



# Effective Project Management

Tools and Innovations utilized within the Portfolio of the  
Disaster Vulnerability Reduction Projects  
Grenada's Experience

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# Grenada's Climate Change Resilience Initiatives- A General Overview

- ▶ The state of Grenada is a tri-island state in the Caribbean- Grenada, Carriacou and Petit Martinique- total area 133 sq. miles
- ▶ Already experiencing the impact of climate change:
  - Hurricane Ivan in 2004 -
  - Hurricane Emily in 2005 -
  - Flash flooding due to extreme rainfall in April 2011
  - Extreme Weather Events - dry seasons, rainfall
- ▶ Grenada is one of the PPCR pilot countries implementing the Disaster Vulnerability Reduction Projects (DVRP)- A Regional Project
- ▶ The DVRP aims to measurably reduce vulnerability to natural hazards and climate change impact.
- ▶ Climate resilience and disaster mitigation measures are now built into development projects- since 2015



# Grenada's Climate Change Resilience Initiatives- An Overview of the Disaster Vulnerability Reduction Projects

- ▶ Implementing MDB: World Bank
- ▶ Funding Arrangement:
  - ▶ SCF-PPCR Grant: USD\$13M
  - ▶ SCF-PPCR Loan: USD\$12M
  - ▶ IDA Credit: USD\$10M
- ▶ Main Focus:
  - ▶ *Improving resilience of public infrastructure*
  - ▶ *Improving water resource*
- ▶ Percentage Disbursed: 72%
- ▶ Closing Date: December 31, 2018

# Project Management- Challenges Faced

- ▶ Some stakeholders are not project oriented → slow and delayed decision making
- ▶ High turn over of key decision making personnel.
- ▶ Limited technical capacity result in delayed implementation and /or ill defined scope of works.
- ▶ Inadequate estimation of cost during project development → under budgeting of sub-project activities.
- ▶ All project risks not often identified.
- ▶ Resolution of social safeguard issues can be delayed due to Government's limited financial resources
- ▶ Losses due to a low SDR rate have resulted in further budget shortfall

# Project Management- Tools, Innovations and Good Practices

- ▶ Consultations and communication during investment conceptualization, design and implementation.
- ▶ Training local bidders during pre-bid meeting on different requirements.
- ▶ Kick-off meetings to establish participation rules, communication and reporting mechanism.
- ▶ Screening of infrastructure designs.
- ▶ Utilization of MS Excel cost management tool to monitor budgets vs expenditure.
- ▶ Regular visits to project sites and continuous monitoring and evaluation of amount claimed versus contract price and quantities.
- ▶ Continuous monitoring and tracking of consultancies to ensure compliance to Terms of Reference and conditions of contract

# Project Management- Successes

- ▶ Stakeholder and end user buy-in and satisfaction during and post implementation
- ▶ Training of bidders in bid preparation has resulted in noticeable improvement in the quality of bids submitted.
- ▶ Better management of scope creep with no cost overruns to date.
- ▶ Clarity of reporting structure and project communication has resulted in better contract management during project implementation
- ▶ Increased level of project monitoring has resulted in better risk management and higher levels of compliance to specifications and scope of works.

*THANK YOU!*