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# USAID/JAMAICA COMMUNITY EMPOWERMENT AND TRANSFORMATION PROJECT - PHASE II (COMET II)

## Monthly Report: April 2015



May 11, 2015

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# USAID/JAMAICA

# COMET II PROJECT

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

## LIST OF ACRONYMS

ACB	Anti-Corruption Branch
CBO	Community Based Organization
CDC	Community Development Committee
CEDAR	Communities Empowered for Disaster & Adaptive Resilience
CISOCA	Centre for the Investigation of Sexual Offenses and Child Abuse
COL	Culture of Lawfulness
COMET II	Community Empowerment and Transformation Project II
COP	Chief of Party
COR	Contracting Officer's Representative
CRC	Community Resource Centers
CSSB	Community Safety and Security Branch
DRR	Disaster Risk Reduction
DTC	Drug Treatment Court
FSFL	Forward Step Foundation Limited
GCC	Global Climate Change
HQ	Headquarters
JCF	Jamaica Constabulary Force
JRC	Jamaica Red Cross
ICA	Institute of Capacity Building
LoA	Letter of Agreement
M&E	Monitoring and Evaluation
MOCA	Major Organized Crime and Anti-Corruption Agency
MOFP	Ministry of Finance and Planning
MOJ	Ministry of Justice
MOU	Memorandum of Understanding
MP	Member of Parliament
NHW	Neighbourhood Watch Program
NIA	National Integrity Action
PAS	Public Affairs Section (of the U.S. Embassy)
PIOJ	Planning Institute of Jamaica
PMP	Performance Monitoring Plan
PSA	Public Service Announcement
PYC	Police Youth Clubs
REC	Review Evaluation Committee
RFA	Request for Application
RFP	Request for Proposal
SDC	Social Development Commission

SE	Social Enterprise Model
SOP	Standard Operating Procedures
SOW	Scope of Work
SRO	School Resource Officer
STTA	Short Term Technical Assistance
TOT	Training of Trainers
UFC	Unite for Change
USAID	United States Agency of International Development
UWI	University of the West Indies

## I. PROJECT SUMMARY

### GRANTS

In April, the COMET II grants portfolio continued its mandate to deliver small grants to community-based organizations. Three grants have been awarded in Year 2 with the latest to Northern Caribbean University/Morris Entrepreneurship (NCU-MEC) in March 2015. The grant to Kingston and St. Andrew Football Association (KSAFA), Sustainable Livelihood Projects for At-Risk-Youth in Rockfort, remains in the pre-award phase pending a revised budget outlining the construction activities of the applicant. The pre-award documents for requests for applications (RFAs) 8, 9, 10, 11, and 18 are currently being prepared for submission to USAID for approval. RFAs 12 and 22 are currently being reviewed by the REC. RFAs 13, 15, 16, 20, 21, and 22 were reissued this month due to no responses received. RFAs 14, 17, and 19 were cancelled due to organizations not being ready to respond to the RFAs, however these RFAs will be reissued in the near future. RFAs 24-28 and 29-31 expire on May 4 and 7, respectively. COMET II continues to plan the non-competitive grant process to award in-kind grants to community development committees (CDCs) for the development of community resource centers (CRCs) and to receive the social enterprise model.

On April 13 and 16, COMET II facilitated two workshops for grant application writing for sustainable livelihood projects in the remaining communities in St. James and Clarendon, respectively. This brings to eight the number of such workshops done to date. Please see details below:

<b>Date</b>	<b>St. James Communities present</b>	<b>Total no. of Attendees</b>	<b>Age categories of Attendees</b>	<b>Gender of Attendees</b>
April 13, 2015	Barrett Town Ramble Hill Bogue	17	(a) 16-29      7 (b) 30-60      5 (c) Over 60    - (d) No response 5	Males          6 Females        10 No response    1
<b>Date</b>	<b>Clarendon Communities present</b>	<b>Total no. of Attendees</b>	<b>Age categories of Attendees</b>	<b>Gender of Attendees</b>
April 16, 2015	Brixton Hill Chapleton Krawl Belle Plain	13	(a) 16-29      5 (b) 30-60      5 (c) Over 60    - (d) No response 3	Males          2 Females        11

### CAPACITY BUILDING

The capacity building/governance subcontractor conducted four sessions on April 9, 25, 29, and 30, 2015. The session on April 25, held at the Elleston Road Police Station in Kingston, was a make-up session facilitated for those groups that had missed any previous sessions. The other sessions were held at the Jamaica Red Cross (JRC) in St. Catherine, the Four Paths United Church Hall in Clarendon, and the Kitson Town Baptist Church in St. Catherine. The sessions focused on the topics of governance and structure, policy development, and accounting procedures, respectively. Details of the attendance are:

Topic and Date	Location	Community groups present	Total no. of Attendees	Age categories of Attendees	Gender of Attendees
Governance and Structure (April 9)	Jamaica Red Cross in Spanish Town	Rae Town, Harbour Heights, Kitson Town, Gordon Town, Trench Town, Linstead, Belle Plain, Brixton Hill, and Four Paths.	43	(a) 16-29 10 (b) 30-60 26 (c) Over 60 7	Males 25 Females 18
Make Up sessions (April 25)	Elletson Road Police Station	Gordon Town, Harbour Heights, Rae Town, and Trench Town.	15	(a) 16-29 2 (b) 30-60 11 (c) Over 60 2	Males 6 Females 9
Policy Development (April 29)	Four Paths United Church Hall	Kitson Town, Trench Town, Stony Hill, Rockfort, Gregory Park, Four Paths, Brixton Hill, Linstead, Belle Plain, Harbour Heights, Gordon Town, and Rae Town.	52	(a) 16-29 11 (b) 30-60 24 (c) Over 60 14 (d) No response 3	Males 26 Females 26
Accounting Procedures (April 30)	Kitson Town Baptist Church	Kitson Town, Trench Town, Stony Hill, Rockfort, Gregory Park, Four Paths, Brixton Hill, Linstead, Belle Plain, and Harbour Heights.	39	(a) 16-29 10 (b) 30-60 23 (c) Over 60 4 (d) No response 2	Males 18 Females 21



**Snapshots from the various capacity building workshop**

A total of nine groups have now been legally registered. These groups are Belle Plain, Fathers United, Gordon Town, Stony Hill, Gregory Park, Four Paths, Brixton Hill, Linstead, and Kitson Town.

## **SOCIAL ENTREPRENEURSHIP**

The University of West Indies (UWI) team delivered a total of nine sessions to Rockfort Development Council (five), Linstead Development Committee (two) and Trench Town Development Committee (two). As detailed below, the topics included strategic management/business model, incubator plan development, and proposal and business planning. The number of attendees ranged from 7 to 17 per session.

<b>Rockfort Development Council</b>					
<b>Date</b>	<b>April 7, 2015</b>	<b>April 13, 2015</b>	<b>April 17, 2015</b>	<b>April 22, 2015</b>	<b>April 23, 2015</b>
<b>Location</b>	Rockfort Development Council	Rockfort Development Council	Rockfort Development Council	Rockfort Development Council	Rockfort Development Council
<b>Topics</b>	Strategic Planning	Strategic Management/ Business Model	Logical framework/ Business Model	Business Model Development continued	Incubator and proposal session
<b>Number of Attendees</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>11</b>

<b>Trench Town Development Committee</b>		<b>Linstead Development Committee</b>		
<b>Date</b>	<b>April 1, 2015</b>	<b>April 5, 2015</b>	<b>April 2, 2015</b>	<b>April 15, 2015</b>
<b>Location</b>	Angola Park - Trench Town.	Angola Park - Trench Town.	Linstead - St. Dominic Business College and Preparatory School	Linstead - St. Dominic Business College and Preparatory School
<b>Topics</b>	Business Planning Session	Social Enterprise Workshop	Business Model Development	Business Model Completion, Implementation and Incubator session
<b>Number of Attendees</b>	<b>7</b>	<b>17</b>	<b>7</b>	<b>8</b>

As of the end of April, social enterprise training is completed with Linstead and Rockfort CDCs and Fathers United For Change of Trench Town. Plans are presently being made for them to submit their grant applications in response to noncompetitive RFAs. In April, Gregory Park submitted their grant application in response to a noncompetitive RFA.

## **COMMUNITY RESOURCE CENTRES**

With the renovation of already-existing buildings now an option for the establishment of CRCs, additional site visits and consultations were conducted in Kintyre and Gordon Town. Additionally, a meeting was convened with stakeholders and the Member of Parliament (MP) for the constituency in which Stony Hill falls. The purpose of this meeting was to address concerns raised by the MP about location-appropriateness. Although that meeting led to another site visit to the community, the matters have not yet been resolved.

A final meeting was held with prospective bidders to the request for proposals (RFP) to construct CRCs from retrofitted sea containers to answer any queries. The submission deadline was extended until April 24 as the prospective bidders felt that after the site visits, they needed more time to fine-tune their cost proposals.



**Members of the COMET II, JCF, and SDC teams meet with community members outside the Kintyre building that is being proposed for renovation**

On April 28, a four-member evaluation panel (comprised of the GCC Coordinator, Civil Society Specialist, Finance and Administration Manager, and the Engineer STTA) convened to review the CRC proposal submissions. The Contracting Officer's Representative was invited as an observer. Three of the four prospective contractors submitted bids. Of the three bids, two failed to submit all the required documentation and were therefore deemed ineligible. The one remaining proposal's cost exceeded the budget per CRC by just over four million Jamaican dollars. The bidder reduced the amount in negotiation rounds but not enough to come within COMET II's predetermined budget. Since then, intense meetings have been held to determine an alternative to constructing the CRCs at a lower cost.

### **SKILLS BUILDING & CERTIFICATION OF YOUTH**

Netball Foundation of Jamaica (NFJ) trained and certified nine junior umpires (one male and eight females) who are currently working in NFJ's leagues as umpires. Although they have been tested at the theoretical level, further training will allow them to be promoted to the next badge level.

In Gordon Town, St. Andrew, 23 young men recently participated in a two-day disaster risk reduction (DRR) training session mounted jointly by COMET II and the National Works Agency.



**Participants proudly display their certificates after the two-day disaster risk reduction training**

The men were taught how to build and pack gabion baskets that are used to construct retaining walls to stabilize shorelines, river banks, or slopes against erosion or land slippage. The Gordon Town community is one of a number of communities across Jamaica that is very vulnerable to these hazards. The youth trained by NFJ and COMET II in April, in addition to the 63 persons trained and certified by New Horizons Christian Outreach Ministries earlier in the year, brings to 95 the number of youth certified in skills programs. NCU-MEC has begun work in certifying youth in skill programs.

Dates	Communities Group Present	Total Number of Trainees	Age Categories of Attendees	Gender of Attendees
April 21 & 22, 2015	Gordon Town	23	(a) 16-29 (b) 30-60 (c) Over 60	15 Males 18 Females -

Community Journalist Sharlene Hendricks, who is also an intern with COMET II, wrote an article that was published on the TEENage Observer website (<http://www.jamaicaobserver.com/teenage/Career-Walk>) focusing on the gabion basket construction workshop with 23 young men from Gordon Town, St. Andrew.

Forward Step Foundation in Gregory Park is now implementing their grant to develop a sustainable livelihood project for at-risk-youth. They initially had a total of 50 youth enlisted in their program, of which 26 are females and 24 males. Regrettably, one female has since left the program.



**Participants give full attention to the intricacies of jewelry-making in the Forward Step Program**

## **GLOBAL CLIMATE CHANGE**

As a follow up to activity to the CEDAR Training of Trainers workshop, which was completed in October 2014, the implementation of the CEDAR process in Rae Town was completed and preparations have started for the implementation in Stony Hill and Kitson Town. An additional follow up activity was the gabion basket training noted above.

On April 8, a letter of agreement (LoA) was signed between COMET II and the JRC to define the working relationship between the two entities in order to achieve global climate change specific objectives. Planned activities include: training youth club members from project communities in climate adaptation, providing support to manage DRR related activities and equipment at the CRCs, and implementing low cost adaptation measures identified in Community Disaster Mitigation Plans (CDMPs) already developed. The LoA signing was attended by Yvonne Clarke, Director General, JRC; Lois Hue, Deputy Director General, JRC; Franc Kernjak, Mental Health Psychologist Consultant, International Committee of the Red Cross Geneva; Doug Mcaffery, Chief of Party, COMET II; Kwame Emmanuel, GCC Coordinator, COMET II; and Sharlene Hendricks, Intern, COMET II. At the signing, COMET II presented four framed COMET II GCC posters to the JRC.



**Doug McCaffery, Chief of Party of COMET II and Yvonne Clarke, Director General of the Jamaica Red Cross, sign the Letter of Agreement**

### **PUBLIC OUTREACH & CULTURE OF LAWFULNESS**

In April, COMET II held three workshops to facilitate the development of a communications strategy aimed at: (a) strengthening the capacity of groups to manage the CRCs in their communities and the related resources, and (b) supporting the social enterprise and governance components of the project. The indicators of success for the communications strategy will be the transition of the CDC from a voluntary organization to a fully functioning social enterprise utilizing internal and external communication tools including, but not limited to, the setting up of a Facebook page, Twitter and Instagram accounts, and a WhatsApp group in the community. The workshops were conducted as follows:

<b>Dates</b>	<b>Communities Group Present</b>	<b>Total No. of Trainees</b>	<b>Age Categories of Attendees</b>	<b>Gender of Attendees</b>
April 16, 2015	Rockfort Development Committee (RDC) and Jackson Town.	13	(a) 16-29 (b) 30-60 (c) Over 60 (d) No response	Males 2 Females 11
April 27, 2015	Trench Town, Hannah Town, Arnett Gardens and Rae Town.	18	(a) 16-29 (b) 30-60 (c) Over 60	Males 9 Females 7 No response 2

April 29, 2015	RDC	10	(a) 16-29	3	Males	5
			(b) 30-60	5	Females	5
			(c) Over 60	-		
			(d) No response	2		

This brings to four the number of communities (Rockfort, Trench Town, Hannah Town, and Rae Town) developing communication strategies.

Digicel Foundation has expressed an interest in pursuing partnerships and synergies between COMET II and their Respect Jamaica program particularly in the area of citizen journalism. If this collaboration is successful, Digicel Foundation will become a major sponsor and provider of additional resources towards the successful implementation of the activities under Component 2.

In April, COMET II held discussions with NIA and EWA Communications towards finalizing the focus and content of the Year 2 public service announcements (PSAs) which should start rolling out by the end of Quarter Three. The budget for this component is under review and resolution will speed up the production process. The PSA messaging will be linked to driving a Culture of Lawfulness in the context of the upcoming local government elections. This will be done in collaboration with NIA.

Discussions have taken place with both MOCA and CSSB and plans are in place to expedite at least one communication-strategy workshop by the end of May. This is to be a follow up on the December workshop that was facilitated by ICA

**ALTERNATIVE PROGRAMS**

The Dispute Resolution Foundation (DRF) was selected by a REC to receive a grant to carry out the Community Based School Suspension program (RFA#008/COMP3/2015). Currently, the grants team is awaiting additional documents from DRF in order to move forward with finalizing the grant award. As such, the expected start is May 2015. This grant will seek to address the care and protection challenges Jamaican youth face.

The memorandum of understanding (MOU) is currently being reviewed by the Ministry of Justice (MOJ) and Ministry of Finance and Planning (MOFP). The MOFP was included as a result of the Fiscal Responsibility Framework Regulations 2011 in order to get requisite approvals for the MOU. As a result, COMET II has submitted documents that were specifically requested by Ms. Kathleen Arnold, Senior Director at the MOJ. Until then, a hold is still being placed on publishing the RFA, which seeks to offer support to the participants of the Drug Treatment Court Program in the areas of remedial literacy and numeracy and sustainable livelihood programs.

Forward Step Foundation Limited (FSFL) continues to work in the Gregory Park community with at-risk youth in the areas of carpentry, jewelry-making, and studio engineering. The participants are also engaged in life skills activities such as conflict resolution, anger management, and Garveyism.

The COMET II grants team obtained a link (<https://youtube/VMAT-Sr6LL4>) to the interview on IRIE FM community segment feature on FSFL. It has also been uploaded to YouTube. FSFL and the sustainable livelihood program under USAID/COMET II was a major feature.

**COMMUNITY-POLICING**

The framework for the standard operating procedures (SOP) for the police post in CRCs was developed and is to be shared in a consultation with CDC representatives. Gregory Park has been identified for the pilot as it will have the first CRC. The reason for the consultation is to receive community feedback on the intended operation and use of space by the police in the shared CRC.

The St. Catherine North Police Youth Club Easter Camp was supported through financial and technical assistance from the project. The six-day residential camp, engaging 50 youth club members from various PYCs in the parish, was held in St. Catherine on April 6-12, 2015. The major highlights from the camp were the inclusion of work sessions on gender, GCC, and sports. The camp was also supported by other stakeholders including the Social Development Commission (SDC) and the Institute of Sports (Insports).

The Law Enforcement Torch Run (LETR) 5k Walk/Run organized by the CSSB-JCF, for the benefit of Special Olympics Jamaica, received financial and technical support from COMET II. This sports activity was carried out with the support of the other security state agencies and involved the PYCs, young JCF recruits, and the youth athletes, who will participate in the 2015 Special Olympics Games. COMET II received tremendous public relations and recognition from this activity.



**Police Commissioner Dr. Carl Williams takes a break from a grueling LETR) 5k Walk/Run. He proudly wears his USAID COMET II race-bib**

The Police Youth Club National Council completed the series of Governance Strengthening Program facilitated by the Governance Specialist/Consultant. To allow for clearer understanding of the process and what is expected of the Police Youth Club National Council, Component 4 Coordinator coordinated a meeting with the members of the PYC National Executives, the PYCNC Governance Working Group, the JCF-CSSB PYC National Coordinators and Governance Consultant, Tania Chambers, who lead the discourse by providing a general overview of the governance capacity strengthening process and clarifications for some concerns. The second of the two-part leadership workshop for youth clubs in the Kingston Eastern Police Division was conducted on April 11, 2015. The workshop was conducted with the support of project partner NIA (National Integrity Action) and focused on Social Enterprise as a means of sustainable development; embracing and practicing integrity, accountability and transparency in leadership and the observance of the Rule of Law. From the discussions it was recognized that sports was a major pull factor for club membership and several ideas of using sports as an economic activity for clubs came to the fore. The CSS Officers for the East Kingston Police Division actively participated in the workshop.

Date	Communities Group Present	Total Number of Attendees	Age Categories of Attendees	Gender of Attendees	
April 11, 2015	Seven Miles, Newton Square, Rollington Town, Eight Miles, Bowabanks, Vineyard Town, Rockfort, Shooters Hill, and Harbour Heights.	13	(a) 16-29 (b) 30-60 (c) Over 60	Males Females	6 7

The NHW and the JCF came to a resolution on their relationship moving forward. COMET II was formally made aware of this by the NHW and the CSSB JCF. COMET II will now resume engagement with the organization.

The draft SOP for the police posts, which are to be a part of each CRCs, was submitted to CSSB for review and subsequent approval. The SOP will be inserted into the upgraded Community Safety and Security Manual. The manual was also submitted for review by the head of the National Police Training College and a number of recommendations were made; the review team continues to work on the document in light of the recommendations received.

The SOW to develop and deliver training for School Resource Officers (SROs) in the areas of dispute resolution, child rights, basic counseling, and social work is being developed. The CSSB is compiling a list of persons to be Trainer of Trainers (TOTs), who will subsequently train the SROs island-wide.

Through Component 2, Anti-Lottery Scam paraphernalia were designed for printing and dissemination in Western Jamaica. Materials will be produced in May.

**OTHER**

Through the Windows of Opportunity funds, COMET II on April 17 2015 participated in a debate that was arranged by the Jamaica Forum of Lesbians, All-Sexuals and Gays (J-FLAG) under the theme “The Sexual Offences Act: Let the Punishment fit the Crime”. As a consequence, the two premier

universities in the island (The University of the West Indies and the University of Technology) were selected to lead this discourse with each university forming a four-student team to argue the moot.



**Members of the winning team, UWI Mona, collecting cash prize from Doug McCaffery, COMET II Chief of Party**

Leading the list of dignitaries were the USAID Mission Director, Denise Herbol, Gender Specialist Glenda Simms, Opposition Senator, Kamina Johnson-Smith, Former Head of CISOCA – Superintendent Gladys Brown and Anglican Priest, Father Sean Major-Campbell. Other entities involved in the event were Mary Seacole Hall, UWI Leads, the Jamaica AIDS Support for Life and the Jamaica Youth Advocacy Network (JYAN).

## **2. ADMINISTRATIVE CONCERNS**

From an administrative perspective, the announcement of a replacement for the Chief of Party (COP) position allowed for a structured handing over process to take place as Doug McCaffery prepared to leave office. It also proved to lessen any undue anticipation of disruptions in the project. Related to that are the needs to (a) expedite the appointment of additional staff members to fill emerging vacancies and (b) acquire additional office space.

The matter of the project's burn-rate has been explicitly put on the table and is a major source of focus for the team. The team is currently working hard to ramp up its grants program and also intense meetings have been held to determine an alternative to constructing the CRCs at a lower cost.

### **3. CONCLUSION**

The month of April sharply indicated the need to smartly redouble efforts to meet deliverables and increase project activities and presence. It also gave clear indicators that the project is on the right track and can consolidate efforts to make significant gains. Opportunities for collaboration continue to present themselves or be sought out. There is a need to weigh the long-term value in these carefully.

Please find attached the April 2015 Monthly Activity Status Report which provides a status update and the percent completed for each COMET II activity. The status reports utilizes “traffic light indicators” to give a visual overview of the current risk associated with the completion of each activity. As noted above, this tracker is based on current expectations of COMET II activities for Year Two and is updated following the revision of the Work Plan and PMP in February.