



**USAID**  
FROM THE AMERICAN PEOPLE

# GRENADA COMMUNITY REVITALIZATION PROGRAM

FINAL REPORT – PHASE I

Contract Number: EPP-I-00-04-00026-00

Task Order: 800

October 29, 2004 – May 29, 2005



July, 2005

This publication was produced for review by the United States Agency for International Development. It was prepared by PADCO.

# GRENADA COMMUNITY REVITALIZATION PROGRAM

## FINAL REPORT – PHASE I

### **DISCLAIMER**

The author's views expressed in the publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

---

## Table of Contents

---

---

**Executive Summary 3**

---

Program Objectives 4

Implementation 5 - 10

Start-up and Staffing 5

General Operations 5-7

Environmental Cleanup 7-8

and Rehabilitation

Housing Repairs 8-9

Institutional Structures 10

(Clinics and Schools)

Results 11-14

Lessons Learned 15

Conclusion 16

Table of Contents - Appendix 17

**Appendix A1-A46**

---

## Executive Summary

---

On September 7th, 2004, Hurricane Ivan decimated the island-state of Grenada. Hurricane Ivan was the most destructive storm to strike Grenada in recent history. The greatest extent of the damages occurred in the southern parishes of St. George's, St. David's, and St. Andrew's. In addition to receiving the brunt of the storm's impact, these three parishes account for 85% of the country's population.

USAID responded promptly to the hurricane's aftermath in Grenada with the Community Revitalization Program. With an overall budget of US\$ 1.7, and a 6-month duration, the program aimed at catalyzing the transition from disaster relief to reconstruction. USAID, through PADCO, was the first international donor to begin comprehensive repairs to residential housing, medical clinics, and schools. The multi-sectoral program targeted housing repairs, clinic repairs, environmental cleanup and rehabilitation, and school repairs as its primary objectives.

All activities sought to integrate the Government of Grenada (GoG) in the planning, implementation, and ownership of the repairs. Work was done using local NGO's, Community-Based Organizations (CBO's), and small/medium-scale contractors. Critical to all projects was the need to improve the living conditions of the country's most vulnerable, and to insure that greater hurricane resistance was achieved in all building repairs. This focus was best summarized in the PADCO-Grenada vision statement "Partners for an Even Better Grenada".

Great efforts were made, and great results achieved, in incorporating the local contributions to the reconstruction effort. PADCO was fortunate to have the full support of the US Peace Corps as one means of backstopping and facilitating NGO's/CBO's in their participation.

PADCO was able to work closely and effectively with the vast majority of its GoG counterparts. The difficult political environment was endured, and eventually overcome, through close coordination and communication between USAID, the US Embassy (both Barbados and Grenada), and PADCO.

In all, the program had a direct impact on 37,895 Grenadians, via improved housing, income generation; access to healthcare; reopening of schools; and a cleaner, healthier environment. This is 37% of the country's population. Medical services were reestablished to 77 communities serving 232 patients a day. Significant repairs were done to 4 schools, serving 2779 students.

## Program Objectives

---

The Grenada Community Revitalization Program-I (CR-I) served as an important catalyst for the transition from disaster relief to reconstruction. The 6-month program was a multi-sectorial approach impacting four areas 1) Housing; 2) Medical Clinics; 3) Schools; and 4) Environment. Coordination of activities with Government of Grenada (GoG) Ministries and agencies was an integral element of the work-plan. Although initial program design focused efforts in the parishes of St. George's and St. Andrew's, PADCO's needs assessment showed the need to also include St. David's. These three parishes were targeted for assistance because of the intense damage received coupled with the high percentage of the countries population that resides in them.

All reconstruction activities were aimed at stabilizing and improving the living conditions of the most vulnerable members of the population. Within the housing repair sub-program individuals were selected using a combination of the criteria defined in the task order (lower income, single female-headed households, HIV/AIDS patients, and people living with HIV/AIDS), and the criteria established by the Emergency Housing Committee.

Increased hurricane resistance of all repaired structures was a central program objective. To effect this change the program was designed to increase the structural integrity of all buildings repaired with USAID funding to better than pre-Ivan conditions, and educate stakeholders in better housing design and construction techniques. The actual steps that were taken to achieve this will be elucidated in the report.

The task order was clear that building repairs and environmental cleanup/revitalization were to be implemented by local NGO's, community base organizations (CBO's), and small contractors. PADCO expanded upon the aforementioned objective to include the utilization of the local supply-chain for the procurement of building materials and supplies. Equally as important as the infusion of money into the local construction and NGO sectors was the dire need to get the tens of thousands of newly unemployed and displaced workers back to work. Providing immediate employment for those most impacted from the hurricane was established early on as a critical objective.

Initial assessments on the part of USAID and PADCO made clear that local NGO's were extremely limited in their capacity to manage grant funding and implement infrastructure projects. It was jointly decided that special attention should be given to the technical backstopping and capacity building of the local NGO's and CBO's. Over the course of the program this objective would be extended to include assistance to small-scale contractors in financial management, hurricane mitigation techniques, and project management.

To-date, USAID reconstruction funding in Grenada has dwarfed all other donor efforts. Being the most active international funding agency has come with some special burdens. USAID, and in-turn PADCO, was required, by the sheer size of the program, to take a proactive role in donor coordination. The objectives were to avoid duplication of effort, assure a balanced and equitable "combined" reconstruction effort, and seek inter-program synergies and cooperative arrangements as a means to leverage funding and mutually increase funding impact.

## Implementation

---

### Start-up and Staffing

Project start-up was made challenging by the extremely destabilized situation in Grenada. PADCO team-members began arriving in Grenada on November 2, 2004. This was a mere seven weeks after the most devastating disaster in the nation's history. Tumult was the norm - there was limited phone service, sporadic electricity, and internet service was extremely poor. Many local businesses had been looted, leading to severe shortages of most essential items. The widespread damage made office-space virtually unavailable, and operations difficult.

Starting with the initial project proposal, PADCO, fully endorsed the community revitalization agenda that had been set by USAID. This commitment led PADCO to staff the program with an almost completely local (Grenadian) staff. The program was implemented with only one US-expat. While such staffing ratios are becoming common in longer-term development, such an approach to natural disaster reconstruction is unique.

### General Operations

PADCO-Grenada was quick to develop a vision statement to guide the program and establish a shared mission among the new team: "Partners for an Even Better Grenada". It has proven to be a powerful tool in fostering internal cohesion as well as prompting inter-agency collaboration and cooperation.

Although fluid collaboration was the goal, it was not always the reality. Three factors significantly hampered initial efforts. 1) Grenada is a USAID "non-presence" country. 2) Difficulties in the initial integration of the USAID Management Contractor (USAID/MC). The role of the USAID/MC has become better defined and more focused in the second phase of this program. 3) The lack of a direct link from PADCO-Grenada to USAID-Jamaica, specifically on contract and grant issues.

Attempts by the GoG at politicizing the USAID program were managed through coordination and communication among USAID (Barbados), The US Embassy (both Barbados and Grenada), and PADCO.

## Implementation (contd.)

---

Inter-agency coordination has been central to all PADCO activities. Some of PADCO's closest working partners (not including sub-awardees) were:

Ministry of Finance  
UNDP  
Chamber of Commerce  
The Red Cross (French & Grenadian)  
Ministry of Health  
Ministry of Education

Society of Friends of the Blind  
Ministry of Social Development  
Ministry of Housing  
National Emergency Response Organization  
United States Embassy Barbados / Grenada  
United States Peace Corps

In addition there has been very close and productive cooperative funding and coordination between PADCO and Carana, the other USAID contractor working in Grenada. This has been the result of a shared commitment by the leadership of USAID, Carana, and PADCO.

Throughout this program's implementation the GoG internal coordination was problematic. This deficiency was most noted in the execution of housing repairs. By mid-March, four months into the program and six months after the hurricane, the Agency for Reconstruction and Development was established to coordinate international donor funding. However, this was too late for the first phase of the Community Revitalization Program. While it is true that the Ministry of Finance initially attempted to coordinate donor activities, its involvement was limited.

Many of the local NGO's that were so critical to the success of the program were in dire straights when USAID/PADCO began operations in early November. This was a combination of many factors, some directly related to Hurricane Ivan, and others, longstanding deficiencies. Many of the local NGO's were of very limited capacity prior to the arrival of Hurricane Ivan. These weaknesses included limited capacity, limited resources, and the lack of experience in working with international donors. Hurricane Ivan damaged or destroyed the majority of the offices that housed the local NGO's. The majority of their staff housing had also suffered, leaving many of the staff homeless, or living in abject situations. As a means to overcome this, PADCO sought to work with the NGO's to facilitate their involvement and strengthen their capacity. The first action taken was to establish a strong and effective working relationship with the US Peace Corps. Through this relationship volunteers were partnered with local NGO's to assist in the preparation of proposals, grant management, and project execution (See A46).

## Implementation (contd.)

---

This partnership proved to be extremely productive. The assistance put forth by the Peace Corps was complemented by a cadre of more than a dozen local Grenadian volunteers. These volunteers played a credible role in the USAID-funded reconstruction program. It is to their credit, and the country of Grenada as a whole, that these civic-minded individuals rose to the occasion in such a manner (See A45).

In addition to the assistance provided by the volunteers and the Peace Corps, PADCO established a comprehensive capacity building strategy to address the shortcomings of the local civil sector and encourage greater participation in the reconstruction process. These efforts included 1) various community outreach programs to insure inclusion of all interested groups, 2) a self-help center that offered free access to a fully equipped workstation (this was desperately needed to facilitate the many groups that had lost their offices in the hurricane), 3) assistance in the preparation of project proposals, budgets, and technical assistance 4) an orientation to all selected grantees and subcontractors to instruct them in USAID/PADCO policies and procedures for billing and reporting, 5) a fully-staffed help desk to assist selected sub-awardees in adhering to USAID regulations, and, 6) project supervision to guide the execution of works and insure effective and efficient expenditure of funds.

In addition to the activities clearly stated in the task order PADCO placed a high priority on complementary economic revitalization. It was an obvious extension of the defined tasks. PADCO made the decision early-on that a significant halo-effect could be gained through reliance on the local business sector. All goods and services, outside of computers, were purchased through the local supply-chain. This includes all construction materials, general office equipment, vehicle leases, and construction contractors. The positive impact of this decision has been significant.

### Environmental Cleanup and Rehabilitation

Sustainability was also an important ingredient in these projects. In addition to the environmental rehabilitation, special attention was given to achieving community “buy-in” in the merits of the project, and in the long-term commitment to sustaining the benefits obtained. The activities, while varied, fell within two categories – debris clean-up and land rehabilitation. Debris clean-up used work-brigades to clean storm debris (fallen trees, clogged drainage ditches, and the scattered remains of the thousands of devastated buildings). Land rehabilitation relied on similar groups to replant a range of indigenous flora in sensitive and severely impacted areas.

This sub-program was designed and implemented using a dual purpose. The projects were scoped to have a significant and immediate impact in clearing and stabilizing the Grenada’s hardest hit areas.

## Implementation (contd.)

---

In addition, projects were designed to offer immediate employment to the most vulnerable and negatively impacted segments of the population. Such employment was equally accessible to interested men and women. All projects were done through partnerships with local NGO's/CBO's and small contractors. In this regard, the local NGO's were extremely adroit in working competently outside of their normal areas of expertise. The reason being that these NGO's are accustomed to working with the most vulnerable segment of the Grenadian population. Only slight modifications were needed to their approach to accommodate the new projects. The professional expertise brought to the "table" by these NGO's was instrumental in mobilizing local community participation, and in assuring the equitable inclusion of participants (Project employment was often the only available job opportunity at the moment).

### Housing Repairs

The root of this pilot program's difficulty stemmed from the fact that no single ministry was assigned primary responsible for the coordination of the monumental task of housing reconstruction in the wake of Hurricane Ivan. While the program was able to make tremendous gains, it was an uphill and challenging battle. There has never been any clearly defined leadership by the GoG to manage and coordinate residential housing repairs. Various GoG ministries and agencies vied for the lead position to head the reconstruction efforts, causing confusion, and bureaucratic infighting.

In accordance with the task order, and in compliance with the policy of the Emergency Housing Committee, housing repairs were targeted at the "most vulnerable" individuals. Prioritization was based upon categorization established by the Government of Grenada. The seven categories of vulnerable groups were – 1) Aged and Indigent 2) Physically and Mentally Challenged 3) Single/Unemployed Parents 4) Families with Underweight Children 5) Persons living with HIV/AIDS and other debilitating illness 6) Laid-off Service Workers 7) Farmers and Agricultural Workers.

Housing repairs were achieved using a two-pronged approach – grants to local NGO's and CBO's, and sub-contracts to local builders. **Grants:** Local NGO's, CBO's and Faith Based Organizations were vital in the housing repair sub-program. Proposals were evaluated on a rolling basis and recommended to USAID based on the merits of the organization, the cost-effectiveness of the proposed budget, and the project proposal. **Contracts:** To entice builders, buildings were packaged into contracts of various sizes and competitively tendered to qualified local builders.

In both approaches, shortages of building materials and skilled labor were a serious constraint.

## Implementation (contd.)

The local contractors were overwhelmed with the onslaught of reconstruction work (note: many of the reputable builders were operating at capacity prior to the hurricane.) Starting in early December, PADCO began to pre-qualify local builders for up-coming tenders. By the end of the program this cumulative list grew to more than thirty builders. To be able to utilize the services of a wide range of builders, homes were packaged into various size tender packages. A similar approach was used in awarding grants. Grant applicants were directed to keep the number of homes to be repaired proportionate to the capacity of their respective organization.

In all instances, hurricane mitigation was of paramount importance. The approach was a combination of structural details, architectural designs, and quality controls. These improvements adhere to, or surpass what is required in the 1999 Grenada Building Guidelines. Some of the standard hurricane resistant construction techniques utilized were:

<b>Hurricane Strapping</b>	Rafter to Ridge, rafter to top-plate/ring-beam, floor to foundation.
<b>Larger roof-framing members</b>	2x6 rafters in-place of the common 2x4 rafters Larger ridge-beam.
<b>Reduced rafter spacing</b>	24" maximum replaced the previously common 36" spacing.
<b>Reduced roof overhangs (eves)</b>	18" maximum overhang.
<b>Increased quality standards</b>	More adequate nailing patterns, tighter joinery.
<b>Heavier gauge roof sheeting</b>	A minimum of 26 gauge roof sheeting.
<b>Plywood roof sheathing</b>	In addition to heavier gauge sheeting, roof plywood was added as roof underlayment.
<b>Lateral wall bracing</b>	The use of better lateral bracing, through angle bracing and plywood sheer-bracing, was encouraged in all repairs.
<b>Reinforcing steel at gable walls</b>	Many of the buildings, including schools and clinics, did not include reinforcing in the gable walls. This led to some very dangerous and destructive collapses. All building repairs included the use of reinforcing steel in the gable walls.
<b>Studs installed at louver blocks to receive plywood sheathing (institutional building only)</b>	Many of the institutional buildings were vulnerable due to a common design flaw – the use of louvered-block walls. This allowed for air infiltration causing roof loss. The most cost-effective solution chosen to address this was the use of receptor studs to accept plywood sheathing in the event of another hurricane.

## Implementation

---

### Institutional Structures (Clinics and Schools)

Unlike house repairs, institutional buildings had the distinct advantage of falling squarely under the jurisdiction of an individual GoG Ministry. This was a tremendous advantage in selecting and prioritizing the buildings for repair. The buildings that were repaired were identified and prioritized by their pertinent ministry. This avoided delays and assured that the desires of the GoG were realized, leading to greater “by-in” and increased sustainability. An additional advantage of working with a single ministry was that it allowed for much greater inter-donor coordination. The benefits of the partnerships formed with the Ministry of Education (MoE) and the Ministry of Health (MoH) were key to the success of these sub-programs.

Sub-contracts to small and medium-scale builders were used exclusively as the instrument for these renovations. This was done to insure sufficient control over construction quality and the timely execution of works. This proved to be the proper route; many of the difficulties experienced with the NGO’s receiving grant funding to do residential housing repairs were far less common in contractual relationships. In addition, the tremendous leverage that can be applied with a contract document proved to be advantageous on several occasions.

Hurricane mitigation continued to be a critical component in all repairs. The most common techniques are outlined in the preceding section – Housing Repairs.

## Results

The overall program had a direct impact on 37,895 Grenadians, 37% of the countries population, via improved housing, income generation, access to healthcare, reopening of schools, and healthier surroundings. These are direct and immediate impacts, they do not take in to consideration the considerable indirect impacts, halo effects, and the tremendous mid/long-term benefits.

These impacts, coupled with an intensive public relations campaign, and the work of Carana (the other USAID funded contractor carrying out a complementary Business Revitalization Program) have garnered USAID island-wide recognition and praise. It is difficult to find any adult Grenadian who is not aware of the hurricane reconstruction work being done by USAID.

<p><b>Task 2 Housing Repairs</b></p>	<p><b>38 Houses damaged by Hurricane Ivan restored to pre-hurricane or better conditions and are in compliance with building code and environmental standards.</b>  <b>68%</b> of repairs done on female-headed households  <b>29%</b> of all beneficiaries qualified for housing repairs as Aged/Indigent  <b>32%</b> of all beneficiaries qualified for housing repairs as Single/Unemployed Parents  <b>13%</b> of all beneficiaries qualified for housing repairs as Physically / Mentally Challenged  <b>3%</b> of all beneficiaries qualified for housing repairs as Persons Living with HIV/AIDS and other Debilitating Illness</p>
<p><b>Task 3 Environmental Cleanup and Rehabilitation</b></p>	<p><b>19 Communities benefiting from community cleanup and stabilization</b>  <b>Created Employment for 667 Grenadians (351 Females – 316 Males)</b>  <b>5800 Direct Beneficiaries</b>  <b>9600 Indirect Beneficiaries</b></p>
<p><b>Task 4 Clinic Repairs</b></p>	<p><b>11 Medical Clinics restored to pre-hurricane conditions or better, fully functional, up and running, and providing needed services to beneficiaries.</b>  <b>77 Communities</b> Impacted  <b>Medical Service restored to 28,497</b>  <b>Clinics now Serving 232 patients per day</b></p>
<p><b>Task 5 School Repairs</b></p>	<p><b>3 CETT Schools repaired to pre-hurricane condition or better</b>  <b>1 CETT Teacher Training Center repaired to pre-hurricane condition or better</b>  <b>46 Communities</b> Served by the Repaired Schools  <b>2779 Students</b> Directly Benefiting from restored facilities</p>

Results contd.

Objectives as Established by Task Order and Work-plan	Program Outcomes in Relation to Objective
1. Catalyze the transition from disaster relief to reconstruction	USAID, through PADCO, was the first international donor to begin comprehensive repairs to residential housing, medical clinics, and schools. The high quality and inclusion of hurricane mitigation have defined the movement away from emergency repair solutions, such as tarpaulin distribution and hand-outs of light-gauge roof sheeting, and towards sustain-able hurricane resistant repairs.
2. Multi-sectoral approach, aiming to impact four areas: housing repairs, clinic repairs, environmental cleanup and rehabilitation, and school repairs.	See the previous table for a statistical summary of impacts by task. See A1-44 for complete impact summary and photo documentation
3. Immediate mobilization, followed by concurrent project planning and execution.	Mobilized rapid start-up team immediately, COP arriving in Grenada within 2-working days of initial USAID notification of award; Temporary office opened and operational within 5-business; Draft work-plan submitted to USAID within 1 week of contract signing; Continued modification and defining of program objectives and planning.
4. Coordination of activities with Government of Grenada (GoG) Ministries and agencies	Owing to the fact that this was a multi-sectoral program, coordination was an integral and intensive component. Results were mixed. PADCO invested considerable time and resources into GoG coordination. The results fell into four categories: <ol style="list-style-type: none"> <li>1. Model coordination, as was the case in the Ministries of Education, and Health;</li> <li>2. Problematic coordination, on one occasion, a GoG ministry said they saw no role in the USAID program (there was considerable discussion of the fact that the funds would not go directly to the GoG)</li> <li>3. The Agency for Reconstruction and Development (ARD) was moving from conception to operation. While they were seen as the coordinating agency for international donors, this was not the case for the duration of Phase I.</li> </ol>

Results contd.

Objectives as Established by Task Order and Work-plan	Program Outcomes in Relation to Objective
4. (contd.) Coordination of activities with Government of Grenada (GoG) Ministries and agencies	4. No clear-cut/competing ministries - this was the situation in residential housing. Although there is a Ministry of Housing, it was by no means the leading ministry in the prioritization or delivery of housing repairs. Several GoG agencies and Ministries competed for this role, including, NERO, EHC, MoH, ARD, and the Prime Ministers office. This lead to many problems in effectively and efficiently delivering housing repairs.
5. Focus repairs in the Parishes of St. George's, St. David's, and St. Andrew's	<b>Clinics – 100%</b> of repairs in these 3 parishes <b>Schools – 93%</b> of repairs in these 3 parishes <b>Houses – 100%</b> of repairs in these 3 parishes <b>Environmental – 84%</b> of work in these 3 parishes (% is based on the percentage of funding per sub-program spent in parish)
6. Targeted at the most vulnerable members of the impacted population.	See table page 11, Task 2
7. Hurricane mitigation	The level of hurricane resistance in ALL USAID funded repairs done through the Grenada Community Revitalization Program greatly exceeds pre-Ivan conditions.
8. Educate stakeholders in better housing design and construction techniques.	Worked cooperatively with the French Red Cross in the design, printing, and distribution of 7,500 fact-sheets. This three-part series demonstrated proper roof repair, building repair, and hurricane mitigation techniques. The focus was on imparting this information to non-professionals involved in post-Ivan residential hosing repairs and reconstruction.
9. Sub-contracts / grants to local NGO's, community base organizations (CBO's), and small/medium-scale contractors	All contracts for repairs, with the exception of the TAMCC Teacher Training Center, were awarded to small/medium-scale contractors. Four of the medical clinics were renovated by the only female owned construction company in Grenada. The quality of her work far exceeds other larger and better established contractors that were awarded other similar contracts for repairs. There is no doubt that her participation in the USAID reconstruction program will have a long-term positive impact.

Results contd.

Objectives as Established by Task Order and Work-plan	Program Outcomes in Relation to Objective
9. (contd.) Sub-contracts / grants to local NGO's, community base organizations (CBO's), and small/medium-scale contractors	The largest of the sub-awards for environmental cleanup was also awarded to local, female environmental consultant. Her work was used as a model for all other participants in the environmental sector.
10. Income Generation	The program generated more than <b>15,000 man-days of employment</b> .
11. Technical backstopping and capacity building of the local NGO's / CBO's and contractors	<p>Partnership with US Peace Corps allowed local NGO's / CBO's access to technical backstopping in a range of activities:</p> <ul style="list-style-type: none"> <li>Proposal Preparation</li> <li>Budget Preparation</li> <li>Grants Management</li> <li>Project Implementation</li> </ul> <p>USAID / PADCO provided a staffed "Help Desk" to guide sub-awardees in:</p> <ul style="list-style-type: none"> <li>Bookkeeping</li> <li>USAID Procurement Procedures (applicable to most international donor funds)</li> <li>Financial Management</li> </ul> <p>USAID / PADCO outfitted and made available workstations, free to grant applicants, to be used in the preparation and oversight of a USAID grant. These included full use of a dedicated computer, printer, phone, fax, and basic office supplies, for grant related activities. Many successful applicants would not have been able to take part in the reconstruction process without this cooperative assistance.</p> <p><b>90 Community awareness</b> and education exercises  <b>41 Capacity building sessions</b> in financial management and technical skills.</p>

## Lessons Learned

---

- i. Expanded approach to housing repairs in Phase II: This program used a two-pronged approach to housing repairs – sub-contracts to small-scale contractors, and sub-grants to NGO's and CBO's. It has become clear that additional approaches to housing repairs would have resulted in greater impact. Phase II of the program has expanded the approach to repairs to include construction training workshops, and in-kind materials grants to individuals. This has allowed for a lower average cost of repairs and a greater number of repairs per month.*
- ii. Breadth of Program: The program operated in four distinct sectors – Health, Education, Housing, and Environment. The abject state of Grenada for the four months immediately following the hurricane made operations extremely challenging. For the Government Ministries this meant difficulties with their facilities, staffing, operations, communications, transportation, etc. Establishing a functioning relationship with any one ministry was difficult. Having to foster such relationships with four ministries, under such stressed conditions, was monumental. In planning future USAID disaster response programs serious consideration should be given to targeting fewer sectors, as a means to increase efficiency and effectiveness.*
- iii. USAID Management Contractor: While there is great potential for this type of organizational outsourcing, the lack of clarity with regards to USAIDMC position within the contractor to USAID framework was a problematic and occasionally counterproductive situation. Problems often manifested due to the lack of defined objectives, authority, and communication channels. The situation has greatly improved in the second phase of the program, and it should be stated that their role has become far more beneficial. Any future such organizational relationships, in disaster response settings, should be more carefully planned and implemented.*
- iv. Strong Collaboration with Carana: The often-present competitive posturing between USAID contractors was never an issue with Carana and PADCO, the two active USAID contractors working in Grenada. There were many benefits to this cooperative spirit and collaborative approach. Carana and PADCO shared office space during program start-up (there was only one available cost-effective commercial space at the time). The two contractors continued to seek synergies and leverage USAID funding to achieve the maximum impact for each dollar spent. This approach has shown to be extremely beneficial for all stakeholders. Such a working relationship should be the goal of all USAID contractors.*

## Conclusion

---

One of the greatest contributions to the success of this program has been the strong commitment and assistance of the USAID team-members. The pressures under which PADCO and USAID were operating were intense, to say the least. USAID worked closely with PADCO in establishing expeditious, yet compliant, processes and procedures. Consistent and open communications helped to keep all stake-holders informed and involved in critical decisions.

In addition to strong and open communications, a shared commitment to success was of paramount importance. USAID was always demanding in holding PADCO to its contractual obligations while at the same time working in partnership to achieve them.

PADCO would like to recognize the following members from within the USAID/PADCO staff for their tremendous contributions to the program:

John R.A Wilson "Ricky"  
USAID-Cognizant Technical Officer  
Barbados

Rebecca Rohrer  
USAID-Office Director & HIV/AIDS Officer  
Barbados

Margot O. Francis  
USAID-Acquisitions Specialist  
Jamaica

Terrence Smith  
PADCO-Grenada Program Engineer  
Grenada

## Appendix - Table of Contents

---

<b>Impact Summary</b>	<b>A1 – A44</b>
-----------------------	-----------------

---

Staff	A45
-------	-----

Success Story	A46
---------------	-----

## **11 Medical Clinics impacted**

- **New Hampshire Medical Clinic, St. George**  
(File No. 0330-800-C-M-003a)
- **Perdmontemps Medical Clinic, St. George**  
(File No. 0330-800-C-M-003b)
- **Morne Jaloux Medical Clinic, St. George**  
(File No. 0330-800-C-M-003c)
- **Calliste Medical Clinic, St. George**  
(File No. 0330-800-C-M-006a)
- **Mt. Moritz Medical Clinic, St. George**  
(File No. 0330-800-C-M-006b)
- **Good Hope Medical Clinic, St. George**  
(File No. 0330-800-C-M-006c)
- **Snug Corner Medical Clinic, St. George**  
(File No. 0330-800-C-M-006d)
- **La Borie Medical Clinic, St. George**  
(File No. 0330-800C-M-007a)
- **Westerhall Medical Clinic, St. David**  
(File No. 0330-800C-M-007b)
- **Vincennes Medical Clinic, St. David**  
(File No. 0330-800-C-M-007c)
- **St. George's Medical Clinic, St. George**  
(File No. 0330-800-C-M-008)



## Community Revitalization Program – Phase 1

Health Centers / Clinics Repairs Subprogram

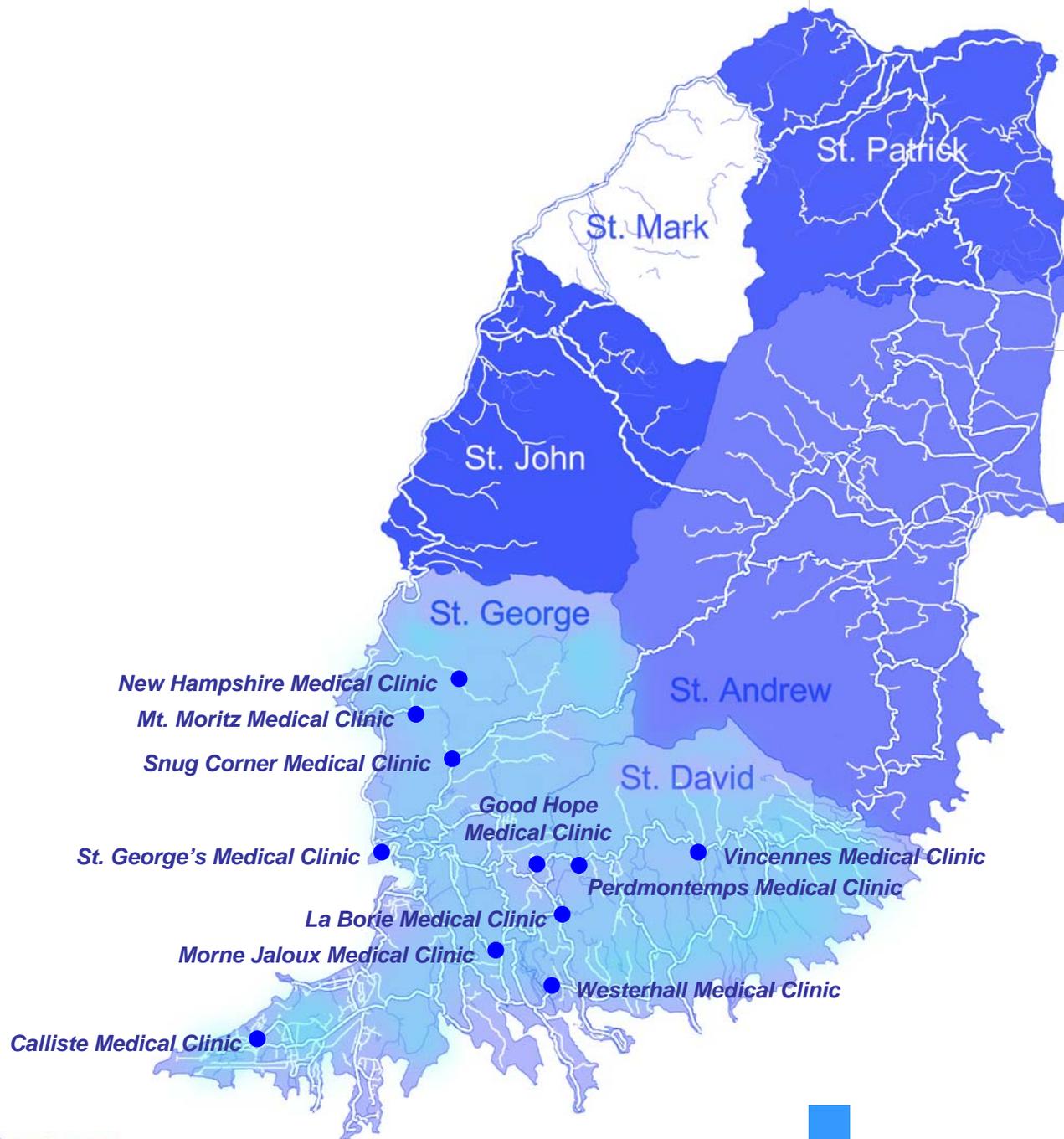
### Scope of Repairs

- Roof Replacement
- Electrical System Repair
- Installation of anchor bolts (to receive plywood sheathing in the event of another hurricane)
- Guttering
- Paint
- Repair of Shelving
- Repair interior partitions
- Replace damaged interior & exterior doors & windows

### Hurricane Mitigation Techniques

- Increased roof pitch to 22 degrees or greater
- Incorporated Hurricane Straps at ridge beam & wall-plate
- Reduced spacing of rafters
- Added Reinforcing steel in gable walls
- Reduced overhangs & eaves to 18 inches or less
- Added plywood sheathing overlay to roof
- Stringent quality control & project supervision





### Legend

- Impacted Clinics
- Areas benefiting from impact

File No. 0330-800-C-M-003a

**New Hampshire Medical Clinic**



**Parish / Town** (before)  
St. George, New Hampshire

**Government Partner:**  
Ministry of Health

**Number of Communities served by the Clinic:** 7  
New Hampshire, Annandale, Willis, Mt. D'Or, Constantine, Granton, Grenville Vale

**Number of people served by the Clinic / month:** 400

**Regional Coverage:** 4500

**Notes:** The owner-operator of the Nellie Building Services is the only female building contractor operating in Grenada.



(after) **Sub-Awardee:** Nellie Building & Maintenance Services  
**Cost of Repairs:** US\$: 22,755.62

File No. 0330-800-C-M-003b

**Perdmontemps Medical Clinic**



**Parish / Town** (before)  
St. George, Perdmontemps

**Government Partner:**  
Ministry of Health

**Number of Communities served by the Clinic:** 8  
Perdmontemps, Apsley, La Femme, Beaton, Laura, Upper Mardigras, Windsor Forest, Berrotte

**Number of people served by the Clinic / month:** 700

**Regional Coverage:** 2500



(after) **Sub-Awardee:** Nellie Building & Maintenance Services  
**Cost of Repairs:** US\$: 19,807.12

File No. 0330-800-C-M-003c

**Morne Jaloux Medical Centre**



**Government Partner:**  
Ministry of Health

**Number of Communities served by the Clinic:** 6  
Richmond Hill, Peters Field, Creighton, Bocas, Upper Morne Jaloux, Lower Morne Jaloux

**Number of people served by the Clinic / month:** 150

**Regional Coverage:** 800

**Notes:** The owner-operator of the Nellie Building Services is the only female building contractor operating in Grenada.



**Parish / Town**  
St. George, Morne Jaloux

*(before)*

*(after)*

**Sub-Awardee:**  
Nellie Building & Maintenance Services

**Cost of Repairs:**  
US\$ 30,004.31

File No. 0330-800-C-M-006a

**Calliste Medical Clinic**



**Government Partner:**  
Ministry of Health

**Number of Communities served by the Clinic:** 5  
Point Salines, Dr. Grooms, Calliste, Frequente, True Blue

**Number of people served by the Clinic / month:** 100

**Regional Coverage:** 2500



**Parish / Town**  
St. George, Calliste

*(before)*

*(after)*

**Sub-Awardee:**  
Ram Folkes Construction

**Cost of Repairs:**  
US\$: 21,759.06

File No. 0330-800-C-M-006b

**Mt. Moritz Medical Centre**



**Government Partner:**  
Ministry of Health

**Number of Communities served by the Clinic:** 2  
Mt. Moritz, Grand Mal

**Number of people served by the Clinic / month:** 250

**Regional Coverage:** 1500

**Parish / Town**  
St. George, Mt. Moritz

(before)



(after)

**Sub-Awardee:** Ram Folkes Construction  
**Cost of Repairs:** US\$ 24,318.89

30. 05. 2005

File No. 0330-800-C-M-006c

**Good Hope Medical Clinic**



**Government Partner:**  
Ministry of Health

**Number of Communities served by the Clinic:** 6  
Good Hope, Mardigras, Mt. Airy, Morne Delice, St. Paul, Bay Gardens

**Number of people served by the Clinic / month:** 250

**Regional Coverage:** 1740

**Parish / Town**  
St. George, Good Hope

(before)



(after)

**Sub-Awardee:** Ram Folkes Construction  
**Cost of Repairs:** US\$: 22,963.30

File No. 0330-800-C-M-006d

**Snug Corner Medical Clinic**



**Parish / Town**  
St. George, Snug Corner

*(before)*

**Government Partner:**  
Ministry of Health

**Number of Communities served by the Clinic:** 11  
Snug Corner, St George's Estate, Bon Accord Estate, Melrose, Boca, Beaulieu, Belle Vue, Ravine, The Glen Mt. Gay, Vendome

**Number of people served by the Clinic / month:** 450

**Regional Coverage:** 7300



*(after)*

**Sub-Awardee:** Ram Folkes Construction  
**Cost of Repairs:** US\$ 23,160.21

File No. 0330-800C-M-007a

**La Borie Medical Clinic**



**Parish / Town**  
St. George, La Borie

*(before)*

**Government Partner:**  
Ministry of Health

**Number of Communities served by the Clinic:** 5  
La Borie, Hope Vale, Peters Field, Parade, Holder Hill

**Number of people served by the Clinic / month:** 200

**Regional Coverage:** 749



*(after)*

**Sub-Awardee:** Classic Design & Construction Services  
**Cost of Repairs:** US\$ 14,990.05



**Parish / Town**  
St. David, Westerhall

*(before)*

**File No. 0330-800C-M-007b**

**Government Partner:**  
Ministry of Health

**Number of Communities**  
served by the Clinic: **5**  
Westerhall, Baillies Bacolet,  
Petit Bacaye, Old Westerhall,  
New Westerhall

**Number of people** served  
by the Clinic / month: **500**

**Regional Coverage: 1000**

**Westerhall Medical Clinic**



*(after)*

**Sub-Awardee:**  
Classic Design &  
Construction Services

**Cost of Repairs:**  
US\$ 35,519.84



**Parish / Town**  
St. David, Vincennes

*(before)*

**File No. 0330-800-C-M-007c**

**Government Partner:**  
Ministry of Health

**Number of Communities**  
served by the Clinic: **8**  
Windsor Forest, Champfleure,  
Syracuse, Petit Etang,  
Vincennes, Dudmar,  
Mt. Tranquil, De Har

**Number of people** served  
by the Clinic / month: **600**

**Regional Coverage: 2000**

**Vincennes Medical Clinic**



*(after)*

**Sub-Awardee:**  
Classic Design &  
Construction Services

**Cost of Repairs:**  
US\$ 17,746.86

File No. 0330-800-C-M-008

**St. George's Medical Clinic**

**Clinics**



**Government Partner:**  
Ministry of Health

**Number of Communities served by the Clinic: 14**  
St. George, River Rd., Tempe, Mt. Parnassus, Cherry Hill, Fontenoy, Lucas St., Green St., Paddock, Tanteen, Carenage, Old Fort, Lowthers Lane, Archibald Ave.

**Number of people served by the Clinic / month: 1500**

**Regional Coverage: 3908**

**Parish / Town**  
St. George, St. George

*(before)*



*(after)*

**Sub-Awardee:**  
Roy Francis Construction

**Cost of Repairs:**  
US\$ 69,884.86

## ***4 Schools impacted***

- TAMCC – Teacher Education Building, St. George  
(File No. 0330-800-C-S-004)
- Telescope Government School, St. Andrew  
(File No. 0330-800-C-S-020a)
- Tivoli RC School, St. Andrew  
(File No. 0330-800-C-S-020b)
- St. Patrick’s Anglican School, St. Patrick  
(File No. 0330-800-C-S-020c)



## Community Revitalization Program – Phase 1

### Schools Repairs Subprogram

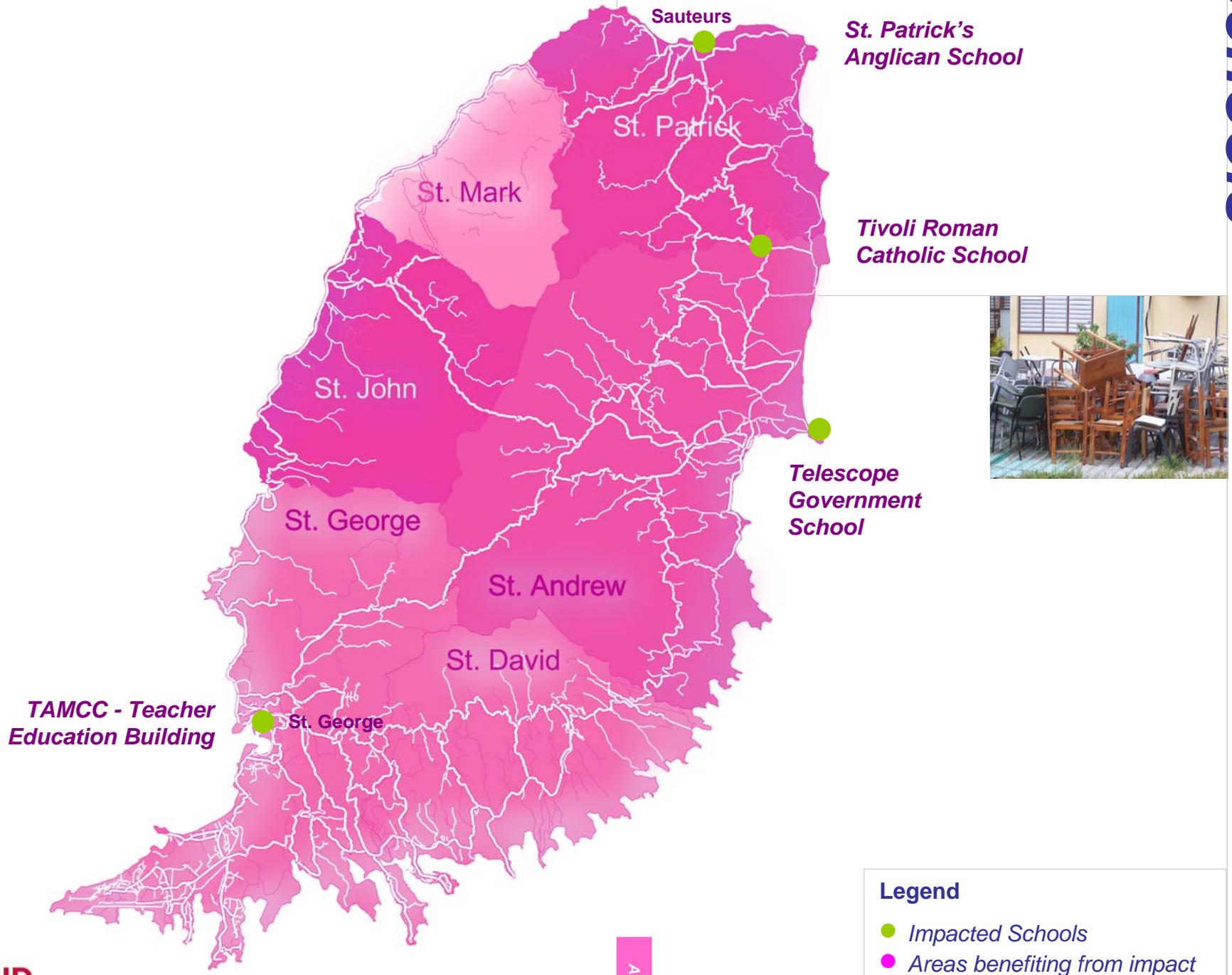
### Scope of Repairs

- Roof Replacement
- Electrical System Repair
- Installation of anchor bolts (to receive plywood sheathing in the event of another hurricane)
- Guttering
- Paint
- Repair of Shelving
- Repair interior partitions
- Replace damaged interior & exterior doors & windows

### Hurricane Mitigation Techniques

- Increased roof pitch to 22 degrees or greater
- Incorporated Hurricane Straps at ridge beam & wall-plate
- Reduced spacing of rafters
- Added Reinforcing steel in gable walls
- Reduced overhangs & eaves to 18 inches or less
- Added plywood sheathing overlay to roof
- Stringent quality control & project supervision







**Parish / Town**  
St. George, St. George

*(before)*

**File No. 0330-800-C-S-004**

**Government Partner:**  
Ministry of Education

**Number of Parishes**  
served by the School: 7  
St. George, St. Andrew,  
St. David, St. Mark, St. John,  
St. Patrick, Carriacou &  
Petite Martinique

**Number of Students: 1801**

**Regional Coverage: 104490**

**Notes:** This Teacher Education Building is the teacher training centre for the Caribbean-Centre for Excellence in Teacher Training



*(during)*

**Sub-Awardee:**  
Sampson' Construction Ltd.

**Cost of Repairs:**  
US\$: 180,259.26

**TAMCC – Teacher Education Building**

**Schools**

**File No. 0330-800-C-S-020a**

**Government Partner:**  
Ministry of Education

**Number of Communities**  
served by the School: 14  
Telescope, Paradise,  
Grenville, Simon, Dunferm-  
line, Soubise, Grenville,  
Birchgrove, Hope, Grand  
Bras, Salisbury Road,  
Pearls, Canal, Mt. Horne

**Number of Students: 217**

**Regional Coverage: 25197**



**Parish / Town**  
St. Andrew, Telescope

*(before)*

**Telescope Government School**



*(after)*

**Sub-Awardee:**  
A.F.Charles & Associates Building

**Cost of Repairs:**  
US\$:14,132.17



**Parish / Town** (before)  
St. Andrew, Tivoli

**File No. 0330-800-C-S-020b**

**Government Partner:**  
Ministry of Education

**Number of Communities served by the School:** 17  
Tivoli, La Poterie, Upper Conference, Lower Conference, Carriere, Mt. Rose, Pointfield, Rose Hill, Plains, Moyah, Pearls, Paradise, Mt. Rich, River Sallee, Hermitage, Dunfermline, La Taste

**Number of Students:** 428

**Regional Coverage:** 25197

**Tivoli Roman Catholic School**



(after) **Sub-Awardee:** A.F.Charles & Associates Building  
**Cost of Repairs:** US\$: 47,839.92

**Schools**

**File No. 0330-800-C-S-020c**



**Parish / Town** (before)  
St. Patrick, Sauteurs

**Government Partner:**  
Ministry of Education

**Number of Communities served by the School:** 15  
Sauteurs, La Fortune, Mt. Craven, La Mode, Rose Hill, Levera, Mt. Rich, Snell Hall, Mt. Fendue, Chantimelle, River Sallee, Hermitage, Marli, Madeys, Mt. Alexander

**Number of Students:** 333

**Regional Coverage:** 10867

**St. Patrick's Anglican School**



(after) **Sub-Awardee:** A.F.Charles & Associates Building  
**Cost of Repairs:** US\$: 19,337.90

**Community Revitalization Program – Phase 1**  
*Residential House Repairs Subprogram*

# House Repairs

# House Repairs

## **Cooperating Partners for 38 Residential House Repairs**

- **World Relief**  
File No. 0330.800-C-R-009 (48,363.30 US\$ Grant)
- **Open Bible**  
File No. 0330.800-G-R-015 (26,324.29 US\$ Grant)
- **Universal Publishing Association**  
File No. 0330.800-G-R-016 (56,005.20 US\$ Grant)
- **Informal Group**  
File No. 0330.800-G-R-017 (16,727.86 US\$ Grant)
- **Church of God**  
File No. 0330.800-G-R-018 (39,558.35 US\$ Grant)
- **GR3**  
File No. 0330.800-G-R-019 (57,291.75 US\$ Grant)
- **Versatile Productions**  
File No. 0330.800-C-R-005 a & b (57,484.39 US\$ Contract)



## Scope of Repairs

- Roof Replacement
- Electrical System Repair
- Installation of anchor bolts (to receive plywood sheathing in the event of another hurricane)
- Guttering
- Paint
- Repair interior partitions
- Replace damaged exterior doors & windows

## Hurricane Mitigation Techniques

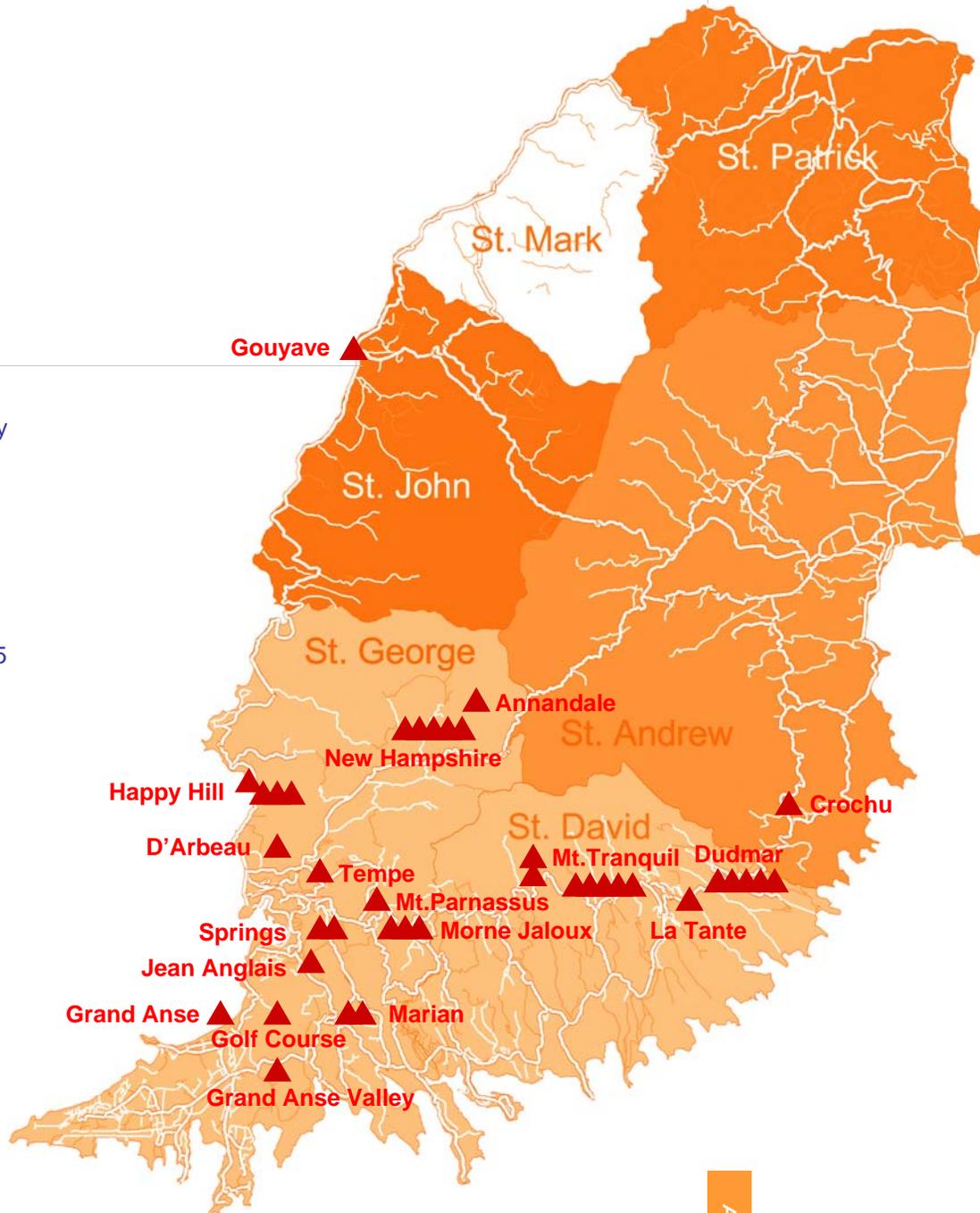
- Increased roof pitch to 22 degrees or greater
- Incorporated Hurricane Straps at ridge beam & wall-plate
- Reduced spacing of rafters
- Added Reinforcing steel in gable walls
- Reduced overhangs & eaves to 18 inches or less
- Added plywood sheathing overlay to roof
- Stringent quality control & project supervision



## Vulnerability & Repair Categories

Level	Vulnerability Category	
1	Aged and Indigent (60 years and older)	
2	Physically and mentally challenged	
3	Single / Unemployed Parents	
4	Families with underweight kids	
5	Persons living with HIV/AIDS and other debilitating illnesses	
6	Laid-off from service industries	
7	Farmers & Agricultural workers	
8	Other	
Repair Category	Level	Reconstruction Measure
Minor Repair	ND	No / Little measurable damage
	1	Windows & doors damaged
	2	Partial roof covering damaged
Major Repair	3	Complete loss of sheathing / covering
	4	Partial roof structure damage & sheathing loss
	5	Complete roof structure & sheathing destroyed
	6	Significant damage to structural frame
New Structure	7	Damage too extensive to repair





- St. George:**  
 Grand Anse Valley  
 Golf Course  
 Grand Anse  
 Jean Anglais  
 Springs (2)  
 Tempe  
 D'Arbeau  
 Happy Hill (4)  
 New Hampshire (5)  
 Morne Jaloux (3)  
 Annandale  
 Mt. Parnassus  
 Marian (2)
- St. John**  
 Gouyave
- St. David**  
 Dudmar (5)  
 Mt. Tranquil (6)  
 La Tante
- St. Andrew**  
 Crochu

**Legend**

▲ House Repairs

File No. 0330.800-C-R-009

World Relief



**Parish / Town**  
St. George, New Hampshire

*(before)*

**Name of NGO:**  
World Relief

**Name of Beneficiary:**  
Elfrida Mitchell

**Vulnerability Category:**  
V1,3

**Head of Household:**  
1 female

**Occupants: 6**  
3 females, 3 males

**Repair Category:**  
R3



*(after)*

House Repairs

File No. 0330.800-C-R-009

World Relief



**Parish / Town**  
St. George, New Hampshire

*(before)*

**Name of NGO:**  
World Relief

**Name of Beneficiary:**  
Cordett Gooding

**Vulnerability Category:**  
V3

**Head of Household:**  
1 male

**Occupants: 6**  
4 females, 2 males

**Repair Category:**  
R5



*(after)*

File No. 0330.800-C-R-009

World Relief



**Parish / Town**  
St. George, New Hampshire

*(before)*

**Name of NGO:**  
World Relief

**Name of Beneficiary:**  
Eurmine Ross

**Vulnerability Category:**  
V3

**Head of Household:**  
1 female

**Occupants: 6**  
3 females, 3 males

**Repair Category:**  
R3



*(after)*

House Repairs

File No. 0330.800-C-R-009

World Relief



**Parish / Town**  
St. Andrew, La Tante

*(before)*

**Name of NGO:**  
World Relief

**Name of Beneficiary:**  
Cecilia Richardson

**Vulnerability Category:**  
V1,3

**Head of Household:**  
1 female

**Occupants: 13**  
7 females, 6 males

**Repair Category:**  
R3



*(after)*

File No. 0330.800-C-R-009

World Relief



Parish / Town  
St. George, Springs

*(before)*

**Name of NGO:**  
World Relief  
**Name of Beneficiary:**  
Eustace Ireland  
**Vulnerability Category:**  
V2  
**Head of Household:**  
1 male  
**Occupants: 1**  
1 male  
**Repair Category:**  
R5



*(after)*

House Repairs

File No. 0330.800-C-R-009

World Relief



Parish / Town  
Crochu, St. Andrew

*(before)*

**Name of NGO:**  
World Relief  
**Name of Beneficiary:**  
Mary Regis  
**Vulnerability Category:**  
V1,2,3  
**Head of Household:**  
1 female  
**Occupants: 2**  
2 females  
**Repair Category:**  
R6



*(after)*

File No. 0330.800-G-R-015

Open Bible



**Parish / Town**  
Gouyave, St. John

(before)

**Name of NGO:**  
Open Bible Organization  
of Grenada

**Name of Beneficiary:**  
Maureen Church

**Vulnerability Category:**  
V3

**Head of Household:**  
1 female

**Occupants: 5**  
3 females, 2 males

**Repair Category:**  
R4 – Major Roof Repair



(after)

House Repairs

File No. 0330.800-G-R-015

Open Bible



**Parish / Town**  
Jean Anglais, St. George

(before)

**Name of NGO:**  
Open Bible Organization  
of Grenada

**Name of Beneficiary:**  
Patricia Cumberbatch

**Vulnerability Category:**  
V3

**Head of Household:**  
1 female

**Occupants: 4**  
2 females, 2 males

**Repair Category:**  
R3



(after)



**Parish / Town**  
Happy Hill, St. George

*(before)*

**File No. 0330.800-G-R-015**

**Name of NGO:**  
Open Bible Organization  
of Grenada

**Name of Beneficiary:**  
Lynneth James

**Vulnerability Category:**  
V8

**Head of Household:**  
1 male

**Occupants: 5**  
4 females, 1 male

**Repair Category:**  
R3

**Open Bible**



*(after)*

**House Repairs**

**File No. 0330.800-G-R-015**



**Parish / Town**  
Happy Hill, St. George

*(before)*

**Name of NGO:**  
Open Bible Organization  
of Grenada

**Name of Beneficiary:**  
Anthony Sylvester

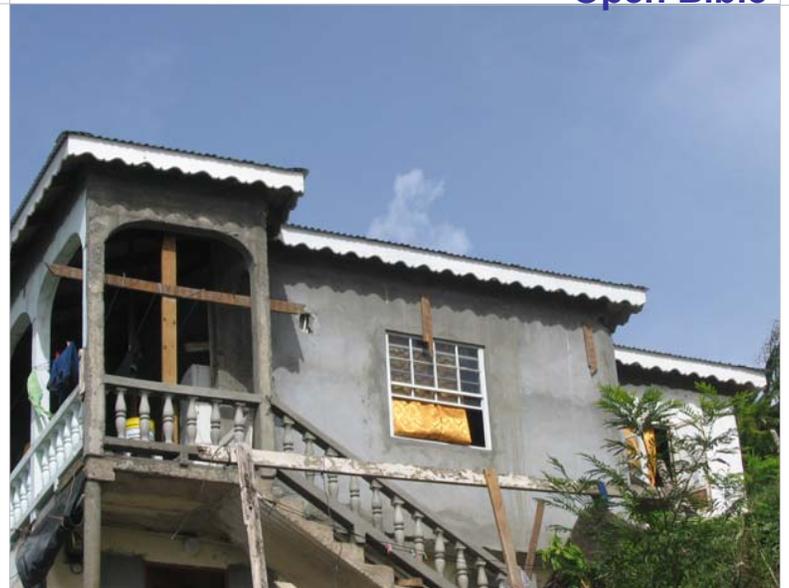
**Vulnerability Category:**  
V 1,3

**Head of Household:**  
1 male

**Occupants: 2**  
1 female, 1 male

**Repair Category:**  
R 5

**Open Bible**



*(after)*

File No. 0330.800-G-R-015

Open Bible



**Parish / Town**  
Happy Hill, St. George

*(before)*

**Name of NGO:**  
Open Bible Organization  
of Grenada

**Name of Beneficiary:**  
Lorna Patrick

**Vulnerability Category:**  
V1

**Head of Household:**  
1 female

**Occupants: 6**  
2 females, 4 males

**Repair Category:**  
R3



*(after)*

House Repairs

File No. 0330.800-G-R-015

Open Bible



**Parish / Town**  
D'Arbeau, St. George

*(before)*

**Name of NGO:**  
Open Bible Organization  
of Grenada

**Name of Beneficiary:**  
Damie Thomas

**Vulnerability Category:**  
V3

**Head of Household:**  
1 male

**Occupants: 3**  
2 females, 1 male

**Repair Category:**  
R3



*(after)*

File No. 0330.800-C-R-015

Open Bible



**Parish / Town**  
Happy Hill, St. George

*(before)*

**Name of NGO:**  
Open Bible Organization  
of Grenada

**Name of Beneficiary:**  
Sonia Hector

**Vulnerability Category:**  
V1

**Head of Household:**  
1 female

**Occupants: 3**  
2 females, 1 male

**Repair Category:**  
R3

*(after)***House Repairs**

File No. 0330.800-G-R-015

UPA



**Parish / Town**  
New Hampshire, St. George

*(before)*

**Name of NGO:**  
Universal Publishing  
Association

**Name of Beneficiary:**  
Lester James

**Vulnerability Category:**  
V5

**Head of Household:**  
1 male

**Occupants: 7**  
5 females, 2 males

**Repair Category:**  
R4

*(after)*



**Parish / Town**  
Springs, St. George

*(before)*

**File No. 0330.800-G-R-016**

**Name of NGO:**  
Universal Publishing  
Association

**Name of Beneficiary:**  
Theodora Ackie

**Vulnerability Category:**  
V1,2,3

**Head of Household:**  
1 female

**Occupants: 2**  
2 females

**Repair Category:**  
R3



*(after)*

**UPA**

**House Repairs**



**Parish / Town**  
Annandale, St. George

*(before)*

**File No. 0330.800-G-R-016**

**Name of NGO:**  
Universal Publishing  
Association

**Name of Beneficiary:**  
Lester Boyd

**Vulnerability Category:**  
V8

**Head of Household:**  
1 male

**Occupants: 3**  
1 female, 2 males

**Repair Category:**  
R4



*(after)*

**UPA**



**Parish / Town**  
Grand Anse, St. George

*(before)*

**File No. 0330.800-G-R-016**

**Name of NGO:**  
Universal Publishing  
Association

**Name of Beneficiary:**  
Lynette Cato

**Vulnerability Category:**  
V 2,5

**Head of Household:**  
1 male

**Occupants: 2**  
1 female, 1 male

**Repair Category:**  
R3



*(after)*

UPA

**House Repairs**



**Parish / Town**  
Tempe, St. George

*(before)*

**File No. 0330.800-G-R-016**

**Name of NGO:**  
Universal Publishing  
Association

**Name of Beneficiary:**  
Brenda Charles

**Vulnerability Category:**  
V8

**Head of Household:**  
1 female

**Occupants: 6**  
3 females, 3 males

**Repair Category:**  
R5



*(after)*

UPA

File No. 0330.800-G-R-016

UPA



**Name of NGO:**  
Universal Publishing  
Association

**Name of Beneficiary:**  
Ann James

**Vulnerability Category:**  
V8

**Head of Household:**  
1 female

**Occupants: 1**  
1 female

**Repair Category:**  
R4



House Repairs

**Parish / Town**  
New Hampshire, St. George

*(before)*

*(after)*

File No. 0330.800-G-R-016

UPA



**Name of NGO:**  
Universal Publishing  
Association

**Name of Beneficiary:**  
Neutrice Williams

**Vulnerability Category:**  
V3

**Head of Household:**  
1 male

**Occupants: 3**  
1 female, 2 males

**Repair Category:**  
R3



**Parish / Town**  
Golf Course, St. George

*(before)*

*(after)*

File No. 0330.800-G-R-017

Informal Group



**Parish / Town**  
Grand Anse Valley, St. George *(before)*

**Name of NGO:**  
Informal Group  
**Name of Beneficiary:**  
Esther Moore  
**Vulnerability Category:**  
V3  
**Head of Household:**  
1 female  
**Occupants: 5**  
3 females, 2 males  
**Repair Category:**  
R6



*(after)*

**House Repairs**

File No. 0330.800-G-R-018

Church of God



**Parish / Town**  
Marian, St. George *(before)*

**Name of NGO:**  
Church of God  
**Name of Beneficiary:**  
Anelica Pivotte  
**Vulnerability Category:**  
V3  
**Head of Household:**  
1 female  
**Occupants: 3**  
1 female, 2 males  
**Repair Category:**  
R5



*(after)*



**Parish / Town**  
Marian, St. George

*(before)*

**File No. 0330.800-G-R-018**

**Name of NGO:**  
Church of God

**Name of Beneficiary:**  
Dianne Charles

**Vulnerability Category:**  
V3

**Head of Household:**  
1 female

**Occupants: 3**  
2 females, 1 male

**Repair Category:**  
R5

**Church of God**



*(after)*

**File No. 0330.800-G-R-018**

**Name of NGO:**  
Church of God

**Name of Beneficiary:**  
Anna Peters

**Vulnerability Category:**  
V1

**Head of Household:**  
1 female

**Occupants: 1**  
1 female

**Repair Category:**  
R5

**Church of God**



**Parish / Town**  
Morne Jaloux, St. George

*(before)*



*(after)*

**House Repairs**

File No. 0330.800-G-R-018

Church of God



**Parish / Town**  
Morne Jaloux, St. George

*(before)*

**Name of NGO:**  
Church of God  
**Name of Beneficiary:**  
Emelda Degale  
**Vulnerability Category:**  
V3  
**Head of Household:**  
1 female  
**Occupants: 3**  
2 females, 1 male  
**Repair Category:**  
R5



*(after)*

House Repairs

File No. 0330.800-G-R-019

GR3



**Parish / Town**  
Dudmar, St. David

*(before)*

**Name of NGO:**  
GR3  
**Name of Beneficiary:**  
Sherma Albert  
**Vulnerability Category:**  
V8  
**Head of Household:**  
1 female  
**Occupants: 9**  
7 females, 2 males  
**Repair Category:**  
R4



*(after)*

File No. 0330.800-G-R-019

GR3



**Parish / Town**  
Dudmar, St. David

*(before)*

**Name of NGO:**  
GR3

**Name of Beneficiary:**  
Angela Joseph

**Vulnerability Category:**  
V7

**Head of Household:**  
1 female

**Occupants: 8**  
4 females, 4 males

**Repair Category:**  
R2



*(after)*

House Repairs

File No. 0330.800-G-R-019

GR3



**Parish / Town**  
Dudmar, St. David

*(before)*

**Name of NGO:**  
GR3

**Name of Beneficiary:**  
Shirley Albert

**Vulnerability Category:**  
V3

**Head of Household:**  
1 female

**Occupants: 7**  
3 females, 4 males

**Repair Category:**  
R6



*(after)*



**Parish / Town**  
Dudmar, St. David

*(before)*

**File No. 0330.800-G-R-019**

**Name of NGO:**  
GR3

**Name of Beneficiary:**  
Lincoln Radix

**Vulnerability Category:**  
V2,3

**Head of Household:**  
1 male

**Occupants: 8**  
4 females, 4 males

**Repair Category:**  
R5

**GR3**



*(after)*

**House Repairs**

**File No. 0330.800-G-R-019**



**Parish / Town**  
Dudmar, St. David

*(before)*

**Name of NGO:**  
GR3

**Name of Beneficiary:**  
Indra Victor

**Vulnerability Category:**  
V8

**Head of Household:**  
1 female

**Occupants: 4**  
3 females, 1 male

**Repair Category:**  
R4

**GR3**



*(after)*

File No. 0330.800-G-R-019

GR3



**Parish / Town**  
Mt. Tranquil, St. David

*(before)*

**Name of NGO:**  
GR3

**Name of Beneficiary:**  
Annette Victor

**Vulnerability Category:**  
V2,3

**Head of Household:**  
1 female

**Occupants: 8**  
5 females, 3 males

**Repair Category:**  
R6



*(after)*

**House Repairs**

File No. 0330.800-G-R-019

GR3



**Parish / Town**  
Mt. Tranquil, St. David

*(before)*

**Name of NGO:**  
GR3

**Name of Beneficiary:**  
Marva Victor

**Vulnerability Category:**  
V3

**Head of Household:**  
1 female

**Occupants: 6**  
3 females, 3 males

**Repair Category:**  
R3



*(after)*

File No. 0330.800-G-R-019

GR3



**Parish / Town**  
Mt. Tranquil, St. David

*(before)*

**Name of NGO:**  
GR3  
**Name of Beneficiary:**  
Anita Paul  
**Vulnerability Category:**  
V3,7  
**Head of Household:**  
1 female  
**Occupants: 6**  
3 females, 3 males  
**Repair Category:**  
R5



*(after)*

House Repairs

File No. 0330.800-G-R-019

GR3



**Parish / Town**  
Mt. Tranquil, St. David

*(before)*

**Name of NGO:**  
GR3  
**Name of Beneficiary:**  
Cindy St. Bernard  
**Vulnerability Category:**  
V1,3,4  
**Head of Household:**  
1 female  
**Occupants: 5**  
3 females, 2 males  
**Repair Category:**  
R2



*(after)*



**Parish / Town**  
Mt. Tranquil, St. David

*(before)*

**File No. 0330.800-G-R-019**

**Name of NGO:**  
GR3

**Name of Beneficiary:**  
Myra Honore

**Vulnerability Category:**  
V1,3

**Head of Household:**  
1 female

**Occupants: 3**  
2 females, 1 male

**Repair Category:**  
R3



*(after)*

**GR3**

**House Repairs**



**Parish / Town**  
Mt. Tranquil, St. David

*(before)*

**File No. 0330.800-G-R-019**

**Name of NGO:**  
GR3

**Name of Beneficiary:**  
Shevon Vincent

**Vulnerability Category:**  
V7,8

**Head of Household:**  
1 female

**Occupants: 4**  
3 females, 1 male

**Repair Category:**  
R5



*(after)*

**GR3**

File No. 0330.800-C-R-005a

Versatile Productions



**Parish / Town**  
St. George, Morne Jaloux

*(before)*

**Name of NGO:**  
Society of Friends of the Blind

**Name of Beneficiary:**  
Rupert Bain

**Vulnerability Category:**  
V1, 2

**Head of Household:**  
1 male

**Occupants: 2**  
1 female, 1 male

**Repair Category:**  
R4 – Major Roof Repair

**Notes:** Beneficiary is blind



*(after)*

House Repairs

File No. 0330.800-C-M-005b

Versatile Productions



**Parish / Town**  
St. George, Mt. Parnassus

*(before)*

**Name of NGO:**  
Society of Friends of the Blind

**Name of Beneficiary:**  
Neddie Haywood

**Vulnerability Category:**  
V2

**Head of Household:**  
1 male

**Occupants: 2**  
1 female, 1 male

**Repair Category:**  
R4 – Major Roof Repair

**Notes:** Beneficiary is blind



*(after)*

## Implementing Contractors for 5 Environmental Projects

- RECORDS: *Coastal Community Revitalization, St. Andrew*  
(File No. 0330-800-C-E-002)
- GRENSAVE: *Community Cleanup, St. George*  
(File No. 0330-800-G-E-011)
- GRENCODA: *Tree Planting / Land Clearing, St. John*  
(File No. 0330-800-G-E-012)  
*Community Cleanup, St. John, St. Mark*  
(File No. 0330-800-G-E-013)
- BIZREC: *Recovery & Rehabilitation, La Sagesse Reserve, St. David*  
(File No. 0330-800-G-E-014)



**Community Revitalization Program – Phase 1**  
*Environmental Subprogram*

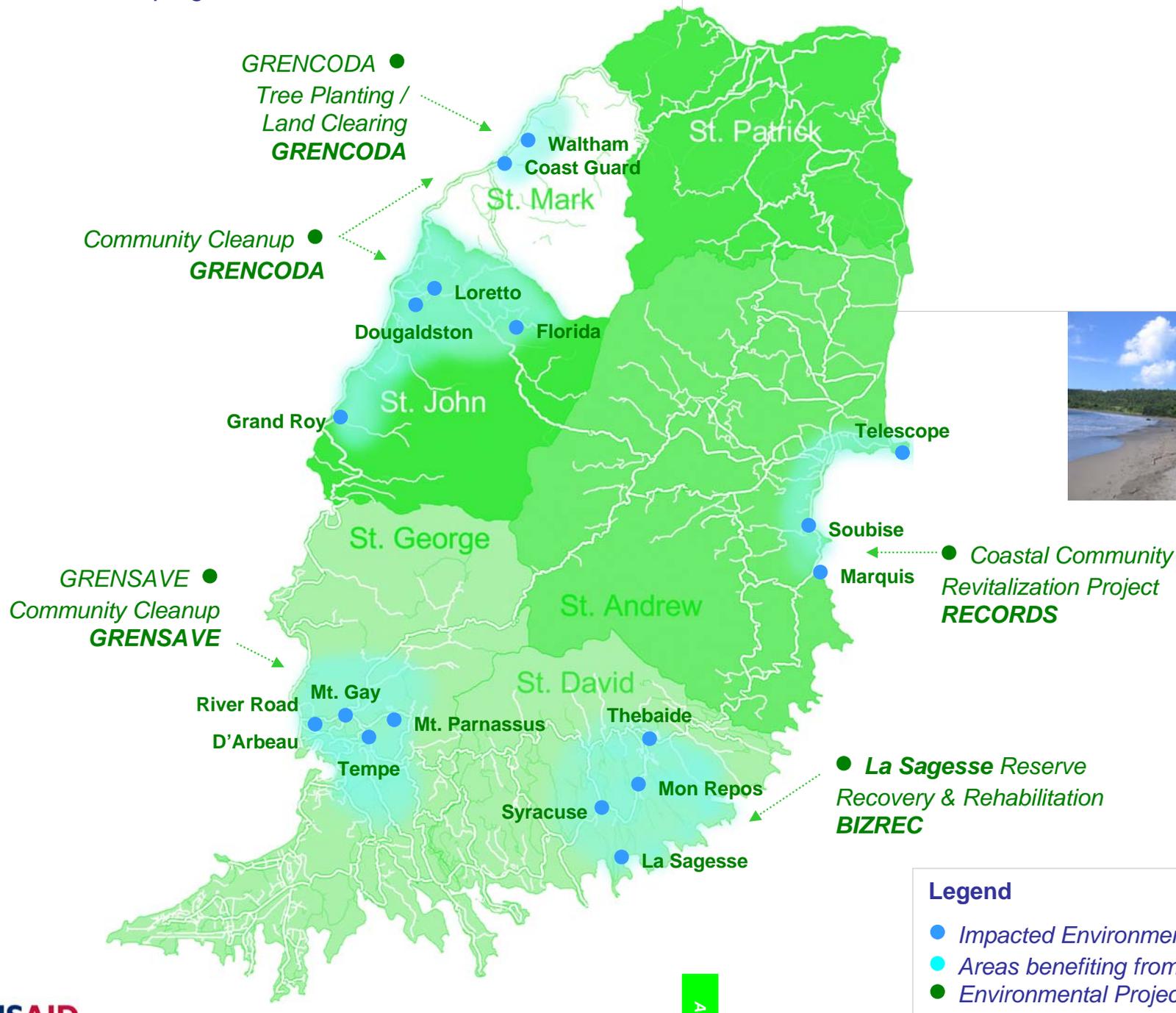
# Environment

# Environment

## **Scope of Work**

- Community Cleanup
- Land Clearing
- Land Stabilization
- Watershed Revitalization
- Watercourse Clearance
- Revegetation / Tree Planting
- Wildlife Conservation





File No. 0330-800-C-E-002

**Community Revitalization**



**Parish / Town**  
St. Andrew, Soubise, Marquis,  
Moon Shadow Park, Telescope  
*(before)*

**Project Name:**  
Coastal Community Revitalization Project

**Government Partner:**  
Ministry of Agriculture, Ministry of Health, Ministry of Works

**Number of Communities benefiting: 4**

**Direct Beneficiaries: 335**  
(Income Generation)

**Direct Beneficiaries: 710**  
(People living in area)

**Indirect Beneficiaries: 1650**

**Scope of Work:** Land Clearing, Revegetation, Community Cleanup, Land Stabilization, Waterway Clearance



*(after)*

**Sub-Awardee:**  
RECORDS

**Cost of Repairs:**  
US\$: 74,883.00

**Environment**

File No. 0330-800-G-E-011

**Community Cleanup**



**Parish / Town**  
St. George, D'Arbeau, River Rd.,  
Mt. Gay, Mt. Parnassus, Tempe  
*(before)*

**Project Name:**  
GRENSAVE Community Cleanup

**Government Partner:**  
Ministry of Agriculture, Ministry of Health, Ministry of Works

**Number of Communities benefiting: 5**

**Direct Beneficiaries: 129**  
(Income Generation)

**Direct Beneficiaries: 1300**  
(People living in area)

**Indirect Beneficiaries: 3500**

**Scope of Work:** Community Cleanup, Waterway Clearance



*(after)*

**Sub-Awardee:**  
GRENSAVE

**Cost of Repairs:**  
US\$: 27,635.00



**Parish / Town**  
St. Mark, Waltham,  
St. John, Florida

*(before)*

**File No. 0330-800-G-E-012**

**Project Name:**  
GRENCODA Tree Planting /  
Land Clearing

**Government Partner:**  
Ministry of Agriculture,  
Ministry of Health, Ministry  
of Works

**Number of Communities  
benefiting: 2**

**Direct Beneficiaries: 52**  
(Income Generation)

**Direct Beneficiaries: 40**  
(People living in area)

**Indirect Beneficiaries: 350**

**Scope of Work:** Land  
Clearing, Unclogging Waterways &  
Revegetation



*(after)*

**Sub-Awardee:**  
GRENCODA

**Cost of Repairs:**  
US\$: 21,520.00

**Environment**

**File No. 0330-800-G-E-013**



**Parish / Town**  
St. Mark, Waltham, Coast Guard  
St. John, Grand Roy, Loretto, Dougaldston

*(before)*

**Project Name:**  
Community Cleanup

**Government Partner:**  
Ministry of Agriculture,  
Ministry of Health, Ministry  
of Works

**Number of Communities  
benefiting: 5**

**Direct Beneficiaries: 55**  
(Income Generation)

**Direct Beneficiaries: 750**  
(People living in area)

**Indirect Beneficiaries: 1100**

**Scope of Work:** Community  
Cleanup, Tree Planting



*(after)*

**Sub-Awardee:**  
GRENCODA

**Cost of Repairs:**  
US\$: 8,989.00



**Parish / Town**  
St. David, La Sagesse

*(before)*

**Project Name:**  
La Sagesse Reserve  
Recovery & Rehabilitation

**Government Partner:**  
Ministry of Agriculture,  
Ministry of Health, Ministry  
of Works

**Number of Communities  
benefiting: 7**

**Direct Beneficiaries: 96**  
(Income Generation)

**Direct Beneficiaries: 3000**  
(People living in area)

**Indirect Beneficiaries: 3000**

**Scope of Work:** Community  
Cleanup, Revegetation, Water-  
course Clearance, Wildlife  
Conservation



*(after)*

**Sub-Awardee:**  
BIZREC

**Cost of Repairs:**  
US\$: 35,382.00

## Staff, Volunteers, Subcontractors etc.

### PADCO | AECOM GRENADA

Craig Keller, Program Manager; Noble Baier, Assistant Programme Manager; Terrence Smith, Program Engineer; Jessie Diaz, Financial Controller; Ann Dubissette, Finance Manager; Jan Taylor, Admin./ HR Manager; Abigail Sparks, Executive Assistant; Alan Halner, Environmental Engineer; Cecil Dunn, Community Coordinator (Self-Help Housing); Dannylean Hosford, Engineering Assistant; Edlyn Agard, Receptionist; Fred Esprit, Architect; Hemant Balgobin, Logistics Coordinator; Ivan Laughlin, Human Settlement Consultant, Surveyor; James Finlay, Environmental Engineer; Kahlil Lewis-Smith & Karim Lewis-Smith, Support-Staff; Kenly C. Edwards, Community Coordinator (New Hou-sing); Peter Morris, Engineering Assistant; Robin James, Procurement Officer; Rose-Marie Douglas, Projects Finance Specialist; Sabine Scharf, External Relations /Community Mobilizer; Yvonne Tillock, Community Mobi-lizer; Louie Padmore, Finance Assistant

### PADCO | AECOM DC

Duane Kissick, President; Ted Bratrud, Corporate Monitor; Barbara Betts, Contracts Administrator; Bob Richey, Project Manager; Brian English, Project Manager; Joshua Wenz, Project Assistant; Karen Conley, Sen.Contracts Administrator; Michael Mielke, Environmental Specialist; Nicole Jensen, Director of Accounts



#### US Peace Corps

Jamie Labbe-Lane, Kelly Golden, Justin Leous, Micah Strand



#### Local Volunteers

Donis Simeon Forester, Janella St.Bernard, Franklin St.Paul, Collins St.Bernard, Deborah Cedone, Walton Caesar, Laurel Sylvester, Sandra Cruickshank, Kenneth Edwards, Cheris Allard, Dickon Mitchell, La Toya Victor, Mellisa Tyson, Ashley Campbell, Marcia Phillip, Dale Neptune, Kimani La Touche, Madeline Richard, Elisha St.Louis, Deslyn Peters, Jeanette Paul, Sabrina Teka



#### Subcontractors

A.F. Charles & Associates, Classic Design & Construction Services, Ltd., Informal Group - Nehemiah Constructions, Nellie Building and Maintenance Services, Ram Folkes' Construction, RECORDS, Roy Francis Construction Services, Sampson Construction Ltd., Versatile Productions Ltd., World Relief

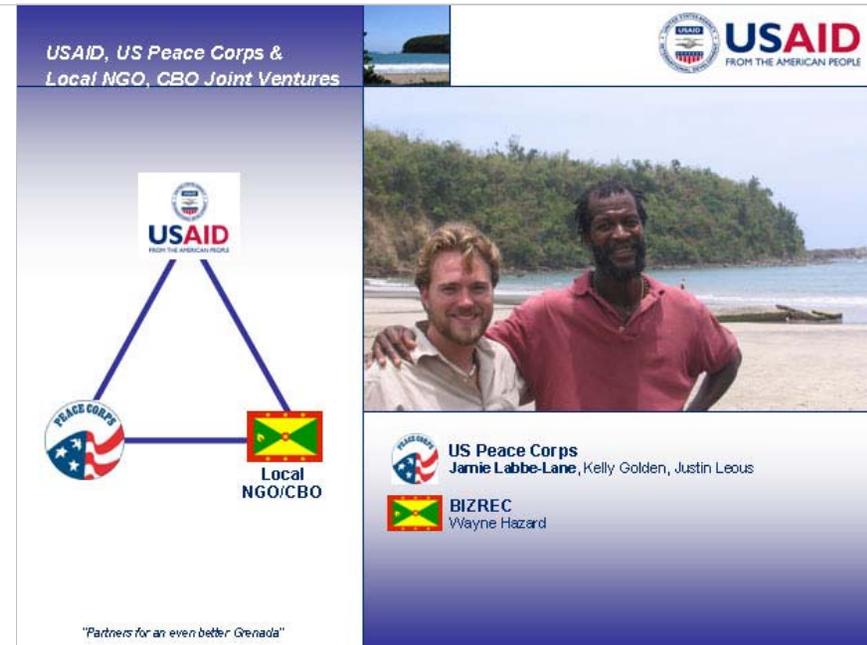
#### Grantees

BIZREC, Church of God, GR3, Grensave, Grencoda, Open Bible Organization of Grenada, Universal Publishing Association

## USAID, US Peace Corps & Local NGO, CBO Joint Ventures

How can USAID most effectively rebuild Grenada after the passing of Hurricane Ivan? Partner with the US Peace Corps and Grenadian NGO's! The unified efforts of USAID, the US Peace Corps and local NGO's Community Based Organizations (CBO's) have proven to be a powerful force in the reconstruction effort.

On September 7<sup>th</sup> 2004 the entire country of Grenada was devastated by the intense winds of Hurricane Ivan. Every sector of the island's infrastructure and economy was severely impacted. The environmental impacts were profound and widespread. Debris from more than 10,000 destroyed and severely impacted buildings literally covered the island. Ecosystems, ranging from the mountain-top rainforest to the palm-lined coasts were devastated- trees uprooted; ground-cover stripped bare; and saltwater carried by the powerful winds rained down, scorching the remaining vegetation.



The USAID response was prompt and effective - \$40 million dollars over 14-months. Titled the "Grenada Community Revitalization Program" the focus has been a holistic approach to the reconstruction effort. A central component has been the use of local NGO's and CBO's as implementing partners. Unfortunately, Grenada's civil sector has extremely limited capacity. Enter the US Peace Corps. Through an innovative program USAID partners local NGO's with Peace Corp volunteers to strengthen organizations' capacities in proposal preparation, project management and supervision, report writing, and a wide-range of other skills needed in the reconstruction effort. This "practical" approach to capacity building has considerable advantages to the traditional theoretical model.

Learning by doing has proven to be an effective means to strengthen local NGO's in grants management and project execution.

One of the most successful partnerships has been Peace Corps Volunteer Jaime Labbe-Lane and local NGO director Wayne Hazard. In late November Wayne presented USAID with a great project idea, but a poor proposal. His fledgling environmentally-focused NGO, BIZREC, needed help in preparing a viable proposal, managing the grant funding, and executing the project. In addition to several other remedial actions, Jamie was enlisted to work with Wayne in various aspects of the proposed grant. The initial collaboration resulted in a winning grant application and an extremely successful project.

The US\$ 35,382 grant was effectively used to rehabilitate the La Sagesse Nature Preserve. The major scope of works were the clearing of storm-debris; the eradication of an invasive vine that has become rampant, post-Ivan; the replanting of seaside coconut groves toppled during the storm; and, reestablishing access to one of Grenada's most beautiful beaches. This "learn by doing" approach has been so effective that BIZREC subsequently wrote a successful grant proposal, unassisted by Jamie, for a separate USAID-funded program.

The immediate impact and improvement gained through the three-way partnership – USAID, US Peace Corps, and local NGO's – has proven to be a powerful force in the Grenada reconstruction effort.