



ANNUAL REPORT 2015

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

Amerindian Development Fund, Phase 2 –Project
Management Unit

Jan 2015 to Oct 2015

ADF Project Management Unit
Ministry of Amerindian Affairs
Thomas & Quamina Streets
Georgetown

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1. Introduction

In 2009, the Government of Guyana, (GoG), launched the Low Carbon Development Strategy (LCDS). The Strategy outlines Guyana’s vision for promoting economic development, while combating climate change.

The Amerindian Development Fund, (ADF), arose out of this Strategy, funded through the Guyana REDD + Investment Fund. The ADF project was established to provide support for the socio-economic and environmental development of Indigenous Villages/Communities, through the implementation of Community Development Plans (CDPs).

The proposed CDPs cover agricultural production and processing, village infrastructure, tourism, manufacturing, village business enterprise and transportation among others. To achieve implementation of the CDPs, a Project Management Unit, (PMU), was created within the Ministry of Indigenous Peoples’ Affairs, (MoIPA), along with UNDP as its implementing partner.

The PMU was operationalized on October 20, 2014, to facilitate implementation of 160 CDPs in indigenous villages/communities across the 10 administrative regions of Guyana. To date the PMU has conducted six regional inception seminars and scoping missions to 121 villages/communities to implement each of their CDPs. Training in Business Management was also provided to the CDP Management Teams which comprised 6 – 8 persons.

2. Hiring of Staff

All positions within the PMU were filled as shown in the table below. The PMU functioned without a Logistics officer for the first half of the project year. This challenge was overcome mainly through the support of the Unit’s CDF, Romanus James, and by leveraging support of the Projects Unit within MoIPA.

The PMU recruited two additional CDFs on short-term contracts, (4 months), in October 2015. This initiative was taken as a result of delays to the 2015 scoping schedule due to National and Toshao elections. The members of the PMU are as follows:

1	Imran Khan	Project Manager – ADF
2	Romanus James	Community Development Facilitator - ADF

3	Jeremy Simmons	Community Development Facilitator - ADF
4	Ovid Williams	Project Associate/Logistics – ADF
5	Shareefa Toolsiram	Project Associate/Administrative – ADF
6	Fabian Jerrick	Community Development Facilitator - ADF
7	Leroy Welcome	Community Development Facilitator - ADF
8	Ray Schouten	Driver

3. Constitution of Project Board and Project Board Meetings

Letters of invitation were sent to the relevant organisations in November 2014 to identify a representative on the ADF-GRIF Project Board. Two Board meetings were held on November 10 and January 16, 2015. The members comprising the board were as follows:

1	Mr. Nigel Dharamlall	Permanent Secretary - MoIPA
2	Ms. Khadija Musa	UNDP Resident Representative
3	Mr. Kapil Mohabir	Director PMO – OP
4	Mr. George Jervis	Permanent Secretary – MoA
5	Mr. Aubrey Samuels	Toshao – Santa Aratak- NTC
6	Mr. Neil Bacchus	CEO – IPC
7	Mr. Trevor Hurry	Snr. Mining Engineer – GGMC
8	Ms. Simone Benn	Assistant Commissioner of Forests (ACF Community Development) – GFC
9	Mr. Ashton Simon	Indigenous Specialist – MN&RE
10	Mr. Beni Sankar	Member PSC
11	Mr. Bramhanand Singh	Special Projects Officer – MoLG&RD
12	Mr. Miguels Choo-Kang	Head of Dept. Regional Planner-MoF
13	Mr. Surendra Khayyam	MoLG&RD Representative - P.R.D.O

4. Project office set-up and operationalized

ADF2 Project Management Unit (PMU) was set-up and operationalized in November 2014 to facilitate implementation of 160 CDPs. This included setting up of the office, procurement of office supplies, furniture and equipment and vehicle

5. Inception Conferences for 160 Communities/Villages conducted

Communities from Regions 1, 2, 3, 4, 6, 7, 8, 9 and 10 benefitted from start-up orientation which accomplished the following:

- Assessed communities’ technical, economic and financial capacities for implementation of CDPs
- Identified constraints to successful implementation of CDPs.
- Prepared the Communities for disbursement of micro-grant of 5M to pursue these business ventures.

6. Scoping Missions Planned

- Date of Mission identified
- Itinerary Planned.
- Village Councils contacted for availability
- Planned activities that may clash with the scoping mission are identified to ensure there are no disruptions to the scoping mission.
- Service providers contacted such as caterers, accommodation providers, transportation providers (air, ground and water) for quotations.
- Budget created and reviewed.
- Once the itinerary and budget approved at Project Management Unit (PMU) level, it is sent to PS for final approval.
- Itinerary and budget sent to UNDP for processing of funds.
- The respective Community Development Officers notified through the PRDO about the mission by e-mail where applicable and by phone or radio.
- CDOs then undertake mobilization of the participants in collaboration with the Village Councils, via the churches, health centres/posts, Sports Clubs etc.
- Letters of intended visit sent to the respective Toshaos (village Councils) not less than one week before scoping day, indicating: purpose of the scoping, who will be trained, areas of training, duration of the training, and requirements for opening a Village bank account, if there is no existing one.
- Requests for technical persons made to the respective PS of other Ministries.
- Technical resource persons are identified by the respective heads of departments and agencies to provide technical support to the outreach mission. Technical persons are briefed on the logistics of the mission and the respective communities and CDPs for which their input is required.

7. Scoping Missions Conducted

The scoping and training sessions prepare the Communities for the disbursement of Micro-capital Grant (MCG) by assessing the viability of their intended business venture and boost their capacity in business management. The scoping meeting is a public meeting and requires the presence of the Village Council (VC). The training session follows the scoping meeting and targets the members of the CDP Management Team (CMT) of 6-8 persons selected by the VC or community prior to the outreach mission.

Outputs:

- a) ***The work plan*** identifies activities to be undertaken in a chronological order to achieve implementation of CDP. It identifies risks and challenges associated with the projects proposed by the communities and ways to minimize and overcome such risks and

challenges. The work plan also includes a proposed timeline for completion of activities outlined at the scoping meeting.

- b) ***The revised budget*** includes prices for inputs since such prices would have changed from the time that the CDPs were submitted to now. The budget also distinguished the inputs and amounts required for the first and second tranches.
- c) ***The Business diagnostic*** provides a general assessment of the venture and a justification of the amount of the MCG to be disbursed in the first and second tranches.

Goals, objectives and methodology:

The overall goals of the scoping mission are as follows:

- a) To support and facilitate a participatory community process that would result in a reoriented CDP that reflected the views of the community
- b) To ensure that the reoriented CDP was economically viable and ready for immediate implementation
- c) To determine the extent of technical and procurement assistance necessary to impact sustainability of the venture

The overall goal of the scoping mission is to support and facilitate a participatory community process that would result in a reoriented CDP that reflected the views of the community. The scoping mission also seeks to ensure that the reoriented CDP is practical and ready for immediate implementation, determined the technical and procurement assistance to be provided and to sign the Micro Capital Grant Agreement (MCGA) with the Toshao given that the community has met the criteria for disbursement of funds. Residents are encouraged to participate in the scoping meeting to identify the steps involved in the set up and sustainable management of the venture. Discussions focus on procurement of materials and supplies required for setting up of 6 the business (capital investment for infrastructure) and other pertinent aspects of CDP implementation that are peculiar to each community.

Specific objectives - scoping session:

- To undertake an on-the-ground assessment of the viability of the proposed CDP taking into consideration technical and economic considerations.
- To determine whether the community has met the criteria for disbursement of the MCG
- To prepare a work plan and budget in conjunction with the community for the implementation of the CDP

Specific objectives - training session:

- To improve the accountability and reporting skills of the CDP Management Team (CMT)
- To define the role of the CMT and that of individual members
- To identify risks and challenges associated with CDP and ways to minimize or overcome such

- To define and discuss key terminologies and concepts used in Business Management
- To enable the CMT to prepare a work plan
- To identify means of marketing and selling their goods or services

The scoping mission involves technical resource persons, community leaders and residents who participate in a village meeting and discussion. A separate training session is conducted with members of the CMT after discussions with the residents and census is achieved on the work plan, budget and signing of the MCGA.

The village meeting conducted and discussions facilitated focus on:

- Introduction of the team, mandate of the PMU and agenda for the day;
- The LCDS and the broader framework in which the ADF is positioned;
- The ADF project discussed generally with particular attention paid to the criteria for qualification of the CDP namely; it must be community owned and community benefit must be demonstrated and secondly; it must be income generating;
- Facilitating the refocus, redesign and re-visioning of the CDP towards a sustainable business venture;
- the management and implementation arrangements required for the community
- facilitating the development of a work plan for implementation of the business venture
- adjusting the budget to within the allowable allocation (\$5M) while taking into consideration the required inputs; and
- reviewing the provisions of the Micro Capital Grant Agreement and signature.

The Business Management Training session:

- examines the need for proactive behavior in leading and entrepreneurship;
- explains how to create and use a work plan;
- reviews the concept of accountability and shows how it can be reflected by good record keeping
- highlights the technical aspects of implementing the CDP by identifying areas requiring technical assistance and training needs for the communities
- establishes the importance of finding and keeping markets

Grant Agreement

The general provisions of the Micro-capital Grant Agreement (MCGA) are presented and signed by the Toshao of those communities that supported the IP developed and agreed to the terms and conditions of the MCGA.

Next Steps

- Disbursement of first tranche of MCG by UNDP
- CDP implementation and procurement
- Engagement of relevant agencies for provision of technical assistance

- Monitoring by ADF2-PMU/CDO
- Business venture value chains mapped (for production inputs, and markets for outputs)

8. Results Achieved

Scoping missions

Target for 2015	Results
160 scoping missions conducted	<ul style="list-style-type: none"> • 120 scoping missions conducted to date • 95 implementation plans prepared • 104 grant-agreements signed • 2,713 female & 1,865 males participants Attended scoping meetings • 53 communities has received their first tranche of micro-capital grant and it is expected that an additional 34 to be disbursed. • Total value of disbursements released thus far: \$109,358,520

CDP Management Teams Trained in Business Management

Target for 2015	Results
160 training workshops conducted	<ul style="list-style-type: none"> • 113 training workshops conducted to date • 405 female participants attended training workshops • 522 male participants attended training workshops

Relevant stakeholders for community support identified and coordinated

Target for 2015	Results
10 relevant stakeholders for community support identified and coordinated	<p>10 Stakeholders participated in implementation of CDPs including:</p> <ol style="list-style-type: none"> 1. National Agricultural Research and Extension Institute (NAREI) 2. Guyana School of Agriculture (GSA) 3. Guyana Livestock Development Authority (GLDA) 4. New Guyana Marketing Cooperation (NGMC) 5. Fisheries Department (MoA) 6. Tourism and Hospitality Association of Guyana (THAG) 7. Guyana Tourism Authority (GTA)

	8. Inter-American Institute for Cooperation on Agriculture (IICA) 9. Guyana Energy Agency (GEA) 10. Ministry of Public Infrastructure (MoPI)
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Reports produced

- 1 Inception report
- 10 Scoping mission reports
- 3 Follow-up mission reports
- 4 Quarterly reports produced

Other documents produced

- ADF2 2014 Annual Work Plan
- ADF2 2015 Annual Work Plan
- Engagement strategy
- MoU between MoIPA and MoA

9. Challenges

Change in leadership of Villages/communities: Village elections held in July 2015 resulting in changes in leadership positions in many villages/communities continue to pose a challenge for ADF2 due to Lack of awareness of CDPs by newly elected Toshaos. Other challenges as a result of changes in leadership include change of signatories to village bank accounts. As a result, the PMU on many occasions are unable to access banking information of village bank accounts since some commercial banks require signatories to be changed before accepting requests from the new village councils to supply banking information to MoIPA.

Communication challenges: some communities are only available via radio communication or written and verbal communication via intermediaries. These communication challenges have on occasion resulted in delays or poor attendance at scoping missions and sometimes miscommunication between the PMU and village/community.

Poor governance at village level: many communities experience difficulties in the implementation of projects and management of funds as a result of poor governance.

Delays in Scoping missions due to National event: National and village elections and Heritage month celebrations activities resulted in delays/disruptions to the scoping mission schedule.

Late requests for change of CDP by villages/communities: Late requests by villages/communities to change their CDP resulted in disruptions in planning of scoping missions,

in particular, provision of appropriate technical personnel given the short notice of changes in CDP.

10. Risks & Issues

Unpredictable weather: extreme and unpredictable weather conditions may adversely affect CDP implementation. Region 9 has experienced a drought with no significant rainfall during the first quarter of 2015 severely affecting both crops and livestock. Forecasts predict similar conditions in the last quarter of 2015 and first quarter of 2016. Similarly, extreme rainfall may result in work delays and ultimately delays in CDP implementation.

Increasing prices for inputs and changing market conditions: given the time lag between CDP conceptualization and implementation, prices for inputs to meet startup requirements have increased due to inflation. Therefore there is a greater need for reliance on community contributions to ensure CDPs are economically feasible. In addition, due to the dynamic nature of markets, demand for products may change or other players may have entered the market to meet demand over time.

Competitiveness of business ventures: a number of factors places the proposed business ventures at a competitive disadvantage in some cases. These include; remoteness of communities resulting in high cost of production due to high transportation cost for inputs and farm-to-market costs. Difficulties of communities to benefit from economies of scale due to relatively small markets (residents within community and surrounding communities) also results in higher cost of production.

Capacity of MoAA CDO program to monitor challenges that might derail project expectations: the project requires a full complement of CDOs to facilitate monitoring of CDP implementation to allow for quick reaction to technical difficulties of CDP implementation.

11. Lessons Learnt

Information management at community level: Scoping missions revealed a relatively low level of awareness of CDPs by community members. This was due to a combination of factors including the time that elapsed between CDP conceptualization and implementation. In addition, village elections resulted in a change in leadership in many instances and this resulted in a loss of knowledge of CDPs. Time lapse between project conceptualization and implementation needs to be minimized. Community needs to develop a system of capturing, preserving and transferring knowledge and information more effectively.

Role of CDOs, POs and other stakeholders: was important in the areas of mobilization, communication, logistical support and facilitation of meetings. The support of other stakeholders such as the Regional Chairman and Assistant Regional Executive Officer for the various regions was helpful in terms of organization and logistical support.

12. Innovative Initiatives

Establishment of MoU between the MoIPA and MoA: The objective of the Memorandum of Understanding is to provide support for the socio-economic and environmental development of Amerindian Communities and villages, through the implementation of Community Development Plans (CDPs). The MOU reinforces the partnership and the terms and understanding between the MoIPA and MoA to implement the ADF2 project. This initiative will enhance the application of technical safeguards in the implementation of CDPs.

Stakeholder consultation to enhance CDP implementation: The PMU coordinated consultation with relevant stakeholders (NGMC, IICA, GSA, NAREI) to provide technical support towards the implementation of Community Development Plans (CDPs) under the Amerindian Development Fund ADF2 project. The consultation addressed areas of production/cultivation, agro-processing, marketing and ultimately developing value chains for targeted communities. This initiative has resulted in one technical follow up visit by IICA in region 2 and further consultation will yield additional benefits in the development of value chains during the implementation of the ADF2 project.

Participation at NTC: representation of ADF2 at the NTC served to enlighten newly elected Toshaos about the ADF2 project and the communities' responsibilities under the Micro-capital Grant Agreement (MCGA). Meeting Toshaos and engaging them in informal discussions allowed for the PMU to gather contextual information about individual villages/communities and their respective CDPs. The PMU also used the opportunity to resolve outstanding administrative matters such as signing of MCGAs, commitment letters and bank authorizations to allow for the disbursement of grants to villages/communities that benefitted from scoping missions prior to NTC.

Recruitment of new Community Development Facilitators(CDFs): the PMU recruited 2 new CDFs on short term (4 months) contracts in order to meet its target of 100% scoping and training missions completed covering 160 villages/communities in 2015. This initiative was taken as a result of delays to the 2015 scoping schedule due to national elections.

Inclusion of the Village Council in Business Management training. This initiative is intended to, in a structured manner, define and distinguish the role the role of the Village Council vis-à-vis the Community Management Teams in the context of implementation of the CDP. A brief section on good governance practices was included in the training session to improve this area of community development that was noted as an area of deficiency in prior scoping missions which has implications for CDP implementation.

Frequent communication and follow-up with communities: In order to enhance stakeholder participation at scoping missions, the PMU prepared and distributed letters to Toshaos and other

stakeholders such as AREO and Regional Chairman informing them in advance of the meeting agenda. Additionally, a guide was prepared and circulated along with the letters which served to prepare the communities for discussions to be had at the scoping missions.

Setting up of bank Accounts: It was discovered that the absence of village bank account is a major concern that can potentially delay the implementation of the CDP in various communities. The PMU has taken a hands-on approach to deal with this problem by working with communities to ensure that they meet all of the requirements of the banks to open a bank account. These include; providing letters to the banks and assist communities filling out forms to obtain Tax Identification Numbers (TIN) in order to meet the requirements of establishing bank accounts. PMU also facilitated meetings with bank managers and Toshaos to expedite the process.

Business Management Training: The PMU decided to undertake Business Management training immediately following the scoping missions or shortly after. This ensured that the Community Management Teams possessed the requisite management skills prior to disbursement of funds and implementation of the CDPs. This initiative also ensured that the CMTs were trained on report writing and provided with report templates to be completed after the disbursement of funds would have been made. Community Management Teams also had the opportunity to interact and learn from each other during training sessions due to the clustering of Management Teams from communities in close proximity to each other. This arrangement created more teaching opportunities and improved level of interaction and participation of participants at the training sessions. Other tools were employed to enhance the level of participation at training and scoping sessions.

13. Summary Of Projected Activities For 2016

	MAIN PROJECTED ACTIVITIES FOR 2016	RESOURCE ALLOCATION	DURATION
1	Convene Board meeting for Year 2 of Project <ul style="list-style-type: none"> • Review of Annual report 2015 • Presentation and approval of 2016 AWP • Discussion on way forward 	All Board Members	January 14, 2016
2	Continued training and scoping for about 39 villages/communities	2 CDFs	1st quarter 2016
3	Resolving issues with approximately 50 villages which have already been visited to allow for disbursements, issues such as: <ol style="list-style-type: none"> a. changes in CDPs, b. Banking accounts not set up, c. New signatories to visit bank to update their account d. Villages still to make a final choice on their CDP due to lack of representation at the scoping meetings 	1 CDF	1st quarter 2016
4	Monitoring of initial 70 villages which already received their disbursement in 2015	1 CDF	1st quarter 2016
5	Continued monitoring of 160 villages after disbursement	3 CDFs	Duration of 2016 work year
6	Continue building linkages with suppliers and villages; developing value chains	<u>PMU & Marketing Coordinating Committee:</u> comprising technical/business persons who will have direct responsibility for identifying opportunities and assisting the villages in developing value chains necessary to sustain their businesses.	Duration of 2016 work year