

**United Nations Development Programme  
Guyana  
Quarterly Progress Report**

**Project:** ADF-GRIF II

**Date:** 09/07/2015

**Implementing Agency:** Ministry of Amerindian Affairs

**Reporting Period:** Apr-Jun 2015

**I. Output Assessment**

Output (extract output from AWP for reporting period)	Indicators (extract indicators for Outputs being reported on as recorded in AWP)	Quarterly Target (s) (extract from AWP)	Results Achieved (per output for the reporting period. This should include a description of targets achieved in the quarter)	Delivery Rate (actual expenditures/Disbursement received)*100	Challenges (state difficulties encountered in implementing activities)	Risks & Issues (check risk and issues log and report on risk encountered during the quarter)
		Q = 2				
<p><b>Output 1.</b> Strengthened entrepreneurial and Institutional capabilities of the village economy of Amerindian communities</p>	<p><b>YEAR 1 Indicators:</b> -Percentage of community ventures financed that are operational after 1st year -Percentage of community management teams or VC that are regarded as effective in managing community business -Percentage of community level businesses that are financially breaking-even -Number of partnership linkages developed in pursuit of community business development -Number of</p>	<p><b>Target 1:</b> 100 % of business ventures receive their first tranche of their grant and are operational  <b>Target 2:</b> 100 % of functional management teams have been appraised as effective in managing community level businesses  <b>Target 3:</b> At least 10 relevant stakeholders for community support identified</p>	<p><b>28% of Scoping missions conducted (45 communities)</b> 1. On-the-ground assessment of the community's readiness to receive the MCG undertaken. 2. Work plan and budget prepared in conjunction with the community for the implementation of the CDP. 3. Micro-capita grant agreement (MCGA) signed by the Toshias at public meeting  <b>25% of training missions conducted (41 communities)</b> 1. Accountability and reporting skills of the CDP Management Team (CMT) improved. 2. role of the CMT defined 3. risks and challenges associated with CDP identified and ways to</p>		<p>1. <b>Lack of awareness of CDPs by Toshias:</b> this is due in part to changes in leadership positions within Communities and the length time that elapsed between submission of CDP proposal and implementation of phase 2 due to consultations and pilot phase. 2. <b>Communication challenges:</b> 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. 3. <b>Time available for scoping and training missions:</b> given that the project is slated for three years and has a finite budget, it is imperative to efficiently utilize time and financial resources for scoping and training missions while maintaining a high quality deliverables to the communities. This will allow adequate</p>	<p>1. <b>Unpredictable weather:</b> 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. Similarly, extreme rainfall may result in work delays and ultimately delays in CDP implementation. 2. <b>Increasing prices for inputs and changing market conditions:</b> given the time lag between CDP conceptualization and implementation, prices for inputs to meet start-up requirements have increased due to inflation. There is therefore a greater reliance on</p>

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	<p>management team or VC trained to develop, manage and execute business ventures, including technical support on specific nature of project undertaken</p> <p>-Number of formalized /registered businesses</p>	<p>and coordinated</p>	<p>minimize or overcome such risks and challenges discussed</p> <p>4. key terminologies and concepts used in Business Management defined and discussed</p> <p>5. CMT trained on how to prepare a work plan</p> <p><b>10 relevant stakeholders for community support identified and coordinated:</b> National Agricultural Research and Extension Institute (NAREI), Guyana School of Agriculture (GSA), Guyana Livestock Development Authority (GLDA), New Guyana Marketing Cooperation (NGMC), Fisheries Department (MoA), Tourism and Hospitality Association of Guyana (THAG), Guyana Tourism Authority (GTA), Inter-American Institute for Cooperation on Agriculture (IICA), Guyana Energy Agency (GEA), Ministry of Public Infrastructure (MoPI).</p>		<p>time for follow-up technical assistance and monitoring and evaluation later on. As a result business management training sessions are scheduled for one day for each community however this may not adequately address all of the needs of communities when it comes to wider management and governance issues.</p> <p>4. <b>Poor governance at village level:</b> many communities demonstrated a poor track record of implementing projects and managing funds as a result of poor governance.</p> <p>5. <b>Inconsistent procedures and criteria required for organization of scoping missions and disbursement of grants:</b> UNDP's criteria and procedures for supporting scoping missions and disbursement of grants to communities appear to be inconsistent resulting in a disproportionate amount of the Project Management Unit's (PMU's) resources being consumed on administrative matters and follow-ups, delays in scoping schedule and disbursement to communities.</p> <p>6. <b>Limited knowledge transfer from pilot:</b> the pilot phase was undertaken with UNDP as the implementing agency over a period of time to establish lessons learned among other objectives, to</p>	<p>community contributions to ensure CDPs are financially 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 due to time lag from CDP conceptualization to implementation.</p> <p>3. <b>Competitiveness of business ventures:</b> a number of factors places the proposed business ventures at a competitive disadvantage in some cases. These include; remoteness of communities result 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.</p> <p>4. <b>Delayed disbursement of grant:</b> may result in the unintended loss of interest and motivation by the communities in implementation of the CDPs.</p>

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					<p>better enable full implementation of the project by the MoAA. With the exception of the Project Document and Operations Manual, very limited documentation was received regarding the pilot. No reports were received by the PMU on individual pilot communities. This has been a challenge as communities, as well as PMU, are curious as to things that worked well, and those that did not work as well for specific pilot projects/sectors. Despite UNDP having a permanent presence on all field missions including scoping, training and follow-up field visits, UNDP representatives' participation in discussions during these missions was very limited. This is an opportunity to deliver more benefits from lessons learned in the pilot that is not being taken advantage of, particularly given that due to the absence of reports from the pilot, the PMU is unable to do this directly. It is prudent that more effort be made to deliver lessons learned from the pilot to communities and the PMU.</p> <p>7. <b>Delays in Scoping missions due to National event:</b> general elections resulted in delays to the scoping mission schedule.</p>	<p>Community Management Teams also tend to forget important details of the implementation plans discussed at the scoping meeting due to the time lag between scoping and disbursement of the first tranche of the grant.</p> <p>5. <b>Capacity of MoAA CDO program to monitor challenges that might derail project expectations:</b> the project requires a strong well-functioning CDO program to facilitate an efficient means of communication to allow for quick reaction to technical difficulties of CDP implementation.</p>

**II. Capacity Development (Please explain how project activities have contributed to improving institutional policies, systems, strategies and structures. Give specific example of actions undertaken and the results achieved)**

**Scoping missions:** The importance of CDOs in mobilizing residents for meetings and logistical assistance was noted. The importance of monitoring of the CDPs by CDOs once they would have been operationalized was also noted as they constitute the main feedback mechanism (apart from the CMTs) for PMU to organize interventions in a timely manner if needed. CDOs were involved as much as possible in scoping missions so that they are au fait with all aspects of the implementation of each CDP.

**Business management Training:** The time of one day allocated for scoping and training for each community was considered inadequate; as a result one day was allotted for scoping and one day for training. Further, it was decided that several Community Management Teams of communities in close proximity to each other may be clustered for the training component of the mission so as to complete the project within the allotted time frame. This arrangement created more teaching opportunities and improved level of interaction and participation of participants at the training sessions.

**III. Gender Mainstreaming (how did project serve men and women, identify # of men/women served)**

**Scoping missions:** Preparation of implementation plan for CDP

No. of female participants: 635

No. of male participants: 500

**Business management Training:** topics covered include terminologies and concepts, financial accountability and management, marketing and work plan preparation.

No. of female participants: 121

No. of male participants: 136

**IV. Lessons Learnt: (Please describe new understanding or insights gained from project activities that can contribute to improving future project design and implementation. Give specific examples)**

**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 may be leveraged in future in terms of organization and logistical support.

**V. Innovative Initiatives: (Please describe new/pioneering actions (internal or external) taken during the year that contributed to the project being effective. Effectiveness here can be taken to mean improving practice or processes that aided positive project achievements).**

**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. A special field mission was organized to region 1 to assist communities in acquiring TIN certificate.

**Engagement of CDOs in monitoring of CDP implementation:** The PMU is exploring options available to expand the current role of CDOs to include Monitoring of CDP implementation. This will allow for continued support and capacity building beyond the life of the project. This will require training of CDOs in this respect.

**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.

**VI. Reports & Publications: (Please describe any reports or publications to which information from this project would have contributed).**