

# PROJECT STATUS REPORT (FINAL)

JULY 2016 - DECEMBER 2016

## SECTION 1: PROJECT SUMMARY

**PROJECT NAME:** Downscaling Guyana's Low Carbon Development Strategy to SMEs

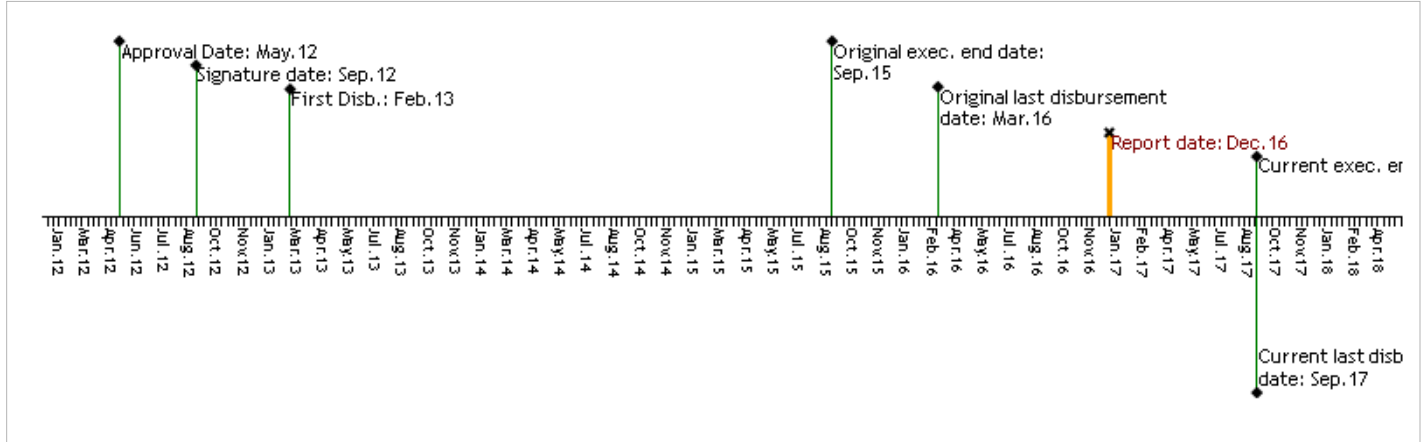
Project Number: GY-M1021 - Project Num.: ATN/ME-13229-GY

**Purpose:** To strengthen and create environmentally-sustainable businesses in the Rupununi.

<b>Country Admin</b>	<b>Country Beneficiary</b>	<b>Group</b>	<b>Subgroup</b>
GUYANA	GUYANA	ENV - Environment	TOUR - Sustainable Tourism

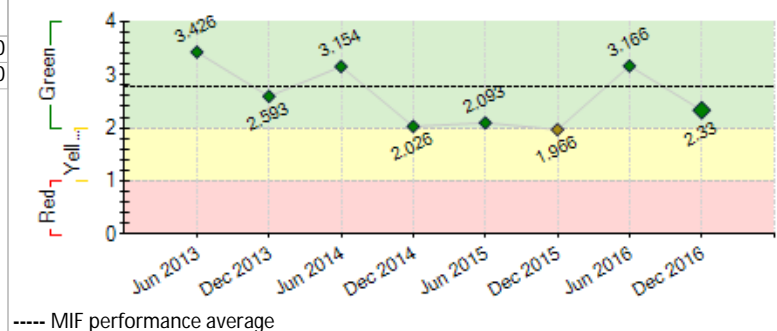
<b>Executing Agency:</b>	Conservation International	<b>Design Team Leader:</b>	GREGORY WATSON
		<b>Supervision Team Leader:</b>	VASHTIE DOOKIESINGH

### PROJECT CYCLE



FUNDS	Approved	Cancelled	Disbursed
FOMIN	\$1,181,329.00	\$78,460.40	\$1,102,868.60
Counterpart	\$448,925.00	\$0.00	\$300,000.00

### PERFORMANCE SCORE



## SECTION 2: RESULTS AND ACHIEVEMENTS

### Performance once project is completed

Specifically, the project has

- Mainstreamed considerable information to the newly developed 'Plan of Action for Regional Development' (PARD) for the Rupununi Region, providing a foundation for the regional plan, derived from the project baselines and studies and providing a model Regional PARD for other Regions of Guyana to emulate;
- Prepared community climate change vulnerability assessments including a methodology for community engagement; the manuals have been scaled up and is being adapted by the Ministry of Indigenous People's Affairs for use in all indigenous communities across Guyana;
- Formed a community-based tourism association called *Visit Rupununi* to enable tourism outfits in the Rupununi to work collectively to promote tourism activities nationally and internationally - linked to the provision of local good and services;
- Supported the development of two large agricultural development projects by upscaling the Project's knowledge base and a sector strategy on agriculture in the Rupununi region to both IFAD and IDB, which have completed the development of their respective projects and signed with the Ministry of Agriculture for their execution, which will be largely though not exclusively in the Rupununi Region;
- Supported two food security initiatives funded by the Canada-Caribbean Disaster Risk Management (CCDRM) Fund – both farine factories linked to cassava farming in the Rupununi, with local sales and farine stocks for disaster response;
- Initiated the Rupununi Innovation Fund (RIF) with the Guyana Bank for Trade and Industry (GBTI), which has established a GUY\$20 million portfolio of loans to micro enterprises in the Rupununi, from the GUY\$60 million available; the RIF will go forward but must reach out to more to women, the deep south Rupununi, the tourism sector and enterprises linking agriculture and tourism.

### Comments from the Supervision Team Leader

The project has had a positive impact for the targeted region Guyana's Rupununi on 3 levels: (1) Direct impact on communities via provision of training, access to finance for agriculture and tourism business ventures, creation of a co-operative association to brand and promote local eco tourism and participation in local

planning for development (2) Technical inputs and data to support fact based regional planning models (3) the MIF operation has been scaled in an IFAD loan for Guyana which will include further support for the Rupununi region. Project results were largely achieved although time required was longer than anticipated in the design phase of the project, primarily due to time needed to build relations and secure trust of rural communities over an extended period. The additional time required yielded returns for the project as it ensured local ownership and active participation of beneficiaries. The proximity of the technical co-ordinator who re-located to the region for the duration of the project was a key factor in securing trust and in ensuring that project activities were relevant to actual needs. CI-Guyana is a well respected local partner with strong technical capacity which greatly assisted in showcasing and scaling of the project. Longer term results at the purpose level were not measurable at the time of final reporting, these impacts may be realized over a longer time horizon.

## Final evaluation

### Comments from the Supervision Team Leader

[Final evaluation](#)

## SECTION 3: INDICATORS

	Indicators	Baseline	Planned	Achieved	Percentage
<b>Purpose:</b> To strengthen and create environmentally-sustainable businesses in the Rupununi.  <b>Classification:</b> Unsatisfactory	R.1 9 tourism businesses implement low-carbon, climate-resilient, or pro-conservation practices.	0	9	0	0 %
	R.2 14 agricultural businesses have identified low-carbon, climate-resilient, or pro-conservation strategies and are moving towards their implementation.	0	14	0	0 %
	R.3 For 9 tourism providers, average earned revenue growth of 20%.	0	20	0	0 %
	R.4 For 9 tourism providers, earned revenue per guest increases by 10%.	0	10	0	0 %
	R.5 For 14 agricultural producers, average earned revenue growth of 15%.	0	15	0	0 %
	R.6 For 14 agricultural producers, number of purchase contracts increases by 50%.	0	50	0	0 %
	R.7 For 14 agricultural producers, unit value increases by 10%.	0	10	0	0 %
	R.8 15% of Rupununi's businesses implement low-carbon, climate-resilient, or pro-conservation practices.	0	15	0	0 %
<b>Component 1:</b> Baseline GHG, climate change, and economic assessment  <b>Weight:</b> 12%  <b>Classification:</b> Satisfactory	C1.1 Economic baseline and tracking methodologies completed.			Yes	0 %
	C1.2 Stakeholders analyzed and mapped.			Yes	0 %
	C1.3 Analysis of Rupununi agricultural supply and demand.			Yes	0 %
	C1.4 Selection and categorization of targeted communities, enterprises, and products.			Yes	0 %
	C1.5 Options for mainstreaming climate change mitigation and adaptation action in the Rupununi community-based enterprises identified, described, and agreed upon by stakeholders.			Yes	0 %
<b>Component 2:</b> Facilitate a business, community, and government network for climate-responsive development in the Rupununi  <b>Weight:</b> 9%  <b>Classification:</b> Satisfactory	C2.1 A Rupununi Community Tourism Syndicate is operational.			Yes	0 %
	C2.2 Community based organizations selling to formal private enterprises			Yes	0 %
<b>Component 3:</b> Selection and implementation of specific interventions  <b>Weight:</b> 28%  <b>Classification:</b> Satisfactory	C3.1 Business Plans developed for market-ready tourism community-based MSMEs	0	4	4	0 %
	C3.2 Rupununi community agriculture blueprint developed	0	1	1	0 %
	C3.3 Market readiness plans developed for other tourism MSMEs	0	5	1	0 %
	C3.4 Detailed business plans developed for agricultural community-based enterprises	0	2	4	0 %
	C3.5 Market-ready MSMEs have implemented at least 50% of their business plans	0	6		0 %
	C3.6 Participating MSMEs received business management and product development training appropriate to their market readiness	0	100	1	0 %
<b>Component 4:</b> Establishment and Implementation of the Rupununi Innovation Revolving Fund  <b>Weight:</b> 27%  <b>Classification:</b> Satisfactory	C4.1 At least 6 enterprises access finance from either the innovation fund of component 4 or commercial funds	0	6	23	0 %
	C4.2 Fund agreement established with local financial institution	0	1	1	0 %
<b>Component 5:</b> Securing Stakeholder Participation through Outreach, Monitoring and Evaluation of Results  <b>Weight:</b> 19%  <b>Classification:</b> Satisfactory	C5.1 Environmental, social, and economic impact indicator matrix developed	0	1	1	0 %
	C5.2 Environmental impact assessment completed (including biodiversity, ecosystem services, conservation).	0	1	1	0 %
<b>Component 6:</b> Knowledge Management  <b>Weight:</b> 5%  <b>Classification:</b> Satisfactory	C6.1 Case studies developed	0	6	0	0 %
	C6.2 Project results disseminated in at least 2 national or international fora.	0	2	0	0 %

Milestones	Planned	Due Date	Achieved	Date of achievement	Status
M0 Conditions Prior	1	Mar 2013	4	Feb 2013	Achieved
M1 Establishment of community tourism syndicate for purposing packaging, marketing, booking and branding of community tourism operations.	1	Nov 2013	1	Nov 2013	Achieved
M3 [*] Develop agricultural blueprint	1	Sep 2014	1	Sep 2014	Achieved
M4 Develop administrative arrangements with a local financial institution for fund management and administration.	1	Dec 2014	1	Nov 2014	Achieved
M5 Design sustainability plan including information for the Rupununi business forum, Rupununi tourism syndicate, the Innovation fund and	1	Dec 2015	1	Aug 2016	Achieved

	the training curricula.				
M2	[*] Establish tourism syndicate	1	Nov 2016	0	Aug 2016

[\*] Indicate that the milestone has been reformulated

**CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE**

[X] Executing agency institutional capacity
[X] Supplier/contractor performance
[X] Borrower/executing agency commitments
[X] Purchase difficulties
[X] Delays in fulfilling the contract terms

**SECTION 4: RISKS****CRITICAL RISKS MANAGED DURING IMPLEMENTATION**

1. Impact indicators not correctly incorporated into project execution

**Level:** Low**Responsible:** Project Coordinator**Status:** In effect

**Comments:** The development of the indicator matrix has been delayed due to the delays in procurement of the firm to complete the baseline assessments (which includes the indicator matrix). This risk will be mitigated when the firm is contracted and the baseline assessments are completed and monitoring framework is established. This is expected to be completed by January/February, 2014, once all procurement deadlines are met.

**PROJECT RISK LEVEL:** Low **TOTAL NUMBER OF RISKS:** 18 **IN EFFECT RISKS:** 1 **NOT IN EFFECT RISKS:** 17 **MITIGATED RISKS:** 0

**SECTION 5: SUSTAINABILITY****Likelihood of project sustainability after project completion:** P - Probable

Conservation International Guyana has a strong presence and commitment to development of the targeted communities and given the capacity building activities and establishment of targeted financial services through the Guyana Bank of Trade and Industry as well as the scaling of the project approach in an IFAD loan to further develop the communities, prospects for sustainability are high

**CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY***[None reported in this period]***Actions related to sustainability which have been implemented:**

With private sector funds from the Guyana Bank for Trade and Industry, the project has successfully facilitated what appears to be a long-term commitment by GBTI to the operation of the Rupununi Innovation Fund to provide loans to micro enterprises in the region. It appears the RIF is soon to be integrated into GBTI's small business loan facility, backed by loan guarantees from the national government's Ministry of Small Business, using resources from the countries Low Carbon Development Fund. The sustainability of the RIF seems assured with this move and with the continuation of the GBTI-Government of Guyana agreement for low interest loans – an agreement that has no sunset clause.

The project's community planning and facilitation tools including its climate change adaptation assessment tools – used to develop sustainability plans for indigenous communities – were selected by the Ministry of Indigenous People's Affairs (MIPA) to be used to develop sustainability plans for all 215 indigenous communities in Guyana. This is another significant contribution of the project to up-scaling its outputs in away that has a much larger impact.

[Sustainability Plan](#)**SECTION 6: KNOWLEDGE****Lessons learned**

1. Although the project was successful in meeting its objectives, data to support economic gains by targeted beneficiaries were not accessible at the time of project close given the fact that many interventions to build economic gains continued to project close out. Economic gains are better measured in ex post modalities

2. Community trust and engagement was built slowly over time and was enabled by 2 key factors (1) relocation of technical co-ordinator to targeted region allowed for relationship building (2) CI-Guyana's credibility in the region as a driver of sustainable development that is built on knowledge and experience of social structures and culture of targeted communities

3. It is critical to engage youth in all activities, all events, all training; youth have ideas and want to learn and play a role;

Radio can reach out to communities and play a role in reinforcing communication within the region; radio that is interactive and engages communities to participate is effective. [Use of internet and social media is also growing and can be used in a similar way].

4. Women play strong organizational roles in community enterprises and keep these enterprises on track for business development, using training opportunities, leadership positions and informal influence;

Landscape management approaches seem suitable for use in the Rupununi to successfully integrate economic, biodiversity, climate change, water and forest resource utilization and other factors into a sustainable development model

The legacy of dependence can be broken with facilitated and respectful dialogue with sector groups and communities; fast 'wins' by projects and programs should not be anticipated; Small deliberate program implementation steps, consistently applied with regular reflection allow for moving forward with programs and for making changes; lowered expectations around each activity is advised;

5. Women play strong organizational roles in community enterprises and keep these enterprises on track for business development, using training opportunities, leadership positions and informal influence;

**Relative to**  
Implementation**Author**  
Dookiesingh, Vashtie [MIF]

Implementation

Dookiesingh, Vashtie [MIF]

Sustainability

Edwards, Rene

Sustainability

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6. Entrepreneur groupings (farmers, cattle ranchers, processors, tourism operators, etc.) provide useful opportunity to accessing sector knowledge and information.

Sustainability

Edwards, Rene

Gender equality objectives remain hard to achieve in entrepreneur outreach and economic integration due a variety of factors that need further assessment to be well understood. Barriers exist systemically in the local economy and national policy framework reducing the level of women's engaging in enterprise activities.

7. Community based approaches to climate vulnerability provide substantial data for validation and use in planning and development of programmes in communities. The approach used is replicable.

Sustainability

Edwards, Rene

Community engagement produces group solidarity around complex community initiatives and creates the basis for household and family entrepreneurial activity.

Cumulative community based vulnerability assessments provide robust sub-regional and regional data for scaled up program development and planning at regional level.

#### Indicate which are the main products of the project, where they can be found, and how they could be "shared" with other entities or similar projects.

The products added by CI-Guyana are useful to regional/local planning development programs and models for rural communities in the region and will support Guyana's regional economic development program beyond the period of MIF investment

#### Main products of the project

[Aug 2014] State of Food and Agriculture in the Rupununi - Guyana (Other)

**Author:** FAO and CI-Guyana

[Aug 2014] Agriculture and tourism business plans (Other)

**Author:** CI-Guyana

[Aug 2014] Agriculture and tourism business plans (Other)

**Author:** CI-Guyana

[Aug 2014] Agriculture and tourism business plans (Other)

**Author:** CI-Guyana

[Aug 2014] Agriculture and tourism business plans (Other)

**Author:** CI-Guyana

[Aug 2014] Economic Baseline and tracking methodologies (Other)

**Author:** CI-Guyana

[Aug 2014] Agriculture and tourism business plans (Other)

**Author:** CI-Guyana

[Aug 2014] Agriculture and tourism business plans (Other)

**Author:** CI-Guyana

[Aug 2014] Agriculture and tourism business plans (Other)

**Author:** CI-Guyana

[Aug 2014] Agriculture and tourism business plans (Other)

**Author:** CI-Guyana

[Aug 2014] Agriculture and tourism business plans (Other)

**Author:** CI-Guyana

[Sep 2014] State of Food and Agriculture in the Rupununi - Guyana (Technical publications)

**Author:** Food and Agriculture Organization and Conservation International - Guyana

*[Oct 2014]* Environmental, social and economic impact indicator matrix developed (Other)

**Author:** CI- Guyana and Practical Actions

*[Oct 2014]* Environmental, social and economic impact indicator matrix developed (Other)

**Author:** CI- Guyana and Practical Actions

*[Oct 2014]* Options and Mainstreaming Report (Other)

**Author:** CI-Guyana

*[Oct 2014]* Analysis of Rupununi agriculture supply and demand (Other)

**Author:** CI-Guyana

*[Oct 2014]* Selection and categorization of targeted communities, enterprises and products (Other)

**Author:** CI-Guyana

*[Jan 2015]* Situational Analysis & Market Readiness Implementation Plan for Community Based Tourism in the Rupununi (Other)

**Author:** CI-Guyana

*[Jan 2015]* Business Plans (Other)

**Author:** CI-Guyana

*[Jan 2015]* Business Plans (Other)

**Author:** CI-Guyana

*[Jan 2015]* Business Plans (Other)

**Author:** CI-Guyana

*[Jan 2015]* Business Plans (Other)

**Author:** CI-Guyana

#### SECTION 7: DOCUMENTS

05/JAN/2012 [Donors Memorandum](#)

[<http://www.fomin.org/file.aspx?DOCNUM=36616871>]

17/APR/2012 [Donors Memorandum](#)

[<http://www.fomin.org/file.aspx?DOCNUM=36809236>]

[Project profile](#)

<http://apps.fomin.org/public/psr/projectprofile.aspx?proj=GY-M1021&lg=EN>