

**JAMAICA**  
**KINGSTON URBAN RENEWAL**  
**(TC9710238JA)**  
**EXECUTIVE SUMMARY**

**Requester:** Government of Jamaica and the Kingston Restoration Company (KRC)

**Executing agency:** KRC

<b>Amount and</b>	IDB: (FSO non-reimbursable)	US\$	1,200,000
<b>Source:</b>	Local:	US\$	300,000
	Total:	US\$	1,500,000

**Terms:** Execution Period: Thirty six (36) Months

Disbursement Period: Forty two (42) Months

**Objectives:** The overall goal of the project is to contribute to the improvement of the quality of life in inner-city Kingston through the design and implementation of strategies for the regeneration of poor communities. The purpose of the project is to enhance the social and economic welfare of the communities in the distressed Central Kingston neighborhood.

Specific project objectives are: (i) to support public involvement processes and strengthen community-based organizations (CBOs); (ii) to upgrade the housing and environmental conditions; (iii) to foster employment opportunities and business activities; and (iv) to identify and disseminate innovative strategies and instruments for regeneration of other urban communities in Jamaica.

In order to maximize impact with the limited available resources, the project combines two strategic concepts. First, an integrated approach to neighborhood upgrading, comprising multisectoral activities to tackle the multiple factors at the base of social marginalization and neighborhood decay. Second, the spatial concentration of project activities in two discrete urban corridors located in the Southside and Tel Aviv areas of Central Kingston.

The attainment of project objectives will be supported by the experience accumulated in the target neighborhood by the Kingston Restoration Company (KRC), the project's executing agency. During the last ten years, KRC has undertaken activities in the area that, ranging from commercial building restoration to social sector activities, have contributed to make KRC an active player in the community and a credible interlocutor within the neighborhood informal power structure, thereby establishing critical preconditions for effective implementation.

**Description:**

The project comprises four components:

**Component 1. Community sensitization and organization (US\$120,000)**

The component is aimed at working with the communities to analyze the problems and identify strategies for achieving and maintaining positive changes. The specific activities include: (i) the identification of active CBOs and community leaders and the establishment of an “umbrella” organization for these actors, including the set-up of facilities for its operations; (ii) the implementation of capacity building workshops and training events geared toward CBO institutional strengthening; (iii) the preparation of an action plan and the execution of quick-implementation initiatives (i.e. NOW projects) generated through a participatory “visioning” process; and (iv) the provision of training and assistance in mediation and dispute resolution.

**Component 2. Shelter and environment (US\$400,000)**

This component is focused on improvement of the urban environment and on fostering the provision of affordable shelter solutions. Specific activities include: (i) the support of environmental upgrading initiatives, such as the improvement of solid waste management and sanitation, and the clearing of vacant sites for recreational and socialization purposes; (ii) the provision of technical and financial assistance to legal residents and home owners for the restoration and maintenance of derelict dwellings; (iii) the completion of surveys and the provision of technical and legal assistance for the regularization of land tenure; and (iv) the design of viable financing mechanisms for affordable housing solutions and the identification of cost effective construction systems.

**Component 3. Economic development (US\$520,000)**

This component is aimed at identifying and implementing initiatives for skills acquisition and employment generation and business support. Specific activities include: (i) the set up of a neighborhood Business Development Center; (ii) the design and implementation of training courses and apprenticeship schemes; (iii) the provision of basic services to micro and small enterprises; and (iv) the completion of two studies to define skill demand for residents and business opportunities in the neighborhood.

**Component 4. Institutional capacity building and dissemination. (US\$80,000)**

This component is focused on the identification of best practices and innovative strategies for neighborhood regeneration and their

dissemination among Jamaican CBOs, non-governmental organizations (NGOs) and other public and private institutions. Specific activities include: (i) the organization and delivery of seminars and workshops on urban renewal best practices and lessons learned with national and international participation; and (ii) the production, publication and distribution of “How to” materials.

**Environmental/  
social review:**

In its meeting held on February 25, 2000, the CESI considered the project profile, providing recommendations that have been incorporated into project design.

**Benefits and  
beneficiaries:**

The direct beneficiaries of the project will be the approximately 8,000 residents living in the Central Kingston neighborhood. Project benefits include improvements in socioeconomic and environmental conditions (e.g. increase in employment and in commercial activities; reduction in domestic violence; upgrade of household sanitation; and conversion of vacant sites into recreational areas.)

Also, private and public sector organizations working in community development and urban revitalization will benefit from the training, capacity-building and dissemination activities. Finally, an additional output of the project will consist in the piloting and demonstration effects that may inform larger scale country initiatives to be further developed by other private organizations and public institutions.

**Risks:**

The integrated strategy for neighborhood regeneration underpinning this project accounts for the relatively high number of proposed activities and their diversification across several sectors. This presents the risk of fragmenting and decreasing project impact in a series of disconnected actions. This risk is mitigated by the spatial concentration of actions in two well-defined corridors (Law Street and Barry Street) within Central Kingston as well as by KRC proved experience in the planning, management and implementation of detailed action plans.

This approach also poses some risks in terms of coordination. In order to achieve the desired impact, project execution will require effective mechanisms organizing the involvement of the numerous community, business, and institutional actors. This risk is mitigated by the institutional agreements and commitments already reached by KRC with community organizations as well as public and private institutions that will be involved in the project and, in some cases, participate as active members in the project Steering Committee.

Violence and urban unrest have long been present in Jamaica, particularly in the areas targeted by the project. So far, KRC has

been able to gain access to these neighborhoods and earn the trust of the residents as a politically neutral organization. However, this situation may worsen for unexpected factors, resulting in an increase in violence and a denial of ready access into the neighborhoods by the project staff, contractors and affiliated programs. This risk could very seriously impede execution. KRC will mitigate this risk by implementing community sensitization and organization strategies designed to involve residents with tangible physical results in order to sustain credibility and interest in participating in community renewal.

**Bank's country  
and sector  
strategy:**

The Bank's strategy for Jamaica has two overriding objectives. The first is to help establish satisfactory macroeconomic conditions. The second is to promote an improved environment for long-term private sector-led growth and development. The proposed operation is fully consistent with this second objective, particularly in light of its intention to help foster favorable conditions for business activity, to reduce violence, to deliver basic services, and to improve housing and other social conditions.

**Special  
contractual  
conditions:**

Prior to the first disbursement of the Bank's contribution of resources, KRC must submit to the Bank's satisfaction:

- (i) Evidence that the project coordinator and administrative assistant have been contracted;
- (ii) Evidence that the appropriate account has been established to receive the funds from the Bank;
- (iii) Evidence that the Project Steering Committee has been established and is fully operational.
- (iv) The final version and Bank approval of the Project Execution Guidelines.

**Exceptions to  
Bank policy:**

None

**Procurement:**

All equipment, construction work, and other goods and services needed to achieve the project objectives will be carried out in conformity with the Bank's relevant procedures, standards and policies. The type and quantities of goods and services to be acquired are listed in the project Procurement Plan (Annex II). International competitive bidding will be followed for purchase transactions of more than US\$250,000 for the procurement of goods and related services. Bids below this monetary threshold will be effected in accordance with local legislation. Consultant services will be hired in accordance with Bank procedures.

## **I. FRAME OF REFERENCE**

### **A. Socioeconomic framework**

- 1.1 For several years, Jamaica has grappled with unsatisfactory macroeconomic conditions. Nevertheless, after four years of negative growth, figures for the year 2000 indicate a 1% GDP growth suggesting a possible beginning in the process of economic recovery. During this period, the Government faced the challenge of providing and maintaining the quality and standards of public social services, physical infrastructure and environmental conditions. Figures from UNDP indicate that approximately 50% of the population lived below the poverty line in 1995. More recent analyses have demonstrated that poverty is increasingly affecting urban areas, and have highlighted that this trend is exacerbated in the Kingston metropolitan area –the nation’s capital, largest city and center of finance and commerce for the island– where, due to the decay of social and physical infrastructure, the proportion of the poor has doubled during the 1990s.
- 1.2 Historically, inner city Kingston has been adversely affected by two conflicting trends commonly found in rapidly urbanizing cities, especially in developing countries: first, massive migration of impoverished, under-educated people seeking improved economic opportunities from the rural areas into the city and, second, an outward movement by middle and upper classes to suburban areas seeking better environmental, social and economic conditions. As a result, by the mid-1960s the inner-city neighborhoods had been virtually abandoned by all but the lowest socioeconomic groups. The urban dynamic was then impacted by the advent of political warfare and associated violence, which accelerated substantially in the early 1970s and continues sporadically even today. Violent crimes –concentrated within approximately 15 inner-city neighborhoods and perpetrated mostly by unemployed males who live in these communities– have exacerbated the abandonment of downtown areas by commercial and institutional agencies and organizations. An additional distinctive feature of this reality, with important policy implications, is the diffusion of domestic violence, witnessed by the evidence that a considerable percentage of most severe crimes (e.g. homicides) occurs within the households.
- 1.3 Today, with few exceptions, high levels of poverty, unemployment, lack of investment and limited access to basic services characterize the neighborhood communities of inner-city Kingston. These communities are also marked by youth alienation, rampant crime and drug or gang-related violence. Residents live in overcrowded and unsanitary “tenement yard” housing, amidst derelict commercial buildings and with daily exposure to risks of personal security and a sense of despair.

### **B. The Central Kingston area**

- 1.4 Central Kingston –the neighborhood targeted by the project– represents no exception to the difficult situation described above. The area spans approximately

116 hectares adjacent to the waterfront and to the Downtown Kingston business district, and is comprised of 53 city blocks, 206 commercial buildings and 712 residential dwellings. The neighborhood population amounts to 8,200 residents concentrated in approximately 1,960 households. Crime and violence have contributed greatly to the instability in these area and deterred business investment. These factors contribute to the high level of unemployment, which reaches an estimated 45% of the active labor force.

- 1.5 Added to the scarcity of employment and income generation opportunities are the difficulties experienced by residents due to the very limited access to basic services. Housing conditions are characterized by over-crowding and sharing of basic amenities such as kitchens and bathrooms, while some residents (approximately 10 to 15%) don't even have sanitary facilities. A problem arising with poor housing is that of insecurity in land tenure, squatter occupancy and non-resident ownership<sup>1</sup>, which were generated during the past decades from a number of complex and diverse situations such as parcels left by previous owners who died intestate (i.e. without a codified will) with several potential claimants, or owned by people who have migrated, or willed to people who took possession but failed to register. Complicating this situation, many plots are occupied by several households.
- 1.6 Commercial and residential migration in conjunction with parcel abandonment caused a proliferation of derelict buildings, often attracting criminal activities or becoming dumping grounds for large amounts of garbage or refuse. Waste removal is often not provided and many residents have adopted poor sanitation practices. Poor drainage from the dumping of garbage in inadequately maintained drains and gullies are the source of many environmental and health problems. The negative social, economic and physical conditions reinforce and perpetuate each other, feeding the stigma that penalizes the neighborhood and that, among other things, often prevents residents from finding jobs outside the area.

**C. The country's experience and strategy in the sector**

- 1.7 Several institutions are involved in the management and development of the city of Kingston. An important feature of the institutional setting is that many important urban management responsibilities rest in central government institutions (in particular, the transport, water, environment, public works and housing sectors). Meanwhile, relative to more decentralized countries, the Parish and municipal governments have only limited tasks (such as urban planning, community development and waste removal).
- 1.8 Since the early 1990s, the GOJ has promoted several initiatives (often through international funding) aimed at overcoming urban poverty. An Inner City

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<sup>1</sup> Data from the 1990 KRC Housing Survey indicated that only 6% of homes were owner-occupied compared with 45.5% being tenanted and close to 50% having dwellers who "lived free" (i.e. squatting). According to a PIOJ analysis, with the recent upheavals in a number of communities and the subsequent moving out of some residents, this pattern is likely to have worsened.

Development Program, introduced in 1998 (part of the National Poverty Eradication Program), promotes an integrated approach to the eradication of poverty in targeted areas with particular attention to social and physical infra-structural development. Some 64 neighborhood communities have been identified and prioritized based on a number of criteria including the availability of NGOs to act as a focal point for mobilizing community involvement. Also, the Jamaica Urban Poverty Project (JUPP) –a partnership between the British DFID and the GOJ with KRC as the implementing agency– is currently being implemented in 11 Kingston communities and is generating lessons that are being incorporated in the design of the proposed project. Lastly, in addition to physical upgrading, economic and tax incentive schemes have been instituted to encourage business in downtown areas, which –due to the persistence of physical blight and social disorder– have not been sufficient to accomplish the desired level of relocation.

- 1.9 Besides public institutions, some private sector organizations have come to play a major role in complementing government action in the Kingston Metropolitan Area: besides KRC, the Chamber of Commerce (urban service delivery and financial management) and the Downtown Kingston Management District (public cleansing and downtown safety). Also, the recently created Parish Development Committee (PDC) –comprising NGOs, private and public institutions– develops an important support and guidance role in community assistance and project identification. In general, the GOJ has underscored its intention of increasing the role of community groups and private institutions in a variety of city management issues.

**D. The Bank's country and sector strategy**

- 1.10 The Bank's strategy for Jamaica has two overriding objectives. The first is to help establish satisfactory macroeconomic conditions. The second is to promote an improved environment for long-term private sector-led growth and development, with principal areas of emphasis including private sector development and social sector development. The proposed project is fully consistent with this second objective, particularly in light of its intention to help foster favorable conditions for business activity, to reduce violence, to deliver basic services, and to improve housing and other social conditions.
- 1.11 The project is also considered a priority area of attention because of its direct benefits to low-income residents of Kingston's inner-city and its alignment with the Bank's 8<sup>th</sup> Replenishment mandates. The Bank's Programming Mission undertaken in July 2000 confirmed its continued support to the project, considering it an important initiative in leading the way for future replication of effective and sustainable inner-city regeneration efforts. Moreover, the operation would represent an opportunity for the Bank to test and refine pilot solutions to larger sectoral issues of interest such as land tenure, violence prevention, low-income housing and capacity-building at the community level.

- 1.12 The Bank has no direct operational experience in Jamaica with integrated urban renewal at the neighborhood level. There are some related operations currently in the Bank's portfolio, such as the Social Investment Fund (1005/OC) and the Parish Infrastructure Development Program (1197/OC), but these are primarily small-scale multiple works infrastructure investments, island-wide in scope, and sector specific. However, the spatial concentration, the emphasis on private investment and community involvement, and the multi-sectoral approach to neighborhood regeneration underpinning the strategy of the proposed project reaffirm the principles that have informed recent Bank operations in urban renewal and neighborhood revitalization, such as the Second Stage of the Rio de Janeiro Urban Upgrading Program "Favela-Bairro" (1241/OC) and the Urban Renewal Program of the Center of Lima (PE-0213) currently in preparation.
- 1.13 It is important to underscore that the proposed project will coordinate with several Bank-supported operations. First, the project will regularize the tenure of selected land parcels in the Central Kingston neighborhood in collaboration with the Bank-funded Land Administration and Management Program-LAMP (1219/OC-JA), adopting its technical and institutional processes for land regularization and ensuring that the approach to tenure regularization is consistent under the two projects. Similarly, project activities will coordinate and take advantage from the activities to be funded under the Information and Communication Technology Project (JA-0116) and Youth Development Program (JA-0119), now in preparation with Bank support.

#### **E. Project rationale**

- 1.14 **Strategy for neighborhood upgrade and revitalization.** In order to confront the challenges and leverage the opportunities in Central Kingston, with a participatory process as a framework, the project encompasses two overarching concepts. First, the project adopts an integrated approach to neighborhood upgrading, comprising multisectoral activities to tackle the multiple factors at the base of social marginalization and neighborhood decay<sup>2</sup>. Second, the multisectoral approach is complemented by the spatial concentration of the project's key activities, which will focus on only two main corridors located in the Southside and Tel Aviv areas of Central Kingston. The combination of the two concepts will allow the comprehensive upgrade and revitalization of strategic areas, encouraging residents to take greater pride in their communities and decreasing the stigma that affects Central Kingston. The impact achieved will be perceivable and visible, encouraging other communities and community organizations to replicate the experience. Furthermore, in order to foster public involvement outside the project neighborhood, community-building initiatives will also engage CBOs from a buffering area surrounding the targeted corridors.

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<sup>2</sup> It is worth highlighting that, to improve project viability and impact, during project design, the Bank team collaborated with the executing agency in the effort to narrow the number of activities to be incorporated and to concentrate them in only one of the two neighborhoods originally targeted.



- 1.15 The integrated strategy also converges with residents' demands as it comprises activities in all the areas identified as the top four priority needs in a resident survey completed in the inner-city by the Planning Institute of Jamaica (PIOJ)<sup>3</sup>: business development, training, housing improvement and social amenities. An added feature of the project's strategy is the pursuit of resident involvement, participation and contribution throughout the identification and implementation processes.
- 1.16 **Neighborhood targeting.** Several considerations are at the base of the decision to focus project activities in the Central Kingston neighborhood. First, the severe adverse conditions call for immediate action in order to trigger the turnaround in the present trend of socioeconomic distress and infrastructure deterioration. Second, relative to other neighborhoods presenting similar problems, Central Kingston presents important comparative advantages that could enhance the return on investments in neighborhood upgrading. The main advantage is the contiguity with the Downtown Kingston business district (comprising, for example, wholesale and retail businesses, financial and legal services, and multi-modal transport terminals) and the resulting policy opportunity to foster commercial, business and labor linkages with the project neighborhood.
- 1.17 Another important element considered in the selection of Central Kingston is the experience accumulated in the neighborhood by the Kingston Restoration Company (KRC), the project's executing agency. During the last ten years, KRC has undertaken activities in the area that, from an initial focus on commercial building restoration, then moved into social sector activities, including initiatives aimed at youth development, education and health. These activities have contributed to making KRC an active player in the community and a credible interlocutor within the neighborhood's informal power structure, thereby establishing critical preconditions for the effective implementation of the proposed project.

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<sup>3</sup> PIOJ, Inner-city Renewal Programme for the Kingston Metropolitan Area, September 2000.

## **II. THE PROJECT**

### **A. Objectives and description**

2.1 The overall goal of the project is to contribute to the improvement of the quality of life in inner-city Kingston through the design and implementation of strategies for the regeneration of poor communities. The purpose of the project is to enhance the social and economic welfare of the communities in the distressed Central Kingston neighborhood.

2.2 Specific project objectives are: (i) to support public involvement processes and strengthen community-based organizations (CBOs); (ii) to upgrade the housing and environmental conditions; (iii) to foster employment opportunities and business activities; and (iv) to identify and disseminate innovative strategies and instruments for regeneration of other urban communities in Jamaica. In order to achieve these objectives, the project consists of four inter-related components:

#### **1. Community sensitization and organization (US\$120,000)**

2.3 The component is aimed at establishing a participatory framework to work with the community, to analyze the problems and identify strategies for achieving and maintaining positive changes. The results of this process will form the basis for designing core activities for the selected communities. The specific activities include:

- a. Identification and analysis of active CBOs and other key stakeholders. These actors will be formed into an “umbrella CBO” that, by coordinating their actions, will gain a leadership role jointly with KRC in the implementation of the community development activities described below. Also, the project will support the set up of facilities for the operations of the umbrella CBO in a Community Center located in a site already identified in Higholborn Street in Central Kingston. This facility is owned by the Government of Jamaica and leased to KRC for community development purposes.
- b. Implementation of workshops and training events tailored to CBO institutional strengthening. Specifically, most training activities will be geared to the executive bodies of the CBOs and focus on fundraising, organization management, leadership development, financial management, and conflict resolution.
- c. Development of a “visioning” initiative, aimed at the participatory preparation of an action plan for the neighborhood. This process will allow the identification and execution of NOW projects<sup>4</sup>.

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<sup>4</sup> NOW projects are quick-implementation initiatives identified by the community and geared to produce tangible physical results, such as street signage installation, street-scaping, upgrading play areas, waste removal campaigns, among others.

- d. Support for training activities and direct provision of mediation and dispute resolution services to address the issues related to street and household violence.

## **2. Shelter and environment (US\$400,000)**

2.4 This component is focused on the improvement of the urban environment and fostering the provision of affordable shelter solutions. Specific activities include:<sup>5</sup>

- a. Support of environmental upgrading initiatives, such as improvement of solid waste management through the placement of garbage disposal bins; provision of community sanitary facilities (i.e. toilets and bathrooms); clearing of vacant sites currently representing a health hazard and a security risk, and their conversion for recreational and socialization purposes.
- b. The provision of technical assistance and financing (i.e. building materials) to legal residents and home owners for the restoration and maintenance of derelict commercial and residential dwellings.
- c. The completion of surveys (including 80 lots) and the provision of technical and legal assistance for the regularization (including 20 lots) of land tenure.
- d. The design of viable financing mechanisms for affordable housing solutions and the identification of cost-effective construction systems. These studies are aimed at providing to KRC the elements needed to commence a housing development program in sites located in the targeted neighborhood.

## **3. Economic development (US\$520,000)**

2.5 This component is aimed at identifying and implementing initiatives for skill acquisition and employment generation, and for business support in Central Kingston and the surrounding neighborhoods. Specific activities include:

- a. The start-up and the operations of a Business Development Center (BDC) that will be housed in facilities located on Port Royal Street, in the Downtown business district in close proximity to the target community. The building was donated to KRC by the Financial Adjustment Company (FINSAC). Hosting and organizing the other activities contemplated in this component, the BDC will enhance economic activity in the neighborhood and facilitate relations with the rest of the city economy. Also, the BDC will promote a Product Showcase Center outside the project neighborhood for the promotion, marketing and sale of typical neighborhood products.
- b. The design and provision of vocational training courses of different duration (one week to six months) and targeted towards different groups (non- and

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<sup>5</sup> The specific numbers and benchmarks relative to these activities are reported in the Logical Framework.

semi-skilled persons, entrepreneurs, and workers). Also, the project will engage private businesses inside and outside Central Kingston in an apprenticeship program for the placement of some of the training graduates in six-month internships co-financed by the project and the businesses.

- c. The design and provision of basic business services to local micro and small enterprises, including assistance for business planning and cash flow forecasting, book keeping and accounting, telecommunication access, business information, marketing and sales support.
- d. The completion of a market assessment for employment and business opportunities focused on a skill demand survey for the identification of potential labor demand for residents; the identification of consumer demand for retail and service goods that are currently unavailable in the neighborhoods and of potential anchor sectors (artisan, tourism, services, government, etc.).

#### **4. Institutional capacity building and dissemination (US\$80,000)**

2.6 This component is focused on the identification of best practices and innovative strategies for neighborhood regeneration and their dissemination among Jamaican CBOs, non-governmental organizations (NGOs) and other public and private institutions. Specific activities include:

- a. The organization and delivery of seminars and workshops on urban renewal best practices and lessons learned, inviting institutions from other Jamaican cities. Also, at least three of these seminars will be based on the contribution of foreign public and/or private sector organizations that are applying particularly innovative urban management strategies and tools in their countries.
- b. The production, publication and distribution of “How To” and other applied materials on neighborhood regeneration.

#### **B. Cost and financing**

2.7 The IDB will provide US\$1,200,000 on a non-reimbursable basis from the net income of the Fund for Special Operations (FSO). KRC will provide US\$300,000 in counterpart funds, goods and services. The total cost of the project is estimated at US\$1,500,000 as laid out in the following budget overview.

### Project Budget (US \$)

ITEM	IDB	KRC	TOTAL	%
<b>PROJECT ADMINISTRATION</b>	<b>230,000</b>	<b>70,000</b>	<b>300,000</b>	<b>20.0%</b>
Project Coordinator	125,000		125,000	8.3%
Administrative assistant	65,000		65,000	4.3%
Operating expenses	40,000	70,000	110,000	7.3%
<b>1. COMMUNITY SENSITIZATION AND ORGANIZATION</b>	<b>47,000</b>	<b>73,000</b>	<b>120,000</b>	<b>8.0%</b>
1.1 Community analysis and set up of facilities for the umbrella CBO	5,000	73,000	78,000	5.2%
1.2 Capacity building workshops and seminars	4,000		4,000	0.3%
1.3 Participatory "visioning" process	5,000		5,000	0.3%
1.4 NOW projects: Development and execution	23,000		23,000	1.5%
1.5 Courses in dispute resolution	10,000		10,000	0.7%
<b>2. SHELTER AND ENVIRONMENT</b>	<b>360,000</b>	<b>40,000</b>	<b>400,000</b>	<b>26.7%</b>
2.1 Environmental upgrading	160,000	40,000	200,000	13.3%
2.2 Regularization of land tenure	50,000		50,000	3.3%
2.3 Restoration and maintenance of derelict buildings	84,000		84,000	5.6%
2.4 Affordable Housing Solutions	66,000		66,000	4.4%
<b>3. ECONOMIC DEVELOPMENT</b>	<b>420,000</b>	<b>100,000</b>	<b>520,000</b>	<b>34.7%</b>
3.1 Set up and implementation of a Business Development Center	100,000	75,000	175,000	11.7%
3.2 Design and implementation of training courses and apprenticeship schemes	210,000		210,000	14.0%
3.3 Provision of basic business services to microenterprises	90,000	25,000	115,000	7.7%
3.4 Studies	20,000		20,000	1.3%
<b>4. INSTITUTIONAL CAPACITY BUILDING AND DISSEMINATION</b>	<b>75,000</b>	<b>5,000</b>	<b>80,000</b>	<b>5.3%</b>
4.1 Design and implementation of urban regeneration seminars	60,000	5,000	65,000	4.3%
4.2 Production, publication and distribution of "How to" materials	15,000		15,000	1.0%
Final Evaluation	20,000		20,000	1.3%
Contingencies	48,000	12,000	60,000	4.0%
<b>TOTAL</b>	<b>1,200,000</b>	<b>300,000</b>	<b>1,500,000</b>	<b>100.0%</b>

### III. PROJECT EXECUTION

#### A. Project execution and administration

- 3.1 The project executing agency is the Kingston Restoration Company (KRC). In order to streamline implementation, KRC will establish a Project Coordination Unit (PCU) which –operating from KRC facilities in Central Kingston– will be responsible for the strategic, technical and administrative aspects of project execution. The PCU will be headed by a project coordinator that will have operational responsibility for all project components. The PCU will also include an administrative assistant, and it will be complemented by the technical specialists that will be contracted on an as-needed basis under the project components. In its activities, the PCU will also benefit from the support of KRC permanent technical and administrative personnel.
- 3.2 The project coordinator will be selected through a competitive process open to individuals from all Bank member countries. **The contracting of the project coordinator and of the administrative assistant will be conditions prior to first disbursement of Bank resources.** However, in order to facilitate the contracting of these key individuals and, through their efforts, the fulfillment of further conditions prior to first disbursement, a disbursement of up to US\$20,000 will be subject only to general conditions. This partial disbursement amounts to approximately 30% of the annual salary of these individuals, representing a retainer that would be paid upon their contracting.
- 3.3 In order to ensure the transparency and fairness of project procedures – particularly for activities directly benefiting individuals, households, and businesses– these actions are regulated by criteria established in the Project Execution Guidelines, which regulate, among other aspects, eligibility criteria, selection procedures, and, where applicable, co-financing mechanisms. For example, these criteria consider variables such as household size, beneficiary contribution, trainees performance, ownership of lot/house, and former participation in community activities. Also, training and business services will be provided on a cost-recovery basis whose co-financing modalities will vary according to the type of service and ability to pay of individuals and enterprises. **The presentation of the final version of the Project Execution Guidelines will be a condition prior to first disbursement.**
- 3.4 The PCU will establish, coordinate and manage the operational partnerships with other institutions (including CBOs, universities, and other private and public sector organizations) and, in those cases where these institutions are directly responsible for execution of specific project activities, will insure their compliance with the rules and provisions established in the Project Execution Guidelines.

- 3.5 In addition to the PCU, a Project Steering Committee (PSC) will be established to provide strategic support and guidance during project implementation and to create and enhance opportunities for replicability of effective urban regeneration strategies. The PSC will comprise members from public and private institutions, including the Urban Development Corporation (UDC), the Planning Institute of Jamaica (PIOJ), the Social Development Commission, NGO/CBO representatives, the Kingston and St. Andrew Corporation, and KRC. In order to undertake its tasks, the PSC will meet on a monthly basis, while its composition, specific functions, and by-laws are described in the Project Execution Guidelines. **Evidence that the Project Steering Committee has been established and is fully operational will be a condition prior to first disbursement.**

**B. Executing agency**

- 3.6 KRC was established in 1983 as a private company to help stem the decay in the Kingston inner-city by fostering the conditions for reinvestment and urban renewal in the area. Incorporated under the laws of Jamaica, KRC is a Company Limited By Guarantee not having a share capital. A Board of Directors comprised of 21 individuals drawn from the private sector, civil society and the community, oversees the activities of the company.
- 3.7 Since 1986, KRC has received funding from the United States Agency for International Development (USAID) and from the Department for International Development (DFID) of the United Kingdom to execute urban and social development initiatives. Examples of tangible results under these projects include conversion of derelict properties into commercial space; the design management and implementation of street façade improvements; the provision of co-financing to small businesses for repairs of buildings; the creation of youth development programs providing leadership training, financial assistance and academic guidance for inner-city high school students; and the development and implementation of a comprehensive academic and social training program for “at risk” street youth. The ex-post project evaluations completed by DFID and US AID were highly positive, especially with respect to KRC operative efficiency and administrative reliability.
- 3.8 Using its own resources and those from international donors for designated assignments, KRC continues to execute a wide range of initiatives and has identified a fully comprehensive solution approach to the problems of the inner city, adopting a multi-sectoral and collaborative approach incorporating inter-related activities in commercial and microenterprise development, education, job training, infrastructure and other social services. This approach has also involved decision-making and substantial investment by private sector leaders and business firms, along with financial and legislative support from Government.
- 3.9 KRC currently has a staff of 40 persons, including managerial, operational and ancillary personnel. The company has an asset base of US\$5 million, and its income source comes mainly through grants for the implementation of projects,

management fees for projects implemented on behalf of private and public sector agencies, interest and donations. KRC's budget for the fiscal year ending June 2002 is US\$2,600,000.

**C. Procurement of goods and services**

- 3.10 KRC is responsible for procuring all equipment, construction work, and other goods and services needed to achieve the project objectives, in conformity with the Bank's relevant procedures, standards and policies. The type and quantities of goods and services to be acquired are reported in the Procurement Plan (Annex II). International competitive bidding will be followed for purchase transactions of more than US\$250,000 in the case of goods and related services. Bids below this monetary threshold will be effected in accordance with local legislation. Consultant services will be hired in accordance with Bank procedures.

**D. Execution and disbursement schedule**

- 3.11 The duration of project activities is of 36 months, while disbursements will be made over a 42-month period from the date of the Agreement between Bank and the KRC. KRC shall present the final request for disbursement at least 30 days prior to the expiration of the disbursement period.
- 3.12 Prior to the first disbursement, the Executing Agency must submit to the Bank's satisfaction; (i) evidence that the project coordinator and administrative assistant have been contracted; (ii) evidence that the Project Steering Committee has been established and is fully operational; (iii) evidence that the appropriate account has been established to receive the funds from the Bank; and (iv) the final version and Bank approval of the Project Execution Guidelines.

**E. Monitoring and evaluation**

- 3.13 The Logical Framework and Project Monitoring Indicators completed for the project (Annex I) provide detailed monitoring and evaluation benchmarks for *in itinere* oversight, and will be integrated by KRC's Project Reporting System and Management by Objectives analysis. These tools will generate internal monthly and quarterly reports that will be rolled up into formal semi-annual submissions to Bank, tracking progress on execution of the project components against specified benchmarks. Based on the information produced by the above-mentioned systems, the project will also undergo a mid-term review and an external final evaluation.

**F. Project sustainability**

- 3.14 With respect to long-term sustainability, the initiatives supported may be differentiated according to their features and objectives. On the one hand, some actions aim at the provision of specific and time-limited public and semi-public goods (e.g. NOW projects or clearing of vacant sites) with positive social and



environmental externalities and demonstration effects. On the other hand, several project initiatives will need continuous support at the end of Bank financing (e.g. maintenance of recreational sites, garbage disposals and sanitary facilities, or operational and administrative costs for the community center and the BDS).

- 3.15 The sustainability of the latter will be insured by a mix of strategies. Besides counting on KRC financial support (deriving from its income sources, namely a stable flow of donations from individuals and non-governmental organizations and from the sale of its social services to governmental institutions), the continuity of project activities will be enhanced by: (i) a cost-recovery strategy that will characterize the delivery of services to microenterprises, individual trainees and households; (ii) the progressive involvement of municipal, non-profit, and private entities in project activities; and (iii) the strong community involvement in project initiatives that will create sense of ownership and voluntary commitment in the facilities and initiatives supported by the project.
- 3.16 Long-term sustainability of project initiatives will also benefit from the actions undertaken to diffuse the lessons learned and to enhance the replicability of project initiatives. Specifically, by supporting seminars and other activities with national and international organizations and the preparation of applied materials on participatory and integrated neighborhood regeneration in Jamaica, the project (i.e. Component 4) will help create the conditions needed to replicate on a national scale the most effective tools and strategies applied in Central Kingston. Also, the participation in the Project Steering Committee of national, parish and municipal institutions as well as of business and non-profit entities will foster the exchange and innovation in urban policy making, and eventually broaden the political support for the most effective initiatives implemented in the project.

#### **G. Social and environmental sustainability**

- 3.17 The actions contemplated in the project are expected to considerably improve living and social conditions of citizens in Central Kingston. For example, an increase in employment of the skilled and unskilled labor force, the improvement in commercial activity, the reduction in domestic violence through training and dispute resolution processes, the decrease in gang activity, are all positive and measurable effects on living standards that the project anticipates to generate and monitor. Also, KRC effectively adopted a gender-based approach in other urban neighborhoods focusing on women's proactive and constructive attitude toward community building and social development. This approach also will be applied in Central Kingston, and will be formalized in non-discriminatory provisions and, where appropriate, in the incentives for women's participation in project activities established in the Project Execution Guidelines.
- 3.18 Likewise, several specific project activities directly target environmental upgrading in the neighborhood, such as community sanitary facilities, solid waste disposal and clearing of vacant sites. The community-building and education initiatives should also nurture processes of behavioral and lifestyle change needed

for further diffusion and long-term sustainability of the proposed interventions. Finally, the Project Execution Guidelines will insure that the above-mentioned and other activities (e.g. business creation or housing improvement) will incorporate criteria for environmental eligibility.

## **IV. BENEFITS AND RISKS**

### **A. Benefits**

- 4.1 The direct beneficiaries of the project will be the approximately 8,000 residents living in the Central Kingston neighborhood. Project benefits include improvements in socioeconomic (e.g. employment increase; improvement in commercial activity; or the reduction in domestic and street violence) and environmental conditions (e.g. improvement in household sanitation and in solid waste disposal, or conversion of vacant sites into recreational areas).
- 4.2 Also, private and public sector organizations working in community development and urban revitalization will benefit from the training, capacity-building and dissemination activities. Finally, an additional output of the project will consist in the piloting and demonstration effects that may inform larger scale country initiatives to be further developed by other private organizations and public institutions.

### **B. Risks**

- 4.3 The integrated strategy for neighborhood regeneration underpinning this project accounts for the relatively high number of proposed activities and their diversification across several sectors. This presents the risk of fragmenting and decreasing project impact in a series of disconnected actions. This risk is mitigated by the spatial concentration of actions in two well-defined corridors (Law Street and Barry Street) within Central Kingston as well as by KRC proved capacity in planning, management and executions of detailed action plans.
- 4.4 The integrated approach also poses some risk in terms of coordination. In order to achieve the desired impact, project execution will require effective mechanisms for organizing the involvement of the numerous community, business, and institutional actors. This risk is mitigated by the institutional agreements and commitments already reached by KRC with community organizations as well as public and private institutions that will be involved in the project and, in some cases, participate as active members in the Project Steering Committee.
- 4.5 Violence and urban unrest have long been present in Jamaica, particularly in the areas targeted by the project. So far, KRC has been able to gain access to these neighborhoods and earn the trust of the residents as a politically neutral organization. This situation may worsen due to unexpected factors, resulting in an increase in violence and a denial of ready access into the neighborhoods by the project staff, contractors and affiliated programs. This risk could very seriously impede execution. KRC will mitigate this risk by implementing community sensitization and organization strategies designed to involve residents with tangible physical results in order to sustain credibility and interest in participating in community renewal.

**LOGICAL FRAMEWORK  
KINGSTON URBAN RENEWAL  
(TC-97-10-23-8-JA)**

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
The quality of life in inner-city through the design and implementation of strategies for the improvement of poor communities	At the end of the project, infrastructure and commercial investment, employment levels and per-capita income in inner-city Kingston increase. The number of reported violent crime decreases.	<ul style="list-style-type: none"> <li>- Database of Vision 2020 Project</li> <li>- PIOJ Reports</li> <li>- Police crime statistics</li> </ul>	
The social and economic welfare and communities in the Central neighborhood <sup>1</sup>	In Central Kingston , at the end of project implementation: <ul style="list-style-type: none"> <li>- Unemployment and underemployment decrease from 45% to 40% of the active labor force.</li> <li>- The number of formal businesses increases by 20%.</li> <li>- External investment increases by 50%.</li> <li>- The reported cases of violent crimes decrease by 10%.</li> <li>- The reported cases of domestic violence decrease by 5%.</li> </ul>	<ul style="list-style-type: none"> <li>- KRC baselines and neighborhood monitoring reports.</li> <li>- Database of Vision 2020 Project</li> <li>- PIOJ Reports</li> <li>- Police crime statistics</li> <li>- Baseline assessments and subsequent surveys</li> </ul>	
Public involvement processes are and community based organizations (CBOs) have been implemented in Central Kingston	<ul style="list-style-type: none"> <li>- At least 50% of CBOs surveyed in Central Kingston are actively involved in the visioning, planning and implementation of activities throughout project implementation.</li> <li>- Functioning and total or partial financial independence of the umbrella CBO at the end of the project.</li> <li>- At least 10% of Central Kingston households have used dispute resolution assistance or participated in mediation training.</li> </ul>	<ul style="list-style-type: none"> <li>- KRC and Community Center reports</li> </ul>	

<sup>1</sup> Results included in the Logical Framework refer to results in the target area of Central Kingston.

**LOGICAL FRAMEWORK  
KINGSTON URBAN RENEWAL  
(TC-97-10-23-8-JA)**

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Environmental conditions are improved in Central Kingston	<p>At the end of the project:</p> <ul style="list-style-type: none"> <li>- The number of households without access to sanitary facilities decreases from 12-15% to 5-8%.</li> <li>- At least 5 recreational sites are accessible, in good conditions and properly maintained.</li> <li>- At least 5% of residential dwellings and 10% of commercial dwellings are restored.</li> </ul>	<ul style="list-style-type: none"> <li>- KRC technical and progress reports</li> </ul>	
Employment opportunities and business revenues are increased	<p>At the end of the project:</p> <ul style="list-style-type: none"> <li>- The Business Development Center is fully operationally, has a diversified income stream, and recovers at least 40% of its operative costs through service fees.</li> <li>- The number of businesses assisted by the BDC that increases its revenues and/or its employment is at least 50%.</li> <li>- The proportion of post-training formal employment is at least 50%.</li> <li>- The proportion of post-apprenticeship hiring is at least 50%.</li> <li>- The total number of businesses increases by at least 30% in the target corridors and at least by 20% in the whole Central Kingston neighborhood.</li> </ul>	<ul style="list-style-type: none"> <li>- Records from the BDC, KRC and related training institutions regarding people and institutions that have completed specified training programs.</li> <li>- Baseline assessments and subsequent surveys</li> </ul>	
Identify and disseminate innovative practices and instruments for urban regeneration in other Jamaican urban communities	<ul style="list-style-type: none"> <li>- A least 50 public and private institutions participate in the dissemination activities.</li> <li>- At least 15 institutions from outside of Kingston participate in the dissemination activities.</li> <li>- At least 3 urban regeneration initiatives in Jamaica are inspired by the project in Central Kingston.</li> </ul>	<ul style="list-style-type: none"> <li>- KRC reports</li> <li>- Meeting schedules, agendas, and minutes.</li> <li>- Participant satisfaction surveys.</li> <li>- Inventory of Jamaica urban initiatives launched by GOJ, international donors and private sector based on document reviews, interviews and statistical series.</li> </ul>	

**LOGICAL FRAMEWORK  
KINGSTON URBAN RENEWAL  
(TC-97-10-23-8-JA)**

OBJECTIVES ACTIVITIES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>COMMUNITY SENSITIZATION AND ORGANIZATION</b>			
Community Analysis/CBOs Identification and set up of facilities Umbrella CBO	CBO facility in operation Total cost US\$78,000	Minutes of meeting Organization structure	
Community building workshops and seminars	15 training courses implemented at an average unit cost of US\$260 Total Cost US\$3,900	Course outline Attendance register Participants evaluation	
Top participatory "visioning" workshops	4 workshops executed at an average unit cost of US\$1,250 Total US\$5,000	Attendance register Report	
Projects: Development and implementation	15 projects implemented at a unit cost of US\$1,500 Total cost US\$22,500	Site visits	
Training in dispute resolution	5 – one day training courses @US\$1,000 = US\$5,000 1 – 5 day training course @ US\$5,000 = US\$5,000 Total US\$10,000	Attendance register Training manuals Participants evaluation	
<b>LAND AND ENVIRONMENT</b>			
Waste management: Garbage disposal	10 Garbage disposals built and operating at an average unit cost of US\$1,500 Total cost US\$15,000	Progress report, audio and pictorial documentation, site visits	
Construction of community sanitary facilities	30 of sanitary facilities built at an average unit cost of US\$3,830 Total Cost US\$115,000	Progress report, audio and pictorial documentation, site visits	Domiciliary services are provided
Converting vacant sites to convert to recreational and productive areas.	5 Recreational areas @ US\$6,000 Total Cost = US\$30,000	Site visits Progress reports	Ownership is cleared
Survey	80 Survey completed @ US\$500 Total cost US\$40,000	Reports	
Land clearing	20 titles cleared at an average unit cost of US\$500 Total Cost US\$10,000		

**LOGICAL FRAMEWORK  
KINGSTON URBAN RENEWAL  
(TC-97-10-23-8-JA)**

<b>OBJECTIVES</b>	<b>INDICATORS</b>	<b>MEANS OF VERIFICATION</b>	<b>ASSUMPTIONS</b>
Operation and maintenance of existing buildings	Façade and home improvement 30 residential units at an average unit cost of US\$1,200 40 commercial units at an average unit cost of US\$1,200 Total cost US\$84,000	Reports Site visits Selection criteria	Titles are cleared for residential improvements
to define construction management system	Study completed Total cost US\$25,000	Completed document	
to define financing mechanisms	Study completed Total cost US\$25,000	Completed document	
Training courses in home improvement	2 - 12 week courses @US\$8,000 (25 persons per course) Total cost = US\$16,000	Training manuals Attendance register Beneficiary's evaluation Trainers report Training materials	
Specialized Consultancies and Technical Assistance	266 days at US\$ 130 per day Total cost = US\$35,000	Training manuals Attendance register Beneficiary's evaluation Trainers report Training materials	
<b>ECONOMIC DEVELOPMENT</b>			
Construction and implementation of a Business Development Center	Re-furbishing cost for building donated by Government cost = US\$150,000 BDC implemented = Cost US\$15,000 Total Cost = US\$175,000	Site visits	
Market study for employment and business opportunities	Market study completed Total US\$ 10,000	Reports	
Training and implementation of training courses.	6 – 6 month courses @ \$8,000 – 20 persons per course total US\$48,000 2 – 8 weeks course @ \$15,500 – 20 persons per course total US\$31,500 12 – 1 week course @ \$2,800 – 25 persons per course total US\$33,600 9 Special computer courses @\$6,900 course total US\$62,100 Total Cost US\$175,000	Training manuals Attendance register Beneficiary's evaluation Trainers report Training materials	

**LOGICAL FRAMEWORK  
KINGSTON URBAN RENEWAL  
(TC-97-10-23-8-JA)**

<b>OBJECTIVES</b>	<b>INDICATORS</b>	<b>MEANS OF VERIFICATION</b>	<b>ASSUMPTIONS</b>
and financing of apprenticeship schemes with local firms	Apprenticeship of CK residents brokered and co-financed 30 persons for 6 months, total cost \$1,100 per person Total Cost =US\$ 35,000	Employers evaluation Reports Beneficiary's evaluation	Private sector willing to collaborate
provision of basic business services to micro and small enterprises	30 micro and small enterprises assisted @ US\$3,800 Total cost US\$115,000	Progress report Site visits	
Feasibility study for the production technology for neighborhood specialty products	Feasibility study completed Total Cost US\$10,000	Reports	
<b>TECHNICAL CAPACITY BUILDING AND DISSEMINATION</b>			
Hands learned workshops and technical seminars	3 workshops implemented at a unit cost of US\$21,500 Total US\$64,500		
Production, publication and distribution of "How to" materials	2000 publications distributed at a unit cost of US\$7,5 Total Cost US\$15,000		



**LOGICAL FRAMEWORK  
KINGSTON URBAN RENEWAL  
(TC-97-10-23-8-JA)**

**PROJECT MONITORING INDICATORS (IN US\$)**

ACTIVITIES	QUANTITY	AVERAGE UNIT COST	YEAR 1	YEAR 2	YEAR 3	TOTAL
<b>COMMUNITY SENSITIZATION AND ORGANIZATION</b>						
Feasibility Analysis and set up and operation of the facility for a CBO	1	78,000	1 40,000	20,000	18,000	
Building workshops and seminars	15	260	5 1,300	5 1,300	5 1,300	
Participatory "visioning" process	4	1250	4 5,000			
Projects: Development and execution	15	1,500	5 7,500	7 10,500	3 4,500	
Dispute resolution	5/1	5,000/1,000	2 2,000	2 6,000	2 2,000	
<b>TOTAL</b>						<b>119</b>
<b>WATER AND ENVIRONMENT</b>						
Waste management: Garbage disposals	10	1,500	10 15,000			
Provision of community sanitary facilities/ cleaning of drainage gullies and drains	35	3,830	30 115,500			
Recreation: Clearing vacant sites to convert in recreational and open areas.	5	6,000	3 18,000	2 12,000		
Recreation: Clearing vacant sites to convert in recreational and open areas.	80	500	40 20,000	40 20,000		
Recreation: Clearing vacant sites to convert in recreational and open areas.	20	500		5 2500	15 7,500	
Recreation: Clearing vacant sites to convert in recreational and open areas.	70	1,200	35 42,000	35 42,000		
Recreation: Clearing vacant sites to convert in recreational and open areas.	1	25,000	1 25,000			

**LOGICAL FRAMEWORK  
KINGSTON URBAN RENEWAL  
(TC-97-10-23-8-JA)**

ACTIVITIES	QUANTITY	AVERAGE UNIT COST	YEAR 1	YEAR 2	YEAR 3	TOTAL
Identify financing mechanisms	1	25,000	1			
			25,000			
Courses in home improvement courses @US\$8,000 – 25 persons per course	2	8,000	1	1		
			8,000	8,000	8,000	
Consultancies and TA	266 days	130	100	100	66	
			15,000	15,000	10,000	

**TOTAL**

**ECONOMIC DEVELOPMENT**

Implementation of a Business Development Center	1	25,000	1			
	1	150,000	150,000	25,000		
Study for employment and business opportunities	1	10,000	1			
			10,000			
Implementation of vocational training courses for 460	29	6,000	9	10	10	
			55,000	60,000	60,000	
Financing of apprenticeship activities with local	30	1,100	10	10	10	
			11,000	11,000	11,000	
Provide basic business services to micro and small enterprises	30	3,800	10	10	10	
			30,000	30,000	30,000	
Study for the production laboratory for neighborhood products	1	10,000	1			
			10,000			

**TOTAL**

**EDUCATIONAL CAPACITY BUILDING AND DISSEMINATION COMPONENT**

Conduct workshops and seminars	3	21,500	1	1	1	
			21,500	21,500	21,500	
Publication and distribution of “How to” materials	2000	7,5			15,000	

**TOTAL**

**KINGSTON URBAN RENEWAL PROJECT  
SCHEDULE OF PROCUREMENT AND BIDDING**

MAIN PROCUREMENT NEEDS OF THE PROJECT	Source of financing (Z)		Method	Pre qualification Requirements	Publication SPN Semester/year
	IDB	LOCAL			
<b>A. Procurement of goods</b>					
<b>A1. Project Coordination</b>					
1. Purchase and maintenance of vehicle for PCU US\$ 30,000 – Various Lots	100	-	LCB	NO	1/2002
2. Purchase of PCU Office Furniture and Equipment US\$ 10,000 – 2 Lots	100	-	LCB	NO	1/2002
<b>A2. Community Sensitization and Organization</b>					
1. Purchase of CBO Facility Office Equipment and Furniture US\$ 5,000 – 2 Lots	100	-	LS	NO	1/2002
<b>A3. Shelter and Environment</b>					
1. Purchase of 10 Garbage Disposal Units (including installation) US\$ 10,000 – 1 Lot	100	-	LS	NO	3/2002
3. Purchase of Materials and Supplies for Restoration of Derelict Buildings US\$ 34,000 – Various Lots	100	-	LS	NO	4/2002
US\$ 34,000 – Various Lots	100	-	LS	NO	4/2003
<b>A4. Economic Development</b>					
1. Purchase of Office Equipment and Furniture US\$ 15,000 – 2 Lots for BDC US \$ 25,000 – Various Lots for small enterprises	100	-	LCB	NO	1/2003
<b>B. Civil Works (including supervision)</b>					
<b>B1. Community Sensitization and Organization</b>					
1. Construction and materials NOW projects US\$ 5,000 Various Lots	100	-	LS	NO	4/2002
US\$ 7,000 Various Lots	100	-	LS	NO	4/2003
US\$ 3,000 Various Lots	100	-	LS	NO	4/2004
<b>B2. Shelter and Environment</b>					
2. Construction Cost to clear Vacant Sites US\$ 12,000 – 3 Vacant Sites	100	-	DC	NO	4/2002
US\$ 8,000 – 2 Vacant Sites	100	-	DC	NO	4/2003
1. Construction of 35 Sanitary Facilities US\$ 99,000 - Various Lots	100		LCB	NO	4/2002
<b>B3. Economic Development</b>					
1. Rehabilitation Works to Business Development Center US\$ 150,000 – 1 Contract	40	60	LCB	NO	3/2002
<b>C. Consulting services</b>					
<b>C1. Project Coordinating Unit</b>					
1. Individual Consultants US\$ 125,000 – (3 year contract) Project Coordinator	100	-	ICB	NO	4/2001
US\$ 65,000 – (3 year contract) Administrative Assistant	100	-	LCB	NO	4/2001
<b>C2. Community Sensitization and Organization</b>					
1. Individual Consultants US\$ 57,000 Operation and management of Community Center	-	100	LS	NO	1/2002
US\$ 1,300 – 5 Capacity Building Workshops	100	-	LS	NO	1/2002
US\$ 1,300 – 5 Capacity Building Workshops	100	-	LS	NO	1/2003
US\$ 1,300 – 5 Capacity Building Workshops	100	-	LS	NO	1/2004
US\$ 2,000 – 2 Dispute Resolution Training Courses	100	-	LS	NO	2/2002
US\$ 6,000 – 2 Dispute Resolution Training Courses	100	-	LS	NO	2/2003
US\$ 2,000 – 2 Dispute Resolution Training Courses	100	-	LS	NO	2/2004
<b>C3. Shelter and Environment</b>					
1. Consulting Firm US\$ 40,000– 80 Land Surveys	100	-	LCB	NO	2/2002
US\$ 10,000 – 20 parcels Tenure Clarified	100	-	LCB	NO	1/2003
2. Individual Consultants US\$ 25,000 – Construction Management System Study	100	-	LCB	NO	2/2002
US\$ 25,000 – Housing Financing Mechanism Study	100	-	LCB	NO	2/2002
US\$ 8,000 – Training in Home Improvement	100	-	LCB	NO	3/2002
US\$ 8,000 – Training in Home Improvement	100	-	LCB	NO	3/2003
US\$ 60,000 technical assistance and management (several contracts)	40	60	LCB	NO	1/2002
<b>C4. Economic Development</b>					
1. Consulting Firms US\$ 175,000– Several Lots Design and Implementation of Training Courses	100	-	LCB	NO	4/2002
2. Individual Consultants US\$ 10,000 – Market Study	100	-	LCB	NO	3/2002
US\$ 30,000 – Training for small Business Services	66	34	LS	NO	4/2002
US\$ 30,000 – Training for small Business Services	66	34	LS	NO	4/2003
US\$ 30,000 – Training for small Business Services	66	34	LS	NO	4/2004
US\$ 10,000 – Feasibility Studies	100	-	LCB	NO	2/2002
<b>C5. Institutional Capacity Building</b>					
1. Consulting Firms / Individuals US\$80,000 Several contracts for seminars organization participation and production and distribution of dissemination materials	90	10	LS	NO	11/2002
<b>C6. Final evaluation</b>					
US\$ 20,000	100	-	LCB	NO	01/2005

DC- Direct Contracting; ICB-International Competitive Bidding; LCB-Local Bidding; LS-Local Shopping (at least 3 price-quotations)

**PROPOSED RESOLUTION**

**JAMAICA. NONREIMBURSABLE TECHNICAL COOPERATION FOR THE  
KINGSTON URBAN RENEWAL PROJECT**

The Board of Executive Directors

**RESOLVES:**

1. That the President of the Inter-American Development Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, to take such measures as may be pertinent for the execution of the plan of operations referred to in Document AT-\_\_\_\_\_ with respect to a nonreimbursable technical cooperation for the Kingston Urban Renewal Project.
2. That up to the sum of US\$1,200,000 or its equivalent in other convertible currencies, is authorized for the purposes of this resolution, chargeable to the net income of the Fund for Special Operations.
3. That the above-mentioned sum is to be provided on a nonreimbursable basis.