

Adaptation Fund Board
Forty-Seventh Meeting
Bonn, Germany

Report on the Activities of the Secretariat

Strategic Issues

- The Report of the Secretariat provides a retrospective view of the Secretariat's key activities since the last meeting of the Adaptation Fund Board, in alignment with the report of the Adaptation Fund Board to the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol (CMP) and Conference of the Parties serving as the meeting of the Parties to the Paris Agreement (CMA), as well as the Secretariat's Annual Performance Report.
- The Report also provides a forward-looking view on issues and challenges facing the Adaptation Fund to support the Board's mandate and deliberations at its 47th meeting.

Purpose

1. This board paper presents to the Board a report on the activities of the Secretariat from April to September 2026. It also provides an update on the matter of required signatures for changing a designated authority and presents to the Board for its approval a request to delegate to the Head of the Adaptation Fund to sign amendments to the project legal agreements to reflect minor changes to projects and programmes per the Policy on Project Post-Approval Requests for Changes in Projects/Programmes (Amended in April 2025).

Recommended Decision

2. The Adaptation Fund Board, having considered document AFB/B.47/3, decides:
 - a. To take note of the Report of the Secretariat for the period of April to September 2026;
 - b. To request the Secretariat to further explore [option 1] [option 2] [option 3] for the required signing level of authority for changing a Designated Authority;
 - c. To delegate to the Manager of the Secretariat authority to sign amendments to the project legal agreements, including by way of exchange of letters, to reflect minor changes in projects and programmes per the Policy on Project Post-Approval Requests for Changes in Projects/Programmes (Amended in April 2025) as contained in document AFB/EFC.35/5, annex A, appendix I, approved through decision B.44/44.
 - d. To take note of the decision B.7/D.6 by the Board of the Fund for Responding to Loss and Damage (FRLD) to rely on the accreditation processes of other funds, including the Adaptation Fund, for access under the Barbados Implementation Modalities of the FRLD, as well as the communication by the FRLD Secretariat to the Adaptation Fund Board

Secretariat requesting support in partnering with the FRLD in setting up arrangements for country-level assessments to be shared with FRLD Secretariat on a confidential basis;

- e. Request the Secretariat to conduct, in consultation with the Secretariat of the FRLD where relevant, an analysis of the implications of the decision by the FRLD Board referred to in subparagraphs d) above, to the Adaptation Fund and its Board, as well as of the implications of the accreditation assessment support requested by the FRLD Secretariat, and present the analysis as well as a proposal for possible next steps, for the Board's consideration at its 48th meeting.

Background

3. This report lists the key activities of the Secretariat, in accord with the structure of the Secretariat, during the period since the Board's 46th meeting in April 2026. This report also provides a forward-looking view on the issues and challenges facing the Adaptation Fund.

Front Office (including Communications)

4. The Front Office directly supports the Manager of the Secretariat, who provides overall strategic direction and policy leadership for the Secretariat, strengthens the Secretariat's management culture, and positions the Adaptation Fund (AF or the Fund) in external engagements.

Key Activities of the Manager

- Led the Secretariat's support for the 47th meeting of the Board in October 2026.
- Undertook a portfolio monitoring mission to Lesotho from May 3-8, 2026, to gather lessons learned from the implementation of the AF funded project and understand key outcomes, outputs, innovations, and impacts.
- Led the Fund delegation to the Eighth GEF Assembly in Samarkand, Uzbekistan from June 4-5, 2026, to represent the Fund in sessions of the forum, including ones showcasing the complementarity between multilateral climate funds.
- Led the Fund delegation at SB64 in Bonn, Germany, where the delegation spoke on numerous panels, met with a high number of Fund partners, and responded to media requests.
- Undertook a mission to World Water Week organized by Stockholm International Water Institute (SIWI) in Stockholm, Sweden from August 23-27, 2026 to strengthen the Fund's visibility and positioning on water security and climate resilience, including across the Fund's innovation and action programming.
- Undertook a mission to the 55th Pacific Islands Forum (PIF) Leaders Meeting in Koror, Palau from August 30 – September 3, 2026 to showcase the Fund's role in supporting SIDS access to climate finance as one of the key priorities of COP31 Presidency, as well as meet with key stakeholders for the Fund.
- Undertook a mission to the Istanbul Climate Finance Summit and the Climate Finance Policy Dialogue on September 4 and 5, 2026 in Istanbul, Türkiye.
- Undertook a portfolio monitoring mission to Fiji from September 8-12, 2026 to gather lessons learned from the implementation of the AF funded project and understand key outcomes, outputs, innovations, and impacts.

- Undertook a mission to Rabat, Morocco from September 14-17, 2026 to engage with the Ministry of Energy Transition and Sustainable Development (including the AF Board member from the ministry), the Agence pour le Developpement Agricole as the national implementing entity, as well as participate in the Secretariat organized annual National Implementing Entity Seminar.
- Undertook a mission to New York Climate Week in New York, United States from September 21-24, 2026 to engage with key Fund stakeholders.
- Undertook a mission to Pre-COP in Suva, Fiji from October 5-8, 2026.

Key Activities of the Communications Function

- Participated in portfolio monitoring missions to Lesotho (May 3-8, 2026), Fiji and Solomon Islands (September 8-16, 2026) to gather lessons learned, conduct stakeholder interviews, capture photography and video footage, and document project results and impacts for use in future communications products.

Web and Media Analytics (April – September 2026)

- Digital visibility and audience engagement continued to strengthen during the reporting period, reflecting sustained outreach efforts, increased interest in the Fund's work, and effective promotion across media and digital channels. The Fund recorded 2,180 media mentions, compared to 890 mentions during the same period in the previous year, representing an increase of approximately 145 per cent. Website performance also remained strong, with 405,000 page views, an 11 per cent increase over the previous year, while the number of users reached 154,000, reflecting a 51.6 per cent increase compared to the same period last year. These results indicate growing visibility of the Fund's activities and expanding engagement with stakeholders seeking information on adaptation finance, project results, and knowledge products.
- Social Media - Continued to be highly active on social media, with a growing focus on engaging audiences through LinkedIn, Instagram, Facebook, X, Bluesky, and Threads. Strategic, consistent content highlighting the Fund's projects and programmes, adaptation finance, events and thought leadership contributed to strong audience growth. Total social media followers increased by 11.1 per cent to 78,460, while LinkedIn followers grew by 24.6 per cent to 30,090 and LinkedIn impressions increased by 20.9 per cent to 282,410, demonstrating expanding reach and engagement among key climate finance and development stakeholders.
- Consistently developed engaging, visually compelling, and high-quality content utilizing professional design tools, helping maintain a cohesive and professional visual identity across all social media channels while supporting continued audience growth and stronger content performance.
- Continued to increase the creation of short-form video content to enhance visibility on platforms that prioritize video. For every long-form video produced on a project, three additional short-form versions were created, allowing for staggered and sustained promotion of each project.
- Produced and disseminated a steady stream of editorial and narrative content to raise awareness of the Fund's work and impact, including joint stories with Climate Home News and the GEF to help amplify audience reach:

- Press release: [Adaptation Fund strengthens country ownership with new national entities](#)
- Project story/video: [Stories of Resilience Adapting to Climate Change in Panama](#)
- Project story/video: [Building resilience and restoring livelihoods in Lesotho](#)
- Project story: [Financing resilience from the ground up: How small loans help communities adapt](#)
- Project story: [In Guatemala, Indigenous women build climate resilience with old and new farming methods](#)
- Project story: [Young South Africans take up sustainable agriculture for food security](#)
- Project story/video: [Restoring coral reefs for a changing climate in Mauritius and Seychelles](#)
- Blog: [Strengthening water security and climate resilience in Mullaitivu by improving irrigation infrastructure](#)
- Press release: [Adaptation Fund Board extends accreditation validity through October 2027](#)
- Press release: [Adaptation Fund accredits RSPN of Bhutan as Fund's 39th National Implementing Partner under Direct Access](#)
- Press release: [Adaptation Fund Board approves close to USD 134 million in new projects for climate-vulnerable countries](#)
- Social media content and newsletters provided communications support for international events hosted by, or involving, the Fund, including:
 - World Water Week in Stockholm, Sweden
 - New York Climate Week
 - National Implementing Entity (NIE) Seminar in Morocco
 - Pre-COP31 Activities in Fiji
 - Pacific Islands Forum in Palau

Programming and Innovation Team

5. The Programming and Innovation Team coordinates and undertakes technical reviews of proposals, supports the development of policies and processes for the pre-approval stage of projects, and ensures the efficiency of the proposal submission process. It also leads the implementation of the innovation pillar of the Fund's Medium-term Strategy and provides direct support to Implementing Entities (IEs) in the preparation of grant proposals. The team also provides support to collaborative partnerships.

Key Activities of the Programming and Innovation Team

- Processed about US \$ \$1,805 million in proposals received during the reporting period, including fully-developed single-country proposals, single-country concepts, fully-developed regional proposals, regional concepts and pre-concepts, fully-developed locally-led adaptation (LLA) single-country proposals, LLA single-country concepts, fully-developed LLA regional proposals, LLA regional concepts, a fully-developed LLA global aggregator proposal, single-country large innovation project fully-developed and concept note

proposals, the Adaptation Fund Climate Innovation Accelerator (AFCIA) global programme, small innovation grants, learning grants, and project formulation grants.

- Supported the operationalization and successful launch of the online proposal submission portal for implementing entities, which replaces the former proposal and grant proposal submission approach by email.
- Undertook scoping work to help inform future discussions on the Fund's innovation support in advance of the development of the next Medium-term Strategy.
- Initiated a procurement process for selection of consulting firm(s) to support the Secretariat in the technical review process, in order to adjust to the discontinuation of the Short-term Consultant modality at the end of 2026, and as well as to support scale-appropriate management of growing volume of proposal submissions.
- Engaged in dialogue with various Implementing Entities and Designated Authorities on the Adaptation Fund's processes for accessing funding.
- Managed the preparation of the Project and Programme Review Committee documents and meeting for PPRC36
- Led the preparation of the post-AFB46 newsletter.
- Actively supported design, organization and representation at various events, including the following:
 - Delivered opening remarks on behalf of the Fund at the launch of UNIDO's Adaptation SMEs Innovation Facility (ASIF) under the Adaptation Fund Climate Innovation Accelerator (AFCIA), April 2026.
 - Delivered opening remarks on behalf of the Fund at the launch of SPC's AFCIA Co:Lab Programme and a related webinar for Pacific Designated Authorities, May 2026.
 - Represented the Fund at the CTCN National Designated Entity (NDE) Forum for Latin America and the Caribbean in San Ignacio, Belize, participating in panel discussions and engaging with regional stakeholders, May 2026.
 - Presented virtually at Saint Lucia's Adaptation Investment Pitch and Matchmaking Event: Advancing Finance for National Adaptation Plan (NAP) Implementation, May 2026.
 - Represented the Fund in Manila, Philippines, delivering a practical write-shop for National and Regional Implementing Entities in the Asia-Pacific region, focused on the Fund's access and programming modalities and providing hands-on support for proposal development, May 2026.
 - Represented the Fund at the 13th SOFF Advisory Board Meeting, May 2026.
 - Represented the Fund at the NAP Expo in Kigali, Rwanda, engaging directly with developing countries through panel sessions, technical sessions, bilateral meetings, and presentations to strengthen their capacity to access Adaptation Fund financing for adaptation and NAP implementation.
 - Represented the Fund at the 60th sessions of the UNFCCC Subsidiary Bodies (SB60) in Bonn, Germany, June 2026.

- Represented the Fund at the Berlin Climate Mobility Forum, contributing to presentations and panel discussions on climate mobility and adaptation, June 2026.
- Participated in the SWA Regional Capacity-Building Webinars on Climate Adaptation, June 2026.
- Represented the Fund at London Climate Action Week, contributing to presentations and panel discussions and convening a roundtable of organisations financing and implementing climate adaptation innovation, June 2026.
- Participated in the Inception Workshop for the AF IPLC Locally Led Adaptation, July 2026.
- Represented the Fund at the Climate Smart Education Systems Initiative, August 2026.
- Participated in the COP31-GCAA Axis 6 Collaboration Meeting, September 2026.
- Presented at the Pacific Climate Finance Workshop, sharing information on the Fund's access and programming modalities and insights from the education portfolio, August 2026.
- Represented the Fund at World Water Week in Stockholm, Sweden, organising a talkshow on lessons from AFCIA and an official Adaptation Fund side event showcasing perspectives from partners and the Fund's water and sanitation portfolio, August 2026.
- Represented the Fund at Baku Climate Action Week in Baku, Azerbaijan, September 2026.
- Represented the Fund at the CTCN NDE Forum for Eastern Europe in Baku, Azerbaijan, participating in panel discussions and engaging with regional stakeholders, September 2026.
- Represented the Fund at the 33rd meeting of the Technology Executive Committee (TEC), the joint session of the Technology Executive Committee and the Climate Technology Centre and Network (CTCN), and the CTCN Advisory Board Meeting, delivering presentations on the Fund's support for technology development and transfer, and collaboration with Technology Mechanism, September 2026.
- Represented the Fund at a closed meeting of the Global Alliance for the Future of Food discussing opportunities to unlock climate finance for farmer organizations, indigenous peoples, and local communities.
- Represented the Fund at the National Implementing Entity (NIE) Seminar in Rabat, Morocco, supporting implementing entities through presentations, panel discussions, and bilateral engagements on the Fund's programming modalities, September 2026.
- Represented the Fund during Climate Week NYC, contributing to panels and discussions including the Global Centre for Climate Mobility Summit, the UN Secretary-General's Solutions Dialogue on Financing Adaptation in the Era of Overshoot, the Clinton Global Initiative Annual Meeting, and other high-level adaptation events, September 2026.

Country Partnerships Team – Resource Mobilization and Strategic Partnerships, Accreditation, and Readiness

6. The Country and Partnerships Team is comprised of resource mobilization and strategic partnerships, accreditation, and readiness. The resource mobilization function seeks to mobilize resources from various sources, including public government contributions, private sector

donations. The accreditation and readiness functions support IEs and DAs to better engage with Fund policies, access and grant processes. As well, the Team seeks to enhance complementarity, coherence and synergies with other climate finance providers and initiatives.

Key Activities in Support of Resource Mobilization and Strategic Partnerships

- Organized Contributors / Friends of the Adaptation Fund Dinner Receptions on the margins of the SB64 Climate Change Conference in Bonn in June 2026, and New York Climate Week in September 2026.
- Arranged bilateral meetings with contributor governments during the World Bank/IMF Spring Meetings, SB64, World Water Week in Sweden, Istanbul Climate Summit and New York Climate Week to provide updates on the Fund's results and progress and to secure support for the Fund.
- Supported the Manager of the Secretariat at the First Multilateral Climate Fund (MCF) Heads Meeting in April 2026 and the first MCF – MDB Dialogue on the margins of the World Bank/IMF Spring Meetings.
- Liaised with the incoming COP31 Presidency comprised of the Governments of Türkiye and Australia at various levels to establish a partnership for advocacy on resource mobilization for the Fund and access to finance.
- Represented the Fund in relevant high-level events and fora for visibility and strategic outreach, such as the Pacific Islands Forum Leaders Meeting in Palau, the Istanbul Climate Finance Summit and Policy Dialogue in Türkiye, the Pre-COP in Fiji and the WBG-IMF annual meetings in Bangkok.
- Advanced partnerships and participated in relevant initiatives such as the MCF, NDC Partnership and the Task Force on Adaptive Social Protection.
- Organized a private sector and scaling focused event on adaptation finance, in partnership with the Global Green Growth Institute (GGGI), participated in relevant events and explored strategic partnerships on adaptation finance during London Climate Action Week in June 2026.
- Organized two virtual meetings of the Board Resource Mobilization Task Force in July and September 2026 for guidance on the Resource Mobilization Action Plan.
- Drafted a Resource Mobilization Action Plan to support the implementation of the Resource Mobilization Strategy for 2026 – 2029 (RMS-3), for the Board's consideration at AFB.47 in October 2027.
- Participated in the World Bank and IMF Annual meetings on 12-18 October 2026, in Bangkok, Thailand to engage in strategic climate finance events that took place in the margins, including the Xingu Finance Talks under the Veredas Dialogue and an NBF organized by the UNFCCC.

Key Activities in Support of Accreditation

- Facilitated the Accreditation Panel field visits to two countries as part of the accreditation assessment process for specific applicants where a Panel visit can clarify the unresolved areas of the application and speed up the accreditation process for the country.

- Participated at the annual climate-focused event organized under the Africa Adaptation Initiative (AAI) framework, called the Adaptation Finance Academy (AFA) Forum in Togo and delivered training sessions on the AF accreditation process for Designated Authorities as well as pipeline and potential Implementing Entities from the African continent to increase the application pool of NIEs from the region.
- Represented AF at the forty-fifth meeting of the Green Climate Fund Board as observer on June 29 – July 2, 2026, in Dushanbe, Republic of Tajikistan, and coordinated with the Accreditation team of GCF regarding the progress and lessons learned from their continuous accreditation approach and the Monitoring and Accountability Framework to support the transition to continuous model. Arranged bilateral with applicants attending the Board meeting, including applicant NIE from Tajikistan.
- Organized Forty-sixth meeting of the Accreditation Panel on 1-2 September 2026 in Washington, DC to discuss the overall portfolio of accreditation and re-accreditation applications under the Panel review as well as other matters concerning accreditation process.
- Participated and moderated the annual NIE seminar in Rabat, Morocco on 15-17 September 2026 and presented on the re-accreditation portfolio, key areas of technical capacity gaps, as well as update on the continuous accreditation model.
- Represented AF at the XXVIII RedLAC Congress on 6-10 October 2026 in Bolivia to speak on the role of MCF in enhancing access to climate finance as well as organize an individual training session on the AF accreditation process to invite more nominations and applications from potential NIEs and RIEs from LAC region.

Key Activities in Support of Readiness

- Completed the review process for readiness grants for the intersessional period between the forty-sixth and forty-seventh meetings of the Board. Two readiness grants were approved during the reporting period. As of 30 September 2026, the cumulative number of readiness projects approved by the Board increased to 53, totalling US\$ 2.48 million in readiness grants.
- Hosted a webinar on anti-money laundering and countering the financing of terrorism requirements on 28 and 29 April 2026. The webinar provided a technical overview of accreditation-related compliance requirements, including documentation, governance arrangements, and institutional controls, while addressing common gaps.
- Hosted a regional write-shop from 12–15 May 2026 in Manila, Philippines alongside CBA20 to strengthen the capacity of national and regional implementing entities from 10 Asia-Pacific countries to develop high-quality, fundable project and programme proposals under the Fund's Regular and Locally Led Adaptation funding windows. The write-shop included hands-on training, case studies, and technical guidance from Adaptation Fund staff.
- Participated at the UNFCCC NAP Expo 2026 in Kigali, Rwanda from 18-21 May 2026, contributing AF experience to discussions on implementation readiness, climate finance access, and matchmaking approaches to help countries translate NAP priorities into fundable adaptation projects and programmes.
- Participated as a member of UNFCCC constituted bodies at the meeting of the PCCB's Informal Coordination Group for Capacity-Building under the Convention and the Paris Agreement (ICG) on 9 June 2026.

- Hosted three webinars for its network of accredited implementing entities and Designated Authorities: one on 15 July 2026 introducing the revised Strategic Results Framework, guidance document, and Project Performance Report template with accompanying helpdesk support (attended by over 80 participants); one on anti-money laundering and countering the financing of terrorism accreditation requirements, covering documentation, governance, and institutional controls, delivered on 28 and 29 April 2026 and repeated in French for Francophone countries on 4 August 2026; and one on 8 September on Adaptive Social Protection for Climate Action and Resilience Building, coordinated with GIZ, the Task Force on Linking Adaptive Social Protection and Climate Financing, and the World Bank, also drawing over 80 participants.
- Hosted the Community of Practice of Direct Access Entities (CPDAE) Global Learning and Exchange (L&E) Workshop in Dakar, Senegal from 9-11 June 2026 in partnership with the Centre de Suivi Ecologique, its accredited national implementing entity (NIE) in Senegal. With joint and complementary support from the AF and Green Climate Fund, the workshop brought together accredited AF NIEs and GCF direct access entities who are CPDAE members, to strengthen coordination, collaboration, sustainability, and advocacy within the network while advancing the second phase of the CPDAE Readiness Programme. The workshop focused on sustainable funding strategies, engagement with climate funds, reactivating working groups, and aligning members on priorities and next steps through collaborative discussions and field visits.
- Attended the Adaptation Committee’s virtual thematic dialogue on “Opportunities for accessing adaptation finance from the operating entities of the Financial Mechanism and the Adaptation Fund” on 14 July and shared the Fund’s experience as a panelist during the event.
- Participated at GCF’s webinar on 19 August 2026 on its Project Preparation Facility (PPF) Landscape and Partnership Analysis working paper. The secretariat shared its experience addressing barriers to adaptation project preparation and the practical approaches for strengthening coordination, partnerships and continuity of support across project preparation providers.
- Hosted the 2026 annual NIE seminar from 15-17 September 2026 in Rabat, Morocco in partnership with the Agence pour le Developpement Agricole (ADA). The seminar was attended by 34 of the Fund’s accredited NIEs. The seminar strengthened NIEs’ institutional capacity to access, manage, and grow adaptation finance covering the full spectrum from accreditation, compliance, and Direct Access governance to operational excellence in project design, safeguards, and results measurement, to forward-looking work on NAP/NDC alignment, innovation, and scaling.
- The secretariat contributed inputs to key international and country-level climate and adaptation processes, including the World Bank/IMF Climate Finance Roundtable for Tanzania, the 2026 NAP Progress Report on NAP implementation, and UN4NAPs work on the UAE Framework for Global Climate Resilience under the Global Goal on Adaptation, contributing the Fund’s experience and perspectives on climate finance mobilization, NAP implementation, and progress toward global adaptation targets.

Results, Impact and Knowledge Team

8. The Results, Impact and Knowledge Management Team is responsible for managing project performance during implementation and sharing knowledge to maximize learning and impact.

Key Activities in Support of Results and Impact

- Launched the guidance document for the revised Strategic Results Framework and the project performance report (PPR) template in line with Board decision B.45/3. The guidance document brings together indicator definitions, methodologies, reporting requirements, and practical guidance into a single resource.
- Undertook portfolio wide data harmonization exercise, including the consolidation of results data from hundreds of project documents and reports, combining AI enabled extraction techniques with extensive manual validation and quality assurance. This resolved historical inconsistencies and enabled the Fund to present a substantially more complete and robust picture of cumulative adaptation results.
- Advanced modernization of results reporting and portfolio management systems, including revision of project results tracking tools and development of portfolio dashboards covering overall portfolio performance, implementing entity profiles, country profiles, and readiness programme reporting.
- Advanced portfolio-level monitoring and learning through the review of Project Performance Reports (PPRs), mid-term evaluations, and terminal evaluation reports, complemented by Portfolio Monitoring Missions conducted in Lesotho (May 2026) and Fiji and the Solomon Islands (September 2026)
- Processed several requests from implementing entities for post-approval changes to approved projects and guiding entities on how to address institutional challenges related to successful implementation of approved projects in line with the Fund policies and procedures.
- Mapped the AF portfolio to the seven thematic areas of the Global Goal on Adaptation, creating the basis for future reporting against emerging global adaptation frameworks. Produced comprehensive analytical briefs showcasing outcomes and impact of AF investments across GGA sectors, in SIDS/LDC countries and from transboundary investments;
- Produced two knowledge reports, one on lessons learned from portfolio monitoring missions and project reports and another on scalability of AF investments with documented evidence of project scale up across the portfolio and analyzed factors that enable or constrain scaling.
- Held several discussions to operationalize scaling, including the AF GCF Scale Up Framework and associated guidance, which translated lessons on scaling into an institutional mechanism to help countries move AF projects toward larger scale financing.
- Participated in two MCF Working Group sessions on 12 and 14 July, contributing to efforts to harmonise nature-related indicators and share measurement practices across funds.
- Supported the organization of the 2026 National Implementing Entities Seminar September 15-17, 2026 in Rabat, Morocco, facilitating practical, peer to-peer learning among NIE.
- Led the Secretariat input and review of multiple evaluative outputs and evaluation reports, review of an ecourse on the Evaluation Policy, and implemented pending Evaluation Policy implementation recommendations.
- Joined the Fund's delegation to SB64 in Bonn, Germany, to share impact and results from the Fund's portfolio through multiple engagements.

- Participated and contributed to discussion of Least Developed Country Expert Group 50th meeting in Nairobi, Kenya. The Fund provided update on support been provided to countries for the implementation of country priorities included those of the National Adaptation Plans.
- Produced a knowledge brochure on Lessons learned and applied from the Panama country exchange in integrated water management, showcasing lessons applied by participating National Implementing Entities in their countries around integrated water management: <https://www.adaptation-fund.org/document/lessons-learned-and-applied-from-the-panama-country-exchange-integrated-water-management/>
- Developed an e-course on Project Performance Reports (PPRs) that aims to familiarize project implementers with the requirements and reporting through PPRs.
- Led preparation of the Adaptation Fund Annual Performance Report, including portfolio analysis, results aggregation, reporting on anticipated and achieved adaptation impacts, operational performance, innovation, learning, and strategic portfolio management.

Governance and Operations Team

9. The Governance and Operations Team brings together the governance, legal, policy, gender, and internal operations functions of the Secretariat, such as supporting the Fund's governance (both Board/ Committee meetings and reporting to the CMA and CMP), development of Fund policies, implementation of the legal agreement, advancing the Fund's gender work, and developing internal operations (such as work plan and budget preparation and standard operating procedures for administrative processes).

Key Activities of the Governance and Operations Team

Governance

- Supported the Chair in finalizing the report of the 46th meeting of the Board.
- Supported the Chair in preparing the report of the Board to the CMP and CMA for COP31, as well as the Addendum to that report.
- Led the engagement of the Fund's delegation at SB64, including the organization of side events, participation on panels, briefings to negotiators, engagement with media, bilateral meetings with partners, and mission logistics.
- Led the preparation for the Fund's engagement at COP31, including the organization of side events, participation on panels, briefings to negotiators, engagement with media, bilateral meetings with partners, and mission logistics.
- Organized the 47th meeting of the Board and 38th meeting of the Ethics and Finance Committee.
- Implemented the Board's decisions requesting the Secretariat (i) to support the Board's efforts to continue considering the matter of the transition the Fund to exclusively serve the Paris Agreement (Decision B.43/32), and (ii) to explore the feasibility of amending the Fund's project legal agreement in response to issues raised by MDBs (Decision B.46/59).

Policy

- Implemented the Board's decisions requesting the Secretariat (i) to update the Environmental and Social Policy (Decision B.42/56), (ii) update the draft Adaptation Fund

Vision and Guidelines on Enhanced Civil Society Engagement and the draft Guidelines for Participation of Active Civil Society Observers (Decision B.40/75), and (iii) update a report on the carbon footprint of the Fund (Decision B.42/55).

Gender

- Continued implementation of the Fund's Gender Scorecard, collecting and analyzing quantitative and qualitative data from project concept notes, full project proposals and annual Project/Programme Performance Reports (PPRs) submitted by IEs. The secretariate prepared the FY26 Gender Scorecard Implementation Report, covering gender integration at entry and during implementation.
- Initiated a review of the Fund's Gender Policy and Gender Action Plan to assess implementation experience, identify lessons learned and opportunities for improvement, and inform future updates to strengthen the Fund's approach to gender mainstreaming.
- Initiated implementation of the Fund's Policy on Safeguarding against Sexual Exploitation, Abuse, and Harassment following its approval by the Board in April 2026. The activities focus on internal awareness raising and capacity building, including the development or adaptation of an e-learning course tailored to the Fund's context and delivery of a capacity-building session for Secretariat staff.
- Continued collaboration with the UNFCCC Gender Team and other climate funds on gender-responsive climate finance and implementation of the Belém Gender Action Plan, including participation in workshops organized by the UNFCCC Secretariat.

Operations - Finance

- Developed and launched on June 10, 2025, a project for the online proposal submission portal for implementing entities, which replaced the former proposal and grant proposal submission approach by email.
- Coordinated the signing process for agreements for approved projects and grants with the Board Chair and implementing entities.
- Coordinated the fund transfer process for approved projects and grants with the Board Chair and Trustee.
- Undertook the essential financial tasks for the end of FY26 and the beginning of FY27.

Personnel

10. The following personnel changes occurred during the reporting period:

- Rahul Shrivastava, Data Analyst, commenced his duty on June 1, 2026.
- Ahmed Khalid Afridi, Senior Executive Assistant, commenced his duties on June 16, 2026.
- Christian Freymeyer, Extended-Term Consultant, commenced his duties on July 1, 2026.
- Lily Hartzell, Operations Officer, commenced her duties on August 3, 2026.
- Ishani Debnath, Extended-Term Consultant, completed her duties on October 1, 2026.
- Charlotte Grant, Senior Communications Officer, commenced her duties on October 1, 2026.

Options for the Required Signing Level of Authority for Changing a Designated Authority

11. At its 46th meeting in April 2026, under the Agenda Item “Other Matters”, the Board requested the Secretariat to analyze the matter of the required signing level of authority for changing a Designated Authority (DA) and report back to the Board at its forty-seventh meeting on options for addressing this matter.
12. As per the Board’s Operational Policies and Guidelines for Parties to Access Resources from the Adaption Fund (amended in October 2022):

“Each Party shall designate and communicate to the secretariat the authority that will represent the government of such Party in its relations with the Board and its secretariat. The Designated Authority shall be an officer within the Party’s government administration. The communication to the secretariat shall be made in writing and signed by either a Minister, an authority at cabinet level, or the Ambassador of the Party” (paragraph 21).
13. The Secretariat reviewed the current signing authority level for changing a DA as contained in the Board’s Operational Policies and Guidelines and consulted with the UNFCCC’s legal affairs and climate finance teams. The current level of signing authority to nominate a DA within the Operational Policies and Guidelines reflects the understanding that since the DA represents the Party, the nomination or replacement needs to be made by an authority that can represent the country at the international level under the laws of that country. The authority level is therefore empowered to coordinate across ministries and agencies and commit the government to an adaptation project through formal endorsement. This rationale is similarly reflected by the Green Climate Fund, which also requires the nominating authority for a National Designated Authority (NDA) to be at the level of cabinet or a similarly senior authority under the laws of the country.
14. Using the ongoing experience of recipient country compliance with the Board’s decision in October 2024 to transition DAs from an individual to an entity (Decision B.43/29), as of September 1, 2026, 84 of the Fund’s 105 DAs have complied with the Board’s decision to transition DAs from an individual to an entity by communicating a change in DA with the signing authority level required in paragraph 21 of the Board’s Operational Policies and Guidelines. Of the remaining 21 DAs yet to comply with the Board’s decision on that matter, none have raised the signing authority level in the Board’s Operational Policies and Guidelines as a constraint to compliance.
15. In addition to insights from the recent experience with compliance with the Board’s decision on change in DA, consideration of what signing authority level can authorize a change in DA for any eligible Party is a question that would require additional consultation with recipient governments. The aim of this consultation would be to better understand the scope of the issue and to test potential solutions given the sensitivity of this issue.
16. The Secretariat therefore proposes three options for the Board’s consideration:
 - a. Option 1: Leave the signing authority level for a change in Designated Authority as it currently is in the Board’s Operational Policies and Guidelines (paragraph 21) of a Minister, an authority at cabinet level, or the Ambassador of the Party;
 - b. Option 2: Continue consultation with the member who raised the issue to explore possible solutions with the member;
 - c. Option 3: Explore the implications of adding another signing authority to that of a Minister, an authority at cabinet level, or the Ambassador of the Party already contained in the

Board's Operational Policies and Guidelines (paragraph 21) through further consultation with recipient governments.

Delegation of Amendments to Project Legal Agreements to Reflect Minor Changes to Projects and Programmes

17. The Adaptation Fund Board first approved a Policy for Project and Programme Implementation in Annex 7 of the Operational Policies and Guidelines (OPG) and a Policy for Project and Programme Delays at its 30th meeting in October 2017 (Decision B.30/39), further updating the policy in October 2019 during the Board's 34th meeting (Decision B.34/45). In response to the growth in volume and complexity of the Fund's portfolio and of requests from IEs for post-approval changes, the Board requested the Secretariat to prepare a gap analysis of the policies pertaining to project post-approval requests for changes and propose options to address those gaps (Decision B.42/49). The gap analysis was presented at the Board's 43rd meeting, and the Board requested the Secretariat to propose revisions to the Policy for Project Implementation (OPG, Annex 7). At its 44th meeting in April 2025, the Board approved amendments to the Policy for Project and Programme Implementation, now the [Policy on Project Post-Approval Requests for Changes in Projects/Programmes \(Amended in April 2025\)](#), as Annex 7 in the OPGs.
18. The amendments to the policy approved in April 2025 included a number of changes. Regular and Locally Led Adaptation projects, large innovation projects, and small innovation grants and AFCIA are now included, the material threshold for a budget reallocation is set at 20% of the total project budget instead of 10%, and changes to target sites, changes to implementation arrangements (including replacing or adding an executing entity), and revisions to disbursement schedules are explicitly addressed. Also, the amended policy delegates to the Secretariat approvals for minor changes, such as minor revisions to the project results framework, budget reallocations below the 20% material threshold, minor changes to implementation arrangements, requests for direct project/programme services, and revisions to the disbursement schedule.
19. Minor changes that the Secretariat approves under the policy as amended in April 2025, such as budget reallocations below the 20% material threshold, often require amending the project legal agreement to reflect those approved changes. Currently, each such amendment to a project legal agreement must go to the Board Chair for approval and signature, even where the underlying change has already been approved by the Secretariat. This creates a procedural bottleneck that is disproportionate to the nature and significance of the changes involved, and is inconsistent with the rationale for the delegation of approval authority to the Secretariat the Policy on Project Post-Approval Requests for Changes in Projects/Programmes (Amended in April 2025).
20. The Secretariat proposes that, in keeping with delegation of approval for minor changes to projects per the Policy on Project Post-Approval Requests for Changes in Projects/Programmes (Amended in April 2025), the Board delegates to the Manager of the Secretariat Fund the authority to sign amendments to project legal agreements that reflect minor changes already approved by the Secretariat under that Policy. This delegation would be to the Head of the Adaptation Fund in their individual capacity as the Board's authorized representative, and would not alter the legal identity of the Board as the party to the project legal agreements..

Request from the Secretariat of the FRLD for Sharing of Accreditation Assessment

21. The Secretariat received a letter from the Secretariat of the Fund for responding to Loss and Damage (FRLD) requesting the secretariat to support a new FRLD Board approved direct access modality (shared as confidential AFB.B.47/3/Add.1). This modality is based on the decision B.7/D.6 by the Board of the FRLD to rely on the accreditation processes of other funds, including the Adaptation Fund, for access under the Barbados Implementation Modalities of the FRLD. The modality will allow national ministries to directly access FRLD resources and apply their own policies, procedures and systems to the management of funds and the oversight of funded activities, relying on assessments already conducted by international financial institutions such as that of the Adaptation Fund Secretariat. The Secretariat of the FRLD has requested the Adaptation Fund Secretariat to support this new direct access modality by sharing accreditation assessments of Adaptation Fund NIEs with the Secretariat of the FRLD.
22. This proposed partnership with the FRLD has the potential to strengthen complementarity and coherence of operations between multilateral climate funds and is in keeping with a [letter of intent](#) signed between the two secretariats in 2025 expressing a mutual aim to partner in areas of synergy. However, the modality approved by the FRLD Board, which partly relies on work done and decisions taken by the Adaptation Fund Board, and which the former adopted without formal consultation with the latter, may have implications on the Fund. In addition, this request for support, if granted, may have unforeseen risks and cost-related implications. The Secretariat therefore seeks the Board's guidance on any necessary analysis of the Fund's response to the modality adopted by the FRLD Board and on the request for support, including on risk and cost implications. Such analysis, if requested, might be best conducted in consultation with the Secretariat of the FRLD where relevant, and its results together with possible next steps presented by the Secretariat for consideration by the Board at its 48th meeting.

A Forward Look at Issues and Challenges Facing the Fund and Secretariat

23. The Secretariat continued to implement the Medium-Term Strategy 2023-2027 (MTS II), guided by the Board through the MTS II Implementation Plan and annual work plans since the Board last met in April 2026. The Secretariat notes continued growth in country demand for adaptation finance, growth in the approvals of high volumes of new projects and programmes, and continued demand for capacity building through the Fund's readiness programme. Demand for the Fund's participation in external events also continued to grow, in keeping with the growing visibility of the Fund and recognition of the importance of its work.
24. As well, the Secretariat has followed, and remained available to facilitate, the negotiations to complete the transition of the Fund to exclusively serve the Paris Agreement, an important decision in the context of a growing need for adaptation support to countries facing the effects of climate change, constraints in financing for adaptation support and climate finance more broadly, and the ambition to triple outflows as articulated in the NCQG decision. The Agenda for the Board's 47th meeting allocates time for an update on the transition of the Fund to exclusively serve the Paris Agreement and time for a discussion on the Fund's next Medium-Term Strategy (MTS III). Work towards the Fund's next strategy is critical to ensure the Fund remains responsive, impactful, and aligned with global climate finance goals, and well positioned to mobilize and deliver climate financing at the scale required to meet country demand.
25. In the Report of the Activities of the Secretariat presented to the Board at its April 2026 meeting (AFB/B.46/3), the Secretariat reported changes in the World Bank's human resources (HR) policies and procedures regarding the use of short-term consultants. The World Bank will

discontinue use of short-term consultants as of December 31, 2026, and will replace this contract modality with the use of independent contractors and firm contracts. As noted in its previous report to the Board, these changes have operational and financial implications for the Secretariat, including contributing to a longer time frame for the resourcing of personnel to implement Board approved annual workplans and budgets and limiting the ability of the Secretariat to predict its variable costs for short-term expertise using an as-yet untested contracting modality. In particular, the Secretariat noted this change impacts the ability of the Board to source experts for the Accreditation Panel and AF-TERG. The Secretariat raised these issues with the World Bank's Human Resources Department and in July 2026 obtained a permanent waiver for the use of short-term consultants for Accreditation Panel members and an 18 month waiver for use of short-term consultants for members of the AF-TERG. In other areas, though, such as technical review of project proposals and project performance reports, communications and readiness, where the Secretariat has also benefited from the possibility of using short-term consultants, it was not possible to obtain such a waiver, and the Secretariat intends to meet such staffing needs with either fulltime personnel or contractors and firms.

26. The agenda of the 47th meeting of the Board responds to the Board's decisions made at its previous meetings and the evolving landscape described above. In addition to consideration of the Fund's transition to exclusively serve the Paris Agreement and the Fund's next Medium-Term Strategy, the Agenda includes consideration of an action plan for the recently approved resource mobilization strategy, an updated strategy for the readiness program, an Environmental Social Policy and a paper on enhancing civil society engagement. The Agenda also includes consideration of amendments to the Fund's project legal agreement in response to issues raised by multilateral development banks.