



March 19, 2019

Dear Dr. Bristol,

Request for No Cost Extension – Amerindian Land Titling Project

Reference is made to our correspondence dated December 28, 2018 and feedback from your office and the Government of Norway in relation to the extension of the Amerindian Land Titling (ALT) Project. This application for a no-cost (zero increase) extension of the project seeks to formulate the details of the recommendations outlined in the abovementioned correspondence and should be read in conjunction with same (Attachment 1).

This elaborated submission follows from the extensive consultations with the Ministry of Indigenous Peoples Affairs (Implementing Partner), Indigenous institutions, Government agencies and the Government of the Cooperative Republic of Guyana in December 2018. Detailed discussions were held jointly with the Ministry of Indigenous Peoples' Affairs and the Guyana Lands and Surveys Commission (GLSC) to determine the criteria for selection and prioritization of communities/villages for demarcation during the period 2019 to 2021. The criteria, prioritized villages (year 1) and other proposed actions in relation to the completion of pending investigations and sustainability measures for ALT beyond this project, benefitted from the attention of the project board prior to the finalization of this application and its accompanying attachments.

This request for an extension of the ALT Project for the period April 2019 to December 2021 will facilitate the achievement of the following outputs as reflected in the attached updated Results and Resources Framework (Attachment 2) and Work Plan (Attachment 3).

Output 1: Demarcation process completed and Land Titles (Absolute Grants) issued for approved Amerindian Villages that submitted request

1. The criteria for inclusion of communities and villages for Demarcation under the ALT Project for the period 2019-2021 were determined and used to identify five (5) villages for consideration in 2019. In addition, seven (7) villages each would be identified for 2020 and 2021 respectively.

Dr. Marlon Bristol
Head
Project Management Office
Ministry of the Presidency
Shiv Chanderpaul Drive
Georgetown

cc: Project Board Members

2. It is recognized that the objective of titling 68 communities was overly ambitious and revised accordingly. However, given the updated guidelines and renewed commitments of the key stakeholders to fully participate in the Project, it is anticipated that all investigations that were initially planned would be completed and conflicts and concerns will be addressed as far as possible with the objective of obtaining consent from all required villages within the extended life of the project. The villages that are currently engaged in court actions are excluded as the timeline for judicial settlements is unknown.
3. To support and fast track the process, it is further anticipated that a Cabinet sub-committee (or alternative body) will be established. Given the current national political situation, this will be formalized at a later date. However, it should be noted that in February 2019, the Government announced its continued interest in addressing issues and conflicts of Amerindian Land Titling and noted that a high-level meeting will take place in this regard.
4. To address challenges resulting from the gap in information management, a database will be developed to facilitate a systematic data collection on ALT matters. This database will also provide critical information to support the institutional sustainability of ALT in the Ministry of Indigenous Peoples Affairs (MoIPA).

Output 2: Increased access to existing and alternative mechanisms for resolving land titling disputes

1. The Grievance Redress Mechanism (GRM) will continue to be institutionalized to support solving land grievances among communities.
2. Additional capacity building for community members and land administration personnel will be provided to enhance their ability to mediate and support conflict resolutions.

Output 3: Revised Communication Strategy, including a handbook describing the process of demarcation and titling and the social and economic impacts of secure land tenure

1. In an effort to address conflicts and obtaining consent for demarcation, an aggressive campaign will be undertaken based on an updated Communication Strategy.
2. The revisions to the procedures will be formally incorporated into the ALT Guidelines.
3. An analysis of the social and economic impacts of secure land tenure on Indigenous Communities will be undertaken.

Output 4: Institutional Sustainability for Amerindian Land Titling

1. A permanent Amerindian Land Titling Unit will be established within the Ministry of Indigenous Peoples Affairs. The principal focus of this Unit will be to equip the MoIPA to perform its legal functions in relation to ALT matters across all 215 Indigenous Communities and Villages, especially beyond the Amerindian Land Titling Project.
2. While the project will not fund the staffing of the Unit, provisions are made for the institutional framework and physical resources.

Financial Status of the ALT Project

The following table captures the financial position of the project and the proposed allocations for the period 2019 to 2021 based on the above-mentioned plans:

	Original Budget (2013)	Expenditure to March 2019)	Balance on Original Budget	Propose Budget (April 2019 to Dec 2021)
Output 1	6,547,000	1,887,080	4,659,920	4,218,700
Output 2	418,250	332,215	86,035	136,238
Output 3	993,000	300,495	692,505	686,947
Output 4	-	-	-	225,000
Project Management and GMS	2,797,740	879,385	1,918,355	2,089,929
Total	10,755,990	3,399,176	7,356,814	7,356,814

Risk Management: The Risk Management log was reviewed and updated based on the current internal and external environments (Attachment 4).

Given the renewed commitment of the key stakeholders, including the Government of the Cooperative Republic of Guyana, Government Agencies, the National Toshaos' Council and Amerindian NGOs; and the revised Amerindian Land Titling procedures (which was tested in the successful demarcation of one village in 2018 – Four Miles, Region 1), it is anticipated that the revised workplan would be supported and implemented in a timely and cost effective manner.

UNDP therefore wishes to submit this request for a no-cost extension for the period April 2019 to December 2021. To facilitate the continuous operations of the Project Management Unit, which was instrumental in the preparation of this request and the GRM in the consideration of active grievances, we wish to request an additional one-month bridge extension while we await the consideration of the longer-term request.

We look forward to a favourable decision.

Yours sincerely,


Roberto Galvez,
Resident Representative (a.i.)



*Empowered lives.
Resilient nations.*

December 28, 2018

Dear Dr. Bristol,

Re: Project Extension Request for the Amerindian Land Titling Project

The United Nations Development Programme (UNDP) hereby submits a request for a no-cost (zero increase) extension of the Amerindian Land Titling (ALT) Project (“the Project”) (Identification No. Atlas 00077798) for an additional 5 years.

The objective of the ALT is to enable Amerindians to secure their lands and natural resources with a view towards sustainable social and economic development. It is expected that titling of communities will strengthen land tenure security and the expansion of the asset base of Amerindians, enabling improved long-term planning for their future development.

Project implementation commenced in October 2013 for a 3 years term. In October of 2016 UNDP requested and received a no-cost 2 years extension. The extension request in 2016 was due to three primary issues and lasted until October 20, 2018:

- (1) Effective implementation time had been 20 months. Sixteen months were lost to delayed start-up of project and loss of PMU capacity at the changeover in government of the MOIPA;
- (2) Delays by the Cabinet of the Government of the Cooperative Republic of Guyana to approve Ministerial submissions for titling of Amerindian lands; and
- (3) Delays and low capacities at the Guyana Lands & Surveys Commission (GLSC) to carry out cadastral surveys (about 50% of project budget) in a timely manner.

Dr. Marlon Bristol
Head, Project Management Office
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CC. Project Board Members

At the Project Board meeting in May 2018 it was agreed that another extension request would be required in order to continue to fulfil the objectives of the Project. Further, in October of 2018, UNDP requested and received an interim extension until December 31, 2018 to provide time to work on the extension submission through consultative review and strategy sessions with varying levels of institutions.

In leading up to this submission for extension, UNDP undertook extensive consultations with the Ministry of Indigenous Peoples Affairs (Implementing Partner), indigenous institutions, Government agencies, and the Government of the Cooperative Republic of Guyana through Ministerial meetings to critically assess implementation issues faced during the extension phase and to identify solutions. A Project Board Meeting was held on December 20, 2018 with a follow up meeting on December 27, 2018 for parties who could not attend to discuss and agree upon the assessment of project implementation to date and recommendations for a further extension listed below.

Results since 2016 extension

Output 1: Land Titling

- ALT guidelines drafted and revised through stakeholder consultations and endorsed by the Project Board in May 2018.
- 25 investigation reports completed by MoIPA, with approximately 14-17 repatriated back to communities; the remaining approximately 8 require additional work and are currently outstanding.
- One demarcation completed by GLSC in Paramakatoi (Region 8) in 2017 and one in Four Miles, (Region 1) in December 2018.
- GPS training of 51 villages with 698 participants.

Remarks

- 8 Absolute Grant requests were submitted by the Minister of Indigenous People's Affairs to the President since 2016. Based on the Delegation of Functions, Ministerial submissions for Absolute Grants were passed on to GLSC by the President. In December 2017, the GLSC Commissioner noted that the villages for which submissions were made needed to be revisited; there has since been no traction on these applications.
- In both 2016 and 2017 Project Board meetings the concept of using drone technology to facilitate community consultations on land demarcation and disputes was discussed. Indigenous groups asked how the new technology would benefit villages and stated that training would be necessary to attain full benefits. In addition, the Mid-term Evaluation 2016 underlined that it is not recommended to use drones for demarcating boundaries, and that if drone technology will be used, it is recommended to acquire the drones for the interdisciplinary team in charge of land titling (ie. GLSC). It was recommended that GLSC and MoIPA convene a technical meeting to discuss steps forward.
- It is important to note that due to the lack of information and data management of this Output, there is no systematic data; therefore, it is impossible to provide consistent data.

Output 2: Grievance Redress Mechanism (GRM)

- Grievance Redress Mechanism established in 2017.
- 23 Persons trained as GRM Liaisons.
- GRM Outreach was made to all relevant agencies on its existence and function.
- 7 Grievances (2018) submitted; 2 were referred; 1 resolved; and 4 ongoing;
- Mediation was suggested for one dispute between 2 villages, to which GRM is awaiting consent letters from the villages to start the process.
- 200 community members trained in mediation in 2017
- 54 community members trained in mediation in Region 9 in 2018.

Output 3: Communications

- Print and audio-visual materials were prepared in English and translated into 9 Indigenous languages.
- Audio-visual materials were broadcasted on national and community radios and TV stations countrywide.
- ALT vinyl banners, and posters were created and dispersed and mounted through all villages in Region 9.
- A short Documentary was created showcasing the Demarcation of Paramakatoi.
- A two-day communications workshop was held in 7 villages in Region 2.
- GRM Brochures were created and shared at various events and in communities.

Project Management:

Recommendations for a strengthened and more streamlined Project Management Unit (PMU) in MoIPA were approved at the Project Board in May 2018. This started with the abolition of the GRIF Unit within UNDP in late 2017. A new Project Coordinator (international) was hired in October 2018, reporting to the MoIPA Permanent Secretary and UNDP to lead the PMU and overall project management and coordination, training and supervising the national team to effectively disseminate information, such as meeting notes, updates and reports, and proactively engaging stakeholder institutions to ensure transparency, accountability and timely coordination. The Project Coordinator also brings in knowledge of Indigenous rights and FPIC processes from outside Guyana, in part fulfilling the recommendation of the Mid-Term Evaluation to strengthen capacities in sociology/anthropology to better understand Indigenous perspectives.

Following the Mid-Term Evaluation recommendations, MoIPA added another lawyer to work with the ALT PMU and to work on a sustainability plan beyond the Project. A Gender Specialist was also recruited in October 2017, however due to Project instability with the looming end date, they have moved on and this role will be refilled upon extension approval. The National Agricultural Research and Extension Institute also agreed to provide an Agronomist on request.

A new Communications and Information Associate was hired in September 2018, after the previous office holder resigned in July 2018. The new officer has been working on a revised communication strategy that going forward would be amended to include both strategies for sharing Project information to the correct parties (village and/or Board etc.) and making

communication materials that are more user friendly within the context of rural Indigenous villages. This may include educational components on what FPIC is, so that community members fully understand their right to receive information in a relevant and timely manner. Upon extension approval, the new Officer will also be developing an information database to systematically record status and traction of ALT cases.

An ALT coordinator was recruited for the National Tshao Council (NTC) in August 2018 to facilitate communication and information dissemination with NTC and Indigenous communities. This NTC-ALT coordinator is now working closely with the ALT PMU, and has already been incorporated into weekly meetings, received meeting minutes, and supported the team with access to communities.

Assessment of results and implementation during extension phase November 2016-December 2018

At a general level, it was unanimous across stakeholders that the objectives of the ALT project of titling 68 communities were overly ambitious. Nonetheless, the level of progress and results during the extension period (November 2016-December 2018) was unsatisfactory and requires serious improvement. Five primary project issues were identified that have caused roadblocks in productivity and deliverables:

1. Consensus and commitment on ALT guidelines by all Government institutions

The ALT guidelines were developed between 2015-2017 through a multi-stakeholder consultative group composed of the abovementioned Government institutions and indigenous stakeholders and were endorsed by the ALT Project Board in April 2017. GLSC expressed concerns over roles and responsibilities with MoIPA; an MOU was subsequently drafted and signed between the institutions. However, the project was still not able to move forward because GLSC objected to the ALT guidelines on procedures related to absolute grants, demarcation and land certification. A revision of the guidelines had to be renegotiated over another six months between GLSC, MoIPA and UNDP before it was resubmitted to and approved by the Project Board in May 2018. The revision consisted of: 1) absolute grants will be issued only after demarcation is completed; and 2) GLSC will not be involved in the request for certificate of title.

GLSC has confirmed their commitment to the revised guidelines presented at the May Board meeting and acknowledged the successful demarcation of Four Miles village between September-December 2018 as a marker of this commitment. In addition, the guidelines although already approved by the Board in May, were reconfirmed at the December Board meeting. Upon extension, these revisions will be implemented in text formally to create and print a new ALT Land Titling Guideline booklet and promotional and communication materials, and the new approved process will be used for all ALT cases going forward.

2. Common position and definition on the “save and except” clause

The application of a “save and except” clause to address encumbrances in areas under Amerindian land titles has been a contentious issue. Encumbrances have often been the source of dispute and discontent among Amerindian communities that have led to lawsuits and obstacles to demarcation. The “save and except” clause is written within the laws of the GGMC and the GFC, however, it is not written in the State Lands Act that govern GLSC; therefore, though GGMC and GFC utilize this practice, GLSC maintain that it should not be included at all. The ALT guidelines do not explicitly make mention of “save and except”. Stakeholders ultimately agreed at the December Project Board to discontinue its use in the process of ALT altogether and ensure due diligence in consultations, during the Investigation phase to resolve any disputes over encumbrances of permits or concessions before a demarcation starts. The demarcation plan and ensuing Absolute Grant will clearly mark and exclude areas of encumbrance without “save and except”.

3. Strategy for prioritising land extension applications

The Government does not have a clear policy on the ultimate extent of Amerindian land extensions in light of balance with other population groups and broader national development policy. Currently titled Amerindian land is estimated to constitute 15.7% of Guyana’s total land area. A 1969 Amerindian land commission report recommended a 24% allocation¹, but it is noted that consultations at the time were not fully inclusive and conditions would have changed since then. ALT currently has 6 outstanding first-time land titling requests, 31 extension requests, and 10 outstanding cases where a community has not provided consent. Notwithstanding the need to clarify the National policy for overall Amerindian land extensions, which will require time, a pragmatic strategy is needed to guide the scope and prioritisation for land extension requests going forward. This could include criteria, such as communities requiring land titles to obtain opt-in. It would also be important that policies on granting and renewing concessions within extension request areas are formed in consultation with Indigenous institutions.

Recognising that the ALT project will not be able to resolve all remaining Amerindian land requests, it will be necessary at the start of a new extension period to prioritise villages for the ALT Project; this will ensure that from the 47 outstanding cases and possible other requests, a maximum of 20 cases are chosen to prioritize over the next 5 years if granted. Indigenous institutions will participate in the decision making of village prioritization and the information will be shared transparently with communities that have submitted land title requests.

4. Stakeholder engagement - principles of cooperation, transparency, efficiency and accountability

Amerindian Land Titling requires effective engagement between Government institutions (MoIPA, GLSC, GGMC and GFC) and Indigenous groups. Sub-optimal collaboration among Government institutions has not only led to the under-delivery of results; but has weakened Indigenous peoples’ confidence in Government commitments to land titling. Absolute grants have

¹ As reported by MoIPA in December 2018

remained unapproved for two years and inter-agency issues (primarily between MoIPA and GLSC) took longer than a year to resolve. Information and communication streams from the Project Management Unit in MoIPA to other institutions and concerned communities have not been systematic, consistent, nor efficient. The Indigenous institutions have not always coherently worked together, adding confusion to communities and in some cases community reversals in the ALT process. All of the above led to delays, with little or no consequence to the institutions. Institutions and individuals engaged in ALT need to be more cost-conscious, and results and performance driven. It is important for the Government institutions to lead by example to gain the trust of Indigenous communities.

The ALT governance framework may be strengthened by linking the Project Board to a Cabinet sub-committee that can enforce recommendations and decisions related to Amerindian Land Titling. The NTC leadership changed after the Tushao elections in June 2018 and is committed to revitalising NTC's role in community outreach.

The Grievance Redress Mechanism in MoIPA has yet to be fully utilized by Indigenous communities. The GRM focal point has reached out to establish trust with Tushaos and village councils in effort to dispel questions of what GRM is and why consent is required to enter the GRM process. Consent letters are currently expected from two villages that wish to enter the process of GRM mediation; this will provide what hopes to be a pilot example to the importance and success of GRM delivery. Linkages with court-certified mediators are being explored to strengthen the legitimacy of GRM. With extension approval, there are plans to increase communications about the GRM through both Radio and SMS to village areas, as well as during field visits for other matters, ensuring anyone in the field is always aware of GRM outreach and processes so that all heard grievances are passed on to the GRM team in a timely manner. It would also be important to ensure coherence and complementarity with other grievance redressal and dispute resolution schemes.

During the ALT extension consultations, stakeholder institutions have all recognised the deficiencies in cooperation and efficiencies and have renewed their respective commitments and responsibilities under improved arrangements recommended for the extension.

To allow for greater NTC and Indigenous cooperation and participation it was agreed that one representative from NTC and one representative from all the other Indigenous NGOs on the Board (on a rotating basis; or based on availability) would be invited to be present at future Investigation meetings and other varying ALT activities, occurring within the field.

5. Institutional sustainability and the role of the Project Management Unit in MoIPA

All stakeholders recognise that Amerindian land titling is a long-term agenda that requires institutional ALT systems and capacities as part of core mandates of Government institutions with dedicated staff and budget. MoIPA's overall coordination role for the entire ALT process needs to be respected by all institutions in order to ensure coherence, but MoIPA/ALT PMU capacity needs to be fitted to play that role effectively. Institutional roles and services need to be ironed out to avoid duplication and ensure timely delivery, such as MoIPA investigation and GLSC inspection reports, and provision (and training) of GPS and drone technologies to Indigenous communities.

Since the 2016 ALT extension, GLSC has been rebuilding its capacities, facilities and systems under new leadership. This has led to changes in ALT procedures as discussed earlier, but the first demarcation has been completed in Four Miles this year based on the revised procedures. MoIPA and GLSC are working to further iron out roles and coordination and dedicate staff to consistently participate in ALT implementation. GLSC have committed to their full participation in meetings and required sessions and work with possibility of additional capacity to meet the needs of ALT. GLSC has agreed to a proposition from MoIPA to second a surveyor to the ALT PMU in MoIPA to lead investigations in coordination with GLSC. A concrete plan is needed to institutionalise ALT systems and capacities within the programmes and budgeted plan of the institutions.

Recommendation for ALT extension from January 2019

Based on consultations with Project Board members who are stakeholders to ALT, UNDP recommends a no-cost extension of 5 years. The extension will entail the following modifications and commitments from stakeholder institutions.

- 1) The prioritization of target communities to be agreed by all stakeholders and Government policy with the aim to achieve five demarcations and absolute grant issuance per year. First-time land titles (six outstanding requests) should take priority. In regards to extension requests, more rigorous prioritization criteria and commitment from communities and Government institutions on FPIC engagement and timelines will be needed to predictably deliver results. In order to optimize the use of project resources and capacities towards concrete results of demarcations, the project will limit interventions to the agreed target communities in a given year.
- 2) The revised ALT guidelines (endorsed at May 2018 Project Board) will be applied, but with a more rigorous, coherent and results-oriented approach to investigations. The Indigenous institutions will work as a team to enable full community participation with due diligence of FPIC. Through their own GRM processes, GGMC and GFC will facilitate resolution of disputes concerning logging and mining concessions and ensure due diligence to FPIC in considering new concessions in areas affecting Amerindian lands. Indigenous groups will also have access to the ALT GRM for issues arising from the titling of lands and can utilize this process for additional help and/or support when working with other agencies on resolution of disputes; the GRM may be brought in to mediate resolution of disputes. All institutions will fully cooperate with the investigation in a timely manner to enable traction towards community consent and demarcation. Investigation reports will be shared with indigenous institutions and communities in a timely manner. All encumbrances will be defined in the demarcation without "save and except".
- 3) Project outputs will remain with adjustments reflecting developments to date and new recommendations for the extension. A fourth output will be added to incorporate institutional sustainability measures, preparing land titling in Guyana to be self-sufficient at the end of the 5 years.

Output 1: Land Titling

1. Prioritization of 5 target communities per year, starting with the 6 new cases; selection criteria for extensions to be established.
2. Conduct Investigations leading to community and GLSC consent for demarcation.
3. Issue Demarcation, Absolute Grants, and land titles for the 6 new application villages, and subsequent processes for chosen extension cases. The issuance of Certificate of Title needs to be undertaken by the Land Registry.

Output 2: GRM

1. Maintain momentum in "pilot" dispute case, utilizing mediation to solve land grievances between two villages.
2. Continue to build capacity of stakeholders, including MoIPA Staff and Village Councils, in negotiation and mediation, and other forms of conflict resolution and knowledge on the land titling process.
3. Documentation of the resolution of future land titling issues; this includes building mechanisms to better update the Project Board on GRM activities, success and issues.
4. Become a leading mechanism in successfully negotiating disputes within the ALT process by working with community members and leaders, technical agencies, Ministries, and by building relationships with external parties to provide needed expertise in mediation and dispute resolution.

Output 3: Communications

1. Introduce Revised Communication Strategy to be approved by Project Board.
2. Revise ALT handbook and promotional materials describing the process of demarcation and titling.
3. Support Output 1 and Output 2 in creating any required promotional and media materials as necessary.
4. Create data management systems that ensure easy access to Project information and updates, such as village titling status, and oversee dissemination of information to Project Board and related parties, creating easy processes and systems.

Output 4: ALT Institutional Sustainability

1. Create policies that support the sustainability of ALT institutionally within MoIPA; this includes researching Best Practices from other countries with similar agency structures.
 2. Research and confirm funding sources required for an annual budget of land titling in Guyana.
 3. Provide and implement an organization plan, indicating staff capacity needs (TORs), and filling those roles and/or utilizing staff from the PMU to grow into these roles.
 4. Ensure implementation becomes a smooth transition within 5 years of the ALT Project, allowing international funders and agencies to transition away.
- 4) Project Management Unit will be reconfigured based on lessons from past implementation and in conjunction with institutional sustainability measures: Project Coordinator; Project Associate-ALT; Output 1: Lead Investigator/surveyor and Manager/associate staff member;

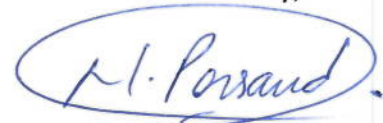
Communications and Information Management Associate; GRM Director; Project Associate - GRM; Gender Specialist; ALT NTC staff position; and Driver.

Current PMU staff with satisfactory performance reviews are contracted with UNDP and MoIPA until March 31, 2019 as per standard end-of-project procedures. UNDP hereby requests an expedited approval to enable PMU staff to engage in the following work for the next three months:

1. Formulate details outlined in the recommendations listed above at a higher level, ensuring that all questioned processes are solidified, confirmed and provided in detail prior to receiving the requested 5 years extension:
 - a. Streamline ALT procedures and roles and responsibilities of stakeholder institutions; creating any new methods or frameworks as needed to support this.
 - b. Elaborate institutional capacity strengthening and sustainability plans and embed PMU and project support within these plans.
 - c. Design strengthened governance framework that links ALT to Cabinet sub-committee (or alternative body) for advisory support and potentially to empower the Project Manager to enforce implementation.
 2. Allow the current PMU to continue work on GRM related items that are outstanding from the approved AWP 2018; this would include items in Output 2 and Communication related support for GRM though Output 3. This work will allow the PMU to continue to work on increasing both support, and outreach of the program, and improve the program overall. It would also allow the program to continue to work on active grievances, with an effort to showcase success of the program.
 3. The current team will also complete project reports and other project managerial and administrative procedures and facilitate the start of the extension phase if/when approval is received, and/or facilitate the close of the Project if approval is not granted.
- 5) In light of the latest developments in Parliament, a risk management plan will be put in place to ensure the best use of project resources, during a political transition.

UNDP looks forward to a favourable decision on this request for a no-cost extension.

Yours sincerely,



Navindra Persaud
UNDP Officer-in-Charge

Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resources Framework: <i>UNDP Outcome 2</i> - Access to equitable social protection systems and quality services and sustainable economic opportunities improved				
Outcome indicators as stated in the UNDP Country Programmes Results and Resources Framework, including baseline and targets: <i>Outcome Indicators</i>: Number of Amerindian communities with institutional measures in place at the subnational levels to generate and strengthen employment and livelihoods				
Applicable Key Result Area (from UNDP 2018-2021 Strategic Plan): Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs				
Partnership Strategy: UNDP will use its comparative advantage in brokering partnerships where and when necessary. UNDP will also make available to its partners the wealth of knowledge accumulated from its own experiences as well as that of others through its network of country offices.				
Project title and ID (ATLAS Award ID): Amerindian Land Titling Project				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (US\$)
<p>Output 1: Demarcation process completed and Land titles (Absolute Grants) issued for approved Amerindian villages that submitted requests</p> <p>Baseline (2018): 103 Absolute Grants have been issued 97 Villages have been demarcated 22 investigations completed Non existence of Amerindian Land Titling Database</p> <p>Indicators: Number of village maps produced and certified by sworn land surveyors (demarcation for new applications and extensions) # of investigations completed with all issues of conflicts and concerns addressed Existence of Amerindian Land Titling Database</p>	<p>Target: 19 communities/villages to be demarcated Year 1: 4 new villages demarcated; 1 village extensions demarcated Year 2: 2 new villages demarcated; 5 village extensions demarcated Year 3: 2 new villages demarcated; 5 village extensions demarcated</p> <p>Target: 19 Absolute Grants issued for villages, communities that have submitted applications Year 1: 4 new communities receive Absolute Grants; 1 village issued an Absolute Grant for extension Year 2: 2 new communities receive Absolute Grants; 5 villages issued with Absolute Grants for extensions Year 3: 2 new communities receive Absolute Grants; 5 villages issued with Absolute Grants for extensions</p> <p>Target: 40 Investigations completed (issues of conflicts and concerns addressed) Year 1: 6 investigations Year 2: 17 investigations Year 3: 17 Investigations</p> <p>Target: Year 2 Amerindian Land Titling Database developed</p>	<p>Activity Result: Demarcation and Absolute Grants (new grants and for village extensions)</p> <p>Action: Consultations and field verification of qualified applications Action: Approval of application Action: Application submitted to GLSC Action: Engagement of Land Surveyor and technical team Action: Procurement of equipment and materials for cadastral survey Action: Advertisement in Newspaper & Official Gazette Action: Conduct cadastral survey of land claim Action: GLSC verification and preparation of maps Action: Issuance of Absolute Grant</p> <p>Activity Results: Investigations of all pending villages completed, and conflicts and concerns addressed Action: field missions to conduct investigations and address conflicts and concerns Activity Result: Databased for the sustainability of ALT developed Action: Procurement of Consultant Action: Procurement of Software</p>	<p>MOIPA GLSC UNDP</p>	<p>4,218,700</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (US\$)
<p>Output 2: Increased access to existing and alternative mechanisms for resolving land titling disputes</p> <p>Baseline: 254 persons trained in mediation</p> <p>Indicators: # of community persons trained with mediation skills for land related disputes # of land administration personnel trained</p>	<p>Target: 165 persons trained in mediation</p> <p>Year 1: 50 representatives of Amerindian communities and community development officers trained in mediation; 15 land administration personnel trained</p> <p>Year 2: 50 representatives of Amerindian communities and community development officers trained in mediation</p> <p>Year 3: 50 representatives of Amerindian communities and community development officers trained in mediation</p>	<p>Activity Result: Pool of trained mediators increased</p> <p>Action: procurement of consultant Action: preparation of training material Action: conduct training workshops Action: tracking the number of land titling disputes that have been referred and resolved</p>	<p>MOIPA UNDP</p>	<p>136,238</p>
<p>Output 3: Revised Communication Strategy, including a handbook describing the process of demarcation and titling and the social and economic impacts of secure land tenure</p> <p>Baseline: There currently exists a draft communication strategy 40 communities reached through communication campaign</p> <p>Indicators: Revised and updated communication strategy # of communities reached through communication strategy</p>	<p>Targets:</p> <p>Year 1: -Revised and updated communication strategy tailored to include appropriate and relevant communication methods to increase awareness on Amerindian land titling</p> <p>Year 2 and 3: -68 villages reached through implementation of the revised communication strategy</p>	<p>Activity Result: Detailed information on the land titling process available to all stakeholders</p> <p>Action: pre-testing and finalization of handbook Action: translation of handbook and other communication material Action: printing and distribution of handbook Action: communications campaign</p> <p>Activity Result: A better understanding of the social and economic impacts of land tenure</p> <p>Action: procurement of consultant Action: consultations Action: preparation of report</p>	<p>MOIPA UNDP</p>	<p>686,947</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (US\$)
<p>Output 4: Institutional Sustainability for Amerindian Land Titling</p> <p>Baseline: Non existence of an Amerindian Land Titling unit within the MoIPA</p> <p>Indicator: Existence of an Amerindian Land Titling unit within the MoIPA</p>	<p>Target: Year 2: Amerindian Land Titling Unit institutionalized at MoIPA</p>	<p>Activity Result: Framework for the establishment and functioning of the Amerindian Land Titling Unit within MoIPA developed</p> <p>Action: Procurement of Consultant for the following:</p> <ol style="list-style-type: none"> 1. Create policies for the sustainability of the Amerindian Land Titling Unit within the MOIPA 2. Define the structure of Unit 3. Develop SOPs for Unit 4. Create TORs for Staff capacity needs of the Unit 5. Document and streamline Institutional roles for Amerindian Land Titling in Guyana <p>Activity Result: Amerindian Land Titling Unit of the MoIPA is equipped to perform its functions</p> <p>Action: Capacity building for staff</p> <p>Action: Procurement of Office furniture, office and field equipment and vehicle</p>	<p>MOIPA UNDP</p>	<p>225,000</p>
Project Management				1,501,384
UNDP General Management Support (8%)				588,545
GRAND TOTAL				7,356,814

Three-Years Work Plan

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount (US\$)
<p>Output 1: Demarcation process completed and Land titles (Absolute Grants) issued for approved Amerindian villages that submitted requests</p> <p>Baseline (2018): 103 Absolute Grants have been issued 97 Villages have been demarcated 22 investigations completed Nonexistence of Amerindian Land Titling Database</p> <p>Indicators: Number of village maps produced and certified by sworn land surveyors (demarcation for new applications and extensions) # of investigations completed with all issues of conflicts and concerns addressed Existence of Amerindian Land Titling Database</p>	<p>Activity Result: Demarcation and Absolute Grants (new grants and for village extensions)</p> <p>Action: Consultations and field verification of qualified applications Action: Approval of application Action: Application submitted to GLSC Action: Engagement of Land Surveyor and technical team Action: Procurement of equipment and materials for cadastral survey Action: Advertisement in Newspaper & Official Gazette Action: Conduct cadastral survey of land claim Action: GLSC verification and preparation of maps Action: Issuance of Absolute Grant</p>	5	7	7	MOIPA GLSC	GRIF	72100- Meetings and Workshops	134,862
							71300- Cadastral Surveys	3,176,591
							71400-Contractual Services (Individuals)	5,000
							71600-Travel	800,000
							74200- Audiovisual & Print Production Costs	42,247
							71300 Consultant	20,000
							72800 Software	40,000
	<p>Activity Results: Investigations of all pending villages completed, and conflicts and concerns addressed Action: field missions to conduct investigations and address conflicts and concerns</p>	6	17	17				
	<p>Activity Result: Databased for the sustainability of ALT developed</p> <p>Action: Procurement of Consultant Action: Procurement of Software</p>		X					
	Sub-total							4,218,700

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
Project Management	Activity Result: Project implementation and management Action: Procurement of products and services for the operation of the project office Action: Compensation of project staff Action: Project Board Meetings Action: Monitoring & Evaluation	2	2	2	MOIPA UNDP	GRIF	71400-Contractual Services (individuals)	728,445
							72100-Contractual Services (Companies)	67,373
							72300 – Fuel	19,662
							72500- Supplies	32,981
							72400- Communication and Audio Visual	9,369
							72800- Information Technology	5,494
							72400- Equipment and Furniture	7,500
							72100- Meetings and Workshops	36,000
							74500- Miscellaneous	6,015
							DPC	367,840
						71600 Travel (M&E)	220,705	
	Sub-total						1,501,384	
General Management Support							588,545	
TOTAL							7,356,814	

Updated Risk Log

#	Type / Description	Date Identified	Impact & Probability	Countermeasures / Mngt response	Owner	Status
1	Environmental: Extreme rainfall which causes flooding preventing cadastral surveys from occurring	August 2012	This is seasonal P = 3 I = 3	Take this risk into account during the planning of activities. Consult with communities as to their availability and seasonal activities.	GLSC	
2	Other: Communities do not request demarcation or withdraw from the process since there is a perception of reduction in the size of the grant at demarcation	August 2012	The number of villages demarcated drastically reduced. P = 3 I = 5	Develop communication and engagement strategy so that the villages receive timely information and are involved in the demarcation process.	MOIPA UNDP, GLSC	
3	Operational: Lack of coordination among institutions	August 2017	P=3 I=4	Institution roles clarified and clearly documented. Functions of ALT Project Management Unit are mainstreamed into MoIPA ALT guidelines are updated and circulated Regular meetings and sharing of information among the stakeholders and relevant Government institutions	MoIPA	During the deliberations on the request for extension, the roles and functions of stakeholders in the demarcation process were clarified.
4	Financial Risk: Inability to access adequate resources in a timely manner.	August 2012	P=2 I=4	Track very carefully the use of the funds.	UNDP	

#	Type / Description	Date Identified	Impact & Probability	Countermeasures / Mngt response	Owner	Status
5	Operational: Capacity of the implementing agencies to delivery in a timely manner.	August 2012	P=1 I=5	Review and revise project delivery projections to make more consistent with the realities of project implementation. Conduct capacity assessment. Slow delivery may also relate to access to skills and bureaucratic procurement processes, therefore a Roster approach of prequalified specialist is important.		Capacity assessment completed in 2018. PMU would be strengthened upon approval of extension application.
6	Possible delays due to political transition	March 2019	P=1 I=4	The current and previous administrations have both indicated an interest in advancing the land titling process. This would be used as a foundation for future discourses and engagements to advance the project.		

