

CENTRAL MANCHESTER FIVE YEAR DEVELOPMENT PLAN 2009 – 2013

**PREPARED BY
DEVELOPMENT OPTIONS LIMITED**





The residents of the constituency of Central Manchester have articulated their vision for their Constituency; they have highlighted development themes which they consider critical if they are to move towards their vision and they have made their input in the specific project ideas. The 2009/2012 Central Manchester Constituency Development Plan (CMCDP) presents, these along with the detailed project profile for projects and programmes which are clustered around the development themes stated by the residents.

The document has benefited from the review of historical census data, sections of the Manchester Master Plan; the elected representatives interaction with constituents over the past twenty months; the implementation of Year 1 of projects financed by the Community Development Fund; consultations with residents to explore their vision, have them present and prioritize their issues and also review project ideas.

The document is organized in the following chapters:

Chapter 1 presents a brief history of the rationale and approach to preparing the plan,

Chapter 2 presents background information on the Constituency, history, socio economic profile,

Chapter 3 presents the six themes which set the development agenda; these emerged from community consultations,

Chapter 4 presents six development elements have emerged, the strategies and project ideas for each element,

Chapter 5 presents a summary of project ideas which will help ensure that the community development agenda is consistent with the community's vision and issues,

Appendices present supporting document, the outputs of the community consultations and detailed project proposals for select projects.



1.1 Background

The Development Plan for the Constituency of Central Manchester is being developed to meet the requirements of a significant Government of Jamaica initiative, the Community Development Fund (CDF). The Fund, established in the 2008/2009 financial year is an amalgamation of earlier programmes such as the Local Development Fund, the Social Economic Support Programme and Lift Up Jamaica. It is a clearly stated element of the current government's election manifesto. The Community Development Fund builds on the lessons learnt and has an increased focus on the involvement of the community in signing off on development themes, prioritizing and selecting projects.

During Year 1 of the implementation of the CDF it became apparent that to ensure optimum returns from annual projects there needed to be an overall development plan. A plan which would set out the constituents' vision for their communities, present the development themes they wish to be pursued using the CDF and table goals which the community had bought into. The GoJ has therefore mandated that each Constituency seeking to access funds under the CDF prepare a Five Year Constituency Development Plan. It is anticipated that specific projects will be developed to match the vision and goals of the constituents.

The CMCDP, is a Community Development Plan. A Community Development Plan is unlike the traditional Master Development Plan. The latter usually has four consistent themes around which a plan is developed, land use, housing and circulation, economic development and open space and resource protection. The Master Development Plan is a comprehensive and extensive document which is prepared over an extended period of time by a series of professionals. It requires even more extensive discussions with stakeholders. A Master Plan is considered a tool for long term planning but is constrained by the time it takes to prepare and at times frustrated by an ambitious time horizon; by being comprehensive it also seeks to address all things and struggles with creating priorities.



A Community Development Plan may have more than one of the themes of a Master Development Plan, however as it is more specific to the needs of a community or series of communities the themes and sub-themes are based on issues which are of immediate importance to the respective communities. A Community Development Plan, has the potential to be more responsive, such a plan does not need to have more than a three year horizon for specific projects, but can have a five year and beyond horizon, with residents stating their desired 'end state' but focusing on incremental steps to get to that vision. The Five Year Constituency Development Plan for Central Manchester is in part defined by the resources which are likely to be made available to implement specific projects under the CDF. It will present strategies which may well need to be pursued, but will not have project details if they are outside the funding pool earmarked from the CDF.

While the preparation of the Community Development Plan is driven by the need to fulfill a requirement of the GoJ it also provides the national and locally elected representatives in the Constituency an opportunity to concretize the commitments made to the residents of the Constituency. It provides an opportunity to ensure that they include the citizens in all critical development issues of the Constituency. It allows the elected representatives an additional forum to bring together representatives of a significant cross section of the constituency for dialogue and consultation increasing their ability to serve constituents but beyond the boundaries of the Community Development Fund.

1.2 Broad Goals & Approach

1.2.1 Broad Goals

1. Ensure an environment which will attract and retain commercial investment to provide alternative job opportunities.
2. Contribute to the improvement of the quality of physical infrastructure and services.
3. Provide technical and financial support to facilitate the further growth of entrepreneurship.
4. Provide assistance in building and maintaining community assets.
5. Provide direct support to the most vulnerable.
6. Increase the role of civil society role in decision making and ensuring increased accountability.



1.2.2 Approach to Achieving Development Agenda

1. Use an asset based approach, physical and human. Identify the assets of the community and build on them;
2. Work with communities to define a doable vision;
3. Work to reach community consensus around a vision and a set of community goals;
4. Work with other constituencies in the Parish, private sector, government partners;
5. Identify projects which translate into, short, medium and long term steps towards the community vision and goals.

1.3 Approach to the preparation of the Five Year Constituency Development Plan (5YCDP)

The Community Development Plan is informed by:

1. Historical and current data on the trends and profile of the socio economic and physical environment.
2. The work done in preparing the Manchester Parish Plan.
3. Community consultations with CBOs, special interest groups and citizens.
4. The experiences of the elected representatives of the Constituency.
5. The lessons learned during the implementation of Year 1 CDF Projects.



CHAPTER 2

A BREIF LOOK AT THE CONSTITUENCY

The overall plan is based on the review of the current quality of the physical and social infrastructure, a profile of the economic fabric of the Constituency and the level of basic services. A detailed Situational Analysis is presented in Appendix 1. This section presents a summary of the salient features of the constituency of Central Manchester. A snap shot.

2.1 Brief History of the Constituency

Central Manchester is one of the four constituencies in the parish of Manchester. The area that now constitutes the parish of Manchester remained largely uninhabited until relatively late in the history of Jamaica. The Tainos, Jamaica's first inhabitants primarily occupied coastal sites with surface water. The second wave of inhabitants, the Spanish also avoided the steep topography and was also cognisant of the challenges of inadequate surface water. The primary reason for the 'late' development of the area remains the primary challenge today, namely the lack of adequate water and ease of access to existing supplies.

The British captured Jamaica from the Spaniards in 1655, they then distributed lands throughout the island to their settlers. However, the British found the hilly terrain of the area now known as Central, North West and North East Manchester as unsuited to their principal crop, sugar. As a result the population was never as large as neighbouring parishes. This combined with the challenge of access to water; the area appears to have remained essentially in its natural state until well into the 18th Century. In the early 1700s, Rev. William Bridges, one of Jamaica's earliest historians described Manchester as *"a mountainous district, an unfrequented wilderness."*

When, large-scale coffee production was introduced to Jamaica after the Haitian revolution, it was found that the plateau of Central Manchester was among those areas in Jamaica well suited to coffee. Soon coffee farms, and the related great houses, transformed much of central Manchester. Coffee production prompted one other change of the landscape of Manchester, the social landscape. The crop required labour, as a result an area which was originally



inhabited by the British began to experience an increase in the population through the addition of slaves. The town became both one of the four hill stations for the Army in Jamaica and also a haven for English settlers who found the climate and the terrain very similar to home. In general the parish was very popular because of its gentle year-round climate, and relatively pristine beauty.

In the early 1950s extensive bauxite mining began on lands which for the most part now constitute much of Central Manchester. With this shift away from agriculture to extractive industries - bauxite mining and quarrying - the constituency began yet another stage in its transformation. Today, much of the lands in the centre of the constituency have given way to commercial activity. As residential areas have been converted for commercial use, there is ongoing pressure for development outside the original urban fence. There have been extensive single family housing developments on the hills surrounding the urban centre.



Exhibit 1: Bauxite Mining Prompted Commercial Development

2.2 The Area in context

Central Manchester consists of limestone plateau and mountain ranges above sea level. The majority of the surface area within the constituency is limestone, much of which has a “fairly thin, heavy clay bauxite soil cover”. The main soil types found within the constituency are of varying fertility. Despite reasonable rainfall levels, in some areas in excess of 60 inches, as a result of the presence of the limestone plateau, surface water is limited to streams surrounding or emanating from the base of the plateau. However, large volumes of groundwater exist at

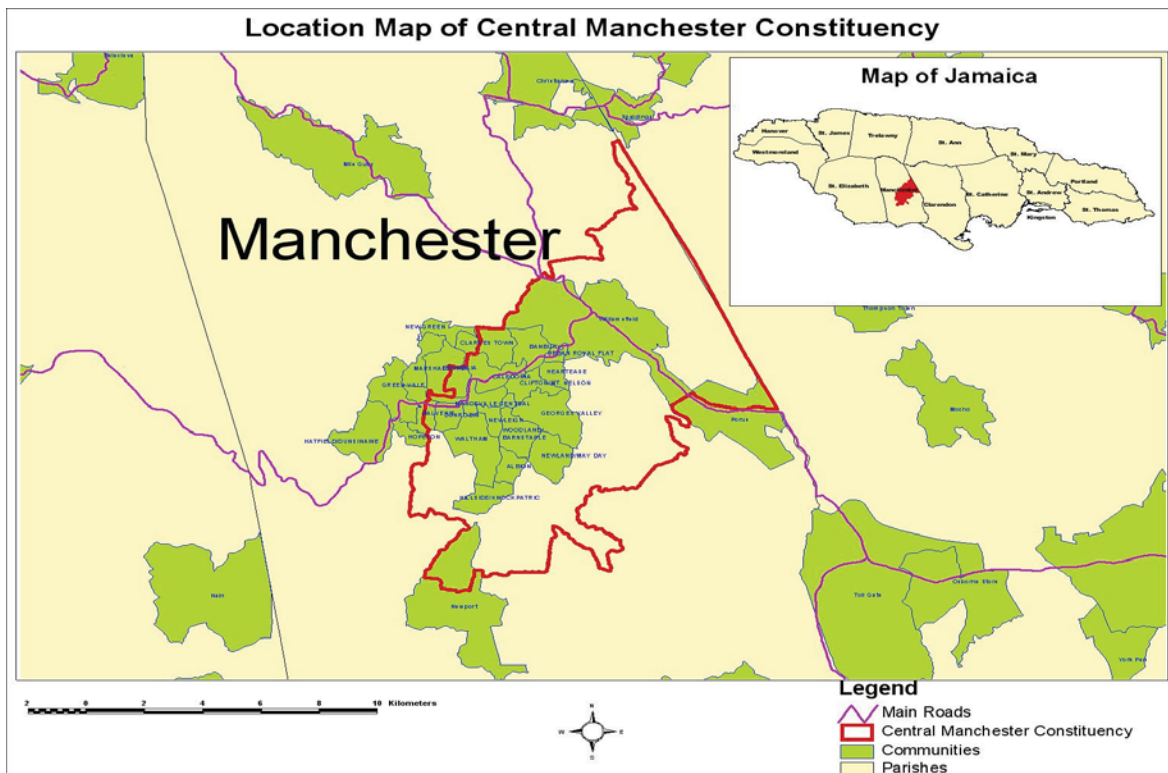


great depth below the plateau. The constituency is littered with the anticipated limestone topography, of cockpits, sinkholes, caves and underground passages.

Due to its elevation, Central Manchester communities enjoy a relatively cool climate year round, especially in the mountainous areas. The Constituency is visually attractive, pleasing, and peaceful and is known as a comfortable place to live, work, and play. It is perceived to enjoy a higher standard of living than most other urban centres in Jamaica and while there is no data there is evidence that the average household income would fall well above the national average.

The electoral boundaries which define the Constituency of Central Manchester runs from Bellfield in the North to Newport in the South and from Royal Flat in the East to Mandeville in the West. Central Manchester as a Constituency has four (4) Parish Council Divisions. The boundaries of these were changed significantly following the 2001 Census. The changes took into consideration the increase in population density for the ‘Greater Mandeville Area’, the increased commercial land use which had infiltrated the traditional residential areas and the related flight of those who had the means to the sub-urban areas of the Constituency.

Map 1: Location of Central Manchester Constituency. (Source: STATIN, 2001)





2.3 The Constituency

2.3.1 Population and Trends

The 2001 Population Census Report indicates that there were fifty-seven thousand, four hundred and thirty-one (57,431) persons living in Central Manchester (Mandeville - 47,467; Porus – 5,924; Williamsfield – 4,040)¹ (Table 2.3.1.)

Table 2.3.1: Population of Central Manchester

Central Manchester Population Change (1991 - 2001)									
	1991 Male Population	1991 Female Population	Total	2001 Male Population	2001 Female Population	Total	Male Population Change	Female Population Change	Population Change
Total	22,244	23,756	46,000	27,770	29,661	57,431	24.84%	24.86%	24.85%

Source: Population Census Report, 2001, STATIN

Projections: It is projected that in 2009 the population for Central Manchester is estimated at 64,500.

The 2001 National Census indicates that for Central Manchester 39% of the population was between the ages of 0-19, this compares with just over 43% at the national level. Equally important, at the time of the census 51.2% of the population was between the age cohorts 20 – 64, therefore just over half the population was eligible to participate in the labour force. At the national level the labour force participation rate (LFPR) this stood at 47%. Central Manchester therefore had, as at the 2001 Census a LFPR which was higher than the national level.

There are indications that the population pyramid for Central Manchester is trending away from an expansive pyramid to a constrictive pyramid. With projections of the population pyramid based on these shifts you are likely to find a population profile with lower numbers of young people, and in fact have a graying population. This has some implications for the five year plan cycle; however it will be the 2011 Census which will indicate if there is indeed a trend towards a constrictive population pyramid structure. The fact cannot however be ignored that Central Manchester as at 2001, when compared to the national data has a smaller youthful population.

¹ Mandeville, Porus and Williamsfield are the three primary urban/township settlements in the constituency of Central Manchester.



2.3.2 Housing

The 2001 census information on the housing stock in Central Manchester and comparisons made with the national housing stock indicates the following:

- Higher levels of the rate of expansion of the housing stock when compared for the last inter census period;
- Higher levels of the rate of expansion of the housing stock when compared with the national rate;
- Higher levels of detached dwelling and in reverse lower levels of multi-family units;
- Lower incidences of informal settlements and improvised housing stock;
- Higher incidences of more permanent building material and in reverse lower incidences of semi-permanent or more vulnerable outer walls.

The number of housing units in the Constituency has grown by 46% over the past decade, more than twice as fast as the population itself. Unlike other major urban centres, multiple family dwelling units are rare, in part a result of the absence of a centralised sewage system.

Much of the original housing areas in the centre of the town of Mandeville have given way to commercial activities. Primary housing zones are therefore located outside the urban fence. There has been significant sprawl which continues to present challenges for the Parish Council in the delivery of services such as water and garbage collection.

What is often seen of the housing stock of Central Manchester are the large, upscale housing units which litter the hills for the final few miles before entering the town of Mandeville. There is another side to the housing stock of Central Manchester. The community representatives at the consultations were clear that while the average quality of the housing stock may well be above that of the nation, Central Manchester had pockets of poverty, and shelter conditions were well below acceptable levels for a significant portion of the population.

A manifestation that there are pockets where there is need to upgrade and or effect critical maintenance of the housing stock is the noticeable expenditure during the financial year 2008/2009 from the CDF. Just over 20% of the Fund was issued in grants averaging J\$20,000 to effect repairs to impoverished housing units. Please see Table 5.2 in Chapter 5.



Exhibit 2: Linear Settlement in Central Manchester

2.3.3 Access to Basic Services

The data on access to utilities indicates that Central Manchester has a standard of living and quality of life which is above the surrounding constituencies in the parish, but also nationally. The data supports the 2001 National Census results on the quality and ownership patterns of housing in the Constituency. However the perception of a ‘higher quality of life’ is dampened by the challenges facing a significant part of the population who have irregular water supply.

The majority of the households in the Constituency, 72.4%, rely on water closet. This is noticeably higher than the level of usage for the parish (54.5%) and also at the National Level (57%).

The 1980 and 1991 National Census indicated that the pit was the predominant toilet facility in the parish of Manchester. However, the 2001 census indicated that a shift had occurred, with just over 40% of the total households indicating that they use pit toilet facilities. In Central Manchester, only 23% indicated that they currently used pit toilet facilities.

For Central Manchester, 1.3% of the households indicate that they have no access to any toilet facility. This is below that for households in Manchester and Jamaica which reported 2.1% and 2.5% respectively.



The parish of Manchester has limited water supply. Mandeville, Central and Southern Manchester have the distinction of having the most costly public water systems in Jamaica, a result of the water sources. The Constituency is dependent on water which emerges as springs and rivers at the edges of the plateau and must be pumped up to the centres of population. The National Water Commission (NWC) provides water to the parish from eight deep wells, a treatment plant and springs.

According to the 1991 census, approximately 43% of households in Manchester had private catchments, 23% of households had water piped into their home, 14% received water from a public source (tank) and 20% collected water from public standpipes (20%).

In 2001, 48.69% of all the households in Central Manchester reported having water piped into their dwelling unit with 3.54% piped into their yards. An additional 9.14% of all the households receive their water from a standpipe or private catchment. The noticeable shift away from the reliance on catchment areas has placed increased pressure on an irregular and costly water supply system. The seemingly high levels, of just over 52%, having access to piped water is misleading, for several of these households, the supply is irregular, there are instances where elevated areas do not receive water on a 24 hour basis.

In Jamaica, the main source of lighting is electricity with 87% of the households having access to this utility. For the constituency of Central Manchester, the percentage of households having access to lighting was higher than Manchester. Central Manchester reported 91% in comparison to 84% for the parish.

2.3.4 Economic Activity

Despite the predominance of the mining industry and its impact both positively and in some instances negatively on the constituency of Central Manchester it is not the single major and direct source of employment for the residents of the constituency. However the bauxite industry has had a significant multiplier effect creating work opportunities and generating the need for a range of supporting economic activities many of which are oversubscribed. Taxi services, petty and retail trade, and food preparation/vending are among the economic activities where there are literally '*more sellers than buyers*'.



For Central Manchester the ‘education sector’ is significant. Students and educators combined is the single largest ‘occupation’ grouping. Just over thirteen percent of those on the November 2008 Central Manchester Voters List² indicate that they are students, teachers, and school administrators. The required related supporting services present a significant opportunity for growth in the constituency.

The EOJ data underscores the relatively small percentage of the population involved in the agriculture sector, 8.4%. However it is the second largest occupation grouping. The list indicates that 2.4% of the voters on the list stated that they are un-employed.

Central Manchester has an enviable collection of health care services. The services are clustered around the Type B Mandeville Hospital, which serves not only the parish of Manchester but also St. Elizabeth and sections of Clarendon. In addition there is a similar level private facility. With the exception of select constituencies in the Kingston Metropolitan Area, Central Manchester has a noticeable high percentage of its work force engaged in the health sector, 1.2%.



Exhibit 3: Mandeville Regional Hospital

The commercial centre of the Constituency, Mandeville is also the commercial centre of the Parish. It offers all the required levels of services for a regional urban centre. However the town

² The EOJ Voters List is the primary source for local occupation levels. However, while it can be considered fairly accurate for persons added to the list over the past two years as it relates to occupation earlier voters have not been canvassed since they were first added to the Voters List to determine their current employment. Nonetheless the EOJ data base is a usefully starting point.



centre is congested and increasingly unattractive for certain business activities. One of the major challenges in the town centre is the current market (See Photo on cover). The market has inadequate space for the activities carried and there are areas which are unsuitable for the sale of food.

Exhibit 4: Vehicular & Pedestrian Traffic in Mandeville



2.3.5 Education Facilities & Attainment Levels

There are a large number of schools/learning facilities at all levels including tertiary institutions with a combined capacity for 8,000 students, several high schools, some of them ranked among the best nationally with a combined capacity of 8,000. In addition the primary/preparatory schools offer a capacity for some 9,400 students.



Exhibit 5: Northern Caribbean University (NCU)

A recent review indicated that each of these groups of academic institutions had an estimated 10% unutilized space. However, as this is an average it must be noted some institutions are, based on their physical capacity, at or near capacity. In addition at the community consultation sessions some residents underscored the quality of the physical plant at some of the public institutions.

The school enrolment rates for 2001 indicated that Manchester's student enrolment figures were at levels below that for the overall country. In the area of early childhood, the Parish had an average of 79.1% in comparison to the national figure of 84.2%. Primary schools had an average of 95.8% locally, below the national estimated enrolment of 99.1%. However, the enrolment in Manchester's secondary institutions was 1.6% higher than the national figure of 78.8%.



Exhibit 6: Primary School located in the Constituency

In 2001, just over 92% of Central Manchester's population had attained primary education or higher levels of education. Approximately 6% of this population had attained university level and another 7% had attained other tertiary education.

2.3.6 Anti social behaviour, Violence and Crime

Residents indicate that they have an increased sense their communities are not as safe as they were a decade ago. Residents recall that earlier surges in crime were related to periods of heavy construction of infrastructure where there were a large amount of external workers. The crime data available are for incidences reported for the entire parish, however given that Central Manchester contains two of the four major population clusters in the parish of Manchester the trends for the overall parish are likely to be reflective of the constituency of Central Manchester.

Data on reported crimes for the period 2000 – 2008 (no data provided for 2005) indicates that major crimes reported fell from 447 in 2000 to 268 in 2007 in the parish of Manchester. There was a noticeable increase in 2008 when overall major crimes reported increased to 394. The highest it has been reported since 2002. The murder rate in 2008 was at the highest during the review period, where there was a 61% over the previous year. Reported incidences of robbery moved by almost 100%.



Residents indicated during the Manchester Parish Consultations that they experienced increase levels of criminal activity during the construction of the by pass. The same phenomena, namely larger numbers of transient workers could also explain the spike in incidences of break-ins for the Year 2000. (See Table 2.3.6 below). This was the year when major construction work was undertaken at the Mandeville Hospital.

Table 2.3.6 Major Crimes Reported for Manchester
For the years 2000-2008

Crime	Year							
	2000	2001	2002	2003	2004	2006	2007	2008
Murder	20	27	25	19	32	27	31	52
Shooting	17	17	31	17	25	28	32	36
Rape	31	46	52	59	36	38	33	25
Carnal Abuse	29	20	25	26	34	35	26	23
Robbery	97	94	93	82	85	68	55	107
Breakins	231	147	149	107	129	74	88	145
Larceny	22	23	32	23	19	3	3	6
Total	447	374	407	333	360	273	268	394

***Major Crimes committed include Murder, Shooting, Rape, C/Abuse, Robbery,
Breaking, Larceny

Source: Jamaica Constabulary Force

3.1 The Process

The vision, overall goals, development themes and specific project ideas in the Central Manchester Community Development Plan are a result of the feedback that emerged at specially convened community consultations. They also benefit from the ongoing interaction



Exhibit 7: Making a Plan – Posting Issues on the “Issues Wall”

of the elected representatives with special interest groups, the community at large and the lessons learnt from Year 1 of the Community Development Fund. During a specially convened Community Consultation several community development themes emerged. The leading themes are presented below to set a backdrop for the presentation of community development strategies.

Community Based Organisations (CBOs), and Special Interest Groups were invited to attend two constituency wide consultation to share jointly develop their vision for their constituency, share their issues and determine priorities. Both consultations were highly interactive, there were 20



CBOs at the Visioning Consultation, at the Issues Consultation there were 93 residents from 20 CBOs.

3.2 Visioning Consultation

The process involved a series of sessions during which the CBO representatives worked in small teams and in instances they worked as two large teams. Teams were asked to indicate features of their constituency which they wanted to preserve and/or to change, what were emerging trends which they felt needed to be addressed or built on. At each stage the output from these sessions were voted upon to prioritize the outputs. In session four, participants were asked to indicate what they wanted to see in the future. See Appendix 2 for details of this consultation.

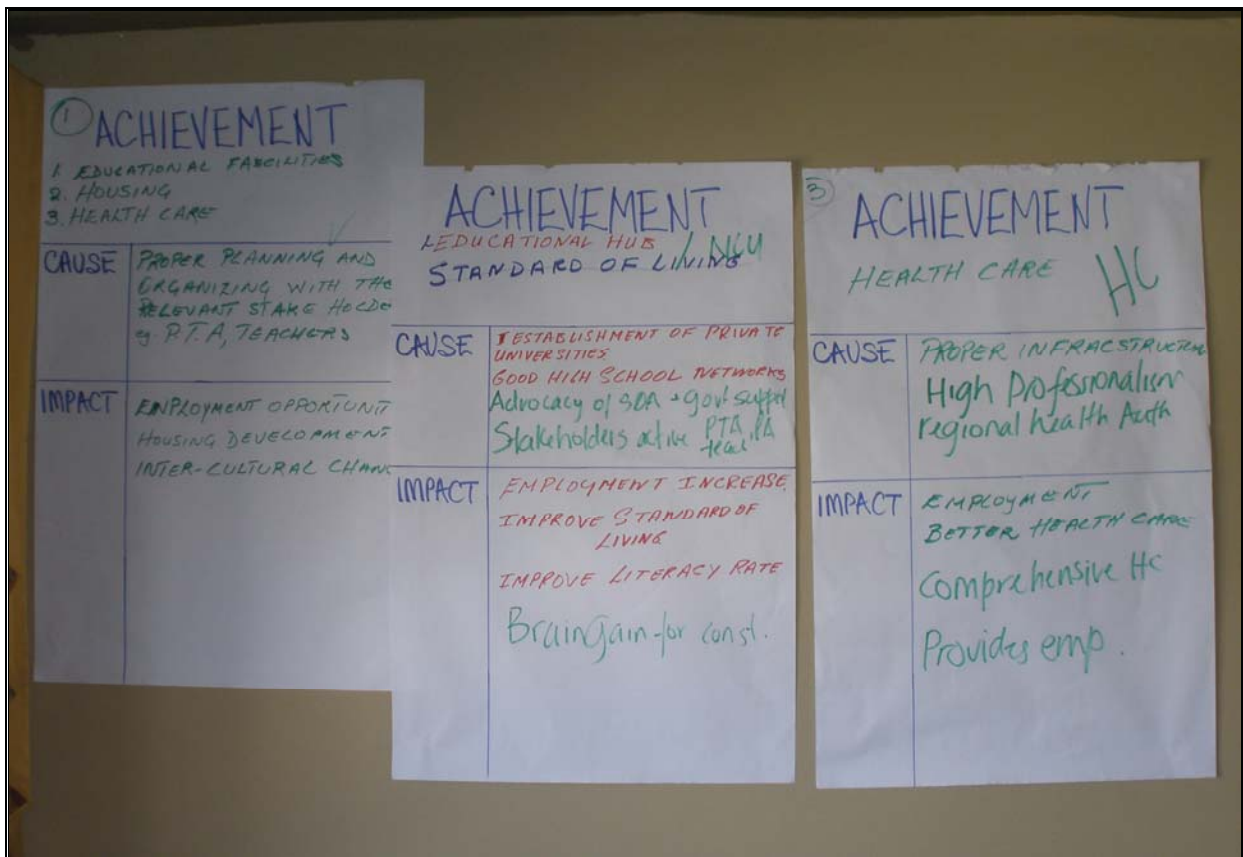


Exhibit 8: Residents state Achievements, Cause & Impacts

The important and final session involved three phases leading towards a final vision statement which all present signed off on. Smaller teams were asked to use the outputs from previous sessions to prepare a vision statement. In a second round larger teams were asked to prepare two



vision statements using the outputs from round one. In the final round all participants were asked to combine the elements from the two statements to prepare a final vision statement.³



Exhibit 9: Output from Step 1 of Final Session of Visioning

3.3 Results of Visioning Consultation

The Visioning Consultation highlighted that the element that the residents of are most proud of was the ongoing building of Central Manchester as an educational hub for Jamaica. There was consensus that they needed to preserve this. On the other end they wanted to address the increasing anti social behaviour which was translating into higher incidences on violence and crime. The representatives also underscored that historically they have enjoyed a first rate local governance system, which they consider to be responsive and visionary and has in many instances set the stage for improved local governance in parish councils.

³ Originally intended to be a three-hour session, the process took five-hours as participants were committed to arriving at consensus and a vision statement.



The Constituents Vision Statement

“To be the constituency where all residents have access to opportunities for wealth creation, quality social and physical infrastructure; where all residents feel safe, secure and are engaged in the developmental process; where the current generation enjoys a quality life without compromising the needs of future generations.”

3.4 Member of Parliament’s Vision Statement

The Member of Parliament presented his vision to the constituents and this has guided his work in the Constituency. It is his vision that

*“Central Manchester will become a **Centre of Excellence for the Creative and Knowledge-Based Industries** through building on its existing dual endowments of a desirable living environment and an exceptional educational infrastructure”*

The Member of Parliament envisions that the productivity and living standards can be further increased by ensuring of technology and innovation an increase in the efficiency of occupations in existing sectors such as farming, manufacturing and agro processing. Further that the economic transformation which will occur combined with enlightened political leaderships will result in an environment where violence and crime will be the lowest in Jamaica.

3.5 Setting the Stage for the Vision

The Constituency is poised to realize their ‘preferred state’. The education and training infrastructure presents a platform on which to build increasingly relevant learning, skills development and certification. Together with a comprehensive mix of health services the constituency is positioned to be a hub for health care and education. In addition Phase 1B of the Highway 2000 project is scheduled to get underway during the third quarter of 2009, this phase of the project will include the construction of a highway from Sandy Bay, Clarendon to Williamsfield, Manchester. When this leg is completed in 2012, it is estimated that the travel time from the Portmore area, with over 30,000 households to Mandeville will be thirty-eight (38) minutes. The ease of access to first class facilities from the largest urban centre outside of St. Andrew, positions the residents of Central Manchester and their elected representatives to realize

their vision. The task at hand is to ensure that the internal investment and social climate will attract additional opportunities.

3.6 Issues Consultation

CBOs were asked to list on colour coded cards three priority issues, and place them on the Issues Wall. At the end of the process the issues were grouped to determine frequency and priority. Details of the output and a listing of CBOs in attendance are presented in Appendix 3. A summary is presented below.



Exhibit 10: CBO Leadership at Constituency Consultation (See Issues Wall in the Background)

3.6.1 Internal Road Network

The leading theme which emerged from the issues consultation with the CBOs was the need to address the internal road network throughout the Constituency. Not unlike other rural constituencies across the island who, while recognising the benefits of the major highway construction thrust of the past decade, are concerned about the inability to ensure continued maintenance of their ‘personal roads’.

At the community consultation session, representatives of the CBOs made it clear that the condition of their roads was the number one priority. The need for repairs to the internal road

network was the single largest priority area at the consultation. For the communities present fifteen saw it as their number one priority and eleven as their second priority issue. Several of the CBOs attended the consultation primarily to speak about road conditions, eleven (11) of the twenty-eight (28) listing road repairs as a priority one, two or three issue clearly indicated the name of the road which needed to be repaired.



Exhibit 11: Sample of Issue Cards posted at the Community Consultation

Residents recognised that while some of their concerns regarding their internal road network could be addressed through the CDF some of the **larger** issues would have to be put in the ‘parking lot’⁴ and should be referred to local and central government agencies for action.⁵

⁴ The ‘parking lot’ is a feature of the community consultation which allowed the community to place big ticket items on a separate list. It did not make the issue any less important but just something that needed to be given more attention than the scope of the CDF.

⁵ This is particularly important in light of recent announcements for the proposed direction and use of portions of the recently announced tax on petrol.



3.6.2 Water

Despite the ongoing challenges of access to water it appears that residents have gotten ‘battle weary’ from constantly raising this as their primary issue. This issue has however not fallen off the radar screen. Seventeen of the communities represented at the community consultation indicated that it was either a priority one, two or three issue for them. For twelve of these communities water was ranked as their number one priority issue. Four communities named the specific area which needed improved water supply. For several of the communities they were specific indicating that they were interested in piped water.

During the visioning exercise the community underscored the importance of addressing the current inadequate access to a reliable water supply system. Residents indicated that strategies to attract new enterprises and to support continued development would not materialise if the matter of water was placed ‘in the parking lot’. They acknowledged that the CDF cannot address the wider issue but that it was important for a consistent and sustained lobby to ensure the matter of an improvement in the water supply system did not go unnoticed.

3.6.3 Community Institutions & Services

While there are surveys indicating that there exists “several formal and informal parks and playfields” it appears that the majority of the communities see the facilities as inadequate and/or in need of repairs. At the community issues consultation residents placed the issue of community centres/recreational areas as the third overall priority theme.

Five communities indicated that an improved community facility was their first priority issue and an additional five that it was their second priority issue. For the total communities indicating it was a level one, two or three priority only one community indicated that they were lobbying for the construction of centre, all others wanted some level of repair. This is important, as it indicates that if the community concerns are for repairs it is likely that this is an issue which can be addressed on a phased basis over the next five years.

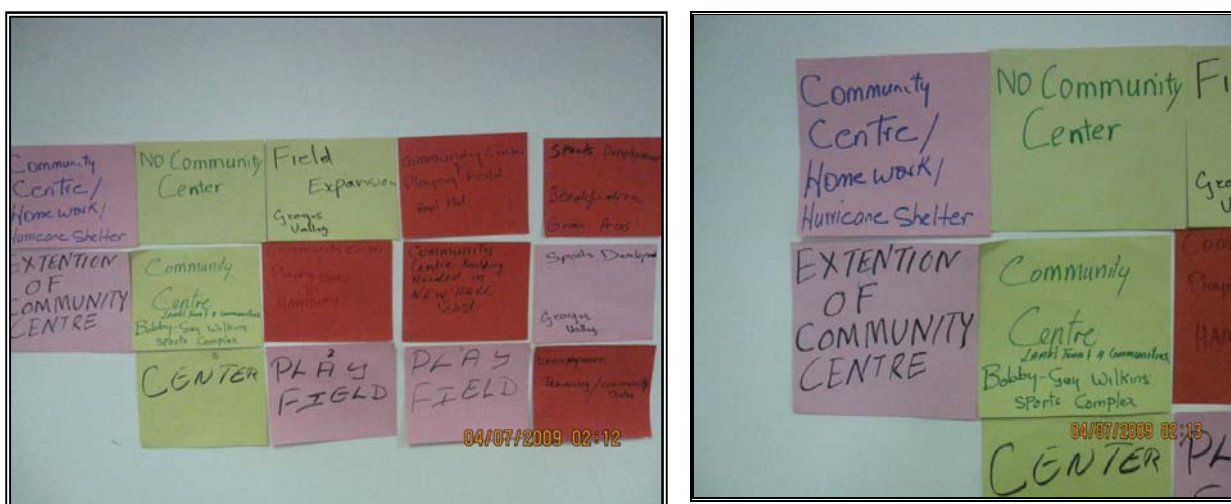


Exhibit 12: Sample of Community Centre Issues Cards Generated at Consultation

The issues cards also indicated that some CBOs saw a community centre as a multi purpose facility. In addition to traditional community meetings and special events, they indicated that the centres should be able to function as homework centres, the centre of choice in the event of a disaster and also provide a venue for short term training and workshops. Community centres playing multiple roles will be important for several of the other developmental initiatives.

3.6.4 Education & Training

Overall residents indicated that education and training are a combined critical area of need for the communities in Central Manchester. It ranked fourth. This initially appears to contradict the situational analysis which indicates that the Constituency, which is home to three tertiary institutions, several high schools, the primary schools are operating and that students are performing at or above national levels. However of the six CBOs indicating that education and training was their first priority issue five indicated that training/skills upgrading and youth training were the specific issue the remaining CBO indicated the need to upgrade a basic school.

The feedback indicates that for the residents, while there is a desire to see some improvement in basic schools, the primary area is ongoing learning to ensure persons, in particular young persons, have skills to access job opportunities.

3.6.5 Crime & Violence

The perception exists that crime and violence in the Constituency are at levels significantly below the national average and by extension not a priority for the Constituency. Residents however are clear that it is a priority issue; this is likely fueled by the increase in recorded incidences of crime and violence. See Section 2.3.6 and Table 2.3.6 for crime and violence data for Manchester through to 2008.



Exhibit 13: Member of Parliament, Peter Bunting listens keenly to feedback from participants at Community Consultation. Partially hidden is Ms. Munroe, OPM, CDF.

3.6.6 Economic Empowerment

At the community consultations the residents considered unemployment, in particular among young persons an area which must be addressed. Unemployment and the absence of job opportunities were among the top five areas of concern they were also on the same level as training and education. CBOs highlighted 'youth unemployment' as their primary concern.

During consultations for the preparation of the Manchester Development Plan residents had made recommendations for the diversification of their economic base. They proposed recreation and tourism as potential areas of new economic activity, including the promotion of cultural festivals, increase in recreational spaces (indoor and outdoor), promotion of heritage sites, and development of tourist facilities to increase tourism awareness for the Parish.



Residents also indicated, and this is well before the slow down in the bauxite/alumina industry, that a strong emphasis must be placed on increasing employment opportunities through sustainable community-based enterprises, increasing commercial development in town centres, and diversifying the economy with new opportunities in agriculture (e.g. agro-processing and greenhouses) and new industry.

With the downturn in the bauxite/alumina now a current event item, residents hope that it is not too late to begin to take bold steps which will result in a diversified economy.

3.6.7 Other Themes

CBOs at the community consultation also noted the other areas which should be addressed:

- ⊙ Addressing the needs of persons at risk and in need of support for such areas as housing assistance⁶.
- ⊙ Planned and managed development, improved management of natural resources and overall a more active council.

⁶ The CBOs in attendance placed the need for housing assistance low on their priority scale. In reviewing the participation at the consultations it was noted that while all four Parish Council Divisions had representation these were from communities who have established formal structures for lobbying for their issues. Persons at higher risk, for example those living in impoverished housing and/or in remote rural areas are not likely to have established lobby groups. However the experience of the FY 2008/2009 indicates that the need to address ongoing repairs to dwelling units is critical. See Table 5.2.



3.6.8 Summary of Themes

The following themes emerged from the community consultations. The listing is in order of priority. Themes 3 – 5 received scores with very little variation.

1. Ensuring a road network which reduces the challenges residents face in commuting for work and leisure.
2. Improved access to a reliable water supply system.
3. Providing suitable, multi purpose community facilities which will function as a physical anchor and centre for communities. Building the capacity of communities to be effective partners and/or change agents in the overall development agenda of their Constituency.
4. Protecting the perception of a place which offers tranquility by addressing rising levels of crime and violence.
5. Reducing current levels of unemployment and preparing ourselves for a more robust and varied economic life through a series of ongoing training and learning opportunities.
6. Embarking on programmes which will result in a diversified economic base and increase opportunities for jobs.
7. Providing ongoing support to those most at risk throughout the constituency

Building on the themes which emerged from the community consultations six overall development elements have emerged. Each of these elements has been assigned strategies and project ideas aimed at ensuring the development of the communities and by extension the constituency of Central Manchester. For each of these themes short term, medium term and long term strategies and interventions have been suggested.

ONE. IMPROVED INTERNAL ROAD NETWORK

The residents of Central Manchester have clearly indicated that the condition of their internal network is unacceptable. It is the number one priority issue. Current roads present challenges as residents send their children to school; commute for work and leisure. It is no longer adequate to speak to major highway construction while ignoring the needs of local residents, poor internal roads results in a spike of the local misery level index. It is however recognized that there will need for a balance between the needs of residents and the desire to use the CDF pool of funds to support strategies to address other themes raised.

IN THE SHORT TERM

- Prepare, in collaboration with local planning authority, a comprehensive listing of internal roads which need repairs and together with the community prepare a priority listing;
- Prepare costing and determine which roads can be funded through the CDF on a phased basis.
- immediately respond to and undertake any infrastructural upgrading requests where residents are at risk, providing the costs are within the reality of the CDF.
- ensure reduction in damage to road surface as a result of blocked drains etc. through an annual maintenance plan of drains etc.

FOR THE MEDIUM TERM

- begin a process of ensuring roads requiring local or central government expenditure are placed on the agenda of each level of government
- Consistent lobby of both central and local government to repair and maintain roads.
- Ongoing repairs of roads on schedule signed off on by the communities during Year 1.



IN THE LONG TERM

- review of allocation of local taxes for internal road construction and maintenance.

INDICATOR(S) OF ACHIEVEMENT

- based on 2009/2010 inventory of road conditions there is a 25% improvement in the quality of roads as a result of the funding for repairs and maintenance from an annual allocation of not less than 10% of the CDF on an annual basis.

TWO. IMPROVED ACCESS TO WATER

Residents continue to struggle with the same issue which faced earlier settlements, access to potable water. With increase urbanization there has been greater demand for access to water through the most modern medium possible. As a result, there has been a disastrous shift away from private catchment and a dependence on public piped water. The search for water for Mandeville and its environs has remained focused on possibilities in the west, it may well be appropriate to focus that search on possible surface water to the east beyond Porus. In the interim it remains important that where possible efforts are made to deal with local appeals for intervention.

IN THE SHORT TERM

- immediately respond to and undertake any infrastructural upgrading requests where residents are at risk, providing the costs are within the reality of the CDF.

FOR THE MEDIUM TERM

- launch a programme to encourage return to on site catchment, present incentives and grants to households.
- Support sustainable indigenous water conservation projects by way of grants.

IN THE LONG RUN

- as an element of increasing the attractiveness for investment preparatory work to include the stepped up investigation of sourcing water to the south of Mandeville.

INDICATOR(S) OF ACHIEVEMENT

- there is a 20% improvement in access to reliable water supply through the projects undertaken by the CDF.
- there is an additional 50% improvement in access to reliable water supply as a result of initiatives undertaken by the central and local authority.



THREE. SUPPORTING THE STRENGTHENING & BUILDING OF SOCIAL CAPITAL

Communities require an anchor, a facility which allows for coming together to discuss, plan, share and learn.. Equally important and in part to ensure the care and protection facilities and their maximum use as a vehicle for community development entire community groups and their leadership require the capacity to mobilize resources, define their development agenda and effectively lobby for change. The perception that the physical plant is the primary infrastructure for community stability and development must give way to the demonstrated reality that the 'infrastructure' which is critical for this to happen is the development of the capacity of the community.,

IN THE SHORT TERM

- complete an inventory of the community physical infrastructure, their service market, their adequacy to meet their market and the requirements to ensure they meet needs.
- establish current role and capacity building needs of CBOs and retain services of participatory learning resources to undertake capacity building.
- initiate the first round of capacity building initiatives with CBOs.
- presentation of first round of grant requests from CBOs for the upgrading of their community facility.

FOR THE MEDIUM TERM

- presentation of the second round of grant requests from CBOs to upgrade their community facilities.
- CBOs monitor the repair and expansion of their community facilities
- CBOs expand their skills and develop programmes and requests for grants to support these programmes and ensure maximum use of their facility.

IN THE LONG TERM

- communities prepare and submit recommendations to elected representatives for the use of the CDF pool of funds



INDICATOR(S) OF ACHIEVEMENT

- community based organizations are positioned to write and receive grants from sources other than the CDF
- there are at least four vibrant and sustainable community based organizations throughout the constituency
- that the community based organizations establish an independent and sustainable non government organization with the capacity to represent residents and work with all stakeholders to support the ongoing building of social and physical capital of the constituency.

FOUR. DIVERSIFICATION OF THE ECONOMY/ECONOMIC EMPOWERMENT

Building on current assets and anticipating opportunities from scheduled national infrastructure initiatives to create a diverse and robust economy. A diversified economic base will in the future reduce the impact of dramatic changes in any one sector. The historical dependency on one type of economic activity, first coffee, then tourism and more recently bauxite/aluminum has had the debilitating effect of all but bringing the economy of CM to a halt while it searches for options. A diversified economy provides for greater stability in the economic life of residents of the Constituency.

IN THE SHORT TERM

- special services to support those immediately impacted by economic adjustment
- hold entrepreneurship workshops followed up by business mentorship for small firms.
- support employment of tertiary student graduates.
- establish a 'CM Job Bank'
- provide grants and seminars for existing enterprises including small farmers.

FOR THE MEDIUM TERM

- support through business development and access to credit for micro and small entrepreneurs.
- introduce pilot economic venture initiatives, for example alternative technology to increase yields for crops, e.g. tunnel or greenhouse farming.

IN THE LONG TERM

- establish a private/public sector partnership team to build out on accepted benefits to flow upon completion of the Sandy Bay to Williamsfield leg of Highway 2000.
- provide incentives to attract new major investors, through the Parish Council property tax waivers based on specific requirements; national level utilizes existing exemptions to initiate new investments.

INDICATOR (S) OF ACHIEVEMENT



- increase in the efficiency and viability of entrepreneurs who participate in the workshops and access credit (tracer study will be done on participants)
- shift towards viable 'farming' models with a resultant increase in employment opportunities.
- a minimum of two major investments have committed to and/or have begun to establish operations in or with close proximity to Central Manchester (note that an element of this development theme is a Parish initiative)

FIVE. CONTINUOUS LEARNING/PREPARING FOR A DIVERSIFIED ECONOMY

While the Constituency can boast excellent academic institutions for traditional education opportunities there is a clear need to ensure ongoing learning for its residents, upgrading and certification of existing skills and retooling others. Education and training 'for work' must now be the focus of late secondary and post secondary institutions. The community view is that current level of unemployment, in particular among young persons, is linked to the need for skills training.. Creating opportunities for ongoing learning will be critical now more so than before as the primary development thrust is going to be economic diversification and therefore a clear need for retooling of the workforce.

IN THE SHORT TERM

- identify demand areas which are likely to be a result of economic opportunities which can flow from among other things the construction and opening up of the Sandy Bay to Williamsfield.
- assess the capacity of existing institutions to provide ongoing learning for new employment opportunities.
- establish remedial workshops for those in the secondary school system and those attempting to enter the work force.
- support students attending tertiary institutions who not only demonstrate need but a course of study aligned to economic diversification programme.

FOR THE MEDIUM TERM

- provide options for re training and retooling based on planned growth areas.
- work with at least one facility in conjunction with other constituencies in Manchester to ensure adequate capacity of one or two skills training/certification facility offering a menu of training opportunities.

IN THE LONG TERM

- ensure resources and facilities that nurture a culture of continuous learning.

INDICATOR(S) OF ACHIEVEMENT



- post secondary facilities offering relevant skills training options
- a work force positioned to enter and/or initiate new employment opportunities

SIX. REDUCING VIOLENCE AND CRIME

One's perception of safety and the level of security are important determinants in where persons choose to live and work.. It will have an impact on decisions regarding new investments. The Constituency has enjoyed high levels of in migration of both Jamaican residents who have lived and worked overseas and Jamaicans from other urban centres opting to live within the Constituency and commute to work. The opportunities for economic diversification will not be realized if rising levels of violence and crime are not addressed.

IN THE SHORT TERM

- identify and work on anti social behaviour through expanded school based programmes and special community based initiatives in at risk communities.
- support the strengthening of neighbourhood watches with an emphasis on zero acceptance of any level of violence.
- analysis utilizing existing data to determine the nature and geography of criminal activity to establish appropriate interventions which the CDF can support.
- expand support to community based organisations/associations which provide options for persons most at risk for recruitment to corner crews and gangs.

FOR THE MEDIUM TERM

- guided by analysis seek and support community policing in partnership with existing programmes.

IN THE LONG TERM

- extending the community policing model to additional communities.

INDICATOR(S) OF ACHIEVEMENT

- targeted schools demonstrate a reduction in anti-social behaviour
- participating citizens association can report a reduction in the incidences of crime and violence and a sense of increased safety and security



SEVEN. ONGOING SUPPORT FOR PERSONS MOST AT RISK

Young persons, the elderly, single parent households and persons with disabilities are presented with ongoing challenges. Inadequate work opportunities, income/pension at levels well below the minimum amounts required to purchase the items placed in the 'national food basket and limited or inappropriate avenues for socialization. A structured and responsive programme which seeks partnerships with stakeholders is important to ensure those who are most at risk are given opportunities and/or an environment to live with dignity.

IN THE SHORT TERM

- have CBOs inventory the needs of the elderly and persons with disabilities, both immediate and extended to best determine the optimum use of CDF and/or other services.
- identify NGOs/service clubs effectively providing support to persons most at risk and establish strategic partnerships.
- provide support to learning facilities which offer education and training options for persons with disabilities.
- Establish and support a year round sporting programme for young persons.
- Provide support to the parish chapter of Special Olympics Jamaica and any other recognized sporting programme for persons with disability which will ensure greater inclusion of persons with disability.

FOR THE MEDIUM TERM

- Identify NGOs/service clubs effectively providing support to persons most at risk and establish strategic partnerships.
- provide support to learning facilities which offer education and training options for persons with disabilities.
- Establish and support a year round sporting programme for young persons.
- Provide support to the parish chapter of Special Olympics Jamaica and any other recognized sporting programme for persons with disability which will ensure greater inclusion as with short term

IN THE LONG TERM

- Identify NGOs/service clubs effectively providing support to persons most at risk and establish strategic partnerships.
- provide support to learning facilities which offer education and training options for persons with disabilities.



- Establish and support a year round sporting programme for young persons.
- Provide support to the parish chapter of Special Olympics Jamaica and any other recognized sporting programme for persons with disability which will ensure greater inclusion as with short term.

INDICATOR(S) OF ACHIEVEMENT

- aging population has increased access to stimulating environments
- sporting options increase for all persons traditional excluded from generic sports to include the older population and persons with disability
- parish based Special Olympics programme demonstrates that there are an increased number of persons with intellectual disabilities participating in at least one sport



5.0 Developing the Project Ideas

The project ideas developed are driven by:

1. The resident's vision for their constituency
2. The Member of Parliament's stated vision for the constituency which he was elected to represent
3. The issues and areas of concerns which were raised by the community representatives at the community consultation. All project ideas are clustered around the seven themes which emerged from the community consultation.
4. Feedback received from Community Based Organizations who received the preliminary project ideas and submitted their comments in writing, in some instances indicating the ones they felt should be given priority.
5. The reality of the dollar value of the fund which have been earmarked through the Community Development Fund.

5.1 Costing for Year 1 Projects

The table which follows, table 5.1 summarises the allocation of Year 1 of the CDF. There are likely to be a continuation of several initiatives into Year 2. However the allocation of funds may well be adjusted and will be guided by the impact of the initiatives as well as an assessment regarding the most effective use of the funds. See Table 5.2 for actual expenditure from the CDF for the period 2008/2009.

5.2 Scheduling for Year 1 & 2

Exhibit 15 which is attached presents a schedule for project implementation over a two year period. The assumption is made that final planning, implementation agreements and actual start-up of projects is likely to begin in June 2009.



Table 5.1: Summary of Costs for 2009/2010 - Year 1 Projects

PROJECT NAME	COSTS
PHYSICAL INFRASTRUCTURE	
Rehabilitation of internal road networks [Project No. 1.1]	5,500,000
Basic maintenance [Project No. 1.2]	1,500,000
Water Supply [Project No. 2.1]	2,500,000
SUBTOTAL	9,500,000
STRENGTHENING SOCIAL CAPITAL	
Building Community Capacity [Project No. - 3.1]	200,000
	1,500,000
Repairs to and/or expansion of community facilities [Project No. - 3.2]	3,500,000
SUBTOTAL	5,200,000
ECONOMIC EMPOWERMENT	
Entrepreneurship Workshops [Project No. - 4.1a]	150,000
Business Development Advisors [Project No. - 4.1b]	300,000
Financing Entrepreneurship	1,500,000
Employment Vouchers [Project No. - 4.3]	500,000
Alternative Agriculture Business ventures/agricultural [Project No. - 4.4]	3,000,000
Assisting small farmers - [Project No. - 4.5]	1,500,000
Central Manchester Job Bank [project no. 4.6]	1,000,000
Marketing Manchester [Project No. - 4.7]	1,000,000
SUBTOTAL	8,950,000
CRIME AND VIOLENCE	
Increasing electronic security [Project No. 5.1]	500,000
Supporting Community Policing & Community Watch programme [Project No. 5.2a]	400,000
Peace & Mediation in schools [Project No. 5.2b]	400,000
Youth & Sports [Project No. 5.3]	500,000
SUBTOTAL	1,800,000
EDUCATION AND TRAINING	
Skills Training – demand [Project No. 6.1a]	300,000
Establishing skills training initiatives [project no. 6.1b]	2,000,000
Remedial workshops [project no. 6.2]	500,000
School Based Sports Programmes [Project No. 6.3]	500,000
SUBTOTAL	3,300,000



Table 5.1 cntd.: Summary of Costs for 2009/2010 - Year 1 Projects

PROJECT NAME	COST
SUPPORTING RESIDENTS MOST AT RISK	
Housing Rehabilitation [Project no. 7.1]	2,000,000
Housing Support [Project no. 7.1b]	2,000,000
Supporting Community Based Groups [Project no. 7.2]	1,000,000
Educational Grants [Project No. 7.3]	2,000,000
Support to Persons with Disabilities (PWD)	750,000
Emergency	2,000,000
SUBTOTAL	9,750,000
Project Management	1,500,000
TOTAL	40,000,000

Please see Appendix 4 for detailed Project Profiles for select Projects.

Table 5.2: Central Manchester Constituency Development Programme - 2008-09 (as at Jan 28, 2009)

#	Project Name	Description / Impact	Project Type	Implementing Agency(ies)	Status	Budget Total (\$)
1				SDC	On-going	2,000,000
2	Generic Entrepreneurship Workshops	Provide orientation and or increase knowledge of how to be an effective entrepreneur, identification of business opportunities etc.	<i>Economic Empowerment</i>	JBDC	On-going	2,000,000
3	Business Development Team	Training team of 10 persons to provide ongoing support in development of business profiles and projects for entrepreneurs.		JBDC	Begun Aug. 2008, ends Mar. 2009	1,500,000
4	Housing Assistance Programme	Assistance to hurricane victims with acquiring building materials.	<i>Human & Social Development</i>	Ministry of Housing	On-going	6,300,000
5	Small Farmers Support Project	Assistance to Small Farmers in acquiring feed, fertiliser and livestock.	<i>Economic Enablement</i>	RADA	On-going	3,750,000
6	Personal Development Through Sports & Recreation	Contributions to a) ongoing sporting schools and youth clubs (b) development of common areas.	<i>Human & Social Development</i>	SDC	On-going	700,000
7	Flood Damage Mitigation and Road Rehabilitation	Drain Cleaning and Road Repair works on Cow Pen, Lower Hanbury, Bloomfield St, Albion, Morelands St., Heartease Link Rd., Content Battery Wall, Powell St. and Swaby's Crescent (Mandeville)	<i>Disaster Mitigation & Prevention</i>	Manchester Parish Council	On-going	10,000,000
8	Secondary & Tertiary School Bursaries	Grants for 200 secondary & tertiary school students for academic year 2008-09.	<i>Human & Social Development</i>	SDC	On-going	2,300,000



Table 5.2 cntd.: Central Manchester Constituency Development Programme - 2008-09 (as at Jan 28, 2009)

#	Project Name	Description / Impact	Project Type	Implementing Agency(ies)	Status	Budget Total (\$)
10	Anna Miller Basic School Construction	Construction of basic school on Sunset Drive, Knockpatrick. Estimated capacity of 100	<i>Infrastructure Development</i>	Manchester Parish Council	To begin Jan. 2009	
11	Community Development through Civil Society Engagement	Sponsorship Fund for community-based organisations, churches, schools, etc with constituency-wide community consultations	<i>Human & Social Development</i>	SDC	Begun Dec. 2008, ends Mar. 2009	3,450,000
						40,000,000



CHAPTER 5 CNTD.
GENERAL PROJECT IDEAS

THEME 1 & THEME 2: MAINTAINING & UPGRADING PHYSICAL CAPITAL – ROADS & WATER

PROJECT NAME	SUMMARY PROJECT IDEA	TARGET MARKET & TIME LINE	IMPLEMENTATION	ANNUAL \$ ALLOCATION
REHABILITATION OF INTERNAL ROAD NETWORKS [PROJECT No. 1.1]	Identify and effect repairs to roads which are not included in the budget at the Parish Council or Central Government Level but whose condition creates significant hardships to all in particular to women and children. The fund is not intended to be used to undertake any major road projects. Communities across the constituency. To be guided by inventory done in conjunction with the Parish Council. Communities through CBOs to participate in sessions to prioritize and schedule repair initiatives.	Complete inventory during the 2 nd Quarter of Year 1 of the 5 Year Plan.	Parish Council and/or National Agency Works	J\$5.5M Year 1 allocation to be reviewed annually.
BASIC MAINTENANCE [PROJECT No. 1.2]	To reduce risk of flooding and subsequent damage to roads, a programme of ongoing cleaning of drains.	Will be decided in conjunction with the local planning authority. Year 1 through Year 5 an annual activity	Parish Council	J\$1.5M Year 1 allocation, to be reviewed annually.
WATER SUPPLY [PROJECT No. 2.1]	Undertake high impact and low cost minor water supply projects to include black tanks and concrete tanks.	Communities and households across the constituency with the focus on single female family headed house holds, the elderly and households with persons with disabilities. (Year 1 through 5)	Ministry of Housing & Water, Rural Water Project	J\$2.5M Per Annum



THEME 3: BUILDING/TRANSFORMING SOCIAL CAPITAL

PROJECT NAME	SUMMARY PROJECT IDEA	TARGET MARKET & TIME LINE	IMPLEMENTATION	COST
BUILDING COMMUNITY CAPACITY [PROJECT No. - 3.1]	<p>To increase the ability of communities to take ownership of development processes in their community. The programme will focus on learning by doing. CBOs will be given the skills of decision making, consensus building, grant proposal writing, project implementation, management and evaluation. Each selected CBO will be provided with T/A support to identify and write a proposal to receive funding from an earmarked J\$5M from the CDF Funds to be used for projects such as</p> <ul style="list-style-type: none"> Rural Water Supply Playing field establishment/rehabilitation 	<p>Initiate programme by establishing a baseline re CBOs. Done during the 2nd quarter of Year 1.</p> <p>Year 1: Minimum of four CBOs with a demonstrated outreach to a minimum of 200 households.</p> <p>Year 2: Six Additional CBOs with similar requirements.</p> <p>Year 3: Ongoing Capacity building</p>	<p>Tertiary students to undertake profiling of CBOs, data base to be established.</p> <p>Participatory Learning/Capacity Building Consultants. Retained through the SDC.</p>	<p>J\$200K (Year 1 only)</p> <p>J\$1.5M for Capacity Bldg (Annually for Year 1 – 3)</p>
REPAIRS TO AND/OR EXPANSION OF COMMUNITY FACILITIES [PROJECT No. - 3.2]	<p>Grant requests for centre rehabilitation Submission of CBOs to CPOC on request to fund the rehabilitation of their community centre.</p>	<p>Year 1: Repairs to four centres to be initiated based on grants submitted by CBOs. Four centres in Year 1.</p> <p>Year 2: Repairs to additional centres, again a pre-requisite is that CBOs submit grant requests.</p>	As above	<p>J\$3.5M seed money for Grants to CBOs.</p> <p>Year 1 – J\$3.5M</p> <p>Year 2 – J\$3M</p> <p>Year 3 – J\$4M</p>
DEVELOP AND IMPLEMENT COMMUNITY BASED WORKSHOPS & TRAINING [PROJECT No. - 3.3]	<p>Utilise multi purpose facilities to provide a range of support services to community members. This would include homework centres, sporting activities for young persons, and social clubs for the elderly.</p>	<p>Year 1: First round of CBOs begin drafting programme of use for refurbished centres.</p> <p>Year 2: Second round of CBOs complete drafting programmes of use for refurbished centre.</p> <p>Year 2: CBOs of the first round roll out their initiative e.g. homework centre.</p>	As above	<p>Year 2 & 3 – J\$1.5M</p>



THEME 4: DIVERSIFIED ECONOMY AND INCREASED ECONOMIC EMPOWERMENT OPPORTUNITIES

PROJECT NAME	SUMMARY PROJECT IDEA	TARGET MARKET & TIMELINE	IMPLEMENTATION	COST
ENTREPRENEURSHIP WORKSHOPS [PROJECT No. - 4.1A]	12 Orientation Sessions annually in select communities across the Constituency. Intended to expose and or to increase knowledge of how to start and run a successfully enterprise. These are offered by a state agency. The Constituency would need to identify venue, seating and light refreshments if appropriate	Existing Enterprises, Persons who will have to seek options with the changes which will take place in the economy. Year 1: Min: 250 to participants Year 2 +: Workshops to add other components, effective marketing, sourcing inputs etc.	JBDC	J\$150,000 Annual allocation
BUSINESS DEVELOPMENT ADVISORS [PROJECT No. - 4.1B]	Train 4 to 6 persons at tertiary institutions to provide ongoing support to new and existing entrepreneurs. With a focus on those who will receive Educational Grants. The budget allows for the initial training costs, this training will be delivered by the JBDC. Allows also for a stipend to meet out of pocket expenses which the Community Business Development Advisors will incur if they adequately provide services to the target market. They will work with Business Mentors	New and existing entrepreneurs who require one on one sessions following the Entrepreneurship Workshops. Min: 50 Entrepreneurs receive support annually. Year 2 & 3 Consideration given to funding greater share of JBDCs who have graduated for tertiary institutions and show potential to pursue a career in this area.	SDC Eventual Ownership of the process would be a Constituency Based NGO, e.g. Manchester Chamber of Commerce	J\$300K
FINANCING ENTREPRENEURSHIP [PROJECT No. - 4.2]	Recognising that there will be increase pressure on current lending facilities, in addition that there is need for increased flexibility in providing credit to new or emerging enterprises there will be provision through existing financial intermediaries. The institutions will be expected to undertake the necessary due diligence etc. The fund is expected to be revolving, with expectation that loan loss cannot exceed current best practices in Jamaica. The institution will carry the credit risk. Community Business Development Advisors will provide support to entrepreneurs.	Entrepreneurs who demonstrate difficulty accessing existing programmes. Who have no accepted security but have bankable business ideas. Entrepreneurs would be required to receive support from a Community Business Advisor. Min: 35 Entrepreneurs Year 1 65 Entrepreneurs Year 2 100 Entrepreneurs Year 3	Select one or two existing MFIs Access Financial or JN Small Business	J\$1.5M Per Annum through to Year 4.



THEME 4 CNTD.: DIVERSIFIED ECONOMY AND INCREASED ECONOMIC EMPOWERMENT OPPORTUNITIES				
PROJECT NAME	SUMMARY PROJECT IDEA	TARGET MARKET & TIMELINE	IMPLEMENTATION	COST
EMPLOYMENT VOUCHERS [PROJECT No. - 4.3]	University graduates face the challenge of having no experience and therefore reduced access to job opportunities, the cycle keeps out of the job market even at the best of times for significant periods. Under this programme the Constituency Leadership will work with select employers in the Constituency requesting that they provide jobs for graduates. The employer will be asked to meet a percentage of the cost of the job the CDF will provide an 'employment voucher' with a value which when both combined gives a reasonable wage to the graduate. Employment would be for a min. of a 3 month period and could be managed in collaboration with the NCU.	Graduates who have indicated a desire to remain in the Constituency. Year 1 would be a pilot with a possible 10 Graduates receiving vouchers. Min: 10 Jobs per annum. To be reviewed after Year 2 to determine impact and relevance.	SDC <u>Partners</u> Private Sector Firms NCU	J\$500K for Year 1, the Pilot Year. J\$1M p.a. for Year 2 & 3.
ALTERNATIVE AGRICULTURE BUSINESS VENTURES/AGRICULTURAL [PROJECT No. - 4.4]	Implement two/three demonstration projects utilizing alternative, intensive farming activities. Communities which are selected for the demonstration project must submit a proposal to 'own and monitor' the demonstration project. It is anticipated that the model will allow for the revenue from the demonstration projects to provide an agreed income to participants and also meet the cost of a joint 'accounting and management team'.	Young persons with a demonstrated interest in agriculture but desirous of using emerging technology. Minimum: 10 persons to be involved in each pilot/demonstration project on a full time basis. Year 1 – Establish 2 demonstration projects Year 2 – Establish 2 additional projects.	Jamaica 4-H Clubs, Manchester Branch. RADA	J\$3M Annual allocation for Year 1 & 2 with an assessment at the end of first 18 months to decide on go forward position.
ASSISTING SMALL FARMERS - SUPPORT AND GRANTS FOR SEEDS FERTILIZER LIVESTOCK AND POULTRY [PROJECT No. - 4.5]	Providing assistance to increase the efficiency and yield of traditional small farmers. The assistance can be in the form of seeds, fertilizer, workshops on improved farm management and marketing of products.	Minimum – 35 Farming households per annum.	RADA JAS	J\$1.5M Annual allocation



THEME 4 CNTD.: DIVERSIFIED ECONOMY AND INCREASED ECONOMIC EMPOWERMENT OPPORTUNITIES				
PROJECT NAME	SUMMARY PROJECT IDEA	TARGET MARKET & TIMELINE	IMPLEMENTATION	COST
CENTRAL MANCHESTER JOB BANK [PROJECT NO. 4.6]	<p>This initiative will be primarily web based. Potential employers, in particular those in the parish of Manchester will be invited to post their possible jobs in a standardized format on the web site. Persons interested in jobs can search to determine if there are job opportunities which meet their skill sets and work experience.</p> <p>As a compliment to this there will be 'job preparation' sessions aimed at all segments of the unemployed labour force. Job seekers will have orientation sessions on how to list their skills, how to present for an interview etc.</p> <p>The primary costs will be developing and maintaining the web site.</p>	<p>An estimated number of at least fifty (50) persons will be placed annually in jobs.</p> <p>This will be an ongoing initiative. It is anticipated that by Year 4 of the plan period the initiative will be self financing.</p>	To be determined.	<p>J\$1M for Year 1</p> <p>Annual allocation of J\$250K to support site maintenance.</p>
MARKETING MANCHESTER [PROJECT No. - 4.8]	<p>This initiative is intended to be a partnership with the Manchester Parish Council, the Manchester Chamber of Commerce, and Jamaica Trade & Invest to attract major employer(s) to establish viable and sustainable business in the constituency. The CDF will be used to match with funds from these sources to do an aggressive market push, including a pre-feasibility study which will present preliminary business opportunities to would be investors.</p>	<p>Possible Investors.</p> <p>Medium term target the establishment during Year 3 of a major employer which will also have significant spin offs.</p> <p>Long term, position the parish of Manchester to benefit from Phase 1B of Highway 2000 scheduled for completion in 2012.</p>	JTI and MPC	<p>J\$1M</p> <p>Initial allocation with increasing amounts of up to J\$2M guided by results.</p>



THEME 5: REDUCING INCIDENCES OF VIOLENCE & CRIME

PROJECT NAME	SUMMARY PROJECT IDEA	TARGET MARKET & TIME LINE	IMPLEMENTATION	COST
INCREASING ELECTRONIC SECURITY [PROJECT No. 5.1]	The Manchester Chamber of Commerce has embarked on an important initiative to address the issue of increased criminal activity. A major plank of this will be the installation of security cameras.	All citizens.	Manchester Chamber of Commerce	J\$500K
SUPPORTING COMMUNITY POLICING & COMMUNITY WATCH PROGRAMME [PROJECT No. 5.2A]	Community policing has already been launched in the parish of Manchester. This project element will be used to support an expansion and increase the effectiveness of this programme.	All citizens.	JCF	J\$400K
PEACE & MEDIATION IN SCHOOLS [PROJECT No. 5.2B]	Provide support funding for schools which are experiencing increasing levels of anti social and in instances violent behaviour.	Select schools based on guidance from the Principals Association.	SDC/Principal Associations	J\$400K
YOUTH & SPORTS [PROJECT No. 5.3]	To provide support to at least two sporting categories (gender balance) this will give an opportunity through training and competition for a wide cross section of young persons to participate in a sport. To provide a grant to the Special Olympics Manchester Team to support their training and preparation for National Games.	Existing Youth Clubs, Special Olympics Jamaica – Manchester. This will be an annual support, however a decision will be made at the end of each year regarding the process for requesting and the criteria for being considered.	SDC	J\$500K



THEME 6: CONTINUOUS LEARNING AND PREPARING FOR A DIVERSIFIED ECONOMY

PROJECT NAME	SUMMARY PROJECT IDEA	TARGET MARKET & TIME LINE	IMPLEMENTATION	COST
SKILLS TRAINING – DEMAND [PROJECT No. 6.1A]	Preparing the basket of employment opportunities anticipated from a diversified economy and collaborating with existing tertiary institutions to determine willingness & capacity to provide skills training and certification.	Existing training institutions. Complete the assessment during Year 1 of the plan. Curriculum development may be necessary.	Heart/NTA	J\$300K
ESTABLISHING SKILLS TRAINING INITIATIVES [PROJECT NO. 6.1B]	Based on projected skills required initiate a series of skills upgrading and certification programmes.	Semi skilled, uncertified. Training initiatives to begin in Final Quarter of Year 1.		J\$3M
REMEDIAL WORKSHOPS [PROJECT NO. 6.2]	Provide assistance to students who require assistance in the areas of mathematics and English.	High school students. Workers seeking to enter post secondary facilities to receive certification.	To be decided	J\$500K
SCHOOL BASED PROGRAMMES [PROJECT NO. 6.3]	Provide support to school based sporting programmes.	High school students.	SDC	J\$500K



THEME 7: SUPPORTING RESIDENTS MOST AT RISK

PROJECT NAME	SUMMARY PROJECT IDEA	TARGET MARKET & TIME LINE	IMPLEMENTATION	COST
HOUSING REHABILITATION [PROJECT NO. 7.1A]	Provide grants to the most vulnerable that need to effect repairs to their dwelling units. Constituency Leadership will make an effort to leverage community support ensuring where possible that the community assists the most vulnerable donating labour to effect repairs to dwelling units.	Residents most at risk. Year 1 through to Year 5	Ministry of Housing & Water	J\$2M Per annum
HOUSING SUPPORT [PROJECT No. 7.1B]	Notwithstanding the stated cap the Constituency is making an appeal for additional allocation to ensure that there is an ability to respond to the need to effect critical repairs to housing units of low income earners, several of whom may well have been in a position to carry out their repairs but with the downturn in the economy in Central Manchester several households will be hard pressed when choose between a meal and house repairs	Residents who have had a decline in income, or are now without a job, small farmers.	Ministry of Housing & Water	J\$2M per annum for Year 1 through to 3.
SUPPORTING COMMUNITY BASED GROUPS [PROJECT NO. 7.2]	Community Based Groups including churches, sports clubs, special learning facilities e.g. Caribbean Christian School for the deaf. They provide a range of community development services; some provide physical plant others the human resources which deliver specialized social programmes. The Constituency Leadership will periodically provide support to such entities where it is demonstrated that they are involved in ongoing outreach programmes.	Support to an estimated 12 institutions which are duly registered and will complete a grant request form. Recipients will only be able to access a Community Group Grant once every three years. The request for support cannot be for the same area. The Community Based Group will be expected to demonstrate sustainability beyond the grant.	SDC	J\$1M Per annum, to be reviewed at the end of Year 2.



THEME 7 CNTD.: SUPPORTING RESIDENTS MOST AT RISK

PROJECT NAME	SUMMARY PROJECT IDEA	TARGET MARKET & TIME LINE	IMPLEMENTATION	
EDUCATIONAL GRANTS [PROJECT No. 7.3]	To provide at two levels for high school students and students needing additional support at the tertiary school level. Students would be required to apply for grants, demonstrate need and make a commitment to a particular level of community work which may or may not be determined by the size of the grant. There will be a form developed for application for Education Grants and each applicant will be required to attend an interview. Community work options for the tertiary students include but are not limited to: Junior Community Business Advisors; Outreach activities to older residents and persons with disabilities; Remedial math and English workshops.	Fifty students with an average Award of J\$20K for any given school year. Students who are selected to serve as Business Advisors will receive a stipend to meet out of pocket expenses related to providing services to entrepreneurs. Minimum Direct 50 Students per annum Indirect – Wider community with whom students will be expected to interact.		J\$2M
SUPPORT TO PERSONS WITH DISABILITY (PWDs) PROJECT 7.4	An estimated 10% of the national population have an intellectual or physical disability. While the state continues its best efforts to provide services these are inadequate. PWDs are most hard hit by economic downturns, natural disasters, increased crime and violence. They have reduced access to education and sporting opportunities. This fund will be used to target the needs of PWDs and will be directed through the Jamaica Council for Persons with Disability. Areas of focus, start up matching capital for enterprises, access to learning facilities, provide assistive devices which will remove the handicap which PWDs face.	Persons with Disabilities	Jamaica Council for Persons with Disability	J\$750K per annum
EMERGENCY FUND	To be utilized as guided by the Community Development Fund			J\$2M per annum