



INNER- CITY RENEWAL PROGRAMME: RAE TOWN -PILOT PROJECT

Dissemination Workshop

July 20, 2004





PRIMARY OBJECTIVE - SA

- To evaluate the effectiveness and success of the pilot and thus improve the ICRP



Data Gathering Tools

- Community transect walks
- Focus group discussions
- In-depth interviews
- Informal discussions
- Non-verbal communications e.g.
Drawings
- Case studies
- **Stakeholder Review Meeting**



List of Agencies/ Stakeholders

- Central Coordinating Committee
- Former Member of Parliament
- Jamaica Social Investment Fund
- Kingston Restoration Company
- Planning Institute of Jamaica
- Social Development Commission
- Tourism Product Development Company
- Urban Development Corporation
- National Water Commission



KEY FINDINGS

Areas of Investigation

- Perception of the pilot
- Major Achievements
- Were community needs met?
- Weaknesses/Other Constraints
- Lessons Learnt



General Perception of the Pilot

- A high level of appreciation for the work done at an acceptable standard:
 - the economic centre; and
 - the basic school
- Project a step in the right direction re: development of the community



- Some level of skepticism regarding why the community was selected as the pilot
- Lack of clarity on what should have been the geographic scope of the project
- Some activities implemented did not have the expected impact because they were seen as limited in scope



- The Community Development Committee could have been better organized and more representative of the community
- There was no Community Development Plan to guide the pilot process
- Appropriate participatory framework was not developed to allow more meaningful participation by residents



Achievements Under the Pilot

- Construction of Basic School
- Refurbishing the economic centre on beach
- Refurbishing/construction of sanitary facilities on the beach and at Board Villa
- Acquisition of a 30 year lease for the beach



- Clean-up activities
 - removal of several truck loads of garbage
- Partial upgrading of the sewerage system and efforts to correct a 32 year old problem of sewage overflowing onto some streets

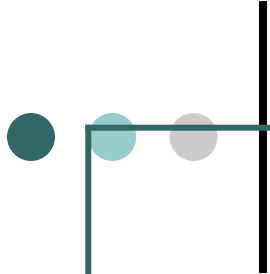


- Beautification of the lower section of Paradise Street
- Removal of zinc fencing and the erection of boundary walls in sections of the community



Were Community Needs Met?

- Issues identified as critical by the community were either not adequately addressed or not addressed at all
- Prior to the intervention a list of community needs identified

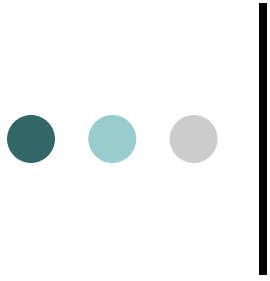


Community Priorities	Status
-Sewerage Upgrading/Sanitation	Some work done but task incomplete
-Housing/ Community upgrading	Not Addressed
-Training Centre	Not Addressed
-Fishing Complex	Little work done



Weaknesses in the Pilot

- Inadequate ongoing coordination and monitoring
- Inadequate private sector involvement
- Low commitment levels of some participating agencies
- Inadequate funds to execute selected project activities



- A weak programme management structure
- Absence of a core management team to drive the process

- Absence of an integrated community development plan

- Insufficient community/ people participation



- Insufficient networking among implementing agencies
- Disconnect between implementing agencies-
infrastructural and social



- Lack of transparency in the distribution of project funds
- Absence of necessary mechanisms to maintain and sustain the activities implemented under the pilot



Other Constraints

- Lack of will (politicians and some implementing agencies)
- Lack of unity within the community



General Lessons Learnt

- Areas for development in the community must be agreed on before implementation begins
- A holistic approach to implementation - community awareness, ownership, dialogue and participation and build community management capacity



- Project impacts and benefits are enhanced when communities are well organized and unified and when community participation and ownership are established
- Temporary administrative boundaries (political and otherwise) that are used to define project scope can result in sections of the community being isolated



Specific Lessons Learnt

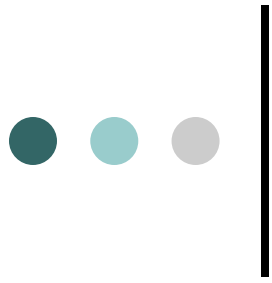
Maintenance and Sustainability:

- Maintenance and Sustainability are dependent on community/ individual empowerment that enhance self-esteem, personal responsibility, solidarity & commitment
- Skills transfer and mentoring facilitated by small core group could have helped in maintaining the momentum and consolidating ownership on completion of infrastructural work

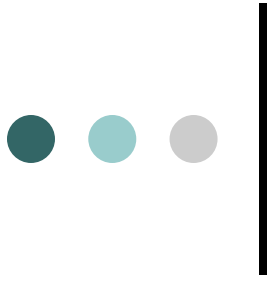


Community Readiness/Participation

- Readiness of the community is a prerequisite for the introduction of any renewal programme and should be established before the implementation of large-scale physical infrastructural development



- The implementation of Easily Achievable Tasks (EATs) - mechanism to engage the community in a manner that builds a spirit of volunteerism and commitment
- The level and type of development needs of each priority area should be clearly defined specifying only those activities that the project (ICRP) can reasonably support.



- To ensure greater project impact and successful implementation there should be enough lead time for appropriate social development, community mobilization and ownership.
- There needs to be a structured approach to determining the membership of CDCs to ensure representativeness



Agency Readiness

- It is important to promote greater acceptance of the participatory approach and the use of participatory methodologies within agencies delivering services in these communities
- Need for clearly defined Terms of Reference and Memoranda of Understanding to formalize the roles and responsibilities of different agencies

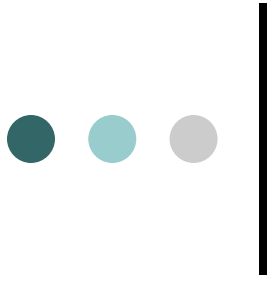


Programme Management Structure /Project Scope

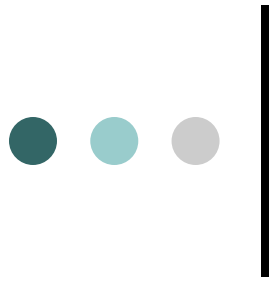
- Management of the pilot (overall ICRP) could have been better had there been an appropriate inter-agency management structure to facilitate co-ordination and troubleshooting and overcome obstacles in implementation
- Clear and effective lines of communication to facilitate inclusion and avoid misconception



- All community development initiatives under the ICRP must be guided by a Community Development Plan which outlines clearly define priorities, responsibilities and modalities
- There should be clearly defined Terms of Reference and the signing of Memoranda of Understanding to formalize the commitment of all players in the renewal process



- Implementation timeframe should provide for sufficient lead time to allow for appropriate social development and community mobilization
- Community interventions of this nature must target whole communities such that all those who fall within the established geographical boundary will benefit

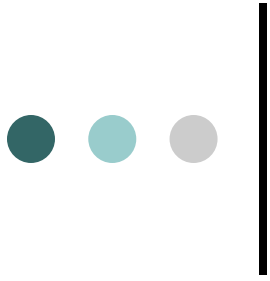


Funding

- A defined pool of funds for the development with built in transparency mechanism which allow for easy access of the funds by relevant agencies

Local Authority

- In line with its portfolio responsibility- greater involvement of the KSAC in the planning of the different areas for renewal

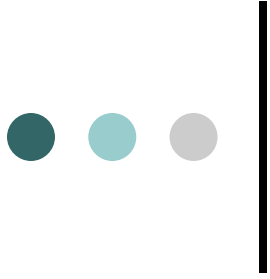


Housing

- For the project to have had meaningful impact, issue of housing should have been addressed

Private Sector

- There needed to be more private sector involvement



THE END

THANK YOU

