



Comprehensive Evaluation of the Adaptation Fund

Inception Report

Prepared for

Technical Evaluation Reference Group of
the Adaptation Fund (AF-TERG)



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Table of Acronyms

Acronym	Full Term
AF	Adaptation Fund
AFB	Adaptation Fund Board
AF-TERG	Adaptation Fund's Technical Evaluation Reference Group
CBO	Community-Based Organizations
CE	Comprehensive Evaluation
CSO	Civil Society Organizations
CTCN	Climate Technology Centre and Network
DA	Designated Authorities
EFC	Ethics and Finance Committee
EQ	Evaluation Question
ESP	Environmental and Social Policy
FGD	Focus Group Discussions
FVC	Fragile, Violent and Conflict
G/PS	Governance, Process and Systems
GCF	Green Climate Fund
GEF	Global Environment Fund
GP	Gender Policy
IE	Implementing Entities
IPCC	Intergovernmental Panel on Climate Change
KII	Key Informant Interview
LDC	Least Developed Country
LLA	Locally Led Adaptation
M&E	Monitoring and Evaluation
MIE	Multilateral Implementing Entity
MSGD	Multi Stakeholder Group Discussions
MTR	Mid-term review
MTS	Medium-Term Strategy
MTS2	Medium-Term Strategy 2023-2027
MTS3	Medium-Term Strategy 2028-2032
NIE	National Implementing Entity
PPCR	Project and Programme Review Committee
QA	Quality Assurance Leader
RIE	Regional Implementing Entity
SIDS	Small Island Development State

TL	Team Leader
ToC	Theory of Change
ToR	Terms of Reference
UNFCCC	United Nations Framework Convention on Climate Change

1. Introduction

The Adaptation Fund (AF) was established to support climate adaptation efforts in developing countries, particularly those that are most vulnerable to the impacts of climate change. Initially created under the Kyoto Protocol, the Fund now also serves the Paris Agreement, providing direct access to climate finance and enabling countries to implement adaptation projects that enhance resilience, reduce vulnerability, and promote long-term sustainability. It supports multiple sectors, including agriculture, water management, disaster risk reduction, and coastal protection, while integrating cross-cutting themes such as gender equity, locally led or based adaptation, scaling up, and replication, among others. The Fund's operations are overseen by the Adaptation Fund Board (AFB), which includes two committees—the Ethics and Finance Committee (EFC) and the Project and Programme Review Committee (PPRC)—that guide the Fund's operations and evaluate its projects and performance.

To assess its effectiveness, efficiency, and relevance, the Comprehensive Evaluation (CE) of the AF has been commissioned to provide insights that will guide its strategic direction, particularly in preparation for the next Medium-Term Strategy (MTS3) for 2028-2032. The Adaptation Fund's Technical Evaluation Reference Group (AF-TERG), an independent evaluation body, has been commissioned by the Board to oversee the CE to ensure credibility, transparency, and relevance.

In line with Board Decision B.39/57, AF-TERG has incorporated the CE into its multi-year work program (FY25-FY27) to directly contribute to shaping the Fund's strategic direction. In the AF-TERG context, the CE will benefit from a building block approach whereby numerous evaluative and analytical efforts will contribute to the CE in a complementary and coordinated manner, including the Mid Term Review (MTR) of the Mid Term Strategy 2023-2027 (MTS2) that is being carried out in parallel, and the Governance, Process and Systems (G/PS) evaluation,¹ which is currently under bidding processes. The Evaluation Implementation Progress Report that will be presented by the AF TERG at the upcoming AF Board meeting will also be an input to the CE. Complimentary among processes will ensure a high level of efficiency. This building block approach is further described in Section 3. Jointly with other ongoing and planned evaluations, the CE will also become a key opportunity to implement the recently launched guidelines operationalizing the 2023 Evaluation Policy and contribute to the ambitious evaluation agenda at the AF.

¹ The G/PS evaluation aims to evaluate the G/PS supporting the AF at:

- Macro level: Relevance and Effectiveness of the organizational processes and systems in enabling the Fund's decision-making in supporting the Fund's mission.
- Meso level: Effectiveness of systems and processes in enabling the Fund's external visibility and influence.
- Micro level: Efficiency and timeliness of decision-making systems across the project cycle (operations)

2. Analytical Foundation of the Comprehensive Evaluation

2.1 Update of the Rapid Evaluation

As part of the inception phase, a targeted screening of new evaluative material was conducted to complement the 2023 Rapid Evaluation and ensure the comprehensive evaluation is grounded in the most current and relevant evidence. This exercise aimed to identify existing evidence gaps and highlight areas where additional data collection and analysis may be required during the subsequent phases.

Drawing on the 2023 Rapid Evaluation baseline and an additional 40 official documents released since 2022/2023, a quick scan was conducted to provide insights across the strategic, operational, and thematic dimensions of the Fund's work. The review was structured according to the evaluation's three levels of analysis (see also section 0.3.2):

- Macro (system-wide and strategic relevance).
- Meso (institutional and operational performance).
- Micro (project-level effectiveness and outcomes).

For each level, the synthesis provides:

- A summary of existing evidence.
- Identification of remaining gaps.
- And a systematic assessment of the 27 evaluation questions contained in the evaluation matrix (Table 1).

Each question was rated using a standardized four-point scale—None, Low, Medium, High—indicating the strength of available evidence from both the original 2023 rapid evaluation and the updated document review.

This structured mapping serves multiple functions:

- It anchors the comprehensive evaluation in the most current knowledge base.
- Identifies where evaluative evidence has strengthened since the rapid review.
- Additionally, it identifies priority areas where evidence remains limited, especially where new primary data collection may be necessary (Table 2).

The complete analysis can be found in **Annex 2**.

Summary findings of the scan of evaluative evidence

Table 1. Analysis and update of new evidence since Rapid Evaluation 2023 illustrates the evolution of evidence availability across the 27 evaluation matrix questions. This rapid scan is helping to guide the evaluation team in refining lines of inquiry and refining the interview and Focus Group Discussions (FGD) protocols for the subsequent phases of the evaluation.

Table 1. Analysis and update of new evidence since Rapid Evaluation 2023

Evaluation questions	Evidence from the rapid evaluation	New evidence since 2022/2023
Macro level		
A.1: Current niche and comparative advantages	Medium	High
A.2: Impactful, supportive, responsive to country needs	High	Medium
A.3: Resources reaching most vulnerable	Medium	High
A.4: Governance, policies, processes contribution	Low	Medium
A.5: Efficient utilization of financial resources	Low	None
A.5.1: Financial resource mobilization experience	Low	Low
A.6: Vulnerability definition improving relevance/effectiveness	Medium	Medium
A.7: Coordination and synergies with other climate funds	High	High
Meso- level		
B.1: Outcomes from three strategic pillars (MTS2)	Medium	High
B.2: ESP and Gender Policy (GP) implementation and lessons learned	High	High
B.3: Evaluation Policy implementation and learning	Low	High
B.4: Knowledge contributing to mandate and global discourse	Medium	High
B.5: Alignment with national adaptation strategies	Medium	Medium
B.6: Processes and funding modalities contribution	Medium	High
B.7: Country ownership differences (NIEs, MIEs, RIEs)	Low	None
B.7.1: Country ownership when direct access not used	Low	None
B.8: Alignment with national and IE priorities	Low	None
B.9: Stakeholder engagement for innovation/scale-up	Medium	Medium
B.10: Timeliness of support to most vulnerable	Low	None
B.11: Cost-effectiveness of operations	Low	Low
Micro level		
C.1: Key messages on nine evaluation criteria	Medium	Medium
C.2: Achievements of intended project outcomes	Medium	Medium
C.3: Recurring and systemic project-level gaps	High	High
C.4: Common barriers to efficiency and effectiveness	High	High
C.5: Limitations to impact measurement	Medium	Medium
C.6: Learning from projects and local players	Low	Medium
C.7: Cost-efficiency of projects	Low	Low

The evidence mapping reveals uneven but meaningful progress in the availability and quality of evaluative information across the Fund's work. While the meso-level shows the most substantial improvements, essential gaps remain at all levels. (see **Annex 2** for details on each identified gap):

Macro-level (strategic relevance and governance)

The Fund's strategic positioning and governance architecture have become more clearly articulated and aligned with the evolving climate finance landscape, including through strategic reforms such as the Adaptation Fund's decision (CMP 17 / CMA 4) to serve exclusively the Paris Agreement, reinforcing its alignment with country-driven adaptation priorities. New evidence strengthens understanding of the Fund's niche and policy intentions, but significant gaps remain. These include the absence of a good knowledge of cost-effectiveness, limited evidence of results from coordination with other climate funds; a lack of systematic monitoring of how vulnerability is operationalized and tracked, and weak progress in financial resource mobilization and diversification. Despite repeated strategic emphasis on engaging new contributors and the private sector, few concrete examples exist of successful resource partnerships or alternative financing mechanisms initiated or supported by Implementing Entities (IEs).

Meso-level (institutional and operational performance)

The most substantial gains in evidence are found at the meso level. This includes expanded documentation of the Fund's policy frameworks (e.g., the updated Environmental and Social Policy (ESP) and the operationalization of the Evaluation Policy), as well as emerging practices around results-based management and portfolio-level learning. The Action Pillar of the MTS2 is relatively well documented, while the Innovation and Learning Pillars remain underutilized. Evidence shows that gender and social safeguards are more clearly embedded in updated policies (e.g., revised ESP), and some improvements are visible in proposal design. However, operational consistency across entities regarding gender, intersectionality, and support for vulnerable groups remains limited, and actual monitoring of gender outcomes remains weak. Furthermore, there is little comparative evidence of how country ownership plays out across different IE types (National Implementing Entities [NIE], Multilateral Implementing Entities [MIE], Regional Implementing Entities [RIE]), limiting understanding of whether the Fund's direct access modality delivers more substantial national ownership in practice. There is also no systematic method to assess how well the portfolio aligns with national adaptation strategies and plans, beyond basic endorsement requirements. Operational efficiency—such as project approval timelines and responsiveness to urgent needs—is not adequately tracked. Finally, cost-effectiveness is not systematically analyzed across funding windows or modalities, which limits strategic decisions on resource allocation.

Micro-level (project-level outcomes and implementation)

At the micro level, project-level reporting and final evaluations indicate generally positive adaptation outcomes in terms of relevance and local benefits, such as restored ecosystems, improved early warning systems, and increased resilience for vulnerable populations. However, several systemic weaknesses persist. Cost efficiency is rarely assessed consistently or rigorously, with most final evaluations lacking financial analysis that compares inputs to outcomes of adaptation. Scalability remains underdeveloped,

with only one project having accessed the Fund’s Scale-Up Grant to date, and few projects presenting clear scaling strategies or pathways for replication. Monitoring and Evaluation (M&E) systems are often weak or inconsistently applied, which limits the aggregation of results across the portfolio. For example, indicators are often selected ad hoc, and baseline data are missing or incomplete in many cases. Finally, institutional learning from past evaluations appears limited—despite the Fund generating useful lessons at the project level, many implementation challenges (e.g., delays, weak stakeholder engagement, and poor integration of gender and youth considerations) are repeatedly observed across evaluation cycles, suggesting that learning is not systematically fed back into project design or Fund guidance.

A summary list of evidence gaps is provided in the table **Table 2. List of Gaps in Evidence** below, while the complete analysis of evidence gaps can be found in **Annex 2**. The complete gap analysis synthesizes insights across strategic, operational, and thematic dimensions of the Fund's work, drawing information from the 2023 rapid evaluation baseline and 40 official documents released since 2022/2023. The analysis is organized according to three evaluation levels—macro, meso, and micro. For each level, a summary of current evidence and gaps thereof is provided, followed by a structured assessment of all 27 evaluation matrix questions. Evidence strength is rated using a standardized four-point scale (none, low, medium, high) for both the original rapid evaluation and new documentation.

Table 2. List of Gaps in Evidence

Evidence Gap Area	Description	Relevant Level(s)
Financial resource mobilization and diversification	Limited evidence on success in attracting new funding sources beyond public donors; private sector engagement remains aspirational.	Macro
Cost-effectiveness of Fund operations and modalities	No standardized methods to assess whether resources result in proportionate adaptation outcomes across modalities or projects.	Macro, Meso, Micro
Measurable results from coordination with other climate funds	Coordination mechanisms exist but lack documentation of joint programming, shared outcomes, or demonstrated synergies.	Macro
Systematic monitoring of how vulnerability is targeted and translated into action	Policies exist, but there is no routine tracking of how effectively projects reach and benefit the most vulnerable.	Macro
Comparative analysis of country ownership across implementing entity types	No systematic evidence on how ownership differs between projects implemented via NIEs, MIEs, or RIEs.	Meso
Portfolio-wide measurement of alignment to national adaptation strategies	Project endorsement exists, but there's no aggregate review of how the portfolio supports national plans or priorities.	Meso
Operational efficiency and timeliness of support	Lack of data on disbursement timelines, approval delays, or speed of Fund responses to country needs.	Meso
Scalability planning and documentation of scaling pathways	Few projects articulate scaling strategies, and uptake of the Fund's Scale-Up Grant is minimal.	Micro
Strength and consistency of M&E systems and indicator use across projects	M&E systems are often weak, with non-standard indicators and insufficient data for portfolio-level synthesis.	Micro
Uptake and integration of institutional learning from project evaluations	Lessons from evaluations are documented but not consistently used to improve design or implementation.	Micro

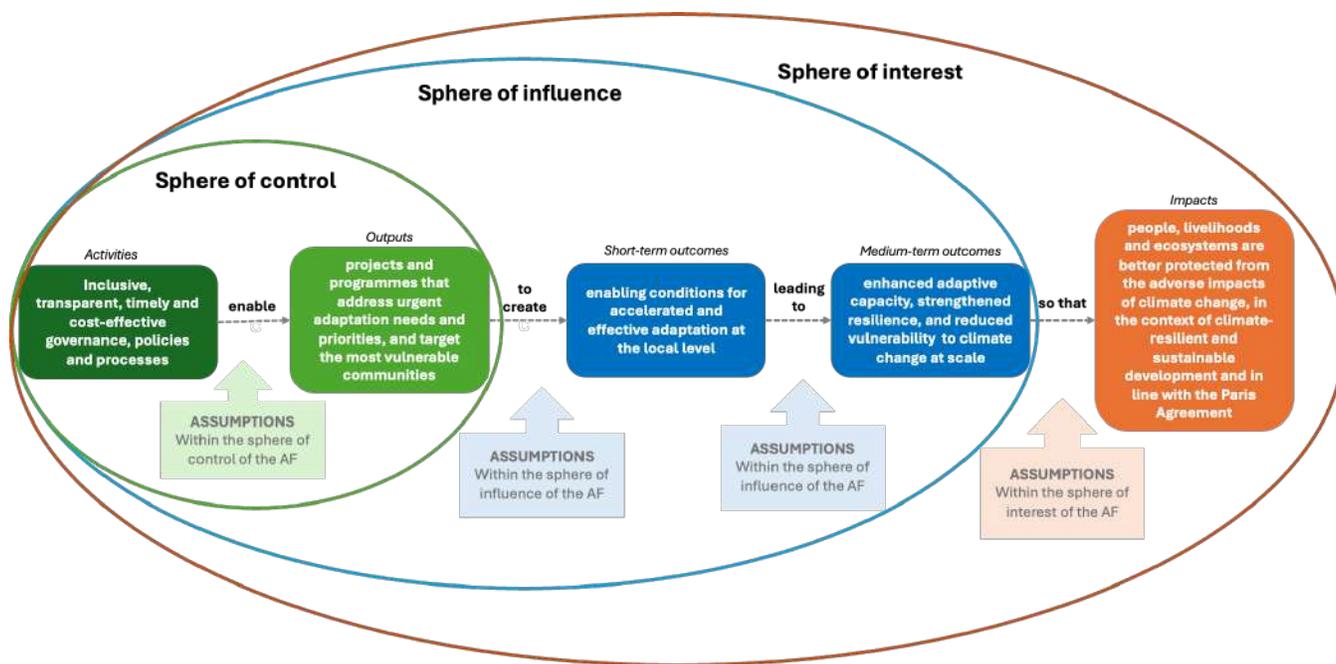
2.2 Theory of Change

This evaluation is being conducted using a theory-based methodology that postulates a 'Theory of Change' (ToC) for the Adaptation Fund's work during the 2017-2025 period. In this section, building on the MTS2 ToC, a "reassembled" CE ToC is presented, that the team will use to assess the Fund's performance and the change mechanisms that facilitate or hinder it.

The CE ToC is expected to constitute a core methodological element for this evaluation and should not be confused with the ToC of the Fund. While anchored in rigorous evaluation methodology, the ToC also considers the institutional and political environment within which the CE is conducted. As a guiding tool for data collection and analysis, the CE ToC articulates transparent causal pathways underpinned by testable assumptions, linked to the stakeholder mapping and the evaluation matrix. Such a framework will allow the evaluation team to trace the Fund's contribution across diverse contexts and generate insight that can drive institutional learning and continuous improvement.

The different ToC elements included in MTS2 were reassembled in a **high-level result chain** (see Figure 1), which links AF governance, policies and processes (activities) and the types of support provided to countries (outputs) to the expected short-term outcomes, medium-term outcomes, and climate change adaptation impacts. This result chain specifies the spheres of control, influence and interest of the AF.

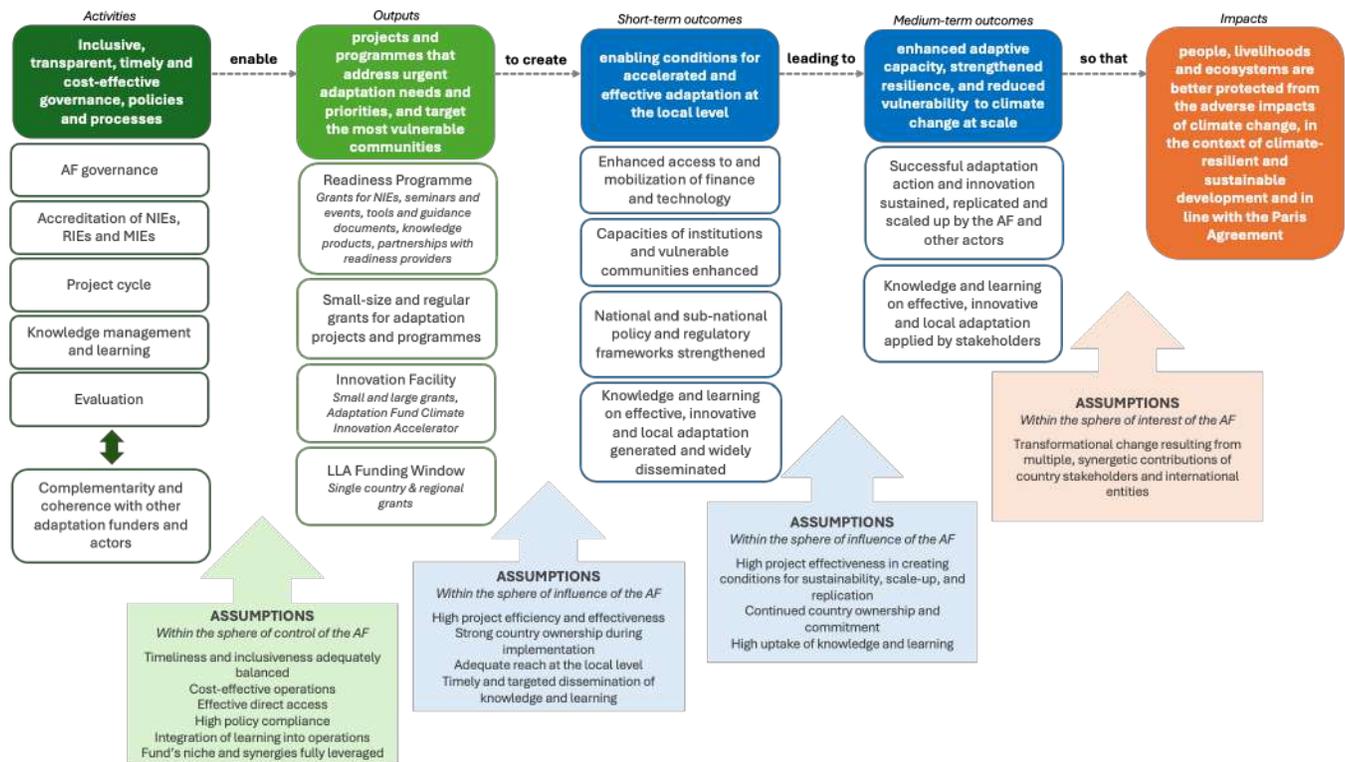
Figure 1. High-level CE result chain



This high-level result chain was then unpacked into a **detailed CE ToC** that clearly identifies key activities, outputs, short-term outcomes, medium-term outcomes, and impacts, as well as the key assumptions underpinning the causal links between these elements (Figure 2). This ToC provides an explicit intervention logic that helps clarify the analytical scope of the CE and that can be tested based on CE

evidence. While the initial intention was to further unpack the ToC by tracing result pathways and feedback loops, the Evaluation Team ultimately opted for a diagram that balances analytical depth and strategic clarity, considering the primary audiences of the CE, i.e., the AF-TERG, the AF Board, and the AFB Secretariat. Recognizing that the MST2 strategic pillars and cross-cutting themes work in synergy and are interrelated in practice, they have been embedded in activities, outputs and outcomes so that the corresponding result pathways can be easily mapped as relevant during the data analysis phase. The ToC was further aligned with the evaluation matrix and the stakeholder mapping as relevant to ensure a coherent and comprehensive approach. The ToC narrative is presented below.

Figure 2. Detailed CE ToC



The starting point of the ToC are the Fund's core activities. These include:

- **Governance systems**, i.e., the mechanisms and bodies through which decisions are made and implemented at different levels (see governance and oversight bodies in Section 0).
- The **policy framework** that guides the Fund's operations, which includes strategies (Medium-Term Strategies, Resource Mobilization Strategy), policies (e.g., the Operational Policies and Guidelines, the Environmental and Social Policy, the Gender Policy and Action Plan, and the Evaluation Policy, among others), as well as other guidance documents on specific processes and mechanisms. The key stakeholders in the implementation of these policies are governance and oversight bodies (particularly the AFB Secretariat), IEs and Executing Entities, and Designated Authorities (DAs).

- **Processes** outlined in this policy framework, which can be grouped into four macro-processes: accreditation, project cycle, knowledge management and learning, and evaluation. These processes engage all the stakeholders mentioned above.
- **Initiatives for complementarity and coherence** with other adaptation funders and actors, including other multilateral climate funds under the UNFCCC such as the GEF and the GCF.

Altogether, these core activities are expected to enable the Fund's key outputs, i.e., **projects and programmes** that address the urgent adaptation needs of developing countries and target the most vulnerable communities. These comprehend projects and programmes supported through (i) small size and regular grants, (ii) the Innovation Facility (including scale-up grants), (iii) the Locally Led Adaptation (LLA) Funding Window, and (iv) the Readiness Programme, which offers grants to NIEs² in addition to developing different readiness activities and products. For the Fund's core activities to enable these outputs, several assumptions must hold:

- Timeliness and inclusiveness are adequately balanced to address developing countries' urgent adaptation needs and priorities, ensuring that vulnerable populations and women have a seat at the table.
- AF operations use scarce resources in a cost-effective manner.
- Direct access is effectively realized, i.e., NIEs and RIEs concentrate a significant portion of the Fund's portfolio.
- Policy compliance results in high-quality, inclusive projects and programmes, aligned to country needs and priorities and targeted to vulnerable groups.
- Learning, including through knowledge management and evaluation, is systematically integrated into the Fund's operations through clear feedback loops.
- The Fund's niche and synergies with other adaptation funders and actors are fully leveraged.

Activities and outputs are under the direct control and responsibility of the AF, as are these assumptions.

AF projects and programmes are expected to create the **enabling conditions for accelerated and effective adaptation at the local level**, which include:

- Enhanced access to and mobilization of climate adaptation finance and technology.
- Enhanced capacities of institutions and vulnerable communities for adaptation action and innovation.
- Strengthened national and sub-national policy frameworks.
- Generation and wide dissemination of knowledge and learning on effective, innovative and local adaptation.

Key assumptions for AF projects and programmes to create these short-term outcomes include:

- High efficiency and effectiveness in achieving project- and programme-level outcomes.

² Including grants for accreditation, project formulation, scale-up, and technical assistance for implementation of the Environmental and Social Policy and the Gender Policy.

- Strong country ownership during implementation, including by the national-level stakeholders, beneficiaries and affected communities, Civil Society Organizations (CSOs), Non-Governmental Organizations, and private sector actors, as appropriate (see Section 0).
- Adequate reach of project and programme implementation to empower and benefit the most vulnerable people and communities as agents of change, and to advance gender equality.
- Timely and targeted dissemination of knowledge and learning to relevant audiences using tailored formats.

These short-term outcomes and assumptions can be influenced by the AF, but they are not fully under its control, as they depend in part on the concurrent contributions of other actors, especially IEs, Executing Entities, and national-level stakeholders. These, in turn, are influenced by evolving economic, political and institutional contexts at the country level, as affected by elections, situations of conflict and fragility, economic shocks, and geopolitical crises, among other factors.

In the medium term, enabling conditions for adaptation are expected to lead to **enhanced adaptive capacity, strengthened resilience and reduced vulnerability to climate change at scale**, mainly through two mechanisms:

- Successful adaptation action and innovation are sustained, replicated and scaled up by the AF and other actors.
- Knowledge and learning on effective, innovative and local adaptation are applied by stakeholders.

The effectiveness of these mechanisms is grounded in the following assumptions:

- High project and programme effectiveness in creating conditions for sustainability, scale-up, and replication.
- Continued country ownership and commitment.
- High uptake of knowledge and learning by stakeholders.

While the AF has a key role to play in influencing these medium-term outcomes and assumptions, they also depend on the actions of a wide range of actors at subnational, national, and international scales, shaped by evolving economic, political and institutional contexts, ranging from local situations of conflict to global shifts in support for the climate adaptation and development aid agendas. These stakeholders include IEs, Executing Entities, national-level stakeholders, beneficiaries and affected communities, CSOs and Non-Governmental Organizations, private sector actors, technical and knowledge partners, donors and contributors, and multilateral and inter-governmental partners (see Section 0).

If effective, these mechanisms will trigger multiple, synergistic actions by country stakeholders and international organizations that will collectively contribute to **better protecting people, livelihoods and ecosystems from the adverse impacts of climate change, in the context of climate-resilient and sustainable development and in line with the Paris Agreement**.³ While the Fund can play a catalytic

³ The goal in the MTS2 ToC refers to “adequate protection”. This was changed to “better protection” as a more realistic contribution of the AF at the impact level.

role, it cannot be expected to control or even substantially influence this impact, which is thus considered in the “sphere of interest” of the AF.

2.3 Fund Portfolio Overview

The Adaptation Fund's portfolio of projects approved between April 2017 and April 2025⁴ includes 136 projects, of which 46 have a status of “Proposal Approved”, 85 are “Projects under implementation”, and 5 have a status of “Completed”. Altogether, the total number of projects represents 958,759,487 USD of AF funding (Table 3).

Table 3. Project portfolio of the AF

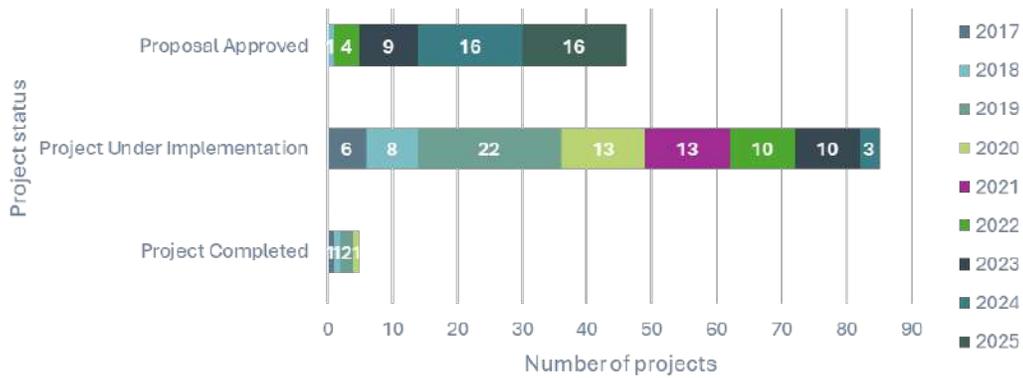
Status	Number of projects		Total grant amount	
	Number	Percentage	USD	Percentage
Proposal approved	46	33.8%	345,263,436	36%
Projects under implementation	85	62.5%	603,469,883	62.9%
Projects completed	5	3.7%	10,026,168	1.1%
Total	136	100%	958,759,487	100%

Additionally, 52 projects approved prior to 2017 were still under implementation during the 2017-2025 period; of these, 22 are currently classified as “Projects under implementation” and 30 as “Completed”. The projects approved prior to 2017 will be considered in the CE as relevant, given that they may not follow the policies in place as of 2017, which constitute the focus of this evaluation. Between 2017 and 2025, several grants were also approved and implemented under the Readiness Programme; these will also be considered in the portfolio analysis, drawing on the ongoing evaluation of this Programme.

Most projects were approved in 2019 (17.6 percent, or 24 projects), followed by those approved in 2023 and 2024, with 14 percent each (19 projects). The lowest portion of approved projects occurred in 2017, 2018, and 2021 (5.1%, 7.4%, and 9.6%, respectively).

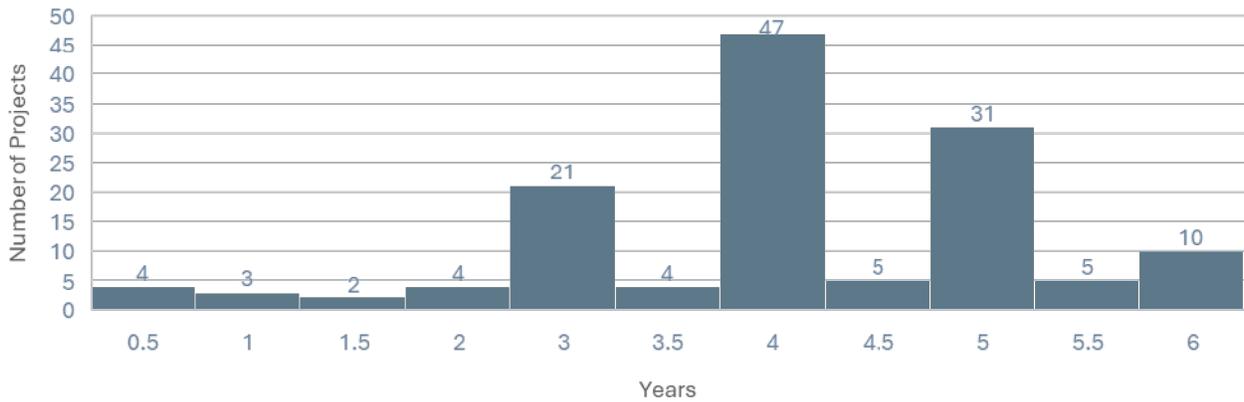
⁴ Date of Last Project in the Adaptation Fund database. Source: [Projects Data Table View](#)

Figure 3. Annual Project Count by Project Status



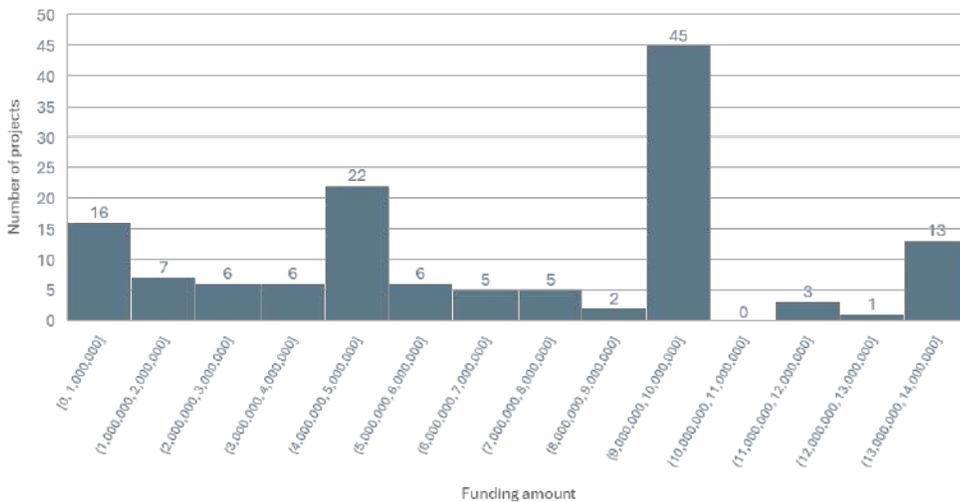
The average planned duration of AF portfolio projects is about 4 years.

Figure 4. Planned project duration



Most projects have funding between USD 9 and 10 million (45 projects), followed by those between USD 4 and 5 million (22 projects), and those between USD 13 and 14 million (13 projects).

Figure 5. Number of projects by funding amount range



Regarding the funding windows, 127 projects correspond to the Action Funding Window, with most of them being Single-country regular projects, totaling 93 projects. The Innovation funding window has 9 projects funded.

Table 4. Funding windows from the project portfolio of the AF

Funding window Row Labels		Funding window		Funding amount	
		Number of projects	%	USD	%
Action	Single-country regular	93	68.4%	\$ 617,680,753.00	64.4%
	Regional	26	19.1%	\$ 291,068,062.00	30.4%
	EDA/LLA Single country projects/ programmes	7	5.1%	\$ 6,459,991.00	0.7%
	Project Scale-Up	1	0.7%	\$ 99,000.00	0.0%
Innovation	Small Grants for Innovation	3	2.2%	\$ 744,459.00	0.1%
	Large Grants for Innovation	2	2.2%	\$ 20,000,000.00	2.1%
	Adaptation Fund Climate Innovation Accelerator (AFCIA)	3	2.2%	\$ 22,707,222.00	2.4%

Fifty-five percent of the IEs implementing projects are MIEs, 32 percent are NIEs, and 13 percent are RIEs (**Error! Reference source not found.**6). Out of a total of 38 IEs, the International Fund for Agricultural Development (IFAD) is implementing most of the projects and has the largest funding amount (16.2 percent or 22 projects, and USD 190,660,751 of funding amount), followed by UN-Habitat (12.5 percent or 17 projects, and USD 130,180,524) and the UN World Food Programme (WFP) (8.8 percent or 12 projects, and USD 118,111,660) (Table 5).

Figure 6. Number and Percentage of Projects by Type of Implementing Entities

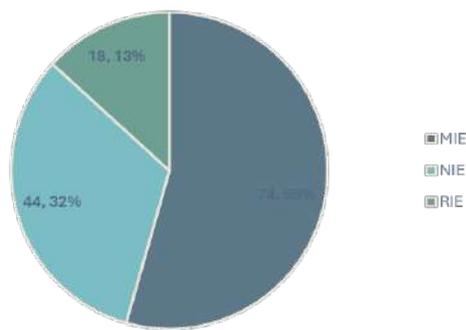


Table 5. Number of projects per IE by project status

Implementing Entities	Type of IE	Total Funding amount managed by IE	Project Status			
			Done	In Progress	Proposal Approved	Total
International Fund Agricultural Dev	MIE	\$ 190,660,751		11	11	22
UN-Habitat	MIE	\$ 130,180,524		15	2	17
UN World Food Programme	MIE	\$ 118,111,660		8	4	12
Development Bank of Latin America	RIE	\$ 65,761,435		3	4	7
Partnership for Governance Reform (Kemitraan) of Indonesia	NIE	\$ 10,221,441	1	5	1	7
UN Development Programme	MIE	\$ 53,404,063		6		6
UN Environment Programme	MIE	\$ 29,707,222		3	2	5
National Environment Management Council	NIE	\$ 4,880,000		4		4
United Nations Educational, Scientific and Cultural Organization	MIE	\$ 26,315,119		3	1	4
Environmental Project Implementation Unit	NIE	\$ 9,132,350	2	1	1	4
Sahara and Sahel Observatory	RIE	\$ 50,556,778		4		4
The Pacific Community	RIE	\$ 23,706,593			3	3
World Meteorological Organization	MIE	\$ 27,017,750		2	1	3
Centre de Suivi Ecologique	NIE	\$ 1,595,459		1	1	2
The Interprofessional Fund for Agricultural Research	NIE	\$ 8,950,000		1	1	2
Protected Areas Conservation Trust	NIE	\$ 9,000,000		1	1	2
International Center for Integrated Mountain Development	MIE	\$ 20,000,000			2	2
Dominican Institute of Integral Development of Dominican Republic	NIE	\$ 10,203,621	1	1		2
United Nations Industrial Development Organization	MIE	\$ 19,994,955			2	2
Peruvian Trust Fund for National Parks and Protected Areas	NIE	\$ 9,746,620			2	2

Implementing Entities	Type of IE	Total Funding amount managed by IE		Project Status		
Banque Ouest Africaine de Développement	RIE	\$ 23,979,000		2		2
Comisión Acción Social Menonita (CASM) of Honduras	NIE	\$ 8,000,000			2	2
Ministry of Environment, Rwanda	NIE	\$ 5,097,812		2		2
Bhutan Trust Fund for Environmental Conservation	NIE	\$ 10,248,955		2		2
Ministry of Water and Environment of Uganda	NIE	\$ 9,754,600		1	1	2
National Environment Fund Benin	NIE	\$ 5,988,289		2		2
Fundacion Natura	NIE	\$ 10,000,000			1	1
Desert Research Foundation of Namibia	NIE	\$ 4,999,674	1			1
Department of Environment Ministry of Health and the Environment (ABED)	NIE	\$ 250,000		1		1
Fundecooperacion Para el Desarrollo Sostenible	NIE	\$ 10,000,000		1		1
Ministry of Finance and Economic Management	NIE	\$ 2,999,125		1		1
Environmental Management Agency of Zimbabwe	NIE	\$ 4,989,000			1	1
Food and Agriculture Organization of the United Nations	MIE	\$ 14,000,000			1	1
Caribbean Development Bank	RIE	\$ 9,858,570		1		1
Central American Bank for Economic Integration	RIE	\$ 13,248,121		1		1
Palli Karma-Sahayak Foundation (PKSF) of Bangladesh	NIE	\$ 5,000,000			1	1
Agencia de Cooperación Internacional de Chile	NIE	\$ 230,000		1		1
Micronesia Conservation Trust	NIE	\$ 970,000		1		1
Total		\$ 958,759,487	5	85	46	136

22.8 percent of the total number of projects are regional, while 78.2 percent are single country, directed toward 68 different countries. Among the single-country projects, Indonesia receives the most support, with 7 projects (5.1 percent), followed by Armenia and Tanzania, each with 4 projects (together accounting for 5.8 percent of the total number of projects). Five countries have 3 projects each, representing 11

percent of the total number of projects. Additionally, 15 countries have 2 projects each (22.1 percent of the total), while 45 countries have 1 project (33.1 percent). From the total number of projects, 22.8 percent are regional, while 78.2 percent are single country, directed toward 68 different countries.

Most of the projects are in the Asia-Pacific region, comprising 31 percent (42 projects), followed by Africa at 26 percent (36 projects). Nevertheless, the greatest part of funding is directed to multiregional projects (categorized as “Others”) with 27.5 percent of the total funding, followed by Asia-Pacific (25.9 percent), and Africa (24.5 percent)

Among the single-country projects, Indonesia has the largest number of projects, with 7 projects (5.1 percent), followed by Armenia and Tanzania, each with 4 projects (together accounting for 5.8 percent of the total number of projects). Five countries have 3 projects each, representing 11 percent of the total number of projects. Additionally, 15 countries have 2 projects each (22.1 percent of the total), while 45 countries have 1 project (33.1 percent). Most of the projects are in the Asia-Pacific region, comprising 31 percent, followed by Africa at 26 percent (Table 6). Nevertheless, the country with the highest support amount is Bangladesh, with 3 projects and a total funding amount of \$24,995,369 and followed by Lesotho (2 projects and \$19,999,894) and Pakistan (2 projects and \$16,094,000).

Table 6. Total funding per region

Region	By number of projects		By total funding amount	
	Total number of projects	Percentage	Total funding amount	Percentage
Africa	36	26.5%	\$ 34,797,833.00	24.5%
Asia-Pacific	42	30.9%	\$ 247,942,374.00	25.9%
Eastern Europe	10	7.4%	\$ 58,258,733.00	6.1%
Global	2	1.5%	\$ 7,707,222.00	0.8%
Latin America & Caribbean	22	16.2%	\$ 146,788,818.00	15.3%
Other⁵	24	17.6%	\$ 263,264,507.00	27.5%
Total	136	100%	\$ 958,759,487	100%

⁵ Includes multiregional projects. Not specified in AF database

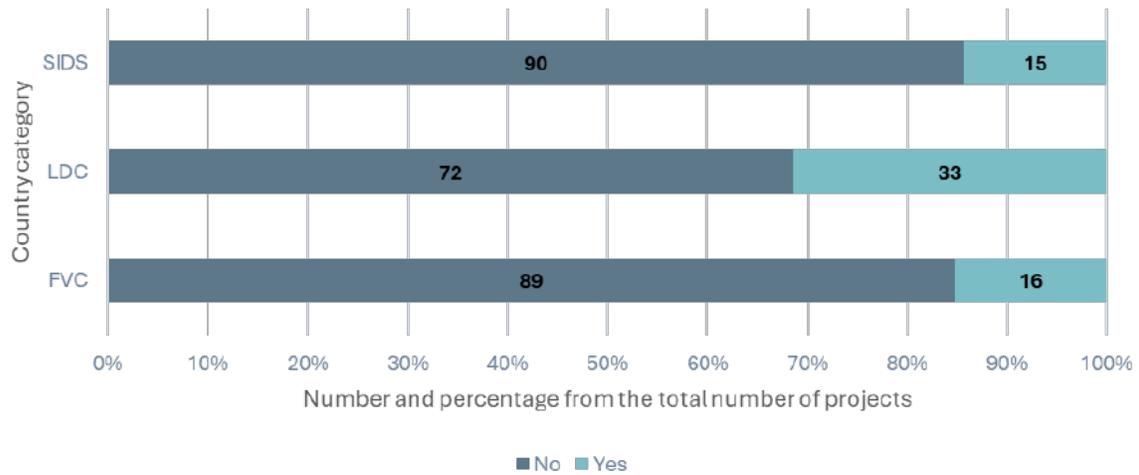
Table 7. Number of projects and funding per country

By number of projects		Ranking order		By funding amount	
Country	Number of projects		Country	Funding amount	
Regional	31	Regional	Regional	\$ 328,775,284	
Indonesia	7	1	Bangladesh	\$ 24,995,369	
Armenia	4	2	Lesotho	\$ 19,999,894	
Tanzania, United Republic of	4	3	Pakistan	\$ 16,094,000	
Bangladesh	3	4	Bhutan	\$ 15,232,691	
Mongolia	3	5	Peru	\$ 15,108,286	
Bhutan	3	6	Cambodia	\$ 15,000,000	
Cote d'Ivoire	3	7	Cote d'Ivoire	\$ 14,950,000	
Peru	3	8	Mongolia	\$ 14,500,000	
Pakistan	2	9	Georgia	\$ 14,491,560	
Zimbabwe	2	10	Lao People's Democratic Republic	\$ 13,061,131	
Lao People's Democratic Republic	2	11	Viet Nam	\$ 11,345,292	
Cambodia	2	12	Indonesia	\$ 10,221,441	
Belize	2	13	Dominican Republic	\$ 10,203,621	
Viet Nam	2	14	Central African Republic	\$ 10,000,000	
Rwanda	2	15	Uruguay	\$ 10,000,000	
Benin	2	16	Somalia	\$ 10,000,000	
Dominican Republic	2	17	Costa Rica	\$ 10,000,000	
Senegal	2	18	Papua New Guinea	\$ 10,000,000	
Fiji	2	19	Montenegro	\$ 10,000,000	
Uganda	2	20	Argentina	\$ 10,000,000	
Georgia	2	21	Uzbekistan	\$ 10,000,000	
Honduras	2	22	Trinidad and Tobago	\$ 10,000,000	
Lesotho	2	23	Bosnia and Herzegovina	\$ 10,000,000	
Solomon Islands	1	24	Gambia	\$ 10,000,000	
Papua New Guinea	1	25	Panama	\$ 10,000,000	
Argentina	1	26	Nicaragua	\$ 10,000,000	
Guinea-Bissau	1	27	Malaysia	\$ 10,000,000	
Ecuador	1	28	Congo	\$ 9,999,909	
Haiti	1	29	Iraq	\$ 9,999,660	
Tajikistan	1	30	Kyrgyzstan	\$ 9,999,313	
Central African Republic	1	31	Yemen	\$ 9,998,560	
Yemen	1	32	Tunisia	\$ 9,997,190	
Chile	1	33	Syrian Arab Republic	\$ 9,997,156	
Philippines	1	34	Tajikistan	\$ 9,996,441	

By number of projects		Ranking order		By funding amount	
Country	Number of projects		Country	Funding amount	
Iraq	1	35	Libyan Arab Jamahiriya	\$ 9,995,758	
Egypt	1	36	Philippines	\$ 9,994,955	
Kyrgyzstan	1	37	Malawi	\$ 9,989,335	
Sri Lanka	1	38	Zimbabwe	\$ 9,989,000	
Congo	1	39	Cameroon	\$ 9,982,000	
Trinidad and Tobago	1	40	Guinea-Bissau	\$ 9,979,000	
Lebanon	1	41	Fiji	\$ 9,943,095	
Uzbekistan	1	42	Sierra Leone	\$ 9,916,925	
Cook Islands	1	43	Haiti	\$ 9,916,344	
Panama	1	44	Saint Lucia	\$ 9,858,570	
Antigua and Barbuda	1	45	Uganda	\$ 9,754,600	
Djibouti	1	46	Liberia	\$ 9,592,082	
Libyan Arab Jamahiriya	1	47	Armenia	\$ 9,132,350	
Bosnia and Herzegovina	1	48	Belize	\$ 9,000,000	
Malawi	1	49	Azerbaijan	\$ 8,626,728	
Saint Lucia	1	50	El Salvador	\$ 8,484,503	
Malaysia	1	51	Honduras	\$ 8,000,000	
Sierra Leone	1	52	Nauru	\$ 7,999,493	
Micronesia, Federated States of	1	53	Moldova, Republic of	\$ 6,008,095	
Somalia	1	54	Benin	\$ 5,988,289	
Moldova, Republic of	1	55	Djibouti	\$ 5,339,285	
Syrian Arab Republic	1	56	Rwanda	\$ 5,097,812	
Costa Rica	1	57	Namibia	\$ 4,999,674	
El Salvador	1	58	Tanzania, United Republic of	\$ 4,880,000	
Montenegro	1	59	Solomon Islands	\$ 4,395,877	
Tunisia	1	60	Lebanon	\$ 4,300,000	
Namibia	1	61	Egypt	\$ 3,094,962	
Uruguay	1	62	Cook Islands	\$ 2,999,125	
Nauru	1	63	Ecuador	\$ 2,489,373	
Gambia	1	64	Sri Lanka	\$ 2,000,000	
Nicaragua	1	65	Senegal	\$ 1,595,459	
Cameroon	1	66	Micronesia, Federated States of	\$ 970,000	
Azerbaijan	1	67	Antigua and Barbuda	\$ 250,000	
Liberia	1	68	Chile	\$ 230,000	

From the 105 total single country projects, 14 percent are directed to countries that have a category of Small Island Development States (SIDS), 31% as Least Developed Countries (LDC), and 15 percent as Fragile, Violent and Conflict (FVC) countries (Figure 7).

Figure 7. Total number of projects directed to countries categorized as SIDS, LDC and FVC



Individually, among the 68 countries with single-country funding projects, 22 percent are categorized as Small Island Developing States (SIDS), 29 percent as Landlocked Developing Countries (LDC), and 21 percent have any type of Fragile Vulnerable Country (FVC) designation (12 percent with Conflict FVC and another 10 percent with Institutional and Social Fragility). The categories applicable to each country can be found in **Annex 5**.

Figure 8. Number of countries with single-country funding categorized as SIDS, LDC and FVC

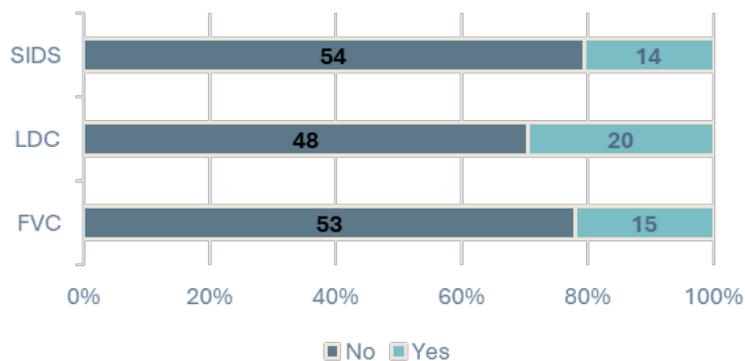
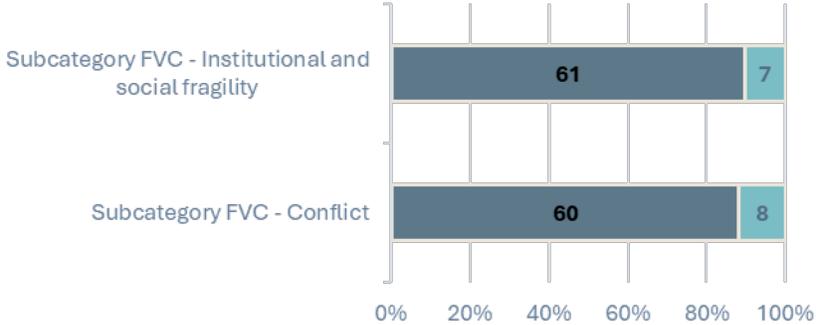


Figure 9. Number of countries with single-country funding under FVC sub-categories



2.4 Detailed stakeholder mapping

The coordination meeting held in London enabled an initial mapping of stakeholders to be prioritized for the MTR of the MTS2 vs. for the CE. Participants from the MTR and CE worked with the AF-TERG Focal Points to identify stakeholder plans and their overlaps. Based on the Adaptation Fund website⁶, key decision documents,⁷ and key policy documents,⁸ this map was further refined to produce Table 8 below, which outlines the main stakeholder groups of the Adaptation Fund. The groups are organized based on their relationship with the AF, and the mapping identifies each stakeholder group's level of interest in the Fund activities and the extent of their influence over these activities at their respective levels. The mapping corresponds with the three levels at which the evaluation is being conducted (see Section 3), recognising there will be some overlap, as some stakeholders have an interest and influence that engages them with the Fund at more than one level.

- **Macro:** including AFB members; AF Secretariat; the World Bank as the interim trustee; donors, UNFCCC; adaptation experts from the Intergovernmental Panel on Climate Change (IPCC)'s Working Group II on Impacts, Adaptation and Vulnerability; other funds, as well as relevant private sector partners, CSOs and international advocacy groups.
- **Meso:** including AF Secretariat; AFB committees such as the EFC and the PPRC; AF Accreditation Panel; the World Bank as the interim Trustee, CSOs and international advocacy groups, academic institutions and research centres as well as other funds.
- **Micro:** including AF Secretariat and Accreditation Panel, DAs, NIEs, RIEs, and MIEs, national governments, executing entities, local governments, communities and vulnerable populations, project beneficiaries, indigenous peoples, women and youth groups, Community-Based Organizations (CBOs), project users and beneficiaries, local adaptation experts and technical assistance providers, and local private sector organizations.

This analysis will be refined in collaboration with the AF-TERG in the early data collection phase to ensure inclusion of all relevant stakeholders as well as to pinpoint who to target for Individual interviews, group discussions etc. Close coordination with evaluation teams from ongoing evaluations will also be important to prevent interview fatigue of the stakeholders.

⁶ "About" section.

⁷ e.g. AFB/B.1/4 Roles and responsibilities of the Adaptation Fund Board.

⁸ Operational policies and guidelines for parties to access resources from the Adaptation Fund.



Table 8. Stakeholder Mapping

Type of stakeholder	Relationship to AF	Type of organization	Level of engagement	Level of interest	Level of influence
Governance and oversight bodies	Stakeholders directly responsible for the Fund's strategic direction, oversight, and accountability.	AF Board (AFB) and Committees (EFC, PPRC)	Macro, Meso	High	High
		Accreditation Panel	Meso, Micro	High	High
		AF-TERG	Macro, Meso	High	High
	Responsible for managing AF activities	AFB Secretariat	Macro, Meso, Micro	High	High
	Interim Trustee	World Bank	Meso	High	High
Implementing and Executing Entities	Entities responsible for project preparation, implementation, and management.	National Implementing Entities (NIEs)	Micro	High	Medium
		Regional Implementing Entities (RIEs)	Micro	High	Medium
		Multilateral Implementing Entities (MIEs)	Micro	High	Medium
		Executing entities	Micro	High	Low
National-Level Stakeholders	Domestic actors involved in accessing and implementing funding.	Designated Authorities (DAs)	Micro	High	High
		National and sub-national governments, incl. line ministries	Micro	Medium	Medium
		Local government bodies	Micro	Medium	Medium
Beneficiaries and affected communities	End-users of funded interventions; often among the most vulnerable to climate impacts.	Local communities and vulnerable populations	Micro	High	Low
		Indigenous peoples	Micro	High	Low
		Women and youth groups	Micro	High	Low
		Other groups of beneficiaries targeted by projects (e.g., farmers, small businesses, etc.)	Micro	High	Low
Civil Society and Non-Governmental Organizations	Actors that influence fund activities through advocacy, implementation, and oversight.	National and international CSOs, incl. Adaptation Fund CSO Network	Macro, Meso, Micro	High	Medium
		Community-based organisations (CBOs)	Micro	High	Low
		Watchdog and advocacy groups	Macro, Meso, Micro	High	Medium



Type of stakeholder	Relationship to AF	Type of organization	Level of engagement	Level of interest	Level of influence
Technical and Knowledge Partners	Contributors to capacity-building, M&E, policy development, and knowledge sharing.	Academic institutions	Meso	Medium	Medium
		Think tanks and research centers (incl. IPCC)	Macro, Meso	Medium	Medium
		Climate and adaptation experts	Micro	Medium	Medium
		Technical assistance providers	Micro	Medium	Medium
Donors and Contributors	Countries and organizations that provide financial resources to the Fund.	Annex I countries	Macro	Medium	High
		Private contributors (in rare cases)	Macro	Low	Medium
Multilateral and Intergovernmental Partners	Entities supporting coordination with other climate finance mechanisms and policy alignment.	UNFCCC Secretariat and bodies	Macro	High	High
		Green Climate Fund (GCF)	Macro, Meso	Low	Low
		Global Environment Facility (GEF)	Macro, Meso	Low	Low
		Climate Technology Centre and Network (CTCN) ⁹	Macro, Meso	Low	Low
Private Sector Actors	Private entities involved in co-financing or implementing adaptation measures.	Enterprises providing climate-resilient technologies	Micro	Low	Low
		Financial institutions offering blended finance	Micro	Low	Low
		Insurance providers for climate risk	Micro	Low	Low

⁹ CTCN is also an MIE for AFCIA

3. Evaluation Objectives and Scope of Work

The purpose of the CE is to assess the overall performance and strategic contribution of the Adaptation Fund since its last overall evaluation in 2017. The timeframe of analysis for the CE therefore starts after the previous comprehensive evaluation (April 2017) and concludes in June 2026, with a data cut-off date at the end of the 45th meeting of the AFB (early November 2025).

The evaluation will examine what has and has not worked across the Fund’s operations, and how these successes and challenges affect its ability to fulfill its mandate to support climate adaptation in vulnerable developing countries, now operating under the Paris Agreement and formerly under the Kyoto Protocol.

This broad evaluation aims to identify gaps and recommendations related to the extent to which the fund is progressing in fulfilling its niche and global mandate, the effectiveness and efficiency of countries’ access to the fund’s financial resources, and the relevance and added value of the fund, considering the relevance of its mandate based on countries’ current contexts, needs, and priorities, as well as global decisions and priorities on climate change adaptation.

The CE will generate forward-looking findings and recommendations on how the Fund can continue to deliver on its global mandate—to finance concrete adaptation actions that address the urgent needs of those most vulnerable to climate change—and to strengthen its defined niche in the climate finance architecture, characterized by direct access, country ownership, responsiveness, and innovation. It will further assess the extent to which the Fund is fulfilling this niche in practice, the effectiveness and efficiency of countries’ access to resources, and the relevance and added value of the Fund in the context of evolving country needs and global climate policy priorities. As such, it is essential to clearly define the Fund’s global mandate and the niche for this evaluation, as described in Table 9. Table 9. Adaptation Fund defined Global Mandate and Niche

Table 9. Adaptation Fund defined Global Mandate and Niche

AF Global Mandate	AF Niche
<p>The Adaptation Fund’s global mandate is to finance concrete adaptation projects and programmes in developing country Parties that are particularly vulnerable to the adverse effects of climate change. Originally established under the Kyoto Protocol, the Fund formally transitioned in 2022 to serve exclusively the Paris Agreement (CMP 17 / CMA 4). The Fund’s mandate is operationalized through support for country-driven actions, locally led adaptation, direct access to funding, and prioritization of the most vulnerable, including SIDS, LDCs, and fragile contexts.</p>	<p>The Adaptation Fund’s niche within the global climate finance architecture is centered on being country-driven, locally responsive, and operationally flexible. It is characterized by its pioneering use of Direct Access, support for innovation and learning, ability to pilot and scale context-specific solutions, and strong focus on measurable, concrete adaptation outcomes. The niche has been reiterated in the Fund’s Medium-Term Strategy II (2023–2027), its Evaluation Policy, and the Multilateral Climate Funds Complementarity and Coherence Action Plan.</p>

Source: Decisions of CMP17/CMA4 (2022); AFB/B.44/5; AFB/B.44/14

Source: Medium-Term Strategy II (AFB/B.39/9/Add.1); Evaluation Policy (AFB/EFC.27/3/Rev.1); MCFs Complementarity Action Plan (AFB/B.43/15)

Considering the phased approach that has been taken during the years, the CE will generate additional evidence to inform the Fund’s directions, operations, and decision-making in support of its Global Mandate and Niche by analyzing in-depth how it works, as well as its main achievements and lessons at three levels:

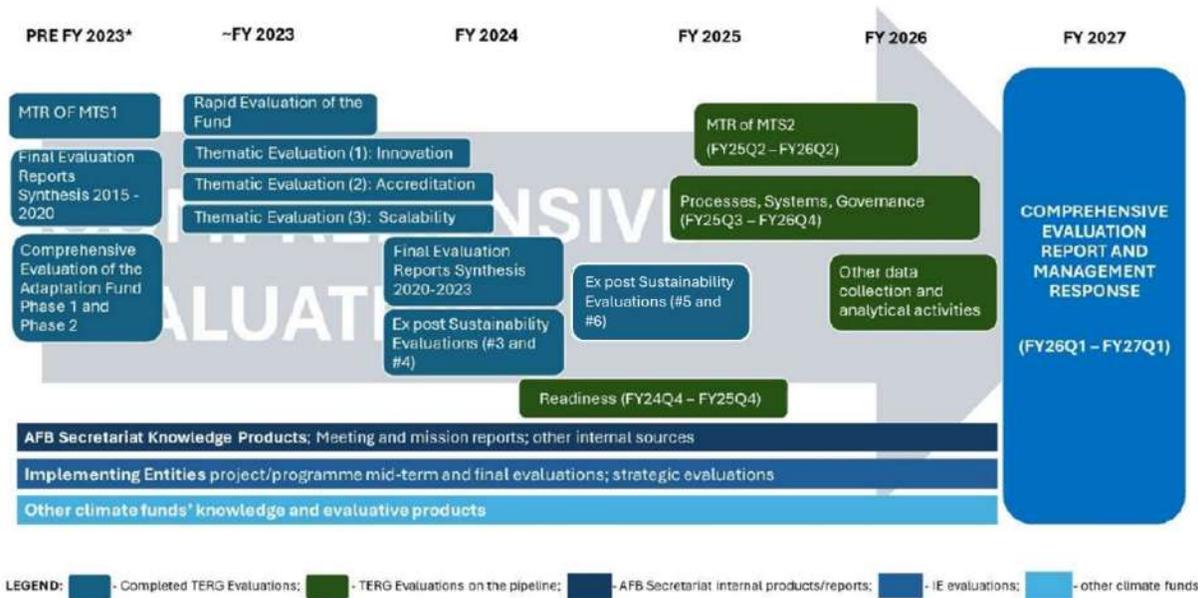
- Macro level: Focus on the Fund’s goals and performance.
- Meso level: Focus on implementing the Fund’s strategies, policies, and processes.
- Micro level: Focus on results at the project/program level.

The evaluation will build on findings (or “building blocks”) from the previous, ongoing, and upcoming evaluations, reviews, and analytical work (Figure 10). As such, the Rapid Evaluation, finalized in 2023, constitutes a key reference that lays the groundwork for understanding the current state-of-the-art of the AF, as well as for mapping out existing evidence and the lack thereof at the macro, meso, and micro levels.

As stated in the Approach Paper for this CE and the MTR (AFB/EFC.33/10), apart from the Rapid Evaluation, several key evaluations and analytical processes are expected to inform and contribute to the CE. These include ongoing AF-TERG processes such as the MTR of the MTS2, the upcoming evaluation on governance, Processes and Systems (G/PS evaluation), thematic evaluations such as the one looking at the Fund’s readiness program, and other analytical work like the Secretariat’s Knowledge Products (such as the recently concluded paper on fragility). The evaluation will also give special attention to the six ex post evaluations that have been carried out by AF-TERG, and which offer useful insights into results, sustainability, and impacts 3-5 years after project final evaluations have been completed.¹⁰

Figure 10. Building Blocks of the Comprehensive Evaluation

¹⁰ Five have been completed and a sixth one will be completed by December 2025. Only the last two cover all of the project’s outcomes.



The MTR and CE will address many similar and complementary questions while being conducted almost simultaneously. AF-TERG and the teams for the MTR and CE have agreed to set up monthly coordination meetings to enhance coordination. It is expected that the team leading the G/PS evaluation will join these meetings once onboarded. The collection of primary data and the interviewing of key stakeholders will require close communication, given the extensive overlap among stakeholders and parallel time frames.

3.1 General Approach

The evaluation approach rests on the following priorities:

- **A process guided by international evaluation standards and best practices** that will adhere to the 2023 Evaluation Policy, including its principles encompassing Relevance and Utility, Credibility and Robustness, Transparency, Impartiality and Objectivity, Equitable and Gender-Sensitive Inclusivity, Complementarity, and Complexity-Sensitive and Adaptive. This process will take into consideration the recently published AF-TERG guidelines to operationalize the Evaluation Policy, specifically in relation to the evaluation principles.
- **A utilization-focused and highly participatory approach** will be employed to ensure that key stakeholders are consulted and engaged at appropriate stages of the evaluation process, thereby promoting transparency. Frequent and open discussions between Baastel and the AF-TERG co-focal points and Secretariat will ensure that expectations are aligned and that findings and recommendations focus on utilization. Regular biweekly coordination meetings with the AF-TERG co-focal points are envisioned, and a monthly coordination meeting with the other ongoing evaluations has been agreed. Starting with a coordination meeting held with AF-TERG in London (13-15 June 2025), efforts to ensure complementarity with the MTR team of the MTS2 will continue

throughout the data collection phases to avoid duplication and ensure that the MTR serves as a building block for the CE.

- **Furthermore, the analysis will draw on inclusive consultation**, with attention to gender and social balance among stakeholders (where possible), ensuring that the voices and perspectives of a diverse range of stakeholders are considered. To promote greater participation and representation of stakeholders, both virtual and in-person consultations will be carried out during the evaluation.
- **Transparency approach.** The evaluation process will be communicated openly and transparently in an accessible manner to keep relevant stakeholders informed about expectations, activities undertaken, and findings uncovered. As such, the CE will contribute to public awareness, good governance, accountability, and programmatic effectiveness. Stakeholders will be informed about the approach and methods to be deployed in the evaluation, the use to be made of the information collected, and the confidentiality processes to be implemented by the evaluation team.
- **An adaptive and learning-oriented approach** will be employed to gain a comprehensive understanding of the Fund's general context and mandate, its strategies, policies, and processes, as well as the outcomes of the operational portfolio, including an evaluation of the relevance and impact for key stakeholders in various settings. This approach will be adapted to meet the needs of stakeholders, accommodate emergent learning, and address any unexpected challenges that may arise during the evaluation exercise.
- **A time-efficient approach** will ensure the fulfillment of the evaluation's objectives within the dedicated time to keep the data collection and analysis manageable and efficient. In particular, considering the delayed start-up, this could include (i) adjusting the sequencing of activities and the allocation of work across team members to ensure that multiple data collection, analysis, and reporting processes advance in parallel, (ii) planning for consultations early in the process to account for extended response times by stakeholders, and (iii) targeted information and document analyses and consultations. It might also involve an effective and efficient use of emerging evidence from the MTR of the MTS2, and the G/PS evaluation, and other processes serving as building blocks to the CE.
- **A mixed-methods approach** will be adopted, utilizing both qualitative and quantitative methods to collect new data, synthesize findings, conduct new analyses, and triangulate evidence, thereby ensuring a comprehensive, robust, and evidence-based assessment. Data collection tools expected to be used are identified in the evaluation matrix of this Inception Report. The questions included in the matrix are those approved by the AF Board and set out in the Approach Paper for this evaluation. The team has further defined and contextualized these questions, highlighting likely sources of evidence to aid in answering them. Sub-questions will be developed to ensure the integration of evidence gaps and key thematic areas based on discussions with AF-TERG.
- **Quality Assurance.** Delivering quality deliverables is ensured by Baastel's Quality Assurance processes. The evaluation processes follow a systematic internal procedure designed to ensure that

all outputs meet the highest standards of accuracy, relevance, and consistency. All deliverables and materials are proofread by the Quality Assurance Leader (QA) and the Project Team Leader (TL) before submission to ensure quality and alignment to the client's expectations.

3.2 Evaluation Framework

The Comprehensive Evaluation is structured around a multi-level evaluation framework that organizes evidence collection and analysis across the three interconnected levels: macro, meso, and micro. This structure, presented in **Annex 1**, serves to guide the evaluation's approach to addressing the five OECD-DAC evaluation criteria: relevance, effectiveness, efficiency, coherence, and sustainability, as well as additional dimensions of equity, gender responsiveness, and institutional learning.

- The macro level focuses on the Fund's global performance, strategic positioning, and contribution to global adaptation and climate finance architecture. It examines the extent to which the Fund is fulfilling its global mandate, supporting the Paris Agreement, and addressing global climate adaptation needs and priorities.
- The meso level analyzes Fund-level operational dynamics, including access modalities, project cycle processes, portfolio composition, and how different financing windows and institutional structures influence effectiveness, learning, and innovation.
- The micro level draws on project- and city-level case studies to understand how the Fund supports adaptation outcomes in practice. This includes assessing the relevance and effectiveness of interventions from the perspectives of beneficiaries and implementing partners, with attention to equity, gender, and locally led adaptation.

This multi-level framing supports a comprehensive and theory-informed evaluation that can address performance at different levels of the results chain and institutional engagement.

The evaluation matrix in **Annex 1** organizes the evaluation questions by criteria and level, alongside preliminary indicators and suggested data sources. It draws from existing evaluation guidance and previous TERG analytical work. While earlier analyses, including the Rapid Evaluation and the stakeholder mapping, have informed some elements of the matrix—particularly in identifying priority areas for inquiry—the integration of new findings from Section 2.1 will be further refined during the next phase of the evaluation.

4. Evaluation Approach and Methodology

The evaluation process will include four main phases: the evaluation inception phase, which serves to plan and scope the evaluation; the implementation phase, which aims to collect and start the data analysis; data analysis and reporting phases, which aim to analyze, synthesize, present, and consult on all findings and recommendations, and final communication and dissemination phase. At the end of the identified phases, briefs will be prepared highlighting the most relevant aspects and progress of the evaluation to be presented to the EFC, as the party responsible for advising the Board on these topics.

4.1 Evaluation inception

The inception phase of the evaluation concludes with submission of this Inception Report. During this phase, a clear understanding and shared vision for the development of the CE has been established. The specific approach and evaluation plan was discussed and agreed upon with the AF-TERG co-focal points and the AF-TERG Secretariat Coordinator. The inception phase consisted of the following steps:

Inception and scoping meetings

A **virtual inception meeting** was held on May 30th, 2025, between the evaluation team and the AF-TERG Secretariat Coordinator. The meeting served as a starting point to build a common understanding of the evaluation scope, priorities, expectations, responsibilities, data collection tools (e.g., interview and multistakeholder focus group protocols, field mission protocols, literature review), and the selection of case studies with countries and implementing entities. The meeting provided the opportunity to establish communication and management arrangements, to discuss opportunities to build efficiencies in the evaluation process and to identify key dates and deadlines for deliverables.

A follow-up meeting was held on 13-15 June, 2025, in London, with AF-TERG members and the AF-TERG Secretariat Coordinator, which brought together leadership of the CE evaluation and the parallel Mid Term Review. At this meeting, working arrangements were agreed between the evaluation teams, AF-TERG, and its designated Focal Points.

Given the complexity of the evaluation scope, a key risk factor will be access to, and overlaps with, data and information being collected through the parallel MTR and G/PS evaluation. In addition to the monthly coordination meetings for the evaluation teams, the CE team is holding regular weekly meetings with the AF-TERG co-Focal Points to review progress, stay updated on the status of other evaluative efforts, and make information requests.

Preliminary document review

The evaluation team has been carrying out an initial document review to gain a deeper understanding of the Fund's strategies, policies, operations, projects, and funding. Based on the progress available in the

rapid evaluation and considering evidence that has emerged since 2022, the team first conducted a document scan to identify existing information and fill any information gaps as presented in Section 2.1. The scan encompassed all related strategies, policies, guidelines, portfolio databases, annual performance reports, prior completed AF-TERG evaluations (including the Rapid Evaluation, the Second synthesis of Adaptation Fund final evaluations, and other thematic evaluations), internal studies, knowledge products from the AFB Secretariat, external resources on climate finance architecture, evaluations, and case studies from other funds, and any other relevant documents listed in **Annex 3**. The overall documentation review is ongoing and will continue through the data collection phase. All documents will be coded during the data collection phase.

Stakeholder mapping

A stakeholder mapping (Section 0) exercise was undertaken during the Inception Phase to develop a comprehensive overview of the Adaptation Fund's key actors. This exercise aimed to identify the stakeholders most relevant to the evaluation and to organize them across the three levels of analysis—macro, meso, and micro—in line with the evaluation framework. Structuring the mapping this way enables a differentiated approach to data collection and ensures that the perspectives gathered are targeted to the specific evaluation questions at each level.

Based on this mapping, the CE team is developing a list of key individuals to be interviewed. The AF-TERG Focal Points and the Secretariat Coordinator will provide support to set up stakeholder interviews, including with AFB members, AF Trustees, and members of the AF Secretariat, as well as to facilitate outreach to unresponsive or hard-to-reach interviewees. The AF-TERG Coordinator will be copied on initial communications with stakeholders, and a formal letter of introduction from AF-TERG will be used to support interview requests.

The CE team will coordinate with the evaluation teams for the MTS2 Mid-Term Review and the Gender/Project Scale-Up (G/PS) Thematic Evaluation through the AF-TERG Secretariat. Coordination will include sharing interview plans, identifying opportunities for joint interviews where feasible, and minimizing stakeholder fatigue. Coordination of stakeholder interviews will be taken up in monthly evaluation coordination meetings. When both evaluations target the same stakeholder, the evaluation teams—together with the AF-TERG—can determine whether to conduct joint or separate interviews, based on the nature of the inquiry and stakeholder availability.

It is anticipated that over 60 stakeholders will be engaged through interviews and focus groups, with particular attention to those who have high levels of influence on, or interest in, the Fund's operations and strategic direction.

Identification of evidence and evidence gaps

The evaluation team carried out a pre-analysis of available information, cross-referencing it with the evaluation matrix. This process enabled the team to systematically evaluate the evidence available for each evaluation question to identify:

- Evaluation Questions with Available Evidence (“high” level of available evidence): These are questions for which sufficient data or findings already exist.
- Evaluation Questions Requiring Further Analysis (“medium” level of available evidence): For these questions, initial evidence exists, but additional information or clarification is needed to provide a comprehensive answer, necessitating further investigation or targeted analysis.
- Evaluation Questions with Significant Gaps (“low” level of available evidence): For questions where very limited or no relevant evidence is available, the evaluation team highlights these gaps, ensuring they are prioritized for focused data collection efforts during the next stages of the evaluation process. The CE Team recognizes that the parallel MTR and G/PS evaluations can be expected to fill in some evidence gaps.

Evaluation matrix

An evaluation matrix (**Annex 1**) has been established for the evaluation, building from the Board-approved evaluation questions set out in the TOR for this assignment. The CE Team has devoted time to detailing its understanding of the questions posed and ensuring that the proposed methods for data collection and analysis are suitable for responding to the Board-approved evaluation questions.

The evaluation matrix will continue to undergo minor refinements as the evaluation now moves to data collection and analysis. This will include further details on the information sources and methods being used to assess these indicators.

Inception Report revisions

The evaluation team submitted to AF-TERG a Draft Inception Report on 18 June, and this final Inception Report on 11 August. The revised timeline for submission of the Inception Report was agreed with AF-TERG due to the delayed project start date. The final Inception Report considers all comments received from the AF-TERG on the draft report, and an audit trail has been submitted together with the final report.

Deliverables

D2.1 – Draft Inception Report

18 June 2025

D2.2 – Final Inception Report

11 August 2025

4.2 Data Collection Phase

The evaluation will be implemented using a **mixed-methods approach**, including rapid scoping techniques to improve efficiency in key processes. This approach triangulates different data sources (quantitative and qualitative) and stakeholder perspectives to ensure a comprehensive, robust, and evidence-based assessment of AF at the macro, meso, and micro levels. The data collection for this phase will consider primary and secondary sources of information. The cut-off date for data collection will be early November 2025, immediately following the 45th meeting of the AF Board.

- **Primary sources:** New evidence will supplement and fill the evidence gaps from the secondary sources identified during the inception phase and initially outlined in the draft evaluation matrix above. The previously identified gaps will serve to focus data collection during the implementation phase, avoid duplication of efforts, and complement the findings regarding the evaluation questions already available in the Rapid Evaluation.
- **Secondary sources:** The essential information previously provided by AF-TERG, including through existing and ongoing evaluations (such as the Rapid Evaluation, and the MTR of MTS2, as well as thematic evaluations on systems, processes and governance; readiness; scalability; among others), AFB Secretariat documents and knowledge products, AFB session documentation, and various external sources including evaluations and analyses from other funds, among others.

The data collection and analysis process during this phase will be iterative, designed to accommodate potential information gaps that may arise during the evaluation based on both existing and newly obtained information. This iterative approach allows for ongoing refinement of the evaluation, ensuring a more comprehensive understanding by revisiting primary and secondary information as necessary throughout the process.

The Evaluation Team will have short virtual catch-up meetings with the two AF-TERG Focal Points (every two weeks) to review status, discuss findings, and review emerging barriers or challenges in the process. In addition, monthly meetings with CE, MTR and G/PS team members and AF-TERG are expected to systematically align processes and exchange key information, while reducing the risk of duplicating work.

The following data collection methods will be used:

In-depth document review

The identification of evidence gaps has already been initiated through the Update to the Rapid Evaluation, as presented in Section 2.1 of this report. This process involved a review of existing evaluative work, strategic documents, and Fund-level studies, and has resulted in a preliminary list of evidence gaps relevant to the Comprehensive Evaluation as summarized above and presented in **Annex 2**. These gaps are particularly linked to areas such as Fund-level learning, coherence across financing windows, and innovation uptake—issues that were previously noted but not fully explored in past evaluations. The list served as a useful input for developing additional sub questions in the evaluation matrix and prioritizing data collection efforts.

Portfolio overview and analysis

An initial portfolio overview (Section 2.3) has been conducted as part of the Inception Phase. The selection of data and parameters for this overview was done in consultation with AF-TERG, drawing on publicly available Adaptation Fund documentation and internal sources where accessible. However, the exercise has also highlighted the limitations of existing databases, which are generally sparse and inconsistent in terms of the availability of project-level and institutional data. As a result, some further refinement of the dataset may be necessary as the evaluation progresses.

The current portfolio overview provides a high-level descriptive analysis of the Fund's activities to date, including trends by region, implementing entity type, financing window, and sectoral focus. This overview serves as a foundation for a more in-depth and targeted portfolio analysis that will be undertaken during the data collection and reporting phases of the evaluation. The forthcoming analysis will explore Fund-level patterns related to access, efficiency, innovation, equity, and results delivery, aligned with the evaluation framework and questions outlined in **Annex 1**.

Key informants' semi-structured interviews

Key Informant Interviews (KII) will be conducted with strategic stakeholders, including the AF Board and Secretariat members, Implementing Entities, and other stakeholders identified at the macro, meso, and micro levels. The stakeholder mapping is explained above in Section 2.4. These interviews will provide key direct insights to answer the evaluation questions. Some structured or semi-structured interviews will be held remotely before the fieldwork, based on interview protocols elaborated according to the evaluation matrix, and will be complemented by other interviews conducted during the fieldwork.

Annex 4 sets out a detailed plan for stakeholder engagement. Based on the evaluation matrix, it identifies how stakeholders will be engaged (KII or other) and what the main topics for discussion with each type of stakeholder will be. As noted above, coordination with the team of the MTR of the MTS2 is planned to ensure a consistent and efficient approach to all elements of stakeholder engagement. This stakeholder engagement plan will also guide the development of interview protocols tailored by type of stakeholder.

Multi-stakeholder group discussions

Multistakeholder group discussions (MSGDs) of two hours each will be conducted to gather more refined perspectives from a subset of actors at the macro, meso, and micro levels, including AFB Secretariat members, NIEs, RIEs, MIEs, DAs, and CSOs, among others. The selection of stakeholders for these MSGDs will draw on the stakeholder mapping and will be made in consultation with the AF-TERG Focal Points.

These group interviews will be conducted as relevant with slight adaptations to the interview protocols, aiming to better address the specific needs and contexts of diverse stakeholders involved and allow a natural conversation flow. The data collected from MSGDs should be analyzed to identify common themes, divergent opinions, and actionable recommendations, among other aspects, contributing to triangulation. Analysis will pay attention to the different perspectives as they can provide transversal information at the three levels of analysis (macro, meso, micro).

Case studies

Four country case studies and three thematic case studies will be conducted to deepen the analysis of the Fund at the three predetermined evaluation levels. They aim to complement the information in the evaluation matrix by comparing it to the ToC. Furthermore, they will seek to understand what works, under which circumstances, and for whom.

The four country case studies will involve a desk review of key relevant country documents. Three of the country case studies will be planned to be onsite, through a 5-day country visit that will involve consultations with key stakeholders (in-person or remote, as needed) with country representatives, CSO networks, beneficiaries, and implementing partners, among others, as well as visits to adaptation implementation sites. The last country case study will be developed virtually, with the support of a national consultant from the chosen country, to gather the necessary information. The following selection criteria have been applied in the selection of the country case studies:

- Regional balance (selecting countries from different regions where AF has operations).
- Country relevance at portfolio level, considering the number of projects implemented and the granted amounts.
- Safety, to avoid unnecessary risks during field visits.
- Number of Implementing Entities implementing projects within the country to support broad perspective of the implementing entities.
- Balance of types of access if possible (direct, regional, multilateral) across and, where relevant, within countries.
- Coverage of different country typologies: SIDS, LDCs and countries considered highly vulnerable to the effects of climate change.

Based on these criteria, four case study countries have been selected, Armenia, Bangladesh, Dominican Republic and Tanzania. An additional four countries have been identified as alternates if problems are encountered with carrying out case studies in any of the 1st four choices: Cote D'Ivoire, Georgia, Indonesia, and Peru. The two tables below provide pertinent information on the selected and alternate country programs of the Adaptation Fund.



Table 10. Country cases. Proposal of sample.

	Country	Region	SIDS	LDC	FVC	# projects	Funding windows	Number of IF	IE	Type of IE	Funding Amount (USD)	Average Level of Security
Selected	Bangladesh	Asia-Pacific	No	Yes	No	3	<ul style="list-style-type: none"> • Large Grants for Innovation • Single-country regular 	3	<ul style="list-style-type: none"> • International Center for Integrated Mountain Development • UN Development Programme • Palli Karma-Sahayak Foundation (PKSF) of Bangladesh 	MIE MIE NIE	\$24,995,369.00	Orange
	United Republic of Tanzania	Africa	No	No	No	4	<ul style="list-style-type: none"> • Single-country regular 	1	<ul style="list-style-type: none"> • National Environment Management Council 	NIE	\$4,880,000.00	Yellow
	Dominican Republic	LAC	Yes	No	No	2	<ul style="list-style-type: none"> • LLA Single country projects/programmes • Single-country regular 	1	<ul style="list-style-type: none"> • Dominican Institute of Integral Development of Dominican Republic 	NIE	\$10,203,621.00	Yellow
	Armenia	Eastern Europe	No	No	No	4	<ul style="list-style-type: none"> • LLA Single country projects/programmes • Single-country regular 	1	<ul style="list-style-type: none"> • Environmental Project Implementation Unit 	NIE	\$9,132,350.00	Yellow
Alternate	Indonesia	Asia-Pacific	No	No	No	7	<ul style="list-style-type: none"> • Single-country regular • Small Grants for Innovation 	1	<ul style="list-style-type: none"> • Partnership for Governance Reform (Kemitraan) of Indonesia 	NIE	\$10,221,441.00	Yellow
	Côte d'Ivoire	Africa	No	No	No	3	<ul style="list-style-type: none"> • Single-country regular 	2	<ul style="list-style-type: none"> • International Fund Agricultural Dev • The Interprofessional Fund for Agricultural Research 	MIE NIE	\$14,950,000.00	Yellow
	Peru	LAC	No	No	No	3	<ul style="list-style-type: none"> • Single-country regular 	2	<ul style="list-style-type: none"> • Peruvian Trust Fund for National Parks and Protected Areas • Development Bank of Latin America 	NIE RIE	\$15,108,286.00	Yellow
	Georgia	Eastern Europe	No	No	No	2	<ul style="list-style-type: none"> • Single-country regular 	1	<ul style="list-style-type: none"> • International Fund Agricultural Dev 	MIE	\$14,491,560.00	Yellow

Source: Baastel with information from Adaptation Fund, "All funded projects" from April 2017 to date. <https://www.adaptation-fund.org/projects-programmes/project-information/projects-table-view/>.

The country case studies aim to analyze the Fund's implementation processes at the country level while evaluating project-level outcomes to provide insights into the adaptive capacity, strengthened resilience, and reduced vulnerability that AF has achieved or is currently working towards interventions. Country case studies will be inclusive and gender-sensitive, ensuring the integration of the perspectives of women, indigenous populations, youth, the elderly, and people with disabilities in the process. This will particularly be obtained through consultations with beneficiaries to assess the actual achievement of adaptation benefits to the most vulnerable. They will seek to address primarily the following evaluation questions:

- A.1: What are the current niche and comparative advantages of the Fund?
- A.3: Have the Fund resources reached the needs of the most vulnerable in an impactful way?
- A.6: To what extent has the Fund's approach to and definition of vulnerability improved the relevance and effectiveness of the Fund? Did it facilitate a more targeted response to specific vulnerable groups?
- B.2: To what extent have the ESP and GP been implemented, and what lessons have been learned, particularly related to countries and implementing entities?
- B.5: How are Fund operations aligned (or not) with national adaptation strategies and processes?
- B.6: How have the different processes (accreditation, scaling, etc.) or funding modalities (such as readiness, scaling and innovation facilities, funding windows) contributed to the priorities of the Fund, countries and implementing entities?
- B.7: What, if any, are the differences in the levels of country ownership between projects/programmes implemented by NIEs, MIEs, and RIEs and different types of entities such as subnational, associations, civil society organizations, etc.?
- B.8: How does the Adaptation Fund align with and support national and implementing entities priorities for adaptation and broader sustainable development?
- B.9: How and to what extent has the Fund engaged with different stakeholders to promote innovation, scale-up and sustainability?
- B.10: How long does it take for the Fund's financial support to reach the most vulnerable? How timely is the support?
- C.1: What are the emerging key messages from projects and activities in terms of the nine evaluation criteria outlined in the Fund's Evaluation Policy?
- C.2: What are the achievements of the intended outcomes of the projects/programs?
- C.3: What are the recurring and systemic project-level gaps and weaknesses?

Following early findings from the evidence mapping and feedback received from AF-TERG, the evaluation team has altered its approach to thematic case studies; vis-à-vis what was originally proposed. Rather than mapping individual cases strictly to the macro, meso, or micro levels, the case studies will adopt a cross-cutting lens, reflecting the reality that issues such as gender responsiveness, vulnerability in SIDS, and direct access mechanisms operate simultaneously at project, institutional, and strategic levels. The purpose of these case studies is to explore areas of high strategic relevance where current evaluative evidence is thin

or inconsistent, and where deeper analysis can yield actionable insights for the Board and the Fund’s future strategic direction.

The following three case studies will be carried out:

1. Direct Access and Country Ownership: While the Adaptation Fund does not have an official definition of Country Ownership, the OP/G state that “The Adaptation Fund shall ... finance concrete adaptation projects and programs that are country-driven and are based on the needs, views and priorities of eligible Parties.” The concept is operationalized through different mechanisms, including the Direct Access modality, the requirements regarding alignment with national plans and policies, and the Readiness program, as well as more general efforts to ensure country-drivenness. This case study will assess the performance and potential of the Fund’s Direct Access modality in delivering country ownership and institutional strengthening. It will investigate how the mechanism operates in practice, what support systems exist, and whether there is meaningful differentiation in outcomes between NIEs and multilateral or regional alternatives. The case responds to both strategic questions around the Fund’s niche and operational questions about capacity and equity. More specifically, this case study will primarily contribute to addressing the following questions:

- A.2: To what extent has the Fund been impactful, supportive, and responsive to country needs?
- B.5: How are Fund operations aligned (or not) with national adaptation strategies and processes?
- B.6: How have the different processes (accreditation, scaling, etc.) or funding modalities (such as readiness, scaling and innovation facilities, funding windows) contributed to the priorities of the Fund, countries and implementing entities?
- B.7: What, if any, are the differences in the levels of country ownership between projects/programs implemented by NIEs, MIEs, and RIEs and different types of entities such as subnational, associations, civil society organizations, etc.?
 - B.7.1: How does the Fund ensure country ownership where a country is not using direct access?

Additionally, the case study may contribute to the following question: B.2: To what extent have the ESP and GP been implemented, and what lessons have been learned, particularly related to countries and implementing entities?

2. The Fund’s Niche and Comparative Advantage in the Climate Finance Landscape: Building on questions in the evaluation matrix and recent discussions around complementarity and coherence, this case will examine how the Fund articulates and maintains its comparative advantage—particularly in relation to other climate finance institutions. Rather than mapping the institutional landscape broadly, the focus will be on how the Fund positions itself through specific modalities (e.g. Direct Access, innovation, locally led adaptation), and whether recent coordination initiatives (e.g. the Multilateral Climate Funds

Action Plan) have translated into measurable synergies or added value. The study also explores the Fund's contribution to scaling adaptation efforts and whether its operational flexibility is being leveraged to support coherence. The case study will contribute to addressing the following questions:

- A.1: What are the current niche and comparative advantages of the Fund?
- A.1.2: What are the complementarities with other climate funds' work and donors? How and to what extent has the Fund seized opportunities to coordinate with other climate funds at global, regional, and country levels?
- B.4: How does the knowledge generated by the Fund contribute to the Fund's mandate and the global discussion on climate change adaptation?
- B.6.1: How do the Fund's processes and funding modalities position it in relation to other climate funds?
- B.9: How and to what extent has the Fund engaged with different stakeholders to promote innovation, scale-up and sustainability?

3. Advancing Locally Led Adaptation (LLA) through Fund Programming: The concept of LLA was officially introduced in the MTS2 in October 2022, as a cross-cutting theme to "Promote locally based and locally led adaptation action including by devolving access and decision-making on adaptation finance to national, subnational, and local levels." Through decision B.42/36 (April 2024) the AFB adopted the modalities for its implementation across the three Fund pillars:

- Action pillar: (i) enhanced project review criteria, templates, guidelines and reporting requirements, (ii) expand support to modalities that support LLA, (iii) new MIE Aggregator program focused on LLA, and (iv) identification of sectors, themes or targets underrepresented in adaptation through the MIE Aggregator
- Innovation pillar: Channeling grants to non-accredited entities for innovation through the AFCIA
- Learning and sharing pillar: (i) expand the Fund's knowledge base on LLA and its participation in LLA community of practice, (ii) share experiences from local communities and vulnerable groups and their roles as agents of change.

This case will assess the Fund's performance and learning in operationalizing LLA, a central but still maturing component of its mandate. It will examine how LLA principles are reflected in project design, selection, implementation, and learning processes—including through specific initiatives like the LLA Aggregator. The study will consider whether Fund-supported projects are strengthening local decision-making power and how institutional systems (e.g., proposal review, readiness support) enable or constrain this objective.

- A.2: To what extent has the Fund been impactful, supportive, and responsive to country needs?
- A.3: Have the Fund resources reached the needs of the most vulnerable in an impactful way?

- A.6: To what extent has the Fund's approach to and definition of vulnerability improved the relevance and effectiveness of the Fund? Did it facilitate a more targeted response to specific vulnerable groups?
- B.1.2 Which outcomes can be considered as resulting from the Fund's efforts to advance LLA?
- B.2.1 To what extent do the ESP and GP ensure and enable the advancement of LLA?
- B.4: How does the knowledge generated by the Fund contribute to the Fund's mandate and the global discussion on climate change adaptation?
- B.6: How have the different processes (accreditation, scaling, etc.) or funding modalities (such as readiness, scaling and innovation facilities, funding windows) contributed to the priorities of the Fund, countries and implementing entities?
- B.8: How does the Adaptation Fund align with and support national and implementing entities priorities for adaptation and broader sustainable development?
- B.9: How and to what extent has the Fund engaged with different stakeholders to promote innovation, scale-up and sustainability?
- B.10: How long does it take for the Fund's financial support to reach the most vulnerable? How timely is the support?
- C.6: How is the Fund learning from its projects/programmes and local players?

An internal report will be developed for each case study, and the findings will be integrated into the overall data analysis. These reports are not intended as standalone documents, and while they will be saved with the registries, they will not be annexed to the final evaluation report.

Emerging findings

During the data collection and analysis phase the Evaluation Team will produce two reports on emerging findings. These will be shared with the AF-TERG and the AF Secretariat for validation and input, with briefs on each report provided to the EFC. The first report will be submitted three months after the start of the Evaluation Implementation phase. This report will provide the initial raw information collected, the initial hypothesis and evaluation matrix, and the main challenges during the initial data collection phase. AF-TERG and the AFB secretariat are expected to provide initial comments, including discussions on the structure of the preliminary report.

The second report will be submitted eight months after the start of the Evaluation Implementation phase. In this second report, the Evaluation Team will provide the full collection of data and information. When extracting and compiling this information, the CE team will use specialized data collection and analysis software (Dedoose) to connect it to the pertinent evaluation questions being addressed. This report will serve as the foundation for the final evaluation report.

A brief presentation of each preliminary finding report will be submitted to the EFC after AFTERG comment and approval.

Deliverables	D3. 1st and 2 nd preliminary findings reports	October 2025
		March 2026
	D4. 2 EFC briefs	October 2025
		March 2026

4.3 Data Analysis Phase

This phase will integrate the data analysis of the previous phase, where information was collected, and initial analyses were made. This phase will entail the preparation and submission of the draft evaluation report.

The Evaluation Team will compile and analyze all primary and secondary collected data based on both qualitative and quantitative analysis. All members of the team will be involved in the two major steps of this stage: i) data triangulation and ii) development of key findings, lessons learned, conclusions, and recommendations.

Data triangulation

The data gathered from various sources, including country case study reports, will be summarized, organized, and coded using data analysis software, combined with AI (**Table 11. Use of Artificial Intelligence in the CE**). The coding will be done according to the evaluation questions as well as information about the data source such as the type of stakeholder consulted during interviews, type of source, date of source generation (year) etc. The information compiled will then be triangulated to form robust findings for each evaluation question. There may be opportunities for triangulating findings across different evaluative efforts happening simultaneously, specifically the MTR of the MTS2 and the thematic evaluation of systems, processes, and governance. These opportunities can be further identified and fine-tuned through the proposed coordination of respective evaluation and review teams.

Table 11. Use of Artificial Intelligence in the CE

Baastel recognises that AI is now an essential working tool with many benefits and applications. Therefore, Baastel is committed to the ethical use of artificial intelligence tools, in line with industry best practice and international guidelines and considering the social responsibility and ethical implications of its use.

During the CE evaluation, AI tools will be used to:

- Improve process efficiency.
- Assist in the analysis of complex data.
- Identify trends, key themes and knowledge gaps.
- Reduce human bias in certain analyses.

- Document synthesis and summarization thought rapid data scanning and analysis.
- Identify stakeholders.
- Detect data bias during data collection.

AI may be used in the following processes:

- Though Dedoose will be the main tool for data mining, AI can be used during this process by using data specific prompts to search key documents for information that satisfies the questions in the evaluation matrix.
- Once data is tagged in Dedoose, AI can be used to better organize data into main key findings, which the evaluators can use for deeper analysis and exploration.
- During data analysis, AI can also be used for cross analyzing findings.
- AI can be used proof reading and better sentence structure during drafting and final reporting phase.

All information developed through an AI will be verified by a human, and the sources of information will be properly documented. AI is not used for critical decisions but as a tool to make some processes more efficient during the evaluation. No confidential, sensitive or identifiable data is in a third-party AI-tool without prior authorization to ensure data security and confidentiality.

Comprehensive evaluation report

Building on the preliminary findings previously discussed with AF-TERG and presented to the EFC, and incorporating the provided feedback, the Evaluation Team will finalize the draft report for the CE. This report will address all evaluation questions and demonstrate how the findings and conclusions are supported by evidence. The report will be written clearly and concisely, incorporating visualizations where appropriate.

The draft report will be shared and discussed with AF-TERG to solicit comments on the information presented and to establish agreements on the structure of the final report. The draft report will include key findings, conclusions, lessons learned, and recommendations. A second iteration of the draft report, which addresses AF-TERG’s comments, will be shared with the AFB Secretariat for factual validation and feedback.

Based on the comments received (which will be consolidated in an audit trail for transparency), the Evaluation Team will produce a **final Comprehensive Evaluation Report** with annexes. The evaluation team will carefully include citations and information sources in the report to have an easier traceability of information.

Deliverables	D5. Draft of Comprehensive Evaluation Report	May 2026
	D6. Final Comprehensive Evaluation Report	July 2026

4.4 Final Communication and Dissemination

Finally, the Evaluation team will transition to the closing phase, where communication and information dissemination documents will be developed, aiming to ensure that the findings are accessible and engaging for diverse stakeholders.

The Evaluation team will develop a results presentation in PowerPoint format to AF-TERG, which will be used to present the macro-, meso- and micro-level evaluation results to EFC. In addition, a 3-page evaluation brief will be developed and designed with the main findings, lessons, and recommendations of the evaluation.

Finally, in agreement with the AF-TERG and the AF Secretariat, the Evaluation team will determine 3-4 additional knowledge products. The determination of these products can occur during the reporting phase where the actual findings are clearer, which can help better determine the best match of knowledge products. However, based on Baastel's experience, the following knowledge products could be considered:

- Executive summaries.
- Infographics that distill key findings and recommendations in a user-friendly format.
- Results presentations.
- Dashboard with key information
- 1–2-page case briefs on specific thematic findings; for example, Gender, Local-Level Adaptation, SIDS, etc.

During the development of knowledge products, the evaluation team will involve Baastel's communication manager as an additional QA to ensure proper messaging of communication products. In addition, a designer will be procured to ensure that knowledge products are visually appealing. The design process will be participatory, engaging the AF-TERG to ensure the designs align with AF products.

Deliverables	D7. Draft PowerPoint presentation for the EFC	August-December 2026
	D8. 3-4 Dissemination and communication products	



5. Risk Assessment and Mitigation Measures

The CE of the AF operates within a complex and dynamic environment, presenting several risks that could affect its successful implementation. The following risk assessment identifies challenges across critical areas, including governance, scope, stakeholder engagement, evidence availability, and methodological rigor. These risks stem from the diverse and evolving contexts in which the Fund operates, including its transition from the Kyoto Protocol to the Paris Agreement, the wide geographic and cultural scope of its activities, and the overlapping timelines of concurrent evaluations.

Each risk has been assessed based on its likelihood of occurrence and potential impact on the quality and objectives of the evaluation. Mitigation strategies have been tailored to address these challenges proactively, including the use of context-specific assessment frameworks, robust quality assurance protocols, and strong coordination mechanisms.

The phased and “building block” approach, which incorporates insights from prior evaluations, further supports risk mitigation by enabling adaptability and informed decision-making. This structured approach ensures that the evaluation remains relevant, responsive, and impactful in its delivery of actionable insights to the Adaptation Fund Board and stakeholders. A clear understanding of these risks and mitigation measures will enable the evaluation team to navigate challenges effectively and deliver a high-quality evaluation on time and within scope.

Table 12. Risk assessment and mitigation measures

Risk Area	Description	Likelihood	Impact	Mitigation Measures
Evaluability of Mandate Fulfillment	Challenges in evaluating whether the Fund "is doing the right things and doing things right" due to: <ul style="list-style-type: none"> • Complexity in measuring adaptation outcomes • Difficulty in attributing results to Fund interventions • Varied interpretations of "what works" across contexts • - Need to assess both operational and strategic effectiveness 	High	Medium	<ul style="list-style-type: none"> • Develop a clear evaluative framework during inception that defines the meaning of "what works" and "doing things right" (among others, as part of the theory of change) • Create specific indicators for both operational and strategic effectiveness • Use the theory of change to address attribution challenges, especially for country case studies • Establish clear criteria for assessing adaptation outcomes in different contexts (including for case study sample) • Work with AF-TERG to ensure alignment between evaluation questions and available evidence



Evaluation Scope	Broad coverage requirements across multiple levels, and thematic areas creating resource strain	High	Medium	<ul style="list-style-type: none"> • Focus on prioritizing high-impact areas during inception phase • Use rapid scoping techniques to streamline focus • Clearly define evaluation boundaries and objectives based on the ToR and existing evidence from rapid evaluation
Operating Context Diversity	Significant variation in geographic, cultural, and vulnerability contexts challenging consistency	High	Medium	<ul style="list-style-type: none"> • Develop tailored, context-sensitive assessment frameworks • Engage experts with strong local knowledge where appropriate • Use clear sampling criteria and ensure sampling captures diverse contexts effectively
Methodological Credibility	Balancing innovative methods with maintaining evaluation rigor and validity	Medium	High	<ul style="list-style-type: none"> • Implement robust quality assurance protocols • Pilot test innovative approaches before full application • Ensure human judgment is always applied while using AI/LLMs/etc.
Evidence Quality and Access	Limited availability and reliability of evaluative data and evidence at various levels (see also initial assessment of available evidence in draft matrix)	High	High	<ul style="list-style-type: none"> • Conduct early and comprehensive mapping of available evidence and data gaps based on rapid evaluation and potentially the analysis advanced by MTR of the MTS 2 • Apply diverse, including innovative data collection methods to address gaps • Use strong triangulation techniques for reliability
Stakeholder Management	Consultation fatigue and coordination challenges due to multiple stakeholder groups being addressed by simultaneous evaluations, reviews and analyses	High	Medium	<ul style="list-style-type: none"> • In coordination with AF-TERG, plan consultations efficiently to minimize overlap • Coordinate stakeholder engagement to reduce duplication, specifically with MTR and governance evaluation • Maintain a transparent and clear communication strategy, sharing progress and data with other evaluations' teams
Resource and Timeline Constraints	Tight schedules and overlapping evaluation activities impacting overall quality	High	High	<ul style="list-style-type: none"> • Develop a detailed workplan with built-in buffers in line with the ToR • Jointly monitor progress regularly and adjust timelines as needed, in collaboration with AF-TERG • Identify and address bottlenecks early in the process
Implementation Coordination	Complex coordination requirements across concurrent evaluation components	Medium	Medium	<ul style="list-style-type: none"> • Define and follow clear coordination protocols between teams and with AF-TERG



				<ul style="list-style-type: none">• Development a Technical Working Group between AF-TERG and the Evaluation team from the MTE to systematically align processes. The Evaluation team from the MTE will have a key support role to avoid duplication of efforts• Schedule regular coordination meetings to align activities, maintain open and transparent communication
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6. Work Schedule and planning for deliverables

Deliverable	Task	Field mission	Meeting
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The evaluation is expected to run from May 2025 until December 2026, with the actual Evaluation taking place until June/July 2026 followed by dissemination. The workplan has been updated accordingly taking into consideration the delayed start-up.

	Year 1 - 2025												Year 2 - 2026											
	04	05	06	07	08	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12			
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Phase Evaluation Inception ¹																								
Virtual kick-off meeting																								
Review of available documents																								
Preliminary stakeholder consultations																								
MTR/CE coordination meeting																								
ToC Analysis and revision																								
D1.1 draft inception report																								
D1.2 Final Inception Report																								
Phase Evaluation implementation ²																								



	Year 1 - 2025									Year 2 - 2026											
	04	05	06	07	08	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Desk reviews of documents																					
Portfolio analysis																					
Key informants semi-structures interviews																					
Multistakeholder group discussions																					
Document review and remote interviews for thematic and country case studies																					
Field mission for country case studies (includes preparation and travel)																					
D3.1 Sharing preliminary findings for validation and feedback (1 st EFC brief - End of August 2025)																					
D4.1 1st EFC brief																					
Triangulation and analysis for country case studies																					
Triangulation and analysis for thematic case studies																					



	Year 1 - 2025												Year 2 - 2026											
	04	05	06	07	08	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12			
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Triangulation and analysis for general evaluation																								
D3.2 Sharing preliminary findings for validation and feedback (2 nd EFC brief – end of Jan 2026)																								
D4.2 2nd EFC brief																								
Phase 3 Reporting																								
D5 Draft comprehensive Evaluation Report																								
D6 Final Comprehensive Evaluation Report																								
Phase 4 Communication and dissemination																								
Draft PPT presentation for the EFC																								
Dissemination and communication products																								
Biweekly meetings and coordination days																								

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Comprehensive Evaluation of the Adaptation Fund

Inception Report

ANNEXES

Prepared for

Technical Evaluation Reference Group of
the Adaptation Fund (AF-TERG)



Technical Evaluation
Reference Group
ADAPTATION FUND

11 August 2025

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Annexes

Annex 1. Full Evaluation Matrix

Question	Related evaluation criteria	Draft judgement indicator	Level of available evidence (<i>tentatively assessed based on rapid evaluation</i>)	Initial secondary data sources (<i>in addition to rapid evaluation</i>)	Methodological elements
A. Macro (Fund's goals and performance)					
A.1: What are the current niche and comparative advantages of the Fund?	Relevance, Coherence	Evidence of the extent to which the Fund's niche and comparative advantages are clearly articulated, operationalized, and leveraged in alignment with global, regional, and country-level climate adaptation needs and priorities.	Medium: MTS documentation outlines niche but lacks systematic assessment of comparative advantages and complementarities.	Strategic Documents (MTS-II, UNFCCC reviews, SPPG) AF-TERG reviews (MTR of MTS 1, ongoing MTR of MTS2) KPs (Readiness, Local Leadership, PMM lessons, Fragility, etc.) Board Decisions & Management Responses to reviews and evaluations	Semi-structured interviews (AFB, Secretariat, other climate funds, IEs, IPCC WG II experts, AF CSO Network members) Portfolio analysis (analysis of funding windows and approaches) Desk reviews (landscape analysis) Country case, Niche case study studies (how niche plays out at country/IE level),
A.1.1: How are these represented in the MTS2?	Relevance, Coherence	Degree to which the Fund's niche and comparative advantages are explicitly reflected in the strategic priorities, objectives, and operational guidelines outlined in the MTS2,	Medium: Representation in the MTS2 is documented but lacks comprehensive analysis.	Strategic Documents (MTS2 and MTS2-IP) AF-TERG Evaluation (MTR of MTS1, ongoing MTR of MTS2) Board & management Response Documents	Semi-structured interviews (AFB, Secretariat, AF-TERG, IEs) Portfolio analysis (Analysis of how niche is reflected in pillars) Desk reviews (MTS2, IP, operational guidelines)



Question	Related evaluation criteria	Draft judgement indicator	Level of available evidence (<i>tentatively assessed based on rapid evaluation</i>)	Initial secondary data sources (<i>in addition to rapid evaluation</i>)	Methodological elements
		including through the MTS2 implementation plan.			
A.1.2: What are the complementarities with other climate funds' work and donors? How and to what extent has the Fund seized opportunities to coordinate with other climate funds at global, regional, and country levels?	Relevance, Coherence	<p>Extent to which the Fund's strategies, operations, partnerships, and projects demonstrate complementarity, avoiding duplication and fostering synergies with the strategies and actions of other climate funds and donors.</p> <p>Number of documented collaborations or joint initiatives with other climate funds or donors, demonstrating synergy and complementarity.</p>	High: Documented coordination with GCF and other funds, supported by concrete examples of complementarity.	<p>Strategic Documents (GCF-AF Linkages, UNFCCC review)</p> <p>KPs (Scaling Up, Transboundary, Fragility)</p> <p>AF-TERG evaluations (ongoing MTR of MTS2, specifically comparative analysis of climate funds)</p> <p>Board Decisions on partnerships</p> <p>Partnership agreements and MOUs</p> <p>Joint initiative documentation</p>	<p>Semi-structured interviews (Secretariat, Board, other climate funds representatives, IEs, donors, UNFCCC adaptation experts)</p> <p>Portfolio analysis (joint initiatives data, cofinancing and partnership data)</p> <p>Desk reviews (partnership documentation, joint studies/publications)</p> <p>Country case studies (examples of fund coordination at country/project level), event materials, PMM, KPs, etc. ,</p> <p>Niche case study</p>
A.1.3: How might the transition to the Fund serving exclusively the Paris Agreement affect this niche?	Relevance, Coherence	Nature, extent and likelihood of changes to the Fund's strategic priorities related to the transition	Low: This sub-question is essentially forward looking.	Official documents from AFB, CMA and CPA. External sources.	Semi-structured interviews (Secretariat, board, other climate funds representatives, IEs, donors, UNFCCC adaptation experts)



Question	Related evaluation criteria	Draft judgement indicator	Level of available evidence (<i>tentatively assessed based on rapid evaluation</i>)	Initial secondary data sources (<i>in addition to rapid evaluation</i>)	Methodological elements
		Degree to which this may affect complementarity and coherence with other climate funds and donors.			Desk reviews (governance and board documents)
A.2: To what extent has the Fund been impactful, supportive, and responsive to country needs?	Relevance, Effectiveness	Degree to which the Fund's interventions address country priorities and demonstrate tangible support to identified needs.	High: Documentation on direct access mechanisms, policy alignment, and locally-led adaptation implementation.	Documents operationalizing policies (OPG, SPPG) KPs (PMM summary, readiness, local leadership, NFI/TF, etc.) M&E reports (PMM Reports, Final Evaluations, Ex Post Evaluations) Project Documentation Board Documents	Semi-structured interviews (NDAs, IEs, Secretariat) Portfolio analysis (analysis of country allocations, direct access data) Desk reviews (policy documents, evaluation evidence) Country case studies, Direct access and country ownership case study, LLA case study: Deep dive into responsiveness to country needs at IE and project level
A.3: Have the Fund resources addressed the needs of the most vulnerable in an impactful way?	Equity, Impact, Human and ecological sustainability	Proportion of Fund resources targeting highly vulnerable countries and benefiting vulnerable groups (e.g., women, youth, Indigenous Peoples) with measurable long-term positive impacts on	Medium: Documentation on vulnerability policies and implementation, but gaps in intersectional analysis and impact measurement.	Policy Documents (ESP, Governance Policy (GP), review ESP) KPs (Gender, Youth, Fragility, Local Leadership) Results Reporting (Annual Reports) Portfolio Monitoring (PMM Reports)	Semi-structured interviews (IEs, representatives from vulnerable groups, AF CSO Network members) Portfolio analysis (analysis of vulnerability targeting) Desk reviews (ESP/GP implementation and review documents)



Question	Related evaluation criteria	Draft judgement indicator	Level of available evidence (<i>tentatively assessed based on rapid evaluation</i>)	Initial secondary data sources (<i>in addition to rapid evaluation</i>)	Methodological elements
		livelihoods or adaptive capacities.			Country case studies (Examples of vulnerability approaches in practice, i.e. country and project levels), LLA case study
A.4: How have the Fund governance, policies, strategies, and processes contributed to this?	Relevance, Efficiency, Adaptive Management	Evidence of the Fund’s governance, policies, and strategies adapting over time in response to evaluations, stakeholder feedback, and operational challenges.	Low: Limited analysis of how governance structures and policies contribute to effectiveness.	AF-TERG Evaluations (MTR of MTS1, ongoing MTR of MTS 2, ongoing governance evaluation) Results Reporting (APRs, management responses) Board Decisions Management Response Documents Portfolio Documentation	Semi-structured interviews (AFB/EFC/PPRC members, Secretariat) Portfolio analysis (coordinated with governance evaluation team, process efficiency/relevance data) Desk reviews (governance and board documents)
A.4.1 How might the transition to the Fund serving exclusively the Paris Agreement affect its capacity (governance, policies, strategies and processes) to support the most vulnerable?	Relevance, Efficiency	Nature of planned changes in governance, policies and processes Indications of likely influence of these changes on ability of the Fund to reach the most vulnerable	Low: This sub-question is essentially forward looking.	Official documents from AFB, CMA and CPA. External sources.	Semi-structured interviews (Secretariat, AFB, other climate funds representatives, IEs, donors, UNFCCC adaptation experts) Desk reviews (governance and board documents)
A.5: How efficient is the Fund’s utilization of scarce financial resources and expertise?	Efficiency	Ratio of administrative and operational costs to total financial resources mobilized and disbursed for projects.	Low: Minimal quantitative data on financial efficiency and resource	Strategic Documents (2022 Resource Mobilization Strategy) Results Reporting (APRs)	Semi-structured interviews (finance team Secretariat, World Bank trustee representative, AFB (incl. donors))



Question	Related evaluation criteria	Draft judgement indicator	Level of available evidence (<i>tentatively assessed based on rapid evaluation</i>)	Initial secondary data sources (<i>in addition to rapid evaluation</i>)	Methodological elements
			mobilization outcomes.	Board Decisions & Management Responses Portfolio Financial Data Annual Financial Reports and audits	Portfolio analysis (financial data analysis, to be coordinated with governance evaluation team) Desk reviews (financial reports and documentation)
A.5.1: What has been the experience of the Fund with financial resource mobilization?	Efficiency	Evidence of the extent to which the Fund has successfully mobilized financial resources from diverse sources, including contributions from public and private sectors	Low: Limited quantitative analysis of resource mobilization outcomes and contribution patterns (focus on strategy rather than data)	Strategic Documents (Resource Mobilization Strategy) Results Reporting (APRs) Board Decisions & Management Responses Portfolio Financial Data Annual Financial Reports AF-TERG Evaluations (MTR of MTS1, ongoing MTR of MTS2, ongoing governance evaluation)	Semi-structured interviews (financial team Secretariat, AFB (incl. donors)) Portfolio analysis (resource mobilization data) Desk reviews (resource mobilization strategy documents, financial reports)
A.5.2: How might the transition to the Fund serving exclusively the Paris Agreement affect its financial resource mobilization?	Efficiency	Nature of planned changes in resource mobilization modalities Likely changes in amounts mobilized	Low: This sub-question is essentially forward looking.	Official documents from AFB, CMA and CPA. External sources.	Semi-structured interviews (Secretariat, AFB (incl. donors), other climate fund representatives, UNFCCC adaptation experts) Desk reviews (governance and board documents)
A.6: To what extent has the Fund's approach to and	Equity, Effectiveness	Degree to which the Fund's definition of	Medium: Documentation of	Policy Documents (ESP, GP, review of ESP)	Semi-structured interviews (IEs, NDAs, Secretariat, AFB)



Question	Related evaluation criteria	Draft judgement indicator	Level of available evidence (<i>tentatively assessed based on rapid evaluation</i>)	Initial secondary data sources (<i>in addition to rapid evaluation</i>)	Methodological elements
definition of vulnerability improved the relevance and effectiveness of the Fund? Did it facilitate a more targeted response to specific vulnerable groups?		vulnerability has been operationalized to improve targeting and outcomes for specific vulnerable groups.	vulnerability policy implementation but limited data on targeting effectiveness.	Strategic Documents (MTS1, IP-MTS1, MTS2 IP-MTS2) KPs (Gender Integration, Youth, Local Leadership, Fragility, Food Security) Results Reporting (APRs) AF-TERG Evaluations (MTR of MTS1, ongoing MTR of MTS2) Portfolio Monitoring (PMM Reports) Project Documentation	Portfolio analysis (analysis of vulnerability criteria application) Desk reviews (policy and operational documents on vulnerability, project documentation) Country case studies (examples of vulnerability policy in practice at project level), LLA case study
B. Meso (implementation of the Fund’s strategies, policies, and processes at the country and implementing entities levels)					
B.1: What are the key outcomes in terms of the three strategic pillars of the Fund’s second Medium-Term Strategy?	Effectiveness	Extent to which key outcomes (outcome indicators) under the three strategic pillars of the Medium-Term Strategy are achieved.	Medium: Documentation shows clear progress tracking for Action pillar but limited data on Innovation and Learning pillars.	B.1 -- Strategic Documents (MTS1, IP-MTS2) AF-TERG Evaluations (MTR of MTS1, innovation, scalability, MTR of MTS1, ongoing MTR of MTS2, ongoing governance evaluation) Results Reporting (APRs) Management Response Documents Board Decisions	Semi-structured interviews (Secretariat, AFB) Portfolio analysis (progress against MTS pillars) Desk reviews (MTS, IP and progress reports, inputs from ongoing MTR of MTS2)



Question	Related evaluation criteria	Draft judgement indicator	Level of available evidence (<i>tentatively assessed based on rapid evaluation</i>)	Initial secondary data sources (<i>in addition to rapid evaluation</i>)	Methodological elements
B.1.1: Which outcomes can be considered as resulting from the Fund's efforts to advance LLA?	Effectiveness	Proportion of achieved outcomes delivered through modalities dedicated to supporting LLA	Not assessed	B.1 -- Strategic Documents (MTS1, IP-MTS2) AF-TERG Evaluations (MTR of MTS1, innovation, scalability, MTR of MTS1, ongoing MTR of MTS2, ongoing governance evaluation) Results Reporting (APRs) Management Response Documents Board Decisions	Case study on LLA (incl. desk review and KIIs with Secretariat, Board)
B.2: To what extent have the ESP and GP been implemented, and what lessons have been learned, particularly related to countries and implementing entities?	Equity, Effectiveness	Proportion of projects that adhere to ESP and GP requirements, with documented inclusion of marginalized or vulnerable groups.	High: Extensive documentation on policy operationalization, integration into procedures, and impacts on project quality.	Policy Documents (ESP, GP, review of ESP) KPs (Readiness, Gender, PMM) AF-TERG Evaluations (MTR of MTS1, ongoing MTR of MTS2) Project Documentation Portfolio Monitoring (PMM Reports) Results Framework and its updating process	Semi-structured interviews (IEs, Secretariat) Portfolio analysis (ESP/GP implementation and compliance data) Desk reviews (Policy documents, implementation data) Country case studies (country examples of policy implementation at project level), Direct access and country ownership case study



Question	Related evaluation criteria	Draft judgement indicator	Level of available evidence (<i>tentatively assessed based on rapid evaluation</i>)	Initial secondary data sources (<i>in addition to rapid evaluation</i>)	Methodological elements
B.2.1: To what extent do the ESP and GP ensure and enable the advancement of LLA?	Equity, Effectiveness	Degree of alignment of ESP and GP with LLA principles Nature of remaining gaps	Not assessed	Policy Documents (ESP, GP, review of ESP) KPs (Readiness, Gender, PMM) AF-TERG Evaluations (MTR of MTS1, ongoing MTR of MTS2) Project Documentation Portfolio Monitoring (PMM Reports) Results Framework and its updating process	Case study on LLA (desk review)
B.3: To what extent has the Fund's Evaluation Policy been implemented and how is it enabling the Fund to learn and be more accountable? How has the independent evaluation function been implemented and what have been the results to date?	Adaptive Management	Evidence of revisions to strategies, processes, or policies informed by findings from evaluation reports and lessons learned.	Low: Limited information as policy was only to be effective from October 2023.	Policy Documents (Evaluation Policy, AF-TERG Documents (evaluations conducted, work programs, etc.) Board Decisions on evaluation agenda Management Response Documents	Semi-structured interviews (AF-TERG, AFB, Secretariat, AFB Committees) Desk reviews (EP, AF-TERG program and reports, early implementation data)
B.4: How does the knowledge generated by the Fund contribute to the Fund's mandate and the global discussion on climate change adaptation?	Impact, Relevance	Number of Fund-supported knowledge products or knowledge-related initiatives cited in global or national climate change adaptation discussions or policies.	Medium: Documentation of knowledge products but limited assessment of their impact on global discussions.	KPs (all KPs) Results Reporting (APRs) Portfolio Documentation Project Reports PMM Reports External sources (other climate funds, academia, etc.)	Semi-structured interviews (IEs, UNFCCC, IPCC, CSO Network, NDAs, Secretariat, other climate funds, academia, t). Portfolio analysis (KP data) Desk reviews (KPs, citation and other use analyses,



Question	Related evaluation criteria	Draft judgement indicator	Level of available evidence (<i>tentatively assessed based on rapid evaluation</i>)	Initial secondary data sources (<i>in addition to rapid evaluation</i>)	Methodological elements
					including a forthcoming AF-TERG review of EP implementation progress) LLA case study (learning and knowledge sharing on LLA), Niche case study (knowledge sharing with other funds)
B.5: How are Fund operations aligned (or not) with national adaptation strategies and processes?	Coherence, Relevance	Percentage of Fund-supported projects effectively aligned with national adaptation plans, strategies, or climate-related policies.	High: Clear documentation of alignment with national strategies through direct access and project reviews.	KPs (Readiness, Local Leadership, Accreditation, Fragility) Final Evaluations Portfolio Monitoring (PMM Reports) Project Documentation Results Framework Data	Semi-structured interviews (NDAs) Portfolio analysis (alignment data) Desk reviews (national strategies, project documents) Country case studies, Direct access and country ownership case study (deep dives into country alignment)
B.6: How have the different processes (accreditation, scaling, etc.) or funding modalities (such as readiness, scaling and innovation facilities, funding windows) contributed to the priorities of the Fund, countries and implementing entities?	Efficiency, Effectiveness	Percentage of funding modalities (e.g., funding windows, readiness programs, etc.) that achieve objectives within budget and timeframe.	Low/Medium: Some analysis of different funding windows but incomplete assessment of their effectiveness.	AF-TERG Evaluations (MTR of MTS1, innovation, scalability, ongoing MTR of MTS2) Results Reporting (APRs) Board Decisions Portfolio Documentation Management Response Documents	Semi-structured interviews (IEs, secretariat, AFB, AF Accreditation Panel members) Portfolio analysis (analysis by funding window) Desk reviews (process documents)



Question	Related evaluation criteria	Draft judgement indicator	Level of available evidence (<i>tentatively assessed based on rapid evaluation</i>)	Initial secondary data sources (<i>in addition to rapid evaluation</i>)	Methodological elements
					Country case studies (examples of different modalities accessed by countries), Direct access and country ownership case study, LLA case study
B.6.1: How do the Fund's processes and funding modalities position it in relation to other climate funds?	Coherence, Effectiveness	Nature and extent of overlap, complementarity or synergies between Fund's processes and funding modalities and that of the other funds (GCF, GEF, CIFs)	Not assessed	Funds' reports to UNFCCC, strategy documents, documents on complementarity and coherence (e.g. Joint Action Plan)	Case study on Fund's Niche (incl. desk review and KIIs with Secretariat, Board, IEs, Accreditation Panel, and representatives from other Funds)
B.7: What, if any, are the differences in the levels of country ownership between projects/programmes implemented by NIEs, MIEs, and RIEs and different types of entities such as subnational, associations, civil society organizations, etc.?	Relevance, Equity	Extent to which differences in the levels of country ownership are evident between projects/programmes implemented by NIEs, MIEs, RIEs, and other entities.	Low/Medium: Documentation on direct access but limited comparative analysis of ownership across implementing entity types.	KPs (Readiness, Local Leadership, Accreditation) Final Evaluations UNFCCC Reviews Project Documentation Results Reports	Semi-structured interviews (IEs, NDA) Portfolio analysis (analysis by IE type) Desk reviews (project documentation) Country case studies (comparison across IE types at project level), Direct access and country ownership case study
B.7.1: How does the Fund ensure country ownership	Relevance, Equity	Evidence of mechanisms or processes employed by the Fund to promote	Low/Medium: Documentation on direct access but	Strategy Documents (MTS2, OPG, SPPG)	Semi-structured interviews (IEs, NDAs, government representatives in countries)



Question	Related evaluation criteria	Draft judgement indicator	Level of available evidence (<i>tentatively assessed based on rapid evaluation</i>)	Initial secondary data sources (<i>in addition to rapid evaluation</i>)	Methodological elements
where a country is not using direct access?		country ownership in projects/programmes where direct access is not utilized	limited comparative analysis of ownership across implementing entity types.	KPs (Readiness, Local Leadership, PMM Lessons, Accreditation. PMM lessons) Results Reporting (APRs) Final Evaluations with MIE/RIE projects PMM Reports Project Documentation from MIE/RIE implemented projects	without NIEs, national stakeholders working with MIEs/RIEs, secretariat staff overseeing MIE/RIE projects) Portfolio analysis (comparative analysis of country ownership indicators between NIE and non-NIE projects, analysis of local partner involvement in MIE/RIE projects) Desk reviews (project design and reporting documents, national oversight arrangements) Direct access and country ownership case study
B.8: How does the Adaptation Fund align with and support national and implementing entities priorities for adaptation and broader sustainable development?	Coherence, Relevance, Human and ecological sustainability	Evidence of alignment between Fund-supported interventions and broader national development or sustainable development goals/2030 Agenda/INFF.	High: Strong documentation of alignment with national development goals and adaptation priorities.	Strategic Documents (MTS2, IP) AF-TERG evaluations (MTR of MTS1, ongoing MTR of MTS2) Final Evaluations Portfolio Documentation Project Reports PMM Reports	Semi-structured interviews (IEs, NDAs, country/government stakeholders) Portfolio analysis (alignment data) Desk reviews (Project documentation) Country case studies (alignment to country priorities in specific projects), LLA case study



Question	Related evaluation criteria	Draft judgement indicator	Level of available evidence (<i>tentatively assessed based on rapid evaluation</i>)	Initial secondary data sources (<i>in addition to rapid evaluation</i>)	Methodological elements
<p>B.9: How and to what extent has the Fund engaged with different stakeholders to promote innovation, scale-up and sustainability?</p>	<p>Scalability, Adaptive Management , Human and ecological sustainability</p>	<p>Number of innovations piloted through Fund support that are scaled up or replicated in other contexts, and sustainable beyond project lifecycle.</p>	<p>Low/Medium: Some documentation on innovation and scale-up but limited analysis of sustainability outcomes.</p>	<p>KPs (Scaling Up) AF-TERG Evaluations (Innovation, Scalability) Portfolio Documentation Results Reporting Project Reports</p>	<p>Semi-structured interviews (IEs, project stakeholders, beneficiaries) Portfolio analysis (innovation and scaling-up data) Desk reviews (project documentation, ex post evaluations, documentation from scaled projects carried out by other climate funders, e.g. GCF) Country case studies (stakeholder engagement examples in projects), Niche case study (engagement with other funds), LLA case study</p>
<p>B.10: How long does it take for the Fund’s financial support to reach the most vulnerable? How timely is the support?</p>	<p>Efficiency, Equity</p>	<p>Average time taken from accreditation application to first project approval, and project approval to fund disbursement, particularly for projects targeting vulnerable groups.</p>	<p>Low: Limited systematic analysis of fund disbursement timelines to vulnerable groups.</p>	<p>Results Reporting (Annual Reports) Portfolio Financial Semi structured interviews, Portfolio analysis, Desk reviews of documents, Case studies Data Project Documentation Board Decisions</p>	<p>Semi-structured interviews (IEs, project teams, beneficiaries) Portfolio analysis (disbursement timing data) Desk reviews (process documentation) Country case studies (examples of fund flow in specific projects), LLA case study</p>



Question	Related evaluation criteria	Draft judgement indicator	Level of available evidence (<i>tentatively assessed based on rapid evaluation</i>)	Initial secondary data sources (<i>in addition to rapid evaluation</i>)	Methodological elements
B.11: How cost effective are the Fund's operations?	Efficiency	Cost-efficiency ratio of Fund operations, comparing project outcomes to operational expenses.	Low: Minimal quantitative analysis of operational cost-effectiveness.	Results Reporting (Annual Reports) Portfolio Financial Data Management Response Documents Board Decisions	Semi-structured interviews (financial teams) Portfolio analysis (cost analysis data) Desk reviews (financial documentation)
C. Micro (results at the projects/programs level)					
C.1: What are the emerging key messages from projects and activities in terms of the nine evaluation criteria outlined in the Fund's Evaluation Policy?	All nine criteria	Extent to which each project meets the benchmarks across all nine evaluation criteria	Medium: Final evaluations provide data on criteria but with varying depth and consistency across projects.	Final Evaluations AF-TERG Evaluations (First and second FE syntheses, ex post evaluations) Portfolio Monitoring (PMM Reports) KP (PMM Lessons)	Semi-structured interviews (IEs, project coordinators of AF, beneficiaries) Portfolio analysis (across all criteria) Desk reviews: FEs, PMM Country case studies deep dives into messages in line with evaluation criteria)
C.2: What are the achievements of the intended outcomes of the projects/programs?	Effectiveness, Impact, Human and ecological sustainability	Proportion of projects achieving their intended outcomes and demonstrating positive, measurable and sustainable impacts at the community level.	Medium: Mixed documentation of effectiveness, with detailed outcomes for about half the projects reviewed.	Final Evaluations and ex post evaluations Results Reporting (APRs) Project Documentation Portfolio Monitoring (PMM Reports) Results Framework Data	Semi-structured interviews (project stakeholders, beneficiaries) Portfolio analysis (outcome achievement data) Desk reviews (PMM project completion reports, FEs, etc.) Country case studies (examples of outcome achievement)



Question	Related evaluation criteria	Draft judgement indicator	Level of available evidence (<i>tentatively assessed based on rapid evaluation</i>)	Initial secondary data sources (<i>in addition to rapid evaluation</i>)	Methodological elements
C.3: What are the recurring and systemic project-level gaps and weaknesses?	Efficiency, Effectiveness	Number and type of recurring project-level systemic issues identified and addressed during project implementation.	High: Clear documentation of recurring issues in planning, implementation, and monitoring from multiple evaluations.	Final Evaluations AF-TERG Evaluations (first and second FE syntheses) KPs (PMM lessons) Portfolio Monitoring (PMM Reports) Project Documentation	Semi-structured interviews (IEs, project managers, etc.) Portfolio analysis (common issues analysis) Desk reviews (FEs, monitoring data, etc.) Country case studies
C.4: What are the common barriers to efficiency and effectiveness at the project level?	Efficiency	Number and type of common operational barriers at the project level.	High: Extensive documentation of efficiency barriers, particularly around administrative delays and resource management.	Final Evaluations AF-TERG Evaluations (first and second FE syntheses) Portfolio Financial Data Project Documentation Management Reports	Semi-structured interviews (implementation entities, teams) Portfolio analysis (efficiency metrics) Desk reviews (project reports, PMM, FE, etc.)
C.5: What are the existing limitations to impact measurement at the project/programme-level and on the aggregate at the portfolio level?	Impact	Extent to which robust impact measurement frameworks are available and being used at both project and portfolio levels.	Medium: Some documentation of measurement challenges, particularly around inconsistent use of theory of change.	Final and Ex Post Evaluations Results Framework and process of being updated AF-TERG reviews (MTR of MTS1, ongoing MTR of MTS2, ongoing governance evaluation) Project Documentation Portfolio Monitoring Reports Results Reporting	Semi-structured interviews (M&E team) Portfolio analysis (impact data availability) Desk reviews (results framework, M&E system, reports)
C.6: How is the Fund learning from its projects/programmes and local players?	Adaptive Management	Frequency and quality of adjustments to project implementation based	Low: Limited systematic analysis of knowledge	Final and ex post Evaluations KPs (all)	Semi-structured interviews (project teams)



Question	Related evaluation criteria	Draft judgement indicator	Level of available evidence (<i>tentatively assessed based on rapid evaluation</i>)	Initial secondary data sources (<i>in addition to rapid evaluation</i>)	Methodological elements
		on monitoring or stakeholder feedback.	management and learning processes from projects.	Project Documentation Portfolio Monitoring (PMM Reports)	Portfolio analysis (KPs, PMM) Desk reviews (KPs, etc.) LLA case study
C.7: How cost-efficient are the Fund's projects?	Efficiency	Cost-effectiveness of projects as measured by the ratio of financial investment to measurable project benefits.	Low: Minimal rigorous analysis of cost-efficiency metrics and value for money in projects.	Final Evaluations Portfolio Financial Data Project Documentation Annual Reports Management Reports	Semi-structured interviews (financial team) Portfolio analysis (cost-efficiency data) Desk reviews (financial reports, VfM analyses)

Annex 2. Mapping of existing and new evidence since 2022/2023



IR section 2:
Mapping of existing a

Annex 3. List of documents to be reviewed

LIST USED FOR EVIDENCE MAPPING (Annex 2)

1. Proposed amendment of strategic priorities, policies, and guidelines of the Adaptation Fund adopted by the CMP (SPPG) (AFB/B.39/.9/Add.). <https://www.adaptation-fund.org/wp-content/uploads/2022/10/Doc.AFB .B.39.9.Add .1 amendment-of-SPPG final typo-corrected.pdf>
2. Update on the piloting of the use of indicators for innovation (AFB/B.39/11). <https://www.adaptation-fund.org/wp-content/uploads/2022/10/AFB.39.11.- Update-on-the-piloting-of-the-use-of-indicators-for-innovation.pdf>
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6. The consultation draft for the multilateral climate funds Action Plan on Complementarity and Coherence (AFB/B.42-43/Inf.1). <https://www.adaptation-fund.org/wp-content/uploads/2024/06/AFB.B.42-43.Inf .1 MCFs-Draft-Action-Plan-on-Complementarity-and-Coherence.pdf>
7. Proposed amendments to the provisions of the Operational Policies and Guidelines for Parties to Access Resources from the Adaptation Fund related to the Designated Authorities of the Fund (AFB/B.43/.7). <https://www.adaptation-fund.org/wp-content/uploads/2024/09/AFB.B.43.7 Proposed-amendments-to-OPG-related-to-Designated-Authority.pdf>

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19. Addressing climate change adaptation in fragile settings and conflict affected countries: Lessons learned from the Adaptation Fund's portfolio (AFB/B.44/14). <https://www.adaptation-fund.org/wp-content/uploads/2025/03/AFB.B.44.14-Addressing-climate-change-adaptation-in-fragile-settings-and-conflict-affected-countries.pdf>

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26. Update on the AF-TERG Thematic Evaluation on the Adaptation Fund Accreditation Process (AFB/EFC.33/11). <https://www.adaptation-fund.org/wp-content/uploads/2024/04/AFB-EFC.33-11-TE-on-Accreditation-Process-R.pdf>
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2. Work programme update of the Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG). Annual progress report for fiscal year 2024 - 2025 (FY25). 8-9 April 2025 (AFB/EFC.35/6)
3. Work programme update report of the Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG). Progress for fiscal year 2023 - 2024 (FY24). 3 April 2024 (AFB/EFC.33/inf.2)
4. Work programme update report of the Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG). Progress for fiscal year 2024 - 2025 (FY25). 2 October 2024 (AFB/EFC.34/Rev.1)
5. Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG). Work Update Report. 10 October 2020 (AFB/EFC.26.b/Inf.1)
6. Work update report of the Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG). 17 March 2021. (AFB/EFC.7/Inf.1)
7. Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG). Work Update Report for fiscal year 2022 (FY22) and Forward Priorities (FY23). 28 March 2022 (AFB/EFC.29/Inf.2)
8. Work update report of the Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG). Progress Update for fiscal year 2023 (FY23) and Forward Priorities for Fiscal Year 2024 (FY24). 11 March 2023. (AFB/EFC.31/inf.2)
9. Work update report of the Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG). 4 October 2021. (AFB/EFC.28/inf.2)

AF EVALUATIONS

Fund Level

First Overall Evaluation of the Fund

1. Evaluation of the Fund (Stage 1). 24 September 2015. (AFB/EFC.17/3)
2. Management Response to the Evaluation of the Fund (Phase 1). 20 September 2016. (AFB/EFC.28/Inf.6)
3. Second Phase of the Overall Evaluation of the Fund. 15 March 2018. (AFB/EFC.22/9)
4. Management Response to the Evaluation of the Fund (Phase 2) and Action Plan. 7 October 2018. (AFB/EFC.23/Inf.1)
5. Update on Progress Towards the Implementation of the Management Response to the Overall Evaluation of the Fund (Second Phase). 10 October 2020. (AFB/EFC.26.b/Inf.3)

Note: Some documents categorized in "AF evaluations at Fund level" were reviewed and are enlisted above in the List Used for Evidence Mapping (Annex 2).¹

Operational Level

Ex-post evaluations

1. AF-TERG, 2022. Ex Post Evaluation Summary - Ecuador. AF-TERG, Washington, DC. (AFB/EFC.30/Inf.3 – Annex 1)
2. Increasing Climate Resilience and Enhancing Sustainable Land Management in the Southwest of the Buenos Aires Province, Argentina. Ex Post Evaluation Final Report. 29 January, 2024. (ARG/MIE/Rural/2011/1)
3. AF-TERG, 2022. Ex Post Evaluation Summary - Ecuador. AF-TERG, Washington, DC.
4. AF-TERG, 2021. Synthesis of Adaptation Fund Final Evaluations. Document no. AFB/EFC.27/8. AF-TERG, Washington, DC.

Note: Some documents categorized in "AF evaluations at Operational level" were reviewed and are enlisted above in the List Used for Evidence Mapping (Annex 2).²

Strategic Level

Thematic Evaluations

1. Initial Management Response to the Thematic Evaluation of Scalability Concepts and Practice at the Adaptation Fund by the Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG). 16 September 2024. (AFB/ERC.34/7)

Note: Some documents categorized in "AF evaluations at Strategic level" were reviewed and are enlisted above in the List Used for Evidence Mapping (Annex 2).³

Other Evaluations

1. Independent Evaluation of the Adaptation Fund. First Phase Evaluation Report. 21 August 2015.
2. Overall Evaluation of the Adaptation Fund. July 2017- June 2018.

MTS

¹ Including: 4. Updated Management Response and Action Plan to the Rapid Evaluation of the Adaptation Fund (AFB/B.41-42/12)https://www.adaptation-fund.org/wp-content/uploads/2024/03/AFB.B.41-42.12_Updated-Mgmt-Response-and-Action-Plan_Rapid-evaluation.pdf; 22. Rapid evaluation of the Adaptation Fund (AFB/EFC.32/6/Rev.2); and 23. Management response to rapid evaluation of the Adaptation Fund (AFB/EFC.32/.8).

² Including: 32. Second synthesis of Adaptation Fund final evaluations (AFB/EFC.34/Inf.6).

³ Including: 20. Thematic Evaluation of the Adaptation Fund's experience with innovation (AFB/EFC.30/10); 21. Reference Group of the Adaptation Fund (AFB/EFC.31/.6); 27. Thematic Evaluation of Scalability Concepts and Practice of the AF (AFB/EFC.34/.5/Rev.1); 28. Management response to the recommendations of the thematic evaluation of the accreditation process (AFB/EFC.34/.6).

1. Implementation Plan for Medium-Term Strategy of the Fund for the Period 2023 to 2027. 24 March 2023. (AFB/B40/5/Rev.1)
2. Medium-Term Strategy 2018-2022
3. Medium-Term Strategy 2023-2027

OTHER DOCUMENTS AND NOTES

1. Adaptation Fund: 10 years of Innovation, Action and Learning
2. The Adaptation Fund and the Paris Agreement
3. AF-TERG, 2024. Guidance Note: Inception Report. Adaptation Fund Technical Evaluation Reference Group (AF-TERG), Washington, DC.
4. Strategic Results Framework (Amended in March 2019). (Extract from AFB/EFC.24/4/Rev.1)
5. Fiscal Years 2023 – 2024 Update to the Work Programme of the Adaptation Fund Technical Evaluation Reference Group (AF-TERG). 28 March 2022. (AFB/EFC.29/7)
6. AF-TERG, 2020. Evaluating Adaptation: Common Challenges Identified Across Three Studies Commissioned by the AF-TERG. Document no. AFB/EFC.26.b/Inf.2. AF-TERG, Washington, DC.
7. Knowledge Management Strategy and Action Plan. (AFB/B.28/9)
8. AF-TERG, 2020. Strategy and Work Programme of the Adaptation Fund Technical Evaluation Reference Group (AF-TERG). Document no. AFB/EFC.26.a-26.b/3. AF-TERG, Washington, DC.
9. Evaluation Implementation Progress Report

Annual Performance Reports

1. Adaptation Fund. 2018 Annual Performance Report.
2. Adaptation Fund. 2019 Annual Performance Report.
3. Adaptation Fund. 2020 Annual Performance Report.
4. Adaptation Fund. 2021 Annual Performance Report.



Annex 4. Stakeholder engagement plan

Type of stakeholder	Relationship to AF	Type of organization	Level of engagement with AF	Nature of engagement in CE	Evaluation criteria	Evaluation questions
Governance and oversight bodies	Stakeholders directly responsible for the Fund's strategic direction, oversight, and accountability.	AF Board (AFB) & Committees	Macro, Meso	KII (both recipients and donors), Niche case study,	Coherence, Relevance, Relevance, Efficiency, Adaptive Management	A1, A4, A5, A6, B1, B3, B6
		Accreditation Panel	Meso, Micro	KII, Direct Access and Country Ownership (DA-CO) case study, LLA case study	Efficiency, Effectiveness, Relevance, Equity, Scalability, Adaptive Management, Human and ecological sustainability	B6, B7, B2.1, B9
		AF-TERG	Macro, Meso	KII	Coherence, Relevance, Adaptive Management	A1, B3
	Responsible for managing AF activities	AFB Secretariat	Macro, Meso, Micro	KII and FGD participation, Niche case study, DA-CO case study, Provide quantitative and project related data, Review CE report	All 9 criteria	A1, A2, A4, A5, A6, B1, B2, B3, B4 B6, B7, B9
	Interim Trustee	World Bank	Meso	KII	Efficiency	A5
Implementing and Executing Entities	Entities responsible for project preparation, implementation, and management.	National Implementing Entities (NIEs)	Micro	KII, Country case studies, All thematic case studies	All 9 criteria	A1, A2, A3, A4.1, A6, B2, B4, B5, B6, B7, B8, B9, B10, C1, C2, C3
		Regional Implementing Entities (RIEs)	Micro	KII, Country case studies, All thematic case studies	All 9 criteria	A1, A2, A3, A4.1, A6, B2, B4, B5, B6, B7, B8, B9, B10, C1, C2, C3
		Multilateral Implementing Entities (MIEs)	Micro	KII, Country case studies, All thematic case studies	All 9 criteria	A1, A2, A3, A4.1, A6, B2, B4, B5, B6, B7, B8, B9, B10, C1, C2, C3
		Executing entities	Micro	Country case studies, All thematic case studies	Relevance, Coherence, Equity, Effectiveness, Scalability,	A1, A2, B2, B5, B6, B7, B8, B9, B10, C1, C2, C6



Type of stakeholder	Relationship to AF	Type of organization	Level of engagement with AF	Nature of engagement in CE	Evaluation criteria	Evaluation questions
					Adaptive Management, Human and ecological sustainability	
National-Level Stakeholders	Domestic actors involved in accessing and implementing funding.	National Designated Authorities (NDAs)	Micro	KII, Country case studies, All thematic case studies	Relevance, Effectiveness, Equity, Coherence, Human and ecological sustainability, Impact	A2, A6, B5, B7, B8, A1, A3, B2, B4, B5, B6, B10, C1, C2, C6
		National and sub-national governments, incl. line ministries	Micro	Country case studies, All thematic case studies	All 9 criteria	A1, A2, A3, B2, B5, B6, B7, B8, B9, B10, C1, C2, C10
		Local government bodies	Micro	Country case studies, DA-CO case study, LLA case study	Relevance, Coherence, Equity, Impact, Human and ecological sustainability, Effectiveness	A1, A3, B5, B7, B9, B10, C1, C2, C6
Beneficiaries and affected communities	End-users of funded interventions; often among the most vulnerable to climate impacts.	Local communities and vulnerable populations	Micro	Country case studies, LLA case study	Equity, Impact, Human and ecological sustainability, Effectiveness	A3, B9, B10, C1, C2
		Indigenous peoples	Micro	Country case studies, LLA case study	Equity, Impact, Human and ecological sustainability, Effectiveness	A3, B9, B10, C1, C2
		Women and youth groups	Micro	Country case studies, LLA case study	Equity, Impact, Human and ecological sustainability, Effectiveness	A3, B9, B10, C1, C2
		Other groups of beneficiaries targeted by projects (e.g., farmers, small businesses, etc.)	Micro	Country case studies, LLA case study	Equity, Impact, Human and ecological sustainability, Effectiveness	A3, B9, B10, C1, C2
Civil Society and Non-Governmental Organizations	Actors that influence fund activities through advocacy, implementation, and oversight.	National and international CSOs, incl. Adaptation Fund CSO Network	Macro, Meso, Micro	KII, Country case studies, All thematic case studies	Coherence, Relevance, Equity, Impact, Human and ecological sustainability, Effectiveness, Scalability, Efficiency	A1, A2, A3, A6, B1, B2, B4, B5, B6, B7, B8, B9, B10, C1, C2, C6
		Community-based organisations (CBOs)	Micro	Country case studies, DA-CO case	Effectiveness, Scalability, Adaptive Management, Human	A2, A3, B9, B10, C1, C2, C6



Type of stakeholder	Relationship to AF	Type of organization	Level of engagement with AF	Nature of engagement in CE	Evaluation criteria	Evaluation questions
				study, LLA case study	and ecological sustainability, Efficiency, Relevance	
		Watchdog and advocacy groups	Macro, Meso, Micro	Country case studies, DA-CO case study, LLA case study	Effectiveness, Scalability, Adaptive Management, Human and ecological sustainability, Efficiency, Equity, Relevance	A2, A3, B2, B6, B9, B10, C1, C3, C6
Technical and Knowledge Partners	Contributors to capacity-building, M&E, policy development, and knowledge sharing.	Academic institutions	Meso	KII, Country case studies, LLA case study	Impact, Relevance, Equity, Human and ecological sustainability, Coherence, Efficiency, Effectiveness	B4 A2, A3, B5, B6, B7, B8, B10, C1, C6
		Think tanks and research centers (incl. IPCC)	Macro, Meso	KII, LLA case study	Coherence, Relevance, Impact, Effectiveness, Scalability, Adaptive Management, Human and ecological sustainability	A1, A2, A3, A6, B4, B6, B8, B9
		Climate and adaptation experts	Micro	<i>Covered through UNFCCC and IPCC experts</i>		
		Technical assistance providers	Micro	Country case studies	Efficiency, Equity, Effectiveness, Impact, Scalability, Adaptive Management, Human and ecological sustainability	A3, B9, B10, C3
Donors and Contributors	Countries and organizations that provide financial resources to the Fund.	Annex I countries	Macro	<i>Covered through AFB members</i>		
		Private contributors (in rare cases)	Macro	Niche case study	Relevance, Coherence, Effectiveness, Scalability, Adaptive Management, Human and ecological sustainability	A1, B6, B9
Multilateral and Inter-governmental Partners	Entities supporting coordination with other climate finance mechanisms	UNFCCC Secretariat and bodies	Macro	KII, Niche case study, LLA case study	Coherence, Relevance, Efficiency, Impact, Equity, Effectiveness	A1, A4.1, A5.2, A6, B2, B4
		GCF	Macro, Meso	KII, Niche case study	Coherence, Relevance, Efficiency, Impact	A1, A4.1, A5.2, B4



Type of stakeholder	Relationship to AF	Type of organization	Level of engagement with AF	Nature of engagement in CE	Evaluation criteria	Evaluation questions
	and policy alignment.	GEF	Macro, Meso	KII, Niche case study	Coherence, Relevance, Efficiency, Impact	A1, A4.1, A5.2, B4
		CTCN ⁴	Macro, Meso	KII, Niche case study	All 9 criteria	A1, A2, A3, A4.1, A5.2, B2, B4, B6, B7, B9, C2, C3, C4
Private Sector Actors	Private entities involved in co-financing or implementing adaptation measures.	Enterprises providing climate-resilient technologies	Micro	Country case studies, LLA case study (as relevant)	Coherence, Relevance, Human and ecological sustainability, Scalability, Adaptive Management, Effectiveness, Impact	B8, B9, C2
		Financial institutions offering blended finance	Micro	Country case studies, LLA case study (as relevant)	Coherence, Relevance, Human and ecological sustainability, Scalability, Adaptive Management, Effectiveness, Impact	B8, B9, C2
		Insurance providers for climate risk	Micro	Country case studies, LLA case study (as relevant)	Coherence, Relevance, Human and ecological sustainability, Scalability, Adaptive Management, Effectiveness, Impact	B8, B9, C2

⁴ CTCN is also an MIE for AFCIA



Annex 5. Detailed workplan with roles and responsibilities

This table represents the breakdown of the level of effort per Team Member for each task and deliverables. The team expects to respond to one round of comments per deliverable.

Regional / National experts have been included in the workplan as they will support the execution of 4 country case studies under the supervision of three members of the core team. Each country case study will have a duration of 5 days in country, with 3 days of travel and preparation. Three (3) thematic case studies will be done remotely by 3 team members. The Team Leader will coordinate and oversee all in-depth and light-touch case studies.

The days allocated for **coordination** are primarily intended to cover the time required for team meetings, progress meetings, bi-weekly meetings with the client.

Tasks / level of effort (days)	Alan Fox	Sara Nielsen	Nils-Sjard Schulz	Giovanna Montagner	Margarita Gonzales	Karen Sutherland	Colleen McGinn	National experts	Aaron Zazueta	Total (days)	% LOE
Phase 1 Evaluation Inception	13	13	12	4	5	0.5	0.5	0	1	47.5	17%
Virtual kick-off meeting	1	1	1			0.5	0.5			4	2%
Review of available documents	2	3	2							7	4%
Preliminary stakeholder consultations	1	1	2							4	2%
London eval coordination mtg	3									3	1%
ToC Analysis and revision	1		1	4						6	2%
D1. EFC Brief	1	1	1							3	
D2.1 draft inception report	2	4	4		3				0.5	13.5	4%
D2.2 Final inception report	1	3	1		2				0.5	7	2%
Phase 2 Evaluation implementation	23	28		26	40	23	16	28	1	185	60%
Desk review of documents	2	2		3	3					10	3%
Portfolio analysis	1	3			1					5	2%
Key informants semi-structures interviews	3	4		4	3					14	5%
Multistakeholder group discussions	3	3		3	3					12	4%
Document review and remote interviews for thematic and country case studies		3		3	6	6	3	4		25	8%
Field mission for country case studies (includes preparation and travel)					8	8	8	20		44	14%



Tasks / level of effort (days)	Alan Fox	Sara Nielsen	Nils-Sjard Schulz	Giovanna Montagner	Margarita Gonzales	Karen Sutherland	Colleen McGinn	National experts	Aaron Zazueta	Total (days)	% LOE
D3.1 Sharing preliminary findings for validation and feedback (1st - sept 2025)	1	1		1	2	0.5	0.5		0.25	6.25	2%
D4.1 1st EFC brief	1	0.5		0.5					0.25	2.25	1%
Triangulation and analysis for general evaluation	3	6		6	5					20	7%
Triangulation and analysis for country case studies	4	1		1	4	8	4	4		26	9%
Triangulation and analysis for thematic case studies	3	3		3	3					12	4%
D3.2 Sharing preliminary findings for validation and feedback (2nd - Feb 2026)	1	1		1	2	0.5	0.5		0.25	6.25	2%
D4.2 2nd EFC brief	1	0.5		0.5					0.25	2.25	1%
Phase 3 Reporting	8	8		8	7	0	0	0	2.75	33.75	10%
Draft Comprehensive Evaluation Report	5	6		6	6				1.75	24.75	7%
Final Comprehensive Evaluation Report	3	2		2	1				1	9	3%
Phase 4 Communication and dissemination	8	8		8	10.5	1.5	1.5	0	2.25	39.25	12%
Draft PPT presentation for the EFC	1	0.5		0.5	1				0.25	2.75	1%
Dissemination and communication products	1	1.5		1.5	3				0.5	5	2%
Bi weekly meetings and coordination days	6	6		6	6	1.5	1.5		1.5	28.5	9%
Total	52	57	13	43	62	25	18	28	7	305	100%

Annex 6. Countries with funding from AF, categorized as SIDS, LDC and FVC

Countries	SIDS	LDC	FVC		
			FVC - Conflict	FVC - Institutional and social fragility	
Antigua and Barbuda	Yes		No	No	No
Argentina	No		No	No	No
Armenia	No		No	No	No
Azerbaijan	No		No	No	No
Bangladesh	No		Yes	No	No
Belize	Yes		No	No	No
Benin	No		Yes	No	No
Bhutan	No		No	No	No
Bosnia and Herzegovina	No		No	No	No
Cambodia	No		Yes	No	No
Cameroon	Yes		No	Yes	No
Central African Republic	No		Yes	Yes	No
Chile	No		No	No	No
Congo	No		Yes	No	Yes
Cook Islands	Yes		No	No	No
Costa Rica	No		No	No	No
Cote d'Ivoire	No		No	No	No
Djibouti	No		Yes	No	No
Dominican Republic	Yes		No	No	No
Ecuador	No		No	No	No
Egypt	No		No	No	No
El Salvador	No		No	No	No
Fiji	Yes		No	No	No
Gambia	No		Yes	No	No
Georgia	No		No	No	No
Guinea-Bissau	Yes		Yes	No	Yes
Haiti	Yes		Yes	Yes	No
Honduras	No		No	No	No
Indonesia	No		No	No	No
Iraq	No		No	Yes	No
Kyrgyzstan	No		No	No	No
Lao People's Democratic Republic	No		Yes	No	No
Lebanon	No		No	Yes	No
Lesotho	No		Yes	No	No
Liberia	No		Yes	No	No
Libyan Arab Jamahiriya	No		No	No	Yes
Malawi	No		Yes	No	No
Malaysia	No		No	No	No

Countries	SIDS	LDC	FVC	
Micronesia, Federated States of	Yes	No	No	Yes
Moldova, Republic of	No	No	No	No
Mongolia	No	No	No	No
Montenegro	No	No	No	No
Namibia	No	No	No	No
Nauru	Yes	No	No	No
Nicaragua	No	No	No	No
Pakistan	No	No	No	No
Panama	No	No	No	No
Papua New Guinea	Yes	No	No	Yes
Peru	No	No	No	No
Philippines	No	No	No	No
Rwanda	No	Yes	No	No
Saint Lucia	Yes	No	No	No
Senegal	No	Yes	No	No
Sierra Leone	No	Yes	No	No
Solomon Islands	Yes	Yes	No	Yes
Somalia	No	Yes	Yes	No
Sri Lanka	No	No	No	No
Syrian Arab Republic	No	No	Yes	No
Tajikistan	No	No	No	No
Tanzania, United Republic of	No	No	No	No
Trinidad and Tobago	Yes	No	No	No
Tunisia	No	No	No	No
Uganda	No	Yes	No	No
Uruguay	No	No	No	No
Uzbekistan	No	No	No	No
Viet Nam	No	No	No	No
Yemen	No	Yes	Yes	No
Zimbabwe	No	No	No	Yes

Annex 7. Multi-dimensional Vulnerability Index

MVI results - countries in AF portfolio						
No.	Country	ISO	Number of projects in AF portfolio	MVI - Score	Structural vulnerability index	Lack of Structural Resilience Index
1	Yemen	YEM	1	72.9	73.9	71.8
2	Djibouti	DJI	1	70.8	73.8	67.6
3	Nauru	NRU	1	68.7	58.2	77.7
4	Somalia	SOM	1	67.8	62.6	72.5
5	Saint Lucia	LCA	1	66.5	73.2	59.1
6	Haiti	HTI	1	65.6	68.0	63.0
7	Micronesia (Federated States of)	FSM	1	64.0	56.4	70.8
8	Lebanon	LBN	1	62.6	56.0	68.5
9	Lesotho	LSO	2	62.4	57.9	66.6
10	Liberia	LBR	1	61.8	65.6	57.7
11	Antigua and Barbuda	ATG	1	61.7	63.4	59.9
12	Libya	LBY	1	61.7	63.8	59.4
13	Iraq	IRQ	1	60.7	64.2	56.9
14	Congo	COG	1	60.0	65.3	54.2
15	Pakistan	PAK	2	59.9	58.4	61.4
16	Gambia	GMB	1	59.1	56.8	61.3
17	Guinea-Bissau	GNB	1	58.8	60.4	57.0
18	Egypt	EGY	1	58.5	50.2	65.9
19	Namibia	NAM	1	58.4	60.7	56.0
20	Zimbabwe	ZWE	2	58.1	60.0	56.1
21	Syrian Arab Republic	SYR	1	57.5	59.1	55.9
22	Solomon Islands	SLB	1	55.9	50.2	61.0
23	Sierra Leone	SLE	1	54.9	50.8	58.7
24	Uganda	UGA	2	54.5	52.4	56.5
25	Rwanda	RWA	2	54.4	46.3	61.5
26	Malawi	MWI	1	53.7	42.7	62.8
27	Belize	BLZ	2	53.0	55.6	50.3
28	El Salvador	SLV	1	52.7	53.4	52.1
29	Bangladesh	BGD	3	52.4	47.2	57.1
30	Central African Republic	CAF	1	52.0	46.6	56.9
31	Fiji	FJI	2	51.7	50.2	53.2
32	Tajikistan	TJK	1	51.7	48.6	54.5
33	Trinidad and Tobago	TTO	1	50.3	47.7	52.7
34	Mongolia	MNG	3	49.9	50.1	49.6
35	Benin	BEN	2	49.6	39.6	57.9
36	Armenia	ARM	4	49.4	46.7	52.0
37	Uzbekistan	UZB	1	49.2	42.5	55.0

38	Cambodia	KHM	2	49.0	53.2	44.3
39	Sri Lanka	LKA	1	48.6	44.8	52.1
40	Chile	CHL	1	48.4	38.6	56.6
41	Honduras	HND	2	48.2	50.8	45.5
42	Papua New Guinea	PNG	1	47.1	26.6	61.0
43	Azerbaijan	AZE	1	46.9	41.4	51.8
44	Costa Rica	CRI	1	46.5	46.4	46.6
45	Senegal	SEN	2	46.3	41.0	51.1
46	Nicaragua	NIC	1	45.9	50.5	40.7
47	Ecuador	ECU	1	45.5	49.2	41.5
48	Tunisia	TUN	1	45.5	42.9	47.9
49	Dominican Republic	DOM	2	45.1	43.1	47.0
50	Cameroon	CMR	1	44.8	47.4	42.0
51	Uruguay	URY	1	44.7	30.7	55.3
52	Lao PDR	LAO	2	43.8	46.3	41.2
53	Philippines	PHL	1	43.6	40.8	46.3
54	Kyrgyzstan	KGZ	1	43.5	35.1	50.6
55	Côte D'Ivoire	CIV	3	42.6	32.9	50.4
56	Viet Nam	VNM	2	42.3	41.2	43.4
57	Argentina	ARG	1	41.9	32.3	49.7
58	Bhutan	BTN	3	41.8	34.5	48.1
59	United Republic of Tanzania	TZA	4	41.6	35.8	46.6
60	Panama	PAN	1	40.2	35.6	44.4
61	Malaysia	MYS	1	39.4	39.4	39.4
62	Peru	PER	3	39.1	32.4	44.8
63	Georgia	GEO	2	38.6	29.1	46.2
64	Indonesia	IDN	7	32.1	20.6	40.5
65	Bosnia and Herzegovina	-	1	ND	ND	ND
66	Cook Islands	-	1	ND	ND	ND
67	Moldova, Republic of	-	1	ND	ND	ND
68	Montenegro	-	1	ND	ND	ND

Annex 7. Quality assurance and backstopping procedure

Baastel's Quality Assurance (QA) system ensures that the requisite internal controls are in place to guarantee the provision of services and deliverables of the highest quality to all our clients. Baastel's QA system has been developed and honed over the years through hundreds of successful mandates with a wide range of clients; on this basis, we have not only refined out internal QA but also gained the capacity to provide QA services to clients.

Our experience managing complex projects implemented on tight deadlines and with limited resources has taught us that a QA system must have the following characteristics:

- **Simple:** the QA system should be included in project management to avoid the creation of a parallel structure that complicates monitoring.
- **Comprehensive:** the QA system must at the same time ensure the quality of the process of the mandate in question and the quality of the results.
- **Reliable:** the QA system must be a reliable and holistic process, led by a well-identified person.
- **Transparent:** The results of the QA process must be documented in a system of forms and reports that can be consulted at any time.

Baastel's QA system is based on four main elements, described below:

1. Staffing

Baastel's high standards begin with the experts we assign to our mandates, all contractually bound to Baastel's Code of Ethical Conduct in evaluation⁵. Quality control begins with the **Team Leader**, who is responsible for overseeing the team's work and deliverables and ensure that the work adheres to planned approaches and methodologies. Baastel uses only team leaders with whom we have a strong history of collaboration, giving us complete confidence in each selected expert's reliability and skills.

In addition to the team leader, a carefully selected team of consultants is assigned to every project. To the extent possible, Baastel relies on internal staff and past associates to staff its mandates. When a mandate calls for a specialized expert, Baastel draws on its vast network of contacts to find the right consultant.

2. Review of the methodology and written deliverables

The role of the QA is notably to ensure that deliverables meet 1) the agreed objectives and 2) the evaluation standards and requirements (the internationally agreed standards as well as the standards specific to the commissioning agency or client).

When reviewing written deliverables, the QA looks, in addition at issues of, inter alia:

- Length, accessibility, structure, and overall editing of the report
- Relevance of the information provided
- Soundness of the methodology
- Satisfactory inclusion of cross-cutting themes (gender, governance, and environmental sustainability) throughout the methodology and analysis

⁵ Found in in section 3. Evaluation Approach and Methodology – B. Baastel's Commitment to Ethical Practices, Sustainability, and Safety

- Depth of the analysis
- Clarity and strength of the results (based on evidence, triangulated) including identification of data gaps and their impact
- Relevance, specificity, concreteness of the recommendations

3. Editorial reviews

In-depth and comprehensive editorial reviews are provided for all written deliverables to ensure that their content and expression are of the highest quality. In addition to copy-editing to correct any spelling, grammatical, or typographical errors, an in-depth stylistic review is conducted to ensure appropriate idiomatic English, clarity, appropriate sentence structure and length, sparing use of acronyms, and overall written and substantive quality.

Baastel can also provide graphic design, or online adaptation support, if required by our clients.

4. Contract management and backstopping

Sound project management principles ensure effective and efficient consultancy processes. Baastel's focus is on quality, timeliness, and ongoing attention to client needs. Internal management procedures contributing to quality include:

1. Project initiation procedures that include clear allocation of responsibilities to relevant personnel
2. Regular staff meetings, as well as project reviews with non-project members to ensure knowledge exchange and facilitate backstopping

A control system for allocating and recording time spent on projects by individuals

Annex 8. Baastel's Commitment to Ethical Practices, Sustainability, and Safety

At Baastel, we take pride in adhering to the highest standards of professionalism, sustainability, and safety. We believe that the success of every project stems from not only technical expertise but also a deep commitment to ethical practices, environmental stewardship, and workplace safety.

To reflect this commitment, we have developed comprehensive policies that guide our daily operations and project engagements:

- **Code of Conduct:** Our ethical framework ensures fairness, transparency, and integrity in every interaction.
- **Green Plan:** A robust strategy for reducing environmental impact and promoting sustainability across our operations and partnerships.
- **Safety Policy:** A proactive approach to ensuring a safe and secure environment for all stakeholders involved in our projects.
- **Policy for Preventing and Responding to Sexual Exploitation, Abuse, and Harassment (PSEAH):** This policy underscores our zero-tolerance stance toward sexual exploitation, abuse, and harassment. It defines measures to prevent such misconduct and outlines clear procedures for response and accountability.

These policies are no longer just internal documents but resources available to our partners and clients. You can explore them in detail on our website to see how we integrate these principles into every aspect of our work.

Discover More Online

To learn more about our policies, visit the following links:

- **Code of Conduct:** [https://res.cloudinary.com/le-groupe-conseil-baastel-ltee/image/upload/v1737039650/Baastel s Code of Ethical Conduct EN 052023.pdf](https://res.cloudinary.com/le-groupe-conseil-baastel-ltee/image/upload/v1737039650/Baastel_s_Code_of_Ethical_Conduct_EN_052023.pdf)
- **Green Plan:** [https://res.cloudinary.com/le-groupe-conseil-baastel-ltee/image/upload/v1737039650/Green Plan Policy EN 042024.pdf](https://res.cloudinary.com/le-groupe-conseil-baastel-ltee/image/upload/v1737039650/Green_Plan_Policy_EN_042024.pdf)
- **Safety Policy:** [https://res.cloudinary.com/le-groupe-conseil-baastel-ltee/image/upload/v1725889442/Safety Policy Baastel 2022.pdf](https://res.cloudinary.com/le-groupe-conseil-baastel-ltee/image/upload/v1725889442/Safety_Policy_Baastel_2022.pdf)
- **PSEAH Policy:** [https://res.cloudinary.com/le-groupe-conseil-baastel-ltee/image/upload/v1737039651/Policy for to preventing and responding to sexual exploitation.pdf](https://res.cloudinary.com/le-groupe-conseil-baastel-ltee/image/upload/v1737039651/Policy_for_to_preventing_and_responding_to_sexual_exploitation.pdf)

In Baastel we prioritize ethical conduct, sustainability, and safety.

Visit us online to learn more: <https://baastel.com/about-us/>

For any inquiries or to discuss these, please contact us at information@baastel.com.

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