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 turnover 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!