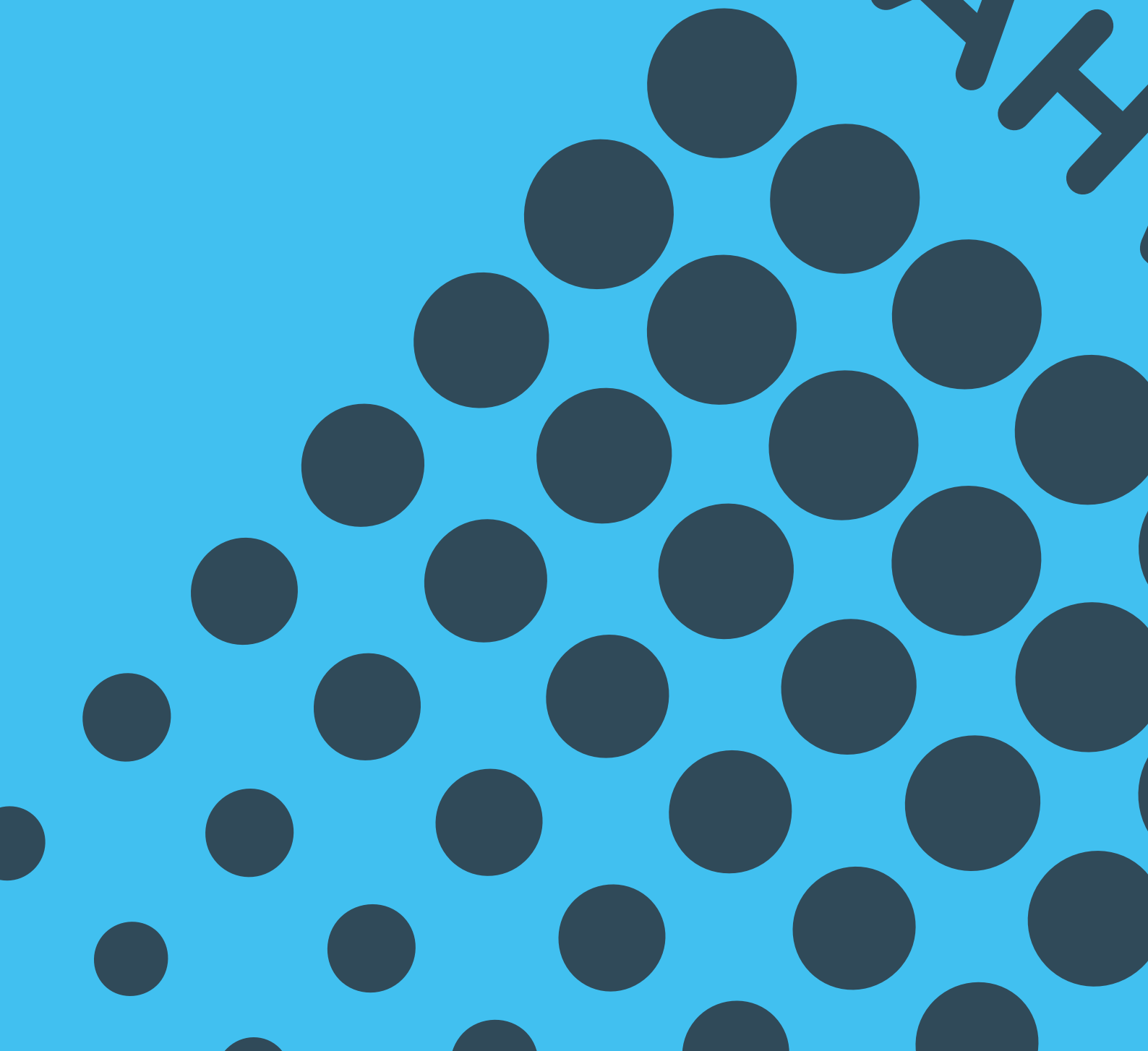


FEVER
FASH





Quarterly Report
December 2022 - February 2023

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,
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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.

CO-CHAIR'S MESSAGE



Ackeem Tate, Rayon Stewart, Paulette Walker, Tasheka Wynter and Kristoff James are just a few of the community members from East Downtown Kingston (EDTK) who have started on their own transformation journey - working to make things better for themselves, their families and their communities. They are among the 17 community members who have already secured employment through our collaboration with several businesses, including Sagility, Altamont Court Hotel, Courtyard Marriot, Active Traders, JMMB and Kingston Freeport Terminal.

For this group the transformation will come through employment, while for the students and school administrators within four schools within EDTK it's about improving school attendance and providing the right educational start for the more than 200 basic school youngsters within that space.

Other positive happenings in the community for the last quarter include: STAR team's support of weekend street football involving "ball games" on streets and lanes, along with the establishment and regular meetings of the community transformation board (CTBs) in Rose and Parade Gardens. These are all clear and encouraging signs that the community has bought in and are already leading and owning the process.

This kind of community-led action is reassuring to us and one we expect to see replicated in our second community of Savanna-la-Mar. We are at an advanced stage of planning for our entry into Sav and have enjoyed meaningful collaboration with the JCF team and other stakeholders, such as the Social Development Commission and the Citizen Security Secretariat, through our data sharing and planning.

This quarterly report will indicate that, through a mix of initiatives involving sports, education, employment, partnership and collaboration, the STAR team and stakeholders are engaging community members in ways they find meaningful and shaping a path for all of us to help create a Jamaica where everyone is valued and has the opportunity to thrive.

KEITH DUNCAN

CO-CHAIR'S MESSAGE



Policing, in its dynamism, is not just about catching the bad guys, but just as importantly, it's about building individuals' and communities' resilience against the influences of crime and violence. This remains an important parallel between the Jamaica Constabulary Force and Project STAR, and we are proud to continue our partnership.

Project STAR has been establishing footprints in some of our most challenged and under served communities in East Kingston and Savanna-la-Mar. To support each activity, the JCF offered insight and analysis of the data to inform critical intervention decisions in identified neighbourhoods. As the nation's law enforcers, these are environments that we also police heavily. However, not just in times of conflict but – and perhaps significantly – during moments of calm to help create and sustain the social transformation which Project STAR is working towards.

That advocacy on our part is streamed through our island-wide network of Community Safety and Security Officers who work tirelessly to reach citizens in their spaces. For instance, it's about going into schools and engaging students in discussions on drug use or 'scamming'; holding community talks on matters related to domestic violence and staging forums with stakeholders to share with and learn from each other.

We maintain that 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 – all these things must begin with and be sustained by a targeted and consistent chain of interventions with and on behalf of our people.

Project STAR continues to embody the best of us, a Force and a nation. We look forward to continuing to work together – as with other social agencies – to create even greater positive impact on lives.

MAJOR GENERAL ANTONY ANDERSON,
COMMISSIONER OF POLICE



PARTNERSHIPS FOR DEVELOPMENT

Project STAR is working towards creating real and sustained change at the community level. Our commitment to data-informed, evidence-based decision-making is underpinned by key assumptions that the results we seek will be achieved with this approach. We acknowledge, however, that there are additional variables that must be factored in, and effective partnerships are at the centre of this.

Partnering with our donors, STAR has been able to deliver key interventions during the period, including an elders treat in Rose Gardens over the Christmas season, and a **school feeding programme** in early childhood institutions in Parade and Rose Gardens, **which provides over 200 meals per week to four basic schools.**

Partnerships have also been forged with employers through the STAR Employment Programme which has seen 80% of our 1st cohort of trainees placed in quality jobs. Working with our key partner the Private Sector Organisation of Jamaica (PSOJ), associations and companies are being engaged to join STAR's employment programme. In the upcoming period, a 2nd cohort for East Downtown Kingston (EDTK) will be selected, trained

and placed in jobs, whilst Savanna-la-Mar will get going with its 1st group of participants.

Mainstreaming approaches to community development is part of the 1st objective of Project STAR, and a key strategy to deliver on this is through partnerships with the ministries, departments and agencies (MDA) of Government. On February 7, the 1st Technical Stakeholder Group meeting was held which sought to engage with the MDAs. Participating agencies included the Planning Institute of Jamaica (PIOJ), the Ministry of National Security (MNS), the Citizen Safety Security Branch (CSSB) of the JCF, the Social Development Commission (SDC), the Jamaica Social Investment Fund (JSIF), HEART Trust NSTA and the Citizen Security Secretariat (CSS).

A few key takeaways from the meeting included consensus among the stakeholders that the area of interest identified by STAR in Savanna-la-Mar required a social intervention programme and agreement with the methodology being utilised regarding community selection; and secondly, that collaboration across entities is imperative to ensure that there is efficiency in resource allocation and effort related to developing social intervention programmes and initiatives.

EXECUTIVE SUMMARY

Alongside the JCF, Project STAR presented an update at the February meeting of the Citizen Security Business Group (CSBG), chaired by the deputy prime minister, Honorable Horace Chang. In addition, the JCF has been instrumental in providing support to the STAR team in the areas of strategy development, data sharing to inform analysis and decision making, technical actions and expertise and support for activities and community engagement.

COMMUNITY LED, COMMUNITY INFORMED, COMMUNITY OWNED

The Community planning process involves a number of key steps including the formation of the Community Transformation Boards (CTBs). By early January, both the Rose Gardens and the Parade Gardens CTBs were formed, and are guiding the STAR approach. The CTBs have been meeting to discuss strategies, review activities, and guide actions. In March, supported by the CTBs, the community planning process commences, with the result being a community-informed and owned community intervention plan which will guide the activities under Project STAR to be undertaken in EDTK over the mid-term.

Project STAR has begun its entry in Savanna-la-Mar through engagement with key stakeholders to share the objectives of the project, explore possible areas of collaboration, and gain overall feedback on the approach for community entry and engagement. A series of initial meetings

and stakeholder engagements was conducted in Savanna-la-Mar between January 24 and 27, contributing to the information gathering and stakeholder feedback phase of community entry. Feedback thus far has been positive as organisations and institutions have stated that the community has been under served and under resourced over the years. Other than the challenges related to crime, driven in large part by scamming, and violence, there were four key issues identified during the community walk-through and stakeholder engagement process which included insecure land tenure, a lack of social institutions, low levels of skills and limited job opportunities. Further analysis will be conducted alongside partners and stakeholders in the upcoming period.

LOOKING AHEAD

The upcoming quarter is an important one for the Project. The employment programme and community planning work will commence in Savanna-la-Mar and we will activate community entry for May Pen Proper. MOUs with key partners are to be signed which will support the project in the areas of community planning and delivery of training. And of course, the important work of closely collaborating with the MDAs will continue.

COMMUNITY LED ACTION



2 of 3
communities
entered



2 CTB's established
and **6** CTB meetings
held



13 local community based
organisations/ institutions
represented on CTB's



1700 community
members consulted

SOCIAL INCLUSION

**435 COMMUNITY MEMBERS BENEFITED
FROM STAR PROGRAMMES - OF THIS GROUP:**



205 children
provided school
meals daily



87 youth involved
in community sports



15 unattached youth streamed
into STAR programmes



10 referrals of Fathers to the
PATH programme



100 elders provided meals,
care packages and access to
health care

PATHWAYS TO EMPLOYMENT



21 community members
trained in employment
readiness



17 placed in quality
employment



7 Employers signed onto the
STAR Employment Programme

PSYCHO-SOCIAL SUPPORT SOCIAL WORK PROGRAMME



32 individuals
screened



25 counselling sessions
delivered



18 home visits
conducted



3 referrals for
victim services



WORKING TOWARDS IMPROVED SOCIAL OUTCOMES

The Technical Report seeks to present the progress and performance of Project STAR from December 2022 to the end of February 2023. More specifically, it highlights the activities completed within the quarter relative to what was planned, challenges encountered, mitigating strategies and the proposed next steps for community one, East Downtown Kingston (EDTK) and entry into community two, Savanna-la-Mar. The quarter focused on actioning the community-led planning phase in East Downtown Kingston, including generating momentum for the quick-win action items

and community entry and planning in Savanna-la-Mar.

STAR's Technical approach continued to be guided by a data and evidence-driven methodology, which consists of the implementation of strategic frameworks towards economic and social transformation, partnerships and collaboration inclusive of an integrated approach that requires the private sector, civil society organisations, and agencies to be involved in providing solutions and responses for the Project's objectives to be achieved. Through the various strategies employed, STAR has strengthened much of its approach. In addition, it has continued to identify opportunities for learning, which have been and will continue to be used to

improve the approach towards activation for entry, engagement, and approach within communities. The achievement of social outcomes is characterised by an inclusive, targeted and impact-focused approach that will deliver outcomes in the areas of social inclusion and resilience and local economic development. This will be underpinned by community-led action, evidence/data-driven utilisation and youth inclusion in all planning, development, and project implementation areas. The following strategies have been advanced over the period to actualise the strategic priorities and desired results of the project:

Continuation of the Economic Transformation Strategy through the operationalisation of the Employment and Training Programme towards creating an increase in employment and overall employability for community

Use of a Psycho-Social Intervention Strategy – including case management and pathways for high-Risk youth; approaches to reduce risk to violence and increase access to and use of social inclusion opportunities inclusive of sports for community development activities and a school feeding programme for early childhood institutions

Violence Interruption Strategy towards addressing the increased levels of violence in Rose Gardens and to support the work of the social workers in identifying high-risk youth

Use of data mapping, analysis and learnings provided through consultation with the members of the Project Implementation Unit towards advancing the data and evidence driven approach in decision making



STAR's integrated approach was strengthened as stakeholder engagement and partnerships were a priority over the period. As a result, several stakeholders, including government ministries, departments and agencies (MDAs), civil society organisations, NGOs, community groups and institutions such as schools, churches, and cultural groups, were engaged to create partnerships, facilitate knowledge and data sharing, and identifying areas for collaboration and alignment. This has resulted in the formalisation of several partnerships through MOUs which are to be signed within the upcoming period.

This quarter also saw the inaugural convening of the multi-stakeholder

Technical Stakeholder Working Group hosted by the Planning Institute of Jamaica (PIOJ) with representatives from the host Community Renewal Programme (CRP), the Ministry of National Security (MNS), The Jamaica Social Investment Fund (JSIF), Social Development Commission (SDC), Citizen Safety and Security (CSS), Heart Trust/NSTA (HEART) and the Jamaica Constabulary Force (JCF). This resulted in a robust discussion on the national and local development landscape, facilitated knowledge sharing and best practices regarding information dissemination among MDAs, and identification of areas for collaboration, partnerships and data sharing needs and gaps. In addition, members of the meeting gained

an appreciation for Project STAR's methodology, which provided the catalyst for discussions around components of STAR for potential future coordination & collaboration, operation, and governance in relation to the working group and updates on initiatives being undertaken by individual organisations and challenges and constraints being experienced towards areas for shared problem-solving, joint activation and advocacy. The continuation of the Working Group will act as a tool to be utilised by stakeholders to strengthen their contribution and approaches towards transformational change at the community level.

EAST DOWNTOWN KINGSTON (EDTK)

During the period December to February, community-led planning was the main driver of results for EDTK with the formation and activation of two community transformation boards in Parade Gardens and Rose Gardens and the continued implementation of the quick wins programmes to maintain legitimacy and presence in the community through trust-building and increasing opportunities for social cohesion. In addition, work continued in EDTK in relation to the Employment Programme, operationalisation of the Violence Interruption Strategy, planning and initiation of the School Feeding Programme, and full roll-out of community sports activities. Strengthening and formalising

partnerships for community development with critical stakeholders were also advanced.

COMMUNITY LED ACTION

The Community Transformation Board (CTB), which will serve as the mechanism to provide community-focused teams to drive actions and transformation at the community level and ensure measurement and accountability, consists of key members of the communities. Both CTBs were formed in Rose and Parade Gardens and they have met six times over the period to advance discussions around the general state of the community, updates on the work of CTB member organisations and opportunities for collaboration inclusive of possible areas for focus within the community transformation plans.

Possible areas of focus for the community transformation plan will focus on collaborating on interventions to support the social intervention services of the ZOSO operations, health and well-being of senior citizens through the prioritisation of health services, and targeted initiatives to address domestic and intimate partner violence which is prevalent within these communities. Mediation services and training were also identified as priority areas as there was recognition that this could assist in reducing reprisals and support coping with grief and loss.

CREATING SUSTAINABLE CHANGE THROUGH EMPLOYMENT

The first phase of STAR's Employment Programme continued as efforts were made to increase access to employment opportunities and overall employability of residents from cohort one. The achievement of Pillar 1 of the Economic Transformation Strategy focuses on employment and advances STAR outcome 2.2 which seeks to achieve increased economic sufficiency with improved pathways for empowerment in communities. The achievement of this outcome is based on the number of persons employed under STAR, retention of employment, and overall employability of members of STAR communities. We also track the increase in social partnerships with the business community through mentorship, apprenticeship, internships and employment.




During the period, 17 persons – or 80% of cohort one – were placed in jobs with four candidates currently attending interviews. STAR employers have also increased from 5 to 7, and include Sagility, EXIM Bank, JMMB, Active Traders Limited, Courtyard Marriott, Altamont Court Hotel and Kingston Freeport Limited. The duty of care approach utilised in cohort one allowed for the provision of individual employment pathways for jobs and determined work preparedness interventions, ensuring a focus on work

skills as well as social skills preparedness coupled with scheduled check-ins with participants to ensure they were operating at a high level in the workplace after job placement. This has ensured the programme's sustainability and will be utilised for cohorts two and three in EDTK and cohort one in Savanna-la-Mar. The duty of care approach also prioritises the psycho-social support element of the programme and where additional counselling is needed systems of support have been provided through the STAR social work programme.

Efforts to strengthen the relationship with employers were also prioritised, with 14 additional companies approached to be STAR employers. These engagements have proven effective and have resulted in significant buy-in as demonstrated by opportunities being made available for the placement of STAR participants with potential employers. Outreach has also commenced with members of the PSOJ.

A Job Demand Survey was disseminated by PSOJ and HRMAJ to their member organisations to ascertain labour market needs and inform targeted recruitment. This will also inform data to be presented in the Job Bank, which is currently being developed based on survey responses and will be activated in the next period.

CANDIDATE EMPLOYMENT STREAM FOR COHORT 1

	Total cohort	21
	Employed Candidates	17
	Not yet placed in jobs	4

STRENGTHENING SYSTEMS OF SUPPORT FOR RESIDENTS

Over the period, the Psycho-Social Strategy was built out with a focus on engaging at-risk youth and increasing access to social support services and opportunities for vulnerable and high-risk residents within Parade Gardens and Rose Gardens. Several stakeholders were engaged to strengthen this, including the Ministry of Labour and Social Security (MLSS) through the PATH programme, JSIF and the Victims Support Unit at the Ministry of Justice who are supporting STAR by integrating the project within their referral system. This has resulted in three referrals of high-risk youth and ten single fathers who were referred to the PATH programme for support. 25 counselling sessions were conducted over the period with high risk individuals, and 18 home visits conducted. Three additional screenings were also done as part of the case management support

geared at identifying at-risk individuals so that intervention plans can be created to better provide the necessary support.

Implementing the Violence Interruption Strategy continued in Rose Gardens and Parade Gardens with a series of corner reasonings. During this period, community sections continue to be fractured, which provides challenges for work to be done. Over 60 hotspot monitoring and intervention sessions were conducted over the period, and two corner reasoning sessions were held. 10 mediation sessions were conducted, and 15 high risk cases were assessed, with referrals being made to the STAR social workers for interventions. Among these were 42 names submitted for business training and 18 for jobs and employment. Among the needs identified by the VIs within the communities was the desire for more counselling sessions, assistance with welfare and social programmes such as PATH and assistance with obtaining vital documentation. This validated the STAR approach as it reinforced the need for prioritising social inclusion through access to social benefits and assistance.



REDUCING BARRIERS TO ACCESS TO EDUCATION

A school feeding programme was launched in February in EDTK, with support from Musson Foundation and Rainforest Caribbean. The Programme caters to 205 children across 4 early childhood institutions (ECIs). The programme will run for a minimum of three months and seeks to reduce economic barriers to early childhood school attendances. Within the first month, over 1700 meals have been served, inclusive of lunch and breakfast.

Project STAR also assisted several schools with their end-of-term Christmas treat within the community of Rose Gardens, namely Real Success Basic School, Calabar All Age Primary School, and Pentab Basic School. This support is aligned with the broader early childhood support initiative benefiting over 150 students within these institutions.

BUILDING RESILIENCE IN YOUTH THROUGH SPORTS

Project STAR continued to prioritise engagement of youth through sports in Parade Gardens with the Saturday morning basketball clinic at Breezy Castle Sports Complex as well as the Street corner football on Sunday evenings (two



sections of Laws Street, as well as KMPG car park on Rosemary Lane and Water Lane corner). Approximately 15 children ages 10-14 participate in basketball weekly (12 males, 2 females) and 60 males participate in football weekly (ages 14 to 45). This aids in promoting social cohesion among community members, and it has been observed that community members are coming outdoors more to support and enjoy these events. However, roll-out of football activities in Rose Gardens has not commenced due to ongoing violence in the community. A major gap in the programme is the need to engage women through sporting activities. This will be prioritised for the next quarter.

REDUCING SOCIAL ISOLATION FOR OUR ELDERS

Through a partnership with community volunteers, the JCF and JMMB, an Elder's Treat was held on December 10, 2022, in the Rose Gardens community. The treat saw 100 elders receiving a Christmas meal at a community social, in addition to food care packages provided by JMMB. Aligned with the Seniors Support Initiative, the treat was primarily geared towards increased social interaction of sometimes marginalised and isolated community elders.



SAVANNA-LA-MAR

The team has begun the community entry process for Savanna-la-Mar through a series of consultations with key stakeholders. These included the Citizen Security Secretariat (CSS), the Jamaica Constabulary Force (JCF), the Social Development Commission (SDC), Peace Management Initiative (PMI)

West, Jamaica Public Service (JPS), the Westmoreland Chamber of Commerce, guidance counsellors from Godfrey Stewart High School and Savanna-la-Mar Primary, political representatives, municipal corporation, representatives of the business community, and community members. The consultations allowed for feedback on key issues and challenges,

exploration of potential areas of collaboration and partnership and input on the proposed approach for entry and engagement. The consultations resulted in a consensus that the communities identified are in need of social change actions. Additionally, through the Technical Stakeholder Working Group, there was consensus regarding the area of interest as well as agreement on the methodology regarding community selection and entry utilised by Project STAR.

Coming out of the mapping conducted and initial consultations held, key issues were identified that require clear actions and support, including:

- Lack of employment opportunities coupled with low skill levels. This means that STAR will need to prioritise access to jobs as well as training and job readiness
- High levels of crime and violence, associated to a large extent with scamming and the need for better pathways for at-risk youth
- The need for formalisation and advocacy around securing land tenure and de-formalising squatting
- Development and strengthening of social infrastructure and services within the communities including schools, clinics or community centres
- Improving the local economy and creating empowerment for community members
- Investments in education for children towards minimising gaps in students' overall performance and the need for community based systems of support for students e.g. homework clubs
- Lack of community based organisations and community-led groups

WAY FORWARD...

- Community Open Days will be held in March and are geared towards engaging community members through information sharing, one-on-one discussions and collecting data related to issues affecting the community. The Open Days are also used to gather potential solutions from community members as this increases buy-in, and commences the process of community led planning
- Formal engagements and meetings with potential partners and stakeholders will continue to identify areas for collaboration and identify members for the community intervention team
- Selection and training of participants for the 1st cohort of the STAR Employment Programme in Savanna-la-Mar
- Commencement of the quick wins programme



Building on an Investment in our Youth

The Sandals Foundation and Sandals Resorts International are collaborating with local partners to harness the power of young men and women by providing opportunities to be trained, certified and supported in their pursuits to shape their future.



SANDALS FOUNDATION BUILDS ON COMMITMENT TO THE COMMUNITY AND YOUTH

Over the years, Sandals Resorts International and the Sandals Foundation have been drivers of social and economic development goals in Jamaica and across the Caribbean. The company and its philanthropic arm have channelled our efforts to bring across sustainable growth by being intentional in our support of the next generation. This stemmed from the late chairman and founder, Gordon ‘Butch’ Stewart, who made it his personal mission to reach out within surrounding communities to engage young people.

As a legacy donor of Project STAR, Sandals Foundation has made an annual J\$10 million investment into the 5-year social and economic transformation initiative created by the Private Sector Organisation of Jamaica to effect youth empowerment and social change and will be leveraging its resources to reach those communities in need of positive social outcomes.

By building on our commitment, through Project STAR, the Sandals Foundation will continue to harness the power of youth development and work with stakeholders at the community level to provide young people with the opportunity to be trained, certified, and supported in their pursuits so that they can shape their future. This is synonymous with our parent company – Sandals Resorts International – which has a strong reputation for hiring from within the communities in which we operate. With approximately 17,000 team members spread across eight countries, the brand’s strength is a testament to the stellar work and high standards provided by people on the islands.

Sandals Foundation’s recent youth engagement programmes

By working with local partners at the community level, the Sandals Foundation has invested in a number of programmes that develop key life skills such as discipline, respect, resilience, and teamwork within young people. Additionally, the charitable arm supports programmes that build capacity in traditional and digital literacy, teacher training, healthcare services, conflict resolution, sports programmes covering the games of golf, football, basketball, swimming, tennis, and most importantly, programmes that help develop livelihood skills and opportunities.

In recent years, the foundation has invested in programmes and partnerships that provide direct employment. Here in Jamaica, an investment in the hospitality programme of Spot Valley High School in St. James, provides tools and equipment to support students’ practical studies and exams. The philanthropic arm also provided resources for the creation of a woodcraft programme at the Mount Olivet Boys’ Home in Manchester, and equipped the Skyliner Marching Band, whose members are based across St. Ann and St. Mary, with instruments and uniforms. Our support also extends to young mothers at Women’s Centre of Jamaica, providing skills training and giving them a second chance at their formal education and certifications. Furthermore, the foundation engages youth from vulnerable communities in sports through its staple Care For Kids Golf programme, renovating community sports areas such as the Buckfield Basketball Courts in Ocho Rios, and serving as one of the main sponsors for the opening of the Freedom Skatepark. All of these programmes positively engage young men and women, empowering them to pursue their dreams and ultimately strengthen their communities.



EAST DOWNTOWN KINGSTON RESIDENTS FIND HOPE IN EMPLOYMENT

Forty-four year-old Sashanna West is over the moon that she has secured employment after many months without a job. “It’s a good feeling that I can now see my way out,” she said, knowing that she has a secure income that she can plan around. “Every day I thank God for this opportunity!”

One of the beneficiaries of Project STAR’s Employment Programme, West was placed in a job at the Altamont Court Hotel where she is bartending. “It has been lovely. The supervisor shows me the ropes and helps me out a lot. I appreciate the guidance,” West shared.

West is hoping to further improve herself to one day become a certified mixology. She commended Project STAR for the opportunity. “Project STAR is a good programme. I can attest to this as I have benefitted from it. I have been telling family members and friends that they too can benefit from the programme,” she said.

Sophia Grant, a resident of Rose Garden in Kingston has also commended the programme as she has secured employment through the programme where she is now part of the team at Jamaica Money Market Brokers (JMMB) as a caregiver at the nursery. “I feel real good about the job. I just want to learn a few more things [which will improve my performance],” she said. She commended the initiative by Project STAR. “I think it is a good thing for the community. This is not political. I have encouraged other members in the community to join as it is a great programme.”

For Akeem Tate, a resident of Rose Gardens and one of the participants in the Employment Programme, “Project STAR has been helping the community by initiating jobs for those who are unemployed and helping those who are employed to stay employed. It is an

organisation that cares about the people and equips people as well,” he said. Tate has high commendation for the Project and affirmed that other members in his community can benefit from STAR. “There are many persons who are lost and are unable to access opportunities, and I think Project STAR will get their life back on track,” he said.

For Keisha Stewart-Watches, securing employment in housekeeping at Altamont Court Hotel has given her hope and it has exposed her to a different environment. “I feel excited. I’m now in a new environment and it has given me a positive mind-set. My dreams are still alive because there is still hope,” the Parade Gardens resident shared.

Under the Project STAR Employment Programme, participants were trained in effective work habits such as keys to being a good employee; workplace protocol; being a good team player; respecting diversity; time, money management and personal marketing.

According to Saffrey Brown, project director of Project STAR, “These participants are the first Employment Programme cohort to be trained. We will soon be rolling out in Westmoreland and other parishes across the island.”

The successful applicants have secured positions at EXIM Bank Jamaica, JMMB, Sagilty Jamaica Limited (a business process outsourcing company), Altamont Court Hotel, Active Traders, Courtyard Marriot and Rok Hotel, Kingston. Brown notes that other companies are expected to support the programme.

“We are encouraging other organisation to support this programme,” she said, noting that when persons are gainfully employed this can have a positive effect on the economic welfare of, not only the individual, but also the family and wider community.

Brown informed that the employment programme was designed to assist participants in a holistic way in order to get them to a place where they are sustainably engaged as formal workers within the Jamaican economy. This, she said, is accomplished by tackling the diagnostic development as well as psychological issues of participants.

The participants were trained in effective work habits, workplace protocol, being a good team player, respecting diversity, time management, money management and marketing oneself. Other aspects of the training were problem solving and managing conflicts; healthy behaviours, gender roles and stereotypes.

The training also included mock interviews and resumé writing, which was facilitated by Human Resource Management Association of Jamaica with training in personal competencies delivered by RISE Life Management.

Meanwhile, Dress for Success Jamaica provided professional attire for applicants so they could attend interviews and with confidence.

Brown underscored that the participants are not only placed in employment but that the programme includes mentorship pairing and opportunities for upskilling and retraining as well as counselling where needed. She said from time to time Project STAR would also check in on the participants to see how they are doing.



CHAMPIONS FOR GREATNESS

The **JMMB Joan Duncan Foundation**, part of the JMMB family, is dedicated to building our nation through **transformational leadership, education, entrepreneurship, and community development.**

Standing for Greatness



www.joanduncanfoundation.org



JMMB JOAN DUNCAN FOUNDATION'S "SHARE THE LOVE" MEETS THE NEEDS OF 3,000 JAMAICANS

The JMMB Joan Duncan Foundation, through its Share the Love initiative, distributed 3,000 care packages, valued at J\$16.2M, to the elderly, disabled, and vulnerable families facing food insecurity across the island. Kim Mair, CEO of the JMMB Foundation, explained that the initiative started from a genuine desire to assist Jamaicans with basic necessities. She pointed out that the distribution impacted several families across the island where the initiative was welcomed.

"No Jamaican should ever go hungry. Our vision is to transform people's lives in the communities we serve and we feel an even greater responsibility to those that are most vulnerable," shares Mair. The Foundation head notes, "as an organisation built on a vision of love, and as part of our commitment to being socially responsible, we seek to actively support and engage in outreach efforts, recognising our role of transforming the lives of others and uplifting our communities."

Raquel Virtue, former development manager who spearheaded the distribution explained that as a part of JMMB Group's yearlong 30th anniversary celebrations, the Foundation partnered with over 30 charities and organisations to reach those in need. "It was a delight for us to partner with these amazing grassroots organisations who share the mission to improve the lives of Jamaicans", Virtue said.

"The charities and organisations were very receptive and we are happy to help ease some of the burdens for individuals and families in the communities they serve," states Mair.

The Janet Richards Foundation, a beneficiary of the initiative, received 50 care packages for the Cornwall Regional Hospital Nursery unit and other vulnerable persons in the nearby communities. Janet Richards,

CEO of the foundation, expressed her gratitude for the care packages. "The Share the Love care packages were a blessing to the needy people of Montego Bay and Hanover. The beneficiaries were so grateful and happy, as the main items for a meal were included in the bag. Many of them [the beneficiaries] told me to tell the company [JMMB Joan Duncan Foundation], thanks, for the kind gesture. My Directors and I appreciate the donation to our foundation and we are looking forward to more partnerships this year," says Richards.

Some of the beneficiaries of the Share the Love initiative include: Missionaries of the Poor; Partnership and Love Foundation; City Life Ministries; Mustard Seed Communities; Child Resiliency Programme; Webster Memorial Church; Jamaica Aids Support for Life; Cause for Change; Lion's Club of Portmore; Poor Relief Shelter; Jamaica Society for the Blind, among other community and outreach groups.

The JMMB Joan Duncan Foundation which focuses on education, entrepreneurship, and community development, has made significant donations to projects including the PSOJ-led initiative Project STAR, The Child Resiliency Program, Tablets for Schools, scholarships and the Gazebo refurbishing project at Hope Botanical Gardens, all while continuing to make a significant national impact through its signature programme, Conversations for Greatness.

As the Foundation continues its focus on uplifting communities and people, "We continue to seek partnership and support initiatives within our focus areas and knowing that we are truly changing lives and transforming communities," says Mair.

SHARING STAR'S TECHNICAL APPROACH

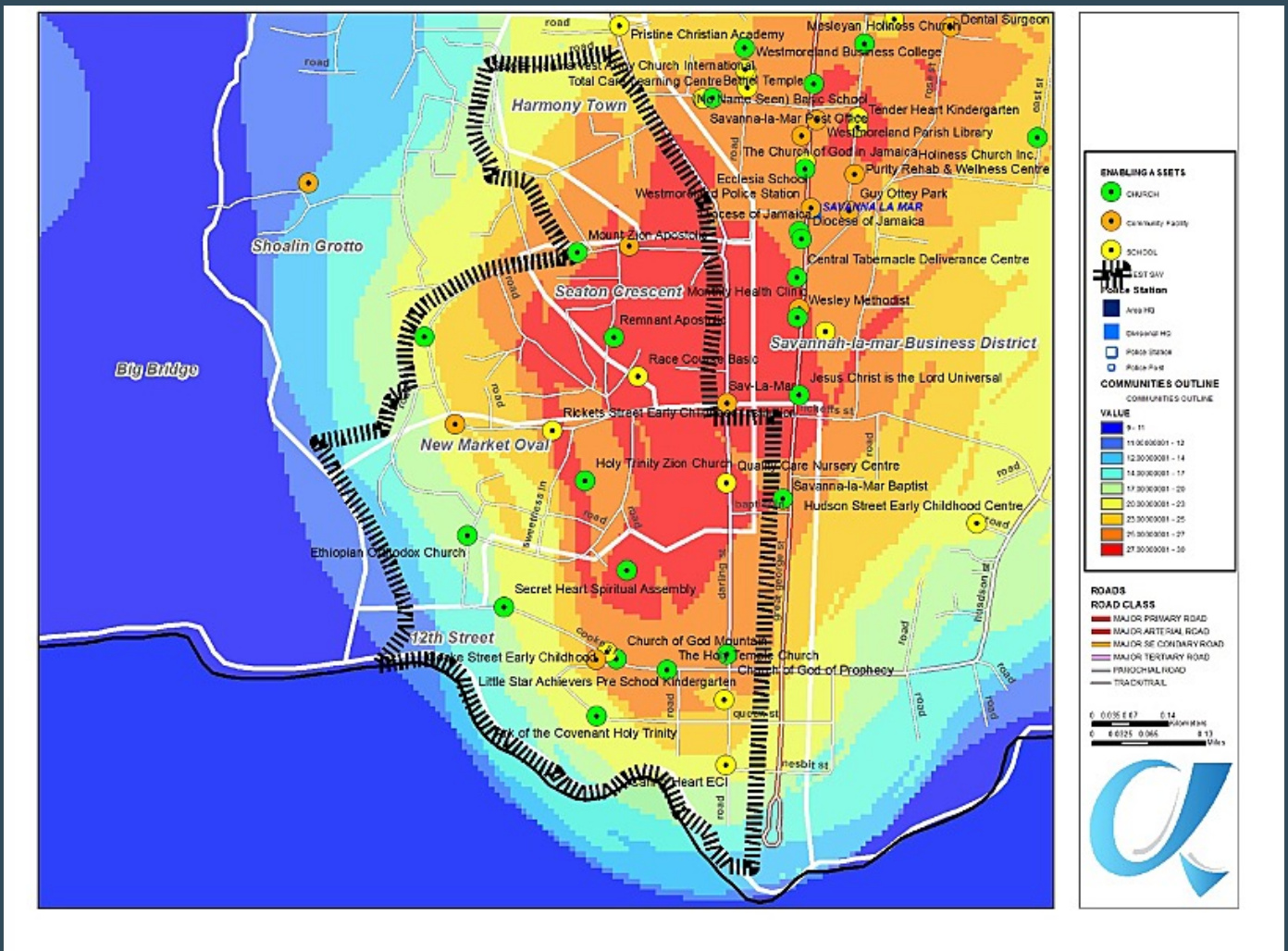


DATA DRIVEN DECISION MAKING

Project STAR identified and selected its first three communities for intervention using a data driven methodology which ranked all communities across Jamaica utilising **data points** including **population numbers**, **crime and violence related injuries**. The major crime data and hospital violence related injury (VRI) data over a 3-year period was tracked in order to determine the trends in crime and violence, and then communities were ranked accordingly. Additional data points used included **population size** and **points of interest** so as to exclude commercial hubs. Weighting of Crime data vs VRI data was included in the model with a higher weight (3:1) given to murders and shootings than to VRIs.

In Savanna-la-Mar the initial area of interest for STAR's intervention was extensive and needed to be narrowed down. Utilising the same approach for neighbourhood selection as was used for overall community selection (Crime and VRI data), two hotspot areas were identified in Savanna-la-Mar: one in the north of the town and the other in the west. To zero-in further, additional social indicators were layered onto the criteria including violence against children (higher weighting); vulnerable groups

SHARING STAR'S TECHNICAL APPROACH



(comprising students, the elderly, Programme of Advancement Through Health and Education (PATH) beneficiaries and persons living with disabilities); labour skill sets; and types of assets.

A composite was created to isolate the areas of Savanna-la-Mar which have high numbers of vulnerable people, run-down assets, low-skilled workforce and young victims. (These are represented as red areas on the map). The red areas are heavily skewed in the western part of Savanna-la-Mar. The boundaries that fall within the area of interest are the roads west of Dalling Street: Cooke Road, New Market Oval, Seaton Crescent, Harmony Hall and Dalling Street communities have been identified as STAR's areas of focus for Savanna-la-Mar. Throughout the consultations with stakeholders critical to the development of Savanna-la-Mar, there was consensus that the neighbourhoods that have been identified require social and economic interventions.



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