



PROJECT STAR

Project STAR
Quarterly Report
Year four, quarter three
December 2025 - February 2026





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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.



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Recognising community champions

Key Achievements for Year 4, Quarter 3

SOCIAL PROTECTION & INCLUSION

886

Residents reached through community hubs

308

Students supported through school-based programmes

84

Parents participating in Parenting Clubs - exceeding target programmes

LOCAL ECONOMIC DEVELOPMENT

284

Participants trained across 12 employment readiness programmes

97

New job placements facilitated

46

Nano Grant handovers completed across four communities

38%

Job placement retention rate at six months - exceeding the 30% target

COMMUNITY LED ACTION - PARTNERSHIP FOR DEVELOPMENT

100%

of Community Transformation Boards meeting regularly

4

Parenting clubs active, including two newly launched or relaunched

2

Police youth clubs relaunched during the quarter

8

Male mentors matched with 24 mentees through the Male Mentorship Programme



Resident benefiting from dental care at Community Hubs

OVERVIEW OF THE QUARTER Project director, Saffrey Brown

Quarter three (Year 4) was defined by rebuilding and resumption. Across the five Project STAR communities of Parade Gardens, Rose Gardens, May Pen West, Salt Spring, and Savanna-la-Mar, residents, community champions, partners and programme teams worked together to restore what Hurricane Melissa had disrupted while pressing forward on the broader work of community transformation. By quarter-end, we saw significant progress across our pillars – economic development, social services and community-led action.

Central to STAR’s recovery efforts in the West was the launch of a USD \$100,000 partnership with the United Nations Development Programme (UNDP), focused on Salt Spring and Savanna-la-Mar. Over five weeks, **the Cash for Work and Care programme put 56 residents to work in debris clearance and deployed female caregivers to support vulnerable households. More than 400 tonnes of debris were removed from affected neighbourhoods**, providing both immediate income and a tangible sense of restored order in communities still carrying the weight of the storm. **Twenty-four Nano Grants awarded under the Restart Business Initiative** were informed by individual business assessments, and the programme’s funding was increased by 50 percent during implementation to maximise community impact. **UNDP formally commended Project STAR for the programme’s impact and strong female participation.**

Alongside recovery, training and entrepreneurship activities continued with a cohort of **132 secondary school students completing employment readiness training**, and 29 undergoing entrepreneurial skills development. **Forty-six micro-entrepreneurs received grant funding** with business inputs delivered across four communities.

The education portfolio demonstrated its capacity for adaptive delivery in a challenging post-hurricane environment. Continued delivery of the Scotiabank Education and Empowerment Programme, being implemented at Kingston Technical High School and Holy Family Primary, the launch of Treadlight’s diagnostic phase, and the impressive one-year results of the Holy Trinity Grade 7 Academy collectively represent a portfolio that is growing in both reach and evidence quality. A new funding partnership with the Canada Fund for Local Initiatives (CFLI) was implemented under an education restart programme, further strengthening the programme’s reach going into quarter four.

At the community level, the quarter saw programming substantially rebuilt. Four Parenting Clubs were active throughout the period, including two that were newly launched or relaunched in Salt Spring and Parade Gardens. The Violence Prevention Alliance (VPA) delivered the What You Do With Baby Matters programme across STAR communities, with 18 facilitators trained in its delivery. Two Police Youth Clubs were relaunched, the Male Mentorship Programme became operational with eight mentors and 24 mentees, and Community Transformation Boards (CTBs) in May Pen West and Rose Gardens installed new executive bodies. Four community hubs brought health, documentation, and social welfare services directly to residents, reaching more than 800+ people within the quarter.

What quarter three demonstrated, above all, is that Project STAR’s communities are resilient. The groundwork laid through recovery, renewed partnerships, and rebuilt programming has created real momentum, and quarter four will build on that foundation, deepening community leadership, expanding support for young people and families, and continuing to open economic pathways for residents across all five communities.



Post Hurricane Melissa supplies distribution

HURRICANE MELISSA RELIEF - FROM RELIEF TO REBUILDING

In quarter two, Project STAR mounted an immediate emergency relief response to Hurricane Melissa, reaching an estimated 8,372 individuals across affected communities within four weeks of the storm. By the close of that quarter, all non-relief programming in Salt Spring and Savanna-la-Mar had been temporarily suspended as teams focused on urgent humanitarian needs.

Quarter three marked the transition from emergency relief to structured recovery. The defining mechanism of this shift was the launch of a USD \$100,000 partnership with the United Nations Development Programme (UNDP), which moved Project STAR's western community operations from response into rebuilding. The Cash for Work and Care programme provided immediate income for 56 residents through debris clearance and caregiving roles, while the Business Restart Initiative delivered Nano Grants directly informed by post-hurricane business assessments.



Cash for Work programme in action



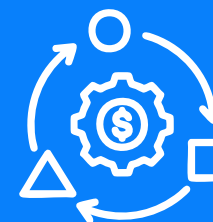
400+

tonnes of debris removed from Salt Spring and Savanna-la-Mar



56

residents employed through the UNDP Cash for Work and Care programme



24

nano grants awarded under the Business Restart Initiative

UNDP formally commended Project STAR for the programme's impact and for strong female participation across both Cash for Work and caregiving cohorts. The partnership will continue into quarter four, with further housing repairs, school rehabilitation, and livelihood restoration activity planned across both communities.

From quarter three onward, hurricane recovery is embedded within each thematic area of this report, reflecting the programme's shift from acute relief to medium-term rebuilding as a core part of ongoing delivery.

PROJECT STAR'S THEMATIC AREAS

1

2

3



SOCIAL PROTECTION AND INCLUSION



LOCAL ECONOMIC DEVELOPMENT (LED)



COMMUNITY-LED ACTION

THEMATIC AREA 1

SOCIAL PROTECTION AND INCLUSION

KPI Update for Year 4, Quarter 3

Indicator	Year 4 Target	Year 4 YTD	Achievement vs Year 4 Target
Residents accessing services via Community Hubs	2,000	1,255	ON TARGET
Youth engaged in Sports + leadership programmes	247	230	ON TARGET
Students supported through remedial or afterschool programmes	300	230	ON TARGET
Parents participating in Parenting Clubs	70	84	TARGET EXCEEDED
Residents receiving civil documentation (TRN/NIS/Birth certificates)	800	174	BELOW TARGET
Households referred for health or social support	610	118	BELOW TARGET

SCHOOL-BASED PROGRAMMES

Quarter three advanced along two tracks: stabilising and relaunching programmes disrupted by Hurricane Melissa, and activating new initiatives in communities where education support had not previously been a primary focus. Delivery continued across a demanding post-hurricane operating environment.

The School Feeding Programme (SFP) operated across four early childhood institutions in Rose Gardens and Parade Gardens, providing daily meal support to financially vulnerable students. A supply chain disruption meant no food deliveries were made in December or January, placing added financial pressure on school staff. Resolving the disruption and identifying supplementary suppliers are priorities for quarter four. The Early Childhood Commission (ECC) visited all four schools to assess compliance for permits and certification, and Project STAR awaits those reports to determine the targeted support each institution will require.

Attendance across the four schools followed a consistent seasonal pattern: higher in December, lower in January owing to widespread illness, and recovering in February. **Comparison with prior-year data indicates that the SFP is contributing to year-on-year attendance improvement at three of the four institutions.** High Holborn Street Basic School moved against the trend, with attendance declining across all three months. Direct engagement with the school’s leadership will be a focus in quarter four.



Members of the NCDA team following care package distributions in Westmoreland

The after-school programme at Holy Family Primary in Parade Gardens, delivered through the Child Resiliency Programme (CRP), supported 40 students with consistent participation. Facilitators recorded behavioural improvements across the cohort, and parent engagement reached 60 percent in December. Scotiabank Foundation reaffirmed its support for the programme during the quarter.

“The CRP model works because it focuses on academics as well as on building peace and resilience in children in a supportive, loving, and fun environment. They are reframing identity and positioning them in the pathway for success. Every child in Jamaica should benefit from a programme such as this.” - End of term closing ceremony, Holy Family SEEP, December 2025

The SEEP at Kingston Technical High School began the quarter with an average of four students per session. **A structured reset in January shifted the model from purely institutional referrals to a cohort of willing participants. Daily attendance increased 350% within a month**, with individual sessions reaching 22 students by February. The outcome confirms that participant-driven cohort design produces stronger engagement than referral-based recruitment in this setting.

The Holy Trinity Grade 7 Academy continued to produce measurable gains. Data presented at the January 2026 Awards and Dinner showed that 81% of assessed students had improved over the year, with reading levels in some cases moving from pre-primer to Grade 9. In February, the programme introduced differentiated curricula and ability-based groupings, completing its transition to a more tailored, data-informed model.

THEMATIC AREA 1 SOCIAL PROTECTION AND INCLUSION

In May Pen West, the Treadlight Primary after-school programme advanced to its diagnostic assessment phase, with 28 of the 30 targeted students completing testing. A parent orientation engaged 19 parents, all of whom consented to their children's participation. Assessment results will inform individualised learning plans and targeted resource procurement ahead of the formal programme launch in quarter four.

In the western communities, the Canada Fund for Local Initiatives (CFLI) Education Restart programme delivered post-hurricane school supplies and psychosocial support across Salt Spring and Savanna-la-Mar. A care package distribution at Savanna-la-Mar Primary reached 80 students, with 65 parents in attendance. The National Council on Drug Abuse (NCDA) led a trauma management session at the event.

SOCIAL SERVICES + CASE MANAGEMENT

The Social Services Unit strengthened its structure during the quarter, forming a dedicated case management team and introducing weekly case conference sessions. These sessions consolidated oversight of 13 households enrolled in the Afternoon Care Check-In programme and facilitated skills transfer across the team. The western communities recorded the strongest outcomes, with Savanna-la-Mar completing four school re-engagement cases against a target of three.

In the eastern communities, Community Project Officers (CPOs) continued to manage cases. Practicum placements from Excelsior Community College and the Jamaica Theological Seminary are providing partial support, though the limited tenure of student placements presents risks to continuity. Dedicated CPO capacity-building remains a longer-term structural priority. A standardised Intake Form was introduced across all communities this quarter and is a foundational step toward consistent case documentation.

The Male Mentorship Programme launched with eight mentors matched to 24 mentees, recruited primarily from the Kicking Forward Football Programme. A male empowerment session delivered by the VPA in Savanna-la-Mar engaged 30 participants aged 16 to 70, with the broad age range enabling intergenerational dialogue. The programme will introduce a points-based incentive system in the coming quarter and will expand its reach to include young adult men.

COMMUNITY HUBS + CIVIL DOCUMENTATION

Four community hubs were delivered during the quarter, combining health services, civil documentation, and social welfare access across a single community event in each location. **Together they reached an estimated 886 residents**, with several events substantially exceeding their targets. The service offer expanded considerably from the previous quarter, adding dental care, HIV and STI screening, psychosocial support, immigration services, and integrated Jamaica Constabulary Force (JCF) community engagement.

In Parade Gardens, the Family Fun Day in December marked more than two years without a major crime in the community and drew an estimated 1,000 attendees. Project STAR sponsored 30 birth certificate applications, 21 of which were completed on the day, and a medical team provided health screenings to 37 residents. **The Treadlight Medical Hub in May Pen West reached 100 residents against a target of 45, reflecting significant unmet demand for accessible health services.** Two civil documentation hubs in the western communities served over 370 residents across Salt Spring and Savanna-la-Mar, with the presence of JCF officers welcomed by residents as an opportunity for open dialogue on community safety.



Project Star co-chair, Keith Duncan, at the May Pen town hall



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THEMATIC AREA 2 LOCAL ECONOMIC DEVELOPMENT

KPI Update for Year 4, Quarter 3

Indicator	Year 4 Target	Year 4 YTD	Achievement vs Year 4 Target
Participants trained through Job Readiness Training (JRT), HEART/NSTA + partner courses	1200	533	BELOW TARGET
Formal job placements achieved	441	240	BELOW TARGET
Job placements retained at least 6 months	30%	38%	TARGET EXCEEDED
Entrepreneurs supported through Nano Grants, mentorship + JBDC	365	274	ON TARGET

BUSINESS DEVELOPMENT + ENTREPRENEURSHIP

During the quarter, the Nano Grant Programme continued to serve as Project STAR's primary vehicle for strengthening micro-enterprise activity across target communities. Across Salt Spring, Savanna-la-Mar, May Pen West and Parade Gardens, 46 grant handovers were completed, compared to 11 in the previous quarter. This represented a deliberate programme shift; where Quarter 2 had been training-intensive, Quarter 3 prioritised the delivery of outstanding disbursements.

In Salt Spring, 12 entrepreneurs received business inputs in January as part of the UNDP-supported Business Restart Initiative, marked by a formal handover ceremony attended by UNDP representatives. A further six beneficiaries received funding in February to strengthen existing businesses, with one new enterprise launched during the reporting period. In Savanna-la-Mar, 13 grants were distributed across December, January and February. Salt Spring's 22 recipients represented the community's first participation in the Nano Grant Programme at scale in Year 4.

A recurring operational challenge across all disbursements was the significant interval between training completion and the receipt of business inputs, attributable to procurement timelines, vendor coordination, price fluctuations and invoice validity constraints. In post-hurricane communities, damaged premises, limited storage and disrupted supply chains compounded these delays. Three priority responses have been identified: earlier readiness assessments to verify beneficiary storage and operational capacity before delivery; pre-identified alternative suppliers with agreed substitution protocols to reduce procurement delays; and structured post-handover coaching on pricing, cash handling and bookkeeping during the first two months of operation.

Female beneficiaries substantially outnumbered male recipients across all communities this quarter, a notable shift from the programme's historical pattern, in which male participants have typically predominated. Training is scheduled to resume in the next quarter.

Separately, a Business Simulation Bootcamp provided hands-on entrepreneurship training to 29 students using the Business Model Canvas framework. Participants achieved an average post-test score of 84%, up from a pre-test average of 68% – a gain of 16 percentage points and the highest single-session knowledge improvement recorded for the period.

TRAINING + EMPLOYMENT PATHWAYS

Quarter three delivery was structured around three concurrent tracks: hurricane recovery programming in the western communities, school-based training at scale in May Pen West, and continued job readiness and employer-partnership delivery across all five communities. Across these tracks, **284 participants engaged in 12 employment readiness training programmes, achieving an overall completion rate of approximately 97%. The Job Placement Unit facilitated 97 new placements** – 45 male and 52 female – of which 56 were temporary appointments through the UNDP Cash for Work and Cash for Care initiative and 41 were long-term placements through regular employment pathways. Cumulative placements across the programme now stand at 576 beneficiaries

In December, 55 participants from Salt Spring and Savanna-la-Mar completed UNDP-supported debris clearance and caregiving training, with both groups achieving 100% completion. Production Worker Training, delivered with Consolidated Bakeries, reached full completion across all 19 participants, each proceeding directly to employer interviews – the quarter's most direct training-to-employment pipeline. In May Pen West, 15 participants completed Business Process Outsourcing (BPO) customer service certification through IBEX, also at 100 percent completion.

January 2026 marked an exceptional month for school-based youth training in May Pen West, with Project STAR delivering four intensive sessions at Denbigh High School. A total of **132 secondary school students, ages 16 to 18, completed the Professional Edge Boot Camp**, covering career exploration, job application skills, interview techniques and money management. All four sessions achieved 100% completion. Average pre-test scores of 86% rose to 91% post-training, and self-efficacy scores ranged from 4.1 to 4.7 out of 5. Demand for the sessions spread organically through student word of mouth; Cohort 2 recorded 102% attendance, and the school's guidance counsellor reported that additional interested students had to be turned away due to capacity.

Job Readiness Training (JRT) produced more difficult results. Completion rates declined, and the conversion of mobilised contacts to enrolled participants remained low, particularly in Rose Gardens, where the February cohort drew only four participants with zero male youth. These outcomes reflect a degree of programme saturation within targeted communities. Three systemic issues continued to surface: limited access to appropriate professional attire, civil documentation gaps among participants aged 18 to 19, and persistently low male participation.

Regular long-term placements declined considerably in Quarter 3, with 41 secured compared to 78 in the previous quarter, largely due to the loss of the IBEX partnership in May Pen West. Parade Gardens generated the strongest regular placement activity among Kingston communities, with 20 placements through active employer outreach. In the western communities, Savanna-la-Mar's 43 placements were almost entirely attributable to the UNDP programme, while Salt Spring's 20 placements similarly reflected a high UNDP contribution, though the community is beginning to show early signs of economic recovery as more vacancies emerge.



Broader structural challenges also affect employment outcomes: limited job opportunities within or near residents' communities, reluctance to travel outside the parish for work, and in some cases trauma-related barriers identified during training. Addressing these underlying determinants requires trauma-informed approaches and continued partnership with organisations such as the NCDA.

FINANCIAL INCLUSION

The most substantive financial inclusion activity of the period was a session in May Pen West facilitated by the National Commercial Bank (NCB), which engaged 37 seniors from the Treadlight Senior Citizens Club on bank account requirements, debit card security and online banking. Five seniors opened bank accounts on the spot, and 32 applications were submitted for Senior Citizens ID cards, with three Justices of the Peace present to verify documentation. The session represented a successful instance of participants moving from financial awareness to immediate product adoption.

Project STAR also hosted a financial literacy session for the Havana Heights Parenting Club, through which 19 parents were sensitised on savings accounts and life insurance as vehicles for investing in their children's futures.

A structural gap in financial inclusion was identified through the Denbigh High School Professional Edge Boot Camp. Understanding of payslips, taxes and deductions received the lowest self-efficacy rating of any curriculum area among the 132 participating students, at 3.5 out of 5, and several students disclosed that they lacked bank accounts despite approaching employment age. Facilitators have recommended on-campus bank account opening sessions with financial institution partners as a priority ahead of the summer employment season. Nano Grant recipients were similarly identified as requiring additional capacity-building support in business finances, bookkeeping and financial record-keeping.



ROMANE CASTELLA DIDN'T JUST FIND A JOB, HE FOUND HIS FOOTING

At 30, Romane Castella, a resident of Parade Gardens, carries himself with the quiet confidence of someone who has earned his place. As a photographer at Lithographic Printers, he has built a professional life that is steady, purposeful, and entirely his own. It's his second job, and for Romane, that matters. His path was shaped, in part, by Project STAR's Job Readiness Programme. Through workplace support sessions, Romane developed a more grounded approach to professional life, learning how to manage conflict, stay focused under pressure, and show up consistently. The skills were practical, but the shift they produced was personal. Today, Romane speaks about his work with a sense of ownership that goes beyond the role itself. The financial independence his income affords him is real, as is the pride. **"What began as an opportunity," he reflects, "has become a foundation."** His story is a reminder that the right support, met with the right mindset, can turn readiness into something lasting.



FROM PAVEMENT TO PURPOSE – AMANDA HENDRICKS ON A PATH TO HER DREAM CAREER

A year ago, 25-year-old Amanda Hendricks spent her days walking the streets of Kingston, her feet sore from countless job searches that ended in disappointment. Determined to provide for her small family, the Parade Gardens resident refused to give up. Hope came when she learnt about the Project STAR Job Readiness Programme and enrolled. The training proved transformative. Through Project STAR, Amanda identified and strengthened her existing skills, gained confidence, and sharpened her interview techniques. With hands-on support after completing the programme, she secured stable employment – something that once felt out of reach. Now, a year into her job, Amanda is setting her sights higher. She plans to return to school, upskill, and pursue her dream of becoming a flight attendant within the next five years. **"Go with an open mind," she said. "Once you work with Project STAR, they will work with you."**

THEMATIC AREA 3 COMMUNITY-LED ACTION

KPI Update for Year 4, Quarter 3

Indicator	Year 4 Target	Year 4 YTD
Community Transformations Boards (CTBs) meeting regularly	100%	TARGET MET
Annual community town halls held	5	ON TARGET
Capacity-building workshops for CTBs/CTOs	20	ON TARGET

Quarter 3 continued to advance the community-led foundations of Project STAR's work, with Community-based Organisations (CBOs), community leaders, parents and young people each playing an active role in locally driven programming. Regular engagement with community leaders supported ongoing dialogue and alignment of Community Transformation Action Plans (CTAPs), while CBO capacity-building remained a priority as the Project moves toward a sustainable exit.

All five CTBs remained operational throughout the quarter. In May Pen West, a town hall on February 5 attracted over 80 residents to review CTAP progress and recognise community and business champions. Rose Gardens conducted a CTAP review attended by 13 CTB members and elected new executives. In Parade Gardens, the CTB continued to provide a platform for stakeholder updates, with four new members identified for induction in Quarter 4. In the western communities, CTB dynamics were mixed. In February, Salt Spring hosted its first CTB meeting since Hurricane Melissa, though internal coordination challenges affected continuity. Project STAR will work with the Social Development Commission (SDC) to address these issues ahead of the next session. The Savanna-la-Mar CTB continues to face low attendance, with only four members at the most recent meeting, recruitment efforts are ongoing.

On the CBO capacity-building side, an audit scorecard was introduced this quarter to assess clubs' record-keeping and documentation practices, supporting organisational sustainability as Project STAR moves toward programme exit.

PARENTING PROGRAMMES

Quarter 3 saw meaningful progress in the implementation of Project STAR's revised parenting strategy, developed in partnership with the VPA. The centrepiece is the What You Do With Baby Matters programme, a structured series for parents and caregivers of children aged 0 to 3. A four-day facilitators' training equipped 18 participants from across all five communities with the skills and resources to support early childhood development. Sessions were subsequently delivered in Rose Gardens and May Pen West, covering comforting techniques, language development and healthy emotional regulation. The Havana Heights session in May Pen West



THEMATIC AREA 3 COMMUNITY-LED ACTION

involved 19 adults and 14 children, with two male participants noted as a positive indicator of engagement.

Four Parenting Clubs are now operational: Rose Gardens, Parade Gardens (relaunched January 2026), Salt Spring (launched January 2026) and Havana Heights in May Pen West. The Parade Gardens club grew from 10 to 21 members within two months of relaunch, while Salt Spring's inaugural session drew 35 parents, with programming focused on trauma management following Hurricane Melissa. The most persistent challenge across clubs is a significant gender imbalance, with participation running at approximately a 9:1 female-to-male ratio. A targeted father-focused strategy is being developed in collaboration with the National Parenting Support Commission for upcoming quarters.

SENIOR CITIZENS CLUBS

A fourth Senior Citizens Club was launched this quarter – the Treadlight Club in May Pen West. This club has quickly become the most programmatically active in the portfolio within its first two months, hosting a financial literacy session, a medication management presentation, a Valentine's Dinner, action planning sessions and executive elections. The three established clubs also remained active. Rose Gardens opened the year with a dinner incorporating a psychosocial session on Hurricane Melissa recovery coping and later hosted a Poor Relief representative to clarify eligibility and institutional care options for members. Salt Spring members engaged in therapeutic arts and crafts, and Savanna-la-Mar seniors participated in an NCDA psychosocial session during the Civil Documentation Hub.

Persistently low male participation across clubs mirrors trends in the parenting programme, and the team has identified peer-led sessions tailored to men's interests as a potential response.

YOUTH + SPORTS

The Kicking Forward Football Programme

continued as the primary platform for structured youth engagement across all five communities. Following the attendance volatility and western community suspensions of Quarter 2, Quarter 3 saw a more stable trajectory, with all communities except Savanna-la-Mar recording sustained participation growth. A cross-community tournament, planned for Quarter 4, will serve as a unifying focus. Personal development sessions were integrated across communities, with the JCF delivering a conflict-resolution session in May Pen West and NCDA representatives joining a session in Salt Spring covering discipline, education and career advancement.

The Beyond Di Hoop netball programme continued in Rose Gardens and Parade Gardens. Parade Gardens reached its target of 15 participants by February and entered Netball Jamaica's Divisional League. Attendance in Rose Gardens was less consistent, recovering to 14 participants by February. Both communities completed personal development sessions covering self-esteem, accountability and goal setting. Resource gaps, particularly footwear and playing gear, remain a barrier to participation. The programme's formal launch and planned expansion to Savanna-la-Mar are both scheduled for Quarter 4.

Two Police Youth Club (PYC) events were held during the quarter. The Salt Spring PYC was launched in January with 30 participants, formalising governance at a follow-up meeting attended by 35. The Treadlight PYC in May Pen West was relaunched in February, attracting 61 participants. In Parade Gardens, PYC meetings averaged 20 attendees, though participation skews younger than the intended teenage cohort; outreach to former members is planned for Quarter 4. **The Rose Gardens Environmental and 4H Club held its first meeting of 2026, with 30 participants discussing a social enterprise plant nursery concept, with proceeds earmarked for a community breakfast programme for school-age children and seniors.**

COMMUNITY SAFETY



STAR team and parents from May Pen West, Rose Gardens, and Parade Gardens post-training.

Community Intervention Teams (CITs) continued to function as multi-sector coordination forums across communities. East Downtown Kingston CIT meetings in January and February updated stakeholders on Rose Gardens and Parade Gardens programming and introduced the newly assigned SDC officer for Parade Gardens. The May Pen West CIT secured key commitments including JCF attendance at Kicking Forward sessions and SDC governance training for community groups. Salt Spring convened its first CIT since Hurricane Melissa in February, identifying collaborative opportunities including the Red Cross Build Back Better project, while acknowledging that recovery activity had delayed several prior action items. The Savanna-la-Mar CIT was postponed due to scheduling conflicts, reflecting a continuing connectivity challenge in that community.

JCF engagement strengthened during the quarter. Community leaders in Parade Gardens and Rose Gardens attended Crime Prevention Through Environmental Design (CPTED) training, a Neighbourhood Watch session in May Pen West drew 23 participants, and JCF participation in Civil Documentation Hubs in Savanna-la-Mar and Salt Spring supported positive police-community interaction. Consistency of engagement in Savanna-la-Mar and Montego Hills remained a priority area, with sustained visible JCF presence identified as a key objective for Quarter 4.



Looking Forward

Year four, quarter three generated several lessons that will shape programme delivery going forward. The stronger uptake in Cash for Work relative to longer-cycle training programmes confirmed that programme design must account for household financial pressures and the value participants place on immediate income. Youth participation in training continued to be constrained by recovery work, caregiving and displacement, pointing to the need for more targeted mobilisation. A formal readiness assessment process will now precede all future business input distributions, addressing the handover challenges encountered in post-hurricane communities.

Low male participation remained a consistent challenge across training programmes, parenting clubs, senior citizens clubs and community governance. Barriers operate at cultural, economic and institutional levels, and planned responses include father-focused parenting initiatives, expansion of the Male Mentorship Programme, technical training pathways, VPA male empowerment sessions and recruitment through sports.

The Parade Gardens Parenting Club relaunch highlighted the extent to which community transformation depends on stable partnerships and relationships. Mobilising over 300 parents via school-based WhatsApp groups proved more effective than relying on community leaders alone, a finding that the programme will apply more broadly.

SOCIAL PROTECTION + INCLUSION

- Expand afternoon care, school reintegration and the Mentorship Programme.
- Formally launch the Treadlight Primary after-school programme.
- Deliver psychosocial support and essential equipment to four schools in Salt Spring and Savanna-la-Mar.

LOCAL ECONOMIC DEVELOPMENT

- Clear the Nano Grant training and start-up backlog across all communities.
- Scale the school-based training model following the success of the Denbigh High Professional Edge Boot Camp.
- Deliver the Inter-American Development Bank (IADB)-funded social entrepreneur accelerator programme across three STAR communities.
- Establish new employer partnerships following the pause of the IBEX pathway.
- Deliver joint bookkeeping and small business training for Nano Grant recipients in coordination with the Entrepreneurship Component.
- Launch on-campus bank account opening sessions with financial institution partners ahead of the summer employment season.

COMMUNITY-LED ACTION

- Host the cross-community Kicking Forward Football Tournament as a unifying community event.
- Formally launch Beyond Di Hoop in Savanna-la-Mar.
- Complete SDC-led governance training across community groups.
- Launch the JMMB Joan Duncan Foundation's Conversations for Greatness programme in May Pen West.
- Finalise the Pan American Development Foundation (PADF) memorandum of understanding.
- Host four community town hall meetings to review Community Transformation Action Plan progress.





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