

## Ensuring Continuity During Times of Transition



Organizational re-shuffles, changes in government and even retirements all have an impact on the continuity of work within any organization and among its stakeholders.

In project implementation, such changes will usually necessitate the review and reinforcement of key messages and project goals, across all stakeholder groups.

On the Port Security Project, both participating countries

and Implementing Partners (IPs) may experience changes in leadership or key personnel, which will inevitably require a level of adjustment for all parties. The length of the adjustment period and the impact of these changes may be minimised by consistent and ongoing engagement between project stakeholders. Changes at governmental level within participating countries, or within IP teams may occur at relatively short notice, for example, if personnel are re-assigned to new work areas. However, when project design is collaborative and monitoring is participatory, stakeholders benefit from shared knowledge of the project aims and objectives, and they collectively manage the direction of travel. The 'organizational memory' required to sustain current progress will be preserved within the existing stakeholder groups.

During the inception (pre-implementation) phase of the Project, IMO held consultations with a range of national stakeholders from each participating country. While the National Focal Points (NFPs) remained the first 'port of call', care was taken to ensure that all key agencies were included in briefings and that key project information was disseminated widely. Project goals and objectives continue to be communicated frequently, reinforcing the links between specific activities within the broader workplan. This approach promotes commitment amongst national stakeholders, so that their 'ownership' of the project remains high, and time slippage is minimised. Whilst circumstances may sometimes necessitate amendments to work plans and changes in the finer detail of project activities; all stakeholders are well informed and up to date. Project management can then be adaptive and implementors can pivot to maintain momentum and stakeholder interest.