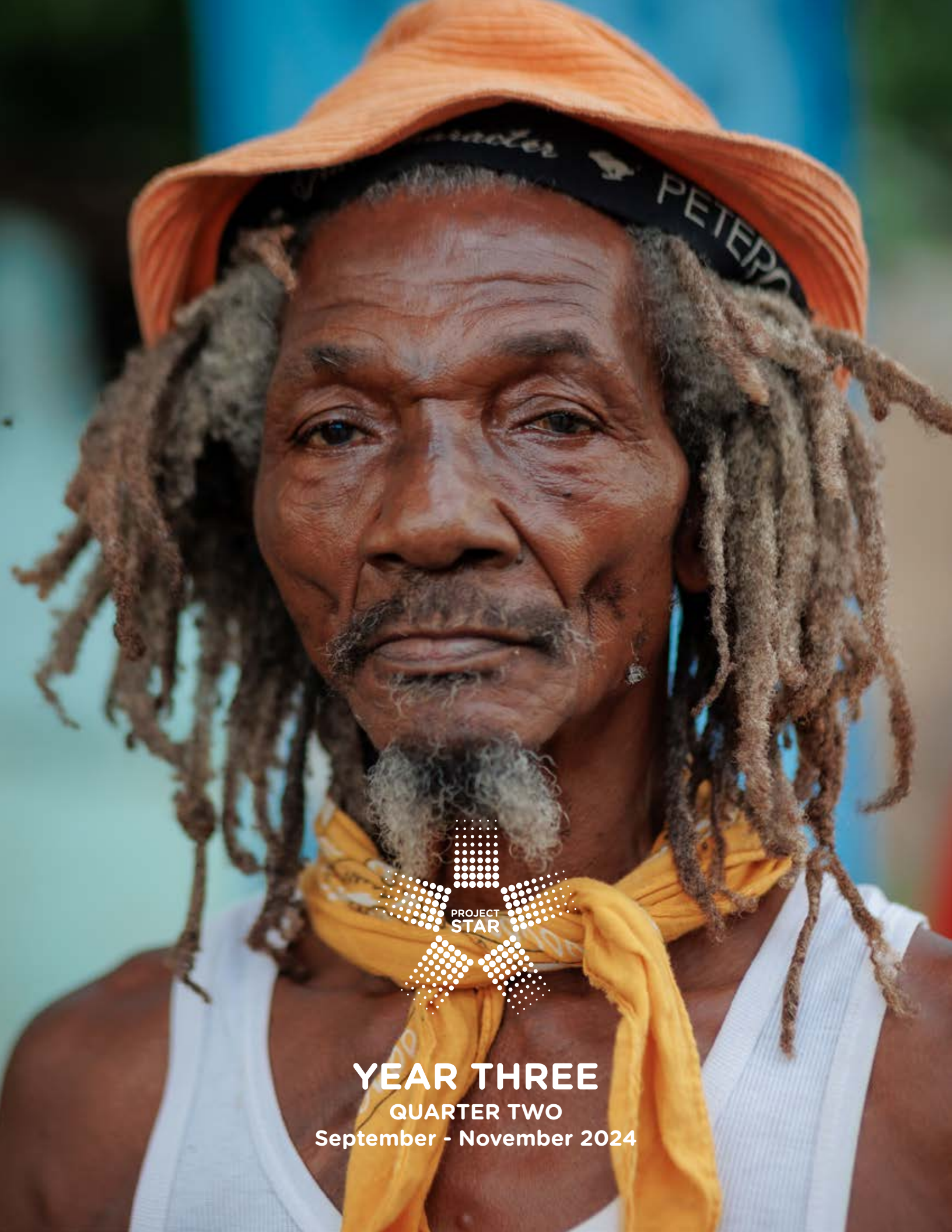




PROJECT
STAR

YEAR THREE
QUARTER TWO
September - November 2024

EMPOWERING PEOPLE AND COMMUNITIES BUILDING A BETTER TOMORROW

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**PROJECT
STAR**

Project STAR believes that, working together, we can transform Jamaica into a place where everyone is valued and has the opportunity to thrive.

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These successes are made possible through the support of our valued donors and partners.

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In the second quarter of our third year, Project STAR continued to drive meaningful transformation in underserved communities by prioritising social inclusion and protection, local economic development, and empowering community-led action. Through evidence-based programming, the initiative equipped residents and community groups with tools to enhance their wellness and development. These efforts laid a robust foundation for sustainable social change in the five target communities: Rose Gardens, Parade Gardens, May Pen West, Savanna-la-Mar, and Salt Spring.

Significant progress was made in community planning and governance. The validation of Community Transformation Action Plans (CTAPs) provided clear roadmaps for development across the targeted areas. Community Transformation Boards (CTBs) played a pivotal role in driving initiatives such as establishing community groups in Savanna-la-Mar, reviving the homework programme in Parade Gardens, and hosting men’s empowerment sessions

in May Pen. Infrastructure improvements also marked a key milestone, with the Savanna-la-Mar Community Infrastructure Working Group getting off the ground, and the paving and beautification of Sir Clifford Primary School grounds, directly benefiting 500 students and staff.

Local economic development remained a critical focus, with efforts centred on training, employment, entrepreneurship, and infrastructure support. **Job readiness training reached 50 individuals during the quarter, with 41 completing the programme, while 20 participants were certified in forklift training.** Although employer engagement was robust, placement rates among participants require further enhancement. Entrepreneurship initiatives included **HEART Level II training, which certified 21 entrepreneurs** across May Pen, Rose Gardens, and Parade Gardens, while **43 businesses received financial support to aid their stability and growth.** Salt Spring was included in the programme for the first time, with over 70

business operators sensitised in entrepreneurship. Additionally, the **nano-grant programme provided start-up funding for 10 businesses in Racetrack, Treadlight, and Havana Heights, with an additional 17 participants supported in Salt Spring and Savanna-la-Mar.**

Community efforts extended to youth and education support, fostering academic resilience and addressing barriers faced by children in these communities. Men’s empowerment sessions in May Pen addressed the unique needs of this vulnerable group, promoting social and economic inclusion. The music studio infrastructure project also advanced, with plans underway to finalise upgrades that will provide opportunities for youth development and community-based entrepreneurship.

Challenges such as recovery from Hurricane Beryl, and Tropical Storm Rafael, disrupted activities and highlighted the importance of resilience-building measures in Project STAR’s interventions. These obstacles affected

vulnerable populations in particular, including seniors and children, underscoring the need for continued focus on creating safe, thriving environments.

Collaboration with key partners played a crucial role in advancing Project STAR's mission. **Memoranda of Understanding (MOUs) were finalised with the Ministry of National Security and HEART/NSTA Trust**, facilitating the implementation of aligned programming and reporting structures. Strengthened relationships with government entities, the private sector, and civil society amplified the impact of initiatives and streamlined resource mobilisation.

Looking ahead, Project STAR will prioritise completing pending training programmes, enhancing employer engagement to increase placement rates, expanding entrepreneurship training, and ensuring the sustainability of nano-enterprises. Infrastructure upgrades for the music studio will also be finalised to further support youth and community development.

By deepening resilience-building efforts and continuing to address environmental and violence-related challenges, Project STAR remains committed to fostering thriving, inclusive communities where residents take charge of their development and wellbeing, laying the groundwork for transformative, long-term change.

JMMB Joan Duncan Foundation: Driving social transformation through Project STAR

The JMMB Joan Duncan Foundation has long been a pivotal force in community development and social transformation in Jamaica. **As a Legacy Donor of Project STAR, the Foundation has committed a substantial J\$60 million to support this revolutionary initiative.** Project STAR, created by the Private Sector Organisation of Jamaica (PSOJ) in partnership with the Jamaica Constabulary Force (JCF), aims to bring about societal transformation through targeted interventions in under-resourced areas of Jamaica.

The Foundation’s commitment

The JMMB Joan Duncan Foundation’s involvement in Project STAR is a testament to its unwavering commitment to fostering positive change in Jamaican communities. The Foundation’s financial contribution is just one aspect of its support. The Foundation also plays an active role in the implementation of various initiatives under Project STAR. One of the key contributions of the JMMB Joan Duncan Foundation is the conducting of Conversations for Greatness (CFG) workshops, which are designed to inspire and empower participants, helping them to realise their potential and contribute positively to

their communities. To date, the Foundation has conducted 16 CFG workshops, impacting over 350 participant groups, including individuals preparing to enter the job market, inner-city parents, community leaders, micro and small business owners, and school staff.

Community engagement and support

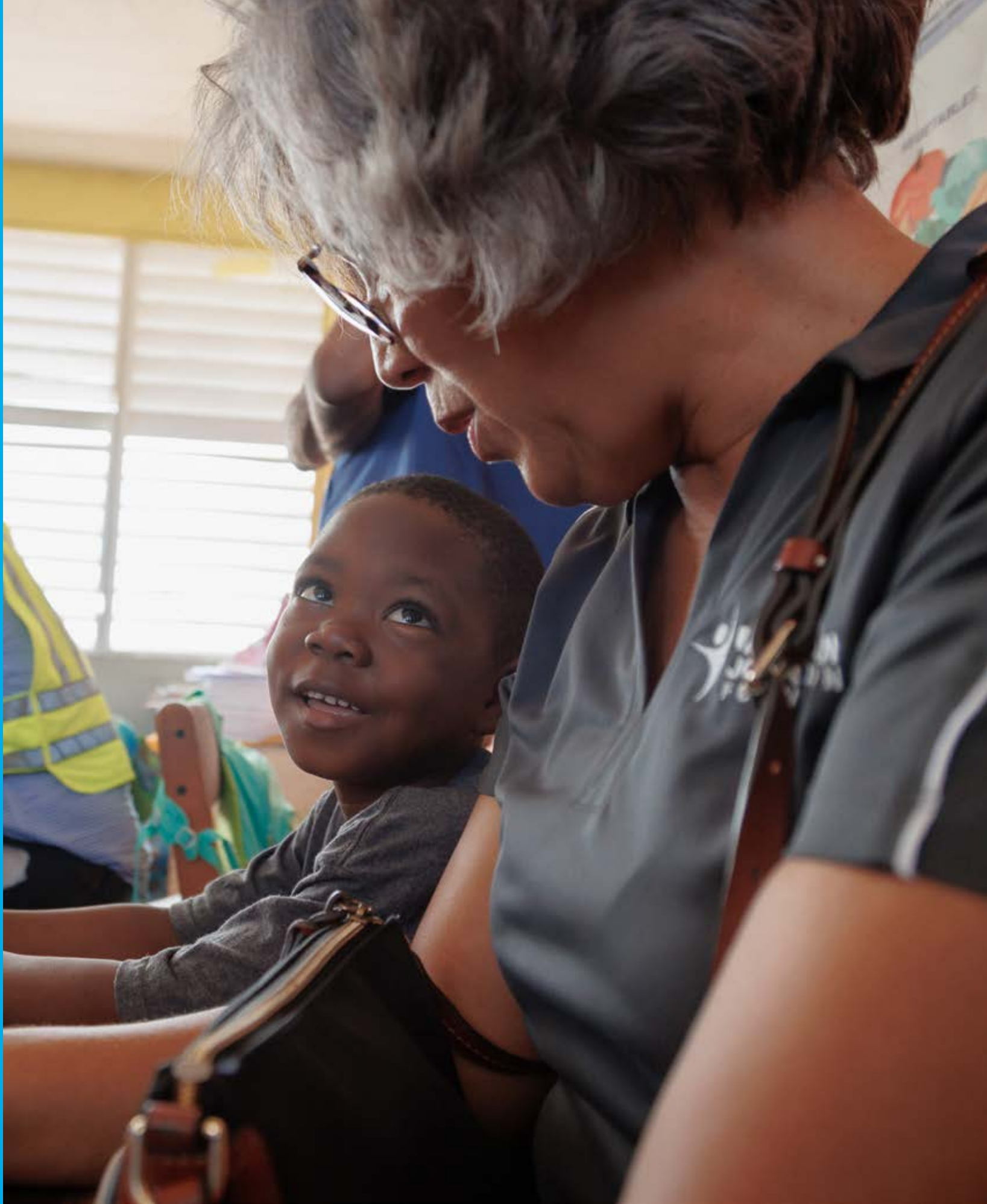
The JMMB Joan Duncan Foundation’s commitment to community engagement is also evident in its various initiatives aimed at providing direct support to those in need. One notable initiative was the distribution of “Share the Love” care packages to deserving recipients identified by Project STAR, who were impacted by the ravages of Hurricane Beryl in June 2024. In addition, this initiative was part of the spirit of the 2024 Christmas season, bringing much-needed relief and joy to the most vulnerable.

Kim Mair, CEO of the JMMB Joan Duncan Foundation, expressed the Foundation’s delight at being able to contribute to Project STAR and make a meaningful impact.

“We are incredibly proud to be a part of Project STAR and to support the transformative work being done in communities across Jamaica. Our commitment goes beyond financial contributions; we are dedicated to empowering individuals and fostering sustainable change. Together, we can create a Jamaica where everyone has the opportunity to thrive.”

The JMMB Joan Duncan Foundation’s partnership with Project STAR is a shining example of how collective action and community-driven initiatives can lead to lasting positive change. By working together, the Foundation and its partners are helping to build a brighter future for Jamaica, one community at a time. The Foundation’s efforts are not just about providing financial support but also about fostering a culture of collaboration, empowerment, and sustainability.

Through its ongoing commitment to Project STAR, the JMMB Joan Duncan Foundation continues to make a significant impact on the lives of many Jamaicans, driving social transformation and renewal across the island.





COMMUNITY-LED
ACTION/ PARTNERSHIP
FOR DEVELOPMENT



SOCIAL COHESION AND RESILIENCE



LOCAL ECONOMIC DEVELOPMENT (LED)

THEMATIC AREA 1:
COMMUNITY-LED ACTION/ PARTNERSHIP FOR DEVELOPMENT

Key Results



All five Community Transformation Action Plans (CTAPs) have been finalised, validated, and are now actively driving community-led development initiatives across the target areas.



As a result of capacity-building efforts, 27 community residents from May Pen West and Parade Gardens have gained practical knowledge in Monitoring and Evaluation (M&E) methodology, enhancing their ability to plan, track, and assess the impact of local interventions.

Community-led action and partnerships
KPI update for Y3, Q2

Thematic Area	KPIs	Results Project Wide
 Community-led action - Partnership for development	# of residents involved in community planning	46
	# of institutional/organisational stakeholders involved in project delivery activities	65
	# of communities entered	5
	# of local community groups created/strengthened and reactivated	6

Communities have been actively involved in a detailed process of analysis and planning to create a shared vision for their development.



“Through engagements such as corner reasonings, walk-throughs, stakeholder meetings, focus group discussions, and surveys, community members identified their core issues and formulated strategies to address them. This collaborative process was driven by the residents themselves, supported by Project STAR and its partners,” explains Project STAR’s community services manager, Sharise Staines-Appleby.

“Community support is essential for the sustainability of these plans,” she said. “Residents, through our Community Transformation Boards, play a critical role in driving and delivering the required actions for change. This direct involvement not only ensures accountability but also builds the capacity of local organisations, fostering greater ownership and commitment beyond Project STAR’s initial implementation phase.

“With these action plans, Project STAR is setting a new standard for sustainable community development in Jamaica, creating a path for resilient and empowered communities across the island,” said Staines-Appleby.



ADVANCING EMPOWERMENT AND COMMUNITY RESILIENCE: QUARTERLY PROGRESS UPDATE

Advancing empowerment and community resilience: quarterly progress update
During the quarter, Project STAR maintained its focus on empowering residents and community-based groups to advocate for their needs and implementing community development plans. By strengthening governance, leadership, and community-led initiatives, significant strides were made toward sustainable transformation across the five target communities. Through capacity-building and active engagement, the project continued to drive progress, empowering residents and fostering resilience, despite notable challenges.

A major milestone achieved during this period was the completion and sign-off of all five Community Transformation Action Plans (CTAPs). These plans provide tailored frameworks for addressing socio-economic challenges and promoting sustainable development. Monitoring and Evaluation (M&E) capacity-building sessions were conducted in two communities, equipping stakeholders with essential skills to plan, monitor, and

evaluate interventions effectively. Additionally, capacity-building workshops for Community-based organisations (CBOs) enhanced their ability to lead and sustain community development initiatives.

Efforts during the quarter prioritised strengthening community resilience, building systems to address socio-economic challenges, and fostering sustainable growth. Key areas of focus included finalising CTAPs, working towards key infrastructure projects, advancing men's empowerment, and building leadership capacity. Despite this progress, challenges such as natural disasters and violence disrupted activities. Hurricane Beryl and Tropical Storm Rafael significantly impacted vulnerable seniors in Savanna-la-Mar and May Pen, while violence near May Pen West between July and September led to postponed or cancelled events. In response, the Victim Services Unit provided critical counselling and support to affected residents.

Community Transformation Boards (CTBs) played a pivotal

role in driving interventions across the target communities. In Savanna-la-Mar, CTBs facilitated the establishment of parenting, senior citizens, and community groups, alongside planning for the Seaton Crescent Multi-Purpose Centre. May Pen saw the successful hosting of men's empowerment sessions and the strengthening of community group capacity. In Rose Gardens, senior citizens and parenting groups were bolstered, while Parade Gardens resumed its after school homework programme, providing vital academic support for children.

Infrastructure improvements also progressed significantly. Funded by the American Friends of Jamaica, the paving and beautification of Sir Clifford Primary School grounds reached 75% completion, benefiting 500 students and staff.

Governance and leadership capacity were strengthened through expanded roles within CTBs, including new leadership positions such as secretary and vice president in Savanna-la-Mar. Efforts to engage underserved areas,

such as Melbourne in Salt Spring, were also advanced through community meetings and youth-focused sessions, fostering inclusivity and participation.

Men's empowerment initiatives piloted in May Pen and Savanna-la-Mar engaged over 50 participants. These sessions tackled critical issues such as health, societal stereotypes, and family roles, while emphasising the importance of male participation in community initiatives. The programme created a platform for dialogue and inclusion, fostering a sense of agency among male participants.

Moving forward, the project will continue to strengthen governance by finalising CTB Terms of Reference, expanding leadership roles, and increasing community participation. With these efforts, Project STAR remains steadfast in its mission to empower residents, build resilient communities, and drive sustainable development for long-term impact.



THEMATIC AREA 2:
SOCIAL COHESION AND RESILIENCE

KEY RESULTS



A total of 752 residents benefitted from STAR-led and -supported initiatives this quarter, with 723 actively participating in structured programmes designed to create meaningful impact.



Among those engaged, 28.5% were children, demonstrating the programme's focus on fostering early development and providing targeted support to younger populations for long-term community growth.

Social cohesion and resilience
KPI update for Y3, Q2

Thematic Area	KPIs	Results
Social cohesion and resilience		Project wide
	# of persons accessing STAR led and supported initiatives	752
	# of persons in STAR programming	723

ADVANCING SOCIAL COHESION AND INCLUSION
THROUGH THE STAR APPROACH

Under the STAR framework, social protection and inclusion initiatives are designed to reduce vulnerabilities and foster social cohesion within communities. This involves improving access to essential services, providing psychosocial support through therapy and counselling, promoting sports and youth development, delivering school-based and family-focused support, and building the sustainability of community-based organisations through capacity-building. The focus is on enabling vulnerable populations to achieve greater social inclusion while enhancing mechanisms that support social cohesion and equitable access to resources.

Key achievements during this period include securing critical civil documentation for vulnerable residents, establishing senior citizens' clubs, and implementing sports and youth-focused initiatives.

Strategic collaborations with partners, including the Ministry of Health and Wellness and private-sector entities like the Chukka Foundation, are shaping initiatives to provide mental health services, host parenting workshops,



and deliver educational programmes. Sensitisation sessions with community-based organisations across five communities have laid the groundwork for structured approaches to enhance dispute resolution and promote peaceful conflict management.

These interventions have addressed critical gaps by facilitating access to vital services, including PATH enrolment and NHF card registration, strengthening leadership capacities, and expanding youth engagement through mentorship and advocacy networks. However, challenges such as inconsistent participation and the need for sustained stakeholder collaboration persist, underscoring the importance of adaptive and inclusive approaches.

STAR will prioritise enhancing communication and engagement strategies, replicating impactful programmes, and expanding partnerships to deliver broader, measurable outcomes. By tackling ongoing challenges, STAR remains dedicated to fostering resilient communities and empowering vulnerable groups to thrive both socially and economically.

THEMATIC AREA 2:
SOCIAL COHESION AND RESILIENCE

Social protection + service access

STAR's approach to social protection and services centres on reducing vulnerabilities and fostering social inclusion by improving access to essential resources and building community resilience. This holistic model addresses critical needs such as psychosocial support, youth development, educational assistance, family strengthening, and capacity-building for community-based organisations. By prioritising underserved populations, STAR ensures equitable access to services like PATH enrolment, skills training, and vital civil documentation, which are fundamental for participating in economic and social systems. This approach is essential because it not only alleviates immediate challenges such as food insecurity and lack of education but also creates sustainable pathways for communities to thrive. By embedding social protection within a broader framework of inclusion and empowerment, STAR promotes social cohesion and enables individuals to achieve long-term self-sufficiency and well-being.



Social protection and vital services access

Salt Spring Birth Certificate Initiative

43 birth certificates issued to vulnerable residents. These certificates are transformative, enabling access to critical services such as Tax Registration Numbers (TRN) and skills training programmes. However, challenges with maintaining accurate contact information and low attendance at the distribution event limited successful delivery to 16 certificates (37.2%). A follow-up assessment is planned to evaluate the programme's impact.



Afternoon Care Check-In Programme

21 families in May Pen, Sav, and Salt Spring identified as needing support (including PATH enrolment, housing, food security, employment, and entrepreneurial assistance).

A comprehensive needs assessment will be completed in Q3, with plans to launch backyard farming initiatives that promote self-sufficiency and resilience.



Promoting social inclusion and cohesion

- 64 senior citizens from Rose Gardens attended an estate planning session
- 13 senior community members engaged in a backyard gardening project
- The Savanna-la-Mar Senior Citizens Club grew to 20 members (and supported PATH enrolment for three members and birth certificate acquisition for two seniors)
- In Salt Spring, a needs assessment identified gaps in PATH, NHF, and pension access for attendees, guiding future interventions



Youth engagement and sports initiatives

Youth-focused programmes provided platforms for development and inclusion.

Kicking Forward Football Programme

- 60 boys from Rose Gardens and Parade Gardens engaged
 - 40 potential participants in May Pen West were sensitised (Declining attendance in Rose Gardens (33.3%) signalled the need for parental involvement and motivation strategies)

Gloves Over Guns Boxing Programme

30 youth in Savanna-la-Mar sensitised

- Lammie Lane Youth Reasoning Lammie Lane STARS community group created as a result of the reasoning



School-based and parenting support

Several educational initiatives continued to support children and families.

- 23 grades 1 + 2 students participated in the Parade Gardens Afterschool Programme (Attendance inconsistencies highlighted the need for stronger parental involvement)
- 169 students from Parade Gardens and Rose Gardens benefited from Holy Trinity High School's Grade 7 Academy
- 39 school bags with stationery supplies were distributed to children not assisted by other agencies, ensuring equitable support
- Parenting Club meetings in Rose Gardens, Parade Gardens, and Savanna-la-Mar addressed topics such as estate planning and parenting best practices (Gender disparities in participation and weather-related challenges impacted turnout)



Strengthening community-based organisations

Youth voices gained prominence across STAR communities.

- EDTK Youth Council launched with 12 members from Rose Gardens and Parade Gardens
- Youth Advocacy Network began in Savanna-la-Mar with five participants
- 16 girls in Parade Gardens participated in a craft workshop by Life Yard Empress Circle fostering creativity and entrepreneurial skills
- 30 youth in Savanna-la-Mar introduced to the SAV Mentorship Programme with plans underway to expand its reach
- Seaton Crescent Community Club explored grant opportunities to establish a mini community centre, with two members joining the management team



Empowering men and addressing mental health

- 36 men participated in the May Pen West Men's Empowerment Session. The session included discussions on mental health, financial literacy, and familial roles, equipping participants with tools to improve their wellbeing and strengthen their community involvement.

To expand psychosocial support, STAR partnered with the Ministry of Health and Wellness (MOHW) to initiate community counselling services and worked with the Peace Management Initiative (PMI) to deliver parenting workshops in Salt Spring. Formalising these partnerships is a priority to ensure consistent and reliable support for mental health and community well-being.

THEMATIC AREA 3:
LOCAL ECONOMIC DEVELOPMENT

KEY RESULTS



Employment
200 residents are now employed
Youths account for 61% of those employed



Job readiness training
273 residents have completed job readiness training



At-risk youth nano grant programme
51 unattached youth have received training and business development support (82% of whom are male)

Community-led action and partnerships
KPI update for Y3, Q2

Thematic Area	KPIs	Y3 Quarter 2 Results
Local economic development	# of community members trained	41
	# of community members obtaining employment	39
	# of entrepreneurial-based support initiatives	9
	# of individuals impacted by entrepreneurial support	120

Strengthening local economies through
targeted economic development

Project STAR continues to drive economic growth across our five target communities by focusing on employability, entrepreneurship, and skills development. Through strategic adjustments and outcome-driven programming, STAR is creating sustainable economic opportunities that empower residents to improve their livelihoods and contribute to community resilience.

Training Initiatives

Job Readiness Training expanded this quarter with sessions held in Salt Spring and Savanna-la-Mar, culminating in a job fair in Salt Spring that sustained engagement levels comparable to the previous quarter.



41 participants (out of 50 targeted) successfully completed the training



37 candidates met the certification standards for Guest Service Gold Certification offered by the Jamaica Centre of Tourism and Innovation (JCTI), enhancing their employability in the service sector

Employment placements

The employment placement strategy remained agile and responsive, leveraging seasonal hiring trends in November.



43% increase in employer engagement



378 candidate applications for employment were submitted



122 employment interviews were conducted



39 job placements were achieved Salt Spring accounted for 40% of these placements, showcasing the impact of tailored interventions and heightened community involvement

Entrepreneurship support

Entrepreneurship programmes continued to generate positive and measurable outcomes.

HEART level II training

Completed in May Pen, Parade Gardens, and Rose Gardens, certifying 21 entrepreneurs and business owners. Graduates reported improvements in customer service, marketing, and record-keeping, resulting in increased business revenues and expanded market opportunities. Notably, 70% of trained participants in May Pen West registered their businesses with the Companies Office of Jamaica, enhancing their legitimacy and growth potential.

Entrepreneurship grant programme

Financial support was provided to 43 businesses in Parade Gardens and Rose Gardens, with an additional 20 entrepreneurs in May Pen slated to receive assistance during the next quarter.

Nano-grant programme

Start-up funding was provided to 10 nano-enterprises in Racetrack, Treadlight, and Havana Heights. This initiative has now expanded to Salt Spring and Savanna-la-Mar, empowering 17 new participants, primarily at-risk youth, with sustainable income-generating opportunities.

Business development training in Salt Spring

Sensitisation sessions engaged over 70 community business operators, with screenings completed. Training will commence in January 2025 to strengthen entrepreneurial capacity and foster business sustainability.

Music studio development

Support for Wet Work Recordz in Parade Gardens focused on revitalising the community's creative economy. Modern recording equipment was procured, enabling the studio to resume its activities. Plans for physical remodelling and acoustic enhancements are in progress, with consultants engaged to ensure a professional-grade facility that supports local talent development.

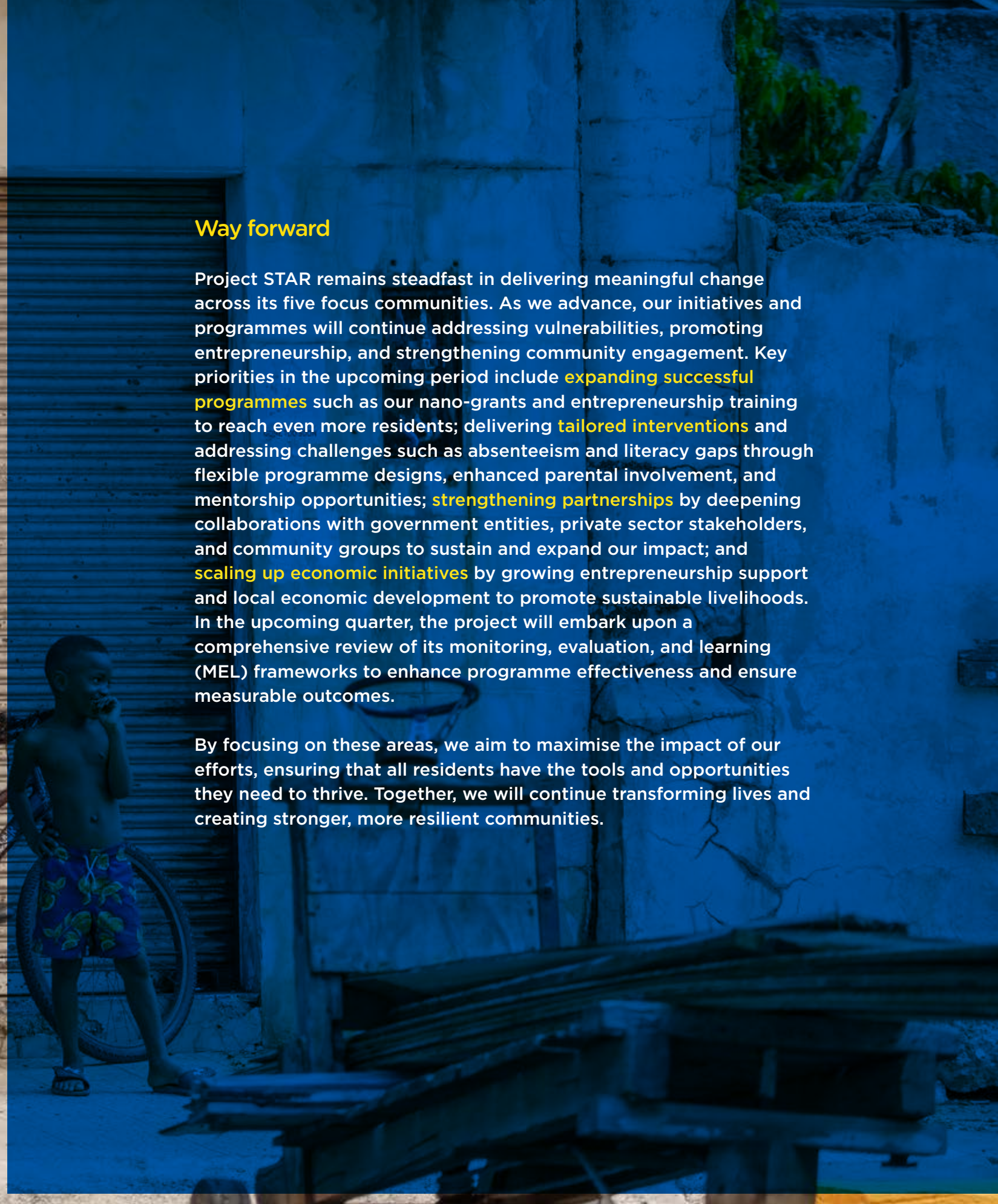
Through these initiatives, Project STAR is not only addressing immediate economic needs but also laying the groundwork for long-term community prosperity. By equipping residents with the skills, resources, and support to succeed, STAR is fostering economic independence and resilience in its target communities.



Way forward

Project STAR remains steadfast in delivering meaningful change across its five focus communities. As we advance, our initiatives and programmes will continue addressing vulnerabilities, promoting entrepreneurship, and strengthening community engagement. Key priorities in the upcoming period include **expanding successful programmes** such as our nano-grants and entrepreneurship training to reach even more residents; delivering **tailored interventions** and addressing challenges such as absenteeism and literacy gaps through flexible programme designs, enhanced parental involvement, and mentorship opportunities; **strengthening partnerships** by deepening collaborations with government entities, private sector stakeholders, and community groups to sustain and expand our impact; and **scaling up economic initiatives** by growing entrepreneurship support and local economic development to promote sustainable livelihoods. In the upcoming quarter, the project will embark upon a comprehensive review of its monitoring, evaluation, and learning (MEL) frameworks to enhance programme effectiveness and ensure measurable outcomes.

By focusing on these areas, we aim to maximise the impact of our efforts, ensuring that all residents have the tools and opportunities they need to thrive. Together, we will continue transforming lives and creating stronger, more resilient communities.





THE POWER OF PRIVATE SECTOR PARTNERSHIPS

Building our communities is the greatest contribution we can make for our nation.

There is power in partnership with the private sector who through its expertise, resources, target-driven and fast-paced operations can lead and leverage its network to effect change.

Together we can be part of the national development agenda, take ownership at the grassroots level, and support sustained investments and the advancement of families today and always.

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