

Quarterly Report  
September-November  
2022

FOR EVERYBODY

Project STAR (Social Transformation and Renewal) 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 is supported, in part,  
by financial contributions from our donors.



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## OUR VISION

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



## MESSAGE FROM OUR CO-CHAIR



During the quarter under review we can confidently say that progress was made to establish a foot hold in the selected communities for transformation, with the kind support of all our donors locally and internationally. However, we believe it is pointless improving social capital and infrastructure without providing economic opportunities and this we have made a key pillar of the Project STAR intervention.

Our survey of the communities show that the unemployed residing there are not job ready, so we shall have to provide life skills training and teach them how to operate in a structured environment like the work place. So for such training we have aligned ourselves to existing organisation such as RISE Life, Multicare Youth Foundation, Human Resource Management Association (HRMAJ) and HEART Trust/NSTA. In addition we plan to collaborate with financial institutions to provide financial literacy.

Work has begun in the Parade Gardens/Rose Gardens area of downtown Kingston (EDTK) and in January, 2023 we shall be in the Savanna-la-Mar area of Westmoreland.

Public awareness is growing for Project STAR and we envision an increase in stakeholders who will provide support services and financing to make this 5-year social intervention programme impactful where it matters most – in the communities of Jamaica.

**KEITH DUNCAN**



MESSAGE FROM OUR CO-CHAIR



The Jamaica Constabulary Force is pleased to be an implementing partner of Project STAR, as we continue to relentlessly work towards creating safer communities across Jamaica. As the Co-Chair of the project with Keith Duncan, the Jamaica Constabulary Force fully embraced the concept and will provide the necessary support throughout the life of the programme.

As we go about the business of law enforcement, we welcome what this programme represents – an all-inclusive, comprehensive social and economic transformation that has at its heart, the people of this country. With such a sustained focus on people development and community improvement over a five-year period, it is not a far-fetched thought that we can one day realise a significant reduction in crime and violence in Jamaica, with citizens of all walks of life feeling safe and more optimistic about their future.

As the police, it is our sworn duty to protect lives and preserve law and order. Underpinned by respect, professionalism and a commitment to the rule of law, we are revolutionising the ways in which we do just that, through an active process of technology adoption.

In all of this – and as is the ethos of Project STAR – people remain at the centre of what we do. We are the most public-facing agency within the country and we take our responsibility of people interaction – whatever the circumstances may be – very seriously. And so, we are encouraged to note and wholly support the commitment of Project STAR, its partners and donors to the people of Jamaica, as well as their commitment to social transformation.

Indeed, the multi-agencies collaboration and working together to engage, re-tool and upskill and empower persons for sustained change and transformation, is what Jamaica really needs at this time. With Project STAR, we have an opportunity to impact them before their decisions and actions become a law enforcement or societal problem.

I am, therefore, very optimistic that with our targeted series of interventions with and on behalf of our people, the behaviour change that we seek, the quality of life that we desire, the pride in our communities that we expect, the respect for law and order that is necessary is possible if we work continuously and consistently.

**MAJOR GENERAL ANTONY ANDERSON,**  
**COMMISSIONER OF POLICE**








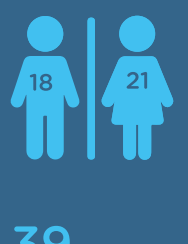
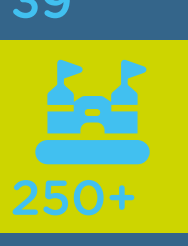
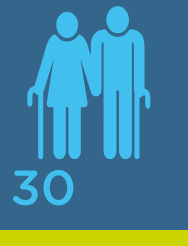

A PROCESS FOR COMMUNITY INCLUSION AND ACTION

This past quarter has been an exciting one for the STAR team, as we began our community entry process in our first STAR community: Parade Gardens and Rose Gardens in East Downtown Kingston. A process of mapping, baselining and direct engagement was undertaken, and the team met with local representatives, community-based organisations, political representatives, JCF members and agency representatives. These sessions were an opportunity to review plans, provide insight and agree actions. These meetings facilitated discussions around the existing projects in the community to reduce the risk of duplication, objectives of the partnerships and the mobilization of resources. Based on feedback from these meetings, information was utilised to fine tune the Community Entry.

In October and November, the team executed a series of community open days in Parade Gardens and Rose Gardens. The team engaged between 50 and 130 persons on each of the open days and collected data related to issues affecting the community, potential solutions and interest levels in jobs and training.

In November, STAR was able to deliver the Community Link Up and commenced the pilot phase of the Jobs Placement Programme with a Case Management Approach. The Community Link-Up was held at the Breezy Castle Sport Complex on November 19. Approximately 680 residents attended throughout the day, from Parade Gardens and Rose Gardens. The aim of the event was to strengthen awareness of Project STAR, build trust between the STAR team and community residents and advance efforts towards social cohesion.

The numbers on the day showed:

 117	Residents participated in football, basketball and domino competitions
 80	Residents benefited from Diabetes Association of Jamaica health checks: BMI, blood sugar, blood pressure and cholesterol
 133 78	Residents visited the RGD booth Persons submitted applications
 18 21 39	Persons showed interest (21 females and 18 males) in HEART/NSTA
 250+	Children were feted at the kiddie's village
 30	Senior citizens benefited from massage treatment and services provided by the Diabetes Association of Jamaica
	50 volunteers supported on the day



### Challenges

Due to the perceived fear among residents from Rose Gardens, only a small number participated in the event. A shuttle service was provided that allowed for children and senior citizens to attend (police officers accompanied the buses on each trip).

As the event closed out, there were three fights which occurred. The security challenge is one to be managed in collaboration with the JCF, given the potential for conflict whenever residents get together at an event such as a Community Link-Up.

### Delivering targeted strategies

Within Rose Gardens, STAR has been delivering a Violence Interruption Strategy to address the levels of active violence.

In December there will be a series of quick win activities that get off the ground within EDTK, including a street-side football programme, an elders' care programme

and a series of reasonings and seasonings. Planning is also underway for the early childhood school feeding programme slated to commence within the new school term in January 2023. The Community Transformation Board (CTB) will also be formed during the period, with the initial meetings hosted. The formation of the CTB signals the start of the process of community-led planning that will result in the development of the community transformation plans.

### ADDRESSING LOCAL ECONOMICS

An Economic Transformation Strategy was prepared and initial activities surrounding jobs and livelihoods actioned. The Economic Transformation Strategy, through clearly developed mechanisms and objectives specific to each STAR community; will allow individuals to benefit from employment and job opportunities and ultimately actualise the project's vision.



The first phase of the Job Creation will see members of the community that are job ready, or who require basic life skills training, being placed in jobs. The work around the Financial Inclusion component should begin when the first phase of Job Creation is rolled out and our dedicated resources are in place.

Working towards sustained economic and social transformation at the community and individual levels, STAR has engaged partners relevant to the economic component of the project, such as HEART TRUST/NSTA, Rise Life Management, Multi-Care Youth Foundation, HRMAJ, corporate partners, and others. A job assessment tool was developed and completed by community members during the STAR open days and walkabouts. The Job Assessment Survey, completed by a total of 304 persons (161 Rose Gardens and 143 Parade Gardens) showed there was high interest in employment and/or training. Of the 304 persons, more males were unemployed compared to females (53% to 47% respectively). Fifty three per cent of the

respondents were unemployed, while 24% were self-employed but expressed an interest in jobs and/or grants to support with their businesses.

The Economic Transformation Working Group and the STAR team developed a pilot job placement and retention project called SOAR - Support, Orientation and Retention. Having conducted 304 job readiness surveys in October, a target of 10% was set to participate in the pilot Job Placement Programme. 21 people were identified for inclusion in the pilot programme. Activities included the screening of members identified in both communities as part of the STAR case management approach.

### Life Skills training through Rise Life

Management was delivered in November with 21 persons completing the training. All 21 participants underwent a neurodiversity test, which would have shown the need for 11 participants to do a more comprehensive neurodiversity test as they showed signs of reading below their expected level. A resumé





workshop was hosted in collaboration with HRMAJ to facilitate the creation and editing of a resumé for each participant, and a partnership is being developed with Dress for Success, to help attire participants for job interviews and placements.

A field trip was held to mark the end of the training to Chukka Adventures (Trelawny) - MASSIVE THANKS TO CHUKKA! The trip was used as an opportunity to take participants outside of the communities and provide them with exposure as a part of the psycho-social support and mind-set change approach of the project.

### ENGAGING STRATEGIC PARTNERS

STAR has been focusing on strategic stakeholder engagement at the national, community and individual levels. STAR initiated, or strengthened, relationships through joint action with the Citizen Security & Safety Branch of the JCF, HEART TRUST/NSTA, the Social Development Commission

(SDC), the Citizen Security Secretariat (CSS), Multi-Care Youth Foundation, HRMAJ, the Planning Institute of Jamaica (PIOJ), Jamaica Social Investment Fund (JSIF) and Rise Life Management.

### LEARNING AS A CORE PILLAR

With learning as a core pillar, the first review period for STAR started December 1, and aims to capture and consolidate emergent insights across the project including documentation of lessons from entry into the first community, assessing partners' understanding thus far of the project's goals, design and intended impact, as well as evaluating the governance structure, for accountability and efficiency.

### NEXT QUARTER

In the upcoming period, STAR plans to move into communities 2 and 3 - Savanna-la-mar and May Pen proper. This is also the period when community-led planning moves into high gear, alongside our partners: SDC and local

CBOs and others. Quick wins will continue to be delivered, and we anticipate securing good positions for our first cohort of job placement trainees.

We will also be launching a major fundraising campaign through the Jamaica Social Stock Exchange and, starting in January - thanks to the work of The Lab - a national campaign will be rolled out.

## TOOLS

### Monitoring & Evaluation

STAR has developed a Results Based Framework, (RBF) which tracks outcomes, outputs, activities and reporting. The STAR M&E approach has 5 phases:

- PHASE 1** **RBF Research and Design:** This ensures that there is a system in place to monitor project outcomes and evaluate successes. This includes what the project is expected to achieve; what indicators will be tracked, including baselines and targets; how often and from where data will be collected; how the data will be analysed and how the information will be reported to improve results.
- PHASE 2** **Review and Develop Instruments for Data Collection and Analysis:** Instruments include: surveys, interviews, focus groups and collection of data from key partners and data sources such as the JCF, the JISS, etc. Data will be collected and analysed regularly to show whether project activities lead to achieving desired results.
- PHASE 3** **Integrate and implement RBF in Project Implementation.** This phase ensures accountability and measurement between what the project sets out to do /intended targets and actual actions and results, to track progress and performance and allow improvement.
- PHASE 4** **Learn, Modify and Report.** The integration of findings and data will inform lessons learned and yet to be learned which will be used to inform decisions about the project implementation and co-ordination, making it constantly relevant, adaptive and agile
- PHASE 5** **Repeat phases 2-4:** This will allow for constant and periodic improvements of project implementation through reviewing, measuring and reporting on project results, to address gaps and challenges.





# OUR COMMUNITY ENTRY PROCESS

Our community entry approach is underpinned by actions and strategies being community informed; community led; community owned.

## Initial community planning timeline

2022: September – East Downtown Kingston

2023: January – Savanna-la-Mar | March – Maypen Proper





# Our Target

10 Communities, out of which 3 have been selected  
& mapped and 1 Community entered

## INDICATOR

# of Consultation Sessions/Events/  
Engagements with community  
members and in communities  
to strengthen and build  
relationships with community

## UPDATE

4 Open Days - 1 in Rose Gardens,  
3 in Parade Gardens,  
1 Community Link-Up event -  
both communities

## INDICATOR

# Of persons attending  
Community Link-Up

## UPDATE

680

## INDICATOR

# Of persons on job  
training programme

## UPDATE

21

## INDICATOR

# Of persons screened in  
the case management system

## UPDATE

31

## INDICATOR

# Of persons completing  
job interest survey

## UPDATE

304

## INDICATOR

# Of STAR donors

## UPDATE

18

## INDICATOR

# Of residents consulted during  
community entry proces

## UPDATE

1050  
approx.

## INDICATOR

# Of community-based institutions  
consulted in community entry  
approach/activities

## UPDATE

12 CBOs and  
local NGOs

## INDICATOR

# Of STAR community-based  
partners

## UPDATE

4

## INDICATOR

# Mapping for  
community entry

## UPDATE

3 EDTK, May Pen,  
Savanna-la-mar



## TESTIMONIALS ON THE WORK OF PROJECT STAR



**NADINE CHAMBERS GOSS**, Executive Director, RISE Life Management Services has endorsed Project STAR and its focus on taking action to transform the lives of residents and communities, starting with Parade Gardens - in which RISE is currently located - as well as Rose Gardens. “I think Project STAR team members have started on the right foot by ensuring they engage the residents of the community early, through one-on-one interactions as part of the multiple community walk-throughs. They also involved entities that serve the communities at the beginning at stakeholder meetings and seem committed to enabling a co-creation process to ensure solutions are found and implemented that address the exact challenges that were voiced,” she said. RISE Life delivered life skills and employability workshops for Project STAR to help jump start the employment pillar. According to Mrs Chambers Goss, the lack of employment opportunities for the residents is a barrier to economic and social improvement. She was keen to point out that the Project STAR team took into consideration the need to prepare the ‘whole person’ as discussions were underway for the workshop components. The participants were screened using a Predictive Index to help ensure they would be placed in best-fit jobs. They were assessed to determine whether they were neurodiverse (example, dyslexic) and received tips on how to best navigate the work place if they were employed. Members of the communities were also exposed to training on developing a positive mindset to help them become aware of any triggers they might have and how to more mindfully engage with colleagues when they enter the world of employment. “In communities such as Parade Gardens and Rose Gardens, trust is not something that is easily earned”, said Mrs Chambers Goss. She shared that RISE is committed to collaborating further with Project STAR so it can deliver the “tangible hope” which one community resident said residents are expecting.



**MARIO LAWES**, volunteer, community member of Parade Gardens, has accredited Project STAR for reinforcing his leadership skills as it has given him the opportunity to tap into those qualities which were dormant. “This project has enabled community members to look up to me because of the new role I have taken on,” he said. Mr Lawes said over the past couple of months Project STAR had elevated the young people who have bought into the project and he was looking forward to great things from it.

**JUSAN KERR**, resident of Parade Gardens - She is anxiously awaiting placement in a job following her participation in the job creation workshop organised by Project STAR. “It has impacted me a lot because I have learnt how to prepare for the work place such as how to dress and conduct myself. I have also learnt how to identify learning disabilities such as, dyslexia.” she added. Kerr participated in the job creation workshop organised by Project STAR. She has nine CSEC passes and at 22 was unemployed. Kerr has also completed a HEART Trust certificate in Digitalization and Analysing.





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#EverybodyFAHWUD  
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