



GREEN
CLIMATE
FUND

GCF REGIONAL DIALOGUE

with WEST AND CENTRAL AFRICA

Accra, Ghana

29 September–2 October 2026





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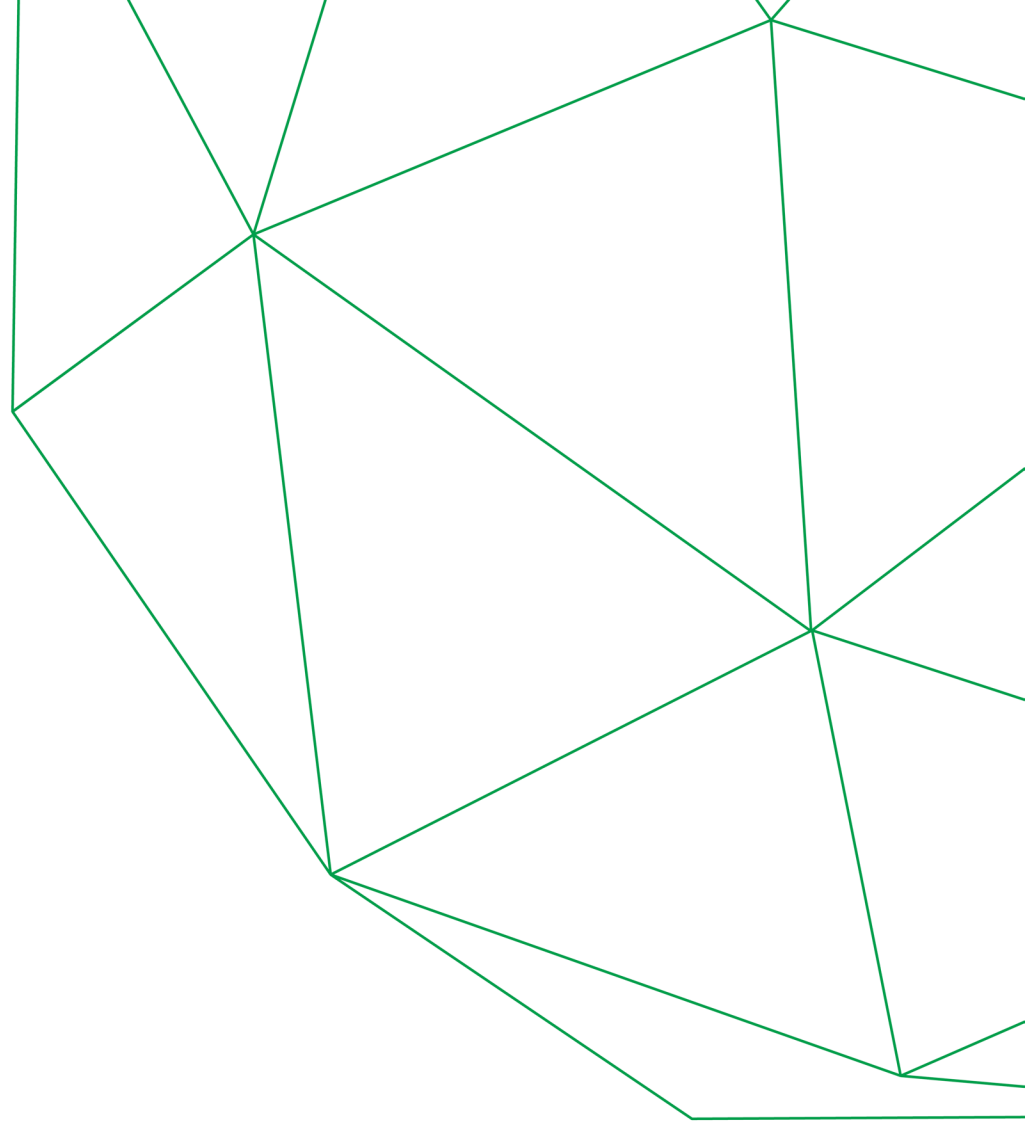
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Project Implementation: Role of NDAs

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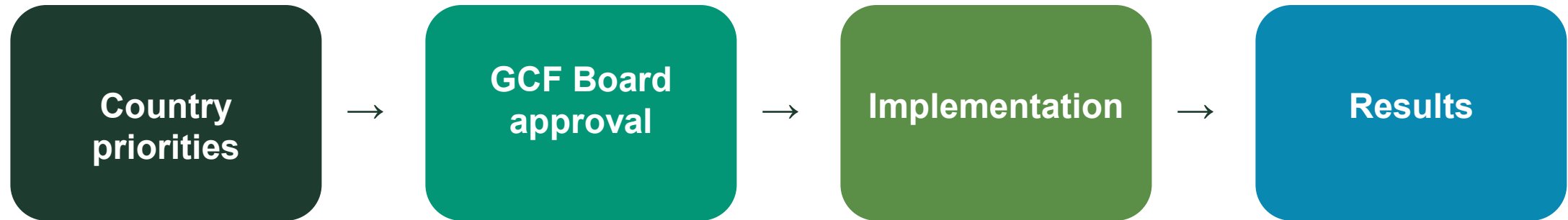
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ROLE OF NATIONAL DESIGNATED AUTHORITIES

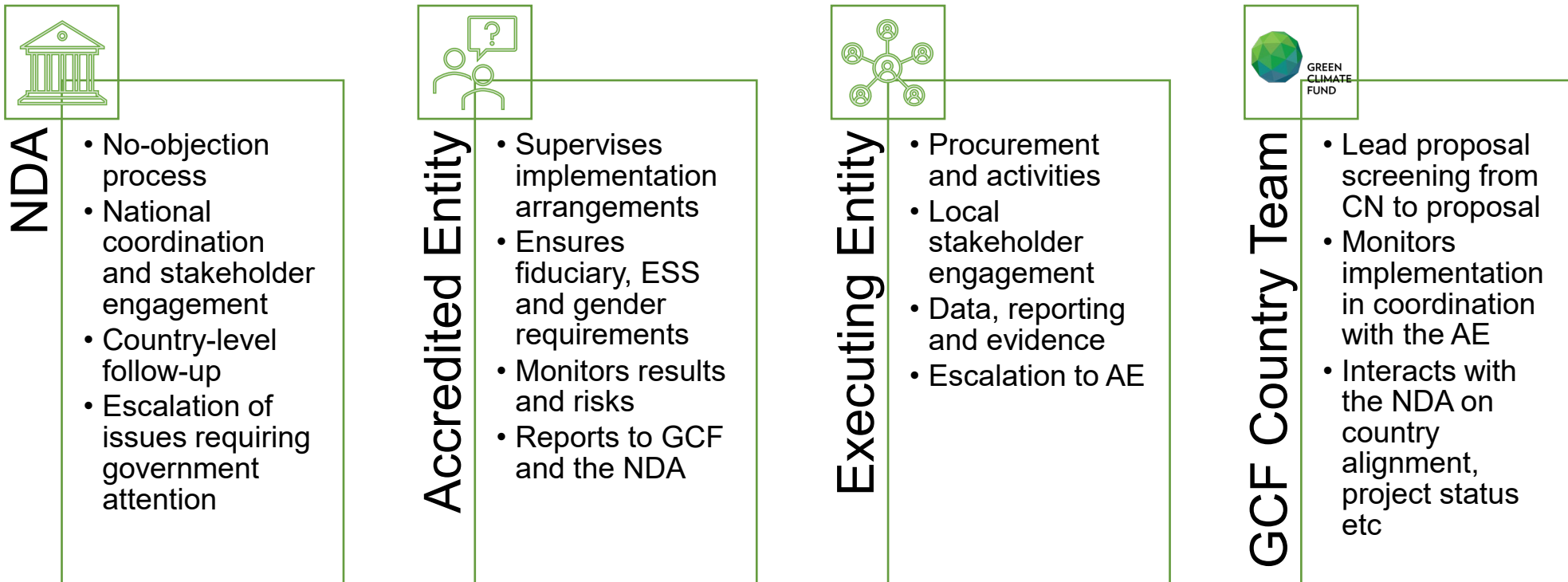
in GCF project implementation

From country ownership to coordination, oversight and problem-solving during implementation



Where the NDA fits in the project implementation

Clear roles prevent gaps, duplication and unrealistic expectations



What the NDA brings to implementation

The NDA's value is primarily strategic, national and coordinating



Country ownership

Ensure implementation aligned with national climate strategies, plans and priorities.

National coordination

Connect the AE/project team with relevant ministries, agencies and stakeholders.

Strategic oversight

Provide strategic guidance and maintain a country-level view of progress, emerging issues and changes in context.

Problem-solving

Help convene national actors when bottlenecks require government action.

Stakeholder engagement

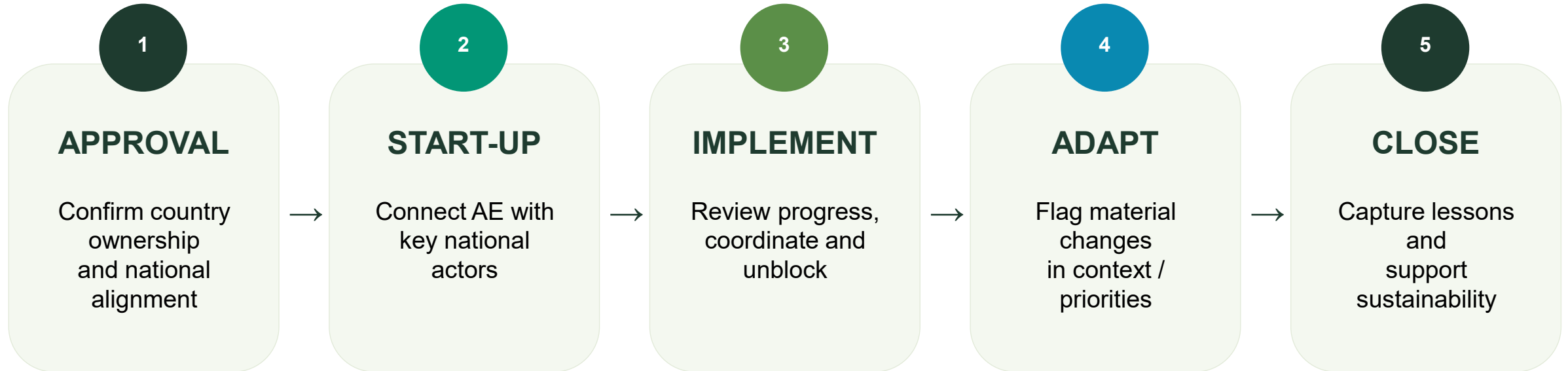
Maintain meaningful engagement beyond project launch, especially as risks or priorities evolve.

Link to GCF

Provide a country-level channel for issues requiring coordination with the GCF Secretariat.

The NDA role across the project cycle

Engagement should continue after Board approval



What does effective NDA engagement look like?

A practical checklist for implementation



Know the project

Understand objectives, implementation arrangements, milestones and key risks.

Stay connected

Maintain a practical contact point with the AE and relevant government institutions.

Use existing structures

Use national steering committees / coordination mechanisms where appropriate.

Focus on decisions

What is off track? What requires government action? What needs escalation?

Follow the evidence

Use implementation updates, monitoring information and stakeholder feedback.

Keep country priorities visible

Check that implementation remains relevant as policies, plans and circumstances evolve.

When should the NDA step in?

Focus on issues that require national coordination or strategic attention

Strategic alignment

Questions about whether implementation remains consistent with national priorities and the approved project

Major contextual changes

Changes in national policy, institutions, climate risks, economic conditions or other factors affecting delivery.

Cross-government bottlenecks

Land, permits, policy coordination, institutional mandates or inter-ministerial decisions.

Stakeholder concerns

Material concerns raised by affected stakeholders that need coordinated government attention.

Escalate early — through the right channel and with clear evidence of the issue.

From oversight to adaptive implementation

The NDA can help keep the project relevant as conditions change

WHEN CONDITIONS CHANGE

- New national policy
- Institutional changes
- Implementation delays
- Emerging climate / social risks
- Stakeholder feedback
- Changes in financing or partnerships

NDA CONTRIBUTION

- Bring relevant actors together
- Confirm national priorities
- Help clarify government decisions
- Flag issues to AE / GCF
- Support coordinated response
- Maintain country ownership

RESULT

A project that can respond to changing conditions while remaining within the approved framework and GCF requirements.

Adaptive management ≠ informal project redesign. Changes should follow the appropriate AE / GCF approval and legal processes.

Three messages to take forward

A practical NDA–AE relationship supports delivery

1

NDA = strategic country anchor

Keep the project connected to national priorities and government coordination.

2

AE = implementation accountability

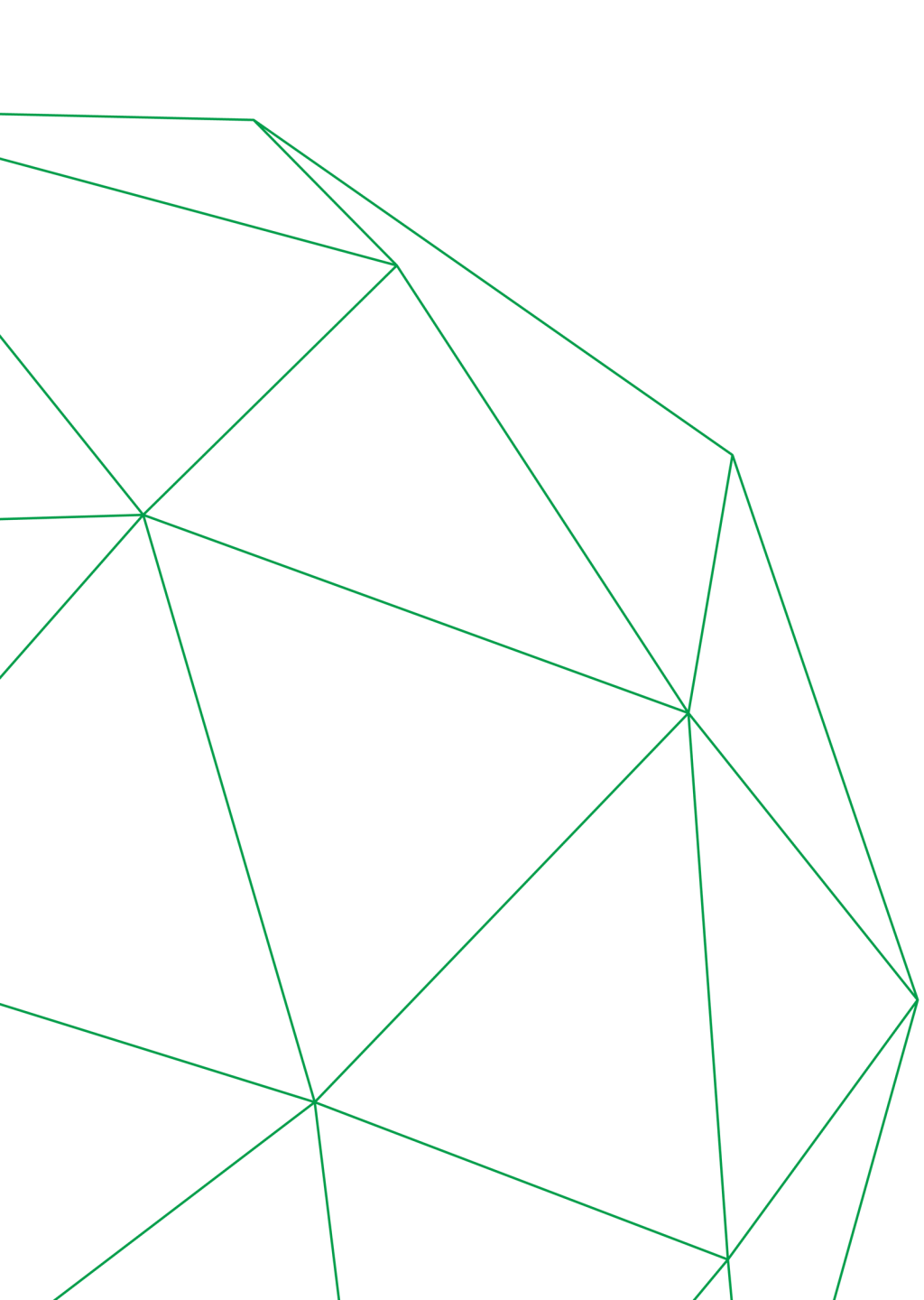
The AE remains responsible for overseeing, managing and monitoring implementation.

3

Early engagement = fewer surprises

Use regular, practical communication to identify bottlenecks and changes before they become major issues.

The objective is not more meetings — it is clearer ownership, faster coordination and better implementation.



Thank you