



GREEN
CLIMATE
FUND

GCF REGIONAL DIALOGUE

with WEST AND CENTRAL AFRICA

Accra, Ghana

29 September–2 October 2026





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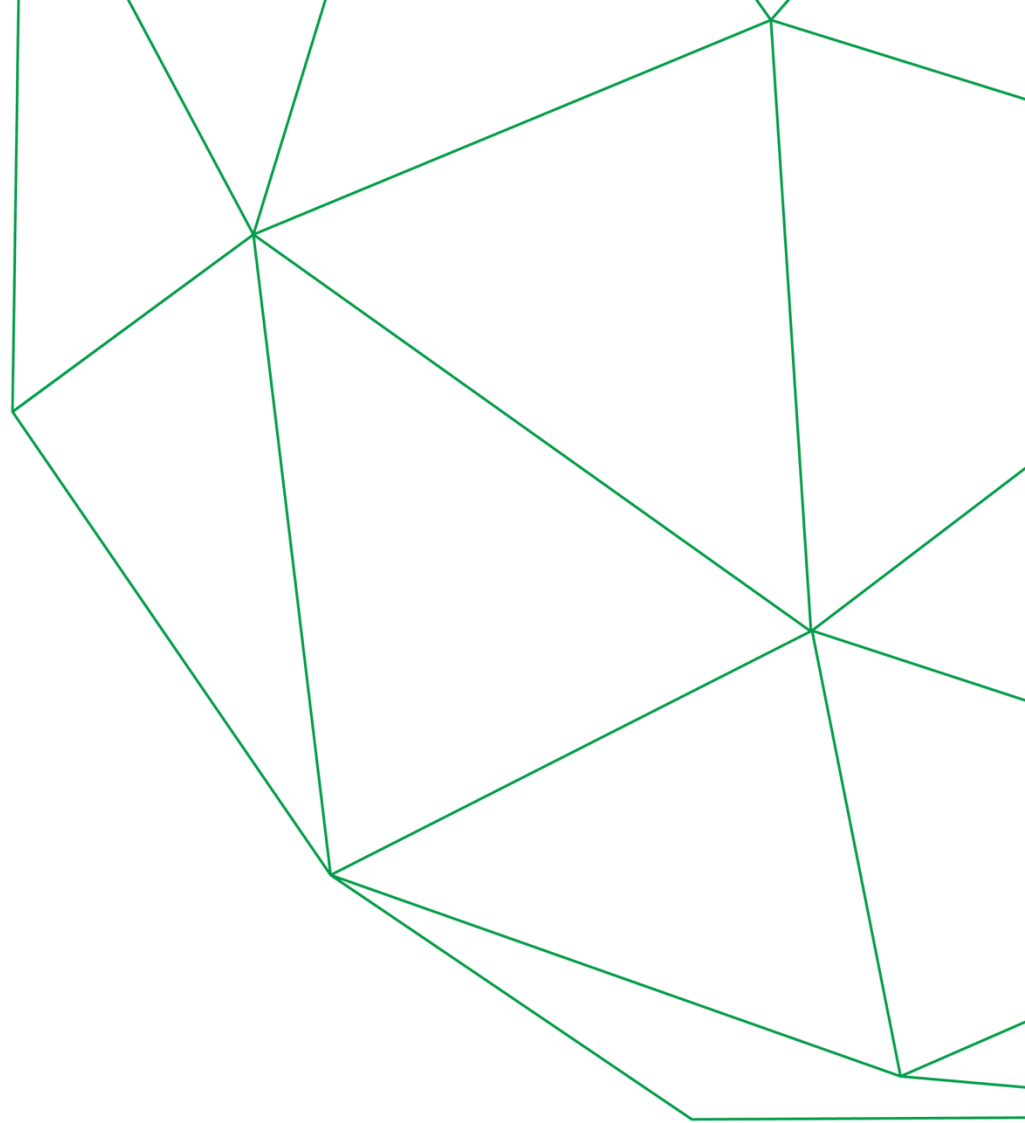
Adaptive Management in Practice: GCF Guidelines & Best Practices from the Field

Marileth Enriquez, Climate Investment Associate Principal, GCF

Ndéye Coumba Pathé Keita, Project Manager, CSE, Senegal

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Agenda

01

Why Adaptive Management Matters

Understanding the approach and when it can be applied

02

Experiences from the Field - Ndeye Coumba

Sharing from DAEs

03

Discussion & Q&A - Ndeye Coumba and Taras Stasiv

Lessons, questions and practical experiences

Why This Session Matters

The Plan

**Approved project
and FAA**

Changing Conditions

Legal effectiveness

Disbursement delays

Procurement issues

Pricing markets

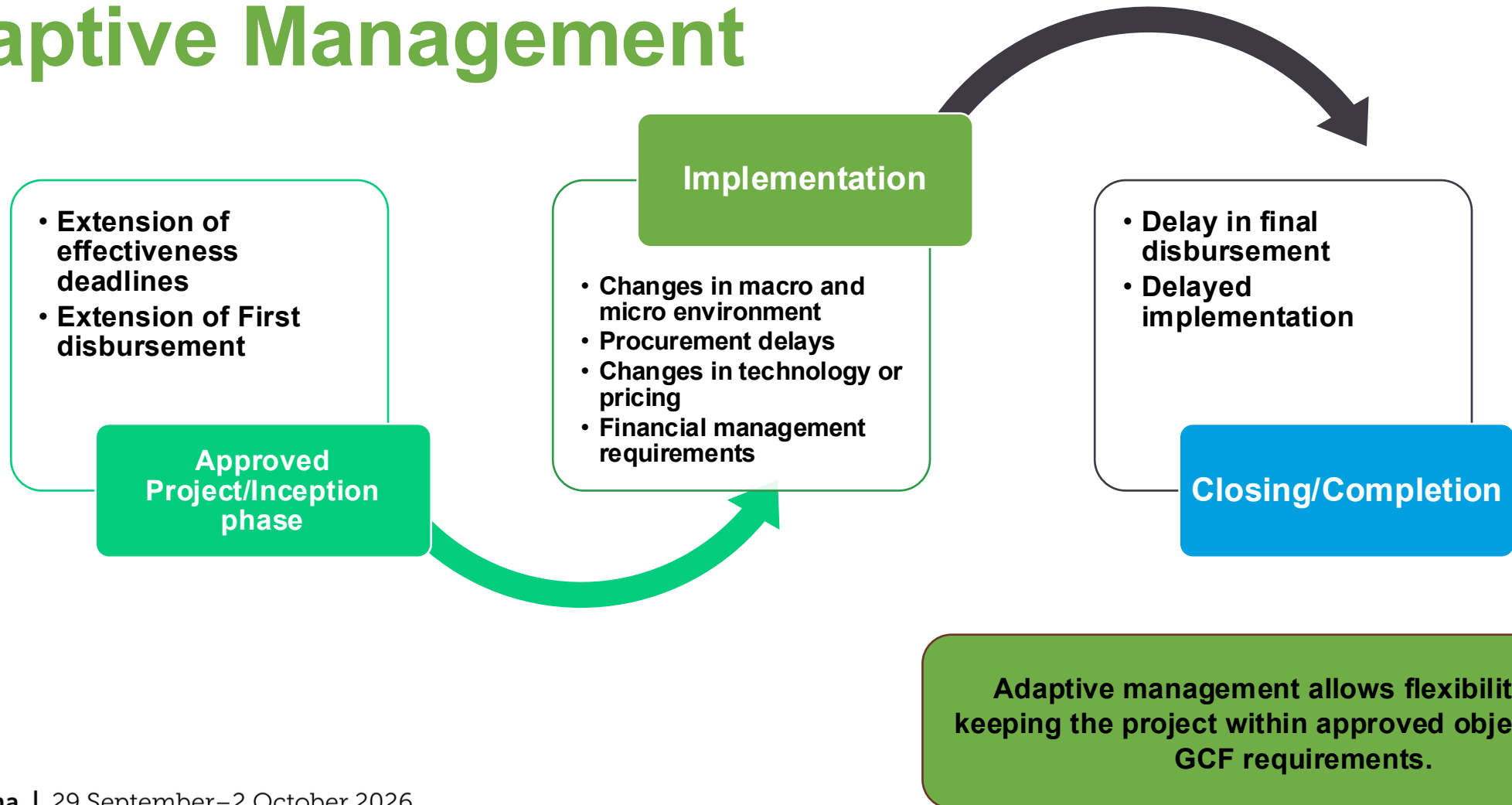
Technical studies

Political context

Adaptive Management

**Adjust, stay
aligned and keep
going**

Project Management Stages & Adaptive Management



Legal Aspects to Watch

The FAA and applicable legal agreements set out the obligations, conditions, deadlines, and requirements that guide implementation: The following legal aspects must be considered:



FAA obligations remain the primary reference point



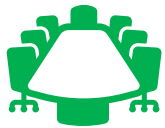
Some changes may require FAA amendments, waivers, or legal clearance



Effectiveness and disbursement conditions must be tracked closely

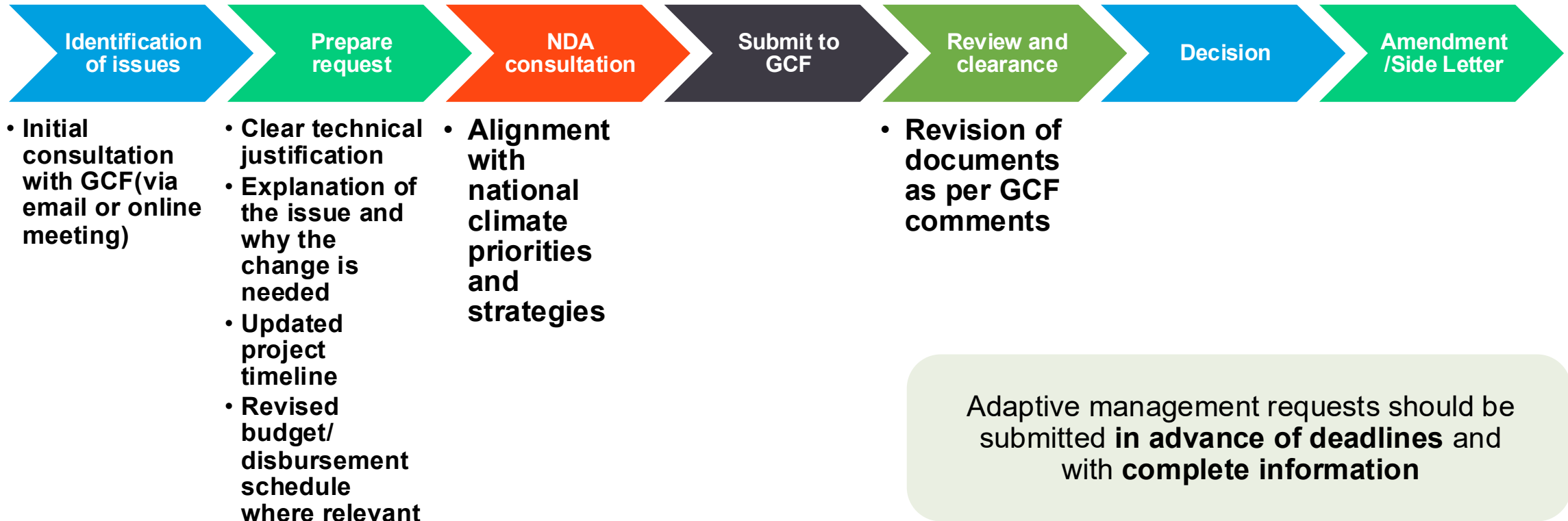


Country-specific legal approvals can affect timing



**Changes must stay consistent with Board-approved terms
[otherwise likely major change]**

Adaptive Management Request



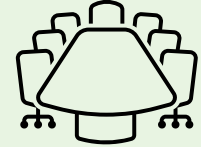
Adaptive Management Examples

Secretariat



- Extension of closing and completion date
- Reallocation of budget (may also depend on the amount)
- Change in the name of the Executing Entity
- Case to case
 - Update of the logical framework
 - Update of sub-loan interest rates

Board Approval



- Addition of countries
- Change in the scope of the project
- Changes in the targets
- Reallocation between GCF Grant and Loan Instruments
- Update of financial conditions

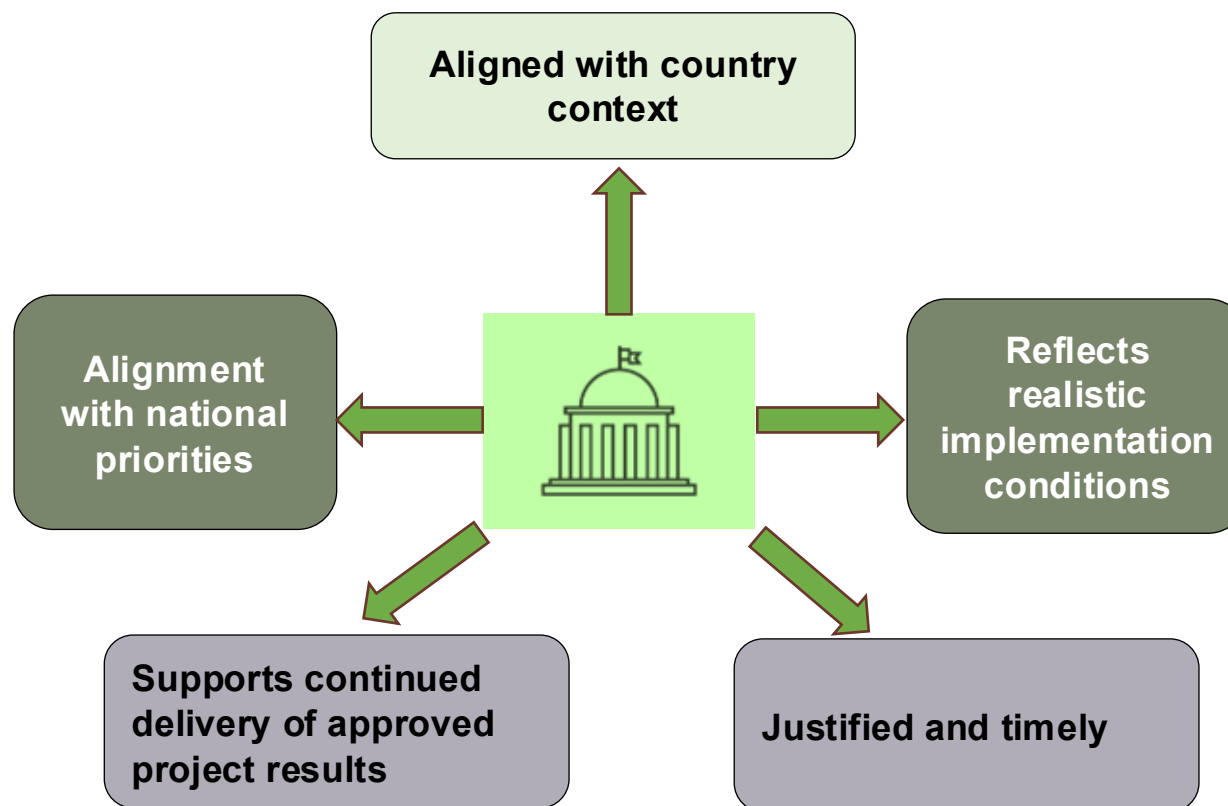


Engage early with the NDA and GCF Secretariat to streamline submission of adaptive management changes

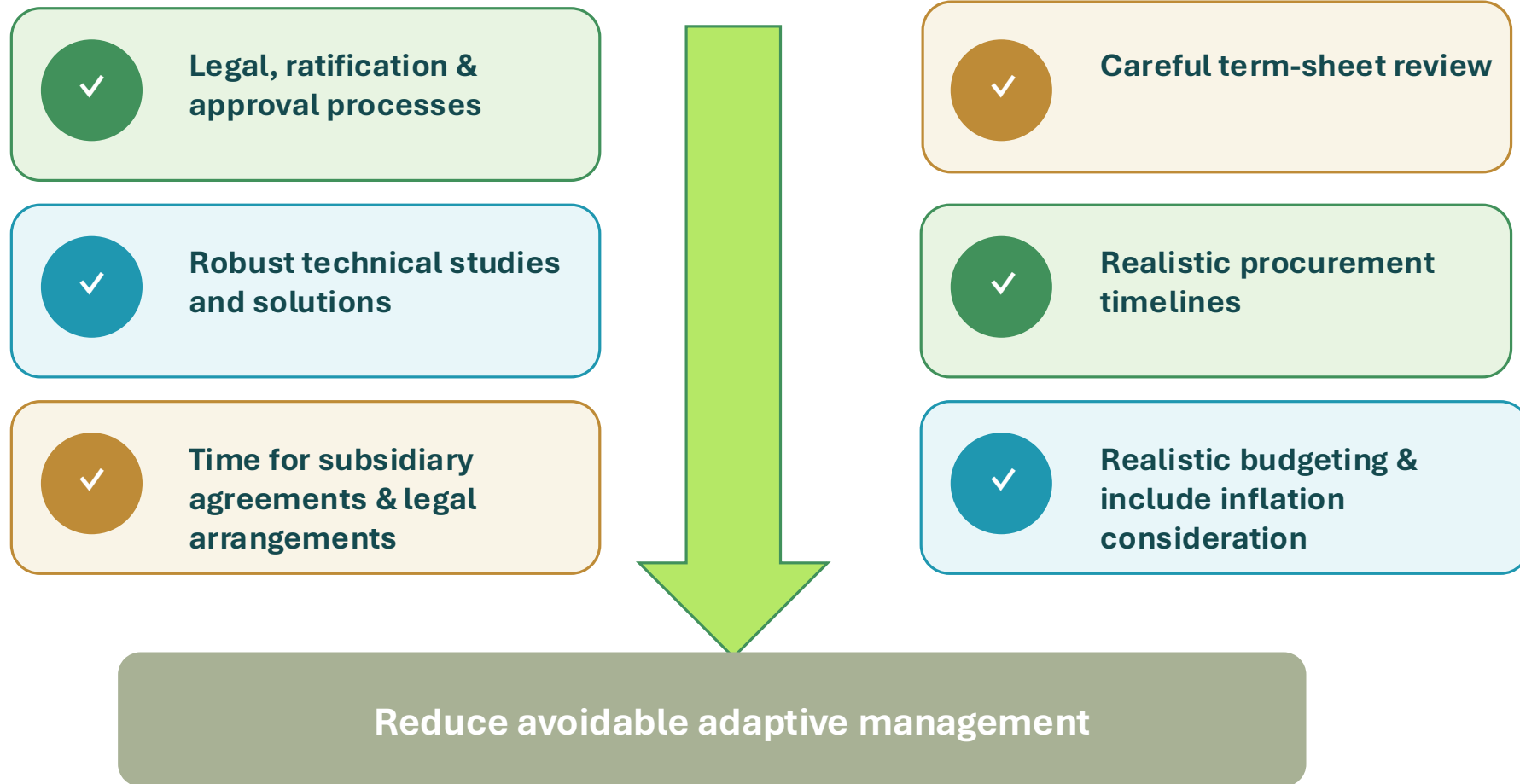
Adaptive Management and the NDA



Adaptive management works best when NDAs, AEs/DAEs, executing entities, and GCF coordinate early, as this helps in keeping changes justified, aligned, and implementable.



Adaptive Management: How to limit



Sharing from CSE, Senegal **Ndeye Coumba**

Adaptive Management in Practice

What triggered the adjustments? | CSE experience with FP003 and SAP043

PROJECT EXPERIENCE

FP003 — Institutional & GCF-level adaptation

- Three executing entities with different institutional profiles and capacities.
- Different levels of familiarity and application of GCF requirements.
- GCF requirements evolved during implementation: Gender Action Plan linked to the second disbursement; new evaluation framework requiring review of the logframe and indicators.
- A remediation grant supported alignment with the revised evaluation requirements.
- CSE adapted coordination, technical support and implementation processes and, where justified, adjusted existing budget lines within the approved framework.

FIELD REALITY

SAP043 — Field-level adaptation

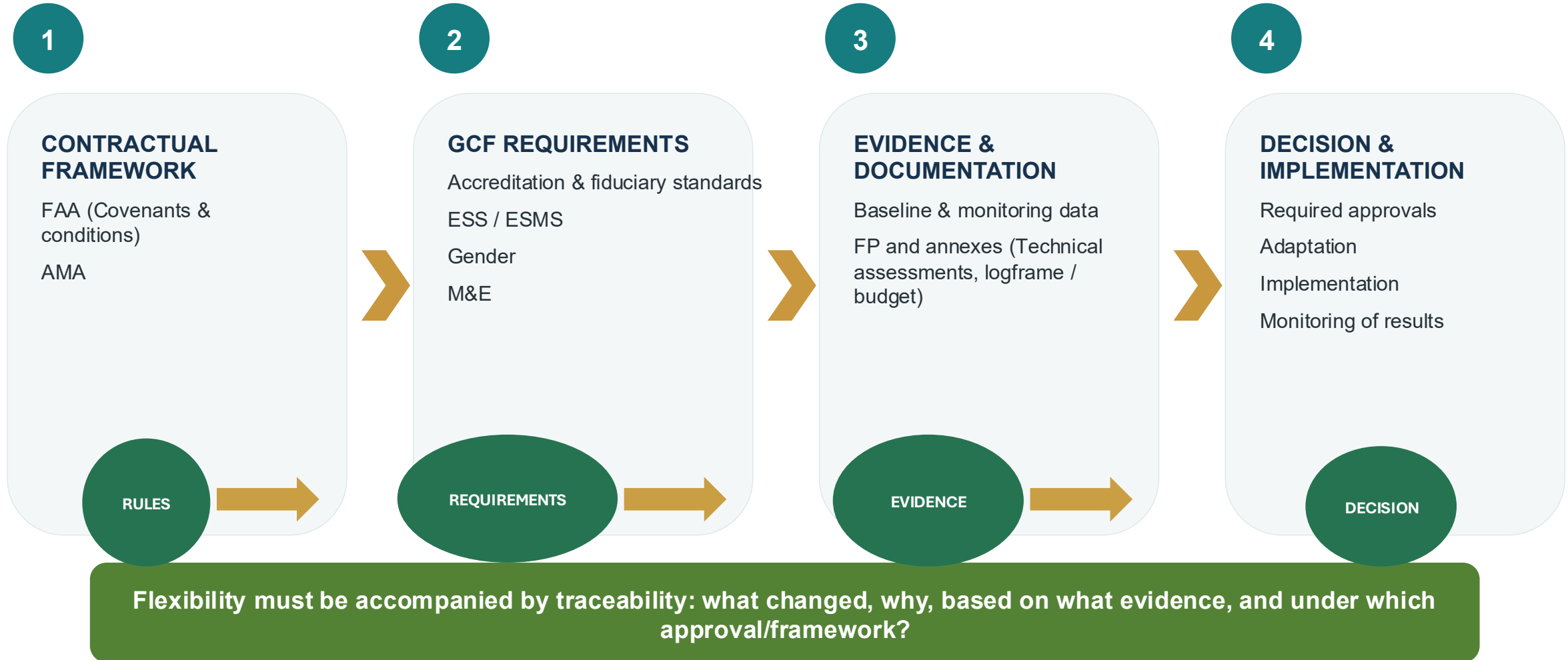
- Implementation realities differed from some assumptions made during project development.
- Beneficiary selection, M&E and technical follow-up were strengthened.
- A baseline study was used to establish a stronger evidence base for adaptation, mitigation and socio-economic results.
- Monitoring focused not only on whether farms were established, but whether they were functional, sustainable and generating intended results.
- The emphasis shifted from “activities completed” to “results actually being achieved”.



Adaptive management does not necessarily mean changing the project, it means adapting how we implement it to remain on track towards the intended results.

What Does Adaptive Management Require?

A practical compliance and evidence chain



From FP003 to SAP043: Lessons for Future Projects

Turning implementation experience into better project design and delivery

FP003 — What we learned

Multiple executing entities can create institutional and procedural complexity.

Different procurement and institutional procedures can affect implementation timelines.

GCF requirements and frameworks may evolve during implementation.

Compliance, approvals and documentation need to be anticipated — not treated as an afterthought.

SAP043 — How we applied it

CSE took the Executing Entity role, increasing implementation control.

Implementation followed CSE procurement procedures.

A baseline study was budgeted from the outset to establish evidence for adaptive management.

Stronger M&E and technical monitoring were built into implementation.

Flexibility was considered alongside documentation and traceability.

The broader lesson

Adaptive management is both reactive and proactive.

Reactive: respond to changing implementation realities and evolving requirements.

Proactive: anticipate uncertainty and build flexibility, evidence, resources and governance into project design.

Adaptation does not necessarily change the objective; it can improve how the objective is delivered.

Our experience: effective adaptive management requires BOTH flexibility and traceability.

Adaptive Management: Key Points

01 Why it matters

Adaptive management = agility -> keeps projects implementable and impactful as conditions change.

02 Stay anchored

Requests should remain linked to the approved project objectives and the FAA.

03 NDA involvement

NDAs have a substantive role in reviewing country relevance and justification.

04 Timing is critical

Submit requests well before deadlines — late submissions put approvals at risk.

05 Complete documentation

A complete, well-evidenced package will support an efficient review.

06 Design it out early

Strong upfront design reduces the number of avoidable adaptive management requests.

Guide Questions

- What are the common implementation bottlenecks you are seeing in your country or portfolio?
- What documentation gaps tend to delay adaptive management?
- How can NDAs and DAEs/AEs coordinate earlier?
- What should be considered more carefully during project design to reduce avoidable delays during implementation?
- What are your lessons learned in adaptive management?



Your views can help how GCF works with you

GCF 2026 Stakeholder Perception and Satisfaction Survey

Tell us about your experience engaging with GCF.

أخبرنا عن تجربتك في التعامل مع الصندوق الأخضر للمناخ (GCF).

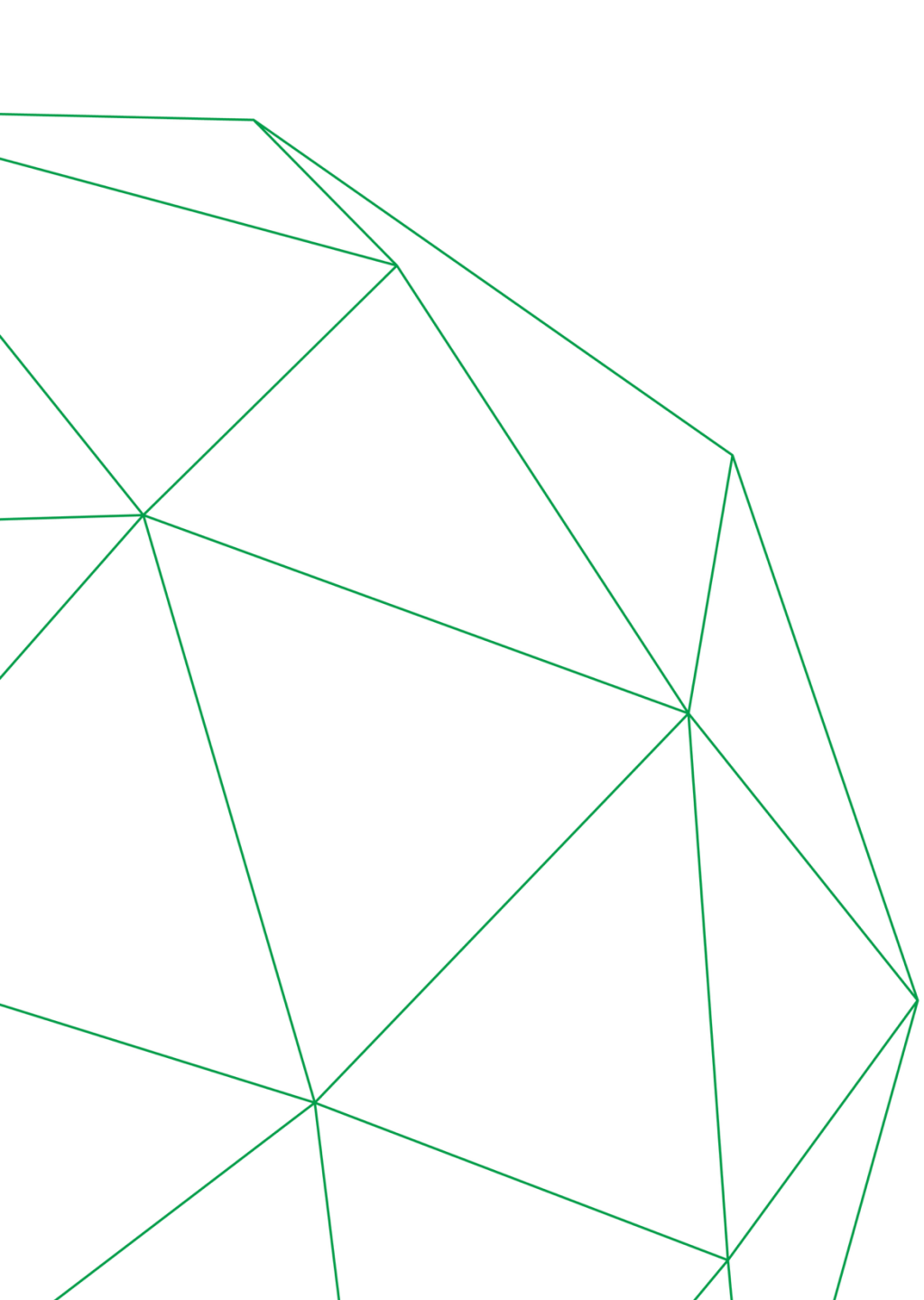
Parlez-nous de votre expérience avec le GCF.

Cuéntenos sobre su experiencia con el GCF.

Conte-nos sobre sua experiência com o GCF.

Расскажите о своём опыте взаимодействия с Зелёным климатическим фондом (GCF).





Thank you