



A Framework for  
Local  
Sustainable  
Development  
Planning  
In Jamaica

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- Association of Development Agencies (ADA)
- Coalition for Community Participation in Governance
- Community Management for Action and Development (COMMAND)
- The Jamaica Association of Local Government Authorities (ALGA)
- Jamaica Hotel and Tourist Association (JHTA) – Portland
- Jamaica Social Investment Fund (JSIF)
- Jamaica Sustainable Development Network Programme (JSDNP)
- Jamaica Tourist Board (JTB) – Portland
- Kingston and St. Andrew Corporation – (KSAC)
- Manchester Parish Council
- Ministry of Land and Environment (MLE)
- Ministry of Local Government, Youth and Community Development (MLGYCD)
- Ministry of Mining & Energy (MME)
- Natural Resources Conservation Authority (NRCA) - NEPA<sup>1</sup>
- Office of the Cabinet
- Planning Institute of Jamaica (PIOJ)
- Portland Parish Council
- Portland Parish Development Committee
- Portland Chamber of Commerce
- Social Development Commission (SDC)
- Southern Trelawny Environmental Association (STEA)
- St. James Parish Council
- St. Mary Parish Council
- St. Thomas Environmental Protection Association (STEPA)
- Town Planning Department (TPD) - NEPA
- United Nations Development Programme (UNDP/LIFE Programme)
- University of the West Indies (UWI)
- University of Technology Jamaica (UTech)
- Urban Development Corporation (UDC.)

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<sup>1</sup> The Natural Resources Conservation Authority (NRCA), the Town Planning Department (TPD) and the Land Development Utilization Commission (LDUC) merged in 2001 to form the National Environment and Planning Agency (NEPA)

# Foreword

Sustainability is related to the quality of life in our communities, and requires an integrated view of development in which social and economic development works in harmony with the environmental systems within which they exist and upon which they depend. It has been embraced around the world and is increasingly a consideration at all levels of planning and decision making – local, regional and national. The ultimate goal of sustainability is an improved quality of life for this generation in a manner that can be continued into the future.

This Local Sustainable Development Planning Framework (LSDPF) is a working document designed to assist Local Authorities and communities of people to advance the sustainable development agenda at the local level across Jamaica.

Agenda 21, a key document from the United Nations Conference on Environment and Development (UNCED 1992), was unanimously adopted by the Conference as the blueprint for action to achieve sustainable development in the 21<sup>st</sup> century. Agenda 21 recognizes that sustainable development will require a broadening of the environmental agenda to an agenda which mainstreams sustainable development within local and national government policy, plans and practices. It covers themes such as the role of trade, combating poverty, population dynamics, health, human settlements, the atmosphere, biodiversity, water, toxic chemicals and radioactive waste.

NEPA/NRCA and the Ministry of Land and the Environment (MLE), have been working in collaboration with the GOJ/CIDA ENACT Programme and other partners to advance national sustainable development mechanisms and processes. These include, the Sustainable Development Council of Jamaica, (SDC-J), initiatives in the private and public sectors, environmental education and local sustainable development planning.

Chapter 28 of Agenda 21 highlights the important role of local authorities and their civil society partners to foster current and future economic, social and environmental well-being at the local level. The Parish Council Act mandates the involvement of our Local Authorities in planning for development and the environmental stewardship of the parish.

As the level of government closest to the people, Local Authorities play a vital role in promoting sustainable development by educating, mobilizing, and responding to the public. Agenda 21 also identifies groups that are critical to the realization of sustainability, locally and globally. These major groups include: women, children, youth, non-governmental organizations, community-based organizations, local authorities, workers, trade unions, businesses and industries.

The Ministry of Local Government, Youth and Community Development (MLGYCD) has given effect to new governance structures at the parish level specifically through the Parish Development Committees (PDCs.) These structures have been designed to enable government, business and civil society to work together, decide together and realize together sustainable courses of development for all communities and parishes across Jamaica.

The PDCs work in close collaboration with the local authorities to promote sustainable development and sound environmental management at the parish level, as well as to develop a Parish Sustainable Development Programme to meet the specific needs of each parish. The PDCs also seek to facilitate stakeholder consensus on a vision for the sustainable development of the parish among other activities.

One cannot overstate the importance of participation by residents in local governance as a crucial ingredient to build sustainable communities. In this regard, the Social Development Commission (SDC) works assiduously to build the capacity of community organizations to develop and implement Community Sustainable Development Profiles and Action Plans.

Sustainable development in Jamaica had its genesis in local development processes because this is the level that offers optimum potential for success for it is at this level that: creative capital and resources can be unleashed; people can develop a common vision, ideals and purpose to guide united efforts; and the benefits of sustainable development will be reaped.

Undoubtedly, Jamaica has many challenges to address in its effort to achieve sustainability. These include the improvement of public service delivery, enhanced environmental management, poverty eradication, the building of social trust and cooperation, and the entrenchment of people's participation throughout local and national processes.

We anticipate that the collective efforts of local and national government and civil society bodies towards the design and implementation of local sustainable development plans in Jamaica's communities, parishes and regions will form a course for development in Jamaica which enhances social capital and is truly sustainable.



Seymour Mullings  
Deputy Prime Minister  
Minister of Land and Environment  
December 2000



Arnold Bertram  
Minister of Local Government  
Youth and Community Development  
December 2000

# Preface

Representatives of the total Jamaican community - the state, the private sector and civil society - have agreed on a general framework for the achievement of sustainable development in Jamaica. Several assumptions have guided this work.

## Assumptions

It is our collective responsibility to make decisions that will promote courses of development that leave future generations with no less than we have access to ourselves.

It is at the local level that sustainable development efforts must be concentrated. People in the parish and in communities must engage in sustainable development planning and action.

Since there is no single agency responsible for sustainable development there needs to be a general framework of understanding to guide local and national efforts so that all efforts may be harmonized. This framework will facilitate development that will enhance people's quality of life.

In sustainable development, there are no necessary conflicts between conservation and economic development.

Communities should aim to assume control of their destinies and work together and contribute their capacities to become stronger, healthier and more comfortable.

The planning and project management capabilities of people and agencies at the local level must be enhanced. National agencies must facilitate this.

The movement toward sustainable development requires the full participation of every person, every community, every enterprise and every agency of the state.

## Purpose

We recognize that many people and organizations are already working towards sustainable development and therefore this document has been crafted as a living document. It represents a step forward in the

systematic integration of sustainability into local development. Foremost it is a tool for:

- broadening and deepening the understanding of local sustainable development amongst an increasing number of people
- adaptation by local and national government, by businesses and community groups in their efforts towards sustainable actions at the local level
- the rallying of commitment and resources to fulfil strategic actions that will enable, support and respond to local sustainable development.



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# List of Acronyms

ADA	Association of Development Agencies
ALGA	Jamaica Association of Local Government Authority
CASE	College of Agriculture Science and Education
CBO	Community Based Organization
CIDA	Canadian International Development Agency
COMMAND	Community Management for Action and Development
ENACT	Environmental Action Programme
GOJ	Government of Jamaica
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
ICLEI	International Council for Local Environmental Initiatives
JHTA	Jamaica Hotel and Tourist Association
JSIF	Jamaica Social Investment Fund
JSDNP	Jamaica Sustainable Development Network Programme
JTB	Jamaica Tourist Board
KRC	Kingston Restoration Company
KSAC	Kingston and St. Andrew Corporation
LSDP	Local Sustainable Development Planning
LSDPF	Local Sustainable Development Planning Framework
MLE	Ministry of Land and Environment
MLGYCD	Ministry of Local Government Youth and Community Development
MME	Ministry of Mining and Energy
NEEC	National Environmental Education Committee
NEPA	National Environment and Planning Agency
NEPT	Negril Area Environmental Protection Trust
NGO	Non – Governmental Organization
NRCA	Natural Resources Conservation Authority
PCJ	Petroleum Corporation of Jamaica
PDC	Parish Development Committee
PIOJ	Planning Institute of Jamaica
SDC	Social Development Commission
SD	Sustainable Development
SDC-J	Sustainable Development Council of Jamaica
STEPSA	St. Thomas Environmental Protection Association
STEA	Southern Trelawny Environmental Association
TPD	Town Planning Department
UNDP	United Nations Development Programme
UWI	University of the West Indies
Utech	University of Technology Jamaica
UDC	Urban Development Corporation
UNCED	United Nations Conference on Environment and Development

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# Mosaic of Voices

The Social Development Commission is committed to working with communities and their partners to build their capacity to engage in sustainable planning and development towards a future that sustains a rich quality of life. The LSDPF provides an opportunity for consensus and partnerships among all stakeholders in creating a sustainable future.

**Mr. Robert Bryan**  
*Executive Director*  
*Social Development Commission*

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The Jamaica Manufacturers' Association (JMA) supports the vision, goals, principles and processes as outlined in the Local Sustainable Development Planning Framework document.

The Directors, members and I feel that if the nation is to grow and flourish, developmental plans must be locally driven, environmentally sound and sustainable.

**Mr. Clarence Clarke**  
*President*  
*The Jamaica Manufacturers' Association Ltd.*

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The UNCED Earth Summit agreed in 1992 that the future of the planet was at stake, that the greatest challenge today was to find a way to a more sustainable way of life, and that we had to achieve increased economic growth on the basis of a declining rate of consumption of natural resources and a reducing rate of environmental damage.

The ways in which we use resources are determined by economic systems, which are in turn, imbued by cultural values and underpinned by social and psychological models that influence the way in which people understand their options and make their choices. This makes it essential to adopt a participatory, inclusive approach, and to engage the widest possible group of stakeholders and communities in discussing the options and in making the necessary decisions.

This is easy to say, but hard to do – which is why it is so important to develop the frameworks needed to enable and support the kind of positive, focused, constructive dialogue that we need if we are to shape our common future.

**Professor Anthony Clayton**  
*Professor of Caribbean Sustainable Development*  
*Sir Arthur Lewis Institute for Social and Economic Studies*  
*University of the West Indies*

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The development of a Framework for Local Sustainable Development Planning is an important milestone in the overall thrust towards sustainable development. The real activity and significant initiatives must occur at the level of the people in a locality, since it is there that all components of the environment interface within the context of people's lives and livelihoods as well as their concerns for their children and children's children.

Nevertheless, however commendable the activity at the micro-level may be, unless it is consistent with the objectives of the wider whole – both nationally and internationally – it would remain an isolated anachronism of local endeavour. Its integration into national policy and the international agenda is essential – and how better can this be achieved than through a National Programme such as that which is here proposed.

**Professor Elizabeth Thomas-Hope  
James Seirvight Moss- Solomon(Snr).  
Professor of Environmental Management  
Head, Department of Geography and  
Geology  
University of the West Indies**

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We believe the Framework for Local Sustainable Development Planning in Jamaica is a timely and appropriate response to the need for a community-based approach to development. By embracing key concepts such as sustainability, participation, responsiveness and accountability, the approach to governance articulated by the framework is complementary to the goals of the Local Government Reform Programme currently being pursued by the Government.

The Planning Institute of Jamaica (PIOJ) supports the local sustainable development planning process and views it as an effective institutional approach for transforming the traditional approaches to governance for economic growth and social development.

**Dr. Wesley Hughes  
Director General  
The Planning Institute of Jamaica**

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The Portland Parish Council unhesitatingly supports the goals, vision and principles outlined in this LSDP framework. This framework compliments our work in Portland in that through a participatory process we are working toward sustainable development for the parish.

**His Worship Philip Thomas  
Mayor - Port Antonio  
Portland Parish Council**

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Sustainable Development Planning is critical to the sustainability of not only the hospitality and tourism industry, but all of Jamaica.

The development of a Local Sustainable Development Planning Framework is intrinsically linked to the proper management of the very resources on which we depend for our livelihood and our nation's health and prosperity.

We all agree that what is required to ensure economic vitality as well as a healthy environment for local communities, is a serious commitment from all of us to conduct our business and social lives with the utmost respect and sensitivity to issues of sustainable development.

This view is at the crux of many of the Jamaica Hotel and Tourist Association's (JHTA's) own programmes and policies and we remain totally dedicated to working with our sister agencies in Jamaica towards development in a range of spheres.

**Mr. James Samuels  
President  
The Jamaica Hotel and Tourist Association**  
At the core of its mission, the Petroleum Corporation of Jamaica (PCJ) seeks to encourage and

promote the best mix for the utilization of traditional fossil fuels and indigenous, renewable non-polluting energy sources. This mix is continuously evolving with the advances in technology and the implications for continued use of fossil fuels. Concurrent with this evolution are the opportunities to increase energy efficiencies.

PCJ will utilize its land-based assets to encourage sustainable productivity. The generation of employment through these activities creates an opportunity for surrounding communities to contribute to their own development.

And finally, among other institutions, PCJ is committed to protecting our environment through the synergy of inter-agency cooperation.

**Mrs. Ruth Potopsingh**  
**Deputy Group Managing Director**  
**Petroleum Corporation of Jamaica**

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The Negril Area Environmental Protection Trust (NEPT) is pleased to see the preparation of a framework for LSDP. We believe that for development to be sustainable, planning and implementation must be integrated and holistic, and must involve participation of local communities and organizations. NEPT is already promoting sustainable development and is committed to working with all relevant partners for LSDP in both Westmoreland and Hanover, and the Negril Environmental Protection Area which spans both parishes.

**Mrs. Susan Otuokon**  
**Executive Director**  
**Negril Area Environmental Protection Trust**

Since the 1990's countries such as the United Kingdom and the United

States have embarked on a process of sustainable development aimed at strengthening local government and communities. Ensuring economic growth, high level of local participation, effective protection of the environment, and efficient use and reuse of the natural environment are some of the key objectives to this endeavor.

Jamaica has also embarked on this process. While we might not have the financial capital as the developed countries to realize these objectives, we have the capacity to develop our existing social, cultural, and political capital. The framework for Local Sustainable Development Planning is designed to assist local communities in this regard.

Furthermore, urban planning in Jamaica has been reactive rather than proactive and top down rather than bottom-up. I hope this Sustainable Development Planning will serve as a paradigm shift in the state of urban and regional planning in Jamaica and re-energize the practitioners and theorists in the field.

**Dr. Carol Archer**  
**Director**  
**Urban and Regional Planning Unit**  
**University of Technology, Jamaica**

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Kingston Restoration Company (KRC) applauds the development of the framework for Local Sustainable Development Planning, and commits to work with the Kingston and St. Andrew Corporation and the Urban Development Corporation towards the attainment of the goals of the framework.

**Mr. Morin Seymour**  
**Executive Director**

**Kingston Restoration Company Limited**

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The LSDP is both timely and germane in that it brings into focus the need for an integrated approach, a fusion of social, economic and environmental elements – for the attainment of sustainable development at a time when local authorities, through the Local Government Reform Programme, are being re-engineered to facilitate local and ultimately national development underscores the importance of a participatory governance as the means of ensuring that the needs of citizens are met.

**Mrs. Barbara James**  
**Permanent Secretary**  
**Ministry of Local Government, Youth and Community Development**

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The Manchester Parish Council is the forerunner in the process of local government reform and local sustainable development planning will be a strategic core in the council's effort to achieve its reform agenda. The initiative of the ENACT Programme is timely and the council will play a leadership role and a strategic partner in the achievement of sustainable development objectives for the parish and the country.

**His Worship Horace Williams**  
**Mayor - Mandeville**  
**Manchester Parish Council**

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The Jamaica Social Investment Fund (JSIF), through our mandate is committed to supporting LSDP. Our infrastructure, social service and organizational strengthening projects take an integrated,

community-based approach, and are all aimed at increasing the human and social capital of the people in underserved communities nationwide.

**Mrs. Scarlett Gillings**  
**Managing Director**  
**Jamaica Social Investment Fund**

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The College of Agriculture, Science and Education (CASE) is committed to the principle of integrated sustainable development, by the efficient use of the nation's resources including human and natural. In so doing we will seek to guarantee freedom from the deleterious effects of poverty, such as crime and other socially unacceptable human tragedies.

**Mr. Hopeton Fraser**  
**Acting President**  
**College of Agriculture, Science and Education**

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Jamaica, as a participant in the 1992 Rio (Earth) Summit, has pledged its support for a wide range of strategies and actions aimed at getting on the path to sustainable development early in the 21<sup>st</sup> Century. Among the Rio targets was the development of local sustainable development plans. The National Environment and Planning Agency (NEPA) is responsible for supporting the development, (with its partners in Civil Society, the Private Sector and in Central and Local Government,) of a Local Sustainable Development Framework (LSDPF) for Jamaica. This framework is based on and encourages a participatory, transparent approach to planning, development and decision making at the community, parish, and national levels. The Framework articulates key concepts of

sustainable development such as 'carrying capacity' of ecosystems, environmental quality, governance, and an integrated long term approach to planning and environmental management. These concepts are fundamental to sustainable social, economic and ecological development and needs to be translated into practice on a wide scale if Jamaicans are to achieve sustainable prosperity in our "land of wood and water".

**Mr. Franklin McDonald**  
**Chief Executive Officer**  
**National Environment and Planning**  
**Agency**

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Local sustainable development planning is a process. As you go through this document you will see that the first process in local sustainable development planning is that of creating partnerships. Parish Development Committees across the country seek to facilitate the environment in which the many streams of influence, the private sector, public sector, state agencies, non-government organizations and community based organizations, can come together and work together around a common cause...building Jamaica. The goals and principles outlined in the LSDPF will certainly support our objectives as we (the Manchester PDC) seek to deepen the trust, confidence and unity necessary for a strong and sustainable partnership.

**Mr. J.O. 'Jackie' Minot, CD,JP**  
**Chairman**  
**Manchester Parish Development**  
**Committee**

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# Sustainable Development

## What is Sustainable Development (SD)?

Sustainable development promotes one primary holistic development process that integrates three inter related development processes underway at the local level – economic development, social development and ecological development. It promotes development that delivers basic environmental, economic and social services to all without threatening the viability of the systems upon which these services depend. Figure 1. illustrates four components of sustainable development – the economy, society, environment and governance whereby:

The economy exists entirely within the context of society because the economy is driven by the exchange of goods and services amongst people.

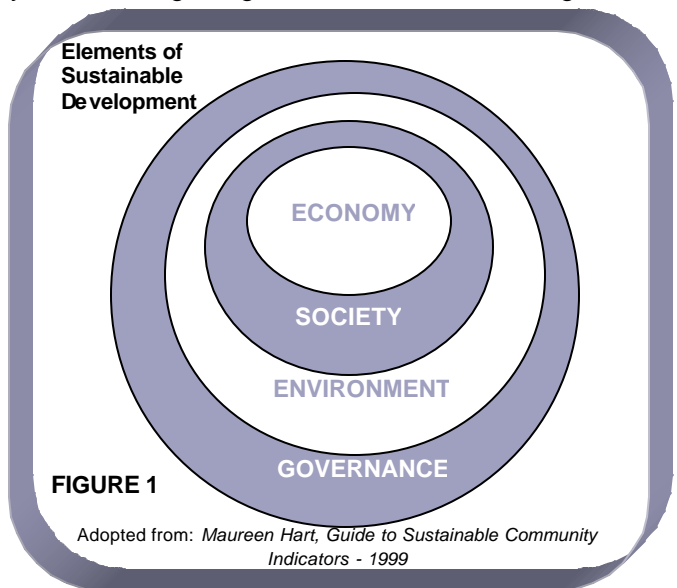
Society is much larger than the economy and includes family, communities of people and cultures.

Both the economy and society exist entirely within the environment. We rely on environmental goods and services to drive

the economy while society's basic requirements – the air we breathe, the food we eat, the water we drink, our health come from the environment.

And finally sustainability will ultimately come about as a result of good governance so that governments and citizens can work together to bring about a prosperous and sustainable future.

To guide development decisions we can start with a list of the goals or a



vision of what is to be achieved within each of the development considerations.

“ Give us Vision, lest we Perish”  
*Jamaican National Anthem*

Our vision is of a nation united in purpose and action in the use of its resources, ensuring peace, satisfying the emotional and physical needs of all and building prosperity for an improved quality of life for this generation and those to come.

*National Local Sustainable Development Planning Working Group*

### Economic Prosperity

- Poverty eradication through wealth generation and balanced and equitable sharing of benefits of development
- Enhanced access and quality of goods and services
- Greening of public and private sectors
- Investment in and market development for sustainable industries (tourism, agriculture, information technology etc.)
- Development and promotion of local markets and industry
- Valuation of Jamaica’s ecological resources in local and national budgets
- Debt reduction



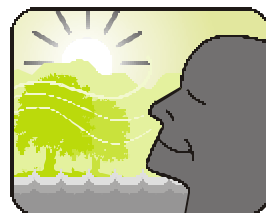
### Social Well-Being

- For every person, adequate access to basic needs, such as:
  - food, water, clothing, shelter
  - sanitation
  - health and educational services
- The preservation of cultural heritage, value systems and ecologically sound practices
- The development and enrichment of culture, arts and recreation
- Equitable access for women and the poor to economic, social and political opportunities
- Safe and secure families and neighbourhoods
- Disaster preparedness
- Tolerance for diversity
- Opportunities for spiritual enrichment



## Environmental Quality

- Balanced and sustained forest, mountain, wetland and marine ecosystems
- Clean and hazard-free environments
- Plant and animal diversity preservation
- Increased green space for recreational use
- Efficient use of national resources
- Enhanced green consumer choice
- Protection from and prevention of factors leading to climatic change



## Good Governance

- Access and ability to participate meaningfully in the democratic process
- Enhanced capacity of local authorities and communities to self-manage
- Decentralized decision making and resource allocation
- A framework for local through to national cooperation and inter-agency cooperation
- Enhanced transparency and accountability
- A harmonized national / local framework for information management and access
- Sound values and ethics which support and respect democratic values



# What is Local Sustainable Development?



While sustainable development decisions must be taken at all levels it is ultimately the quality of life within communities and therefore decisions taken at the local level that will create the momentum and drive for sustainable development in Jamaica. It is the quality of community economic, social and environmental 'capital' that allows community

members to lead productive and meaningful lives. The notion of different types of 'community capital' is fundamental to a definition of sustainable development whereby:

“ We pass on to future generations an equal or enhanced stock of economic, social, natural and human capital.” *(David Bell, 1999)*

Sustainability requires that decisions and actions we make invest in community capital so as to enhance and increase its value and/or at a minimum do not draw down on its natural, social, human or economic capital.

- **Environmental Capital:** Natural resources - both renewable and non-renewable - which provide environmental services for economic and social development.
- **Social Capital:** People in society - their skills, education, health as well as their capacity to participate in decisions that affect their lives.
- **Economic Capital:** Services and infrastructure - such as roads, water, economic products such as tourism, agriculture and jobs.

Adopted from: *Maureen Hart, 'Guide to Sustainable Community Indicators' - 1999*

In the past, development has viewed social, economic and environmental aspects of community capital largely as separate and isolated parts. Environmental capital is often taken for granted, undervalued and ignored. This has led to a fragmented approach to planning and solutions that often tend to focus on short-term benefits

and may be at the expense of environmental quality. Local sustainable development requires an integrated view of development in which connections between social, economic and environmental systems are taken into account. Social and economic development must work in harmony with environmental systems within which they exist and upon which they depend.



Sustainability also requires innovation in governance. Citizens want and need to have a greater say in decisions that impact so dramatically on their day-to-day living. Being involved in decisions that affect their lives is one way they can begin to create changes that benefit them and their communities.

**The most basic definition of sustainability has to do with three words: sustain, develop and community.**

- **Sustain** means to continue without lessening, to nourish, allow to flourish.
- **Develop** means to improve or bring to a more advanced state.
- **A community** is a group of people who live and interact in a specific geographic area.

*Adopted from: Maureen Hart, 'Guide to Sustainable Community Indicators' - 1999*

# The Local Sustainable Development Planning (LSDP) Framework

Achieving sustainable development will require a unifying multi-agency national framework in which local sustainable development can take place. The framework is designed to integrate and harmonize the goals and roles of various stakeholders at national, regional and local levels. Figure 2. illustrates a preliminary and broad vision of such a framework.

## Goals

The following goals underlie the framework for local sustainable development planning:

1. The creation of an enabling, supportive and responsive environment for local sustainable development planning within and across national state agencies;
2. The building of a common vision and culture that leads to a shared commitment to the process of sustainable development at all levels;
3. The institutionalization of opportunities for local government, citizens, business and all other community members to participate in local sustainable development planning and the building of sustainable parishes and communities;
4. The integration of local sustainable development planning within official planning processes at parish and community levels;
5. The establishment of parish-based sustainable development frameworks to guide development interventions in parishes throughout Jamaica.

## The Role of National Government



The LSDP Framework requires that national agencies re-orient their corporate policies and programmes to facilitate a decentralized process. These agencies must build institutional capacity to play a facilitating, guiding and supportive role. In this context national agencies set parameters and guidelines for sustainable development planning, support local stakeholders to plan and act at the local level, and monitor and aggregate progress at regional and national levels.

Local sustainable development planning will require inter-agency coordination in the areas of land use planning, socio-economic development, environmental management, local government reform and community development.

## The Role of Local Government

Parish Councils are at the center of local sustainable development planning. The planning and regulatory responsibilities of Local Authorities equip them to create a framework within which sustainable community development, sustainable parish development and ultimately sustainable national development can occur:

*Because so many of sustainable development problems and solutions have their roots in local activities, the participation and cooperation of local authorities will be a determining factor in realizing a sustainable future. Local authorities have responsibility for environmental enforcement, economic and social development and urban and rural services. As the level of governance closest to the people, they play a vital role in educating, mobilizing, and responding to the public to promote sustainable development.*

*(Chapter 28, Agenda 21)*

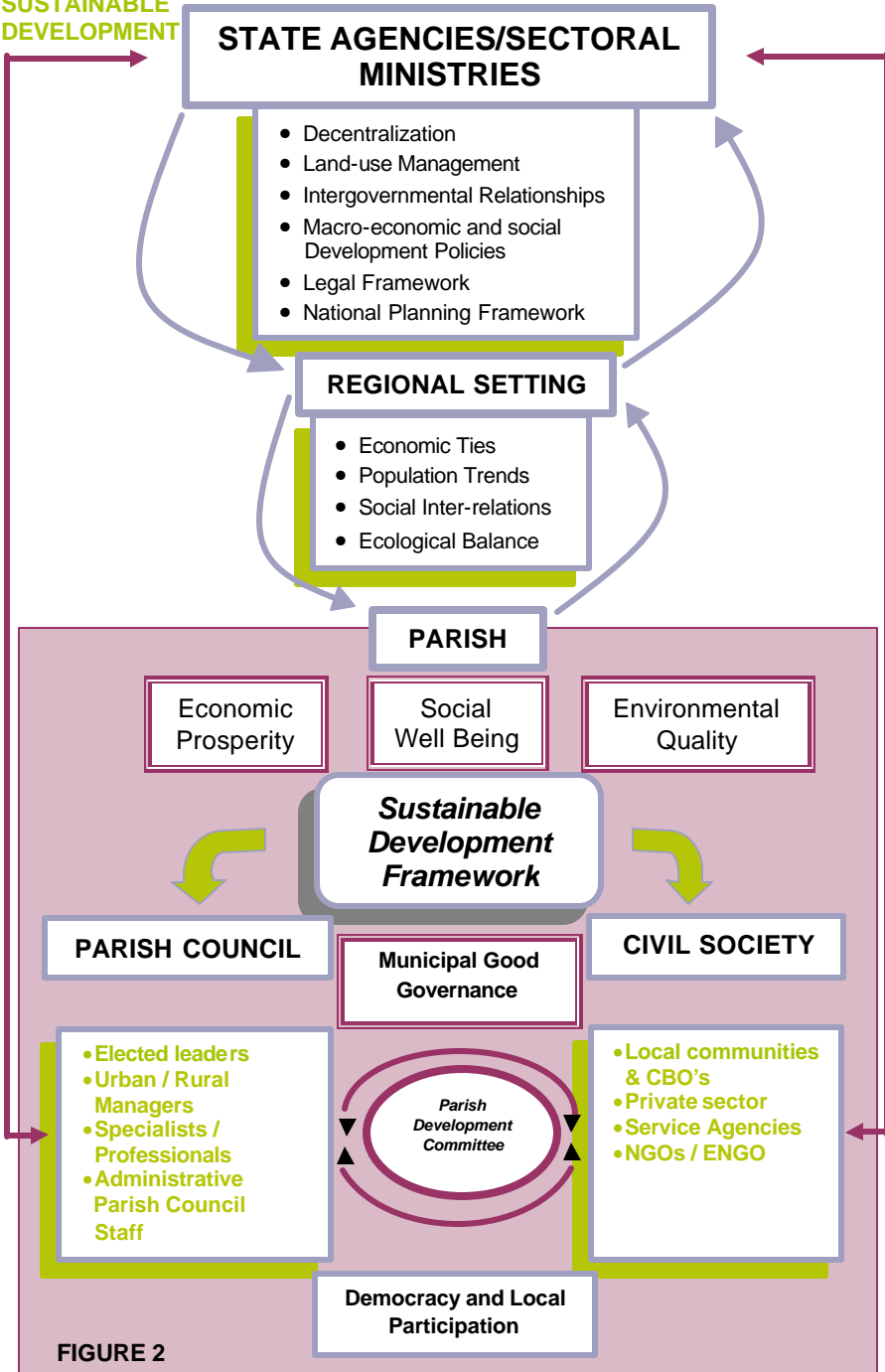
LSDP requires Parish Councils to build and institutionalize a multi-stakeholder forum that will enable people's participation in development decisions and actions related to the sustainable development of the parish. In the context of Local Government Reform this 'forum' is the Parish Development Committee (PDC.) Secondly, Parish Councils will lead a local sustainable development planning process suitable to their own circumstances to achieve a consensus-based Parish Sustainable Development Framework and Plans of Action.

## The Role of the Community

People in communities across Jamaica should be supported to construct sustainable communities. A sustainable community is one in which community members participate in planning to create a vision of their community, make informed choices which acknowledge the links between economy, society and the environment (both at the community and parish level), consider carrying capacity and is measurable. The ultimate goal is an improved quality of life for this generation in a manner that can be continued into the future. LSDP aims to develop the capacity of people to participate fully and directly in the management and development of their local communities, and by extension, of the nation.



**FRAMEWORK FOR SUSTAINABLE DEVELOPMENT**





# Local Sustainable Development Planning

Local Sustainable Development Planning is one application available to local authorities by which they can achieve sustainable community and parish development. LSDP is a departure from conventional planning in that it is holistic and enjoys broad based ownership and support. LSDP is defined as:

*an interdisciplinary approach to planning which will enable government, business and civil society to provide people with basic needs, generate economic opportunities and at the same time ensure a vital, healthy natural environment. Local sustainable development planning will promote and support the implementation of values, principles, goals, processes and standards which provide people with knowledge, skills and motivation to plan community and regional courses of development across Jamaica to meet the needs of the present without compromising the ability of future generations to meet their own needs.*

## LSDP embodies the following principles:

**Transparency and Accountability** – The development process requires openness and access to information and participation in decision making at the individual, organizational and highest decision making levels. Parties are accountable to both their constituencies and the process for decisions and actions to which they have agreed.

**Local Partnership** - The development process should be guided from the local level. This requires the formation of a collective body – in this case the Parish Development Committee: which takes responsibility and ownership for the sustainable development of the Parish. The partnership will seek to pool skills and resources of representative streams of society and devise procedures for consensus-based decision-making.

**Participation** - Participation and local ownership are at the core of LSDP. This requires structured and assured access to the full planning cycle by all sectors of society.

**Common Good** - Visions, actions and processes must be underpinned by what is in the best interests of the “common good” and a sense of responsibility for the stewardship of common assets.

**Diverse Interests** – There should be appreciation, respect and acceptance of the diverse values, interests and knowledge of the parties involved in the consensus building process.

**Social Equity** - All members of society have fair responsibility for and access to the benefits of economic, social and environmental development. There is a need for an emphasis on sustainable livelihoods in the community.

**Concern for the Future** - In a local sustainable development planning process short and long term planning solutions for a sustainable future must balance inter-generational costs and benefits. In a healthy society benefits outweigh costs.

**Carrying Capacity** – Development will consider the ecological limits of natural systems to support a population and services indefinitely. This requires the promotion of an understanding of the limits of natural systems, of how everyday work and living activities can affect and damage natural system, or be adjusted to use natural resources on a sustainable basis.

**Inter-disciplinary Decision-making** - Development decisions must be made based on an integrated view of development in which connections between social, economic and environmental systems are taken into account.

**Responsive Government** – Government locally and nationally should be responsive to the needs of community/Parish.

**Subsidiarity** - The principle of subsidiarity states that functional authority and expenditure responsibility should be assigned to the lowest level of government that is capable of implementing a service.

**Consensus based decision making will not result in 100% agreement but in some cases agreeing to disagree, despite differences, and common acceptance and commitment on a way forward.**

**Carrying capacity may be defined as the maximum number of living things that can be supported indefinitely without deterioration, by any particular ecosystem or area.**

## Local Sustainable Development Planning Elements

The Jamaican LSDPF identifies nine strategic planning elements to guide a local development process. These are illustrated in figure 3 and described in the following text. This general planning framework is intended to guide local authorities and PDCs in their efforts to develop local sustainable development action plans. This framework is not intended as a recipe or a formula, nor is it intended to be sequential. It is intended that each local authority and PDC will review local circumstances to determine if and how each of these nine elements might be adapted to their unique circumstance.

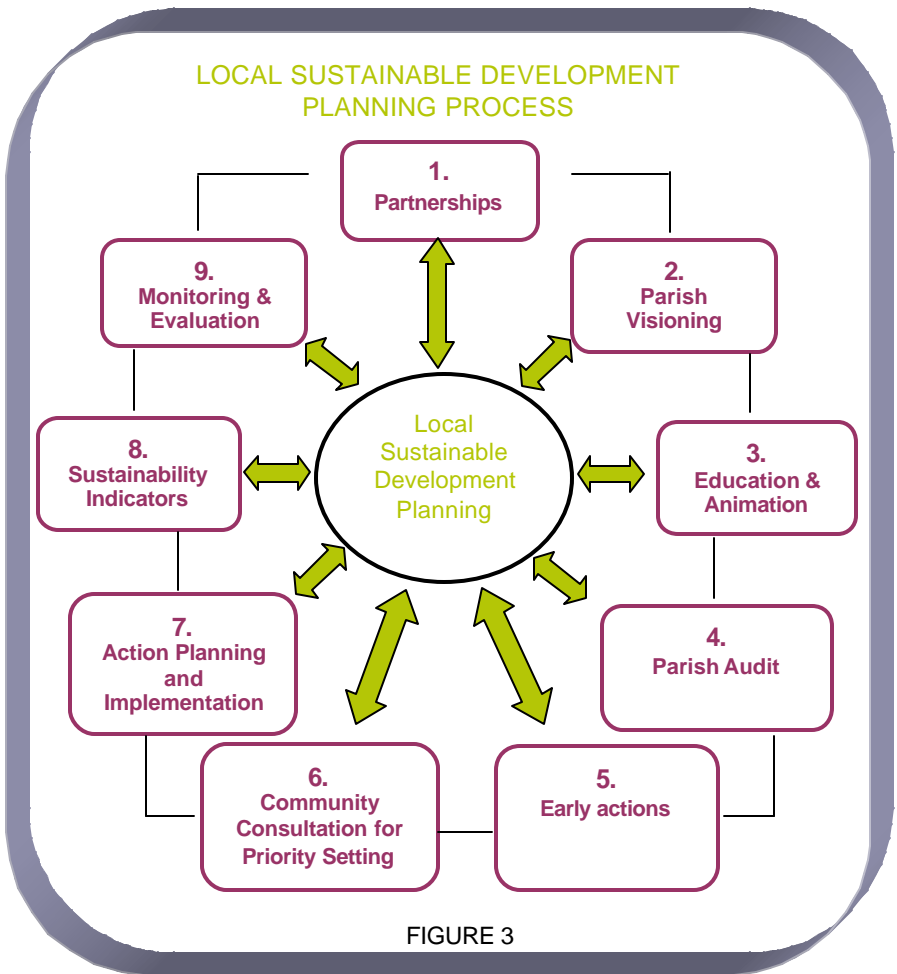
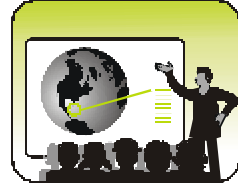


FIGURE 3

## ELEMENT # 1

**Partnerships** – The implementation of LSDP involves negotiation amongst the primary stakeholders involved in development processes related to economy, environment and social well being. LSDP is premised on the creation of parish-wide partnership between local government and organized elements of civil society. In Jamaica, the PDC is intended as such a partnership mechanism to enable participation of civil society in decisions related to matters of governance and parish development. This partnership draws together, private sector, community, service agency, national government, and local government representatives to jointly coordinate parish sustainable development planning, implementation, and monitoring.



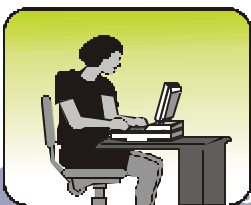
## ELEMENT # 2

**Community Visioning** – To guide the planning and development efforts in the Parish the partnership will create a common vision for sustainable future. This vision will articulate a shared set of values and strategic goals to guide the efforts of the partnership. Development Plans and initiatives will be required to demonstrate how they contribute to achieving the vision. A vision is first formulated amongst the core partnership and the shared and deepened with particular communities of interest and the broader citizenry.

**Stakeholder: One who is interested in, is affected by or has an effect on: a resource; a result; or an activity.**

## ELEMENT # 3

**Education and Animation** - Education and animation activities provide geographical communities and communities of interest with the information required to participate in informed decision making at each stage of the planning process. Education will involve informing people about their role in the development process, enabling people to make the right choices according to their needs and priorities and to mobilize collective action for sustainable solutions. Education should combine community knowledge and specialized knowledge and will involve multi-dimensional modes of delivery.



## ELEMENT #4

**Parish Sustainable Development Audit** – TA Parish SD Audit presents a status report on the state of environment, economy, social and

governance conditions in the parish. It is used to guide decisions on development priorities as well as a benchmark to measure progress towards or away from sustainability. It will include an inventory of current initiatives and official planning processes to inform deliberations on the work of the partnership in guiding and monitoring future development in the parish. Audit findings will need to be disseminated to the wider public through education programmes and electronic medium.

#### **ELEMENT # 5**

**Early Actions** - As a sustainable development planning initiative can be a time consuming exercise depending on the people and resources available, it is important to define some actions for immediate implementation. Such actions are identified from collectively defined criteria for project selection and should engage different communities in the parish to work together within the framework of an integrated approach that incorporates social, economic, environmental and governance aspects of development.

#### **ELEMENT # 6**

**Community Consultation for Priority Setting** - The objective of community consultation is to share the results of the parish audit with everyone in the parish so that all residents can collectively decide on strategic development priorities. Due to limited resources it is often not possible to act on all development concerns at once. Setting priorities assists in determining which actions should be taken first and the required resources. The development of a community consultation strategy by the partnership group will greatly assist in carrying out these consultations in a systematic and inclusive manner.

#### **ELEMENT # 7**

**Action Planning and Implementation** – Action Planning is a critical step in the sustainable development planning process as the previous steps have been leading to the creation of an action plan. The actions for implementation will be based on the priorities identified in the community consultations. The plan of action is developed through the collective effort of the various stakeholders in the parish and is representative of their commitment to implement the plan together. Plans are developed for the short, medium, and long term.

#### **ELEMENT # 8**

**Sustainability Indicators** - Indicators are a means to measure if the parish is moving towards creating a sustainable future or not. Some examples of indicators are listed in appendix one. Indicators assist in monitoring if the action plans are effective in addressing the priority

issues and provide information to identify and track shortfalls and other problems so that corrective action may be taken. The community will define its own indicators based on its vision and action plan. Furthermore, everyone needs to understand that they are collectively responsible to make changes in their actions when the indicators demonstrate that there is either no or insufficient positive change.

### **Characteristics of Effective Sustainability Indicators**

- **Addresses carrying capacity of community capital**
- **Shows the links between environment, society and the economy**
- **Are relevant, understandable and useable to the community**
- **Are based on reliable and timely data**

### **ELEMENT # 9**

**Monitoring and Evaluation** – A monitoring and evaluation framework will be required the periodic and on-going measurement of progress towards established goals. There are various methods for monitoring and evaluation and the partnership group will need to determine which ones are the best for its planning initiative. Monitoring should be rigorous and ongoing as it will assist in refining the process and provide opportunities for course correction as the planning and implementation proceed. In addition since there will always be ongoing development initiatives in the parish this framework will provide the mechanism for monitoring these from the outset

# Advancing the Agenda

At this particular moment in Jamaica's history three outcomes and related activities are required to move the local sustainable development agenda forward. These are:

- 1. An established political culture of consensus and support**
- 2. Demonstration of local initiatives and action**
- 3. Built capacity amongst partners to undertake LSDP.**

## **1. An Established Political Culture of Consensus and Support**

- Deliver awareness sessions on LSDP to enable key planning and development agencies and civil society organizations to integrate LSDP into their corporate mandates, programmes and services.
- Facilitate key agencies/groups to express clear target actions for the integration of local sustainable development planning in their practices and where appropriate form partnership agreements.
- Form a Senior Executive Forum on LSDP to determine strategic targets and vehicles for advancing LSDP at national and local levels.
- Review and modify national and local planning processes and legislative and policy frameworks to support local sustainable development planning.
- Develop a mechanism to assess and monitor ongoing work to be done on the local sustainable development planning and to make strategic interventions wherever appropriate.
- Raise awareness among the political directorate.

## **2. Local Initiatives and Action Demonstrated**

- Apply local sustainable development planning in one or more Parishes, to develop and evaluate new tools and resources, and to draw lessons that can be used in extending LSDP on the national scale.
- Support each local authority in Jamaica to enter into dialogue and consultation with its communities to produce and implement a local sustainable development framework for its Parish.

- Support community groups in undertaking local sustainable development planning within the integrated community development programme of the Social Development Commission.

### 3. Built Capacity amongst Partners to Undertake LSDP

- Develop LSDP training and information products.
- Disseminate education and training products through institutional training mechanisms and opportunities.
- Integrate environment and sustainable development information into parish and community profiles and promote the development of information management systems to allow community based measurement of local sustainable development trend indicators.

**Capacity building: Processes and mechanisms through which people, communities and organizations gain the skills, knowledge and motivation to do what needs to be done as they make decisions.**

## Commitments to the Advancement of the Local Agenda

In the beginning we indicated that this document is a living document. Therefore the following represents early commitments to the process. With time we will need to lengthen the list of commitments and define specific ways in which agencies can contribute to advancing the local sustainable development planning agenda.

### Social Development Commission (SDC)

The SDC is committed to the integration of LSDP within its ongoing capacity development programme. This programme builds communities to participate in sustainable development for communities in the parish and ultimately the nation. It further supports the building of governance structures at the parish level. The SDC is a core partner in the LSDP process and will facilitate the implementation of sustainable development processes in parishes throughout Jamaica.



## **Ministry of Local Government, Youth and Community Development (MLGYCD)**

In so far as LSDP strengthens the Local Government Reform Process, and in particular decentralised planning and decision-making processes, MLGYCD offers support to the work in one Parish and will develop and implement central services which facilitate the exchange of lessons learned across Parishes.

## **Natural Resources Conservation Authority (NRCA) / National Environment and Planning Agency (NEPA)**

LSDP contributes to NRCA/NEPA mandate to promote the sustainable use of Jamaica's resources and sustainable physical development of its urban, rural, agricultural and marine areas.

The National Environment and Planning Agency is a core partner in advancing the local sustainable development agenda. NEPA will support and consider the integration of LSDP in its institutional policies and programmes.

## **Ministry of Land and the Environment (MLE)**

Recognizing that LSDP will mainstream the environment within the context of core development processes in the country, the Ministry of Land and Environment is committed to facilitating inter-agency cooperation at the national and parish level.

## **Local Government Authorities**

The process will seek to deepen local government authority commitment to the principles and processes of LSDP. Already this commitment has been demonstrated by innovations emerging in the context of local authority processes. Commitment to the implementation of LSDP in Portland has been confirmed by the Portland Parish Council.

## **Parish Development Committees (PDCs)**

PDCs are the embodiment of civil society at the local level. They are a local governance mechanism designed to coordinate planning, implementation and monitoring of sustainable development at the local level. It is anticipated that once these are functioning, PDCs will consider how they will work with parish councils to advance sustainable development in their Parish.

## **Civil Society**

Many Non-Governmental and Community Based Organizations (CBOs and NGOs) have been promoting, supporting and enabling local sustainable development in the work they conduct at the local level. The process will identify champions within this sector and their expertise and experience will be linked to and supported by local sustainable development planning processes within parishes and communities.

## **Government of Jamaica (GOJ)/Canadian International Development Agency (CIDA)/ ENACT Programme**

The ENACT LSDP Programme goal is the development of the capacity of national and local institutions to support and enhance local sustainable development. Through its LSDP Programme, ENACT will commit resources and support for the implementation of the LSDP Framework in Jamaica.

## **Other Commitments**

By virtue of participation in the process, other agencies and programmes have indicated a commitment to the vision and processes outlined in this document. As time goes on this commitment will be elaborated into concrete actions.

# Appendix A

## Local Sustainability Indicators

Each parish can tailor a set of sustainability indicators specific to its aspirations and circumstances. Each parish is unique, and what may be an appropriate indicator in one community may not be suitable in another. This appendix provides a list of sample sustainability indicators to illustrate types of sustainability indicators communities are using. This will assist in identifying indicators appropriate to individual parishes. Ultimately parish-based indicators will need to be considered within the broader national framework.

## Economy

### *Business*

- Dollars spent in locally-owned businesses
- Business participation in school and civic events
- Percentage of organizations which have adopted sustainable development goals

### *Income*

- Children living in poverty
- Children participating in school lunch programme
- Distribution of wealth
- Percent of disposable income that is being saved
- Hours of labour required to meet basic needs

### *Employment*

- Percentage of residents who want to work full time who actually work full time
- Number of jobs in sustainable enterprises, i.e. sustainable tourism, organic farming.
- Agricultural employment
- Average age of agricultural workers

### *Finance*

- Percentage of products and services where price reflects life-cycle cost
- Environmentally adjusted Net Domestic Product

- Gross Domestic Product (GDP) per capita adjusted for natural resource depletion

## Society

### *Community*

- Organizational density in communities and parishes
- Citizen volunteerism
- Perceived safety of neighbourhoods
- Number of restored heritage sites

### *Health*

- Asthma hospitalisation rate for children
- Percentage of people identifying obstacles to health care
- Alcohol and drug use reported by youths
- Perceived quality of life

### *Gender*

- Percentage of males entering post secondary education
- Percentage of young females/males infected by HIV

### *Education*

- Number of secondary school spaces available
- Literacy rates
- Student teacher ratio
- School drop out rates

## Environment

### *Air*

- Air pollutants from stationary sources
- Air quality measurements
- Number of days air quality exceeds healthy levels

### *Water*

- Fishable and swimmable river and sea miles
- Percent of streams you can drink from
- Faecal coliform count in surface water

### *Wetlands*

- Acres of natural and restored wetlands
- Size and distribution of significant wetlands

### ***Biodiversity***

- Population of endemic species for which the region has a key custodial role.
- Number of species at risk
- Song bird diversity or population

### ***Land Use***

- Acres of farm land converted to developed land
- Rate of change of forest area
- Numbers of acres of major terrestrial ecosystems
- Percentage of significant natural areas protected
- Green space as percentage of urban area
- Number of trees in urban forests /number of trees on public property

## **Governance**

### ***Transparency***

- Annual public budget review
- Easily accessible information on local conditions
- Number of regular communications led by local and state governments

### ***Effectiveness***

- Citizen satisfaction with government services
- Percent who trust local and state government

### ***Participation***

- Structures for public participation in decision making
- Visibility of local issues
- Visibility of local government
- Procedures for Community participation
- Local government entrenched in the constitution

# Glossary

Biodiversity	The variety of all plants, animals and micro-organisms existing within a particular area on earth.
Consensus Building	Decision making will not result in 100% agreement but in some cases agreeing to disagree, despite differences, and common acceptance and commitment on a way forward.
Community	A group of people who live and interact in a specific geographic area.
Capacity Building	Processes and mechanisms through which people, communities and organizations gain the skills, knowledge and motivation to do what needs to be done as they make decisions.
Carrying Capacity	The maximum number of living things that can be supported indefinitely without deterioration, by any particular ecosystem or area.
Develop	To improve or bring to a more advanced state
Economic Capital	Services and infrastructure such as roads, water mains, economic products (tourism, agriculture, jobs)
Ecosystems	The on-going, dynamic and delicate process of interaction between organisms and their living space; a natural unit that includes interacting living and non-living parts.
Environment	the totality of all linked factors which influence living things: the physical, biological, social, economic, political, cultural, technological and spiritual concepts of life.
Environmental Capital	Natural resources - both renewable and non-

	renewable - which provide environmental services for economic and social development.
Environmental Stewardship	Refers to the responsibilities of organizations, communities and individuals to act in an environmentally sound manner through: care and management of resources, understanding environmental liabilities, recognizing carrying capacity and developing mitigation plans, setting measurable targets, minimizing environmental impacts, managing for the future and working towards sustainable development.
Governance	A process through which public choice is determined, policies formulated, or decisions are made and executed through active participation among stakeholders at all levels of society. This is different from government which refers to the institutional /structure that conducts governmental functions.
Green Consumer	Individual or organization, that consider not only product price, but features, quality and environmental impacts as well; seeking out environmentally sound products.
Life Cycle Cost	Calculates all costs incurred during an item useful life from purchase through to disposal costs.
Pollution	Undesirable changes in the physical, chemical or biological characteristics of air, water or land that can negatively affect living organisms.
Poverty	Results from a lack of human, physical and financial capital needed to sustain livelihoods and form inequalities in access to, control of, and benefits from resources, be they political, economic or social.
Social Capital	People in society - their skills, education, health as well as their capacity to participate in decisions that affect their lives.
Social Equity	Application of principles of justice and fairness, particularly in regard to gender, class, social and economic issues.
Stakeholder	One who is interested in, is affected by or has an effect on: a resource; a result; or an activity.
Sustain	To continue without lessening, to nourish, allow

to flourish

Sustainable Development

Integrating the needs of environmental protection, social development and economic opportunity into all decision – making to meet the needs of present and future generations.

Vision

A written statement or picture of what people expect their society, community or organization to look like and accomplish at some future time – ‘what should be’ or ‘what could be’.



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