



PROJECT STAR

Project STAR
Quarterly Report
Year four, quarter two
September - November 2025





185 Years of Uplifting Communities

At Sagicor, we're inspired by our communities and the people, causes and initiatives that make a difference in the world. Our Corporate Social Responsibility pillars of Health, Education, Community & Youth Development and Sport, help fuel our Vision, "To be a great company committed to improving the lives of the people in the communities in which we operate."

With causes such as Project STAR, we're proud to assist in enabling opportunities for social and economic upliftment.



Sagicor Financial Company Ltd.
is a proud Legacy Donor of Project STAR.

PROJECT STAR

Project STAR is a social and economic development initiative created by the Private Sector Organisation of Jamaica (PSOJ) in partnership with the Jamaica Constabulary Force (JCF) and driven by communities to bring about societal transformation through targeted interventions in under-resourced areas of Jamaica.



Project STAR's work is supported by our valued donors and partners:

GOVERNMENT PARTNERS



LEGACY



SIGNATURE



LEADING



PATRON



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Participants in the Cash for Care & Work programme support post-Melissa debris clean-up

Key Achievements for Year 4, Quarter 2

SOCIAL PROTECTION & INCLUSION

408 Youth engaged in sports + leadership programmes	115 Students supported through remedial or afterschool programmes	59 Parents participating in Parenting Clubs	80 Residents receiving civil documentation (TRN/NIS/Birth certificates)	44 Households referred for health care or social support
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LOCAL ECONOMIC DEVELOPMENT

116 Participants trained through JRT, HEART/NSTA + partner courses	78 Formal job placements achieved	105 Entrepreneurs supported
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COMMUNITY LED ACTION - PARTNERSHIP FOR DEVELOPMENT

80% Community Transformation Boards (CTBs) meeting regularly	5 Capacity-building workshops facilitated for CTBs/ CBOs
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OVERVIEW OF THE QUARTER Project director, Saffrey Brown

The second quarter of year four marked a difficult but rewarding phase for Project STAR, characterised by challenges that tested our resilience while simultaneously revealing new opportunities for community impact and partnership expansion.

The quarter began amid Jamaica's general elections in early September. To prioritise community safety during heightened political activity, Project STAR strategically scaled back programming. While necessary, this decision compressed timelines for achieving annual targets. Far more disruptive, however, was **Hurricane Melissa, one of the most destructive hurricanes to affect Jamaica in recent history.** The storm caused widespread devastation in Salt Spring and Savanna-la-Mar, displacing residents, destroying homes and livelihoods, and damaging critical infrastructure. These events required an immediate and comprehensive shift in operational focus.

In response to Hurricane Melissa, Project STAR mounted a rapid emergency relief operation, delivering cooked meals, drinking water, food packages, hygiene supplies, tarpaulins, zinc sheets, ply boards, and other essential building materials. Within four weeks of the disaster, relief efforts reached an estimated 8,372 individuals across affected communities.

Alongside this response, Project STAR partnered with the Private Sector Organisation of Jamaica (PSOJ) and the Council of Voluntary Social Services (CVSS) to support the rollout of a shared data system aimed at improving coordination and information-sharing across disaster response actors. An inventory and distribution monitoring framework was also implemented to ensure transparent and accurate tracking of relief items distributed within STAR communities and neighbouring areas. As conditions remained unstable, all

non-relief programming in Salt Spring and Savanna-la-Mar was temporarily suspended, with just the Kicking Forward programme resuming in Salt Spring in late November.

In addition our relief work, STAR communities that experienced less severe storm impact benefited from strengthened programme delivery during the quarter. Organisational restructuring and enhanced programme design supported increased operational efficiency and deeper impact. Across all five STAR communities – Rose Gardens, Parade Gardens, May Pen West, Savanna-la-Mar, and Salt Spring – Project STAR continued to advance its three core thematic pillars: social protection and inclusion, local economic development, and community-led initiatives and partnerships. Notably, residents and community-based organisations are increasingly taking on leadership roles in shaping and advancing their own development priorities.

Quarter two reflected this dual reality of progress and disruption. Despite the operational halt in western communities following Hurricane Melissa on October 28, Project STAR achieved 78 new employment placements, representing a 19% increase over Quarter one. Training programmes reached 116 participants, and 105 entrepreneurs were supported through workshops and funding.

Employment gains were concentrated in communities unaffected by the hurricane, with May Pen recording particularly strong performance, driven by the continued growth of the IBEX Business Process Outsourcing partnership.

East Downtown Kingston communities maintained placement momentum, with a modest 10% decline from the previous quarter. In contrast, western communities experienced a 30% reduction in placements due to storm-related disruptions.



STAR team members gather in support of hurricane relief efforts

Through our education support programmes, Project STAR reached 308 students with targeted interventions focused on learning support, nutrition and school re-engagement. Outcomes included **literacy improvements of two or more grade levels within a single academic year for many participants, and consistent attendance rates of 70-80% in structured after-school programmes.** Nutrition support reached 107 children and was linked to attendance increases of up to 25% in schools facing the highest levels of food insecurity. Engagement challenges persisted at the secondary level, where attendance averaged 48%, largely due to competing school-based activities.

During the quarter, Project STAR also hosted three multi-agency community hubs. Partner

feedback reinforced the value of these hubs as trusted, accessible spaces for service delivery, coordination, and meaningful community engagement.

Overall, year four, quarter two delivered several strategic milestones with long-term implications for programme sustainability and scale. The parenting strategy developed in partnership with the Violence Prevention Alliance has been finalised and will be rolled out in Quarter 3. Priorities for the upcoming period include hosting postponed town hall meetings, launching the Entrepreneurship Restart Grant Programme to support hurricane-affected businesses, and implementing the expanded parenting programme.



HURRICANE MELISSA RELIEF + RECOVERY

In the immediate aftermath of Hurricane Melissa, Project STAR activated its community development model to deliver a rapid, coordinated emergency response that balanced urgent humanitarian relief with the collection of critical data to guide recovery planning. Long-standing relationships within STAR communities enabled teams to move quickly, accessing affected households and identifying priority needs within 72 hours of landfall. Early assessments focused on shelter damage, food and water insecurity, and hygiene needs, allowing relief distribution to begin while more detailed assessments were refined.

The response was supported by a strong network of funding and delivery partners, including Sagicor Financial Company, American Friends of Jamaica, Carreras, the JMMB Joan Duncan Foundation, Musson Foundation, National Bakery, Jamaica Producers and the American Jewish Joint Distribution Committee. In parallel, STAR partnered with the PSOJ and CVSS to support the implementation of a shared data system to strengthen coordination and information access for disaster response. Leveraging these partnerships, Project STAR extended its reach beyond its core communities, delivering assistance across eastern Westmoreland and southern St. James.

Relief efforts prioritised food and water through prepared meals, food packages, and potable water distribution, alongside longer-term water security measures. Through partnerships with Rhino Jamaica, Kemtek, Omni Industries and Jamzen, Project STAR distributed water tanks, zinc, ply and full rebuilding kits, supporting household repairs, institutional needs and complete roof reconstruction for the most severely affected families. Over the first four weeks, the operation delivered the following:



5019
MEALS AND
FOOD PACKAGES



1521
SHELTER
REPAIRS



2000
HYGIENE
KITS



22
COMMUNITIES
SUPPORTED

To prioritise emergency response, Project STAR temporarily suspended all non-relief programming in Salt Spring and Savanna-la-Mar, reallocating staff and resources to relief operations. Teams adapted quickly, with programme, administrative, and community staff shifting into roles supporting relief distribution, logistics, inventory management, and needs assessment.

As of December 1, Project STAR will transition to a combined relief and recovery phase through a partnership with the United Nations Development Programme (UNDP), including a cash-for-work and cash-for-care initiative linked to community clean-up and restoration; the launch of the Entrepreneurship Restart Initiative to support up to 300 affected entrepreneurs and small businesses; and continued work on housing repairs and the rehabilitation of selected schools and community spaces.



Rhino Jamaica supported STAR's relief efforts with the provision of water tanks

MELISSA RECOVERY PARTNERS

- American Friends Of Jamaica (AFJ)
- American Jewish Joint Distribution Committee
- Carreras
- ATL Auto Haus
- Budget Car Rental
- Omni Industries
- Priceless Urban Opportunities Limited
- Kemtek Development + Construction Limited
- Sagicor Financial Company
- Rhino Jamaica
- United Nations Development Programme
- Seprod Foundation
- Insurance Corporation of Barbados Ltd.
- JMMB Joan Duncan Foundation
- National Baking Company
- Peter Thwaites

STAR STORY

BARBARA BEADLE DID NOT WAIT FOR HELP TO ARRIVE; SHE HELPED LEAD IT



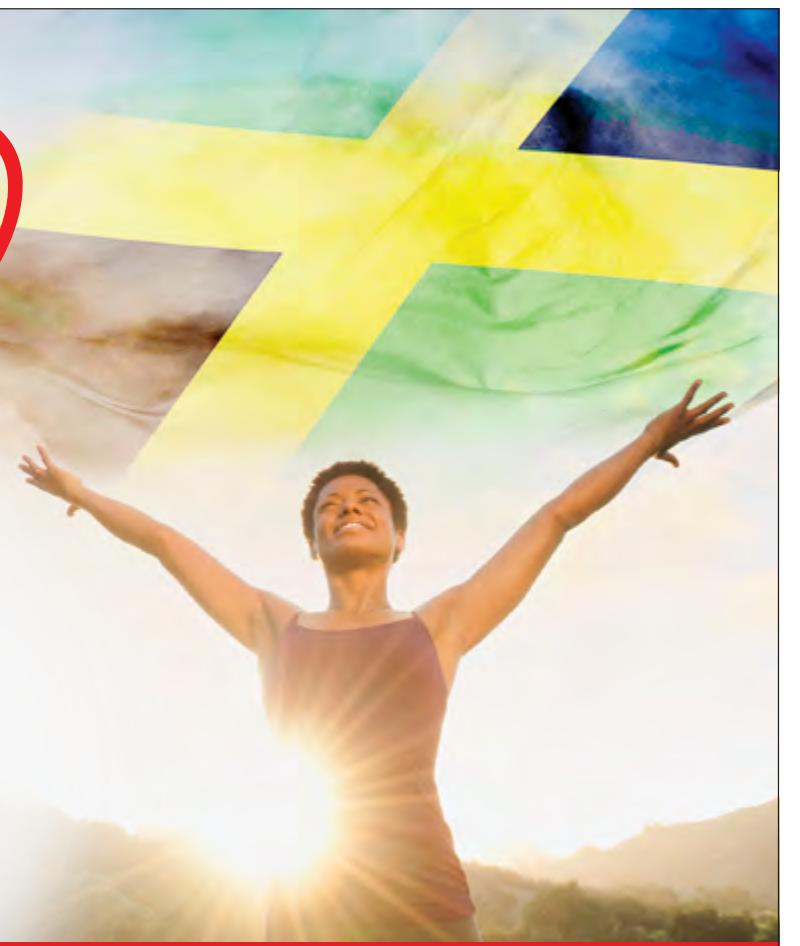
In the aftermath of Hurricane Melissa, Salt Spring was left blanketed in mud, debris and uncertainty. As families struggled to recover, Barbara Beadle, a member of the Community Transformation Board, stepped forward to help rally residents and restore order.

Her leadership was strengthened through Project STAR's Cash for Care & Work Initiative, implemented in partnership with the UNDP. The initiative provided short-term paid work for residents, supporting safe debris removal while helping families manage lost income.

For Beadle, the work carried deeper meaning. "Seeing the community's gratitude made every bit of effort worthwhile. I felt a deep sense of satisfaction knowing I was helping to restore my own community. This wasn't just clean-up work; it was about helping rebuild our community," she said.

Love. Hope.
TRANSFORMATION

The JMMB Joan Duncan Foundation believes that love has the power to transform lives. Through **education**, **entrepreneurship** and **community partnerships**, the Foundation nurtures dreams and inspires hope - empowering Jamaicans to achieve their greatness.





JMMB JOAN DUNCAN FOUNDATION INSPIRING CHANGE THROUGH CONTINUED PARTNERSHIP WITH PROJECT STAR

Change begins when we choose to believe in the power of possibility, and at the JMMB Joan Duncan Foundation, that belief has been the driving force behind our partnership with Project STAR.

As part of our commitment to nation-building, the Foundation has invested J\$60 million in this transformative initiative, underscoring our dedication to creating stronger communities and a better Jamaica. But our contribution goes beyond financial support. We have infused Project STAR with our signature transformational training programme, Conversations for Greatness (CFG), ensuring that stakeholders at every level – project teams, community leaders, and residents – benefit from this powerful mindset-shifting experience.

CFG is designed to inspire individuals and organisations to embrace possibility, take ownership of their future, and work collaboratively toward greatness. By embedding CFG into Project STAR, the Foundation is helping to create a foundation of empowerment and resilience that complements the programme's mission of social and economic renewal. Participants in CFG sessions have reported increased confidence, collaboration, and a renewed sense of purpose – critical elements for driving sustainable change. This approach reflects the Foundation's belief that true transformation begins within; when people see themselves as capable of greatness, they become catalysts for change in their communities.

Project STAR embodies a whole-of-society approach, calling on individuals, businesses,

and communities to unite – putting hands, hearts, and minds together – to build a brighter future. This vision aligns seamlessly with the Foundation's mission to foster love, partnership, and empowerment, and to help individuals and communities achieve their life goals.

In addition to its ongoing partnership with Project STAR, the JMMB Joan Duncan Foundation demonstrated its commitment to community resilience in the wake of Hurricane Melissa. The Foundation mobilised \$25 million in immediate relief efforts, working alongside Project STAR, CVSS, and other partners to distribute care packages with food and essential supplies to families in hard-hit areas such as Savanna-la-Mar and Montego Bay. These efforts were coordinated with the Jamaica Defence Force (JDF) and guided by the Ministry of Labour and Social Security (MLSS) to ensure timely and effective delivery. Beyond short-term relief, the Foundation has earmarked funding for long-term rehabilitation and reconstruction initiatives, reinforcing its pledge to stand with affected communities well into the future.

From the beginning, Project STAR has been driven by collaboration and shared responsibility – values that the JMMB Joan Duncan Foundation wholeheartedly embraces. This initiative continues to bring together leaders, businesses, and communities to work toward a common goal: creating opportunities and building a better Jamaica. As Keith Duncan, CEO of JMMB Group, affirms,

“The transformation we seek cannot happen in isolation. It requires all of us – corporate Jamaica, government, and citizens – to embrace the vision and take action. Project STAR is proof that together, we can create the Jamaica we all dream of.”

Kim Mair, CEO of the JMMB Joan Duncan Foundation, shares this sentiment,

“At the Foundation, we are proud to partner with Project STAR in creating pathways for transformation. Our continued involvement reflects our belief that true change begins with empowering individuals and communities to embrace possibility and work together toward greatness.”

This shared vision has guided the Foundation's continued involvement in Project STAR, not simply as a donor, but as a committed partner in driving meaningful change. Through this collaboration, we have witnessed stories of resilience and renewal. Communities once overlooked are now making tangible progress through skills training, entrepreneurship support, and improved social infrastructure. These outcomes demonstrate the power of unity and the ripple effect that occurs when businesses, civil society, and individuals work together.

Our commitment to Project STAR reflects the JMMB Joan Duncan Foundation's unwavering dedication to building a society anchored in love and mutual respect. As Project STAR expands its reach, the Foundation remains steadfast in walking this journey of transformation. Looking ahead, we are committed to sustaining this partnership and continuing to invest in initiatives that foster social and economic empowerment. Together, we will light the path toward a Jamaica where every community has the opportunity to thrive and every individual can realise their full potential.

PROJECT STAR's THEMATIC AREAS

1



**SOCIAL PROTECTION AND
INCLUSION**

2



**LOCAL ECONOMIC
DEVELOPMENT
(LED)**

3



COMMUNITY-LED ACTION

Quarter two highlighted the extent to which **education outcomes are shaped by stability, coordination, and access to basic services**, rather than academic inputs alone. The strongest learning gains were observed where programmes combined structured teaching, nutrition support, and consistent delivery, particularly in literacy-focused interventions.

Case management work reinforced that **school disengagement is rarely driven by education-related factors in isolation**. Financial stress, unmet health needs, documentation gaps, and psychosocial pressures continued to exclude children from sustained school participation, even where motivation to return was high. While individualised support proved effective in re-engaging students, persistent systemic barriers continue to limit the pace and scale of progress.

Community hubs and documentation support further confirmed that **access to identity documents and social protection services is foundational** to both education participation and overall wellbeing. Progress with PATH highlighted the importance of sustained advocacy and hands-on coordination in navigating government systems on behalf of vulnerable households.

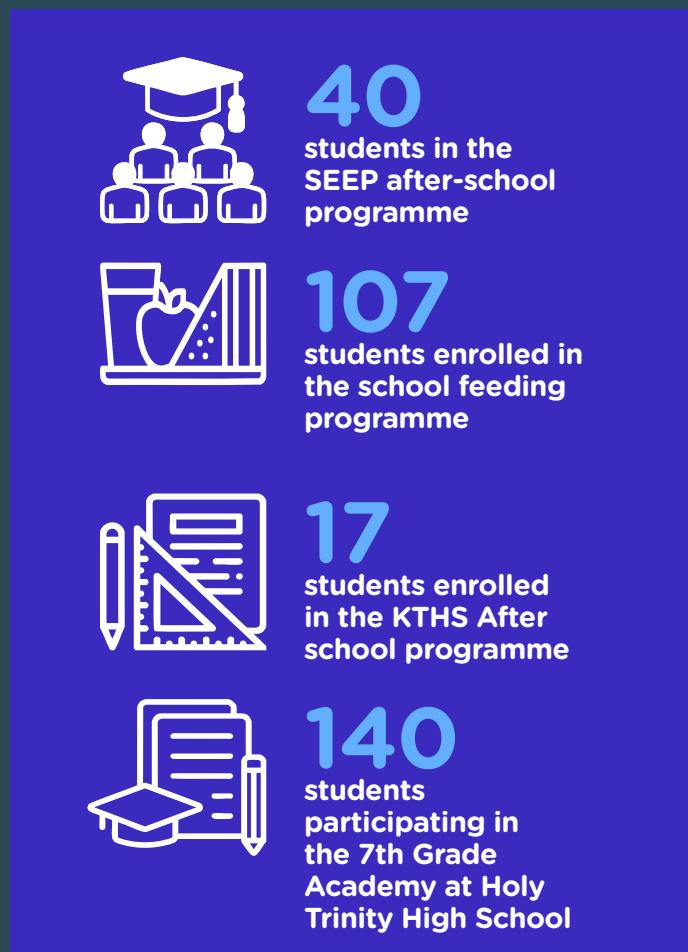
Overall, the quarter reaffirmed a core lesson: **learning recovery and child wellbeing depend on integrated, multi-sector responses**, particularly in post-disaster contexts. **The greatest gains were achieved where Project STAR reduced friction between services, institutions, and households**, rather than where interventions operated independently.

School-based programmes

During Quarter two, **Project STAR supported 308 students through school-based education and nutrition programmes**, following a delayed restart linked to the late onboarding of the education coordinator. Delivery prioritised schools with established partnerships and students assessed as being at the highest academic risk.

At Kingston Technical High School, homework support resumed – however, attendance

Project STAR supported 308 students through school-based education and nutrition programmes



remained inconsistent, averaging 48% across the quarter. Competing school activities were a significant factor, pointing to the need for closer alignment between programme scheduling and school calendars.

The 7th Grade Academy at Holy Trinity High School demonstrated strong performance. All 140 students were assessed using the Ministry of Education and Youth's Informal Diagnostic Reading Inventory, allowing for differentiated instruction and targeted teacher support. Early findings informed small-group interventions for non-readers and strengthened instructional approaches. This programme continues to rank



THEMATIC AREA 1 SOCIAL PROTECTION AND INCLUSION

among Project STAR's strongest academic interventions.

The SEEP after-school programme maintained high engagement, with average daily attendance between 70-80%. Academic outcomes were substantial. **While 60% of participating Grade 4 students initially read at Grade 1 level or below, 73% were reading at Grade 3 level or higher by the end of the intervention**, reflecting gains of two or more grade levels within a single academic year. Qualitative feedback also pointed to reduced anxiety, improved behaviour, and stronger prosocial skills.

The School Feeding Programme supported 107 children across four early childhood institutions and directly contributed to improved attendance. All participating schools recorded gains, with increases of up to 25% in the most food-insecure settings, reinforcing the link between nutrition support and consistent school participation.

Case management and psychosocial support

In Quarter two, the case management and psychosocial support portfolio expanded, with four new mental health-focused cases in Savanna-la-Mar addressing acute needs, including suicidal ideation, behavioural challenges linked to court involvement, and economic distress. These cases required close monitoring, trust-building and tailored interventions, and highlighted ongoing gaps in timely access to counselling and specialised mental health services.



In parallel, Project STAR supported eight out-of-school children and youth aged 8 to 16 across Salt Spring and Savanna-la-Mar through individualised case management. Interventions addressed financial barriers, health needs, learning challenges, and documentation gaps. By the end of the quarter, four children had been successfully reintegrated into formal schooling, while the remaining cases showed measurable progress toward appropriate placement and support. These cases demonstrated effective multi-agency coordination, while also revealing persistent constraints related to school fees, access to specialised services, and the cost of birth certificate acquisition.

In Parade Gardens, the Community Services Support Programme enrolled one high-need family, providing integrated support to a young single mother with a disability through social protection pathways, parenting assistance, and income-stabilisation planning aimed at strengthening household stability and wellbeing.

Community hubs

Community hubs were delivered across three communities this quarter – May Pen West, Rose Gardens, and Parade Gardens – reaching 112 residents and providing direct access to essential services through coordinated, multi-agency delivery. Residents accessed services such as food handlers' permits, birth certificates, PATH enrolment, restorative justice support, and agricultural identification.

More than 60 service transactions were completed during hub days, with additional follow-up actions initiated. The hubs reinforced the role of documentation as a gateway to employment and social protection, with Project STAR continuing to facilitate birth certificate applications and reduce cost and access barriers. Improved coordination with government agencies enhanced service relevance, particularly in May Pen West, where hubs addressed priority issues such as land tenure, water access, and livelihood readiness.

Social assistance and documentation support

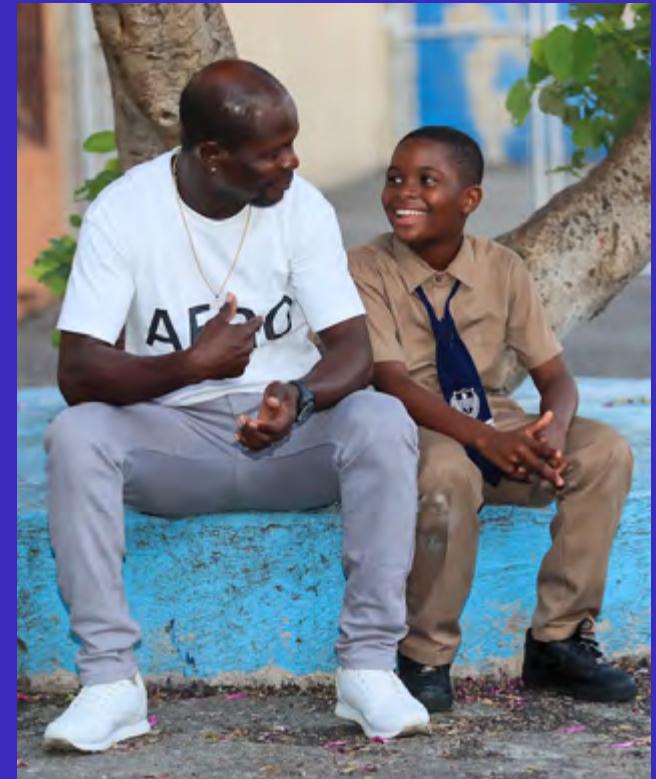
Social assistance and documentation support remained a core focus during the quarter. A total of 49 birth certificates were distributed across Rose Gardens (20) and Savanna-la-Mar (29), enabling access to education, employment, and social protection following months of coordinated processing supported by Project STAR.

After sustained advocacy with PATH, a major milestone was reached in October with the release of a verified list of 117 residents approved for PATH benefits across Rose Gardens and Parade Gardens. This marked the first concrete output of the partnership after eight months of engagement. Home visits were immediately initiated to activate benefits, and PATH committed to improved coordination through named programme officers and closer engagement on employment and business support streams.

In May Pen West, Project STAR also partnered with the Ministry of Labour and Social Security (MLSS) Clarendon branch to distribute care packages and conduct damage assessments for storm-affected households. Support prioritised elderly and shut-in residents, despite challenges posed by widespread pre-existing housing deterioration.

STAR STORY

A FATHER'S PRIDE IN HIS SON'S TRANSFORMATION



Kingston resident and father of two, Ricardo Motley leaned forward in his seat; eyes fixed on his 10-year-old son as he confidently led the front row during a school performance at Holy Family Primary and Infant School. "When I saw him up there, I felt proud," Ricardo said. "I could see the confidence. I could see the change."

Not long ago, discipline and focus were constant challenges. "He used to act on impulse," Ricardo shared. "Now he listens and thinks before he acts." At home, their routines have shifted. "We read together. We talk. I take time to explain, not just correct."

Ricardo says guidance reinforced through the Child Resiliency Programme helped support the progress, but believes the real work happens at home. "Fathers have to show up," he said. "You can't leave it to chance. When you spend time and really listen, that's when children grow."

During the quarter, **Project STAR supported a total of 221 beneficiaries** across employment, livelihoods, and enterprise development, delivering strong results despite significant disruption caused by Hurricane Melissa. Overall performance demonstrates the value of employer-led and institutional partnerships, which continued to generate high completion rates, measurable skills gains, and improved employment outcomes, particularly in more stable operating environments. At the same time, the quarter highlighted structural and contextual challenges, including the vulnerability of training infrastructure to climate shocks, uneven performance across communities, and ongoing barriers to employment for harder-to-place participants. A post-hurricane assessment confirmed that the majority of trained entrepreneurs in affected areas retained the capacity to re-engage in economic activity, informing a targeted recovery approach and positioning the programme to transition from response to livelihood restoration in the next phase.

Employment and livelihoods training

During the quarter, 116 individuals received employment-related training across job readiness, customer service, business simulation, and professional skills programmes. Delivery was shaped by two key dynamics: strong results from employer-led and institutional partnerships, and significant disruption following Hurricane Melissa, which forced the suspension of multiple HEART/NSTA Trust-accredited programmes in western communities due to damaged facilities and equipment.

The strongest results came from May Pen West, which emerged as STAR's highest-performing employment hub through its partnership with IBEX. Across two cohorts in Quarter two, **41 participants completed training, with an average completion rate of 95%, contributing to 30 new job placements and lifting the community's placement rate from 55% to 72%**. While youth participation remained high, male participation averaged 28%, signalling a need for targeted strategies to address gender gaps and transport-related barriers affecting retention.



Programme diversification was strengthened through a new institutional partnership with Kingston Technical High School, engaging 75 students across two bootcamps with 100% completion rates and measurable learning gains.

Together, these results reaffirm the value of direct employer partnerships and school-based delivery models, while underscoring the vulnerability of training pipelines to external shocks and the importance of resilient, multi-pathway workforce strategies.

Employment outcomes

In Quarter two the team successfully placed 78 new candidates in jobs, bringing the total number of residents employed through the STAR effort to 479 which represents 74% of the total number of people trained, indicating a very high conversion rate of trained participants successfully securing employment.

Placement activity varied significantly by location, reflecting both the strength of local partnership models and disruption from Hurricane Melissa. **May Pen recorded the highest quarter-on-quarter growth with 30 new placements**, while Savanna-la-Mar recorded 3, reflecting operational constraints in western communities.

Parade Gardens and Rose Gardens accounted for 36 of the 78 new placements, with cumulative totals of 121 and 103 respectively. **Parade Gardens achieved the highest overall placement rate at 82%**, above the programme average.

Strong coordination between the Training and Job Placement teams, particularly within



BPO customer service training, contributed to improved interview performance and recruitment success. New employer partnerships were established with Couples Resort, Island Grill, the May Pen Chamber of Commerce, and the Jamaica Manufacturers and Exporters Association, expanding employment pathways.

Despite strong cumulative placement rates, communities report significant cohorts of enrolled but unemployed residents, highlighting persistent barriers including interview readiness, qualification gaps, and job preference constraints. In response, STAR is strengthening follow-up support through targeted job-readiness refreshers and participant profiling to better align individuals with employment, counselling, or entrepreneurship pathways.

Business development and entrepreneurship

A total of 105 people were trained in Quarter two across agriculture and entrepreneurship programmes, with delivery adapting in response to Hurricane Melissa. Of these, 39 participants completed agricultural capacity development training and 66 individuals completed entrepreneurship training across five cohorts. In western communities,

programme delivery was temporarily paused following the hurricane, and efforts shifted to assessing business impacts, supporting recovery planning, and determining readiness for grant support.

A post-hurricane business assessment was conducted in the west in November 2025 amongst STAR's Entrepreneurship trained participants. The assessment found that over 70% of respondents retained some capacity to resume business activity, with 31% fully able and 42% partially able to re-engage. These findings informed the design of a structured Business Restart Initiative, scheduled to start in December.

May Pen, agricultural programming was strengthened through partnership with the Rural Agricultural Development Authority (RADA), resulting in 16 Farmer Identification Cards issued, 11 additional applications submitted, and 39 residents trained in agriculture disaster risk management. Across communities, entrepreneurship training produced strong learning outcomes, with knowledge gains ranging from 32% to 63%, and demonstrated effective engagement of young and male participants in sector-relevant programming.

THEMATIC AREA 3 COMMUNITY-LED ACTION

This quarter reinforced the central role that strong local structures play in sustaining community resilience, particularly in the aftermath of Hurricane Melissa. Project STAR's introduction of a Community-Based Organisation (CBO) audit scorecard, alongside targeted capacity-building, confirmed that many community organisations are active and committed, but require ongoing support to strengthen governance, record-keeping, and accountability. Practical, partner-delivered training led to clear improvements in organisational capacity, including measurable gains in monitoring and evaluation skills.

Senior citizens' clubs and parenting programmes emerged as vital social anchors during the quarter. These groups supported mental wellbeing, reduced caregiver stress, and strengthened family stability, while also highlighting the heightened social and economic pressures communities faced following the hurricane. At the same time, they demonstrated strong leadership, resilience, and demand for structured support and peer connection. Youth clubs and sports programmes continued to function as effective platforms for positive behaviour change, with coaches reporting improved discipline and reduced conflict. Expanded survey tools further strengthened STAR's ability to plan and adapt programming based on evidence.

Across communities, three key lessons stood out: governance and capacity-building must be practical and continuous; social programmes play a stabilising role during crisis and recovery; and sustained momentum matters, as timely and consistent engagement produces the strongest participation and outcomes.

Community-based organisations

Strengthening community-based organisations remains a core pillar of Project STAR's approach to long-term sustainability and community leadership. At the start of Year 4, STAR introduced an audit scorecard to be completed prior to all capacity-building sessions. The tool assesses governance, documentation, and record-keeping practices, supporting the formalisation and resilience of

organisations as STAR gradually transitions out of communities. Initial assessments were completed with organisations in Rose Gardens and Parade Gardens, with targeted follow-up actions identified to strengthen readiness and impact.

STAR continued its collaboration with the Social Development Commission (SDC) to deliver focused capacity-building. In September, 13 members of the Rose Gardens Community Transformation Board (CTB) participated in a Meeting Management session, strengthening practical governance and accountability skills. In Savanna-la-Mar, 11 CTB members took part in a Monitoring and Evaluation workshop facilitated by STAR's MEL officer.

Senior citizens' clubs across STAR communities continued to provide critical social connection and support. In Rose Gardens, the Senior Citizens Club maintained regular meetings and elected a new executive committee, strengthening internal governance. Mental health emerged as a priority focus, with sessions engaging 18 members on later-life mental wellbeing and 20 members on caregiver burnout. A November check-in highlighted the material and psychological impacts of Hurricane Melissa, including food insecurity and housing damage, while also reflecting the resilience of older residents shaped by past disaster experiences.

In Salt Spring, the Visionary Senior Citizens Club expanded to four meetings per month, introducing structured programming that included wellness activities, arts and crafts, and social outings. In Savanna-la-Mar, the Seaton Crescent Senior Citizens Club reconvened after a prolonged pause, reaffirming the importance of renewed social spaces for older residents.

In May Pen West, capacity-building focused on organisational sustainability and resource mobilisation. In November, seven CBOs, represented by 15 participants, completed a fundraising training session covering donor engagement, fundraising strategies, and long-term resource planning.



THEMATIC AREA 3 COMMUNITY-LED ACTION

Overall, the quarter reflected steady progress in strengthening governance, leadership, and organisational capacity, while also responding to the intensified social and psychological pressures following Hurricane Melissa.

Community transformation boards (CTBs)

During Quarter two, four Community Transformation Board (CTB) meetings were held across Parade Gardens, May Pen West, Rose Gardens, and Savanna-la-Mar. In September, the May Pen West CTB reviewed Quarter One achievements, set priorities for Quarter Two, and assessed progress against the Community Transformation Action Plan (CTAP). STAR also introduced the CTB Terms of Reference and formally established an Interim Executive Board of eight members. CTB meetings in Savanna-la-Mar and Rose Gardens incorporated capacity-building components, while the Parade Gardens CTB focused on planning for the December 14 Family Fun Day and received updates on upcoming training and development activities.

Parenting programmes

During the quarter, two parenting clubs – Rose Gardens and Havana Heights – were active, each meeting three times. Participation remained predominantly female, with low male engagement continuing to be a challenge, particularly in Rose Gardens. The Rose Gardens Parenting Club maintained steady implementation of its action plan, supported by a facilitated planning session to set six-month priorities. In September, the Club raised approximately \$80,000 through a fundraising bake sale, strengthening its ability to reinvest in activities. Educational sessions included a domestic violence workshop delivered with law enforcement, reaching 17 members, as well as financial literacy and insurance discussions. Attendance declined in November following Hurricane Melissa. The club also hosted a father-focused “Big Man Tings” session, engaging 10 fathers in facilitated discussions on active fatherhood, identity, and presence beyond financial provision.

The Havana Heights Parenting Club demonstrated continued growth and stability. Eighteen members participated in an action-planning session to develop a structured six-month programme focused on family outcomes. In November, the club hosted a Father Focus session with 30 participants and sustained engagement through virtual meetings, reflecting adaptability and strong member commitment.

Community events

In May Pen West, 59 residents participated in a UNESCO-supported Climate Café, exploring the links between heat, health, education and inequality through community-led discussions and interactive exhibits. The session strengthened local understanding of climate resilience and practical responses to extreme heat.

In November, Project STAR hosted a two-day Men’s Mentorship Workshop, training eight men from Rose Gardens, May Pen West, and Savanna-la-Mar to mentor boys using a structured three-month model.

Youth clubs + sports

Youth programming continued during Quarter two amid post-election delays and hurricane-related disruption. New initiatives were introduced, such as the Beyond Di Hoop netball programme for young women.

Across five communities, the Kicking Forward football programme engaged approximately 310 youth, though attendance fluctuated due to competing activities, venue constraints, and weather-related interruptions. Strategic adaptations, including programme integration and targeted equipment support, helped stabilise participation in some areas. Programme impact extended beyond attendance. Coaches reported observable behaviour change, including reduced conflict and improved discipline during sessions.

Friendly matches and community tournaments were used intentionally as developmental tools, including a Peace Day football competition in Savanna-la-Mar with over



50 participants. In Salt Spring, a conflict-resolution exercise delivered with the Ministry of Justice integrated restorative justice principles into sports-based programming.

The Beyond Di Hoop netball programme was soft-launched in November, engaging 17 young women across Rose Gardens and Parade Gardens. Continued sessions without STAR support in Parade Gardens indicate strong participant ownership and coach commitment.

To strengthen evidence-based planning, behaviour change surveys were rolled out in Rose Gardens, Parade Gardens, and May Pen West, with findings to inform programme adjustments in the next quarter. A key lesson from the period was the importance of timely mobilisation. In Parade Gardens, attendance in the Police Youth Club declined from 36 recruited youth to 17 active participants following a three-month delay between recruitment and programme start, highlighting the risk of disengagement when momentum is not maintained.

Overall, the quarter reaffirmed the role of sports and youth clubs as effective platforms for behaviour change, mentorship, and

resilience-building, even within a highly disrupted operating environment.

JCF community-building

Project STAR supported four Jamaica Constabulary Force (JCF) community engagements and two Community Intervention Team (CIT) meetings, primarily in May Pen West, with joint sessions also held in Rose Gardens and Parade Gardens. Engagements fostered constructive dialogue among residents, police, and community stakeholders, including recognition of positive outcomes such as **Parade Gardens recording no major crimes over the past year**.

Discussions addressed youth loitering, domestic violence prevention, child protection, and community safety, with emphasis on parental responsibility and linking young people to structured programmes. Project STAR also participated in a JCF-led community walkthrough in Parade Gardens to strengthen visibility and community-police relations. The JCF played a visible and supportive role in STAR’s hurricane relief efforts, reinforcing the depth of collaboration and trust underpinning the partnership.



SAGICOR FINANCIAL COMPANY LTD. PROUD TO CONTINUE LEGACY PARTNERSHIP WITH PROJECT STAR

At Sagicor, our corporate social responsibility (CSR) initiatives are designed to make a meaningful difference in the communities we serve. We focus on four core impact pillars – Health, Education, Community and Youth Development and Sport. By prioritising these areas, we aim to

- contribute to the well-being and empowerment of communities
- foster healthier lifestyles
- create opportunities for future generations.

Our CSR efforts are also guided by our vision, “To be a great company committed to improving the lives of the people in the communities in which we operate.”

As part of our ongoing commitment to community development, Sagicor is proud to continue its legacy partnership with Project STAR. A multi-year agreement initiated in 2023, Project STAR allows us to assist in uplifting communities, furthering Jamaica’s social and economic development. Through Project STAR and other such initiatives, we strive to create a lasting positive impact.

For the past 185 years, we’ve been serving our communities across our operational footprint.

Through flagship initiatives, our 5000+ Sagicorians on the ground across our 19 territories are actively involved in, and boldly

contribute to, the communities in which we live and work.

As such, we remain inspired and encouraged by the stories of impact, and meaningful partnerships that drive change. Underlying Project STAR is a stark focus on people, including not only their elevation, but their empowerment, with community members taking charge of enacting the very programs that impact them and the lives of those surrounding. This strategy has served to cement Project STAR’s resilience and longevity, truly exemplifying a multi-stakeholder approach to being “our brother’s keeper,” and reinforcing the power of collective action.

As an organisation with a deep legacy across the region, we recognize the impact that such programs play in building not only Jamaica’s, but the Caribbean’s social, economic, and environmental fabric, while also fostering sustainable development. We are honoured to play a role in such a transformative initiative and celebrate the dedication of all involved.

We wish to commend the entire Project STAR team on the exemplary work done thus far and look forward to continuing our support as we work together to create lasting and meaningful change.



Looking Forward

The upcoming quarter will mark a deliberate transition from emergency response to recovery and stabilisation, with a focus on restoring livelihoods, strengthening social infrastructure, and deepening community-led delivery. Priority actions will include the rollout of the Entrepreneurship and Business Restart Grant Programme, continued housing and social infrastructure repairs, expanded employment opportunities, and full implementation of the Cash-for-Work and Cash-for-Care programme.

Support will also be directed to four educational institutions in Salt Spring and Savanna-la-Mar that were among the most severely affected by Hurricane Melissa. This will include the provision of essential equipment and materials, as well as training volunteers to deliver psychosocial support at two primary schools.

Community accountability and participation will be strengthened through four town hall meetings to provide updates on progress against Community Transformation Action Plans (CTAPs). In parallel, Project STAR will implement a more structured case management framework to improve coordination across social protection, education, and livelihoods support. The quarter will also see the launch of the placemaker initiative in Parade Gardens, activating public spaces to promote safety, social cohesion, and community ownership.





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