



*Empowered lives.
Resilient nations.*

LCDS: AMERINDIAN DEVELOPMENT FUND- VILLAGE ECONOMY DEVELOPMENT UNDER GRIF (PHASE 1)

Final Report



December 2014, Georgetown, Guyana

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LIST of Acronyms

ADF- Amerindian Development Fund

ALT- Amerindian Land Titling Project

CDO- Community Development Officer

CDP- Community Development Plan

CMT- Community Development Plan Management Team

CSO- Community Support Officer

DDO- District Development Officer

DIM- Direct Implementation Modality

FAO- Food and Agriculture Organization of the United Nations

FPIC- Free Prior and Informed Consent

GFC- Guyana Forestry Commission

GGMC- Guyana Geology and Mines Commission

GLDA- Guyana Livestock and Development Authority

LED- Local Economic Development

LPAC- Local Project Appraisal Community

MCGA- Micro Credit Grant Agreement

M&E- Monitoring and Evaluation

MoA- Ministry of Agriculture

MOAA- Ministry of Amerindian Affairs

NAREI- National Agricultural Research and Extension Institute

NCE- No Cost Extension

NGO-Non Governmental Organization

TK- Traditional Knowledge

UNDP- United Nations Development Plan

USD- United States Dollar

VC- Village Council

Executive Summary

This report summarizes the results from “ADF Phase 1” which was carried out from January 2013 till June 2017 with funding under the GRIF (project number 0006818). Its findings are based on the implementation of the CDPs of 26 communities.

ADF Phase 1 explored the implementation of 26 CDPs and the support systems required to ensure their success and sustainability. The implementation of the CDPs informed the bulk of the work. It explored how the CDPs might be situated in ensuring optimum/ greatest impact, while highlighting conceptual frameworks that could be used to promote village economy development and how this could be demonstrated. Specific consideration has therefore been given to the implications of developing products without the attendant value chains.

Engagement, Management and Co-ordination/ Project Management

A slimmed-down management team, led and coordinated by a Community Development Analyst and a Project Associate, implemented and coordinated Project activities over the project lifetime, with important support from the Quality Assurance Team at the UNDP who provided guidance, and the key implementing partner organization (MoAA), who helped maximize stakeholder engagement. Simplified governance structures (CDP Management Teams-CMTs) were engaged, building on trust established over the two years of collaboration, and have proved effective.

The Project’s funding partner- GRIF granted No-Cost Extensions (NCEs) during this period. Under the initial period including the NCEs Outputs 1 and 2 were completed and Output 3 is still to be undertaken in Phase 2. As at December 31, 2014, USD\$ 1,486,974 has been spent 79% of the Project budget or USD\$ 1,486,974 has been expended

Activities and Outputs

The ADF Project’s 3 major outputs were completed, and handed over to our long term sustainability partner MoAA. In addition to activities detailed in the body of this report, highlights from this reporting period include:

- Output 1: Implementation of 26 CDPs, development and testing of a functional, scalable and transparent disbursement mechanism
- Output 2: Finalization of the full Project Document
- Output 3: Capacity building activities for the Ministry of Amerindian Affairs (MoAA)

Overall, ADF activities have been undertaken in the 10 administrative regions of Guyana and in five (5) different sectors/ areas of focus, and the Project has engaged with more than 5 external networks, institutions, NGOs and UN agencies including: the Ministry of Agriculture (NAREI, GLDA), Food and Agricultural Organization of the United Nations (FAO), Conservation International, Empretec Guyana.

Impact

Understanding how investments in community ventures influence and shape the development of the community is not easily measured, in light of other factors involved such as the development of markets and value chains. This report however captures and highlights some achievements at the field, organizational and sector levels.

The innovative nature of the ADF project, and the investments in relationships of trust between the partners was a necessary first step of the process, which resulted in time consumption in the development/ building of momentum and traction at the field level. However, field engagement and impression has accelerated as follows:

- Strong field- led uptake:
- Clear impressions at the community level

A key factor determining the success of the CDP implementation process is its ability to build on existing structures and utilize existing networks and partners/ partnerships to leverage changes in strategy and resources allocation across the different administrative regions. Encouragingly this report shows that such changes are indeed taking place and is yielding some results:

- Raised profile of community development and entrepreneurship and sustainability within and among communities
- Evidence base: ADF 1 has provided a rigorous framework in which to examine familiar challenges and look for new solutions, complementing anecdotal understanding with some practical insight and experiences
- Focus on measurement, monitoring & evaluation: because ADF 1 was considered to be an initiation phase/ pilot, the approach to its implementation allowed/ the implementers to reflect on how this might be achieved in a meaningful way.
- Strategy and Investment: working group and partner agencies have used their participation in the ADF, as both a springboard to integrate the actions of their programmes and policies and accountability, and as a level to build support for and secure investment in improved and collective action in communities and for coordinated interventions in regional development.

Introduction

This document is the final report of the Amerindian Development Fund (ADF) Project- Phase I. It is designed to provide a survey and summary of the activities, outputs, and learning from the first phase of the ADF Project over the period 2012-2017.

The ADF project, as it has become known, began and was developed in the wider context of entrepreneurship, community development and poverty reduction. The rationale behind the ADF is the implementation of business ventures in communities by utilizing their Community Development Plans (CDPs). These CDP represent and reflect the diversity of community development priorities and niche opportunities, identified through their priority ventures. With this understanding, the ADF Initiation Plan focused on implementing a representative sample of the diversity of community led ventures across the ten administrative regions chosen to understand what works in effective community entrepreneurship so that the lessons learned could be transferred to the implementation of the ADF 2 which would implement CDPs in over 160 communities. Focus was also placed on developing the capacity required to implement the CDPs and providing the requisite support structures that would ensure success and sustainability of the impacts envisioned, paying attention to the cultural sensitivities involved and situating the interventions in the wider development context. It is expected that in the intermediate and longer run the results of the project will affect most if not all communities and lead to community economic development & local economic development (LED).

A slimmed-down management team, led and coordinated by a Community Development Analyst and a Project Associate, implemented and coordinated Project activities over the project lifetime, was provided with important support from the Quality Assurance Team at the UNDP who provided guidance, and the key implementing partner organization (MoAA), who helped maximize stakeholder engagement. The increasing involvement and support of partnerships and partners have allowed the network of relationships created to introduce new perspectives and expertise through collaboration which have the potential for long term sustainability of innovations developed by/through/from/in the partnerships.

The funds provided for the Initiation Phase were 100% expended by the end of the final no-cost extension period on June 2017. For full details, please see the attached Financial Report.

Phase II of the ADF Project

The partner agencies who supported the work of Phase 1 are committed to work collaboratively to develop capacity, and we have designed a second phase of the ADF Project which builds on the many of the achievements presented in this report and reflects much of the learning over Phase I.

Background

Low Carbon Development Strategy (LCDS) Amerindian Development Fund: Village Economy Development under GRIF (Phase 1)

The Amerindian Development Fund (ADF), established to support the Low Carbon Development Strategy (LCDS), seeks to provide funding to support the socio-economic development of Amerindian communities and villages, through the implementation of their Community Development Plans (CDPs). CDPs developed by the Amerindian Villages have identified and proposed priority projects to be financed using the development grant financing acquired under the LCDS. The project is expected to benefit approximately 180 communities and is being implemented in two phases.

Using the Direct Implementation Modality (DIM) as the modality for implementation and with a budget of US\$ 1,855,288.62, Phase I of the ADF was implemented using an initially selected group of 27 communities' CDPs that constituted a representative sample of the administrative regions and the diversity of ventures (Agriculture, Forestry, Mining, Infrastructure, Services, Manufacturing & Tourism). This phase was designed to deliver on three objectives viz:

- a. A functional, scalable and transparent disbursement mechanism created; 15% of the Community Development Plans (CDPs) received funding to test the disbursement mechanism
- b. Finalize the full Project Document
- c. Capacity building activities for the Ministry of Amerindian Affairs (MoAA)

The Government of Guyana and the United Nations Development Programme Guyana Country Office therefore launched the GRIF-ADF Initiation Plan (ADF Phase 1) via an Inception Workshop in March 2013, to kick start the project, following preparatory work, which commenced in January of that year.

Process

Implementation

The implementation of the community ventures aspect of ADF Phase 1 has involved:

i. An **Inception Workshop (March 22-23, 2013)** that fielded representatives from the communities involved and (see Inception Workshop Report) was designed to engage the representatives of the 27 communities, identified for the pilot phase, in a process of exchange and sharing information. The programme of the workshop was designed to obtain and transfer, between communities and ADF team, relevant information for the identification of the modalities to implement the CDPs. An analysis of the CDPs and of the information provided helped to identify the CDPs ready for immediate implementation. The Inception Workshop provided a space for sharing information and getting suggestions.

ii. **Scoping Missions** to the communities and regions involved multi-agency missions which visited:

- a. Region 1- Moruca- Kamwatta, Waikreibi, Manawarin, Mabaruma- Barabina, Three Brothers, Hobodeia Matarkai- Baramita and Four Miles
- b. Region 2- Bethany,
- c. Region 3- Santa Aratak,
- d. Region 4- St. Cuthbert's Mission,
- e. Region 5- Moraikobai,
- f. Region 6- Siparuta,
- g. Region 7- Karrau and Paruima,
- h. Region 8- Monkey Mountain, Itabac, Kurukabaru and Karisparu,
- i. Region 9- Rupertee, Annai Central, Massara, Parikwaranau, Yurong Paru, Bashaizon , Rupunau
- j. Region 10- Sand Hills/ Hittia

The field missions for each community involved a site visit and a community meeting which focused on the technical aspects associated with implementing the CDP, the management and implementation arrangements, looking at the experience and arrangements in the community in recording keeping and financial management; adjusting the budget to within the allowable allocation (\$5M) while taking into consideration the required inputs; and reviewing the general and specific provisions of the Micro Capital Grant Agreement and signature.

The Mission reports prepared after each mission document the outcomes and next steps. Each report has included:

- A Business Diagnostic and Feasibility Assessment
- A revised Budget and;
- An Implementation Plan

Two rounds of Scoping Missions were conducted. The second round was required to validate the CDPs of Monkey Mountain, Karisparu, Rupunau and Hobodeia which did not meet the minimum feasibility requirements for validation and there was no agreement on the CDP focus during the first round of the Scoping Missions

The Scoping missions conducted in Phase 1 form part of the ADF approach for validating and assisting beneficiary communities in the implementation of their CDPs. The ADF team, with the support of technical personnel, which involved MoA, GFC and GGMC, conducted a community meeting in each beneficiary village. In each meeting the CDP was discussed, validated and adjusted for its implementation. This involved selection and validation of the site, planning the investments and revision of the budget, costs and market analysis, plan of action, training needs and organization of the business venture). Each meeting also involved signing the Micro Capital Grant Agreement to the Toshao, Treasurer and the other members of the Community Management Team where established.

Table 1 : List of scoping missios for ADF Phase 1

SCOPING MISSIONS IN THE 10 REGIONS			
#	REGION	COMMUNITY	DATE OF THE SCOPING MISSION
1	1	Kamwatta	17-Apr-13
2	1	Manawarin	18-Apr-13
3	1	Waikeribi	19-Apr-13
4	1	Barabina	20-Apr-13
5	1	Baramita	21-Apr-13
6	1	Three Brothers	21-Apr-13
7	1	Four Miles	11-May-13
8	9	Annai Central	15-May-13
9	9	Rupertee	15-May-13
10	9	Massara	16-May-13
11	9	Yurong Paru	17-May-13
12	9	Parikwaranau	19-May-13
13	9	Bashaizon	20-May-13
14	8	Itabac	31-May-13
15	8	Kurukabaru	1-Jun-13
16	8	Monkey Mountain	1-Jun-13
17	8	Karisparu	2-Jun-13
18	7	Paruima	3-Jun-13
19	7	Karrau	5-Jun-13
20	10	Sand Hills/Hittia	18-Jun-13
21	2	Bethany	19-Jun-13
22	6	Siparuta	25-Jun-13
23	5	Moraikobai	26-Jun-13
24	3	Santa Mission	4-Jul-13
25	4	St. Cuthbert's Mission	7-Jul-13
26	1	Hobodeia	4/21/13 and 9/11/13
27	9	Rupunau	5/19/13 and 10/8/13

Reports for each meeting was prepared including:

- **A marketing and business diagnostic** – appraisal on the assumptions of the communities on the potential market and the value proposition;
- **A revised budget** - which satisfied two criteria: ceiling of 5M that focused on investments. The ADF team paid particular attention to the investment needs and the running costs that would occur during the implementation period.
- **An Action Plan (GANTT)** – a tool developed to guide the community during the implementation period. It was also used as a tool to monitor the community's progress made.
- **Financial forecast** – a tool designed to aid the analysis of the financial feasibility of the CDP. This tool was utilized during the training sessions that targeted developing the financial skills of the Management Teams.

In most cases, the village meeting and the site visit took about three hours. For most of the business ventures the community development plan management team (CMT) was not yet established.

Supporting the implementation:

To support the implementation of the investment and of the start-up of the business venture, the ADF team designed a plan of intervention on three levels: i) Technical training, ii) Management Training and Spot Checks and as well as iii) Sustainability Planning.

Technical Training

MoA provided technical backstopping and training for CDPs focused on agriculture. The support MoA provided the communities focused on designing and establishing the farms, and in some instances, the processing and packaging facility.

The three ventures on fish farming have been supported by the Fisheries Department of MoA which has involved providing training and backstopping in the design of the fish ponds and on the rearing procedures.

GGMC provided assistance during the scoping missions in Karisparu for the setup of the business venture in the sector of small scale gold mining.

Kingdom Apiary Products and Supplies provided training support to Four Miles- the community whose CDP focused on bee keeping.

Two communities are implementing CDPs focused on Tourism, who benefitted from training on hospitality management and tour guiding.

Management Training

Management Support and Capacity Development: Business and Leadership Training and Capacity Development:

This was conducted in all communities to target the CMTs, VCs and CSOs to develop general management competencies including knowledge, understanding and skills required for general management and organization of CDP/ Business venture. Using a private firm (EMPRETEC), training modules (focused on Leadership, Project Management, and Accounting, Marketing, Cost and Financial Planning) delivered over two days developed for building entrepreneurial and managerial capacities were administered primarily for CMTs to assist them in implementing their business ventures successfully.

BUSINESS DEVELOPMENT & LEADERSHIP TRAINING		
REGION	COMMUNITY	Dates
Coastal Region (2, 3,4,5,6,7,10)	Bethany, Santa Aratak, St. Cuthbert's Mission, Moraikobai, Siparuta, Karrau, Sand Hills	February 9,2014
	Kamwatta	February 26-27, 2014
1	Manawarin	February 28-March 1, 2014
	Waikreibi	March 3-4, 2014
	Barabina	
	Hobodeia	March 7-8, 2014
	Three Brothers	March 10-11, 2014
	Four Miles	March 12-13, 2014
	Baramita	March 14-15, 2014
7	Paruima	
8	Itabac	
	Kurukabaru	
	Karisparu	February 14-15, 2015
9	Monkey Mountain	February 12-14, 2014
	Rupertee	12 February,2014
	Annai Central	10-11 February, 2014
	Massara	14-16 February,2014
	Parikwaranau	17-19 February,2014
	Rupunau, Bashaizon, Yurong Paru	19-20 February, 2014

iii. **Monitoring and Follow up Field Missions:** These missions were conducted by the UNDP M&E Analyst: to support the implementation of the ventures in the communities.

iv. **Sustainability Planning:** This was done with each community to save, revitalize, strengthen and ensure the sustainability of the ventures. This is the reason for getting involved in development and establishing of partnerships. Sustainability Plans were developed for each community as a means through which the venture could be sustained.



Figure 1: Kamwatta training activity

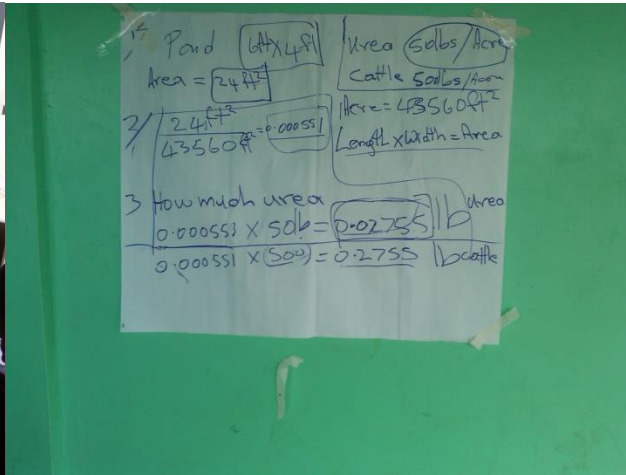


Figure 2: Sample from training activity

Implementation Strategy

The implementation of ADF Phase 1 was guided by the following principles:

1. Participative/ consultative process
2. Quality assurance & safeguard application
3. National and community level ownership & inclusiveness
4. Sustainability

The diagram presented below in pictorial form/ flow chart presents ADF Phase 1.

Below is a diagrammatic representation of how the ADF was implemented. Two main items were considered, and attention was therefore focused in two streams i. Processes and ii. Products.

The Processes involved required focusing on the ensuring and organizing and managing key Logistics, ensuring Institutional Support and developing a Community Engagement strategy.

The Products developed delivered three main outputs: a) the development of a Project document which was informed by the development of a capacity Development Plan for the MoAA and for the CDPs as well as the Operations Manual, Disbursement Mechanisms and Lessons learned. b) CDP Results which involved a mix of Success and Challenges and the development of c) a Sustainability Framework as informed by technical and Community Support , Financial Reporting Systems, Reinvestment and Partnerships & Monitoring.

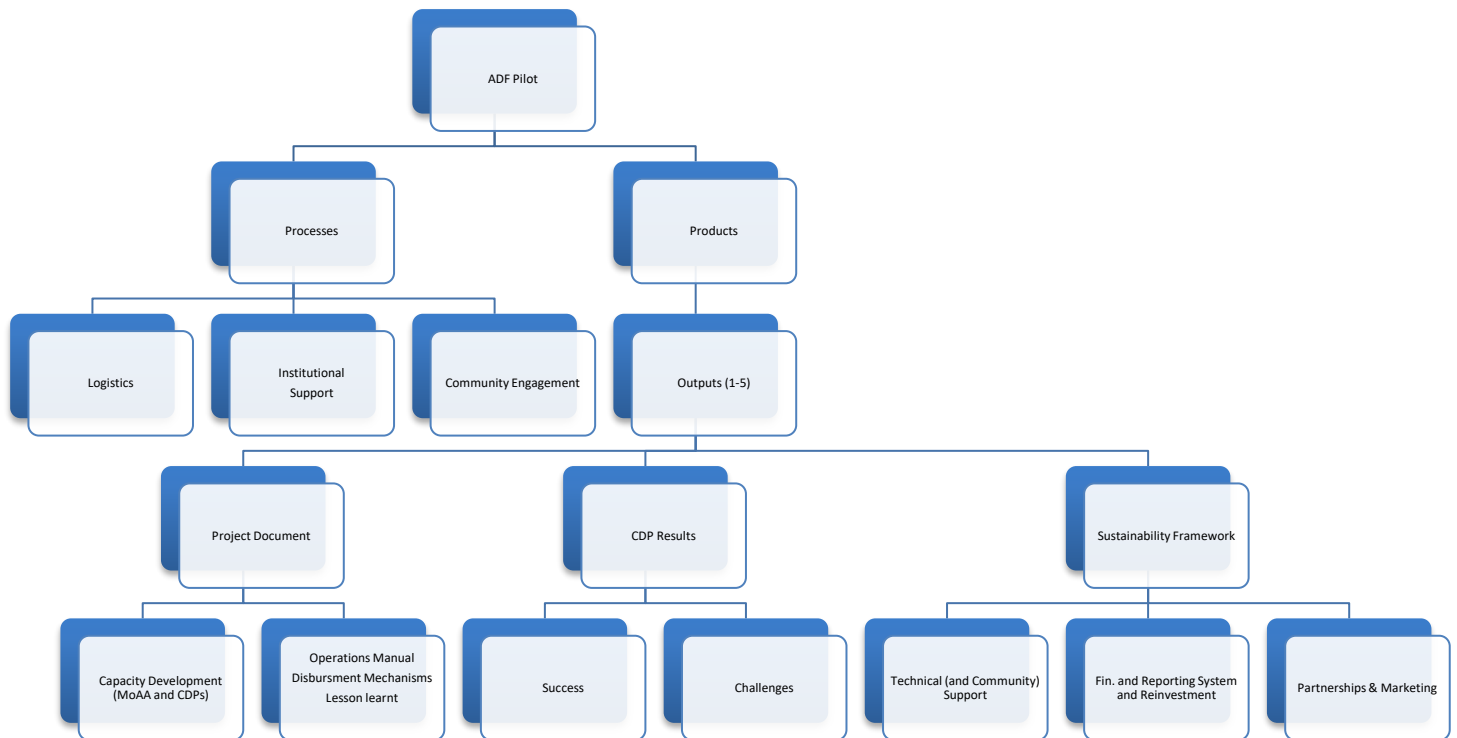


Chart Showing CDP Implementation: Processes and Products

Community Consultation

Implementation of ADF Phase 1 and the Development of the ADF II has involved a very comprehensive and successful consultation approach that has involved over 50 meetings and workshops and has been supported through the participation of government, business community, NGOs, Amerindian leaders and representatives.

The consultation process to date has focused on the issue of sustainability and inclusion principles as the basis of the ADF, and how those principles might be applied in practice. Because communities involve different groupings of persons, incorporating the various and diverse views in the decision making process has not been a simple task.

Consultation has therefore included monthly meetings of the management committee, which oversees the development of the strategy

Community contributions have been critical in raising our understanding and awareness about the importance of applying traditional knowledge in the achievement of sustainability and in finding new ways to apply them. These have included inter alia: planting material, construction of buildings, and traditional knowledge in tourism hot spots. The involvement and support of a wide range of interest groups (including local government, business, community leaders and the general public) has increased the credibility of the ADF. The promotion and publicity through newspaper clippings, partnering with established governance institutions as village councils, ensuring where possible the application of safeguards by the UNDP and working with chambers of commerce etc.

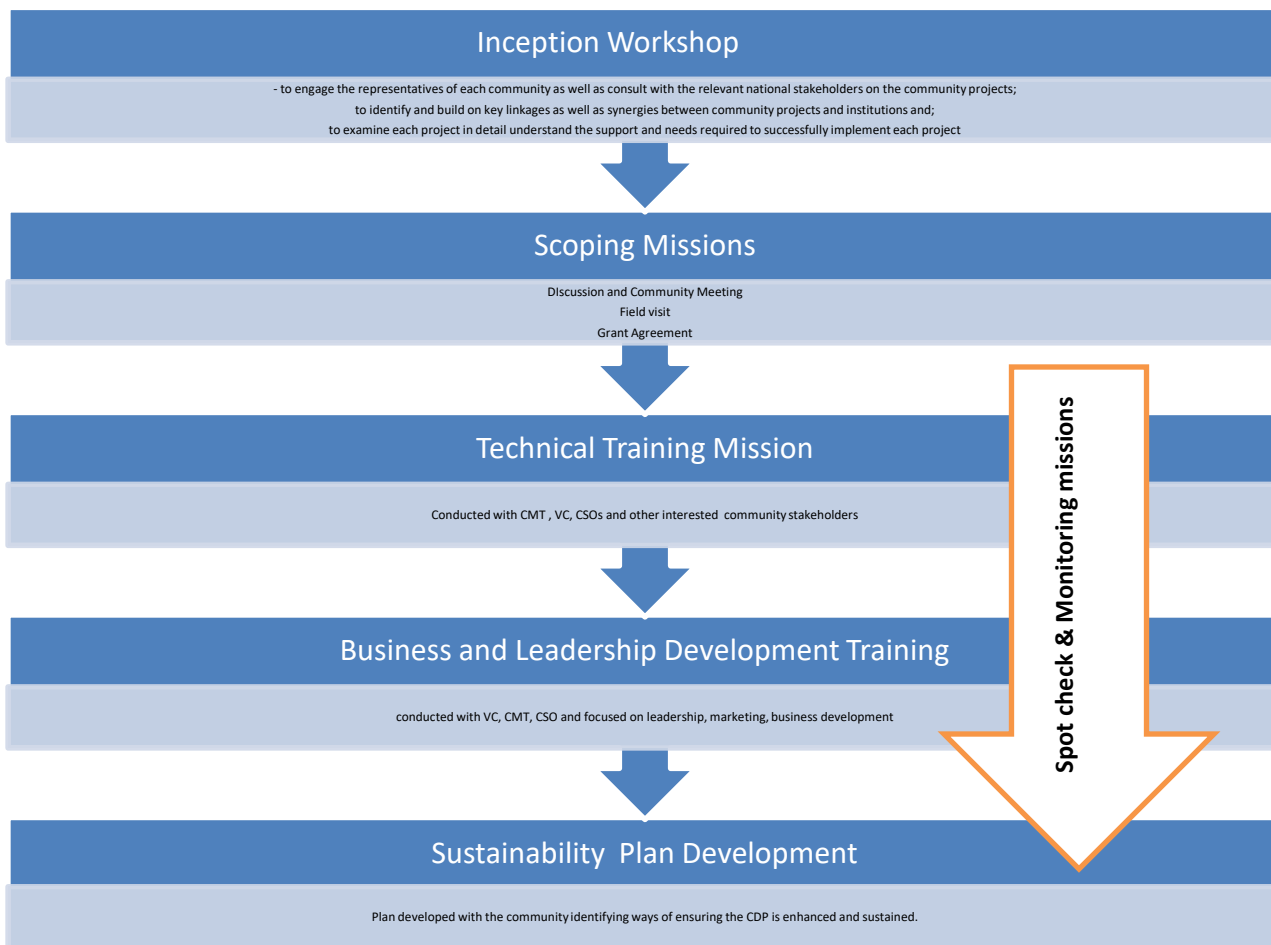


Figure showing the consultation process undertaken at the community level

Product & Results

This section examines the outcomes and impressions from the ADF1 in the three areas that have informed the delivery of the programme: i). Implementation of CDPs ii. Support to CDPs and iii. Capacity building activities. ADF 1 has sought to deliver the three objectives listed below:

- a. A functional, scalable and transparent disbursement mechanism created; 15% of the Community Development Plans (CDPs) received funding to test the disbursement mechanism
- b. Finalize the full Project Document
- c. Capacity building activities for the Ministry of Amerindian Affairs (MoAA)

General Outcomes

ADF has improved and created a greater awareness of Free Prior and Informed Consent (FPIC) in decision making at the various stages of the project's implementation. FPIC was ensured and implemented at the level of the community as well as with partner agencies and other stakeholders. The very process of CDP implementation provides for and integrates an FPIC approach at every step.

Through the involvement of the larger/ wider community in decision making (Scoping and General Meetings of the ADF) community members were able to be informed and contribute to the community ventures undertaken. The approach of community led and owned was central to the work of ADF 1. Field mission reports provide details on the numbers of villagers who attended and participated in the meetings as well as sector/ government organizations.

Through the involvement of relevant operatives in the sector agencies knowledge of the ADF as an initiative was advanced. Their involvement caused the ADF to be linked to other work going on in the regions such as communities involved in the READ project, the FAOTA with the Ministry of Agriculture which was able to provide support to communities implementing CDPs focused on Aquaculture. Linkages and synergies were explored through this interaction/ relationship.

The UNDP, MoAA and PMO-OP met regularly and shared information on the project's implementation.

Success stories highlighting the CDP implementation were uploaded to UNDP CO GY official website.

Accountability

Increased accountability was achieved through ADF Phase 1 as evidenced by the increased submission of monitoring reports (Narrative & Financial). The reports provided templates and a format for communicating with the UNDP on the progress in relation to the activities identified in the workplan and the budget prepared as part of the MCGA. The Narrative reports provided details on the status of the implementation in relation to the planned activities, concurrence with targets, challenges experienced and the lessons learned. The Financial reports provided details on how the expenditure while also capturing the community and other contributions made. The forms were prepared by the CMT and required the signature and stamp of the VC for verification and validation, while providing opportunity for continued oversight and monitoring. Additionally, since the Village account was utilized to receive the MCG. The reports were together utilized as a means of monitoring the CDPs, allowing the Community to provide feedback and as means of understanding and timing the necessary interventions. The reports were also used as part of the requirements for determining and timing further disbursements.

Increased capacity was developed for managing and implementing the individual CDPs through training seminars implemented and conducted with the CMTs, VCs, CSOs and other interested parties. This focused on:

- Technical implementation (Agriculture, Aquaculture, Apiculture and
- Management, leadership, marketing and business acumen
- Sustainability

The CDP Management Teams (CMT), the Village Councils (VC) and the Community Support Officers (CSOs), acted as vehicles through which training and capacity development was delivered.

Training manuals were prepared on chicken rearing, cassava cultivation and processing, cattle farming, aquaculture as well as business development.

At the MoAA M&E specific training was conducted. The beneficiaries were Project Officers and Community Development Officers (CDOs).

Value chain linkages were explored

- Meetings were conducted with partners to link communities with potential buyers (e.g. Four Miles and Kingdom Apiary; Rupertee and Indigenous and Tuma Sala- authentic Amerindian cuisine)
- # of trainings – 56 (Technical, Leadership & Business Development, Sustainability)
- # of visits- 38 (Scoping, Spot checks, Leadership, Sustainability, Technical Training)

In phase one 27 grant agreements were signed and funds distributed.

The main area of focus of the CDPs implemented is Agriculture with 75% of the funds going to farming, fisheries and cattle rearing. Seasonal employment was created for approximately two hundred persons which included women and youth. By extension livelihoods were provided for approximately two hundred families. e.g. Rupertee, Manawarin, Parikwaranau, Hobodeia, Four Miles etc.

Governance structures were developed (Community Development Plan Management Teams (CMTs) in all communities and leadership and business development training done. The training as well as the CMTs formed allowed for improved management and better governance of the Community Ventures and by extension the community, since the CMTs comprised members of the Village Council, women and youth. Technical training provided to all communities increased and developed where absent, capacity for implementing the community ventures.

Several communities exhibited keen ownership (profound) of their CDPs and their implementation through the contribution from the community's treasury as well as utilizing voluntary labour ~48% of the communities involved in ADF Phase 1(Kamwatta, Manawarin, Hobodeia, Rupertee, Rupunau, Bashaizon, Sand Hills, Moraikobai, Paruima, Bethany, Santa Aratak, Cuthbert's, Itabac).

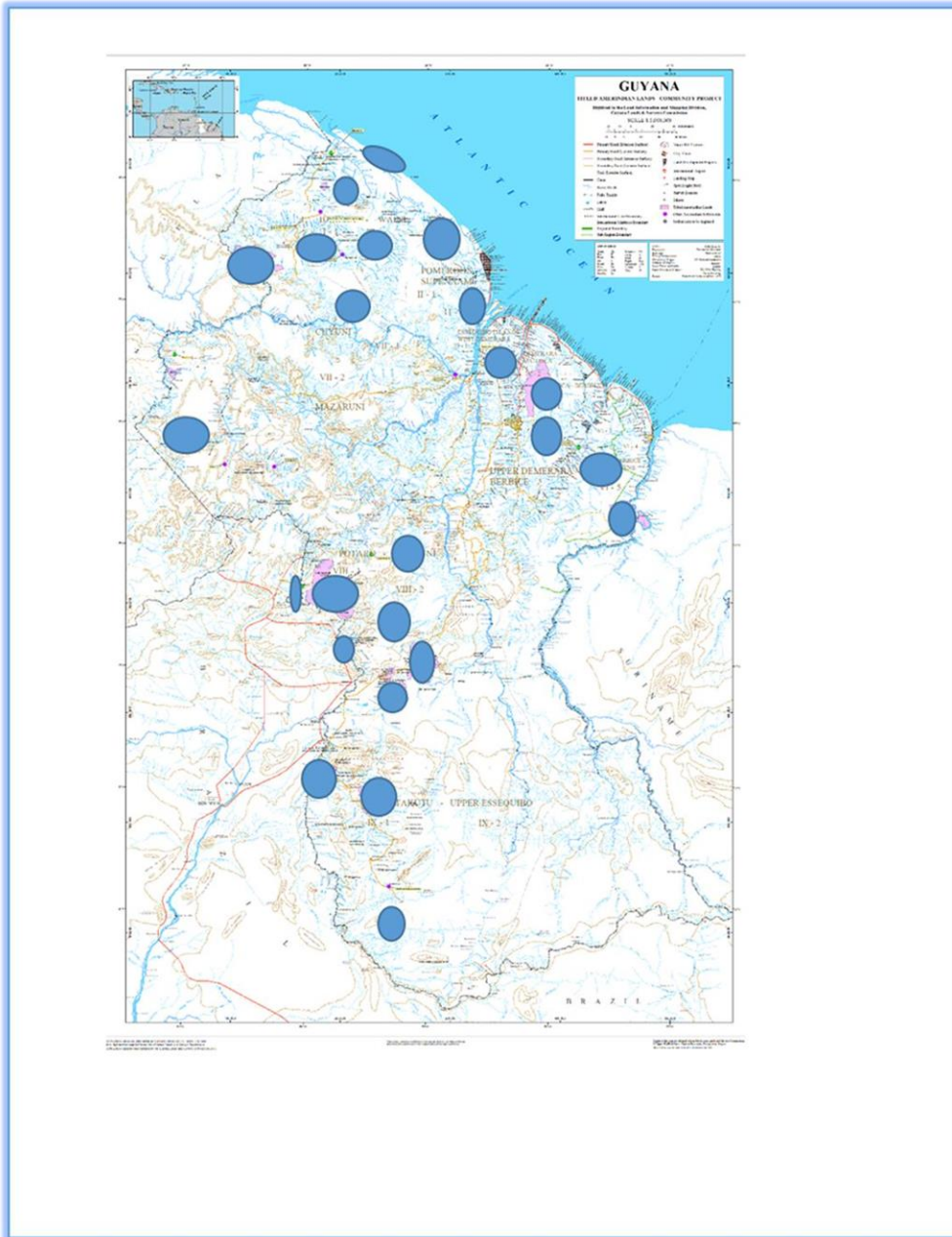
Several communities have started complete operation i.e. making money (Rupertee, Santa Aratak, Moraikobai, Kurukabaru, Bashaizon, Rupunau, Waikreibi) ~26% of the communities involved in ADF Phase 1.

In relation to the stated outputs of the Initiation Phase, the Achievements of Phase ADF 1 are discussed as follows:

Output 1- Develop and Test a financial disbursement mechanism with an accompanying operational manual

a. GEOGRAPHICAL COVERAGE

In Phase 1 of the Project, CDPs and related activities have taken place in 27 communities across the 10 administrative regions. Figure 1 below shows the distribution of CDPs.



Map showing distribution of CDPs implemented in ADF Phase 1

Community	Region	Focus of CDP
Kamwatta	1	Aquaculture
Manawarin		Agriculture (Cassava)
Waikreibi		Logging
Barabina		Chicken farming
Hobodeia		Agriculture (ginger)
Three Brothers		Aquaculture
Four Miles		Apiculture
Baramita		Village Shop
Bethany		2
Santa Aratak	3	Community Tourism
St. Cuthbert's Mission	4	Community Tourism
Moraikobai	5	Multipurpose Village Centre
Siparuta	6	Furniture Shop
Karrau	7	Agriculture (cassava)
Paruima		Village Shop
Itabac	8	Agriculture (cassava)
Kurukabaru		Cattle rearing
Monkey Mountain		Cattle rearing
Karisparu		Mining
Annai Central	9	Aquaculture
Rupertee		Agriculture (cassava)
Massara		Agriculture (cassava)
Parikwaranau		Agriculture (cassava)
Rupunau		Cattle rearing
Bashaizon		Cattle rearing
Sand Hills/ Hittia	10	Agriculture (beans & watermelon)

Implementation of CDPs

CDP Focus	Community	Results
Agriculture	Manawarin	76 acres
	Bethany	
	Hobodeia	
	Karrau	
	Itabac	
	Rupertee	
	Massara	
	Parikwaranau	
	Sand Hills/ Hittia	

Table showing the distribution of Communities involved in ADF Phase 1 and the focus of their CDPs

- Agriculture (9 communities are involved in farming)

Production from farms (~ 76acres cassava, ~ 4 acres watermelons, ~ 6 acres beans) - production from farms

CDP Focus	Community	Results
Cattle Rearing	Kurukabaru	162 cattle
	Monkey Mountain	
	Rupunau	
	Bashazion	
	Yurong Paru	

-
- Cattle Rearing (5 communities involved in cattle rearing)
(~162 cattle)- production- cows giving birth
- Poultry (1 community involved in poultry farming)
(~200 chickens per batch)- 10 batches sold.
- Aquaculture (3 communities involved in aquaculture)
(~ x ponds, stocking rate)
- Bee keeping (1 community involved in bee keeping)
(~50 hives)
- Village Shop (2 village shops)
- Tourism (2 communities)
(~ 15 persons carrying capacity/ accommodation)
- Logging (1 community) BM wood cut, processed, marketed, sold and revenue
(~4679 BM processed)
- Multipurpose Centre (1 community)
- Wood working (1 community)
(furniture)
- Mining (1 community)

Successful CDPs have focused on:

Successful CDPs refer to those that were able to complete an entire cycle/ round of production, i.e. cultivation, harvesting, sales- agriculture. Successful CDPs (rated/described as those CDPs which: Observed the safeguards and were able to implement the CDPs and come up with the required outputs, conduct the activities

- Agriculture (Cassava & beans production) (Rupertee, Itabac, Sand Hills)
- Cattle Farming (Bashaizon, Kurukabaru, Monkey Mountain)
- Poultry production (Barabina)
- Aquaculture (Kamwatta)
- Apiculture (Four Miles)
- Village Shop (Paruima)
- Logging (Waikreibi)
- Santa Aratak (Eco-tourism)

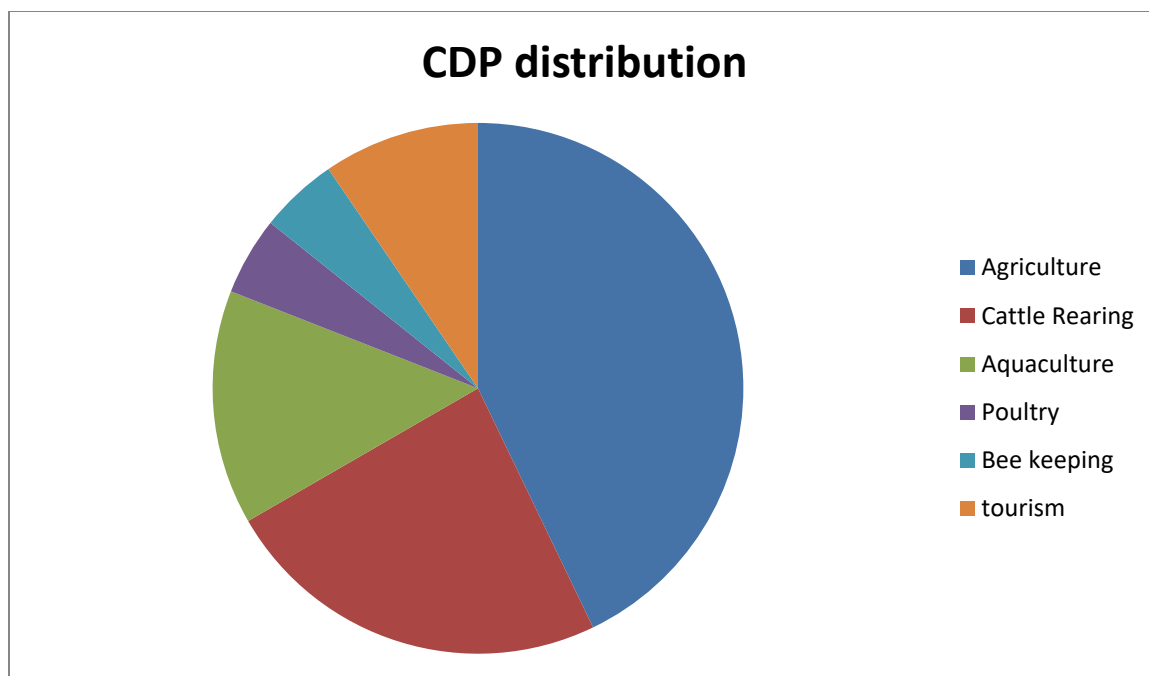


Figure 5: Chart showing distribution of community projects

Disbursement Modalities

A document developed under ADF Phase 1, outlining the Disbursement Modalities identifies the suitable modalities and the actions that ADF can take in the second phase to enhance ADF's effectiveness and efficacy. The document recommends the adoption of a Centralized procurement mechanism in order to improve the efficiency in delivering support to the Amerindian Communities. Using this approach it is projected that improvements measuring ~20% are obtainable. The document promotes a strategic role for ADF to play in developing a mechanism to reduce the logistic constraints and facilitate access to the market for the Amerindian business ventures.

Operational Manual

The operational manual was developed as a documentation of the procedures and mechanisms required to guide the implementation of ADF Phase II. As a means of safeguarding and properly managing the accountability, the Operational Manual is accompanied by several annexed tools and templates whose use promotes financial management of the investments made under the MCGAs communities will received. This manual will allow for consistency in the application of and implementation of CDPs.

Training and Technical Implementation Support

Training support provided focused on the agriculture sector which accounted for ~78% of the CDPs implemented. The training events targeted the CMT members, CSOs and other interested famers in each community visited. The modules and training material utilized focused accordingly on:

Poultry

- ✓ Selection of chickens
- ✓ Site selection
- ✓ Pen construction
- ✓ Equipment requirements
- ✓ Brooding
- ✓ Management of liter

Cattle Rearing

- ✓ Selection of animals
- ✓ Caring for the calf
- ✓ Corral construction
- ✓ Pasture development

Agriculture

- ✓ Cassava production practice
- ✓ Product development (value addition of cassava roots)
- ✓ Drip irrigation

Employment Opportunities created

The project created seasonal employment for approximately two hundred persons which included women and youth. By extension livelihoods were provided for approximately two hundred families.

Output 2 Produce the full project document

Using a consultative approach that relied on the experiences of ADF Phase 1 and the contributions of key stakeholders, the ADF Phase 2 Project document was prepared and developed and subsequently approved to implement 160 community development plans to the cost of **USD 6,259,414.32**.

A Local Project Appraisal Committee (LPAC) was convened to deliberate on the Project Document drafted and a consultant led and facilitated process, The Phase 2 project document was informed by the experiences gleaned from the implementation of Phase 1. It was accompanied by several templates and other key manuals to guide and inform its implementation.

Output 3 Strengthen the capacity of the MoAA to directly manage and support the implementation of the Project

Actions and activities undertaken include:

- Ministry of Amerindian Affairs Capacity Assessment (September- October 2012)
An assessment of the MoAA's capacity as the local implementing partner for the two initiatives (ADF 2 & ALT) related to Amerindian community development.
- M& E training (Oct, 4, 2013) targeted Project Officers and Community Development Officers
- Capacity development & Knowledge Transfer (on joint missions undertaken)
- Capacity Development Plan (September, 2015- March 2017)
 - o Monitoring and Evaluation Training conducted for Village Councils and MoIPA staff (formerly MoAA_
 - o Training on GPS conducted for MoIPA staff including technical officers and Community Development Officers
 - o Trainer of Trainers conducted training sessions for CMTs and VCs in Regions where Persons benefitted where a Resource Manual was developed and utilized
 - o Public financial management and accountability training conducted for Village Councils, Ministry officials with an attendant/ accompanying handbook

Key Lessons learned

The documented lessons learned, the experience made through the interactions with the communities and the following activities of training and monitor visits have also nurtured the Operational Manual, the Disbursement Modalities Assessment and the ADF Business Strategy.

The implementation of ADF Phase 1, which acted as a pilot and precursor to the full-scale ADF Phase 2, has provided several lessons which can be gleaned:

1. The importance of Community Ownership and Participation: applied using FPIC
2. Situating the CDP and the MCGA as part of a larger developmental thrust for success/ impact.
3. Development of the village economy is critical linked to clustering, marketing, availability of economic opportunities, and other industry linkages
4. MoAA machinery is important to the success of any interventions (Partnerships, and roles and responsibilities of the CDOs, and POs are essential to the project implementation):
5. Modalities for the disbursement of funds should be mindful of risks, costs and delays in situations where communities cannot use bank accounts

6. Building realistic budgets (Expenses to be covered should be agreed to in advance of budgeted expenditures)
7. Scheduling and mobilization (time the interventions carefully)- planting seasons, cultural activities
8. Talking to the relevant persons and regular communication, feedback and follow up
9. Logistical costs, risks, weather, and mitigation measures should be fully considered in the planning and delivery of project activities
10. Production vs profitability- need realistic assessments and projections (a mix of technical & traditional knowledge-TK)
11. ADF: a key entry point for accountability in the field. The ADF Phase 1 has clearly played a critical role including awareness and developing capacity for accountability, particularly at the field level, where it has provided a valuable entry-point for dialogue on accountability issues.
12. Accountability training is more demand driven with frequent requests from the field.

WHAT HAS WORKED AND WHY

- Functional CDP Management Teams (CMTs)
- Support of Village Councils (VC)
- Female involvement (# on the CMTs and roles played)
- Youth Involvement (CSOs)
- Investment of community finances (a demonstration of ownership)
- Follow technical advice (application of technical safeguards)
- Partnerships established
- Experience a priori regarding the venture undertaken (previous)
- Accountability (a spin off from profit/ general community management)
- Reporting (# of reports received/ submitted)
- Overcoming difficulties
- Communication: within (CMT, VC & Community); without (MoAA, UNDP, MOLG, extension workers)
 - o Regular reporting
- Level of consultation

Successful CDPs (rated/described as those CDPs which: Observed the safeguards and were able to implement the CDPs and come up with the required outputs, conducted the activities in accordance with the work plans developed and agreed.

Not all CDPs were successful or sustainable:

This could be attributed to:

- Grant size
- Commitment of the community

- Implementation of technical recommendations(technical capacity)
- Governance (cohesion)
- Land tenure

The documented lessons learned, the experience made through the interactions with the communities and the following activities of training and monitor visits have helped inform the Operational Manual, the Disbursement Modalities Assessment and the ADF Business Strategy.

Ministry of Agriculture – NAREI

Training and Technical Implementation Support

Agriculture

- Provide the right mix of skills for the successful implementation of the CDP
- Improve skills where necessary and where new areas of business intervention are being undertaken
- Tackle and address weaknesses and shortcomings problems (diseases, husbandry etc)
- Apply safeguard(s) and reflect good practice in operation and implementation
- establish and develop effective guidance services
- provide reliable and impartial source of guidance
- recognize the rapidly evolving nature of the markets and responding to them
- support guidance with resources and practical information
- maintaining and improving market access

IMPLEMENTATION CHALLENGES

Where we fell down/ didn't do well or what could have been done better

- Inadequate/ infrequent follow up
- Change of leadership (governance)
- Communication with VC & CMT
- Coordinating timely interventions with technical counterparts

LESSON LEARNED	IMPLICATION FOR ADF PHASE II
Global Perspective	Each CDP needs to be situated in the wider context (what is happening at the community already and what is planned for the community and region and surrounding communities)
Tenure and Natural Resource Use	The activities each CDP pursues should occur on the community's land
Community Priorities	While not always having an economic impact should also be considered

LESSON LEARNED	IMPLICATION FOR ADF PHASE II
Engagement and wide consultation Community participation	Informed community involvement is vital to ensure that what is done benefits the whole community not individuals or particular sectors. There is need to develop mechanisms to ensure that we have representation, involvement and participation is not dominated by minority interest.
Efficiency and resilience Economic development and employment growth	Funds utilized for the CDP should be utilized wisely and be guided by principles such as value for money. This is critical to our region’s future success. ADF 2 identify mechanisms that will ensure continued economic development and provide employment in areas and fields that are of value to the people of the hinterland region. We need to provide predictability for investment and development activities.
Resource Management	Effective resource management is critical to ensure sustainable gains in the management of the agricultural, land, forestry and water resources to ensure the ongoing continuation of natural environment
Monitoring	Of the implementation, spending is critical to ensure appropriate review, evaluation and accountability. A number of criteria need to be developed and monitored including a sustainability index, indicators, and accompanying mechanisms.
Education & access to information	The community must play a vital role in decision making to ensure effective community involvement

Final Evaluation

A Final Evaluation conducted for the Amerindian Development Fund Project – Phase 1 sought to assess the effectiveness and contribution of this GRIF funded project to “supporting sustainable livelihoods for the economic empowerment of indigenous communities, to arrest challenges to poverty reduction in its widest definition via community development plans”. The evaluation was expected to pronounce on the extent to which the main institutional actors involved in the project, that is the UNDP and Ministry of Amerindian Affairs (now Ministry of Indigenous People’s Affairs) are now better able to plan, coordinate and respond to economic needs of Indigenous communities as a result of the UNDP support.

Coming at the beginning of the implementation of Phase II of the Amerindian Development Fund (ADF), the evaluation intended to substantively contribute both retrospective and prospective analysis that informed the programmatic choices the UNDP Guyana Country Office in deciding on its future involvement and support for this area of supporting village economy development for Indigenous communities. The evaluation therefore presented practical options based on this assessment of current national capacity and what future investments are needed to sustain and solidify investments made by UNDP and the Government of Guyana.

Key observations, lessons learned and recommendations identified are captured below:

Insufficient community ownership and weak monitoring systems are largely responsible for the shortfalls observed with respect to the effectiveness, efficiency and sustainability of CDPs. The GRIF ADF has the potential to meaningfully impact socio-economic development of Amerindian communities. However, the realization of this potential is contingent upon linking up with additional sources of funding to build on capacities created through GRIF ADF. Furthermore, the balance between resources allocated to capital grants under CDPs and those allocated to strengthening the human capacity of Amerindian communities in various fields has to shift in favour of more attention to the latter.

The following lessons can be drawn from the experience of ADF1 to further strengthen the relevance, effectiveness, efficiency and sustainability of ADF2:

- The design of ADF2 can be further improved by taking steps to ensure greater community ownership of CDPs and more robust monitoring and reporting at community and MoIPA levels.
- The ADF2 should correct for some of the failings of ADF1 through adopting the following steps:
- Agree on and proceed with implementation of a capacity development plan for the Ministry of Indigenous People's Affairs;
- Put in place stringent criteria to ensure greater community ownership of CDPs through having them defined following clarification of amount of funding available, stipulating a quorum for consultation meetings that review them, ensuring continuity of CDP management teams and having reservations for female participation in the management teams;
- Strengthen the monitoring of and reporting on CDPs, by increasing the technical competence and mobility of Community Development Officers and having them aided in the discharge of their duties by a revamped Community Support Officer scheme;
- Put in place systems to deal with common constraints faced by many CDPs with respect to marketing of their products and access to quality inputs at reasonable cost;
- Establish linkages between activities initiated under ADF GRIF with those funded by other sources such as the mining revenue linked ADF; and
- Link up communities engaged in CDPs with sustainable sources of future financing whether as grants or loans.

Other Observations

- Marketing is emerging as a critical challenge for most communities, now that implementation of CDPs is well on their way;
- Communities are not always accepting and implementing most of the technical advice given;
- In line with FPIC community choices for CDP seems to be more akin to what they traditionally know to do than what is economically viable;
- Distances from communities to farm, and farm to market, increases transportation and distribution challenges, and also makes it difficult for communities to cluster based on type of business venture. Clustering seems more feasible for marketing purposes

Recommendations & Conclusion

The impact of capacity building projects is notoriously difficult to assess. This issue is addressed in some detail in the design of the second phase of the ADF Project, which benefits from much learning from Phase I in the specification of a monitoring and evaluation framework for value chains and marketing.

Nevertheless, as this report has shown, some significant initial conclusions can be drawn about the impact of Phase I.

Field Level

The innovative nature of the ADF Project, and the investments in relationships of trust between the partners that was a necessary first step of the process, meant that momentum and traction at the field level took time to build but is very critical to succeeding in community ventures.

- Having an understanding of the CDP and previous experience in the area the CDP focuses on allows for building on strengths and requires very little learning on getting technical aspects completed.
- Partnering and developing partnerships with similar projects can allow for sharing of knowledge
- Involving females allowed for better organization and movement and smooth implementation of the CDPs
- Participation of the community allows for greater awareness and buy-in. some communities provided voluntary labour in the implementation of their CDPs extract synergies
- Communities who have received significant support from their community members have experienced success in the implementation of their CDPs

Recommendations

- The regional approach to implementing CDPs needs to be applied
- There is need to generate marketing and processing practices that create more direct and beneficial links between farmers and consumers
- Record keeping and data collection.
- Democracy vs feasibility/ visibility of ventures: Ensure that community decisions for CDP focus is not only informed by consensual view but is shaped by economic feasibility of the product envisaged.
- Assessment of CDP in totality needed as a precursor to CDP implementation
- Established communication and engagement strategy as well as channels. these are important as they
 - i) help with mobilization of stakeholders (technical) as well as community meetings and activities
 - ii) help with the identification of key stakeholders who are able to move the CDP
 - ii) help ensure that they are engaged and integrally involved.
- CDOs and other on the ground/ extension workers should be adequately informed (in the know), i.e. (CDOs, other MoAA reps, Local Government Reps, DDOs etc)

- i) This is important as they can help function as monitors and can help to feed information and provide feedback on progress
- ii) This is important as they can also problem solve where required (need to develop capacity in this regard)
- An understanding/ appreciation of end product and services in view/ relation to marketing and other support services required for success and sustainability of outputs is required. CMTs should therefore develop/ design supply chains and identify the players involved
- Economies of scale: in implementing CDPs, economies of scale should be identified where cost savings can create benefits (e.g. where possible, have things (inputs) supplied in bulk and transported, have things purchased locally (applying consideration to quality of product and products being fit for purpose)
- Partnerships are needed for partnerships to sustain the interventions made by the CDP and assist in its implementation.

Training



Community: Waikeribi

Product : Logging



Community: Kamwatta



Communit: Moraikobai

Product: Multi Purpose wood working

Agriculture Projects



Community: SandHills

Product: Beans



Community: Rupertee

Product: Cassava



Community: Parikwaranau

Product: Cassava

Cattle and Poultry



Community : Kurukabaru



Community: Yurong Paru



Community: Barabina

Product: Poultry

Aquaculture



Community: Kamwatta

Product: Aquaculture



Community: Annai

Product: Aquaculture

Bees



Community: Four Miles

Product: Honey

EcoTourism Ventures



Community: Santa Aratak
Product: Guest House

Village Shop



Community: Paruima
Product: Village Shop