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!