



PROJECT STAR

Project STAR
Year Four
June 2025 - May 2026



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:

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Creating Impact Together

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How we work

We believe that with collective action across the society, we can realise a shared vision of Jamaica in which everyone is valued and has the opportunity to thrive.

Collaboration and consultation are at the heart of our approach, which ensures that needs as well as solutions are identified and implemented by the communities themselves. In turn, Project STAR works with our partners – communities, government agencies, NGOs, CBOs and private sector entities and individuals at home and in the diaspora – to connect communities with the services and resources that were agreed during a process of consultation. We have created a rigorous process of feedback, review, learning and improvement so the projects which are undertaken remain relevant and can be owned by the community. Our deep-seated commitment to achieving substantive and sustained change at the community level is demonstrated by ongoing accountability and reporting.



MESSAGE FROM OUR CO-CHAIR, Keith Duncan

As we close Year 4 of Project STAR, I am proud to share reflections on a year that proved the strength of what we have built together. This was a year of steady, measurable progress across our five communities, matched by an extraordinary response to Hurricane Melissa’s impact on our western communities.

I want to commend the JCF for their continued partnership and leadership. Together with our teams’ work on the ground, that partnership has resulted in real improvements in community safety. Homicide rates in STAR communities are now 37 percent below the national average for the period 2022 to 2025, part of a broader decline in crime that the JCF has driven across the country. It is a clear sign of what focused policing and sustained community investment can achieve.

When Hurricane Melissa struck Salt Spring and Savanna-la-Mar in October last year, our response was shaped by something logistics alone could not provide. Our teams knew these communities – the streets, the households and the residents by name, built over four years of sustained, trust-based engagement. That knowledge, and the relationships behind it, is what allowed us to respond with insight, precision and compassion. Within two months our teams, working alongside the JCF and our many partners, reached nearly 10,000 residents across more than 33 neighbourhoods (well beyond our original communities) with needs assessments and relief.

Even while we managed recovery, our core programming continued. On the economic side, our Nano Grant Programme exceeded targets, training 171 entrepreneurs and disbursing 86

grants against a goal of 40. In Year 4 we matched more than 300 residents to jobs and our community hubs reached over 1,600 residents, connecting them to services such as civil documentation and health screening.

Independent reviews throughout the year validated the strength of the STAR model as a sustainable approach to community development in Jamaica. The Inter-American Development Bank (IDB) and Caribbean Policy Research Institute (CAPRI) both confirmed our fidelity to the Theory of Change, with CAPRI naming Project STAR the only Jamaican initiative operating at the “Empower” level of the IAP2 Spectrum of Public Participation. The IDB recommended STAR for regional replication and in May a delegation travelled to Barbados for conversations that reached the level of the prime minister.

As we move into Year 5, our focus turns to transition and sustainability: strengthening Community Transformation Boards, codifying our methodology and assessing readiness for new communities. We remain committed to transitioning communities through stronger local systems without sudden withdrawals.

To our communities, our partners and our team, thank you. Year 4 brought many unexpected moments that tested our resolve, yet we met every challenge with the same discipline that has defined Project STAR since day one.

I am proud and grateful for what we achieved this year, and for what it proves: that STAR is a model that holds up well under real pressure and delivers real change.



MESSAGE FROM OUR CO-CHAIR, Dr Kevin Blake, commissioner of police

As we enter what was expected to be the final year of Project STAR, the true star of the story has become clear: the human spirit. The human spirit is formidable. With the right environment, the necessary support and a sprinkle of hope, people are capable of extraordinary things. They can overcome difficult circumstances and build legacies. People protect what they care about, and when they care about peace, they take responsibility for their own communities. This has been one of the most important lessons of Project STAR.

With more than 60% reduction in murders across Project STAR communities since 2022, STAR's success is unquestionable. People have seen that change is possible. They have seen that their communities do not have to be defined by crime and violence. They have seen that peace is not something to wish for, but something that can be built through the choices we make and the actions we take.

Project STAR has mobilised the spirit of communities and has given tangible support through myriad intervention pathways. Nine hundred and seventy residents have been trained, employment has been secured for more than 300 residents, and lives have been improved. Communities are safer, and children can now grow with hope for a better tomorrow.

The Jamaica Constabulary Force has been proud to be a primary partner of STAR throughout this journey. We have worked alongside communities as they rebuilt and reshaped their sense of what is normal, creating an environment where safety, responsibility and a culture of lawfulness can thrive.

I commend the police officers who work directly within the communities served by Project STAR. These men and women have been both architects and guardians of the progress that has been made. They have created projects, designed interventions, built relationships and listened to the people.

They have reassured residents and, in doing so, have become trusted partners in the communities they serve.

The journey ahead will not always be easy. But the experience of the past four years is evidence of what can happen when people are given the support to take charge of their own future. The next chapter will require all of us to recognise that peace is a shared responsibility, and that every choice we make either strengthens or weakens the society we want to leave for our children.

As we look towards the next five years and beyond, our task is to continue creating the environment in which that human spirit can flourish – an environment where more people can live safely and with hope. Because the mission has always been about the people.



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5. Boys' Town Vocational Training Centre – St Andrew
6. Eastern TVET Institute – Stony Hill Campus – St Andrew
7. Ebony Park Academy – Clarendon
8. Falmouth Campus – Trelawny
9. Garmex Academy – St Andrew
10. HEART College of Beauty Services – St Andrew
11. HEART College of Construction Services – St Catherine
12. HEART College of Hospitality Services – St Ann
13. HEART College of Innovation and Technology St James
14. Jamaican – German Automotive School (JAGAS) St Andrew
15. Lluidas Vale Vocational Training Centre – St Catherine
16. National Tool and Engineering Institute, St Andrew
17. Northwest TVET Institute - Granville Campus – St James
18. Northwest TVET Institute – Kenilworth Campus – Hanover
19. Old Harbour Vocational Training Centre – St Catherine
20. Petersfield Vocational Training Centre - Westmoreland
21. Port Maria Vocational Training Centre – St Mary
22. Rockfort Vocational Training Centre – St Andrew
23. Seaford Town Vocational Training Centre Westmoreland
24. Southwest TVET Institute – Black River Campus, St Elizabeth
25. Southwest TVET Institute – Derrick Rochester Campus & HEART College of Manufacturing and Engineering Technology Campus (H-CMET), St Elizabeth
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“What these five communities have built is now a model for Jamaica.”

~ Saffrey Brown, Project director, Project STAR

EXECUTIVE SUMMARY, Project director, Saffrey Brown

Year 4 will be remembered as the year Project STAR was tested, and the year its model proved itself. Across Rose Gardens, Parade Gardens, May Pen West, Savanna-la-Mar and Salt Spring, residents deepened their leadership of community transformation, sustained progress through the worst hurricane in a generation, and saw their work recognised by independent reviewers, Cabinet and neighbours across the Caribbean region.

Hurricane Melissa became the clearest test yet of whether Project STAR's relationships, systems and community trust could withstand real pressure. The storm made landfall on 28 October 2025 and caused catastrophic damage in the western communities of Salt Spring and Savanna-la-Mar. Within 72 hours, STAR teams were on the ground assessing the damage. Within two months, relief had reached an estimated 9,480 people across 33 community areas, including more than 7,000 meals and food packages, over 6,200 hygiene kits, nearly 1700 roofs secured or repaired that helped 1,765 households secure their homes.

That speed was possible because of the four years of trust and relationships that had been well established long before the storm. Residents spoke openly with people they already knew, and that trust, backed by a tested model, helped unlock a US\$100,000 United Nations Development Programme (UNDP) recovery programme within weeks of the disaster. Even in the face of crisis, the safety gains communities had built continued. Across STAR communities, the homicide rate fell by 67% between 2022 and 2025, from 46 to 15 per 100,000 residents, placing these communities 37% below the national average. Parade Gardens marked more than a full year without a homicide, an achievement the Jamaica Constabulary Force publicly credited to residents themselves.

Those safer conditions created room for livelihoods to grow, despite disruptions throughout the year. Some 970 residents completed training across more programme types than in any previous year, with a 97% average completion rate. The programme secured 319 job placements and 29% of placements were retained for six months or more. Entrepreneurship was the standout result: 171 residents were trained and 86 business grants were disbursed, more than double the target.

The same momentum reached homes, schools and young people. At the Holy Trinity Grade 7 Academy, 82% of 117 assessed students measurably improved their literacy. Parenting clubs became active in all five communities, the first formal case management portfolio was launched, and the first inter-community football tournament brought youth from all five communities together, with eligibility earned through consistent attendance and positive conduct.

This progress was also recognised beyond the communities themselves. The Inter-American Development Bank's Situational Analysis and CAPRI's Who Gets Heard? each affirmed the strength of the model, with CAPRI identifying Project STAR as the only Jamaican initiative operating at the “Empower” level of public participation. Cabinet also approved STAR's methodology, and a delegation travelled to Barbados to support early conversations on regional replication.

The Project STAR team enters Year 5 with very clear next steps. The year ahead will focus on consolidation: helping communities transition through stronger local systems rather than abrupt withdrawal, documenting the model so others can use it, and defining the essential package of support a community needs to be considered served. **What these five communities have built is now a model for Jamaica.**

LOCAL ECONOMIC DEVELOPMENT



- 1 600+ benefited from entrepreneurial + business development programmes
- 2 171 small business initiatives launched or strengthened
- 3 970 residents trained
- 4 319 jobs secured
- 5 86 entrepreneurs + businesses received seed or growth funding

COMMUNITY-LED ACTION & PARTNERSHIPS

- 1 Resident engagement at STAR community town halls met 156% of target
- 2 All 5 Community Transformation Boards (CTBs) remained active throughout the year
- 3 STAR’s community youth engagement exceeded targets by over 100%



5 TARGET COMMUNITIES	46,000 RESIDENTS WITHIN REACH OF THE PROGRAMME	67% FEWER MURDERS SINCE 2022	9,480 PEOPLE REACHED AFTER HURRICANE MELISSA
1,681 RESIDENTS SERVED THROUGH COMMUNITY HUBS	82% OF GRADE 7 ACADEMY STUDENTS IMPROVED IN LITERACY	970 PERSONS TRAINED	97% TRAINING COMPLETION RATE
319 EMPLOYMENT PLACEMENTS	171 ENTREPRENEURS SUPPORTED	86 NANO-GRANTS DISBURSED	5 PARENTING CLUBS, NOW ACTIVE IN ALL FIVE COMMUNITIES

Why Project STAR matters

“...the clearest lesson [of Project STAR] is that long-term change is more likely when residents are treated not simply as service users, but as decision-makers working alongside government, civil society and the private sector.”

Project STAR marks a shift in how Jamaica can approach community transformation and violence prevention. It shows that safer, more resilient and more connected communities are built, not through one-off interventions, but through integrated, community-led development. Across the five STAR communities, the clearest lesson is that long-term change is more likely when residents are treated not simply as service users, but as decision-makers working alongside government, civil society and the private sector.

That shift is most visible in the Community Transformation Boards and Action Plans. These structures have strengthened local ownership, built community confidence and moved residents into more meaningful leadership roles. They have also created a foundation for coordination and accountability beyond individual projects. At the same time, the programme has helped rebuild social connection. Public spaces once associated with fear or conflict are increasingly being used for positive activity, and the return of families and children to community life is a powerful sign of restored confidence. On the economic side, STAR has connected individuals, small businesses and formal systems in more durable ways, moving livelihood support beyond isolated activities toward broader economic opportunity.

The model also shows the value of working together. **STAR's collaborative structure has improved coordination among government, the private sector, civil society, multi-laterals and communities, reducing fragmentation and showing that the private sector can contribute far more than funding.** Partners have brought operational support, employment pathways, technical expertise and long-term commitment. STAR's evidence-driven approach has also kept activities responsive to changing community realities, while independent reviews by the Inter-American Development Bank and CAPRI have strengthened confidence in the model and its early results. The response to Hurricane Melissa further showed that systems built through community transformation can also help communities withstand and recover from major shocks.

This growing recognition was reflected nationally in Jamaica's 2026 Voluntary National Review Special Report, prepared for the Private Sector Organisation of Jamaica (PSOJ). **The report featured Project STAR as a model for economic transformation and productivity growth, with a full case study on its systems approach to community transformation. It positioned STAR as an example of the shift the private sector must make: from fragmented charitable efforts to coordinated, place-based development focused on lasting results.**





BUILDING RESILIENT COMMUNITIES TOGETHER

From nurturing the minds of learners, strengthening community infrastructure, and supporting the livelihoods of families, together we will build the capacity of our people and cultivate opportunities where they matter most.





FROM HUSTLING TO BUILDING A FUTURE

Three years into steady work, Ansel Thompson is seeing what stability can make possible.

At 28, Ansel Thompson's story is a reminder of what can happen when hard work meets the right support at the right time.

Before Project STAR, Ansel was doing what he could to get by: taking odd jobs, managing uncertain pay, and trying to make each week stretch into the next. He worked hard, but steady progress remained out of reach.

“I always knew I was capable of more. I just needed the opportunity.”

~ Ansel Thompson

That opening came through Project STAR's Job Readiness Training Programme, where Ansel gained the guidance and skills to move into steady work. Today, he is a Maintenance Officer at Altamont Court Hotel in Kingston and has held the role for three years. A regular income has helped him plan with more confidence, while the job has given him a stronger sense of purpose and belief in what he can do next. Ansel credits Project STAR with helping him secure that job and take steps toward greater financial independence, opening doors he could not easily reach on his own.

He is no longer simply hustling to survive. With steady work behind him and new confidence ahead, Ansel is building the future he always believed was possible.

DRIVEN BY FAMILY, GROWING THROUGH WORK

For Curtis Swyer, steady work is not only about earning an income. It is about showing up every day for the people who depend on him.

At 38, Curtis has worked as a Warehouse Attendant at T-Geddes Grant since August 2023, building nearly three years of experience in a professional and supportive environment. Along the way, he has gained more than a job. Through coaching, hands-on learning and daily practice, he has sharpened his skills and grown in confidence.

“My family is my greatest motivation. They're the reason I push forward, even when it's hard.”

~ Curtis Swyer

That motivation carries him through the everyday balance of work and home. Steady employment has helped Curtis provide for his family, meet daily expenses and keep building himself while carrying the responsibilities of fatherhood and household life.

Curtis sees his job as a foundation, not a finish line. He is still looking for new skills to learn and new opportunities to take, with one purpose guiding him: to create a better future for his family.

PROJECT STAR's THEMATIC AREAS

1



**SOCIAL PROTECTION AND
INCLUSION**

2



**LOCAL ECONOMIC
DEVELOPMENT
(LED)**

3



COMMUNITY-LED ACTION

THEMATIC AREA 1

SOCIAL PROTECTION AND INCLUSION

Snapshot of our Year 4 performance

Indicator	Target	Actual	% of target
Residents accessing services via Community Hubs	2,000	1,681	84
Households under case management	60	31	52
Youth in sports & leadership programmes	247	388	157
Students in remedial / afterschool programmes	300	395	132
Parents in Parenting Clubs	70	110	157
Residents receiving civil documentation	800	277	35
Households referred for health or social support	610	139	23

Year 4, social protection and inclusion programming took on the full complexity of mature community development work. We delivered essential services through an expanded hub model, managed increasingly acute psychosocial caseloads, supported measurable gains across a growing school portfolio, and launched a formal case management system for the first time in the programme’s history. Hurricane Melissa reshaped priorities for the second half of the year, while the launch of the Violence Prevention Alliance’s Baby Matters parenting strategy deepened family-facing support.

HURRICANE MELISSA EMERGENCY RELIEF DISTRIBUTION

The humanitarian response to Hurricane Melissa was Year 4’s most operationally demanding achievement. The Hurricane’s

impact on Salt Spring and Savanna-la-Mar was significant: residents displaced, community infrastructure destroyed and the livelihoods of micro-entrepreneurs built through the programme wiped out.

We moved immediately. Within 72 hours, STAR teams were conducting damage assessments door to door, identifying the households most in need of shelter, food and hygiene supplies. Because residents already knew our teams, needs were assessed quickly and honestly and distribution began while the fuller assessment framework was still being built. **Within two months, the response had reached an estimated 9,480 people across 33 neighbourhood communities in St. James and Westmoreland – expanding our reach beyond our communities given the need.**



We suspended all non-relief programming in both western communities and the whole team pivoted: programme officers to distribution, administrative teams to logistics, community mobilisers to needs assessment.

Relief addressed both immediate survival and the foundations of recovery. Families who had lost food supplies and working kitchens received hot meals, staples and water. Households with damaged roofs received tarpaulins for temporary cover and zinc and plywood for permanent repairs. Hygiene kits, baby supplies and sanitary napkins protected health and dignity and helped prevent disease outbreaks, while clothing and footwear replaced what flooding destroyed. A rigorous warehouse and distribution monitoring system tracked every item from receipt to handover, allowing us to extend support to neighbouring areas and

12 institutions while core STAR communities remained the priority.

None of this was possible alone. The JCF provided support at distribution points, ensuring safe and orderly access for the most vulnerable, while partnerships with organisations including the JMMB Joan Duncan Foundation, American Friends of Jamaica, Carreras, National Bakery, Jamaica Producers, Musson Foundation, Sagicor Financial Company, OMNI Industries, Kemtek Development and Construction Limited and Rhino Jamaica enabled distribution at the scale reached. A US\$50,000 grant from the American Jewish Joint Distribution Committee, earmarked for repairs to the Y’Menettes Community Resource Centre in Savanna-la-Mar, strengthened the response’s long-term recovery dimension.

THEMATIC AREA 1 SOCIAL PROTECTION AND INCLUSION

As emergency gave way to recovery, Kicking Forward, our sports-based youth development programme, restarted first, roughly eight weeks after the disaster. Young people and families had asked for its return as a sign of normalcy, and its focus on psychosocial support and team building matched what recovery required. The needs data gathered during the emergency shaped programming for the rest of the year, with particular attention to household economic recovery, psychosocial support and education catch-up.

COMMUNITY HUBS AND CIVIL DOCUMENTATION

Community Hubs remained one of the most visible ways residents accessed services in Year 4, reaching 1,681 people across all five communities. The model outgrew the previous year’s health-centred events: by year’s end, a single hub could offer medical screening, civil documentation, social welfare registration, HIV/STI testing, dental services and land and water agency consultations in one visit, with the JCF present throughout.

The December 2025 Parade Gardens Family Fun Day showed the model at its most effective. Held to celebrate more than two years without a major crime in the community, it drew an estimated 1,000 residents. We funded 30 birth certificate applications on the day, 21 completed on-site, and 37 residents received medical screening: a community celebration that lowered every barrier between residents and the services they needed.

The April 2026 “Life After High School - Pathways to Success” hub at Holy Trinity High School broke new institutional ground, embedding services in a secondary school for the first time. Four tertiary institutions joined JMMB Group, HEART/ NSTA Trust, TRN and NIS services, PriceSmart and the Ministry of Labour and Social Security to

offer career information, civil documentation, mock interviews and bank account opening. Eighteen students were documented for follow-up employment support, and the school has since requested a session for lower grades.

Civil documentation hubs held in Savanna-la-Mar and Salt Spring reached over 370 residents. Across the year, more than 250 residents received civil documentation through tracked distributions, and eight months of persistent advocacy with PATH produced a breakthrough: 117 residents across Rose Gardens and Parade Gardens confirmed for benefits.

EDUCATION AND SCHOOL-BASED PROGRAMMES

Year 4’s education portfolio produced strong results. The Holy Trinity Grade 7 Academy, implemented through Zeal Learning Centre, delivered the year’s standout results: 82% of 117 students demonstrated measurable academic improvement, some progressing from pre-primer reading to Grade 9 proficiency, with several classes gaining more than a full year in reading development. Differentiated curricula, ability-based groupings, teacher attendance above 90% and targeted phonics support for non-readers underpinned that progress.

At Holy Family Primary, the Scotia Foundation-funded Student Education and Empowerment Programme (SEEP), administered by the Child Resiliency Programme (CRP) team, moved students from a baseline where 60% of participating Grade 4 students read at Grade 1 level or below to 73% reading at Grade 3 level or higher by year close. Several were recognised at the school’s prize giving ceremony as Most Improved Students and Top Academic Performers.



“Reduced levels of anxiety and misbehaviour among the children; continued improvements in self-confidence and self-esteem as well as an increase in pro-social behaviours and better conflict management.” ~ Shakeria Northover, Programme Coordinator, Holy Family SEEP

The School Feeding Programme supported vulnerable students at four early childhood institutions in Rose Gardens and Parade Gardens, and all four began Year 4 with better attendance than the prior year, led by dramatic gains at Highholborn Street Basic (56% to 81%) and Parade Gardens Pre-Prep (79% to 99%). Parade Gardens Pre-Prep never fell below 81% all year: the year’s best performer, and proof of what school culture, parental engagement and nutrition achieve together. Late-year declines at two schools

showed the programme approaching the ceiling of what meals alone can do, with economic hardship, unstable housing and transport barriers driving absenteeism in ways nutrition alone cannot address. Closing the gap to the Ministry of Education, Skills, Youth and Information’s 90% benchmark will take earlier identification of at-risk students and targeted family case management: where Year 5 goes next.

Two programmes taught us some of the critical components for after-school support success. The Treadlight Primary After-School Programme in May Pen West, created in direct response to the community’s own CTAP priority, launched in March with 100% teacher attendance every month, student attendance averaging 76% to 83%, cooked meals twice weekly, and parents so engaged

they regularly sat in on sessions. An external community member serving as programme coordinator, a feature unique among STAR after-school programmes, strengthened both fidelity and documentation. At Kingston Technical High School, a January reset built around willing participants, rewards and guest speakers lifted attendance 350% in a month before outdated equipment and a two-week Wi-Fi outage pulled numbers back; a committed core held on, with two students maintaining perfect attendance all semester and seven progressing a level on the Fast ForWord literacy platform.

The lesson is clear enough to act on: reliable equipment, meals and consistent adult presence determine whether these programmes hold their gains.

After the hurricane, the Canada Fund for Local Initiatives (CFLI) Education Restart Initiative helped three western schools reopen properly, each according to its need: solar power and an industrial printer for Sir Clifford Campbell Primary, a protective awning for Salt Spring Primary, and furniture and teaching aids for Hartfield Basic.

Teachers received trauma response toolkits and training, so psychosocial support is now accessible in daily classroom practice rather than depending on outside facilitators. The Canadian High Commissioner visited in March and heard the resounding positive feedback directly from teachers, parents and students.

SOCIAL WORK AND CASE MANAGEMENT

Year 4 saw the launch of our first formal case management portfolio, concentrating STAR’s full suite of support on the households facing the deepest challenges. Thirty-one households were enrolled by year-end, 70% of them in Salt Spring and Savanna-la-Mar, where stationed social workers could sustain the work.

One of our first closed cases shows the major

difference coordinated support makes. A young mother with a disability in Parade Gardens, caring for an infant, was assessed, confirmed for Poor Relief assistance from January 2026, connected to her community’s Parenting Club, and supported toward remote employment and micro-enterprise pathways. No single service could have done that; the combination did. **Sustainable household transformation requires economic, social and parenting support delivered together.**

The caseload also confirmed something residents have known well: these communities have psychosocial burdens that need clinical expertise, not just goodwill. Cases included teenagers in mental health crises with nowhere to turn for timely counselling, adults living with depression inside controlling households, and children carrying trauma from school exclusion and court involvement.

The School Re-engagement Programme grew to 16 active cases, each with overlapping barriers such as school fees, chronic illness, suspected learning disabilities and missing documentation, and closed the year 36% below target.

Where social workers were present, improved outcomes followed. Savanna-la-Mar exceeded its re-engagement target in Quarter 3, Salt Spring returned two young people to school, and The Learner Centre in St. James emerged as a valued partner for students needing an alternative to mainstream re-integration.

The Male Mentorship Programme, launched with eight mentors and 24 mentees, stalled in Quarter 4 amid pairing difficulties and limited follow-through. Only the Savanna-la-Mar cohort completed audit and reorientation by year-end, and a structured three-month revamp begins mid-June 2026 across all remaining communities using Savanna-la-Mar as the template.



THEMATIC AREA 2

LOCAL ECONOMIC DEVELOPMENT

Snapshot of our Year 4 performance

Indicator	Target	Actual	% of target
Participants trained	1200	970	81
Formal job placements	441	296	67
Placements retained at least 6 months	30%	29%	97
Entrepreneurs supported	80	161	201
Residents accessing formal financial services	200	8	4

Year 4 widened the ways residents could build a livelihood. We trained through more pathways than any previous year and exceeded every entrepreneurship target, while employment retention held close to target despite the hurricane and the natural saturation of four years in the same communities. The year closed with a rebuilt participant database and the programme’s first business assessment framework, giving Year 5 firmer ground to stand on.

TRAINING PATHWAYS AND WORKFORCE DEVELOPMENT

An estimated 970 residents completed training in Year 4, across Job Readiness Training, Production Worker Training, BPO customer service certification, HEART/NSTA Trust hospitality certification, school-based bootcamps, UNDP hurricane recovery training and bookkeeping for small business. Ninety-seven per cent of those who started finished, and completion in job-based training rose 145% on the previous year: this reflects better screening before enrolment and of the determination residents bring once they commit.

Training moved into schools at scale for the first time. It began at Kingston Technical High School with 75 students in November 2025, expanded to Denbigh High School with 161 students across four groups in January 2026, and finished at Foga Road and Holy Trinity High Schools in March. The results held up against community-based delivery: at Denbigh, average test scores rose from 86.4% to 91.3%, and students rated their own readiness between 4.1 and 4.7 out of 5 across professional skills. Word spread fast enough that the second Denbigh group recorded 102% turnout. Holy Trinity’s group finished with every student completing and 53% male participation, among the year’s highest outside physical labour training.

A critical piece of this final quarter’s work was our continued improvement on verification of the data that helps to guide the programme’s impact. To this end, we called more than 800 participants across all five communities, confirmed each person’s current employment standing, and rebuilt the tracking system around a single STAR ID. The result is a verified life-of-project record: 632 people placed in jobs since the programme began and 296 in work at year-end. While these figures are lower than previously reported, the difference reflects more rigorous data verification process rather than any change in what residents achieved. The exercise delivered a much cleaner benchmark for delivering future projects and had an immediate impact: 313 residents identified as reachable, engaged, and ready for work now.

The calls also revealed something valuable about connection itself – many people re-engaged in the process simply because of this direct contact approach. Retention finished at 29% against a 30% target. May Pen West held the strongest record, with 37% of employed residents keeping their jobs for six months to a year. The pattern across communities is worth reading closely. Salt Spring placed the highest share of its enrolled residents at 76%, yet had the lowest share still working at 40%, while May Pen West placed fewer but kept more, at 66%. Across all five communities, 60% of enrolled residents have been placed at some point and 53% are currently working. In several communities the challenge has shifted from finding work to keeping it, which is why Year 5 introduces regular check-ins with placed residents and a sharper focus on the six-month mark.

Individual stories show what the pathway makes possible. A Parade Gardens participant found work during Job Readiness Training, before finishing the course. Two May Pen West graduates were referred to Dara Farm Store in Denbigh and hired as cashier and store assistant. Employer confidence is now one of the programme’s most durable assets: Consolidated Bakeries interviews every Production Worker graduate sent by the STAR team, a trust built over four years that

lets new employer partnerships start faster than they otherwise could.

The residents still waiting for work face harder circumstances than those we served in the first three years. Barriers include few formal qualifications, a preference for informal earning, reluctance to take shift or minimum wage roles, and, increasingly, the effects of trauma, difficulty managing emotions and substance use, all of which undermine interviews and make jobs hard to hold. More training and more employer outreach will not be enough on their own. Monthly job-readiness refresher sessions, participant lists sorted by how ready each person is, and clear routes into entrepreneurship or mental health support are all included in the approach that will be implemented in Year 5.

ENTREPRENEURSHIP AND NANO GRANT PROGRAMME

The Nano Grant Programme trained 171 residents against a target of 140 and handed over 86 grants against a target of 40, a 69% increase on the prior year. The improvement came from a deliberate decision to prioritise getting grants into people’s hands over running new training groups. May Pen accounted for 35 of the year’s grants, Savanna-la-Mar 21, Parade Gardens 13, Salt Spring 12 and Rose Gardens 5, bringing the programme’s total to 137 since it began. Knowledge gains held up across every group, ranging from 26% to 63%. In Parade Gardens, one participant moved from a pre-test score of 1 to a perfect 7. In May Pen, a recipient who entered the March grant cycle with no business of their own has come out of it running a thriving poultry-rearing operation, an enterprise built entirely from the grant process.

Delays between training and receiving business inputs remained the biggest operational problem, with months passing in most groups. A three-month standard from approval to delivery, back-up suppliers identified in advance and a readiness check before handover now address the



causes, alongside the flexibility the western communities needed when damaged premises and displacement left some recipients unable to accept their goods.

Two developments point toward more formal businesses. A bookkeeping session in May Pen West, our first structured follow-up to grant training, paired the teaching with walkthroughs of Companies Office Of Jamaica (COJ) registration and the paperwork required. Six businesses registered and six opened business bank accounts, the strongest result anywhere in the programme. Parade Gardens and Rose Gardens each have 13 residents wanting to register but no business bank accounts yet, making that extension a Year 5 priority. A review of records across all groups since the programme began confirmed 17 registered businesses and 13 with active bank accounts, and the new STAR Business Standard gives us a first clear benchmark for what a compliant, well-documented business looks like.

Women outnumbered men in every community and every group, both in training and in grants. Part of that reflects a greater readiness to complete the paperwork, and part reflects the sectors people apply from: food production, beauty services, craft and retail. Where the sector matched, men came. May Pen’s September 2025 agricultural group was made up mostly of male farmers under 30. The IDB Social Enterprise Acceleration programme in Year 5 will apply that lesson by designing groups around sectors that draw younger men. May Pen West’s agricultural work deepened further with the Rural Agricultural Development Authority (RADA), with 19 farmer identification cards distributed after farm checks, 21 more applications submitted, and 39 residents trained in protecting livestock during disasters, weeks before Melissa made that training count.



THEMATIC AREA 3

COMMUNITY-LED ACTION

Snapshot of our Year 4 performance

Indicator	Target	Actual	% of target
Community Transformations Boards (CTBs) meeting regularly	100%	100%	100
Annual community town halls held	5	3	60
Capacity-building workshops for CTBs / CBOs	20	18	90
Referrals to restorative justice or counselling	97	8	8

Year 4 strengthened the structures residents use to lead their own development, and showed clearly the commitment by communities to have these structures strengthened. All five Community Transformation Boards (CTBs) stayed active, executive bodies were re-established in May Pen West and Rose Gardens, parenting clubs became operational in every community, and Police Youth Clubs were launched or relaunched. **In Rose Gardens, the 4H Environmental Club began designing a community-owned business entirely on its own initiative: the clearest sign yet of what ownership looks like when it takes root.** The challenges are equally clear. Groups still depend on STAR staff to keep meetings running, men remain largely absent across every type of community organisation, and training has not yet translated into organisations that function independently. This gap has to be addressed in Year 5.

COMMUNITY TRANSFORMATION BOARDS

The Community Transformation Board brings together leaders of community organisations to drive the plans residents themselves created. Because the Community Transformation Action Plans (CTAPs) came from residents’ own priorities, board members need to stay involved in delivering it. All five boards remained active through Year 4, meeting regularly in about 80% of cases, with the western boards disrupted by the hurricane.

As the community boards have evolved, meetings have increasingly included updates on activities being led by the STAR team. In Year 5, there will be a greater emphasis on strengthening the boards’ leadership and decision-making role, with meetings focused more deliberately on community priorities, strategy and actions led by residents themselves. This will be supported by Social Development Commission (SDC) training in areas such as executive roles and responsibilities, secretarial functions and the recruitment and onboarding of new members.

The meetings in Year 4 revealed that communities are at different stages. Parade Gardens consistently reached quorum and advanced its own business idea, Open Harbour, a community-owned enterprise offering food and cultural events, designed to earn the Community Development Committee an income beyond donor funding.



Rose Gardens elected a new executive and a new president at its January 2026 plan review. Savanna-la-Mar rebuilt after hurricane disruption, lifting attendance from four members at one meeting to 12 at the next, back to pre-Melissa levels, with 11 members trained by STAR’s monitoring officer in collecting and analysing their own data.

May Pen West and Rose Gardens both remain active, with opportunities to further strengthen their governance and effectiveness. Greater clarity around executive roles and the relationship between the boards and Community Development Committees will help to support their continued development and strengthen community-led decision-making.

Salt Spring remained the most developed Community Development Committee, despite starting its plan later than anywhere else. During Year 4 the community advanced four of its six priorities: conflict resolution through Kicking Forward and restorative justice sessions, literacy and skills through the summer camp, youth inclusion through the newly launched Police Youth Club, and family strengthening through the Parenting Club and civil documentation hubs. At the April 2026 medical hub, a committee member used personal contacts to source most of the medical equipment needed, and her son served as the event’s only doctor. That is what community agency produces when local relationships are given room to develop.



Three communities held Town Halls, open to all residents. Rose Gardens drew 132 people, May Pen West 82 and Salt Spring 68, each exceeding the 60-person target. Community champions were formally recognised through the presentation of certificates, plaques and public acknowledgements, reinforcing the value of volunteerism, civic participation and collaborative leadership in advancing the objectives of the CTAP. Savanna-la-Mar and Parade Gardens will host such meetings in Year 5.

COMMUNITY BASED ORGANISATIONS

Introduced in Year 4, the audit scorecard gave STAR a new way to design support. Before delivering training, officers now assess how each organisation keeps its records and documents, then tailor support to its specific needs. The Rose Gardens Parenting Club, Rose Gardens Environmental and 4H Club, Parade Gardens Community Development Committee and Innerscity Youth Task Force were all assessed and given individual support plans. This marks a shift from generic training to evidence-based support, which will be even

more important in Year 5 as organisational survival becomes a key measure of programme success.

Training in May Pen West, facilitated by the SDC, brought together 47 representatives from the CTB, Police Youth Club, Senior Citizens’ Club and Havannah Heights Parenting Club to work on record-keeping, running meetings and managing money. Attendance concentrated among executive members, which limits how far the knowledge spreads. In Year 5, STAR will encourage wider attendance and circulate materials in advance, so members arrive prepared.

Project STAR held a Social Enterprise Capacity Development Workshop for six members of the Parade Gardens Community Development Committee at the Parade Gardens Community Centre. The workshop strengthened the CDC’s ability to develop sustainable, income-generating social enterprises by revisiting five previously identified business ideas and agreeing to move three into business planning: Open Harbour, Party Supplies Rental, and Sip and Paint Events. Members shared their assessment of the waterfront venue, noting



that Fridays and Saturdays draw the most activity, with Saturday offering the strongest trading opportunity. The process clarified the support these enterprises still need: stronger business planning and governance skills, and a shared commitment to managing them for collective benefit.

COMMUNITY EVENTS

In Year 4, community events did more than gather crowds – they created moments of connection, opened the door to practical support, and gave residents new opportunities to step forward as leaders.

The World Peace Day Football Competition in Savanna-la-Mar in September 2025 turned sport into a bridge across communities. Teams from Harmony Town, Cooke Street, Seaton Crescent, New Market Oval and Tivoli came together for a seven-a-side tournament with more than 52 players. Cooke Street True Juice All-Stars took the title, but the bigger win was what happened around the field: residents learned about Kicking Forward, Job Readiness Training and civil documentation services, and some collected birth certificates on site.

Labour Day in May 2026 included young people taking pride in the places they call their own. In Savanna-la-Mar, Kicking Forward and Beyond Di Hoop participants repainted floors, refreshed walls and installed windows at the New Market Oval Sports Complex, including some of the same young people who had once defaced the space. In Salt Spring, 37 residents cleared a dump site opposite the primary school and restored Hartfield Playfield. In Rose Gardens, the Environmental and 4H Club beautified Rum Lane, while Kicking Forward participants joined a harbour cleanup entirely on their own initiative.

Corner Reasoning sessions in February 2026 brought STAR directly to the streets, reaching about 62 residents in Rose Gardens and 81 in Parade Gardens. The conversations were just as important for what they uncovered as for what they shared. In Rose Gardens, the sessions opened contact with residents on the western side of the community who had never engaged with the programme before, leading to 114 new WhatsApp sign-ups and fresh interest in employment, entrepreneurship and Beyond Di Hoop. The lesson was simple: when conversation meets people where they are, it

reaches residents that formal channels often miss.

Elsewhere, 22 members of the Havana Heights Parenting Club, Treadlight Senior Citizens' Club and Race Track Police Youth Club trained with the 4-H Clubs of Clarendon in sweet potato flour production, learning the full process from harvesting to milling, with certification pending and livelihood potential to follow.

COMMUNITY SAFETY

Across the five communities, the homicide rate fell 67% between 2022 and 2025, from 46 to 15 per 100,000 residents, leaving STAR communities 37% below Jamaica's national average.

Parade Gardens recorded more than a full year without without a murder, marked formally by JCF leadership and celebrated at the December Family Fun Day. Deputy Superintendent Rohan Ritchie publicly credited residents for the achievement. This was a significant action as communities publicly recognised for their part in keeping the peace are more likely to keep doing it. Safety work ran through four channels: JCF community meetings, Community Intervention Teams (CITs), restorative justice, and conflict resolution sessions in schools. Neighbourhood Watch sessions in May Pen West engaged 23 residents, and the JCF's continued presence at Kicking Forward built relationships outside enforcement settings.

In Salt Spring, residents organised to demand a reliable water supply, taking their case through civic channels and securing meetings with both the JCF and their Member of Parliament. STAR provided meeting space and refreshments; reinforcing STAR's proper role as a platform for action with residents leading themselves. In Parade Gardens and Rose Gardens, training with the Pan American Development Foundation introduced community leaders to designing safer physical spaces, treating residents as contributors to safety rather than recipients of policing.

At Calabar Primary and Infant School, a

November 2025 session led by Raymond Anderson of the Ministry of Justice and Constitutional Affairs Restorative Justice Unit introduced students to the concepts of harm, accountability and repair. When asked how to make things right, students proposed apologies and returning what was taken – an instinct for fairness that will be further strengthened. Extending these sessions to parents at PTA meetings is planned for Year 5.

SENIOR CITIZENS' CLUBS

The programme grew from three active clubs to four with the launch of the Treadlight Senior Citizens' Club in May Pen West, bringing membership above 110 seniors project-wide. Participation remains heavily female everywhere, and Year 5 will test peer-led sessions built around men's interests as a way in.

Treadlight was the year's most active club despite being the newest. Within two months it had held financial literacy and medication management sessions, a Valentine's Day dinner, planning workshops and executive elections. The financial literacy session produced five bank accounts opened on the spot and 32 Senior Citizens' ID applications. Members then ran their own Charity Soup Kitchen, contributing cash and supplies, cooking for elderly residents and shut-ins, and serving more than 20 people. They also donated a wreath, soup and 100 cups to a community member's funeral, feeding more than 80 residents.

In Rose Gardens, a check-in after the hurricane found many members with roof damage or leaks. The programme responded by building a session on coping with hurricane recovery into the January 2026 New Year's Dinner, which also broke a long stretch of isolation. In February, a Poor Relief representative helped members understand what support they qualify for, including care options for those looking after adult relatives with mental illness: a need that usually falls between elderly care and social protection that often gets missed by both.



The Salt Spring Visionary Senior Citizens’ Club kept up its weekly programme of wellness activities, arts and crafts and recreation, developed with the National Council for Senior Citizens. April brought 93 attendances across four sessions (58 female, 35 male), boosted by a JMMB Conversation for Greatness session that drew 52 people including members from other STAR groups. Regular weekly attendance held steady at 13 to 14, and introducing bingo lifted participation further. In Savanna-la-Mar, the Seaton Crescent club took part in the February documentation hub, where members accessed psychological support alongside their paperwork, and several vulnerable members were referred to Meals on Wheels. The club elected a new president, secretary and treasurer, with other positions still to be filled.

PARENTING PROGRAMME

The parenting portfolio reached five active clubs across all five communities, with Salt Spring established and Parade Gardens relaunched in January 2026. The Violence Prevention Alliance’s Baby Matters programme was embedded everywhere after 18 facilitators were trained, giving every community the same curriculum and a shared basis for measuring how parenting changes. Baby Matters works through a “Discuss, Demonstrate, Do” structure for parents and caregivers of children aged nought to three, and was well received across communities. Parents of young children stayed engaged while more experienced parents brought their own hard-won knowledge into the discussion. In Year 5 the Violence Prevention Alliance will survey participants on what they retained and applied at home, run one-to-one sessions for mothers who missed the workshops, and explore delivering the programme through early childhood institutions at parent meetings.

The Havana Heights and Rose Gardens clubs were the year’s strongest, meeting regularly and organising their own activities, including a healthy cook-off in Rose Gardens showcasing balanced meals presented creatively.

“When I sat in on that parenting style session

done by the social worker at Project STAR, it really gave me a new perspective, and I have really started being there for my children, being their role model and their friend so that they are not afraid to talk to me.” ~ Shellian Mayne, Rose Gardens resident and Parenting Club member

Salt Spring’s club launched in January 2026 at the Peace and Justice Centre with 35 parents and a National Council on Drug Abuse session on managing trauma, timed for a community still processing both material loss and the storm’s emotional aftermath. Later sessions fell below target because of weather and mobilisation difficulties, closing the year at 18 participants. Year five will include a dedicated mobilisation strategy aiming for at least 20 parents at 85% of meetings. Parade Gardens relaunched after months of dormancy, overcoming last-minute absences, venue disputes and existing community divisions to grow from 10 to 21 members within two months, with three fathers and a grandfather at the first session and an interim president and secretary in place by February. Attendance then fell back to 12 by year-end, with a key lesson demonstrating that restarting a dormant club in a community with existing tensions takes more preparation than starting fresh.

In Savanna-la-Mar, attempts to relaunch the Cooke Street club were disrupted by member disagreements and weather. Rather than persist with two struggling groups, STAR proposed merging Cooke Street and New Market Oval under one executive, an idea parents from both communities welcomed at a joint meeting for its potential to build a stronger network. The New Market Oval club met consistently despite the weather, closing the year with a Baby Matters workshop attended by eight parents, five from New Market Oval and three from Cooke Street: cross-community participation where the previous quarter had none. In Year 5, STAR will explore the National Council on Drug Abuse’s Operation Lighthouse Family Intervention Programme, a five-week series of workshops and counselling sessions for families with children moving from primary to secondary school.



Big Man Tings remained the programme’s most effective work with fathers, creating space for men to talk openly about fatherhood and parenting. At a November 2025 session in Rose Gardens, nine fathers discussed what fatherhood means beyond providing money, and facilitators noticed men from different parts of the community talking to each other who ordinarily would not. A January 2026 session in Havana Heights and Savanna-la-Mar engaged 30 men aged 16 to 70, with the age range itself generating conversation across generations.

“Thanks for the great experience today. I really got to share some stories that I have never talked about and most importantly gain some valuable ways to make myself a better father.”~ male participant

Father-focused sessions continue to draw strong interest, but that interest has not yet translated into steady participation in the parenting clubs, where women currently make up about 90% of members. In Year 5, STAR will build on what is already working by strengthening the Male Mentorship Programme and exploring a dedicated Father Matters approach, with activities designed for fathers, more direct outreach, and sessions led by men themselves.

YOUTH AND SPORTS

Youth programming reached its widest scale yet in Year 4. At its peak, Kicking Forward engaged more than 300 young people each quarter. Beyond Di Hoop netball

programme was formally launched across two communities, Police Youth Clubs were launched or revived in three communities, and the year ended with the first football tournament to bring all five STAR communities together.

The impact was visible on and off the field. Coaches reported stronger discipline, better conflict resolution and positive changes in behaviour among Kicking Forward participants, supported by behaviour change surveys throughout the year. Salt Spring’s coach, Travis Cooke, offered one of the clearest reflections: **“I have seen a lot of improvement in the behaviour of most of the youngsters involved in the programme... In terms of their overall performance so far, I would give them an 80 percent pass mark. Honestly, Project STAR has done a tremendous job thus far and has aided us immensely in seeing a positive impact and growth in the Salt Spring community. STAR has done, in my eyes, what it sought to do.”**

The year also made one practical lesson clear: equipment matters. When Salt Spring received 29 pairs of boots from the Claidel Nelson Foundation in August 2025, attendance immediately jumped by 133%. The April tournament also required players to have proper equipment, helping push March attendance to the highest level of the year across all communities.

The Inter-Community Football Tournament, held at Treadlight Primary School in April 2026, brought youth from all five communities together for the first time. Parade Gardens won both age categories, but the real success was how young people earned their place: through regular attendance and good conduct. The message was simple: discipline opened the door to opportunity. The day passed without incident, supported by coaches, the JCF, community leaders and private sector partners, with sponsorship from Western Sports, the Jamaica Deposit Insurance Corporation and Carib Cement Company (JDIC). The tournament will become an annual event.

Beyond Di Hoop gave young women a clear route into leadership and organised sport. In Parade Gardens, the group grew from eight to 15 members by February 2026 and competed in Netball Jamaica’s divisional league. The team did not move beyond the preliminary rounds, but players continued training on weekends by themselves, showing ownership beyond formal sessions. In Rose Gardens, participation ranged from 6 to 15, with 14 girls attending regularly by year-end, supported by sessions on self-esteem, accountability and goal setting, and by team captains taking on peer leadership. Savanna-la-Mar started in March, with 14 to 17 girls attending consistently. In Year 5, Beyond Di Hoop will expand to Salt Spring, where the Police Youth Club and Kicking Forward already provide a strong base.

The three Police Youth Clubs showed that how young people are recruited is important to the success of the endeavour. Gold Street in Parade Gardens signed up 36 young people at its July 2025 launch, but elections, curfews and Hurricane Melissa delayed the first formal meeting until November. By then, attendance had fallen to 17. Meetings later settled at about 20 participants before the club became inactive again by year-end. Salt Spring followed a different path. It launched in January 2026 through the existing Kicking Forward group and held meetings immediately after football sessions. Early meetings drew 30 to 35 young people, attendance averaged 53 by the final quarter, and members elected an executive that pairs adult mentors with youth leaders for guidance and succession. Treadlight’s relaunch also gained momentum, drawing more than 47 young people to a games night. Members formed an interim executive and drafted an action plan covering community service, fundraising, recreation and recruitment. Attendance peaked at 45.

Two youth organisations stood out. In Parade Gardens, the Innercity Youth Task Force kept regular activities going for its mostly young female membership, with sessions on resilience, creative expression and governance. It ended the year with a tie-dye and face-painting session for 15



participants. Its assessment rated the group as moderately active, with basic record-keeping in place. Further support will help prepare it for formal registration. **In Rose Gardens, the Environmental and 4H Club came back from dormancy with 25 participants and achieved something remarkable. Members aged 6 to 17, many with no experience in structured planning, designed a community business: a plant nursery that would use its income to fund a breakfast programme for schoolchildren and senior citizens.** They also created a four-month action plan covering community service, fundraising, Labour Day and Child’s Month. Before Labour Day, 24 members attended the planning meeting, and 35 people came out to improve Rum Lane on the day.

Summer programming kept young people engaged when other activities were limited by the election period. The SPARK! Youth Innovation Camp ran in Parade Gardens, Rose Gardens, May Pen West and Savanna-la-Mar, reaching 107 participants aged 13 to 16. The camp combined entrepreneurship, science, career exploration and life skills. Follow-up assessments in Savanna-la-Mar revealed significant emotional and psychological needs, strengthening the case for a permanent youth club there. STAR also supported the Salt Spring Community Development Committee’s camp, which reached 141 children with academic support, life skills, career exposure and safety education. Some children attended from outside the target age group, showing



that in a community facing food insecurity, a summer camp is also a safety net. Together, the camps reached 248 young people, 4% more than the previous year.

PARTNERSHIPS FOR DEVELOPMENT

Year 4 demonstrated the programme’s growing ability to attract partners, both for planned work and in a crisis.

The UNDP Post-Melissa partnership was an important new collaboration, mobilising US\$100,000 within weeks of the hurricane. The five-week initiative paired two ideas – Cash for Work and Cash for Care. Cash for Work employed 56 residents against a target of 55 to clear debris, while Cash for Care deployed seven female caregivers to support 44 households needing care. Salt Spring employed 14 workers, Savanna-la-Mar the remaining 42, and by the end of the quarter more than 400 tonnes of debris had been cleared.

United Nations Development Programme (UNDP) formally commended the programme for its impact within limited resources and for the high level of female participation. A linked Business Restart Initiative awarded 24 nano grants based on individual business assessments.

The IDB Lab partnership, initiated in Year 4, is significant in its potential to introduce digital skills and youth economic integration programming through a co-designed model with Yassuh Jamaica Limited. Project STAR STAR Economic Accelerator (SEA) will be a 3.5-year economic inclusion initiative designed to support unattached and vulnerable youth living in fragile communities across Jamaica and the Caribbean by equipping them with the readiness support, entrepreneurial training, digital skills, and ecosystem connections needed to participate productively in the formal economy.

Using a phased cohort-based model, the programme combines psychosocial support, entrepreneurship development, digital inclusion, financial literacy, business incubation, and market access to help youth transition from survival-based informal activities into sustainable economic participation in the formal economy through business formalisation, digital entrepreneurship, gig economy participation, and supply chain integration. The project will launch a pilot cohort of 50 youth in Year 5 then scale through the implementation of additional cohorts, with the goal of engaging over 250 youth throughout the project lifecycle.

The Canada Fund for Local Initiatives (CFLI) contributed CA\$50,000 for education restart in the western communities, and the American Jewish Joint Distribution Committee (JDC) donated US\$50,000 for the Y’ Menettes Community Resource Centre in Savanna-la-Mar. The American Friends of Jamaica (AFJ), a longstanding partner, contributed US\$150,000 to post-hurricane relief and recovery.

Looking Ahead: Year 5 priorities

The transformation we seek cannot happen in isolation. Project STAR is proof that together, we can create the Jamaica we all dream of.”

~ Keith Duncan, Co-Chair, Project STAR

Year 4 closed with the methodology validated. In Year 5, the focus shifts to transition and sustainability planning for the current communities, while codifying the methodology into a form others can use. Delivery will continue alongside that work through the remaining Community Transformation Action Plan activities and flagship interventions, as well as training, employment and entrepreneurship at scale through the Community Hubs and the STAR Economic Accelerator (SEA). **STAR will support regional replication in Barbados, and additional communities in Jamaica will be assessed for readiness under a refined expansion framework.**

Two strategic themes will drive the plans for Year 5. The first is community transition: strengthening the Community Transformation Boards (CTBs) and gradually shifting

selected activities to community and partner ownership, so change continues through stronger local systems. The second is the STAR Community Network, which defines the essential combination that must be in place before a community can be considered served: governance, psychosocial and case management support, youth engagement, training and employment pathways, entrepreneurship support, community communications, coordinated government services and activated public spaces.

Project STAR enters Year 5 with its methodology consolidated, independently validated and endorsed at Cabinet level of the Government of Jamaica, and with its priorities, workplans and long-term direction clearly defined.

Everybody FAHWUD.



Project STAR’s work is made possible by the support of many partners and donors, including those who responded in the aftermath of Hurricane Melissa.

Government Ministries	Agencies	Non-Governmental Organisations & Institutions	Corporate Partners
Ministry of Education, Skills, Youth and Information	National Council on Drug Abuse (NCDA)	Child Resiliency Programme (CRP)	Carreras
Ministry of National Security and Peace			
Ministry of Health and Wellness	National Health Fund (NHF)	Violence Prevention Alliance (VPA)	Sagicor Financial Company
Ministry of Labour and Social Security	Office of the Registrar-General, NIRA (OR-G)	Council of Voluntary Social Services (CVSS)	National Baking Company
Ministry of Local Government & Community Development	Child Protection and Family Services Agency (CPFSA)	JMMB Joan Duncan Foundation	Jamaica Producers Group Limited
Ministry of Economic Growth and Infrastructure Development	Ministry of Education, Skills, Youth and Information	D&G Foundation	Guardspan Group
Ministry of Justice and Constitutional Affairs	Social Development Commission (SDC)	Joe and Angella Whitter Foundation	Carib Cement
	Universal Service Fund (USF)	Inter-American Development Bank Group (IDB Group)	Omni Industries
	Planning Institute of Jamaica (PIOJ)	United Nations Development Programme (UNDP)	Kemtek Development + Construction Limited
	Rural Agricultural Development Authority (RADA)		Rhino Jamaica
	National Parenting Support Commission (NPSC)	American Friends of Jamaica (AFJ)	Sun Island Jamaica
	National Council for Senior Citizens (NCSC)	American Jewish Joint Distribution Committee	ATL Auto Haus
	Kingston & St Andrew Health Department	Canada Fund for Local Initiatives (CFLI)	Budget Car Rental
	Tax Administration Jamaica (TAJ)	Global Empowerment Mission (GEM)	Insurance Corporation of Barbados Limited

Government Ministries	Agencies	Non-Governmental Organisations & Institutions	Corporate Partners
	Passport, Immigration and Citizenship Agency (PICA)	Seprod Foundation	JamZen Projects Limited
	Restorative Justice Unit, Ministry of Justice and Constitutional Affairs	The Heart Foundation of Jamaica	Priceless Urban Opportunities Limited
	HEART/NSTA Trust	Integrative Clinics International	Thompson’s Haulage
	Kingston and St. Andrew Municipal Corporation (KSAMC)	RISE Life Management	
	Poor Relief	Gloves Over Guns	LCH Development
	Jamaica Centre for Tourism Innovation (JCTI)	Life Yard	Discount Lumber
		Pentecostal Tabernacle	National Supply Limited
		The University of the West Indies School of Dentistry	Steve Urchin
		Kingston Technical High School	Murray’s Fish & Jerk Hut
		Holy Trinity High School	Zuri Investments
		Holy Family Primaryand Infant School	Sanmerna
		Youth for Development Network (YFDN)	Western Sports
		Pan American Development Foundation (PADF)	Peter Thwaites
		Excelsior Community College	IBEX
		Jamaica Theological Seminary	



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