



Adaptation Fund Board
Forty-Sixth Meeting
Bonn, Germany

READINESS STRATEGY 2026 – 2028

Strategic issues

- A) The enhanced Readiness Strategy has been developed following a rigorous evaluation of the existing programme by the AF TERG and Decision B.45-46/21 by the Board, adopting the findings of the evaluation and the management response to the evaluation, supplemented by a comprehensive review of the current readiness programme conducted by the Secretariat via a consultant.
- b) The enhanced Readiness Programme is designed to deepen country-level capacity and reinforce entity level systems that enable developing countries to strengthen national institutions, policy frameworks, and implementation capabilities. Because these improvements have Fund-wide implications for how country engagements and capacities are supported, collective Board oversight and approval could be beneficial. This paper is therefore presented for consideration and decision by the full Board.
- c) The strategy is presented in four parts which the Board may wish to consider holistically:
 - Annex I – Main Strategy
 - Annex II – Streamlined Readiness Grants
 - Annex III – Implementation Plan with Budget
 - Annex IV - Monitoring Framework

Purpose

1. This board paper presents the proposed three-year readiness Strategy spanning 2026 - 2028. It seeks Board endorsement and adoption of the strategy and related resource allocation to enhance the Fund's capacity building impact and efficiency.

Recommended Decision

2. The Board, having considered document AFB/B.46/8, decides:
 - a) To adopt the Readiness Programme Readiness Strategy for the period 2026-2028, including the readiness grants, implementation plan, budget and monitoring framework contained in Annexes I – IV of document AFB/B.46/8.
 - b) To request the Secretariat to implement the Strategy as outlined in Annexes I - IV.
 - c) To request the Secretariat to provide an annual report to the Board on the implementation progress, results, and learning from the Readiness Programme, as part of the annual

performance report of the Fund, with a first review scheduled for inclusion in the Annual Performance Report for the Fiscal Year 2026.

- d) To request the Secretariat to prepare standard legal agreements, application forms and review templates for the readiness grants presented in Annex II of document AFB/B.46/.8 for consideration by the Board at its forty-seventh meeting.
- e) To request the Secretariat to broadly disseminate the Readiness Strategy to the Adaptation Fund's stakeholders to raise awareness and support.

Background

- 3. Pursuant to Medium-Term Strategy 2023-2027 (MTS-II), and Decision B.42/43 by the Board requesting the Secretariat to submit a paper to the PPRC outlining an enhanced readiness programme, the Secretariat has developed a proposed Readiness Strategy for the period 2026 - 2028, informed by Decision B.45-46/21 by the Board on the independent evaluation (May 2014 – March 2025) by the AF TERG and in parallel, by the comprehensive research and analysis of the current readiness programme done by the Secretariat.
- 4. The strategy is the result of a comprehensive review of the current readiness programme by the Secretariat and directly responds to recommendations from the evaluation of the current readiness programme by the AF TERG and speaks to the Fund's unique readiness value-add, a shift to a dynamic, needs-driven readiness portfolio, strengthened data and tracking capacities to ensure efficiency and credibility of results, stronger coordination and complementarity, streamlined grant windows, and a modest scaling of resources to ensure targeted capacity building that is equitable, responsive, and fully complementary to the Fund's core mandate to finance concrete adaptation projects and programmes.



ADAPTATION FUND

Annexes: Readiness Strategy 2026 - 2028

Helping developing countries build resilience and adapt to climate change

Adaptation Fund Enhanced Readiness Strategy (2026 – 2028)

8 March 2026

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Annex I: Enhanced Readiness Programme Strategy

Background

This document outlines the Adaptation Fund (the Fund) 2026-2028 strategy for the Readiness Programme for Climate Finance (the Readiness Programme; RP). Established by the Adaptation Fund Board (the Board) Decision B.22/24, the Readiness Programme enables developing countries to directly access climate adaptation finance from the Fund's resources. This funding allows them to implement concrete projects and programmes that increase vulnerable communities' resilience to the adverse impacts of climate change.

In 2022, the Board approved the Fund's Second Medium-term Strategy 2023-2027 (MTS II), which foresees an expanded readiness programme. Specifically, readiness and capacity building are outlined in the MTS II Expected Result 2 (ER2) under Strategic Pillar 1, Expected Result 3 (ER3) under Strategic Pillar 2, ER2 under Strategic Pillar 3, and the MTS II cross cutting theme on enhancing access to climate finance and long-term institutional capacity.

The RP Strategy 2026-2028 responds to MTS II, as well as a call at COP30 for the Fund and other climate funds to provide capacity building support to developing countries for the Global Goal on Adaptation (GGA). It therefore seeks to accelerate effective adaptation action and efficient access to finance, enabling the most climate-affected communities in developing countries to respond to adverse climate impacts through concrete, locally based and locally led adaptation action. In doing so, the Fund aims to strengthen long-term capacities and capabilities of national institutions in developing countries, in line with Article 11 of the Paris Agreement. Beyond strengthening the capacity for accessing climate finance, the Readiness Programme will support the most climate-affected people and communities as agents of change and advance gender equity and social inclusion by supporting capacity building for compliance with the Fund's Gender Policy. Furthermore, the readiness programme will facilitate scaling and replication of results by encouraging complementarity, coherence and synergies with other climate funds and adaptation actors.

Value-Add of the Adaptation Fund Readiness Programme

The distinct value-add of the Fund's overall support to developing countries, the Enhanced Readiness Strategy positions the RP as a complementary and differentiated instrument that strengthens national institutions, systems, and decision-making capacity in ways that cannot be achieved through project funding alone or through other climate finance modalities. While access to Adaptation Fund resources through Regional Implementing Entities (RIEs) enables the delivery of adaptation projects, Readiness support is designed to ensure countries build their own foundational capacities that allow them to own, sustain, and scale nationally lead adaptation action over time. Specifically, the Fund's RP stands out through the following:

- **Enables stronger/faster accessibility for smaller and lower-capacity countries such as Least Developed Countries (LDCs) and Small Island Development States (SIDs):** The Fund's readiness prioritizes country-driven readiness and country ownership of capacity building that targets national strategic control over adaptation finance delivery.

- **The Fund’s readiness maintains a clear adaptation-specific institutional focus:** It is particularly targeted at ensuring national institutions can independently manage adaptation finance over time, not just prepare individual funding proposals.
- **The RP is flexible and implements a responsive delivery model:** It applies an iterative delivery model aligned with evolving country contexts, with faster response times to quickly engage with emerging adaptation frameworks and finance mechanisms.
- **The Fund’s RP strongly promotes learning among accredited implementing entities,** including through South-South peer exchanges and communities of practice.
- **The Fund’s RP doesn’t just prepare countries to access the Fund’s resources, it builds institutional capabilities that are transferable** across the climate finance architecture, enabling smaller entities from LDCs and SIDS to gradually increase their capacity to access larger volumes of climate finance through an adaptive programming approach.
- **RP offers capacity building linked to adaptation innovation and learning** and operates in conjunction with the Fund’s dedicated innovation and learning grant funding windows. This can help countries help countries pilot new adaptation approaches, test institutional arrangements, and build innovation capacity without excessive scale risk.

Approach to enhancing the readiness programme strategy

The approach to enhance and expand the readiness programme followed a systems approach (details on dimensions explored provided in Figure 1), which ensured alignment of the enhanced RP strategy with MTS II through a thorough consultative process.

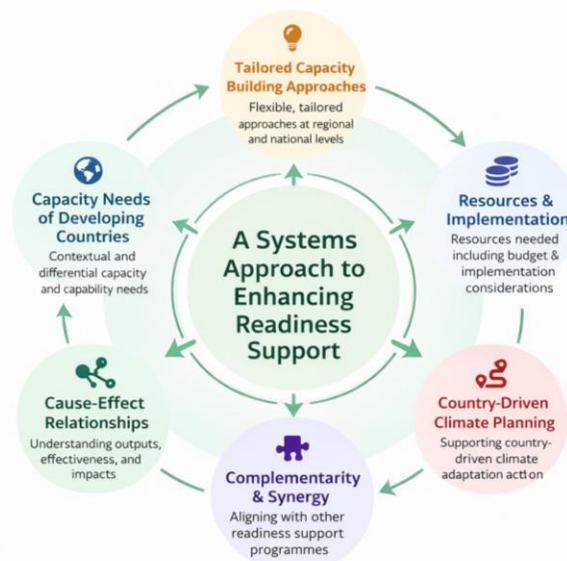


Figure 1: Dimensions investigated through the systems approach

The following key actions were taken:

- **Consultations and research by the Secretariat to reframe and the readiness and capacity building strategy:** The process included an extensive assessment of capacity needs and engaged a wide range of stakeholders, including accredited national and regional implementing entities, Designated Authorities (DAs), staff of the Adaptation Fund Board Secretariat, representatives of other climate funds under the Paris Agreement, and civil society organisations. A capacity needs assessment of National Implementing Entities (NIEs), RIEs and DAs was conducted at four Adaptation Fund readiness events in 2024, to identify the main challenges faced by them during the project cycle, as well as aspects of the RP that have been the most beneficial. This feedback and research served as the analytical foundation for the enhanced strategy, ensuring it is both evidence-based and directly responsive to evolving needs.
- **Detailed feedback from stakeholders through surveys to enhance technical assistance grants:** A survey of DAs, IEs, and accreditation applicants was conducted to inform the enhanced strategy. Respondents provided detailed feedback on costs associated with project-cycle activities, grant-sizing, expected grant outputs, and critical institutional or project-level gaps that require attention.
- **Collaboration with the Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG):** In 2024, the AF-TERG commissioned an evaluation of the readiness programme to conduct a comprehensive assessment of the programme since its inception and provide recommendations for further improvement. Five key recommendations emerged from the independent review and have been considered in the enhancement of the RP:
 1. The RP should further sharpen its value added, particularly regarding the ways in which its various components are designed to support countries as well as in relation to other readiness providers
 2. The RP should clearly outline in its theory of change (in development) the specific value added of the programme, intended causal pathways for its use, and associated ways to track implementation, outcomes, and feedback from stakeholders.
 3. The RP should strengthen its coordination and collaboration with the implementing entities, DAs and other climate funds.
 4. The RP should consider ways in which to strengthen data collection and analysis systems to better understand readiness activities and their contribution to results, including outcomes and impact.
 5. The Secretariat should consider integrating in the Enhanced Readiness Strategy mechanisms to systematically track and improve efficiency of the Readiness Programme.

The Secretariat's comprehensive review found strong alignment between the key focus areas and the support needs expressed by accreditation applicants, implementing entities (IEs), and designated authorities (DAs), particularly in focus areas 1, 3, and 5. For focus area 1, all IE respondents (100%) identified training and capacity-building activities as a major cost category for addressing institutional gaps. There was also clear convergence across accreditation applicants, IEs, and DAs on the importance of focus area 3. Over 80% of accreditation applicants rated the proposed readiness grant as very useful for strengthening institutional capacity ahead

of Adaptation Fund accreditation; 79% of IEs said it would be very useful for institutional strengthening during re-accreditation; and 98% of DAs indicated it would be very useful for enhancing their ability to identify, assess, and select suitable national implementing entities (NIEs). Finally, regarding focus area 5 — data tracking and evidence-based capacity building — 95% of IEs reported that the proposed grant would be very useful for strengthening their institutional monitoring and evaluation (M&E) frameworks.

Iterative strategic approach to capacity building and climate finance readiness

The RP adopts an iterative approach in which implementation is executed in cycles, with each cycle allowing for review, feedback, and adjustments to the subsequent cycles. This will enable the Fund to deliver context appropriate, country-driven, locally led long-term readiness and capacity building support based on identified needs and real-time analytics. Figure 3 presents a high-level articulation of the continuous loop approach to delivering readiness and capacity building, and includes six anticipated stages to the cyclical process, which are expanded further below:



Figure 2. High-level articulation iterative and continuous loop approach to building country readiness and capacity to access climate finance to address national priorities

Readiness Programme Goals and Objectives

The RP’s goal is guided by the Fund’s vision, mission, and Theory of Change statement as stated in MTSII, including alignment with its respective strategic outcomes and cross-cutting themes. This goal is translated into action through key objectives, outputs and outcomes that are aligned with the MTSII strategic pillar outcomes, cross-cutting themes and respective targeted results.

Primary goal: Readiness Programme

By 2035, Adaptation Fund Implementing Entities (IEs), Designated Authorities (DAs), and other key stakeholders serve as agents of change and catalysts for innovative, locally led, concrete, and scalable adaptation action; enabled by the Fund's pioneering, strategically collaborative, and context-appropriate readiness and capacity-building support. This ecosystem fosters long-term, sustainable capabilities that ensure greater coherence across global climate efforts and deliver results-driven impact for the most climate-affected communities.

To align with MTSII and its intention to enhance and expand the RP, the key objectives of the RP have been expanded from two to three primary objectives, as follows:

- a. **Objective 1:** Strengthen the capacity of national and regional entities to accelerate high-quality, locally led, and scalable adaptation actions aligned with national priorities.
- b. **Objective 2:** Accelerate climate finance access by empowering IEs, both accredited and those seeking accreditation, through innovative readiness tools and capacity building.
- c. **Objective 3:** Partner with climate funds and stakeholders to harmonize support, enhance complementarity, and maximize the impact of readiness efforts across all levels.

Targeted audiences for capacity building and readiness support

The RP seeks to address the contextual and emerging needs of a range pertinent stakeholders to climate finance readiness at national, sub-national and regional levels; in accordance with MTSII.¹ This includes:

Accredited NIEs, RIEs and entities seeking accreditation via Direct Access: The Fund will continue its focus on enhancing the readiness of direct access entities to access its resources, including enhanced support for re-accreditation to the Fund.

1. **Adaptation Fund DAs:** The Fund will expand its readiness support and capacity building opportunities to DAs in a country-driven and tailored approach. The aim will be to support countries and regions to address challenges faced with awareness of the Fund and its opportunities, and coordination of climate finance readiness and access.
2. **Indirect stakeholders:** In accordance with the expanded readiness approach, the Fund will seek to engage and support the participation of other stakeholders in its readiness and capacity building endeavours. These would include executing entities, civil society organisations, private sector entities, and other providers of readiness and capacity building support from the local to international level.

¹ MTSII Paragraph 9: "To maximise impact, the Fund will also expand its existing Readiness Programme for Climate Finance towards a more comprehensive and iterative approach assessing needs and addressing gaps, including by expanding the scope of support and recipients to Designated Authorities, Executing Entities, local communities, women's organisations, youth, indigenous people etc. The Fund will also expand existing modalities for engaging local and vulnerable groups, including the local private sector where feasible, in the project cycle."

Key focus areas

The key focus areas of the enhanced RP are aligned with the strategic pillars and cross-cutting themes of MTSII (Figure 2) and further explained below.

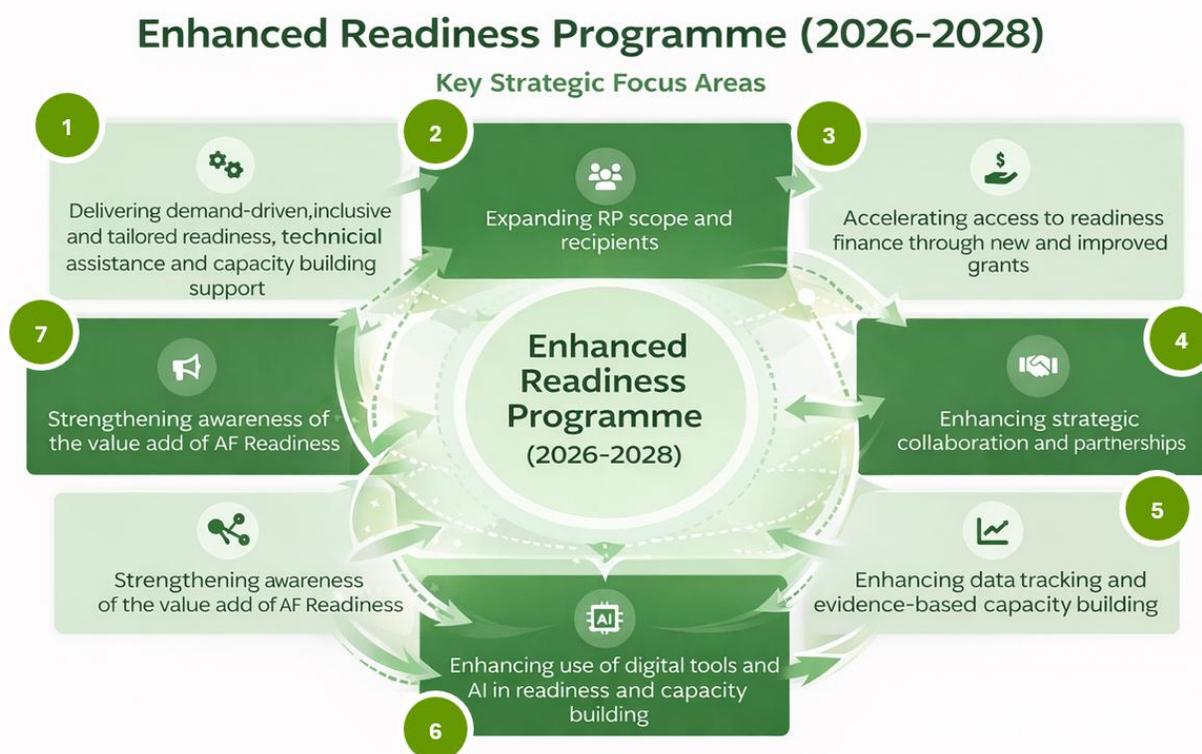


Figure 3. Key focus areas of the enhanced Readiness Programme (2026 - 2028)

Specifically, the readiness activities have a key focus on:

- 1. Delivering demand-driven, inclusive and tailored readiness, technical assistance (TA) and capacity building support:** Through the Fund's country-driven approach, the RP includes a structured process to regularly conduct needs assessments to identify unique and emerging readiness gaps, TA priorities and capacity building needs; and subsequently provide tailored support accordingly. The RP incorporates flexibility and adaptability in the delivery of support that can respond to an evolving climate change adaptation landscape, continuously changing country circumstances, and emerging needs. Support provided includes region-specific readiness engagements, including in-person workshops and peer-to-peer learning; virtual training and knowledge sharing engagements; and one-on-one clinic sessions on specific technical priorities (including during in-person workshops and virtually). This will be facilitated through increased regional presence of the Fund through virtual, region-specific readiness facilitators (one each for Africa, Asia and, Latin America and the Caribbean (LAC)).

The enhanced RP also continues to strive towards simplified and inclusive access procedures to readiness and capacity-building support. This requires streamlined application processes and eligibility criteria to reduce administrative burdens for developing countries. Equity and inclusion are central guiding principles of the Fund, and as such, will be mainstreamed as a

key focus area in understanding how to deliver coordinated, inclusive, effective and efficient capacity building and readiness support.

2. Expanding RP scope and recipients: The RP will respond to the demand-driven capacity building and readiness needs of an expanded set of stakeholders, including DAs, EEs, RIEs, and local communities and pertinent civil society organisations working with IEs. This will be done through the following:

a) Enhancement of knowledge exchange and inclusivity, by fostering local and country ownership to ensure that the delivered support is fit-for-purpose and has long-term and sustainable impact. The RP will also collaborate and coordinate with pertinent communities of practice, capacity building networks, forums, hubs, and initiatives; including expanding support for the Fund's Community of Practice for Direct Access Entities (CPDAE).

b) Inclusion of GGA considerations: As set out in Decision 2/CMA.5, paragraph 38 (2023), adopting the UAE Framework for Global Climate Resilience, operating entities of the Financial Mechanism were invited and other climate funds encouraged to provide financial and technical support to assist developing countries in implementing the GGA and aligning national systems with the Framework. **In this regard, the Adaptation Fund Readiness Programme will provide targeted, demand-driven capacity-building support to strengthen national systems and institutional capabilities for strategic engagement with implementation of the GGA.**

This support will focus on institutional and governance strengthening to both engage with and clarify coordination across DAs, NIEs, and relevant ministries; development of national decision-making frameworks for alignment with national adaptation priorities; reinforcement of safeguards, fiduciary, and risk-management systems; and enhancement of project and pipeline development capacity to translate National Adaptation Plan (NAP) and Nationally Determined Contribution (NDCs) priorities into high-quality adaptation proposals through Direct Access. The Readiness Programme will support integration of GGA thematic and dimensional targets into national planning, risk prioritisation, and monitoring systems, using GGA-related indicators as practical tools for planning and learning rather than compliance. Through this integrated approach, the Programme will enable countries to engage with emerging mechanisms and global adaptation frameworks in a strategic, country-driven, and risk-aware manner, while converting strengthened institutional capacity into coherent, high-quality adaptation pipelines consistent with the Adaptation Fund's mandate.

3. Accelerating access to readiness finance through new and improved grants: The RP includes the provision of several grants intended to provide direct access to readiness finance, including:

- a. **Support for accreditation:** This entails enhancing the relevance and effectiveness of the established Readiness Package grants. These funds are targeted at both prospective entities and accredited NIEs (seeking to renew their status) to address institutional gaps and accelerate their progress in successfully navigating the Fund's accreditation requirements.
 - b. **Targeted support to enhance DA capacity:** Targeted support for DAs to enhance national coordination, planning, capacities and climate finance readiness and to assess potential NIEs for accreditation. The Readiness Programme will explore possibilities for direct support to DAs in consultation with the Adaptation Fund Trustee.
 - c. **Post-project approval implementation support:** A flexible and demand-driven grant targeted at IEs to support them to address existing and emerging capacity and capability priorities. The grant supports and enables adaptive management by the IEs to respond to existing and emergent needs throughout the Fund's project life cycle.
 - d. **Support for project scale-up design:** Supports NIEs and RIEs with the scale-up design of their successful adaptation projects, which were originally funded by the Fund or through other mechanisms; including with understanding additional climate finance mobilisation and access opportunities in this regard.
- 4. Enhancing strategic collaboration and partnerships:** The Fund aims to go beyond simply avoiding duplication and fragmentation of capacity building and readiness support. A key focus will be on strengthening readiness partnerships and collaboration by pursuing context-driven collaborations across respective regions to entrench long-term, coordinated and sustainable capacity building and climate finance readiness. This will include coordinating and collaborating with partners to produce and disseminate good practice on innovative, context-driven and dynamic capacity building for climate finance readiness, across respective regions. Recognising that effective readiness and capacity-building support requires increasingly large financial investments sustained over many years, the RP strengthens collaboration and partnerships that are specifically targeted at capacity-building over and above broader partnerships at the Fund level. Such deliberate partnerships, which include partnering with private sector, academia, CSOs, United Nations (UN) agencies, constituted bodies under the United Nations Framework Convention on Climate Change (UNFCCC), multilateral organisations, funds, and development agencies; will leverage financial resources, broader reach and knowledge, external expertise, and networking opportunities for continued innovation and progress of the RP. In addition, the RP will explore partnerships and collaborations with entrepreneurial hubs, incubators, accelerators, and networks that promote innovation for climate action.
- 5. Enhancing data tracking and evidence-based capacity building:** The enhanced RP is integrating straightforward collection tools and performance indicators into existing reporting processes. By providing focused training to entities on using this data for adaptive management, the Fund ensures that resources are used efficiently and can be quickly pivoted to meet emergency needs during a project's life cycle.

- 6. Enhancing use of digital tools and Artificial Intelligence (AI) in readiness and capacity building:** The enhanced RP leverages technology and utilises digital tools, platforms and modalities that facilitate easy access to information, resources, and training for a diverse range of pertinent stakeholders. The emergence of frontier technologies, such as AI, presents a valuable opportunity to streamline and enhance capacity building and readiness support to address context-specific and on-going challenges in the development, implementation, monitoring and evaluation, and knowledge sharing and learning challenges experienced by a diverse range of adaptation actors. Where appropriate and relevant, nascent technologies will be explored and adopted to enhance the efficiency and effectiveness of capacity building and readiness activities supported by the Fund.
- 7. Strengthening awareness of the value add of the Fund’s Readiness:** The RP provides a distinct value-add through its structured, proactive approach to identifying and filling specific institutional gaps. The RP bases programming on needs assessments to identify the unique, emerging technical assistance priorities of DAs and IEs. This results in highly differentiated delivery modalities, ranging from one-on-one technical clinics and virtual knowledge exchanges to region-specific engagements and peer-to-peer learning, ensuring support is precisely tailored to a country’s specific stage of readiness. By strategically coordinating with global communities of practice and capacity-building networks maximizes impact, avoiding duplication of effort and ensuring that every intervention enhances complementarity across the broader climate finance landscape.

Readiness Programme Theory of Change

A Theory of Change (ToC) (see Figure 4 for illustration) has been developed for the RP and lays the foundations for its dynamic portfolio management approach and M&E framework. The RP Theory of Change (Annex A) is aligned with MTSII and the Fund’s mandate and illustrates at a programmatic level the causal links amongst the RP’s specific outcomes and outputs, and the strategic pillars of MTSII. The RP’s Theory of Change statement is articulated in Box 2, below,

<p><u>Adaptation Fund Readiness Programme Theory of Change statement</u></p> <p><i>IF the Adaptation Fund provides agile, contextually tailored readiness support that accelerates direct access, builds long-term institutional capacity, and simplifies funding processes</i></p> <p><i>THEN developing countries can dynamically address emerging needs to strengthen climate resilience and reduce vulnerability, aligned with Paris Agreement priorities</i></p> <p><i>BECAUSE predictable and accessible support enables coordinated, sustained and long-term. planning that reaches the most vulnerable local communities</i></p>
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followed by a high-level description of the three RP-specific outcomes. Further details on the respective outputs associated with each outcome are included in Table 1 (Monitoring and Evaluation framework section, below).

Theory of Change Problem Statement

Developing countries lack predictable, coordinated, inclusive, and tailored capacity-building support that meets their diverse and evolving needs to effectively translate adaptation priorities into inclusive, locally led action. Further, they have limited awareness, face coordination barriers and persistent constraints in building long-term institutional capacity and accessing climate finance through direct access modalities. LDCs and SIDS, particularly, also face coordination barriers that limit effective access to and use of adaptation finance through direct access modalities.

Theory of Change Outcomes

To address the challenges identified, **the Readiness Programme seeks to address developing countries' current and emerging capacity and readiness needs to successfully enhance their adaptive capacity, strengthen resilience, and reduce vulnerability to climate change through inclusive processes consistent with their adaptation needs and priorities under the Paris Agreement.** The value-add of the Readiness Programme is reflected in the ToC's clear causal logic: targeted capacity-building investments strengthen national systems and institutional capabilities, which in turn enable countries to develop proposals, design, implement, and monitor higher-quality, country-driven adaptation projects and programmes, advancing both the GGA and national priorities. This system-level strengthening creates durable results that extend beyond individual projects and funding cycles. This is reflected through the following outcomes:

Outcome 1: Accredited IEs develop high quality proposals and have capacity to implement good quality adaptation projects which are in alignment with GGA priorities.

Developing countries lack predictable, coordinated, inclusive and tailored capacity-building support that meets their diverse and evolving needs to effectively translate their adaptation priorities into inclusive, locally led action. To enhance their technical and institutional capacity, the Readiness Programme, conducts annual assessments of IEs' capacity building needs and TA priorities, and evaluation of their own readiness activities to assess the emerging readiness gaps for IEs and DAs; iterates capacity building programmes (grant and non-grant) and climate finance readiness activities for DAs, accreditation applicants and accredited IEs; provides financial grant support to IEs; develops a monitoring system to monitor the Readiness Programme; and develops various readiness materials and technologies are developed such as inclusive and accessible digital tools, frontier technologies, decision-support tools and guidance for GGA indicator alignment, consolidated platform for capacity building resources and toolkits.

The review of capacity building programs and stakeholder needs, and feedback from stakeholders lead to adjustments to capacity building and climate finance readiness activities and provide tailored, context/demand-driven and stakeholder-specific training and capacity building support to DAs, accredited IEs and accreditation applicants. Accreditation applicants comply with fiduciary processes, ESP/Gender policies, and DAs apply to transition from individual to organizational DAs. These activities are further supported by availability of readiness materials, digital tools and platforms that support stakeholders with institutional alignment with GGA (such as GGA-aligned monitoring frameworks, indicators and guidance integrated into national systems), engagement beyond a project approach, implementation of baseline studies and M&E systems developed at

institutional level in countries. Institutional roles and coordination protocols across DAs, NIEs, and line ministries are clarified. The operationalization of Readiness Programme's monitoring system supports tracking of its activities, and reviewing progress and what is working well.

These technical and institutional capacity building activities and outputs lead to increased capacity of accredited IEs to develop adaptation project proposals and implement high-quality, locally led, and scalable adaptation projects and programs aligned with their national adaptation strategies and processes. Accreditation applicants have increased capacity to meet the Fund's fiduciary standards and DAs transition is implemented. IE procurement, project endorsement process, and environmental and social risk monitoring and reporting are improved. These lead to the achievement of **outcome** of Accredited IEs developing high quality proposals and have capacity to implement good quality adaptation projects which are aligned with GGA priorities.

Outcome 2: Accreditation applicants (IEs and RIEs) are aware, achieve accreditation and successfully access new and additional climate finance

Countries have limited awareness, and face coordination barriers and persistent constraints (such as building long-term institutional capacity) in accessing climate finance through direct access modalities.

The Readiness Programme participates in implementing Adaptation Fund's communication strategy, in addition to conducting iterative tailored capacity building programmes (grant and non-grant) and climate finance readiness activities for DAs, accreditation applicants and accredited IEs, and providing financial grant support to IEs. Consequently, the stakeholders (such as DAs NIEs and RIEs) engage with Adaptation Fund's communication events/awareness raising events. Additionally, DAs, Accredited IEs and Accreditation applicants receive capacity building support, accreditation applicants comply with fiduciary process and ESP/Gender policies, and DAs apply for the transition from individual to organisation-level DAs.

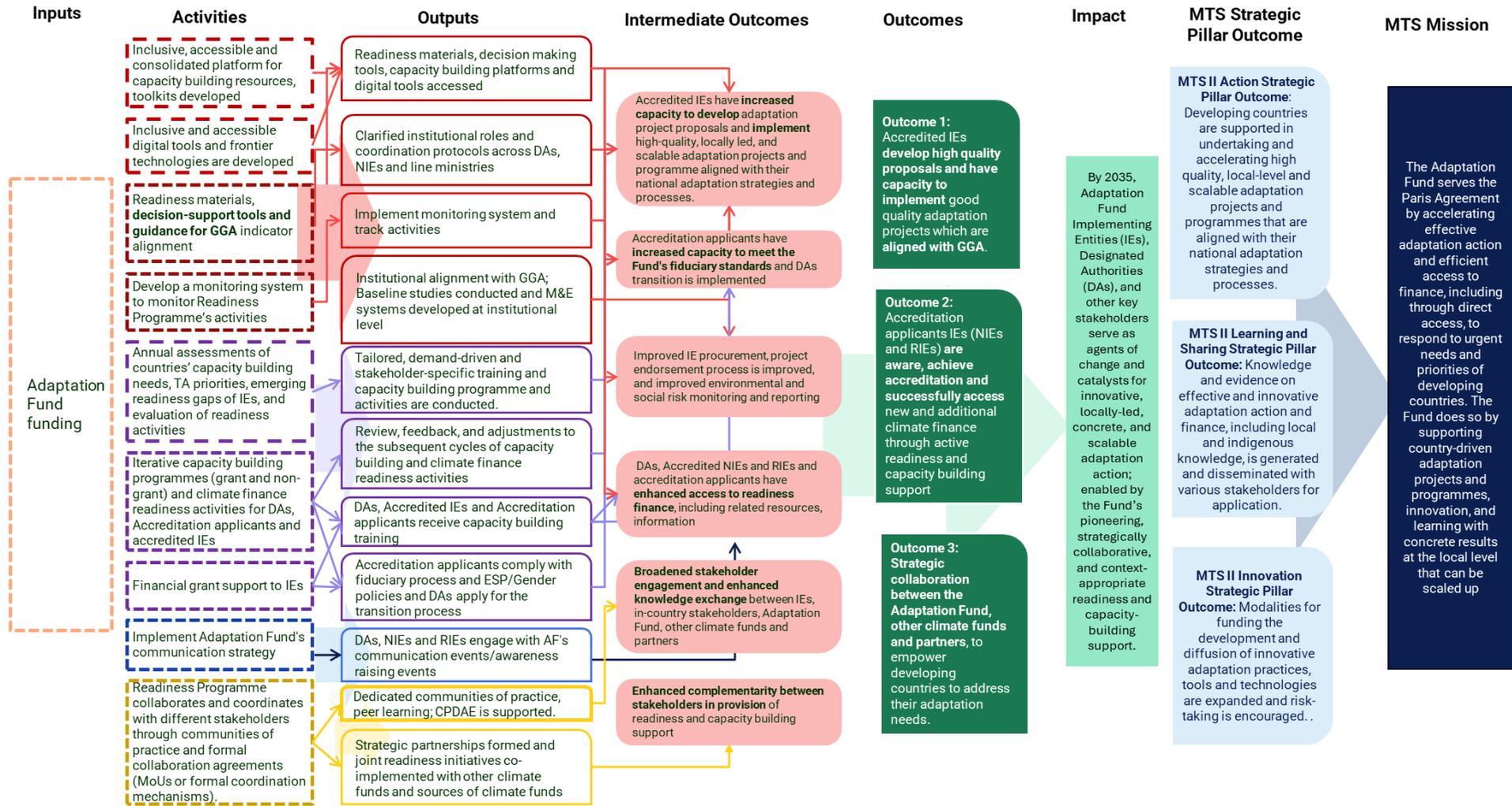
These activities enhance access for DAs, Accredited NIEs and RIEs and accreditation applicants to readiness finance, including related resources, information which leads to the attainment of the **outcome** of accreditation applicants (IEs and RIEs) being aware, achieving accreditation and successfully accessing new and additional climate finance through active readiness and capacity building support.

Outcome 3: Strengthened Collaboration & Coordination - Strategic collaboration between the Adaptation Fund, other climate funds and partners empowers developing countries to address their adaptation needs.

LDCs and SIDS particularly face coordination barriers that limit effective access to and use of adaptation finance through direct access modalities. The Readiness Programme **collaborates and coordinates** with different stakeholders through communities of practice and through formal collaboration agreements (Memorandum of Understanding (MoUs) or formal coordination mechanisms). This leads to dedicated communities of practice that facilitate peer learning about best practices and lessons learned, encouraging innovation through networking opportunities. This enables stakeholders to navigate the Fund's project life cycle and CPDAE is supported. These lead to formation of strategic partnerships, co-implementation of joint readiness initiatives with other climate funds and sources of climate finance, that provide readiness and capacity

building support and scaling up of that support. These activities further lead to broadened stakeholder engagement, and enhanced knowledge exchange between IEs, in-country stakeholders, Adaptation Fund, other climate funds and partners about Fund's readiness project cycle, its funding opportunities and other funding opportunities from other funds and about developing and implementing adaptation proposals. It also leads to enhanced complementarity between stakeholders in provision of readiness and capacity building support. This **outcome** of strategic collaboration between the Adaptation Fund, other climate funds and partners, empowers developing countries to address their adaptation needs.

Figure 4: Readiness Programme Theory of Change



High-level risks and assumptions

MTSII and its associated Theory of Change identified risks and assumptions that are pertinent and applicable to the RP-specific Theory of Change, particularly as the RP is designed to support the implementation of MTSII and the mandate of the Fund. The high-level risks identified in MTSII include:

- The international community's potential failure to limit global average temperature increase to well below 2°C above pre-industrial levels, thereby reducing the effectiveness and feasibility of adaptation options and increasing their cost.
- International and national institutions might fail to learn quickly on available adaptation options from each other's successes and failures, and to scale up effective solutions.
- National adaptation planning processes might fail to reflect the priorities of marginalised communities and social groups.
- Maladaptive responses to climate change can create lock-ins of vulnerability, exposure and risks that are difficult and expensive to change and exacerbate existing inequalities.
- Developing countries might fail to implement feasible and effective adaptation actions in time to adapt to increasing warming levels due to continued institutional and technical capacity constraints, and constraints in accessing available adaptation finance, technology and innovations.
- Adaptation finance might not sufficiently reach the local level and engage local actors and the most vulnerable communities and social groups, thereby hindering the impact and sustainability of funded activities.

The key assumptions that underlie the design of the RP and its Theory of Change are articulated as follows across the levels of the ToC:

A. Assumptions at Output level:

- The Fund's Secretariat is able to bolster its technical and staffing capacities and capabilities to implement a dynamic readiness portfolio approach; including the continuous assessment and response to emergent readiness and capacity building needs; across respective countries and regions.
- Targeted support to countries seeking NIE accreditation and/or climate adaptation financing is relevant to each country and is based on a country-specific strategy.
- The Readiness Programme is flexible and adaptable in the delivery of support that responds to an evolving climate change adaptation landscape, continuously changing country circumstances, and their emerging needs. It implements an iterative approach in which implementation is executed in cycles, with each cycle allowing for review, feedback, and adjustments to the subsequent cycles.
- Effective readiness and capacity-building programme receives and will continue to receive large financial investments that allow its support to be sustained over subsequent years.
- The Fund is able to engage and support the participation of other stakeholders in its readiness and capacity building endeavours. These would include executing entities, CSOs, private sector entities, and other providers of readiness and capacity building support from the local to international level.

B. Assumptions at IO level:

- The Fund can efficiently and effectively communicate and raise awareness of nascent opportunities under the Readiness Programme, such that they are understood and adequately accessed by eligible and pertinent stakeholders.
- Eligible and pertinent stakeholders can easily access readiness and capacity building support and resources from the Fund and ultimately utilize this support to address their idiosyncratic readiness and capacity needs and priorities.
- The Fund can efficiently and effectively collaborate and coordinate with other climate funds, providers of climate finance, and other providers of readiness and capacity building support, across different regions, to enhance the RP's impact in the long-term.

C. Assumptions at Outcome level:

- The Fund is able to efficiently and effectively communicate and raise awareness of the nascent opportunities under the Readiness Programme, such that they are understood and adequately accessed by eligible and pertinent stakeholders.
- Eligible and pertinent stakeholders are able to easily access readiness and capacity building support and resources from the Fund and ultimately utilise this support to address their readiness and capacity needs and priorities.
- The Fund is able to efficiently and effectively collaborate and coordinate with other climate funds, providers of climate finance, and other providers of readiness and capacity building support, across different regions, to enhance the RP's impact in the long-term.

Annex II: Enhanced Readiness Programme Grants

The enhanced RP grants aim to plug capacity gaps across the project cycle. This includes:

- Structured pre-project approval grants that provide targeted readiness support for IEs
- Establish post-project approval implementation grants for IEs
- Project scale-up and learning post implementation

The grants that form the enhanced Readiness Programme are provided below. These were sized based on feedback obtained from relevant stakeholders through a survey.

1. Grant to support DA capacity for NIE selection, in-country coordination, pipeline development, Monitoring frameworks and GGA alignment and [NEW] – Delivery channels to be further explored in consultation with the Trustee.

Amount: \$450,000

Recipients: DAs

Availability: Grant available for the duration of the strategy, i.e. 3 years, and the DA has the option to request all of it in one tranche or in 2 tranches of \$225,000 each over the course of the 3 years. With each request the DA would specify the activities the grant would be used for, and activities and related funding for NIE applicant screening and selection would terminate upon the submission of a complete application for accreditation to the Secretariat. A delivery channel to be explored includes making the grant available via multilateral development bank intermediaries which would facilitate access in the regions. This would follow a similar approach to the current innovation and LLA funding window aggregators.

Eligibility: (NIE selection) Eligible applicants are DAs from developing countries that currently do not have an accredited NIE and are seeking to pursue the Direct Access modality. To qualify, the DA must demonstrate the institutional mandate to oversee a merit-based screening process for up to two potential national candidate institutions.

(In country-coordination and pipeline development) Grant is open to DAs from countries seeking to bridge the gap between policy planning and project pipeline development. Eligible DAs are those currently managing or developing a portfolio of adaptation projects who can demonstrate a need for enhanced technical capacity in evaluating bankable projects and NIEs.

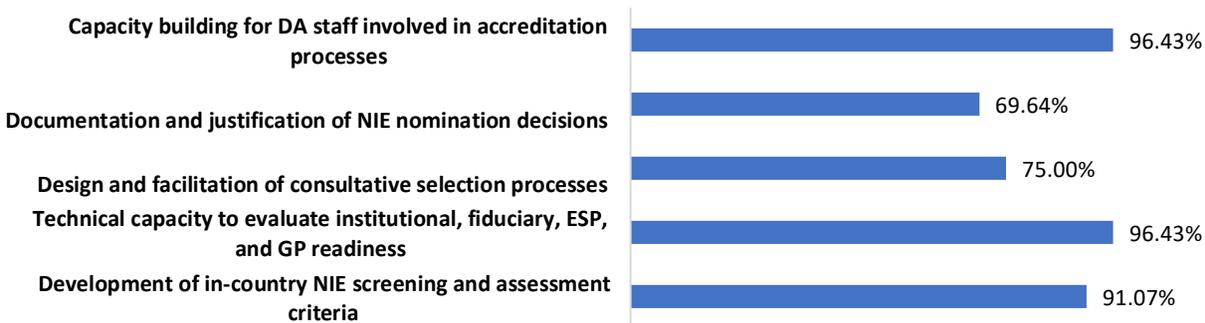


Figure 4: Grant support areas (DA responses) [NIE Selection]

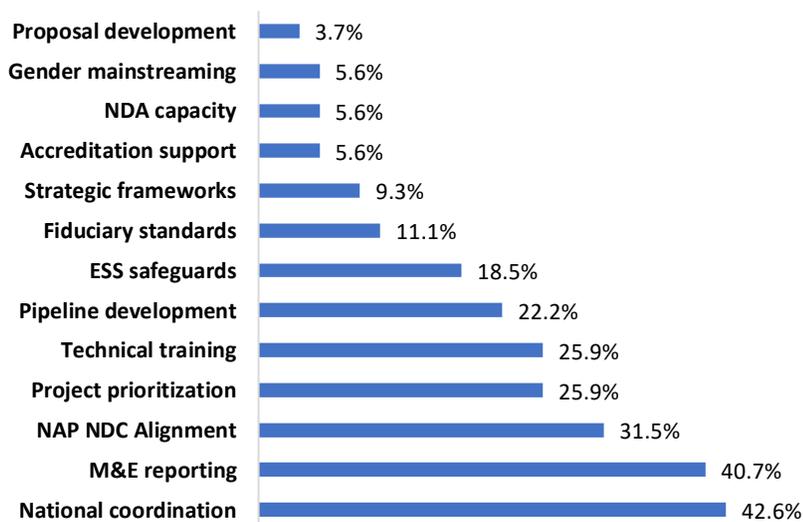


Figure 5: Grant support areas (DA responses) [Pipeline and coordination]

Purpose:

[NIE Selection] The grant addresses bottlenecks by allowing DAs to select NIEs through a standardized and institutionalized system. DAs can use this grant to establish a clear pre-accreditation framework to assess NIEs by developing standard operating procedures, objective eligibility rubrics, and transparent scoring checklists. Instead of discovering institutional weaknesses during the formal review phase, which often leads to considerable delays, the grant allows for in-depth screening. This proactive approach identifies technical, fiduciary, and safeguard gaps early, providing the resources needed to fix these shortcomings before a formal application is submitted. By ensuring that well-prepared candidates enter the pipeline, the grant functions as a critical risk-mitigation tool that accelerates progress toward accreditation and reduces overall administrative burden.

[Pipeline and coordination] The grant addresses several interrelated institutional and technical gaps to move countries from theoretical climate planning to project implementation. Countries report a lack of formal inter-ministerial coordination and standardized procedures for project endorsement, which results in fragmented efforts and a lack of institutional memory. This grant

could formalize the roles of various ministries and ensure that project selection is based on data-driven scoring through a streamlined process. On a technical level, DAs could use the grants to translate national policies (such as NAPs) into measurable indicators, as well as use funds for the creation of MEL handbooks and digital portals that track project performance against metrics related to the Global Goal on Adaptation. The grant targets the bankability of proposals, which remains a significant bottleneck in the project pipeline. This ensures that the climate rationale of a project is technically robust enough to pass the rigorous review of the Adaptation Fund Secretariat.

Key grant activities

National coordination: Streamline national coordination between focal points to improve project endorsement processes.

Pipeline development: Develop project pipelines specifically aligned with GGA indicators, NAP implementation, and NDC.

Monitoring frameworks: Establish national monitoring frameworks and systems aligned with GGA-related indicators to track how endorsed projects contribute to broader adaptation goals.

Capacity building: Enhance country capacity to set up structures for project prioritization and understanding how DAs endorse projects to move toward evidence-based prioritization.

Candidate selection: Build DA capacity for in-country screening, assessment, and selection of the most suitable NIE candidates (up to 2 per country).

Technical evaluation: Run competitive RFPs or workshops to conduct technical self-evaluations of candidate institutions against AF fiduciary and ESP standards.

Merit-based nomination: Ensure the selection of candidates is based on technical merit rather than political motivation to ensure only viable entities enter the pipeline.

2. Grant to support development of sectoral manuals for thematic policy and institutional strengthening [NEW]

Amount: \$25,000 [per sector](#) for the 11 AF sectors

Recipients: Accredited NIEs and RIEs

Availability: Grants would be available on a rolling basis throughout the year over the 3 years of the strategy

Eligibility: NIEs/RIEs that have successfully maintained their accreditation status and demonstrate a need to transition from project-based compliance to institution-wide thematic frameworks.

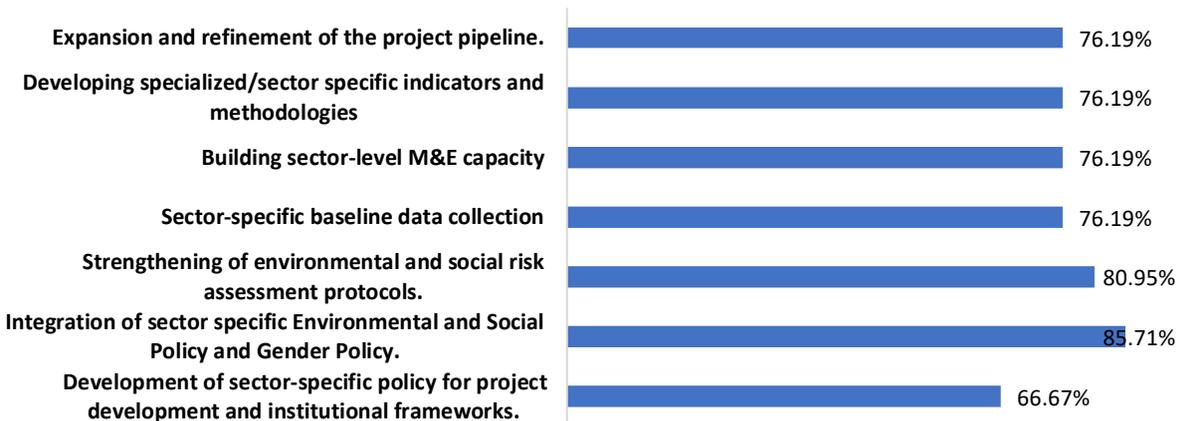


Figure 6: Grant support areas (IE responses)

Purpose: This grant is for NIEs to transition from a project-by-project compliance model toward a structured, institution-wide framework. By providing the resources to institutionalize sector-specific guidance, the grant directly addresses capacity constraints. The development of specialized manuals standardizes internal processes and ensures that high-level safeguards are embedded into the formulation phase of every proposal- this includes integrating Environmental and Social Policy (ESP), complying with the Fund’s Gender Policy (GP), and aligning with Global Goal on Adaptation (GGA) indicators. This systemic shift reduces transaction costs, minimizes the duplication of effort at the individual project level, and significantly improves the quality of financing proposals. A primary focus is the improvement of sector-specific data collection and evidence-based baselines. As data remains a critical element in the preparation and reporting of climate action, this grant helps institutions move away from fragmented information toward systematic data management. By institutionalizing these capacities across sectors, the grant could also contribute to the expansion and refinement of a coherent and scalable project pipeline. This will also allow NIEs to perform better on the re-accreditation process with the Adaptation Fund, reinforce their governance and accountability frameworks, and ultimately deliver more consistent, high-quality interventions.

Key grant activities

Manual development: Develop detailed, sector-specific guidance manuals and policy guidelines aligned with Adaptation Fund project sectors.

Policy integration: Incorporate ESP and GP requirements into sectoral manuals, and cascade high-level safeguards into practical, project-level requirements.

Institutional alignment: Support alignment with GGA indicators at the institutional level and build capacity to meet fiduciary standards within specific technical sectors.

Enabling environment: Strengthen the enabling environment for project development and engage to move beyond a per-project approach.

3. Project scale up grant for NIEs and RIEs [REVISED]

Amount: \$300,000 per project to be scaled up.

Recipients: Accredited NIEs and RIEs

Availability: Grant is available on a rolling basis as and when needed for each project based on eligibility criteria for the project.

Eligibility: NIEs that have tangible achievements on their project/programme with the Fund and are nearing completion as evidenced by the submission of at least two project performance reports for projects with a life span of less than 4 years, or a mid-term evaluation/review for projects with a life span of more than 4 years, or have completed implementation as demonstrated by the submission of the project/programme terminal evaluation report.

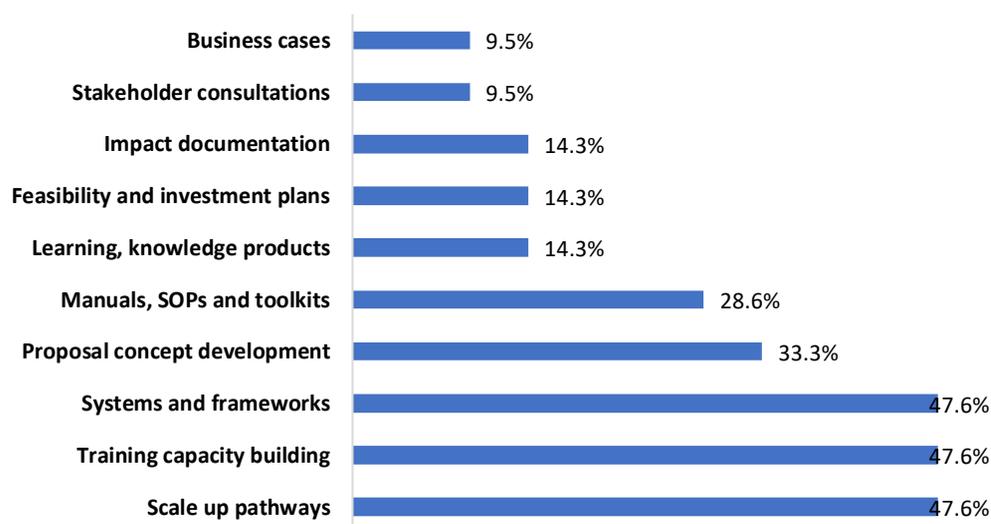


Figure 7: Grant support areas (IE responses)

Purpose: This grant is to bridge the gap between initial project success and large-scale climate impact by addressing the scale up process. This includes support for 1) project ideation and development, 2) aligning IE policies and practices with the Fund's requirements, and 3) addressing technical and capacity needs.

NIEs have indicated a lack of standardized scale-up frameworks and pathways, leading to fragmented implementation and lost institutional memory. The assistance targets the specific analytical hurdles that stall proposals for scale-up. The grant addresses these institutional gaps by ensuring supporting project/programme planning, design and development for scaling up completed or ongoing successful projects, *whether funded by the Adaptation Fund or other mechanisms*. The grants are expected to enable expansion or replication of concrete adaptation activities. NIEs frequently face constraints in performing the analyses (such as vulnerability assessments, feasibility studies, socio-economic studies, cost-effectiveness studies) required for expanded operations, as well as the climate risk assessments needed for new geographies for expansion. The grant offers dedicated resources to be deployed to conduct technical studies,

engage with relevant stakeholders and conduct internal capacity-building trainings. Moving to a scaled-up project rollout is costly and data-intensive, and this support facilitates the gathering of evidence needed to demonstrate value-for-money. This grant could allow proven interventions to translate to programmatic, multi-sector, or even multi-country investment concepts.

Key grant activities

Technical studies such as vulnerability assessments, feasibility studies, socio-economic studies, cost effectiveness studies, etc.

Pipeline expansion: Project concepts/strategies or full proposal documents for scale-up.

Institutional capacity: Trainings to strengthen institutional capacity to report on results and indicators and bridge the gap between small-scale readiness and full-scale implementation.

4. Readiness package grant [Enhanced]

Amount: \$250,000 per NIE applicant

Recipients: NIE applicants navigating the Fund’s accreditation process.

Availability: Grant would be available on a rolling basis as and when an NIE applicant requests it.

Eligibility: The entity must be on the official NIE workflow, and the grant is available for accreditation of NIEs that have been identified by DAs. This grant can be triggered after the Secretariat completes screening and the application is handed over to the accreditation panel. The grant is available as a once off grant per NIE.



Figure 8: Grant support areas (IE Responses)

Purpose: The grant aims to advance direct access in developing countries and promotes the accreditation of NIEs. This grant also lays the groundwork for developing a standardized, institution-wide framework for climate adaptation. While many organizations maintain overarching policies, they often lack the sector-specific operational guidance necessary to translate high-level safeguards into practical, project-level requirements. By institutionalizing these capacities, the grant reduces transaction costs and eliminates the need to reinvent risk-screening, fiduciary and gender-mainstreaming protocols for every new proposal. By developing tools that utilize measurable, data-driven indicators, institutions can ensure that every proposal is bankable from the outset. This focus on future readiness ensures that the transition from accreditation to implementation is seamless, minimizing the likelihood of technical corrective-action requests or prolonged review cycles. NIEs can use the grant to recruit fiduciary, governance and other experts to navigate the accreditation process to effectively address technical gaps and challenges, complete the process and obtain accreditation with the Fund.

Key grant activities

- **Policy development:** Development and strengthening of key policies, systems, and procedures (ESP, Gender, Results Frameworks), to enable NIE candidates to navigate the accreditation process faster.
- **Address specific gaps** from initial screening, translate documents, and set up PMU/committees to navigate the panel review.

5. Performance-based accreditation continuum grant

Amount: \$150,000 per accredited NIE

Recipients: NIEs undergoing reaccreditation.

Availability: Available on a rolling basis as and when an entity is flagged to receive such support by the Accreditation Panel.

Eligibility: Triggered by red flags in monitoring, for instance, failure to submit quality M&E reports on time). RIK team flags the entity, based on PPR reviews, to the Accreditation Panel, which further decides whether full or partial reassessment is required and identifies focus areas for IE to maintain active accreditation. Grant ends upon IE submission of a complete accreditation application and Secretariat screening.

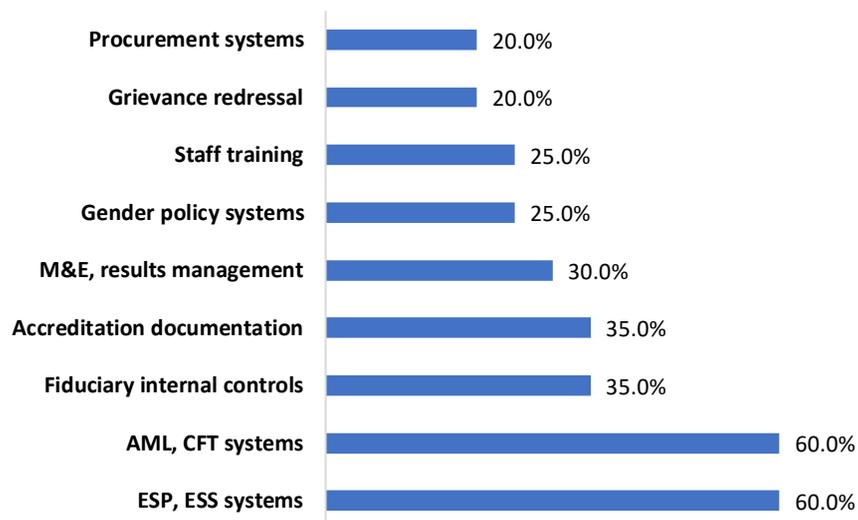


Figure 9: Grant support areas (IE Responses)

Purpose: This grant offers NIEs a pathway to maintain eligibility by pre-emptively addressing expected roadblocks during the re-accreditation cycle. By focusing on addressing performance-based gaps identified during project implementation, NIEs can expect to gain a more streamlined and predictable re-accreditation process, reducing the turn-around time and preventing the diversion of staff bandwidth away from active project implementation. Using this grant, NIEs can strengthen internal governance and accountability frameworks. This systemic upgrade addresses specific gaps flagged by the Accreditation Panel and also prepares the entity to manage larger, more complex adaptation projects.

Key grant activities

- **Address specific gaps and fix systemic reporting or fiduciary weaknesses** identified by the panel through targeted capacity building.
- **Systems development and staff training:** Improve internal IT, financial tracking systems, and procurement policies for better project reporting and procurement management.
- **M&E strengthening:** Develop M&E systems, including specialized training for M&E staff to improve compliance with Adaptation Fund standards as well as post project evaluations.
- **Risk monitor:** Build systems for environmental and social risk monitoring and reporting to reduce implementation risks.



Annex III: Implementation Plan, Budget and Resources

Through Decision B.42/43, the Adaptation Fund Board directed the Secretariat to integrate two parallel processes: a comprehensive review of the readiness programme led by the Secretariat and an evaluation of the Readiness Programme carried out by the Technical Evaluation Reference Group (TERG). The objective of this consolidation is to develop a single, cohesive proposal for an enhanced readiness programme that expands scope and eligibility, delivers demand-driven and tailored support, strengthens partnerships, and assesses options for broadening technical assistance grants for national and regional implementing entities.

The dynamic readiness portfolio management approach and iterative implementation cycle of the enhanced RP will include a process of assessing, reviewing and adjusting readiness and capacity building activities on an annual basis. It is anticipated that adjustments to activities will be required after the first year of implementation to ensure that the ambition of the cyclical implementation approach is realised. The Year 1 budget includes a modest increase over the previous period to align financial resources with the scope of work, newly defined outcomes, and key recommendations from recent evaluations. **The annual budget is expected to fluctuate as per the iterative nature of strategy implementation but is capped at \$1.415 million representing implementation of activities in Year 1**, in which most new activities will be rolled out. Subsequent implementation will be informed by annual assessments, data analyses and reviews. The Fund will seek to leverage the annual budget by engaging other climate funds under the UNFCCC and Paris Agreement to enhance coordination, complementarity, and long-term planning and capacity and capability strengthening through joint activities where feasible. This is also reflected in the programme activities.

The Board's decision to establish an enhanced readiness programme comes at a time when the Fund's network of accredited entities has grown to 62 implementing entities, including 38 NIEs and 9 RIEs spanning 18 entities in Africa, 12 in Asia and the Pacific, and 16 in Latin America and the Caribbean, and accreditation applications have more than doubled from 21 to 46 in 2025 alone. Delivering on this expanded mandate with the current staffing complement poses capacity challenges for the Secretariat. The TERG evaluation of the readiness programme underscored the need for systematic regional mapping, the sustained use of data and regular analytical assessments to inform programming, and more tailored, context-specific support to entities at different stages of accreditation and project development. To address these findings, the Secretariat proposes the interim use of individual contractors (ICs) as per the new World Bank policy on hiring consultants. Each IC, contracted at a junior level, would be assigned a dedicated regional portfolio- Africa; Asia and the Pacific; and Latin America and the Caribbean. The Junior-level ICs represent a modest investment relative to the scale of the enhanced mandate, particularly at a time when the Board has doubled country caps to US\$ 40 million and the COP30 Belém Package calls for tripling adaptation finance by 2035. The additional personnel support would ensure that entities and developing countries in all regions are equipped to access and

program these expanded resources not just as an optional enhancement to climate finance, but a strategic necessity.

This approach also responds directly to the TERG evaluation recommendations calling for stronger regional mapping, systematic use of data, and regular analytical feedback to better target readiness support and maximize impact. **These ICs would enable the Fund to adopt a more sustained, relationship-based readiness engagement process and would strengthen country engagement, improve monitoring of institutional capacity trends, support coordinating regionally differentiated support, and enhance engagement with implementing entities and Designated Authorities.** Importantly, junior-level ICs represent a cost-efficient staffing solution that enables the Fund to scale delivery, safeguard quality, and protect its reputation for responsiveness and country ownership, while ensuring that limited financial resources are translated into measurable adaptation outcomes for developing countries.



ADAPTATION FUND

Table 1. Readiness Programme implementation plan for year one of the three-year programme (2026-2028)

RP Outcome	Strategic Investment Area	Related Output	Key Activities for Year 1
Outcome 1* & 2**	<p>Tailored, Capacity Building and Training for IEs – Accredited IEs have increased capacity to develop and implement high quality adaptation projects and programs aligned with their national strategies and priorities</p> <p>Capacity Building Products and Digital Tools</p>	<p>Tailored, demand-driven and stakeholder-specific training and capacity building programmes and activities are conducted</p> <p>DAs, Accredited IEs and Accreditation applicants receive capacity building training</p> <p>Accreditation applicants comply with fiduciary process and ESP/Gender policies and DAs apply for the transition process</p> <p>Readiness materials, decision making tools, capacity building platforms and digital tools accessed</p>	<p>Regional write-shops, IE typology-based webinars, accreditation training, NIE seminars, targeted training and capacity building for DAs</p> <p>Readiness toolkits, GGA guidance dissemination, DA accreditation toolkit, digital platforms</p>
Outcome 1, 2 & 3***	<p>IE Peer Exchanges and Communities of Practice – Improved IE processes for procurement, project endorsement, and environmental and social risk monitoring and reporting</p>	<p>Institutional alignment with GGA, Dedicated communities of practice and IE exchanges supported</p>	<p>SIDS/LDC global event, IE country exchanges, CPDAE support.</p>
Outcome 2	<p>RP Monitoring, Learning and iterative Programme Improvement</p>	<p>RP activities tracked and monitoring system implemented,</p>	<p>Annual capacity and TA needs assessments by region, programme review and feedback loops</p>
Outcome 3	<p>Strategic Partnerships and Readiness Ecosystem Mapping – Broadened stakeholder engagement is supported, and complementarity between providers of readiness and capacity building support is enhanced</p>	<p>Strategic collaboration and implementation of joint readiness initiatives with other climate funds and providers of readiness and capacity building support enhanced</p>	<p>Mapping readiness providers, developing joint activities with other climate funds and providers of readiness and capacity building support</p>

*Accredited IEs develop high quality proposals and have capacity to implement good quality adaptation projects which are in alignment with GGA priorities

**Accreditation applicants (IEs and RIEs) are aware, achieve accreditation and successfully access new and additional climate finance

***Strengthened Collaboration & Coordination - Strategic collaboration between the Adaptation Fund, other climate funds and partners empowers developing countries to address their adaptation needs

Annex IV: Monitoring Framework

The Secretariat will monitor Readiness Programme (RP) progress through the Fund's Annual Performance Report, as a part the continuous and iterative implementation cycle, and ensuring alignment with the Fund's Strategic Results Framework (SRF).

The RP monitoring framework is designed to align with and support the Fund's SRF by tracking how readiness and capacity-building activities strengthen the institutional systems that enable countries to access and implement adaptation finance. While the SRF measures the results and impacts of Adaptation Fund projects and programmes at the portfolio level, the readiness monitoring framework focuses on upstream outcomes such as improved institutional capacity, stronger project pipelines, expanded direct access, and enhanced collaboration. The results generated through readiness activities—such as higher-quality project proposals, newly accredited entities, and strengthened national systems—feed into the SRF by enabling more effective project implementation and contributing to the Fund's overall adaptation outcomes and impacts.

Given the iterative nature of the RP strategy, portfolio management will prioritize 'internal reflection points,' specifically analyzing how readiness support directly improves the quality and compliance of subsequent project proposals. This approach allows for a dynamic portfolio where activities are adjusted annually based on real-time feedback from implementing entities and partners. By keeping Output indicators high-level, the framework remains flexible enough to capture and learn from demand-driven activities without requiring a heavy, standalone MEL infrastructure

Table 2, below, details the RP outcomes and the respective outputs (results framework), for the period of 2026-2028, that will be reported on through the annual reporting cycle. The results framework provides the core structure around which to measure the achievement of results across the programme. It provides a foundation which will allow the logic of the programme to be tested and adjusted where evidence suggests this is necessary. The outputs indicated in the M&E framework are intended to be high-level to allow for the inclusion of demand-driven, and context-specific activities that emerge through the dynamic, cyclical implementation approach. Should the need arise, additional outputs may be articulated to ensure that the Fund is capturing, reflecting on, and learning from the emergent capacity building and readiness activities and their efficacy.



ADAPTATION FUND

Table 2. Readiness Programme outcomes and associated outputs (refer to Figure 4 for the illustrated Theory of Change for the Readiness Programme which indicates the linkages amongst respective outputs and outcomes)

Goal: By 2035 AF-supported entities become catalysts for locally led scalable adaptation action that delivers lasting impact for the most climate-vulnerable				
Objective (i): to strengthen the capacity of national and regional entities to accelerate high-quality, locally led, and scalable adaptation actions aligned with national priorities				
Objective (ii): to accelerate climate finance access by empowering IEs, both accredited and those seeking accreditation, through innovative readiness tools and capacity building				
Objective (iii): to partner with climate funds and stakeholders to harmonize support, enhance complementarity, and maximize the impact of readiness efforts across all levels				
ToC Level	Strategic Focus	Indicator	Disaggregation	Data source
Outcome 1	Accredited IEs develop high quality proposals and have capacity to implement good quality adaptation projects which are aligned with GGA.	<ul style="list-style-type: none"> Total number of high-quality proposals from accredited IEs that meet the necessary technical review standards within three review cycles 	By region	Progressive increase during 2026–2028 as captured via the AF proposal and review tracker; Programme reports
Outcome 2	Accreditation pipeline conversion rate - Accreditation applicants (NIEs and RIEs) are aware, receive accreditation and successfully access new and additional climate finance.	<ul style="list-style-type: none"> Number of new entities accredited (NIEs/RIEs) with readiness programme support. 	By region By type of IE (NIE/RIE)	Accreditation application tracker
Outcome 3	Strategic collaboration between the Adaptation Fund, other climate funds and partners, to empower	<ul style="list-style-type: none"> Number of joint readiness initiatives or formal partnerships implemented 	By region/type of partner	Partnership agreements; Programme reports

<p>Outcome 1, 2 & 3</p>	<p>developing countries to address their adaptation needs.</p> <p>Readiness support reach and effectiveness – IE, DAs and other beneficiaries of readiness support demonstrate strengthened capacity to access and program adaptation finance.</p>	<p>with other climate funds and partners.</p> <ul style="list-style-type: none"> Percentage of readiness beneficiaries (DAs, NIEs, RIEs, accreditation applicants) reporting improved institutional capacity after readiness support. 	<p>By stakeholder type</p> <p>By region</p>	<p>Post-support surveys and programme evaluations</p>
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