

UNTFHS FINAL SUBSTANTIVE REPORT

UNTFHS PROJECT: RESTORING LIVELIHOODS IN GRENADA AFTER HURRICANES IVAN AND EMILY

Prepared by the UNDP Barbados and the OECS Poverty Reduction Team

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Final Report on UNTFHS Restoring Livelihoods in Grenada after Hurricanes Ivan and Emily

This is the Final Report summarizing the activities, achievements, challenges, opportunities, and progress towards objectives and outputs under the multi- agency UNTFHS project which is managed by UNDP and jointly executed by UNIFEM, FAO and UNICEF, in collaboration with the Government of Grenada.

The Report was drafted by the Project Implementation Team (PIT) in Grenada and finalized by the UNDP Barbados and the OECS Office. It builds on/summarizes and evaluates the progress achieved since project inception in March 2008 up to April, 2010.

SECTION 1: BASIC DATA/SUMMARY

Date of submission:	September, 2010
Benefiting country:	GRENADA
Location of the project:	The Parishes of St. George's, St Andrew's, St. Patrick's, St John's and St David's in the island of Grenada, Carriacou and Petite Martinique
Title of Project	Restoring Livelihoods in Grenada after Hurricanes Ivan & Emily
Duration of the project:	25 months
UN organization responsible for management of the project:	United Nations Development Programme (UNDP) Office for Barbados and the OECS, Christ Church, Barbados
UN executing partners:	FAO, UNICEF, UNIFEM
Non-UN executing partners:	Local NGOs/ agencies: ART,GRENED,GRENCODA,GRCS,GNCD, NaDMA, NDFG, GCCU,NAD, LACC, GRENCASE, GRENSAVE
Total project cost:	US \$998,741.00
Reporting period:	March, 2008 to April, 2010
Type of report:	Final Report

1.0

EXECUTIVE SUMMARY

The Final Report of the UNTFHS 'Restoring Livelihoods in Grenada' project, since its beginning in March 2008 up to April, 2010, with a few exceptions, indicates good overall results and achievements. The project was a response to the devastation caused by Hurricanes Ivan and Emily in 2004 and 2005 respectively in Grenada. The aim was to mitigate the social impacts of the disasters by providing concrete and sustainable benefits to people and communities threatened in their survival, livelihood, and dignity.

The project's main objective was *to restore livelihood options for those groups and individuals most affected by the passage of the two hurricanes*. The project also set as its target an overall 5000 beneficiaries, of which 2000 persons would be direct beneficiaries. By the time the project ended in April 2010, it had largely met its project objectives by impacting **6,650 persons, a 132% achievement**, and **1900** direct beneficiaries, a **95% achievement**. (Cf Summary table below).

The project was structured into 5 distinct components:

Livelihoods

Business development and micro finance

Disaster risk reduction

Psychosocial & Counseling

Gender mainstreaming

A specific innovative feature of the project was the focus on mainstreaming disaster risk reduction, and in particular, to mainstream HIV/AIDS prevention, care and treatment into disaster risk reduction strategies.

The initial challenges faced by the project were: delays in financial disbursements; changes in leadership in NGOs and in government and the new and emerging needs of some communities. Capacity constraints experienced by the implementing agencies were largely overcome during the course of the project cycle. Some of the solutions to these challenges required a re-investment of time, change in target areas, some re-assessment in terms of briefing, and re-engagement with Ministries and the NGOs themselves. Other operational problems were resolved as they occurred.

A baseline study, which was completed in May '09, provided a consolidated picture of the state of activities, challenges and perceptions in the project component areas and targeted communities. The findings of the study informed implementation and were used as a solid foundation for monitoring and evaluating the outputs and impacts of the project.

The Livelihoods component of the project progressed satisfactorily, after its initial slow start up. Three of the four subcomponents, namely agriculture and land clearing, agro-processing and trail development are virtually complete. Of the 100 acres of land targeted, approximately 139 acres have actually been completed, a 139% achievement. Two hundred and fifty farmers (250) directly benefited as a result.

The two tourist trails have also been completed. One is the forest trail in the remote village community of Morne Lounge, and the other a spice trail in the Laura community of the devastated parish of St David's. The processing facilities of over 30 mainly small agro-processors have been audited, and approximately 66 persons benefited from a number of capacity building training and input support programs.

Under the business development and micro finance component, approximately 218 persons improved their business skills and received assistance in strengthening or establishing their livelihood opportunities. The 12 participants who received initial training in batik garment making and sewing also benefited from business development training. It is anticipated that the students will now be able to start up their own production units. The market assessment for Batik and Garment Making was also completed in the same year.

The Grenada Flower Growers Association trained flower growers in marketing and flower packaging, with the objective of enhancing the skills of flower growers in the marketing and presentation of their products. Other significant achievements include the procurement of 10,000 anthurium plantlets which were distributed to the growers, and the establishment of a revolving fund specifically to purchase future supplies and plants. This will ensure some measure of sustainability, as well as address one of the findings of a component of the Study, which was undertaken to identify market opportunities for cut flowers. The market study conservatively concluded that there is an approximately 5% unsatisfied demand for cut flowers, and that there is a strong need to assist the farmers to boost production.

Another important achievement is an assessment of the enabling environment for microfinance in Grenada in support of micro and small businesses, followed by a study on the operational guidelines for the establishment of the Micro Credit Fund. The Fund was set up using two MFIs –National Development Foundation (NDF) and the Grenville Cooperative Credit Union (GCCU) - as fund managers.

Despite some periodic slowing down in the disaster risk reduction (DRR) component, mainly because of the capacity constraints of some of the implementing NGOs, such as the Grenada National Council of the Disabled (GNCD) and National Disaster Management Agency (NADMA), good results were achieved. However, this was only done when four major activities initially earmarked for implementation by these 2 agencies were carried out by local consultants, thus ensuring some capacity development of the NADMA and GNCD. The Damage and Needs Assessment (DANA) manual, finalization of the community disaster preparedness plans, and

the mapping survey of PWDs were all achieved within the period. The information needs of Persons with Disabilities (PWD) have also been addressed through the training of over 158 persons in sign language, focusing largely on disaster situations. Training in Braille was delivered to 18 persons, including police, prison officers, nurses, who work in the area of disaster risk reduction. This is an important aspect of the project to ensure that vulnerable populations are properly cared for in times of disasters or emergencies, and that their human security is enhanced.

The Mapping survey and the disaster preparedness plan for Persons with Disabilities (PWDs) have been completed. The survey identified the composition of this group in Grenada and their specific needs and challenges in emergency/humanitarian contexts. A total of 774 persons with disabilities were entered into a national database. It is the first time such a comprehensive survey of this group was done, and will go a long way towards enhancing capacity and improving the human security of these vulnerable groups of persons¹.

Vulnerability Capacity Assessments VCA for each of the 5 target communities (Corinth, Mt Craven, Mt Horne, La Poterie and Hillsborough) have been undertaken. The VCAs formed the basis for the preparation of community disaster preparedness plans, and to some extent, helped in identifying the hazards of a physical or environmental nature from which relevant micro projects in the communities might be developed. The VCA approach enhances the capacity of vulnerable communities to identify and sustainably address their own hazards and risks. Five Community Disaster Preparedness Plans (CDPPs) were completed for these communities (**Annex 2**), and a model DANA Manual was developed to suit specific human conditions and situations normally found after a disaster².

Fourteen (14) environmental micro-project interventions were undertaken in the four communities of Corinth (2), La Poterie (2), Mt. Craven/Rodney (1), Mt. Horne (3) and Balthazaar (6), featuring mitigation measures which sought to address issues of flooding, and included river cleaning, and drainage. However, these are all temporary measures and provisions are to be made for regular maintenance, particularly when the rainy season approaches.

A specific innovative feature of the project is the focus on mainstreaming disaster risk reduction, and in particular, to mainstream HIV/AIDS prevention, care and treatment into disaster risk reduction strategies. Significant training has taken place in these areas, thus strengthening local capacities to address the needs of Persons living with and affected by HIV/AIDS (PLHIV) in times of emergencies/natural disasters and to strengthen Prevention during these situations. 100 HIV kits were handed over to the Ministry of Health to be distributed to such persons as well as in case a disaster was imminent.

Furthermore, the Disaster Preparedness Response Plan (DPRP) for PLHIV was completed, with a Manual drawn up to give operational guidance to the disaster management personnel.

The Psycho-social and Counseling component, through the Legal Aid and Counseling Clinic (LACC), achieved most of its objectives as set out in the project, namely, expanding the availability of counseling services for post-disaster trauma through training of some 140 persons in counseling skills; provision of outreach counseling services to the 3 rural communities of St. Patrick’s, St David’s and Carriacou; and support to trained personnel such as the police and media workers. Overall, some three hundred and seventeen (317) persons benefitted from this intervention. Meanwhile, work was also completed by the Ministry of Social Development to develop a plan for the establishment of a permanent counseling service. This work has created the foundation for the ongoing expansion of counseling services in rural Grenada.

Finally, the gender mainstreaming activity, which saw a midterm slowdown in the first half of the project, made remarkable progress in the latter period. At least seven (7) gender sensitization workshops were held targeting stakeholders in the Livelihoods component (farmers and agro processors), Disaster Risk Reduction including members of the Police and the implementing agencies, and for the staff of two (2) microfinance institutions.

In this respect, some 379 persons directly benefited from these interventions. This complemented work already done with members of the judicial establishment such as the police and wardens.

In general, therefore, even with challenges arising from weak institutional capacity at the NGO level, the project extended its impact particularly during the current economic crisis. Up to the end of project cycle, the project benefited **some 1900** persons directly (95% of target), including farmers, villagers, small business entrepreneurs, the district shelter managers, members of the police service, youths, and vulnerable groups such as PLHIV and PWDs.

It is estimated that another **6650 persons** or more have also benefited indirectly, bringing the potential impact of the project **132% of** the targeted 5000 persons.

The table below summarizes the direct project beneficiaries to date, by activity:

Activity	Livelihoods	Business Development	Disaster Risk Reduction	Psycho social & Counseling	Gender Mainstreaming	Total
Direct	526	218	460	317	379	1900

The continued recession and downturn in the world economy placed this project in the unique situation of helping the vulnerable communities of Grenada at a time that was of greatest need. There is no doubt that human security has improved as a result of the UNTFHS project. More follow up activities still need to be done in the livelihoods area since the last Poverty survey has shown increasing trends in the rural communities, since Ivan.

LIST OF ABBREVIATIONS AND ACRONYMS

AA	Administrative Agent
ART	Agency for Rural Transformation
CDPP	Community Disaster Preparedness Plan
DANA	Damage and Needs Assessment
DRR	Disaster Risk Reduction
EOC	Emergency Operating Centre
GCIC	Grenada Chamber of Industry and Commerce (GCIC)
GCCU	Grenada Cooperative Credit Union
GIDC	Grenada Industrial Development Corporation
GNCD	Grenada National Council of the Disabled
GRCS	Grenada Red Cross Society
GRENCASE	Grenada Citizen Advice and Small Business Agency
GRENCODA	Grenada Community Development Agency
GRENEDE	Grenada Educational and Development Program
GRENROP	Grenada Rural Producers Organization
GRENSAVE	Grenada Save the Children Fund
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
IEC	Information, Education and Communication
LACC	Legal Aid and Counseling Clinic
LPSC	Local Project Steering Committee
NAD	National AIDS Directorate
NaDMA	National Disaster Management Agency
NDFG	National Development Foundation of Grenada
NIDCU	National Infectious Disease Control Unit
OVI	Observable Verifiable Indicators
PLHIV	Persons Living with HIV/AIDS
PIT	Project Implementation Team
PWD	Persons Living with Disability
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNIFEM	United Nations Children Fund
UNTFHS	United Nations Trust Fund for Human Security Project
VCA	Vulnerability and Capacity Assessment

SECTION II: PURPOSE

2.0 INTRODUCTION

Grenada is a tri-island state in the Eastern Caribbean with a population of 102,000, of which 9,000 live on the offshore islands of Carriacou and Petite Martinique. On 7 September 2004, Hurricane Ivan devastated Grenada, inflicting severe damage in the social and economic sectors, and to its environmental health. In its aftermath, 90% of the country's 31,122 houses were damaged or destroyed, leaving over 30,000 people or one-third of the population, homeless or living in desperate circumstances. The private sector suffered enormous losses of buildings, equipment and stock; and agriculture and tourism, the main earners of foreign exchange, were brought to a halt. There was also unimaginable damage to public infrastructure and to the institutions and systems of governance; and widespread loss of livelihoods. The island was further devastated by another hurricane 10 months later.

2.1 PROJECT OBJECTIVES

In response to the devastation caused by these 2 Hurricanes (Ivan and Emily during 2004-2005), this project seeks to mitigate the social impacts of the disaster by providing concrete and sustainable benefits to people and communities threatened in their survival, livelihood, and dignity. The overall aim is ***to restore livelihood options for those groups and individuals most affected by the passage of the two hurricanes.***

The main objectives of project as approved are as follows:

Table 1: Project Objectives

Immediate Objectives	Sub- components	Outputs
1.0 Livelihoods: Facilitate the improvement of increased livelihoods options and opportunities for	1.1 Agriculture/ land clearing:	-Livelihoods of 576 farmers restored -100 acres of land cleared - Input packages distributed to selected farmers involved in crop and

farmer and rural households		<p>livestock production</p> <ul style="list-style-type: none"> - Provision of Labour for a % of farms over a 3-6 month Period
	1.2 Forest based enterprises and environment restored	<ul style="list-style-type: none"> -344 persons trained in carpentry and community based tourism and tour guiding -2 eco-tourism trails developed in rural communities - Market study completed to identify opportunities for marketing wood craft products
	1.3 Agro-processing capacity and employment opportunities restored	<ul style="list-style-type: none"> - 178 persons trained on quality and standards, management and marketing, product processing, packaging and labelling - New agro-processing ventures established and operational
2.0 Business development and micro finance: improved access to microfinance and business opportunities	2.1 Business development	<ul style="list-style-type: none"> - 50 persons trained in business development and management techniques -50 craft persons trained - 30 persons trained for new businesses - 50 persons trained in cut flower - 100 persons trained in

		<p>marketing and capacity building support</p> <ul style="list-style-type: none"> - NGOs structure enhanced to provide long-term marketing and capacity-building -100 trained in business management, accounting and marketing
	2.2 Microfinance	<ul style="list-style-type: none"> - Creation of revolving funds for two microfinance institutions - Microfinance institutions' staff trained – 15 persons in project appraisal and mentoring -At least 40 new or ongoing businesses supported
3.0 Resilience and capacity to respond and manage disasters increased in 5 communities	<p>3.1 Strengthen Disaster Preparedness Committee and adapt district Preparedness model Plan</p> <p>3.2 Rehabilitation and improvement of Emergency Operations Centres</p> <p>3.3 rapid Damage and Needs assessment training at the community level</p> <p>3.4 Identification and implementation of micro-projects targeting environmental and physical hazards</p>	<ul style="list-style-type: none"> - 50 persons trained in rapid damage and needs assessment methodology. • Guidance documents available in rapid damage and needs assessment for community EOCs • 50 persons across 5 communities trained in DP plan development • 10 communities receive funding for physical works for disaster mitigation • Disaster management plans in place for 5 communities
Immediate	Sub- components	Outputs

Objectives		
4.0 National Counseling expanded		-50 lay persons trained in counseling - Nutmeg workers counseled - 40% of persons in target communities receive counseling
5.0 Gender considerations mainstreamed in disaster risk reduction and livelihoods		- All shelter staff, District Officers and EOC staff receive gender sensitivity training • Gender mainstreamed in VCA and rapid assessment methodologies • Microfinance staff of NDFG received training in ensuring that MF is gender neutral • Police & administration of justice personnel trained in gender-responsive approaches to GBV

2.2 REFERENCE TO HOW THE PROJECT AIMS TO ATTAIN THE HUMAN SECURITY OBJECTIVE

The human security goal continues to be the improvement human security (physical, social, and economic security in particular) in Grenada by improving livelihoods on a sustainable basis for women, youth and poor households. The project has as its human security objective the rebuilding of the lives, dignity and security of the most vulnerable population of Grenadians affected by the two hurricanes. Specifically, the target population involves farmers, persons with disabilities (PWD), women and children, unemployed youth, and small scale agro-producers.

One way of doing this was through the multi-sectoral approach adopted in recognition that disasters often affect people in multi-dimensional ways. Thus, the project is targeted to impact on the economic, the psychological, social and individual situations of the beneficiaries. For example, the economic security of the beneficiaries was enhanced through the clearing and cultivation of over 100 acres land, facilitation/encouragement of farm-work cooperatives managed by youth to address the impact of farm labour shortages on small farm productivity. Community tourism, small business development and a strengthened small agro-processing industry expected to enhance the income generating opportunities of project beneficiaries.

The physical security of the beneficiaries came about through the execution of the disaster risk reduction strategies such as shelter management training, vulnerability capability assessments and implementation of eight over (8) environmental micro projects in the targeted communities. These activities greatly mitigated vulnerability and reduced hazards to lives and livelihoods of community inhabitants generally.

The general wellbeing of the beneficiaries was effected through the psychosocial and counseling interventions which will take place in the form of training of additional counselors in the communities, extension of psycho-social and counseling services to 3 rural communities in the parishes of St Johns, St Patrick's and St David's respectively. This will mitigate the long term negative impacts and concerns arising from the devastation of the two hurricanes. It will also support the rebuilding process by bolstering the capacity of beneficiaries and service personnel to cope more effectively during future hurricane seasons.

Finally, by ensuring that the project activities were delivered through a consultative and community¹- led approach, facilitating capacity development and empowerment, the human security objectives of the UNTFHS project are more likely be sustained over time.

2.3 IMPLEMENTING PARTNERS

As shown in Table 2, the main implementing partners comprise the following UN agencies and partner NGOs according to the approved components:

Table 2: Implementing Partners

¹ Community, in this context, goes beyond geographic communities but also reflects groups such as Persons Living with Disabilities and PLHIV which have specific needs and challenges and need to be empowered more significantly to ensure that their needs are met and also that they can influence both policy and decision-making on matters which will affect them.

Approved Components	UN Implementing Agencies	Local Partner Agencies
1. Livelihoods	FAO	Grenada Community Development Agency (GRENCODA), Agency for Rural Transformation (ART), Grenada Education and Development Programme (GREDED), and Grenada Rural Producers (GRENROP)
2. Business development & micro-finance	UNDP	Grenada Citizen Advice and Small Business Agency (GRENCASE), GREDED, Grenada Save the Children Fund (GRENSAVE), National Development Foundation of Grenada (NDF), Grenada Cooperative Credit Union (GCCU)
3. Disaster Risk Reduction	UNDP	Grenada Red Cross Society (GRCS), Grenada National Council of the Disabled (GCND), National AIDS Directorate (NAD), National Disaster Management Agency (NaDMA), ART,
4. National Psycho-social Counseling	UNICEF	Legal Aid and Counseling Clinic (LACC)
5. Gender mainstreaming	UNIFEM	GREDED

SECTION III: RESULTS

3.0 MAIN ACTIVITIES UNDERTAKEN

This section of the report outlines the key activities which were undertaken to achieve the stated project objectives.

3.1 Project Management and monitoring

Some key administrative decisions were made prior to project start up as follows:-

- *The Development of a Manual of Project Implementation Guidelines* as a mechanism to assist participating NGOs in the UNTFHS project to have an appreciation of the requirements for the execution of the projects under joint UN partnership. The guide will serve broadly for all future partnerships in the UN System. A meeting of all partner agencies was called to discuss the guide prior to start up of the project.

- *The Local Project Steering Committee (LPSC):* The LPSC, as one of the main governance units of the project, provided overall project oversight at its quarterly meetings. The Director of the Technical and Economic Cooperation department of the Ministry of Finance chaired the meetings. The last meeting was held in April, 2010 to review overall results to date..

- *Meetings of project sub-committees:* The five (5) sub-committees namely livelihoods, business, counseling, disaster risk reduction, and gender monitor and evaluate components. Sub-each one having at least 3 cycle.

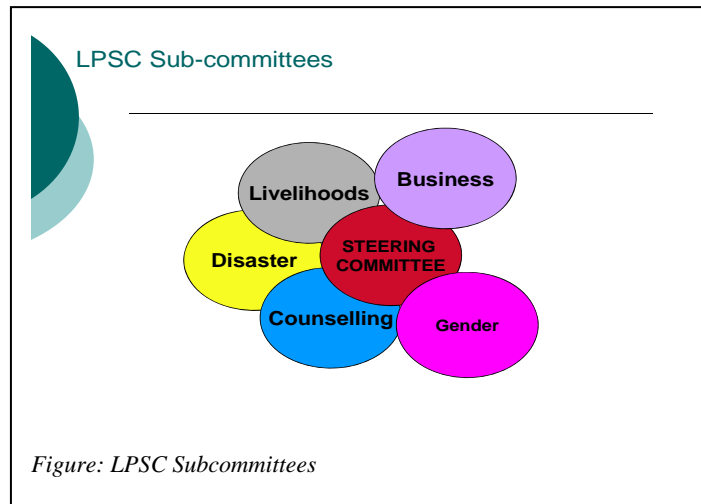


Figure: LPSC Subcommittees

business, counseling, disaster risk mainstreaming were set up to progress of the main project committees met regularly, with meetings during the project

- *The Inter-Agency Steering* were held since the first the others in May and The meetings reviewed recommendations for coordination. The January problems relating to slow project, and gender

Committee:- three meetings report – one in January, 2009, November, 2009 respectively. project progress and made improved delivery including meeting considered some of the delivery of the Livelihoods training plans in light of the

departure of the gender trainer in December 2008. The May meeting agreed on the need to make formal request to extend the project in light of the late start up and current status of activities, as well as identify cross-sectoral linkages between the various components, such as mainstreaming mentoring and counseling in the other areas.

- *Project Implementation Team (PIT):* A 3 member team was established which began with the two members of the PIT, the Project Coordinator (PC) and Disaster Risk Reduction specialist. The latter person continued in place until April, 2009, when the latter’s assignment to the project was completed. Both officers participated in the capacity building- results based management- training at the beginning of the year,2009, for all UNDP staff and for the Poverty Reduction Team specifically. The Project administrative assistant (PAA) then joined the team and provided support specifically on DRR and public awareness. On completion of the microfinance study, a micro finance specialist was hired in September,2009 to support that specific component over a 6 month period. The Specialist/Officer coordinated the establishment and supervised the

operations of the Micro finance fund, and followed-up on the recommendations of the micro-finance study; as well as the Operational guidelines of the Micro Credit fund.

- *Monitoring and Evaluation (M&E)*: The Baseline Study, which was referred to in the first substantive report, was completed in May 2009. Surveys and interviews were conducted in fifteen (15) communities, targeted by implementing and counterpart partners. Some of the communities surveyed were not original to the project, as prolonged delays in start up entailed identifying new communities. Findings from these communities provided the core information for analysis and conclusions in the report. Together with the study's review of legislation and policies, institutions, services and service providers and resources, the report entails comprehensive, multi-sector, information that can be used well beyond the UNTFHS project. (For the Executive Summary of the Baseline Report, CF *Annex 2 of the Second Substantive Report*). In addition, a complete M&E document was prepared for the project and shared with partner NGOs.

- *Public Awareness*: a Public awareness plan for the project which highlighted the methods and messages to disseminate to the public about the UNTFHS project was developed.

- *Committee meetings*: Through the meetings of the LPSC and various subcommittees, the activities and outputs continue to be monitored on an on-going basis. During the life of the project, 16 meetings have taken place amongst the various subcommittees and five for the Local Steering committee. In addition, the Joint Inter Agency committee of FAO, UNICEF, UNIFEM and UNDP held regular meetings on the project with members of the PIT.

The sections which follow elaborate further on the specific initiatives that were taken in each of the five (5) project components.

3.1.1: Component 1: Livelihoods

The livelihoods component started slowly, but was able to realize its overall objectives by project end. After approval of all 3 sub-components under livelihoods, namely agriculture and land clearing, agro processing, forest based enterprises and community tourism, Agreements with the four implementing agencies (GRENCODA, GRENROP, GRENEED, ART and TA Marryshow Community College (TAMCC)) were signed in March 2009, and disbursements made shortly thereafter. Communities in the targeted areas were mobilized, beneficiary surveys completed, and training needs identified in all the subcomponents.

Hereunder is a report of activities by project end:

1.1: Agriculture/land Clearing: this area of activity produced good results under the project.

By project end, the following achievements were realized - over 139 acres of land have been cleared in the targeted areas of Chambord/River Sallee, Grand Roy, Clozier, and Florida and representing some 139% of the target of acres to be ploughed, while seeds have been distributed to some 40 farmers in these areas. In the other targeted areas such as Laura, Mt Agnes, Vincennes in St David's, the lands for 35 farmers have been cleared. In Mt Tranquil, St Davids, lands of 25 farmers were cleared up and crops planted.

The UNTFHS project for example, through the implementing NGO, ART, cleared and replanted 35 of the planned 50 acres of land in spices, such as cloves, cinnamon, and nutmegs. Spice farming is an integral aspect of the farming culture of Grenada, and, in particular, the people of St David's, many of whose livelihoods have now been restored.

The other main area of assistance came in the form of training and provision of inputs for 25 small farmers' households in the rural community of Mt Tranquil in St David's, using their own plots. The beneficiaries comprise largely single headed households (84%) of which 44% are headed by women and 40% by men, and impacting generally on over 100 persons in the community. The villagers were also trained in basic agriculture, land management, in order to build capacity to feed themselves and their families, and improve their income opportunities.

In doing this, the livelihoods of over 250 farmers and their families have been improved, and income opportunities expanded; and a further 146 persons benefited through employment in land clearing.

1.2: Agro-processing:

As stated in the previous reports an audit of beneficiary agro-processors was done. The audit evaluated the various processing sites, identified packaging and marketing needs and training requirements of the processors. Since then, there have been substantial capacity building initiatives in the form of 6 training workshops for the 66 processors in areas such as preparation of sauces, home made wine, cocoa balls, local juices, pepper mash and dried fruits. *(CF Annex 4 of 2nd Substantive Report for Audit Report)* Additional capacities were built when, in the first quarter of 2010, these small processors were trained in business planning, financial management and record keeping. This will then make the human security arrangements of these small entrepreneurs much more effective and sustainable.

1.3: Forest based Enterprises: this largely involved trail development and wood craft training. Under this area, one major forest trail was opened up in the poor, mountainous and secluded village of Morne Longue in St Andrews. Over 39 persons, comprising 21 men and 18 women respectively, have benefited from direct employment in the clearing of the trail.

A further 8 young persons were also trained in tour guiding, thus creating substantial benefits for the rural village. The UNTFHS project was able to initiate awareness and hosted a meeting with the Tourist Board to inform them of the new trail. There is now need for close working relationship with tourism officials so that the trail can be properly marketed. Much more support, such as establishment of rest rooms, gift shop, preparation of brochures, will need to be done for the full benefit of this activity to be realized.

Also, the village of Laura, in the hard-hit parish of St David's, saw the development of the 2nd trail. The trail, known as the Spice Trail, is of great benefit to a large proportion of the seven thousand people of that parish, as it is now developed into a tourist attraction, according of the standards set by the Ministry of Tourism. A Spice garden has now been established, boardwalks which can accommodate wheelchairs, and outdoor tables and benches constructed

Wood craft training, delivered by the TA Marryshow Community College (TAMCC) for 30 young persons, was completed in three separate locations – St Patrick’s, St George’s and in St John’s. Attempts to implement training in the offshore island of Carriacou failed.

This activity recorded severe challenges in the delivery as many students dropped out because the project did not provide a stipend, as evidenced in the case of Carriacou students. This attitude is a negative, reportedly a hangover from the first after years of Ivan. Others, largely the unemployed single mothers, dropped off because of temporary employment opportunities that came up during the training.

It was decided that TAMCC will reopen the training and seek a stipend under the Government Youth Empowerment program, but this did not materialize. As a result, the 3rd training session took place in the parish of St John’s where an additional 12 youths were trained, bringing the total of persons trained in woodcraft to 31 beneficiaries.

3.1.2 Component 2: Business Development & Micro-finance:

The local implementing agencies - GRENSAVE, GRENCASE, Grenada Flower Growers Association, GCCU and NDF worked assiduously to complete activities in the short time frame. Under the business development subcomponent, a range of activities such as batik and garment manufacturing, Market study of Cut Flowers in Grenada, cut flower production, business skills and market training were completed. Additional activities in this area that were undertaken related to the sewing classes for the batik trainees, and the procurement of planting material for flower growers.

Garment making

This activity was done in 3 parts: Part one took the form of technical training in batik making. Students produced some wonderful batik designs which were displayed at various Trade Fairs.

Part Two program focused on the size and placement of designs so that trainees could start thinking about the type of garments or eventual end use of the batik fabric.

Part Three of the program also included sewing of garments and lasted for 3 months. The main drawback, however, was that the training period was considered too short for the students to be fully competent in sewing. Nevertheless on completion, trainees were encouraged to start up their own businesses, be attached to a more permanent business, or work together in a cooperative to enhance their livelihood opportunities.

The report of the market research on batik, referred to in the First Substantive Report, was also completed. As highlighted in the Market Research, batik material will be produced for sale in the short term, with a view to provide bridging income and help keep trainees motivated.

Personal Development was also one area of training incorporated into the program for all trainees, to help address issues connected with team work and develop confidence and self-esteem. These sessions helped to put the training and expectations of the trainees into perspective.

One of the issues which emerged from this program was concern about not reaching the required standard of sewing and hence not being in a position to produce and earn income. Whilst participants initially expressed interest in forming a co-operative, it became apparent that most of them were unaware of what this would involve. In the end, most of the trainees opted to engage in their own businesses. Grensave, the implementing NGO, intends to seek follow up funding so that trainees can get additional training. The direct beneficiaries of the program, approximately 10 persons, are mainly young women with families and one young man. This program had a positive impact on approximately 50 persons overall.

However, in addition to family commitments, the economic realities of unemployment, underemployment, temporary employment and insecure employment posed constant challenges to this group of trainees. This often meant that most of them are particularly challenged when faced with short term employment opportunities during periods of training.

This kind of challenge was similarly experienced by wood craft trainees as well. Thus, the project was unable to undertake any wood craft training in Carriacou even though several efforts were made. Potential participants dropped out of the training when it was realized that a stipend would not have been paid. This is a negative hangover from some of the post- Ivan emergency training programs which seem to be lingering on into recovery efforts.

Expansion of Cut-flower Industry

Much of the intervention in the cut- flower industry concentrated on capacity building through training, provision of inputs, and marketing and promotional materials.

The Grenada Flower Growers Association (GFGA), the main implementing partner, coordinated a series of theoretical training, as well as practical and hands -on demonstration of propagation techniques. At this session, some 26 participants were given the tools to practice the skills of budding, grafting and layering.

Capacity building also took the form of training in marketing. The basics of promotion and marketing skills development and showcasing were presented over 2 sessions. The first session looked at the basics of marketing and promotion and the second looked specifically at the local Cut Flower Industry and the potential for development. The Grenada Chelsea Flower Show (a major international flower show) Committee also took the opportunity at the final session to demonstrate proper packaging and handling techniques to participants. Training in business planning and business skills were also delivered to members of the Association. Based on the evaluation of the training, the response of the participants was very favorable.

One of the biggest constraints faced by flower growers is the lack of planting material which reduces the capacity of growers to meet market demand. According to the recent market study on cut flowers (referred to below), the shortfall can be as much as 5% below market needs. As a result, the Association requested that additional resources should be channeled into procurement of planting material, thus enabling better economies of scale, in that the larger the amount of planting material ordered, the lower the price. A total of EC\$50,000 was allocated to this activity, thus enabling the Association to procure and distribute 10,000 anthurium plants to flower growers.

Also completed under the Project was the Report on the Cut Flower Market in Grenada by the NGO, GRENCASE. (*CF: Annex 5 of the 2nd Substantive Report*). Notwithstanding, the recommendations of the report are being highlighted below for emphasis:

1. Formalize the functioning of the Grenada Flower Growers Association.
2. Negotiate with the Grenada Development Bank and other micro finance institutions for a credit window for the cut flower industry. Construct a formal proposal aimed at soliciting financing from donor agencies to assist with capital investment required for the expansion of production.
4. Enhance and consolidate the quality of existing product lines (through quality standard workshops) followed by the gradual introduction of eye-catching varieties.
5. Lobby the Government to have assistance to the cut flower industry included in the package of assistance granted to Grenada by the People's Republic of China.
6. Seek to establish collaborative relations with cut flower growers in Trinidad and Tobago and Barbados.
7. The Grenada Flower Growers Association, together with the Ministry of Agriculture and the University of the West Indies should draw up and conduct a programme of training for cut flower growers.
8. Establish formal connection with funeral agencies.
9. Training for growers in basic business practices.
10. Through the Grenada Flower Growers Association establish a central purchasing agency for essential inputs of all growers.

11. Establish a structured relationship with floralists.
 12. The Growers' Association should play a lesser role with respect to price setting and allow growers to go through the process of price discovery using market mechanisms.
 13. Attempt to formalize a relationship for the supply of cut flowers to hoteliers using the Grenada Tourist Board, the Ministry of Agriculture and the Grenada Hotel Association.
 14. Government should identify lands (e.g. in the Belvedere area of St. Andrew) with climatic conditions suitable for cut flower production and implement an incentive package aimed at encouraging interested growers to cultivate cut flowers on such lands.
 15. Adopt the Jamaican Standard for Anthuriums as the basis for assessing the quality of cut flowers in Grenada
- Finally, the Association completed its program with the purchase of promotional and packaging materials – which flower growers will utilize to enhance the presentation and marketing of their products in the local and regional markets. This will certainly improve the quality and marketability of the product, thus enhancing growth and sustainability in the sector.

Expanded access to Microfinance

This subcomponent is considered one of the most important and critical in ensuring long term sustainability of the project, as well as ensuring that the human security objectives are met. By the third quarter of 2009, the enabling conditions and preparatory activities were done, such as background studies, capacity building interventions, and legal requirements for the setting up of a micro credit fund to assist small businesses. For example, the study of the enabling environment of micro finance was done and submitted in May 2009. The study examined, inter alia, the current operating conditions of the main microfinance institutions (MFIs), the governance conditions, and capacities of the sector, and in particular, the establishment and operation of a revolving fund for small businesses (*CF. Annex 6 of the 2nd Substantive Report for full report*).

Some of the main conclusions and recommendations include, inter alia, the following:

- The need to provide a regulatory framework for MFIs that is more sensitive to their needs;
- Recognize the significant role being played by MSEs in income generation and employment creation, by giving specific incentive in the Investment Code that is currently being drafted; and
- Use the micro business fund to partner and strengthen a specific micro credit institution and build absorptive capacity.

In particular, the report recommended as follows:

- *At least 50% of the UNDP funds should be dedicated to a Guarantee Fund largely invested in higher yield accounts (fixed deposits, treasury bills) but designed to back the unsecured amounts of screened borrowers and to reimburse the lender MFI in the event of losses deemed unavoidable – once the MFI meets the set performance standards;*

Additional activities included the hiring of the micro finance officer in September 2009 (to assist in ensuring that the recommendations of the study were implemented swiftly and in a sustainable manner), the Report on Operational Guidelines for the Micro Credit fund and Guarantee Fund, Oct/Nov 09, selection of partner MFIs to be fund managers, and capacity building training programs in November.

Two main conclusions of the Report are highlighted:

- Choice of National Development Foundation (NDF) and Grenville Cooperative Credit Union GCCU) as fund managers;
- The withdrawal of the Guarantee Fund as this mechanism, though well established, did not meet UNDP's guidelines for micro finance.

Agreements were then signed with the two Fund Managers detailing the interest rates, the criteria for lending, reporting guidelines etc. The 1st tranche of funds were received by the NDF and GCCU in early December, 2009. By the end of the project, 30 small businesses were financed by this Fund. .

Although it was necessary to undertake these preparatory studies and seek professional guidance, it took up extra time, thus lessening the time frame for the implementation and disbursement of loans.

3.1.3 Component 3: Disaster Risk Reduction

Here, the overall objective was to *ensure that the resilience and capacity to respond and manage disasters have been increased in 5 communities*. These communities are later to be used as model communities to expand to other disadvantaged areas, thus enlarging the level of human security on the island.

This section highlights the achievements for each of the four project sub-components of the disaster risk reduction (DRR) component of the project. These are listed below as follows:

- Strengthening district and community disaster preparedness committees;
- Conducting Vulnerability and Capacity Assessments (VCAs) in 5 communities;
- Rehabilitation and improvement of shelter and emergency operating centers;
- Rapid damage and needs assessment (DANA) training at the community level;

Under this component, the UNFTHS project also partnered with the HIV/AIDS program of UNDP viz:

- *Mainstreaming DRR in HIV/AIDS prevention, care and treatment [a new/expanded section on enhanced awareness at the community level].*

Strengthening District and Community Disaster Preparedness Committees – strengthening district and community disaster preparedness represented a central focus of the DRR framework. This activity has largely been addressed to date. The UNTFHS project document anticipated 67 persons will be trained. However, approximately 70% (48 of 67 persons) of the targeted audience have been reached through the training activities implemented by the GRCS, in collaboration with the NaDMA.

Disaster management personnel, including shelter managers, were trained in dealing with vulnerable groups, particularly, people living with HIV/AIDS (PLHIV), women, children and young people.

Capacity building interventions in disaster mitigation continued, as disaster personnel in 5 targeted rural communities (Mt Craven, Corinth, La Poterie, Mt Horne and Hillsborough in Carriacou) were trained in the preparation of Community Disaster Preparedness Plans (CDPPs). Over 50 persons have been trained including, members of the national disaster management agency (NADMA). This will enable the skills and knowledge to be passed on to other rural disaster preparedness committees, thus ensuring long term sustainability and wider national impact.

In addition, five disaster preparedness Committees are now in place set up by the GRCS, working in conjunction with NaDMA,

Conducting Vulnerability and Capacity Assessments (VCAs) in 5 communities

VCA reports: VCAs were completed as planned for the five (5) selected communities, namely Corinth, Mt. Horne, La Poterie, Mt. Craven and Hillsborough in Carriacou. VCA is an investigation that uses various participatory tools in order to understand the level of people's exposure to (and capacity to resist) natural hazards at the grass-roots level.

The VCAs also formed, in part, the basis of the 5 Community Disaster Preparedness Plans referred to above. **(Draft CDPP for Mt Craven. – Paul Saunders³)**.The CDPPs described the steps to be taken in case of an impact, the main contact persons in the communities, and the main responsibilities of the various committees.

Enhanced Capacity to prepare and respond to disasters augmented among PWD

The UNTFHS objective, *to strengthen the capacity of persons with disability (PWD) to better prepare for and respond to natural disasters*, was originally to be coordinated by the Grenada National Council for the Disabled (GNCD). But given the severe capacity constraints of the GNCD, which led to prolonged delays in implementation, two of its approved activities had to be directly managed by the UNDP, through consultants.

The activities placed for consultancy services were the following:

- Administration of a survey to identify PWD generally;
- Development of a disaster preparedness and response plan specific to the needs of PWD;²

During project period, the survey was conducted and a draft disaster plan was prepared for PWDs leading to the creation of a national data base for PWDs. This was the first time such a survey was undertaken in Grenada At the completion of the study, a total of 774 persons with disabilities were entered into the national database.

Some of the conclusions of the study included:

- There is need for continued updating of the data base by the GNCD
- PWDs generally are not well prepared for disasters; don't have emergency plans; don't know where the nearest shelters are located; will need evacuation and other help during a disaster and are generally willing to use a shelter in the event of a disaster.

Meantime, the GNCD itself concentrated its efforts on the remaining activities such as training, website development, and development of public awareness materials, as listed below:

² Plan to be appended to the National Disaster Plan.

- Development of disaster preparedness and response information, education and communication (IEC) materials and program targeting PWD – however, the lack of a braille embosser has to some extent affected the implementation of this activity.
- Training of relevant stakeholders (i.e. disaster management stakeholders in sign language, and training of adult blind and visually impaired persons in braille).³ Over 158 persons from within the Police Force, Hospital Laboratory, Prison Dept. Schools, among other institutions, as well as members of the public, participated in the Sign Language Training Program for Emergency Workers. Another 13 stakeholders were also trained in Braille thus greatly strengthening the capacities of the relevant disaster management agencies. This training has built timely capacity, since vital information with regards to a disaster or a crisis can now be available to the visually impaired and adult-sighted persons, *which was never done in the past*. The graduates of this course will give voluntary service to the Council and assist in signing at the local TV stations, thus enabling lives to be improved.
- Website design: The GNCD website was redesigned and image enhanced under the UNTFHS project and 1 person received training in site maintenance. This output will further build the capacity of the Council), particularly in strengthening its advocacy, information and communication function on emergencies and disasters. The website is now operational on <http://spicy-design.net/GNCD>.

Rehabilitation and Improvement of Shelter and Emergency Operating Centers

Rehabilitating and improving community shelters especially in vulnerable and hard to reach communities were prioritized as one strategy to protect the dignity and livelihoods of people and communities threatened in a crisis situation.

Originally, three (3) community shelters were targeted for improvement and/or upgrades under this component of the project. After site inspections were made it was agreed that given the budget limitations, and the scope of works to be done, only 2 Centers would be done – namely New Hampshire and St David’s RC School.

The implementing agency, ART, coordinated the project in collaboration with the engineering department of the Ministry of Works, and NaDMA. Works, which were completed, included the installation of shutters, repair to the plumbing system and supply of additional water storage facilities, thus offering greater security to the community population in the event of a disaster. In the end,

³ The NaDMA will partner with the GNCD to procure a brail embosser to support training and public awareness of PWD. To facilitate procurement, GNCD is expected to provide 3 quotations of the equipment to allow for drafting of a proposal by the DRR consultant. Funding for this initiative would be sought from local and/or regional partners.

NaDMA declared the New Hampshire to be a fully certified Emergency Shelter. Ultimately, these centers are expected to service a population comprising some 4000 persons covering over 13 vulnerable communities.

Rapid damage and needs assessment training at the community level

This activity was partially fulfilled in 2009. The GRCS reviewed a number of DANA manuals from a number of sources to better inform the consolidation process and to define a common methodology and framework for use in Grenada. The GRCS worked closely with NADMA in this area, and delivered a DANA model manual in October, 2009. However, no training was done under the project as financing was not available.

Mainstreaming DRR in HIV/AIDS Prevention, Care and Treatment

Although not originally part of UNFTHS, a new and innovative feature of the project was undertaken to mainstream DRR in HIV/AIDS prevention, care and treatment in DRR strategies, with respect to the expanded multi-stakeholder response to HIV/AIDs in Grenada during a disaster. The National Aids Directorate (NAD) led this process, but the responsibility was handed over to NIDCU in July 2009, when the NAD closed down.

Listed below are the outputs that had been achieved for this aspect of the project:

- Development of a strategic disaster preparedness and response plan that addressed HIV/AIDS prevention, and care and treatment of PLHIV;⁴
- Training (i.e. disaster management stakeholders in HIV/AIDS issues, and policy makers and implementers involved in HIV/AIDS management in key disaster management concepts and practices); - the training of the district disaster coordinators was completed as planned, and were attended by 18 persons which met 72% of the original target. Thirteen (13) policy makers, representing the NAD, NIDCU and NAC, involved in HIV/AIDs management have been trained in disaster management. Also trained were 10 members of the Hopepals network, representing a small group of PLWHIV, in disaster management.
- Training of thirty (30) PLWHIV, approximately 10% of the total population, in disaster risk mitigation techniques and strategies, thus strengthening the resilience of this vulnerable group to cope with disasters.

⁴ Plan to be appended to the National Disaster Plan.

- Development of information, education and communication (IEC) materials to address HIV/AIDS prevention, and the needs of PLHIV during and after crisis situations; 500 IEC materials were printed for dissemination.
- Procurement of one hundred (100) basic disaster preparedness kits specific to the needs of PLHIV- this activity was completed in October 2009 when the kits were officially handed over to the Ministry of Health. NaDMA has agreed to take responsibility for the storage of the kits, but the actual distribution will be done by the Ministry of Health who is in direct contact with the affected persons. This will ensure that the required discretion for this vulnerable group is maintained.
- A list of the contents of the kit can be seen in the box below.

Box 1: Contents of basic disaster preparedness kit for PLHIV

- 5 pairs of vinyl gloves
- Prepak gauze
- 1 pack prepak cotton balls
- 1 pack band aid
- 1 roll bandage
- 1 8 Oz bottle of hydrogen peroxide
- 1 small tube of antibiotic ointment
- 1 small bottle of insect repellent
- 1 pack of alcohol preps
- 1 1-litre or larger bottle of water (secured through an MOU with Glenelg Spring Water inc.)
- Sturdy plastic container for storing medicine
- Sturdy plastic container to carry all items

3.1.4 Psycho-social Counseling

The main objective of the Psycho-social component is *the expansion of the availability and capacity for counseling at the national level*, with 7 sub-objectives as follows:

- Training of 50 lay persons in counseling skills
- Provision of counseling service to rural parishes including Carriacou and Petite Martinique
- Organization of group therapy especially as related to sexual/domestic abuses
- Strengthening of secondary and tertiary level services through support for trained personnel;
- Development of a plan for the establishment of a permanent counseling service
- Production of training materials and
- Publicity and social mobilization

The implementing partner, LACC, was able in large measure to meet all of these objectives and in some instances, even surpassed planned targets.

Training of 50 lay persons in Counseling

By the time the project had started, training had already begun in collaboration with ARD and the Wellness program of the St George's University, and a total of 240 persons trained, of which 140 persons were attributed to the UNTFHS project when it came on stream.

Group therapy especially as related to sexual/domestic abuses

Under this activity, eight (8) men participated in the Man To Man psycho-educational program for men who batter women.

Over 30 media workers were sensitized by the Legal Aid and Counseling Clinic (LACC), in conjunction with the Ministry of Social Development, on the need for more humanistic reporting of cases of domestic violence, suicide and sexual abuse. Finally, another 40 police officers, approximately 4.5% of the total Police force, were trained in the handling of cases of domestic violence.

Under the Basic Life Skills program for young persons aged 13-17 years, another 34 persons have been trained in the Coast Guard community in the parish of St Marks, which, according to the most recent Poverty survey, is considered the second poorest in the country. This brought to *80 persons* who have benefited under this program. There is a growing need for this program particularly for the young males, and the training of new facilitators which took place will now enable quick expansion into the parishes of St John and St Marks.

Provision of counseling service to rural parishes

As part of the objective of bringing counseling services to the rural community, the implementing NGO, LACC, started its “Changes” program for survivors/victims of domestic violence to the rural community of Mt Craven in St Patrick’s, now reported to be the poorest of the parishes in Grenada. Approximately, 10 women received such service.

The LACC also assessed the counseling needs for Carriacou and developed an intervention in the sister isle, which fulfilled the objective of expanding the program into as many rural communities as possible. Some 17 persons were trained in counseling in this period.

Production of training materials

The demand for counseling and psycho-social interventions has become so great that the LACC has now institutionalized the CHANGES program, and a manual has been done for this purpose.

Publicity and social mobilization

The LACC also created a number of public awareness promotional video programs against child abuse and domestic violence which have been aired on the Government stations.

Plan for the establishment of a permanent counseling service

The Ministry of Social Development was able to develop a plan to deliver permanent counseling service to the population, to include the establishment of a Family court.

Overall, some 317 persons benefited directly under the psycho-social component of the UNTFHS project.

3.1.5 Gender Mainstreaming

This component has as its main objective to have *gender considerations mainstreamed in the disaster risk reduction and livelihoods approaches*. In particular, the project anticipates increased access for women to microfinance (15%) and increased services for Gender-based violence.

All of these have been met by the project even though there were mixed levels of impetus and momentum during the life of the project. For example, after initial start up in 2008, there was a marked slowdown in first half of 2009, which was the direct result of the departure of the Gender specialist, at the end of 2008. The Implementing UN Agency – UNIFEM –made alternative arrangements to deliver this training as coordinated by GRENEED.

Nevertheless, a number of gender sensitization training took place. Some six training programs were done as follows:

- Livelihoods by the rural Gender Specialist, which targeted mainly farmers;
- DRR staff at the community level,
- And Business development and micro finance stakeholders, and

- Members of the PIT and other implementing NGOs
- Training of 28 members of administration of justice personnel viz policemen and women



Fig: Members of the NGOs and PIT in gender training session

In addition, a series of public awareness messages have been developed on the following themes:

- Gender socialization as defined in gender roles
- Gender Sex and Sexuality – a youth perspective
- Gender-based violence
- Gender and HIV/AIDS
- Gender and the division of labor
- Gender and policy e.g. the role of health issues as it relates to men and women
- Gender and education
- Gender and disaster – how women are treated in shelters
- Gender and the reporting of gender-based violence by the police

These messages, when aired, will bring a greater and more universal understanding of gender issues in the population at large.

By the end of the project, some 369 persons were already gender mainstreamed, and now have a greater appreciation of gender perspectives in development activities..

3.2 PROGRESS TOWARDS ACHIEVEMENT OF OUTPUTS

The UNTFHS project saw an overall good achievement of the planned results.

Under the livelihoods and agriculture component, over 139 acres of land have been cleared, representing approximately 139 % of the project target, 2 nursery operators have been trained thus improving capacity, and provision of seedling implemented giving more income opportunity to farmers. Two hundred and fifty (250) farmers have benefited directly from these interventions, 65% men and 35%, women. This impacted over 875 persons in the farming communities of River Sallee, Chambord, Clozier, and Rose Hill, Vincennes, Mt Agnes, Laura and Mt Tranquil. In addition, another 146 persons have gained direct, active employment in land clearing and preparation, impacting another 511 persons overall.

At the end of the project, some 1,386 persons would have received beneficial impact under the land clearing sub-component alone.

In the area of Forest-based Enterprises, the community of Morne Longue realized direct benefits of the project, with 39 persons (21M; 18 F) directly employed in the clearing of the forest trail, and impacting some 135 persons in the community overall. A second trail- the Spice trail – was completed at Laura in St David’s. This activity provided temporary employment for a number of persons, and laid the foundation for the tourists and visitors to see the spice plants of Grenada.

A number of studies were also completed under the Livelihoods component as follows:

- Livelihoods community baseline studies on marketing, agriculture & land clearing, agro-processing, and trail development were modified to sectoral scans by the implementing NGOs
- The market study on cut flowers entitled, “Examination of the local cut flower Industry in Grenada” completed in March, 2009
- Audit Report on Agro processors, March, 2009

In DRR, the Vulnerability Community Assessment (VCA) reports for the 5 targeted communities – Corinth, La Poterie, Mt Horne, Mt. Craven and Hillsborough Carriacou – were done, and a number of persons trained to carry out this exercise..

Under the Psycho social & counseling component, interventions increased during the period. In addition to the 240 persons already trained in counseling in 2008, a third rural community, namely St Patrick's, received counseling service, and an additional 34 young people benefited, bringing to 60 the number of persons who benefited in life skills training.

Furthermore, the 2 additional rural communities- Mt Craven and Hillsborough, Carriacou, have benefited from additional interventions, adding another 27 persons who directly benefited from the counseling component.

The Gender mainstreaming component made good progress as well by project end. The implementation of specific mainstreaming approaches for key sectors such as disaster risk reduction, microfinance and business development, rural livelihoods, made a substantial difference to the outcome. Thus, by end of 2009, an additional 293 persons were sensitized, bringing the total beneficiaries to 369 persons, the majority of which were women.

In large measure, these activities are now completed and can be listed hereunder as follows:

- 2 of the 3 shelters identified for repairs, viz St David's R C Primary school, and New Hampshire Community Centre, have been repaired in April, 2009. The third shelter was not repaired due to budget constraints.
- The micro finance study entitled, " A study to evaluate the enabling environment and current capacities of the micro credit sector in Grenada" May, 2009
- The Operational Guidelines of the Micro Credit and loan Guarantee Scheme, November, 2009
- The Disaster Preparedness Response Plan (DPRP) for persons living with HIV/AIDS has been completed, May,2009;
- Mapping Survey of People Living with Disabilities (PWDs), and Disaster Prepared Response Plan for PWDs, November, 2009.

Table 3 (next page) summarizes the progress attained towards achievement of outputs.

Table 3: Progress towards achievement of outputs

Output Targets	OVI	Progress	Recommendations/comments
Livelihoods – land clearing, agro-processing & forest based enterprises			
<p>Livelihoods of 576 farmers restored</p> <p>100 acres cleared and labour provided to farms</p>	<ul style="list-style-type: none"> ○ Number of farmers trained ○ Acreages of land cleared and under production ○ Increased land in production by 20% 	<ul style="list-style-type: none"> ○ Over 396 persons directly impacted or 68.7% achievement: 250 farmers directly assisted and over 146 persons have been employed on farms or benefited from direct employment ○ All land clearing completed: over 139 acres of land cleared or 139% achievement re acreage. ○ 	<ul style="list-style-type: none"> ○ Need to train more farmers in business ○ Design & implement marketing strategy for farmers
<p>344 persons trained in community tourism</p> <p>Market study on wood craft</p> <p>Two trails developed</p>	<ul style="list-style-type: none"> ○ Two community trails developed 	<ul style="list-style-type: none"> ○ 8 persons completed training in tour guiding in Morne Longue 44 persons from the community directly employed in tourist trail development ○ Morne Longue forest trail is cleared, and the 2nd trail at Laura, St David’s completed; or 100% achievement. 	<ul style="list-style-type: none"> ○ Training to be evaluated ○ TAMCC to assist in study re marketing of craft products. ○ Marketing of trails should be continued. More resources needed for sustainability.
<p>178 persons trained in agro processing and</p>	<ul style="list-style-type: none"> ○ Agro processing enhanced by 15% 	<ul style="list-style-type: none"> ○ Training of 66 agro-processors completed ○ Ongoing agro processing activities upgraded 	<ul style="list-style-type: none"> ○ Continue Business skills training for agro processors

woodcraft Agro processing ventures established		and equipped ○ TAMCC delivered wood craft training to 31 youths in St Georges, St Patrick's. ○ A 54% achievement was achieved	○ Need additional support to complete upgrade of processing plants
Business development and microfinance			
50 persons trained in craft and cut flower 30 persons trained in new businesses 100 trained in marketing & business skills	○ Access to business development and micro finance opportunities improved by 30% ○ Increased access to credit by a minimum of 15%	○ 12 persons trained in batik production ○ Ten (10) persons trained in garment design and seven(7) in sewing; ○ 31 young persons trained in woodcraft ○ Twenty five (25) persons trained in flower propagation, or 74 % of targeted output ○ 35 flower growers completed training in marketing; ○ 24 persons trained in business skills including marketing, bringing the project to almost 60% of the overall target	○ Get trainees to start up businesses ○ The GIDC has agreed to partner to deliver training in business and marketing ○ All training has mainstreamed with gender, & counseling
Outputs	OVI s	Progress	Recommendations/comments

<p>Creation of revolving credit fund</p> <p>Training in project appraisal and mentoring</p> <p>40 businesses supported</p>	<p>Same as above</p>	<ul style="list-style-type: none"> ○ Study on Enabling Environment of Microfinance is completed, with recommendations for support of businesses/SMEs including a guarantee fund. ○ Design of micro credit Fund completed ○ 2 MFIs (NDF & GCCU) selected as Fund Managers of the micro credit fund ○ 30 small businesses supported 	<p>Link micro credit fund with small business of government for monitoring purposes</p>
<p>Disaster management</p>			

<p>Community disaster preparedness plans (CDPP) and committees in place in five (5) communities</p> <p>Five (5) functioning and trained community disaster committees in place with the capacity to prepare and deploy resources in post disaster situations</p>	<ul style="list-style-type: none"> ○ Seventeen (17) district disaster coordinators &/or officials trained ○ Vulnerability and capacity assessment carried out in five (5) communities ○ Community disaster preparedness committees established in five (5) communities ○ Community disaster preparedness plan(CDPP) implemented in five (5) communities ○ CDPP endorsed by Cabinet 	<ul style="list-style-type: none"> ○ Through a number of training (5) workshops the capacity of 34 disaster district officials and decision makers were enhanced ○ 5 VCA reports on Corinth, Mt Craven, Mt Horne, Carriacou & La Poterie in St Andrews completed; 12 persons VCA trained. ○ Community disaster preparedness committees are now established in 4 out of 5 communities: Corinth, Mt Horne, La Poterie & Carriacou ○ Work completed to adapt National Disaster Preparedness plan into Community Disaster Preparedness plan (CDPPs). Five draft plans completed and under review. 	<ul style="list-style-type: none"> ○ Capacity assessments to be done for GRCS and NaDMA ○ Reestablish Btool Committee ○ NaDMA to submit CDPPs to Cabinet in 2010
<p>Capacity to prepare and respond to disaster augmented among the community of PWD</p>	<ul style="list-style-type: none"> ○ Database of PWD developed and circulated ○ Thirty (30) disaster management stakeholders trained in sign language ○ At least 6 braille trainers trained and 18 visually blind trained in braille 	<ul style="list-style-type: none"> ○ Data base for PWDs completed. ○ Action taken include <ul style="list-style-type: none"> ✓ Mapping survey is completed. Over 774 persons surveyed. ✓ Braille training started in September for 14 disaster management personnel ✓ Approximately 158 persons undertake sign language training and now have basic signing capacity 	<ul style="list-style-type: none"> ○ Conduct Capacity assessment of GNCD (long term needs) ○ Assist with a Braille embosser
Outputs	OVIs	Progress	Recommendations/comments
	<ul style="list-style-type: none"> ○ 500 materials printed & sign language incorporated in disaster preparedness PSA ○ Disaster preparedness and 	<ul style="list-style-type: none"> ✓ Design of a flyer to support PA campaign ✓ Arrangements made with NaDMA and GIS to incorporate sign language in disaster 	<p>As far as possible, ensure persons trained in sign language as volunteers</p> <ul style="list-style-type: none"> ○ Begin roll out of signed PSA on disaster preparedness

	<ul style="list-style-type: none"> ○ response plan approved ○ GNCD's website more disabled and disaster preparedness friendly 	<ul style="list-style-type: none"> ○ preparedness Public announcements ✓ Website improved for better communication with PWD 	<ul style="list-style-type: none"> ○ Ensure website functional by February, 2010
Community shelters rehabilitated and improved – training conducted	<ul style="list-style-type: none"> ○ Shelter and EOC management training courses conducted ○ Three identified shelters improved/upgraded ○ Three strategically placed shelters equipped ○ Guidance manuals used in EOC training distributed to all official shelters 	<ul style="list-style-type: none"> ○ Two (New Hampshire & St David's RC school) out of the three shelters identified for repairs are complete and shelter ready. Target of 3000 persons benefitting has been adequately met. ○ Na DMA supported with basic list of equipment for shelters which will further enhance security (subject to availability of finance) 	<ul style="list-style-type: none"> ○ One of the shelters is now certified as an official Emergency Shelter by NaDMA. However both shelters have improved the human security of the people in these communities- New Hampshire and Bellevue in St Davids ○ The experience gathered need to be shared ○ Check status of Manuals for distribution to shelters
Communities awareness on critical DRR issues developed and/or enhanced	<ul style="list-style-type: none"> ○ Approved copies of public awareness materials and/or programs developed 	<ul style="list-style-type: none"> ○ Substantive designs on IEC materials for PLHIV, and disaster preparedness completed. ○ HIV poster redesigned and published 	<ul style="list-style-type: none"> ○ NaDMA to distribute HIV posters
Capacity to conduct damage and needs (DANA) assessment strengthened	<ul style="list-style-type: none"> ○ Training manual for DANA developed ○ Rapid DANA training targeting 50 persons 	<ul style="list-style-type: none"> ○ Review of existing literature on DANA completed. DANA Model Form and Manual completed. 	<ul style="list-style-type: none"> ○ Engage all stakeholders on the Manual. NaDMA to get Cabinet approval
Outputs	OVI	Progress	Recommendations/comments
Disaster preparedness and response capacities strengthened in	Strategic disaster preparedness and response plan for HIV/AIDS	<ul style="list-style-type: none"> ○ A number of activities have been completed as follows: ✓ Strategic disaster preparedness 	<ul style="list-style-type: none"> ○ The NAD office closed at end June, 2009 ○ Ministry of Health (NIDCU)

relation to HIV/AIDS management	<p>management approved and disseminated</p> <p>At least 75% of key disaster management and HIV/AIDS stakeholders trained in critical aspects of HIV/AIDS and disaster management respectively</p> <p>500 sets of materials printed each to address HIV prevention, and care and treatment of PLHIV during crisis situations</p> <p>100 special needs kits available for PLHIV</p>	<p>response plan completed</p> <ul style="list-style-type: none"> ✓ Training of disaster management in HIV management, and HIV/AIDS stakeholders in disaster mainstreaming ✓ 100 PLHIV basic disaster kits distributed ✓ IEC Posters completed and distributed 	<p>officials has taken over work of NAD.</p> <ul style="list-style-type: none"> ○ Distribution plan for IEC materials to NaDMA ○ All IEC materials, including, redesigned HIV posters done
Eight (8) micro-projects to reduce environmental and physical hazards implemented		<ul style="list-style-type: none"> ○ A committee comprising NaDMA ART and the PIT visited communities. ○ 14 micro projects are completed (2 in Corinth and 2 in La Poterie, Mt Craven & Mt Horne, 8 in Balthazar) 	<ul style="list-style-type: none"> ○ Documentary done by ART to be shared
Outputs	OVI	Progress	Recommendations/comments
Psycho-social counseling			
50 persons trained in counseling	National counseling services increased by 15%	<ul style="list-style-type: none"> ○ Counseling is ongoing and some 140 persons already trained 	<ul style="list-style-type: none"> ○ Expansion of counseling

Provision of counseling services to rural parishes. Nutmeg workers counseled 40% beneficiaries receive counseling		<ul style="list-style-type: none"> ○ Service expanded to 4 rural communities. An additional 27 persons counseled in communities ○ 35 Police men trained in counseling of abused victims ○ Sixty (60 young people have benefitted in basic life skills program in St. David's and St. John's, and St Marks. 	<p>services to St Patrick's and Hillsborough, Carriacou completed.</p> <ul style="list-style-type: none"> ○ No counseling of displaced nutmeg workers, as many found employment subsequently
Gender mainstreaming			
Gender sensitivity training to shelter staff Mainstream gender in VCA and rapid needs assessment Mainstream gender to micro finance staff Police and justice administration trained in gender –responsive approaches to GBV	Gender biased violence (GBV) reduced by 10%	<ul style="list-style-type: none"> ○ Shelter managers gender trained ○ VCA technicians trained in gender sensitivity ○ Business and micro finance leaders trained ○ Twenty eight (28) police men and women trained in gender sensitivity ○ In July to November 2009, DRR and livelihoods, MFI, and business development stakeholders and beneficiaries gender trained. ○ Another 293 trained during this period. 	<ul style="list-style-type: none"> ○ National Sensitization communication strategy to be implemented in 2010

3.3 ACHIEVEMENT AS MEASURED AGAINST STATED OBJECTIVES

Table 4: Achievements as measured against objectives

Objectives/purpose	OVI	Progress	Recommendations or comments
Facilitate the improvement of	<ul style="list-style-type: none"> ○ Increased land in production by 	Substantial progress has been made in 2009.	The acreages projected to be under production have

Objectives/purpose	OVIs	Progress	Recommendations or comments
increased livelihood options and opportunities for farmers and rural households	20% <ul style="list-style-type: none"> ○ Number of farmers trained; ○ Acreages of land cleared and under production; ○ Agro processing enhanced by 15% ○ Two (2) community trails developed 	Land cleared has already reached 139 % of target. Livelihoods and income opportunities have been enhanced for 496 persons in farming, agro processing, youths. Capacity of agro processors improved. Two community trails completed or 100% achievement.	been surpassed by the implementing agencies. Business skills training for agro processors to begin in January 2010.
2. Access to microfinance and business development opportunities improved.	Access to business development and micro finance opportunities improved by 30% Increased access to credit by a minimum of 15%	Capacity has greatly increased for 12 persons in sewing and batik sector. Four training courses in business development. Access to micro finance was improved when two Micro finance agencies NDF & GCCU to manage the micro credit fund. A micro finance officer hired to assist the process. The study of the enabling environment	The Implementing NGO is assisting to engender interest in the formation of a cooperative. The agency did not pursue as most beneficiaries preferred own business. The micro finance Consultant is likely to be further engaged to oversee implementation of recommendations.

Objectives/purpose	OVIs	Progress	Recommendations or comments
Resilience and capacity to respond and manage disasters increased in five (5) communities by 2008 (through planning, training, assessments, awareness raising, shelter management, and reduction of physical hazards)	Improved human security at the community level through improved preparedness and response frameworks and planning with a gender lens (awareness increased by 20%)	on Microfinance A number community persons are trained in disaster preparedness plans which will improve resilience in all 5 communities. Human and environmental security has improved as a result of implementation of 14 micro projects, and strengthening of 2 shelters	NaDMA to put mechanisms in place to ensure transfer of skills to other communities
National Counseling Expanded.	National counseling services increased by 15%	This component has progressed well. Four rural communities, including Carriacou, have received counseling services thus widening the impact of this much needed service. Over 317 persons benefited.	Ministry of Social Development to advance preparatory work to establish a permanent Counseling service.
Gender considerations mainstreamed in disaster risk reduction, livelihoods approaches, and state responses to ending gender-based	-Gender biased violence (GBV) reduced by 10%	Many persons (circa 369) were gender-sensitized in the area of livelihoods, disaster risk reduction and microfinance.	Need to undertake a gender awareness campaign nationally to buttress the outreach & impact of the gender training under UNTFHS.

Objectives/purpose	OVIs	Progress	Recommendations or comments
violence (GBV) strengthened.			

3.4 IMPLEMENTATION CONSTRAINTS

In the first substantive report, there were three issues which were considered to have negatively affected implementation as follows: Change of Government; changed project environment; scarcity of trained personnel. Also during implementation another glaring challenge had to be dealt with viz weak institutional capacities of at least 3 of the implementing NGOs/ agencies viz GNCD, NaDMA, and GRCS.

The lack of adequate human resource has resulted in delays and slow implementation in areas such as the adaptation of community plans, writing up of VCA reports, the mapping survey of PWDs and website development. Also, the closure of the National Aids Directorate (NAD) in June, 2009 disrupted the decision making process, and to a large extent, affected the smooth delivery of the IEC materials.

In the micro finance component, in NDF for example, uncertainty concerning the management of the institution slowed down somewhat the actual operation of the microcredit fund. There was some uncertainty which developed as well over the commitment of Mcrofin, as a potential fund Manager, to the project based on its nonattendance to subcommittee meetings. Eventually, the management of Microfin eventually stated a lack of interest in being part of the project.

Some operational difficulties also were experienced during training workshops when some students, (namely single mothers in the sewing class) were drawn away because of gaining temporary employment; while some persons dropped out of classes in Carriacou (eg in the wood work training), because of lack of a stipend.

However, as a result of making certain operational changes and focused engagement by the members of the PIT, most of these activities were largely completed, by project end.

Table 5 (below) summarizes key implementation constraints, some of which have been specific to implementation of the DRR component of the project, but could affect other multi-partner components.

Table 5: Implementation constraints and plans for resolving

Implementation constraint	Solutions
Weak institutional Capacity	<ul style="list-style-type: none">○ Decision taken to sub-contract 2 key activities from GNCD and NaDMA
Lack of Support stipends during training	<ul style="list-style-type: none">○ Get Implementing agency(NGO) to negotiate stipend under Government Youth Empowerment programs
Long delay in setting up Account at NaDMA	<ul style="list-style-type: none">○ Moved 2 key activities- adaptation of national disaster preparedness plan to community plans, and benchmarking preparedness in the communities,- to consultancies
Closure of the NAD affecting approval of IEC designs	<ul style="list-style-type: none">○ Meeting with MOH to sort out transition and coordination problems which arose in terms of agreed designs and specific roll out issues.
Uncertainty about Manager of NDF	<ul style="list-style-type: none">○ Frequent meeting with Senior project Officer
Microfin's withdrawal from the project	<ul style="list-style-type: none">○ Replaced with GCCU based on Recommendation from Microfinance Study

Project Evaluation:

Progress of the project was monitored by the following structures built into the project- the LPSC, the Joint Inter Agency Committee (JIAC), project sub-committees, and the PIT.

The project had 5 quarterly oversight meetings of the Local Project Steering Committee (LPSC), the last being in April, 2010; while the Joint Inter Agency Committee (JIAC) has met at least 5 times in the life of the project. The project sub-committees also held regular meetings to monitor and chart progress of the various components. The livelihoods and the business development

subcommittees have had 12 meetings between them, and has been the most vibrant. All other subcommittees have held at least two or three meetings over the course of the project.

A final evaluation instrument was undertaken for the project, at an estimated cost of US \$15,000 over the life of the project, in May 2010. **(CF Annex1 for Report)**

3.5 LESSONS LEARNT

The main lessons learnt, already stated in previous reports, are reiterated under the following headings:

(a) Working with partners

- Expectations must be continuously communicated to all partners prior to and during implementation.
- Identification of potential challenges and/or institutional weaknesses should be ongoing with the view to putting mechanisms in place to address them as they arise. This was done in large measure by the meetings of the committees.
- Implementing partners need to share information early on areas which may impact on the project but may not be known by the implementing units.
- Partners should share schedules or periods of prolonged absences which may slowdown follow- up action on deliverables. This is especially relevant to the UN partners.

(b) Good practices/innovation

- Periodic meetings between the project team and implementing agencies on reporting obligations, especially at project start up, have proven critical for sustained and effective implementation.
- The active involvement of the funding agency in project implementation at the local level is critical.
- The establishment of sub-committees to support the work of implementing agencies can bolster and assist those implementing partners which are constrained by limited human resource capacities
- The recruitment of technical experts can be critical in the support to project implementation particularly in bolstering the existing capacity of NGOs.

- Continuous dialogue and outreach particularly through email has helped to advance project activities.

(c) Application of human security concept

- Reinforcement of the HS concept - ensuring that all stakeholders are clear of the meaning of the concept, and its application in project implementation is critical.
- Sustainability of the project efforts and strategies would be strengthened by a program to develop a national consciousness on the concept of human security at various levels of society.

(d) Project management

- More timely response from implementing partners, and the continued weak implementation capacity in some NGOs to carry out different aspects of the work plan to be addressed.
- The need for a public awareness program as part of project design is critical.
- Capacity Constraints: there should be full capacity reviews of implementing NGOs prior to project start up

- A well developed monitoring and evaluation plan must be developed early and communicated to all implementing agencies. M&E tools and approaches need to be regularly reinforced during implementation particularly during the early stages.
- Implementing agencies must be supported in enhancing public awareness activities in their work plans
- Early establishment of the project office and the strong leadership of the lead Ministry is important for effective project communication, visibility of the project and effective monitoring and evaluation.

3.6 OTHER HIGHLIGHTS AND CROSS CUTTING ISSUES

The current recession and downturn in the world economy has, more than ever, placed this project in a unique situation of helping the vulnerable communities of Grenada – PWDS, HIV/AIDS, the unemployed and under employed, women and children and persons who suffer from different types of abuses, such as domestic and gender abuse. There is a great sense that without this project, the human security conditions of these persons would have been worse.

This comes against the background where the most recent poverty survey shows that the poverty level has increased by 5% over the last 10 years, moving from 32% in 1999 to 37% in 2008. The study also showed that the 2 poorest parishes continued to be St Marks and St Patrick's in the north of the island, with St Patrick's overtaking the former as the poorest. There is need for some focused interventions to break the poverty cycle in these two rural parishes.

The UNTFHS project assisted a number of farmers under its livelihood component from Chambord, St Patrick's, as well as some relevant interventions in psycho-social counseling and disaster risk reduction activities.

SECTION IV: CHALLENGES AND ISSUES

This section summarizes major challenges and constraints during the life of the project by components.

Overall, the project met a number of initial challenges such as governmental changes, changed environmental conditions resulting from late start up, changes in personnel mid-stream, scarce human resources especially in the NAD and the GNCD, and having to make quick decisions relating to the provision of technical and consultancy services for short periods.

Major adjustments to project:

Major adjustments were made to the project given the long delay before actual implementation, after project approval. Some of these adjustments related to changes in geographical targets and locations, price adjustments for material, and even in some cases slight changes in the interventions anticipated by the UNTFHS project. For example at least two communities had to be dropped, namely Apres Tout and Conference. The displaced nutmeg women workers had found alternative employment by the time the project began.

Also, in business development and microfinance, the loan guarantee fund was found to be inappropriate and against UNDP's own regulations for microfinance.

Another major adjustment to the project was the b-tool activity which was dropped given the extended delays in getting approval from OECS and the subsequent knowledge that the tool was meant for national and macro analysis, and not for community assessments.

There were also some adjustment made of an operational nature in which some activities were removed from the responsibility of 2 implementing partners – GNCD & NaDMA – as a result of the severe capacity constraints these organizations faced, resulting in their inability to execute activities in a timely manner. Most of these activities were eventually implemented by consultants.

Assessment of sustainability

The majority of project activities and interventions will bring sustained benefits to Grenada after the completion of the project. This is particularly true of the following:

- The skills that have been built through training activities are all relevant and can all be applied in the future;
- The educational and awareness materials remain available for future use;
- Although project funding has ended or is about to end, several organisations have incorporated project activities in their own strategies and programmes and will sustain them through their own resources or through funding from other resources. Examples of this include the woodcraft training offered by the T. A. Marryshow Community College (with the College now engaged in discussions with the National Training Agency with a view to continue providing this training and to develop standards and curricula for woodcraft⁵), the counselling services provided by the LACC, and the integration of the community disaster preparedness approach in the work of NaDMA;
- in the field of agriculture, sustainability will depend on individual farmers, but the project, with its land clearing activities and its provision of inputs, has created the right conditions for sustained production on those farms. The training provided to loan recipients will enhance this sustainability; as one client of the GCCU puts it, “farming was a hobby, now it is a business to me”. There are some project interventions that are, for all practical purposes, incomplete, and where there will be need for additional work in order to realise the benefits of the investments already made. This is true, for example, in the following instances:
 - Morne Longue trail: this initiative has strong potential for success but requires much focused work and effort in the following areas: a) continued community sensitisation and strengthening of local capacity to build the autonomy of the community organisation in charge of the project, b) infrastructure and amenities, as well as standards for visitor safety and comfort, c) directional and information signs, d) partnership with other nearby community tourism products e.g., the Grand Etang lake and the Campbell estate flower growers for purpose of packaging a viable, attractive tour for independent travellers, and e) design and formalisation of a management arrangement among the parties involved, to secure the rights and responsibilities of all, especially the local community. Some of this work will require leadership and support from the Ministry and Board of Tourism and continued technical assistance from the Forestry Department and the Grenada Educational and Development Programme (GRENED);

⁵ This has the potential to bring benefits beyond the shores of Grenada, as the College notes that there are no industry-based teaching standards for woodcraft, and that this work would therefore find application in various training institutions in the region.

- Sale of semi-processed foods: the production success of many short crop farmers is being frustrated by the absence of a ready and reliable market for their produce, such as ground corn (corn flour), dried and green peas, and sorrel, forcing producers from the northern rural districts to give up valuable work time and incur additional costs peddling produce “door-to-door” in the more affluent communities in the south of the island of Grenada;
- Agro-processing: similarly challenging is the sale of the products developed by agro-processors, including the members of GRENROP, who are taking marketing initiatives and need to be supported in these efforts.

SECTION V: RESOURCES AND FINANCIAL IMPLEMENTATION

(a) The table below (Table 6) outlines the approved budget by Agencies, and the resources available to the project as a whole into 2010.

All disbursements to UN agencies were guided by the project document and the approved allocation of resources. Of the total programmable costs of **\$926,593** available to be spent, **\$859,587.21**, representing almost 86% of the overall allocation, has been expended by project end.

UNDP, UNICEF and UNIFEM have now completed virtually all activities. By project end, budgetary utilization rates for three UN partners - UNDP, UNIFEM and UNICEF- all showed good results. Although FAO’s expenditure rate was lower than the other agencies, there were also some commitments which support winding up of project activities.

Table 6 below shows the utilization rates of various agencies up to end of April, 2010.

Table 6: Total approved budget and summary of resources available to the project

Items	Amount (US\$)				
	Current period (B) 1 st April,2008 to 30 April, 2010				
	UNDP	UNICEF	UNIFEM	FAO	TOTAL
Total approved programme costs (I)	580,393.00	61,500.00	39,500.00	245,200.00	926,593.00
<i>Programme costs received to date (II)</i>	580,393.00	61,500.00	39,500.00	245,200.00	926,593.00

Total approved PSC (III)	40,627.51	4,305.00	2,695.00	24,520.00	72,147.51
<i>PSC received to date (IV)</i>	40,627.51	4,305.00	2,695.00	24,520.00	72,147.51
Total funds received to date (V)	621,020.51	65,805.00	42,195.00	269,720.00	998,740.51
Total approved budget (VI = I+III)	621,020.51	65,805.00	42,195.00	269,720.00	998,740.51
Estimated total expenditure (VII)	599,198.36	61,561.85	42,195.00	156,632.00	*859,587.21
Balance (VIII = V-VI)	0.00	0.00	0.00	0.00	0.00
Expenditure vs. funds received (IX = VI/V)	97%	99%	100%	58%	86%

*interim estimated expenditure

(a) Financial Implementation Status

Table (7) below describes the status of financial implementation of the project, by Objectives.

Table 7: Approved Budget and expenditure to date, by objectives (US\$)

Project objectives	Budgetary allocation	Actual Expenditure 1 April 2008 to 30 April, 2010
Objective 1. Facilitate the improvement of increased livelihood options	245,200.00	156,632.00
Objective 2. Access to micro-finance and business opportunities	255,500.00	220,674.33
Objective 3. Resilience and capacity to manage disasters increased in 5 communities	180,863.00	173,192.79
Objective 4. National counseling expanded	61,500.00	60,630.98
Objective 5. Mainstreaming gender	39,500.00	39,500.00
Objective 6. Project Implementation	23,000.00	28,831.25

activities		
Project Support & Operating Expenses	121,030.00	141,613.30
Recovery Cost	72,147.51	55,959.63
Total	998,740.51	**877,034.28

**** actual expenditure**

A total of \$877,034.28 has been spent so far, representing virtually 88% of the total approved budget. The remaining finance, especially in livelihoods, relate to commitments already made for the procurement of supplies for the farmers and agro processors. It is anticipated that the project will show full utilization when the final figures from FAO are added based on the consolidated financial Report.

2012 Financial Reports have been received from all implementing agencies: FAO, UN Women, UNICEF and UNDP. Our Finance department is in the process of consolidating all Final 2010 financial reports for onward forwarding to the MDTFO.

Conclusion:

There is no doubt that the project had a favourable impact on the vulnerable communities and persons that were targeted. Additional resources will be needed in some instances to effectively sustain the various activities, such as the marketing of the trails, transfer of business and marketing skills to farmers, agro-processors and wood craft trainees, capacity building at the NGO level, maintaining the national data bank on PWDs, and continuation gender sensitization thrust of the project.

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