

# Overcoming challenges in project implementation

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# Programme details

- ▶ “Enhancing the resilience of the agricultural sector and coastal areas to protect livelihoods and improve food security”
- ▶ Launched November 2012
- ▶ Duration 42 months ending March 2016
- ▶ Budget ~ US\$10 million

# Programme details

## Components

- ▶ **1: Increasing climate resilience of the Negril coastline**
  - primarily of the installation of submerged breakwaters in the mid-region of Long Bay, Negril
  
- ▶ **2: Enhancing climate resilience of the agriculture sector by improving water and land management in select communities**
  - establishment and rehabilitation of land husbandry infrastructure - rainwater harvesting and drip irrigation systems
  - proper husbandry techniques
  
- ▶ **3: Improving institutional and local level capacity for sustainable management of natural resources; disaster risk reduction in targeted vulnerable areas; and raising awareness for behaviour modification**
  - climate risk atlas; guidelines for beach restoration; public education

# Challenges

- Lengthy **Start up** phase
  - Well over 6 months
  - Recruitment, establishing institutional framework – MOUs, templates, operating guidelines
- **Readiness of EEs**
  - Organisational
  - Systems and procedures
  - Organisational tentativeness; impacted rate/timeliness of decision- making
- ▶ Adequacy of **technical capacity**
  - Short term tech assistance employed (NIC , RADA)
  - Adjust work plan/ projected scope

# Challenges

- **Changes in key management** personnel in partner agencies
  - MOAF- NIC, RADA, ODPEM, MOTE
- **Operational**
  - **Mindset** business as usual rather than the project orientation approach (one senior person in first PSC meeting mooted the need for an extension)
    - Intra-agency bottlenecks (Component 2/MOAF has many agencies)
    - Inter-agency/intra component kinks (ODPEM/Tourism; NWA/NEPA)
    - Project leadership in some agencies weak/ ineffective (NEPA)
    - Layering – inherent risk - (NEPA/MWLECC/NWA) robustness /flexibility

# Challenges

- ▶ Negative public perception of some partners
- ▶ Limited stakeholder buy-in a critical component (belatedly)
- ▶ Inadequate understanding of the project by some stakeholders
- ▶ Geographic spread and distance
- ▶ Site availability – tenure; feasibility (geo-technical; social)
- ▶ Conflation of wide range of community issues with the project – *'If you can't catch Kwaku, yu catch him shirt.'*

# Responses / positives

## ▶ Governance arrangements

- PSC
- PMG; PMU/individual agency meeting; Prog Coordinating committee– Comp 2; and Comp 3

## PSC role

- Addresses strategic issues
- Approves work plan and budgets
- Advocacy – Engage Executing Entities at highest level to move process along
- Solicit fiscal space etc.

## ▶ Training and capacity building

## ▶ Adaptive management

- Adjustments NWA– MOU with PIOJ instead of with NEPA
- Assist in reducing impact of layering

# Responses / positive

## NIE role

- Advocacy through other groups – TWG/HRR&CC
- Direct link to the national priorities / MTF; MEFP (built in monitoring )
- Stakeholder engagement/ site visits
- Political engagement – MWLECC; MTE; Parliament to broker **peace?**
- Inter–sectoral linkages
- Complementarity/synergy with existing programmes
- Behind the scenes interventions



# Areas for improvement

- ▶ Deepen and broaden stakeholder involvement ( segmenting and differentiating groups)
- ▶ Guard against capture (interest group; political)
- ▶ Establish relationship with community influencers; gatekeepers; local champions
- ▶ Improve visibility and communications
- ▶ Increase pace to regain lost ground/ use up fiscal space
- ▶ Improve positive demonstration effect
- ▶ Improve intensity of monitoring mechanism

# Environmental and social risks

- ▶ All project interventions designed and being implemented in accordance with established national standards and guidelines
  - Natural Resources Conservation Act, Beach Control Act, Beach Policy, EIA Guidelines; National Irrigation Standards; Irrigation Amendment Act, Land Management Policy etc.
- ▶ Environmental Management Plan to be integrated into the final technical design and all contracts for civil works, with close supervision provided by the local Negril monitoring committee which is to be established
- ▶ Consultation Code of Practice for the Public Sector, 2005 - *more service oriented and citizen-centred public service – sets minimum rules*
- ▶ Underlined by principle of inclusion and inclusiveness
- ▶ Involves no instances for the dislocation of communities, discrimination

# Environmental and social risks

Notwithstanding...

- ▶ Evidence of need for more consultation
- ▶ Group of citizens identified possible environmental risks and disruption of livelihoods associated with Component 1
- ▶ Some risks identified in EIA process and remedial actions being put in place to address and minimize

# Recommendations

- ▶ Preparatory design and feasibility work during concept and programme development stages
- ▶ Be expansive in risks assessment–social risk
- ▶ Hand hold partners
- ▶ Simple, strong, structured governance framework
- ▶ Integration with national planning frameworks and priorities
- ▶ Strong stakeholder relationship
- ▶ Project feedback/early warning mechanism

# Thank you!



## **GOJ/Adaptation Fund Programme**

Building the Resilience of the Agriculture  
Sector and Coastal Areas

**BREAKING THE TIDE, RENEWING THE LAND**