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"JAMAICA'S SUCCESS - RURAL DEVELOPMENT"

A NATIONAL SYMPOSIUM

17th and 18th May 1983

UNIVERSITY OF THE WEST INDIES

Extra Mural Studies Department

Mona, Jamaica

REPORT



**RURAL DEVELOPMENT SYMPOSIUM SPONSORS:**

Ministry of Youth and Community Development  
Ministry of Agriculture  
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Private Sector Organisation of Jamaica  
Council of Voluntary Social Services  
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Mr. David Brown, Rural Development Symposium Sub-Committee  
Mr. Douglas Walker, Rural Training Sub-Committee  
Mrs. Pansy Hart, Public Relations Sub-Committee

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National Housing Trust  
Other Valley Community Council  
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The Daily Observer

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Ms. Jean Fairbank

## INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT

### Co-Sponsors (International):

United Nations Development Programme  
United Nations Fund for Population Activities  
The Institute of Cultural Affairs International  
(organising sponsor)  
Association of Indian Engineering Industry  
Canara Bank (India)

### Global Advisory Board Members (Jamaica):

The Honourable Carlton Alexander, Chairman of Grace  
Kennedy & Co. Ltd., President, Council of  
Voluntary Social Services  
The Honourable Errol Anderson, Minister of Youth  
and Community Development  
Mrs. Augusta Payne, Chairman, Jamaica Development Bank,  
Deputy Managing Director, National Commercial Bank

## INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT (IERD): 1982-1984

IERD is a three-year series of events in 50 nations with a major plenary event in India, 5 - 15 February 1984. The primary intent of the IERD is to accelerate the replication of tested methods and models of rural development around the world. The Jamaican members of a Global Advisory Board of 100 prominent persons from 30 nations are: The Hon. Carlton Alexander, The Hon. Errol Anderson and Mrs. Augusta Payne. A National Steering Committee of 35 members is directing IERD activities in Jamaica. The members of the Committee come from government, private companies, voluntary groups and villages across Jamaica. The Committee is conducting this Rural Development Symposium in order to allow projects and programmes from across the nation to "share approaches that work" in rural development. After this symposium the Committee will select which will be represented in the India event. Documentation, exhibits creation and delegate orientation will follow the Symposium. After the India plenary the Committee and returning delegates will conduct study seminars of the IERD report, will conduct policy review seminars and will design collaborative efforts of village replication appropriate for Jamaica.



PROGRAMME FOR THE  
"JAMAICA'S SUCCESS - RURAL DEVELOPMENT:"  
A NATIONAL SYMPOSIUM

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17th May (Tuesday) 1983:

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9:00am Registration. Final Setup of Displays.

10:00 Display Viewing. Refreshments.

11:00 OFFICIAL OPENING  
Welcome: Mrs. icyline Seaton, Chairman of the  
National Steering Committee and the  
I.C.A. Jamaica  
Song: The National Anthem  
Prayer: Rev. C. Evans Bailey, Chairman of the  
Jamaica Council of Churches  
Introductions: Mr. Geof Brown, Chairman, Rural  
Development Symposium Sub-Committee;  
Senior Staff Tutor and Director,  
Social Welfare Training Centre  
Greetings: H. E. Dr. Choi Sang Jin, Ambassador  
of the Embassy of the Republic of Korea  
Context for the Symposium: Mr. Rob Work, Executive  
Director of I.C.A. Jamaica  
Speaker: The Hon. Carlton Alexander, member of the  
Global Advisory Board for the I.E.R.D.,  
Chairman of Grace Kennedy and Co., Pres-  
ident of the Council of Voluntary Social  
Services  
Reflection on the Displays  
Announcements

12:00 Break

12:30pm Lunch  
Songs  
Prayer  
Speaker: Ms Alice Wright, Chairman, Woburn Lawn  
Economic Development Cooperative Society  
Ltd.  
Questions  
Announcements

1:30 Break

2:00 WORKSHOP 1: REPORTS, TRENDS AND LEARNINGS OF  
RURAL DEVELOPMENT IN JAMAICA

5:30 Break

6:30 Dinner:  
Songs  
Prayer  
Speaker: Ms Princess Lawes, Parliamentary  
Secretary, Ministry of Youth and  
Community Development  
Questions  
Announcements



## Symposium Programme Continued

7:30 Break  
8:00 CELEBRATION: "Celebrating Village Life"  
Music: Woburn Lawn Drum Corps, Woburn Lawn,  
St. Thomas, Jamaica  
Singing  
Dancing  
9:30 Closing

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18th May (Wednesday) 1983:

7:15am Leave from Sandhurst and Anglican Deaconess House  
for the Social Welfare Training Centre  
8:00 Breakfast:  
Songs  
Prayer  
Speaker: Mr. Courtney Fletcher, President of the  
Jamaica Agricultural Society  
Questions  
Announcements  
9:00 Break  
9:30 WORKSHOP 2: CHALLENGES AND STRATEGIES OF RURAL  
DEVELOPMENT IN JAMAICA  
12:00 Break  
12:30pm Lunch:  
Songs  
Prayer  
Speaker: Mrs. Augusta Payne, member of the Global  
Advisory Board, I.E.R.D.; Chairman of the  
Jamaica Development Bank; Deputy Managing  
Director of the National Commercial Bank  
Questions  
Announcements  
1:30 Break  
2:00 WORKSHOP 3: PRACTICAL IMPLICATIONS FOR COLLABORATION  
IN RURAL DEVELOPMENT IN JAMAICA  
4:00 CLOSING  
Greetings: Dr. Brenda McSweeney, Resident Representa-  
tive, U.N.D.P. - I.E.R.D. co-sponsor  
Greetings: H.E. Mr. D. Manners, Indian High Commissioner  
Closing Remarks: Mrs. Icyline Seaton, Mr. Goef Brown  
4:30 Departures begin.

1. Value of Co-operation
2. Sharing skills and information
3. Need for marketing strategies
4. Availability of assistance
5. Value of self-help
6. Providing potential for economic growth
7. Participation of people
8. Self-reliance
9. Education Training
10. Market Outlets
11. Greater use of local raw materials
12. Awareness of the economics of production
13. Community self-consciousness
14. Development of viable projects affording a living wage
  
15. Community Organization Leadership
16. Evaluation and Management
17. Planning and Project Development
18. Community Cohesiveness
19. Positive Work Attitudes
20. Efficient management structures
21. Development capital availability
22. Effective marketing system

- 1. Value of co-operation
- 2. Participative skills and information
- 3. Need for technical assistance
- 4. Availability of resources
- 5. Value of education
- 6. Existing policies for economic growth
- 7. Participation of women
- 8. Self-reliance
- 9. Educational level
- 10. Market outlet
- 11. Greater use of local raw materials
- 12. Awareness of the economics of production
- 13. Low entry self-reliance
- 14. Development of village projects in living wage
- 15. Community Organization Leadership
- 16. Evaluation and Management
- 17. Planning and Project Development
- 18. Community Organization
- 19. Positive Work Attitudes
- 20. Effective management structures
- 21. Development of rural activities
- 22. Effective marketing system

1. There is a trend in Rural Development toward INDUSTRY. This is illustrated by:
  1. Cottage Industries
  2. Community Farms
  3. Self-Employment
  4. Use of Local Human and Material resources
2. There is a trend in Rural Development toward INCOME GENERATION. This is illustrated by:
  1. More Skill Training and Marketable Skills
  2. More income generating projects
  3. Self-employment activities
3. There is a trend in Rural Development toward SELF-RELIANCE. This is illustrated by:
  1. Cooperation
  2. Confidence
  3. Discipline
  4. Unity
  5. Hard Work
4. There is a trend in Rural Development toward FUNDING. This is illustrated by:
  1. Community Fund Raising Projects
  2. Government Funding
  3. External Funding.
5. There is a trend in Rural Development toward IMPROVING MARKETING. This is illustrated by:
  1. More people involved in production
  2. Quality of product
  3. Releasing more for exportation
  4. Increasing outlets for sales of goods.
  4. Creating distribution systems
6. There is a trend in Rural Development toward YOUTH TRAINING. This is illustrated by:
  1. Basic Services
  2. Training in skills and literacy.
  3. Economic Enterprises
  4. Community Organisation
  5. Co-operatives
7. There is a trend in Rural Development toward COMMUNITY INVOLVEMENT. This is illustrated by:
  1. Organised group activities
  2. Creation of legal entities
  3. The community providing its own amenities
  4. Community self-help projects
  5. Organised demonstrations.

1. There is a trend in rural development toward **INDUSTRIALIZATION**. This is illustrated by:

1. Cottage industries
2. Community farms
3. Self-help projects
4. Use of local human and material resources

2. There is a trend in rural development toward **TECHNOLOGICAL ADVANCEMENT**. This is illustrated by:

1. More skill training and technical skills
2. More income producing projects
3. Self-employment activities

3. There is a trend in rural development toward **SELF-HELP PROJECTS**. This is illustrated by:

1. Cooperation
2. Confidence
3. Motivation
4. Unity
5. Hard work

4. There is a trend in rural development toward **WATERWORKS**. This is illustrated by:

1. Community fund raising projects
2. Government funding
3. Individual funding

5. There is a trend in rural development toward **IMPROVING MARKETING**. This is illustrated by:

1. More people involved in production
2. Quality of product
3. Releasing more for exportation
4. Marketing outlets for sales of products
5. Creating distribution systems

6. There is a trend in rural development toward **TECHNICAL TRAINING**. This is illustrated by:

1. Basic services
2. Training in skills and literacy
3. Economic incentives
4. Community organizations
5. Cooperatives

7. There is a trend in rural development toward **COMMUNITY INVESTMENT**. This is illustrated by:

1. Organized group activities
2. Extension of legal entities
3. The community providing its own services
4. Community self-help projects
5. Organized demonstrations

8. There is a trend in Rural Development toward TRAINING IN ECONOMIC SKILLS. This is illustrated by:
  1. The involvement of more people in Community Centre Programme
  2. Becoming more aware of the need for economic gain through skills
  3. Through skill training the unemployment situation can be minimised
  4. Ladies especially acquire a sense of independence through skill training.
  5. Improvement of family life through skill training.
  
9. There is a trend in Rural Development toward RISING RURAL EXPECTATION. This is illustrated by:
  1. Request for infrastructure
  2. More gainful employment
  3. Frequent trek from rural to urban areas
  4. Opportunities for improved educational standards
  5. Better transport facilities.
  
10. There is a trend in Rural Development toward REVIVED INTEREST IN AGRICULTURE. This is illustrated by:
  1. Improvement of product quality
  2. More youth employed in agriculture
  3. Request for arable lands
  4. Request for agricultural capital
  5. More students studying agriculture
  
11. There is a trend in Rural Development toward ECONOMIC INVESTMENT IN RURAL AREAS. This is illustrated by:
  1. Improvement of product quality
  2. Better Marketing Strategies
  3. Economic Expansion/Investment
  4. Co-ordination of services for efficiency resulting in better production.
  
12. There is a trend in Rural Development toward THE DEVELOPMENT OF HUMAN RESOURCES. This trend is illustrated by:
  1. People's awareness of ability to improve themselves
  2. Self-reliance
  3. More emphasis on women
  4. Community development through co-operation
  5. Greater cultural awareness

10. There is a trend in rural development toward training in economic skills. This is illustrated by:

1. The involvement of more people in Community Centre programs
2. Becoming more aware of the need for economic skills through training
3. Through skill training the unemployment situation can be improved
4. Ladies especially receive a sense of independence through skill training
5. Improvement of family life through skill training

11. There is a trend in rural development toward rural extension. This is illustrated by:

1. Extension for infrastructure
2. More gainful employment
3. Extension work from rural to urban areas
4. Opportunities for improved educational standards
5. Better transport facilities

12. There is a trend in rural development toward rural investment in community services. This is illustrated by:

1. Improvement of product quality
2. More youth employed in agriculture
3. More credit for rural areas
4. Return for agricultural capital
5. More extension activities in agriculture

13. There is a trend in rural development toward economic investment in rural areas. This is illustrated by:

1. Improvement of product quality
2. Better marketing strategies
3. Economic investment in agriculture
4. Organization of services for efficiency resulting in better production

14. There is a trend in rural development toward the development of human resources. This trend is illustrated by:

1. People's awareness of ability to improve themselves
2. Self-reliance
3. More emphasis on women
4. Community development through co-operation
5. Greater cultural awareness

13. There is a trend in Rural Development toward THE USE OF LOCAL MATERIAL FOR ECONOMIC DEVELOPMENT. This is illustrated by:

1. The use of thatch, banana straw for making hats and mats
2. Use of fruit in wine making
3. Use of wicker for furniture and basket
4. Local clay for pottery
5. The use of sisal for mats, handbags, macrame.

14. There is a trend in Rural Development toward COMMUNITY INVOLVEMENT. This trend is illustrated by:

1. Local leadership
2. Participants identifying own needs
3. Motivation for community growth
4. Involvement in all areas of implementation of project
5. Community interest and co-operation

13. There is a trend in Rural Development toward THE USE OF LOCAL MATERIAL FOR ECONOMIC DEVELOPMENT. This is illustrated by:

1. The use of shishu, bamboo stems for making doors and walls
2. Use of fruit in wine making
3. Use of wicker for furniture and baskets
4. Local clay for pottery
5. The use of steel for nails, handbags, mirrors

14. There is a trend in Rural Development toward COMMUNITY INVESTMENT. This trend is illustrated by:

1. Local leadership
2. Participants identifying own needs
3. Motivation for community growth
4. Involvement in all areas of implementation of projects
5. Community interest and co-operation

14. There is a trend in Rural Development toward CO-OPERATION OF VILLAGES TO IDENTIFY AND SOLVE COMMUNITY PROBLEMS. This is illustrated by:
  1. Working together to build basic schools and community centres, sanitary conveniences, communications and media
  2. Organisation of groups
  3. Assistance in education to uplift the groups.
  
15. There is a trend in Rural Development toward INCREASED COMMUNITY COOPERATION. This trend is illustrated by:
  1. Community awareness increasing
  2. Social involvement by more people
  3. More and more people and agencies are working together
  4. Higher standards of performance shown.
  5. Cooperative projects increasing in number and scope.
  
16. There is a trend in Rural Development toward MORE SELFHELP PROJECTS. This is illustrated by:
  1. Cottage Industry encouraging stable families.
  2. Community selfhelp bringing people together to share on common goals.
  3. Community awareness influencing economic and social dependency.
  
17. There is a trend in Rural Development toward PRIVATE SECTOR INVOLVEMENT IN COMMUNITY DEVELOPMENT. This is illustrated by:
  1. IDB loan to Woburn Lawn
  2. Rotary International assistance to the training program in Woburn Lawn.
  3. Data Control - Rural Ventures help with small farmers in education
  4. Bank giving gifts for community development
  5. General awareness of private sector organisations re: need for community development.
  
18. There is a trend in Rural Development toward INCREASED RURAL DEVELOPMENT. This is illustrated by:
  1. The availability of assistance, technical and financial to community groups.
  2. Increased skill training programmes
  3. Improvement in standard of living
  4. Increased infrastructure re roads and water supply
  5. Improved social amenities

14. There is a trend in rural development toward increased community cooperation and voluntary action. This is illustrated by:

1. Working together to build basic schools and community centres.
2. Voluntary co-operation, co-operation, co-operation and similar activities.
3. Organization of groups.
4. Assistance in education to build the groups.

15. There is a trend in rural development toward increased community cooperation. This trend is illustrated by:

1. Community awareness increasing.
2. Social involvement by more people.
3. More and more people and agencies are working together.
4. Higher standards of performance shown.
5. Cooperative projects increasing in number and scope.

16. There is a trend in rural development toward more self-help projects. This is illustrated by:

1. Cottage industry encouraging stable families.
2. Community self-help projects; people working together to solve common problems.
3. Community awareness increasing economic and social dependency.

17. There is a trend in rural development toward greater involvement in community development. This is illustrated by:

1. Use of local resources.
2. Greater international assistance to the rural program in various forms.
3. Data control - rural extension work with small farmers in developing areas.
4. Bank giving gifts for community development.
5. Greater awareness of private sector organizations and need for community development.

18. There is a trend in rural development toward increased rural development. This is illustrated by:

1. The availability of assistance, technical and financial to community groups.
2. Increased skill training programmes.
3. Improvement in standard of living.
4. Increased infrastructure in roads and water supply.
5. Improved social amenities.

Poor People-Agency Cooperation	Political Interference
Negative Work Attitude	Limited Financial Resources
Inadequate Infrastructure	Poor Work Attitudes
Unclear and Unrealistic Guidelines	Political Conflict
Insufficient Management & Skills Training	Disorganised Marketing System
Inadequate Funding	Insufficient Equipment
Communication Problem	Weak Organisational Structures
Poor Marketing	Limited raw materials
Lack of Material Resources	
Need for personal and Training	
Migration of Skills	
Natural Disasters Risk Coverage	
Financial Constraints	
Intensify Skills Training	
Poor Development of Management Skills	
Poor Self-Confidence	
Parochial political Awareness	
Inadequate Finance	
Poor Work Attitudes	
Inadequate Infrastructure	
Deficiencies in Leadership	
Bureaucratic Constraint	
Dishonesty	



1. In the arena of limited financial resources, an emerging strategy is: effective use of available financial resources. This involves:
  1. Organizing coops and credit unions
  2. Training in budget and financial management
  3. Implementing programmes of self-sufficiency
  
2. In the arena of limited raw materials an emerging strategy is to stimulate effective use of local raw materials. This involves:
  1. Research on raw materials
  2. Developing appropriate technologies
  3. Educating for and encouraging acceptance of the local product.
  
3. In the arena of poor work attitudes, an emerging strategy is implementing appropriate community education programmes. This involves:
  1. Developing self-esteem
  2. Developing a curriculum which includes attitudinal behaviour patterns
  3. Encouraging worker participation at all levels.
  
4. In the arena of weak organizational structures, an emerging strategy is encouraging good management and worker relationships. This involves:
  1. Teaching managers how to manage
  2. Educating workers to work within the system
  3. Encouraging two-way communication between workers and management.

In the area of limited financial resources, an emerging strategy is to allocate use of available financial resources. This involves:

1. Organizational goals and strategic vision
2. Training in budget and financial management
3. Implementing processes of self-evaluation

In the area of limited new materials an emerging strategy is to determine effective use of local raw materials. This involves:

1. Research on raw materials
2. Developing appropriate technologies
3. Searching for the emerging resources of the local market

In the area of poor work relations an emerging strategy is implementing appropriate community education programs. This involves:

1. Developing self-esteem
2. Developing a curriculum which includes structural behavioral patterns
3. Encouraging worker participation at all levels

In the area of weak organizational structures, an emerging strategy is encouraging good management and worker relationships. This involves:

1. Encouraging workers to be active
2. Encouraging workers to work within the system
3. Encouraging two-way communication between workers and managers

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5. In the arena of communication an emerging strategy is broad dissemination of information about goals, guidelines, and learnings. This involves:
  1. Documentation (writing up the story of what happened)
  2. Newsletters
  3. Oral reports
  
6. In the arena of fund-raising an emerging strategy is improved fund-raising methods. This involves:
  1. Establishing credit worthiness
  2. Approach to private sector
  3. Having joint ventures
  
7. In the arena of planning an emerging strategy is improved planning methods and approaches. This involves:
  1. Establishing procedures
  2. Planning at the local level
  3. Feasibilities
  
8. In the arena of training an emerging strategy is adequate training. This involves:
  1. Group orientation
  2. Provision of training opportunities
  3. Creation of skill and management institutions
  
9. In the arena of coordination an emerging strategy is inter-agency cooperation. This involves:
  1. Master planning
  2. Development of management/worker interaction
  3. Inter-ministry working committees

The following information was obtained from a review of the files of the [redacted] and is being furnished to you for your information.

[redacted]

[redacted]

[redacted]

The following information was obtained from a review of the files of the [redacted] and is being furnished to you for your information.

[redacted]

[redacted]

[redacted]

[redacted]

The following information was obtained from a review of the files of the [redacted] and is being furnished to you for your information.

[redacted]

[redacted]

[redacted]

[redacted]

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[redacted]

[redacted]

[redacted]

[redacted]

The following information was obtained from a review of the files of the [redacted] and is being furnished to you for your information.

[redacted]

[redacted]

[redacted]

[redacted]

## 10.

1. Develop community spirit
2. Improving human relations for greater productivity
3. Survey and re-evaluation of human and material resources
4. Develop suitable technology
5. Co-ordinated planning at all levels

## 11.

1. Linking local resource with external funding
2. Encouraging patriotism
3. Encouraging community involvement
4. Fostering personal development
5. Enabling people's development

## 12.

1. Increasing self worth and individual responsibility
2. Effective training programme
3. Greater community involvement at all levels
4. Eliminating bureaucratic constraints
5. Reducing political interference
6. Obtaining local and external financial support

COMMUNITY DEVELOPMENT IN RURAL AREAS

- 1. Develop community spirit
- 2. Improving human relations for greater productivity
- 3. Survey and development of human and material resources
- 4. Develop suitable technology
- 5. Co-ordinated planning at all levels

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- 1. Training local resource which education funding
- 2. Encouraging participation
- 3. Encouraging community development
- 4. Fostering personal development
- 5. Encouraging people's development

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- 1. Encouraging self-help and individual responsibility
- 2. Reducing economic dependence
- 3. Greater community involvement at all levels
- 4. To and from rural areas and communities
- 5. Reducing political dependence
- 6. Operating local and national financial systems

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James Addington,  
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Woburn Lawn,  
St. Thomas.

Nadine Addington  
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Woburn Lawn,  
St. Thomas.

Douglas Aitken  
NSC  
St. Andrew

Joyce Allen  
Jamaica Baptist Women's Federation  
Kingston

Maureen Allgrove  
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Ministry of Agriculture  
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Neville Barnett  
SDC  
St. Elizabeth

Owen Batchelor  
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Vernie Brown  
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Clarendon

Karl Buckle  
SDC  
Falmouth

D. Buddle  
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St. James

D.M. Bushoe  
CVSS  
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Dennis Callender  
Basic Services for Children  
Clarendon

Lorenzo Cousins  
Blue Mountain Human Development Cluster  
Richmond, St. Thomas

Donald Carcieri  
Catholic Relief Services

Michael Carey  
Jack's Committee Council  
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Leon Crosdale  
ICA  
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Carleen Cato  
Roman Catholic Archdiocese of Kings  
Kingston

Doreen Cherrington  
Woburn Lawn  
Economic Development Coop  
St. Thomas

Mary E. Daley  
SDC  
Savanna-la-mar

Charles Danvers  
Blue Mtn. Cluster  
Richmond Gap, St. Thomas

St. Thomas

Winston Davis  
ICA  
Woburn Lawn, St. Thomas

Roy Dickson  
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Jack's Hill, St. Thomas

Shirley Davis  
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St. Catherine

Helmut Domas  
German Embassy  
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Jan Hurwitch-MacDonald  
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Dudley Irving,  
Mins. of Agriculture,  
Hope Gardens, Kingston.

Marcia Ingram,  
Strawberry Progress United Club,  
St. Ann.

Albert Irons,  
LYCED.

Rodolph Jackson,  
Mins. of Education,  
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Rodolph Jobson,  
Reynolds Mines,  
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Maurice Johnson,  
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Portland.

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Norris Williams, Commonwealth  
Development Corp. Kingston.

Roy Williams, Mins. of Youth.

Thelma Williams, SDC, Hanover.

Merlyn Wilson, JYC, ICA.  
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St. Thomas.

Peyy Winnett,  
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St. Andrew.

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Methodist Deaconess,  
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Rob Work  
ICA  
Kingston

Mary Work  
ICA  
Kingston

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H.E. Dr. Choi Sang Jin, Ambassador the Embassy of the Republic of Korea  
Ms. Alice Wright, Chairman, Woburn Lawn Economic Development Co-operative Society Ltd.  
Ms. Princess Lawes, Parliamentary Secretary, Ministry of Youth and Community Development  
Mr. Courtney Fletcher, President, Jamaica Agricultural Society  
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ICA Jamaica is a private voluntary organization offering services through research training and demonstration methods. Its programmes are designed to catalyse grass-roots participation in improving the quality of life by serving the world-wide need for self-development in local communities and institutions.

ICA Jamaica is related to 35 other national ICA's which are incorporated as ICA International in Brussels, Belgium. Since 1978 the ICA has been the resident consultant consultants in the Woburn Lawn Human Development project and in 1981 organized THE JAMAICA POTENTIAL which initiated the Blue Mountain Cluster project of 16 villages. The Institute has also conducted planning seminars (LENS) for government agencies, private companies, voluntary organizations and rural communities. The institute is acting as the organizing sponsor for the Rural Development Symposium and the 3 year International Exposition of Rural Development.

In Kingston:

1B Goodwood Terrace  
Kingston 10, Jamaica  
Tel. 92 - 54089

In Woburn Lawn:

Woburn Lawn/Ness Castle,  
Cedar Valley P.O.,  
St. Thomas, JAMAICA.

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ACKNOWLEDGEMENTS:

The National Steering Committee would like to offer its deep appreciation to the following groups for making this Symposium possible:

Ministry of Youth and Community Development	- for financial assistance and typist
Ministry of Agriculture	- for financial assistance
Grace Kennedy and Co. Ltd.	- for financial assistance
National Housing Trust	- for transport
Community Economic Organization	- for transport
Regional Pre-School Development Centre	- for transport
Woburn Lawn Drum Corps	- for concert
Social Welfare Training Centre	- for venue
Private Sector Organization of Jamaica	- for recruitment
Council of Voluntary Social Services	- for recruitment
Institute of Cultural Affairs Jamaica	- for organizing
I.I.C.A. - O.A.S.	- for typist
Trade Union Institute	- for venue

The Committee wishes to express special thanks to the speakers, facilitators, SWTC staff, drivers, and most of all to the participants for making the Symposium the great success it was.



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"JAMAICA'S SUCCESS - RURAL DEVELOPMENT"

A NATIONAL SYMPOSIUM

17th and 18th May 1983

UNIVERSITY OF THE WEST INDIES

Extra Mural Studies Department

Mona, Jamaica

REPORT



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Ministry of Youth and Community Development  
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### Co-Sponsors (International):

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The Honourable Errol Anderson, Minister of Youth  
and Community Development  
Mrs. Augusta Payne, Chairman, Jamaica Development Bank,  
Deputy Managing Director, National Commercial Bank

## INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT (IERD): 1982-1984

IERD is a three-year series of events in 50 nations with a major plenary event in India, 5 - 15 February 1984. The primary intent of the IERD is to accelerate the replication of tested methods and models of rural development around the world. The Jamaican members of a Global Advisory Board of 100 prominent persons from 30 nations are: The Hon. Carlton Alexander, The Hon. Errol Anderson and Mrs. Augusta Payne. A National Steering Committee of 35 members is directing IERD activities in Jamaica. The members of the Committee come from government, private companies, voluntary groups and villages across Jamaica. The Committee is conducting this Rural Development Symposium in order to allow projects and programmes from across the nation to "share approaches that work" in rural development. After this symposium the Committee will select which will be represented in the India event. Documentation, exhibits creation and delegate orientation will follow the Symposium. After the India plenary the Committee and returning delegates will conduct study seminars of the IERD report, will conduct policy review seminars and will design collaborative efforts of village replication appropriate for Jamaica.



PROGRAMME FOR THE  
"JAMAICA'S SUCCESS - RURAL DEVELOPMENT:"  
A NATIONAL SYMPOSIUM

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17th May (Tuesday) 1983:

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9:00am Registration. Final Setup of Displays.

10:00 Display Viewing. Refreshments.

11:00 OFFICIAL OPENING  
Welcome: Mrs. Icyline Seaton, Chairman of the  
National Steering Committee and the  
I.C.A. Jamaica  
Song: The National Anthem  
Prayer: Rev. C. Evans Bailey, Chairman of the  
Jamaica Council of Churches  
Introductions: Mr. Geof Brown, Chairman, Rural  
Development Symposium Sub-Committee;  
Senior Staff Tutor and Director,  
Social Welfare Training Centre  
Greetings: H. E. Dr. Choi Sang Jin, Ambassador  
of the Embassy of the Republic of Korea  
Context for the Symposium: Mr. Rob Work, Executive  
Director of I.C.A. Jamaica  
Speaker: The Hon. Carlton Alexander, member of the  
Global Advisory Board for the I.E.R.D.,  
Chairman of Grace Kennedy and Co., Pres-  
ident of the Council of Voluntary Social  
Services  
Reflection on the Displays  
Announcements

12:00 Break

12:30pm Lunch  
Songs  
Prayer  
Speaker: Ms Alice Wright, Chairman, Woburn Lawn  
Economic Development Cooperative Society  
Ltd.  
Questions  
Announcements

1:30 Break

2:00 WORKSHOP 1: REPORTS, TRENDS AND LEARNINGS OF  
RURAL DEVELOPMENT IN JAMAICA

5:30 Break

6:30 Dinner:  
Songs  
Prayer  
Speaker: Ms Princess Lawes, Parliamentary  
Secretary, Ministry of Youth and  
Community Development  
Questions  
Announcements

10:00 AM - 11:00 AM: Registration, Dinner, and Entertainment

11:00 AM - 12:00 PM: Breakfast and Entertainment

12:00 PM - 1:00 PM: Lunch and Entertainment

1:00 PM - 2:00 PM: Session on the Role of the National Council of Churches in the Development of the Church in the United States

2:00 PM - 3:00 PM: Session on the Role of the Church in the Development of the Church in the United States

3:00 PM - 4:00 PM: Session on the Role of the Church in the Development of the Church in the United States

4:00 PM - 5:00 PM: Session on the Role of the Church in the Development of the Church in the United States

5:00 PM - 6:00 PM: Session on the Role of the Church in the Development of the Church in the United States

6:00 PM - 7:00 PM: Session on the Role of the Church in the Development of the Church in the United States

7:00 PM - 8:00 PM: Session on the Role of the Church in the Development of the Church in the United States

8:00 PM - 9:00 PM: Session on the Role of the Church in the Development of the Church in the United States

9:00 PM - 10:00 PM: Session on the Role of the Church in the Development of the Church in the United States

10:00 PM - 11:00 PM: Session on the Role of the Church in the Development of the Church in the United States

11:00 PM - 12:00 AM: Session on the Role of the Church in the Development of the Church in the United States

12:00 AM - 1:00 AM: Session on the Role of the Church in the Development of the Church in the United States

1:00 AM - 2:00 AM: Session on the Role of the Church in the Development of the Church in the United States

2:00 AM - 3:00 AM: Session on the Role of the Church in the Development of the Church in the United States

3:00 AM - 4:00 AM: Session on the Role of the Church in the Development of the Church in the United States

4:00 AM - 5:00 AM: Session on the Role of the Church in the Development of the Church in the United States

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8:00 AM - 9:00 AM: Session on the Role of the Church in the Development of the Church in the United States

9:00 AM - 10:00 AM: Session on the Role of the Church in the Development of the Church in the United States

Symposium Programme Continued

7:30 Break  
8:00 CELEBRATION: "Celebrating Village Life"  
Music: Woburn Lawn Drum Corps, Woburn Lawn,  
St. Thomas, Jamaica  
Singing  
Dancing  
9:30 Closing

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18th May (Wednesday) 1983:

7:15am Leave from Sandhurst and Anglican Deaconess House  
for the Social Welfare Training Centre  
8:00 Breakfast:  
Songs  
Prayer  
Speaker: Mr. Courtney Fletcher, President of the  
Jamaica Agricultural Society  
Questions  
Announcements  
9:00 Break  
9:30 WORKSHOP 2: CHALLENGES AND STRATEGIES OF RURAL  
DEVELOPMENT IN JAMAICA  
12:00 Break  
12:30pm Lunch:  
Songs  
Prayer  
Speaker: Mrs. Augusta Payne, member of the Global  
Advisory Board, I.E.R.D.; Chairman of the  
Jamaica Development Bank; Deputy Managing  
Director of the National Commercial Bank  
Questions  
Announcements  
1:30 Break  
2:00 WORKSHOP 3: PRACTICAL IMPLICATIONS FOR COLLABORATION  
IN RURAL DEVELOPMENT IN JAMAICA  
4:00 CLOSING  
Greetings: Dr. Brenda McSweeney, Resident Representa-  
tive, U.N.D.P. - I.E.R.D. co-sponsor  
Greetings: H.E. Mr. D. Manners, Indian High Commissioner  
Closing Remarks: Mrs. Icyline Seaton, Mr. Goef Brown  
4:30 Departures begin.

1. Value of Co-operation
2. Sharing skills and information
3. Need for marketing strategies
4. Availability of assistance
5. Value of self-help
6. Providing potential for economic growth
7. Participation of people
8. Self-reliance
9. Education Training
10. Market Outlets
11. Greater use of local raw materials
12. Awareness of the economics of production
13. Community self-consciousness
14. Development of viable projects affording a living wage
  
15. Community Organization Leadership
16. Evaluation and Management
17. Planning and Project Development
18. Community Cohesiveness
19. Positive Work Attitudes
20. Efficient management structures
21. Development capital availability
22. Effective marketing system

1	<u>Index of references</u>
2	<u>Reading skills and information</u>
3	<u>Work for reading materials</u>
4	<u>Availability of reading materials</u>
5	<u>Work of school libraries</u>
6	<u>Reading materials for economic growth</u>
7	<u>Participation of people</u>
8	<u>Library services</u>
9	<u>Education planning</u>
10	<u>Market studies</u>
11	<u>Order use of library materials</u>
12	<u>Assessment of the economics of production</u>
13	<u>Community self-consciousness</u>
14	<u>Development of rural program of living wage</u>
15	<u>Community organization leadership</u>
16	<u>Education and development</u>
17	<u>Planning and social development</u>
18	<u>Community consciousness</u>
19	<u>Positive youth attitudes</u>
20	<u>Political management techniques</u>
21	<u>Development of rural availability</u>
22	<u>Effective marketing system</u>

1. There is a trend in Rural Development toward INDUSTRY. This is illustrated by:
  1. Cottage Industries
  2. Community Farms
  3. Self-Employment
  4. Use of Local Human and Material resources
2. There is a trend in Rural Development toward INCOME GENERATION. This is illustrated by:
  1. More Skill Training and Marketable Skills
  2. More income generating projects
  3. Self-employment activities
3. There is a trend in Rural Development toward SELF-RELIANCE. This is illustrated by:
  1. Cooperation
  2. Confidence
  3. Discipline
  4. Unity
  5. Hard Work
4. There is a trend in Rural Development toward FUNDING. This is illustrated by:
  1. Community Fund Raising Projects
  2. Government Funding
  3. External Funding.
5. There is a trend in Rural Development toward IMPROVING MARKETING. This is illustrated by:
  1. More people involved in production
  2. Quality of product
  3. Releasing more for exportation
  4. Increasing outlets for sales of goods.
  4. Creating distribution systems
6. There is a trend in Rural Development toward YOUTH TRAINING. This is illustrated by:
  1. Basic Services
  2. Training in skills and literacy.
  3. Economic Enterprises
  4. Community Organisation
  5. Co-operatives
7. There is a trend in Rural Development toward COMMUNITY INVOLVEMENT. This is illustrated by:
  1. Organised group activities
  2. Creation of legal entities
  3. The community providing its own amenities
  4. Community self-help projects
  5. Organised demonstrations.

1. There is a trend in Rural Development toward IMPROVING MARKETING. This is illustrated by:

- 1. Cottage Industries
- 2. Community Fairs
- 3. Self-Help
- 4. Use of local labor and material resources

2. There is a trend in Rural Development toward IMPROVING ORGANIZATION. This is illustrated by:

- 1. More skill training and extension work
- 2. More income producing projects
- 3. Self-employment activities

3. There is a trend in Rural Development toward SELF-HELP. This is illustrated by:

- 1. Cooperation
- 2. Confidence
- 3. Discipline
- 4. Unity
- 5. Hard work

4. There is a trend in Rural Development toward WITHIN-Community Fund Raising. This is illustrated by:

- 1. Community Fund Raising Projects
- 2. Government Funding
- 3. Industrial Funding

5. There is a trend in Rural Development toward IMPROVING MARKETING. This is illustrated by:

- 1. More people involved in production
- 2. Quality of product
- 3. Raising more for extension
- 4. Increasing output for sale of goods
- 5. Creating distribution systems

6. There is a trend in Rural Development toward WITHIN-Community Fund Raising. This is illustrated by:

- 1. Basic services
- 2. Training in skills and literacy
- 3. Economic Enterprises
- 4. Community Organization
- 5. Co-operatives

7. There is a trend in Rural Development toward COMMUNITY INVESTMENT. This is illustrated by:

- 1. Organized group activities
- 2. Provision of legal services
- 3. The community providing its own services
- 4. Community self-help projects
- 5. Organized demonstrations

8. There is a trend in Rural Development toward TRAINING IN ECONOMIC SKILLS. This is illustrated by:
  1. The involvement of more people in Community Centre Programme
  2. Becoming more aware of the need for economic gain through skills
  3. Through skill training the unemployment situation can be minimised
  4. Ladies especially acquire a sense of independence through skill training.
  5. Improvement of family life through skill training.
  
9. There is a trend in Rural Development toward RISING RURAL EXPECTATION. This is illustrated by:
  1. Request for infrastructure
  2. More gainful employment
  3. Frequent trek from rural to urban areas
  4. Opportunities for improved educational standards
  5. Better transport facilities.
  
10. There is a trend in Rural Development toward REVIVED INTEREST IN AGRICULTURE. This is illustrated by:
  1. Improvement of product quality
  2. More youth employed in agriculture
  3. Request for arable lands
  4. Request for agricultural capital
  5. More students studying agriculture
  
11. There is a trend in Rural Development toward ECONOMIC INVESTMENT IN RURAL AREAS. This is illustrated by:
  1. Improvement of product quality
  2. Better Marketing Strategies
  3. Economic Expansion/Investment
  4. Co-ordination of services for efficiency resulting in better production.
  
12. There is a trend in Rural Development toward THE DEVELOPMENT OF HUMAN RESOURCES. This trend is illustrated by:
  1. People's awareness of ability to improve themselves
  2. Self-reliance
  3. More emphasis on women
  4. Community development through co-operation
  5. Greater cultural awareness

13. There is a trend in Rural Development toward THE USE OF LOCAL MATERIAL FOR ECONOMIC DEVELOPMENT. This is illustrated by:

1. The use of thatch, banana straw for making hats and mats
2. Use of fruit in wine making
3. Use of wicker for furniture and basket
4. Local clay for pottery
5. The use of sisal for mats, handbags, macrame.

14. There is a trend in Rural Development toward COMMUNITY INVOLVEMENT. This trend is illustrated by:

1. Local leadership
2. Participants identifying own needs
3. Motivation for community growth
4. Involvement in all areas of implementation of project
5. Community interest and co-operation

14. There is a trend in Rural Development toward CO-OPERATION OF VILLAGES TO IDENTIFY AND SOLVE COMMUNITY PROBLEMS. This illustrated by:
  1. Working together to build basic schools and community centres, sanitary conveniences, communications and media
  2. Organisation of groups
  3. Assistance in education to uplift the groups.
  
15. There is a trend in Rural Development toward INCREASED COMMUNITY COOPERATION. This trend is illustrated by:
  1. Community awareness increasing
  2. Social involvement by more people
  3. More and more people and agencies are working together
  4. Higher standards of performance shown.
  5. Cooperative projects increasing in number and scope.
  
16. There is a trend in Rural Development toward MORE SELFHELP PROJECTS. This is illustrated by:
  1. Cottage Industry encouraging stable families.
  2. Community selfhelp bringing people together to share on common goals.
  3. Community awareness influencing economic and social dependency.
  
17. There is a trend in Rural Development toward PRIVATE SECTOR INVOLVEMENT IN COMMUNITY DEVELOPMENT. This is illustrated by:
  1. IDB loan to Woburn Lawn
  2. Rotary International assistance to the training program in Woburn Lawn.
  3. Data Control - Rural Ventures help with small farmers in education
  4. Bank giving gifts for community development
  5. General awareness of private sector organisations re: need for community development.
  
18. There is a trend in Rural Development toward INCREASED RURAL DEVELOPMENT. This is illustrated by:
  1. The availability of assistance, technical and financial to community groups.
  2. Increased skill training programmes
  3. Improvement in standard of living
  4. Increased infrastructure re roads and water supply
  5. Improved social amenities

14. There is a trend in Rural Development toward COOPERATION OF VILLAGES TO IDENTIFY AND SOLVE COMMUNITY PROBLEMS. This is illustrated by:
1. Working together to build basic schools and community centres.
  2. Assisting in education to uplift the groups.
  3. Organization of groups.
  4. Assisting in education, communications and health.
15. There is a trend in Rural Development toward INCREASED COMMUNITY COOPERATION. This trend is illustrated by:
1. Community awareness increasing.
  2. Social involvement by more people.
  3. More and more people and agencies are working together.
  4. Higher standards of performance shown.
  5. Cooperative projects increasing in number and scope.
16. There is a trend in Rural Development toward MORE SUSTAINABLE PROJECTS. This is illustrated by:
1. Cottage industry encompassing stable families.
  2. Community self-help bringing people together to share on common goals.
  3. Community awareness increasing economic and social dependency.
17. There is a trend in Rural Development toward PRIVATE SECTOR INVOLVEMENT IN COMMUNITY DEVELOPMENT. This is illustrated by:
1. IDB loan to Woburn Town.
  2. Federal International assistance to the certain program in Woburn Town.
  3. Data Control - Rural Ventures along with small farmers in agriculture.
  4. Bank giving gifts for community development.
  5. General awareness of private sector organizations is used for community development.
18. There is a trend in Rural Development toward INCREASED RURAL DEVELOPMENT. This is illustrated by:
1. The availability of assistance, technical and financial to community groups.
  2. Increased skills training programmes.
  3. Improvement in standards of living.
  4. Increased infrastructure in roads and water supply.
  5. Improved social amenities.

Poor People-Agency Cooperation	Political Interference
Negative Work Attitude	Limited Financial Resources
Inadequate Infrastructure	Poor Work Attitudes
Unclear and Unrealistic Guidelines	Political Conflict
Insufficient Management & Skills Training	Disorganised Marketing System
Inadequate Funding	Insufficient Equipment
Communication Problem	Weak Organisational Structures
Poor Marketing	Limited raw materials
Lack of Material Resources	
Need for personal and Training	
Migration of Skills	
Natural Disasters Risk Coverage	
Financial Constraints	
Intensify Skills Training	
Poor Development of Management Skills	
Poor Self-Confidence	
Parochial political Awareness	
Inadequate Finance	
Poor Work Attitudes	
Inadequate Infrastructure	
Deficiencies in Leadership	
Bureaucratic Constraint	
Dishonesty	



1. In the arena of limited financial resources, an emerging strategy is: effective use of available financial resources. This involves:
  1. Organizing coops and credit unions
  2. Training in budget and financial management
  3. Implementing programmes of self-sufficiency
  
2. In the arena of limited raw materials an emerging strategy is to stimulate effective use of local raw materials. This involves:
  1. Research on raw materials
  2. Developing appropriate technologies
  3. Educating for and encouraging acceptance of the local product.
  
3. In the arena of poor work attitudes, an emerging strategy is implementing appropriate community education programmes. This involves:
  1. Developing self-esteem
  2. Developing a curriculum which includes attitudinal behaviour patterns
  3. Encouraging worker participation at all levels.
  
4. In the arena of weak organizational structures, an emerging strategy is encouraging good management and worker relationships. This involves:
  1. Teaching managers how to manage
  2. Educating workers to work within the system
  3. Encouraging two-way communication between workers and management.

In the case of limited financial resources, an emerging strategy is to allocate use of available financial resources to the following:

1. Organizing credit and credit unions
2. Training in credit and financial management
3. Implementing programs of self-employment

In the case of limited resources an emerging strategy is to eliminate activities use of local resources. This involves:

1. Research on new materials
2. Develop and appropriate technologies
3. Encouraging for and encouraging acceptance of the local market.

In the case of poor work relations, an emerging strategy is implementing appropriate community education programs. This involves:

1. Developing self-esteem
2. Promoting a culture which includes sustained behavior patterns
3. Encouraging worker participation at all levels

In the case of weak organizational structures, an emerging strategy is encouraging good management and worker relationships. This involves:

1. Teaching workers how to manage
2. Encouraging workers to work within the system
3. Encouraging two-way communication between workers and managers

Source:

5. In the arena of communication an emerging strategy is broad dissemination of information about goals, guidelines, and learnings. This involves:
  1. Documentation (writing up the story of what happened)
  2. Newsletters
  3. Oral reports
  
6. In the arena of fund-raising an emerging strategy is improved fund-raising methods. This involves:
  1. Establishing credit worthiness
  2. Approach to private sector
  3. Having joint ventures
  
7. In the arena of planning an emerging strategy is improved planning methods and approaches. This involves:
  1. Establishing procedures
  2. Planning at the local level
  3. Feasibilities
  
8. In the arena of training an emerging strategy is adequate training. This involves:
  1. Group orientation
  2. Provision of training opportunities
  3. Creation of skill and management institutions
  
9. In the arena of coordination an emerging strategy is inter-agency cooperation. This involves:
  1. Master planning
  2. Development of management/worker interaction
  3. Inter-ministry working committees

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## 10.

1. Develop community spirit
2. Improving human relations for greater productivity
3. Survey and re-evaluation of human and material resources
4. Develop suitable technology
5. Co-ordinated planning at all levels

## 11.

1. Linking local resource with external funding
2. Encouraging patriotism
3. Encouraging community involvement
4. Fostering personal development
5. Enabling people's development

## 12.

1. Increasing self worth and individual responsibility
2. Effective training programme
3. Greater community involvement at all levels
4. Eliminating bureaucratic constraints
5. Reducing political interference
6. Obtaining local and external financial support

- 1. Develop scientific spirit
- 2. Improve human relations for human productivity
- 3. Survey and classification of human and material resources
- 4. Develop scientific technology
- 5. Co-ordinated research in all fields

- 1. Training local research and technical personnel
- 2. Encouraging private enterprise
- 3. Encouraging community development
- 4. Fostering personal development
- 5. Training people's organizations

- 1. Encourage self-reliance and technical independence
- 2. Research scientific progress
- 3. Create community development at all levels
- 4. Encourage human resources development
- 5. Encourage human relations development
- 6. Operate local and national general systems

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Cooperative Society  
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Methodist Deaconess,  
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Mary Work  
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H.E. Dr. Choi Sang Jin, Ambassador the Embassy of the Republic of Korea  
Ms. Alice Wright, Chairman, Woburn Lawn Economic Development Co-operative Society Ltd.  
Ms. Princess Lawes, Parliamentary Secretary, Ministry of Youth and Community Development  
Mr. Courtney Fletcher, President, Jamaica Agricultural Society  
Mrs. Augusta Payne, Chairman, JDB; Deputy Managing Director, NCB; Member of the Global Advisory Board, I.E.R.D.  
Dr. Brenda McSweeney, Resident Representative, U.N.D.P. - I.E.R.D. Co-sponsor.  
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The Institute of Cultural Affairs Jamaica:

ICA Jamaica is a private voluntary organization offering services through research training and demonstration methods. Its programmes are designed to catalyse grass-roots participation in improving the quality of life by serving the world-wide need for self-development in local communities and institutions.

ICA Jamaica is related to 35 other national ICA's which are incorporated as ICA International in Brussels, Belgium. Since 1978 the ICA has been the resident consultant consultants in the Woburn Lawn Human Development project and in 1981 organized THE JAMAICA POTENTIAL which initiated the Blue Mountain Cluster project of 16 villages. The Institute has also conducted planning seminars (LENS) for government agencies, private companies, voluntary organizations and rural communities. The institute is acting as the organizing sponsor for the Rural Development Symposium and the 3 year International Exposition of Rural Development.

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SECRET

The following information is being furnished to you for your information and guidance. It is derived from a review of the records of the Department of State, Office of Intelligence Policy and Planning, and is intended to provide you with a general understanding of the current status of the program. The information is classified as Confidential and is to be controlled in accordance with the provisions of Executive Order 11652, dated August 17, 1950, and the provisions of Executive Order 11652, dated August 17, 1950, and the provisions of Executive Order 11652, dated August 17, 1950.

SECRET

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