

Quarterly Report  
September 2023 - November 2023

EVERYBODY  
TAKE A WUDY



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

Project STAR is an undertaking of the Social Transformation and Renewal (STAR) Foundation – a registered charity in Jamaica.



Project STAR is supported, in part, by financial contributions from our donors.

#### LEGACY



#### SIGNATURE



#### LEADING



#### PATRON



#### CONTRIBUTING



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## OVERVIEW OF THE SECOND QUARTER OF YEAR TWO

The second quarter of year two consisted of critical strides in strengthening and establishing governance structures in all communities along with the continued activation of activities under the economic and social pillars of the Project’s Strategic Framework. Ministries, Departments and Agencies (MDAs) such as the Heart Trust NSTA, the Citizens Security and Safety Branch of the Jamaica Constabulary Force (JCF) and the Ministry of Labour and Social Security (MLSS) continued to actively provide services to the communities. The quarter also saw a re-work of the job readiness programme alongside the activation of the entrepreneurship strategy. Having entered three communities so far in the community transformation process, STAR is at different levels of the transformation process. The teams continued to activate various aspects of project and programme operations.

With stakeholder engagement as a key strategy for STAR, we were able to conduct two walk throughs with political directorates. The Office of the Prime Minister and members of the Ministry of National Security (MNS), Office of the Commissioner of Police and other members of the JCF, Private Sector Organisation of Jamaica (PSOJ), donors:

Carreras, GraceKennedy, JMMB Joan Duncan Foundation, Sandals Foundation and other government representatives visited East Downtown Kingston (EDTK) on September 15, 2023. The Project team was able to highlight the work being done in EDTK and project-wide with testimonials given in relation to some of the programmes being delivered such as the School Feeding Programme, Employment Programme, community sporting initiatives, partnerships with the JCF, and the parenting support initiatives.

The Leader of the Opposition, Mark Golding, was also engaged by members of the STAR team and the communities on October 12, 2023, at the Swallowfield Chapel Conference Centre in Kingston. This meeting included representatives from all three communities sharing their stories of engagement with the project along with some of the efforts toward transformation with which they have been involved.

These events resulted in both major political parties endorsing STAR, thus reinforcing the bipartisan nature of the project.

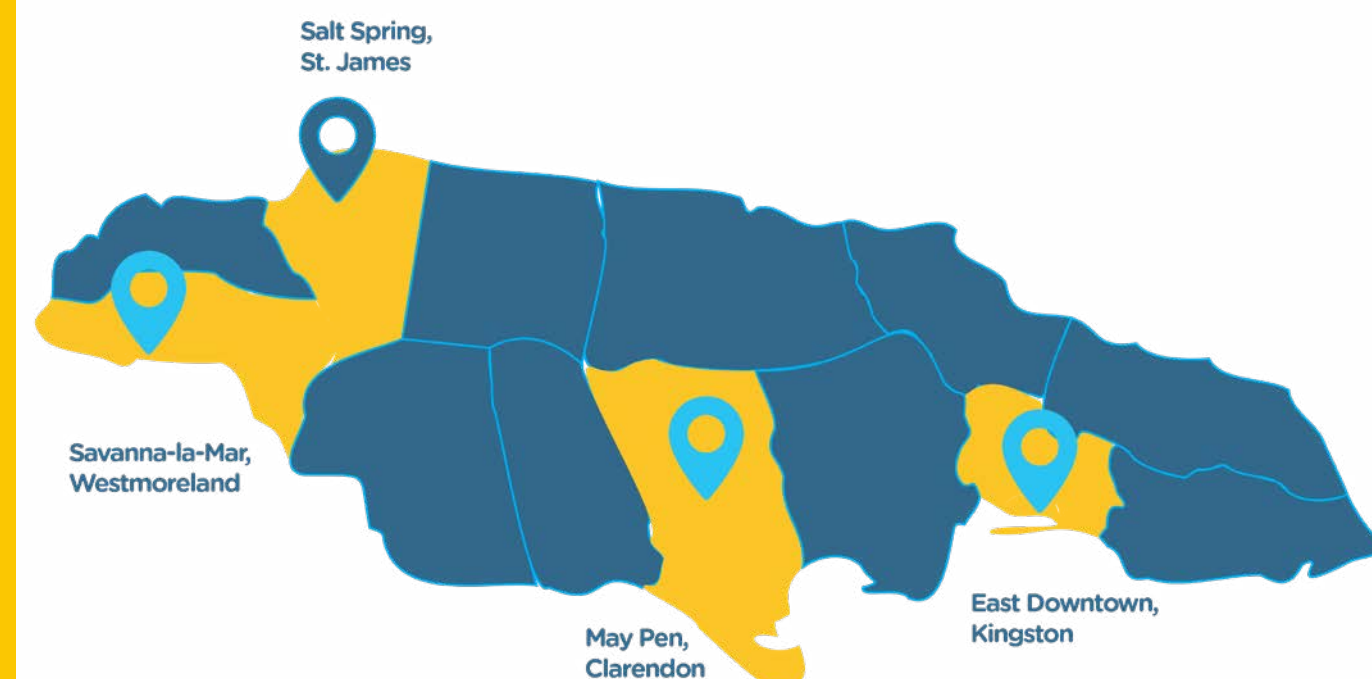
There was an overall increase in initiatives/activities geared towards strengthening governance structures across all communities during the quarter. The team recognises disparities in the levels of ownership and required support



for community development initiatives across different communities. May Pen West, despite being the last of the three STAR communities entered, has provided a strong ecosystem, and contributed significantly to the number of initiatives being led, owned and successfully implemented by the communities due to the existence of several strong, and functional governance structures including Police Youth Clubs (PYCs) and Citizens Associations, coupled with the active interest and involvement of local business stakeholders and Ministries, Departments, and Agencies (MDAs) working collaboratively with the communities. It was highlighted though, that amongst the May Pen West communities, Havana Heights had the lowest levels of community-led action, displayed especially in Phases I and II, where the population also had the greatest socio-economic need. The project will need to utilise more effective community engagement strategies within this space in order to increase the involvement of residents in decision-making, planning and action. Overall, there is also further support needed to effectively address the employment and entrepreneurship needs of the residents.

On the other hand, in Savanna-la-Mar (SAV), most interventions for the communities in the quarter were organised and channelled through the Community Transformation Board (CTB), with more active involvement required from Project STAR. This is due to the

limited governance structures in place to serve the interests of the residents, especially the youth - with only one youth club and one sports club in existence with capacity weaknesses. It is critical to mention though, that of all STAR's three communities (EDTK, SAV, and May Pen West), during the quarter, the Savanna-la-mar CTB was the most active and functional, with (for the first time) strong representation from all four areas: Harmony Town, Seaton Crescent, Cooke Street and New Market Oval, as well as from several institutions, primarily, schools. The SAV CTB is also the only one in which the private sector is adequately represented with a member of the Chamber of Commerce on the board. This improvement in active involvement in the quarter is largely due to the residents' desire to contribute more intimately to community transformation and involvement in decision-making and action. This bodes well for the possibility of long-term sustainable community transformation. There is need however to establish and strengthen governance structures within the space to meet the needs of the youth, elderly, parents and other vulnerable groups, and for more engagement and partnership with churches, as well as MDAs, to effectively address the physical (infrastructure - roads, signs, water, drainage, sewage, school-plants), psychosocial and social (literacy, parenting, counselling, substance-abuse) and economic needs (employment, financial inclusion and entrepreneurship) of the residents.



In EDTK, there were three new groups formed to address the needs of the vulnerable (seniors) and to strengthen the sustainability and continuity of sports in the communities (netball and football clubs). In Parade Gardens, there is the need for constant engagement of the residents, along with greater and more consistent collaboration with external stakeholders to increase the level of trust and support in this community. The EDTK Community Intervention Team (CIT) drafted a strategic action plan within the quarter; implementation will commence in December and is expected to assist with strategically engaging the communities developmentally; as well as serving to improve community-police relations, to mitigate some of the current concerns.

During this quarter, Project STAR has continued to work with the fisherfolk of St. Mary's Fishing Beach in Savanna-la-Mar. One of the priorities is the formalisation and registration of the group. Sessions were held to assist the group to begin developing their governance structure in accordance with guidelines from the Department of Cooperative and Friendly Societies. Beach erosion at St. Mary's Fishing Beach and lack of infrastructure and facilities were also identified as major challenges by the fisherfolk. A Site and Hazard Vulnerability Summary for Savanna-la-Mar was provided by Smith Warner International based on previous work they conducted in the area, and a site visit was conducted with coastal engineering consultant, Mr. Pierre Diaz of Sea Control Oceanography to assess the erosion issue and generate possible solutions.



## Sagicor Financial Company – Proud Legacy Donor of Project STAR

Keisha Humphrey-Mayers – manager of communications and brand experience, Sagicor Financial Company

At Sagicor, we're honoured to serve our communities through our vision, "to be a great company committed to improving the lives of the people in the communities in which we operate." This vision acts as the compass for our corporate social responsibility (CSR) efforts, underpinned by the four key pillars of health, education, sport and community and youth development. Through the latter, we've joined forces with like-minded stakeholders to support Project STAR and assist in further laying a strong foundation for Jamaica's social and national development to flourish.

CSR initiatives such as these have long coloured our 183-year-existence. As a group, in 2022, we proudly contributed US\$1.9 million to several outreach activities, allowing us to give back to the very communities in which we live and work. These include large-scale initiatives such as the widely acclaimed Sagicor Sigma Corporate Run (Jamaica), breast cancer awareness initiatives for the global Pinktober campaign and Adopt-a-School. These and several more are driven by Sagicorians on the ground across our 21 territories and it is in supporting these communities that we continue to provide and facilitate important opportunities

and experiences for both individuals and groups to grow socially and economically. As we move forward, we're therefore proud to add Project STAR as another step in our global CSR footprint.

The significant strides Project STAR has made since their inception in 2022, are inspiring. With an ambitious but attainable target of impacting 10 under-resourced communities across Jamaica over the next 5 years, the initiative has already begun to drive social and economic change, strengthening the resilience of the targeted areas. Inroads such as school feeding programmes, sporting initiatives, community reasoning sessions, social protection programmes, youth interventions and employment and training have served to elevate and empower. Such transformation and social impact could not have been possible without the "whole-a-wi" approach which truly takes "Everybody Fahwud," as is the programme's focus and mandate.

As an organisation with a deep history and firm roots in the Caribbean, we also recognise the programme's commitment to sustainability and overall development. Project STAR focuses on community members driving the change, cementing its longevity, and emboldening the project team to advance to the elevation of one community after another. A true example of how we can be our brother's keeper, Sagicor Financial Company Ltd. is pleased to be a legacy donor of Project STAR.

# Uplifting Communities since 1840

Sagicor Financial Company Ltd.  
is a proud donor of Project STAR





## KEY PERFORMANCE INDICATORS



Thematic Area	KPIs	Period	Cumulative results for Q2			
			Communities			
			Project wide	EDTK	SAV	MAY PEN
Social protection and inclusion	# of persons accessing STAR-led and -supported initiatives	Cumulative	2677	1737	678	262
		Quarterly Update	1256 <sup>(A)</sup>	750	309	197
Local economic development	# of community members trained	Cumulative	158	92	66	0
		Quarterly Update	45	11	34	0
	# of community members obtaining employment	Cumulative	67	57	10	0
		Quarterly Update	15	12	3	0
	# of entrepreneurial based support initiatives (activities + events)	Cumulative	10	5	4	1
		Quarterly Update	5	2	2	1
	# of individuals impacted by entrepreneurial based support	Cumulative	279	127	121	31
		Quarterly Update	183	95	57	31
Community led action / Partnership for development	# of residents involved in community planning	Cumulative	1792	1005	509	278
		Quarterly Update	261	110	113	38
	# of institutional/organisational stakeholders involved in project delivery activities	Cumulative	37 <sup>(B)</sup>	24	14	10
		Quarterly Update	33	21	13	10
	# of communities entered	Cumulative	3	1	1	1
		Quarterly Update	-	-	-	-
	# of local community groups created/strengthened and reactivated	Cumulative	38	32	6	0
		Quarterly Update	10	7	3	0
	# of community-led initiatives	Cumulative	64	40	19	5
		Quarterly Update	18	6	9	3

<sup>(A)</sup> There were 1256 residents across three communities accessing STAR programmes and services during the quarter. The sum articulated here consists of all persons who have been accounted for via registration or other means of verification (MOVs) in activities supported and led by STAR. This includes residents who would have been active in programming and activities since inception so there is a possibility that there may be double counting. This indicator seeks to track the number of residents who have benefitted from a STAR supported or led event, programme, initiative which was funded and/or driven and owned by STAR.

<sup>(B)</sup> This indicator calculates the total number of organisational stakeholders involved in project delivery locally in all communities and project wide. Discrepancies in the numbers are due to the reality that some organisations like SDC, HEART, MLSS, MOJ etc are counted at the local level based on the initiatives delivered for the period and will contribute to the project wide numbers as well, but are counted once at that level. In an effort to avoid double counting, the project wide number reflects all organisations that are involved in programme delivery.



750 beneficiaries from EDTK ranging from the School Feeding Programme (SFP), sports, social protection services, entrepreneurship support and training



309 beneficiaries in SAV - sports, parenting capacity-building sessions, financial inclusion, and entrepreneurship training



197 beneficiaries in May Pen - sports, financial inclusion and youth club activities



## PwC makes 5-year, \$52million commitment to Project STAR

PwC Jamaica has committed J\$52 million over 5 years to support the work of Project STAR. The commitment includes the value of audit services which began in 2023, community outreach, PwC internships, and a financial donation of J\$5 million annually.

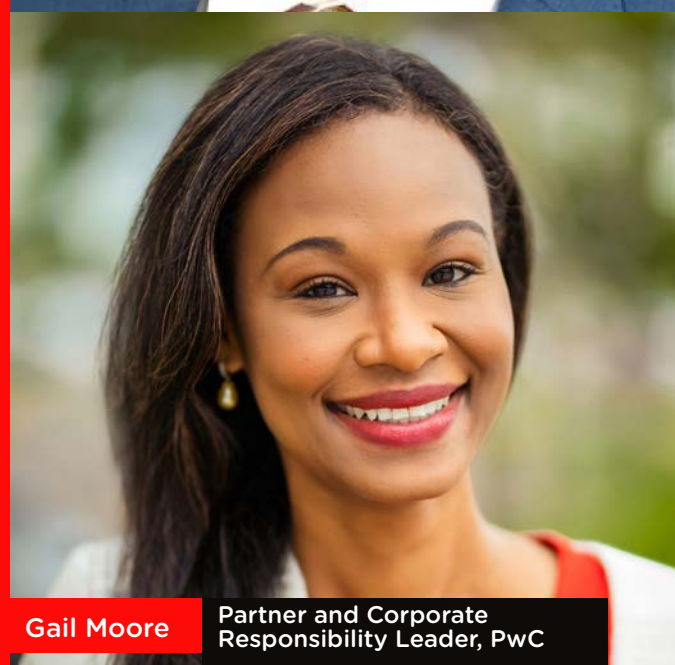
Territory leader for PwC Jamaica, Bruce Scott, in lauding Project STAR, underscored the firm's commitment to positive change. "PwC is pleased to support the PSOJ and the JCF in this landmark initiative. We're committed to delivering sustained positive impact in our communities by sharing our time, knowledge, and resources, and what better way to do so than by making this important investment in the future of our country."

The firm's leadership believes that by joining forces collaboratively, much more can be accomplished in driving and enabling systemic change. PwC's extended commitment over five years is aimed at supporting Project STAR in its operations, governance, and on-the-ground efforts, to advance positive social transformation.

Gail Moore, partner and corporate responsibility leader at PwC noted that their involvement with Project STAR aligns with its track record of community commitments. "For PwC this is the next step in galvanising our community commitments. We believe that so much more can be achieved when we join together to solve our most pressing societal problems. Our multi-year commitment is aimed at supporting Project STAR in its operations,



**Bruce Scott** Territory leader for PwC Jamaica



**Gail Moore** Partner and Corporate Responsibility Leader, PwC

governance, and on-the-ground work, to ignite positive social change. I truly believe that together we can forge a brighter future, empowering communities and fostering lasting change." Project STAR provides a unique opportunity to help solve important problems in our communities through people-led initiatives. It puts people at the centre, giving them ownership of the solutions while providing hope and support at a time when it is most needed.

Since 2020 PwC Jamaica has donated over J\$18.5 million to community outreach projects and educational initiatives.

According to STAR's project director, Saffrey Brown, PwC's contribution "will directly impact our ability to carry out a range of activities and initiatives in the 10 communities that we are targeting."



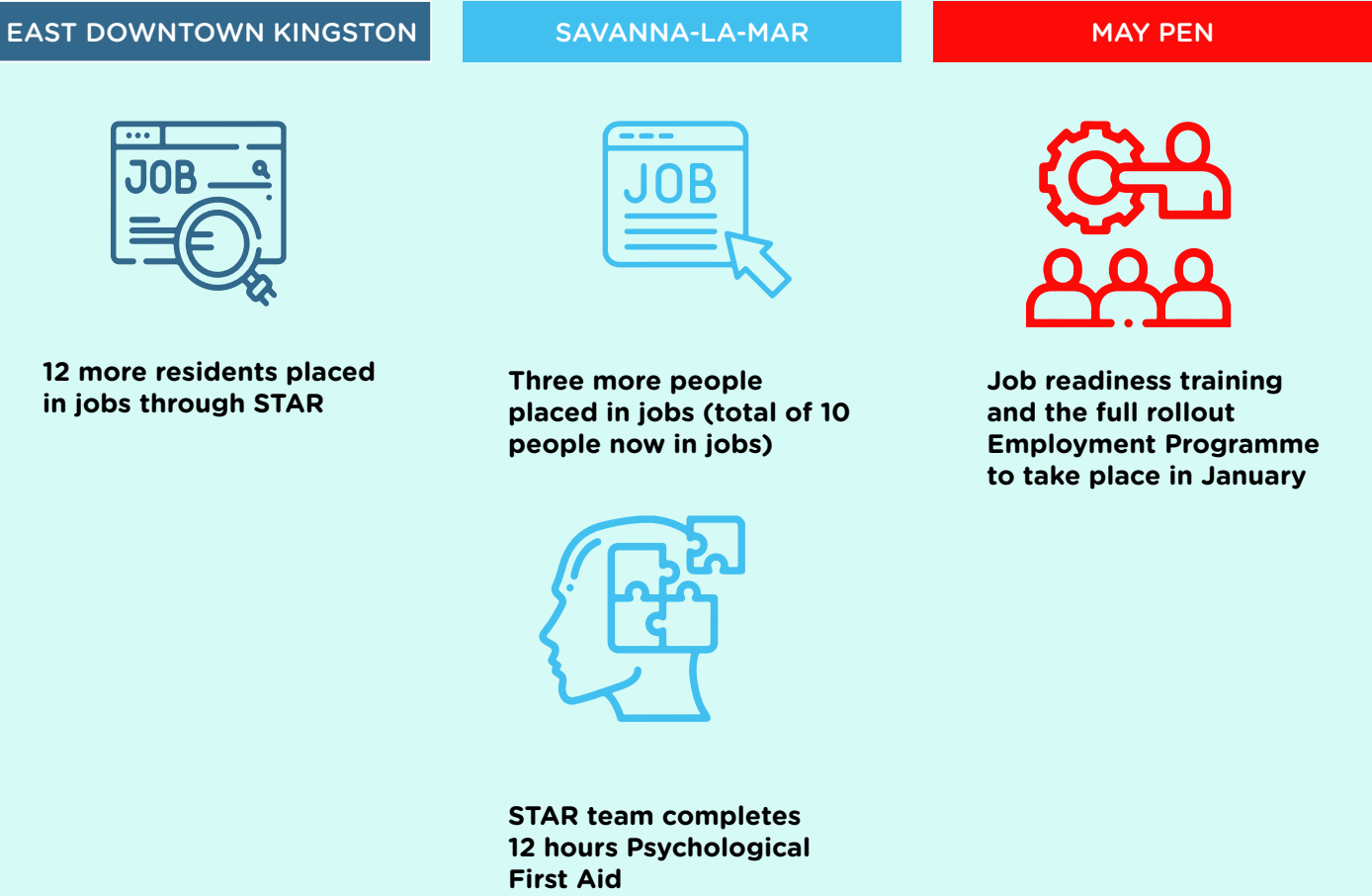
EMPLOYMENT + TRAINING

This period consisted of a full evaluation and review of the pilot phase of the employment and training programme. This included a methodological review of the operational and programmatic framework including the process of screening, job readiness training, job placement and stakeholder engagement – participants and potential employers – and the capacity of the STAR team. The programme has now been reviewed and restructured based on the findings. Our improved programming will result in the full roll out across all communities in January 2024. In addition, we onboarded nine new Employers (primarily serving EDTK). For SAV, we held meetings with the Community Services team to analyse our present interventions and ensure they are still aligned with the needs of the community. Participants on the ground say they want work; some have demonstrated appreciation for the provided opportunities. However, despite consistent placement efforts, the vast majority (75%) are still not employed after six months. No-shows for interviews are a common occurrence in SAV. Contact numbers change frequently. The full Employment Team will head to SAV at the end of January, working in partnership with Community Services to re-engage participants.

In addition, in a bid to build the capacity of the STAR Savanna-la-Mar team to respond effectively to the varying needs of residents engaged, the team as well as members of the SAV CTB partnered with the European Union and a number of other agencies including: HEART Trust NSTA, Ministry of Labour and Social Security, Westmoreland Municipal Corporation, and Child Protection and Family Services Agency to complete twelve hours of Psychological First Aid (PFA) training which commenced on November 6th. The objective of the training was to equip participants with essential skills and knowledge to provide immediate, supportive assistance to individuals in the aftermath of a traumatic event. Fundamental areas of training were: Active listening, Creating a safe and supportive environment, and Assessment of individual needs.

Due to an operational review and overhaul of the employment unit, the majority of the focus was on strengthening resource allocation and strategies towards engagement and placement. This temporarily limited progress towards advancing training in May Pen West and placement numbers in Savanna-la-Mar.

THE NUMBERS







**BUSINESS DEVELOPMENT + ENTREPRENEURSHIP**

In this quarter, we formally launched the Entrepreneurship and Business Development Programme in two communities – EDTK and SAV. There were four (4) activities executed over the period towards providing entrepreneurial based support, resulting in 183 individuals and some businesses being impacted. The entrepreneurship programme will be rolled out in the next quarter.

In East Downtown Kingston, the HEART Trust NSTA Business Development Training was launched in November. An introductory sensitisation session was held at the East Queen Street Baptist Church featuring residents from across EDTK who were either business owners or interested in starting a business. Representatives from the Companies Office of Jamaica, Tax Administration of Jamaica (TAJ), Ministry of Labour and Social Security (MLSS) NIS’s

office and the National Housing Trust (NHT) shared the benefits of formalising a business and complying with the laws governing citizens of Jamaica. There was a broad indication of interest in training and to become part of the programme being led by the HEART NSTA. In addition, on Nov 6th and Nov 8th the HEART Trust NSTA Business development training programme commenced two pilot sessions with an average attendance of 50 participants from those who showed interest at the sensitization session held.

STAR continued to partner with fisherfolk from St Mary’s Fishing Beach in SAV. There were two sessions on formalising their executive body and developing and gaining consensus on their strategic plan, towards them becoming a friendly society. The local team will continue to strengthen partnerships with the National Fisheries Agency, NEPA, NSWMA and the DCFS

**THE NUMBERS**



**EAST DOWNTOWN KINGSTON**



**95 persons and 71 businesses participated in business formalisation sensitisation session**



**Averaging 50 participants each, HEART Trust NSTA lead two sessions of Business Development Training Programme**



**26 participants selected from pool of business owners who attended sensitisation session and screened based on requirements from the HEART/NSTA and STAR. Those businesses selected, will populate the first cohort of the STAR and HEART Trust NSTA business development programme**

**SAVANNA-LA-MAR**



**Two sessions held with St. May’s fisherfolk on formalising their executive body and building consensus on their strategic plan**





**32 individuals graduated from the RISE life programme titled ‘Reducing Inter-Partner Violence through Micro Enterprises Development’. This consisted of women from the community.**



FINANCIAL INCLUSION + CAPACITY BUILDING

Our partnership with Stocks on the Rocks (SOTR) continued over the period with 56 residents being provided with lessons in financial inclusion in SAV and May Pen. The sessions were geared towards increasing the participants’ knowledge of financial management and the use of financial tools and services to build wealth for personal and business opportunities

THE NUMBERS

MAY PEN	SAVANNA-LA-MAR
	
31 participants, including small and micro business operators from Treadlight, Racetrack, and Havana Heights took part in May Pen session	25 participants and business operators took part in the SAV session





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Unwavering support for diversity & inclusion.

Driving diversity with reduced risk products.



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## Opening Doors with Workforce Development Training

Emboldening young people to take the first steps towards their professional development involves targeted mentorship, certification and workforce training.

Through the support of our partners and the Sandals Resorts International's Learning and Development team, the Sandals Foundation is committed to nurturing the soft skills, sharpening the qualifications and building on the aptitude of young men and women so they can confidently open doors to their employability and entrepreneurial opportunities.

**Sandals**  
FOUNDATION

### SOCIAL PROTECTION + SERVICES

Increasing social protection continues to be paramount to the STAR approach in communities. Over the period we continued to focus on enabling vulnerable and other residents in the communities to have better access to the respective services.

#### EAST DOWNTOWN KINGSTON COMMUNITIES

We worked to build stakeholder engagement and collaboration to bolster efforts to facilitate access to services and bring services to the residents. The team also engaged GraceKennedy and Food for the Poor to discuss opportunities for collaborations around parenting interventions and aid in relation to food items.

Twenty-five vulnerable individuals from EDTK, including parents and senior citizens, will be targeted for Phase II of the civil documentation support programme in January 2024, to improve their ability to access much-needed social services and other opportunities to improve their quality of life.

The STAR team will engage all stakeholders including the churches, parenting organizations and state authorities such as the National Council for Senior Citizens (NCSS) and the Ministry of Labour and Social Security to create a plan of action geared towards supporting initiatives to address the issues being faced by senior citizens.

Two participants successfully completed their counselling sessions. Based on the positive progress made, the councillor determined that the treatment was sufficient and they no longer required services.

### THE NUMBERS



**38 new applicants assisted in accessing the PATH Programme, through a joint Project STAR and PATH registration programme**



**34 residents who lost documents in a fire, have accessed the Registrar General Department's (RGD) services**

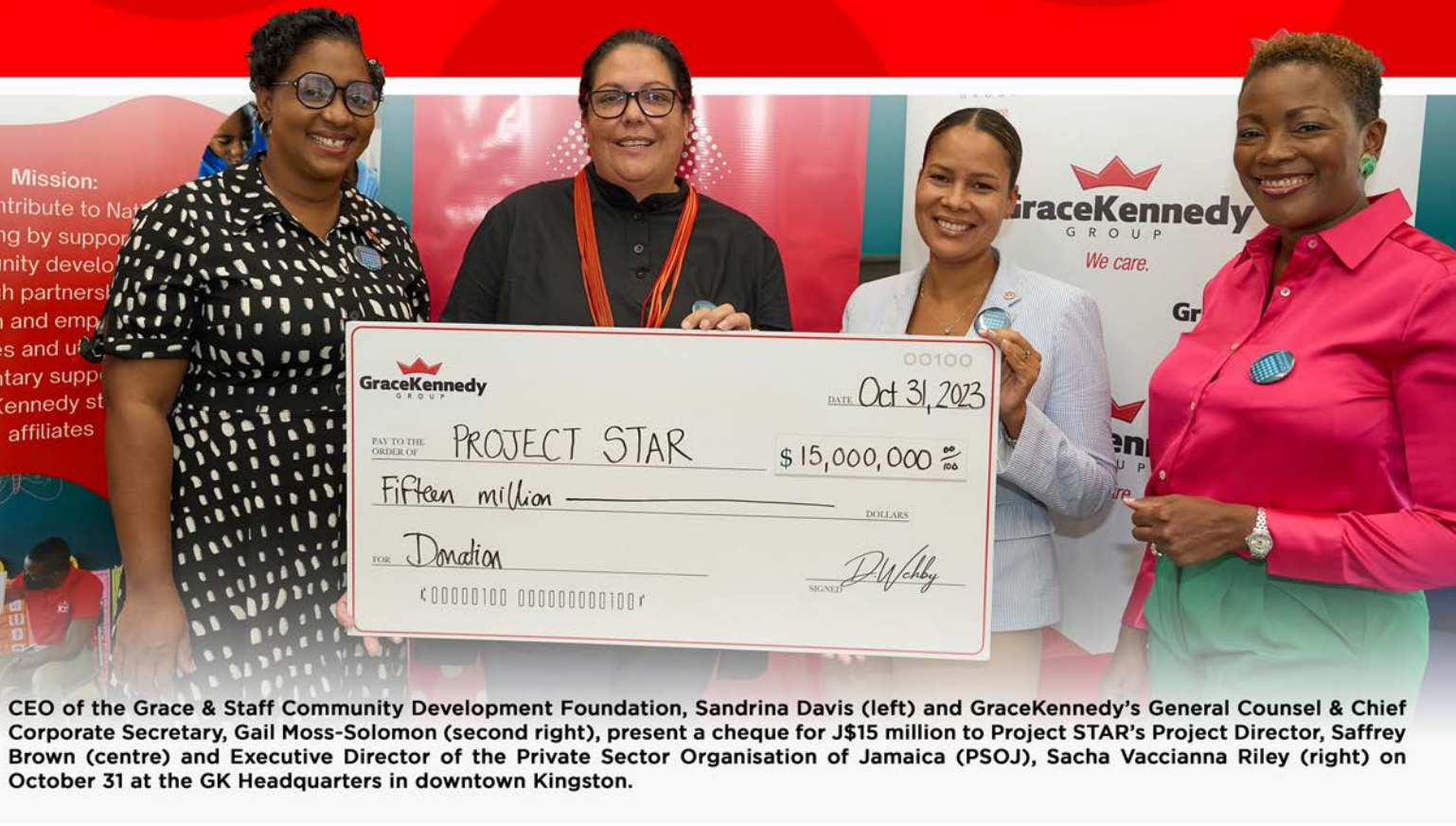
**26 RGD birth certificate applications completed in November. These are expected to be processed in January 2024.**



**26 seniors have formed a senior citizen club**

**3 meetings were held over the period with an average of 20 attendees.**





FACILITATING SOCIAL COHESION

SOCIAL COHESION + INCLUSION

Weekly sporting activities within STAR communities continued inclusive of football and netball in SAV and EDTK, and football and dominoes in May Pen West. STAR continues to support them with refreshments, footballs and other sporting equipment . The focus on youth engagement and inclusion using sports continued during the period with the observance of International Peace Day through collaboration with the various stakeholders to host Peace Day activities across each of the three communities, which targeted the youth as a means of re-energizing PYCs and their involvement in STAR and community activities.

Two new sports clubs in EDTK have been playing weekly and have developed mission statements which prove their seriousness and readiness to improve the cohesion of the community.

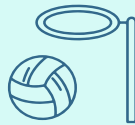
EAST DOWNTOWN KINGSTON



On average, 30 young men participate in football + 11 women play netball weekly



One football club was established in Parade Gardens



One Netball Club has been established in Rose Gardens

SAVANNA-LA-MAR



On average, 22 persons participate in sporting activities weekly



100 residents attended a Peace Day community social event in Harmony Town

MAY PEN



On Peace Day, 33 youths from the Racetrack, Treadlight and Havana Heights Police Youth Club supported Project STAR and VPA in hosting 'Peaceful Exchange: Everything Active' a social service fair and football competition



Treadlight community, supported by Project STAR, held their domino tournament to engage residents about priority community issues, and to improve community spirit

Two teams (eight players each) participated

40 residents attended to support the teams







CHILDREN + FAMILY-BASED SUPPORT AND ACCESS TO SOCIAL SERVICES

In East Downtown Kingston, children and family-based support was prioritised with a series of activities and initiatives including a focus on strengthening parenting clubs and the launch of the second round of the School Feeding Programme (SFP). Residents’ access to school-based support programmes increased over the period. With the support of Rainforest Caribbean and Musson Foundation, STAR organised a community engagement event at Jamaica Food and Drink Kitchen. The Cook Lab and Nutrition Workshop consisted of a presentation from Dr Patricia Thompson (nutritionist) on preparing balanced meals and a cooking demonstration. In addition, participants competed in a live cook off competition, preparing delicious and balanced meals with affordable ingredients from Rainforest Seafood and Musson Group.

Parenting groups in Rose and Parade Gardens have developed their mission statements and defined their goals and will soon develop an action plan for community transformation.

The children and family-based support element of the social pillar of STAR has not yet been fully activated in SAV in comparison to EDTK. As such, the team has engaged children and parents through activities around mentorship for the youth and children and capacity building sessions for parents. Also in SAV, preparation of a concept note has commenced to develop a mentorship programme for the New Market Oval Community Centre.



THE NUMBERS

EAST DOWNTOWN KINGSTON



20 parents and school staff participated in a Cooking Lab, which included a nutrition presentation and cooking demonstration



The School Feeding Programme was re-launched in November and has been providing meals for 69 students across four schools in the area



Parenting groups in Rose Gardens and Parade Gardens met 6 times over the period

SAVANNA-LA-MAR



20 parents participated in a parenting forum and luncheon in New Market Oval.

The session was facilitated by two parent trainers from the National Parenting Support Commission





### ACTIVATING COMMUNITY-LED ACTION THROUGH EMPOWERING RESIDENTS AND LOCAL COMMUNITY GROUPS + PARTNERSHIPS TOWARDS DEVELOPMENT

Despite being at different phases of the community transformation spectrum, each community has significantly improved its readiness for transformation and has increased its sustainability structures over the period. Rose Gardens has finalised their draft Community Prioritization Plan (CPP) and the process of developing the Community Transformation Plan (CTP) in Parade Gardens will be advanced over the next quarter.

Community-led activities decreased over the period due to a focus on strengthening governance structures and developing action plans for community transformation.

Community Transformation Boards (CTBs) and Community Implementation Teams (CITs) continued to play active rolls in advancing community transformation efforts.

Parenting groups in Rose and Parade Gardens have developed their mission statements and defined their goals and will soon develop an action plan for community transformation.



### THE NUMBERS



**12 Community Transformation Board (CTB) meetings held this quarter**



**One CTB (May Pen) established over the period**



**Representatives from all three May Pen communities sit of their newly established CTB**

**The May Pen CTB met 4 times in the quarter and have advanced the development of a strategic plan and supported planning activities with the community**



**Community Intervention Teams (CITs) in the three communities continued to be active during the period. They held five meetings for the quarter across communities.**

**A strategic plan for EDTK has been created and will be advanced**

**The SAV CTB also created an action plan to guide activities, events and programmes for community transformation**



**261+ residents were consulted/ involved in different phases of the community planning processes**

**110 in EDTK (Parenting Group, Community Prioritization process, CTBs)**

**113 in SAV**

**38 in May Pen (through the CTB and other informal sessions)**



**18 activities were held in EDTK, May Pen West and SAV**





Prime Minister Holness and the STAR team, EDTK walkabout





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