

The Denham Town
and
Neighbouring Inner-City
Communities
Renewal Project

Communities in the heart of the city
With renewed hope in its heart.

A Joint Venture
Ministry of National Security & Justice
Community Relations Division of the Police &
Kingston Restoration Company

ELIKIA 1997

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-File

■ Students at Denham Town Secondary performing at a 1995 function.

executive summary

This project is designed to upgrade and improve the Denham Town, Trench Town and neighbouring communities in the West-end of Kingston. This thrust, is in keeping with the policies of the Ministry of National Security and Justice which seek, inter alia, 'to create a society with justice for all; where the population will feel confident that in the conduct of national security, justice will prevail; and where the community concept of crime fighting will be an integral part of the Ministry's approach'.

The fourteen communities to be served are within the Western Kingston Division which were at one time respectable residential settlements of the rapidly growing city of Kingston. This Division boasts of a population of approximately 86,096 residents. Located as it is, immediately to the north-west of the market sector of the city's central business district, with over half of the city's major transportation routes passing through and/or bordering the Division, as well as accommodating the rural bus routes' terminus; there is an estimated daily intransit population of approximately 500,000. These factors all contribute to making the project area amongst the most densely populated and intensely active area of the city.

For many years the Denham Town area of Kingston was very progressive, providing a cadre of influential and respected citizens who served in the areas of religion, health, education, the armed and protective services and cultural affairs. Like many other urban townships in the developing world, Kingston has experienced rapid population growth as a result of the 'rural -urban drift. It consequently inherited the concomitant demand for shelter, employment opportunities, infrastructure and social services. The Denham Town Division vividly portrays the rising concentration of poor households as well as the increasing pressure of criminal activity associated with urban economic activities and high population density.

This rapid urbanization saw an escalation in crime during the period of the late 1970's to the 1980 general elections as well as politically motivated violence; a trend which has developed into a sharp division of these communities along political lines and the emergence of 'gangs' and 'dons'. All this has strained the ability of the government to meet the increasing demand for new urban services and infrastructure needed to sustain economic growth and to improve living conditions.

The Ministry, against this background and in its bid to stem the incidence of crime in these communities, has, since 1989, pursued relentlessly the development of "community partnerships" a tool that is now being used in strategies against crime. In addressing the needs of these fourteen communities which comprise the Denham Town Division, namely: Admiral Town; Arnett Gardens; Craig Town; Denham Town; Federal Gardens; Ghost Town; Greenwich Town; Hannah Town; Jones Town; Lizard Town; Tivoli Gardens; Torrington Park; Trench Town; and Wilton Gardens (Rema); special attention will be brought to bear on three primary areas of concern:

- a) the marginalized physical areas;*
- b) women; and*
- c) children.*

Coupled with this is the imminent need to re-visit and assess the measures that need to be taken to assist the "poor" to obtain justice. Recognizing that government funds are greatly reduced, alternate methods have been identified and new "structures" are being created to meet the needs of those who cannot afford traditional service within the justice system.

Consequently, a critical part of the country's anti-crime effort, Community Policing or Community/Neighbourhood Problem-solving, a philosophy which is relevant and operational, is the strategy to be used to address the basic needs of these communities. The strategy will seek to increase the effectiveness of the Police Force through a programme of community problem-oriented policing, with a focus on inner-city gangs, youth and gang violence, drug-related violence and domestic violence.

All the strategies that will be used have been identified, developed and revised to meet the needs of each community. The underlying factor however, is that where success has been achieved in the areas where the Police Force has been working, and where good police community relations have been established, there has been a reported decrease in the levels of criminal activity.

The proposed overall strategy for the Denham Town Division therefore, is that of winning the confidence of the residents of these fourteen communities, by fostering a spirit of cooperation with existing community groups; civic, youth club and church leaders; representatives of the health, education and business sectors; and elected officials.

The Kingston Restoration Company Limited has worked extensively and successfully in other inner-city programmes. Their services will be utilized in this Project, primarily in a coordinating capacity.

They will work with:

- a) The Western Kingston Community Development Association;*
- b) The Trench Town Development Association;*
- c) The Young Men's Christian Association; and*
- d) Representatives of the Police Force; and*
- e) representatives of the Ministry of National Security and Justice;*

throughout the implementation of this project, to provide a new vibrancy in the social, economic, commercial and religious attitudes of these residents.

The outputs of this Project will include but not be limited to:

- *the introduction of community self-help projects and programmes;*
- *the improvement in infrastructure such as the upgrading and refurbishing of the Denham Town Police Station and the introduction of a sustained and improved maintenance plan for the May Pen Cemetery;*
- *improved health facilities including the provision of adequate potable water supply and lighting facilities; appropriate drainage and sewage disposal;*
- *income-generating initiatives in micro-enterprise;*
- *training programmes in 'community policing' and dispute resolution;*
- *the provision of recreational facilities;*
- *the provision of incentives for existing youth clubs including Police youth clubs; as well as*
- *increasing the access of the young people in these communities to existing programmes for youths, e.g. the National Youth Service (NYS) and the Special Training and Empowerment Programme (STEP);*
- *involving the Private Sector, Teachers, Community Leaders and the Police, in a concerted coordinated Police and Community Action, to provide incentives that will foster and maintain the required level of community involvement in this Project, open communication, and ultimately, the creation, in the long run, of a trusting relationship.*

Work has already begun in a limited way, in certain communities of the Denham Town Division. There is however, the urgent need to address the needs of the people in this economically and socially depressed area of the city, which has the highest murder rate in the island and an environment which depicts hopelessness on the part of the many citizens who live, work and regularly traverse this region.

During implementation the Ministry will seek to build on the existing policy of inviting the support of the private and public sectors, churches, schools, service clubs and law-abiding citizens to fight crime.

The Project is designed to work through four components, namely:

- a) **the sensitization and training component** for community leaders through specially designed interventions and workshops;*
- b) **a Civil Works component** which will include the phased refurbishing of the Denham Town Police Station, the upgrading of the Police Command Posts; major water, sewage disposal and drainage facilities; and the introduction of a phased maintenance programme for the May Pen Cemetery;*
- c) **a Micro-enterprise and Employment-generation component** which will seek an input from the industrial and private sectors serving the immediate area, as well as existing programmes already serving the basic training needs of youths, such as H.E.A.R.T/ N.T.A.; ASSIST; MIDA; STEP; NYS; and RISE;*
- d) **a Coordinated Community/Police Action component** which will seek to build, nurture and enhance Police/Community Relations, through the implementation of the activities identified above, that will promote an improved standard of living, quality of life, mutual trust and the ultimate reduction in crime.*

The Project will be financed initially from the budgetary allocations of the Ministry of National Security and Justice and the Police Department; and will seek, prior to actual Project implementation, additional support from the Ministry of Finance, and 'grant-funding' from specific Funding Agencies. Financing for Technical Assistance will also be sought for activities such as periodic evaluations, training, engineering works, Project audits and amendments.

B. project design issues

The Project will be financed with an initial grant of approximately Fourteen Million Five Hundred Thousand Dollars (JS14.5 m). The Government's counterpart financing for specific activities, is identified in the 1997/1998 Estimates of Expenditure. This Project is technically, economically, financially, socially, administratively and environmentally sound and is ready for implementation. ^{Annex 1}

This conclusion is buttressed on studies and surveys conducted in the inner-city. These studies include:

- a) *Professor Carl Stone's 1992 Drug Use Survey - Corporate Area Inner-city Report covering the eastern, western and central communities of Kingston (see Charts attached);*
- b) *the recently concluded World Bank/UWI Moser Participatory Urban Approach Study on urban violence;*
- c) *Dr. Patricia Anderson's Food Stamp Report 1993;*
- d) *The Kingston Restoration Company's Gold Street Police Intervention; and their Development of Effective Strategies to Guide the development of Micro-enterprises and Shelter in Central Kingston and Jones Town;*
- e) *the Assessment of Motives for Murder as released by the Police Information Centre (see Chart attached); and*
- g) *The Ministry of National Security and Justice's "Crime Fighting Strategies" as released in September 1996; along with its major activities embodied in this Ministry's Corporate Plan for the period 1996 - 1997; as well as the Police Department's "Twenty - Point Plan" released in 1996;*

The KRC's Special Committee on the Denham Town/Trench Town Renewal/Intervention has suggested the following guidelines:

- ◆ *that this Project be approached and implemented on a phased basis;*
- ◆ *that a modest initial effort be undertaken, firstly in the proposed refurbishing activities; and secondly in the "start-up" of sensitization and training workshops for the members of all established Community-based Organizations (CBOs) identified; and that*
- ◆ *prior to committing the entire budget a review be conducted.*

^{Annex 1} Analyses Summrized

PROJECT

BACKGROUND

&

RATIONALE

II. project background and rationale

II.1 This Project will be undertaken in the Area 4 Division of the Jamaica Constabulary Force.

II.2 The Denham Town Division, as described earlier, comprises most of the West Kingston and south St. Andrew constituencies. The area to be served is approximately eleven (11) kilometers^{Statim}, bordered by East Avenue (from Petrojam Oil Refinery) and Maxfield Avenue in the west; Rosseau Road (from Maxfield Avenue and Lyndhurst Road) to Brentford Road in the north; Slipe Road (from Lyndhurst Road) to North Street in the east; North Street to Matthews Lane in the south; and Matthews Lane to the waterfront in the southeast (see map in Annex III). The Division is comprised of a number of educational, health, commercial and manufacturing establishments as indicated earlier.

II.3 The Denham Town Station is located at the intersection of Albert Street, Spanish Town Road and Industrial Terrace while the Trench Town Command Post is located at the intersection of Collie Smith Drive and Seventh Street. The Denham Town Station is surrounded by the May Pen Cemetery, abandoned or closed commercial properties and derelict houses (see Annex III) which provide a cover for illegal activities or attacks on the Station. The facilities at both the Station and the Command Posts require urgent upgrading. Essentially, these facilities place the men who man them, in a very vulnerable position.

II.4 The communities in this area served by the Area 4 Division of the Police, are testimony to the rural-urban drift, population growth, overcrowding, the movement of the "well-to-do" to residential areas and the ultimate sharp decline in the standard of living. Added to this, since the mid-seventies, and up to the present time, there has been a steady escalation in crime and violence along political lines, in these communities.

^{-Statim} 1991 population census/STATIN

11.5 The Problem

11.5.1. Crime and violence

An overview of 'crime and violence' in the Jamaican society for the period 1990 - 1996^{JCrimePlan} highlights the general increase in crimes of violence. Shootings and murders were described as steadily increasing. It also indicated that "this phenomena is of great concern, since the fear of crime is nurtured by the **panic after**, associated with murders and shootings".

11.5.2. Gun Crimes - Young Gangsters

For example, in 1990 there were 542 murders and 1370 shootings. By comparison, by 1996 these increased to 745 murders and 1423 respectively. The Denham Town Area 4 Division, in 1996 accounted for over 120 of these murders. Added to these statistics, is the brutality and accompanying viciousness sometimes evidenced in these crimes. Today the situation in these communities remain tense and explosive. Today the greater problem is the involvement of the young people in acts of violence. Whereas, the traditional leading age-group continues to be 21-25 years,^{JCFCrime} there is a significant increase in the 16 - 20 years age cohort's involvement, and particularly in gun crimes. The fact that guns are involved in more than 60% of murders committed, speaks strongly to the severity of the problem and to the proliferation of illegal guns in the society.

The ordinary man in the street now shudders from fear as numbers of women and children increasingly fall victims to these horrendous crimes. Schools and businesses have now resorted to the financing of private security firms.

Coupled with this, there now exists a sharp division among the residents, along political lines as well as the twin development of gangs and violence. These together, now dictate a combined collaborative attack by the citizens, the police, the political directorate and the government to initiate steps that will stem the growth of crime and bring a measure of community peace to all.

^{JCrimePlan} JCF Crime Plan 1996
^{JCFCrime}

11.5.3. The Drug Influence

The use of hard drugs has become prevalent and open in these communities where the existing socio-economic conditions invite the 'drug sub-culture'. Popular opinion is that one of the causes of the current crime wave is drug lords who exert dominance over turf as well as the desperate need for the users to purchase drugs at any cost. The 1992^{Annex III} Carl Stone Drug Use Survey covering the eastern, central and western areas of the city supports this theory.

11.5.4 Declining socio-economic structure /environment

The communities of the Denham Town Division are riddled with poverty and all the social ills that are associated with it. Many of the residents are unemployed or are in low-paying jobs such as itinerant labourers and domestic workers. Of note is the fact that the statistics show that unemployment spans both sexes. Another critical factor is that much of the potential of the area is under-utilized as many existing business enterprises have either closed down or relocated.

11.5.5 The element of Fear

Fear rides high on the tide of the inner-city and can easily be referred to as 'public enemy number one'. The residents themselves are fearful to travel to and from work and school. Schools and businesses which have experienced violence at various levels have resorted to private security arrangements. On the other hand, many persons are fearful to travel to these areas because they are deemed "unsafe".

11.5.6 Inadequate Housing, Basic Infrastructure

The housing settlements in this area are overcrowded, with sub-standard living conditions. Numerous dilapidated buildings are occupied and in some instances as many as 86% of the households share toilet facilities.^{PIOJ 1995} The real problem here is that there is the continuous process of new migrants and poorer residents scrambling to occupy units which have been left behind by those who have fled the areas.

[•]Annex III Crime Statistics
[•]PIOJ 1995

11.5.6 Inadequate infrastructure - citizens cont'd.

Attempts have been made by the government to renew sections of the inner-city and to address some of the housing problems. This is evident in sections of Trench Town, Arnett Gardens, Rema and Tivoli Gardens. Given the existing crime situation, and that in 1995 alone, 152 of the island's 779 murders took place in the Denham Town Division, any improvement in the quality of life in this area, will dictate the introduction of new approaches.

The housing problem will be addressed simultaneously with the problem of inadequate infrastructure. these include roads, water supply, sewage disposal and solid waste disposal. There is also the age-old public May Pen Cemetery, which is not maintained and therefore provides an ideal haven for, and site from which, gunmen engage the police in combat.

Infrastructure - Police Division and Command Posts

The Police stationed here, like the other residents, live and work in sub-standard conditions. An initial survey of the stations serving the area revealed that there were: - leaking roofs, leaking and broken urinals;

- derelict dormitories, lack of water, dust and noise pollution;
- insufficient office furniture and fixtures, and broken units;
- lack of privacy for both police and citizens, inadequate office space and the marked lack of recreational facilities.

Summary

Numerous approaches have been undertaken to address some of these problems which exist in this section of the inner-city. The government has tried to address some of the problems of infrastructure and housing. On the other hand, the para-military solutions have met with limited success as it does seem that the citizens possess high powered weaponry. Besides, whereas seemingly assist in a limited way in the short-run, alternative remedial initiatives will have to be considered on a long-term basis.

In addressing the matter of Urban Renewal therefore, this project will be guided to a very large extent by the findings of the survey and research findings referred to earlier, as well as by the thrust posited in the Jamaica Constabulary Force's 1995 Crime Plan, that is "that Crime-fighting strategies previously employed are proving ineffective, it has now become critical that a new approach be adopted and this must be done with urgency if we are to reduce, in any way, the fear of crime".

11. background cont'd.

11.6 Constraints to project implementation

The constraints as identified, are cross-cutting and are primarily bureaucratic, financial, political and socio-economic.

11.6.1. Bureaucracy: -

- *responsibility for a project of this nature cuts across several government ministries including: Local Government; Public Utilities and Transport; Housing and Environment; Health; and National Security and Justice. Every effort will have to be made at the outset, to invite the full participation of these ministries to ensure their commitment and financial contribution from their respective budgets.*

11.6.2. Financial:-

- *financial assistance will be sought from*
 - a) the Social Investment Fund*
especially in the areas of infrastructure e.g. the laying of pipelines as a community venture, the construction of public, communal sanitary conveniences for high-rise dwellings and the introduction of Community Utility Posts (CUPs); as well as
 - b) grant-funding from the Donor Community in respect of technical assistance for training of community groups; technical reviews and evaluations and participant training.*

11.6.3. Political:-

This constraint is not one which will be easily resolved. The thrust of the renewal process at this level be guided by the "pulse of the communities" their desire and willingness to participate in the approaches suggested and the creation of new links between them and the police through the development and implementation of mutually agreed social, recreational and training programmes.

11.6.4. Socio-economic:-

Without a strong socio-economic base, the other three constraints to be addressed will not meet with the measure of success that is desirable at this time. Every effort has to be made to address the needs of the primary, all-age, comprehensive and high school graduates in terms of:

- a) placement b) job and training opportunities; and c) self-esteem.*

The approach to these constraints will be addressed in detail but will be an ongoing and continuous process, which will go even beyond this project.

11. background cont'd.

11.7 Rationale

The rationale for this project emerges out of the:

- *The Crime Plan of the Jamaica Constabulary Force's recognition that new strategies have to be adopted and introduced to fight the crime in the inner - city and the programmes to date that they have introduced, such as Community Policing; Neighbourhood Watch; Police Youth Clubs; and Dispute Resolution. This is supported by*
- *the Ministry of National Security and Justice's Crime-fighting strategies enforced since 1989 and the attendant laws introduced such as: a) the Domestic Violence Act; b) the Witness Protection Act; and the establishment of a Bi-partisan Committee on crime.*
- *The gestures on the part of agencies such as the Kingston Restoration Company; the Trench Town Community Development Association; the Jones Town Re-development Project; the West Kingston Development Association; the Tivoli Community Development Association; and the Boys Town Management Committee are indicative of the mood of the citizens in these communities to address the problems plaguing them.*

Given the current crime wave in the society, and the rationale cited above, this project will :

- *seek to rebuild and renew, through community policing and partnerships, strategies to win the confidence of the residents of the community; thereby*
- *providing a spirit of cooperation; which will ultimately help*
- *to defuse some of the present tension; and*
- *allow both the citizens and the police to work together for the common good.*

11. background cont.d

11.8 Project Strategy

The project strategy places emphasis on activities and interventions from representatives of a combined community, police, military, business sector, the church, youth clubs, youth groups, service clubs, private and community-based voluntary organizations, five government ministries, the private sector, the political arena and specific donor agencies.

11.8.1. The strategies include, firstly, clearly defining the project area, the population being served and the institutions serving the general area.

11.8. 2. The second step, will be designed to assure that the problems identified are linked to the availability of key personnel and/or a human resource base, that will respond to, and treat these problems. This will also include the development of an approach to provide solutions to these problems which, while focussed, will simultaneously be broad enough to serve the diverse needs of these communities.

11.8.3. Thirdly, Special strategies will be developed to address the police:community relationships, especially in matters pertaining to socio-economic projects and training. Details of the strategies developed to date, are attached as Annex IV.

11.8.4 This project has identified the major problems affecting the 'crime-torn' areas of the inner-city and anticipates positive changes during the project life. The project is also consistent with the approaches being taken by the relevant departments of the Ministry of National Security and Justice, with respect to crime fighting strategies.

11.8.5. Relationship with Other Donors

The urban renewal project for the communities in and around the Denham Town Division will complement some of the projects already underway in the city, which are tackling the everyday problems of drug, guns and gangs and the obvious decline in the standard of living.

PROJECT
DESCRIPTION

CHAPTER 111

Project Description

- *Project Goal*
Purpose
Objectives
- *Project Inputs*
Outputs
- *Project Activities by Component*
- *Project Beneficiaries*
- *Project Implementation*
- *Project Monitoring/Evaluation*
- *End of Project Status*
- *Conclusions*

111. project description

111.1 The Goal

The Denham Town and Neighbouring Inner-City Communities Renewal Project seeks to improve the socio-economic environment of its sixteen communities, in order to facilitate community renewal, community advancement and self-actualization and ultimately increase the opportunities for sustained and gainful employment.

111.2 The Purpose

The project seeks to restore and foster a measure of self esteem in these communities, using strategies for community renewal, while improving community infrastructure, educational and employment opportunities and revitalizing family and social life.

111.3 The Objectives

The broad objectives include:

- a) the training of community leaders and influential persons in order to improve community life and community/police relations;*
- b) the training of all personnel attached to the stations serving the area, in community policing and dispute resolution;*
- c) the restoration of basic infrastructural amenities, that is, roads, waste and sewage disposal, drainage and water supply to the area;*
- d) the refurbishing and equipping of the Denham Town Divisional headquarters, and introduction of a maintenance programme for the adjacent May Pen Cemetery; and*
- e) the provision of educational, training and employment opportunities for the young and unemployed in the area.*

111. project description cont'd.

111.4 Project Inputs

In order to achieve the project goal and purpose, the resources available to the project will focus on four distinct but related project components.

These are:

- a) the sensitization and training components for community leaders, through specially planned and carefully designed interventions and workshops.*
- b) a Civil Works component which will include:*
 - the phased refurbishing of the Denham Town Police Station,*
 - the upgrading of the Police Command Posts,*
 - major water, sewage disposal and drainage facilities, and*
 - the introduction of a phased maintenance programme for the May Pen Cemetery.*
- c) A Micro-enterprise and 'employment-generation' component which will seek an input from the industrial and private sectors currently serving the immediate area.*

Assistance will also be sought from already existing programmes that are serving the basic training needs of youths. Agencies to be 'tapped' will include:

<i>HEART/NTA</i>	<i>-</i>	<i>ASSIST</i>
<i>MIDA</i>	<i>-</i>	<i>STEP</i>
<i>NYS</i>	<i>-</i>	<i>RISE.</i>
- d) a coordinated Community/Police Action component which will seek:*
 - to build, nurture and enhance Community /Police Relations,*
 - through the implementation of the activities identified above,*
 - thereby promoting an improved standard of living, quality of life, mutual trust and the ultimate reduction in crime.*

111. project description cont'd.

111.5. Project Outputs

The outputs of the project have already been summarized in the preceding executive summary. These include:

- At the community level* - *the implementation of several **training** programmes and workshops for youth and community leaders aimed at **sensitizing** the community to the planned renewal interventions and inviting their **participation** at the final planning and executing levels;*
- Basic Infrastructure* - ***finalizing the approaches** to the civil works component in terms of contribution from the communities in respect of work that can be **undertaken by skilled workmen and women** from the area; as well as areas of work that **can provide continuous employment** for the youth in the area.*
- Income-generating initiatives* - ***foster community self-help projects** such as "Utility Stations" (that is a planned system for the collection of water/electricity dues by the citizens); **introduce systems for the maintenance of basic amenities** that will improve the overall health facilities provisions and standard of living.*
- Increased access to education and improved Community/Police relations.* ***Increased access** of all, in these communities to **existing training** programmes; incentives for work and **small business ventures**; and participation in community activities aimed at restoring **confidence and a working relationship with the police.***

KINGSTON RESTORATION COMPANY LTD.

DENHAM & TRENCH TOWN COMMUNITY Policing Project

Estimate of Cost for Community Sensitization Component

ACTIVITY	COST	DURATION												COMMENTS
		Jun-97				Jul-97				Aug-97				
		Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	
Identify Community Groups	10,000													5 field trips, sundry costs & quick surveys
Meeting with Groups	20,000													2 to 3 individual and joint meetings with community groups
Animation Training	75,000													5 4-hour training sessions with community groups
Community Development Plans	150,000													5 8-hour planning sessions with residents and community groups
Pilot Community Activities	500,000													Estimate 5 to 10 pilot projects resulting from planning process
Next Steps & Project Development	50,000													Documentation of process and next steps
Sub-Total	805,000													
KRC Management Fee [30%]	241,500													KRC charges for overheads and administrative costs
TOTAL	\$ 1,046,500													

111. project description cont'd.

111.6. Project Activities by Component Component 1 cont'd.

The activities under this component will include:

- a) the identification of community groups;*
- b) meetings with groups;*
- c) animation training;*
- d) community development plans; and*
- e) pilot community activities;*

These activities will be developed and coordinated by the Kingston Restoration Company in collaboration with:

- community leaders; - representatives of voluntary agencies;*
- the police department; - the Ministry of National Security Justice;*
- political leaders; - the public sector and consultants as needed.*

An illustrative implementation chart complete with estimated costs, is overleaf.

It is anticipated that this component will be initiated well ahead of the other components and will set the stage for full community participation.

Youth Club members will be invited to participate in specific areas of work which will, in the long run, be developed to the level of a sustainable income - generating programme.

Although the civil works activities will include the refurbishing of the police stations as well as the maintenance of the May Pen Cemetery primarily, it is hoped that members of the communities will be able to participate even in a limited way, with the laying of pipelines, the clearing of drains and gullies, and the introduction of special measures to enhance sanitary conditions in the area.

111. project description cont'd.

111.6 project activities by component

Component 2 - Civil Works

The activities under this component will be multi-disciplinary and will attract investment from the ministries of:

- | | | |
|--------------------------------------|---|---|
| Local Government | - | <i>the May Pen Cemetery;</i> |
| Public Utilities/Transport- | | <i>Water Supply, Drainage, Sewage;</i> |
| Housing & Environment- | | <i>Upgrading and or Demolition, use of empty unused, public lots;</i> |
| National Security&Justice | - | <i>Community Policing, Neighbourhood Watch
Refurbishing of Police Stations
Improving security of these areas.</i> |

The estimates of expenditure for 1997-1998 already have funds earmarked for some of these activities, although in a limited way. Additional funds will therefore have to be sought from funding agencies.

Specific refurbishing activities - Police Stations

Plans for the refurbishing of the police stations, currently available in draft form, will be updated. The general idea is to make both the Denham Town and Trench Town stations more secure, improve the living and working conditions, public access and providing a friendly atmosphere for the public.

Task 1 - Security focus, will include:

- the purchase of neighbouring property preferably for expansion purposes;*
- the removal of derelict buildings which currently create a security risk;*
- the removal and/or demolition of walls on the northern side of the station;*
- the introduction of a maintenance programme for the May Pen Cemetery.*

Task 2 - Refurbishing, will include:

- dormitories, bathrooms, offices, counselling areas and the guard room;*
- repairs to the roof, air-conditioning units, seating facilities;*
- landscaping the entrance, paving the courtyard, providing recreational facilities, and relevant well-needed furniture and equipment;*
- and the provision of adequate water supply (tapped and stored).*

These activities will be part and parcel of the socio-economic thrust as it is planned that through these ventures some residents will be afforded gainful employment.

111. project description cont'd.

111.6 project activities by component

Component 2 - Civil Works

The activities under this component will be multi-disciplinary and will attract investment from the ministries of:

- | | | |
|--------------------------------------|---|---|
| Local Government | - | <i>the May Pen Cemetery;</i> |
| Public Utilities/Transport- | | <i>Water Supply, Drainage, Sewage;</i> |
| Housing & Environment- | | <i>Upgrading and/or Demolition, use of empty unused, public lots;</i> |
| National Security&Justice | - | <i>Community Policing, Neighbourhood Watch</i> |
| | | <i>Refurbishing of Police Stations</i> |
| | | <i>Improving security of these areas.</i> |

The estimates of expenditure for 1997-1998 already have funds earmarked for some of these activities, although in a limited way. Additional funds will therefore have to be sought from funding agencies.

Specific refurbishing activities - Police Stations

Plans for the refurbishing of the police stations, currently available in draft form, will be updated. The general idea is to make both the Denham Town and Trench Town stations more secure, improve the living and working conditions, public access and providing a friendly atmosphere for the public.

Task 1 - Security focus, will include:

- the purchase of neighbouring property preferably for expansion purposes;*
- the removal of derelict buildings which currently create a security risk;*
- the removal and/or demolition of walls on the northern side of the station;*
- the introduction of a maintenance programme for the May Pen Cemetery.*

Task 2 - Refurbishing, will include:

- dormitories, bathrooms, offices, counselling areas and the guard room;*
- repairs to the roof, air-conditioning units, seating facilities;*
- landscaping the entrance, paving the courtyard, providing recreational facilities, and relevant well-needed furniture and equipment;*
- and the provision of adequate water supply (tapped and stored).*

These activities will be part and parcel of the socio-economic thrust as it is planned that through these ventures some residents will be afforded gainful employment.

111. project description cont'd.

111.6 Project Activities by Component ***Component - 3 Micro-enterprise/employment creation***

This will be a challenging exercise as the unemployed poor, within these communities are for the most part young people, under age 25 years.

Initially, this will involve a manpower research-type activity especially in the industrial sector, to determine firstly the 'demand side' of the industry in the immediate vicinity and on the other hand the 'supply side'. Critical to this will be:

- a) the willingness of the young adults to work; and*
- b) the educational background and intellectual capacity of these young adults, to qualify for the available work places.*

In this regard there will be the additional tasks of the management team to:

- a) encourage the young peoples' participation in existing programmes already established by the government, thereby enabling them to acquire and/or improve on the skills of their choice; or*
- b) investigate, implement and support where possible, enterprise initiatives that have the potential to generate jobs and enhance incomes.*

Programmes of assistance that will make available credit for micro-enterprise development, such as ASSIST and MIDA will be targetted.

Complementing these initiatives will be the identification of training courses or programmes that are relevant to the specific enterprise, for which sponsorship will be sought on behalf of the beneficiaries.

Wherever possible, and should this meet with the stated needs of the members of these communities, workshops will be held to meet the 'prioritized needs' of representative groups from the community, to help them assess their basic needs and formulate basic requests for assistance.

In implementing this component of the project, the business community in this section of the city will be invited to participate.

111. project description cont'd.

111.6 Component by Activities

Component - 4 Coordinated Community / Police Action

The objective of this component is to work with the residents of the sixteen communities and the neighbouring private and public businesses with close linkages with the Kingston Restoration Company(KRC), who will stimulate and introduce the broad-based acceptance of the strategies for renewal.

This component, in essence, is the most important element of the renewal process and will demand the concerted effort of all stakeholders. It will incorporate the tasks given below.

Task 1 - The Sensitization Process

The KRC who will be managing the "sensitization process" will seek to increase dialogue between the community and the police, thereby allowing community representatives to share their views and opinions on crime from their perspective on the street, and commit to finding joint solutions to their community problems.

Task 2 - Community Policing

The KRC will facilitate, in conjunction with the Police Community Relations Division, the arrangements for workshops with the residents of the communities to expand their participation with the police in community Policing. It is anticipated that at this point the 'neighbourhood watch' concept will be introduced. Simultaneously, other efforts for 'community renewal' will be introduced.

Task 3 - Identifying and Prioritizing Community Needs and Projects

This task will focus on improving the working and living conditions in the communities and at the Denham Town and Trench Town Police stations.

This will include sub-projects that address problems such as:

- a) the maintenance of sewage and garbage disposal systems;*
- b) the improvement in available community recreational facilities such as parks and community centres;*
- c) the installation and maintenance of water and electrical supply; and*
- d) the development of sports programmes and competitions among the various community youth clubs.*

Interventions along the lines indicated above in each project component, have already started, but given the current situation, new programmes will now have to be introduced and developed along similar lines.

111. project description cont'd.

111.7 Project Beneficiaries

Based on the population census conducted in 1991, as released by the Statistical Institute of Jamaica (STATIN) the population to be served approximates 86, 092. Studies referred to earlier in the executive summary, have revealed the following information pertaining to the beneficiary population:

SUMMARY INFORMATION ON PROJECT AREA

BENEFICIARY POPULATION Basic Information	POLICE STATIONS & COMMAND POSTS	HEALTH SERVICES	EDUCATIONAL FACILITIES
1 Shared Toilets 86% of residents	STATIONS 1. Denham Town HQ 2. Admiral Town	1. Kingston Public Hospital	1. Denham Town Comprehensive-H
2 Unemployed Youths below Age 25 years 70%	3. Darling Street 4. Hannah Town	2. Victoria Jubilee Hospital	2. Tivoli Gardens Comprehensive-H
	Command Posts		
3 Reliance of Youths on Parents 88%	1. Coronation Market	3. Comprehensive Clinic	3. Boys' Town 4. Trench Town Comprehensive- H
4 Drug Awareness among Youths 62%	2. Kingston Public Hospital 3. Trench Town		5 St. Albans Primary 6 Denham Town Primary

Earlier initiatives such as the Jones Town Re-development Programme have gained momentum, while the Community Relations Division of the Constabulary Force has already made inroads into certain communities (see Annex 11) in the re-vitalization of youth clubs and the provision of assistance to needy families in this area - Rose Town, Trench Town, Jones Town. Given the size of the population however and the magnitude of the problems of crime and violence, current programmes have at least to be quadrupled to make a significant impact on the problem at hand.

111. project description cont'd.

111.7 Project Beneficiaries

The project beneficiaries will of course be the underprivileged and poor residents of the Denham Town division and to a very great extent the businessmen of the region and all the professionals who work and serve in the area. The four components will indirectly benefit different groups of residents.

The First Component, 'sensitization and training' will seek to bring to the fore, in a forthright manner, the realities of the conditions existing in these communities and to bring together a group of leaders, representative of the public, private and voluntary sectors and the residents themselves, in an effort to get to the root of the problem and to start the renewal process. The number of residents targetted in this component is 1,200 residents annually.

The Second Component, 'Civil Works' will seek to bring together the police and the residents of the area, to work together on specific areas that require an improved water supply; a reliable system for the disposal of waste and sewage; the improvement of roadways; the maintenance of the May Pen Cemetery; and the refurbishing of the Police Stations. These works on the buildings and the basic infrastructure will be designed to improve the standard of living of the residents and the business community as well as basic amenities, which will safeguard the health of the people.

The number of residents targetted in this component is 150 annually.

The Third Component, micro-enterprise/income generating efforts is aimed at residents of all ages. The plan is to assist those among them who are unemployed and are interested in improving their economic status. The approach here, will be to identify the unskilled and/or those who have been laid off and help them to register in established programmes that will enable them to become self sufficient. The target in this group for the first three years of the project life, will be 500 residents annually.

The Fourth Component - Coordinated Community/Police Action

This is a key component which will be aimed at all residents of the area as well as the wider Jamaican society. This aspect of the project should be regarded as a pilot project, the success of which, will dictate its replicability in other "war torn" areas of island. The target group during the life of this project for this component is "5,000 residents of the area" annually.

117. project description cont'd.

117.7 Project Beneficiaries

An additional 10,000 annually from other areas with similar problems will be exposed to similar interventions islandwide. The total targetted under this component will therefore approximate 15,000 annually. The total number of residents targetted on an annual basis, by households under the four components, is 6,850. Calculated over a four- year project life this brings the number of households to be reached to 27,400 .

The responsibility of the Kingston Restoration Company -Sensitization of the residents who will benefit from the project.

The KRC, under the direction of the already established "Committee for the Denham Town Renewal, will manage the sensitization component of the Project. The rationale for placing this responsibility in their portfolio is supported by their familiarization with the area and moreso that they have a track record for similar such work in the inner-city. Theri succesful endeavours to date include:

Kingston Restoration Company	INTERVENTIONS IN THE INNER -CITY
Gold Street Police Intervention	To address crime and security in Central Kingston
Duke and King Streets Enhancement Project	To improve the aesthetic appeal of the city's main thoroughfares and enhance public perception downtown
Central Kingston	Targetted Community Development Programmes in education, environmental improvement and recreational youth programmes
Jones Town Community	Community Renewal Project Development and Implementation of Programmes
Central Kingston & Jones Town	Development of effective strategies to guide micro-enterprise and shelter projects

111. project description cont'd.

111.8 End of Project Status

The end- of- project status should be viewed and measured from two perspectives:

- *firstly, the actual attainment of the four basic objectives of the project and the corresponding outputs as identified; and*
- *secondly the impact these achievements will have in respect to shaping urban policy and ultimately overall development and employment policies.*

In the first instance, the end of the project the broad objectives as listed in the project description, if accomplished, will be in keeping with the following planned activities and outcomes:

Activities	Residents Nos. benefitting 4-Yr. LOP.	J\$M
Sensitization/training	4,800	1.2
Civil Works (buildings/infrastructure completed)	600	2.8
Micro-enterprise	2,000	3.2
Community Action	60,000	3.75
Evaluations/Audit	-	.50
TOTAL	71,400	11.45M

The role of women seriously underpins the thrust of this project. As part of the sensitization process, women will be targetted, among other things, along the lines of preventing rapid urban growth. They will be exposed to knowing more about:

- *access to specific services; potable water, garbage disposal ;*
- *availability of the resources from established agencies;*
- *knowledge of family planning techniques; disease-prevention etc., as these issues are critical to any long-term plan for inner-city development.*

111. project description cont'd.

111.8 End of Project Status - Impact on Women/ Environment

Training for women will include the introduction of a level of consciousness in respect of the need for potable water and basic infrastructure and amenities.

The training needs as identified for the 'sensitization component', are based on the premise that virtually all homes and communities in this area, are inhabited by the poorer groups, and have two characteristics, which impact seriously on health. These are:

- a) the presence in the living environment of pathogenic micro-organisms, especially in human excreta, which are a direct result of the lack of infrastructure, or services to remove and safely dispose of them; as well as cramped crowded housing conditions.*
- b) a lack of readily available drinking water; or sewerage connections; garbage collection and basic measures to prevent disease such as diarrhoea and intestinal parasites; and provide appropriate health care.*

Linking 'a' and 'b' above are the gullies and 'culverts' where most human excrement and household waste, end up and remain untreated. In many of these communities, garbage frequently remains uncollected, accumulates on streets, open spaces between houses and wasteland, causing blocked drains or contributing to serious health problems.

During the 'sensitization' process, an environmental impact assessment will be conducted which will determine the "course offerings" of the scheduled workshops.

It is anticipated that the impact of these workshops will definitely reflect on lifestyles and the standard of living in these communities and the health of the nation. In the long run this project will also help to determine the policy which will drive actions geared to breaking the vicious circle of poverty. These achievements, as described, will definitely pave the way for policy formulation.

111. project description

111.8 End of project status - Policy

In recent years, a number of countries have been attempting to fill the 'policy gap' by undertaking comprehensive national strategy or policy studies of urban development. The objectives of these studies have broadly been threefold, namely:

- a) to analyse the dynamics of the urban process;*
- b) to identify the problems that it is causing; and c) to devise policies and programmes that will ameliorate the plight of those places where the speed of urban growth has caused environmental and social problems.*

The implementation of this project should demonstrate that policies and programmes operate at two levels;

- a) the national level where the government lays down a broad range of policy in various areas; and*
- b) the legislative level which guides the way in which the government proceeds.*

Recognizing this and also that in many instances development is guided by the arbiters found among the local authorities, and often to the exclusion of consultation with the local people, the role of the Non-Governmental Organizations in the development process should be recognized and promoted in the policy-making process.

At the end of this project, the critical role played by the Kingston Restoration Company (KRC), the agency charged with the responsibility for helping the people in these communities to identify their needs, articulate them, and present them to the relevant authority for implementation, will be demonstrated. This, in essence, is a key role in the development and policy-making process.

Urban policy here, should therefore concentrate on the utilization of the skills of competent NGOs to target needed resources, into those areas where there is the greatest need for relief from 'chronic deprivation'. There are no 'quick fixes' or panaceas to guide the policy maker, in urban policy. In the final analysis, the success of the initiatives in the Denham Town Division, will be dependent on the political will and the administrative capacity of the government to implement them.

111. project background cont'd.

111. 8 End of Project Status - Policy

The end of this project should guide the development of the following policies:

- the strengthening of community participation in urban improvement activities by using the "enabling strategy" emphasizing 'doing with' rather than 'doing for';*
- raising awareness through public education, the mass media, and surveys of existing health, social and environmental conditions in the inner-city; to draw public attention to these problems and to assist urban planners to mobilize the appropriate resources to address them;*
- the strengthening of environmental health capabilities to provide services in water supply, sanitation, solid waste management and pollution control;*
- allowing the use of environmental impact assessment procedures for inner-city development projects.*

Summary

While government policies have to focus on reducing the flow of migration to large cities, there is also an urgent need for something to be done about the deteriorating employment and living conditions in the city.

The Government of Jamaica can, in the future, make a much more direct and important contribution to alleviating poverty in the inner-city, by introducing policies geared towards improving the quality and productivity of the labour force and by increasing access of the poor in the inner-city, to social services.

Even with existing budgets, re-direction of the city services towards the poor, should help to increase their productivity and incomes. The rationale behind such a policy, that is, the alleviation of poverty, is not merely an ethical one but one of efficiency.

CHAPTER IV

COST ESTIMATES / FINANCIAL PLAN

Overview

Costing of Project Inputs and Outputs

- 1) *Preliminary Estimate
Refurbishing Denham Town Police Station.*
- 2) *Cost Estimates
Community Sensitization Component*
- 3) *Cost Estimates
Cleaning of May Pen Cemetery*
- 4) *Cost Estimates - 16 Communities
Infrastructure - Water Supply-Standpipes
 - Drainage
 - Sewage - Latrines*
- 5) *Projection of Expenditures by Years (FY)*

Methods of Implementation and Financing

IV. cost estimates and financial plan

IV. Overview

The total anticipated projected cost of this project is Jamaican Dollars Eleven Million Four Hundred and Fifty Thousand J\$11,450,000. Of this amount it is anticipated that Four Million Two Hundred and Fifty Thousand (J\$4,250,000) will attract Donor financing. This latter will be for the financing of the components:

- Community/Police inner-city ventures, and***
- Audit and Evaluations.***

The percentage distribution of project costs are as follows:

<i>Technical Assistance/Sensitization</i>	<i>= 10.5%</i>
<i>Civil Works</i>	<i>= 24.5%</i>
<i>Micro-enterprise</i>	<i>= 27.1%</i>
<i>Community /Police Operations</i>	<i>= 32.9%</i>
<i>Evaluations/Audit</i>	<i>= 5.00%</i>

Management Services will be provided by the Kingston Restoration Company (KRC) for the Sensitization/Training Component.

The Civil Works and Evaluations/Audit Components will be managed by the Ministry of national Security and Justice (MNSJ).

The Community/Police Operations and Micro-enterprise Components will be managed to a great extent by the combined effort of the Ministries of Local Government, Environment and Housing, Public Utilities and Transport and National Security and Justice.

The Cost Estimates and Financial Plan as well as the Methods of Implementation and Financing are attached.

It is anticipated that each of the Ministries named above will make their financial contribution to the respective component.

COST ESTIMATES

REFURBISHING - DENHAM TOWN POLICE STATION

J\$

<i>Termite Treatment</i>		<i>100,000.00</i>
<i>Roof Repairs</i>		<i>350,000.00</i>
<i>Walls</i>		<i>150,000.00</i>
<i>Doors & Windows</i>		<i>180,000.00</i>
<i>Plumbing & Sanitary Appliances</i>		<i>200,000.00</i>
<i>Fittings & Furnishings</i>		<i>200,000.00</i>
<i>Ceilings/Repairs & Finishings</i>		<i>100,000.00</i>
<i>General Painting</i>		<i>200,000.00</i>
<i>Electrical Work</i>		<i>200,000.00</i>
<i>Sewage Disposal</i>		<i>100,000.00</i>
<i>Security Features</i>		<i>150,000.00</i>
		<i>-----</i>
		<i>1,930,000.00</i>
<i>Add Preliminaries</i>	<i>15%</i>	<i>289,500.00</i>
<i>Add Contingencies</i>	<i>20%</i>	<i>386,000.00</i>
		<i>-----</i>
<i>ESTIMATED TOTAL</i>		<i>2,605,500.00</i>

REFURBISHING OF
DENHAM TOWN POLICE STATION, DIVISION HQ

Maintenance Deficiencies (urgent matters):

1. Replacement of water cooler (out of order for 10 months).
2. Replacement of A/C/ unit in CIB Office now housing eight men in less than 200 sq. ft. This room is a sweat box.
3. Replacement of majority of sanitary fixtures requiring say 8 WCs, 4 urinals, 5 wash basins, 6 shower stall fittings.

Items for upgrading:

Kitchen and Canteen Area:-

1. Floor to tiled.
2. New furniture and fixtures required.
3. Lighting upgrading.
4. Wall finishes upgrading.

Dormitories (urgent):

1. Attention to the problem of noise and dust critical, as personnel accommodation unacceptable. Either a simple ducted A/C system (\$700,000.00) required or a window unit solution (\$350,000.00 - \$400,000.00)
2. The laundry and washrooms need some general inexpensive upgrading.

Roofs:

- 1. Generally, all roofs need attention as 50% of the roofs are leaking and not only damaging ceilings and furniture, but make it impossible to carry out even routine work.*

Security:

- 1. Screens are at present being installed over window areas to protect against missiles such as "stones". Other areas need locks, hinges, etc.*

Cells:

- 1. The security of the exterior walling and ventilation areas to be examined, secured and upgraded.*

Site Area:

- 1. Agreed to wall-in open lot (83a) west of the Station and at the corner of Spanish Town Road and Water Street. This would:*
 - a) Protect that side of the Station*
 - b) Provide more parking space*
- 2. The water tables on the three street sides of the Station have constant running water and/or sewage effluent, etc. This should be investigated and corrected. It appears that NWC are ignoring the conditions in this area and charging the waste to the rest of the society.*

Generally:

- 1. Some of the office areas need some layout improvement but at present this requirement has a low priority rating.*
- 2. Outside of the Station on the other side of Water Street there is an empty two-storey building (No, 85) that can be obtained for the purpose of starting a Police/Community Relations Centre.*

**McMORRIS
SIBLEY
ROBINSON**

ARCHITECTS & PLANNERS

REGISTERED ARCHITECTS, MEMBERS JAMAICA INSTITUTE OF ARCHITECTS

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TEL (809) 926-1670-2

September 16, 1996

Mr. Morin Seymour
Managing Director
Kingston Restoration Co. Ltd.
3 Duke Street
Kingston

Dear Morin:

Re: Denham Town Police Station, Division HQ

At 10.00 a.m. on Friday, September 13, 1996, Mr. Trevor Spence of KRC transported Mr. Lloyd Crawford and the writer to the location of the Division Headquarters, Denham Town.

We were met on arrival by Superintendent B. Johnson and Asst. Superintendent R. McDonald, and were conducted on a tour of the Station, buildings and grounds.

First impressions of the Station was that it was very active, with cars moving in and out, and personnel all at work. It was also obvious that a clean up campaign was in progress as painting of the building(s) was in progress. The general atmosphere was good.

The tour revealed several maintenance deficiencies and up-grading issues.

Maintenance Deficiencies (urgent matters):

- 1) Replacement of water cooler (out of order for 10 months).
- 2) Replacement of A/C unit in CIB Office now housing eight men in less than 200 sq.ft. This room is a sweat box.
- 3) Replacement of the majority of the sanitary fixtures requiring say 8 WCs, 4 urinals, 5 wash basins, 6 shower stall fittings.

Items for Upgrading:

Kitchen and Canteen Area:

- 1) Floor to be tiled.
- 2) New furniture and fixtures required.
- 3) Lighting upgrading.
- 4) Wall finishes upgrading.

Mr. Morin Seymour, Managing Director
Kingston Restoration Co. Ltd.

Re: Denham Town Police Station

September 16, 1996

Dormitories (urgent):

- 1) Attention to the problem of noise and dust critical, as personnel accommodation unacceptable. Either a simple ducted A/C system (\$700,000.00) required or a window unit solution (\$350,000.00 - \$400,000.00)
- 2) The laundry and washrooms need some general inexpensive upgrading.

Roofs:

- 1) Generally, all roofs need attention as 50% of the roofs are leaking and not only damaging ceilings and furniture, but make it impossible to carry out even routine work.

Security:

- 1) Screens are at present being installed over window areas to protect against missiles such as "stones". Other areas need locks, hinges, etc.

Cells:

- 1) The security of the exterior walling and ventilation areas to be examined, secured and upgraded.

Site Area:

- 1) Agreed to wall-in open lot (83A) west of the Station and at the corner of Spanish Town Road and Water Street. This would:
 - a) Protect that side of the Station
 - b) Provide more parking space

Mr. Morin Seymour, Managing Director
Kingston Restoration Co. Ltd.

Re: Denham Town Police Station

September 16, 1996

- b) The water tables on the three street sides of the Station have constant running water and/or sewage effluent, etc. This should be investigated and corrected. It appears that NWC are ignoring the conditions in this area and charging the waste to the rest of the society.

Generally:

- a) Some of the office areas need some layout improvement but at present this requirements has a low priority rating.
- b) Outside of the Station on the other side of Water Street there is an empty two-storey building (No. 85) that can be obtained for the purpose of starting a Police/Community Relations Centre.

This initial report is submitted to inform you of the areas of action recommended. I would be pleased to discuss the matter with you and your team.

Yours very truly,
for McMORRIS SIBLEY ROBINSON



Vayden R. McMorris

c.c.: Mr. Maurice Facey, Chairman - KRC

Encls

KINGSTON RESTORATION COMPANY LTD.
DENHAM & TRENCH TOWN COMMUNITY Policing Project

Estimate of Cost for Community Sensitization Component

ACTIVITY	COST	DURATION												COMMENTS
		Jun-97				Jul-97				Aug-97				
		Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	
Identify Community Groups	10,000													5 field trips, sundry costs & quick surveys
Meeting with Groups	20,000													2 to 3 individual and joint meetings with community groups
Animation Training	75,000													5 4-hour training sessions with community groups
Community Development Plans	150,000													5 8-hour planning sessions with residents and community groups
Pilot Community Activities	500,000													Estimate 5 to 10 pilot projects resulting from planning process
Next Steps & Project Development	50,000													Documentation of process and next steps
Sub-Total	805,000													
KRC Management Fee (30%)	241,500													KRC charges for overheads and administrative costs
TOTAL	\$ 1,046,500													

CIVIL WORKS

DENHAM TOWN STATION - REFURBISHING

*MAY PEN CEMETERY - CLEARING / MAINTENANCE
(employment generation)*

THE POST OFFICE - RE-LOCATION

SEWAGE DISPOSAL - NWC Intervention

DRAINAGE - NWC Intervention

*WATER SUPPLY - UTILITY DISTRICT
(employment generation)*

*ELECTRICITY - UTILITY DISTRICT
(employment generation)*

PROJECTION OF EXPENDITURE BY YEARS
FY 1997 - FY 2001

COMPONENTS	PERIOD		PERIOD	
	YEAR 1 97/98	YEAR 2 99/2000	99/2000	20/2001
	J\$	J\$	J\$	J\$
SENSITIZATION & TRAINING	1,200,000	- 0 -	- 0 -	- 0 -
CIVIL WORKS	1,800,000	1,000,000	- 0 -	- 0 -
MICRO-ENTERPRISE Commodities Facilities Upgrading Skills Upgrading	200,000 750,000 - 0 -	1,000,000 500,000	750,000	- 0 -
COMMUNITY POLICE OPERATIONS/VENTURES	750,000	1,000,000	1,200,000	800,000
AUDITS & EVALUATIONS	100,000	200,000	- 0 -	200,000
TOTAL	4,800,000	3,700,000	1,950,000	1,000,000

IV. cost estimates and financial plan

Methods of Implementation and Financing JS '000

INPUTS	METHODS OF IMPLEMENTATION AND FINANCING		
	IMPLEMENTATION	FINANCING	JS AMOUNT
1 TECHNICAL ASSISTANCE SENSITIZATION TRAINING	DIRECT CONTRACT HOST COUNTRY (KRC)	DIRECT PAYMENT (SIF)	1,200,000
2 CIVIL WORKS	GRANT AGREEMENT (MNSJ) (KSAC/MPUT)	GRANT (MNSJ) (KSAC/MPUT/MEH)	2,800,000
3 MICRO- ENTERPRISE Commodities Facilities Upgrading Skills Upgrading	DIRECT CONTRACT HOST COUNTRY (KRC)	GRANT (PUBLIC & PRIVATE SECTORS)	3,200,000
4 COMMUNITY & POLICE OPERATIONS	GRANT AGREEMENT (MNSJ/JCF/JDF/KRC)	GRANT (PRIVATE SECTOR) DONOR	3,750,000
5 EVALUATION AND AUDIT	DIRECT CONTRACT HOST COUNTRY (KRC)	DIRECT PAYMENT (DONOR)	500,000

TOTAL

JS11,450,000

**Kingston Restoration Company - KRC
 **Ministry of National Security & Justice -MNSJ
 **Ministry of Public Utilities & Transport - MPUT
 **Kingston & St. Andrew Corporation -KSAC
 **Jamaica Constabulary Force - JCF
 **Jamaica Defence Force - JDF

ANNEX 1

1. *ORGANIZATIONAL CHART*
2. *IMPLEMENTATION CHART*
3. *LOGICAL FRAMEWORK*
4. *METHODS OF IMPLEMENTATION.
& FINANCING*
5. *ANALYSES*
 - *Social Soundness Analysis*
 - *Technical Analysis*
 - *Economic/Financial Analysis*
 - *Environmental Impact Assessment*

IMPLEMENTATION PLAN

&

METHODS OF FINANCING

REPRESENTATION PLAN
JUNE 1997 TO NOVEMBER 1999

1. PREPROJECT ACTIVITIES

A. SENTIZATION WORKSHOP

June 1997 - July 1997

- Admiral Town
- Arnett Gardens
- Craig Town
- Federal Gardens
- Ghost Town
- Greenwich Town
- Hannah Town
- Jones Town
- Lizard Town
- Tivoli Gardens
- Torrington Park
- Trench Town
- Wilton Gardens (Rema)

2. TRAINING

A. Leadership Training

July 1997 - August 1997

- 28 Representatives

B. Youth Groups Training

July 1997 - August 1997

C. Project Workshop

July 1997 - August 1997

D. Project's Launch

August 1997 - September 1997

3. CIVIL WORKS DENHAM TOWN

- | | |
|---|-----------------------------|
| A. Invitation for Bids/Tenders | June 1997 - July 1997 |
| B. Bid Opening/Awards | July 1997 - August 1997 |
| C. Initial refurbishing Work-
Denham Town Police Station | August 1997 - May 1998 |
| D. *Rehabilitation/Maintenance
Works - May Pen Cemetery
Youth Clubs | August 1997 - December 1998 |
| ** Upgrade of Command Post | |

4. MICO ENTERPRISE/EMPLOYMENT GENERATION

- | | |
|---|-------------------------------|
| A. Programme/Project Identification | August 1997 - December 1997 |
| B. Project/Programme Proposal
Document | December 1997 - February 1998 |
| C. Technical Assistance
Finalization Project Proposal | December 1997 - February 1998 |
| D. Project Proposal Phase I
Submission
H.E.A.R.T., M.P.A. ASSIST,
MIDA, RISE, STEP, NYS | September 1997 - April 2000 |
| **Employment Generation
Skills Training | December 1997 - April 1999 |
| E. Police Community Action
Neighbourhood Watch
Police Youth Club
Violence Against Women
Alternative Dispute Resolution Council
Witness Protection Programme
Sexual Offenses Unit
Domestic Violence
Safe Street Initiative | August 1997 - December 2000 |

NARRATIVE SUMMARY	L O G I C A L OBJECTIVELY VERIFIABLE INDICATORS	F R A M E W O R K MEANS OF VERIFICATION	R K IMPORTANT ASSUMPTIONS
1 PROJECT GOAL To improve the socio-economic environment of sixteen inner-city communities in the Denham Town Division through Community - Urban Renewal.	Improvement in the quality of life of the residents of these communities with improved relationships between the Police and the community.	Established and fully functioning Youth Clubs; Numerous Community Leaders trained; the restoration of basic infrastructure and amenities; Police Stations /Posts refurbished; Increased access of youths to training and funding for entrepreneurial ventures.	Funding sources identified, confirmed and made available. Management Team contracted and technical assistance provided for areas specified.
2 PROJECT PURPOSE Restoration and fostering of self esteem among residents; increasing access to education and training , employment opportunities and revitalization of family and community life.	Planned E.O.P. Targets 4,800 Residents trained in Community Development Techniques; Approx.600 gainfully employed in Civil Works /Infrastructure programmes; Approx. 2,000 obtain help with self-help projects; Approx. 60,000 residents sensitized in the renewal process.	Project Records; Monthly , Quarterly and Annual Reports. Evaluation and Audit Reports.	Willingness and cooperation of community residents. Effective Inter-agency Coordination. Availability of Technical expertise to work in the area and the availability of funding from all planned sources

NARRATIVE SUMMARY	L O G I C A L OBJECTIVELY VERIFIABLE INDICATORS	F R A M E W O R K MEANS OF VERIFICATION	I M P O R T A N T ASSUMPTIONS
3 PROJECT INPUTS Technical Assistance; Management Team; Workshops/Training; Funding sources tapped for Micro-enterprise and Community ventures.	Adequate Budgetary Provisions Number of enterprises approved and financed. Number of residents gainfully employed.	Contracts signed. Loans and grants signed. Expenditure Reports. New enterprises.	Funding received. Technical assistance available and active participation of residents.
4 PROJECT OUTPUTS Over 60,000 trained. Workshops; Basic repairs done; Improved infrastructure, Drainage, Water supply, Sewage and Solid Wastes disposal. Community /Police Relations Micro-enterprise	4 Workshops annually Several roads repaired and drainage, garbage collection managed by residents. Sewage seepage controlled, disposal of wastes organized and managed by CBOs. Improved Community Relationships , more youth clubs organized. New businesses.	Attendance records. Expenditure and Audit Reports. Police Station refurbished. Number of dwellings with available water; and toilets; number of residents with available means of waste disposal. Number of Police Community ventures. New businesses started.	Community residents available for training. Contractors' and Engineers' Reports approved, Bids awarded in a timely fashion and "Mood of the Residents and Police remain amicable". Police and Community will forge links. Grant Applications approved

*The Kingston Restoration Company Limited (KRC)
is proposed as
The Project Management Entity*

*THE HUMAN RESOURCE BASE
TO BE TAPPED
INCLUDES*

- 1. Peoples' Action for Community Participation*
- 2. Trench Town Community Development Association*
- 3. West Kingston Development Association*
(Tivoli, Denham Town, Mid-Town, Hannah Town & Fletcher's Land)
- 4. Boys Town Management Committee*
- 5. Jones Town Re-Development Project*
(Board of Governors, 6 Basic & 1 Primary School)
- 6. The Police and Army Personnel*
- 7. Numerous Youth Clubs*

IV. cost estimates and financial plan

Methods of Implementation and Financing *J\$ '000*

INPUTS	METHODS OF IMPLEMENTATION AND FINANCING		
	IMPLEMENTATION	FINANCING	JS AMOUNT
1 TECHNICAL ASSISTANCE SENSITIZATION TRAINING	DIRECT CONTRACT HOST COUNTRY (KRC)	DIRECT PAYMENT (SIF)	1,200,000
2 CIVIL WORKS	GRANT AGREEMENT (MNSJ) (KSAC/MPUT)	GRANT (MNSJ) (KSAC/MPUT/MEH)	2,800,000
3 MICRO- ENTERPRISE Commodities Facilities Upgrading Skills Upgrading	DIRECT CONTRACT HOST COUNTRY (KRC)	GRANT (PUBLIC & PRIVATE SECTORS)	3,200,000
4 COMMUNITY & POLICE OPERATIONS	GRANT AGREEMENT (MNSJ/JCF/JDF/KRC)	GRANT (PRIVATE SECTOR) DONOR	3,750,000
5 EVALUATION AND AUDIT	DIRECT CONTRACT HOST COUNTRY (KRC)	DIRECT PAYMENT (DONOR)	500,000

TOTAL

J\$11,450,000

- **Kingston Restoration Company** - KRC
- **Ministry of National Security & Justice** - MNSJ
- **Ministry of Public Utilities & Transport** - MPUT
- **Kingston & St. Andrew Corporation** - KSAC
- **Jamaica Constabulary Force** - JCF
- **Jamaica Defence Force** - JDF

A. SOCIAL SOUNDNESS ANALYSIS

This Project area which consists of sixteen inner-city communities, boasts a population of approximately 86,096 residents¹ and a daily in-transit population estimated at 500,000.¹⁴² The area constitutes one of the most densely populated of the city, and is surrounded by a number of derelict and abandoned houses, commercial properties and the May Pen Cemetery, all of which provide ideal cover for illegal and criminal activities as well as attacks on the Police Station.

Adjacent to this area are the bus terminus and the now defunct railway terminus which together, constitute the urban/rural "meeting point" and the largest market for goods from all regions of the island. The area served by the Denham Town Division is located immediately to the northwest of the market sector of the city's central business district. The Kingston Public and the Victoria Jubilee Hospitals and the island's Comprehensive Clinic are the three "major" health facilities located in this area.

Three High Schools, two Primary Schools, a Trade Training Centre for Boys and the Kingston Public Hospital's School of Nursing are the main educational institutions serving the area.

This area has remained divided along political lines for more than two decades. The rural/urban drift has created a number of problems such as pronounced overcrowding in a number of houses, the prevalence of marked insanitary conditions, deterioration in tenure arrangements and the ultimate increase in crime and violence. In recent years however, there has been a marked increase in violence in this area, especially among youths, as well as the development of a sub-culture which is suspicious of, and antagonistic to, the Police².

^{*} Statistical Institute of Jamaica Population Census 1991 Volume 1 Part 2 Parishes of Kingston/St. Andrew

¹ Police Plan for Western Kingston -West Kgn. Divisional Headquarters

¹⁴²

²

A cont'd.

Several attempts have been made by the government to renew sections of the city and to improve housing conditions. This Project is yet another venture but the focus is primarily that of improving the quality of life of the residents by addressing long-standing problems of water supply, drainage, sewage disposal as well as basic facilities and amenities which are lacking at the Divisional Headquarters of the Police Station serving that area. Simultaneously, it is hoped that this Project will also serve to engender in the long run, a spirit of renewal between the residents of this community and the Police.

The Social Soundness Analysis for this project has concluded that the inputs and outputs will be a direct benefit not only to:

- the residents of these sixteen communities but also to the market vendors who are drawn from communities islandwide, the workers in the neighbouring industrial estates; and
- the business community and those served by the health facilities.

It will also have a positive impact on:

- the women in the area, who for the most part are the heads of households, who will be exposed to select areas of training;
- the young people who will be sensitized through specially developed workshops and systematic training programmes;
- "school drop-outs" who will now have planned access to 'residential' and 'day' training programmes designed for adolescents and young adults who are unemployed and not in a training institution;
- structured and renewed opportunities to embrace improved relationships with the police; and
- the creation of sustainable job opportunities for a limited number of residents.

This Project will concentrate on demonstrating the benefits of establishing vital links between these '**defined communities**' 'through the implementation of cooperative programmes and projects' aimed at improving their physical, social and environmental status. At the same time, the Project will serve to guide the moral, spiritual and social renewal of the residents who live, work and traverse this area of the city.

B. TECHNICAL ANALYSIS

The Technical Analysis will be conducted prior to the start of the actual Project but en tandem with the Sensitization and other Pre-project activities.

The proposed analysis will focus on:

- *a review of the cost of capital investment in the designated area;*
- *the initial returns on this investment;*
- *impact of overall investment on socio-economic problems, crime reduction and/or abatement;*
- *employment potential of residents;*
- *the need for assistance; and the*
- *willingness of communities to participate in the planned programmes.*

The factors listed above, will drive the technical analysis that will be undertaken.

C. ECONOMIC /FINANCIAL ANALYSES

The government's current focus on attracting financial investment to these very depressed areas of the inner-city, signals the decided importance of returning these areas to even a semblance of normalcy.

A reduction in criminal activities and the concentration of murders in these areas will dictate a percentage increase in investment in the 'downtown Kingston' area; improvement in the educational initiatives currently being pursued by the Ministry of Education and several private sector organizations and improved sanitary conditions.

The cumulative employment to the economy over the Project Life should be approximately 1,000 full-time jobs.

This Project should be financially viable for all four proposed components which are consistent with the government's policies. The net present value, the cost-benefit ratio and the overall average return on investment for the Life of Project (LOP) are indicated in Annex II.

D. ENVIRONMENTAL CONCERNS

An environmental determination is being prepared in respect of the fourteen communities to be served. Emphasis will be placed on water and sanitation; sewage and waste disposal; air and water-borne diseases; watershed management and protection of water tables.

An integral part of the project implementation process, will be the conduct of workshops, that will keep residents informed of environmental concerns and hazards. It is also planned, to link to this aspect of implementation, with specific limited employment programmes.

E. CONDITIONS AND COVENANTS

The Ministry of National Security and Justice will sign a standard Project Grant Agreement with the relevant Funding Agencies.

This Agreement will contain standard conditions precedent which will include but not be limited to:

- *the availability of funding;*
- *a legal opinion in respect of Contractors and Sub-Contractors;*
- *a Statement of Authorized Representatives; and*
- *Standard Covenants in respect of participating agencies and individuals namely:*
 - The Jamaica Constabulary;*
 - The Jamaica Defence Force;*
 - The Ministry of Public Utilities and Transport;*
 - The Ministry of Local Government; &*
 - The National Water Commission.*

This Project was designed in consultation with a Steering Committee with representatives drawn from: a) the Kingston Restoration Company; b) a number of private voluntary agencies currently operating in the defined area; c) representatives of the Ministry of National Security and Justice with a strong representation from various divisions of the Jamaica Constabulary Force; d) and the Church. At another level, the British Overseas Development Agency which currently finances a project in one of these communities was invited to hold participatory discussions with the Steering Committee.

IV. cost estimates and financial plan

Methods of Implementation and Financing ***J\$ '000***

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	IMPLEMENTATION	FINANCING	JS AMOUNT
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TOTAL

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****Jamaica Constabulary Force** - JCF
****Jamaica Defence Force** - JDF

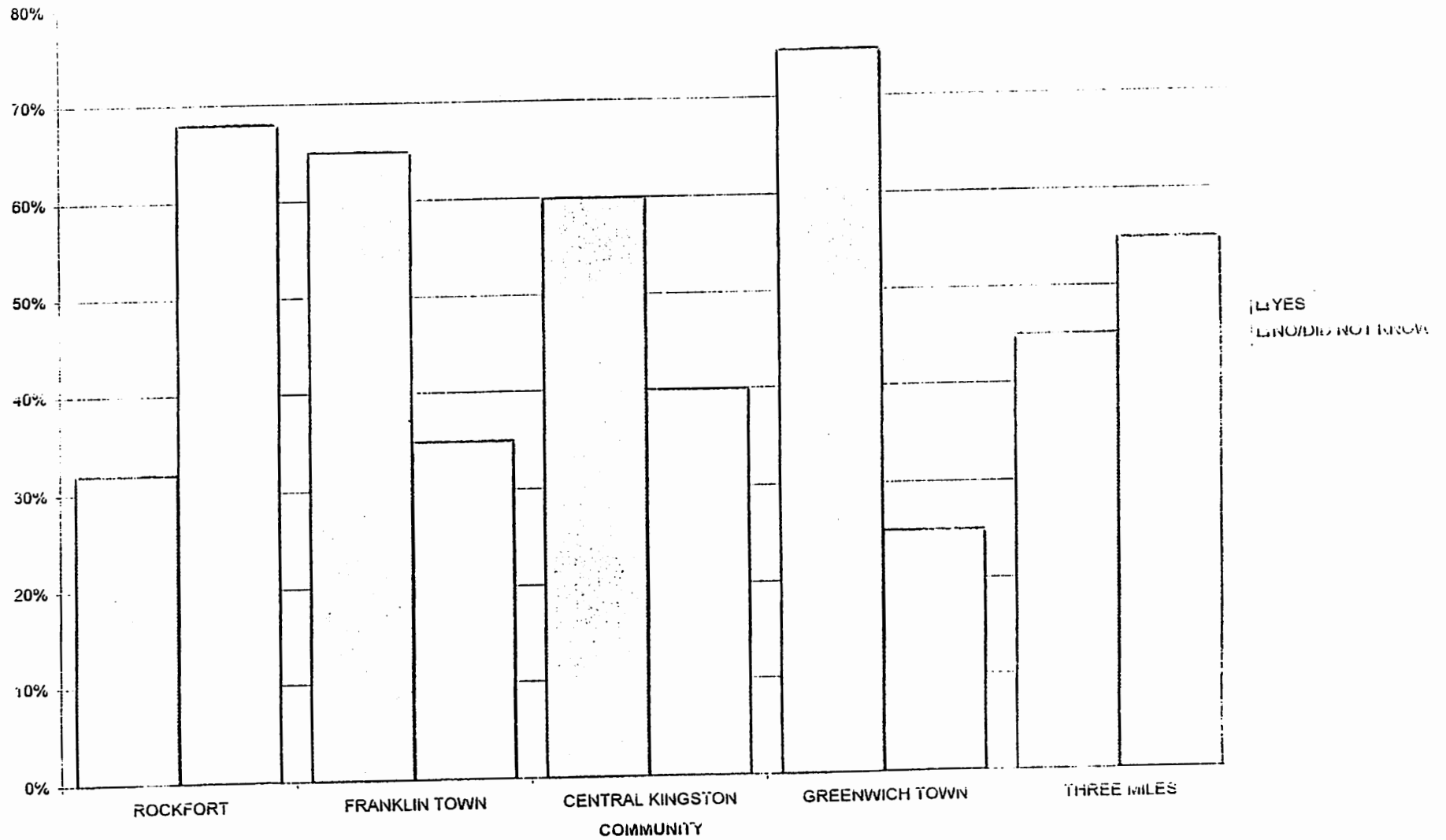
ANNEX II

1. *Crime Statistics*
2. *Police/Community Partnerships*
Inner-City
 - *Needy Families - Rose Town*
 - *Youth Clubs - Pouyatt St./Jones Town*
 - *Unity Strikers/Trench Town*
 - *Safe Streets/Police/Comm.Expo.*
3. *Other Interventions*
 - *Kiwanis -Trench Town.*
(Computer Lab)
4. *Registered PVOs*
 - *Trench Town Development Assn.*
 - *Boys Town (YMCA)*

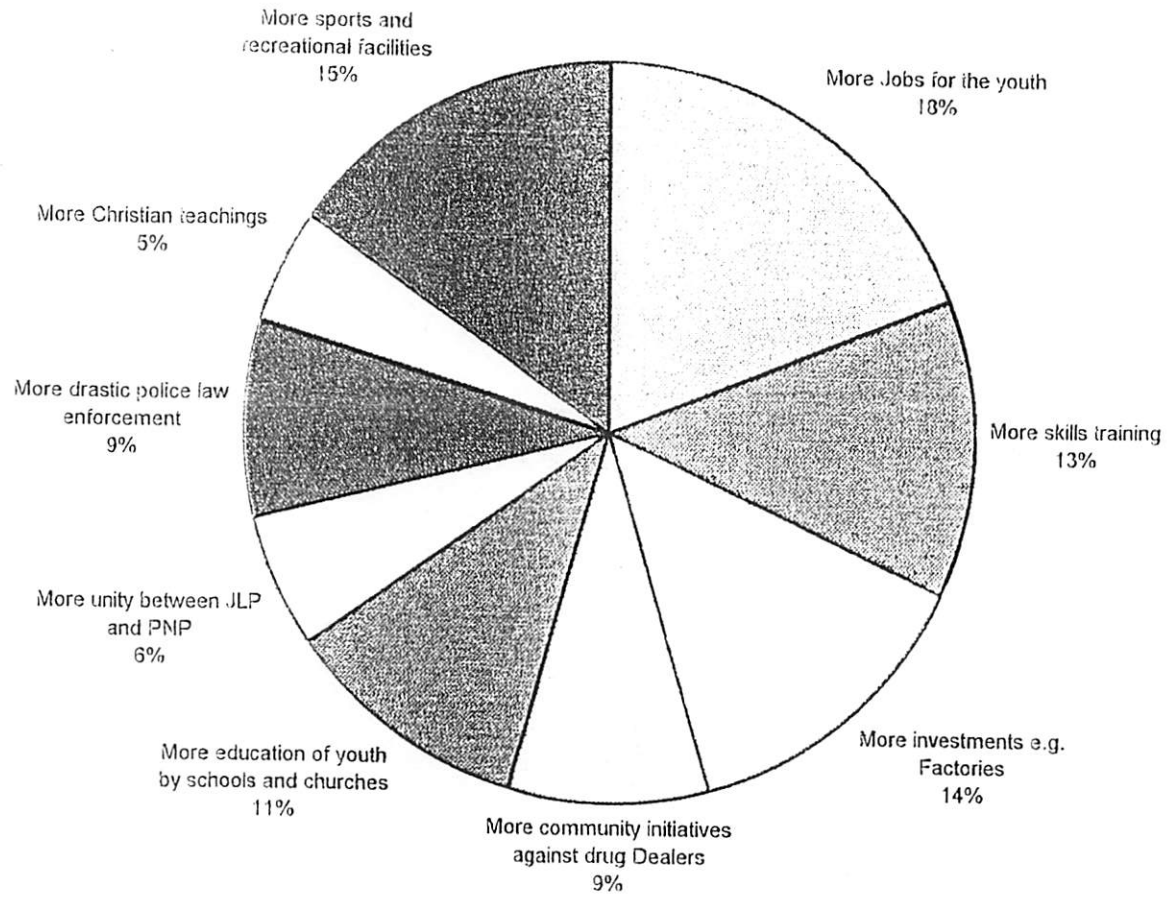
CHARTS

1. *Awareness of Hard Drugs by Youths in Kingston Communities
(Crack & Coke)*
(Rockfort, Franklin Town, Central Kingston, Greenwich Town, Three Miles).
2. *Possible Solutions to the Drug Problem as advanced by Kingston Communities.*
3. *Comparison of Motives for Murder by Police Station*
(Denham, Admiral, Hannah & Trench Towns)

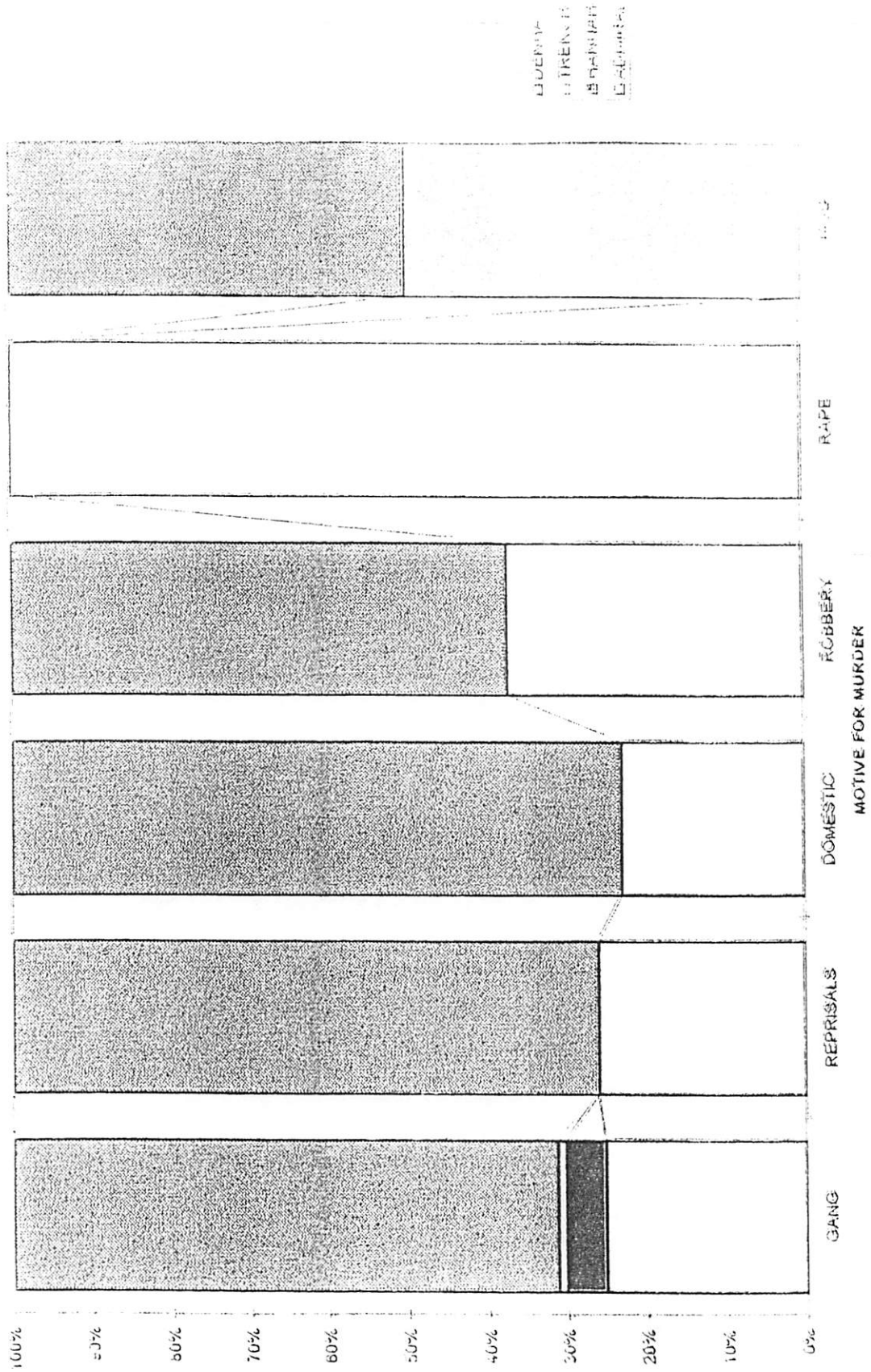
AWARENESS OF USE OF HARD DRUGS (CRACK AND COKE) BY YOUTHS IN KINGSTON COMMUNITIES



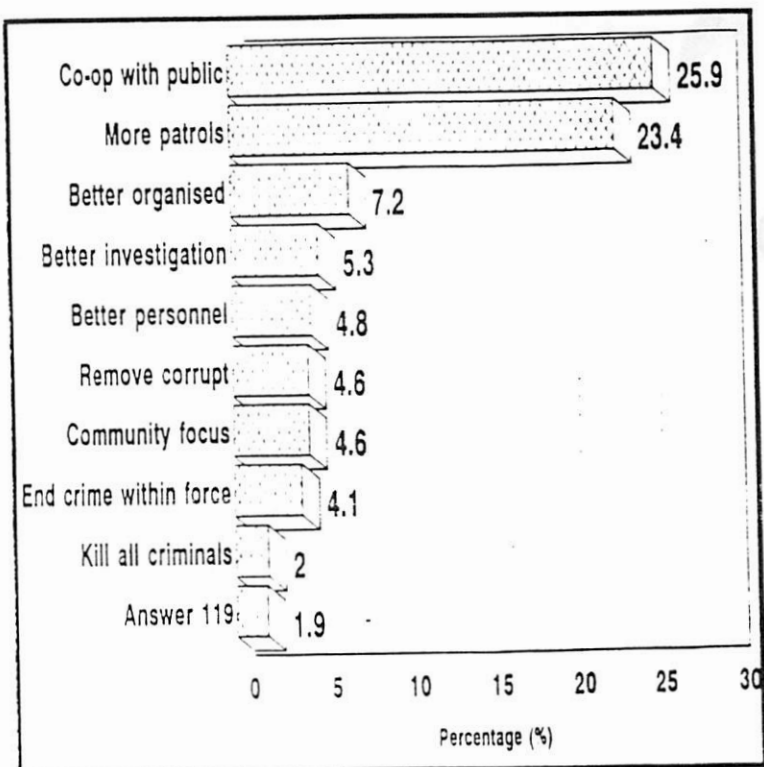
WIDESPREAD YOUTH UNEMPLOYMENT: THE ORIGIN PROBLEM



COMPARISON OF MOTIVES FOR MURDER BY STATION IN 1996



People/police must work to fight crime — *poll*



Anderson Poll '97

JAMAICANS ARE calling for more public/police co-operation to fight crime and violence, according to a poll commissioned by **The Gleaner** and conducted between February 24 and March 10.

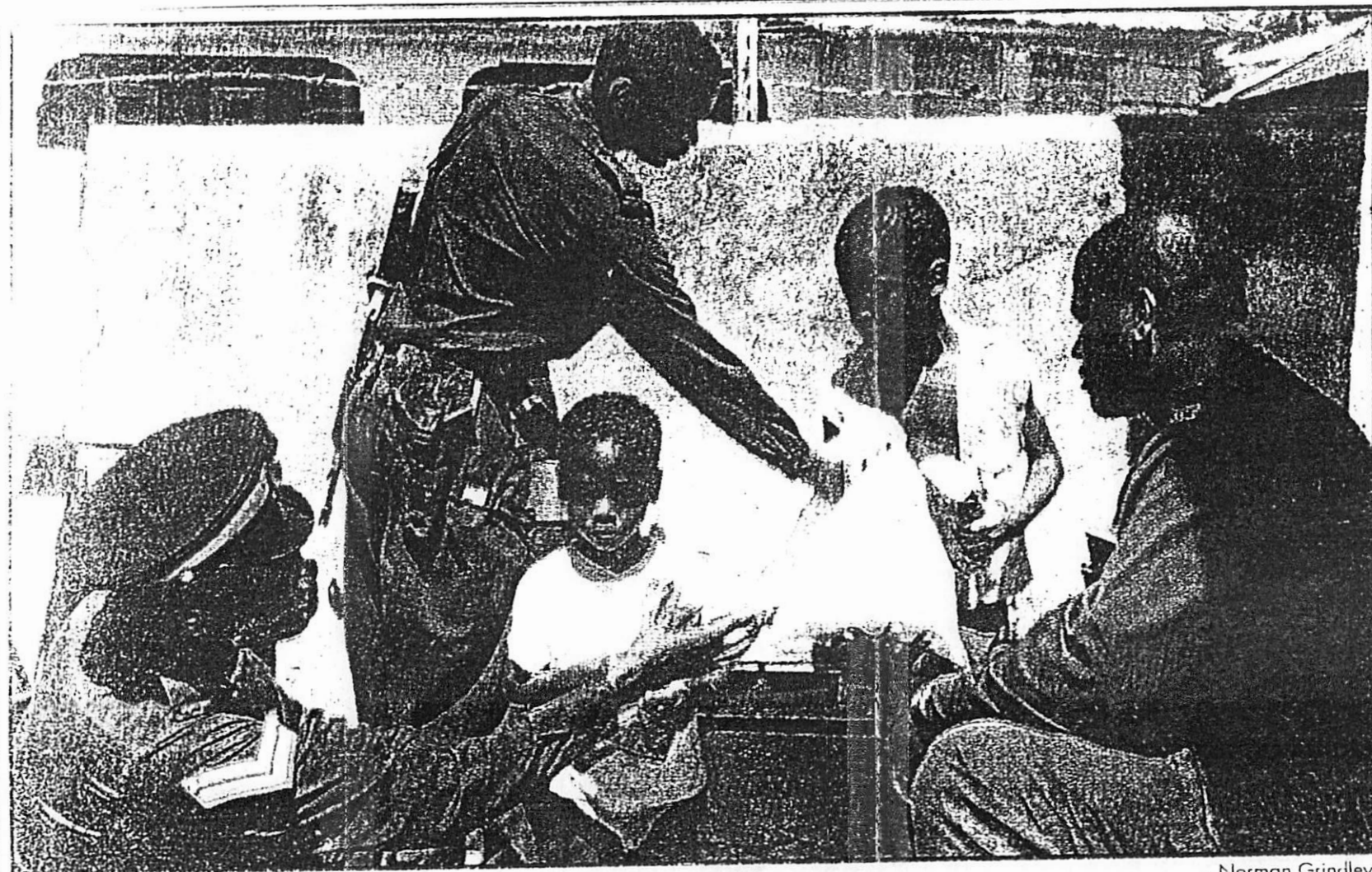
The results of the poll, done by Market Research Services led by Don Anderson, point to genuine public concern about the level of crime and violence in the society, to the extent that a number of suggestions were put forward as to how the police could better fight this problem.

Among the main suggestions made by the 1,000 persons interviewed islandwide were the need for patrolling and community policing, a better-organised and equipped police force and more and better-trained personnel.

Respondents in the poll, which had a sample error of plus or minus 3.4 per cent, were asked, "What in your view should the police be doing to better fight crime and violence?". Some 25.9 per cent felt that with greater public/police co-operation more crime could be solved and pressure could be brought on the criminal element.

Some 23.4 per cent suggested a greater emphasis on patrolling and community policing while 7.2 per cent said that a better organised and equipped police force would help.

It was the view of 5.3 per cent of those interviewed that more and better investigative work would assist, though 4.8 per cent felt more and better trained personnel would be the solution. For 4.6 per cent, the removal of corrupt policemen from the force was necessary and another 4.6 per cent wanted to see greater community involvement and educating children about crime.



— Norman Grindley

Corporal Herrol Roberts (stooping) of the Police Mobile
Team talks with young Gawayne Leslie while his col-

stuff which they brought yesterday for the children and
their sick mother in Rose Town, Western Kingston. ■

Forbes empties lock-ups at Denham Town

By Glenroy Sinclair
Staff Reporter

SUNDAY'S ESCAPE OF four prisoners from the Denham Town Police Station lock-up in western Kingston has forced Police Commissioner Francis Forbes to order the removal of others being held at the station.

"They will now be kept at the Remand Centre," he told *The Gleaner* yesterday.

Six prisoners also cut their way to freedom from the Barnett Street Police Station lock-up on Sunday, and Commissioner Forbes declared, "I am going to deal with the incident at the Barnett Street lock-up in a decisive way. If there is any sign of negligence on the part of the personnel who were on duty, there will be swift justice."

The police are still hunting for Winston Lewis, Christopher Murray, Christopher Dias, Glenroy Hamilton, Marlon Baccas and Andrew Warchope, who escaped from the Barnett Street Police Station; and Winston Brissett, Kenroy Allen, Neville Ellington and Patrick Kennedy, who ran out of the Denham Town Police Station.

The Police Information Centre said the men on the run are facing charges ranging from murder to robbery with aggravation.

In the meantime, head of the Internal Affairs Division, Assistant Commissioner Osbourne Dyer, who has been asked to probe the circumstances under which the prisoners escaped custody, said his team was "on top of the investigation".

Reports are that the incident at Denham Town occurred shortly after the prisoners were taken from their cells to have baths. Further allegations are that when personnel on duty went to make checks, four of the five prisoners were seen on Albert Street, near to the station, making their escape.

Previous police reports have indicated that it is not the first nor indeed the second time that prisoners have escaped from the Denham Town and Barnett Street lock-ups. After last year's jail break at Denham Town, a



Francis Forbes ■

number of senior officers requested that a wall be built to separate the lock-up from an adjacent building.

Checks revealed that up to Sunday there were four jail breaks since January, resulting in 12 prisoners escaping custody:

■ January 25, 1997 - Roy McFarlane forced his way through a cell door and escaped at the Seaford Police lock-up in St. Thomas.

■ March 9, 1997 - Jeffery Cooke escaped from the Warsop Police lock-up in Trelawny.

■ April 13, 1997 - Four prisoners (Winston Brissett, Kenroy Allen, Neville Ellington, Patrick Kennedy) escaped from Denham Town Police lock-up.

■ April 13, 1997 - Six prisoners (Winston Lewis, Christopher Murray, Christopher Dias, Glenroy Hamilton, Marlon Bacchus, Andrew Warchope) fled from the Barnett Street Police lock-up in St. James.

Police help needy family

It is not often that the good deeds of the police are told, especially in inner-city communities.

Today, residents in the violence-prone community of Rose Town are now telling a good story about the policemen who went into their community yesterday morning and brought gifts for a sick, needy woman and her two infant sons, aged four and five years.

"It all started from our annual Christmas treat for children. The mother of the children, who is very sickly, wrote to us asking for help. When we visited the home we were touched by what we saw," said Constable Oral Henry.

The lawmen said things were very bad with the family and so they decided to help. The team of

Sergeant E. Witter, Corporal Errol Roberts, Constables Vantel Simpson and Oral Henry, all of the Mobile Reserve Unit, immediately began to seek assistance.

"In December, we pooled some money together and bought books, school uniforms and shoes for the children. The only thing they want now to go back to school is lunch money and we will be taking money from our pockets to ensure that they go to school," said Constable Simpson.

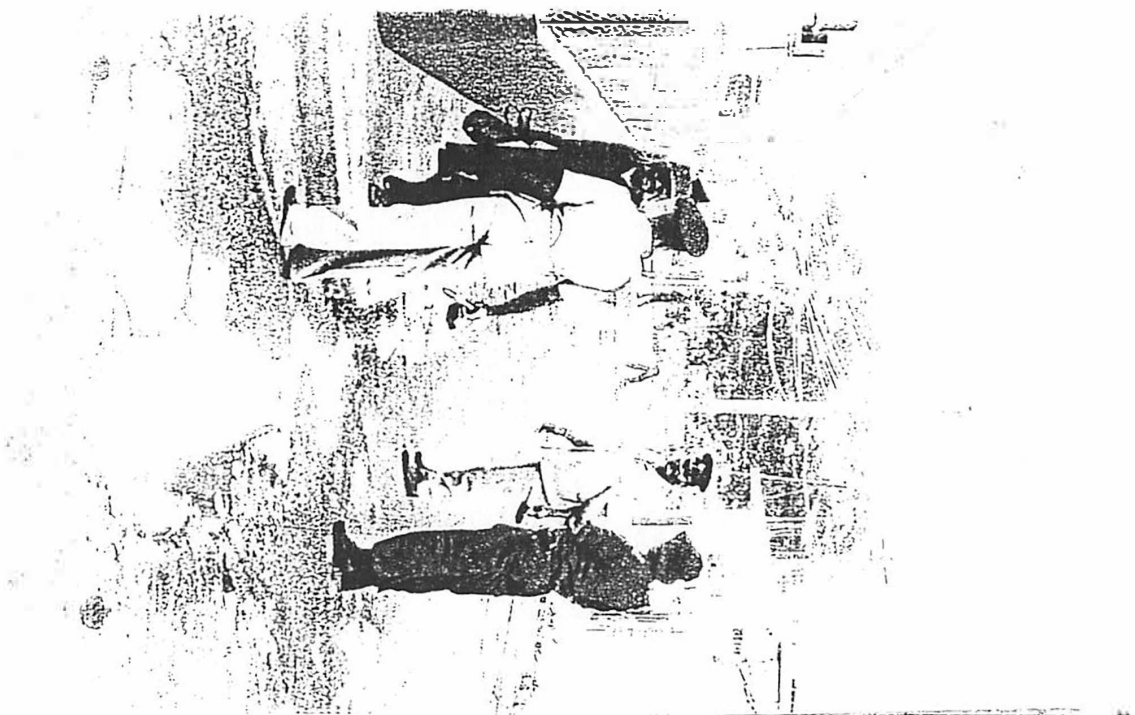
Yesterday, the policemen said that "a Good Samaritan" learnt of the family's situation and donated a box of grocery and household goods. The policemen said they plan to visit the family at least twice per week to see to it that everything is fine.

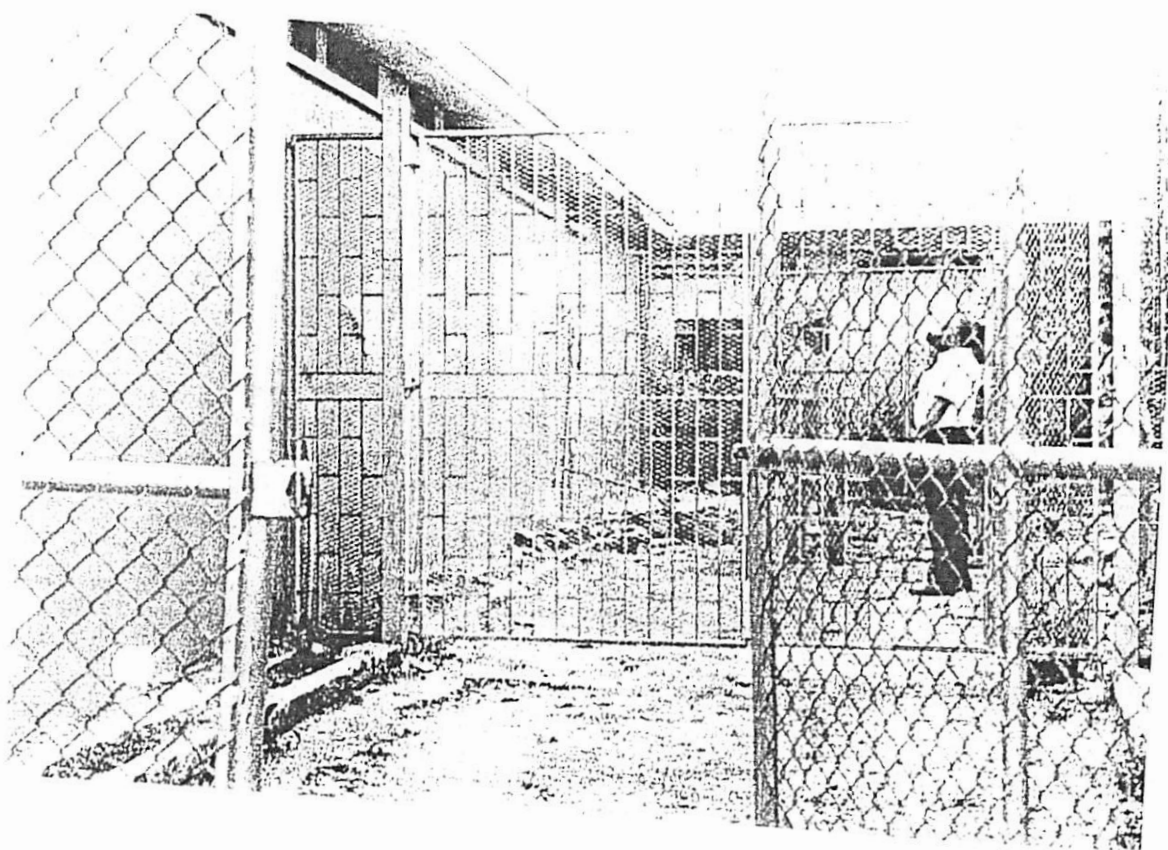
***DENHAM TOWN DIVISIONAL HEADQUARTERS WITH
POOL OF EFFLUENT***

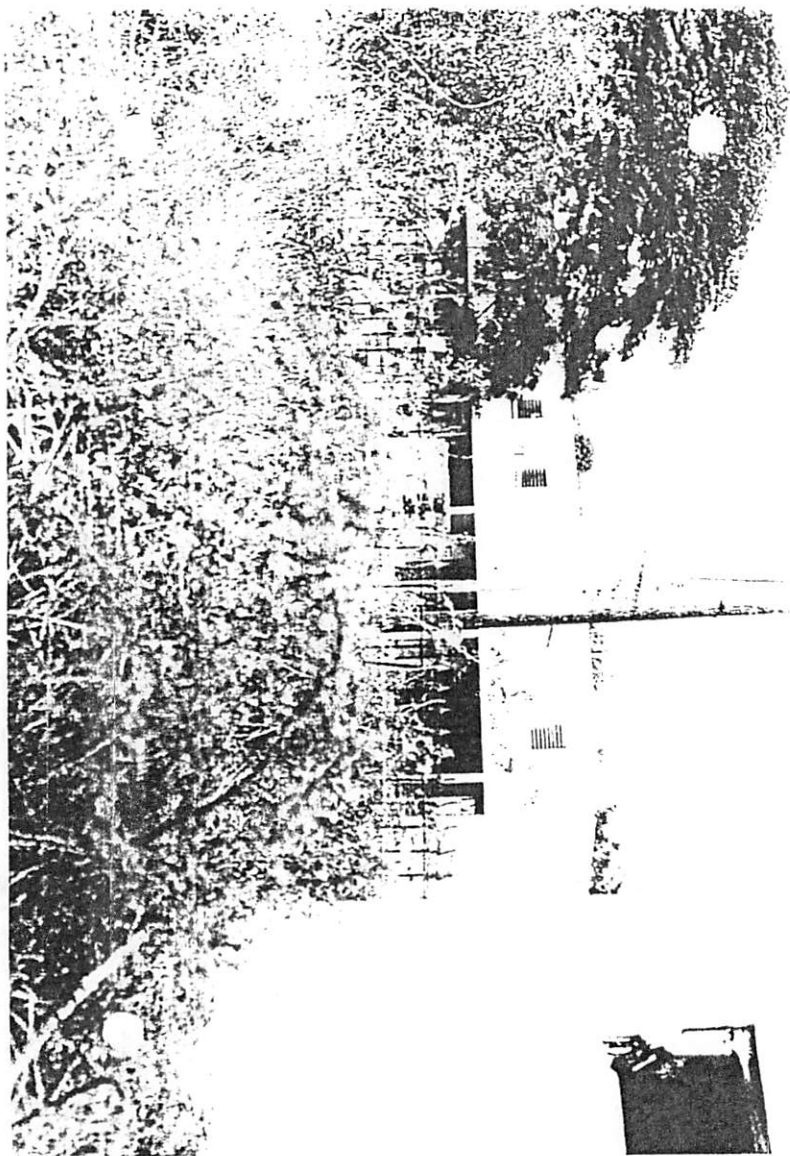
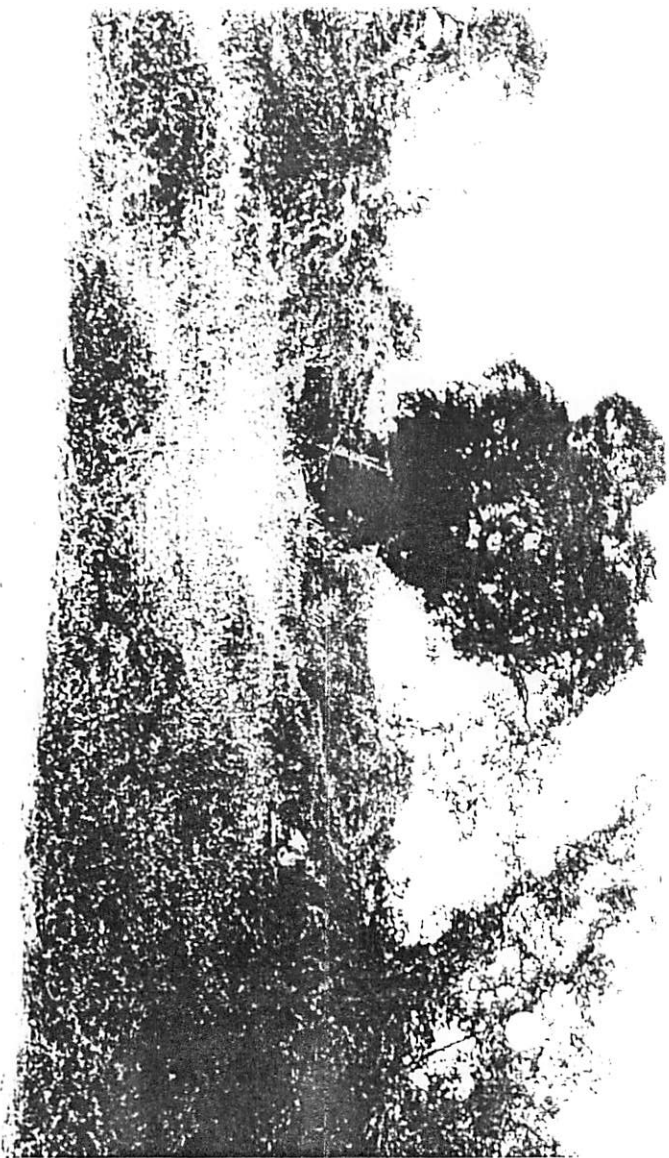
LOOK-UP TO THE REAR OF POLICE STATION

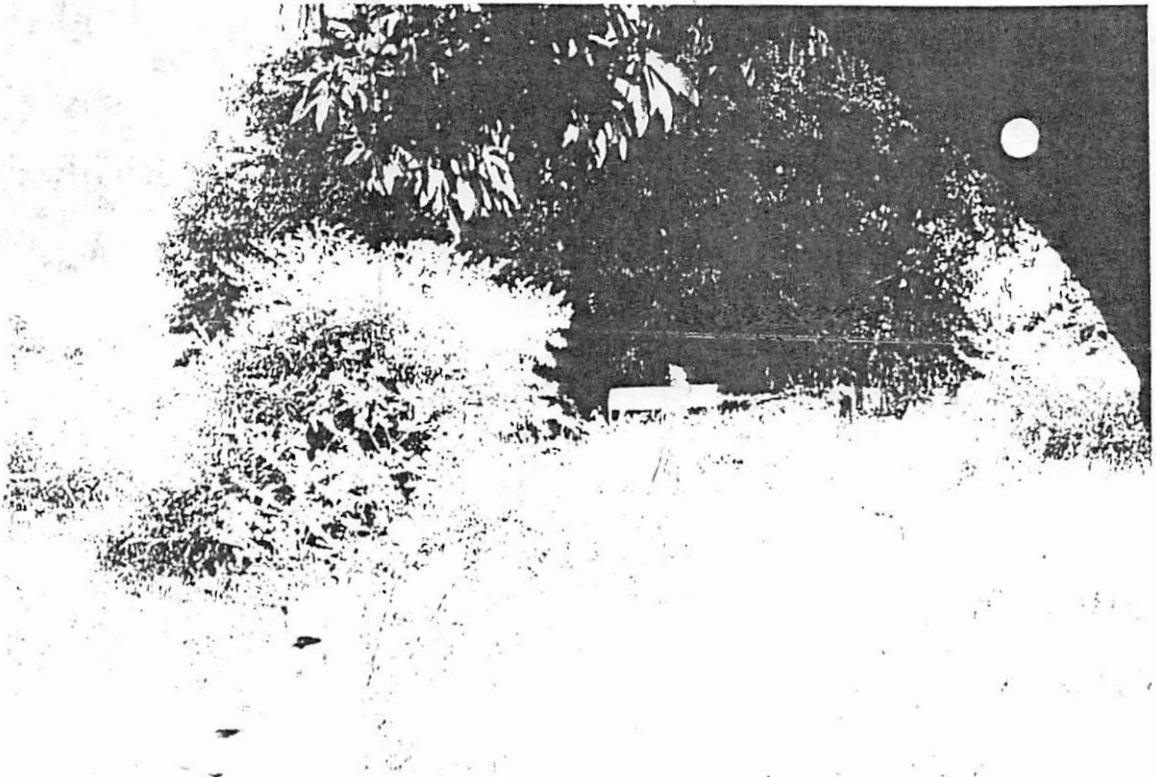
THE "HIDEOUT" - MAY PEN CEMETERY

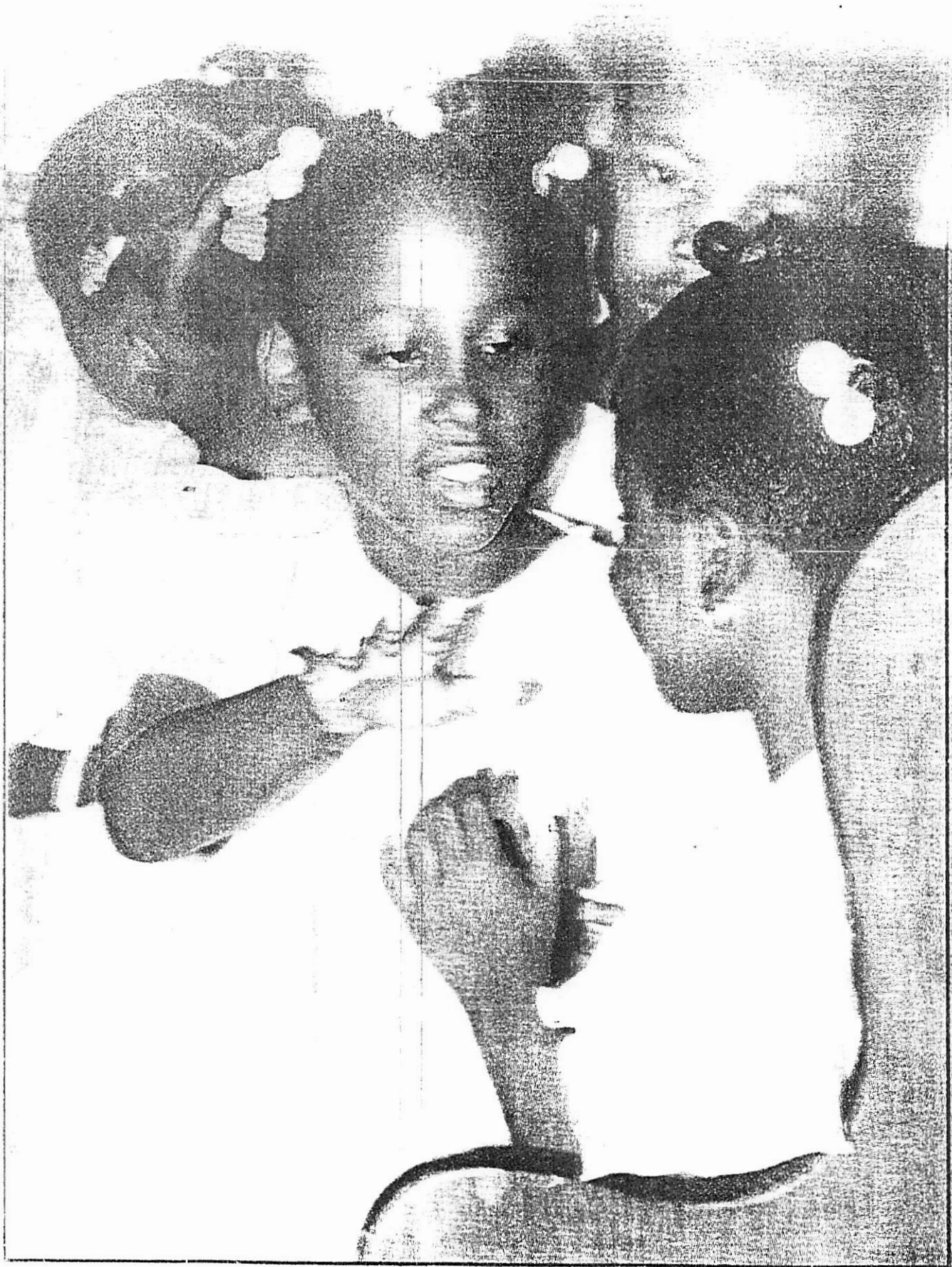
DERELICT AND ABANDONED BUILDINGS











— Rudolph Brown

These children were busy entertaining themselves at the service at the Jones Town Baptist Church in St. Andrew yesterday morning. They were attending a church service to mark the launch of the Pouyatt Street Police Youth Club in the inner-city community ■

Police clubs reach out to inner-city youth

Breaking down barriers of hate

By Michelle Barrett
Staff Reporter

IT WAS the norm for Melvin Walcott and other young men in his neighbourhood to develop a hatred for men in uniforms, especially those in police or military garb.

So entrenched was this hatred in his mind, that his heart was filled with contempt for members of the security forces when they ventured into French Town, in the troubled western belt of Kingston.

But he has had a different view of the security forces since becoming a member of the Unity Strikers Police Youth Club six months ago. "I used to hate all policemen, but since joining the youth club, my relationship with them has improved. Joining has proved to me that there are good and bad policemen in the force,"

said Walcott, who is now president of the organisation.

On the same subject, Audrey Vassell, a member of the nearby Federal Gardens Police Youth Club, said: "They (the security forces) would always bother the young men hanging out on the street corners and badger the women for information on activities in the community very often."

Different light

"I was even afraid to talk to any member of the police force because of what they portrayed on the road. Since joining the police youth club, I talk to the officers more often and I now see them in a different light. This experience has made me realise that not all of them are bad," added Miss Vassell. Her club was also formed six months ago.

She welcomed the youth club concept in the inner city as a means of breaking down the traditional barriers between the

police and members of the communities. The presence of such social groups, she said, has also served to lessen the impact of social problems in the communities, such as unemployment and crime.

"Several young men in the area have joined the club, even those who would (normally) not have anything to do with the police at all," said Miss Vassell.

Residents of Federal Gardens and French Town gave credit to Inspector Oliver Thompson and Corporal Keith Davis of the Police Community Relations Division, for laying the foundation for the establishment of the two clubs in areas where the law enforcement officers were once seen among the "enemies".

Making the residents accept the concept of community policing and helping them to see the police more as friends than persecutors, was not a difficult task, according to both gentlemen.

They first sought to establish a strong rapport with the young people in the community. "To integrate ourselves with these inner city communities is less complicated than for the ordinary policeman who drives around in a jeep with big guns hanging from its side. We enter these communities in vehicles clearly identifying the Community Relations Division on the sides. We dress in plainclothes and don't carry any big semi automatic rifles, so as not to create any fear among the residents and let them think we are here to incarcerate them," said Inspector Thompson.

Community leaders

To build up trust and confidence between themselves and inner city residents, Inspector Thompson and his team first made contact with the community leaders to explain the officers' purposes in the area.

With that matter settled, they went on to organise sporting activities to close the gap between the police and members of the communities, created by years of tension and distrust between both sides.

Inspector Thompson said one of the main objectives of forming the youth clubs is to help diminish demarcation lines and boundaries which exist between neighbouring communities.

In order to realise this objective, the police have organised talent concerts and a number of friendly matches between club teams, for them to challenge each other in the areas of football, netball and volleyball.

Walking along the streets of French Town, the many makeshift basketball hoops were evident on utility posts. Several boys and girls were seen practising their shooting skills for any occasion that came.



- Norman Grindley

Constable Dorel Jackson from the Police Force's Community Relations Department on Ruthven Road, and Woman Special Sergeant Esmine Watt tell these youngsters about safety on the streets and in the home, at the Police Community Relations booth at the recent Portmore Expo, held at the Portmore Heart Academy recently. ■

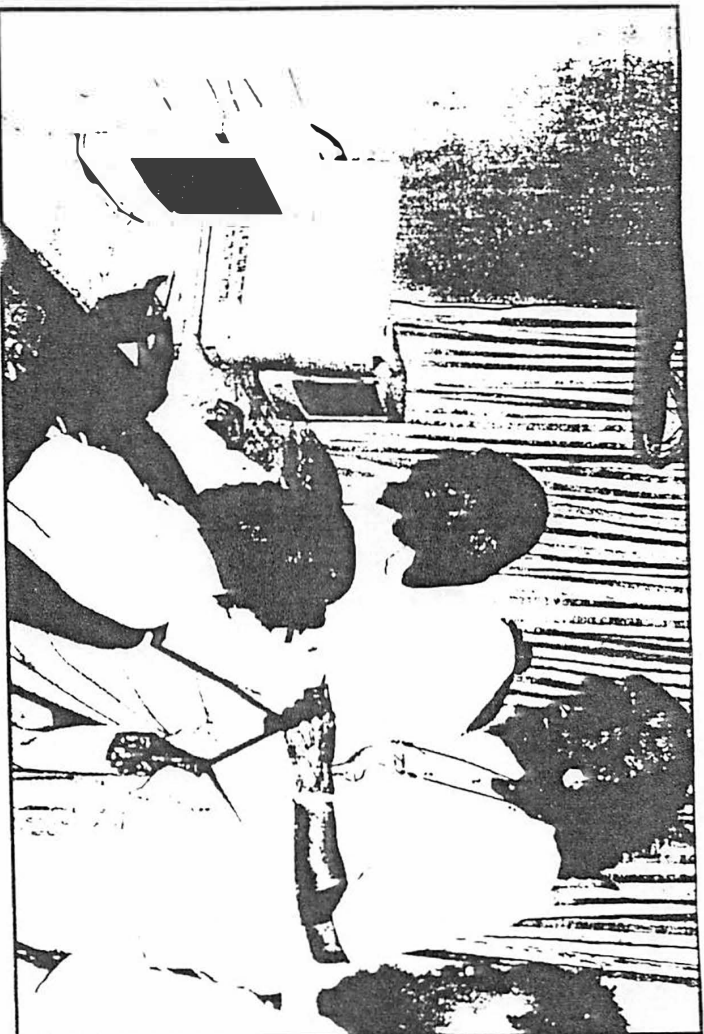
Programme to assist students in Maths

PSA/NCT education programme, the Assistance in Mathematics (AIM) designed to assist students in learning mathematics is now being piloted. PSA/NCT seeks to develop a new methodology for teaching mathematics so learning math is fun and the fear is removed.

According to the Administrator of the programme, Selwyn Gilbert of PSA/NCT, PSA/NCT has as one of its major aims the strengthening of students' skills to master mathematics by restoring the natural curiosity for learning with which all children are endowed. Many students approach the subject with great reluctance and there is a need to inspire in them confidence in their capabilities to handle the subject," he explained.

"This fear," Mr Gilbert added, "when coupled with the reluctance of students in the classroom to ask questions plus the fear of embarrassment from peers, presents further obstacles to learning."

In recognition of these obstacles, under the PSA/NCT programme, a system of coded comments instead of grades have been devised for use when marking problem sheets. It is felt by the administrator and the teachers in the programme that low grades demotivate weak students, hence the use of comments. At the end of the term, an overall performance report will be sent to parents/guardians. The progress of each student will be charted on a continual basis during their tenure in the programme.



Gressford Bennett, computer lab manager, shows student Nicola Franklyn how to operate a computer. Looking on is student Tracy-Ann Douglas and second vice-president of the Kiwanis Club of New Kingston, Mrs. Gerilyn Holman. ■

Students enjoying life at Trench Town



Trench Town Comprehensive High steel band performing at a ceremony at the school last Thursday. ■

By Fern Whyte
Youth Link
Coordinator

TRENCH TOWN Comprehensive High, in the heart of the inner-city, is sometimes affected by crime and violence. But although the students spoke of the bodies being found behind their school compound, frequent gunshots and armed robberies, they still speak fondly of their school.

"To tell you the truth, I did not want to come to this school," a female student from Trench Town told **Youth Link**. She had only planned to stay until the end of grade seven, when her parents were planning to move her to another school. However, she fell in love with the school and opted to stay.

"My mother would never come to my school, she's too afraid to come to this area," said another student. But students who spoke with **Youth Link** said they enjoy life at Trench Town, despite the violence.

According to principal Mrs. Grace Smith, one of the major problems caused by the crime and violence was a difficulty to fill staff positions. But she said staff turnover was minimal because once the position is filled and the teachers realise that they are safe, they do not leave. There

is no need, she said, for security guards or the police, but there are groundsmen, a gateman and night watchmen.

The school, Mrs. Smith said, has a rich tradition of excellence both in academics and sports. The school was opened over 30 years ago, a gift from the British government. There are 600 students on roll who are active in sports, the performing arts and other extra curricular activities. She is particularly proud of the Steel Band and the speech and drama group which took home a gold medal in 1995 at the parish level of the Jamaica Cultural Development Commission's festival of arts. Trench Town also has a vibrant cadet troupe which won the Bob Allen trophy last year in the annual cadet inspection.

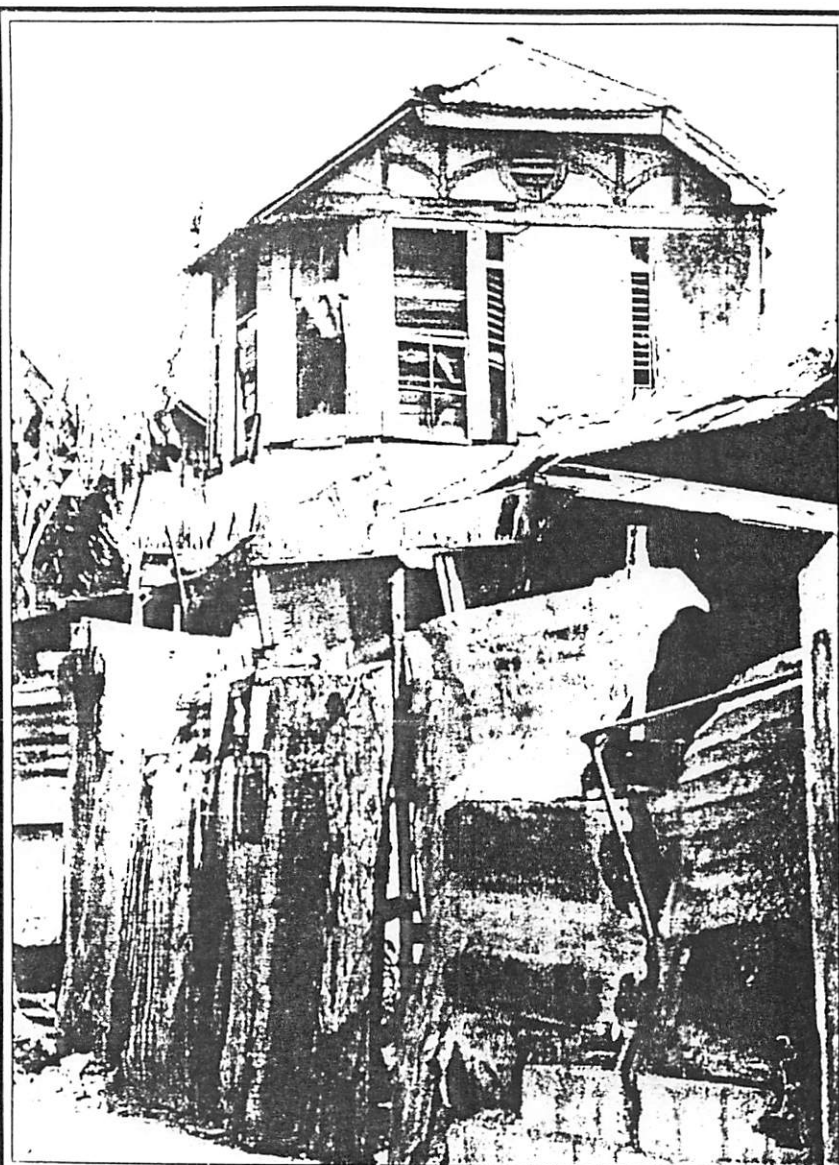
Mrs. Smith was beaming last Thursday as the school was presented with their own computer lab fully equipped with six new computers and a printer. The lab was a gift from the Kiwanis Club of Kingston, a realisation of a three-year dream. In handing over the lab, the president of the club, Mrs. Lorna Chung, re-inforced the popular saying, "If you are not computer literate you are in fact, illiterate." She said she had great faith in the students and believed that they would use this opportunity to fly. The gift cost over a million dollars.

NO STROLL IN THE PARK



— Dennis Coke

■ These women make use of the running water which members of the S-Corner Clinic brought to their homes in the lanes of Waltham Park.



- Norman Grindley

The house at 3 1/2 Price Lane, one of the derelict buildings which is a source of concern for the Fire Department and the Kingston and St. Andrew Corporation. ■

Derelict buildings – dangerous eyesores

By Camille Taylor
Staff Reporter

DERELICT BUILDINGS in parts of the Corporate Area continue to be a major headache for the Kingston and St. Andrew Corporation (KSAC). The city's Councillors have been told that the problem is now very serious as several of these buildings pose a danger to their occupants, neighbours and passers-by.

At a recent meeting of the Building and Town Planning Committee of the KSAC, Assistant Superintendent Ethel Walker, told the committee that the demolition of the buildings must be given top priority.

Among the buildings mentioned as needing immediate attention were a dwelling house at 3 1/2 Price Lane, near Torrington Bridge; another at the corner of Charles Street and Chestnut Lane, downtown Kingston; and a dilapidated commercial centre on the corner of West Avenue and Spanish Town Road.

Desmond McKenzie, Councillor for the Fivoli Gardens Division, said that because the buildings in question are currently inhabited, home for many poor families, the KSAC would need to issue notices to the occupants before proceeding with the demolition.

City Engineer, Patrick Atcheson, said he had given instructions for the notices to be issued, but he could not tell the meeting if his instructions had been carried out. Mr. Atcheson said there is a shortage of staff in his department and his office is only able to undertake its basic functions. "Our mainstream function relates to processing applications and enforcing breaches; just to manage those two tasks is somewhat beyond the capability of the staff," he said.

When *The Gleaner* visited the house on Price Lane, the residents said the KSAC had visited them sometime last year but they had not heard from them since then. Douglas Wynter, one of the seven persons living there, said he knew the building was unsafe but said they had nowhere else to live. "We ca'n do nuf betta. It can gwain live in 'til sometin' else come," he said.

The building on the corner of West Avenue and Spanish Town Road houses a beauty salon, a jerk chicken stall and a beet shop. Joy Banton, the salon's owner, said the occupants of all three businesses received notices from the KSAC late last year.

"Two weeks' time I'm moving across the street to a bigger and better place," she told *The Gleaner*. "While I was here if I hear a storm come I always wonder if the breeze will blow it down."

Inner-city churches abandoned

By Glenroy Sinclair
Staff Reporter

GUN VIOLENCE in inner-city communities has had a crippling effect on schools and businesses. Now it is taking a toll on the church.

The empty pews in many inner-city churches speak volumes. Churchgoers have been driven away by the unending cycle of violence. In other cases, the congregation has had to abandon the buildings and worship elsewhere.

The Light of Life Church on Greenwich Street, which borders warring factions from Wilton Gardens (Rema) and Denham Town has not been opened for nearly a year. Under half the membership now congregate in a tiny classroom at Boys Town Club, on Collie Smith Drive. There are about 100 members.

"There were not many problems until the shooting began. The majority of the members were people living in the neighbourhood and after a while they were not feeling comfortable anymore and decided to move out. Because of the killings, others became scared to come to church so we relocated to the Boys Town Club," said Carol Smith, a Sunday school teacher for more than 17 years.

A stone's throw away is the

Denham Town Baptist Church, located on Little King Street. It exists beside rows and rows of empty houses, many of them razed or vandalised.

On Sunday when a Gleaner news team visited the church there were about 40 members at worship. The prayers for peace were long and intense.

"Oh God we pray for this neighbourhood in which the people have fled their homes and ... we pray for the people of Rema, Denham Town and Tivoli Gardens, we pray that the violence will come to an end in this community," said an elderly church member, as tears rolled down his cheek.

No fear

Significantly, those who live outside the community, in places such as Mona in St. Andrew, have no fear about returning for Sunday service.

"Most of us used to live here, we are not afraid to come back. I feel we will be doing a big injustice to God and the community if we stop coming here. I strongly believe that very soon this community will be populated again, likewise the church," said the deacon, who requested anonymity.

At the spacious St. Anne's Catholic Church on Oxford Street, in an area where dozens of victims have been killed over the past two years, fewer than 60 people turned out for morning

mass. According to Deacon Ignatious Patterson, the membership was about 400, before the violence drove them away.

The Rev. Father Michael Linden told *The Gleaner* that the violence mainly affected members who are living outside of the community. He stressed that for over a year the police have provided special patrols on Sundays.

The picture is somewhat different at the Kingston City Mission Church in Hannah Town, where about 250 members were in attendance. Beryl Moore and Michael Davidson, who both live in St. Catherine, attend church every Sunday.

"The violence does not stop us from coming to church," said Miss Moore who has been a member for more than 30 years.

She has had to dodge bullets on her way to church, as rival gunmen traded shots in the streets. "With all of this we are not scared," said Miss Moore.

The Rev. Stanley Blair stated that the violence had little effect on the attendance. "Only very few of the members are afraid to come out because of the violence," he said.

At the ageing Wesleyan Methodist Church on Tower Street, in Southside, Central Kingston, where formerly more than 500 people attended weekly service, only 46 persons were present during the morning service on Sunday.

MIDA gets \$100m boost

THE MICRO Investment Development Agency (MIDA) has been allocated another \$100 million to expand its assistance to small businesses, according to Prime Minister P. J. Patterson.

MIDA which is a Government programme to help people, especially the youth, in poor communities, allocated some \$234 million in 1995 - '96.

The Prime Minister made the announcement as he explained that the focus on the macroeconomic programme this year was directed to tame "the beast of inflation", which has had serious consequences on various groups of the Jamaican society last year, particularly the working class, poor and unemployed.

According to a release from the Office of the Prime Minister, Mr. Patterson was speaking yes-

terday during an interview with Ronnie Thwaites, host of 'Independent Talk', aired on Power 106.

"We have to tame inflation even further. Though it is now moving to the single digit level on an annual basis, it is a bit higher than that of our trading partners," said Mr. Patterson. He added that the target for the next financial year is in the range of five per cent.

Responding to a question, the Prime Minister conceded that while there are difficulties in the micro economy, the country should not lose sight of the fact that there are some areas that are doing well and individual businesses were prospering.

As a move to maintain stability within this sector, Mr. Patterson said that a decision

was taken by the Government yesterday to inject another \$100 million with immediate effect into MIDA, to expand its assistance to small businesses. The funds will be issued from the proceeds of the Government Divestment Programme.

During the 1995/'96 financial year, the Government allocated through MIDA, a total of \$234 million for loans to small business people in the field of manufacturing, agriculture, services and vending while generating employment for 9,000 persons between the ages of 18 and 36.

The Prime Minister also stressed that there were particular areas of the economy that are going to need support, and that in restructuring the economy, some changes were going to be necessary.

Waltham Park turning the bend

□ S-Corner Clinic creates hope for residents

PATRICIA WATSON
STAFF REPORTER

IN AN AREA WHERE BUILDINGS are rundown and partly hidden by rusting zinc sheets; where gallons of water leak from standpipes and raw sewage flows on a lane with more potholes than paved areas, young women with babies straddling their sides play cards.

This is Waltham Park, Kingston 13, the location of the S-Corner Clinic, where for the past six years a group of people have been feeding hope to a community branded by despair, making residents feel alive despite the harsh surroundings, giving them a peek at a more favourable future.

"We want to live like people too, not because we live inna de ghetto," said Miss Etta, an old resident of the area, as she closed her eyes while speaking about the clinic.

The idea of the clinic emerged after a tour of the area by members of the United States Peace Corps in the wake of Hurricane Gilbert's devastation in 1988. The clinic was started in June 1990 by Janet Hunter, a Peace Corps worker. It offered health care to the residents. Today, more than 500 patients visit weekly. The clinic also offers education and outreach programmes to the com-



- Dennis Coke

■ Co-ordinator and director of the S-Corner Clinic and Community Centre, Angella Stultz, discussing activities at the health centre.

munity of approximately 10,000 people.

More importantly, explained area resident Clive Rose, the clinic is a source of "environmental upliftment" for the residents bringing them together as a community. It is seen as holistic, catering to the needs of the whole person.

"We do workshops each day before the doctor or registered nurse starts," Co-ordinator and director of the Clinic, Angella Stultz said.

Stumbling blocks

But there have been stumbling blocks. Miss Etta angrily explained that despite the work of the S-Corner Clinic there are some people who continue to make a mess of the place. Mrs. Stultz, who took over operations in 1992, remembers her reception was far from warm.

"At first when I came here, they gave me three months to leave, they believed that anything black nuff good, and to mek matters worse in a Rasta," said Mrs. Stultz, laughing loudly she recalled her initial encounter with the community

explained. "Although we were practising preventative health, we found that because of the environment and hygiene of the community, people were coming back quite often."

Response

It was realised that even though the people were being treated, they were also returning to an environment which was unclean, owing to the lack of water and toilets in the yards. With the help of women from the area, who were trained at the Women's Construction Centre, 109 pit latrine were built and the three standpipes

which formally supplied water to the entire community gave way to direct connections to homes. Repair of the community's beliefs was also essential.

"It's a relationship with God to work in a community like this where everyday gun a fire," Mrs. Stultz said. "If you nah live totally clean, then you go 'traid and don't want to come."

She is convinced that people are responding well to the programmes offered by the clinic as "the level of violence here is less in comparison to other communities like this."

Mrs. Stultz is concerned main-

ly about the culture of the community.

"We have to teach them not to expect handouts," she explained. "No one is allowed in the clinic with settlers or to just lie about the place."

The building where the centre is located is an abandoned shop. Funds to operate the various activities at the clinic come from the Environmental Foundation of Jamaica, United Nations Population Fund, Christian Aid and Food for the Poor. Support from other organisations in Jamaica was requested but they have not

But the community's ugly scars do not overshadow the clinic's work. Today Mrs. Stultz says she is happy she stayed to become a living example of what black people can achieve. She points to the workshops, which are conducted through drama and audio-visual means and consist of seminars on sexually transmitted diseases (STDs) and methods to take care of the body. Five community health nurses work with Mrs. Stultz at the clinic. Their main responsibility is to walk the 17 lanes in Waltham Park and identify malnourished children or babies who are under-immunised.

"We deal with health education and sanitation, we do demonstrations on the road, care for the babies and old people, talk to the youth about STDs and basically encourage the people," Mrs. Brown, one of the health workers told *The Sunday Gleaner*.

The work, through demand, has become more diversified.

"Because of the needs of the community we are forced to do other things, not only health but education and community health work," Mrs. Stultz



TRENCH TOWN DEVELOPMENT ASSOCIATION

Wilton Gardens (Rema), Trench Town, Federal Gardens

Vin Lawrence Park - First Street, Kingston 12

Patron: His Excellency, The Most Honourable, Sir Howard Cooke, O.N., G.C.M.G., G.C.V.O., C.D., Governor General of Jamaica

Advisors:

Rashyn Ellison
Anthony Leckie, B.A.
Trevor Spence, B.A.
Allan Wood, LL.B.
Neville Woolary
Sr. Grace Yap, O.S.F., M.A.

MISSION STATEMENT

THE MISSION OF *THE TRENCH TOWN DEVELOPMENT ASSOCIATION* IS TO INCREASE AWARENESS, AS WELL AS TO ACCOMMODATE AND FACILITATE CONSTRUCTIVE IDEAS WHICH WILL LEAD TO THE PROMOTION OF HUMAN DIGNITY, SELF-IMPROVEMENT AND COMMUNITY DEVELOPMENT.

WE WILL ENDEAVOUR TO UPHOLD JUSTICE AND STRIVE FOR PEACE BY MAINTAINING SOCIAL ORDER, PROMOTING SELF-DISCIPLINE AND BY SEEKING REDRESS IN A NON-VIOLENT WAY, FOR ISSUES OF SOCIAL INJUSTICE.

OUR VISION IS FOR THE ACHIEVEMENT OF INDEPENDENCE FOR EACH PERSON WHILE AT THE SAME TIME CHAMPIONING THE CAUSE OF THE BROTHERS AND SISTERS.

"WALK WE MUST, IF WALK WE MUST; BUT THIS BUSINESS OF LIFE MUST RUN"

THIS IS THE MANIFESTATION OF OUR NEW VISION.

Board of Directors: Michael Smith (Chairman), George Thorne (Deputy Chairman), Dorothy McKenzie (Secretary), Marcus Blackstock (Treasurer), Wesley Frazer, O.J., Lawford Kelly, Delroy Lee, Rev. Manley Phillips, Marlene Sewell, Charmaine Thompson, Colin Weise, Rev. Bobby Wilmot

PAGE TWO

He further stated that all the land required is available and will be developed on a phased basis. Advanced discussions are on the way with highly technical professionals through a voluntary technical assistance programme to assess the requirements and map out the procedure.

Preliminary estimates reveal that this project could cost approximately JA\$210,000,000.

Under the distinguished patronage of His Excellency the Most Honourable Sir. Howard Cooke, the Trench Town Development Association programme of community development will be officially launched on Sunday, January 7th at The Wilton Gardens Park on Third Street commencing at 5:00 P.M.

Mr. Michael Smith serves as Chairman of the Board, Mr. George Thorne, Deputy Chairman, Ms. Dorothy McKenzie (Secretary), Mr. Marcus Blackstock (Treasurer). Other members of the Board are Mr. Wesley Frazer, O.J., Mr. Lawford Kelly, Mr. Delroy Lee, Rev. Manley Phillips, Ms. Merlene Sewell, Ms. Charmaine Thompson, Mr. Colin Weise and Rev. Bobby Wilmot.

-30-

Contact: Angela Thame, TTP Limited
Date: January 3, 1996

THE TRENCH TOWN DEVELOPMENT ASSOCIATION

What is the Trench Town Development Association (TTDA)

The TTDA is a non-profit company limited by guarantee, non-governmental and non-political. To cater for the communities of *Trench Town, Wilton Gardens (Rema) and Federal Gardens*

Why was the TTDA formed

The TTDA came as a result of the need for a community based organisation which will be able to identify with the culture of the community and the needs and aspirations of the residents and be able to act as a catalyst and resource organ for community development.

At the time of formation, February 2, 1995 the community was experiencing one of its worst period of violence, when youths from neighbouring communities were attacking residents of Trench Town, Wilton Gardens (Rema) and Federal Gardens - The violence escalated in mid 1994, when anybody from the community became a target. A team of residents were assembled to monitor the situation facing our community. After months of meeting to address current problems, we saw the need for a permanent organisation to undertake development unique to the community and its culture, maximising whatever community resource available, both physical and manpower.

We then set out putting together our memorandum and articles of Association for presentation to the Registrar of Companies to legalise our organisation.

This became a reality on September 5, 1995, with our date of Incorporation as July 5, 1995.

What are the Aims and Objectives of the T.T.D.A.

- a. To develop and promote the community of Trench Town, Wilton Gardens and Federal Gardens

- b. To develop and promote the arts, health, culture and sports
- c. To establish and carry on programme for the development of education and the skills of the people in the community
- d. To develop programmes for the promotion of Employment, Trade and Commerce in the community

To Act solely in the furtherance of the objects of the T.T.D.A.

- a. To organise and promote sports or other activities among the people of various communities
- b. To provide scholarships for individuals to educational and skills training institutions
- c. To provide training and educational facilities, equipment and the services of consultants and experts

Physical Areas of Concern

Wilton Gardens (Rema), Trench Town, Federal Gardens

Physical Boundaries

Southern	-	Spanish Town Road
Western	-	West Road/Upper First Street
Northern	-	Seventh Street
Eastern	-	East Road/Little King Street

TRENCH TOWN DEVELOPMENT ASSOCIATION

MAJOR AREAS OF CONCERN

Education	Health	Electricity
Community Security	Water	Telephone
Transportation	Economy	Housing

HOW MAY I ASSIST T.T.D.A.

1. Let us know your concerns and suggestions re community matters
2. Attend our Community Citizens meeting. Look out for notice of date and time.
Venue-Trench Town Int. Entertainment Centre. (Sixth Street, Collie Smith Drive)

PATRON His Excellency, the Most Honourable Sir Howard Cooke, QN, GCMG, GCVO, CD - Governor-General of Jamaica

ADVISORS

Roslyn Ellison - BA.
Anthony Leckie - BA.
Trevor Spence - BA.
Allan Wood - LLB
Neville Woolery
Sr. Grace Yap - O.S.F., M.A.

BOARD OF DIRECTORS

Michael Smith - Chairman
George Thorne - Deputy Chairman
Dorothy McKenzie - Secretary
Marcus Blackstock - Treasurer
Wesley Fraser, O.J.
Lawford Kelly
Delroy Lee
Reverend Manley Phillips
Merlene Sewell
Charmaine Thompson
Colin Weise
Reverend Bobby Wilmot

FOUNDING MEMBERS

Harry Nelson	Michael Smith	Cedric Clarke	Charmaine Thompson
George Thorne	Dorothy McKenzie	Merlene Sewell	Elizabeth Campbell
Colin Weise	Deloris Campbell	Paulette Nelson	Joseph Allison
Pixley Robinson			



Launching: Sunday, January 7, 1996
WILTON GARDEN PARK
THIRD STREET

TIME: 5:00 p.m.



Page: 028-0387

TO : Henry Spencer
FAX NO : 922-0084
FROM :
DATE : 4.4.94

TOTAL NO. OF PAGES INCLUDING COVER SHEET 4

"ALL DONATIONS ARE TAX EXEMPT"

A FAMILY Y.M.C.A. WORKING WITH YOUTH AND THE FAMILY TO DEVELOP RESPONSIBLE CITIZENS

Cricket, Football, Netball and Baseball

We did not win a National Trophy this year but our young teams gained valuable experience.

The decision three years ago to establish nurseries has been fully justified. Starting at Matcham School Cup level we now have a promising Junior Cricket Team at National level and have also provided replacements for former members of the Senior Cup Team.

In Football we owe an incalculable debt to our coach Mr. Carl Brown and despite the fact that he is now Jamaica's National Coach he still gives a "fatherly" eye to our team.

In Netball the girls have done credit to themselves and to Boys' Town.

Baseball is now being played at Boys' Town thanks to the generous help of Mr. Leon Taylor a Jamaican now resident in Toronto, Canada. Mr. George Sterling represents him in Jamaica. Mr. Alton Bennett, an old boy and now a Teacher in our All Age School, is in charge of this new programme and we look forward to its development.

Educational Programme

Basic School

Miss Gloria Brebner O.D. continues to give efficient and dedicated leadership as Principal of the Basic School. We have a staff of four and a student enrolment of 111, 59 boys and 52 girls.

We have the honour and privilege of being sponsored by the Cecil Boswell Facey Foundation and of having the Hon. Maurice Facey and his brother Lloyd take a special interest in us. Their Secretary, Miss Karen Findlay ("Auntie Karen") is a favourite of our children. The Basic School has become a "feeder" for the All Age School. Fifty students moved up last September.

The School is registered by the Ministry of Education and our Staff attend training sessions arranged by the Ministry for Basic School Teachers.

All Age School

The All Age School had a good year. 12 students passed the Common Entrance Examination, 2 gained scholarships and 10 qualified for admission to Secondary Schools. There are 490 students on roll, 291 boys and 199 girls. We had to provide \$40,000.00 to help with school fees, books, costumes, bus fares, lunch, etc.

Our Canteen

Our canteen which provides lunch each school day for some 500 children is a vital and integral part of our school programme. It is our attempt to combat hunger and ward off malnutrition, the number one enemy of education in our impoverished community.

We are grateful to all who give us generous and regular help in cash and or kind.

Miss Ianthe Chambers our Principal went on 9 months vacation leave and Mr. Stanford Lee the Teacher in charge of Grade 9 is acting for her.

We regret to record the death of Mr. S.W. Isaac Henry the Principal of the St. Andrew Technical High School. He was a great friend and benefactor and was always willing to find a place for a student recommended by us. We extend our sincere condolence to his relatives and to all at St. Andrew Technical.

The Hugh Sherlock All Age School

We regret the demise of our near neighbour - the Hugh Sherlock All Age School. The cause of the closure of this school is that parents were afraid to send their children there because of violence in Reema.

PROFILE OF

WESTERN KINGSTON COMMUNITY DEVELOPMENT

NAME OF ORGANISATION: West Kingston Community Development Association

HISTORY: (The Registered name is still to be made official)
West Kingston Community Development Association is an umbrella organisation to three community-based organisations. These community based organisations are derived from:

- i) The Denham Town Community
- ii) The Fletchers Land Community
- iii) The Tivoli Gardens Community

The Organisation has been in existence for a number of years but has been given a name and formal structure in late 1995.

STRUCTURE:

The Association has a Board which includes the Chairman, the Programme Coordinator (Daphne Hurge) and a representative from each of the Executive Committee of the communities.

Members of the Executive of these communities are elected at community meetings.

TOTAL POPULATION:

Denham Town - approx.	7,000
Fletchers Land -	6,000
Tivoli Gardens -	10,000

PROGRAMME ACTIVITIES:

The Programme activities carried out by the community within the Association include:

- i) A Garment Project which benefits approximately 20 persons each from a household size of 6.
- ii) Screen Printing
- iii) Wicker Craft
- iv) (Dry) Floral Arrangement

DIRECT BENEFICIARIES: 150 persons

TARGET GROUP: All Community Members

HIGHLIGHT: The Denham Town Multi-purpose Community Centre has recently been completed through a grant of \$6 million from the Jamaica Social Investment Fund.

April 1997

PROPOSED STRATEGY

&

APPROACHES

***TO
IMPROVING AND UPGRADING***

***DENHAM TOWN, TRENCH TOWN
&
NEIGHBOURING COMMUNITIES***

***THROUGH
NATIONAL INNER - CITY INTERVENTIONS***

STEP ONE - REVISIT THE PROJECT "SPECIFICS"

A) A closer look at the Goal

- To improve the socio-economic environment in the Project area with a view to increasing:
 - job generation;
 - facilitate community renewal;
 - facilitate community advancement and self actualization..

B) A closer look at the Objectives

- to secure the buildings housing the police stations;
- to furnish and equip the stations;
- * to train systematically all personnel attached to the stations, in community policing and dispute resolution;
- * to train community leaders and influential persons in these communities with a view to improving community police relations.

C) A closer look at the Population Being Served

Approximately 86,096 residents

Approximately 500,000 daily intransits

Denham Town	Trench Town	Federal Gardens
Admiral Town	Torrington Park	Tivoli Gardens
Greenwich Farm	Craig Town	Wilton Gardens
Lizard Town	Arnett Gardens	Hannah Town
	Jones Town.	

D) A closer look at Institutions serving the Project Area

- | | |
|--------------|---|
| Commercial | - Coronation Market, Industrial Estates |
| Health | - KPH, VJH, Comprehensive Clinic |
| Educational- | - Boys' Town, Denham Town Primary & C/High |
| | - St. Albans Primary, Tivoli Gardens C/High |
| | - Trench Town C/High. |

STEP TWO - IDENTIFY THE PROBLEMS

- A) *Perception* - *Police vs Residents & Residents vs Police*
- B) *Crime Types* - *Murder, Rape, Shooting, Robbery, Break-ins.*
- C) *Cultural Factors* - *Gangs, Reprisals, Drug, Domestic Affairs.*
- D) *Inadequate Police Infrastructure* - *Hannah Town, Denham Town Divisional HQ
Admiral Town, Darling St. (Police Stations)
Coronation Market, KPH, Trench Town Posts.*
- E) *Capital Fear* - *Flight of Capital, Closure of businesses,
Unemployment among youths
Growth of fear, growth of squatter settlements
Overcrowding, growth of slums, ghettos
Deteriorating sanitary conditions, roads, basic
infrastructure.*

STEP THREE - IDENTIFYING THE HUMAN RESOURCE BASE

- 1) *KRC/COORDINATORS-Technical Assistance(T. A)*
- 2) *Peoples' Action for Community Participation (PACT)*
- 3) *Trench Town Community Development Association*
- 4) *Tivoli Community Development Association*
- 5) *Boys Town Management Committee (YMCA)*
- 6) *Jones Town Re-development Project
(Board of Governors- 6 Basic & 1 Primary School)*
- 7) *West Kingston Development Association
(Denham Town, Tivoli, Mid-town, Hannah Town,
Fletchers' Land.*
- 8) *Police Officers*

STEP FOUR

1.1. APPROACH

- a) *Take a decision on the problems to be tackled first.*
- b) *Examine and or shortlist the suggestions/solutions emanating from Community members i.e.*
 - *Jobs for the Youth*
 - *Skills training*
 - *Investing in the community e.g. factories*
 - *School/Church's involvement in education of the youth*
 - *Sports/Christian teachings/Law enforcement*
 - *Unity JLP/PNP.*

The suggestions shortlisted, should now be used to guide the strategies that will be developed.

1.2. STRATEGY - Renewal through Community Development

The strategy of renewal, that will be used here, will include among other things, the following:

- a) *prioritizing the expressed / perceived needs of the community, as listed above;*
- b) *selecting the areas of concern and/or problems that can be addressed simultaneously with the infrastructural needs associated with the renovation of the Police Divisional Headquarters at Denham Town;*
- c) *identifying the level of technical assistance that will be required by KRC in the areas of:*
 - a) *Project coordination;*
 - b) *Training and*
 - c) *Project Implementation/Monitoring.**(NWC; KSAC; JPS; CONSTRUCTION).*
- d) *defining the roles, of those identified as part of the Human Resource Base of the Project; and more specifically,*
- e) *clearly defining and outlining each HRD/group's responsibilities in respect of the tasks to be undertaken and completed within their segment of the total Project.*
- f) *linking the community groups with the police, through training and physical work on common problems.*

STEP FIVE

DETAILS TO BE WORKED THROUGH BY THIS TEAM

1 Basic Considerations:

a) The Target Population

The Communities to be served

*The Community Leaders - Church, State, Schools,
Businesses, Police*

Skills available that can be targeted/used

(Masons, carpenters, plumbers,

Steelmen, electricians, watchmen, cooks, janitors).

Unemployed with a good working track record.

B) Interventions

- *Will KRC play the lead role in putting all the pieces together? The Linkage Process?*

That is linking nos. 2 through 8 on page 2?

- *Will technical assistance costs be channelled here?*

- *Will the "key links" in nos. 2 through 8 be paid, as part of the T/A component?*

- *What of Specialist Community Cops?*

Will they be assigned throughout the project or just on an "on/off duty" basis? The continuity element cannot be disregarded here.

- *The MNSJ - This Ministry as the signatory to the Project - will play the dual role of managing:*

i) the Construction side; as well as

+ ii) community renewal/development side

Will KRC be sub-contracted to manage item + (ii)? If this is the case, will KRC be forced to incur costs other than Technical Assistance or will this be seen as KRC's regular Terms of Reference?

C. THIS SUB-COMMITTEE - What will be our role after the Project is formulated and financing secured?

STEP 6

THE BUDGET COMPONENTS

1. CONSTRUCTION

- Demolition
- Refurbishing Works
- Cleaning of Drains and Gullies, May Pen Cemetery?
- Water Mains
- Drains

*(Where will the Work Force be drawn from?
All the communities around?
If so, what are the implications, if any?)*

2. TRAINING

- Number of persons
- Trainees - Leaders,
 - professionals,
 - itinerant workers
- Trainers- Are these in-house?
 - the Bidding/Selection Process
- Training Plan
 - Is there scope for cross-fertilization? that is using the Duke, King and Gold Streets "task force".

3. BUSINESS COMMUNITY'S INPUT *

What should their contribution and/or "our" approach be, in terms of obtaining counterpart funding from the business community that will be directly/indirectly affected by this venture?

4. COUNTERPART FUNDS *

Government of Jamaica (GOJ)
MNSJ/Police

- Kingston Restoration Company
- In-kind 6 communities

**Both counterpart*

16°48'20"

6180

