PROJECT COMPLETION REPORT

Rural Enterprise and Agricultural Development Project (READ)

IFAD (Loan No.-742-GY & Grant No. DSF-8015-GY)

Republic of Guyana

September 30th, 2015

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Project Completion Report - Rural Enterprise and Agricultural Development Project (READ) – Guyana

Table of Contents

Abbreviations

AWP&B	Annual Work Plan and Budget
ASDU	Agriculture Sector Development Unit
BFC	Business Facilitation Center
CBO	Community Based Organization
EDF	Enterprise Development Fund
GAP	Good Agricultural Practices
GLDA	Guyana Livestock Development Authority
GSA	Guyana School of Agriculture
NGMC	(New) Guyana Marketing Corporation
GMP	Good Manufacturing Practices
GOG	Government of Guyana
IDB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
IPED	Institute for Private Enterprise Development
LAO	Local Area Officer
LF	Logical Framework
MIS	Market Information System
MoA	Ministry of Agriculture
M&E	Monitoring and Evaluation
MTE	Mid-Term Evaluation
NAREI	National Agriculture Research and Extension Institute
PCR	Project Completion Report
PCU	Project Coordination Unit
PSC	Project Steering Committee
PSIF	Public/Productive & Social Investment Fund
RIMS	Results and Impact Management System
READ	Rural Enterprise Agricultural Development Project

EXCHANGE RATES (September 2015)

USD 1.00 = 206.5 Guyanese Dollars (G$)
SDR 1.0 = USD 1.40

FISCAL YEAR: 1 January to 31 December

Project at a Glance

Country:	Co-operative Republic of Guyana
Project Title:	Rural Enterprise and Agricultural Development (READ)
Project Number:	IFAD/GOG Loan #742-GY & Grant # DSF-8015-GY
Total Project Budget (*in USD):*	USD 5.756 Million[1] (IFAD) (= SDR 3.7 Million)
Total Expenditures to Date (*in USD):*	USD 5.590 million[2] (= SDR 3.7 Million)
Date of loan effectiveness:	August 14, 2008
Date of project start:	January 14, 2009
Project duration:	Six (6) Years
Date of project closure:	March 31, 2015
Date of latest Logframe revision:	December 2010
Date of RIMS benchmark survey:	August 2010
Date of RIMS mid-term survey:	November 2012
Date of RIMS completion survey:	November 2014
Last Supervision Mission	November 17 - 21, 2014
Date of Mid-Term Review	March 18-31, 2012
Date of Completion Review	September 1-30, 2015

[1] Due to exchange rate fluctuations, the original IFAD funding budget of USD 5.756 million was effectively approximately USD 5.59 million at project closure, representing an exchange 'loss' of approximately USD 165,771.

[2] As at Project Closure

PROJECT COMPLETION REPORT
Evaluation of the Rural Enterprise and Agricultural Development Project (READ) – Guyana

Executive Summary

Seven years and four months after its approval in December, 2007, the Rural Enterprise Agricultural Project (READ) concluded on March 31, 2015. This Project Completion Report (PCR) reviews the results of the project against its anticipated goals, objectives and output indicators, as well as actual and emerging outcomes. The evaluation took place during September 2015 and included a series of six consultative regional workshops throughout the country attended by 151 participants representing 43 of the total 63 Community Based Organizations (CBOs) who were active participants in the project.

The overarching goal of the READ project was to improve the living conditions of poor rural households, especially small-scale producers and vulnerable groups, by strengthening their human, social and financial assets. The main target group was to be 5,200 poor rural households, representing over 20,000 persons, with particular attention to woman-headed households, youths and Amerindians.

In sum, this evaluation concludes that, given its immense complexity; geographic scope (6 regions); demographic diversity (e.g., - poor men, women, Amerindian, youth, children); and extant implementation capacity, the READ project can be considered a prodigious success in having delivered a multitude of direct economic and social benefits to target communities. The READ project has also catalyzed a somewhat sustainable momentum for continued enterprise development, income growth and emerging economic and social outcomes as a result of the dozens of READ-funded initiatives.

Importantly, in addition to statistical indicators, the regional workshops held during the evaluation mission were characterized by story after story of how the READ project has improved working and living conditions in scores of communities across the country; as well as profound and sometimes even tearful gratitude expressed for the impact that the project had on the lives of beneficiaries.

In the compassionate words of one CBO head from a poor community in East Berbice/Corentyne, extolling on the training, technical assistance and two small projects in her community, "*The READ project helped us at a critical time, has benefitted everyone in our community, including our children, and has given us renewed hope and optimism that our people can have a better life"* [and then specifically referencing the Project Coordinator and her team as well as IFAD], "*you have answered our prayers, thank you from the bottom of our hearts".* While anecdotal, a chorus of similar praises formed an indisputable and sincere consensus that the impact of the READ project was extensive and real.

While it cannot be *statistically* verified that 5,200 rural households –as targeted– experienced a 30% income increase (a key top-line indicator), there is strong evidence that at least 5,000 households experienced improved living conditions as a direct result of the project, and there are very strong

indications that average incomes of these households have – in the aggregate - increased by project closing. (See LogFrame, Annex I, for aggregated amounts based on recent survey data). Moreover, thousands of other poor people benefited from the project economically and socially, and the scope of the impact continues to expand due to continued momentum of the program even as it has concluded.

READ Project Implementation and Effectiveness

Since the mid-term review (MTR) in May, 2012, the READ project experienced a striking and impressive turnaround. While identifying numerous constraints and noting slow execution, the MTR bemoaned the project's lack of progress, weak project management (e.g.- "*low morale, high turnover, inappropriate management practices*"), enduring delays, limited implementation effectiveness, low disbursement (29% at mid-term) and "*far from satisfactory performance*" in terms of achievements.

But by its closing in March, 2015, the READ project had finished on time virtually 100% disbursed, and could boast a remarkably effective implementation record (including 90 EDF/PSIF projects and more than 470 individual training sessions[3]), many notable achievements, results and outcomes, and strong buy-in and participation on behalf of project partners, stakeholders and beneficiaries.

While the PCU team in place during the last three years of the project can be given enormous credit for the achievements, it should be stated at the outset that much of the improvement in implementation – and overall project success therein – was attributable to the commitment, hard work, competence and leadership of Project Coordinator **Vimala Balgobin**, whose tragic death in early March, 2015 just prior to project completion shocked and saddened all who worked with her and knew her - colleagues, project partners and beneficiaries alike. The READ project's turnaround and success is but one tribute to her.

Guyana, MDGs and the new Global Development Goals (GDGs)

Guyana is just one of 18 developing countries which have reached both MDG 1 (to halve the proportion of hungry people by 2015) and the more stringent World Food Summit (WFS) goal of having reduced by half the absolute number of undernourished people. (This progress was measured from 2010-2012 against benchmarks established at the 2000 UN General Assembly). While the READ project or any other agriculture program cannot be exclusively attributed to this progress, it is nonetheless an indication of demonstrable development in Guyana's agriculture sector.

It is timely that as this report is submitted, world leaders are convening in New York at the '*Summit for the Adoption of the Post-2015 Development Agenda' to* approve the new Global Development Goals (GDGs). GDG Goal # 2 is to "*End hunger, achieve food security and improved nutrition and promote sustainable agriculture*". Therein, a key sub-goal (Goal 2.2) is: "***To by 2030 double the agricultural productivity and the incomes of small-scale food producers, particularly women, indigenous peoples, family farmers,… including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets, and opportunities for value addition and non-farm employment***".

[3] This figure does not include an additional 12 training sessions conducted for service providers.

As such, the Government of Guyana and the International Fund for Agricultural Development (IFAD), in discussing justification for any prospective follow-on projects (e.g. a 'READ-2'), can be confident in the knowledge that project relevance has been further enhanced by this global goal, and that the success of the READ project has – at its very least - strategically positioned Guyana on the road to achieving it.

The READ project was premised on the phenomena that most of Guyana's poor rural people are small-scale farmers operating at a subsistence level with limited technical capacity, institutional backing and infrastructure to successfully bring products to market and convert farming activities into viable businesses. The country's traditional agricultural products, sugar and rice, face severe competition and volatile prices on international markets. A wide variety of non-traditional products– including fruits, root crops, vegetables, spices and livestock – were determined to hold significant market potential. The READ project sought, *inter alia*, to capture this opportunity via enterprise development, economic diversification and growth, while at the same time improving human and social capital.

While the READ project ultimately lost specific focus on "*the 5 P's*" (pumpkins, pineapples, peppers, etc.) the evaluation concludes that a process of diversification has nevertheless taken hold, along with significant enterprise development, organizational strengthening of CBOs, and improved human and social capital.

Outputs versus Measurable Outcomes and Impact. At the outset it is important to note that, even though over six years have passed since program commencement, expectations must be realistic in terms of achievement of *outcomes* and *impacts*, versus project *outputs*. In addition to weak data, it is too early to empirically assess *outcomes* and *impact* and, as such, this evaluation focuses more on program *outputs*, emerging outcomes, and other achievements.

As such, the evaluation stops short in concluding *empirically* that the project succeeded in reaching its stated overall objective (i.e., improving the living conditions of 5200 poor rural households by a measure of 30% increase in income) as there was neither sufficient data nor a sufficiently well-established M&E system to be able to empirically *prove* such success. However, it can justifiably be represented that the two main components of the project did work together in contributing to achieving - and even exceeding – many of the indicators of success in relation to the project's specific goals and objectives.

Notwithstanding *quantitative* measurements, the READ project can also be lauded for its contribution to social and human capital (a central project objective). The linkage among the various components contributed to somewhat of a holistic approach and, in terms of the many human factors inherent in the READ project, it can't be understated that the benefits which accrued instilled a palpable sense of pride, optimism and motivation amongst beneficiaries. While challenging to quantify, such factors contributed meaningfully to achieving the various interrelated objectives of the project.

Project Successes

- **Implementation capacity and service provision** were strengthened, resulting in particular in a robust network of Community Based Organizations (CBOs) who actively participated in project implementation and whose ongoing activities are contributing to program sustainability;

- **Technical knowledge and know-how** was facilitated, resulting in improved productivity of farmers and enterprises;

- **The READ-funded multi-modality rural financing facility** (Productive & Social Investment Fund, Enterprise Development Fund, and a Credit Fund) funded at least 90 projects in six regions impacting thousands of beneficiaries in dozens of communities. The financing facility was perhaps the most notable achievement in the READ project in terms of reach, benefits, outputs and outcomes. Integrated with the human and social elements of the project, having such a financing facility operating exclusively for poor rural farmers was unprecedented in facilitating the acquisition of physical assets demonstrating that, as one beneficiary stated, '*a little can go a long way'*. In this regard, the EDF and PSIF contributed greatly to the READ project's credibility and it behooves government (and donors) to look at means of building a self-sustaining micro-financing institution for poor rural farmers in any follow-on programs.

- **Agricultural Productivity, Technology Transfer and Market Linkages**: The EDF and PSIF grant projects – along with technical assistance from service providers and trainings - yielded substantial productivity gains in, for example: land preparation, soil testing, animal nutrition, crop production and diversification; harvesting equipment and techniques; more timely transport to markets through the transfer of knowledge and the purchase of vehicles, tractors and boats; equipment such as spray cans, pumps and farm implements; the construction of buildings, shade houses, production facilities, animal pens and bridges; the purchase of breeding stock, equipment and tools to enable value-chain production of goods ranging from Eddo powder to high-quality packaged chicken and pork; innovative marketing linkages such as farm-to-school programs; buyer facilitation, and participation in national exhibitions/fairs/events. And in many cases, in addition to increased income, farmers reduced costs via efficiencies gained and from the sharing of equipment, tools and other resources.

- **Human and social capacity** was developed through a variety of community projects, life-skills training and other interventions;

- It is also noteworthy that the project was almost entirely implemented without assistance from international consultants or suppliers. It was a project of the people, by the people and for the people of Guyana, marked by a participatory approach and **local ownership**.

READ Project Shortcomings

- Monitoring & Evaluation and Knowledge Management: The delay in designing an appropriate monitoring and evaluation (M&E) system and the lack of a well-functioning M&E system - even by project closing - was the weakest aspect of project implementation. Despite increasingly useful sets of data, the absence of comprehensive baseline data and a well- integrated M&E and knowledge management system affected project effectiveness and decision making, and hampered the ability to conduct benchmark assessments and overall evaluation of project results. A critical lesson learned in the READ project is that M&E must be developed and functioning early in the project cycle and be prioritized as a fundamental cornerstone to project planning and implementation[4].

[4] It should be noted there were certain circumstances beyond the control of the PCU or IFAD which contributed to delays in implementing the M&E system. For example, the initial M&E specialist – who was considered qualified – suddenly left the project, which necessitated finding a suitably qualified replacement.

- Some project activities where results were not met as fully as planned include: the challenge of establishing and maintaining a network of independent Business Facilitation Centers (BFCs); development of market linkages for farmers and enterprises was not comprehensively achieved; and addressing value chain opportunities such as fostering growth of agro-processing enterprises did not receive sufficient attention and uptake. With respect to market chain linkages and value chain issues, the project at times lacked a specific and clear strategy for targeted interventions, pilot/demonstration projects and related focused technical assistance. (Though key value-chain efforts were hampered by late startup of the EDF/PSIF, whereby the PCU's work in identifying a total 20 agro-processing enterprises early in the project lost momentum due to unavailability of funding).

Lessons Learned and Conclusion

Section M of the report lists approximately 15 critical lessons learned from the implementation of the READ project.

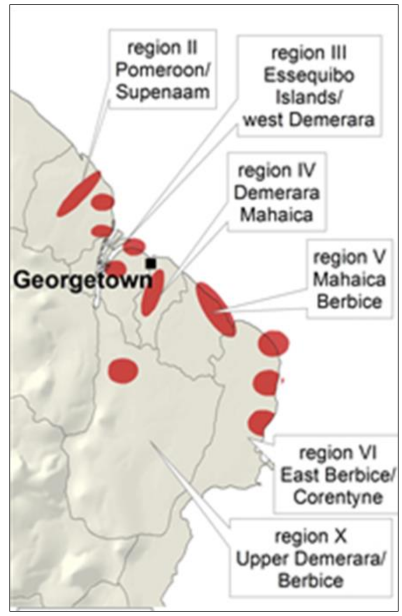
A key conclusion of this report is that there is an opportunity to build upon these lessons and, while overall program targets were not fully met as calculated in original program design, there has been more than sufficient success to justify investment for a follow-on project. Such investment would serve to catalyze ongoing momentum and capitalize on newly introduced knowledge and capacity, improved systems, and an increasingly effective network of CBOs.

In sum, the READ project has established genuine credibility in Guyana amongst stakeholders and beneficiaries alike, creating a unique opportunity for the Government to leverage that credibility through continued engagement, collaboration and support.

Bridging Gaps: The Golden Grove/Nabaclis/Haslington Group (Region IV) obtained funding from the READ project's Productive & Social Investment Fund for dam rehabilitation and a new bridge to improve farmers' productivity, enhance opportunity for enterprises and improve living conditions for women, school children and the elderly in the community.

A. Introduction

1.1 At the time the Project was designed the Project Area contained about 28,000 households of which 20% were female headed. About 26% of female-headed households and 59% of male-headed households depended on agriculture as their main productive activity. The number of poor households was estimated to be around 9,000, including a large proportion of households whose main activity was agriculture. Within this population the target group consists of poor or extremely poor men and women non-traditional farmers (i.e. not sugar or rice growers) devoted to smallholder agriculture, either subsistence or market-oriented, wage labourers, and poor or extremely poor rural entrepreneurs, particularly female-headed households, youth and Amerindian communities.



1.2 In selecting individual households for Project participation READ has applied the following criteria: (i) non-traditional farmers with a maximum of five acres (two hectares) of land under cultivation and dependent on farming as their main source of income; (ii) households that have so far been unable to participate in the synergistic benefits of integrating production, processing and marketing; (iii) engagement in small-scale, low productivity and labour intensive subsistence farming; (iv) non-agricultural workers with small businesses that hire no more than three-to-five workers; and (v) rural households with unemployed or under-employed young men and women.

Review of documents and discussions with project coordination staff as well as numerous CBOs who attended the regional workshops suggest that the focus on these project areas and the household selection criteria was effective in focusing READ support on the intended beneficiaries. However, there is some concern that the project did not reach the poorest of the poor as effectively as it might have; for example, the poorest tend to be participate less actively in the CBOs; and also tended not to participate as actively in training workshops due to competing income-generating work demands. (Best practice has suggested that increasing participation of the poorest can sometimes be enhanced by offering a stipend for attendance).

1.3 The challenges of the members of the READ target group are multiple, from organizational strengthening issues, to improving and increasing production, a lack of market linkages, isolation/distance, and societal problems like unemployment and lack of self-esteem amongst youth.

1.4 An explicit focus of the project was to ensure that benefits also accrued to women and vulnerable groups, including Amerindian communities throughout the six regions of the project.

1.5 The READ Project was implemented during a period of general political stability, with national elections in 2011 wherein the PPP won with a minority government; and the recent national election which occurred just after the official completion of the project. It was not evident that the 2011 elections or the run-up to the 2015 election impacted the project in any material way.

1.6 During the project duration, Guyana's economy experienced a period of growth, averaging 3.8% growth from 2007 to 2013. During the same period Guyana's per capita GDP (PPP basis) grew an average 17% per annum reaching US$ 8,500 in 2013.

Guyana- GDP Growth rate % (2005-2013) Source: World Bank

2005	2006	2007	2008	2009	2010	2011	2012	2013
-3	4.5	5.3	3	2.3	3.6	4.2	3.3	5.3

Guyana - GDP - Per capita (PPP basis) (US$) Source: World Bank

2005	2006	2007	2008	2009	2010	2011	2012	2013
4,500	4,800	3,700	3,800	6,500	7,200	7,600	8,100	8,500

1.7 There were no major external economic shocks (after 2008) or environmental disasters during the implementation period of the project, with the exception of occasional severe flooding – most recently in July, 2015 - which impact certain farmlands near coastal areas.

1.8 There has been significant volatility in global prices for rice and sugar as well as gold. With sustained lower prices for rice and other commodities, one impact has been that more farmers have been driven into farming non-traditional crops, often with little experience (e.g. in Region 10, many poor rural farmers are relatively new to small-scale farming due to job losses in the mining, bauxite and timber sectors and many do not have a family history of farming).

1.9 ***Climate Change***: During the regional workshops conducted during project completion, many Guyanese farmers reported a perception that in recent years climate change has been affecting them and, specifically that weather cycles have been less predictable (e.g., sudden rains), temperatures are noticeably higher on average, and farmers report seeing pests and plant diseases never seen before[5].

1.10 There were delays in the READ project startup, largely due to challenges in recruiting staff for the Project Coordination Unit (PCU). While the project funding was approved in late 2007, the project did not become effective until August, 2008 and didn't begin to actively commence until early 2009. It then took almost another year to fully mobilize the PCU – which continued to be plagued by high turnover - as well as to undertake needs analyses and to inform, sensitize and prepare the project participants. Another factor was that the ASDU had other projects to manage, some of them larger in value than the READ project and it took some time to integrate READ into their workload.

1.11 ***Project Completion Mission***: Project evaluation related to completion was undertaken primarily throughout the month of September 2015. In addition to comprehensive review of the project

[5] In December 2014, IFAD's 'Results and Impact Management System (RIMS) Framework' was revised to, *inter alia*, include climate-change-related risk management. As the READ project pre-dated these revisions, climate change issues were not a part of the project.

archives and one-on-one interviews, Regional Workshops were conducted the week of September 13-19 in all six (6) regions of the project area[6].

A summary of the makeup of workshop attendance is provided in the following table and a detailed compilation of the workshop agenda, topics of discussion and findings are presented in Annex VII.

Region	Women Attendees	Men Attendees	Total Attendees	CBOs Represented
Region II – Pomeroon/Supenaam	25	7	**32**	8
Region III: Essequibo Island/W. Demerara Isles	6	7	**13**	5
Region IV – Demerara/Mahaica	5	9	**14**	4
Region V – Mahaica/Berbice	10	6	**16**	7
Region VI – E. Berbice/Corentyne	23	22	**45**	12
Region X – Upper Demerara/Berbice	17	14	**31**	7
Total - All regions	**86**	**65**	**151**	**43**
Percentage	**57%**	**43%**	**100%**	**-**

*Of the total attendees approximately 12-15 Amerindian people participated in the workshops

READ Project Closing Workshop - Watooka House, Linden, Region X (9/18/15)

B. Project Description and Implementation Arrangements

2.1 The overarching goal of the READ project was to improve the living conditions of poor rural households, especially small-scale producers and vulnerable groups, by strengthening their human, social and financial assets. Its specific objectives were to:

- Increase the market opportunities available to small rural producers (including women);
- Increase rural people's capacity to produce and market non-traditional products efficiently and effectively and to develop small-scale enterprises;
- Strengthen rural services available to small producers;
- Increase access to financial and other capital services;
- Build human and social capacity at the community level.

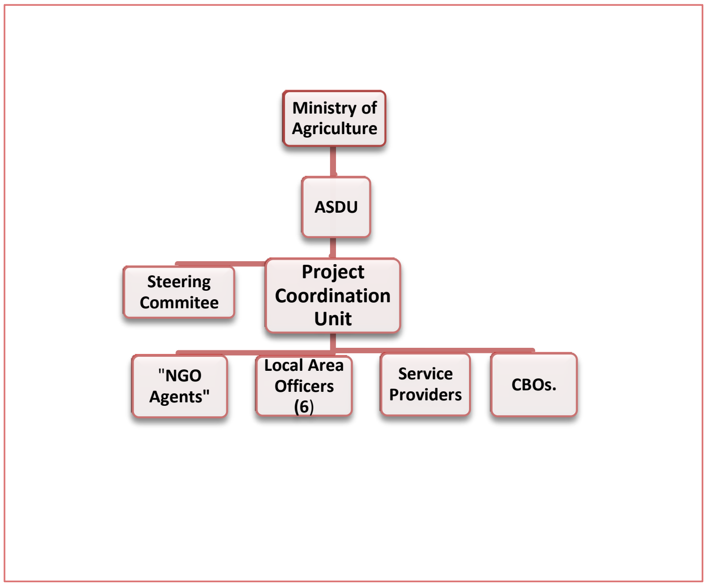
[6] "The main purpose of the completion process is to promote accountability and learning by recording the major achievements of the project, critically reflecting on the implementation performance of all project partners, defining post-project responsibilities and extracting lessons learned". Source: IFAD Guidelines for Project Completion, 2006.

2.2 READ Project Components, main subcomponents and desired outcomes are summarized below.

READ Project Components	Target Outcomes
COMPONENT 1: Market and Rural Enterprise Development	**Outcome 1:** Technical assistance and market opportunities increased and available to rural producers, who produce with efficiency and effectiveness, sell non-traditional products and manage successfully small-scale enterprises. **Outcome 2:** New agro-processing technologies functioning resulting in specific market opportunities **Outcome 3:** Market information system functioning and reaching the target groups. **Outcome 4:** Participants knowledge and attitude changed as a result from service providers training and demonstration activities. **Outcome 5:** Small scale producers have increased their productivity and reduced their vulnerability **Outcome 6:** Six BFCs functioning strategically located in the production regions and encourage creation of others by rural development organizations
Sub-Component 1.1: Market Development • Identification of potential markets • Evaluation of markets • Building market information systems • Establishment of BFCs to link farmers to markets	
Sub-Component 1.2: Rural Enterprise Development • Strengthening of business development service providers • Support to producer organisations to prepare business plans • Support for agricultural extension services • Increased productivity and value adding • Model farms and demonstrations • Skills development • Enterprise Development Grant Fund (EDFG) to finance investments in rural enterprises • Credit Fund (CF) to finance working capital requirements	
COMPONENT 2: Human and Social Capital Strengthening	**Outcome 7:** Increased equitable access to decision making, improve internal relations and benefits for members of rural organisations with an emphasis on women, Amerindian population and youth. **Outcome 8:** Households of rural organisations have improved their livelihoods through social and economic investment opportunities.
Sub-Component 2.1: Organisational Strengthening • Strengthening of rural organisations • Development of human and social capabilities for CBO members (craft skills, business skills, leadership, management, entrepreneurship etc.) • Participatory training programmes • Preparation of strategic plans for CBOs	
Sub-Component 2.1: Equitable Development • Affirmative actions to encourage participation of vulnerable groups • Life skills training • Functional adult literacy training • Gender and youth mainstreaming and special support for Amerindian communities • Scholarships and vocational training • Productive and Social Investment Fund (PSIF) to provide grants supporting equitable development and organisational strengthening	
COMPONENT 3 – Project Coordination	

2.3 ***Innovative implementation initiatives***: Many of the READ approaches were new and innovative in Guyana, such as the holistic view of development and clearly defined differentiated intervention processes. In this regard, READ project coordination staff and ASDU have shown to have an open working environment where different strategies and methodologies can be discussed.

2.4 ***Project Implementation Arrangements***. The structure of project implementation was necessarily complex given the geographical scope, broad range of community organizations (CBO's) involved, and the multitude of project sub-components and activities. It should also be noted that implementation challenges were further exacerbated in that many new and innovative concepts and methods were introduced. The following diagram schematically outlines the implementation structure.



Given project complexity (at least 25 subcomponents); geographic scope (6 regions); demographic diversity (e.g. poor men, women, Amerindian, youth, children); and relatively low implementation capacity at project onset (including unfamiliariy with IFAD frameworks and processes), as well as other challenges such as high turnover (including of Project Coordinators) and weak project governance (e.g. the Project Steering Committee met infrequently and took a passive role in oversight), project implementation was faced with daunting challenges from the start and throughout.

As such, especially when measured against the numerous achievements of the project and its goals, overall project coordination can be rated as highly satisfactory, especially during the final three years of the program.

It was evident during the project completion Regional Workships that the Project Coordination Unit (PCU) team had built exceptional working relationships with the many CBOs and other partners (including the Local Area Officers (LAOs), 'NGO agents' and MoA/NAREI extension officers). Also, from the dozens of examples and stories expressed by workshop attendees, it was clear that the PCU had taken an exceptionally 'hands-on' approach to delivering outputs, addressing beneficiary concerns, and solving problems. Importantly, the end result – in addition to delivering the project on time and fully disbursed – was the establishment of an extraordinary level of *credibility* for the READ project and, by extention, the Government of Guyana as well as IFAD. Indeed, it must be highlighted that the chorus of formal gratitude expressed directly to the PCU by participants was sincere. Numerous attendees in different regions even cited specific instances where the PCU not only promptly answered their phone calls and emails but responded immediately to their inquiries with actions and not just words.

2.5 ***Innovative Implementation Arrangements***. The implementation structure and delivery mechanisms employed in the READ project can be represented as innovative in that the PCU stragegically sought to take a hands-on approach to involving the CBOs at a relatively early stage and then regularly collaborate with them to effectively involve them not only as *beneficiaries* but – given their direct link to the farmers and enterprises – also solicit their collaboration as project implementers.

This process was strengthened by the use of the LAOs and 'NGO agents' as on-the-ground liasion representatives of the PCU.

Importanly, the process was also innovative in that the PCU also used frequent, direct and informal communication – and a direct involvement in advising individual beneficiaries on individual PSIF and EDF projects - to ensure continued buy-in and involvement by the CBOs, thereby strengthing overall project implementation. In sum, key success factors of the approach were: communication, continual engagement, and leadership.

Finally, in that READ is recognised as an innovative project for its vision of enterprise development and market access going hand-in-hand with social and human capital building, the PCU's direct engagement, open communication (and frequent travel to the field) enabled that integrated balance to be achieved.

2.6 ***READ Project Modifications*:** While there were no significant modifications to the project strategy, design or primary components of the project, some modifications of subcomponents, delivery mechanisms and a few outputs did occur.

First, the Business Facilitation Centers (BFCs) as originally envisioned proved to be problematic. One issue was location and the complaint that one BFC for each region would likely not provide adequate accessiblity by farmers who were remotely located. Also, there was concern about sustainablity of the BFCs once the project closed and the associated risk of not being able to cover recurrent costs. There was also the issue of potential duplication with existing extension offices (e.g., MOA/NAREI) and the risk of confusion as to what services were provided by what offices.

Accordingly it was decided to – in some cases – take a '*one-stop shop'* approach as rationale for the change, and effectively integrate the BFC functions into NAREI offices. (An added benefit was that NAREI, as a service provider, had participated in some of the project training). Accordingly, computers and equipment that had been purchased were given over to these existing offices.[7] This has been proven effective in some cases, but in other cases the NAREI office was less committed to taking on additional responsibilities. In a few other cases it was decided to empower individual CBOs with the business facilitaion function, especially stronger ones such as the Sheep & Goat Farmers Association and the Womens Agroprocessing Development Group, both of which have national networks.

Second, despite considerable training and sensitization, the quality of the network of service providers has proven inconsistent. In many cases, it is apparent that the effectiveness of the ongoing provision of support by the service providers – including the network of 'NGO agents' – comes down to the dedication and competence of the individual people appointed to provide the services. In some cases this is also because of competing responsibilities and workloads.

Thirdly, a consensus has emerged that – in terms of outputs – there were far less targeted interventions in improving the value chain than originally planned. More of a shortcoming than an actual design modification, this had as much to do with limited time available in terms of the late start in getting the

[7] It is noteworthy the READ project also funded some rehabilitation of NAREI facilities in Regions - 2,3,4,5&6 as well as some rehabilitation of the School of Agriculture's Processing Facility, and some improvements at NGMC.

EDF operational, as well as the competing work demands of the PCU, especially during the last years of the project.

2.7 ***Level and type of involvement of rural people in implementing project activities***. The READ project had an exceptionally high degree of local involvement in implementing project activities, especially the enterprise and community projects, and purchases stemming from the EDF facility. Indeed, a key success of the project was the degree of organizational strengthening of the CBO's, who took an active role in involving their members in most aspects, spanning from business plan preparation to funding application to eventual implementation/installation of the resulting activities, or purchasing and employing equipment such as tillers, vehicles and other farming equipment. A consequence of this involvement was a high degree of project ownership and participation resulted, with the outcome of greater capacity on behalf of the beneficiaries (e.g. to use skills such as record keeping and proposal preparation), as well as human factors such as increased self-confidence, optimism and self-motivation.

2.8 ***Project beneficiaries.*** The main target group was to be 5,200 rural households (representing over 20,000 persons), with particular attention to woman-headed households, young people and Amerindian communities. While the most recent survey data has yet to be fully amalgamated and analyzed, various other indications (including RIMS indicators, and estimates provided by Regional Workshop attendees) suggest that at least 5000 households directly benefited from the project.

2.9 ***How many people benefited from project activities***

The number of actual and estimated direct beneficiaries of many of the READ project activities are presented throughout the updated Logical Framework (Annex I) and in the updated 'Actual Physical Progress of the Project (by Component), including RIMS Indicators' (Annex V).

Notwithstanding limitations in M&E, as well as the inherent challenge of developing data on a broad range of poor households scattered across six regions of the country, one illustrative estimate of the *minimum* number of *direct* beneficiaries of the READ project can be developed based on a simple tabulation of the beneficiaries from the EDF and PSIF projects, as well as the training sessions.

EDF:	1,093	
PSIF:	1,221	(where it was estimated that as many as 46,885 persons were *indirect* beneficiaries)[8].
Training:	2,934	(actual number of attendees was 9,534, but many attended multiple trainings).
Total:	**5,248**	

When looking just at these activities, there were a total of 5,248 total direct beneficiaries just from the financing facility (It should be noted however that in some cases some of these beneficiaries would be double-counted).

Disaggregation of these totals proves especially challenging as the M&E system was not sufficiently functional to adequately capture the specific number women or ethnic minorities as a subset of the totals. At project closing however, this data is still being disaggregation and such data may become available. However, the following section provides an analysis whereby it can be estimated that at least 870 women benefited directly from PSIF and EDF projects and another 300-350 benefitted from READ-funded training.

[8] This estimate of indirect beneficiaries is largely based on estimates of the CBOs when applying for funding.

2.10 ***Participation of Women***: It is evident from a variety of results and indicators – including the most recent complete RIMS (as measured at end of project against Appraisal) - that the project has significantly facilitated the participation of women and other vulnerable groups.

2.11 ***RIMS Analysis and Women***: The updated '*Project Progress measured against Appraisal with RIMS Indicators*' (as presented in full in Annex V) indicates strong and diverse participation in the READ project. An analysis was undertaken during the preparation of the PCR of 32 indicators in the RIMS where beneficiaries were disaggregated by gender.

	Total Actual/Target Beneficiaries (all genders)	Women	Men
% of total *Actual* Beneficiaries	23,890 (actual)	46.4%	53.6%
% of total *Target* Beneficiaries	28,503 (target)	38.8%	45.0%

Note: This is an indexed incident analysis and recognizes that the numerical totals of beneficiaries do not represent the actual number of distinct beneficiaries given that in many cases the exact same individuals benefited from multiple activities (e.g. 'double counting'). However, the percentage totals across these 32 indicator areas demonstrate a consistency in terms of a relatively high percentage of women participants.
Source: RIMS Report as Measured Against Appraisal – Annex V.

2.12 ***PSIF Projects and Women***: Of a total of 46 PSIF projects, a total of 7 projects were exclusively for women's groups *directly* benefiting at least 128 women. But women were also beneficiaries of the remaining 39 PSIF-funded projects given that PSIF projects tended to be broader initiatives with community-wide benefit. Based on estimates from these 46 CBOs themselves, correlated with the actual total number of beneficiaries from the 46 PSIF projects (e.g. 1,221 direct and 46,885 indirect), it is estimated that – at an average 38% female beneficiary rate[9] - that approximately 464 women were *direct* beneficiaries and 18,800 women and girls were *indirect* beneficiaries[10] of the PSIF projects .

2.13 ***EDF Projects and Women*:**

Of a total of 44 EDF grants, 3 were exclusively women's groups, *directly* benefiting a total of approximately 80 women.

However, as with the PSIF projects, it can also be assumed that women were also beneficiaries of virtually all of the remaining 41 EDF grant projects. As such, using the conclusions of the earlier referenced "*READ - Impact through Enterprise Development Fund*" study – wherein 185 women were benefits of the 21 CBO EDF projects sampled, it is sound to extrapolate that of the total 44 EDF projects (double the sample size) at least 370 women (185 X 2) were direct benefits of the EDF.

[9] The June, 2015 study, "*READ - Impact through Enterprise Development Fund*" undertaken by the ASDU M&E unit, of the total 488 members of the sample of 21 CBOs receiving EDF grants, 185 were female members (approximately 38%).

[10] The estimate of total PSIF indirect beneficiaries (46,885) – see Annex VIII – were crude estimates made by CBOs at the time of application, based largely on the size of their communities and the assumption that these community-oriented public projects would benefit virtually everyone in the community. These estimates have not been able to be verified and are likely inflated, especially when considering total populations of the target areas.

Listing of Women-centered CBOs who received EDF and PSIF grants

Community Based Organization	Project	Amount (Guy $)
Pomeroon Women's Agro-Processors Association	1. Extension/renovation of building and purchase of Equipment	4,000,000 PSIF
	2. Community bus shed for public	1,129,800 EDF
Lilydale Women's Group	3. Purchase industrial mill and other processing equip; repairs to Mill	1,898,520 PSIF
	4. Empoldering of farmland	1,800,000 EDF
Young Women's Christian Assoc.	5. Extension/renovation of building and procurement of equip.	5,200,000 EDF
	6. Completion of training facility	1,800,000 PSIF
Pomona Women & Youth Reaching Out Organization	7. Plant Nursery for training youths in agriculture	1,800,000 PSIF
Alliki Women's Handicraft & Development Assoc.	8. Construction of Recreation Pavilion	1,800,000 PSIF
West Berbice Women & Youth in Development	9. Outdoor shed & Fencing of Skills training center	1,800,000 PSIF
No 64 Women Empowerment Group	10. Establishment of Training Center	1,800,000 PSIF

*This list of 10 projects does not include women who benefited from approximately 78 other PSIF & EDF projects.

A full listing of PSIF and EDF project approvals (and number of beneficiaries) is provided in Annex VIII.

2.14 ***Training and Women***: The project also promoted participation of women through training. In addition to the participation of women at the more than 4700 individual training events which the READ project delivered (which had on average 53% female participation rate), one training series (carried out in 6 training sessions in the 6 regions) was exclusively dedicated to "Building Women Capacity in Rural Organizations" (which itself had approximately 56% female participation rate).

2.15 ***READ Scholarships and Women***: Of a total 39 READ-funded scholarship students who will have graduated by the end of the project, 19 are women and 20 are men for an approximate 50% participation rate. As many only recently graduated it is too early to assess outcomes in terms of employment.

2.16 ***Amerindian community beneficiaries***. There were targeted interventions to include Amerindian communities in the project, including in the training programs and in the PSIF and EDF grants. Insufficient disaggregation data is available as to the specific number of Amerindian beneficiaries from these activities.

***Siriki Sands*–Integrated Rural Development in Region II**

Accessible by a narrow river only during high tide, an Amerindian community of mostly women harvesters of ACAI berries - *a highly nutritious and increasingly popular 'superfood' in foreign markets due to its flavor and antioxidant properties* - were limited in reaching markets and hindered in transporting children to school and other public services. With READ funding, the canal was dredged, enabling increased productivity and faster access to markets, schools, services, families and homes in nearby communities. The READ project also supported a value-added agro-processing facility, training and technical assistance for enterprise planning and development, and direct support for market linkages (e.g. the PCU facilitated an imminent contract with a Brazilian buyer). This success story is an example of a READ intervention targeted at vulnerable groups, yielding commercial benefits, crop diversification and improved human/social capacity. *Outcomes* included increased employment, higher incomes, and improved living conditions for women, Amerindians and youth.

2.17 There were Amerindian community representatives at virtually all of the Regional Workshops during the project completion and their feedback was positive across the board. Moreover, several Amerindian communities benefited from PSIF and EDF grants.

C. Project Strategy and Approaches

3.1 As described at Appraisal and reaffirmed in the MTR, the general strategy and approach of the READ project was to be comprehensive, integrated and results oriented. It was to be integrated in three ways: first through adopting a value chain approach starting with the market and addressing weaknesses or inefficiencies at every point along the market chain; second, it recognized the critical link between human/social development and economic advancement, stressing organizational and institutional development both as a means of achieving the goals of the Project and to ensuring long-run growth, development and environmental stability; and third, it recognized the importance of targeting, through particular attention to Amerindian communities, women-headed households (and women in general) and youths.

3.2 Implementation of the READ project effectively complied with this strategic approach – especially evidenced from the cross-cutting benefits resulting from the 46 PSIF projects and 44 EDF projects, as well as the comprehensive range of training (both enterprise-oriented and social/life skills) and technical assistance.

3.3 ***Access to Financing***: The strategy of incorporating into the project a rural facility with dual modalities (e.g. Enterprise Development Fund and Productive & Social Investment Fund) was especially effective and can be considered a major success factor by simultaneously enabling both business/enterprise development as well as human/social development in the dozens of target communities. Satisfaction from beneficiaries was extremely high and, considering the wide range of projects, benefits and outcomes, the funding facility achieved enormous value-for-money. (Indeed, the total investment from the READ project into the facility amounted to approximately US$ 1.3 million (US$ 877K for EDF and US$ 416K for PSIF) or approximately 21% of total program funding).

3.4 ***Training***: The more than 50 training sessions – which also took an integrated approach in terms of a variety of both enterprise/technical topics and social/life-skills sessions delivered across the six regions also received exceptionally high marks from beneficiaries and can be considered fully appropriate and effective in terms of both need-fulfillment and the attainment of goals related to learning and knowledge. While highly rated by beneficiaries during the project completion regional workshops, the only concern that rose was the breadth of reach/coverage and whether training modalities could have been employed to include a broader range of participants. Indeed, while many of the CBOs receiving training expressed high satisfaction from the sessions, it was not apparent that they were able to effectively convey the knowledge attained onto their entire membership.

3.5 An implication is that in any future training, consideration should be given as to how to increase coverage, such as production of DVDs or literature to disseminate to others, and/or even the use of video conferencing to allow a broader range of attendees to participate. It was also clear from many of the CBOs attending the project closing workshops that there is a strong appetite for additional training on a broader variety of other subjects/topics.

3.6 ***Participatory Approaches*:** The READ project can be commended for taking a participatory approach, both in design and in implementation. At the early stages, needs assessments were undertaken in each of the six regions involving interviews with CBOs (and individual CBO poor households, including women-headed households and representatives of Amerindian communities), service providers in the field and poor households and other stakeholders. The results of these assessments were incorporated into decisions on, for example, training topics and considered in the ultimate design of the rural financing facility and its EDF and PSIF modalities. As a result, many of the capacity-building activities of the project were demand-driven.

Institutional Strengthening: Notably, the eventual 63 CBOs played an active role during virtually all facets of project implementation, including active consultation with IFAD supervision missions, and consistently served as an important conduit for educating their members about the READ project and communicating important aspects about the project, its progress and benefits available to its members. Accordingly, utilizing the network of CBOs was a critical success factor in ensuring greater efficiency and effectiveness in the implementation of the strategy. Many CBOs also expressed that they benefited substantially (and grew their membership) from the project in terms of strengthening their organizations and their abilities to self-manage, fundraise and to provide meaningful ongoing support to their members.

Ownership: Finally, the fact that the READ project utilized only minimal technical resources (e.g. consultants) from abroad and maximized the use of Guyanese consultants and service providers ensured a more participatory approach throughout the project and contributed to a strong level of ownership. As such, technical solutions were developed in a participatory manner and were largely appropriate to the target groups.

3.7 ***Targeting*:** While the READ project was guided by a targeted approach (especially vis-à-vis striving to maximize the inclusion of women and marginalized groups), and there are numerous cases of specific targeted interventions (e.g. many of the PSIF and EDF projects were selected with such targeting in mind), there were challenges in ensuring consistent targeting throughout due primarily to the fragmented nature of the beneficiaries of the project which resided in dozens of communities – many which were remote – spread across six (6) regions of the country.

3.8 ***Value Chain Approach:*** Despite some successes, concerns were expressed on numerous occasions by a variety of stakeholders (including many CBOs and the PCU itself) that the project fell short of its strategic goal of addressing value chain improvement opportunities through targeted interventions.

This is also evidenced from a review of the 46 EDF-funded projects, wherein only 7 or 8 projects were oriented towards agro-processing, with the vast majority of remaining projects focused on improving crop farming.

3.9 ***Replicability***: Finally, the evaluation concludes that – notwithstanding some modifications and corrective measures recommended based on lessons learned (See Section M) – the project strategy is highly replicable, especially in the context of the range of project achievements and - notwithstanding ongoing challenges – the inherent opportunities in Guyana's agriculture sector.

D. Assessment of Relevance

4.1 ***Guyana's Agriculture Sector Strategy***. The READ project remains consistent and relevant in the context of Guyana's agriculture strategies and plans. In 2006, the GOG approved an "Agriculture Diversification Strategy" and in 2010 the MOA developed a "Food and Nutrition Security Strategy for Guyana (2010- 2020)". Other related ongoing initiatives include Guyana's '*Grow More'* food campaign and strategy and, more recently, Guyana's National Strategy for Agriculture (2013-2020), summarized below, which was designed to maximize: productivity; rural development, employment and entrepreneurship; youth and women participation in agriculture; and technology adaptation.

VISION 2020	
1. Sustaining and Expanding Guyana's Agro-Diversity Policy and Program.	2. Farming Systems and Techniques, Biotechnology and Precision Agriculture.
3. Water Security and Management (A Modern and Efficient D&I System).	4. Infrastructure Development (other than D&I)
5. Soil Health	6. Plant and Livestock Health and Protection
7. Increased Livestock Production and Diversity	8. Increased Fish Production and Diversity
9. Sustained High Rice production and value-Added for Rice Products and Exports	10. Sugar Production to >450,000tonnes and Value-Added Exports
11. Increased Crop Production and Diversity	12. Increased Agro-Processing and Value Added Products for Local and Export Market
13. Marketing of Agricultural Products Internationally	14. Upgrading of Transportation, Packaging, Storage and Cargo Space.
15. Human Resource Development – Improving Training and Capacity Building for Agriculture	16. Food and Nutrition Security
17. Developing a Agri-Fuel Industry in Guyana	18. Environmental Sustainability
19. Risk Reduction and Disaster Management	20. Hydro-Meteorology
21. Land Availability, Land Zoning, and Land Tenure	22. Long Term Investment in Research and Development
23. Strengthened Organizational Structure	24. Policies and legislative Framework
25. Financing Mechanisms for Agriculture	

4.2 ***Global Development Goals***. The READ project has arguably gained additional relevance with the introduction and imminent approval of the GDGs. Goal #2 of the GDGs is to "*End hunger, achieve food security and improved nutrition and promote sustainable agriculture*". Therein, a key sub-goal (Goal 2.2) is: "*To by 2030 double the agricultural productivity and the incomes of small-scale food producers, particularly women, indigenous peoples, family farmers,… including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets, and opportunities for value addition and non-farm employment*".

These goals mirror central objectives of the READ project, especially pertaining to increasing the agricultural productivity and incomes of small-scale farmers, particularly women and indigenous peoples, as well as access to finance and the promotion of sustainable agricultural practices.

The focus on agriculture in the new SDGs, together with Guyana's own national development strategy and plans, as well as the success of the READ project itself, provide broad justification for continued investments by the government as well as the donor community.

E. Project Costs and Financing

5.1 The following provides a summary of project costs (by component) at the time of appraisal compared against expenditure figures at the project's official end date (March 31, 2015). A more detailed breakdown is presented in Annex IV. (Note: *These results are still pending finalization/ reconciliation and auditing at the time of this completion report and are presented herein for indicative purposes only. The chart also does not include some expenditure made after March 31, 2015, including continued project coordination costs.*

5.2 The total cost of the project at approval was USD 6.93 million. It was financed by: IFAD through a loan/grant of USD 5.76 million, a contribution by the Government of USD 0.85 million through taxes paid or foregone, and by project beneficiaries who would contribute an estimated USD 0.32 million through matching grant schemes in relation to the rural financing facility.

	Project Component	Appraisal				Expenditure as at March 31, 2015				% Expended			
		IFAD	GoG	Benefic-iaries	Total	IFAD	GoG	Benefic-iaries	Total	IFAD	GoG	Benefic-iaries	Total
I	Market/Enterprise Development	2,394,000	303,000	200,000	**2,897,000**	2,998,919	81,009	16,228	**3,096,156**	125%	27%	8%	**107%**
II	Org'l & Human Development	2,031,000	298,000	116,000	**2,445,000**	1,465,045	122,703	63,080	**1,650,828**	72%	41%	54%	**68%**
III	Project Coordination	1,331,000	254,000	0	**1,585,000**	910,801	92,215	0	**1,003,016**	68%	36%	n/a	**63%**
	Total	**5,756,000**	**855,000**	**316,000**	**6,927,000**	**5,374,765**	**295,928**	**79,307**	**5,750,000**	**93%**	**35%**	**25%**	**83%**

5.3 There were no significant deviations in project costs as programmed, other than that project coordination costs will have ended up lower than originally budgeted due to a transfer of US $373,319 in '*savings*' in project coordination expenditures to the rural financing facility (US$ 93,639 to the Credit Fund and $279,680 to the EDF).

5.4 All indications are that the project coordination team responsibly managed the finances of the project in a transparent and accountable manner. A *Quickbooks* system was introduced at one point in the program which caused some lags in terms of transferring of data, but the team is able to generate real-time reports on expenditures related to specific project components and activities. An end-of-project audit is currently underway.

F. Assessment of Efficiency

6.1 The evaluation concludes that the READ project did a satisfactorily efficient job of converting inputs and activities into outputs, especially in the context of the country (e.g., weak implementation capacity), the complexity and innovation of the project (e.g. many distinct activities and outputs and some 'first time' interventions such as the EDF and PSIF facilities), and the geographic scope (e.g. project beneficiaries spread across six regions of the country necessitating a complex implementation and communication structure and considerable travel by project coordination staff).

6.2 As such, while *maximum* outcomes may not have been achieved for the given inputs, it cannot be concluded that the same results could have been achieved with fewer inputs.

6.3 Compared to many other development projects (where project coordination costs can be as low as 10% of total project investment), READ project coordination (Component III of the READ project) consumed a relatively high amount of the project's overall budget. The IFAD share of the budget for project coordination (US$ 1.33 million) constituted approximately 23% of IFAD's total funding for the project, which on first glance might appear excessive. However, it can be argued this reflected realistic planning in that a large project coordination staff (anticipated to amount to 17 persons at one point) was required in order to sufficiently cover the six regions as well as the relatively wide range of disciplines required by the multitude of project activities (e.g. farming, enterprise/business development, human/social capacity development, service provision, rural micro-finance, training programs, monitoring and evaluation, procurement, financial accounting, etc.).

6.4 Given the above complexities, and taking into account the overwhelming consensus from CBOs during the project completion regional workshops that the project coordination team and service providers were exceptionally hands-on, professional and responsive to needs, the amount of budgeted resources and inputs can be considered appropriate and efficiently utilized. Moreover, it must be noted that project implementation had the additional challenge of being affected by a significant amount of turnover and numerous different project coordinators throughout the life of the project.

6.5 It is imperative to also note the efficiency of financial resources committed to the PSIF and EDF in comparison to the eventual outputs and outcomes and number of beneficiaries. A total of approximately US$ 1.3 million (approx. 22.5% of total IFAD funding) was originally programmed for the EDF and PSIF), resulting in a total of 90 projects, impacting no less than 2,300 direct beneficiaries[11] and potentially thousands of indirect beneficiaries. There was broad agreement

[11] While insufficient data allows yet for a reliable cost-benefit analysis of this investment, a crude analysis would suggest that the $1.3 million investment (net of the revolving fund) averages US$ 565 per direct beneficiary. From random sampling, it can be estimated that the return on that investment will, on average, far exceed $565 in the form of additional productivity and income generation (not to mention the PSIF social/community impact).

amongst project completion workshop participants that "*a little goes a long way*", citing a multitude of productivity enhancements, cost savings and income generation opportunities resulting from these relatively small projects. Moreover, approximately US$280,000 has remained as a revolving fund managed by IPED even after the conclusion of the READ Project for the beneficiaries. In sum, notwithstanding a detailed cost-benefit analysis, it would appear that the investment in the rural financing modalities was an efficient use of resources.

6.6 Finally, a total of approximately US$ 2.46 million (see Annex IV) was invested in 'Technology Introduction, Technical Assistance and Training', representing approximately 43.6% of IFAD funding. At the time of the Project Completion mission to Guyana, there was insufficient data available to conduct a reliable cost-benefit analysis on this investment.

6.7 However, an indicative qualitative measure of resource efficiency in this regard would include feedback and testimonials from the project completion regional workshops in the six regions where participants unanimously praised the value of the training workshops, citing in particular the practical knowledge gained from topics such as business plan preparation, record keeping, producer and trader training, improving crop yields and chemical/fertilizer safety, and life-skills training; as well as service provision such as soil sampling, efficient use of spraying and innovative concepts introduced for crop diversification and enhancing irrigation, water quality, drainage and a myriad of other efficiencies in farming techniques and technologies.

G. Review of Project Output

7.1 The logical framework (LF) for the READ project, as updated at end of project, March 31, 2015, is presented in Annex I.

7.2 There were a total of 21 outputs relating to eight outcomes. There was significant progress with regard to all 21 outputs (see Annex 1 for output-by-output achievement and progress levels) even though few outputs were achieved 100% as per corresponding indicators.

7.3 There were also some other notable additional outputs not specifically prescribed in the Logical Framework: For example: Rehabilitation of Guyana School of Agriculture's Processing Facility; Rehabilitation of NAREI facilities in Regions 2,3,4,5 and 6; Upgrade of NGMC; and strategic alliances built with a variety of other service providers, CBOs and donor-funded projects.

7.4 By way of reference, when reviewing tangible results in the context of project activities and outputs, it is useful to also review the 'Physical Progress against results, with RIMS Indicators' framework, an updated end-of-project version which is presented in Annex V.

7.5 Finally, it is worth addressing what this evaluation considered to be some weaknesses in the project's logical framework and output framework which arguably introduced an additional challenge to project implementation and the overall level of output achievement.

7.6 ***Modification of Logical Framework***: The Logical Framework (LF) lacked indicative timelines for achievement of outcomes. To the extent any timeline was implicit (e.g., - '*by end of project'*) they were sometimes unrealistic and/or arbitrary in that achievement would depend on knowing the start-end dates of the cycle of a particular project activity and its outputs and outcomes. For example, many outputs ended up being delivered in the latter phases of the project in 2014 and 2015 for which many outcomes would not be practically evident until after the project's end.

A specific instance would be Outcome 5: "*60 business improved productivity by 20%*"; but many of these businesses only received READ project support in 2014 and early 2015 and any improved productivity would not necessarily be evident until late 2015 or even 2016. (This is further exacerbated when taking into consideration crop cycles). Similarly, Output 5.1.5 indicates "*Recover of Credit Fund of 90%*", and yet the Credit Fund only became active late in the project and recovery of 90% of its funding would be unlikely achievable until after the project's close. A lesson learned therein is that specific time lines should be applied – even if they are indicative and involve the post-project period (e.g., "*within one year after project closing").* Another example was the mid-project decision to reduce the CBO target from 80 to 62.

Outputs versus Measurable Outcomes and Impact

Even though over six years have passed since commencement of the READ, expectations must be realistic in terms of achievement of actual *outcomes* and *impacts*, versus project *outputs*. It is too early to empirically assess outcomes and impact and, as such, this evaluation focuses more on program outputs, emerging outcomes, and other achievements. Also, despite notable achievements by the new M&E Unit in the MoA, there are still gaps in data and the existing year-over-year data bases did not get well-established until late in the project, thus limiting empirical analysis over the life of the project.

7.7 Another shortcoming in the READ project LF was that the LF was refined in 2012 to expand the original five (5) outcomes (and 28 corresponding indicators) to eight (8) outcomes (and 63 indicators). While some of the changes were justified and attributable to responsive refinement, the change reflected weak initial planning – including on the part of the donor – and had implications for project management wherein the PCU had to quickly adjust project plans and budgets. The PCU felt at times that the project activity outputs were somewhat of a "moving target".

7.8 Finally, there was certain repetitiveness to the listing of outputs in the revised (2010 and 2012) versions and some outputs were overly general. A specific example (see Outcome 5 / Outputs 5.1 – 5.1.2) is where '*business plan preparation*' was listed as a sole indicator for numerous outputs under Outcome 5. Moreover, the indicator sometimes specified 60 business plans, and on another occasion arbitrarily specified 80 business plans. Lastly, there were some ill-defined indicators such as '*increased productivity'* wherein productivity is not defined.

H. Assessment of Project Effectiveness

8.1 As per the IFAD Guidelines for Project Completion, project effectiveness is defined as the extent to which the topline objectives of the project were achieved (or are expected to be achieved).

8.2 The top level objectives of the READ project are presented below.

Top Line Project Development Objectives	Indicators
Contribute to the improvement of the social and economic conditions of poor households.	• By the end of the project implementation the wealth index will improve in the poor and the poorest quintile by 10% in the project areas.
Project Development Objective: Direct Impact- Improve the living conditions of poor rural households, especially small-scale producers, increasing their human, social, and financial assets.	• At least 4,660 male-headed resource poor households have increased their income by 30% at the end of Project implementation.
	• At least 540 female-headed resource poor households have increased their income by 30% at the end of Project implementation.
	• At least 1,360 women and 1,600 men have increased financial, economic and social assets.
	• At least 200 jobs have been generated by existing and new non-agricultural based businesses supported by the Project (by sex and age).

8.3 Further guiding the program, specific objectives were to:

- Increase the market opportunities available to small rural producers (including women);
- Increase rural people's capacity to produce and market non-traditional products efficiently and effectively and to develop small-scale enterprises;
- Strengthen rural services available to small producers;
- Increase access to financial and other capital services;
- Build human and social capacity at the community level.

8.4 While data gathered throughout the project can generally satisfy the indicators as they pertain to *numbers* of households (male and female) a key challenge of the READ project logical framework's overarching objectives is that there are key constraints in obtaining verifiable data related to income (e.g. that the subject "households have increased their income by 30% at the end of project implementation". Equally challenging is ascertaining whether the wealth index will improve in the poor and the poorest quintile by 10% in the project areas.

8.5 One inherent practical problem in capturing such data is that the poor households who constitute the project beneficiaries at this level are impoverished and unlikely to have records or even knowledge about their annual incomes. These are poor people and they live from week to week; the cash comes in and the cash goes out. A second issue is available data is fragmented and, even from earlier random sampling, there is not a strong baseline upon which to undertake benchmark analyses.

Moreover, reliability of household income data is often undermined by the phenomena that household heads – fearful that their income information might be revealed to authorities, including revenue/tax authorities – might be reluctant to reveal actual incomes out of fear of tax consequences.

Finally, there is also the reality that it can be presumptuous to assume – and difficult to prove - that any increase in household income was actually attributable to the READ project. Other factors could contribute to income increases such as part-time employment of household members, launching of non-agricultural income-generation activities, and volatility in prices and cost of living.

Household Surveys on Living Conditions in Guyana

It is noteworthy the Inter-American Development Bank (IDB) will soon approve US$750K funding for 'Design and Execution of a Household Survey of Living Conditions (GY-T1117). The project responds to the fact that surveys of living conditions are one of the main tools used for poverty and inequality measurements and such surveys are not regularly conducted in The Caribbean and, in the case of Guyana, the limited data available limits the ability to evaluate development impact and to diagnose challenges and design interventions.

8.6 However, inability to *quantitatively* prove – at the top level - that household incomes have risen by 30% does not mean that the project has not achieved its overarching objectives. A review of the updated logical framework (Annex 1) as well as the updated Project Progress/ RIMS Indicator framework (Annex V) clearly shows that the READ project succeeded in largely achieving many of the dozens of project activities and outputs and in some cases actually exceeded percentage indicator targets. *The frameworks also indicate – based on the most recent surveying of a sample of 919 households – that incomes did rise (by 33% for male-headed households and by 15% for female-headed households).*

8.7 ***Success Stories***: In a project with such a strong human element such as the READ, the testimony of project beneficiaries is also relevant to evaluating top line goal achievement. During the six regional workshops undertaken during project completion which were attended by over 150 beneficiaries, the dozens of verbal testimonials were overwhelmingly unanimous in terms improving their living conditions and increasing their human, social, and financial assets. **Some examples**:

Some Testimonials from READ Project Beneficiaries - A few of the many success stories	
1.	A farmer in Region II described how an EDF-funded elevated bean-drying platform and associated protective fencing and drainage reduced spoilage, rose his productivity (i.e., due to the fencing he could attend to other tasks), increased his overall yield and improved quality. The platform was also used as a basketball/recreation court when beans were not being dried. The ultimate impact of this small investment was an increase in his yield and income.
2.	A women's group in Region II who obtained funding to construct a multipurpose building put it to use as a processing facility for pepper sauce, taught sewing classes to local women, and utilized another part of it for a daycare center for young children. The ultimate impact was enterprise development and income generation for the agro-processors, income for the women teaching sewing classes, and the social benefit to women/families who could leave their children at the daycare to attend to other tasks.
3.	A farming group in Region V were developing plant nurseries and installed one in a local school which multiplied benefits by providing a facility to house the nursery as well as enabling students to participate and learn about basic farming at an early age.
4.	"*READ saved us*". A 24-member CBO in Region III which was founded because of the READ project were forced to diversify due to the drop in sugar prices. Expressing that they were extremely grateful to READ, they were able to do land clearing (previously done by hand) by leasing an excavator using PSIF funding. They established a variety of new crops, several of their members started enterprises and their income increased, though it is not yet back to the levels of when the price of rice was high.
5.	The READ project inspired one group in Region X to diversify from chickens to raising swine and with financial support to renovate a facility, and training and technical assistance for packaging and marketing, the group now earns significant income from the sale of high-quality hams, sausages and other products to buyers in Georgetown. The group is a non-profit and distributes the income to its members.
6.	A pineapple enterprise in Region VI with already-established market channels, including in Suriname, was able to purchase a boat and motor with EDF funding which enabled shipping higher volumes of pineapples and other produce to markets fast and efficiently. Acreage has expanded as a result, sales and profits are increasing; 65 farmers have benefited from the boat financially and improved their living conditions. (Other income is also derived from offering taxi service to people and other businesses).
7.	*"READ Saved Lives".* In Region V, at least two persons had died after being stung by killer bees in an overgrown burial ground (cemetery). The PSIF funded clearing of the overgrowth (and destruction of the bee hives) and the building of a fence around the cemetery as well as an access ramp. The head of the CBO responsible for the project emphatically concluded that "READ saved lives". (*One other workshop participant - in Region VI - indicated that the renewed community enthusiasm and optimism generated from READ has possibly even prevented suicide, given what has been a high rate in his community*).

8.8 Numerous other beneficiaries spoke to basic water, drainage and irrigation schemes and on-farm training activities which led to changes in cropping patterns, increase in yields and improved quality of agricultural products.

I. Assessment of Impact

9.1 Absent sufficiently comprehensive data to quantitatively 'prove' the level of impact on the livelihoods of poor people resulting from the READ project, there are, in the view of this evaluation, ample non-quantitative aspects that demonstrate the READ project has positively impacted poor rural communities and contributed to changes in the circumstances of rural poor people in Guyana by improving their social and human capital, if not their incomes.

9.2 Indeed, as IFAD itself has expressed, human assets have intrinsic value in raising capabilities and instrumental value in raising income and improving livelihoods. The READ project can boast of many interventions in improving human assets and social capital, including the many PSIF projects directed at community-oriented activities as well as life-skills training and other social technical assistance.

The first major aspect in this regard is the actual testimonials of the project stakeholders and beneficiaries themselves, who related countless success stories of how, for example, the purchase of a tiller and other farm equipment could be efficiently shared by many, and how a relatively simple irrigation and drainage scheme impacted more than 30 farmers and inspired replication by other farmers and communities.

9.3 ***Access to financing*****:** The rural financing facility (EDF, CF, and PSIF) was perhaps the most notable achievement in the READ project in terms of reach, benefits, outputs and outcomes. Integrated with the human and social elements of the project, having such a facility operating exclusively for poor rural farmers was unprecedented in facilitating the acquisition of physical assets, demonstrating that a 'little can go a long way'. In this regard, the EDF and PSIF contributed greatly to the READ project's credibility (for which IFAD should be given much credit in terms of project design) and it behooves government (and donors) to look at means of building a self-sustaining micro-financing institution for poor rural farmers in any follow-on programs.

9.4 ***Institutional Strengthening***: The CBOs reported unanimously in the regional project closing workshops that the training and technical assistance they received (ranging from record keeping to business planning to 'how to conduct meetings' and public speaking, to learning how to access finance to facilitating PSIF projects for their membership and communities, fundraising events, etc.) significantly strengthened their organizations, allowing them to increase their membership numbers and, therein, catalyze greater cooperation, knowledge sharing and self-empowerment.

9.5 ***Agricultural Productivity, Technology Transfer and Market Linkages***: The 90 EDF and PSIF grant projects – along with technical assistance from service providers and trainings - yielded substantial productivity gains in, for example: land preparation, soil testing (and kits), animal nutrition, crop production and diversification; harvesting equipment and techniques; more timely transport to markets due to transfer of knowledge and the purchase of vehicles, tractors and boats; equipment such as spray cans, pumps and farm implements; the construction of buildings, shade houses, production facilities, animal pens and bridges; and the purchase of breeding stock, equipment and tools to enable value-chain production of goods ranging from Eddo powder to high-quality packaged chicken and pork, and innovative marketing linkages such as farm-to-school programs, buyer facilitation, and participation in regional/national exhibitions. And in many cases, in addition to increased income, farmers reduced costs by sharing of equipment, tools and other resources.

9.6 As indicated earlier, the enterprise and economic success stories are abundant. But there are also many READ-funded activities which have resulted in empowerment and an improvement in social and human capital. In Region 6 an elderly farmer stated, "*It has taken me 50 years to see something like this and learn like I have. READ has brought people together*".

According to the local Toshao (pictured), the Mainstay Lake Primary School and other groups and familiies in this Amerindian community benefited from a PSIF-funded pavillion, facilitating organized sports, community events and a place for people to come together.

9.7 Workshop attendees in Region 5 compassionately explained that before READ, people were complacent and the project has motivated them, both in terms of the training and also from the funding of a wharf which facilitated greater efficiencies, cost savings and income growth for people in the community.

9.8 On several occasions, it was mentioned that the greater automation and productivity acquired through READ (e.g. tillers, irrigation equipment, pumps, harvesting equipment) directly resulted in less manual labour, directly benefiting children who formerly would have to work in the fields but can now go to school instead.

9.9 ***Knowledge and capacity***. Numerous CBOs related how the knowledge they attained by going through the PSIF and/or EDF application and approval process has now given them the capacity to identify and approach other potential funding mechanisms, including through the MOA.[12]

9.10 ***Scholarships*** – In addition to the intended educational and employment benefits of the scholarship program, returning graduates experienced a dynamic human element to their presence in the community. They became role models, inspiring peers and many have taken mentorship roles.

9.11 ***Constraints and Risks***: The program has not been without some constraints, bottlenecks and risks. Chiefly, beneficiaries complained about the challenges faced in terms of volatile prices, unfair

[12] There was considerable discussion at the workshop about other sources of financing – and therein an opportunity to disseminate such information to CBOs about facilities such as the Small Business Facility, Republic Bank's small business facility, and NGO groups such as Partners for the Americas, Food for the Poor and the Canadian Hunger Foundation.

pricing and the difficulty of dealing with 'take-it-or-leave-it' middlemen, and lack of know-how in developing other farm-to-market strategies. There were also concerns and confusion expressed about the financing facilities and whether there wasn't room for improvement in terms of simplifying the process (or at least having access to clearer guidelines as to approval criteria, eligibility, and time cycles for grant/approval/disbursement). Physical constraints continue to persist with respect to transport and access to markets, and poor infrastructure.

9.12 ***Non-READ factors***: It is important to note that some of the positive impact noted in the regional workshops and surveys could also be the result of other development programs – including investment in infrastructure - and/or overall positive growth in the economy. Indeed, the rate of extreme poverty has been on the decline, having dropped from 28.7 per cent of the population in 1993 to 18.6 per cent in 2006. (It is also noteworthy that rural poverty is especially prevalent among women and indigenous peoples and roughly 70 per cent of the indigenous population are still classified as poor). Rural poverty is concentrated along the northern Caribbean Coast of Guyana and is especially prevalent among women and indigenous peoples.

9.13 ***Environmental Factors***: Flooding is also an ongoing environmental risk in Guyana. It is noteworthy, in terms of mitigation of this risk moving forward, that the World Bank approved a US$ 11.9 million Flood Risk Management Project loan in June, 2014 with the objective of reducing the risk of flooding in the low-lying areas of the East Demerara.

9.14 ***Food Security.*** Despite its abundant resources, Guyana still imports a considerable amount of food. One of the government's strategies – faced with ongoing challenges of increasing exports of non-traditional agricultural products – is to stimulate greater import substitution. The 'Grow more Food' campaign is an example of an initiative and, while not an explicit goal of the READ program, it is an underlying principal, especially with respect to its goals of increasing production and access to markets.

J. Assessment of Sustainability

10.1 ***Institutional Capacity and Knowledge***: The extensive training across a multitude of disciplines should contribute to some program sustainability inasmuch as so many CBOs (as well as service providers) indicated that the knowledge they attained has been incorporated into their organizations and that their organizations continue to grow based on their improved ability to deliver quality support to their members. Nevertheless, there are no guarantees as to how long such momentum can grow absent a continuation of external support, such as additional training, assistance in value-chain development and marketing and, crucially, continued access to financing for productive initiatives for enterprises and human/social capital investments for communities. In this regard, there is some question as to the durability of the changes.

10.2 ***Political Sustainability and Commitment***: The new government appears committed to maintaining agricultural development as a key priority in the country's overall development and, more specifically, the Ministry of Agriculture continues to expand support programs for poor rural farmers. The country can currently be considered as politically stable, thus increasing chances for sustainability of the impact generated by the READ project. The Ministry itself has launched a number of effective initiatives over the past several years, has updated strategies, and operates in an environment of consensus as to the importance of rural agricultural development. But like all ministries in Guyana, it is also constrained by a lack of financial and human resources; so to sustain support it will have to continue to employ innovative initiatives to continue to fuel the ongoing momentum created by the READ project.

10.3 ***Financing for the poor***. Perhaps the biggest risk to program sustainability is the expiration of the two main READ-funded financing facilities, the EDF and the PSIF. (One element of the facility will continue however as a revolving fund. (As of April, 2015 the total loan amount was $278, 031 with an amount outstanding of US$ 131,070). This revolving fund is for loans only, but this fund does represent one sustainable aspect of the project).

10.4 ***Ongoing Service Provision.*** Despite some weakness in achieving a system of ongoing sustainable service provision (e.g., establishment of BFCs), the MOA and NAREI extension offices in the field are in a position to continue providing at least some of the services envisioned by the READ project. Field staff of these offices did receive training and played an active role in the READ project and thus are mostly familiar with the priorities and goals of the READ project.

The only risk of these service providers being considered as a mechanism for sustainability is that many of these offices are under-resourced, both in terms of staff and funding. However, if the MOA remains committed to the notion of these existing offices playing a role in providing continued support to READ target beneficiaries, then there are good prospects for sustainability of some of the process initiated by READ (including ongoing training, technical and advisory support, and enterprise development initiatives).

10.5 In sum, the missing link moving forward will be a robust micro-financing facility, which arguably drove much of the physical achievements of the READ project, especially with respect to agricultural productivity and other efficiencies, improved farming practices, agro-processing and other value-chain initiatives, and overall enterprise development.

10.6 ***Other Donors***: A further amount of US$7.32 million was approved by CARICOM Development Fund (CDF) in July, 2013 for agricultural development in Guyana. With this financing, it is expected that roads and infrastructure within targeted farming communities will be improved, to enable more than 9,000 farming households to gain easier access to their farmlands, thereby improving and sustaining agriculture production year-round. This programme in particular supports one of the critical objectives of the READ project, "Linking Farmers to Market". The 'Agricultural Export Diversification Program (ADP)', funded by IDB, but which closed in 2014 was also complementary in addressing related institutional reforms, technical assistance and critical infrastructure which should contribute to sustainability of the READ project. Also, a recently approved World Bank 'Cunha Canal Rehabilitation Project' will yield benefits at least for farmers in some areas of the country.

K. Innovation, Replication and Up-scaling

11.1 The READ project's success and credibility was in part due to innovative introductions such as its implementation structure (e.g. active involvement by CBOs and service providers), a focus on taking an integrated approach to both enterprise development and human/social capital, and the launching of a dual-modality rural financing facility.

11.2 Given the achievements and benefits, broad participation by beneficiaries, and the overall positive receptivity of the READ project - not to mention continued needs - the project can be considered highly replicable. Indeed, replicability would be even further enhanced given that there is now existing knowledge and implementation capacity across a broad range of project participants.

11.3 As to upscaling, one opportunity would be to expand the program to other regions. However, consideration must be given to needs and conditions in other regions, including population, level of poverty and living conditions, and local capacity.

11.4 Another key upscaling opportunity would be to – with minor refinements – recapitalize the EDF and PSIF financing facilities and to introduce mechanisms (e.g., a larger component of low-interest loans) to try and ensure longer term sustainability.

11.5 Any future program should also develop a more clear strategy and corresponding actions to address value chain agro-processing opportunities, along with more innovative approaches to creation of linkages to markets.

11.6 Finally, replicability in the form of a follow-on project in Guyana should seize on the demand for more training and knowledge, given the high marks received by beneficiaries and the expressions of interest for more training on an even broader range of topics.

L. Performance of Partners

12.1 The READ Project's primary partners consisted of: IFAD (the donor); cooperating institutions such as NAREI, the School of Agriculture and other service providers; the Government of Guyana through the Ministry of Agriculture and the ASDU; and the PCU itself.

12.2 ***IFAD*** – IFAD as the primary funding agency for the READ project deserves considerable credit not only for its generous financial contributions but for its consistent support of the project and the constructive role it played in project supervision. While many donor agencies take an 'arm's length' approach during implementation of their projects, IFAD's involvement with the PCU and other partners was collaborative and advisory, without being over-imposing. Supervision missions typically involved consultations not just with the project coordination team and MOA but also with stakeholders and beneficiaries in the field. IFAD also appeared to demonstrate flexibility in dealing with changes in the implementation environment and in measures taken to occasionally adjust the project in response to inadequacies in the original design.

12.3 The IFAD supervision mission aide memoires were thorough and comprehensive and, in the aggregate, constitute one of the major knowledge archives of the project. By all accounts, the relationship with the PCU and other partners was positive and the many semi-annual reports indicate that strong efforts were made to bring best practices to the READ project, especially given the agency's strict focus on agricultural development.

12.4 ***Government of Guyana (including MOA and ASDU):*** The READ project benefited from consistent buy-in and support from the government and, despite three successive Ministers, it was clear that the project remained a priority in the country's development agenda throughout its 7-year history. The READ project also benefited from the ongoing strengthening of the ASDU within the MOA, wherein knowledge and experiences were shared from other projects under its oversight, such as the Agriculture Export Diversification Program. Some implementation efficiencies were gained in this respect, whereby in-house resources of the ASDU were able to fill gaps in READ project coordination, especially when the PCU was experiencing high turnover and was understaffed.

12.5 ***Service Providers:*** The strategy of incorporating key service providers such as NAREI, the Guyana School of Agriculture, the Guyana Livestock Development Authority and the Institute for Private Enterprise Development (IPED) was reasonably successful. While there were occasional concerns over the level of commitment (and even quality of training) delivered by some of these service providers, it has to be recognized that these agencies are themselves limited in financial resources and their human resources often stretched thin. A lesson learned in these partnerships is that while collaboration makes sense given common institutional goals, adequate resources must be made available from the project to ensure maximum effectiveness in implementation.

12.6 ***Project Coordinating Unit:*** Faced with a complex project of broad geographic scope and multiple actors throughout a 6-7 year duration, the PCU prevailed in managing the project professionally and transparently and, as noted earlier, the team can be especially commended for its 'hands-on' and consultative approach in delivering outputs, building strong working relationships with partners and beneficiaries, and responding effectively to the myriad of problems and challenges that are inherent in virtually all development projects. The project coordination team in place during the latter years of the project was exceptionally hard-working and committed, and is responsible for much of the credibility that surrounds the READ program.

12.7 Regarding specific weaknesses in the implementation of a functioning M&E system, responsibility should be shared by the PCU, the MOA and also IFAD. The systemization of M&E and knowledge management should have been given a much higher priority at the very initial stages of the project.

M. Lessons Learned

13.1 The following lists lessons learned from the implementation of the READ project.

13.2 **Project Implementation** – Expectations in terms of ease and timing of project startup and mobilization were unrealistic, especially in light of the anticipated amount of staffing of the PEU as well as the complexity of the program. Similarly, project activity work plans should be developed to reflect realistic time lines – relevant to country conditions and capacity.

13.3 **Monitoring & Evaluation**– A significant weakness in the project, M&E is foundational to effective project implementation and must be prioritized and front-loaded into project implementation. Consideration should even be given to M&E systemization being made a condition precedent to first disbursement. (To its credit, during recent weeks, the PCU has even incorporated into the M&E system input fields to accommodate recording the many lessons learned from

13.4 **Knowledge Management**. As distinct from M&E, knowledge management is a process by which experiences from the project activities are systematically archived and integrated into lessons learned and M&E processes in order to inform and improve project implementation. There is little evidence that formal systematized knowledge management was centrally put into place. Rather, much of the history and knowledge of the project resides in a broad range of un-related documents as well as in the memory banks of project implementation staff. (For example, there is no easily accessible integrated training folder - electronic or otherwise – chronicling the numerous training programs by region/date/duration/topic that would provide linked information on participants, feedback/evaluation summaries, trainer comments, etc.). Similarly, it would have been valuable to augment the impressive lists of EDF and PSIF projects – 90 in total – with critical corresponding information summarizing expected outcomes. It is not that the information is not there; it is that it is often too buried and fragmented to make use of it for purposes of monitoring and evaluation and RIMS processes.

13.5 **Rural Financing Facility (EDF & PSIF):** Provision must be made for clear communication to project beneficiaries – especially the poor who are unaccustomed to formal financing – regarding the processes, procedures, eligibility criteria of financing facilities. This is especially important when multiple financing modalities (e.g. EDF, PSIF, and CF) are involved as confusion can easily arise in distinguishing the differences. There were also complaints that IPED officers weren’t proactive enough in analyzing the feasibility of applications in terms of advising, for example, on whether they were asking for enough – or too much – money for what they were proposing to do. There were persistent complaints about IPED, including that they were challenging to deal with and slow to disburse. A related lesson learned is to explore ways of ensuring greater accountability by the financing administrative institution and/or improved oversight by senior project staff.

13.6 **Addressing Value Chain and promoting agro-processing**: While accomplishments were made, the project lacked a specific and clear strategy for targeted interventions, pilot/demonstration projects and related focused technical assistance. In the future, given the potential high returns of stimulating more agro-processing enterprises, action oriented plans surrounding innovative opportunities should be developed during program design, and technical assistance should be provided focused on promoting and generating a broader range of agro-processing ideas (e.g. juices, soups, jams and chutneys, canned goods, cosmetic products, etc.).

13.7 **Training**: The highly-rated training programs delivered by READ could have been further enhanced in terms of coverage of a wider range of rural farmers and enterprises by exploring ways and means of expanding reach through innovative means and modalities (e.g. DVDs, ICT, larger training forums, and better promotion). There is also an opportunity to address what appears to be an appetite for a wider range of training topics (notwithstanding resources to do so).

13.8 **Market Linkages:** Also considered a weakness in the project, a lesson learned is that a clear and specific strategy and action plan should be developed early in the project aimed at maximizing connections and marketing channels on behalf of producers. A related issue is to address knowledge and skill gaps amongst farmers (via sensitization, training and technical assistance) pertaining to fair pricing issues, dealing with 'middle-men', cooperative efforts to reduce costs and increase market power, marketing techniques (and better understanding of competition dynamics).

13.9 **Scholarships:** An assumption was made in program design that scholarships would all be directed to agriculture programs when there is potential value to also providing scholarships for business/commerce and other fields that are equally relevant to the agriculture sector. (As expressed by one of the workshop participants, "Farmers need to learn to be businessmen before they even learn how to be farmers").

13.10 **Standards and certifications:** Markets were limited in some cases because producers did not meet standards or hold certifications. Future interventions should consider to what degree such technical assistance could be provided for making such certifications available. Similarly, training and technical assistance should be considered in relation to alternative pesticides and fertilizers and organic farming methods.

13.11 **Regional Disparities:** With some exceptions, the project tended to take a 'cookie cutter' approach in delivering activities and outputs in the various regions, when in fact there are disparities in some of the regions which justify more upfront analysis as to, for example; adding, deleting or customizing some of the project activities to better meet the unique needs of particular regions.

13.12 **Access to land**: As this was an issue expressed by various farmers, any future program should examine the value of including a component to assist groups on access-to-land issues, including familiarizing them with government policies and programs on the issue.

13.13 **ICT:** The READ project did not include an examination of how the utilization of innovative information and communication technologies can be transformational in assisting rural farmers. ICT and agricultural applications is a rapidly developing discipline and could hold significant opportunities for improved productivity and efficiencies. It also is offers potential to motivate youth participation. An excellent resource is ICT in Agriculture: Connecting Smallholders to Knowledge, Networks, and Institutions.

13.14 **Climate Change:** Any future operations in the agriculture sector must consider how to mitigate risks of climate change. (This is increasingly a mandated issue in donor-funded projects).

13.15 **Innovation Incentives:** The MOA has already hosted exhibitions and other events designed to help showcase innovative products and methods. Such programs could be further expanded through the use of competitions, contests and special events (e.g. an 'Agro-processing Development Marketplace') to create incentives and spur innovation and entrepreneurship.

13.16 In conclusion, there is sufficient justification for continued support for rural enterprise agricultural development in Guyana and the READ project's successes can be substantially leveraged by capitalizing on the capacity and networks that have been created as well as incorporating lessons learned and international best practices.

Needs continue to be great throughout Guyana and there are abundant opportunities to continue to help rural farmers and enterprises grow and prosper while, simultaneously, increasing their human, social and financial assets, and improving overall living standards.

Annex I – Logical Framework (Progress against objectives, outcomes and outputs) @ March 31, 2015

Narrative Summary	Key Performance Indicators	Achievement	Progress %	Comment
Goal				
Indirect Impact 3rd level				
Contribute to the improvement of the social and economic conditions of poor households.	· By the end of the project implementation the wealth index will improve in the poor and the poorest quintile by 10% in the project areas.			Reliable data unavailable as of yet.
Project Development Objective: Direct Impact- Improve the living conditions of poor rural households, especially small-scale producers, increasing their human, social, and financial assets.	· At least 4,660 male-headed resource poor households (90% of total target of 5200 households) have increased their income by 30% at the end of Project implementation.	3,755	77.00%	Of the 919 households surveyed, male-headed households represented 77% of the total and yield an aggregated increase in income of 32%.
	· At least 540 female-headed resource poor households (10% of total target of 5200 households) have increased their income by 30% at the end of Project implementation.	1,121	221.48%	Of the 919 households surveyed, female-headed households represented 23% of the total and yield an aggregated increase in income of 15%.
	· At least 1,360 women and 1,600 men have increased financial, economic and social assets.	2,937	99.22%	
	· At least 200 jobs have been generated by existing and new non-agricultural based businesses supported by the Project (by sex and age).	225	112.50%	
OUTCOME 1: Technical assistance and market opportunities increased and available to Rural producers, who produce with efficiency and effectiveness, sell non-	· 5200 poor households, including 540 female-headed households, are marketing their produce through newly established or improved market links.	3,200	62.00%	
	· At least 70% of contractual agreements are signed by small scale businesses and buyers, disaggregating by type of business, type of market, and sex and age and ethnic group of owner without	67%		

traditional products and manage successfully small-scale enterprises.	project support.			
Output 1.1: Producers' and buyers trained in the art of negotiation, market building, organizing and production of selected and targeted crops to supply the established agro-processing ventures in Guyana and/or overseas.	· At least 30 concrete market opportunities opened to CBOs.	30	100.00%	
	· At least 90 producers (male and female) benefit from marketing contracts negotiated by their organisations (by ethnic group).	110	122.00%	
	· At least 25 contractual agreements are established with project support between producers (rural organizations / small scale enterprises) and markets (firms, restaurants, supermarkets, etc).	3	8.00%	
	· At least 120 producers and buyers have improved skills in market building relationships.	130	108.00%	
OUTCOME 2: New agro-processing technologies functioning resulting in specific market opportunity.	· At least 70 % of male and female-headed households put to practice new agro-processing technologies linked to a specific market opportunity.	27%		
Output 2.1 Training on technology adoption linked to market demand implemented.	· At least 3000 men and women are familiarized with new technology and market linked production systems.	3,000	100.00%	
OUTCOME 3: Market information system (MIS) functioning and reaching the target groups.	· At least 3000 men and women accessing and responding to the MIS.	3,000	100.00%	
Output 3.1: Computers provided to the Regional Extension Offices and the appropriate data base is developed to link these offices to the central office at the MoA.	· At least 20 Extension Officers have access to information through the MOA central database.	20	100.00%	

OUTCOME 4: Participants' knowledge and attitude changed as a result from service providers training and demonstration activities	· 5200 beneficiaries have increased satisfaction with interventions of service providers.	3,200	61.54%	
	· % of the 5200 beneficiaries that assessed the services as positive.	61.54%		
Output 4.1: NAREI and Extension Staff trained in demand-driven methodology, technical skills, new technologies, business skills, approaches to group dynamics and social and gender equity.	· At least 200 NARI and Extension staff trained.	374	187.00%	374 officers from technical support service providers attended 10 workshops.
Output 4.2: Demonstration farms established in the project areas to improve beneficiaries farming techniques and production	· At least 20 demonstrations farms are established in Regions 2 to 6 &10 to improve beneficiaries farming techniques and production.	17	85.00%	
Output 4.3: Service providers trained in both major components of the READ project at Intensive Inception training.	· At least 200 service providers and extension staff (by sex and by Project Priority area) trained.	374	158.00%	
OUTCOME 5: Small scale producers have increased their productivity and reduced their vulnerability.	· At least 60 micro and small scale businesses improved their productivity by 20% and have obtained capital assistance and concrete marketing links at the end of Project implementation.	6	83.00%	
	· At least 300 micro and small-scale businesses involving 2, 400 women have improved their productivity by 20%.	104	34.00%	
Output 5.1: Micro and small-scale producers have improved their businesses and social and human capital.	· 70 business plans participatory formulated, by type of organization / group / enterprise.	65	92.80%	
	· 70 rural organizations and of small scale enterprises that have developed a Business plan with help of the Project	65	92.80%	

	· At least 40 small -scale agro processing industries have received technical assistance.	25	63.00%	
	· At least 3000 men and women (from male or female headed household) working in small-scale industries supported by the project.	1,811	60.00%	
OUTCOME 5.2: Trained youth (scholarship students) gained jobs or start up a business.	· At least 80 % of scholarship students have increase in productivity by business or employment opportunities (better salary).	27	68.00%	
Output 5.1.1: Business and Entrepreneurship training programme developed and implemented.	· At least 60 micro and small-scale businesses managed by and involving 1 600 men have developed business plans.	65	108.00%	1,003
	· At least 60 micro and small-scale businesses managed by and involving 2 400 women have developed business plans.	65	108.00%	808
	· 3000 men and women, by age, type of household and ethnic group, have gained skills in Business management.	1,811	60.00%	Of the total gaining skills in Business Management, the records revealed male-headed household was 85% vs female-headed household was 15%, male was 42% vs female 58%, adult 97% vs youth 3% and indian 47%, african 28%, amerindian 6% & mix 19%.
Output 5.1.2: Rural organisations have prepared business plans with support from the project to improve their activities	· 60 business plans participatory formulated, by type of organization / group / enterprise.	65	108.00%	
	· 80 rural organizations and of small scale enterprises that have developed a Business plan with help of the Project.	65	75.00%	
Output 5.1.3: Small scale agro processing industries have increased their production with	· At least 40 small -scale agro processing industries have received technical assistance.	25	63.00%	

technical support by the project.	· At least 3000 men and women (from male or female headed household) working in small-scale industries supported by the project.	1,811	60.00%	
Output 5.1.4 :Credit Officers of the FI trained in understanding the special conditions of the most vulnerable groups.	12 Credit Officers trained in understanding the special conditions of the most vulnerable groups.	11	92.00%	
Output 5.1.5 :An Enterprise Development Grant Fund (EDGF) implemented to provide grants for investments in business initiatives.	· At least 80 proposals financed by EDGF.	44	55.00%	
	· Number and value of Grants /EDGF) provided, sex, age and ethnic group, productive activity, Project Priority area.	44	55.00%	USD 891,000 expended on EDF project
	· 13,000 total direct beneficiaries of CF and EDGF by Project Priority area.	1,811	13.00%	
	· At least 150 loans, valuing G$40M are disbursed under the CF by the IFIs, by sex, age and ethnic group, productive activity, Project Priority area.	333	222.00%	325,000usd loan to borrowers
	· At least there is a 90% recovery rate of the CF.	92.49%		Recovery rate base on number of borrowers but if we use the loan amount it is approx 93%.
	· Number and value of CF loans in arrears by sex, age and ethnic group, productive activity, Project Priority area.	25		23,500usd
	· Number and value of CF loans written off.	14		USD 1,050 to be written off
Output 5.2.1: Youth completing scholarship program are gainfully employed.	· At least 40 young men (20) and women (20) receive scholarships and graduate from the vocational skills training.	40	100.00%	
	· At least 40 start-up a viable businesses / enterprises or gain employment according to skills received.	19	48.00%	

OUTCOME 6: Six Business Facilitation Centres functioning strategically located in the production regions and encourage creation of others by rural development organizations.	· At least 40% of operating cost the BFC cover from providing and charging services by year 3 and by year 6 of project implementation.	0.00%	0.00%	
	· 5200 men and women (from male and female headed households and by ethnic group) that use the BFC, by type of information or services they require.	1,811	34.00%	
	· At least 90 % of men and women are satisfied with the information or services they received from the BFC.	?	?	Data not available.
Output 6.1: Young men and women from Rural Organizations trained to manage the administration of BFCs.	· At least 40 young persons (by sex) are trained to take on BFC management.	28	70.00%	
OUTCOME 7: Increased equitable access to decision making, improve internal relations and benefits for members of rural organization with an emphasis on women, Amerindian population and youth.	· At least 80 Rural Organizations and their 4 000 male and female members apply concepts of social, ethnic and gender equity and participation of youth.	62	77.50%	
	· 30% Increase in female membership of rural organizations, by Priority area.	35%		
	· 20% Increase in youth membership (less than 30 years old) of rural organizations, by Priority area.	30%		
	· 20% Increase in total membership of rural organizations, by Priority area.	56%		
	· % of rural organizations with strategic plans being implemented.	100%		
	· 65 Rural Organizations apply life skills management.	28	43.08%	

	· % of organization assessing better gender equity in their organisation.	100%	(Est.) 80%	
Output 7.1: Rural organizations' structure, support, networks, relationships, attitudes, and values strengthened.	· At least 65 organisations have strengthened their internal relations and social capital alliance.	62	95.38%	
Output 7.2: CBO trained on a variety of aspects related to organisational Strengthening.	· 65 organisations strengthened in organizational strengthening training.	62	95.38%	
	· 2400 men and women (by type of household, age and ethnic group) with increased knowledge of organizational strengthening.	1,384	57.67%	From the data available, male-headed household was 77% vs female-headed household 23%, adults was 50% vs youth 50% and indian was 39%, african 32%, amerindian 13% & mix 13%.
	· 90% of men and women of the total membership that have increased knowledge in organizational strengthening training programme, by age and ethnic group.	74%		
	· At least 1600 beneficiaries increase in functional literacy in the Project target groups by sex, ethnic and age group.	191	11.94%	
Output 7.3: Strategic planning training provided to rural organisations.	80 rural organizations of small scale enterprises have developed a Strategic Plan.	62	77.50%	
Output 7.4: Rural organisations trained in life skills development.	· 2400 men and women (by type of household, age and ethnic group) gained skills through life skills training programme.	969	40.38%	From data available, male-headed house was 73 vs female-headed household 27%, adult was 64% vs youth 37%, indian was 38%, african 45%, amerindian 2% & mix 15%.

	· 90% of men and women of the total membership gained life skills management training programme, by age and ethnic group.	52%		
Output 7.5: "Closing the Gap Methodology" applied to rural organisations broadening their focus on gender social equity.	· At least 80 organisations have been trained in closing the gap methodology.	45	56.25%	From a total of 1,186, male-headed household was 79% vs female-headed household 21%, male was 44% vs female 56%, adults was 93% vs youth 7%, indian was 36%, african 37%, amerindian 17% & mix 9%
	· % of identified affirmative actions towards social and gender equity followed up by rural organizations through proposals to the PSIF.	100%		
	· Number and type of affirmative actions towards social and gender equity implemented by rural organizations.			
OUTCOME 8: Households of rural organisations have improved their livelihoods through Social and economic investment opportunities.	· At least 13000 beneficiaries benefit from the PSIF, (sex, type of household, age and ethnic group and activity line).	31,693	243.79%	
	· 1260 male-headed and 540 female headed households benefited from at least 90 PSIF initiatives.	1,880	104.44%	
Output 8.1 Rural Organizations trained with the necessary skills to manage and administer transparently and efficiently funds from the PSIF.	· At least 80 proposals are financed by PSIF.	46	57.50%	
	· Number of rural organizations administrating the funds from the PSIF correctly.	45	94.82%	
	· Average % counterpart funding by rural organizations or businesses for PSIF.	20.77%		

Annex II - Record of supervision and follow-up missions

The IFAD team(s) undertook supervision and follow-up missions and produced corresponding reports as follows:

- President's report: proposed loan and grant to the Republic of Guyana for the Rural Enterprise and Agricultural Development Project (December 2007)

Supervision and implementation support documents:

- Aide Memoire Supervision (September 2009)

- Aide Memoire Supervision (November 2010)
- Aide Memoire Supervision (May 2010)

- Aide Memoire Supervision (July 2011)

- Aide Memoire Supervision (March 2012)
- Mid-term Review (May 2012, prepared by outside consultant)

- Aide Memoire Supervision (November 2013)
- Aide Memoire Supervision (June 2013)

- Aide Memoire Supervision, November 2014
- Aide Memoire Supervision, May 2014

- Aide Memoire Supervision (Project Completion), September 2015 (*pending*)

Annex III - Summary of the amendments to the loan agreement

There were no amendments to the loan agreement throughout the duration of the project.

Annex IV - Actual project costs

READ Project Costs Annual Project Costs (Aggregate and by Component and Category)

Note: ***This is an indicative table; figures still to be reconciled & audited.***

	Category	Appraisal	2009	2010	2011	2012	2013	2014	2015	Total
	Rural Enterprise and Agricultural Development Project	**6,927,000**	**246,293**	**551,711**	**443,814**	**848,866**	**1,229,861**	**1,355,883**	**968,106**	**5,644,534**
		1	**0**	**0**	**0**	**0**	**0**	**0**	**0**	
I	Civil Works	533,643	49,609	32,286	20,749	53,569	101,221	145,406	57,003	459,842
II	Vehicle & Equipment	273,425	108,823	66,336	188	-	-	45,523	20,496	241,366
III	Tech Intro,Tech Asst Train	3,037,977	43,736	330,380	287,335	356,305	446,261	613,068	382,875	2,459,960
IV	Credit Fund	279,639	-	-	-	74,400	74,400	37,200	93,639	279,639
V	Enterprise Development Grant Fund	1,164,776	-	-	-	236,400	236,400	118,200	331,288	922,288
VI	Prod & Soc Invest Grant Fund	532,000	-	-	-	-	208,000	208,000	-	416,000
VII	Salaries & Operating Costs	1,105,539	44,126	122,710	135,542	128,192	163,579	188,485	82,804	865,438
Component 1: Marketing & Enterprise		**-**	**112,619**	**275,711**	**191,827**	**628,985**	**620,383**	**693,630**	**565,752**	**3,088,906**
I	Civil Works		49,609	30,374	20,749	53,569	101,221	145,406	57,003	457,931
II	Vehicle & Equipment		42,417	28,946	188	-	-	35,092	-	106,642
III	Tech Intro,Tech Asst Train		19,394	190,405	151,252	254,426	176,841	331,656	82,183	1,206,157
IV	Credit Fund		-	-	-	74,400	74,400	37,200	93,639	279,639
V	Enterprise Development Grant Fund		-	-	-	236,400	236,400	118,200	331,288	922,288
VII	Salaries & Operating Costs		1,199	25,986	19,638	10,191	31,521	26,076	1,638	116,249
Component 2: Organizations & Human		**-**	**62,963**	**136,977**	**123,446**	**105,215**	**432,499**	**474,701**	**233,376**	**1,569,178**
I	Civil Works		-	1,911	-	-	-	-	-	1,911
II	Vehicle & Equipment		38,621	30,651	-	-	-	7,048	964	77,284
III	Tech Intro,Tech Asst Train		24,342	104,261	119,597	99,731	200,057	245,224	232,158	1,025,369
VI	Prod & Soc Invest Grant Fund		-	-	-	-	208,000	208,000	-	416,000
VII	Salaries & Operating Costs		-	154	3,849	5,484	24,442	14,430	255	48,614
Component 3: Project Coordination		**-**	**70,711**	**139,024**	**128,541**	**114,666**	**176,979**	**187,552**	**168,978**	**986,449**
I	Civil Works	-	-	-	-	-	-	-	-	-
II	Vehicle & Equipment		27,785	6,739	-	-	-	3,384	19,533	57,441
III	Tech Intro,Tech Asst Train		-	35,714	16,486	2,149	69,363	36,188	68,535	228,434
VII	Salaries & Operating Costs		42,927	96,571	112,055	112,517	107,616	147,979	80,910	700,575

(Annex 4, cont.) READ Project Costs – Source of Funding (by Category & Component)

Note: ***This is an indicative table; figures still to be reconciled & audited.***

	Category	Appraisal				Expenditure as at March 31, 2015			
		IFAD	GoG	Benefic-iaries	Total	IFAD	GoG	Benefic-iaries	Total
I	Civil Works	$ 472,643	$ 61,000	$ -	**$ 533,643**	$ 431,116	$ 437	$ -	**$ 431,553**
II	Vehicle & Equipment	$ 240,425	$ 33,000	$ -	**$ 273,425**	$ 199,775	$ 224,084	$ -	**$ 423,858**
III	Tech Intro,Tech Asst Train	$ 2,482,977	$ 555,000	$ -	**$ 3,037,977**	$ 2,367,382	$ 57,304	$ -	**$ 2,424,686**
IV	Credit Fund	$ 279,639	$ -	$ -	**$ 279,639**	$ 279,639	$ -	$ -	**$ 279,639**
V	Enterprise Development Grant Fund	$ 964,776	$ -	$ 200,000	**$ 1,164,776**	$ 899,677	$ -	$ 16,228	**$ 915,905**
VI	Prod & Soc Invest Grant Fund	$ 416,000	$ -	$ 116,000	**$ 532,000**	$ 416,000	$ -	$ 63,080	**$ 479,080**
VII	Salaries & Operating Costs	$ 899,539	$ 206,000		**$ 1,105,539**	$ 781,176	$ 14,103	$ -	**$ 795,279**
Total		**$ 5,756,000**	**$ 855,000**	**$ 316,000**	**$ 6,927,000**	**$ 5,374,766**	**$ 295,927**	**$ 79,307**	**$ 5,750,001**

	Component	Appraisal				Expenditure as at March 31, 2015			
		IFAD	GoG	Benefic-iaries	Total	IFAD	GoG	Benefic-iaries	Total
I	Market & Enterprise Development	$ 2,394,000	$ 303,000	$ 200,000	**$ 2,897,000**	$ 2,998,919	$ 81,009	$ 16,228	**$ 3,096,156**
II	Organizational & Human Developmen	$ 2,031,000	$ 298,000	$ 116,000	**$ 2,445,000**	$ 1,465,045	$ 122,703	$ 63,080	**$ 1,650,828**
III	Project Coordination	$ 1,331,000	$ 254,000	$ -	**$ 1,585,000**	$ 910,801	$ 92,215	$ -	**$ 1,003,016**
Total		**$ 5,756,000**	**$ 855,000**	**$ 316,000**	**$ 6,927,000**	**$ 5,374,765**	**$ 295,928**	**$ 79,307**	**$ 5,750,000**

Annex V - Actual physical progress of the project (by component), including RIMS Indicators

Physical progress measured against Appraisal, including RIMS indicators (as at 31/3/2015)

***Note**: Figures for the period 01-01-2014 to 31-3-2015 are available in the project files*

Component/ Subcomponent or Output	Indicators	Unit	Cumulative (*end of project*) Actual	Appraisal Target	%

Component 1 - Market and Rural Enterprise Development:

Component/ Subcomponent or Output	Indicators	Unit	Cumulative (*end of project*) Actual	Appraisal Target	%
	Number of NAREI, Extension Staff, and other service providers trained	Persons	374	200	**187%**
		Men	213	100	**213%**
		Women	161	100	**161%**
	Training manuals prepared for each topic	Manuals	10	10	**100%**
	Number of Feasibility and market studies carried out	Studies	4	6	**67%**
	Number of small scale agro processing industries that received technical assistance	Industries	41	40	**102%**
	Number of producers, buyers and the Project will be assisted by New Guyana Marketing Corporation to identify products and benchmark qualities to target.	Persons	95	25	**380%**
		Men	50	13	**385%**
		Women	45	12	**375%**
	Number of producers who received assistance by the Guyana School of Agriculture in production of value added - processed and packaged products. (GSA)	Persons	570	120	**475%**

		Men	300	60	**500%**
		Women	270	60	**450%**
	Number of computers provided to the Regional Extension Offices and the appropriate data base is developed to link these offices to the central office at the MoA.	Computers	6	20	**30%**
	Number of BFCs where the Market Information System´s (MIS) computer database installed with necessary information.	BFCs	6	6	**100%**
	Number of Project personnel trained in the use of the MIS.(Present Staff)	Persons	16	9	**178%**
		Men	12	6	**200%**
		Women	4	3	**133%**
	Number of management teams / systems established for monitoring of the MIS and gathering of feedback for improvement.	Mgt. Teams	1	1	**100%**
	Number of men and women (from male or female headed household) working in small-scale industries supported by the project.	Persons	2,830	3,000	**94%**
		Men	1,609	1,600	**101%**
		Women	1,221	1,400	**87%**
	Number producers now being able to satisfy market requirements. (domestic markets gather at local trade fairs and personal initiatives)	Persons	347	1,000	**35%**
		Men	182	500	**36%**
		Women	165	500	**33%**
	Number of trading arrangements made for targeted products.	Arrangements/ contracts	34	25	**136%**
	Number of producers that have secured contracts with buyers for targeted products.	Persons	110	90	**122%**
		Men	57	45	**126%**

		Women	63	45	**140%**
	Number of producers' and buyers trained in art of negotiation, market building, organizing and production of selected and targeted crops to supply the established agro-processing ventures in Guyana and/or overseas.	Persons	250	90	**278%**
		Men	140	50	**280%**
		Women	112	40	**280%**
	Number of producers that are now networking with each other, and with technical and credit personnel and buyers.	Persons	152	120	**127%**
		Men	67	70	**96%**
		Women	85	50	**170%**
	Number of fairs for buyers and producers to interface organised.	Events	20	20	**100%**
	Number of producers whose income has increased due to greater production and sales to new and existing markets.	Persons	3,105	2,500	**124%**
		Men	1,685	1,500	**112%**
		Women	1,420	1,000	**142%**
	Number of BFCs buildings completed.	BFCs	6	6	**100%**
	Number of BFCs fully staffed and operational.	BFCs	6	5	**83%**
	Number of youth trained to manage the BFCs.	Persons	33	4	**825%**
		Men	19	2	**950%**
		Women	14	2	**700%**
	Number of extension staff and NAREI staff (by sex and by Project Priority area) trained	Persons	374	200	**176%**

		Men	190	100	**179%**
		Women	184	100	**173%**
	Business plan model for awarding of the EDF grants and loans developed with the Financial Institution administering the EDF.	Business plans	1	1	**100%**
	Pre-screening committee established to review business plans submitted by CBOs and to make suggestions for corrections and improvements.	Committee	1	1	**100%**
	Number of beneficiaries trained to develop business plans in accordance with the requirements of the Financial Institution administering the EDF.	Persons	1,518	1,333	**114%**
		Men	784	800	**98%**
		Women	734	533	**138%**
	Number of Rural organisations that have prepared business plans with support from the project.	CBOs	65	65	**100%**
	Number of finalised business plans submitted to Financial Institution for approval	Business plans	44	65	**68%**
	Number of successful applicants that have received grants and loans.	Persons	656	200	**328%**
		Men	360	120	**300%**
		Women	296	80	**370%**
	Number of Small scale agro processing industries have increased their production with technical support by the project.	Industries	35	40	**88%**
	Number of Credit Officers of the FI trained in understanding the special conditions of the most vulnerable groups.	Persons	11	12	**92%**
		Men	11	6	**183%**
		Women	-	6	**-**
	Number of beneficiaries' whose knowledge and capacity has been enhanced to produce their products in a more efficient manner by exposing them to new technologies and	Persons	3,102	3,000	**103%**

	farming practices.	Men	1,843	1,500	**122%**
		Women	1,259	1,500	**84%**
	Number of Demonstration Farms developed.	Demo farms	17	20	**85%**
	Number of beneficiaries who have visited the model facilities and learned new technologies and farming practices.	Persons	2,937	3,000	**98%**
		Men	1,731	1,500	**116%**
		Women	1,206	1,500	**80%**
	Number of linkages established between CBOs / beneficiaries and facilities visited for continual sharing of information.	Linkages	162	120	**135%**

<u>Component 2</u> - <u>Human and Social Capital Strengthening</u>:

	Total number CBOs phased-in.	CBO	62	65	**95%**
	Total number CBOs phased-out.	CBO	62	65	**95%**
	Number of CBOs that have carried out needs assessment.	CBO	120	80	**150%**
	Number of CBOs where score sheet was applied and that were short-listed for intervention.	CBO	65	80	**81%**
	*Number of CBOs where Social Capital Assessment Tool (SCAT) to assess community profile was applied.	CBO	65	80	**81%**
	Organisational Strengthening Manual developed.	Manual	1	1	**100%**
	Number of Rural Organizations that participated in the organisational strengthening training programme.	CBO	65	80	**81%**
	Number of beneficiaries that participate in the organisational strengthening training programme.	Persons	1,384	2,000	**69%**

		Men	615	1,770	**35%**
		Women	769	780	**99%**
	Number of CBOs whose structure, support, networks, relationships, attitudes, and values were strengthened.	CBO	62	65	**95%**
	Database of CBOs set-up.	Database	1	1	**100%**
	Number of key service providers trained in rural organisational strengthening.	Institutions	13	7	**157%**
	Number of staff from service providers trained in rural organisational strengthening.	Persons	86	78	**107%**
		Men	38	47	**79%**
		Women	48	31	**152%**
	Number of service provider entities whose staff was trained in gender equity.	Institutions	13	7	**186%**
	Number of staff from service providers trained in gender equity.	Persons	59	89	**66%**
		Men	18	18	**100%**
		Women	57	71	**80%**
	Number of beneficiaries that have increased satisfaction with interventions of service providers.	Persons	577	1,922	**30%**
		Men	352	1,064	**33%**
		Women	225	855	**26%**
	Report on evaluation of training implemented by NAREI on business plans.	Document	52	65	**80%**
	Training plan developed to address the primary issues of market access and development of strong enterprises	Document	12	10	**120%**

	Number of CBOs/enterprises trained in understanding the role of credit, investment, marketing, business skills and management, production and opportunity costs, expenses, profits and loss.	CBO	42	65	**22%**
	Number of beneficiaries trained in business and **entrepreneurship.	Persons	406	1,300	**31%**
		Men	197	780	**25%**
		Women	219	550	**40%**
	Number of arrangements made with training institutions for scholarship programme.	Arrange ments / contracts	2	2	**100%**
	Number of youth benefitted from technical skills and vocational training.	Persons	50	40	**125%**
		Men	25	20	**125%**
		Women	25	20	**125%**
	Number of youth completing scholarship program that are gainfully employed.	Men	9	20	**45%**
		Women	4	20	**20%**
	Number of youth completing scholarship program that have started up a business.	Persons	1	40	**5%**
		Men	-	20	**0%**
		Women	1	20	**5%**
	Number CBOs participated in life skills development training.	CBO	59	65	**42%**
	Number beneficiaries trained in life skills development.	Persons	969	1,300	**75%**
		Men	344	780	**44%**

		Women	625	520	**120%**
	Report on systematization of life skills training implemented by GRDB.	Document	3	1	**300%**
	Second contract with GRDB for training in the identified social issues to CBOs identified for intervention in 2011.	Contract	1	1	**100%**
	Number of workshops/health forums conducted.	Events	-	-	**0**
	Number of participants in workshops/health forums.	Persons	-	-	**0**
		Men	-	-	**0**
		Women	-	-	**0**
	Number of beneficiaries that received VCT/STI related services.	Persons	-	-	**0**
		Men	-	-	**0**
		Women	-	-	**0**
	Number of alliances between CBOs and entities that provide VCT/STI services.	Alliances	-	-	**0**
	Number of CBOs identified that are interested in [farm record] literacy training.	CBO	56	65	**86%**
	Collaboration Contract with institution - GWLI for providing services to CBOs in functional [farm record] literacy signed.	Contract	1	1	**100%**
	Number of beneficiaries benefitted from [farm record] literacy training.	Persons	891	1,300	**69%**
		Men	535	780	**69%**
		Women	356	520	**68%**
	Report on evaluation of [farm record] literacy training.	Document	3	3	**100%**

	Number of CBO with 5 year ***Strategic Plans developed.	CBO	63	65	**95%**
	Number of beneficiaries that participated in the development of their Strategic Plan.	Persons	1,103	1,300	**85%**
		Men	453	780	**58%**
		Women	531	520	**102%**
	Number of CBOs where the Empowerment tool was facilitated.	CBO	50	65	**77%**
	Number of beneficiaries that participated in the workshop on empowerment tool.	Persons	728	1,300	**56%**
		Men	525	780	**67%**
		Women	203	520	**39%**
	Number of CBOs where the Closing the gap tool was facilitated.	CBO	44	65	**57%**
	Number of beneficiaries that participated in the workshop on Closing the Gap.	Persons	1,186	1,300	**91%**
		Men	522	780	**67%**
		Women	664	520	**128%**
	Number of CBOs that have included gender affirmative actions in their Strategic Plans.	CBO	47	65	**72%**
	Number of CBOs that implement gender affirmative actions and are becoming more gender equitable.	CBO	40	65	**62%**
	Number alliances among CBOs for the sharing of information and experiences created.	Alliances	12	65	**18%**
	Number of new linkages between CBOs and rural service providers created.	Alliances	9	65	**14%**
	Number of CBOs that have participated in exchange visits.	CBO	62	65	**95%**

	Number of beneficiaries that have participated in exchange visits.	Persons	744	975	**76%**
		Men	410	585	**70%**
		Women	334	390	**86%**
	MOU signed with WADNet	No	-	1	**0%**
	Numbers of RWN /WADNET staff that has participated in READ training	Persons	18	14	**32%**
		Men	-	-	**0%**
		Women	18	14	**32%**
	MOU signed with Women's Affairs Bureau or Guyana Women's Leadership Institute (GWLI)		-	1	**0%**
	Numbers of WAB staff or GWLI that has participated in READ training	Persons	8	25	**32%**
		Men	-	-	**0%**
		Women	8	25	**32%**
	Operations Manual for the Productive and Social Investment Fund (PSIF) developed and approved.	Document	1	1	**100%**
	Selection Committee to evaluate PSIF proposals set-up.	Committee	1	1	**100%**
	Number of linkages between CBOs and NGOs / Development Agents for PSIF proposal planning and implementation created.	Alliances	35	46	**76%**
	Number of beneficiaries participated in Proposal writing workshops.	Persons	425	644	**66%**
	Number of CBOs that have submitted Concept Notes to PSIF.	CBOs	51	65	**78%**
	Number of Concept Notes received.	CBOs	51	65	**78%**

	Number of Concept Notes shortlisted	CBOs	51	65	**78%**
	Number of PSIF full proposals to PSIF received.	CBOs	46	46	**100%**
	Number of PSIF full proposals to PSIF approved.	CBOs	46	46	**100%**
	Number of PSIF projects being implemented.	CBOs	46	46	**95%**
	Number of PSIF projects being implemented through the “direct implementation modality”.	CBOs	46	46	**37%**
	Number of PSIF projects being successfully finalized.	CBOs	46	46	**39%**

Annex VI - Financial and Economic Analysis

Given insufficiently detailed economic, financial and cost data available at the time of preparing the Project Completion Report, as well as unfamiliarity with IFAD methodologies for calculating economic rates of return and cost/benefit calculations, this section has not been completed by the project completion consultant or the PCU.

It is recommended that, on an *ex-post* basis, and once all project expenditures have been reconciled and audited, that the IFAD team conduct this analysis internally.

Annex VII - Stakeholder workshop findings

A series of project closure Regional Stakeholder Workshops were conducted the week of September 13-19 in all six (6) regions of the project area. A summary of the makeup of workshop attendance is provided in the following table.

Region	Women Attendees	Men Attendees	Total Attendees	CBOs Represented
Region II – Pomeroon/Supenaam	25	7	**32**	8
Region III: Essequibo Island/W. Demerara Isles	6	7	**13**	5
Region IV – Demerara/Mahaica	5	9	**14**	4
Region V – Mahaica/Berbice	10	6	**16**	7
Region VI – E. Berbice/Corentyne	23	22	**45**	12
Region X – Upper Demerara/Berbice	17	14	**31**	7
Total - All regions	**86**	**65**	**151**	**43**
Percentage	**57%**	**43%**	**100%**	**-**

*Of the total attendees approximately 12-15 Amerindian people participated in the workshops.

The workshop was facilitated by the Consultant, along with the Project Coordinator and the organizational and logistical assistance of Ms. Odette Alves of the PCU. Other participants included the Local Area Officers (LOAs) and in a few of the workshops, regional representatives of MOA and NAREI attended, as well as some of the project's 'NGO agents'. (A Member of Parliament for the area was present at the Region X workshop).

The workshops were centered on an interactive and discursive approach where participants were encouraged to express their views about the project candidly, with topics guided by questions and comments by the facilitator. A key emphasis was to solicit viewpoints from the participants about how the project benefited them and impacted their communities. Attendees were overall very keen to stand up and speak. Participation in this respect was broad and many examples and stories were related and a wide variety of experiences shared. The attendees were also encouraged to express criticisms about the project and what they felt could have been done more effectively, or what other activities should have been included (or excluded), as well as what lessons were learned from the project.

While there were many constructive criticisms and suggestions from attendees regarding specific READ project activities, the overwhelming consensus was that the project immensely benefited them that it had a positive and lasting impact on their communities. Many attendees expressed their gratitude compassionately and even emotionally for the project, and for the commitment and support of the PCU.

The PCU also took the opportunity to inform all participants of a current opportunity whereby the Australian government's Direct Aid Program has issued a call for proposals (due October 16th) for small rural projects and attendees were provided with the actual application form and guidelines.

The agenda for the workshops is presented on the following page.

Annex VII (continued)

Rural Enterprise and Agricultural Development Project (READ)
AGENDA FOR REGIONAL WORKSHOP – REGION II

9:00 am	Introduction of Facilitators and Participants	Ms. Nadira Edwards-Lee, Project Coordinator
9:15 am	Overview of Purpose of Workshop – Project Completion Report	Mr. Hugh Wilkinson, Consultant
9:20 am	• Project Activities and Achievements (in light of the project's goals/objectives) • Impact of Project Activities (*What was the effect of project activities for you, your families and your enterprises?)* • Success stories • Project Shortcomings & constraints • READ - What worked and what didn't work - *Lessons learned*	Hugh Wilkinson will pose questions and lead an Interactive group discussion
10:30 am	Refreshment break	
10:50 am	Potential for Sustainability – *Next Steps*	Hugh Wilkinson, Nadira Edwards-Lee (& comments from attendees)
11:30 am	Q&A, general discussion	All attendees
12:00	Closing comments	Nadira Edwards-Lee
	Lunch	

Annex VIII - Listing of EDF and PSIF projects

ENTERPRISE DEVELOPMENT FUND – 44 Projects Funded

No	Groups	# of Direct Beneficiaries	Location	Enterprise Activity	Grant Purpose	Grant Amount (G$)
1	Pomeroon Women's Agro-Processors Association.	14	Charity, Pomeroon River	Agro Processing	Extension/renovation of building and procurement of equipment.	4,000,000
2	Lower Akawini Farmers Group,	13	Akawini, Pomeroon River	Crop Farming	Build a storage bond and purchase tools and equipment.	2,065,000
3	Young Women Christian Association	44	Litchfield, WCB	Agro Processing	Extension/renovation of building and procurement of equipment.	5,200,000
4	Region 10 farmers Association	35	Linmine Secretariat, Linden	Commercial production of plantain, pumpkin and pepper	Purchase tools and equipment	5,723,027
5	Central Mahaicony Perth Village Farmers Association	32	Central Mahaicony	Commercial production of pigs	Constructing pens and purchasing breeding stocks	5,981,000
6	Parika/ Naamryck/ Ruby Farmers Progressive Organization	64	Parika Back dam, EDE	Crop Farming	Purchase equipment	4,326,000
7	Doch Four- Greenfield Farmers Association	18	Clongbrook, ECD	Crop Farming	Drainage infrastructure	5,761,840
8	West Berbice Sheep and Goat Farmers Association	70	Onverwagt, WCB - Moa Extension Office	Rearing of sheep and goats	Pen construction and purchase breeding stocks	11,000,000
9	Lookout/Naamryck Farmers Group	27	Grove EBE	Plantain and Pumpkin Cultivation	Purchase a tractor and attachment	4,800,000
	Dartmouth Village Farmers Association		Dartmouth Village, Essequibo	Red Bean production	Purchase tools and equipment	1,400,000

10		20	Coast			
11	Trafalgar – Union Community Development Council	40	Trafalgar, #29 Village, WCB	Garment Manufacturing	Renovating building	3,485,932
12	St Denny's Village Council	11	Tapkuma Lake, Essequibo	Agro Processing	Renovation of processing plant to process cassava	4,878,040
13	Canvas City – ½ Mile Farmers Group	38	Canvas City, Linden	Commercial pig rearing /processing of pork products	Constructing pens and purchasing breeding stocks/purchase	4,017,220
14	Kuru Kururu Crops and Livestock Farmers Association	29	Kuru Kururu - MoA Extension Office	Agro Processing	Renovation of processing plant to process cassava	5,000,000
16	Friendship Sand Hills Agriculture Group	6	Friendship River, Berbice River	Crop production - peanuts, eddoes, watermelons, plantain & citrus.	Drainage and irrigation infrastructure /Purchase of tractor	6,000,000
	Upper Berbice Forest & Agriculture Producers Association	25	Kwakwani, Berbice River,	Crop farming	Purchase a tractor and attachment	6,000,000
17	Good Success to Garden of Eden Farmers' Group.	18	Garden of Eden, East Bank Dem	Vegetable production	Purchase of farming equipment and materials to set up a green house.	6,000,000
18	Albion Fish Processors and Cash Crop Farmers Association	18	Albion Corentyne	Fish Processing and Crop Production	Construction of a Tarmac	6,000,000
19	West Watooka Farmers' Development Group	36	West Watooka, Linden	Crop Farming	Purchase farming equipment - Spray can, tiller etc	3,572,520
20	Western Hogg Island	26	Western Hogg Island	Production of Non Traditional Agricultural Products	Purchase farming equipment - Spray can, tiller, chain saw, etc	3,576,000
	Free and Easy Agriculture producers Group	22	Free and Easy, West Bank Demerara	Agro Processing	Purchase boat & engine, industrial mill to grind corn and construct processing	5,186,000

21					bldg.	
22	Combined Farmers Venture	26	Supenaam Creek	Mixed farming	Purchase farm equipment	3,772,000
23	Cotton Tree No 4 Cash Crop Farmers Group	30	36 B, Cotton Tree Village, WCB	Crop production	To purchase equipment	3,760,000
24	Shieldtown Community Development Co-op Society	21	46 Shields Town Village, WCB	Fruit and Vegetable production	To purchase equipment	2,800,000
25	Bath Referendum City Farmers Group	45	656 Bath Referendum City, WCB	Crop production	To purchase equipment	2,618,786
26	No 12 Woodley Park Cash Crop Farmers Group	28	64 Woodley Park, WCB	Crop Production	To purchase equipment	3,155,690
27	Lilydale Women's Group	20	Lilydale, Pomeroon River	Agro-processing	Purchase industrial mill and other processing equipment. Repairs to wharf	1,898,520
28	Bush Lot Cash Crop Farmers	19	Bush Lot WCB	Crop Production	Purchase equipment	3,307,512
29	Roseward Cash Crop Farmers Association	11	Roseward Village WCB	Crop Production	Purchase equipment	3,567,000
30	Speightland Community Development Council	12	Speightland, Linden	Crop Production	Purchase equipment	3,799,749
31	Dalawalla Farmers Community Cooperative Society Limited	6	Dalawalla, Linden	Crop Production	Purchase equipment	3,864,952
32	Vive-La-Force Agricultural & Dev Group	26	Vive-La-Force, WBD	Crop Production	Purchase equipment	5,519,935

33	Lima Sands, Community Development Council	18	Lima Sands, Essequibo Coast	Crop Production	Purchase equipment	3,536,000
34	Pine Ground/ First Savannah Farmers Group	30	Pine Ground Mahaicony Creek	Crop Production	Purchase equipment	3,120,000
35	Moraikobai Village	26	Mahaicony River	Crop Production	Purchase equipment	3,496,000
36	Diehard Farmers Group	9	Cotton Tree, WCB	Crop Production	Purchase equipment	2,915,000
37	Mibicuri Farmers Group	13	Mibicuri, Black Bush Polder	Crop Production	Purchase equipment	3,940,400
38	Bath/Waterloo Farmers Group	48	Bath Settlement, WCB	Crop Production	Purchase equipment	4,220,000
39	Orealla/ Siparuta Community Development Organisation	12	Orealla, Corentyne River	Food Processing	Rehabilitation of Factory	4,219,997
40	Low Wood/ Endeavour Forest & Agricultural Producers Association	26	Low Wood, Demerara River	Crop Production	Purchase equipment	3,350,000
41	#43 Bush Lot Farmers Group	41	Tarlogie, Corentyne	Crop and Seedling Production	Purchase of tractor	5,000,000
42	West End Agricultural Development Association	20	Old Road Nismes, WBD	Production of Pork	To construct pig pens and purchase breeding stock	1,785,000
TOTALS		**1,093**		**42 Projects (+ 2 combined) = 44**		**G$ 177,619,120**

The listing of PSIF Projects follow…

Productive & Social Investment Fund (PSIF) – 46 Projects funded

Region	C.B.O	Project	Total Project Cost (G$)	Est. Beneficiaries
2	New Haven/Siriki Sands Association	Excavation of Siriki Creek	1,800,000	Direct - 9 Indirect - 390
2	Airy Hall Development Group	Shade House for Youths in Agriculture Development	1,800,000	Direct - 9 Indirect – 275
2	Pomeroon Women's Agro Processors Assoc.	Construction of Community Bus Shed for the general Public	1,129,800	Direct - 11 Indirect – 3000
2	Pomona Women & Youth Reaching Out Organization	Construction of Plant Nursery for Training of Youths in Agriculture	1,800,000	Direct - 8 Indirect - 535
2	Lima Sands CDC	Construction of Community Center	1,800,000	Direct – 16 Indirect - 1454
2	Capoey Village Council	Upgrading of Eco Community House	1,800,000	Direct – 21 Indirect - 554
2	Dartmouth Farmers Development Group	Fencing and Extension of Drying Floor	1,800,000	Direct – 55 Indirect - 1090
2	Mainstay Village Council	Community Recreation Enhancement	1,800,000	Direct – 61 Indirect – 490
2	Lilydale Women's Group	Empoldering of Group's Farmland	1,800,000	Direct – 20 Indirect – 35
2	Combine Farmers Venture / Supenaam Bethany	Construction of Community Center	1,800,000	Direct – 27 Indirect - 464
2	Vilvoorden Farmers Group	Enhancement of Shrimp Processing facility for training of youths	1,800,000	Direct – 11 Indirect – 524

2	Mashabo Village Council	Construction of Community Bridges	1,800,000	Direct – 8 Indirect – 380
3	Vive-La-Force Agriculture & Development Group (G's Agri Group)	Reduce the incident of land flooding and erosion	1,800,000	Direct – 22 Indirect – 307
3	Parika-Naamryck-Ruby Farmers Progressive Org.	Drainage & Irrigation of Farmlands	1,800,000	Direct – 70 Indirect – 112
3	Agriculture Farmers Group (Lookout-Naamryck Farmers Group)	Construction of Plant Nursery for Training of Youths in Agriculture	1,612,863	Direct – 31 Indirect - 196
3	Aliki Women's Handicraft & Development Assoc.	Construction of Recreational Pavilion	1,800,000	Direct – 18 Indirect - 180
3	Free & Easy Agriculture Producers Assoc	Using Machine to ease the burden of land clearing	1,800,000	Direct – 22 Indirect - 275
3	Western Hogg Island Farmers Group	Rehabilitation of Drainage Canal	1,800,000	Direct – 36 Indirect – 415
4	Kuru Kururu Crops & Livestock Farmers Assoc.	Reduction of Farmland Flooding	1,800,000	Direct – 52 Indirect - 184
4	Low Wood Endeavour Forest & Agriculture Production Association	Construction of a Recreational Centre	1,800,000	Direct - 41 Indirect – 102
4	Surrounding Villages of Ann's Grove Farmers Association	Establish Recreational area at 2 Nursery schools and cultivation of Agriculture Plots at Primary school	798,525	Direct – 15 Indirect - 1304
4	Mangrove Reserve Producers Coop Society	Cultivation of Agricultural Plots & Building of Poultry Pen	1,800,000	Direct – 13 Indirect – 445

4	Barnwell North Farmers Community Group	Acquisition of a Tractor for Transportation	1,800,000	Direct – 30 Indirect - 325
4	Golden Grove/Nabaclis/ Haslington CDC	Rehabilitation of Works to Bridges & Dams	1,800,000	Direct – 18 Indirect – 6617
4	St. Cuthbert's Mission Farmers Assoc.	Construction of two community Bridges	1,793,197	Direct – 33 Indirect – 783
5	Central Mahaicony/ Perth Village Farmers' Assoc.	Upgrading of Recreational Facility	1,800,000	Direct – 21 Indirect – 647
5	Young Women's Christian Assoc.	Completion of Training Facility	1,800,000	Direct – 35 Indirect – 570
5	Bush Lot Cash Crop Farmers Group	Construction of Green House for Youth Training in Community	1,800,000	Direct – 9 Indirect - 900
5	Trafalgar-Union Community Development Council	Construction of Canopy to facilitate community visits	1,800,000	Direct – 35 Indirect – 1300
5	Pine Ground First Savannah Farmers Associaton	Boat & Engine for Riverain Transportation	1,800,000	Direct – 30 Indirect – 169
5	West Berbice Women & Youth in Development	Construction of outdoor shed & Fencing of Skills Trainng Centre	1,800,000	Direct – 18 Indirect - 500
5	Shieldtown Community Council	Drainage & Irrigation of Farmlands	1,800,000	Direct – 15 Indirect – 950
5	Cotton Tree No. 4 County Farmers Association	Upgrading of Road to Cemetery and Construction of Shed at Zee Zight Nursery School	1,800,000	Direct – 38 Indirect – 2750
5	Moraikobai Village Council	Construction of Community Bridges	1,800,000	Direct – 61 Indirect – 550
5	Bath Referendum City Farmers Group	Construction of access way to burial site	1,800,000	Direct – 45 Indirect – 2310

5	Bath-Waterloo Farmers Group	Enhancement of Kiddies Corner & Construction of learning Center	1,800,000	Direct – 30 Indirect – 3143
6	No. 64 Women Empowerment Group	Establishment of Community Training Center	1,800,000	Direct – 18 Indirect – 1723
6	Siparuta Farmers Association	Boat & Engine for Riverain Transportation	1,795,000	Direct – 25 Indirect – 1800
6	Orealla/ Siparuta Community Development Org.	Boat & Engine for Riverain Transportation	1,800,000	Direct – 22 Indirect – 3000
10	Half Mile- Canvas City Farmers Group	Establishment of Community Center	1,800,000	Direct – 24 Indirect – 2142
10	Dallawaller Cooperative	Enhancement of Community Centre	1,800,000	Direct – 24 Indirect – 1400
10	Upper Berbice Forest & Agriculture Producers Assoc.	Development of Playfield	1,800,000	Direct – 13 Indirect – 1400
10	Speightland CDC	Reduction of Farmland Flooding	1,564,000	Direct – 20 Indirect – 306
10	Rockstone Village Council	Installment of Pipelines	1,755,672	Direct – 30 Indirect – 275
10	West Watooka Farmers Development Group	Reduction of Farmland Flooding	1,800,000	Direct – 33 Indirect – 434
10	Friendship - Sandhills Agri Group	Construction of Community Wharf & Bond	1,800,000	Direct – 18 Indirect – 180
	TOTALS	**46 Projects**	**G$ 80,837,306**	**Direct - 1,221** **Indirect - 46,885**

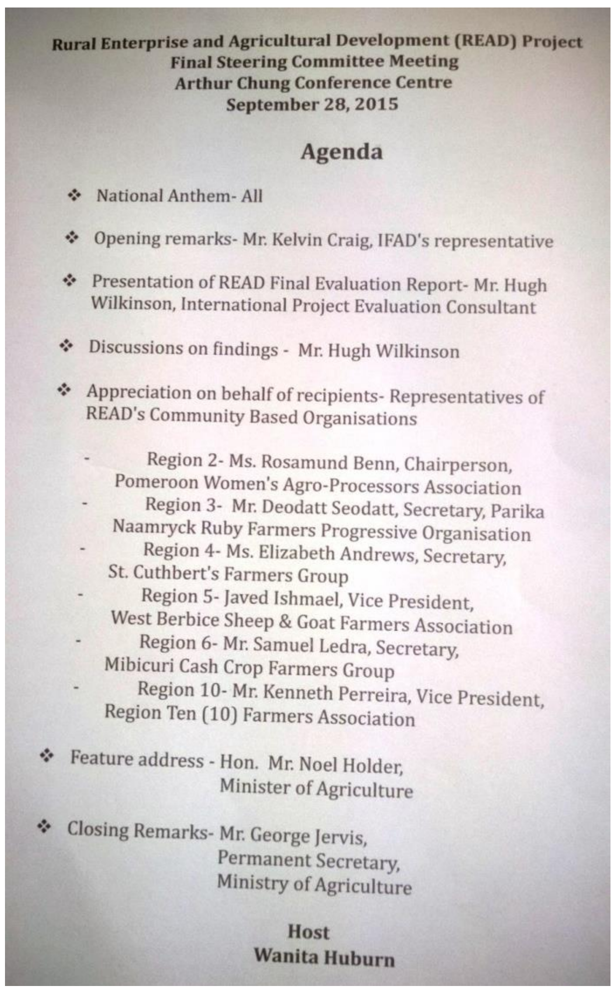
Annex IX – Minutes of Final Steering Committee Meeting (28/09/2015)

RURAL ENTERPRISE AGRICULTURAL DEVELOPMENT PROJECT (READ)

SEPTEMBER 28, 2015

The final meeting of the READ project Steering Committee was held on September 28, 2015 at 9:00 a.m. at the Georgetown Conference Center. The purpose of the meeting was to receive the presentation of the draft Project Completion Project and to provide feedback in the form of questions, comments or suggestions. The meeting was widely attended by approximately 85 persons comprised of: members of the READ Steering Committee itself, government officials, senior officers of various national and international agencies, staff of the PCR, the media, and representatives of numerous Community Based Organizations (CBOs) from the six regions of the project area.

The formal Agenda of the Final READ Steering Committee Meeting is displayed below:



Rural Enterprise and Agricultural Development (READ) Project
Final Steering Committee Meeting
Arthur Chung Conference Centre
September 28, 2015

Agenda

- National Anthem- All
- Opening remarks- Mr. Kelvin Craig, IFAD's representative
- Presentation of READ Final Evaluation Report- Mr. Hugh Wilkinson, International Project Evaluation Consultant
- Discussions on findings - Mr. Hugh Wilkinson
- Appreciation on behalf of recipients- Representatives of READ's Community Based Organisations
  - Region 2- Ms. Rosamund Benn, Chairperson, Pomeroon Women's Agro-Processors Association
  - Region 3- Mr. Deodatt Seodatt, Secretary, Parika Naamryck Ruby Farmers Progressive Organisation
  - Region 4- Ms. Elizabeth Andrews, Secretary, St. Cuthbert's Farmers Group
  - Region 5- Javed Ishmael, Vice President, West Berbice Sheep & Goat Farmers Association
  - Region 6- Mr. Samuel Ledra, Secretary, Mibicuri Cash Crop Farmers Group
  - Region 10- Mr. Kenneth Perreira, Vice President, Region Ten (10) Farmers Association
- Feature address - Hon. Mr. Noel Holder, Minister of Agriculture
- Closing Remarks- Mr. George Jervis, Permanent Secretary, Ministry of Agriculture

Host
Wanita Huburn

The list of attendees, along with a summary of the minutes follows:

Annex IX – Minutes of the Final Steering Committee Meeting (28/09/2015)… cont.

Name of Attendee	Title
Hon. Mr. Noel Holder, MP	Minister of Agriculture
Mr. George Jervis	Permanent Secretary, Ministry of Agriculture
Hon. Mr. Jaipaul Sharma,MP	Minister of Finance within the Ministry of Finance
Ronnie Braithwaite	CARICOM
Yogieraj Das	IPED
Representative	NAREI
Mr. Baird	Fisheries Department, Ministry of Agriculture
Onika Gatkins	Guyana Livestock & Development Authority
Kelvin Craig	IFAD representative in Guyana
Maxine Parris	Inter-American Institute for Cooperation on Agriculture
Rueben Robertson	Food & Agriculture Agency (FAO)
Janell Cameron	Ministry of Agriculture
Nadira Edwards-Lee	Project Coordinator - READ
Cymeon Nedd	Project Coordination Unit (READ)
Odetta Alves	Project Coordination Unit (READ)
Gvavin Lowe	Project Coordination Unit (READ)
Patrick Kyambadde	Project Coordination Unit (READ)
Hugh Wilkinson	Consultant
Wanita Huburn	Host/Moderator
Latoya O'Dean	Agriculture Sector Development Unit (ASDU)
Odetta Campbell	Agriculture Sector Development Unit (ASDU)
Richard Hanif	New Guyana Marketing Corporation
J. Sears	Food & Drug Department
Ms. Rosamund Benn	Chairperson, Pomeroon Women's Agro-Processors Association (Region 2)
Mr. Deodatt Seodatt	Secretary, Patrika Naamryck Ruby Farmers Progressive Organization (Region 3)
Ms. Elizabeth Andrews	Secretary, St. Cuthbert's Farmers Group (Region 4)
Mr. Javed Ishmael	Vice President, W. Berbice Sheep & Goat Farmers Association (Region 5)
Mr. Samuel Ledra	Secretary, Mibicuri Cash Crop Farmers Group (Region 6)
Mr. Kenneth Perreira	Vice President, Region 10 Farmers Association (Region 10)
• *Plus approximately 55 additional participants representing various CBOs and farmers groups and other agencies within the Government of Guyana.*	

Summary of Minutes of the Meeting

9:50 a.m. the moderator announced the commencement of the session and introduced the first speaker, Mr. Kelvin Craig, IFAD Representative. Mr. Craig summarized some of the results of the project and extolled on the high satisfaction of beneficiaries as well as the hard work and dedication of the PCR.

10:15 a.m., Mr. Hugh Wilkinson, Consultant, formally presented the draft Final Completion Report. Using a PowerPoint presentation, Mr. Wilkinson provided an overview of the project's major objectives and goals and highlighted key implementation issues; project results, successes, shortcomings; relevance of the project; performance of partners; sustainability; and lessons learned.

11:10 a.m., a group discussion/Q&A was moderated by Ms. Huburn. There were numerous interventions, mostly from CBO representatives and some of their members who reiterated the positive results and outcomes of the project and there were several questions of a relatively general nature.

11:30 a.m., the six representatives from the six regions constituting the READ project area individually addressed the gathering. Citing examples of benefits and outcomes to their respective organizations, communities and families, their remarks unanimously reflected high satisfaction with the READ project, ranging from how vital the training/workshops and scholarships were to how valuable the many EDF/PSIF-funded initiatives were to farmers and enterprises, and also to the community at large, including women, the elderly, youth and children.

One representative (from the Pomeroon Women's Agro-Processors Association in Region 2) described how, as a result of the READ project, her group was independently invited to present at an international conference in Brussels, Belgium sponsored by an international NGO.

12:01 p.m., the Honorable Minister, Noel Holder, gave a keynote address. The Minister indicated that rural agricultural enterprise development will remain both an imperative and a priority; and he emphasized that that the READ project can be magnified and replicated if the government makes the investment. In this respect, he stated the government considers a follow-on project as a priority. He also made clear that the end of READ does not mean the end of support from the Ministry of Agriculture through other existing channels. Finally, the Minister indicated that one of the strategic policy positions of the government is that there needs to be a shift towards more farming development in the hinterland, including the intermediate savannahs.

12:20 p.m., the Permanent Secretary, MOA, Mr. George Jervis, characterized the READ project and its closure as a successful and stated that READ has been an inspiration to other agriculture development programs in the country. He also stated that perhaps the biggest accomplishment of the READ project is that there has been a change in behavior, a shift in attitudes, which are critical factors in helping lift people out of poverty. He finalized his remarks by declaring that the reach of the READ project – in impacting at least 5200 households and at least 20,000 people – is a laudable achievement. The Permanent Secretary also underlined the importance of Monitoring and Evaluation and supported the notion that establishing M&E as a condition prior to first disbursement in future operations.

12:45 p.m. The session came to a close, followed by a tour of the agricultural produce on display and a brief luncheon/reception.

Pepper Sauces, ACAI Berries and juice, and Jamoon Wine were amongst dozens of products displayed during the READ project's Final Steering Committee Meeting.