussion Q&A

Question	Answer
Can we combine AF funding with other funding to have a bigger impact?	The \$100,000 is for the identification of the process and evidence-based planning for scaling-up, it is not for the actual scale-up project
If you are applying for a scale-up grant, is it mandatory to have a grant for the scaling-up.	It is mandatory to have identified possible sources of funding for the actual scale-up, but not to have secured the funds. AF will check

⁴ https://www.adaptation-fund.org/wp-content/uploads/2022/10/Project-scale-up_ID_NIE-Seminar-2022.pdf

	whether you have explored options for funding.
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2.7. Project preparation and design for scale-up, Ministry of Environment (MoE) – Rwanda

This discussion was facilitated by Mr. William Mugabo, from MoE of Rwanda who shared how Rwanda accessed and utilized the Scale-up Grant. The scale-up project was entitled “**Reducing Vulnerability to Climate Change in the Northwest Rwanda through Community Based Adaptation**” (RV3CBA Project).⁵ Below are the main points of his presentation.

- The components of the project include Adaptation to climate change (rainfall intensity and duration) through integrated land and water management to support climate-resilient production and post-harvest systems.
- Support for the transition from exploitive farming practices to sustainable alternative off-farm livelihoods.
- There was capacity building of local institutions to improve understanding of climate change.
- The RV3CBA Project was an excellent example of how enhancing adaptive capacity of communities and ecosystems can contribute to disaster risk reduction (DRR), social protection (SP) and livelihoods (LH) improvement.
- The interventions related landscapes restoration and climate resilient settlements resettling people from high-risk zones with livelihood options have been identified as the scale up activities.
- The Ministry of Environment and NIE has applied for the scale-up grant from the AF that was approved and disbursed to MoE in 2021/
- The funding helped MoE to onboard consultants that supported the project and provided room for multistakeholder engagement during the preparation of the project.

Plenary Discussion Q&A

Question	Answer
Were the funds only for the design or did you carry out any implementation?	These funds were only for the design of the project and had nothing to do with implementation. The plan is to scale-up in 4 districts and targeting \$4 million for the main project.
Are you optimistic that the GCF will fund the scaled-up program?	We have submitted the concept note and optimistic but not in control of the decision
Based on indicators of the scale-up what are the numbers of direct and indirect beneficiaries?	The target is 4 districts, and added indicators on the sustainability of the projects

2.8. Community of Practice for Direct Access Entities (CPDAE)

Ms. Claudia Godfrey CPDAE Chair, PROFONANPE Peru – connected virtually to present on Community of Practice Direct Entities⁶. Below are the main points of the discussion

⁵ https://www.adaptation-fund.org/wp-content/uploads/2022/10/Presentation-_MoE_Rwanda-19-09-2022-1.pdf

⁶ https://www.adaptation-fund.org/wp-content/uploads/2022/10/CPDAE_Presentation_AFSET2022.pdf

- The CPDAE is a global network integrated by NIEs of the AF and Direct Access Entities (DAEs) of the Green Climate Fund (GCF), involved in the programming of CC, adaptation, and mitigation finance through Direct Access.
- It is best practice approach to enhance country ownership of climate projects.
- The idea originated from the entities themselves with a realization that sharing the challenges experienced and lessons learnt in the process of climate finance mobilization and implementation of climate change projects is key to enhance the direct access modality
- It provides an opportunity for knowledge exchange, learning and experience sharing, collaboration and peer support within the community (and at a global scale).
- It also increases the effectiveness of entities in accessing resources, programming those resources, and implementing adaptation and mitigation projects and programs through Direct Access.
- The committee has representatives with French, English and Spanish to cater for the different languages and has made milestone achievements so far.
- To become a member, you need to be an NIE of the AF or a DAE of the GCF and the entity representative must send a letter to the CPDAE committee Chair and copy the Vice-Chair and fill out registration template.⁷

Plenary Discussion Q&A

Question	Answer
What is the requirement to be a member of CPDAE, does it require running costs and who funds it?	The NIE has to send a letter of commitment and designated a contact person to become a member. The costs are covered, right now what is needed is participation.
An observation is that insight also comes from outsiders, is CPDAE bringing in new players outside the AF and GCF dealing with Climate change?	Membership is for AF and GCF, NIEs and direct access entities only for now. If the community agrees at some point, outsiders can be invited if there is an eligibility criterion. The decision will be made by the community

2.9. Updated Gender guidance document for IE on compliance with AF Gender Policy

AFB secretariat and Ms. Graciela Hajar, Gender Consultant at the AFB Secretariat.⁸ The main points of this session were:

- Gender matters in climate change adaptation because the impact of climate change is not gender neutral, men and women have differing coping and adaptive capacities & different access to and control over resources
- The updated Gender Policy and Action (GPAP) states that The Fund and its implementing partners shall strive to uphold women’s rights as universal human rights and to attain the goal of gender equality, the empowerment of women and girls and the equal treatment of people

⁷ <https://www.adaptation-fund.org/readiness/community-of-practice/>

⁸ https://www.adaptation-fund.org/wp-content/uploads/2022/10/NIE-Training_gender_v3_YL.pdf

regardless of gender, including the equal opportunities for access to Fund resources and services, in all Fund operations through a gender mainstreaming approach” (para. 10 AF GP).

- Intersectionality approach (“recognizing the intersectionality of existing gender inequalities and exclusions” – para. 13 AF GP).
- “Do good” approach (go beyond and empower women and girls – para. 16 AF)
- The Updated Gender Guidance Document provides supplemental information and practical guidance to IEs, to mainstream gender considerations throughout the AF project and program cycle.
- NIEs should integrate gender in projects goals/objectives and Identifying target groups
- Gender- Responsive results framework and indicators should be both qualitative and quantitative
- Gender responsive budget to address the differentiated identified adaptation needs of all gender groups and subgroups⁹

Plenary Discussion Q&A

Question	Answer
When the fund discusses the policy do they consider that gender knowledge is different from country to country?	Yes, gender knowledge in different contexts is considered and the AF team provides awareness on gender in an interactive process with NIEs
Do we need to have a vulnerability study for a project that is funded by the AF or should it be a project targeting men and women	Gender factors are considered upfront, beginning with the vulnerability analysis. The initial gender assessments and look at how the measures affect the gender difference.

3. Day 2: Tuesday 27 September

3.1. Overview of Adaptation Fund Programming opportunities / funding windows and Introduction to Innovation (Focus on Innovation and EDA)

This session was facilitated by Ms. Saliha Dobarrdzic, Team Leader, Programming and Innovation and EDA at the AFB Secretariat, who shared information on AF programming opportunities and funding windows.¹⁰ The main points of the discussion were:

- The Mid-term strategy (2018-2022) is based on 3 pillars which are Action, Innovation, Learning and sharing
- Action grants support eligible countries to understand high quality adaptation projects/programs consistent with their priority needs, goals and strategies.
- Innovation grants support the development and diffusion of innovative adaptation practices, tools and technologies

⁹ https://www.adaptation-fund.org/wp-content/uploads/2016/04/OPG-Annex-4_GP-and-GAP_approved-March2021pdf-1.pdf

¹⁰ <https://www.adaptation-fund.org/wp-content/uploads/2022/10/AF-Intro-Programming-Oppo-NIE-Sem-2022.pdf>

- Learning and sharing grants: support the generation and dissemination of practical knowledge about effective adaptation activities and financing modalities to actors around the world
- Readiness grants enable NIEs to provide peer support to countries accreditation with the Fund and build capacity for undertaking various climate finance readiness activities
- Single Country grants are for addressing climate change impacts in one country through tangible outcomes and the Maximum Funding for program is US\$10million
- Regional grants are for addressing climate change impacts in 2+countries in the same United Nations region, or adjacent regions through tangible outcomes and the maximum funding per project/program is US\$14 million/.
- Enhanced Direct Access (EDA) supports bottom-up approaches through local knowledge and locally led action. Project selection occurs at national/sub-national levels and US\$ 5 million is the maximum funding amount per project/program

3.2. Focus on Innovation

This session was facilitated by Ms. Alyssa Gomes, Climate Change specialist at the AFB secretariat and she provided an introduction on innovation.¹¹ The main points were

- Innovation is understood as the creating, testing deployment or diffusion of new, adapted, or improved adaptation solutions
- Solutions are deployed contextually, with the inclusion of the communities most vulnerable to climate change
- **The Innovation Pathway:** Identify project challenge→Identify solution – to see participation of local stakeholders →Seek existing solutions →Design and the development innovation
- Innovation Rational should describe the problem the project is aiming to solve and define the climate adaptation problem that is to be overcome through innovation, with a concise problem statement as well as how the innovation process contributes towards overcoming that problem.
- Learning from the project must be captured and disseminated so others can use the evidence base for scaling
- Outcome 8 is focused specifically on innovation, which aligns with the MTS Innovation Strategic Focus.¹²

Plenary Discussion Q&A

Question	Answer
How does the NIE access the innovation grant?	The AFCIA website has information on how to access grant
Can the NIE build a program for 5 million if you have the country Cap of 10 million?	AF will have to make a proposal to the board on the normal country cap, the key is to be

¹¹ https://www.adaptation-fund.org/wp-content/uploads/2022/10/Innovation-Access-Criteria_brief-version.pdf

¹² https://www.adaptation-fund.org/wp-content/uploads/2021/04/AFB.PPRC_.27.28-Operationalization-of-the-large-grants-for-innovation.pdf

	creative and bring proposals that can help shape and create policies.
What happens if the NIE would like to follow up a project that is at 30% co-finance?	There is no problem with co-finance
What factors have caused proposals not to be approved?	<ul style="list-style-type: none"> - Unclear innovation rational, and justification - Inability to show involvement of stakeholders. - Lack of identification of specific activities in the process - Consider your ESP requirements, initial consultation reports and agenda assessments - Ensuring that you have the tracking system and results framework for innovative elements

3.3. Guided Discussion on Innovation

This was a highly interactive session that provided deeper understanding on Innovation. The session was moderated by Ms. Alyssa Gomes of the AFB secretariat and involved showing of different videos on innovation and creating platforms for reflection, discussion, and learning.

3.3.1. Video-What is Innovation?

Key Takeaways from the discussion (What impressions do you get?)

- Innovation does not have to be a discovery; it can be something old and adaptive you resuscitate to bring new innovation
- Innovation is a package of the discovery to solve a problem
- Innovation can be a social construction and it’s up to people that use that innovation
- Innovation is an opportunity to address issues with a new and fresh perspectives

3.3.2. Video: Elements of innovation

The video shows the process of innovation which are: Think→Make→ Try →Refine

Key points from discussion (How would you relate the process to AF Project)

- The starting point is identifying the climate change problem.
- Drafting and coming with an idea and a prototype and then go through the process of refining prototype.
- For an adaptation innovation program, there is need to identify necessary resources such as finance and human resources.
- In the process of innovation involve beneficiaries, stakeholders such as government institutions as well as experts; bottom-up approach is key.
- In an innovation project always have and adaptive approach, look at what’s working and collect information for a future project.
- The permission to fail is a very important with the innovation grant, you need to incorporate learning, trial, and error with the hope that you will succeed. If you have failed ensure to document and build up knowledge.

- The Innovation Fund have a set criterion that ensures minimal chance to fail and NIEs should incorporate them in their proposals.
- The 5 review criteria help to plan for and manage risk, so that the known unknowns don't just happen.
- For innovation, some risk can be entertained, the process of implementation means thinking through risk and monitor the hypothesis periodically so that there is less chance for failure
- An example of an innovative program Uganda for a Slum Dum project where water can be retained and used for irrigation and domestic use while using the land for resettlement,

3.3.3. Video- Innovation Ecosystem approach

This video describes a Greenhouse project that is happening in Netherlands and proposed a replicable food security venture using high tech facilities which can create climate for plants in the greenhouse and speaks to Sustainable Agriculture.

Key points of discussion and reflections

- Replication of projects should consider barriers such as technological advancements and maintenance of technology in TWCs.
- Innovation in Africa should be bottom-up approach and should consider the community as a central point of dialogue.
- Preserving the old dots and resuscitating things of the past in more intelligent ways can be an innovative solution.
- It is important to draw from multiple perspectives by bringing the old and the new ideas to create innovative solutions as well as strike a balance that works for communities.
- An AF program in SA has placed University students and farmers compete to grow products and see what works. Perspectives don't need to be binary as learning and innovation can occur in the same place.
- One doesn't always know the right answer so we should think of the complete picture considering all variables.
- AF innovation programs are not prescriptive they encourage sustainable home-grown solutions and allows out of box thinking that provides solutions.
- Need to bring together all stakeholders, government ministries, farmers, and create these the private partnerships agreeing to the common goal for Innovation to be successful.
- Need for integration and sustainability for the country programing.

3.3.4. Video- Getting to Innovation

The video is about a young lady who created opportunities of learning new information and technology in the community and provided opportunity for locally developed technology.

Key points of discussion and Reflections

- Local and vulnerable communities do not lack ability they lack opportunity.
- Purpose of technology and information is not copy and paste but to be adapted and tweaked in a way that bring transformation that snowballs into community.
- Responding to purpose through learning, rethinking, reprocessing, and adapting,
- Take into consideration specifics such as the context because communities are diverse.

3.4. Group Exercise; Ideating a fictional Innovation Project

In this session, participants were divided into 6 groups where they did a practical exercise of ideating a fictional Innovation project. They were divided according to language specific groups, French, Spanish and English. The groups presented their proposed project to the rest of the participants.

Feedback and main takeaways from Group

- Consider technologies, cultural and generational changes during innovation.
- Innovation needs to be democratized and have stakeholder involvement.
- Check if innovation contributes to the learning.
- Need to have clarity in project formulation, and not mix innovation and technology.
- Program has to be adaptive while considering sustainability of resources.
- Innovation should not come in the place of maladaptation, displacing vulnerable communities.
- Innovation is agile accommodating different solutions.
- To engage communities from the start of innovation and pay attention to the needs of vulnerable groups such as women, children and youth
- There is need to narrow the divide between 3rd and 1st world, we need to move together to address climate change.
- Using technology is not the solution to every problem technology is an enabler and cannot be avoided.
- As we explore innovation products, we need to also make use of local information.
- Innovation requires the combination of an idea and a technique
- Happiness and Wellbeing for all as we come up with the innovations, be mindful and be happy

3.5. Enhanced Direct Access

This session was presented Ms. Alyssa Gomes, Climate Change Specialist at the AFB Secretariate and discussed Access criteria for EDA grants to support full project development.¹³ The main points were.

- When applying for EDA grant ensure there is sufficient project justification and that the project supports concrete adaptation actions
- The activities should align with the project's overall goal with a good logical framework.
- Project components should articulate the characteristics of the EDA model with description of locally led adaptation solutions
- Economic, social, and environmental benefits, in compliance with ESP and GP
- It is Important to have Stakeholder consultations in compliance with ESP and GP including vulnerable groups
- NIEs to identify all potential environmental and social impacts and risks.

¹³ https://www.adaptation-fund.org/wp-content/uploads/2022/10/Readiness-Seminar_EDA-access-criteria_only-key-elements.pdf

3.6. Access Criteria for EDA Grants - Group Discussion Moderated by Mr. Farayi Madziwa

In this session, participants were divided into groups and did an exercise of designing a **Project /Program Proposal** to the AF. Groups were required to develop their proposal for a fictional country called **Barefoot Republic** which was experiencing food security issues due to increasing risks of climate change. Groups had to respond to the following instructions to develop the proposal.

1. As a group, develop a project objective and in a short sentence, describe an EDA approach that will lead to the outcome of the objective
2. In one bullet point, justify why you selected this EDA approach instead of meeting the objective using the AF regular project funding window Under 20 million Cap
3. In a few words list at least one alternative measure for an activity or activities that could achieve the same objective and outcome but that is less cost effective
Cost effectiveness analysis explanation:
4. In a few words explain how you would address the AF ESP requirements to put measures in place for the management of environmental and social risks
Brief explanation in not more than 2 bullet points

Plenary Feedback

All groups demonstrated a good understanding on the process of accessing EDA grant and provided unique proposals. The discussion broadened more understanding on developing project objectives and EDA approaches with ESP requirements as well as factoring in cost- effectiveness in program design. Groups also demonstrated an understanding on developing an EDA rational for projects and ways of addressing the AF ESP requirements.

Summary of Discussions

- Justification is key when choosing an EDA approach, there is need to clearly articulate the reasons for utilizing a particular EDA approach for a project/programme
- Local organizations and communities should be at the center of EDA approach
- One big component of EDA is building capacity of locals to ensure sustainability and ownership.
- NIEs can request for Capacity Building as there is provision for NIEs with higher cap.
- It is important to provide numbers and data for to facilitate cost effectiveness.
- It is important to have an investigative approach as there will be ES risks that might not be expected.
- NIEs to have clear roles post approval and explain how the NIE will work with different institution in the flow of funds.

Plenary Discussion Q&A

Question	Answer
How does AF assess project proposal to communities?	Proposals are assessed from the secretariat, and they have a guidance note that helps in the assessments. What is important is to be concise on the program and for there to be

	enough justification that comes with an EDA proposal and explain how the program will be implemented.
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3.7. General Updates on programming

Ms. Saliha Dobardzic shared the recent changes and updates on programming at the AF¹⁴. The main programming updates were:

- **Piloting Innovation Indicators:** Outcome 8 of the strategic Results Framework has been revised- Support the development and diffusion of the Innovative adaptation practices, tools, and technologies
- **Caps for EC and IE Fees** -Clarification on how the IE Implementation and execution costs when the IE costs and excel sheet will be online.¹⁵
- **Guidelines for IEs to Identify USPs** – Analysis of the issues related to the use of unidentified sub-projects; to request secretariat to prepare as document containing updated guidance on unidentified sub-projects ¹⁶
- Survey on options for the review process.
- AF will be moving to online submission system.

4. Day 3: 28 September 2022

4.1. How to prepare Letters of Endorsement (LOE)

This session provided information on how to prepare letters of Endorsement.¹⁷ It was presented by Ms. Claudia Lasprilla, Projects Consultant at the AFB Secretariate and Ms. Sophie Hans Moevi, Senior Program Assistant at the AFB Secretariat. The main points of discussion were.

- Proposals for projects/programmes require an endorsement by the Designated Authority of the country in which the project/programme will be implemented.
- No program will be considered/reviewed if not accompanied by valid LOEs
- LOEs should be written on a government letterhead, and have title of project in the subject as well as name and signature of the DA
- LOEs are valid for three consecutive review cycles only
- When a country nominates a new DA, the AF secretariat has to receive an official letter of notification on the change of the DA.

Plenary Discussion Q&A

Question	Answer
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¹⁴ <https://www.adaptation-fund.org/wp-content/uploads/2022/10/AF-Day-2-Programming-Updates-NIE-Sem-2022.pdf>

¹⁵ <https://www.adaptation-fund.org/wp-content/uploads/2022/03/PPRC.29.43-Regional-IE-Fees.pdf>

¹⁶ <https://www.adaptation-fund.org/wp-content/uploads/2022/03/PPRC.29.42-Analysis-of-the-issues-unidentified-subprojects.pdf>

¹⁷ <https://www.adaptation-fund.org/wp-content/uploads/2022/10/LOE-PPT-for-NIE-Seminar-September-2022.pdf>

Can you explain a bit more what a cycle equivalent to?	A cycle is a meeting of the board, meeting to meeting, cycle goes from January to March when there is another meeting.
Is it possible for AF to reach out to the DA on behalf of NIE if there is difficulty in reaching them?	This is a case-by-case situation no conclusive answer can be given, it will have to be discussed internally by secretariat and NIE
Can letters of DA be sent in November before January since it has to be posted and not sent by email	We can receive a scanned letter sent by email but not in the form of email. An email is sent and will provide you all the deadlines for when you can send letter.
When do the NIEs send proposal?	Email will be sent in November with deadlines proposals should be sent in January for consideration in March. Letter of endorsement to be sent a week before proposal

4.2. Presentation on the Fund Results Based Management (RBM)

This session was facilitated Ms. Marina Dorigo, Climate Change Specialist at the AFB Secretariat she provided information on the Fund's RBM.¹⁸ The main points of discussion were:

- There is a revised outcome for the RBM with core indicators.
- There are set reporting requirements such as (i) Project performance Reports (ii)Project Completion reports (iii)Mid Term Review or Evaluation report (iv)Final Evaluation Report (v)Final qualified financial Report
- IEs are required to do a mid-term review, and this should be submitted no later than 6 months after the evaluation is done.
- IEs to send a summarized report of the achievement of the project called a Project Completion summary.
- Project Completion Summary to provide good base on sustainability and helps to see scalability potential and think further how to improve future projects

Plenary Session Q & A

Question	Answer
What is the right time for NIE to start projects after disbursements of funds?	The date to start projects is 6 months when they receive first disbursements.
Can the reports be produced in other languages?	Reports can only be produced in English as they will need to be added on the AF website for wider audience
Does the NIE or AF select the independent evaluator?	It is the NIEs responsibility to select the independent evaluator

¹⁸ <https://www.adaptation-fund.org/wp-content/uploads/2022/10/LOE-PPT-for-NIE-Seminar-September-2022.pdf>

4.3. Project Implementation Adaptive management (Panel Discussion)

This session discussed experiences of NIEs in the implementation of adaptive management. It was moderated by Mahamat Assouyouiti, Senior Climate Change Specialist at the AFB Secretariat- The session started with a Short Video of the AF in Seychelles.

Members of the panel were:

- Ms. Mandy Barnett, SANBI, South Africa
- Mr. Anton Willems, PROFONANPE, Peru
- Mr. Armen Yesoyan, EPIU, Armenia

Discussion

Panelists explained that COVID 19 was one major factor which presented challenges and delays in project completion resulting in the need for adaptive management. Over and above covid Armenia reported that they experienced a 44-Day war that took lives of hundreds of people, as well as inflicted various forms of environmental and material damage. The impact of the war resulted in the increase of prices for fertilizers, gasoline, and seeds. All these disruptions contributed to the slowing down of the programme implementation.

Ms. Mandy Barnett from South Africa mentioned that what helped them mitigate challenges was an RRR strategy, namely (i)**Relationships**- Communication with the EEs (i)**Roles** and **Responsibility** (iii)**Rules**: Knowing the rules. Peru supported this view as they had to compile an operating manual with clear roles and responsibilities at the beginning of the project to facilitate in adaptive management. Peru also learned to take responsibility and correct things that went wrong during the program cycle as well as document recommendations and lessons learnt.

Peru's adaptive management meant they had to engage the board about changes in the programme to implement new activities while producing the same anticipated results. They engaged stakeholders through an evidence-based approach and got approved by the government to have Adaptive management with the ministry.

All countries represented had consultations with the AF technical team that helped refocus programs and provided approved extensions for their programmes. Peru benefited from the mid-term evaluation for their tourism project which had come to a halt during Covid. Getting an additional timeline for projects was a welcome development that helped them achieve programme goals. The Midterm evaluation also provided feedback that improved the project outcomes for all countries in the panel. Armenia reported that it afforded them an opportunity to engage an independent evaluator, who provided several recommendations that increased their visibility, resulting in more active collaborations.

Panelists also shared recommendations to the AF secretariat, suggesting the need to prepare for changes of DAs and community leaders to ensure smooth flow of program amidst changes. They proposed that consultations at community, national and regional level are necessary for more coherent implementation of programmes when changes arise. Ms. Mandy Barnett from South Africa suggested the importance of external perspectives in adaptive management to improve programs. Panelists requested that AF shares terms of reference for evaluation guidelines to help in programme planning and implementation. NIEs were encouraged to look into the future to

forecast any challenges and always communicate with the secretariate who are flexible ready to assist when needed.

4.4. Learning Grants

This session was facilitated by Ms. Cristina Dengel, Knowledge Management Officer at the AFB secretariat. She discussed on the process of application for learning grants to projects at mid-point in implementation or already finished projects. She also provided information on training available for grant preparation for these learning grants.¹⁹ The main points of the discussion were.

- Learning grants are for AF projects that have reached mid-point and submitted a Mid-Term Review or Evaluation or have submitted at least one Project Performance Report (PPR) if project is under 4 years.
- Objectives of the grants are to facilitate transferring knowledge from one NIE to another and to the wider AF community, as well as developing knowledge and guidelines through partnerships.
- Activities include lessons learned, studies & publications, technical guidance briefs, partnerships, knowledge management platforms, country exchanges and learning courses.
- You apply by downloading application form, attaching letter from DA, and send form to AF.

4.5. Group Discussion led by NIEs who have an approved learning grant

Ms. Aissata Boubou SALL, CSE Senegal

Ms. Marianella Feoli, Fundecooperacion Costa Rica

Participants went into break out groups to share their ideas and opinions on appropriate mechanisms to collect and disseminate knowledge from projects under implementation at the organizational level as well as nationally/ Regionally.

Feedback from Groups

The most appropriate mechanisms to collect and disseminate information are

- Practical stakeholder workshops, Regional-Workshops, and exchanges.
- Press releases and social media, an example is 'Make Every Voice Count Campaign' being disseminated via social media in Zimbabwe
- The use of multimedia tools and Websites, platforms for the disseminating of the information.
- Focus group surveys and peer to peer learning help in sharing the views among groups,
- The use of videos, guides, talk shows helps disseminating information to wider groups
- Scientific publications which can be translated to local languages so that people can understand a great tools for disseminating information
- Informal and formal interaction with beneficiaries of programs help in communicating as well as getting feedback.
- Think about context appropriate messaging as well as cultural factors that must be adhered to and aggregated appropriately

¹⁹ <https://www.adaptation-fund.org/wp-content/uploads/2022/10/Learning-grants-NIE-2022-seminar.v2.pdf>

How would you track or measure effectiveness of learning products?

- Replication of message demonstrates effectiveness of learning product
- Policy changes by policy makers and government can show effectiveness of learning products.
- Assessments, evaluations, social media monitoring also help in quantitative tracking, such as number of views and engagement on social media posts and video
- Traceable evidence of behavior change for target group shows effectiveness.
- Happiness and wellbeing of target group is a good measure.

Recommendations

Need to have a knowledge manager, and knowledge management (KM) systems in place. AF requested to fund KM component and provide capacity building.

4.6. Communication at the AF

This session was facilitated Mr. Matt Pueschel, Communication Officer, at the AFB Secretariat and shared tools on communication of adaptation results and impact to reach key audiences.²⁰

The main points of discussion were:

- Need for a steady stream of relevant related content.
- Promote tangible projects on ground, emerging programs in adaptation, pioneering scalable actions, high urgency/demand.
- Position AF as adaptation leader, flexible, country-led, innovative programs/pillars, well-functioning, proven, good value.
- Leverage diverse communications platforms, and ensure authenticity, let the work speak.

4.6.1. Ms. Mandy Barnette, SANBI, South Africa- Experience in communication adaptation results and impact to reach key audiences.²¹

- Ask the key questions; Who is sending and why? Who is receiving? What are the key messages? What platforms?
- Utilize enabling tools such as organizational logos.
- Communicate with messages of hope of gain does not doom and gloom.
- Connect with a heart message of a better future.
- Align with government priorities.
- Think about packaging of information such as Infographics Basic project info and flyers.
- Comms teams can develop a communication resource technical and local language issues

4.6.2. Mr. Anton Willems Delanoy, Director, Profonape,- Presented on the ‘Pesca Resiliente’ Campaign/ ‘Resilient Fishing Campaign’. He demonstrated the benefits of documentaries in communicating climate change.²² The main points were.

²⁰ <https://www.adaptation-fund.org/wp-content/uploads/2022/10/AdaptationFund-Comms-NIE-Seminar-1-1.pdf>

²¹ <https://www.adaptation-fund.org/wp-content/uploads/2022/10/Mandy-Barnett-SANBI-AF-and-CCA-comms.pdf>

²² <https://www.adaptation-fund.org/wp-content/uploads/2022/10/Peru-presentation.pdf>

- The programme seeks to have a positive impact on Peruvian fishing communities and help build adaptation measures to climate change, making them less vulnerable.
- The campaign makes visible the work as fisherman and seeks to have a positive impact of Peruvian fishing communities.
- The documentary was built around a character named Ubaldo Tume, where climate change is changing his traditional way of fishing. He learns that by changing and adapting he will be successful in his business.
- This documentary was developed as a communication tool and public campaign with stakeholders, donors as well as communities to conscientize on the impact of climate change
- The story is very effective as it is character driven, bringing a human face to climate change.
- It also gives people a voice to the people and provides ownership in responding and adapting to climate change
- The documentary was an opportunity for mass media podcasting as it was shared on YouTube to provide a great reach. It has recorded many views.

4.6.3. Podcasting, Interviewing and Video tips

This session was facilitated by Mr. Mark Sugg, Videographer, who Secretariat Consultant at the AFB. He spoke about podcasting with the AF and Interview/format tips for podcasts & Videos²³ The main points of the presentation were.

- Podcasts are good media for communication on climate change as they are not difficult to create and are an effective way of informing people about the work you are doing.
- Podcasts are multifaceted and can be used both in video and audio format and be shared on various social media platforms.
- Podcasts can feed into a large network which have an appetite for content and leverage access to thought leaders.
- In your podcasts talk about things you are interested in, and topics that promote your work
- In your content think about your audience and structure your talks around a theme and areas within your expertise.
- Podcasts are best as interviews with field experts and can be done easily through a platform like zoom.
- Share podcasts through distribution platforms such as ‘apple umbrella groups’ and encourage existing networks to forward podcasts link.

5. Day 4: Thursday 29 September 2022

5.1. The next Medium-Term Strategy (2023-2027)

This session was facilitated by Ms. Bianka Kretschmer, Climate Change Specialist at the AFB Secretariat who shared information on the next Mid-Term Strategy for 2023-2024.²⁴ The main points of the discussion were.

- The first MTS period was 2018-2022 and the next one is from 2023-2027.

²³ https://www.adaptation-fund.org/wp-content/uploads/2022/10/Sugg-on-Podcast_Draft-2-1-1.pdf

²⁴ <https://www.adaptation-fund.org/wp-content/uploads/2022/10/The-next-MTS-the-way-forward.pdf>

- Achievements of the first MTS 2018-2022 increased trend of funding requests and lead to doubling country cap to 20 million.
- Created significant expansion in the Fund’s potential portfolio both in terms of quantity and quality.
- The process towards MTS 2023-2027 began with the Board considering findings of the Midterm review of MTS and the engagement of stakeholder consultations as well as amplifying NIE voices.
- Priorities for next MTS is based on 3 pillars which are Action, Innovation and Learning.
- In practice the MTS will consider modalities for delivery implementation under the 3 pillars for funding windows.

Plenary Discussion Q&A

Question	Answer
Can the AF consider Internships for support throughout the year, so that NIEs can build capacity of the younger generations?	Internships will be considered and the six crosscutting themes will guide the specific modalities

5.2. The new AF Evaluation Policy with, TERG, ‘Technical Evaluation Reference Group’

This session was facilitated by Mr. Dennis Bours, at the AF-TERG Secretariat, who provided information about the new AF Evaluation Policy of the AF.²⁵ The main points were.

- AF TERG was modeled after the TERG of the Global Fund.
- Its three main functions are Evaluation, Advisory and Oversight.
- The 2 key elements of the TERG are Adaptation Fund Evaluation Policy and Ex post evaluations of Adaptation Fund projects.
- The evaluation Policy was developed collaboratively by the AF-TERG with the AFB secretariat and will replace the current Evaluation Framework.
- The main changes with the evaluation Policy are.
 - (i) It elevates the evaluation to function as a Policy
 - (ii) It connects evaluation to the funds strategies, policies, goal mission and vision
- The new Evaluation Policy means stronger and more systematic focus on learning and adaptive management.
- The policy provided alignment and harmonization of evaluation within country programs.
- The policy comes into effect in October 2023 as the timeline and aims to provide REAL time evaluation for ongoing programs.

Plenary Session Q&A

Question	Answer
There is mention there needs to be alignment with the national country goals what happens if there is a mismatch with the 9 criteria?	There is no need for the alignment to the country system, not all criteria are mandatory

²⁵ https://www.adaptation-fund.org/wp-content/uploads/2022/10/2022-09-28-NIE-Seminar_AF-TERG-presentation_Evaluation-Policy.pdf

	it's up to NIE to see if the criteria are relevant to the project.
Does an NIE have to do an independent evaluation for Gender?	The AF team is developing a guidance document to help you; it will be linking indicators to gender.
There will be budget changes that come with implementing this, will the fund have provision?	The tool is just an improvement and does not need a budget to implement it, all it will do is to help you to work smarter. Feel free to speak to the secretariat if there are any challenges, it will be looked at case by case situation.

5.3. The Ex-post Evaluation

This session was about the Ex-post evaluation and was facilitated by Ms. Caroline Holo, Data Analyst of the AF-TERG.²⁶ The main points were:

- Ex-post evaluations involve going back to evaluate a project that was completed 3-5 years ago with the objective of learning from projects, while focusing on sustainability and resilience.
- Two case studies were shown via video and discussed namely (i) Samoa (2013-2018) and (ii)Ecuador
- The ex-post evaluation looks at aspects of the project and aims to tell what remains or sustained and explain why.
- The main issues that are reviewed during the ex-post evaluation are Ownership, Capacity, Resources and Partnerships
- Ex-post evaluation aims to situate the outcomes evaluated at ex-post on a resilience typology and examine whether vulnerability shocks addressed by the project decreased.
- The value of ex-post evaluation is in learning and in communicating progress on adaptation.
- It also helps understand what works better and what does not work in adaptation.
- Some challenges we observed are Data quality and availability because you need good data to have a good ex-post evaluation.

Plenary Discussion Q & A

Question	Answer
How can we practice cross learning from each other's projects through their evaluations?	As more evaluations are done publications will be shared on AF website and themes can be created with a collection of final.
How best do we deal with the Fear that comes with evaluations?	Always look at evaluation as an opportunity to learn and ensure to align indicators with implementation objectives in process of the project.

²⁶ https://www.adaptation-fund.org/wp-content/uploads/2022/10/2022-09-23-NIE-Seminar_AF-TERG-presentation_ex_post-1-1.pdf

Can AF think of a budget category to do evaluations and any left-over funds to be plowed back into projects for maintenance and resilience?	Secretariate will look into it but NIEs to use of local consultants for evaluation.
Can you shed light on challenges you faced with the Case studies you did?	- Unavailability and incompatibility of data for the evaluation process. - Results were not outcome focused creating the need for higher level results to integrate indicators.
Is there possibility for a budget to pursue the after project to follow up on that?	There is provision in budget and a capacity building component to empower people.
If ex-post is mainly for future planning and learning why only to do 2 per year?	Starting with 2 ex-post evaluations a year is a reasonable start as the board wants sustainability and refine the process for future evaluations and projects.

6. Day 5: Friday, 30 September 2022

6.1. Field Trip- Ecotone North Creek Stream Restoration



Participants visited an adaptation river project called the Ecotone North Creek Restoration, located in a residential area in Montgomery County in the state of Maryland. The project focused on stream restoration using ecological restoration techniques and was designed to follow the natural stream channel and maximizing on incorporating existing structures. The river at the project site was revamped with the goal of reducing erosion and restoring the ecosystem to its optimum function. Post reconstruction, the site had an increase in beaver presence which provide great ecosystem and other protections to the environment, such as reducing flooding and fires.

Annex 1: List of Annual NIE Seminar Participants

N o .	COUNTR Y	NAME	ORGANIZATION	TITLE	Email
National Implementing Entities (NIEs)					
1	Antigua and Barbuda	Mr. Jasiel Daniel Judson Murphy	Department of Environment (DoE)	Pollution & Standards Officer	Jasiel.Murphy@ab.gov.ag
2	Argentina	Mr. Mario Nanclares	General Directorate of Sectoral and Special Programs and Projects (DIPROSE/UCAR)	GCF Focal Point (Project Formulation Office)	mnanclares@magyp.gob.ar
3	Armenia	Mr. Armen Yesoyan	Environmental Project Implementation Unit (EPIU)	Director, Acting	yesoyanarmen@gmail.com
4	Belize	Ms. Nayari Diaz-Perez	Protected Areas Conservation Trust (PACT)	Chief Director: Adaptation Policy and Resourcing	ed@pactbelize.org
5	Belize	Mr. Eli Romero	Protected Areas Conservation Trust (PACT)	Project Development Officer	projdevofficer@pactbelize.org
6	Benin	Mr. Demangnon Appolinaire Gnanvi	Fonds National pour l'Environnement et le Climat (FNEC)	Director General	gnanviappolinaire@yahoo.fr
7	Bhutan	Mr. Dorji	Bhutan Trust Fund for Environmental Conservation (BT FEC)	Acting Chief Program Officer	dorji@bhutantrustfund.bt
8	Costa Rica	Ms. Marianella Feoli	Fundecooperación para el Desarrollo Sostenible	Executive Director	mfeoli@fundecooperacion.org
9	Cote d'Ivoire	Mr. Ayemou Edmond Djatin	Fonds Interprofessionnel pour la Recherche et le Conseil Agricoles (FIRCA)	Head of Dep., Agriculture Financing	ayemou@firca.ci
10	Cote d'Ivoire	Mr. Kouadio Kouacou Fidele Kouadio	Fonds Interprofessionnel pour la Recherche et le Conseil Agricoles (FIRCA)	Head Of Gender & Environment Dep. / Coordinator Of Climate Projects	kouadiokf@firca.ci
N o .	COUNTR Y	NAME	ORGANIZATION	TITLE	Email
11	Dominican Republic	Ms. Arcadia Francisco Baquero	Dominican Institute of Integral Development (IDDI)	Civil Engineer	arcadia@iddi.org
12	Dominican Republic	Mr. Maximino Herrera Ramirez	Dominican Institute of Integral Development (IDDI)	Engineer Agroforester, Asesor de Proyecto	mherrera33@hotmail.com
13	Ethiopia	Mr. Zerihun Getu Mekuria	Ministry of Finance and Economic Cooperation (MoFEC)	Project Manager	zedget@yahoo.com

14	Honduras	Ms. Peña Barahona Maria Amparo	Comisión de Acción Social Menonita (CASM)	Manager of Planning, Monitoring and Evaluation at the national level,	pme@casm.hn
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16	Mexico	Mr. Jose Agustin Breña Naranjo	Mexican Institute of Water Technology (IMTA)	Hydrology Coordinator	agustin_brena@tlalc.imta.mx
17	Micronesia (Fed. States of)	Ms. Tamara Greenstone-Alefaio	Micronesia Conservation Trust (MCT)	Conservation Program Manager	conservation@ourmicronesia.org
18	Namibia	Mr. Martin Schneider	Desert Research Foundation of Namibia (DRFN)	Executive Director	martin.schneider@drfn.org.na
19	Panama	Ms. Vilna Cuéllar	Fundación Natura	Gerente de Proyectos Especiales	vcuellar@naturapanama.org
20	Peru	Mr. Anton Willems Delanoy	Peruvian Trust Fund for National Parks and Protected Areas (PROFONANPE)	Executive Director	awillems@profonanpe.org.pe
21	Rwanda	Mr. William Mugabo	Ministry of Environment (MoE)	Climate Resilience and Partnership Program Manager	wmugabo@environment.gov.rw ewills2007@gmail.com
No.	COUNTRY	NAME	ORGANIZATION	TITLE	Email
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24	South Africa	Ms. Mandy Barnett	South African National Biodiversity Institute (SANBI)	Chief Director, Adaptation Policy and Resourcing	m.barnett@sanbi.org.za F.Martin@sanbi.org.za
25	Tanzania (United Rep. of)	Mr. Fredrick Fulgence Mulinda	National Environment Management Council (NEMC)	Senior Environmental Management Officer	kasigazi.koku@gmail.com nieaf@nemc.or.tz
26	Tanzania (United Rep. of)	Mr. Samuel Gwamaka Mafwenga	National Environment Management Council (NEMC)	Director General	samuelfmafwenga@gmail.com samuel.mafwenga@nemc.or.tz
27	Uganda	Mr. James Kaweesi	Ministry of Water and Environment (MoWE)	Assistant Commissioner	jkaweesi11@gmail.com

28	Uruguay	Mr. Marcelo Battó Lindsay	Agencia Nacional de Investigacion e Innovacion (ANII)	Agro Engineer	mbatto@anii.org.uy
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