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Amerindian Development Fund (ADF Phase II) Project Number: 00083605

Final Project Report (December 2018)



Figure 1: CDP Collage: Aranaputa Village Cattle Ranch (Reg 9), Orealla Village Women Processing Peanut (Reg6), Cashew Island Village Fish Processing, Koberimo Village Transportation (Reg 1)

Project Summary	Project Duration (Planned): Three (3) years
	Project Duration (Actual): Four (4) years 5 months
	Project Budget: USD6,259,414.32 + USD19,990 ADF 1 = USD6,279,404.32
	Cumulative Expenditure: USD6, 316,760.14
	Name of Project Manager: Mildred Akpan
	Name of Supervisor: Mr. Alfred King, Permanent Secretary
	UNDP Resident Representative a.i.: Mr. Luca Renda
Responsible/Implementing Agency: Ministry of Indigenous Peoples' Affairs	

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Acronyms

ADF	Amerindian Development Fund
APA	Amerindian Peoples Association
SBB	Small Business Bureau
CDP	Community Development Plan
CMT	Community Management Team
GRIF	Guyana REDD+ Investment Fund
GOIP	Guyana Organization of Indigenous Peoples
IPC	Indigenous Peoples Commission
LCDS	Low Carbon Development Strategy
MOAA	Ministry of Amerindian Affairs
MDO	Management Development Officer
MOC	Ministry of Communities
MoIPA	Ministry of Indigenous People's Affairs
MoLGRD	Ministry of Local Government and Regional Development
NRDDB	North Rupununi District Development Board
NTC	National Toshias Council
TAAMOG	The Amerindian Action Movement of Guyana
UNDP	United Nations Development Programme
NCDC	National Community Development Council

Executive Summary

By virtue of their location and livelihood practice, Amerindian communities have been promoting conservation and preservation of standing forests. In recognition of this fact, the Low Carbon Development Strategy (LCDS) Amerindian Development Fund (ADF): Village Economy Development (Phase II) under Guyana REDD+ Investment Fund (GRIF) embraced the approach created by the Low Carbon Development Strategy (LCDS) which seeks to combat poverty while responding to the impact of climate change by avoiding deforestation and creating a low carbon, climate-resilient economy. The LCDS primarily functions to mobilize financial payments for the climate services provided by Guyana's vast standing forests.

In keeping with the above, the GRIF-ADF project sought to support village economies and to reduce poverty. This community project was implemented in two phases, with the aim of strengthening the entrepreneurial capacity of Indigenous communities, diversifying village economy, creating job opportunities and reducing poverty. The pilot phase (ADF Phase I), which targeted 27 Community Businesses (26 were executed) was aimed at addressing the risks, challenges or related encumbrances associated with a project of this nature and to serve as lessons learned for GRIF-ADF Phase II. The GRIF-ADF Phase II targeted 161 Businesses (including one from ADF Phase I) in communities based on the community development plan (CDP) for the specific villages. The community businesses established were categorized under 5 typologies. Each of the 161 communities was eligible for a Micro-Capital Grant (MCG) of GYD\$5,000,000 (USD24,131.27). In order to ensure grant agreement compliance, funds were disbursed in two tranches, the second was issued after successful completion and verification of the first tranche activities.

By the end of December 2018, 154 communities would have received their first tranches; 148 communities received full tranches; 6 communities were disqualified from second tranches for violating the micro capital grant agreement; six communities did not meet the criteria to qualify while one community withdrew from the project. The sum of GYD\$756,785,445 (USD3, 652, 4398.41) was disbursed to beneficiaries.

To date the project would have exhausted US\$6,316,760.14 whilst as evidence of income generating ventures - 80 CDPs would have recorded a total income of GY\$126,220,637 (USD609,172.96); along with a total of 1,662 (1,068 males and 594 females) employment opportunities created.

The project faced many challenges since it was a pioneering and challenging intervention in Guyana. At the institutional level, the wealth of knowledge is perhaps the most remarkable achievement the project has accomplished.

At the local level the project showed mixed results with some shortcomings, but also some very successful experiences. The success factors are tied to the size of the community, the governance scheme, transparency, capacities and skills from the Community Management

Teams (CMTs) and also prior experience of the community in the business. Sustainability of the project progress and results is the main challenge facing forward. Strong and committed leadership is the backbone for success in any village endeavor therefore without the follow up interventions of a monitoring entity to ensure the continued success of the CDPs and additional funding support, some may unfortunately fall by the “wayside”, if that happens the well intentioned initiatives of the Government to have CDPs, will slowly have been eroded.

1. Background

The Low Carbon Development Strategy (LCDS) Amerindian Development Fund (ADF): Village Economy Development (Phase II) under Guyana REDD+ Investment Fund (GRIF) immediately followed the ADF Phase I pilot. The ADF was established to provide technical and financial support for the socio-economic development and environmental enhancement of Amerindian communities and villages, through the implementation of CDPs. The project was implemented by the Ministry of Indigenous Peoples Affairs (MOIPA) and supported by United Nations Development Programme (UNDP). In keeping with the above, UNDP worked closely with the MOIPA through the ADF Project Management Unit (PMU). The ADF PMU operationalized in September 2014 led the implementation of the ADF II including leveraging internal and external support for the CDPs.

Launched in 2014, the ADF represents a multi-pronged, long-term and integrated strategy for achieving and fostering the socio-economic development of Amerindian communities in Guyana through community-driven business ventures known as CDPs. These community business ventures cover agricultural production and processing, village infrastructure, village business enterprise, tourism, manufacturing and transportation.

Micro-capital grants were made available through the Low Carbon Development Strategy Guyana REDD+ Investment Fund for 161 Amerindian Communities to pursue their business ventures and village infrastructure development under Phase 2 of the project. Eligibility of a community is confirmed when the CDP’s business venture is determined to be relevant and feasible. The total resources allocated to GRIF-ADF phase II was USD6,259,414.32 however a balance reflecting the sum of USD19,990.00 from GRIF-ADF phase I increased the total allocated resources to USD6,279,404.32. In addition, following unbudgeted intensive capacity building interventions in the later part of 2018 which were operationalized to ensure sustainability of CDPs in keeping with the final evaluation recommendations, the project incurred an additional sum of USD37,355.82, which was funded by UNDP. Hence in sum the project expended a total of USD6,316,760.14.

The project was unable to achieve its outputs by the end of the initial project timeline of September 2017; a no cost extension of 15 months was subsequently approved to extend the life of the project until December 31, 2018. All project activities concluded by December 31, 2018 however the Project Manager and Project Associate - Administration were retained on

the job for an additional 90 days up to March 31, 2019, in order to facilitate the administrative closure, and transition of the ADF Project to the MOIPA among other project closure activities.

Inception conferences in targeted communities initiated the CDP implementation process. Embracing the FPIC approach, scoping sessions provided a platform to discuss and assess the viability of business ventures proposed by beneficiaries. The outcome of the scoping session resulted in the documentation of an Implementation Plan (IP) which captured a business diagnostic of the proposed business venture, work plan and budget for the full implementation of the venture. The Micro-Capital Grant Agreement was then reviewed at public meetings. In communities where there is a perceived language barrier; a villager was tasked with translating the agreement for clarity in order to affirm validation of the agreement by the community. Community Management Teams (CMT) were then selected by community members and strategic training sessions prepared the communities for the disbursement of the Micro-Capital Grant (MCG). The MCG in the amount of GYD 5 Million was guaranteed to each community under the LCDS-GRIF to set-up and run a business venture (CDP) proposed by the Community.

The work plan identified actions to be undertaken in chronological order and included a proposed timeline for completion of activities to facilitate implementation of CDPs. It identified risks and challenges associated with the projects proposed by the communities as well as alternative solutions to minimize and overcome such risks and challenges. Further, the budget included prices for inputs, and distinguished amounts required for the first and second tranches. Summarily, the Business Diagnostic (BD) provided a general assessment of the venture and a justification of the amount of the MCG to be disbursed in the first and second tranches. The training sessions were focused on business management and entrepreneurship, concepts relative to accountability, good record keeping and marketing, to name a few. Moreover to facilitate UNDP's fiduciary safeguards, the mode of cash transfer to communities was through direct payment hence all grants were paid to village bank accounts.

As the ADF PMU was operationalized in September 2014, during this period no funds were disbursed nor any associated micro-capital grant agreements signed. However in 2015, 59 communities received first tranches and 2 communities (Surama and Aranaputa) received their entire grant amounts. The total value of funds disbursed for this period amounted to \$131,879,832 (USD636,485.68). In the course of this prevailing year, no second tranche disbursements were made however, 1945 individuals attended scoping sessions of which 880 were males and 1065 females. And during scoping sessions members considered eligible for managing the CDPs were selected by villagers as CMT members, 528 (270 males and 258 females) selected villagers participated in financial and business management capacity building exercises.

Subsequently in 2016, 104 communities benefitted from grants, 63 communities received their first tranches and six (6) communities (Rivers View, Kaburi, Masakenari, Capoey,

Koberimo, Bumbury) were recipients of their entire grants, to the total value of \$ 182,226,426 (USD879,471.17). During this same period (2016), 35 villages followed due process, submitted corresponding reports of their expenses and thus received their second tranches to the tune of \$92,281,818 (USD 445,375.57). That same year 2335 individuals attended scoping sessions of which 1082 were males and 1253 females. During the same period, members considered eligible of managing the CDPs were selected by villagers as CMT members, 564 (304 males and 260 females) selected villagers participated in financial and business management capacity building exercises.

Then in 2017, 88 villages benefitted from grants, 19 communities received their first tranches and two (2) communities (Caria Caria and Quiko) were recipients of their entire grant to the total value of \$56,671,603 (USD273,511.60) and 67 villages received their second tranches amounting to \$183,138,166 (USD883,871.46) dollars. During this same period 714 individuals attended scoping sessions of which 313 were males and 401 females. During scoping sessions members considered worthy of managing the CDPs were selected by villagers as CMT members, 140 (70 males and an equivalent number of females) selected villagers participated in financial and business management capacity building exercises.

Then in 2018, 38 villages received grants, 2 communities received their first tranche and one (1) community (Kako) received the entire grant which amounted to \$11,808,000 (USD56,988.42); While 35 villages received their second tranche to the value of \$98,779,600 (USD476,735.52) dollars. During this same period 154 individuals attended scoping sessions of which 57 were males and 97 females. Members considered worthy of managing the CDPs were selected by villagers as CMT members, 21 (12 males and 9) selected villagers participated in financial and business management capacity building exercises.

Due to the influences of exogenous factors compounded by repeated failure to correct financial irregularities in violation of the Micro-Capital Grant Agreement, six villages (Barasina, Unity Square, Barima Blackwater, Sebai, Barima Kariabo, Kanapang) were disqualified from receiving their second tranches.

Further, six (6) communities did not benefit from grants due in part to the absence of structured governance as required in the Micro Capital Grant Agreement. It must be noted that Five Star, El Paso, Big Creek, Fathers Beach, Matthews Ridge, and Bamboo Landing were Community Development Councils (CDC) and Chinese Landing a titled village voluntarily withdrew from the project after refunding their first tranche citing lack of time, commitment and interest from villagers.

In summary, the overview of total disbursements was as follows:

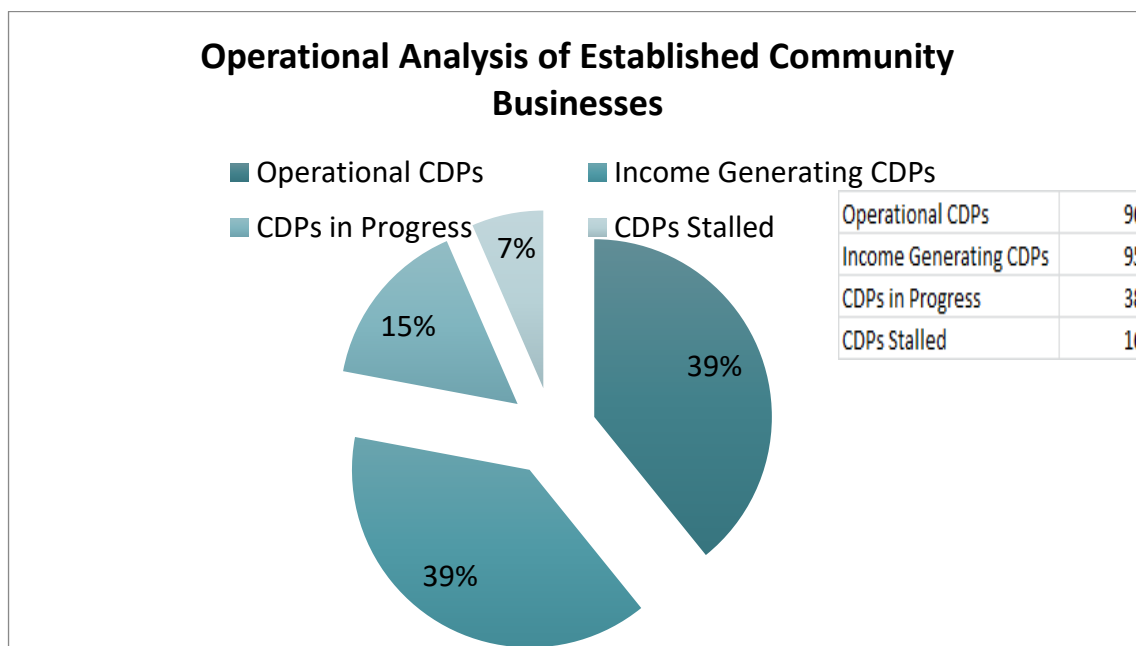
Figure1: Annual Disbursement Summary

<i>Year</i>	<i>1st Tranche</i>	<i>Amount Disbursed GYD</i>	<i>Amount Disbursed USD</i>	<i>2nd Tranche</i>	<i>Amount Disbursed GYD</i>	<i>Amount Disbursed USD</i>
2014	0	0	0	0	0	0
2015	61	131,879,832	636,485.68	0	0	0
2016	69	182,226,426	879,471.17	35	92,281,818	445,375.57
2017	21	56,671,603	273,511.60	67	183,138,166	883,871.46
2018	3	11,808,000	56,988.42	35	98,779,600	476,735.52
Total	154	382,585,861	1,846,456.86	137	374,199,584	1,805,982.55

By the end of December 2018, cumulative monetary value of disbursements reflecting both first and second tranches totaled GY\$756,785,445.00 (USD 3,652,439.41). The ADF Phase II sought to develop 161 community businesses, this figure included (1) one village from ADF phase I. At the end of December 2018, 161 villages were scoped, 154 first tranches were disbursed, 148 received complete \$5,000,000 grants. Hence 148 community businesses - less the six disqualified villages and the seven that did not meet the criteria for disbursements - have been established in selected villages. Accordingly, 154 CMTs were formed and also trained in business and financial management. All communities who were recipient of grants signed the Micro-Capital Grant Agreements.

In addition, in an effort to ensure measures were in place to support the sustainability of CDPs, workshops and seminars were held with relevant stakeholders linking community businesses to supporting agencies. Agencies namely Small Business Bureau (SBB), Guyana Livestock and Development Agency (GLDA), Guyana Tourism Authority (GTA), National Agricultural Research and Extension Institute (NAREI), Regional Democratic Councils (RDCs), New Guyana Marketing Corporation (NGMC), PMU MOIPA, Co-operatives Department of the Ministry of Social Protection were not only introduced to all the village businesses but also village leaders were introduced to the leading authorities of those agencies. This intervention facilitated the process of placing the CDPs in foster care. All the above mentioned agencies were also shared the CDP database generated over the life of the project. This database lists all grant recipients, type of CDPs, typologies, villages, tranches disbursed, dates, population and other particulars.

Figure 2: Operational Status of Community Businesses



In the final analysis, 148 communities received full tranches, since 6 communities were disqualified from second tranches for violating the micro capital grant agreement. Further, eighty one (81) community ventures related to Agriculture, (Fisheries-5, Crops-29, poultry 14 and cattle-33), twenty (21) Village shops, nineteen (19) Transportation, fifteen (15) Hospitality, and twelve (12) in Forest Based Artisanal would have been established. In terms of business readiness, 96 CDPs are operational, 95 are income generating, 38 are in progress and 16 were on record as stalled. As an evidence of income generating ventures (see Figure 2), 95 CDPs would have recorded a total income of GY\$126,220,637 (USD609, 172.96). To date the project would have exhausted US\$6,316,760.14. In addition, a total of 1,662 (1,068 males and 594 females) employment opportunities created

2. Progress Towards Project Outputs

2.1 Contribution to longer term results

a) Multi-country Sustainable Development Framework (UNMSDF)/Country Programme Document (CPD) Outcome 2: Access to equitable social protection systems and quality services and sustainable economic opportunities improved

CPD outcome & Target	Summary achievement	Status <i>Delayed, On track, Completed</i>
Number of actionable mechanisms and policies aimed at decent-work creation and protection, the promotion of entrepreneurship, and the formalization and growth of enterprises - 9	1	Ontrack (ADF is an excellent example)
Overall		Ontrack

By nature of its design, the ADF facilitated not only capacity building to hundreds of indigenous leaders, both male and female, but also established many village enterprises and by extension created job employment opportunities directly and indirectly. The ADF therefore contributed 1 such actionable mechanism out of a targeted 9 aimed at decent work creation, promotion of entrepreneurship and formalization and growth of enterprises.

b) CPD Output 2.1 : National and subnational institutions, private-sector and civil society capacities strengthened to deliver effective entrepreneur programmes to women, youth and Amerindians and develop related policies

CPD output Target	Summary achievement <i>(provide gender disaggregation)</i>	Status <i>Delayed, On track, Completed</i>
Number of schemes to expand and diversify the productive base based on the use of sustainable production technologies in Amerindian communities - 8	12 schemes were achieved as follows: cattle production, poultry production, fish culture, marine fishing, ginger processing, cassava processing, cash crops, nature based tourism, transportation, village shops, furniture workstations and portable sawmills.	Completed
Overall status		Completed

2.2 Progress towards project outputs

Clear successes were gauged by the project exit indicators which detailed that all Micro-Capital Grants were disbursed to eligible communities, that sustainable support was delivered to community businesses, management committees were gradually formalized and all necessary monitoring and evaluation were completed.

Significant progress towards the attainment of intended outputs was achieved since the project commenced in 2014. Further, the GRIF-ADF targeted the formation of 161 community businesses in 161 communities; however after following due process as it relates to provisions in the Micro-Capital Grant Agreement (MCGA), one hundred and fifty four (154) beneficiaries are on record as recipients of first tranches. Further in the absence of an existing governance structure and based on other pertinent conditions set out in the MCGA, six (6) communities failed to qualify, six (6) communities were disqualified due to verified irregular financial practices and one village withdrew from the programme. Ultimately, following this elimination, one hundred and forty eight (148) communities received full disbursements of five million dollars (\$5,000,000) each to the total value of GYD\$756,785,445 or USD 3,652,439.41.

Table 2: Progress Summary

Indicator	Status
Villages Scoped	161
No. of MCGA signed	154
No. of CMT trained	154
No. of 1 st Tranche Disbursements	154
No. of Full Disbursements	148(6 communities were disqualified)
No. of CDPs Operational	96
No. of Income Generating CDPs	95
No. of CDP in Progress	38
No. of CDP Stalled	16
Value of Grant Reported	17%
Total Funds Disbursed	\$756,785,445
Output 2 & 3 Policy Development and Value Chains and Market Linkages	Completed
Final Evaluation	Completed
ADF Transition Agenda	Completed

In the interest of time and accomplishment of project deliverables, the second and third outputs relative to improved linkages with the private sector to further develop value chains and strengthened institutional framework to support local economies were merged. An international consultant completed both outputs in the last quarter of 2018. The Final evaluation was also completed during the same period.

Project Outputs 1

Indicator	Annual Output Target	Summary achievement	Status: “Fully, Partially, Not Achieved ¹ ”
Percentage of community ventures financed that are operational after 1st year	70%	54 % CDP were known to be operational as at December 2018	Partially Achieved
Percentage of community management teams or VC that are regarded as effective in managing community business	70 %	94% CDP were regarded as being effective.	Achieved
Percentage of community level businesses that are financially breaking-even	40%	5.4% CDPs have recovered their investment cost to date.	Partially Achieved
Number of partnership linkages developed in pursuit of community business development	10	6 Partnerships were developed with GLDA, NAREI, SBB, GTA, NGMC, Dept of Cooperative Min of Social Protection.	Partially Achieved
Number of management team or VC trained to develop, manage	161	154 management teams were trained to manage community businesses	Achieved

Indicator	Annual Output Target	Summary achievement	Status: “Fully, Partially, Not Achieved¹”
and execute business ventures, including technical support on specific nature of project undertaken			
Number of formalized /registered businesses	50%	<i>3 villages were registered, others are in the process of formalization.</i>	Partially Achieved
Overall status			Partially Achieved

Project Output 2			
Indicator	Annual Output Target	Summary achievement	Status: “Fully, Partially, Not Achieved²”
Percentage of villages/communities that are participating in value chains	80%	<i>CDP remaining mostly producers. No formal value chain links are recorded.</i>	Not Achieved
Percentage of villages/communities that have developed formal linkages between community level enterprises and larger firms	65	<i>4.1% Tapakuma village formed linkage with Rising Sun Factory, Karasabai linked with Guyana Tourism Authority, Rewa and Surama linked with Iwokrama, Lower Kariabo with NAREI and Tiger Pond with</i>	Partially Achieved

a local dealer near the Brazil Boarder.

Overall status

Partially Achieved

Project Output 3

Indicator	Annual Output Target	Summary achievement	Status: "Fully, Partially, Not Achieved³"
Extent to which local government agencies (Village councils and MoC) are convening and brokering partnerships to support local economic development	Not Assessed	<i>All village leaders were engaged in discussions with the ADF during scoping missions and during each mission Technical Officers accompanied the ADF Team.</i>	Not Assessed
The existence of a draft policy and institutional framework that explains the roles of various partners (government agencies, private sector, village councils) in local economic development	1	<i>The PMU is in possession of a report designed to strengthen institutional framework to support local economies.</i>	Achieved
Overall status			Partially Achieved

3. Issues

Disbursement related issues:

The major issue that affected the disbursement of grants has been the lack of transparency and accountability of MCG funds in some of the communities. Due to unaccounted funds and incomplete works, six communities (Barasina, Unity Square, Barima Blackwater, Barima Kariabo, Sebai and Kanapang) were disqualified and as a result were unable to access second tranches. In addition communities without governance structures, that is, constitutionally recognized community leaders prevented the ADF PMU from engaging listed beneficiaries and ultimately affected the attainment of the targeted 161 disbursements.

Operational Issues:

The major operational issue for the project remains the PMU access to finances. The MOIPA could not access the project finances due to a medium risk HACT assessment and the PMU staff members were not allowed cash advances. As a result the PMU staff members invested their personal finances to offset work related expenses during missions. Staff were reimbursed at a later date. In an effort to address this issue, the UNDP, as long as it was feasible, facilitated payments through the Guyana Post Office and encouraged local service providers as vendors. Considering the sparse location of Post Offices in the geographically challenged Hinterland, this mode of payment was not always easily accessible or practical. As a result, PMU staff were placed at risk of being stranded in isolated areas of the Country as there was no provision in the project for emergency repairs, in an event of any mechanical problems. Further, when travelling via road the PMU carried from Georgetown large quantities of fuel due to the lack of credit facilities, cash advances and the limited pool of UNDP vendors. The absence of cash advances made it difficult to finance travel and training workshops in some of the remote regions of Guyana, like the North and South Pakarimas and Upper and Middle Mazaruni in Region 7 and Region 8 District; as a result these areas remain under-served.

Management and Administrative issues:

There were constraints in mobilization at the village level due in part to communication and geographical challenges. For instance, messages transmitted via radios from the ADF PMU to villages were often either lost in transit or not delivered in a timely manner to village leaders by Radio Operators. In the absence of current and relevant information, village leaders failed to mobilize their community in time to accommodate ADF PMU Officers resulting in a domino effect of delays in the dispensation of the ADF PMU mandate. The PMU used multiple media of communication and established working relationships with prominent villagers connected to social media to reduce the incidence of transmission related issues.

Many Village Councils/CMTs were new to the concept of entrepreneurship and other community members exhibited lack of interest. Communities have been conditioned over the

years by the social norm of bartering which may have influenced the behaviour of community members, and counteracted efforts by the PMU to cultivate the spirit of entrepreneurship. In response the ADF PMU shared stories of successful community businesses such as Rewa, a village that generated approximately G\$74,000,000 in 2018, to motivate villagers.

Some Village Leaders were dissolving the CMTs unilaterally resulting in lack of collective decision making which adversely impacts the management of the CDP resulting in untimely submission of reports and unnecessary delay in the processing of disbursements. The ADF PMU engaged in repeated training exercises on every monitoring mission in order to ensure incremental empowerment of CMTs. The MOIPA Community Development Officers (CDOs) were trained to monitor the CDPs and also encouraged to assist communities by collecting and reviewing reports before submission to the ADF PMU.

Misappropriation of CDP funds without the associated consequences meted out to perpetrators presented a major challenge to the PMU. For the villages that failed to comply with reprimands, the MCGA instrument was operationalized by the PMU to disqualify villages found wanting.

Toshaos election held in 2018 revealed that approximately 84% of Village leaders were new and monitoring missions revealed that CDP documents were not handed over to the new leaders. In response, the ADF PMU copied village files which contained all the CDP financial transactions and delivered complete packages to the new leaders during monitoring missions.

Many CMT members left on their own accord either due to migration or in search of gainful employment, while others consider the task too demanding without adequate tangible compensation, leading to high CMT turnover, in addition to the fact that CMT members are volunteers. In an effort to address this inevitable occurrence, the ADF PMU repeated capacity building upon request by village leaders and during every monitoring mission.

4. Human Interest Story

Kaburi Village

Kaburi, a small indigenous village populated with approximately 300 members of the Patamona nation is headed by a female Toshao. This village is located in 72 Mile Bartica/ Potaro Road Middle Mazaruni Region 7, in the heart of abundant rainforest. The initial proposed CDP in 2015 was a furniture workstation however this business idea was shelved after a village election in favour of Transportation Service. In a male dominated domain, this VC is led by 5 female councilors and two males.

Kaburi purchased a tractor valued GUY\$7,000,000 (USD33, 783.78) and provided “Tractor For Hire” service to community members and surrounding villages. The village contributed

GUY\$2,000,000 (USD9,652.51) to their entitlement of GUY\$5,000,000 (USD24, 154.59) through the ADF project.



The CMT worked feverishly to market their service. Consequently, within two years of operation Kaburi boasts the success story of generating GUY\$ 15,940,557.00 (USD76, 933.19). The community business recovered their initial investment twofold. Even though the actual workforce for the Transportation service is minimal, three (3) to be specific, the indirect impact extends to employment creation for tractor road preparation and maintenance team. From the training conducted by the ADF PMU Community Development Facilitators (CDFs) in financial accountability, entrepreneurship and record keeping and opportunities attracted by the “Tractor for Hire” service, local women have started their own cottage enterprises, selling snacks, and lunch to other travellers in transit to the goldmines. Moreover, persons are able to more comfortably provide for their basic needs (home, food, clothing) to the extent that a fund was put aside to cater for the encouragement of cultural expressions and celebrations.

Although business is excellent there are a few risks that are of concern to the people of Kaburi including the need for more drivers to be trained in case of accidents or any unforeseen circumstance, training for mechanic(s) for the maintenance of the Tractor rather than having to travel to Bartica or Linden, and the exorbitant cost of spare parts.

It is of significance to note the cyclical 3 year Village Council election will again be due and strong and committed leadership is the backbone for success in any village endeavour hence the need for a sustained monitoring entity.

5. Cross Cutting Issues

5.1 Gender Results

Gender results	Evidence
Women made up 55% of the persons who participated in the Preparation of implementation plans for the CDP, with 2,886 women out of a total 5,256 persons participating.	Scoping Registers
599 (48 %) Females out of 1259 persons were trained in topics that include terminologies and concepts, financial accountability and management, marketing and work plan preparation and are assisting in the management of their community business.	Training Registers

5.2 Partnerships

The ADF-PMU partnered with several state and non-state agencies and actors for the implementation of the ADF. These included GLDA, NAREI, Guyana Fisheries Department, Guyana Forestry Commission, Forest Products Development & Marketing Council of Guyana, Inc (FPDMC), North Rupununi District Development Board (NRDDDB), Guyana Technical Institute (GTI), Global Seafood Distributors, Georgetown Chambers of Commerce and Industry (GCCl), Guyana Energy Agency (GEA), NGMC, RDCs, GTA and the SBB. These partnerships facilitated the provision of technical services through capacity building of the CMTs and communities.

In the context of community business operations, technical support enabled improved best practices in the various business ventures and ultimately increased production and by extension promoted the longevity of community businesses. Further, in order to achieve exit targets, support was given to specific CDPs based on needs assessment, in the form of intensive Cluster Training Sessions in cattle management (Region 9), fish culture (Region 1, 8), business operations (Region 9) and woodworking in Regions 1 and 9. These interventions were supported by Technical Officers from GLDA, GTI and Department of Fisheries.

In addition networking with relevant stakeholders resulted in the placement of two Regional Extension Officers from GLDA, one in Kato Region 8 and Moruca in Region 1 respectively. It is of significance to note that GLDA took a step further and included in their 2019 budget training support for all cattle production CDPs located in Regions 8 and 9 respectively while GTA operationalized actions to provide support to several hospitality CDPs. Further, the SBB is currently constructing a Business Incubator in Lethem and in support of the CDPs, the Bureau conducted recognizance visits to CDP sites in Region 9 so that necessary individualized

support can be afforded to community businesses. The NGMC conducted capacity building interventions in Agri Business Development with 18 agro-processors in South Pakaraimas, Central Rupununi, North Rupununi, Deep South Rupununi and South Central Rupununi districts in areas such as, Marketing, Cost of Production, Pricing, Good Agro-Processing Practices and Labeling Requirements for Agro-processed Products in 2018, plans for similar interventions are in place for the ensuing year.

5.3 Social and Environmental Considerations

The following activities in the table below were completed with considerations to the environmental, social safeguards and standards.

Summary of the safeguard mechanism framework

Safeguard Type	Actual Tools/ Measures applied	Framework/ Specific Standards
Social	<p>Observance of Free Prior Inform Consent</p> <p>Community consultations</p> <p>Representative women and youth on CMTs</p> <p>Inclusion of Senior Suppliers and Beneficiaries in decision making Project Board - TAMOG, APA, GOIP, IPA</p>	<p>Compliance with the United Nations Declaration on the Rights of Indigenous Peoples and</p> <p>Other relevant UN human rights instruments;</p> <p>All relevant stakeholder groups are identified and enabled to participate in a meaningful and effective manner, following customary ways of decision-making.</p>
Environmental	<p>Adherence to national standards on Environment - All business ventures were screened and reviewed for potential social and environmental risks for example proposals for mining and logging were discouraged, alternative sustainable business enterprises were encouraged.</p>	<p>UNDP Social and Environmental Standards</p>

5.4 Innovative Approaches

During the course of implementing the project, the following innovative approaches were adapted:-

- UNDP Vendor requirement facilitation: As a requirement for disbursement by UNDP, Villages were made Vendors in the UNDP system. While awaiting disbursements, updating banking information became a financial burden to Communities and signatories as well as time consuming hence the PMU utilized personal funds to constantly update Village Accounts in order to provide the UNDP with recent Banking Slips.
- The ADF PMU adopted an approach which included Hinterland Employment Youth Service (H.E.Y.S) Youths both males and females on CMTs. As H.E.Y.S participants were trained in entrepreneurship, communities were encouraged to include H.E.Y.S youths to form part of CMTs. Since literacy levels are low in some communities, empowered team members provided meaningful support in the successful management of the CDPs.
- Communication Management: In order to sustain and improve community involvement and ownership in the CDP projects, village meetings formed an integral part of monitoring missions. This modus operandi ensured that community members were informed about the CDP status and the roles and responsibilities of the local stakeholders.
- Capacity Building: In order to build on previous knowledge particularly in adult education, incremental capacity building exercises were mandated during monitoring missions. Moreover 288 persons were trained in clusters over a 5 day period by National United Nations Volunteers (NUNVs). Since knowledge is malleable this approach empowered the CMT with skills necessary to manage their respective CDPs and also ensured the new CMT members received training.
- Retention of Institutional Knowledge: The Village Councilors and Toshaos, youths both males and females were encouraged to join the CMT training sessions. This approach responded to the trend of high CMT turnover and costly fractions in management transition of the CDPs.
- Local Monitors: CDOs capacities were strategically built incrementally as they were constantly encouraged to participate in trainings sessions conducted in villages during monitoring missions. This approach facilitated the provision of monitoring support by the CDOs to the PMU.

- Village Bank Accounts: Villages encountered financial difficulties in trying to establish their bank accounts and this delayed disbursements to villages. In order to address this hurdle the PMU financed banking missions for signatories to enable communities to establish their accounts, or access the banking system.
- Transfer of Knowledge: In consideration of the literacy levels of villagers, specific areas of the training manual were carefully customized and lessons were tailored to meet the needs of the trainees.
- Cross Pollination of ideas: Cluster Training exercises were strategically conducted on well performing CDP sites. This enabled cross pollination of ideas as it relates to successes and solutions to common challenges experienced by similar CDPs. For example Management Teams from Region 10 participated in a 5 days woodworking training exercise in Aishalton; Region 9 and 10 communities participated in a 3 days cluster training in Cattle Management in Kato Region 8; and 5 days woodworking training sessions were completed in Region 1 where participants from 10 villages were engaged. This strategy was also championed by the PMU staff during missions as common difficulties, successes and innovative approaches of similar CDPs were continuously shared at village meetings.
- Supporting CDPs: The ADF PMU engaged and shared CDP information with all the relevant stakeholders such as GLDA, NAREI, GTA, SBB, NGMC, RDCs, etc. This strategy was employed in order to ensure supporting agencies were given an opportunity to empower specific CDPs that were categorized in line with the services they provide for example GTA is working with Karasabi Kezee Eco Lodge; GLDA included in their 2019 budget support for all the cattle CDPs in Region 9; NGMC conducted capacity building interventions in Agri Business Development with 18 agro-processors in South Pakaraimas, Central Rupununi, North Rupununi, Deep South Rupununi and South Central Rupununi districts. Plans for similar interventions are in place for the ensuing year.

5.5 Sustainability

In an effort to ensure measures were in place to support the sustainability of CDPs, an ADF Transition Plan was developed and operationalized. The ADF Transition Plan identified various tasks geared towards facilitating the sustainability of CDPs such as the need to share critical project information with supporting agencies. In keeping with the transition recommendation, seminars were conducted by the ADF PMU where community businesses were linked to supporting agencies namely SBB, GLDA, GTA, NAREI, RDC Region 9, New GMC, PMU MOIPA and Co-operatives Department Ministry of Social Protection. This intervention introduced village leaders and CMT members to leading authorities as well as the existence of the various services available to support all CDPs. The seminar also facilitated the process of placing the CDPs in foster care. All the above mentioned agencies were also provided with

the CDP spreadsheet generated over the life of the project. This spreadsheet lists all grant recipients, typologies, villages, tranches disbursed, dates, population, employment, etc. Sharing of CDP information provided an opportunity for future support should funds to finance community businesses arise.

Further, support was given to specific CDPs based on needs assessment, in the form of intensive Cluster Training Sessions in cattle management (Region 9), fish culture (Region 1,8), business operations (Region 9) and woodworking in Regions 1 and 9. These interventions were supported by Technical Officers from GLDA, GTI and Department of Fisheries.

Consequently, in order to build the capacity of MOIPA, following the ADF Transition Agenda seminar, all the CDOs were trained by UNDP in monitoring and financial accounting techniques. As the name suggests CDOs are responsible for community development and the provision of direct support to MOIPA as field officers and information conduit. Action out of the Transition seminar operationalized a pilot monitoring mission where fourteen (14) CDOs participated. After review, most of the reports submitted by the CDOs were satisfactorily completed as per monitoring form requirements. Additionally during the ADF Transitioning phase missions where possible, were planned with participation from the Management Development Officers (MDOs) of MOIPA PMU.

In order to maintain a transparent and accountable governance system, CMTs were repeatedly trained to prepare budgets, financial reports and given business management and necessary leadership techniques.

5.6 Visibility, Reports & Publications

The ADF project has contributed to several news publications both in the social and print media. The following are examples of featured headlines:

- \$5M village shop opens at Katoonarib reported by on - May 30, 2017
(<http://guyanachronicle.com/2017/05/30/5m-village-shop-opens-at-katoonarib>)



Katoonarib Village Shop was inaugurated by the Hon Sydney Allicock, Fourth Vice President and Minister of Indigenous Peoples Affairs.

Kezeé Eco-Lodge in Karasabai launched

Jan 22, 2018 Government, Ministry of Indigenous Peoples' Affairs, News



DPI, Guyana, Monday, January 22, 2018

Lodge launched by the Hon. Valarie Garrido-Lowe, Minister within the Ministry of Indigenous Peoples Affairs (<https://dpi.gov.gy/kezee-eco-lodge-in-karasabai-launched/>).

5 Million Cassava Processing Facility launched by the Hon. Valarie Garrido-Lowe, Minister within the Ministry of Indigenous Peoples Affairs in Tigerpond Village, South Pakarimas District (<http://dpi.gov.gy/tiger-pond-launches-5m-cassava-processing-facility/>)

The processing facility, furnished with modern equipment, is producing cassava by-products such as cassareep, packaged cassava bread, farine, and tapioca.



Some of the products produced from the Tiger Pond Processing facility in Region Nine.

Minister within the Ministry of Indigenous Peoples' Affairs, Valerie Garrido-Lowe, who declared the facility opened, lauded the villagers for being visionaries and investing in such a venture.

While it is a great investment, she reminded them that for the majority of Guyanese, cassava is not a main staple, hence, they (the villagers) need to seek markets before manufacturing the products in large quantities. Minister Garrido-Lowe also encouraged them to ensure the proper maintenance of the facility.

Minister Garrido-Lowe told the Department of Public Information (DPI) that "while most, if not all, Guyanese use the cassareep, the majority of them do not eat farine and the other foods. We would have to really work hard to introduce the farine to them. Right now, their main markets will be the surrounding villages and neighbouring Brazil".

Rewa Rakes 77million from Tourism (<http://guyanachronicle.com/2018/04/09/rewa-rakes-in-77m-from-tourism>)

He said the \$5M project for which it received government funding, saw the village constructing three lodges and, according to him, the quarters were already booked at the time of interview.



Several lodges at the village

"We saw that the business was losing but now we have boosted the accommodation," Edwards said. He noted that in the past, there were only three cabins at Rewa and these could have only accommodated 15 persons while the requests from tourists were high.

Edwards said at this time of year, the dry season, the village would receive bookings from nature lovers, while during the wet weather there is a drop in bookings.

"We have birders. persons who do sport-fishing



<https://www.facebook.com/watch/?v=393384101486726>



DPI, Guyana, Thursday, March 14, 2019

One hundred and forty-eight (148) hinterland communities across the country successfully completed Phase Two of the Community Development Plan (CDP) under the Amerindian Development Fund (ADF) of the Low Carbon Development Strategy (LCDS).

Implemented over a three-year period, the project funded under the Guyana REDD+ Investment Fund (GRIF) aims to strengthen the entrepreneurial and institutional capacities of the village economy of hinterland communities. It will further improve linkages with the private sector to develop value chains and

<https://dpi.gov.gy/148-communities-complete-phase-2-of-amerindian-development-fund-initiative/>

6. Monitoring and Evaluation

M&E activity (monitoring visit, evaluation, review exercise)	Key outcomes/ observation	Recommendation	Action taken
<p>M&E activity 1</p> <p>ADFII midterm evaluation</p>	<p>The coverage of 160 villages, + 1 left from phase I, 161 total, and allocation of 5 million GYD seems appropriate in the interest of equality and fairness, allowing for political and policy considerations</p> <p>The role, structure and operation of the PMU and performance of the PM is good, given the extensive geographical and sector coverage for their task</p>	<p>Progressively, by allowing for the development of absorptive capacity of trainees, provide job and management training and skills to both CMT and workers with incentives to allow them to do their work efficiently.</p> <p>To overcome the limitations in terms of monitoring economic and social progress, tools should be developed in order to collect key indicators from each CDP – grouped for same or similar initiatives. These indicators would be: direct and indirect number of jobs created, new income generated or increase in income generation, volume and price paid for goods and services.</p>	<p>Government institutions at the regional level were approached to assist in training of communities individually and clustered by typology.</p> <p>Data collection tool to gather key indicators were designed. CDOs were oriented to these data collection tools to gather and report on the key indicators as far as possible</p>

M&E activity (monitoring visit, evaluation, review exercise)	Key outcomes/ observation	Recommendation	Action taken
	<p>Insufficient community participation, understanding, buy-in and commitment has contributed to governance issues, together with the political changes due to elections and alternation between Village Council Toshaos and Councilors, especially when there were pre-existent draft CDPs from 2010 to 2012</p> <p>The GRIF capital grant mechanism seems to have worked adequately according to its 2011 Operation Manual and performance guidelines</p>	<p>Ensure community ownership and participation through periodic meetings in which the status, progress and key issues related to the CDP are communicated and discussed with community members and beneficiaries</p> <p>Address the local governance issues that are outstanding and anticipate potential problems through community participation that promotes and ensures coordination between the Village Council and CMT</p> <p>-</p>	<p>ADF II PMU held village meetings during scoping missions and monitoring visits. CMT and Village Councils have been meeting with communities and are being consistently reminded to facilitate such meetings.</p> <p>ADF II PMU continued to promote and encourage coordination between Village Councils and CMTs during scoping missions and monitoring missions. MOIPA policy personnel were engaged to deal with relevant governance matters.</p> <p>-</p>

M&E activity (monitoring visit, evaluation, review exercise)	Key outcomes/ observation	Recommendation	Action taken
	<p>Most CDPs and business initiatives have been implemented and are on track to achieve expected outputs. They have improved productivity, incomes, jobs and welfare for the communities, while contributing to sustainable development.</p> <p>Gender equity and women empowerment and mainstreaming have been addressed</p>	<p>However, further job and management skills, sector technical assistance and accountability and oversight could improve effectiveness and efficiency.</p> <p>-</p>	<p>Technical assistance provided by key agencies including GLDA and NAREI</p> <p>Gender balance was encouraged in the selection and subsequent composition of Community Management Teams.</p>
<p>M&E activity 2 ADF II final evaluation</p>	<ul style="list-style-type: none"> The evaluation concludes that the project was relevant from the beginning and continues to be so because it focuses on a national priority of local development for 	<p>The PMU should take advantage of the next CDO monitoring visits, within the transition process, and elaborate a detailed stakeholder analysis and projects mapping with basic information of each project about social</p>	<p>CDOs were trained by UNDP to perform the duties of Monitoring Officers. The CDOs first pilot monitoring mission revealed that the CDOs have the capacity to perform higher duties as monitoring officers</p>

M&E activity (monitoring visit, evaluation, review exercise)	Key outcomes/ observation	Recommendation	Action taken
	<p>indigenous communities, which is aligned with the interests of UNDP, Norway, the Government of Guyana, and local communities. This is especially the case for poor and vulnerable populations that depend directly on natural resources.</p> <ul style="list-style-type: none"> The evaluation found that the design of the project presented some deficiencies that affected its implementation since it was very ambitious covering 161 communities, seven different sectors and a limited staff at the PMU. 	<p>context, governance issues, training needs, technical issues, technical assistance needs, project situation, and market.</p> <p>The ADF PMU should launch a rapid training strategy to be deployed in the remaining months of the project. This capacity building strategy should focus on Regions 9 and 1, and cover key topics such as business management, marketing, advertising, cost analysis, stock management, and technical aspects.</p>	<p>and provide necessary support to the CDPs. Monitoring reports were designed to capture all bio data and also socio-economic data.</p> <p>Intense capacity building interventions were operationalized in clusters in the last quarter of the project life cycle. Training focused on technical aspects of woodworking, cattle management and fish culture in Regions 8, 9, 1,2,3,10. ADF PMU also conducted continuous business management, record keeping and financial management training during every monitoring mission.</p>

M&E activity (monitoring visit, evaluation, review exercise)	Key outcomes/ observation	Recommendation	Action taken
M&E activity 3	<ul style="list-style-type: none"> The evaluation observed that the project performed quite efficiently, taking into account that the PMU staff had to cover 161 CDPs, the number of activities for monitoring, training, and administrative workload. The project faced many challenges since it is a pioneering and challenging intervention in Guyana. At the institutional level, the wealth of knowledge is perhaps the most remarkable achievement the project has accomplished. 	<p>-</p> <p>The PMU needs to elaborate key project messages aimed at key audiences in the government institutions to present this experience, the best practices and lessons learned when working with indigenous communities in Guyana.</p>	<p>-</p> <p>The ADF PMU engaged agencies and shared the CDP spreadsheet with supporting agencies for example GLDA, NAREI, SBB, GTA, NGMC, Ministry of Social Protection Cooperatives Department.</p>

7. Risk management

Risks	Mitigation Measures
<p>Absence of resident training and trainers: the remoteness of some villages does not allow for quick reaction to technical difficulties of implementation.</p>	<p>During scoping and monitoring visits, the relevant technical persons accompanied the PMU and provided technical guidance.</p>
<p>Environmental risks: Extreme and unpredictable rainfall which causes flooding results in lengthy work delays; and renders some communities inaccessible. Arduous terrain (and infrastructure challenges) makes it costly too.</p>	<p>As far as practical, Communities were asked to pay attention to the weather, and to execute works during the favourable seasons. Weather was taken into account when planning missions.</p>
<p>Security risk: Associated with transferring monies based on the modality chosen, and the high use of cash transactions.</p>	<p>As far as practical payments were made using direct cash transfers to banks or through post offices limiting the movement of cash.</p>
<p>Financial Risk: Inability to access adequate resources in a timely manner. Further, community ventures may be above the value of the capital grant, or lack of comprehensive budgets, or inflation of prices.</p>	<p>Scoping exercises were conducted to reassess project budgets and areas where the project was above the grant, the community was required to provide proof and source of additional funds.</p>
<p>Operational risk: Capacity of the implementing agencies to delivery in a timely manner.</p>	<p>PMU was fully staffed. Additional CDOs were employed by MoIPA.</p>
<p>Competitiveness Risks: Given the multiple factors that affect the competitiveness of rural businesses, more so those in remote locations such as high cost of transportation,</p>	<p>Communities targeted regional centers and nearby communities to avoid high transportation cost.</p>

Risks	Mitigation Measures
<p>support services, standards, economies of scale, integration, clustering etc.</p>	
<p>Enabling environment: The requisite partnerships for facilitating and motivating a critical mass of links to markets sufficient for commercializing production at the community level do not exist</p>	<p>The New Guyana Marketing Corporation was approached to provide a link between producers, retailers and wholesalers of produce.</p>
<p>Other: Communities use of traditional practices, which are not green techniques; or community's loyalty to traditional ways of doing business.</p>	<p>Communities were encouraged to confirm to sustainable practices such as reforestation and selective specie logging and selective areas for logging, farming, fishing (bearing in mind later generation) sustainability</p>

8. Lessons Learned

- High transportation costs to access funds deposited in banks deplete monies to implement CDPs.
- The uniform/blanket disbursements of a fixed sum of \$5,000,000 dollars to all communities should be reconsidered particularly since unique logistical and geographical challenges define individual communities; hence there is need for equity and not necessarily equality.
- Meaningful incentives are necessary to secure support from the CMT members, as volunteerism alone is not feasible to support a community business in this present money economy.
- Development of local leadership and business literacy is key to creating ownership and for timely implementation of CDPs.
- Incremental training support reinforces information disseminated to communities and villages and results in greater participation and ownership.
- Partnerships and collaboration are key to enhancing coordinated delivery of support services to communities and villages.

- Elections of New Village Councils and Community Development Councils, normally result in project delays, as signatories for bank accounts have to be changed, and new leadership tend to influence the community to change their community project.
- Constant change in management teams invariably results in delayed completion of project deliverables.
- As soon as villages received their second tranche, a significant reduction in the submission of reports was observed.
- There is a correlation between functioning CMTs and successful implementation of the CDPs, and vice versa.
- Capacity of the local leadership is critical in influencing ownership of CDPs by the community at large.
- Considering the relatively small PMU staff, attempting to work with 161 villages was too ambitious considering the geographical spread of Amerindian Villages.
- Incremental training support reinforces information disseminated to communities and villages and results in greater participation and interest.
- Transition efforts of ADF PMU to MOIPA should have commenced at least one year before the project closed.
- In the context of cultural barriers there is a contradiction of generating profits and cash economies vs bartering and sharing. This is a lifelong battle that is likely to continue to counteract efforts to creating desired entrepreneurial change in behaviour.
- Language barrier, mode of communication, and access to transportation delay the pace of project implementation.
- Absence of pertinent documents to satisfy banking criteria, the absence of village bank accounts, slow pace in project implementation at the village level, resulted in long intervals between disbursements. This delay caused villagers to regress in community businesses participation.

9. Conclusions

The project made relevant efforts to improve the quality of life for indigenous communities by safeguarding food security in 148 villages, that is, 29 communities with crops, 14 with poultry, 5 with fisheries, and 33 with cattle rearing is an essential need, and a basic step forward to local development. Without question, the project was relevant from the beginning and continues to be so because it focuses on a national priority of local development for indigenous communities, which is aligned with the interests of UNDP, Norway, the Government of Guyana, and local communities. This is especially the case for poor and vulnerable populations that depend directly on natural resources. The contribution of this programme to the Sustainable Development Goals is direct, mainly in the following objectives:

- 1) No Poverty
- 2) Zero Hunger
- 8) Decent Work and Economic Growth
- 10) Reduce Inequalities

Further the design of the project presented some deficiencies that affected its implementation since it was very ambitious covering 161 communities, seven different sectors and a limited staff at the PMU. Given the high cost of activity implementation in most villages, due to high costs of transportation, limited markets and production costs in these communities, the value of the grant of G\$5 million, may have been too low to be able to significantly impact local economic development. The final evaluation observed that the project performed quite efficiently, taking into account that the PMU staff had to cover 161 CDPs, the number of activities for monitoring, training, and administrative workload.

As noted in the final evaluation, the project faced many challenges since it was a pioneering and challenging intervention. At the institutional level, the wealth of knowledge is perhaps the most remarkable achievement the project has accomplished. At the local level the project showed mixed results with some shortcomings, but also some very successful experiences. The success factors are tied to the size of the community, the governance scheme, transparency, capacities and skills from the CMTs and also prior experience of the community in the business. Sustainability of the project progress and results is the main challenge facing forward, particularly since the cyclical 3 year Village Council election will again be due. Strong and committed leadership is the backbone for success in any village endeavour. It is of significance to note that without the follow up interventions of a monitoring entity to ensure the continued success of the CDPs and additional funding support, some may unfortunately fall by the “wayside”, if that happens the well intentioned initiatives of the Government to have CDPs, will slowly have been eroded.

10. Recommendations

- Training sessions should be incremental and strategically designed to build on previous knowledge and enhance business literacy.
- Sanctions against violators and enforcement of laws should be instituted to reduce incidences of financial irregularities.
- Monitoring visits should be consistent in order to motivate, generate commitment and provide necessary guidance during and after project implementation.
- Since business literacy is not common, the concept of business should be gradually introduced and continuously assessed in terms of its strengths, weaknesses, opportunities and threats and as new information based on experiences and action research becomes available, business strategies should evolve in tiers from one typology to the next over the life of the project.
- There should be team work and coordinated efforts at the level of the village, CMT, CDOs and MDOs.
- MDOs and CDOs should have access to financial resources and transportation to conduct frequent monitoring missions.
- Community meetings should be held during missions to keep the community engaged and informed.
- When the cyclical 3 year Village Council election is due follow up interventions of a monitoring entity to ensure the continued success of the CDPs should be ensured.
- Provision for cultural change in support of business development should continue.
- Marketing and Value chain Development should continue, focusing on competitive advantages, meeting standards, export orientation and finding new markets hence focus must be on business expansion and diversification.
- Considering the prevailing status of the CDPs a comprehensive enterprise development programme proposal should be developed and associated sources of funding sought.
- Appropriate actionable findings generated from the Final Evaluation and Market Linkages report should be incorporated into the MOIPA PMU work plan.
- Staff, preferably with prior knowledge of the ADF project, should be assigned within the PMU of the MOIPA to follow up with communities to continually report on progress and state expenditures in keeping with second tranches in cases where disbursements were received late in 2018.
- CDOs should be exposed to incremental capacity building to facilitate inter-regional market linkages and as mediators to resolve matters that may arise in community ventures.
- Steps should be taken to ensure all established businesses are registered with the Small Business Bureau of the Ministry of Business.

- Steps should be taken to enable compliance of CDPs in terms of business registration in keeping with the Companies Act or Co-op Act; TIN and NIS registration of employees and employers.
- Consider customizing the monitoring formats that were developed for the project for the reporting at village meetings

11. Financial Summary

Outputs / Activity Result		YEAR						Total
		June to December 2014	January to December 2015	January to December 2016	January to December 2017	January to December 2018	January to 26 March 2019	
1	Output 1: Strengthened entrepreneurial and Institutional capabilities of the village economy of Amerindian communities	42,428.87	914,100.42	1,603,111.85	1,367,692.85	831,201.36		4,758,535.35
2	Output 2: Improved linkages with the private sector to further develop value chains Output 3: Strengthened Institutional framework to support local economies.	-	24,614.38	2,750.36	6,339.25	36,768.60		70,472.59
3	Out Put 4: Project Monitoring and Management	90,405.12	274,535.05	360,986.39	427,157.60	317,640.44	17,027.60	1,487,752.20
Grand total		132,833.99	1,213,249.85	1,966,848.60	1,801,189.70	1,185,610.40	17,027.60	6,316,760.14