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# GCF REGIONAL DIALOGUE

with LATIN AMERICA

**Santo Domingo, Dominican Republic**  
15–17 September 2025





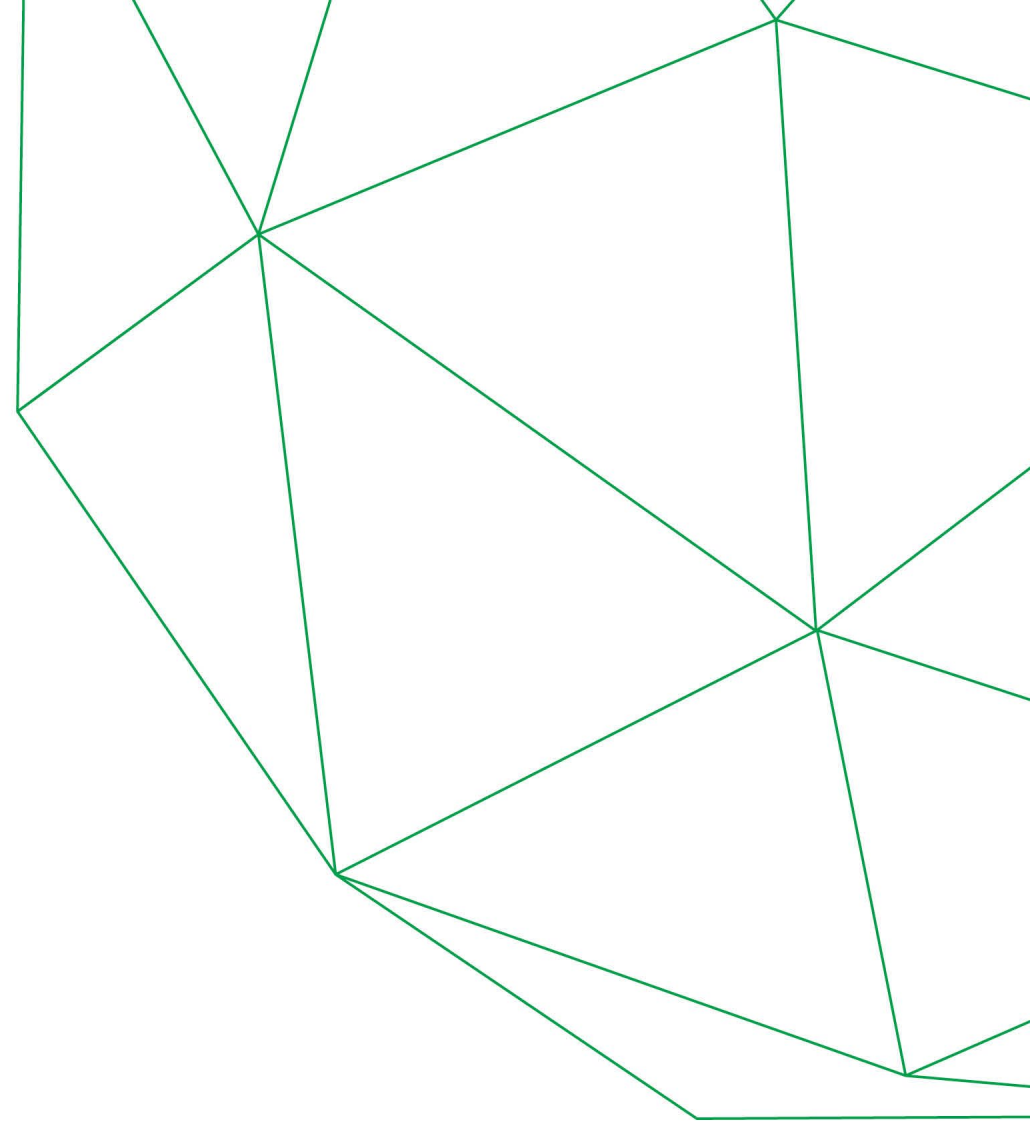
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# Session 9: Adaptive Management

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# Topics for Discussion



1. Introduction of adaptive management
2. Utilization of ToCv
3. Practical examples

# 1. Introduction to adaptive management



Adjust project implementation and design

- in response to dynamic operating contexts and requirements

Resolution of issues and challenges as well as management of potential risks

- to ensure appropriate use and management of GCF proceeds

# 1. Introduction to adaptive management



Examples of changes in the operating context that may trigger adaptive management  
*[non exhaustive list]*

Changes in institutions that were originally identified to implement projects

Changes in costs, technology warranting a review of the previously identified activities/technologies/designs including costing and budgetary reallocation

Changes in regulatory frameworks which impact the project and the AEs ability to implement the project in its original form

# 1. Introduction to adaptive management



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Cont.

Findings and recommendations of interim evaluations

Changes or introduction of new government policies and standards

Natural disasters that might change the appropriateness of the initially proposed intervention

# 1. Introduction to adaptive management

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Cont.

Cancellation or non-implementation of a critical/synergistic initiative/component by a co-financier that consequently may warrant a re-design of the project

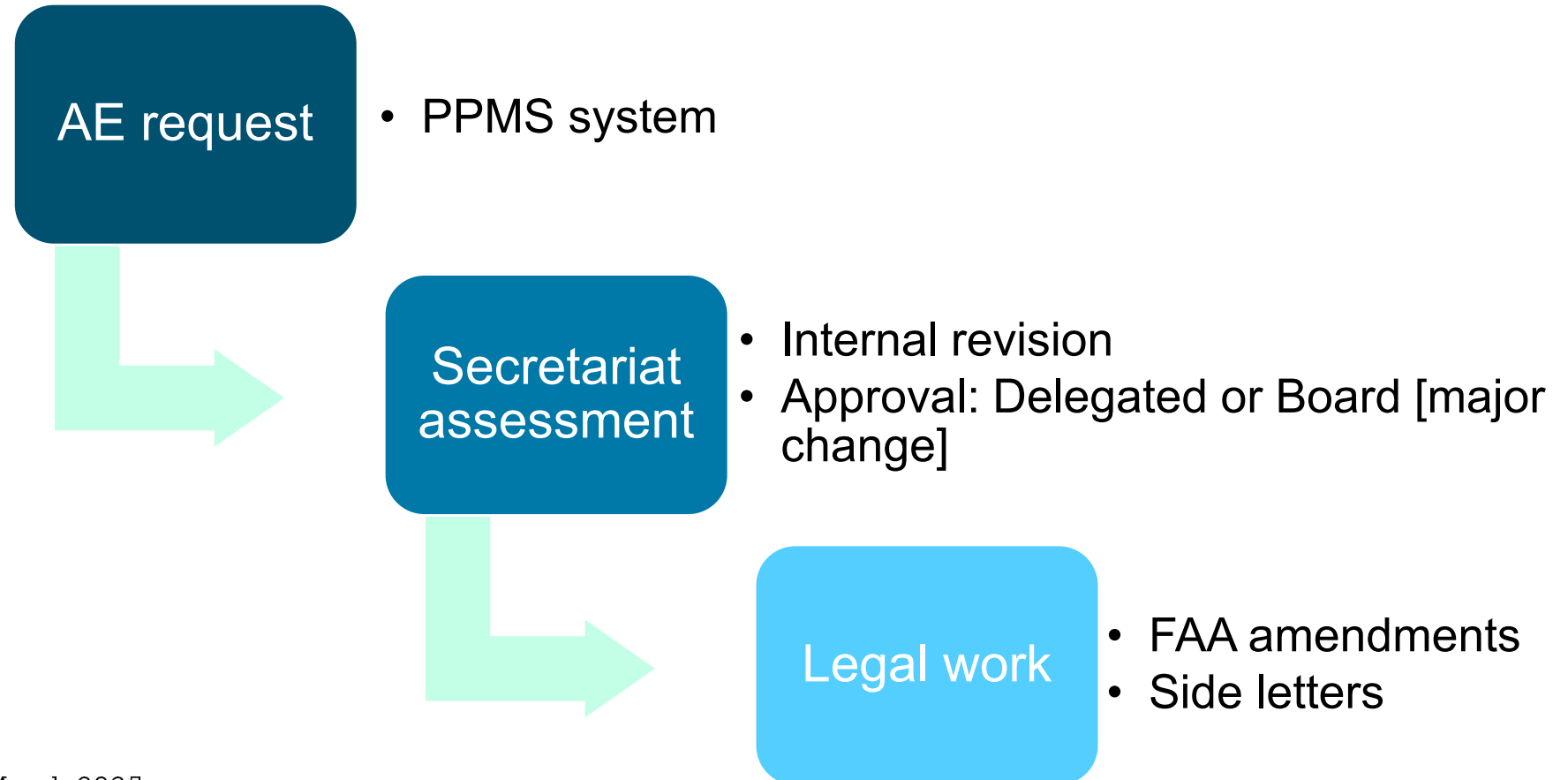
Changes to the Theory of Change [more in the next presentation]

Others

# 1. Introduction to adaptive management



Processing  
adaptive  
management





# 1. Introduction to adaptive management

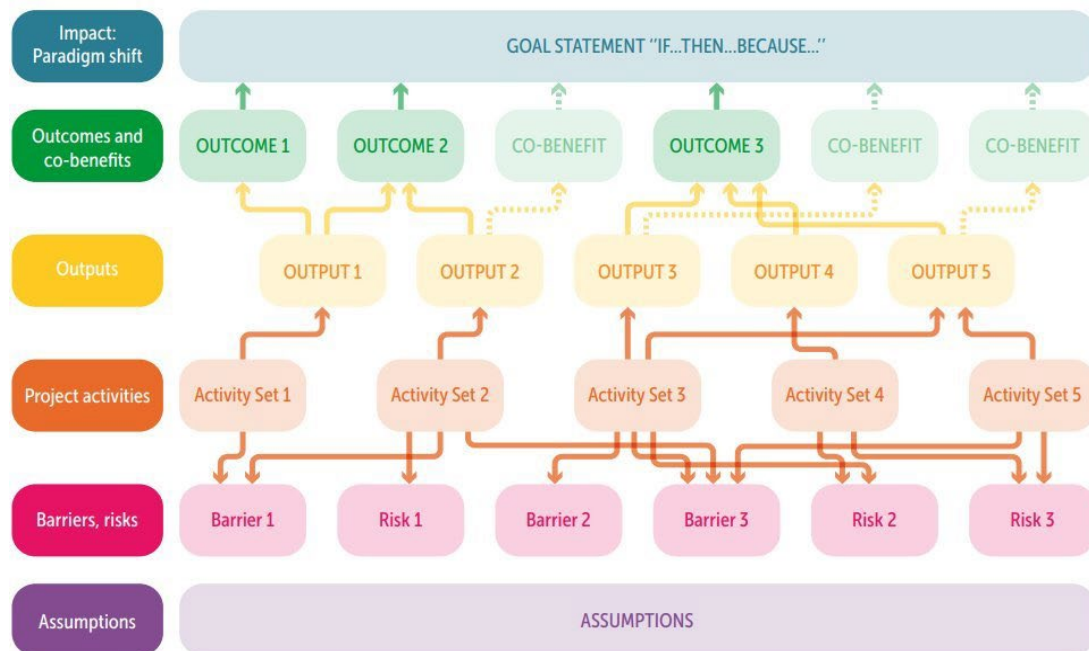


## FAQs:

- Adaptive management may happen at any time between FAA effectiveness and project completion
- The policy on restructuring and cancellation sets out specific changes that require Board's approval [**major change**]. FAAs can also define additional causes that qualify as major change
- Processing time, documentation, and assessment requirements [involvement of # of specialists] may vary from one case to another
- Secretariat is supportive of AEs seeking adaptive management based on sound technical backgrounds and justifications

## 2. Utilization of ToC

- How can a ToC support adaptive management?



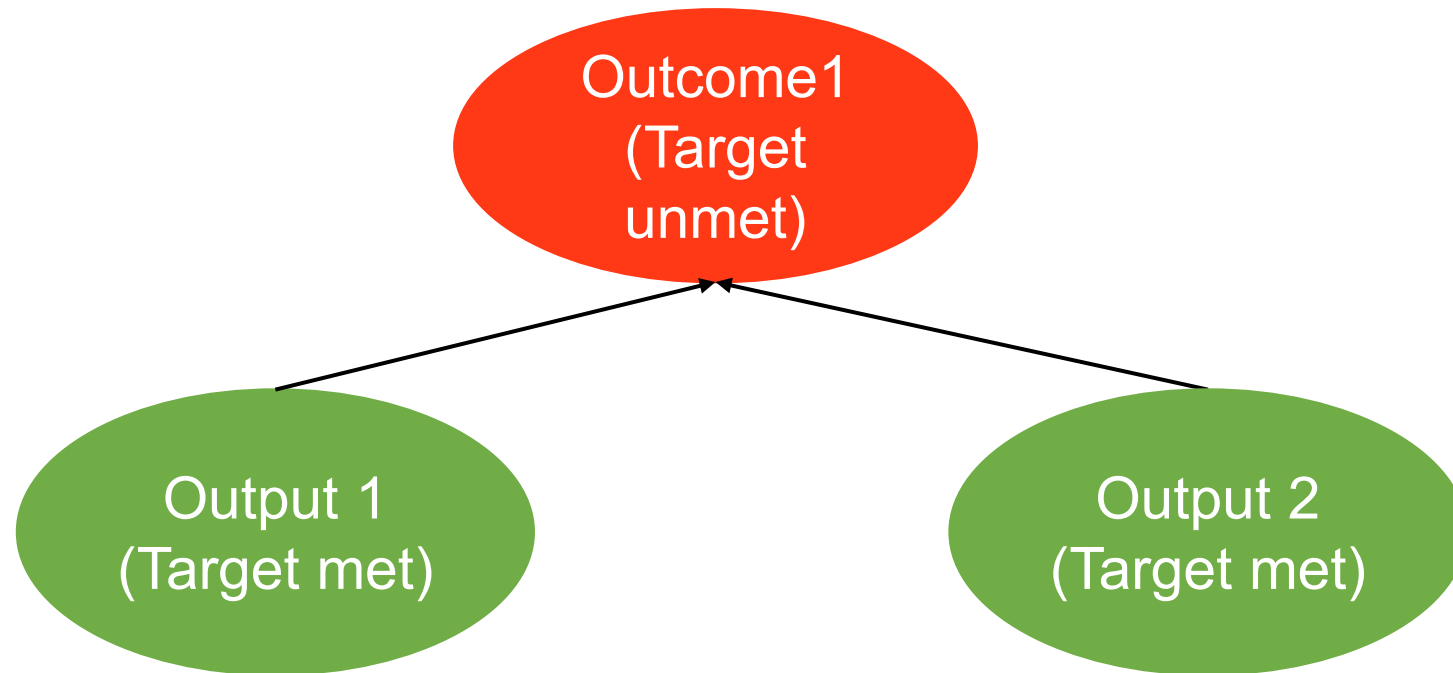
Isn't ToC just a project designing tool?

Do we need to look at it once the project kicks off?

## 2. Utilization of ToC



- Result tracking with a ToC – Case 1



## 2. Utilization of ToC

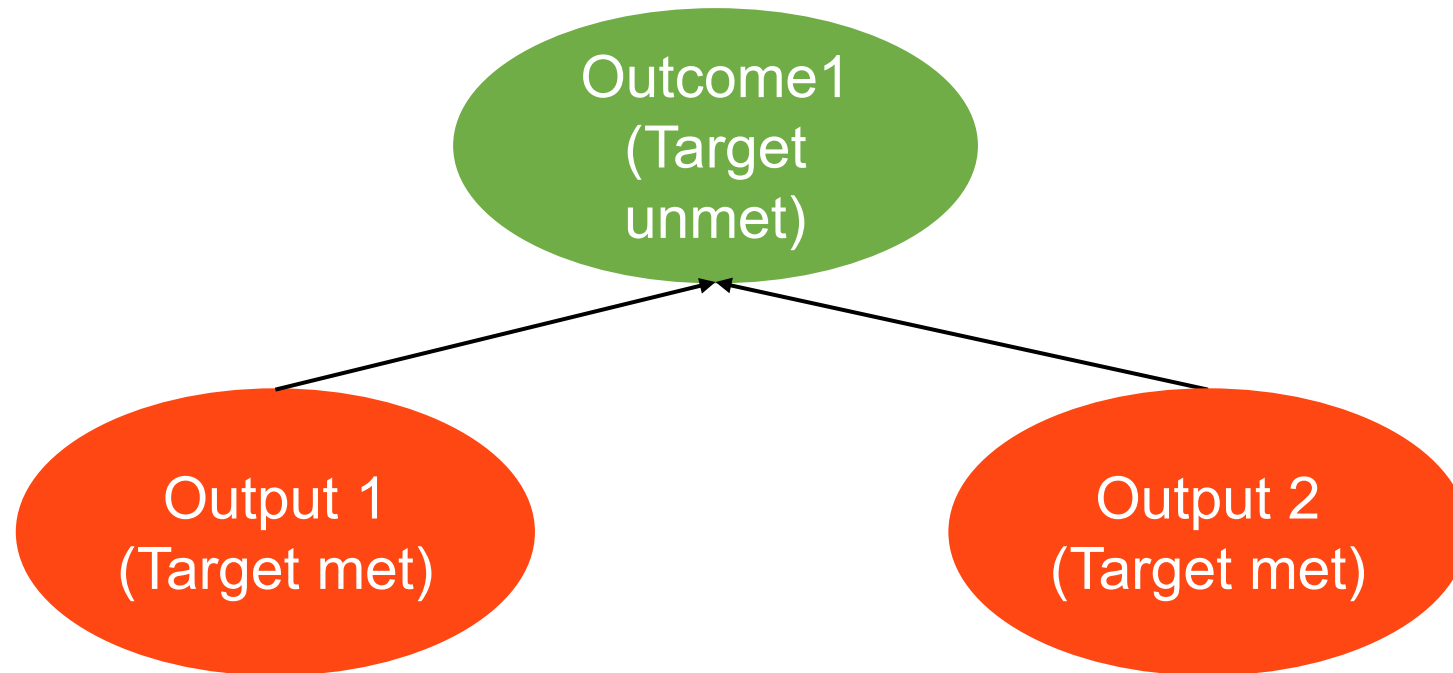


- Mentimeter question - What might be the underlying causes of this scenario? ([Link to be inserted](#))
- A) Underestimated/overestimated targets
- B) Wrong data
- C) Irrelevant intervention logic
- D) Unmet assumptions
- E) All of above

## 2. Utilization of ToC



- Result tracking with a ToC – Case 2



## 2. Utilization of ToC



- Potential actions which can be considered as adaptive management

A. Underestimated/overestimated targets

⇒ Reassessment of baseline survey

⇒ Additional survey, if needed

⇒ Adjustment of performance targets, if needed

## 2. Utilization of ToC



- Potential actions which can be considered as adaptive management

### B. Wrong data

- ⇒ Reassessment of data collection methodologies
- ⇒ Independent third-party verification
- ⇒ Triangulation using supplementary data sources

## 2. Utilization of ToC



- Potential actions which can be considered as adaptive management

C. Irrelevant intervention logic

⇒ Reassessment of initial Theory of Change

⇒ Change of project scope, component, activities as necessary



## 2. Utilization of ToC



- Potential actions which can be considered as adaptive management

### D. Unmet assumptions

- ⇒ Reassessment of external assumptions
- ⇒ Reassessment of risk mitigation plan
- ⇒ Enhancing collaboration with other relevant stakeholders
- ⇒ Change of project scope, component, activities as necessary

### 3. Practical examples



More complexity – major change:

➤ *Tuvalu Coastal Adaptation Project (TCAP)* GCF Funded Activity FP015

Less complexity – extension of Completion Date, non major change:

➤ *Saving lives and protecting agricultural-based livelihoods: Scaling up used of modernized climate information and early warning systems in Malawi (M-CLIMES)* GCF Funded Activity FP002

# 3. Practical examples



## Tuvalu Coastal Adaptation Project (TCAP)

- Funded Activity approved in 2016 for coastal infrastructure protection against wave-induced, extreme weather events damage
- Initial design of infrastructure work proposed a more standardized type of coastal infrastructure without proper consideration of local coastal and hydrodynamic conditions

# 3. Practical examples



## Tuvalu Coastal Adaptation Project (TCAP)

- Triggers:
  - i. A change in the project's baseline and an updated technical assessment of the local conditions of the target sites: new, more effective works by the GoT in one target area recommended a change in the technical solution [*reclamation land*]
  - ii. Expert appraisal during inception phase recommended additional infrastructure options due to the pristine characteristics of another target area [*shoreline natural recovery offered additional options to the hard work initially foreseen*]

# 3. Practical examples



## Tuvalu Coastal Adaptation Project (TCAP)

- Process:
  - i. Considered by the Secretariat as a major change
  - ii. Preparation and submission in 2018 by the AE of a Restructuring Proposal with new studies and intervention [scope]
  - iii. Approved by the Board in 2020
  - iv. Legal: FAA amendment

# 3. Practical examples



## Tuvalu Coastal Adaptation Project (TCAP)

- **Additional** adaptive management in 2023 to extend Completion Date, introduce a new co-financier, and to update the Budget and Implementation Plan – considered non major change

# 3. Practical examples



- *Saving lives and protecting agricultural-based livelihoods: Scaling up used of modernized climate information and early warning systems in Malawi (M-CLIMES)*
- Second extension of the Completion Date for 6 additional months to complete several activities
- **Trigger:** 2023 cyclone Freddy heavily impacted the countryside [areas of intervention] overwhelming local authorities and resources to recovery action
- **Process:** non major change approved by the Secretariat in 2023; Side Letter to the FAA



# Thank you

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