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Formalization of the Informal Economy

Garlands and Granville, St. James

Qualitative Needs Analysis

By Owen Dave Allen

Local Economic Development Coordinator and ILO Consultant

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Table of contents

| | |
|---|----|
| INTRODUCTION | 3 |
| GRANVILLE | 5 |
| 1. Advent of the lotto scam | 6 |
| 2. Community initiative to reduce crime and violence | 7 |
| 3. Training in entrepreneurship | 8 |
| 4. Skills training | 8 |
| 5. Growth prospects | 9 |
| 6. Granville trade and town centre | 11 |
| 7. Limited access to land and capital | 11 |
| 8. Core strategy to enhance the capacity of the community | 12 |
| 9. Low-paid and insecure jobs | 13 |
| 10. Values and attitude | 14 |
| GARLANDS | 15 |
| 11. Background | 16 |
| 12. Collapse of the banana industry | 17 |
| 13. Climate change resilience | 19 |
| 14. Population threshold | 20 |
| 15. Agro processing | 20 |
| 16. Transport and commercial hub | 21 |
| 17. Squatting | 21 |
| 18. Internal migration | 21 |
| 19. State dependency | 21 |
| 20. Crime and violence | 22 |
| 21. Farmers' organization | 22 |
| 22. Fairfield to Maggoty alternate route | 22 |
| 23. Garland transport terminal | 23 |
| 24. Sports and recreation | 23 |
| 25. Health care centre and primary school | 23 |
| APPENDIX | 25 |

INTRODUCTION

The International Labour Organization (ILO), in collaboration with the Ministry of Labour and Social Security, Jamaica, implemented a Project on 'Formalization of the Informal Economy' over the period September 2014 - September 2015 in the two pilot communities -- an urban and a rural community -- of Granville and Garlands in the Parish of St. James in Western Jamaica. The Project had three phases:

Phase one concentrated on data collection/analysis and studies to generate knowledge and provide baseline information (*October 2014-April 2015*);

Phase two focused on establishing the national and local oversight committees and implementation bodies (*September 2014-January 2015*; and

Phase three was designed to introduce a package of community-targeted support services designed to improve job creation and reduce informality in the local rural and urban labour markets in the pilot communities (*January 2015-November 2015*).

The strategy of the Programme utilized involved the use a local economic development (LED) approach to enhance the capacity of communities to identify their employment and labour market challenges and opportunities and to plan and implement the response needed, whether in employment creation or training needs or other capacity development approaches. The Programme also aimed at engaging the micro and small enterprises in the two pilot communities by establishing a foundation to successfully implement locally-based programmes that promote, facilitate and support job creation, and at the same time, enhance quality jobs, which should reduce informality. This is the ILO's approach to LED which aims to promote decent work and productive employment that delivers a fair income, promotes social protection, and allows men and women to participate in the development policies through social dialogue.

This Report is a qualitative needs analysis of the pilot communities and examines a lot of the social conditions which existed at the time of the ILO's intervention. It was produced during phase 1 of the Project. The Report is written by Mr Owen Allen, who was the Local Economic Development Consultant on the Project. Special thanks to him for producing the report. Special thanks should also go for the support received from the Directorate of the ILO Decent Work Team and Office for the Caribbean, in particular Mr Giovanni di Cola who was Director of the Office (DWT-O/POS) when the Project started and Ms Claudia Coenjaerts, the new ILO DWT-O/POS Director who saw to the completion of the Project. Our Deputy Director, Ms Dagmar Walter, Deputy Director, ILO DWT-O/POS also provided support and guidance and Mr Kelvin Sergeant, ILO Specialist provided technical support throughout the Project. Special thanks go out to our tripartite constituents in Jamaica.

GRANVILLE

Granville is an inner-city community in the parish of St. James with an estimated population of 5074 individuals occupying 1274 households. The average household size is 3.6 persons. In terms of the distribution of the population by gender, males outnumbered their female counterparts, accounting for 52 per cent of the overall total population. Granville has a youthful population where the average age is 29 years. Approximately half of the population (49.5 per cent) is 24 years or younger. The 5-9 age group has the largest percentage (12.1 per cent) of residents in the community.¹

The Social Development Commission (SDC) Report on education indicates that there is a deficiency in qualified skills and lack of specialized training among household heads in the community. This deficiency has serious implications for the employment levels in the community, the types of jobs household heads may be qualified to perform and ultimately their generative income. The Report also pointed to the need to address illiteracy, lack of skills training and unemployment in the community.

The Report further revealed that 33 per cent of residents feel unsafe in their community while 28 per cent feel very unsafe. Approximately 24.4 per cent viewed the level of crime in their community as high whilst 53.5 per cent considered the level of crime to be extremely high. Approximately 36 per cent of respondents felt that it was very likely that they could be a victim of crime over the next year.

Granville was a bold and successful sustainable community in post Jamaican slave society. By 1848 section of Bellefield Estate, which was in ruination, was acquired by former slaves who established one of the first peasant villages in Jamaica. The property was subdivided into one acre, half acre and quarter acre lots with well-appointed streets and lanes. It was peopled by artisans and small farmers. Its geographical position shaped its ethos and its fortunes nestled as it was in the shadows of the Bellefield Great House, Pitfour Pen to the South East with Barnett Sugar Estate and Factory to the west.

That bold post emancipation project came to an end in 1967 when the sugar industry collapsed and Barnett Sugar factory was closed. Having lost the economic means by which the community was sustained, many of the skilled workers and artisans were absorbed into the emerging tourism industry while the masses of low paid transient and migratory workers, relics of the plantation

¹ Community Demography (SDC Survey 2009).

system, were left to fend for themselves. Some were left to hustle and scuffle while others carried out casual and domestic work. It is that legacy of the plantation system with all its inequities which created this wasteland from which today's scammers emerged and drew their recruits.

“Let me be frank: In the past, economists have underestimated the importance of inequality. They have focused on economic growth, on the size of the pie rather than its distribution. Today, we are more keenly aware of the damage done by inequality. Put simply, a severely skewed income distribution harms the pace and sustainability of growth over the longer term. It leads to an economy of exclusion, and a wasteland of discarded potential.” Christine Lagarde, Managing Director, International Monetary Fund

Granville is now a wasteland of discarded potential in search of a new direction, a new economic order, a new architecture to guide its development that is broad-based, inclusive and sustainable. Already, Granville has the basic social facilities, that is, Primary School, Basic Schools, Post Office, Day Care Centre, a type 11 Health Clinic, Churches, an excellent transport system, an efficient domestic water distribution system, cable service, access to broadband internet service, access to training facilities, Sam Sharpe Teachers College and the nearby Granville HEART Trust/NTA.

The strengthening of the small and medium size enterprises (SMEs) could well be the catalyst which will put Granville on a sustainable path.

1. Advent of the lotto scam

In January of 2013, Granville was prominently featured by the United State of America's media house, CBS, with renowned anchor, Dan Rather, referring to it as ***"a dangerous area with a lot of gang activity and is believed to be the birthplace of the lottery scam"***. (Inside the "Jamaican Lottery Scam: How U.S. seniors become targets").

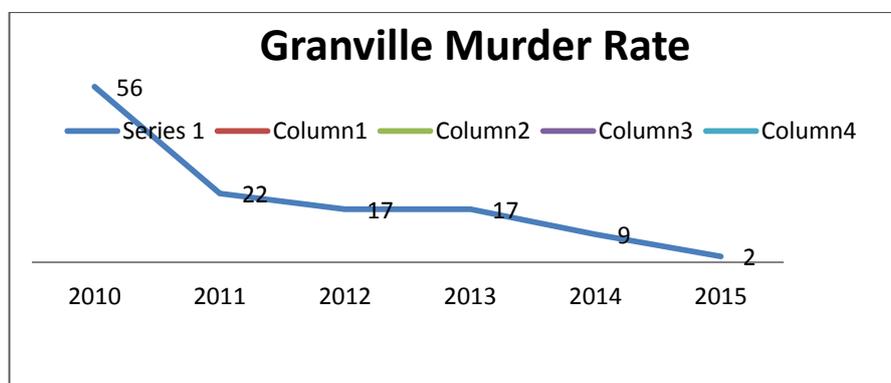


Figure 1 Granville Crime Statistics

The community of Granville was awash with illicit money resulting from the nefarious lotto scam. This manifested in increased construction of residencies, whereby hardware businesses and construction workers benefited. There was the presence of high-end motor vehicles which could be seen parked at nondescript homes. Dances and football events prospered. Accompanying this ostentatious and conspicuous consumption was a behavioural change which impacted negatively on productivity, work ethics, moral and ethical values and attitude, leading to a resultant increase in crime and violence.

Working people were subjected to curfews, self-imposed at times out of fear. Those who legitimately worked the nightshift suffered as taxis refused to ply some routes. Many employed persons moved out of the community, resulting in the undermining commercial activities. With this outward migration, school enrolment was reduced as was reflected in the registration at the basic schools and the Granville All Age School. Commercial activities plummeted while churches suspended evening services and worship. The level of crime and violence also had an impact on rental properties. Many homes were abandoned, and the quantity and quality of the labour force that moved in to fill the vacancies was less than desirable. Many of the scammers themselves had to seek refuge elsewhere out of fear for their own lives and the threat of extortion. With increased pressure from the police, there has been a marked reduction in the visibility of the scammers in the community and a reciprocal reduction in the levels of shootings and murders.

It is fortuitous that there is now this window of opportunity to give support to the SMEs as an alternative to supplant the illicit economic activities and its devastating consequences.

2. Community initiative to reduce crime and violence

With a marked reduction in the statistics related to crime and violence registered within the Granville Police Division, the community has been using this window of opportunity to develop a programme of activities to maintain the peace and to revive the social and economic life of the Granville community.

Long before the CBS exposé, the Granville Community initiated the Granville Crime Prevention Summit designed to develop a framework for community driven crime prevention strategies and Action Plan. The following are the outcomes of the Summit:

- a. Engender community development using a social intervention model driven by five basic pillars:

- i. Entrepreneurship and small business development;
- ii. Skills training, information and communications technology (ICT) development;
- iii. Mentorship, social enhancement and development;
- iv. Values and Attitude: The plan seeks to provide an alternate way of living for excluded youths within the Granville community that will ensure behavioral change, social inclusion, income generation, community and national development.
- v. Partnerships: The community has sought to align itself with the University of the West Indies, Mona (Western Jamaica Campus (WJC)) as an integral partner in this community development effort. This project is an excellent and useful mechanism in cementing a longer term relationship with that leading Caribbean institution of higher learning. (*Granville Crime Prevention Summit, January 31, 2013*)

3. Training in entrepreneurship

On 9 August 2013, 32 micro- and small-business operators from Granville were certified in basic entrepreneurship after a three-day training course that was held at the Sun Set Beach Resort and Spa, in April of the same year. The entrepreneurship training in business management, marketing, compliance and ethics was delivered by Jamaica Business Development Cooperation. The project was funded by the West Central St James Constituency Development Fund. Grants were also made available to each graduate in the form of equipment and/or material up to a maximum of JD\$20,000. There was no follow-up to determine the success or failure of the project neither was any data collected that could indicate whether these businesses were formalized.

The project was repeated in October 2014, where 39 operators of SMEs were trained. Most of the participants continued to operate their businesses while many of those who had the desire to start their own business were handicapped by failure to gain access to start-up capital.

4. Skills training

Three hundred persons were exposed to HEART Trust/NTA at level 2 training in three skill-sets -- 1) General Building Construction; 2) Plumbing; and 3) Housekeeping -- in collaboration with the Seventh Day Adventist Church and the West Central St. James Constituency Fund.

Two Hundred and seventy two students continued on in the training project and gradation will take place in April 2014.

5. Growth prospects

Historically, there is a symbiotic relationship between Barnett Limited and the community of Granville. The building out of Barnett Limited's 1,200 acre property contiguous to Granville will impact on the community in terms of employment, increased property values and demand for low cost residential space for the industrial workers of the newly created Montego Bay South Tech Park.



The Montego Bay South Project is an ambitious 20-year Urban Development plan that will transform Jamaica's tourist capital into a modern 21st century city, adding 12,000 new jobs and providing approximately 3,500 homes in the process.² The Project is being developed in 16 phases, and will feature commercial, residential, institutional and recreational spaces. These include:

1. Bogue Commercial Park/Fairview Shopping Center and Office Park;
2. Bogue Village - single family housing for low- to middle-income earners;
3. Fairfield Commercial Park;
4. Barnett Tech Park;
5. Fairfield Private Phase II;

² <http://old.jamaica-gleaner.com/gleaner/20020620/cornwall/cornwall4.html>

6. Fairfield Village Phase 1 - townhouse development;
7. Bellefield Village - mid to high income development and retirement community;
8. Pyes River Rail and Transportation Center;
9. South Bank Business District and Tech Park;
10. Fairfield Village Phase 2 - townhouse development;
11. River Walk - high income residential area with a mix of single family lots and townhouses;
12. Barnett Village - residential lots;
13. North Bank Business District;
14. Fairfield National Park - includes family based recreational area; picnic areas and camp grounds. It will have a botanical garden and/or trail;
15. The Springs Commercial District; and
16. Government Projects - include Granville Trade and Town Centre, high school and playfields and Regional Justice Centre

The rezoning of 1,500 acres of Barnett Estates lands, known as the Montego Bay South Master Plan, was approved in principle by Cabinet in January 2000 and led by then Prime Minister, PJ Patterson.

The development Company is Barnett Limited and is owned by the Managing Director, Mark Kerr-Jarrett.

Phase one of the 20-year development plan, Bogue Commercial Park/Fairview Shopping Center and Office Park was a successful catalysis project that gave impetus to a buy in to the other phases of this new town development plan. This was followed by Phase 2 in 2002 with the Bogue Village, adding 1,623 two-bedroom single-family units to the city's housing stock. Gore Developments Limited, a private developer, spent JD\$4 billion over a four-year period on this project alone. Fairfield Commercial Park, Phase 3 is currently being built out to facilitate Business Process Outsourcing with the US\$25 million Vistaprint as an iconic facility at the gateway of this modern development.

In May 2014, the developers signed an agreement for a strategic alliance between the University of the West Indies (UWI) and Barnett Limited, for the sale of land to establish a western campus of the University. The development of the UWI campus forms part of a US\$500 million project, which also involves a housing development, consisting of 1,300 houses by Gore Homes on the vast Bellefield Estate, and the creation of Barnett Limited's Tech Park for which construction has already begun.

There are also plans to include a mass transportation system comprising a bus route and a rail passenger terminal linked to the Jamaica Railway Corporation system. The Montego Bay River will be retrained allowing for recreational developments directly associated with the River. Where economically feasible, all utilities will be placed underground to aesthetically the project and to ensure the continuity of utility services during extreme weather conditions. These utilities include water, sewage, telephone and electricity. All residential areas are proposed to be developed as villages. These villages will have recreational and commercial facilities, parks, religious meeting places, schools as well as a town square. All public spaces will be landscaped and all streets will be provided with sidewalks. The Project aims to create a close knit community where neighbours know each other. This ambitious Project is anchored in Jamaica's 2030 Vision for National Development, and is something to which we are fully committed.

6. Granville trade and town centre

Of interest, this Project aims to formalize the informal economy. A commitment was given by the developer that phase 16 of its 20-year development plan will make provisions for the Granville Trade and Town Centre. The ILO's Project on formalizing the informal economy is in a powerful position to mobilize the micro and small businesses in the Granville community for them to be able to take advantage of this offering and to build their capacity to operate and manage the Trade and Town Centre effectively.

Building the capacity of the SMEs in Granville to negotiate the transfer of the promised property and the build out the Trade Centre would be a tangible achievement of the International Labour Organization (ILO) Project to formalize the informal economy. This Project will ensure that there would be seamless and orderly transition from the Montego Bay South Development to the contiguous community of Granville. This of course would have to be a tripartite agreement between the government, the community and the private sector. Specifically there will be the need for a legal entity that will drive the development of the Project. This entity must possess the capacity to source local and international development grants/funds, and the capacity to manage and operate the Trade Centre, while the local authority develop and manage the public areas.

7. Limited access to land and capital

Despite the promising boom for the country's micro and small business sector, many entrepreneurs are still faced with the challenges of sustaining and maintaining their small enterprises, due to a lack of capital, technical and management assistance, business education and training.

In Granville, the limitation in the growth of SMEs is also a result of limited access to land and capital. Seventy-seven per cent of the residents of Granville are living in rented premises and on rented or leased lands. As Granville lands are family owned, new arrivals and potential business operators do not have access to property to develop businesses.



Granville Planning Charrette - Community Participatory Planning Process

8. Core strategy to enhance the capacity of the community

The ILO's Project aims to formalize the informal economy core strategy to enhance the capacity of the community; identify employment and labour market challenges and opportunities; and plan and implement the response needed, whether in employment creation, training needs or other capacity development approaches. The Project fits in with the outcomes of the Granville Crime Prevention Summit which speaks of building a multifaceted community development and resource center that will form the basis for individual and community development through a stakeholder governance model. The goals envisaged for the centre are:

- To provide and facilitate yearly training for 200 at risk youths in various HEART Trush/NTA skills areas over a three year period;
- To expose at least 300 youths yearly to ICT training and development through organized Center activities;
- To set up a mentorship programme which will provide international and local mentorship to individuals who participate in the activities of the Centre;
- To develop a robust entrepreneurship and small business development programme to provide an alternative to criminal and deviant activities within the community; and
- To have a social development programme aimed at the personal, behavioural and attitudinal changes in individuals.

The Granville Peace, Justice and Resource Development Foundation, which is a community-based Organization, spearheaded this Project, and will be the implementing Organization in collaboration with the UWI, Mona West, Campus. For the local community based organizations (CBOs) to carry out this task they will require training in community mobilization and administration along with adequate staffing, equipment and other administrative support.

9. Low-paid and insecure jobs

Those in the labour force between 25 and 59 years of age were identified as facing different challenges in the form of low and unstable incomes (*e.g. Jobs which are described by Marques as, being low-paid and insecure*).

- To support the study above, low paid jobs in the construction industry impacts negatively on the Granville workforce. It is iniquitous and a disincentive for construction workers to pay two bus fares to and from Rose Hall, yet be paid JD\$1,300 per day's work.
- While there is some construction taking place in the growth corridor, the construction methodology which calls for low labour-intensive jobs is a disincentive to the construction workers. System building reduces the need for specialized/skilled trades men and artesian and require mostly unskilled laborers.
- The same situation of low paying jobs at the all-inclusive hotels is also a disincentive to qualified and certified school-leavers.
- While the call centers are in demand for workers, the proximity of the Office Park at Barnett to Granville and the stigma associated with Granville and the Lotto scam, creates the possibility of pressure coming to employee of the industry for leads on the scam. This exposes those workers to undue pressure.

10. Values and attitude

The major challenge facing the community is the development of a values and attitudes programme. Therefore, there is a need to provide an alternative lifestyle for young socially-excluded individuals within the Granville community that will bring about attitudinal change resulting in developing responsible and upright citizens. The recent introduction of scamming comes with its own rationale for robbery -- a vulgar justification that it is reparation for slavery. This "get-rich-quick" mentality undermines traditional belief in hard work, thrift and sacrifice as the way to success. The reward of scamming has had a negative impact on the pursuit of education and it introduces a crude and boorish nihilistic attitude that goes with young men acquiring wealth at an early age through illicit means. Of notable importance is a callous disrespect for life. Going forward, these values must be expunged and supplanted with appropriate behavioural change. It would therefore be prudent to take on the recommendations put forward by the University of the West Indies West in their project proposal as a part of contribution to the Granville Crime Summit

GARLANDS

Garland is a rural farming community in the parish of St. James, located 17 miles from the urban centre of Montego Bay, nestled in the foothills of the Cockpit Mountain on the arterial road that links the north and south Coast in western Jamaica. It has an estimated population of 1,465 individuals occupying 407 households. Garlands has a youthful population with an average age of 29 years.

Approximately 63.5 per cent of household heads in Garlands are employed, with the male heads of households being more likely than female heads to be employed. Among those who are employed in Garlands, 71 per cent were employed in agriculture. Household expenditure in Garlands is typically lower than JD\$10,000 per month for 43.6 per cent of households.

In terms of resident's perception of safety and crime, 73 per cent of Garland residents reported feeling safe and 66.1 per cent believed crime is low in the community.

In relation to health, the majority of households in Garlands (72 per cent) use public health care facilities and a similar proportion of the respective population indicated that they have challenges accessing health care. Residents are most affected by the chronic diseases of hypertension and arthritis which, cumulatively, affect approximately 50 per cent of the residents.

In Garlands (82 per cent) there is a high rate of home ownership however, 54 per cent do not own the land on which their home is located. Approximately one-quarter of the persons in the community live on family-owned land. This property ownership situation presents a limitation for the growth of businesses in terms of their ability to leverage land as a means to accessing capital.

In Garlands, 76.9 per cent of the houses use pit latrines and 21 per cent do not have their water closet linked to a main sewer.³ Domestic water in Garlands is generally obtained from a private catchment and in addition, electricity is the source of lighting for 72 per cent in Garlands.

Most persons in Garlands (78 per cent) identify themselves as being self-employed as do 71 per cent of the men in the community. In Garlands, 62.4 per cent of persons in the community are employed in skilled agricultural and fishery.

³ Source: Garlands Community Profile SDC, 2009.

11. Background

During the heydays of the Banana Industry, Garlands along with the neighbouring communities were prosperous as reflected by the presence of its own horse racing track, entertainment centre, and even its own bakery. There are memories of well-appointed cottages with a vibrant middle class which included dentist, teachers and ministers of religion.

The history of the area suggests that with the promised revival of the once buoyant agricultural sector, Garland is well positioned to see growth of SMEs. With a robust agricultural base, there will be increased levels of employment ergo more money will be in circulation. That will give impetus to the SMEs and the kind of encouragement that would encourage them to want to become formalized.

Efforts to formalize the informal enterprises in Garlands without strengthening the base of the agricultural sector could breed cynicism thus the Project could face resistance if it is perceived as an attempt by Government to capture SMEs in its tax net. For the formalization programme to be successful, SMEs must see the Project as one that offers a wide range of developmental opportunities.

Most of the micro enterprises in Garlands and the surrounding communities of Horse Guard, Red Dirt, Moco, Brothers Retreat, and Flamstead are operating on the margins of poverty with limited scope for growth and development based on their sparse population density. As an indicator of the level of poverty in Garlands, household expenditure is typically lower than JD\$10,000 per month for 43.6 per cent of households.

In Garlands, 45 per cent of the houses are assessed to be in poor or very poor condition. The survival of the existing businesses will require strategies to retain the existing population and to attract additional residents.

While the spirit to revitalize communities and to formalize informal enterprises is evident by the overwhelming success of the recently held Entrepreneurship Training Workshop, the efforts to formalize informal enterprises cannot be spontaneous, piecemeal or selective. It calls for a broad-based development programme, integrating all the elements that will make communities work cohesively. For example, there should be considerations for infrastructural development, environmental awareness and best practices, job creation, resource management, security of tenure on lands, community services, community businesses, neighbourhood improvements, and development of partnerships, etc.

Communities should be encouraged to be self-reliant and should be directed to grow through process-oriented self-help with Government playing a facilitating role. There should be provisions for communities to own and manage community-development resources and have access to training and income-generating programmes. This should include access to wealth-creating assets and credit.

The banana-producing industry was the life blood of the communities of Upper St. James. However, since 1972 there has been a steady decline in production as the banana boxing plants have since closed; several disastrous hurricanes have done significant damage to crops and cultivation acreage; and the outbreak of the dreaded Black Sigatoka disease has threatened to wipe out the remaining plantations.

Vast hectares of once productive property fell into ruination and were abandoned by absentee landowners. Consequently, the gaps were filled by tenant farmers and agricultural workers, who like serfs, cultivated their little plots of land situated along with lands belonging to major absentee landowners.

"In the 1970s, we used to have a thriving banana industry, and between the boxing plant, which has now been closed, and the farm, some of which no longer exist, there was employment for every willing hand."⁴

While there are no specific figures as to how many jobs have been lost in the banana sector since the 1970s, agriculture and rural development specialist, Marjorie Stair, said the figure could be substantial, especially in western Jamaica where lands, which once flourished with banana cultivations, are now idle.

"In years when we had the boxing plant, jobs were plentiful," lamented Mr. James. "Today, all I can see are idle young boys roaming the community rubbing ganja spliffs in the middle of their hands. Idle hands are everywhere and the community has become desolate and the prosperity that once existed is replaced by the scourge of crime."⁵

12. Collapse of the banana industry

St. James was the leading parish in the production of banana and accounted for 47 per cent of the exportable fruit, with Garlands and the adjoining districts playing a leading role. With the collapse of the banana industry, due to the vagaries of international trade, an aging banana

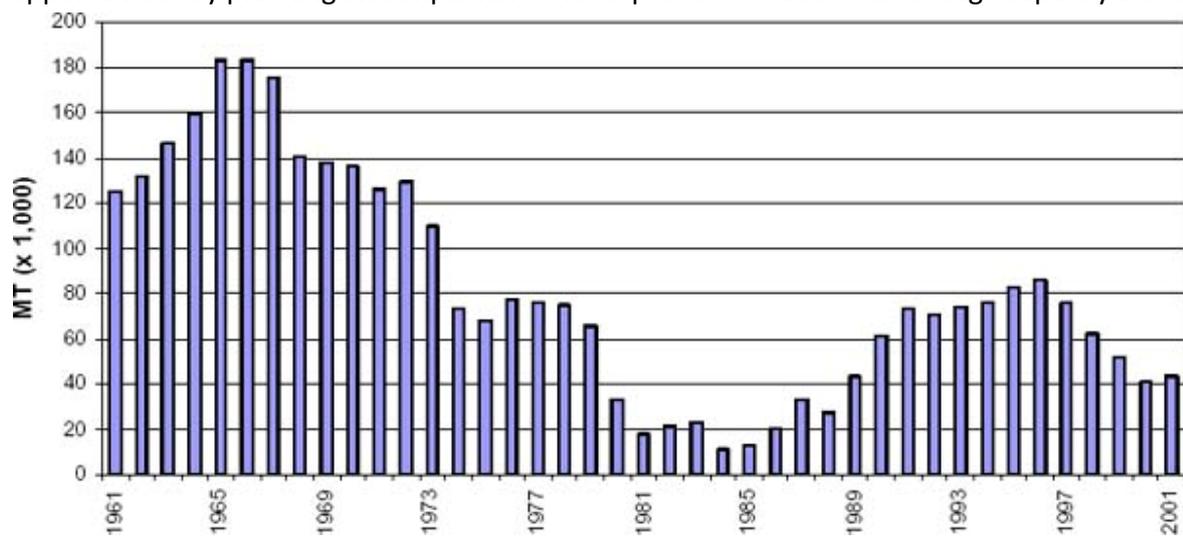
⁴ <http://jamaica-gleaner.com/gleaner/20060403/business/business2.html>

⁵ <http://jamaica-gleaner.com/gleaner/20060403/business/business2.html>

farming population and the migration of young people to urban centres, the growth of small businesses in Garlands and surrounding communities was undermined. Additionally, those banana-producing communities were severely and negatively impacted by Tropical Storm Gustav in 2008. More than 1,000 acres of fully grown bananas were destroyed in St James where preliminary estimate of the losses were deemed to be about JD\$64 million, with Kensington, Maroon Town, Flagstaff, Garlands, Horse Guards, Amity Hall, and Catadupa being the hardest hit.⁶

The vagaries of weather, an aging population of traditional farmers, have precipitated the fall in production and productivity. Incidentally, many of the older farmers have migrated, joining relatives abroad, while the younger members of the community have migrated to urban centres in pursuit of jobs in the call centres or the tourism industry.

The entry strategy should be to enhance the capacity of the community to the challenges and opportunities by planning and implement the responses needed to encourage capacity-building.

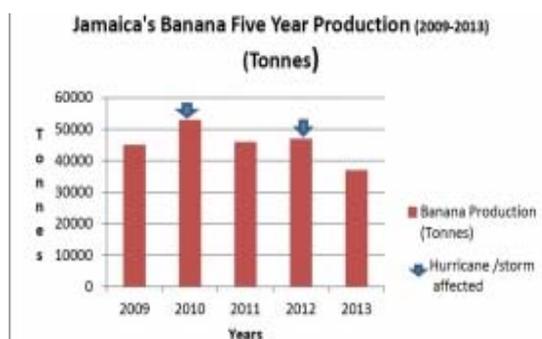


Jamaica: banana exports 1965-2001

Source: FAOSTAT - The World Banana Economy, 1985-2002.

The consistent decline in banana production from 1968 to its lowest point in 1985 could be the tipping in the general collapse of rural economy and Garlands in particular. Recent figures as per the graft below, show a mixed fortune in the resurgence of banana production and the impact of hurricanes.

⁶ <http://jamaica-gleaner.com/gleaner/20120707/western/western1.html>



13. Climate change resilience

Building resilience to the impacts of climate change should be of the highest priority given the risk involved in the cultivation of banana on plantains in upper St. James. According to a recent report in the Jamaica Observer, the Ministry of Agriculture and Fisheries is looking to establish additional Agro Parks⁷ in western Jamaica. Rural St James in particular is being targeted for the cultivation of banana for the export trade.⁸

Most Caribbean bananas are produced on lands of steep topography which is not ecologically sustainable and prone to erosion. Small scale farmers are not insured against weather-induced losses, and although the crop has a strong capacity to recover, inputs are nevertheless required for replanting after a disaster such as tropical storms and hurricanes which are common in the Caribbean region.⁹

The agriculture sector is one of the sectors most susceptible to climate change impacts. Based on climatic trends observed over the past 100 years, climate change is likely to significantly alter the quality and available quantity of Jamaica's natural resources, thereby adversely affecting not only the environment, but also the livelihoods of its people."

For example, climate change can increase or decrease rainfall, influence agricultural crop yields, affect human health, cause changes to forests and other ecosystems, or even impact energy supply.

The reality of climate change vulnerability is a factor that would militate against the reintroduction of banana as the primary crop in the Garlands area. After the devastating impact of Hurricane Gilbert, banana farmers in the area have diversified their production, opting for less

⁷ An agro-park is an agricultural development area, equipped with the requisite infrastructure and facilities to facilitate integrated agricultural chain.

⁸ http://www.jamaicaobserver.com/business/Ministry-targets-more-agro-parks-in-western-Jamaica_1779628

⁹ Green Paper No. 1/2013, Climate Change Policy Framework and Action Plan/

vulnerable crops such as pineapple and more recently, Irish potato, as a climate change adaptation measure. Those crops are not as susceptible to the vagaries of hurricane.

However, the introduction of an Agro Park could have a positive impact on the farming community of Garlands. Such an enterprise could be a means by which the small farmers would have access to research and technology, water for irrigation, improved road network and markets. The Argo Park would generate employment opportunities which in turn would stimulate the growth and sustainability of SMEs.

There are funding opportunities open to the farming community of Garland/Horse Guard to mitigate and adapt to climate change through the Jamaica Rural Economy and Ecosystems Adapting to Climate Change (Ja. REEACH) Project -- in climate-smart land husbandry technologies including water diversion ditches, individual basins, waterways, planting of fruit and timber forests along with the establishment of continuous mounds.¹⁰

“Without adequate water harvesting strategies, farmers will have a difficult time attracting financial support from banks and other funding agencies, no one wants to lend money if the crop is at risk for lack of water”.¹¹

14. Population threshold

The communities of Greater Garlands can leverage this intervention to build an enabling Environment wherein enterprise can be developed, prosper and grow the population’s economic threshold so as to ensure the sustainability of small enterprises. The provision of affordable housing would enable the retention of Garland’s trained workforce and attract middle management cadre that could drive the social and economic revival and continued development of the community. It should not be difficult for the National Housing Trust to build a small housing development scheme to satisfy the housing needs of the community.

15. Agro processing

Garlands and Horse Guard have the potential to develop wealth-generating activities that could drive the sustainability of micro, small and medium businesses and the creation of decent employment by capitalizing on the raw materials generated from the base economic activity, agriculture and its forward linkage to food processing. The ILO, along with the Member of Parliament, was in discussions regarding the establishment of a dashine chip factory. The

¹⁰ <http://jis.gov.jm/climate-change-mitigation-programmes-reaping-success-buchanan/>

¹¹ Lenworth Fulton, Chief Executive Officer of the Rural Agricultural Development Authority (RADA)

possibility of preserving, canning and drying the Otaheiti Apple and other seasonal crops was also suggested. These matters should be persuaded.

16. Transport and commercial hub

Garlands Square has the makings of a transport and commercial hub, as it is situated on a scenic main road punctuated by historical landmarks, which links the south and the north coasts. It is surrounded by several small farming communities suggestive of spokes to a hub, Garland. Those communities look to Garlands to satisfy their social, recreational and commercial needs. However, the viability of Garlands as a commercial centre and a rest stop has been undermined by the poor road conditions and inadequate domestic water supply.

17. Squatting

The physical landscape is a growing example of informality and unplanned communities, replete with abandoned land lease properties and crown lands. The absence of developmental controls resulted in commercial and residential squatting. A glaring example of the absence of developmental controls is the community cemetery where a section has been captured for agricultural purposes and non-conforming uses. Added to this are private properties that have gone into ruination due to economic decline and social neglect. This is particularly relevant to old banana-producing properties that have been impacted by globalization. What is of immediate need is the regularizing of government lands in the community and a titling programme to give security of tenure to persons who are on family land and those who are in adverse possession.

18. Internal migration

There is evidence of residential construction due in part to a number of returning residents and also by persons who are moving from the back roads to safer and more secured locations on the main road. These locations also provide access to water, electricity and better road conditions.

19. State dependency

There are signs of an inordinate dependency on the State which in turn breeds cynicism, division and mistrust when expectations are unfulfilled. This situation speaks to the need for social dialogue to clarify the role and responsibilities of partners in the developmental process even as we build community institutions in a transparent, democratic, non-partisan, participatory,

accountable, non-governmental manner to manage community resources such as the existing cold storage and the packaging facility, which are underutilized community properties. While there is the expressed desire to establish a home work centre and an information technology access point to give small business people and farmers access to the internet, the community centre is currently underutilized by the community members.

20. Crime and violence

Garlands has not been spared from the scourge of scamming and the accompanying violence that accompanies that nefarious act, as young men, in particular, seek to get rich quick through that insidious criminal enterprise. The increased levels of violence has negatively impacted on community activities as community events are undermined and precipitated some level of migration. While incidences of shooting have subsided, sporadic gun fire can be heard at times. The continued sense of insecurity is made worse by the fact that the nearest police station is 14 miles away at Spring Mount.

21. Farmers' organization

The existing Producers Marketing Organization (PMO) and Jamaica Agricultural Society (JAS) Branch need to be revitalized in order to effectively lobby the authorities for the farmers' infrastructural needs, particularly farm roads, which would result in improved transportation of products to market. While these community-based Organizations are active, they need to be resourced by way of training to effectively service the needs of the farmers. A rejuvenated JAS and PMO would aid in the educating and training of farmers in best practices such as land use and crop growth, accessing of agricultural inputs and marketing support along with other benefits that can flow from collective actions. Of priority is the need to revitalize the defunct Cooperative. The first step in the process of revitalizing the Cooperative is social dialogue as a means of restoring broken relationships and rebuilding trust. Some 300 acres of land is being held in trust by the now defunct Cooperative. Going forward, the community will require training in resource management, community mobilization, project writing and project management.

22. Fairfield to Maggoty alternate route

An improved and upgraded road surface could serve as an alternate route from the south to the north coast thus enhancing the commercial viability of small businesses in and around Garland Square.

23. Garland transport terminal

Commuters from adjoining communities currently use Garlands Square as their central point of departure and arrival. As such, the Garland Square could be developed as a transport terminal with an accompanying producers market inclusive of sanitary facilities. This could be a major catalyst project which would serve to strengthen and give support to the SMEs in and around Garland Square.

24. Sports and recreation

There is the need to develop a multipurpose court at Garlands. Such a facility would serve to broaden the range of sporting activities at the existing football field as sport and recreational activities need to be encouraged as one of the tools to retain the core of the community's youthful population.

25. Health care centre and primary school

The Garlands Primary School with a population of 210 is serving the community well while there is a need to address and improve the issue of access to the Health Care Centre.

Source:

This Qualitative Needs Analysis was done through consultation with community representatives and critical stakeholders in the Granville and Garlands communities including: Members of the St. James Parish Council; Chairmen of the Granville and Garlands Community Development Committees; the Maroon Town District Development Committee; Chairman of the Garlands Producers Marketing Organization; the Garland's JAS Branch; the Horse Guard JAS Branch; Members of the defunct Garland Agricultural Cooperative; the Principal of the Garland Primary School; and information gleaned from the Data Collection Analysis Consultation. Supporting information was also drawn from the outcomes of the Granville Planning Charrette, and the Granville Crime Prevention Summit.

APPENDIX

Vision 2013 for the Granville Retirement Pitfour District
Friday, October 18, 2013

One of the key highlights of the Granville Retirement Pitfour Planning District Charrette was an activity during the last hour of the four-hour gathering wherein, members of the community who were in attendance were asked to gather themselves into groups and collate their suggestions, opinions, problems experienced and suggested solutions unto paper. The results of these exercises were then collected to be documented and used as reference for future planning and development. The document is formally referred to as "Vision 2013".

Physical infrastructure

ROADS

- Widened footpaths.
- Increased reservation of main roads to include sidewalk and green verge.
- Proper signage of community and residential roads.

DRAINAGE

- Proper scheduled cleaning and improvement of the drainage system within 'Arthur Gully'.
- Construction of drainage network from St. John to Downer Bridge at Fairfield.

HOUSING

- Improved housing stock; orderly development of current subdivisions.
- Beautification of Granville's developed area.
- Sufficient housing to facilitate long- and short-term rental primarily to persons working in surrounding commercial areas.

WATER

- Water supply from the Great River Treatment Plant.
- Protection of wells from contamination by sewage and the Retirement Landfill.
- A proper sewage disposal system.
- Rainwater collection, treatment, storage and usage.

FORESTRY

- Reforestation of the Retirement Woodland area.
- Scheduled and efficient garbage collection and disposal for the district.

INDUSTRIAL AND CULTURAL PARK

- Medium- and small-sized businesses including agro-processing and manufacturing.
- The physical establishment of a community entertainment complex or centre, to be used strictly for the celebration, exchange and display of the Jamaican heritage, culture and history.

SECURITY AND SAFETY

- Additional streetlights.
- Fire Hydrants.

Social infrastructure initiatives

TRAINING

- Citizens need to be taught to understand their rights and responsibilities.
- Community Based Organizations (CBO's)
- Physical establishment of a resource centre.

SOCIAL PROGRAMMES

- Senior citizen appreciation programme.
- Stress-free project (discussions, open-mic forums etc.).
- Community fun day.
- Community sports day.
- Beautification projects and competitions.
- Mentorship programme.
- After school programme.
- Award ceremony for upstanding members of the community.
- Cultural celebrations.

EMPLOYMENT OPPORTUNITIES

- Farming.
- Small business establishment.
- Vocational training opportunities for the youth in the community.

REGULARIZATION AND ADMINISTRATION OF LAND

- Titling.
- The need for consultation with and sensitization of community members so that they may understand the importance of registering their properties and paying the requisite taxes.

IMPROVEMENT OF RELATIONSHIP BETWEEN CITIZENS AND MEMBERS OF THE ARMED SECURITY FORCES

- Police youth clubs to foster relationships between police officers and youth.
- Sensitization workshops hosted by members of the police force to allow citizens to “voice” their opinions and concerns and offer their suggestions to the police force.
- Transparency.
- Accountability.

Addressing crime and violence

Problems:

- Gang-related violence is a result of a number of factors as highlighted by members of the community including “lottery scam”, drug trafficking and severe poverty amongst youth who turn to illegal acts as a means of improving their standard of living.
- Crime Hot Spots – Retirement, Fuller, Gunn’s Drive, Brown’s Lane, Gut Bottom, Back Street and Mud Valley.

Solutions:

- Peace March.
- Meeting place where members of the community who are affected by crime and violence can seek counsel and intervention.
- Intervention by church groups and community leaders.
- Stationing of more police officers at the Granville Police Station.
- Establishment of job opportunities to reduce “idle crime” and acts of crime which stem from severe poverty.
- Designing of programmes to change the mindset of the youth. Partnering with appropriate government and social/religious groups to assist with the aforementioned solutions.