ENHANCED PUBLIC TRUST, SECURITY AND INCLUSION PROJECT

##### Final Mid-Term Evaluation Report

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**LIST OF ACRONYMNS AND ABBREVIATIONS**

1. AVC - Amerindian Village Councils
2. AWP - Annual Work Plans
3. BCPR - Bureau for Crisis Prevention and Recovery
4. BIT - Board of Industrial Training
5. CBOs - Community-based Organisations
6. CIDA - Canadian International Development Agency
7. CPAP - Country Programme and Action Plan
8. CSOs - Civil Society Organisations
9. DFID - Department for International Development
10. DIM - Direct Implementation Modality
11. DPA - Department of Political Affairs
12. DRR - Deputy Resident Representative
13. EPTSI - Enhanced Public Trust, Security and Inclusion
14. EU - European Union
15. GoG - Government of Guyana
16. IPs - Implementing Partners
17. LCDS - Low Carbon Development Strategy
18. MCYS - Ministry of Culture, Youth and Sport
19. M&E - Monitoring and Evaluation
20. MoLGRD - Ministry of Local Government and Regional Development
21. MLHSSS - Ministry of Labour, Human Services and Social Security
22. MoHA - Ministry of Home Affairs
23. MTE - Mid-Term Evaluation
24. NDC - Neighbourhood Democratic Councils
25. NDS - National Development Strategy
26. NGOs - Non-governmental Organisations
27. NUNV - National United Nations Volunteer
28. PM - Project Manager
29. PMU - Project Management Unit
30. PRSP - Poverty Reduction Strategy Paper
31. PRF - Project Results Framework
32. RBLAC - Regional Bureau for Latin American Countries
33. RDC - Regional Democratic Councils
34. RC - Resident Coordinator
35. SCP - Social Cohesion Programme
36. SFCD - St. Francis Community Developers
37. TG - Thematic Group
38. UN - United Nations
39. UNCT - United Nations Country Team
40. UNDAF - United Nations Development Assistance Framework
41. UNDP - United Nations Development Programme
42. UNDP CO - United Nations Development Programme Country Office
43. UNEG - United Nations Evaluation Guidelines
44. UNFPA CO - United Nations Fund for Population Activities Country Office
45. UNICEF CO - United Nations Children’s Fund Country Office
46. UNV - United Nations Volunteer

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The team also wishes to acknowledge, with thanks, all sources of information and references alluded to in this report. The evaluators however, take responsibility for any error of judgment or misinterpretation of facts in this report.

# EXECUTIVE SUMMARY

The **Enhanced Public Trust, Security and Inclusion** (EPTSI) project emerged from nearly two years of iterative consultations between the United Nations and the Government of Guyana following the completion of its predecessor Social Cohesion Programme. Building on previous successful partnerships between UN agencies and Canadian International Development Agency and United Kingdom Department for International Development and the European Union, the agreement was finally endorsed in August 2008. The EPTSI project was to be implemented over a three year period from August 2008 to December 2011.

The project is intended to empower youth (and particularly women) to participate fully and constructively in governance, and to serve as agents for peaceful change; enhance local capacity for participation in governance and enhance community security and safety and strengthen the public discourse centred on inclusion and the constructive resolution of conflicts. It was designed to contribute to Outcome 8 in the Country Programme Action Plan and Outcome 2 of the UN Development Assistance Framework. The project is being executed by the United Nations Development Programme (UNDP) Country Office through a Programme Management Unit. The management and oversight of the project has been assisted and guided by two main broad based mechanisms; the Outcome Board and the Project Board that includes representatives from national and regional government, the private sector, UN programmes and agencies, international development partners and one representative of non-governmental organisations. Additionally, a United Nations internal and inter-departmental Core Group, the UNDP Resident Representative/UN Resident Coordinator, the UNDP Deputy Resident Representative, and representatives of the Regional Bureau for Latin America and the Caribbean and the Bureau for Crisis Prevention and Recovery both of UNDP, the UN Department of Political Affairs and the UN Department of Economic and Social Affairs have served as advisors on the technical aspects of programme design, implementation and monitoring.

Implementation of the project began in earnest after the arrival of the Project Manager in March 2009 with the **aim to strengthen efforts towards deepening democratic practice and sustainable peace in Guyana** as a collaborative effort with the key Ministries - Labour, Human Services and Social Security, Culture, Youth and Sport, and Local Government and Regional Development, non-governmental organizations (NGOs) and community-based organisation (CBOs) in Regions 3, 4, 5, 6 and 10. To date beneficiaries of the project were unemployed youths, parents, women, teachers, students and community members located in numerous communities in five Regions of the country with differing social, cultural and economic characteristics. These persons were reached through technical and vocational trainings, capacity building sessions, practical ‘on-the-job’ learning and contact with peace sensitization and conflict resolution awareness. The project is testing an innovative approach to youth empowerment by enlisting the services of National United Nations Volunteers who benefited from participatory training and have the responsibility to mainstream social cohesion and inclusion activities as they work with Ministries, NGOs or CBOs and a sister UN Agency to supplement regular activities with those aimed at youth empowerment and social cohesion.

This mid-term evaluation was conducted to ascertain a better understanding of the effectiveness of the **Enhanced Public Trust, Security and Inclusion Project** to date, and the internal and external factors affecting the project’s effectiveness. Additionally the evaluation will assess whether the project outputs are being delivered as per the project results framework, and an assessment has been made about the extent to which the programme is making progress towards its stated outcomes. Specifically, this evaluation attempts to determine whether achievements made on planned outputs have been relevant, timely and effective. The value of the mid-term evaluation is that it identifies what adjustments are required to ensure that EPSTI attains primary outputs at this stage of implementation. The evaluation was undertaken through participatory approaches, including focus group discussions, elite interviews, individual interviews and field visits to Regions 6 and 10.

Overall, the evaluation revealed **seven (7) key findings**:

1. While the project design was highly participatory and this augured well for upstream implementation, in reality it proved to be overly ambitious given the timeframe needed for a sustainable livelihood/peace project;
2. The EPTSI Project has not fully achieved all annual targets under Output 1 to Output 3 for a myriad of reasons including a late project take-off, lengthy negotiations with key Implementing Partners and slow progress or lack of traction on some activities. Under Output 3 which is the most under-achieved component of the project; there has been limited agreement at the level of the Outcome Board and Project Board on what level of activities the Project will support to achieve intended results;
3. At the same time, there has been notable achievements under Output 1, the activities of Output 2 were very limited during the period under review but calibrated --in October 2010 under a Letter of Agreement with the Ministry of Local Government and Regional Development— key actions were ongoing at the time of the evaluation;
4. An inadequate system of tracing trainees has not served the project well in determining accurately the results of Output 1;
5. There is no standardized training package for conflict prevention and conflict resolution all project beneficiaries and capacity development of NUNVs who partner with communities still needs to be completed;
6. The most innovative strategy has been the creation of National United Nations Volunteers (NUNVs) to support community development by government and Civil Society Organisations (CSOs). Their outreach activities in communities across three Regions have resulted in 100 percent over-achievement in results for “*persons trained in negotiation and conflict resolution skills from five Regions.”*
7. Even though it has not been the expressed objective of this project to absorb NUNVs into their host organisations, an unintended positive result of the project is the possibility that outstanding NUNVs will be drafted into staff pool of NGOs and CBOs. Such an approach would enhance the sustainability of the diverse inclusion and social cohesion efforts while providing continuity in employment for the NUNVs.

Furthermore, the E-Team found that a number of internal and external factors and challenges accounted for under-achievement and lack of progress in the EPTSI Project. **Eight (8) of the main challenges** are outlined here: impute

1. A major challenge facing this project at the moment has to do with funding for the implementation of the remaining components of the programme. It was reported by the PMU staff and the donors interviewed that funds are no longer adequate to ensure full implementation of all the components of this project. This problem actually dates back to the commencement of the project which was actually launched with an operating deficit of $1.5 million which the implementing partners hoped will be mobilised during the process of implementation.
2. Delays in project implementation due time taken to staff the PMU and establish appropriate partnerships. The latter resulted from to an extended period of dialogue and proposal development with the widest possible stakeholders. Besides the prolonged delay in recruiting hiring of project manager, the full complement of human resources for the Project Management Unit was reached in March 2010.
3. The implementation framework of this project did not take fullest advantage of the successes of previous peacebuilding and other related programmes undertaken by UNDP namely, the Social Cohesion Programme and Building Trust Fast Track Initiative and/or Local Poverty Linkages Project. There was no evidence of linkage of lessons learned from the experiences of the Social Cohesion Programme or building on the successes of other national experiences of community-driven development that enhances community peace;
4. Unsuccessful attempts to establish synergy and partnerships with Inter-American Development Bank’s Citizen’s Security Programme and the Guyana of Guyana’s Security Sector Reform Programme did not allow for complementarity between the three programmes. For instance, there was a missed opportunity for either of the above mentioned projects to focus solely on TVET and the others focus solely on provision of adequate “Start-up kits” successful trainees and young entrepreneurs who could not access credit to start their own business.
5. Overuse of informal communication channels negatively impacted on expectations and guidance to a key implementing partner and key decisions of the Project Management Unit were not followed through with requisite documentation.
6. While EPSTI deliberately recruited NUNVs with diverse academic backgrounds this had its own negative ramifications for the project. It was not possible to standardise the training modules and the level of performance varied significantly from one NUNV to the other. This therefore meant that while some were excellent, others were less effective.
7. The duration of skills training for beneficiaries was short. The NUNVs have been offered an abbreviated training package too what was initially intended and this has been a cause for concern for some of the NUNVs that were eager to receive more training. With the exception of a few, the skills training programmes offered by CSOs that only lasted for between 3 to 6 months were also not adequate to fully equip all the trainees with the skills they would need to either seek employment or be self-employed.
8. Finally, the transition of leadership both in EPSTI and UNDP and the inherent discontinuities and change of priorities have impacted on the speed of implementation since the departure of the Project Manager.

The status of the EPSTI project demonstrates **seven (7) key lessons:**

1. The top-heavy governance structure was not as effective as it was intended to be. It is therefore proposed that the governance structure be made less top-heavy by possibly merging the functions of the Outcome Board and the Project Board into one governance structure that could be referred to as a Steering Committee or any appropriate nomenclature consistent with UNDP practice;
2. There is the need to standardise conflict resolution and conflict transformation training packages across the project;
3. The project design and objectives were sufficiently ambiguous to provide the flexibility that a conflict resolution and peace project needs. Even though this is generally acceptable for community projects that address conflicts, it could also lead to loss of focus and expose Project Staff to utilising subjectivity in taking certain key decisions. A clear case is seen in the number of key activities funded in this project (Kuru Kuru Training Centre rehabilitation and related activities) that were not originally envisaged but evolved out of a dialogue process with the relevant line Ministries;
4. For future projects utilising and building on the innovation of NUNVs, UNDP would do well to set aside small grants for NUNV community projects. NUNVs that are placed with host organisations not benefiting from micro –grant schemes, should be to access small annuals grants for community initiatives.
5. The value of the NUNV to the host organisation is that they assimilate and integrate social cohesion and conflict resolution themes to any activity of the organisation. This approach augurs well for esprit-de-corps and future employment of NUNVs beyond the EPTSI Project.
6. During consultation with officials in Region 10, the REO and the Deputy Regional Executive Officer, the E-Team recognised a determination to sustain this programme by integrating the NUNVs and their work into the programmes of the Regional Democratic Council. The Ministry of Local Government and Regional Development gave similar indications and it was apparent that the same will be the case within the Ministry of Culture, Youth and Sports. EPTSI could continue to facilitate such actions incrementally with these named IP and others.
7. For future UNDP development projects dealing with conflict resolution and conflict prevention the County Office should consider staffing the team with experts who not only have a good blend CR/CT acumen but also proven expertise in successful partnerships in community-led participatory projects. This approach would help to the project to recognise windows of opportunities within a changing socio-economic and cultural environment and move in with timely interventions.
8. While there was the general expectation that IPs would maintain projects beyond the life of EPTSI, as a key development partner UNDP/EPTSI could have engaged in more robust and effective sustainability planning that created entry points for business development with Implementing Partners, particularly CSOs who worked with individuals and community livelihoods.

Based on the findings of the evaluation the following **six (6) recommendations** are made for immediate action to ensure anticipated outcomes are actualized;

1. The project results framework should be adjusted to reflect the projected and current activities under Output 2 agreed upon in the Letter of Agreement with the Ministry of Local Government and Regional Development;
2. Given the ambitious project design stated in the Project Document and general time lapse there is the need to re-prioritise activities that could and be successfully completed by November 2011 and enhance current achievements. On-going activities require measured speed in implementation to be relevant and effective within the remaining timeframe;
3. Recruit New Project Manager with the requisite mix of skills to provide leadership that is necessary; a number of Implementing Partners across the spectrum of those we interviewed held the view that the momentum of the Project Management Unit has declined since the departure of the Project Manager as key decisions on future funding, responses to proposals; requests for National United Nations Volunteers have not been communicated. Further, at the time of this evaluation the Annual Work Plan 2011 had not been circulated for review and consensus. One positive outcome of the delay in circulation of AWP 2011 would be the inclusion of the recommendations of this MTE that were shared with the PMU and Project Board in February and March respectively.
4. An effective system of monitoring or Tracer System should be developed to track the progress of trainees that graduated from government technical/vocational institutions;
5. Through forging partnerships with the Government of Guyana, the Private Sector and Civil Society Organisations it could be possible to provide adequate “start-up kits” and /or grants to outstanding trainees if not all certified trainees.
6. Renew efforts to foster collaboration and partnerships between IPS and other related stakeholders. EPTSI is obliged to provide support as necessary to Implementing Partners in identifying and engaging relevant Government Ministries, private sector and other Civil Society Organisations to provide appropriate and complementary services to bring all projects started under EPSTI to successful completion, maintenance and sustainability.

# INTRODUCTION

##  Background of the Project

Between 2003 and 2006, the Social Cohesion Programme (SCP), implemented by Guyana with United Nations (UN) assistance, saw the building of national and local capacities for dialogue and the reduction of inter-ethnic tensions. An independent evaluation of the programme in October 2006 determined that the programme had made a contribution to the violence-free election in 2006, and to an increase in the levels of public trust and confidence in the country. The evaluation also recommended that these initial gains needed to be consolidated through a deepening of social cohesion and expansion of the programme to other regions while focusing on higher levels that could tackle public issues.

The Government of Guyana requested the assistance of the United Nations (UN) to support the introduction of economic livelihood activities alongside non-violent conflict management that will contribute to longer-term security, trust, and cohesion. In this context, an inter-agency UN team, in consultation with the Head of the Presidential Secretariat (HPS) and the Presidential Adviser on Governance, engaged a broad spectrum of stakeholders in July 2007 and in March 2008 in order to identify the manner in which UN could best contribute to Guyana’s efforts to address these challenges. Discussions between team members and stakeholders yielded some recurrent themes and concerns. Among these are:

1. The need for expanded and focused efforts to provide youth with relevant vocational and life skills as well as to lessen perceptions of alienation from national processes;
2. The importance of strengthening local governance institutions so as to deepen democratic practice and involve local communities in decision-making, and to increase the capacities of these institutions for the peaceful management of disputes and tensions;
3. The need to empower local communities, through training and building relevant capacities, to understand and take advantage of emerging opportunities to develop and manage their communities;
4. The need for greater trust among citizens, and the deepening of norms of cohesion, inclusion, collaboration, tolerance and peaceful coexistence;
5. The necessity of a public discourse oriented towards the promotion of tolerance and inclusion, and for building the critical role of the media and religious leaders in this regard.

This led to the development of a Social Cohesion Programme successor project, referred to as the **Enhance Public Trust, Security and Inclusion** (EPTSI) Project. The project was designed to contribute to Outcome 8 of Country Programme Action Place (CPAP) that requires “soci**al cohesion and peacebuilding approaches factored into national development frameworks and integrated into programmes at the national and local level to reduce real or perceived sentiments of insecurity. Due regard paid to gender, the promotion of human rights, and the rule of law”.** The main aim of the project was to strengthen efforts towards deepening democratic practice and sustainable peace in Guyana. The EPSTI was intended to achieve three outputs that could contribute to this stated Outcome as follows: (1) Empower youth (and particularly women) to participate fully and constructively in governance, and to serve as agents for peaceful change*;* (2)Enhance local capacity for participation in governance and enhance community security and safety and (3) Strengthen the public discourse centred on inclusion and the constructive resolution of conflicts. The project agreement was signed by UNDP and the Government of Guyana in August 2008 for the EPTSI project to be implemented over a three year period from August 2008 to December 2011. Since the start of the project three Annual Work Plans (AWPs) were endorsed by UNDP and Government of Guyana (GoG) in 2008, 2009, 2010. These plans provided guidance on activities to be undertaken and targets to be achieved each year. These activities covered five of ten Administrative Regions in Guyana - Regions 3, 4, 5, 6 and 10.

The project is being executed by the United Nations Development Programme (UNDP) Country Office through a Programme Management Unit comprised of a Project Manager, two (2) Project Coordinators, one International United Nations Volunteer (IUNV) and a Project Associate. The management and oversight of the project is assisted and guided by the Outcome Board and the Project Board that include representatives from UN programmes and agencies, government, international partners and civil society representatives. Additionally, a United Nations internal and inter-departmental Core Group, the UNDP Resident Representative/UN Resident Coordinator, the UNDP Deputy Resident Representative, and representatives of the Regional Bureau for Latin America and the Caribbean and the Bureau for Crisis Prevention and Recovery both of UNDP, the UN Department of Political Affairs and the UN Department of Economic and Social Affairs have served as advisors on the technical aspects of programme design, implementation and monitoring.

## Project Strategy and Design

The EPTSI Project emerged from a broad based consultative process with multiple levels of intervention. The logic theory sought to reduce community tensions through youth employment, community dialogues and community involvement in democratic process, including governance, community security, safety and responsible media. EPTSI is also designed with a livelihood component to reduce the economic vulnerability of youth and women and provide opportunities for sustainable livelihoods either through self-employment or access to jobs existing in the labour market.

The project strategy was informed by UNDP’s theory of development and the building trust framework coupled with the development approach of the Government of Guyana under whose guidance the project was implemented. Evidently, the EPSTI has a two–pronged strategy to development programming for results. Firstly, the architects deliberately recognized that project effectiveness and sustainability required greater upstream efforts in tandem with continued support at lower levels in the society, specifically community-based. Thus the project sought to enhance capacities at three levels: (1) the individuals; (2) the institutional and (3) creation of the enabling environment for Level 1 and 2 to be sustained successfully. Secondly, UNDP employed the rights-based approach to working with partners and beneficiaries that emphasized equality, inclusion, participation and empowerment particularly for youth and women. Towards this end EPSTI engaged Ministries, private sector and civil society, mainly NGOs and CBOs as Implementing Partners to ensure that there are synergies between individual empowerment and institutional mechanisms to support sustainable livelihoods directly or indirectly through self-earning activities of beneficiaries. Further, it sought to shore up an enabling environment through community dialogues and responsible media reporting.

### Project Objectives

The major objectives of the Enhance Public Trust, Security and Inclusion Project (EPTSI) are to:

1. Involve and prepare communities, families and youth to be engaged in positive productive activities in order to reduce susceptibility to crime and violence, and thus reduce opportunities to destabilize communities.
2. Build on and strengthen interventions in promoting inter-ethnic harmony and social cohesion and reduce distrust and insecurities at the local level.
3. Develop a culture of a responsible and ethical media contributing through improvement of standards and quality to enhance interventions to build unity and a sense of national pride and dignity.
4. Use the opportunity of a new local government system to encourage greater participation and inclusion of communities and greater accountability of their elected officials in the delivery of available goods and services.

### Key Outputs of the EPTSI Project

Once successfully implemented and consistent with the agreements and understandings as embodied in the final Project Document which was accepted and signed by the Government of Guyana in April 2009, the EPTSI was expected to lead to:

**Youth empowerment and livelihood** – empowering youth and (particularly women) to participate fully and constructively in governance, and to serve as agents for peaceful change, encouraging greater participation of youth in their communities, organizations, regional and local government decision-making; the expansion of skills training programmes for youth and women (especially single parents) to allow for their integration and participation in gainful economic activity, systematic assistance for youth in developing small and cooperative enterprises in fragile communities with potentially high levels of tension and insecurity; cross-community sporting and cultural programmes, promoting messages relating to inclusion and to undermine prejudice and cultural intolerance in these areas; and the training, recruitment, and deployment of youth, especially women, and other community leaders as community level mobilizers and peace-builders.

**Enhance Community Dialogue and Social Cohesion** — enhance local capacity for participation in governance and enhance community security and safety, by strengthening local government bodies, including the Regional Democratic Councils (RDC), Neighbourhood Democratic Councils (NDC) and Amerindian Village Councils (AVC) in areas of tension and polarization; and assisting both local governments and communities and organizations in developing capacities for establishing common priorities and inputs for inter and intra-community dialogue and peace. Equal emphasis was devoted to enhancing community security through better relations between local government bodies, law enforcement agencies and communities, and through the development and implementation of community safety plans by the communities themselves, so that local safety and security concerns can be addressed in a collaborative manner. This would be further supported through working directly with the communities for the reductionof potential inter-community conflicts; establishment of sustainable community resources for the peaceful management of differences/conflicts; ensuring access to alternative means for dispute resolution; and providing local officials from across communities with the specific skills sets necessary for constructive negotiation and consensus formation.

**Strengthen Public Discourse**: Through enhanced communication and information-sharing at the community/NDC levels, as well as with a responsible media, focusing on inclusion and the constructive resolution of conflicts, to convey positive experiences and messages on reconciliation and civic culture and public education to promote awareness of constitutional and other reforms; as well as through an appreciation of heritage, history and cultural diversity, build a sense of national pride and a shared future.

## The Mid-Term Evaluation (MTE)

This mid-term evaluation is designed to ascertain the extent to which the EPTSI Project is making progress towards its stated outcomes. Specifically, this evaluation attempts to determine the extent to which the Project’s anticipated outcomes are being achieved. This evaluation also provides recommendations on what may need to be done either to further deepen and intensify success stories, or make the achievement of the overall goals of the project much easier in the remaining period. Furthermore, this evaluation assessed the extent to which the project is contributing to the resolution of current tensions and proffer recommendations in a bid to attain overall project objectives. Finally this evaluation is consistent with the Guyana United Nations Country Office (UNDP CO) Evaluation Plan and the work programme of the EPTSI and international development partners’ requirements for a mid-term evaluation. The full Terms of Reference is attached in .

## Key Stakeholders

The main stakeholders that were involved in this evaluation were UNDP CO, Government of Guyana (GoG), the UNDP Resident Representative/UN Resident Coordinator, the UNDP DRR, the EPTSI PMU, UN internal and inter-departmental Core Group, Regional Bureau for Latin America and the Caribbean (RBLAC) and the Bureau for Crisis Prevention and Recovery (BCPR), United Nations Department of Political Affairs (DPA), Department for International Development (DFID), Canadian International development Agency (CIDA), the European Union (EU), UNV/NUNV, EPTSI Sub-Project Implementing partners such as Community-based Organisations (CBOs), Non-governmental Organisations (NGOs), and project beneficiaries.

## Objectives of the MTE

The main objectives of this evaluation are to:

1. Assess the performance of the EPTSI Project in delivering on its outputs at this point in the implementation of the project. The focus of the evaluation will be on if and how project outputs were delivered and if direct results occurred that can be attributed to the project.
2. Assess the performance of the EPTSI project with a view to improving its performance and its ability to have an optimal impact on its target audience and the society at large.
3. Review the effectiveness of working with a mix of ministries and CBOs and NGOs and its impact on the overall performance of the project.
4. Provide guidance to the Resident Coordinator (RC) and Country Office on how to improve the management of the programme in order to enhance its effectiveness.
5. Inform and engage with stakeholders, particularly Government of Guyana and civil society stakeholders, on the progress of the project with the aim of increasing their support and improving their participation toward greater achievement of the overall project objectives and impacts.

## Scope of the MTE

The scope of this evaluation is specific to project objectives, inputs, activities and outputs. This evaluation considers the relevance of project and continued linkage with the UNDP CPAP Outcome, United Nations Development Assistance Framework (UNDAF) and other United Nations Country Team (UNCT) processes that focus on deepening democratic practice and sustainable peace in Guyana. The MTE includes a review of projects executed regionally over the timeframe from January 2009 – November2010.

## Evaluation Questions

1. Are the stated outputs on track to being achieved?
2. What progress has been made towards the outputs?
3. What factors are contributing to achieving or not achieving intended outputs?
4. To what extent have EPTSI Outputs and assistance contributed to achieving UNDP/UNCT and DFID Outcomes.
5. Are the project partnership strategies appropriate, relevant and contributing to project effectiveness?
6. What adjustments are needed to Project RRF and Implementation approach to achieve EPTSI Project Outputs?
7. What kind of risks the project faces, and whether the risk mitigation strategy has been effective? Is the monitoring and evaluation strategy of EPTSI working, and sufficient, or needs to be supplemented?

##  The Evaluation Team (E-Team)

UNDP hired the expertise of a two-member team led by Dr. Richard Konteh, an International Consultant with over 20 years of experience in Peace and Development work. The Second, a National Consultant, Ms. Roxanne Myers, has over 15 years of relevant experience. The evaluation team was contracted over a 28-day period to present a final report within a period 6 weeks. The fieldwork for the evaluation exercise was undertaken in Guyana and New York, USA from 17th – 28th February 2011.

# METHODOLOGY

## Evaluation Approach

The evaluation approach was participatory and consisted of four main phases and different tasks, illustrated in Figure 1 below. The programme of work was designed so that the Evaluation Team could draw on the views and experiences of the widest range of stakeholders and beneficiaries as possible and to do this in an efficient and focussed way. The Team undertook a highly consultative and participatory approach in carrying out this evaluation.

The Programme Analyst (Governance) and the Project Management Unit (PMU) were engaged throughout the evaluation process. Meetings were held with a wide range of stakeholders including beneficiaries; NUNVs; IP –CSOs, Government Ministries and training institutions; staff of the PMU and UNDP offices in Guyana and New York; and development partners. The evaluation team was able to review an initial list of individuals and institutions to contact and made additional recommendations. There were exchanges with the PMU to determine a list of individuals and organisations in Guyana with whom interviews were required. The list was compiled based on those existing IPs of the programme, and included other stakeholders from the highest level members of the Outcome Board to beneficiaries that the evaluation team thought should also be consulted in the representative sample of stakeholders of the EPTSI Project.

**Figure 1: The Evaluation Approach**

## Method of Data Collection

## A number of data collection techniques were used including:

* *Documentation review*

A preliminary review of the Project Document, AWPs and Annual Reports was undertaken prior to meeting with stakeholders and beneficiaries. More detailed analysis of these and other documents including reports from implementing partners and reports from National United Nations Volunteers was completed during and after the fieldwork was completed. Documentation on the EPTSI Project included the final version of the project document, and reports on selected activities, job descriptions, terms of references and minutes from selected meetings. Documentations available in the offices of various Implementing Partners (IPs) were also briefly perused. A full list of documents reviewed is shown in

* *Interviews*

The team interviewed 84 individuals including high level government functionaries including the Head of the Presidential Secretariat, the Adviser to the President on Governance, Permanent Secretaries of the Ministries of Local Government and Rural Development; Culture, Youth and Sports; and Labour, Human Services and Social Security. Given the constraint in time, the field exercise only allowed for meeting with beneficiaries from selected communities in Regions 3, 4 and 6. The team also met with the Regional Executive Officer (REO) and the Deputy Regional Executive Officer (DREO) in Region 10.

In the UNDP, Country Office in Guyana, the team consulted with the Resident Representative, the Programme Analyst (Governance), the Monitoring and Evaluation Officer, the Interim Officer-in-Charge and Coordinator of Component 1, the Coordinator for Components 2 and 3, the UNV that supervises the national UNVs and the Project Associate who is the longest serving member of the Project Management Unit. Interviews were held with PMU staff both collectively and individually. The E-Team also met and held discussions with two donors of the programme DFID and CIDA. The team also interviewed civil society IPs and beneficiaries as shown in **ANNEX C - List of** Consultees. Further, the International Consultant met with members of the Framework Team at the United Nations Headquarters in New York with the National Consultant and UNDP, Guyana Staff joining the conversation via teleconference after the fieldwork was completed to debrief on preliminary findings.

*Field visits*

In addition to visiting and holding discussions with key Government Ministries in Georgetown with whom the EPTSI Project is partnering such as the Ministry of Labour, Human Services and Social Security, the Ministry of Local Government and the Ministry of Culture, Youths and Sports, the team also met representatives of the Ethnic Relations Commission, Office of the President, and CSOs. The E-Team also visited livelihood and skills training project sites outside of central Georgetown; one (1) site in Region 4, four (4) sites in Regions 6, one site in Region 10. Key informant interviews were held with the Regional Executive Officer and the Assistant Regional Executive Officer, Region 10, the Senior Training Officer and two (2) instructors of the MCYS, Youth Entrepreneurial Skills Training Programme (Kuru Kuru Training Center) in Region 4. Focus group discussions were held with project coordinators of Friends of St. Francis, National United Nations Volunteers and direct beneficiaries of both the life skills training programmes and other interventions of CSOs and NUNVs.

* *Written Reflection Papers*

Apart from participating in focus group interviews, the NUNVs submitted written one-page reflections about their experiences. Of interest to the team was their innovative achievements and motivation, their most empowering learning experiences, and how being an EPTSI NUNV has changed their lives.

#  PRESENTATION AND ANALYSIS OF FINDINGS

An attempt is made in this section to present and analyse the findings of this evaluation in order to establish the basis for the conclusions and recommendations that will be made in subsequent sections. This presentation and analysis will be structured as follows:

## Project Theory

The focus on Youth Empowerment and Livelihood is not accidental. It was apparent that much of the deviant behavior of youths and the challenges of single parents could not be unconnected to desperation due to unemployment and poverty. In addition, the stealthily rising crime rate, violence in the community and the home pointed to the need for building social cohesion and enhancing conflict resolution skills. These coupled with the underlying ethnic tensions, most often surface during elections when inter-party tensions heightened and this often translated into physical violence with devastating consequences for some communities and sectors in the society.

To deal with these endemic issues in deprived and vulnerable communities, it was necessary to empower the youths and women and provide them with viable alternatives that would enable them to participate fully and constructively in governance, and to serve as agents for peaceful change. In implementing this project, it was believed that by encouraging youths and vulnerable women to participate more actively in democratic governance and decision-making in their communities, organizations, regional and local governments, this would help reduce tensions and make for better co-existence. The project also envisaged that by expanding skills training programmes for youth and women, especially single parents this would allow them to be integrated into the core of society and participate in gainful economic activities. Systematic assistance was therefore provided to youths and women and more particularly single parent or female-headed households that would enable them to develop small and cooperative enterprises in fragile communities with potentially high levels of tension and insecurity.

It was also considered to use this project to help create space and opportunities for hitherto at risk and vulnerable communities to meet and interact through meetings in community centres and cross-community sporting and cultural programmes. It was evident from discussions held with all stakeholders across the board that given the current regional and national socio-economic environment still requires opportunities for ethnic groups to associate, build public trust and enhance local capacity for participation in governance and enhance community security and safety. Thus, it was believed, that this could be achieved by strengthening local government bodies, including the Regional Democratic Councils (RDC), Neighbourhood Democratic Councils (NDC) and an Amerindian Village Council, (AVC) in responding to the development needs of communities. It is also envisaged that through the work on the implementation of this project, communities would be supported to work directly with each other in their communities for the reduction of potential inter-community conflicts; establishment of sustainable community resources for the peaceful management of differences or conflicts; ensuring access to alternative means for dispute resolution; and providing local officials from across communities with the specific skills sets necessary for constructive negotiation and consensus formation.

## Project Design

As indicated earlier, the EPTSI Project came out of a long design process. The Government of Guyana was actively involved in the design of the programme and ensured that its interests were well articulated in the Project Document. This was exemplified in the types of projects that have been implemented working with the at least three line Ministries and the Regional Democratic Council.

The Project Results Framework (PRF) clearly outlines intended outputs that would contribute to social cohesion and peace building approaches factored into national development frameworks and integrated into programmes at the national and local level to reduce real or perceived sentiments of insecurity. Due regard is paid to gender, the promotion of human rights, and the rule of law. Measurable indicators for assessing progress and success are also included in the PRF. The outputs appear to be deliberately ambiguous to provide the flexibility needed for a conflict resolution and peace building project to respond to anticipated needs that arise during the project life cycle.

Two AWPs under consideration articulated specific outputs, targets and appropriate measurable indicators. The evaluation team noted that annual targets were unrealistic given the capacities of IPs and the gestation needed for a project of this nature. The current PRF is no longer relevant with respect to Output 2, Indicative Activities 2.4-2.6. An amended Project Document or a “note for the file” should reflect adjusted activities in line with the Letter of Agreement signed with the Ministry of Local Government and Regional Development in October 2010. Accordingly the AWP 2011 should also reflect adjusted indicators for Output 2 to accommodate ‘community security plans’ to community development programmes.

## Progress Towards Outputs

After collecting primary data and reviewing numerous documentations, the team constructed matrices for each Output with the stated verifiable indicators and these were used to assess the progress of EPSTI at the time of the evaluation. From, a review of results achieved in 2009 the project appeared slow on the uptake, only gaining momentum in 2010. As shown in Annex D to F, the project is nearly on track to achieve a number of intended outputs even though many activities are below the yearly targets.

Over the two-year period, most of the work has focused on Output 1; the MTE found that two activities surpassed targets, six activities were underachieved, two had unanticipated positive results and two activities were not successful. At the time of the MTE, Output 2 did not show significant progress and Output 3 is the most underachieved. Going forward, DFID has requested that its contributions be earmarked to Output 2 that has been calibrated to focus on community development programmes and community dialogues and inclusion activities that relate to the work of the NUNVs in local communities under Output 1.

 below shows the expenditure and overall absorption for each output for the period under review and the funding gap that currently exists to bring the project to a successful completion.

Table : EPTSI Budget and Expenditure by Output for Period 2009 -2010

|  |
| --- |
| **EPTSI EXPENDITURE BY OUTPUT TO DATE FOR THE PERIOD 2009 TO 2010** |
|  | **OUTPUT 1** | **OUTPUT 2** | **OUTPUT 3** |  **ADMIN & SUPPORT**  |  **TOTAL** |
| **Budget per Project Document**  |  3,082,000.00  |  1,642,000.00  |  250,000.00  |  1,500,000.00  |  6,474,000.00  |
| **2009** |  361,400.34  |   249,276.74  |   27,763.03  |   286,684.64  |  925,124.75  |
| **2010** |  1,201,963.68  |  134,500.24  |   6,970.58  |  303,286.67  |  1,646,721.17  |
| **Expenditure to date** |  **1,563,364.02**  |  **383,776.98**  | **34,733.61**  | **589,971.31**  | **2,571,845.92**  |
| **Balance remaining as per Project Document** |  1,518,635.98  |   1,258,223.02  |  215,266.39  |  910,028.69  |  3,902,154.08  |
| ***Overall Absorption Rate as*** ***a Percentage of Budget***  |  ***50.73***  |  ***23.37***  |  ***13.89***  |  ***39.33***  |  ***39.73***  |
| **Donor Commitment**  |  2,954,991.82  |  554,448.11 | 300,000 |  1,000,000.00  |  4,809,439.93  |
| **Funding Gap**  |  **127,008.18**  |  **1,087,551.89**  | **(50,000)**  | **500,000** |  **1,664,560.07**  |

Detailed matrices in to show the achievements and estimated expenditures for each Output. A summary of those achievements follows:

### Output 1: Youth Empowerment and Livelihood

Overall, this component of the EPSTI Project has eight main achievements for the period under review, January 2009 to December 2010; (1) 508 youth and women benefited from skills training; (2) 205 youth and women have new jobs, participate in apprenticeship programmes or started their own business;(3)59 youths have moved unto higher educational institutions.(4) 700 persons in over 90 communities were consulted by EPSTI; (5) 13 community projects have been implemented; (6) 45 youth served as National UN Volunteers with local government, NGOs, CSOs and UNFPA; (7) Two Sports facilities have been refurbished and (8) a draft National Youth Policy and Action Plan has been updated and accepted by the Ministry of Culture, Youth and Sport.

**Technical/Vocational Training and Livelihoods**

|  |  |
| --- | --- |
| **Targets as per PD** | 300 young persons per year placed in **new jobs or begin business**  |
| **AWP 2009 Targets and Results**  | 75 young persons **placed in news jobs or start a business**40 graduates **placed on apprenticeship** programme |
| **AWP 2010 Targets and Results**  | 300 youths **placed in government sanctioned** TVET programmes148 youth from all regions have benefited from **TVET** 360 youth and womenbenefited from **skills training that focused on self-earning ventures** through CSOs |
| **Unanticipated +**  | 174 youths **benefitted from improvements rendered to training facilities KKTC and BIT**  |
| **Unanticipated +** | 59 youths **continued training in other tech/voc institutions or schools for higher learning**  |
|  | GoG TVET training programmes and micro-credit programmes help 100 graduates to access credit to start own business. **Not achieved at the time of MTE.** PMU has plans to offer grants to outstanding students upon completion of training programmes |
|  | Micro-credit facility established to help 100 graduates & 165 youth entrepreneurs to start own business. **Micro-credit facility has not been achieved at the time of MTE** |
|  | Engage Private Sector to obtain employment for 100 youth 165 youth and women have **new jobs, participate in apprenticeship programmes or have started a business** as a result of arrangements with Private firms and organisations or by personal efforts  |

**Technical and Vocational Training in Government Training Centres and CSOs**

1. In addition the students attending the GoG sponsored technical and vocational programmes; Youth Entrepreneurial Skills Training Programme at the Kuru Kuru Training Centre (KKTC) and the National Youth Training Programme at the Board of Industrial Training (BIT), **115 youth** have benefitted from **direct support** and completed training through the EPTSI Project acquired new skills to increase their chances of gainful employment. During the same period another **360 youth and women** in Regions 4 and 6 have received livelihood training from CSOs in traditional and non-traditional skill areas. Even, though the quality of training delivered by established government institutes and CSOs were not standardized packages, the E- Team learned that CSOs utilised the expertise of professionals in Government training centre. For instance, green house nurseries were developed by community members under the guidance of a Specialist with the National Agricultural Research Institution.

Currently 284 trainees are enrolled in the two government sponsored programmes –YEST and NYTP administered by the KKTC and the BIT; this is just below the 300 target. The E-Team met and held discussions with beneficiaries from current programme at KKTC and were positively influenced by the optimistic stance of these youths. They were all confident that their lives will never be the same again.

**Employment and Apprenticeship**

1. The goal of this output is that 200 youths to become employed within the private sector or start their own business after completion of skills training; this was partially realized in 2010. A total of **142 trainees** **of government technical/vocational programmes** and **23 youth and women trained by two (2) CSOs** have gained full employment, participate in apprenticeship programmes or have become self-employed. Overall 32 percent of persons trained under the auspices of EPSTI sponsored skills training programmes have become gainfully employed.
2. The MLHSSS has reported that handling of Heavy Duty Machinery has been the most successful training intervention for which **60 persons have been employed** in apprenticeship programmes. The demand for HDM training has increased and EPSTI project has expanded the training to other regions beyond Georgetown in the current implementation cycle.

**Unanticipated Positive Results**

1. A total of **59 trainees** have been sufficiently inspired to continue in higher education in other advanced institutions;
2. Another unanticipated positive result is shown by the number of students who benefited from improved residential facilities, materials, equipment, supplements and instructors who also serve as guidance counsellors. While the project did not meet its yearly target for 300 new students enrolled in TVET, it considered requests to upgrade the learning environment and provide machinery and equipment to KKTC and BIT to expand its capacity to accommodate more students during the programme and train even more youths after project end. By doing so EPTSI **indirectly supported** **174 trainees** of KKTC and BIT through improved facilities, materials, equipment and supplements. Complementary to the facilities upgrade, **10 instructors** in KKTC were also paid from this project to expand the pool of expertise available students and added two new courses to the academic programme. These improvements also enhanced to capacity of KKTC to provide better educational and social services for youth who reside there away from their families and communities. In response to the market needs for skills in the handling of Heavy Duty Machinery, responded positively to request from MLHSSS to purchase a Bob-cat Machine for the NYTP, implemented under BIT.

**No Results**

1. There has been no success with connecting 165 entrepreneurs to access micro-credit facility at the time of the mid-term evaluation.

**Agents of Peaceful Change**

**Community Projects**

1. Broad-based exploratory consultations have been held with 700 persons in over 90 communities covering 37 NDCs to introduce youth and women to the EPTSI project and solicit their participation;
2. As a result **14 CSOs** have received micro-grants for diverse community development projects exceeding the planned target of 10 projects. Please see ANNEX G for more details on projects. These community projects have significantly contributed to EPSTI achieving targets for skills training in 2010; and enhanced self-earning prospects and livelihoods of youth and women.

|  |  |
| --- | --- |
| **Targets as per PD**  | **40 Community Projects developed** **50 Youth conversant in community organizing and conflict transformation**  |
| **AWP 2009 Targets and Results**  | **Consultations held in 30 communities** Consultations held in over **90 communities** |
|  | **1500 people in ten regions consulted** 700 persons were consulted  |
|  | **20 youth conversant in community organising and conflict resolution** **45 NUNVs** recruited to facilitate social **change at the community level**  |
|  | **10 Community projects developed** **13 CSOs** with community projects in Regions 3, 4 and 6. |
| **AWP 2010 Targets and Results**  | **60 youth in community organizing and conflict transformation skills****45 youth,** specifically NUNVs haveCR skills and organize related activities in local communities |
|  | **10 Community projects developed in target communities** Total **14 CSOs projects** – 13 from 2009 and 1 from 2011-- funded under a Micro-Grant Scheme |
| **Unanticipated +** | Region 6, community members donated in excess of **15 acres of land** towards projects  |
|  | **Launch Culture of Peace Initiative to reach Regions 3,4,5 6 and 10** **Not implemented at the time of MTE.**  |
|  | **Refurbish 12 Sport Facilities in select communities** **2 Community Recreation Centres refurbished and 8 others identified** |
|  | **Youth and Sports Policies updated and readied for implementation** **National Youth & Sports Policies reviewed and amended & Action Plans developed. Youth Policy has not been endorsed by Review Committee (MCYS) or ready for implementation.**  |

**Youth Conversant in Community Organising and Conflict Transformation**

1. The other major achievement of EPSTI has been the contribution of the 45 NUNVs were recruited, trained and deployed to serve as agents of peaceful change within local communities. NUNVs working in collaboration with host organisations --Ministries, NGOs, CSOs, and the Regional Democratic Council in Region 10-- organized community workshops on conflict resolution, participated in social cohesion and human rights activities and livelihood projects in Regions 3, 4, 5, 6 and 10. Even though the NUNVs came from diverse socio-economic and educational backgrounds and received minimal training, they were sufficiently motivated and demonstrated commitment to their work. Even with funding constraints it may still possible to recruit additional NUNVs to complement support to Ministries and reach overall project targets of 50 youth NUNVs. See Regional coverage of NUNVs across three Regions in below**.** Deployment of NUNVs in local communitieshas been the main innovation of this project that could be replicated.

Table 2 - Volunteer Distribution by Region of Residence

|  |  |  |  |
| --- | --- | --- | --- |
| **Volunteers Distribution** | **male** | **female** | **total** |
| **Region 4** |  11 |  11 |  22 |
| **Region 6** |  8 |  8 |  16 |
| **Region 10** |  3 |  4 |  7 |
| **Total** | **22** |  **23** |  **45** |

1. Additionally, three youth leaders with exposure to international issues affecting youth have been organizing in their respective communities.

**Unanticipated Positive Results**

1. In Region 6, individuals and organisations donated in excess of 15 acres of land towards livelihood projects that would benefit the entire community. This major achievement has been realized from the trust and inclusivity the IP, NUNVs and EPTSI nurtured with residents through community dialogues.

**No Results**

1. No progress with establishment of a proposed “Micro-Credit Facility” and links to micro-credit programmes has negatively impacted targets employment and business start-up. Lack of access to credit or soft loans to young entrepreneurs has been the major setback for youth who have newly acquired skills but no viable means of income. Limited funds under the EPSTI Project also meant that small grants for business enterprise to all trainees could not be accommodated.

**Impact of Unplanned Actions**

1. A number of unplanned actions not found in the AWPs were accommodated by the PMU including purchase of Bob Cat machinery, rehabilitation and extension to buildings at the KKTC, supply of equipment and supplies for BIT, Handbooks on the management of youth-led organisations and sponsorship for youth to attend Global Youth Leaders Forum after consideration of requests from Implementing Partners. These unplanned actions contributed and/or complemented planned actions under Output 1.

### Output 2: Enhance Community Dialogue and Social Cohesion

Within the framework of this project, it is envisaged that equal emphasis will be to enhancing community security through better relations between local government bodies, law enforcement agencies and communities through the development and implementation of community safety plans by the community members themselves. This was meant to ensure that local safety and security concerns can be addressed in a collaborative manner.

**Capacity Building to Participate in Governance**

Output 2 has had limited achievements for the two–year period under review. However, significant progress is likely to be made through current activities (AWP 2011) of Output 2 being implemented by the Ministry of Local Government and Regional Development.

1. The Baseline Survey was completed and provided some insights for programme planning, even though according to the PMU more precise information was desirable. For instance, the Baseline provided no specific lists of targets communities, leaving this task to the PMU.
2. Apparently, Activity 1 and 2 was conflated into a single activity to achieve the objectives. From the review of the Annual Report 2010 the *community mapping* exercise occurred in the activity intended to be stakeholder assessments; and as such *identification of communities by PMU and MoLGRD* replaced the mapping exercise intended to identify community peacebuilding capacities, resources and related programmes. While there may have been many good reasons for these actions and objectives may have been achieved, the timeliness and timing of the process raises questions about the effectiveness of community participation and inclusion processes that occurred here.

|  |  |
| --- | --- |
| Targets as per PD  | One baseline and one post programme survey conducted in five regions 5 community security baseline surveys in 5 Regions 25 community peace mechanisms established in 5 Regions 25 community safety plans established in 5 Regions 150 Regions trained in negotiation and conflict transformation skills from 5 Regions  |
| AWP 2009 Targets and Results  | **Baseline survey on security completed in 5 Regions and Approved by Project Board** Baseline survey completed |
|  | **At least 5 community safety plans created and functioning** **Not achieved at time of Mid-Term Evaluation**  |
|  | **A minimum of 5 community oversight mechanisms created** **Not achieved at time of Mid-Term Evaluation** |
| AWP 2010 Targets and Results  | **10 communities identified in Baseline mapped to identify CP/CR capacities etc.,** 25 communities were identified for interventions; **communities were not mapped to identify CR/CT capacities etc., under this activity**  |
|  | **10 community stakeholder assessments conducted by trained facilitators** **25 environmental scans and stakeholders assessments were conducted; communities mapped**  |
|  | **10 community peace and conflict oversight mechanisms created** **Not achieved at time of Mid-Term Evaluation** |
|  | **10 community safety plans created and functioning** **Not achieved at time of Mid-Term Evaluation** |
|  | **20 persons from FBOs, CBOs, local government trained in CP/CR and mediation processes** **Not achieved at time of Mid-Term Evaluation** |
|  | **200 persons trained in CP/CR in target communities** 5556 persons had contact with conflict resolution awareness and inclusion activities**.** |
|  | **50 community leaders trained in civic awareness, negotiation in UG Executive Management Prgm****Not achieved at time of Mid-Term Evaluation** |
|  | **10 Police officers trained in community based policing …** **Not achieved by the EPTSI Project**  |

**Develop Initiatives to Resolve Conflicts**

1. The Ethnic Relations Commission has contacted 1054 persons with basic conflict prevention and conflict resolution information;
2. NUNVs in tandem with CSOs have contacted 4502 persons --youth, women and children-- through community dialogues, social cohesion and inclusion activities including sports, movie nights and environmentally friendly ventures in at-risk communities across the five targeted Regions. They were engaged in spreading messages relating to inclusion and launched a campaign against prejudice and cultural intolerance in these areas. Even though this component is yet to be fully implemented, some of the work of the NUNVs in the communities including the conflict resolution training, the inter-community sports events, the rendezvous centres in the various community spaces and the hotspots that provide opportunities for youths from across communities to meet and interact were actually contributing to the attainment of project outcome.

**Contribute to Community Security (Component Re-designed)**

1. The initial project activities for achieving this outcome have not been implemented and as such by the time of the MTE no results have been achieved. The project design for this component has been calibrated to be implemented by the Ministry of Local Government and Regional Development (MoLGRD), in partnership with the MLHSSS and the Ministry of Home Affairs (MoHA). Through a highly participatory and inclusive community process IPs will develop 25 Community Safety and Security Plans within the broader framework of the Community Development Programmes. Funds from the EPTSI Project will be complemented by resources from the GoG to implement this component. The focus here is to assist both local government authorities, communities and CSOs in developing capacities for establishing common priorities and inputs for inter and intra-community dialogue and sustainable harmony.

DFID is keen to support the implementation of this component and informed the E-Team that the final tranche of its contribution to the EPTSI Project has been earmarked t exclusively for Component 2 together with some elements of the work of the NUNVs in the communities. The interest on the part of the donors is on the processes to be employed and the opportunities provided for communities that are inherently polarized to work together; dialogue on issues of mutual interests in their communities and work together to address them through the consultative process that would lead to the preparation of the Community Development Programmes.

### Output 3: Strengthening Public Discourse

Under this Component, EPSTI intends to enhance communication and share information at the community and Neighbourhood Democratic Councils (NDCs) level that would focus on inclusion and constructive resolution of conflicts. They were expected to convey positive experiences and messages on reconciliation and civic culture and public education to promote awareness of constitutional and other reforms; as well as through an appreciation of heritage, history and cultural diversity. Journalists were to be encouraged to build a sense of national pride and a shared future.

**Responsible Information Sharing**

1. There has been no progress made on Output 3. No concrete results were achieved because of differing views over what exactly needs to be done. The original idea as envisaged by the designers of this project was to promote responsible journalism through conflict sensitive reporting through endorsement of a general media code of conduct for media houses.. There was a single stand alone meeting with journalists very early in the Project but no further follow-on activities ensued. How to proceed was the question for which there was no consensus?

|  |  |
| --- | --- |
| **Targets as per PD**  | **None were stated**  |
| **AWP 2009 Targets and Results**  | **30% improvement in perception of media with good media content** **One stand-alone conflict sensitive start-up workshop for journalists**  |
|  | **Independent media code of conduct accepted by 80% media** **Not achieved by the EPTSI Project**  |
|  | **Three public awareness campaign using bulletins/poster boards** **Not achieved at time of MTE**  |
| **AWP 2010 Targets and Results**  | **Conflict sensitive media code of conduct accepted by 50% of media houses** **Not achieved by the EPTSI Project** |
|  | **The establishment of 5 conflict sensitive news worthy platforms** **Not achieved at time of MTE** |
|  | **Five public awareness campaign using bulletins/poster boards** **Not achieved at time of MTE** |

EPTSI anticipated that behaviour change resulting from conflict sensitive training would lead to the consensus and endorsement of a general Media Code of Conduct by media houses to ensure that they promote peace, peaceful co-existence and community dialogue in their reportage. Unfortunately, however, by the time the EPTSI project took off the ground, this aspect of the project has already been implemented by the GECOM Technical Assistance Project and CIDA had advanced conflict-sensitive media training with media houses and journalists, so this activity became irrelevant. The focus therefore shifted to the development of an adequate policy framework for journalism in Guyana; this also had very limited traction but EPSTI may not have had desirable leverage for dealing with this issue.

Alternatively, EPTSI could have pursued documentation community-led narratives of success or the creation of knowledge products of activities undertaken in Output 1 that could be disseminated and broadly-cast in the national media to achieve the stated results. There is yet to be any unanimity on how to proceed and the extent to which results are realizable under Output 3 in the next eight months.

In summary, it was anticipated that the actualization of the above Outputs 1 through 3 would ensure that interventions and initiatives are factored into the National Development Framework to reduce real or perceived perceptions of insecurity, using creative social cohesion and peace-building approaches which are designed and integrated into programmes implemented at the institutional and local levels. Some programme integration and expansion has been attempted at the lines Ministries and Region 10, RDC and CSOs to ensure sustainability beyond the life of the EPTSI Project. Focus of implementation was expected to begin with geographical Regions facing risks of social tension – hence the selection of Regions 3,4,5,6, and 10, with specific attention to those fragile communities, while most of the take-up has occurred in Regions 4 and 6, significant and meaningful results has also been achieved in Region 3 and 10. These have been community-driven, locally owned and demonstrate potential to take gain momentum and become more impactful over time.

**4.4. Partnership Strategy**

This project was anchored on strong partnership between the Government of Guyana and the UNDP and contributing international development partners. The Government of Guyana at the National Level was actively involved in the design of the project which was envisaged for implementation with the involvement of the relevant Line Ministries, Regional Democratic Councils, NDCs, Communities, and Community-based Organisations. It was envisaged that this project would have been close synergy to a number of ongoing Government of Guyana initiatives, particularly the GoG/IDB Citizen Security, Justice Sector Reform, and Security Sector Reform.

The Outcome Board of EPTSI Project was designed for co-chairing by the GoG and the UNDP Resident Representative. The Head of the Presidential Secretariat as Co-chair of the Outcome Board would bring the government’s coordination role between all related programmes. It was envisaged that a regular coordination mechanism will be established with the PMUs of the three programmes mentioned above so as to ensure effective monitoring of synergies as well as synchronization of activities within the same communities especially in the areas of community dialogue and support to national institutions. Unfortunately, no such mechanism was operationalise as such no synergies were established with other related projects. Even though the PMU is of the view that all efforts were exhausted to establish linkages with the IDB/CSP, a review of documentation proved that no significant results were achieved beyond information-sharing about potential activities of the EPSTI Project.

##  Gender Mainstreaming

Incorporating gender considerations is increasingly becoming standard practice in the implementation of projects of this nature. This project stands out clearly as one in which gender considerations were fully considered starting from the recruitment of staff at the PMU to the recruitment of NUNVs and even single parents –not only mothers-- who managed households alone in communities where they served. At the same time, one of Guyana’s main challenges has been creating attractive employment opportunities for young women, who often are at risk of violence and crime. Cognizant of this fact, the project also deliberately attempted to recruit young women to the NUNV programme and encouraged civil society partners to offer second chance opportunities to young women in their communities. The project has reported gender disaggregated data for skills training interventions. For the period under review, the evaluators have ascertained that 269 males and 256 females have benefited from training at the YESTP, NYTP and CSOs.

More still needs to be done to discourage gender stereotyping in selection of training programmes and encourage youths to pursue skills in non-traditional sectors. For example, the garment construction course at KKTC has no males and the Electrical Installation course has only 3 females in a class of 28 students. On the other hand, there has also been insufficient participation of the Business Studies course by males who took traditional technical areas like Welding and Plumbing. For the future, EPSTI may find it valuable to encourage males through guidance counseling to complement technical training with seemingly softer academic areas –Business Management-- that could improve their chances of self-employability.

##  Project Management Arrangements

UNDP served as the executing partner of the Government of Guyana in the implementation of this project. A Programme Management Unit (PMU) was established and operated by UNDP at its office at 42 Brickdam, Georgetown. An Outcome Board comprising the Head of the Presidential Secretariat (Office of the President), a civil society representative, contributing donors and the Heads of the UN Agencies in Guyana, and the UNDP Resident Representative/UN Resident Coordinator, governed the programme. The Outcome Board is co-chaired by the Head of the Presidential Secretariat or his representative and the UNDP Resident Representative/UN Resident Coordinator. The Outcome Board is expected to meet on a half yearly basis and is expected to provide strategic and political guidance.

A Project Board comprising representatives of implementing agencies, including Ministries, Regional Democratic Councils, and one NGO representative was expected to meet on a quarterly basis. Based on the approved Annual Work Plan (AWP), the Project Board was expected to meet on a quarterly basis to review and approve project quarterly plans when required and authorize any major deviations from these agreed quarterly plans. In addition, the Board was responsible for making by consensus, management decisions when guidance is required by the Project Manager. This included recommendations for UNDP/Implementing Partner approval of project plans and revisions.

Additionally, a UN internal and inter-departmental Core Group, comprising members of the PMU, the UNDP Resident Representative/UN Resident Coordinator, the UNDP DRR, the UNICEF Representative, and representatives of the Regional Bureau for Latin America and the Caribbean (RBLAC) and the Bureau for Crisis Prevention and Recovery (BCPR), both of UNDP, the UN Department of Political Affairs (UNDPA), and the UN Department of Economic and Social Affairs (UNDESA) advised on the technical aspects of programme design, implementation and monitoring.

It was revealed from the interviews that the Outcome Board met five times and the Project Board four times during the life of the project. A number of informal meetings were also convened to expedite matters of project implementation. The efficacy of having both an Outcome Board and a Project Board comes to the fore under the circumstance. While it is understandable that the Outcome Board was necessary to ensure that key decisions were taken at the highest level in all the partner institutions, the reality on the ground makes it inexpedient. Standard practice is usually that such projects have a Steering Committee which in this case could be the equivalence of the Outcome Board to provide broad strategic direction to the project. The Core Group could, strictly speaking, perform the functions of the Project Board.

##  Human Resources

The PMU consisted of five staff including a Project Manager, two Coordinators (one responsible for Output 1 and the other responsible for Output 2 and 3), a Project Associate and an International UNV that supervised the activities of the NUNVs in the field. They were all supported by fixed term staff of UNDP. Overall strategic direction and direct supervision for the project was provided by the Deputy Resident Representative. This Project suffered acute human resource challenges at critical moments in its implementation. The Deputy Resident Representative and the Project Manager (who also personally managed the implementation of the CSOs component of Output1) had to leave for other assignments and the transition arrangements for their replacement, especially for that of the Project Manager was not immediately evident.

The Deputy Resident Representative has since been replaced but the Project Manager is yet to be replaced even as concerns about how the position will be financed surfaces. The donors interviewed were of the opinion that if the Project Manager, is to be financed from the Project Funds, s/he must work exclusively for the Project. However, if the PM would serve as Adviser to the United Nations Country Team (UNCT) then the post should be financed by UNDP. An interim replacement has been designated by the Resident Representative of UNDP with the appointment of the Coordinator for Output 1 to serve as Officer-in-Charge until a replacement can assume office. A number of Implementing Partners across the spectrum of persons interviewed expressed the view that the momentum of the PMU had seemingly declined since the departure of the Project Manager as key decisions on funding, responses to proposals; requests for NUNVs have not been formally communicated. Further, at the time of the evaluation the AWP 2011 had not been circulated for review and consensus.

EPTSI could have benefited from stronger technical capacity in conflict, peacebuilding and development across the Project Team rather than rely solely on the expertise of the Project Manager for these competencies. The Project Coordinators informed the E-Team that they did not come to the job with any conflict prevention and peacebuilding skills. Even though this might not have been a requirement at the point of recruitment, the Coordinators were of the view that such skills could have made implementation of this project much easier. The Coordinators also reported that initially they were not quite clear about the vision and conceptual framework that informed the design of the project. The non-specificity of the project and accommodation for creativity inherent in a well-designed conflict resolution project has been both a source for deliberations within the PMU and also contributed to time lapses in project take-off during the first year.

The above notwithstanding, the E-Team is of the opinion that the Coordinators came across as competent and sufficiently motivated to be able to take this project to its logical conclusion. It is however necessary that the AWP for 2011 be finalized without further delay and the required funds made available for them to function.

##  Monitoring and Evaluation

The success of projects of this nature is often determined by the effectiveness and efficiency of its monitoring and evaluation system. It was for this reason that, understandably, the designers envisaged a detailed monitoring system and reporting framework to ensure that various aspects of the project will be continuously monitored and systematically evaluated. This monitoring and evaluation process was envisaged to start with a baseline study on the 3 main output areas. This was expected to provide the baseline against which the successes or achievement of this project could be measured.

A national baseline study was indeed conducted and a detailed report provided. This study however delayed in being completed and when it was finally presented, the members of the PMU were not convinced that it provided them with the required information that they envisaged to be in it including the geographical areas to target. The PMU therefore had to re-launch the process and completed 25 environmental scans to identify the ideal target areas for the projects with the MoLGRD under Output 2. This further delayed the effective commencement of the project.

 A scan of select electronic M&E reports revealed that UNDP’s M&E Officer visited projects sites occasionally along with PMU staff and filed reports with recommendations for adjustments and corrective actions. The timeframe for this evaluation did not allow the team to verify that recommendations were acted on. This notwithstanding, a monitoring and evaluation system was in place that ensured that NUNVs, for instance, prepared their Work Plans which were vetted and approved by the PMU and they reported regularly on their activities to the PMU and their host institutions. The host institutions were also expected to submit periodic reports on the performance of each NUNVs and on the activities implemented within the framework of the sub-projects they signed with UNDP and for which they received funds.

Within the annual cycle of the project, it was envisaged that on a quarterly basis, a quality assessment was expected to record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management Table. Based on the above information recorded in Atlas, a Quarterly Progress Report (QPR) was to be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot. This process was not strictly adhered to because at the point of implementation, it was decided that the Project Manager reported to the Deputy Resident Representative instead of through the Programme Analyst (Governance) that was responsible for Project Assurance.

The Project was expected to produce an Annual Review Report and share same with the Project Board and the Outcome Board. This was done for 2009 and 2010. Copies of these reports were shared with the E-Team and assisted in the preparation of this report. The Annual Work Plans for 2008, 2009 and 2010 were also shared with the Consultants. A draft of the 2011 Annual Work Plan was also said to be in the works but was not finalized because the financial situation of the project was not yet fully sorted out. It is anticipated that when the midterm evaluation is completed and submitted the partners would release the outstanding funds that would then enable the PMU to finalise the AWP 2011. However, a number of contracts have already been signed mainly with Government Ministries pending the approval of the AWP 2011 and the availability of funds to continue implementation.

This MTE has been envisaged in the Project Document and consistent with its provisions, it is being conducted at the beginning of Year 3. This is expected to be a formative evaluation aimed at assessing progress made to date and identifies the necessary course corrections on the basis of results achieved and challenges in national or local contexts. An independent final project evaluation will be conducted at the end of the project.

The E-Team consider the monitoring and evaluation framework for the project as adequate even though a more rigorous monitoring mechanism could have been put in place to actually determine whether they were actually receiving value for money for the work of the NUNVs. At least one member of the Outcome Board felt there is a clear need for the PMU to actually determine whether some of the NUNVs were actually devoting enough time to the projects of host organisations. There were in fact mixed reviews from at least three host organisations about the level of effort and commitment displayed by some NUNVs to host organizations thus corroborating the former view.

##  Implementation Challenges

The implementation of the project was not without some challenges and shortcomings. A number of these have already been alluded to in the discussions above but an attempt will be made in this section to outline some of the key challenges systematically.

### Shortfall in Funding

A major challenge facing this project at the moment has to do with funding for the implementation of the remaining components of the programme. It was reported by the PMU staff and the donors interviewed that funds are no longer adequate to ensure full implementation of all the components of this project. This problem actually dates back to the commencement of the project which was actually launched with an operating deficit of $1.5 million which the implementing partners hoped will be mobilised during the process of implementation.

Except if UNDP comes in to fill the gap, all current indications are that this funding gap will not be filled. This means therefore that not all components can be fully implemented. There will be need therefore to re-focus and to prioritise the implementation so that some components even in signed agreements might have to be left out.

The shortfall in funding is already creating negative sentiments with some implementing partners especially in Region 6 where the team met with the St. Francis Community Developers (SFCD) and Friends of Saint Francis who have been anticipating the approval of proposals and continued funding to finish incomplete projects. (See status of Projects in . Unfortunately, talking to the PMU staff, they categorically stated that no funds are available for those partners, since these projects are considered **completed** by EPTSI.

The evaluators found from perusing signed project cooperation agreement between SFCD and EPTSI that there was an apparent oversight when the IP was required to reduce the initial proposed budget. The signed agreement was reduced to reflect 25 percent of initial budget; however the programme of work and activities remained the same as envisaged for the original proposal with two-year plan. It was not realistic to complete all the activities in the project document in six months. Hence the lack of clarity of what EPSTI is committed to funding has been further compounded by this discrepancy.

This will surely cause a lot of frustration and lack of public trust between the communities and the implementing partners, and between implementing partners and UNDP. The E-team observed projects where development of 15 acres of land that had been offered by communities in anticipation of funds for livelihood activities is now at a standstill. The E-Team also spoke with beneficiaries and NUNVs who are all anticipating receipt of additional funds which from all indications are not forthcoming.

This will certainly not augur well for a project of this nature as this might undermine public trust and undermines efforts at building social cohesion and inclusion at the community level. This incomplete state of the project runs the risk of placing the IP in an unwarranted credibility crisis with community members, since officials of UNDP and other International Development Partners visited the communities and made public commitments to fund these projects.

### Delays in Implementation

A number of avoidable delays characterized this project. The consultative process leading to the eventual signing of the Project Document was long. Even though the project was designed to be a three-year programme and signed by the Government of Guyana in August 2008, it was not until April 2009 that the AWP give rise to substantive project implementation activities.

The next delay came in the conduct of the national baseline study which was meant to be the first activity. By the time the baseline was completed and work was to start, nearly a year had been lost. Unfortunately again, it was expected that the national baseline study would provide guidance in the selection of target communities for the implementation of this project and other vital information that the PMU needed to start work. However, even though the report was regarded as a very good document, the absence of this information meant that the PMU had to go through the process of selecting target communities; this process also contributed to delays in implementation under Output 2.

The recruitment of the staff for the PMU also took a long time and finally reached its full complement of human resources in March 2010. An entire year had been lost before the project could actually take-off and fully support IPs and beneficiaries.

There were also delays in the implementation of the project necessitated by the various layers in the bureaucratic hierarchy that was put in place for the project. The level of effort needed to approve proposals served to undermine the time spent implementing. For instance, it took up to 10 months to negotiate and sign the Letter of Agreement (LOA) with the Ministry of Local Government and Regional Development.

### Failure to build on successes previous programmes

Considering the fact that peacebuilding often requires multi-year interventions that cannot be easily funded by donors realistically, a smart move would have been to build on previous successes. This golden opportunity was not capitalized upon and thus substantial human and resource capital was lost.

One oversight of the implementation framework of this project is that it did not take fullest advantage of the successes of previous peacebuilding and other related programmes undertaken by UNDP namely, the Social Cohesion Programme and Building Trust Fast Track Initiative and/or Local Poverty Linkages Project. There was no evidence of linkage of lessons learned from the experiences of the Social Cohesion Programme or building on the successes of other national experiences of community-driven development that enhances community peace. For instance, a great deal of time and resources could have been saved if trainees from the Social Cohesion Programme were taken on as NUNVs in this project. Less than five (5) of them were absorbed in the overall EPTSI project.

###  Unsuccessful Partnerships

Unsuccessful attempts to establish synergy and partnerships with IDB’s Citizens Security Programme, the GoG’s Security Sector Reform Programme and EPTSI did not allow for complementarity between the three programmes. For instance, there was a missed opportunity for either of the above mentioned projects to focus solely on TVET and the others focus on provision of adequate “Start-up kits” to successful trainees and young entrepreneurs who could not access credit to start their own business. The E-team noted that about two-thirds of the youth and women trained under EPSTI have not traced to gainful employment as envisaged under Output 1.

### Overuse of Informal Communication

It was apparent from talking to the beneficiaries and the PMU that there was clearly evidence of overuse of informal communication between the PMU and IPs. According to the PMU a decision was taken to only fund SFCD for six months, but the IP has a different perspective and neither of these views can be verified by written documentation. Most surprising to the E-Team was the fact that again no written evidence existed in the PMU to suggest that they had communicated to IPs that funding will not be available for the second phase of their projects. We were rather informed that the former Project Manager verbally communicated the concerns of the review committee on the first proposal to the implementing partners. The whole scenario is now blurred but its potential negative ramifications are quite evident.

This resort to informal communication and lack of documentation is also evident in other matters related to project implementation. The evaluation team was told that EPSTI agreed to fund unplanned requests from Ministries but no correspondences were made available to the evaluation team with respect to the need to provide infrastructural works to KKTC and support the Sports Policy and Action Plan under the agreement with the Ministry of Culture, Youth and Sport.

### Lack of Standardised Training and Diverse Academic Backgrounds

Even though this was actually envisaged in the design of the project, it became evident that the fact that the NUNVs came from very diverse academic backgrounds had its own negative ramifications for the project. It was not possible to standardise the training modules and packages and the level of performance varied significantly from one NUNV to the other. This therefore meant that while some were excellent, others were less effective. Among challenges the E-team learned that while some NUNVs were capable of hosting planning meetings, preparing workplans and monthly narrative reports with ease; others needed support to meet these requirements in a timely manner.

The duration of the conflict resolution training for the NUNVs lasted only a few days, even though the project was designed to take the trainee to the level of conflict transformation. This was considered inadequate especially considering the fact that these youths were to go into very sensitive communities to engage in conflict resolution related activities. A number of youth conducted CP/CR workshops with the community which could be best regarded as sharing CP/CR information based on their knowledge level and skill sets. There is a dire need for a standardized CP/CR training package utilizing multiple methodologies across the project to offer participants core skills in the subject area and guarantee high quality training programmes.

### Short Training Programmes

The duration of training for the NUNVs was very short and even the anticipated training packages have not been fully implemented and this was a cause for concern for some of the NUNVs that were eager to receive more training. With the exception of a few, the skills training programmes offered by CSOs that only lasted for between 3 to 6 months were also not adequate to fully equip all the trainees with the skills they would need to either seek employment or be self-employed. The start-up kits given to the trainees at the end of the training were also inadequate and there was no structured tracking mechanism to follow-up on the trainees to find out clearly what kind of employment they secured post-training intervention.

At the same time, a few successful candidates emerged from the training, obtained employment and now live as productive citizens. As pointed out before, the trainees interviewed were very motivated and appreciative of the training and were unanimous in stating that this opportunity has changed their lives for good. The E-Team met one such self-employed former trainee that sounded very positive, confident and reported that his new development aspirations have also caused a positive change in his family, associations and friendships in the community. Some others have gone on to pursue further training while others have promised to do so upon completion of current “beginners’ training” programme.

### Transition of Leadership

Given all the aforementioned challenges, the abrupt departure of the Project Manager with no plans immediately in place for a replacement was perceived by some stakeholders as a contributory factor to the lateness in the conduct of this mid-term evaluation and to the finalization of the Annual Work Plan (AWP) for 2011. The PMU did not agree with this observation and pointed out that the two named activities were in progress before the departure of the PM. It must be noted though that because of the shortfalls in the budget, it will not be possible to finalise the AWP until after funding has been secured for the programme of work that must be completed for the project to be successful.

Even though an Officer-in-Charge (OIC) has been earmarked, the evaluators were not privy to a formal letter of appointment and the commensurate authorization and empowerment needed to perform in this role. The departure of the Deputy Resident Representative for UNDP in November 2010, who also had direct supervisory responsibility for the project, further complicated the situation. The new Deputy Resident Representative, who arrived in February 2011, would need some time to become familiar with the project and stakeholders to put her in a good enough position to provide the right type and level of supervision that will be needed at the highest level within UNDP Guyana. At the same time, EPTSI will require a stronger monitoring role for the Quality Assurance Officers as the project comes to a close.

# LESSONS LEARNED

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The status of the EPSTI project demonstrates lessons that could augur well for the future and a number of issues can be adjusted and handled differently in the remaining months before the project close. Indeed the project was adaptive and learned that some targets were overly ambitious and adjusted the plans.

For instance, initial target was to recruit 100 youths, but after 45 NUNVs were recruited and the PMU recognized the high costs for coordination in community spaces where the EPSTI had not invested in micro-grant and the recruitment of NUNVs was discontinued. Nonetheless, the innovation approach to recruitment of NUNVs spread across four Regions where EPTSI supported projects contributed to the wide spatial coverage of the Project; approximately 5556 youth and women were reached with peace messaging and conflict resolution awareness. Thereby exceeding anticipated project targets for women and youth as agents of peaceful change.

 **Reflection by a NUNV working with Youth in Tiger Bay, Georgetown**

Keeping the literacy program aligned with the goals of the EPTSI Project we focused on getting youths to participate in computer classes. Luckily for us we were able to mobilize 27 persons (2 males and 25 females). They had the opportunity to finally learn the basics of a computer and develop an understanding of MS-Word and how to use it. We are presently introducing MS-Excel to the program. Even though we were improving the capacity on an educational level we had to not forget to empower them “to serve as agents for peaceful change”. One of the creative ways we did this was by using articles from various UN websites for typing practice, which showed ways you could impact people lives for the better. A significant example was during the awareness week of violence against women, our articles focused on how a victim could get help and how you can help someone in the situation. In a room filled with over 90% women this definitely hit the nail on the head.

 *Steve Broodhagen, 20 yrs*

This evaluation noted **seven (7)** key lessons which have implications for project effectiveness and relevance in future programming.

1. The top-heavy governance structure was not as effective as it was intended to be. In future, a Steering Committee might provide more adequate oversight and guidance than was evident in the EPTSI project. It is acknowledged that because of the highly participatory nature in which this project was designed, and because all stakeholders at all levels wanted to be involved in some form in the implementation of this project, a highly top-heavy bureaucratic structure was put in place that included an Outcome Board, a Project Board, a Core Group, the PMU and the normal UNDP structure since the DIM modality was employed in the implementation of this project. The Project Board never met as regularly as envisaged in the design. Taking projects through all of these stages for approval sometimes caused undue delays. Similar delays were also experienced in recruiting the staff of the PMU and even signing the final Project Document and the accompanying Annual Work Plans (AWP).
2. There is the need to standardise training packages across the project. The MTE found that beneficiaries have varying levels of knowledge about conflict resolution and limited skills in negotiations. Even though, the Project document and AWPs clearly intended under Output 1 that youth have conflict transformation skills, no such training was delivered at the time of the MTE;

**Project Targets:**

 “50 youth conversant in community organising and conflict transformation skills*”*

1. The project design and objectives were sufficiently ambiguous to provide the flexibility that a peace project needs. However, some elements of the design and targets were less elaborate and logical but did not focus on areas that UNDP has comparative advantage for optimal achievement. Clearly, this has been the case with the Output 1 – with the establishment of micro-credit facility and Output 3 – development of the general media code of conduct that could have been more effectively supported by other development partners;
2. For future projects utilising and building on the innovation of NUNVs, UNDP would do well to set aside small grants for NUNV community projects. NUNVs that are placed with host organisations not benefiting from micro –grant schemes, should be to access small annuals grants for community initiatives. The lack own resources and dependence on the host organisation for funding has not empowered NUNVs to execute innovative activities that would have contributed to EPTSI Outputs.
3. The fact that the PMU staff sometimes insisted that NUNVs within host organisations must only concentrate on the limited programmes that were supported under this project would not make the impact of the NUNVs clearly evident. Some NUNVs and partners were opposed to this directive. The value of the NUNV to the host organisation is that they assimilate and integrate social cohesion and conflict resolution themes to any activity of the organisation. This approach augurs well for esprit-de-corps and future employment of NUNVs beyond the EPTSI Project.
4. The E-Team saw the strongest indication of this commitment to sustainability and take-up of the programme at the level of government and local government in Regions 4 and 10. During consultation with officials in Region 10, the REO and the Deputy Regional Executive Officer, the E-Team recognised a determination to sustain this programme by integrating the NUNVs and their work into the programmes of the Regional Democratic Council. The Ministry of Local Government and Regional Development gave similar indications and it was apparent that the same will be the case within the Ministry of Culture, Youth and Sports. EPTSI could continue to facilitate such actions incrementally with these named IP and others.
5. For future UNDP development projects dealing with conflict resolution and conflict prevention the County Office should consider staffing the team with experts who not only have a good blend CR/CT acumen but also proven expertise in successful partnerships in community-led participatory projects. This approach would help to the project to recognise windows of opportunities within a changing socio-economic and cultural environment and move in with timely interventions.
6. While there was the general expectation that IPs would maintain projects beyond the life of EPTSI, as a key development partner UNDP/EPTSI could have engaged in a more effective sustainability planning and create entry points for business development with Implementing Partners, particularly CSOs who worked with community livelihoods projects.

# CONCLUSION

It can be concluded that the challenges of the EPTSI project currently notwithstanding, the potentials for success at the end of the current life of the project still exist. It is the expressed view of the E-Team that the challenges currently faced in the implementation of the project are not insurmountable. The E-Team is of the opinion that if the recommendations outlined in the following section of this report are fully exploited, this project can still be concluded on a positive.

More than half of the project activities have not been undertaken, but a number of activities under Output 2 are underway and as such the outputs still have the potential to contribute positively to “*social cohesion and peace building approaches factored into national development frameworks and integrated into programmes at the national and local level to reduce real or perceived sentiments of insecurity. Due regard paid to gender, the promotion of human rights, and the rule of law*.”

Output 1 has been the most successful of the three Outputs as elaborated in . Outputs 2 also fairly achieved given the challenges noted above and the E-Team believe that if the 25 Community Development Programmes with Security Plans are successfully implemented, the outcome will be good. The timeframe could be a significant constraint and therefore the PMU and IPs must move with alacrity to get on course.

Output 3 remains the most challenging. It is clearly no longer realistic to expect that it will be fully implemented. Apart from the fact that CIDA is currently implementing a key aspect of this project which is the preparation of the National Media Code of Conduct, the EPTSI can refocus and partner with the CIDA project rather than attempt to run parallel programmes. Stronger partnerships can be forged with the private sector, Government and other partners to ensure a successful implementation of this and other projects.

It must be acknowledged though, that like all peacebuilding projects of this nature, it is not easy to objectively measure the performance and results after just two years of implementation. Peacebuilding programmes would normally require medium to long term intervention often spanning over ten years for the full impacts to become tangible. It is for this reason that the E-Team shares the view that this project should have benefitted from the positive outcome of the Social Cohesion Programme (SCP) and conscious efforts should have been made to build upon those successes in the implementation of this project. This means therefore that the EPTSI programme should have used some of the trainees and structures left behind by the Social Cohesion Programme.

It must be noted that one very positive aspect of the EPTSI project is that it enjoys the full support and endorsement of key stakeholders. The Government of Guyana remains committed to the project and it is prepared to commit resources to ensure that the remaining elements of the programme are successfully implemented and to also ensure that key aspects of the programme are sustained even beyond the life of this current project. The Ministry of Local Government and Regional Development is committing resources to ensure completion of the 25 Community Development Programmes inclusive of Security Plans and for their successful implementation. They are also prepared to continue implementation of this project even after the end of this project. In a similar vein, the Ministry of Culture, Youth and Sports has made a commitment to take over the payment of the Instructors at the Kuru Kuru Training Centre and to utilise the facilities provided under the programme to ensure that more youths benefit from the training opportunities provided under the programme on a sustainable basis. Some of the Implementing partners like St. Francis Community Developers are committed to continuing with the project activities even beyond the life of the project and the Communities in Region 6 have even donated in excess of 15 acres of land to the project for expansion and to ensure sustainability of this project.

The EPTSI project, like its predecessor Social Cohesion Programme instils in communities and youths a new spirit of partnership and hope. The case in Region 3 is exemplary. Here communities that have lived apart for over 35 years in a very tense atmosphere of prejudice and mutual apprehension have been brought together under the aegis of this project. These opposing communities now interact, exchange visits and even travel together. They travelled to Georgetown together to meet with the Consultants. This was unheard of in the over 35 year history of those communities. Similar episodes were shared to varying degrees in other areas.

The opportunities offered to youths who benefitted as trainees and even the NUNVs from this project injected into these youths a new sense of hope and confidence in their future. They now became a source of livelihood and hope for their families and characterised a new era of expectation and belief that change has indeed come and they can now transform their lives for positive outcomes. These trainees and NUNVs also exerted positive images in their peers and communities. The community dialogue sessions they organised; the inter-community matches they organised; the meeting points they facilitated in the community centres and other public places; the training and interactive atmosphere created at the hotspots; and the exposure gained by these youths and single parents presented for them an opportunity for a new life. Another positive element is that even the Private Sector got involved by providing hotspots, computers and like contributions to these projects as part of their corporate social responsibility. This needs to be further capitalised upon.

The high expectations that this project has engendered could unwittingly reduce the credibility of UNDP in Guyana if abruptly terminated and the initiated projects are not successfully completed. This will be very counterproductive and will lead to unhealthy suspicions and lack of trust which will not augur well for the context within which this project is implemented. It is for this reason that the E-Team strongly urges the BCPR, DPA, UNDP, DFID, CIDA, European Union and other partners to assist EPTSI with the mobilisation of funds to fulfil their pledges and where feasible, commit additional resources to ensure the successful implementation of this project. This is especially crucial in a year of impending national elections which is usually characterised by heightened tensions.

With the exception of the need to speedily resolve the issue about the Project Manager and to re-visit the top-heavy bureaucratic structure, the other staff members are sufficiently motivated and have what it takes to move this project to a successful closure.

In conclusion, the E-Team is of the view that this is a good project in design that has potentials for success if taken to its logical conclusion. It could contribute positively to quelling any residual tensions that exists within and across local communities that could be exacerbated in upcoming General and Regional Elections 2011. The impact of the intervention will be seen in the number of local communities that display enhanced community peace, harmony, mutual co-existence and security. Youths and women have been empowered through this project and they enjoy a better chance to improve their livelihoods and reside in more secure communities. .

# RECOMMENDATIONS

1. The recommendations in this report have been structured to cover separate ones aimed at improving the programmatic and management capacities of the programme separately. Thereafter, the evaluators have attempted to make some concrete short, medium and long term recommendations.

In order to ensure a successful implementation of this project, the E-Team hereby makes the following recommendations:

##  Revise Project Results Framework

The Project Results Framework should be amended to reflect the projected and current activities under Output 2 agreed upon in the Letter of Agreement with the Ministry of Local Government and Regional Development.

##  Refocus and Re-prioritise in Light of Budgetary Shortfall

It must be noted that the EPTSI project commenced with a budgetary shortfall of about US$1.5 Million (One Million and Five Hundred Thousand United States Dollars). Furthermore, during the implementation of the project, the original approved Project Document was not strictly adhered to. Primarily due to unanticipated requests from partners, the PMU funded totally new projects. This placed further pressure on an already distressed budget. At the time of the evaluation the current shortfall was about US$1.7 (One Million and Seven Hundred Thousand United States Dollars). If the project is to be concluded successful, it is recommended that the project re-prioritizes. They need to focus on the completion of the remaining activities in Outputs 1 and 2. In the case of Output 3, there may be a possibility to partner with CIDA in the preparation of the National Media Code of Conduct and to work with the media to ensure that it is signed and strictly adhered to once completed.

##  Recruit a New Project Manager

It is rather unfortunate that the Project Manager of the EPTSI project had to leave mid-stream. The departure of the Deputy Resident Representative who supervised the Project Manager directly did not help the situation. As at the time of the mid-term evaluation, the Resident Coordinator of UNDP designated one of the Coordinators to serve as Officer-in-Charge. The E-Team recommends that a New Project Manager with the requisite mix of skills to provide leadership that is necessary. A number of Implementing Partners across the spectrum of those we interviewed held the view that the momentum of the Project Management Unit has declined since the departure of the Project Manager as key decisions on future funding, responses to proposals; requests for National United Nations Volunteers have not been communicated. Further, at the time of this evaluation the Annual Work Plan 2011 had not been circulated for review and consensus.

One positive outcome of the delay in circulation of AWP 2011 would be the inclusion of the recommendations of this MTE that were shared with the PMU and Project Board in February and March respectively. It is therefore recommended that this situation be regularized without further delay so that the AWP for 2011 can be concluded and signed and the activities so envisaged speedily implemented.

##  Establish a Tracer System for Trainees

The E-Team notes with satisfaction the achievements in Output 1 especially the aspect related to the training of NUNVs and the skills training for youths and single mothers. Even though it was reported that 32 percent of trainees were now employed and that 20 percent of trainees who completed TVET programme had gone on to seek further training, the E-Team is of the view that a more effective and efficient Tracer System needed to be put in place that would ensure that there is follow-up on the these trainees long after even the completion of this project. This would ensure that cases that may have reverted to old ways can be traced and possibly assisted to overcome their challenges, and positive experiences, were they exist, further reinforced.

##  Provide Start-up Kits for Trainees

It was revealed during this exercise that the expectation during the design process was that there will be collaboration and synergy between the EPTSI Project and the IDB funded Citizen Security Project along lines similar to what obtained between UNDP and World Bank in the implementation of the Disaster Management Project. It was hoped that the two projects would be complementary and make the provision of start-up kits more realisable. Since this collaboration was not successfully actualised, a major gap was thus created. The E-Team is of the view that all is not yet lost. Through forging partnerships with the Government of Guyana, the Private Sector and Civil Society Organisations it could be possible to provide adequate “start-up kits” and/grants to outstanding trainees if not all certified trainees.

##  Renew Efforts to Foster Collaboration and Partnerships

EPTSI is well placed to facilitate collaboration and partnerships between IPs. Renewed and continued efforts could offer critical assistance to Implementing Partners in identifying and engaging relevant Government Ministries, private sector and other Civil Society Organisations to mobilise additional resources for the successful implementation of the project, but also to ensure sustainability through continuity even after this project would have come to an end.

# References

1. Information was drawn from the seminar *The role of the Media in Conflict Prevention and Peacebuilding* Conducted by the Netherlands Association of Journalists at The Hague, 20 February 2002.
2. Mack, Raymond and Richard Snyder (1957) – “The Analysis of Social Conflict – Toward an Overview and Synthesis,” *Conflict Resolution*, Vol. 1, No. 2, p.215.
3. Rodgers, Dennis (1999) – *Youth Gangs and Violence in Latin America and the Caribbean: A Literature Survey*. Washington, D.C.: World Bank.
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7. *Good Practice Note: Using Poverty and Social Impact Analysis to Support Development Policy Operations*, World Bank, June 21, 2004.
8. Colletta and Cullen (2000): 14. Quoted in *Social Cohesion and Conflict Prevention in Asia* written by Jat J. Colletta, Teck Ghee Lim, and Anita Kelles-Viitanen in June 1999 for the Conflict Prevention and Post-Conflict Reconstruction Program of the World Bank.
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10. *Country Evaluation: Sudan* prepared by UNDP Evaluation Office in 2002.
11. Bessell, Sharon. “Social Cohesion and Conflict management: Rethinking the Issues Using a Gender-Sensitive Lens” in *Social Cohesion and Conflict Prevention in Asia* written by Jat J. Colletta, Teck Ghee Lim, and Anita Kelles-Viitanen in June 1999 for the Conflict Prevention and Post-Conflict Reconstruction Program of the World Bank.
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14. Perera, Jehan. “Approaches to Ending the Civil War in Sri Lanka” in *Social Cohesion and Conflict Prevention in Asia* written by Jat J. Colletta, Teck Ghee Lim, and Anita Kelles-Viitanen in June 1999 for the Conflict Prevention and Post-Conflict Reconstruction Program of the World Bank.
15. SCP Programme documents.

ANNEX A - Terms of Reference EPTSI Mid-term Evaluation

**Enhanced Public Trust and Social Inclusion Project**

1. INTRODUCTION

Guyana is a low middle-income country with a 2009 per capita rebased income estimated at about US$2,308.50 It is thinly populated with about 751,223 thousand people in 182,615 households according to the 2002 population and housing census. Most of the population and economic activities are concentrated on the narrow coastal strip, which lies below sea level at high tides and is protected by a series of sea walls. The economy is basically natural resource-based, with agriculture (mainly sugar and rice) bauxite, gold, and timber accounting for most of the output in the productive sectors.

In recent years, Guyana has made significant strides in consolidating democratic governance, social peace, and development by opening up both its polity and economy. Key steps included reaching agreement on, and continuing the implementation of, comprehensive constitutional reforms, and efforts by all stakeholders to promote greater dialogue and inclusion among the country’s different groups in order to advance the socio-economic development of Guyana.

In particular, political dialogue and peaceful competition that ushered in violence-free elections in August 2006 were followed by a climate of general stability that saw Guyana successfully host the Rio Group Summit as well as Cricket World Cup West Indies 2007 and CARIFESTA in 2008 and many commonwealth and international and regional meetings for the first time. Between 2003 and 2006, the Social Cohesion Programme, implemented by Guyana with UN assistance, saw the building of national and local capacities for dialogue and for the reduction of inter-ethnic tension. An independent evaluation of the programme in October 2006 determined that the programme had made a contribution to the violence-free election in 2006, and to an increase in the levels of public trust and confidence in the country. The evaluation also recommended that these initial gains needed to be consolidated through a deepening of social cohesion, and trust-building activities, at the community level.

However, the country still faces many complex challenges such as achieving the Millennium Development Goals, and reducing poverty whilst constructively managing the country’s ethnic and social diversity.

Efforts towards greater inclusion and constructive conversation among different stakeholders are also fragile, and in need of continued nurturing and consolidation. In addition, there is a critical need to match many of the reforms which have taken place in the democratic framework of the state with the constant advancement in the economy and reduction of poverty, and improved quality of life for all. Guyana’s movement from a low income country to a low middle income country is expected to contribute to a more stable environment, in the long term.

The United Nations Development Programme (UNDP) signed with the Government of Guyana in August of 2008 a successor project called the **Enhance Public Trust, Security and Inclusion (EPTSI) Project**. This project builds on the success of the Social Cohesion Programme and the recognition that there needs to be sustained interventions to strengthen efforts towards deepening democratic practice and sustainable peace in Guyana. The project was intended to be implemented in Regions 3, 4, 5, 6 and 10 over a three year period. In particular, the project is intended to:

1. Empower youth (and particularly women) to participate fully and constructively in governance, and to serve as agents for peaceful change
2. Enhance local capacity for participation in governance and enhance community security and safety
3. Strengthen the public discourse centered on inclusion and the constructive resolution of conflicts.

Since its commencement, EPTSI has developed several sub-projects which are being implemented by both Government and non-governmental partners. Specifically, EPTSI has:

1. Launched a National UNV Programme – which embeds national UN volunteers into governmental and non-governmental organizations as peace agents to build institutional capacity of these institutions and to work with communities on youth empowerment and social cohesion.
2. Partnered with Ministry of Culture, Youth and Sports, the Ministry of Labour and NGOs to reach unemployed, vulnerable youth with employable vocational skills and improved the policy environment for youth and sports activities.
3. Partnered with the Ethnic Relations Commission and several local NGOs to undertake community awareness dialogue on peace, conflict resolution and empowerment activities targeting youth, women, community leaders and other local stakeholders.

In the coming months, the project is planning to intensify its work at the community level to develop community peace mechanisms and build community capacity to resolve issues that can potentially cause conflict.

Now that the EPTSI has passed the half-way mark of its 3-year designed lifespan, a mid-term evaluation is desired to ascertain the extent to which the programme is making progress towards its stated outcomes. This evaluation will determine whether the strategy is proving effective enough to make an impact on deepening democratic practice and sustainable peace in Guyana especially at a time when the country is preparing for another election. Specifically, this evaluation will seek to determine from a “process-centric” perspective the extent to which the Project is addressing the three outputs stated above. The report on the evaluation will also make recommendations on refining the project if needed.

This evaluation will also assess the extent to which the project is contributing concretely to the resolution of current tensions and whether additional opportunities ought to be prioritized for action. Finally this evaluation is consistent with the Guyana Country Office Evaluation Plan and the work programme of the EPTSI work-plan. The evaluation will also respond to the EPTSI’s donor requirement for a mid-term evaluation.

The main stakeholders to be involved in this evaluation include: UNDP CO, Government of Guyana (GoG), UNV/NUNV, UNICEF CO, UNFPA CO, RBLAC, BCPR, DPA, FT, DFID, CIDA the, EU EPTSI Sub-Project implementing partners such as CSOs, NGOs, Private Sector agencies and project beneficiaries.

2. PURPOSE

The purpose of this evaluation is to ascertain a better understanding of the effectiveness of the EPTSI project to date, and the internal and external factors affecting the project’s effectiveness. Additionally the evaluation will assess whether the project outputs are being delivered as per the project results framework, and how those are likely to contribute to reaching the project outcomes.This will contribute to improving the next phase of the project by making necessary modifications, if necessary, so that the project can effectively contribute to the UNDP CPAP Outcome – “Social Cohesion and peace building approaches factored into national development frameworks and integrated into programmes at the national and local level to reduce real or perceived sentiments of insecurity. Due regard paid to gender, the promotion of human rights and the rule of law”.

3. OBJECTIVES OF THE EVALUATION

The main objectives of this evaluation are to:

1. Assess the performance of the EPTSI Project in delivering on its output at this mid-point. The focus of the evaluation will be on if and how project outputs were delivered and if direct results occurred that can be attributed to the project.
2. Assess the performance of the EPTSI project with a view to improving its performance and its ability to have an optimal impact on its target audience and the society at large.
3. Provide guidance to the RC and Country Office on how to improve the management of the programme in order to enhance its effectiveness.
4. Inform and engage with stakeholders, particularly Government of Guyana and civil society stakeholders, on the progress of the project with the aim of increasing their support and improving their participation toward greater achievement of the overall project objectives and impacts.
5. Review the effectiveness of working with a mix of ministries and CSOs and NGOs and its impact on the overall performance of the project.

4. SCOPE OF THE EVALUATION

The scope of this evaluation is specific to project objectives, inputs, activities and outputs. It will also consider the relevance of project and continued linkage with the UNDP CPAP Outcome, UNDAF and other UNCT-wide processes.

In addition, the EPTSI mid-term evaluation would be expected to include:

* Review of project activities regionally – Regions 3, 4, 5, 6, and 10
* Evaluate results achieved during the timeframe January 2009 – December 2010
* Consider issues pertaining to the relevance, performance and success of the EPTSI project.1 3 1

5. EVALUATION QUESTIONS

1. Are the stated outputs on track to being achieved?
2. What progress has been made towards the outputs?
3. What factors are contributing to achieving or not achieving intended outputs?
4. To what extent have EPTSI Outputs and assistance contributed to achieving UNDP/UNCT and DFID Outcomes.
5. Are the project partnership strategies appropriate, relevant and contributing to project effectiveness?
6. What adjustments are needed to Project RRF and Implementation approach to achieve EPTSI Project Outputs?
7. What kind of risks the project faces, and whether the risk mitigation strategy has been effective?
8. Is the monitoring and evaluation strategy of EPTSI working, and sufficient, or needs to be supplemented

6. METHODOLOGY OR EVALUATION APPROACH

The EPTSI project works with a wide range of government and non-governmental partners on a gamut of issues that are linked to the three key outputs under the project Results and Resources Framework. Given the dynamic nature of this work, the methodology to be used should capture both the tangible project activities that are or have been implemented but also the effect of the project on the institutions and individuals such as National United Nations Volunteers. In this regard, UNDP expects the Evaluator to employ a participatory methodology which consists of the following key elements:

* Documentation review (desk study);
* Interviews;
* Field visits;
* Questionnaires;
* Participatory techniques and other approaches for the gathering and analysis of data;
* Participation of stakeholders and/or partners and project beneficeries.

The appropriate mix of methodological tools and elements used by the consultants should assist in achieving the following:

1. ***Determining*** *the extent to which good processes have been employed by the Project,particularly as relates to:*
2. Perceptible and stable shifts in the manner in which key stakeholders articulate divisive issues in public;
3. Willingness on the part of stakeholders to take specific risks, or develop concrete initiatives, to either further disseminate the skills or aptitude they have acquired within their own organizations, or to apply these skill to specific issues; and
4. The willingness of stakeholders to constitute new institutions, entities, or processes wherein relevant skills can be disseminated, as well as specific disputes resolved.
5. ***Assessing*** *the extent to which the project is contributing concretely to the resolution of current tensions and whether additional opportunities ought to be prioritized for action.*
6. ***Assessing*** *the skills transfer, and the extent to which it is benefiting the concerned organizations, individuals and how this impacts on the country as a whole.*
7. ***Recommending*** *such changes as may be desirable to enhance the effectiveness of the Project.*

8. PRODUCTS EXPECTED FROM THE EVALUATION

The following deliverables are expected from this evaluation:

1. Evaluation Inception Report – An inception report should be prepared by the evaluators before going into a full fledged data collection exercise. It should detail the evaluators’ understanding of this evaluation, what is being evaluated, why, showing how each evaluation question would be answered by way of: proposed methods, proposed sources of data and data collection procedures. The report should also include a proposed scheduled of tasks, activities and deliverables, designating a team member with lead responsibility, for each task or product. The inception report should help to demonstrate that UNDP and the Evaluators share the same understanding of this evaluation and clarify misunderstanding at the outset.
2. Draft Evaluation report – this will be circulated for comments from project stakeholders.
3. Final Evaluation Report - UNDP expects a final evaluation report with no more than thirty (30) pages plus annexes (see list of annexes at item 12 below). The main body should include findings, recommendations for adjustments, lessons learned, and rating of project performance to date. This should also include an “action item” list or a description of effective practices currently being employed by the project that can be scaled or intensified.
4. Evaluation brief: power-point presentation to Project staff, UNDP’s Management and selected stakeholders.

9. EVALUATION TEAM

A two-person evaluation team, one international, who will lead the evaluation and one national, who will support the team leader, will implement this exercise and will be responsible for the final report.

* The team leader will be an expert on social cohesion and conflict resolution matters with 7-10 years project evaluation experience in the field of peace and development, conflict management and mediation
* The national Consultant, who will support the team leader, will be knowledgeable on social cohesion and conflict resolution matters with a minimum of 3 years project evaluation experience in the field of peace and development, conflict management and mediation or other relevant and applicable field.

Both members of the team are expected to possess the following:

* Post graduate qualifications in social sciences, conflict prevention, international relations or relevant discipline
* Excellent proven ability to assess, evaluate, analyze and plan strategically
* Capacity to work closely with multiple stakeholders in a participatory manner
* Ability to develop and present electronically generated, useable and user-friendly analytical reports
* Experience in conducting programmatic or project evaluation is essential. Prior exposure to mid-term and terminal project evaluations and to evaluating conflict prevention projects would be an asset

The second member of the team is expected to possess experience either on community security issues and/or youth empowerment and livelihood development.

UNDP expects Evaluators to be impartial and independent, including from any organization that has been involved in the designing, executing, or advising any aspect of the intervention.

10. EVALUATION ETHICS

All evaluations in UNDP must to be conducted in accordance with the principles outlined in the UNEG “Ethical Guidelines for Evaluation.”

11. IMPLEMENTATION ARRANGEMENTS

* EPTSI Project Unit at UNDP will provide logistical support to the consultancy team. This would entail assistance in: stakeholder mapping, scheduling of interviews, field visits and provision of necessary project documents such as Project Document, Annual Work Plans, Annual and Quarterly reports, Monitoring Reports and Partners Project Reports.
* Time Frame (proposed)

|  |  |
| --- | --- |
| Task | Length of Time |
| 1. Desk Review, pre mission | 4 days  |
| 2. Briefing of Evaluators | 1 day |
| 3. Finalising Evaluation design and methods for preparing the detailed inception report, pre mission | 2 days |
|  In Country Evaluation Mission | 10 days |
| 5. Presentation of initial findings: debrief | 1 day |
| 6. Preparing Draft Report | 5 days |
| 7. Incorporating comments and finalizing the evaluation report, post mission | 5 days |

12. ANNEXES

* 1. EPTSI Results and Resources Framework
	2. Key Stakeholders and Partners
	3. Documents to be consulted:
		+ 1. National Strategies (PRSP, NDS, LCDS)
			2. EPTSI Project Document
			3. DFID Log Frame
			4. EPTSI Monitoring Plan
			5. Partnership Agreements (MCYS, MOL&HS, MOLG, and NGOs agreements)
			6. EPTSI M&E Reports
			7. UNEG norms and standards
			8. Evaluation Matrix (to be completed by Evaluators in Inception report – Relevant evaluation criteria, Key Questions, Sub-questions, Data Collection Methods/tools, Indicators/Success standards and Methods for Data Analysis)
			9. Quality Criteria for Final Evaluation Report
			10. UNDP Evaluation Code of Conduct

 ANNEX B – List of Documents and Reports Reviewed

1. Annual Reports 2009 and 2010
2. Annual Works 2009, 2010
3. DFID Log Frame
4. EPTSI Monitoring and Evaluation Reports
5. EPTSI Monitoring Plan
6. EPTSI Project Document
7. EPTSI Project Document
8. Letters of Agreement (LoA) - Ministry of Culture, Youths and Sports
9. LoA - Ministry of Labour, Human Services and Social Security
10. LoA - Ministry of Local Government and Regional Development
11. MGA - Varqa Foundation
12. MGA – DARC
13. MGA - Volunteer Youth Corps.
14. MGA - Youth Challenge Guyana
15. Micro-grant Agreement \_ Childlink Inc.
16. Poverty Reduction Strategy Paper
17. Select CSOs Quarterly Reports
18. Select CSOs Micro- Assessments
19. United Nations Evaluation Guidelines
20. NUNV Reports

ANNEX - List of Consultees

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| **LIST OF CONSULTEES**  |
| **No.** |  Full Name | Designation/Organisation | Address | Date of Meeting(s)  |
|  | **United Nations Offices**  |
|  | Mr. Kiari Liman Tinguiri  | Resident Representative  | 42 Brickdam & United Nations Place, Georgetown  | Friday, 18 FebruaryWednesday 23 February  |
|  | Ms. Chisa Mikami  | Deputy Resident Representative  | 42 Brickdam & United Nations Place, Georgetown | Wednesday 23 February |
|  | Mr. Trevor Benn  | Programme Analyst Governance and Poverty, UNDP | 42 Brickdam & United Nations Place, Georgetown | Friday, 18 FebruaryMonday, 21 FebruaryWednesday 23 FebruaryFriday , 25 February and several other conversations  |
|  | Mr. Kenroy Roach  | Monitoring & Evaluation Analysis, UNDP | 42 Brickdam & United Nations Place, Georgetown | Friday, 18 February |
|  | Ms. Monica Sharma  | Project Coordinator, PMU EPTSI  | 42 Brickdam & United Nations Place, Georgetown | Friday, 18 FebruaryMonday, 21 FebruaryWednesday, 23 FebruaryFriday , 25 February  |
|  | Ms. Vanessa Thompson  | Project Coordinator, PMU EPTSI  | 42 Brickdam & United Nations Place, Georgetown | Friday, 18 FebruaryMonday, 21 FebruaryTuesday, 22 February Friday , 25 February |
|  | Mr. Michele Crimella  | IUNV – Volunteerism & Capacity Development Specialist, PMU EPTSI  | 42 Brickdam & United Nations Place, Georgetown | Friday, 18 FebruaryMonday, 21 February Friday , 25 February |
|  | Mr. Patrick John  | Project Associate, PMU EPTSI | 42 Brickdam & United Nations Place, Georgetown | Friday, 18 FebruaryMonday, 21 FebruaryFriday , 25 February and several other conversations  |
|  | **International Donors** |
|  | Nicola Jenns  | DFID Representative in Guyana  | 44 Main Street, Georgetown  | Tuesday, 22 February  |
|  | Raymond Droiun  | CIDA Head of Development Cooperation, Guyana, Surinam  | High & Young StreetsKingston, Georgetown  | Tuesday, 22 February  |
|  | **Government and Institutions** |
|  | Dr. Roger Luncheon  | Head of the Presidential Secretariat Office of the President | New Garden St., Georgetown  | Friday, 25 February  |
|  | Ms. Gail Teixeira | Presidential Advisor on Governance Office of the President and Quality Assurance Person on the EPTSI | New Garden St., Georgetown | Tuesday, 22 February  |
|  | Mr. Trevor Thomas  | Permanent Secretary Ministry of Labour, Human Services and Social Security  | 1 Lombard Streets Georgetown  | Tuesday, 22 February  |
|  | Ms. Jenny Blackman  | Executive Director a.i Board of Industrial Training and Focal Point for EPTSI  | Ministry of Labour, Human Services and Social Security 1 Lombard Streets Georgetown | Thursday, 3 March Telephone Conversation  |
|  | Mr. Alfred King  | Permanent SecretaryMinistry of Culture, Youth and Sport  | Main Street, Georgetown  | Thursday, 24 February  |
|  | Mr. Carl Brandon  | Director of Youth and Sports  | Main Street, Georgetown | Thursday, 24 February |
|  | Mr. Ramlogan  | MCYS  | Main Street, Georgetown | Thursday, 24 February |
|  | Ms. Junette Stuart | Trainer Kuru Kuru Training College  | Kuru Kuru, Soesdyke Linden Highway  | Sunday, 20 February  |
|  | Mr. Kalbre Barker | Social Worker Kuru Kuru Training College  | Kuru Kuru, Soesdyke Linden Highway  | Sunday, 20 February  |
|  | Mr. Dennis Gillis  | Senior Trainer Officer Kuru Kuru Training College | Kuru Kuru, Soesdyke Linden Highway  | Sunday, 20 February |
|  | Mr. Nigel Dharamlall | Permanent Secretary, Ministry of Local Government and Regional Development  |  | Tuesday, 22 February |
|  | Bishop Juan Edghill  | Chairman Ethnic Relations Commission  | Anira Street, Queenstown Georgetown  | Thursday, 24 February  |
|  | Ms. J Langevine  | ERC  | -ditto- | Thursday, 24 February  |
| **Regional Government, Region # 10**  |
|  | Mr. Henry Rodney  | Regional Executive Officer Regional Democratic Council 10  | Mackenzie, Linden  | Sunday, 20 February  |
|  | Ms. Yolanda Hilliman  | Deputy Regional Exec. Officer Regional Democratic Council 10  | Mackenzie, Linden  | Sunday, 20 February  |
| **Non-Governmental Organisations / Community Based Organisations** |
|  | **REGION 6** |
|  | Mr. Alex Foster  | Executive Director, St. Francis Community Developers  | Chandisingh Ave, Rose Hall Town, Corentyne, Berbice  | Saturday, 19 February |
|  | Ms. Kathleen Fraser  | Counselor,St. Francis Community Developers | Chandisingh Ave, Rose Hall Town, Corentyne, Berbice | Saturday, 19 February |
|  | Ms. Sonja Sampson  | Project Coordinator Albion Chapel Empowerment C entre  | 91 Front Road, Fryish Village, Corentyne, Berbice | Saturday, 19 February |
|  | Mr. Moonish Singh  | Coach/ Office ManagerSt. Francis Community Developers | Chandisingh Ave, Rose Hall Town, Corentyne, Berbice | Saturday, 19 February |
|  | Ms. Marian Tinnie  | Project Coordinator, All Saints Presbyterian Development Centre  | New Amsterdam, Berbice  | Saturday, 19 February |
|  | Ms. Jacqueline Johnson  | Project Coordinator, Project Reach  | Mibicuri Black Bush Polder  | Saturday, 19 February |
|  | **REGION 4** |
|  | Ms. Samantha Humphrey  | Executive Director a.i Youth Challenge, Guyana  | 291 Thomas street, South Cummingsburg  | Tuesday, 22 February |
|  | Ms. Goldie Scott  | CEO, Volunteer Youth Corps  | E Luckhoo Street, D’urban Backlands | Tuesday, 22 February  |
|  | **REGION 3** |
|  | Ms. Shawndelle Luckie  | President of Den Amstel Residents for Change(DARC) | Den Amstel, West Bank Demerara | Thursday, 24 February |
|  | Ms. Gaitree Bacchus  | Member of DARC  | Den Amstel, WBD  | Thursday, 24 February |
|  | Ms. Rajkumarie Juwan  | Member of DARC  | Den Amstel, WBD | Thursday, 24 February |
|  | Ms. Leonie Nelson | Member of DARC  | Den Amstel, WBD  | Thursday, 24 February |
|  | Ms. Bevon Prince  | Member of DARC  | Den Amstel, WBD | Thursday, 24 February |
| **Media**  |
|  | Mr. Gordon Moseley  | PresidentGuyana Press Association  | c/o Capitol News 125 Carmichael Street, Georgetown  | Friday, 26 February  |
|  | **National United Nations Volunteers** |
|  | **REGION 6** |
|  | Ms. Tiffany Edwards  | Albion Chapel Group  | 91 Front Road, Fryish Village , Corentyne, Berbice  | Friday, 18 FebruarySaturday, 19 February |
|  | Ms. Meshana Jordan  | Mibicuri Community Developers  | CZ36 Mbiicuri Gov Compound, Black Bush Polder , Corentyne  | Friday, 18 FebruarySaturday, 19 February |
|  | Mr. Jevaughn Stephen  | All Saints Presbyterian Development Centre | 33-34 Princess Elizabeth Road New Amsterdam, Berbice | Saturday, 19 February  |
|  | Mr. Ernesto O. Rose  | Monitoring and Evaluation Shining Star Community Developers  | Lot 14 Section ‘K’, Liminar Village, Corentyne, Berbice  | Saturday, 19 February  |
|  | Ms. Alliceia James  | St. Mark’s Mother’s Union, St. Francis Community Developers (SFCD)  | Corentyne, Berbice  | Saturday, 19 February |
|  | Ms. Gailann Archibald  | Community Based Rehabilitation Project  | Corentyne, Berbice | Saturday, 19 February |
|  | Ms. Sena Bagot  | Probaton Office, MLHSSS Whim  | Corentyne, Berbice | Saturday, 19 February |
|  | Ms. Lottia Williamson  | Support and Assistant Probaton Office, MLHSSS N/A  | New Amsterdam, Berbice | Saturday, 19 February |
|  | Mr. Krishna Misir  | Community Technology Officer SFCD | Chandisingh Ave, Rose Hall Town, Corentyne, Berbice | Saturday, 19 February |
|  | Mr. Zaeer Ali  | Social Cohesion Outreach SFCD |  Chandisingh Ave, Rose Hall Town, Corentyne, Berbice | Saturday, 19 February |
|  | Mr. Royan Mahabir | Information Technology, Remedial Education Outreach Road Side Baptist  | Corentyne, Berbice | Saturday, 19 February |
|  | Mr. Claude Lashley  | Outreach Officer, SFCD | Chandisingh Ave, Rose Hall Town, Corentyne, Berbice | Saturday, 19 February |
|  | Mr. Goutam Budhoo  | Outreach Officer, SFCD | Chandisingh Ave, Rose Hall Town, Corentyne, Berbice | Saturday, 19 February |
|  | **REGION 10** |
|  | Mr. Samlyn Fordyce  | Regional Democratic Council #10  | Mackenzie, Linden  | Sunday, 20 February  |
|  | Ms. Zibiah Barker  | Regional Democratic Council #10  | Mackenzie, Linden  | Friday, 18 FebruarySunday, 20 February |
|  | Ms. Keeran Williams  | Regional Democratic Council #10  | Mackenzie, Linden  | Friday, 18 FebruarySunday, 20 February |
|  | Mr. Leon Daniels  | Regional Democratic Council #10  | Mackenzie, Linden  | Sunday, 20 February |
|  | **REGION 4** |
|  | Ms. Pere DeRoy  | Red Thread Women’s Centre  | Princess St. Wortmanville  | Friday, 18 February |
|  | Ms. Chelanna Providence  | Youth Challenge Guyana  | Thomas Street, South C/Burg  | Friday, 18 FebruaryTuesday, 22 February  |
|  | Mr. Steven Broodhagen  | Varqa Foundation  |  | Friday, 18 February |
|  | **Sample Project Beneficiaries** |
|  | **REGION 6** |
|  | Mr. Carlos Caesar  | Trainee, All Saints Presbyterian Development Centre | New Amsterdam, Berbice | Saturday, 19 February  |
|  | **REGION 4** |
|  | Ms. Keysheil Elliot  | Business Studies Kuru Kuru Training College (KKTC)  | Kuru Kuru, Soesdyke Linden Highway  | Sunday, 20 February |
|  | Ms. Tenecia De Duoy  | Business Studies, KKTC  | Kuru Kuru, Soesdyke  | Sunday, 20 February |
|  | Ms. Alacia Chisholm | Joinery, KKTC  | Kuru Kuru, Soesdyke  | Sunday, 20 February |
|  | Ms. Onica Grant  | Joinery, KKTC | Kuru Kuru, Soesdyke  | Sunday, 20 February |
|  | Ms. Latasha Newton  | Welding, KKTC  | Kuru Kuru, Soesdyke  | Sunday, 20 February |
|  | Ms. Velencia Loncke  | Plumbing , KKTC | Kuru Kuru, Soesdyke  | Sunday, 20 February |
|  | Ms. Leartha Sutton  | Electrical Installation, KKTC  | Kuru Kuru, Soesdyke  | Sunday, 20 February |
|  | Mr. Raphael Cadogan  | Joinery , KKTC | Kuru Kuru, Soesdyke  | Sunday, 20 February |
|  | Ms. Ayoka Roach  | Garment Construction, KKTC  | Kuru Kuru, Soesdyke  | Sunday, 20 February |
|  | Ms. Candacy Powers  | Plumbing, KKTC | Kuru Kuru, Soesdyke  | Sunday, 20 February |
|  | Ms. Lois Dash  | Garment Construction , KKTC | Kuru Kuru, Soesdyke  | Sunday, 20 February |
|  | Mr. Andre Allicock  | Motor Mechanics, KKTC | Kuru Kuru, Soesdyke  | Sunday, 20 February  |
|  | Mr. Vaughn Gordon  | Motor Mechanics, KKTC | Kuru Kuru, Soesdyke  | Sunday, 20 February,  |
|  | Mr. Shorlon Peters  | Electrical, KKTC | Kuru Kuru, Soesdyke  | Sunday, 20 February |
|  | Mr. Joel John  | Business Studies, KKTC | Kuru Kuru, Soesdyke  | Sunday, 20 February  |
|  | Mr. Charles Hall  | Plumbing, KKTC | Kuru Kuru, Soesdyke  | Sunday, 20 February  |
|  | Mr. Jermane Davis  | Carpentry, KKTC  | Kuru Kuru, Soesdyke  | Sunday, 20 February  |
|  | Mr. Colwyn Benn  | Masonry, KKTC  | Kuru Kuru, Soesdyke  | Sunday, 20 February  |
|  | Mr. Carlos Mitchell  | Welding, KKTC  | Kuru Kuru, Soesdyke  | Sunday, 20 February  |
|  | Ms. Michelle Alexander  | Training; Hydroponics, Parenting Volunteer Youth Corps.  | Squatter Meadow Brooks Gardens  | Friday, 26 February  |
|  | Ms. Sandra Cooper  | Training; Hydroponics, Parenting Volunteer Youth Corps.  | Squatter Meadow Brooks Gardens  | Friday, 26 February  |
|  | Ms. Yvonnette Wiliams  | Training; Hydroponics, Parenting Volunteer Youth Corps. | Lodge Housing Scheme  | Friday, 26 February  |
|  | Ms. Candacy Baveghems  | Training: Gender, CR and Financial Management Youth Challenge, Guyana  | 291 Thomas street, South Cummingsburg | Friday, 26 February  |
|  | Mr. Keshan Ramjattan  | Training: Gender, CR and Financial Management Youth Challenge, Guyana | 291 Thomas street, South Cummingsburg | Friday, 26 February  |

ANNEX D – OUTPUT 1 Matrix of Achievements

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| Indicative Activities (Project Document) | Summary Achievements to Date  | AWP 2009 -2010 Targets& Related Activities  | Results Identified by the Evaluation  | Status | Budget | Expenditure  | Balance  |
| 1.1 Community based surveys to assess numbers and skills needs of unemployed youth |  | Conduct a national baseline survey  | Provided limited guidance for programming  | Completed  | 31,350,000. | 31,350,000. | -- |
| 1.2 600 young persons per year complete skills training and placed in new jobs/ or begin business  | 40 graduates placed in workplace attachments 82 youths employed 60 youths on apprenticeship with private sector 59 youths onto higher education 23 youth and women trained by CSOs gain employment  |

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| Minimum of (75) young persons placed in new jobs or start up a business; 300 youth per year placed in GoG sanctioned TVET programmes  |

 | 40 graduates 148 trainees directly supported to attend TVET at KKTC and BITIndirect support for 150 trainees of KKTC through improved facilities, materials, equipment and supplements.  | Ongoing efforts to link to job market or provide job startup kits

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 | 6,311,149 36,937,000  22,703,300  | 2,655,81716,699,504 8,773,534  | 3,655,322 10,157,496 13,929,766  |
|  |  | MLHSSS, MCYS and MoE initiate or re-introduce TVET programmes | Two new programmes Garment Construction and Business Studies at KKTC 6 Instructors (2009) & 10 Instructors (2010) with CR/CT skills Heavy Duty Equipment and Automotive and AC Training at BIT.  | 1 Year Prgm - Completed 2 Year Prgm – Ongoing  | 5,561,149 | 3,034,703 | 2,526,446 |
|  |  | Unplanned /Requested Heavy Duty Equipment  | Purchase of Bob Cat Machine for training course  | Completed  | 10,080,000 | 10,080,000 | -- |
|  |  | Unplanned /Requested Infrastructure works done to KKTC | New Resource Centre Female Dorm Enclosure Renovation to Kitchen Refurbished Training Building  | Work in progress  | 51,880,000 | 17,280,000 | 34,600,000 |
|  |  | Requested - Equipment and Supplies for training centres of MLHSSS |  | Ongoing  | 3,638,000 | 2,832,954 | 805,046 |
|  |  | Completion of Interactive Employment Database for tracking graduates of skills training  |  | Ongoing | 8,986,000 | 8.872,590 | 113,410  |
|  | 148 trainees benefit from stipends and start-ups kits  | 300 youth in government approved TVET programmes BL recommendations (2010) | 50 KKTC trainees directly 98 BIT Stipends and Start-up Kits |  Completed  |  12,465,000   | 12,515,504  | (50,504) |
|  |  | New Recruits from five Regions (2011)  | 100 trainees KKTC 184 trainees BIT | Ongoing  | 22,703,300 | 8,773,534 | 13,929,766 |
|  |  | 100 youths and staff MLHSSS trained in conflict transformation  | Staff did not have CP/CR training  |  | 960,000 | -- | 960,000 |
|  |  | MLHSSS, MoE, MCYS link to micro-credit programmes to 100 graduates  | Not achieved  | Re-designed: Grant Vouchers to be offered |  |  |  |
|  |  | Micro-finance facility established for 100 TVET graduates & 165 youth  | Not achieved at time of MTE  |  |  |  |  |
|  |  | MLHSSS link to private sector for jobs for 100 youth  | 60 youths on apprenticeship programme  | Critical to the successful completion of Output 1  |  |  |  |
| 1.3. Strengthen and expand community clubs/groups at the community levels. Assist with training to manage and organize their club activities  |

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| Exploratory consultations with 700 persons in 37 NDCs which represents over 90 communities. (2009) |

 | At least one thousand five hundred (1500) people consulted in 5 target regions, including young people, religious leaders, community leaders, local government leaders and political leaders  | 700 people consulted from communities, NDC, RDC, Ministries, Civil Society, UN Agencies, Media Houses. (2009)  | Completed  |  |  |  |
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| Consultation held in 90 communities in five target Regions  |

 | Consultations held in at least Thirty (30) communities across the country in target regions 3, 4, 5, 6, 10 | Meetings were held in 37 NDCs  | Completed  |  8,572,350 | 8,572,350 |  --- |
|  | 14 Community Based Organisations developed and funded under Micro-Grant Scheme with 8 holding varying degrees of completion 360 youth and women benefit from skills training by CSOs (Also see contribution to Output 1:1:2 and Output 2:2:3)  |

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| At least 10 community projects developed (2009) 40 community projects developed (2010) |

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| 13 SFCD and 8 Friends of St. Francis Youth Challenge DARCChildlink Inc.Volunteer Youth Corps VARQA Foundation Regional Democratic Council 10  |

 | Number of SFCD & FOSF projects incomplete In progress In progress In progress Complete Terminated In progress  |  35,896,01315,855,000 4,510,80014,424,00017,242,51219,624,3001,757,380  | 35,896,0139,852,750238,5006,397,00017,242,5123,924,860 630,152  |  -- 6,002,2504,272,3008,027,000--15,699,440 1,127,228  |
|  |  | Culture of Peace Initiative with MCYS in Regions 3, 4, 5, 6 & 10.  | Not realized  |  |  |  |  |
|  | 2 Sports Facilities refurbished  | Refurbish 12 sports facilities of MCYS  | 2 refurbished 10 centres identified  | 10 centres to be refurbished  | 22,000,000 | 14,700,000 | 7,300,000 |
| 1.4 Training 100 youth in community organizing and conflict transformation skills, and their recruitment and deployment as community organizers for inclusively developed community level projects, and for the facilitation of dialogue-promotionand conflict resolution | 45 NUNVs recruited and deployed to work with RDC 10, NGOs, CBOs and Ministries have contacted 2744 persons through community dialogues and social cohesion activities  | 20 youths conversant in community organizing and conflict transformation skills (2009) 60 youths conversant in community organizing and conflict transformation skills placed with NGOs, CBOs, RDC and Ministries (2010)  | Youth were partially trained; they have knowledge of conflict resolution but limited knowledge of conflict transformation. A total of 43 youths trained in CR deployed to work with CSOs, RDC 10 and Ministries in Regions 3, 4, 6, and 10.  | On track Ongoing  | Not budgeted  | 58,232,775 |  |
|  | RDC and NGOs showed willingness to hire NUNVs to their organisations after the end of EPTSi albeit at reduced incomes | 60 youth NUNVs placed with MCYS and CSOs to reach other youth with positive messages | 43 NUNVs placed with MCYS, RDC 10 and CSOs integrating CR and inclusion practices in Regions 4, 6 and 10.  | Other Ministries and organisations have requested the services of NUNVs  |  |  |  |
| 1.5 Provide alternatives to violence through inter-religious, cross-community cultural and sporting programmes. Special focus on young males |  Sports Policy and Action Plan completed  | International technical assistance to complete two (2) national policies and Action Plans  | Sports and Youth Policies updated along with Action Plan for Sports. Youth Policy not accepted by Review Panel  | Min. Anthony reported on national TV that the Youth policy is incomplete and awaiting services of a consultant and other support from UNICEF. (Capitol News, Friday 4 March, 2011) | 5,500,000 | 5,451,848 | 48,152  |
|  | 50 handbooks  | Unplanned Activity - Supported the development of Handbook on Management of Youth-led organisations  | 50 handbooks add to inventory completed by the MCYS  | Completed | 800,000 | 100,000 | 700,000 |
|  | TBD  | Unplanned Activity - Restructured Department of Youth  | Improved internal systems  | In progress  | 10,000,000 | 3,531,568 | 6,488,432  |
|  | 3 Youth leaders with exposure to international issues affecting youth | Unplanned Activity - Youth participation in International World Youth Forum  |  | Completed  | 3,000,000 | 2,074,778  | 925,222 |

ANNEX E - OUTPUT 2 Matrix of Achievements and Expenditure

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| **Output 2 - Enhancing Community Dialogue and Social Cohesion** |
| **Indicative Activities** **(Project Document)**  | **Summary Achievements to Date**  | **AWP 2009 - 2010 Targets** | **Results Identified by the Evaluation**  | **Status** | **Budget** | **Expenditure**  | **Balance**  |
| **2.1 Carry out baseline surveys at the NDC levels.** | Baseline Survey completed  | One baseline and one post programme survey conducted in five Regions  | Baseline completed but did not provide critical information for project planning – PMU  | Baseline Completed  |  |  |  |
| **2.2 Identify the communities designate establish the community organizations to implement plans or activities.** |  | Mapping of security and safety needs in communities identified in Baseline Survey.  | 25 communities **identified** to implement community development plans collaboration with MoLGRD | Completed  |  |  |  |
|  |  |  Re-designed ActivityOperational capacity development of MoLGRD  | Recruiting Finance Clerk Furnishing office and purchasing equipment for PIU Hotline established  | Ongoing M&E Tool to be designed to monitor line  |  8,030,000  | 4,763,720  | 3,266,280 |
| **2.3. Identify the leadership and skills needs to strengthen local forums and mechanisms promoting community- government dialogue** | 5556 persons had CR/CP contact and participated in social cohesion activities  | 200 persons trained in CP/CR in target communities  | ERC had CP/CR contact with 1054 persons in 35 communities; 4502 persons had contact with CR and social cohesion activities | Completed  | 8,134,892 | 7,962,148 | 172,744 |
|  |  | Re-designed Activity MoLGRD, NDCs & AVCs strengthened and leading participatory community development | MoLGRD leading the activity with technical support of PMU  | Ongoing |  |  |  |
|  |  | 10 community stakeholder assessments conducted by trained facilitators in target communities | 25 environmental scans / stakeholder assessments were conducted  | Completed |  |  |  |
|  |  | Unplanned Activity /Request Strategic Assessment of ERC  |  | Completed  | 4,378,500 | 4,378,500 | -- |
|  |  | Unplanned Activity/Request Private sector and ERC dialogue  |  | Completed  | 2,000,000 | 2,000,000 | -- |
| **2.4. Plan programmes for implementation and establish the mechanisms for community oversight** |  | 25 community peace mechanisms established in five Regions | Recalibrated under LoA with MoLGRD  | To be completed  |  |  |  |
| **2.5. Undertake baseline security & safety assessments to inform the development of** **community safety plans** |  | 5 community baseline surveys in five RegionsCommunity Development concerns Identified and prioritized through community Dialogues | 10 community resource maps | In progress  |  5,970,000  | 3,273,000 | 2,697,000 |
| **2.6 Community-led development of community safety plans (in tandem with CSP and SSRP)** | Engagement in 24 communities;5 in Region3; 9 in Region; 3 in Region 5 & 6; and 4 in Region 10  | 15 community safety plans created and functioning has been recalibrated to be 25 community development programmes  | Community dialogues have commenced, CSPs will be included as a component of community development plans. No collaboration with CSP or SSRP.  | In progress  |  50,750,000  | --- | 50,750,000 |
|  |  | 25 Draft Community Development Programmes developed  | Consultation Ongoing  | In progress  | 3,000,000 | 1,500,000 | 1,500,000 |
|  |  | Not in AWP - M&E of Community Development Plans  |  |  | 2,900,000 | -- | 2,900,000 |
| **2.7 Build negotiation, leadership and conflict transformation skills** |  | 10 police officers trained in CBP  | Not achieved  |  |  |  |  |
|  |  | 150 persons trained in negotiations and conflict transformation skills in five Regions | Not achieved  |  |  |  |  |
|  |  | 20 individuals from various religious faiths trained as CP/CR  | Not achieved  |  |  |  |  |

ANNEX F - OUPUT 3 Matrix of Achievements and Expenditure

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **Indicative Activities** **(Project Document)**  | **Summary Achievements to Date**  | **AWP 2009 - 2010 Targets** | **Results Identified by the Evaluation**  | **Status** | **Budget** | **Expenditure**  | **Balance**  |
| **3.1.Supporting positive****conflict resolution****content and good media practices; focus on history, heritage and civic education and building national pride and dignity.** | Take-up by media fraternity; journalists and media owners to develop sign a General Media Code of Conduct  | Conflict sensitive media code of conduct accepted by 80% media houses (2009)  | Supported training for Journalists who are currently working on a general media of code of conduct to be adopted prior to GGRE 2011  | Not achieved | 250,000 | 34,733.61  | **215,266.39**  |
| 1. **3.2 Strengthen communication networks to improve community awareness of available services and how to access**
 | None  | 5 conflict sensitive newsworthy platforms |  --- | No action taken at the time of MTE  |  |  |  |
| 1. **3.3 Support the development of community informational mechanisms e.g. bulletins/poster boards at the NDC level to develop community pride and information sharing.**
 | None  | Three (3) public awareness campaign using bulletins/poster boards etc.  |  --- | No action taken at the time of MTE |  |  |  |

ANNEX G - Matrix of All CBO Projects that Contributed to Output 1 and 2.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Civil Society Organisations**  | **Community Projects**  | **Results/ Contribution to Output 1 or Output 2** | **Community Contribution** | **Other Stakeholders**  | **Status**  | **Budget**  | **Expenditure** |
| **REGION 3** |  |  |  |  |  |  |  |
| **Den Amstel Resident for Change** | Improving Parenting Skills and Reducing Conflict within Homes in Hague, Den Amstel and Blankenburg  | Parenting workshop with 27 parents ( 9 now serve as peer educators) who have had contact with 250 persons from 3 communities **Defining contributed to Output 1 empowerment of women and to Output 2 community dialogue**  | Office Space  | Help and Shelter Childlink inc.  | **Ongoing** | 4,510,800 | 238,500 |
| **REGION 4**  |  |  |  |  |  |  |  |
| **ChildLink Inc.** | **Youth Vision** Outreach to 125 youths and their parents in five schools in Georgetown with recent high prevalence of violence  | 125 youths reach with CR/CP messages;96 (80 F and 16M) members of PTA reached with parenting skills; 5 youth school clubs in place **Project appears to be a better fit with UNICEF outcomes. However, it would be interesting to see results based on assessments of youth at end of project.**  | Schools buildings and playfields with permission from Ministry of Education  |  | **Ongoing**  | 14,424,000 | 6,397,000 |
| **Volunteer Youth Corps**  | Youth and women empowerment for peaceful change | Overall 100 (52 M and 48 F) youth benefited from peace education and leadership session;100 youth have Microsoft Word and Internet skills;16 sports sessions were conducted 82 children; 47 persons trained with employable skills and 20 were subsequently employedSelf earning activities: 62 persons did sewing and 47 hydroponics. **Made progress towards Output 1.Significant success on achieving livelihoods for 50% unemployed persons trained. Still more work to done on linkages with private sector. Start-up kits would have been useful.**  |  | Guyana Business CoalitionGrace Kennedy  | **Completed**  | 17,242,512 | **17,242,512** |
| **Youth Challenge, Guyana**  |  | 24 youths (14 women and 8 men) participating in life skills, job skills, gender sensitization, financial management, law, and conflict resolution sessions.24 youths (14 females and 8 males) exposed and trained in conflict resolution sessions in a five day workshop and then given the task to plan and implement a Movie Night Vigil in the community of Agricola and Conflict Resolution through Sports in West Ruimveldt. **Career/Job Workshop**, was held in Albouystown**Project has not reached targets so far and it may be unlikely to do so by MAY 2011. Minimal contribution to achieving Output 1 – Agents of peaceful change and Output 2 – Enhanced community Dialogue**  |  | National Milling Company (NAMILCO)And The Business School helped with awareness raising at the Job Fair  | **Ongoing –** 50 youths are currently involved in CR sessions and jobs employability sessions. Target of reaching 800 persons with CR options may still not be reach even though NGO is actively recruiting participants.  | 15,855,000 | **9,852,750** |
| **VARQA**  | **Integrated Youth Empowerment** for children and Youth in Tiger Bay and New Amsterdam  | Literacy with children and parents, Establishment of library Improved recreational space. |  | Private businesses operating in the community and Diaspora also contributed to project outreach in Tiger Bay | **UNDP terminated** contract with partner. Seemed not to be reaching overall EPTSI objectives even though other problem monitoring of project implementation by IP was low and needed improvement.  | 19,624,300 | 3,924,860 |

ANNEX H - Matrix Showing Status of Projects Implemented By SFCD in Region 6

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **REGION# 6**  |  |  |  |  |  |  |  |
| **Civil Society Organisations**  | **Community Projects**  | **Results/ Contribution to Output 1 or Output 2** | **Community Contribution** | **Other Stakeholders**  | **Status Observed by** **E-team**  | **Budget**  | **Expenditure** |
| **St. Francis Community Developers and Friends of St. Francis.**  | To provide professional training for eight(8) Groups attached to project while creating empowerment and networking through capacity building exercises. | -58 persons trained in financial management.- 49 persons trained in monitoring and evaluation.- manuals developed to act as guides.- 526 persons reach through community dialogues. - Partnership developed with social service providers in Regions 3, 4, 5, 6 and 10.  | - support to all public events through participation. - funds to complete additional works. - technical support. | - Private sector- Government Ministries- Residents- NGO’s in Region# 5 and #6  | **Incomplete** -to upgrade facilitates while providing responsive training for associated Groups to create effectiveness and sustainability. | 8,572,350 | 8,572,350 |
| **All Saints Presbyterian Centre**  | To rehabilitate and upgrade community building for creation of a life, skills and support centre in the New Amsterdam Area, while training at risk youths. | **-** 20 youths trained in carpentry, masonry and brick laying received start- up tools at graduation.-one building renovated and upgraded community activities.- 3 trainees full time employed while others self employed.-Forty five (45) young parents benefiting from day care service.-250 persons reach through community dialogues.  | -5 acres of prime real estate land donated to Project. - building to be utilize as training/ community facility  | -All Saints Presbyterian Church -trainees -N/A Town Council-5 Secondary Schools in N/A. | **Incomplete** -to complete the furnishing of building and complete training sessions with youths and residents. | 7,861,896 | 7,861,896 |
| **Albion Chapel Empowerment Centre** | To provide career guidance, job bank, linkages between employers and training institutions across Region #6. | -34 sessions in career guidance achieved.- 65 youths linked to Kuru Kuru Training centre and NATI then commenced training.- foundation established for Regional Job Bank with full time Offices.-formal relationship developed with Private Sector and Gov’t training institutions.-398 persons reached through community dialogues. | -a plot of land behind centre donated by the Guyana Congregational Church Union and already fenced for expansion.- full utilization secured from centre of upper flat of building for project activities. | -Albion Chapel in Fryish -Guyana Congregational Church Union.-Albion Chapel Centre- Government and NGO’s training institutions.  | **Incomplete** -to full establish community based job bank for sustained implementation while creating an effective network between trainers and employers. | 3,352,732 | 3,352,732 |
| **Turn Your Life Around Group – Kildonan**  | To offer life and skills training exercises for residents with special focus on unattached youths/ women in the Corentyne Area. | -community centre upgraded to serve community needs-IT equipment and skills training material secured to commence training.-405 persons reached through community dialogues-working relationship with NDC full established.-establish foundation for expansion of facilities (land, fence, bridge and support from residents) | - a plot of land donated by the Guyana Congregational Church Union.-land fenced by residents to create additional work area.  | - Guyana Congregational Church Union- residents-NDC-Community groups | **Incomplete** -life and skills training sessions e.g. information technology, craft courses, job preparedness, home management etc. | 3,939,384 | 3,939,384 |
| **Shining Star Community Developers**  | The development of 10 acres of lands to create a model farm in agricultural activities, in land fishing and life-stock rearing for job creation, training, career development and social cohesion.  | -ten (10) acres of land secured from residents.-area completed dug out to create drainage systems.-fenced area utilizing zinc and chain link fence and establishment of site office.-607 persons reached through community dialogues.  | -ten(10) acres of land donated by villagers.-self-help labour in development.-donation of site office building.  | Villagers -NDC-Ministry or Agriculture. | **Incomplete** -the implementation of promise activities in life-stock rearing, in land fishing and agricultural ventures Absence of same will create lost of public trust and confidence. | 6,807,653 | 6,807,653 |
| **Mibicuri Community Developers- BBP** | To establish a green house facility with a model organic farm to create a revolution in families livelihood and diversities of traditional bases. | -a green house nursery measuring 50’x27’x12’ created.-training in green house techniques commenced.-420 persons reached through community dialogues.-relationship enhanced with farmers in four(4) Polders.-6000 seedlings produced and sold to farmers. - two plots of land secured and develop for model farm.  | -one (1) plot of land(homestead) donated to project by resident.-one(1) homestead purchased adjacent to centre.- irrigated through NDC and private interventions.  | -NDC-Ministry or Agriculture-residents-trainees- Secondary School-farmers | **Incomplete** -continuation of green house training, development of farm to supplement green house while transferring skills to farms across Black Bush Polder. | 3,998,165 | 3,998,165 |
| **Eversham Community Developers**  | Create a marketing, processing and preservation centre to cope with surplus in production while creating year round employment for residents. | -establishment of offices to implement project.- expansion of site offices (physical).- secure a new building for expansion.-452 persons reached through community dialogues.  | -one(1) flat concrete building to house expansion of project-self help labour to expand present site office. | -residents-NDC | **Incomplete**-to utilize new building by scaling up of activities in preservation and create marketing plans for all Groups | 2,548,396 | 2,548,396 |
| **Swing Star Community Developers** | To rehabilitate and upgrade furniture/machine shop to offer training and school furniture while creating sustainability for community project | 12 persons completed IT training-machines repaired-systems for operation defined352 persons reached through community dialogues  | -lacked community support |  | **Discontinued** IP advised that additional funding support not available  | 3,809,320  | 3,809,320  |
| **Orealla Development** **Organisation** | To aid in the diversification of life and skills activities on the Amerindian Reservations through development of old primary school, President Youth Choice Building and 5 acres of land. | -secured old primary school, President Youth Choice Building and 5 acres of land from council.-area cleared around school, compound fenced on Youth Choice while repairs completed on building.-community supporting project fully through participation with over (600) reached directly.-training material and equipment secured.-fill time office established. | -donation of old Primary School.-President Youth Choice Building.-5 acres of land.-grilling of windows, repairs to water system and fencing of compound.-clearing of three sites.-commitment of all residents and service providers to support project. | -Village Council-Residents- Community Leaders | **Incomplete**-to rehabilitate and upgrade buildings utilization of completed Youth Choice Building, utilization of items for training centre with resource facilities. | 3,578,622 | 3,578,622 |

1. Richard Konteh is a Peace and Development Consultant with over 20 years experience in this field. [↑](#footnote-ref-1)
2. Roxanne Myers has over 10 years of experience consulting on governance, democracy and peacebuilding [↑](#footnote-ref-2)