



GOJ/Adaptation Fund Programme

Building the Resilience of the Agriculture
Sector and Coastal Areas

BREAKING THE TIDE, RENEWING THE LAND

Adaptation Fund Readiness Webinar

Project Implementation - Managing
Change in AF Projects & Programmes

PIOJ's Experience

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What Kind of Change was Required?

(a) No-cost extension

due to generally slower than anticipated pace of implementation

(b) Material change (more than 50% of entire programme budget)

Change in scope

New geographic location (new communities, new set of stakeholders)

Change in outputs and related indicators

(Similar outcome -- building coastal resilience)

Change in disbursement schedule



How was the change process managed internally?

- **Several tiers of managing the change:**
 - a) PIOJ Senior Management level
 - b) Designated Authority (kept informed in timely manner)
 - c) Executing Entities involved
 - d) Programme Steering Committee (PSC)
 - e) AF Secretariat (as per Agreement with NIE -- constant dialogue/guidance)
 - f) Active engagement of community (citizens charter)
 - g) Involvement of portfolio Minister/ Cabinet



What were the triggers for the change?

- Low level of buy-in by small but influential group of stakeholders (belated – 2014)
- Disagreement manifested in public (media) protest by group
- Complaints to Office of Public Defender (OPD) [alleged breach of stakeholders rights]
- Complaints to Office of Contractor General (OCG) re procurement
- NIE made unsuccessful attempts to work things out with community
- NIE initiated Mediation proceedings (Disputes Resolution Foundation) – group of stakeholders said to be unavailable
- Continuing lag in implementation (NIE/EE unwilling to implement in unsettled atmosphere)
- Cabinet Decision to discontinue in current location and seek repurposing of funds



How Did You Manage Stakeholder Communication?

- Many actors involved, therefore multi-pronged approach:
- Executing Entities – hold formal/informal meetings;
- Community level –
 - Sought to engage protest leaders
 - PSC members in affected community
 - Community influencers
- Comprehensive responses to Ombudpersons (OPD and OCG)
- PSC (passed resolution supporting change)
- Cabinet Decision



What Would you do Differently?

- Make decision to start the change earlier
- Strengthen relationship with community influencers; gatekeepers, local champions
- Improve visibility and communication with stakeholders while preparatory work is underway



Questions?

Thank You!

