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JAMAICA COMMUNITY EMPOWERMENT AND TRANSFORMATION PROJECT II (COMET II)

QUARTERLY REPORT

April 1, 2014 – June 30, 2014

July 2014

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech DPK.

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TRANSFORMATION PROJECT II (COMET II)

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CONTRACT NO.: AID-OAA-I-13-0036 / AID-532-TO-14-0001

CONTRACTOR: Tetra Tech DPK

DATE: July 25, 2014

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.

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LIST OF ACRONYMS

CBO	Community Based Organization
CBP	Community Based Policing
CDC	Community Development Committee
CDMP	Community Disaster Management Plan
CEDAR	Communities Empowered for Disaster and Adaptive Resilience
COL	Culture of Lawfulness
COMET II	Community Empowerment and Transformation Project II
COP	Chief of Party
COR	Contracting Officer's Representative
CRC	Community Resource Centres
DRF	Dispute Resolution Foundation
DRR	Disaster Risk Reduction
GCC	Global Climate Change
GIS	Geographic Information System
JASW	Jamaican Association of Social Workers
JCF	Jamaica Constabulary Force
JRIU	Justice Reform Implementation Unit
M&E	Monitoring and Evaluation
MNS	Ministry of National Security
MOE	Ministry of Education
MOJ	Ministry of Justice
MOU	Memorandum of Understanding
NIA	National Integrity Action
PDC	Parish Development Committee
PIOJ	Planning Institute of Jamaica
PYCNC	Police Youth Club National Council
REC	Review Evaluation Committee
RFA	Request for Application
SDC	Social Development Commission
SRO	School Resource Officer
STTA	Short Term Technical Assistance
USAID	United States Agency of International Development
UWI	University of the West Indies

INTRODUCTION

The Community Empowerment and Transformation Phase II project (COMET II) is a five-year USAID-funded project which began on December 2, 2013. The objectives of COMET II are to strengthen community and civil society organizations, increase citizen cooperation and accountability, strengthen juvenile justice and youth at-risk programs, and further support community-based policing practices. The project also supports improvements in the adaptive capacity of communities to prepare for the impacts of extreme weather events and to address global climate change adaptation issues. Cross-cutting development themes are interwoven through COMET II activities—including gender equity, disability rights, and HIV prevention—by integrating specific targeted interventions across the wider suite of programmatic activities.

Activity implementation continued this quarter with primary focus on sensitization of COMET II program objectives among key stakeholders. Two major highlights to support this effort in this past quarter were:

1. The signing of the memorandum of understanding (MOU) between USAID, Ministry of Finance, Ministry of National Security, and the Ministry of Local Government and Community Development on May 2, 2014. This occasion formalized the partnership of these key stakeholders through their representative agencies— the Social Development Commission (SDC), the Jamaican Constabulary Force (JCF) and the Planning Institute of Jamaica (PIOJ) — with COMET II to work in unison to achieve their common goals as outlined in the COMET II Work Plan and the Government of Jamaica 2030 objectives.



MOU signing on May 2, 2014: Jamaica's Minister of National Security, Hon. Mr. Peter Bunting and USAID Mission Director, Ms. Denise Herbol signing the MOU in front of the members of media.

2. The second event, the launch of the COMET II grants program and the Global Climate Change (GCC) Sensitization Day, achieved its three main objectives:
 - a. To highlight the US Government assistance for Jamaican youth in helping them obtain birth certificates
 - b. To formally announce USAID's intentions for COMET II grants activities over the next five years to the public
 - c. To introduce USAID's effort to collaborate with relevant stakeholders in Jamaica on global climate change awareness initiatives through COMET II.

It has become evident that a considerable amount of additional and unanticipated work needs to be done to build the working partnership between COMET II and its key strategic partner, the SDC, and its key stakeholder, PIOJ. The capacity and commitment of each of these organizations to carry-out their intended roles in building resilient communities is critical to the successful implementation of COMET II. Each is currently burdened by a number of factors:

- Inability to translate strategies and policies into operational performance
- Lack of appropriate funding to carry out their core functions
- Lack of demonstrable institutional commitment at all levels of the organizations.

Notwithstanding an environment of ambiguity caused mainly by partner agencies' inability to support COMET II outcomes at the expected level, COMET II is on target to achieve six of its eight year one progress indicators. While flexibility is a hallmark of COMET II management, and the necessity to respond rapidly to changing circumstances is appreciated, regular changes to the implementation approach have occurred as COMET II has been required to assume areas of responsibility that in reality belong to partners.

If it becomes apparent that key partner organizations cannot meet their obligations, the COMET II implementation approach will need to be readjusted so as to keep the project's activities advancing. For example, the 'flagship' activity of developing Community Resource Centers (CRCs) through the community development committees (CDCs) is in jeopardy where land identification and acquisition, the clear responsibility of the SDC, is lagging in many places and cannot be achieved by COMET II. To date the SDC has been unable to deliver any of the requirements. This has consequences. For example, work with Parish Development Councils (PDCs) on the essential approval process may not be achieved.

Another example is the status of the Ministry of Justice (MOJ) Justice Reform Implementation Unit (JRIU) within the MOJ and its stalled progress on alternative sentencing and diversion. JRIU planning has simply not progressed to a point where COMET II can add any value or align activities to support that program.

COMET II and the USAID Contracting Officer's Representative are devising ways on how best to move forward as strategies need to be identified quickly so that the COMET II Year 2 Work Plan reflects any change in direction required to achieve its long term goals. The work plan for COMET II's second year will be drafted and submitted for approval next quarter.

Social engineering/re-engineering is difficult under any circumstance and particularly so in a developing country context. The social entrepreneurial model approach adopted by COMET II is a social engineering exercise and caution on approach needs to be taken to ensure success. The early warning signs that are emerging indicate that the aims of COMET II are ambitious and will need very careful management moving forward to ensure continuing success.

In contrast, the response from the JCF to COMET II objectives has been exceptional. Led by the former Commissioner, the JCF is demonstrating a passion to continue their community based policing (CBP) approach and enhance their Partnership Strategy developed in conjunction with COMET I in 2011-2012. Their current initiative of Proximity Policing fits firmly with COMET II outcomes of improving relationships between the JCF and the community for the purpose of working towards a safer and more secure Jamaica and enhancing CBP to the next level of a

whole Community Safety and Security program. Despite not being a recipient of COMET II resources, they are prepared to put effort into our endeavors to ensure they continue their quest for developing and improving community trust in the police generally.

I. COMMUNITY DRIVEN CRIME PREVENTION

Under Component One (Community Driven Crime Prevention) COMET II promotes and supports community efforts to address the underlying issues of insecurity through a variety of approaches including training and technical assistance to targeted communities and civil society organizations. The COMET II small grants program will enable the capacity of local organizations to be built and will provide direct support to community-driven activities. This component also supports the implementation of GCC adaptation activities, particularly Disaster Risk Reduction (DRR), across all components.

Small Grants Program (Activity 1.1)

During the quarter, COMET II released two grant requests for applications (RFAs) to coincide with the launch of the grants program on May 8. The launch of the COMET II grants program was an important occasion for USAID to publicly state their intentions for COMET II grants activities over the next five years. An expected audience of 150 people turned into 250 people who were given a comprehensive overview of the grant application process and requirements. To coincide with this event, COMET II released two grant requests for applications (RFAs) and advertised them in local newspapers.



Participants at the USAID/COMET II Grants Launch and GCC Sensitization Session on May 8, 2014 asking questions to the panel of speakers.

The application period for both RFAs closed on June 9. The goal of RFA 1 is to identify grantees that will develop at-risk youth prevention programs and youth rehabilitation programs in support of COMET II Component 3, Alternative Sentencing. The recipients of the grants advertised under RFA 2 will support Component 1, Community Driven Crime Prevention, by developing community cultural or sporting events for youth and youth skill, trade, and vocational programs. Additional details related to the grant objectives are provided under the related component activities.

The grant applicant response was greater than expected considering the requirement for organizations to be registered. The COMET II grants team received 19 applications for RFA 1, of which 11 were complete and compliant with the RFA requirements. Seventeen applicants responded to RFA 2, with only one who did not meet the application requirement. The grants

manager forwarded all compliant applications to the review evaluation committees (RECs) for evaluation. Due to unforeseen circumstances, the application evaluation process required some time extensions. However, despite the delays, COMET II anticipates awarding at least four grants this year under the two RFAs.

The number of applications received has required significant time for review which has diverted the REC members from other activities. While recognizing this is the first time most members have been involved in a grant evaluation process, this is a lesson for future grant planning cycles. In Year Two and Three, many COMET II activities will be implemented through grantees and the grant process will be intensified with an anticipated 30 to 40 grants potentially being awarded.

In April, COMET II also developed a third RFA to seek potential grantees to design and implement capacity building workshops to augment current JCF ethics training programs. However, publication of the RFA was put on hold pending instruction from USAID on the extent of technical assistance COMET II can give to the JCF.

Strengthening Community Based Organizations (Activity 1.2)

During the quarter, COMET II subcontractor University of the West Indies (UWI) Mona School of Business continued its work to collect, collate, and deliver a baseline data file and community vulnerability assessment tool. By the end of June, UWI completed the baseline data collection though the final report is pending well behind the required delivery date. The project team is monitoring UWI's progress closely and the final report is expected in July. This baseline data file will serve as the foundation of several COMET II activities, including the development of a social enterprise model which will be rolled out in targeted communities to build capacity of Community Based Organizations (CBOs).

At the beginning of April, COMET II engaged Tania Chambers to provide short-term technical assistance (STTA) as a specialist in building capacity of local organizations. During the quarter, Ms. Chambers completed initial assessment reports for community development committees (CDCs) in Rockfort, Cambridge, Stony Hill, and Gregory Park and two partner CBOs, New Horizons and the Police Youth Club National Council (PYCNC). She also conducted assessments of the Mount Carey and Barrett Town CDCs and the Dispute Resolution Foundation and the reports will be finalized in July.

With these assessments now completed, the scope of work required to complete governance capacity building for the CDCs and selected CBOs has become clearer. It is apparent that regardless of how much support is given to building their capacity, including assistance to develop strategic and business plan, substantial effort will be required to "walk with them" for a considerable period of time. CDCs are a particular concern as they are mainly comprised of older people who are seen as leaders in their communities yet with limited education and limited capability to properly manage a CDC or any associated enterprise attached to it in the future. On the other hand, CBOs are perceived a little differently as these generally comprise people who have more education, show greater interest in broadening their knowledge and business acumen, and are more likely to quickly adapt to the social enterprise model being developed by COMET II.

Also related to this Activity 1.2, three CRC Steering Subcommittee meetings were held during April, with representatives from the SDC, JCF, and the five pilot communities. This subcommittee is comprised of community members from five identified communities, the JCF, and an engineer from New Horizon Ministry who COMET II has hired as an STTA to design and determine the cost requirements for building CRCs. The resulting decisions of this subcommittee will serve as the basis for a COMET II request for application (RFA) to award a grant to an organization to build and place the CRCs. During April, the representatives developed CRC specifications and standard furnishing requirements. In addition, the GCC Coordinator prepared and presented climate proof and "green" guidelines for the establishment

of CRCs. During May, the local Engineer/CRC Designer STTA met with the COMET II team to present the draft CRC models which were later shared with steering subcommittee.

Although the CRC design process was finalized and presented to the steering committee and the final specifications are documented, COMET II has determined that the CDCs require more capacity building than originally expected which will require additional time before the CDCs are capable of managing a grant. Additionally, the inability of the SDC to identify and secure recommended sites for the CRCs is becoming an issue and has the potential to further slow down breaking ground on the CRCs.

Supporting Youth Empowerment (Activity 1.3)

Little has progressed on this activity as most of the outcomes will be accomplished through upcoming grantee support. COMET II expects to award at least two grants from the applications received in response to RFA 2 that the REC is currently assessing.

The grant objective for RFA 2, “Youth Sports and Skills, Trade, and Vocational Training Program”, is to increase youth participation in community safety and security activities, utilizing sports, skills trade, and vocational training as a media. COMET II will award grants in two areas:

1. Design and implement a sports program: The grantee(s) will work with sporting organizations to support the design and implementation of a netball program that create opportunities for youth to participate in community safety initiatives.
2. Design and implement youth skills, trade, and vocational training programs: Programs developed under this grant are aimed at empowering youth by providing them with necessary life skills and vocational training which will improve their employability and enhance their social and economic capacity to significantly contribute in community safety initiatives.

The GCC and Community Coordinators will participate in Communities Empowered for Disaster and Adaptive Resilience (CEDAR) methodology training led by JaReeach which is tentatively scheduled for July. This training will allow for the facilitation of vulnerability assessments and development of adaptation plans for Stony Hill and Cambridge, two of the five pilot communities without a community disaster management plan (CDMP). Also planned is training in the Red Cross methodology.

Another local organization, VAS Foundation is also being engaged as a subcontractor to develop an "edutainment" video to be used as a tool for the public awareness program on GCC-related themes.

Enhancing Community Capacity to Adapt to Global Climate Change (Activity 1.4)

The overall goal of the GCC cross-cutting theme is to enhance the adaptive capacity of participating communities to respond to the negative impacts of climate change and disasters as well as to train youth groups in DRR. The intention is that these activities will contribute to safer and more secure communities in Jamaica. Performance indicators for the GCC component include number of adaptation plans developed and number of persons trained.

During the launch of the COMET II grants program and the GCC Sensitization Day, COMET II made a presentation to stakeholders and community members on how, as Democracy, Human Rights and Governance project, COMET II intends to inculcate GCC awareness into its primary objective of community safety and security. This marks the first time a USAID program has attempted such collaboration, and there is a keen focus on COMET II from other USAID programs. Professor Anthony Clayton, a GCC specialist from the UWI, was the keynote speaker and presented on Jamaica climate challenges and the necessity of rigorous DRR activities, which is a key focus of COMET II.

During this reporting quarter, COMET II engaged Mona Informatix Limited, a division of UWI, to conduct a Geographic Information System (GIS) assessment to identify a site location for

CRCs in five communities that will reduce their vulnerability to natural disasters. The goal of the exercise was to inform the development of climate smart measures in the project communities with the specific objectives to:

1. Undertake GIS-based climate vulnerability mapping of 5 communities related to hazards such as sea level rise, landslides, in-land flooding (riverine flooding), wind speed (used in conjunction with rainfall data to simulate hurricane events), torrential rainfall events and increased temperatures.
2. Verify GIS assessment with field checks including using GPS technology and community knowledge. This exercise will be facilitated by the COMET II Community Coordinators and entails engaging 1-3 community members per community to assist with the mapping of hazard hotspots in the community; mapping of location recommendations for CRCs; and verification of GIS output using GPS technology. Community members must gain some basic appreciation of the exercise and the use of GPS technology.
3. Identify two (2) location options for CRCs in each community based upon the vulnerability mapping exercise.

COMET II plans to re-engage Mona Informatix Limited next quarter to conduct similar GIS assessments in other COMET II target communities.

COMET II Year I Work Plan Activities Related to GCC and DRR	
Activity	Status Update
Development of climate proof guidelines for CRCs	Completed
Desktop assessment of information already documented on vulnerability and adaptation activities	Ongoing
Vulnerability assessments of pilot communities	Preliminary phase
Development of training materials and program as well as public awareness program	Ongoing
Stakeholder collaboration around DRR	Planning phase
Engaging at risk youth around DRR	Planning phase

The Year One Work Plan is progressing gradually with GCC/DRR activities in different stages of implementation. A number of key GCC/DRR activities are dependent on collaboration with entities such as the JaReeach Project, the Red Cross, and PDCs. Three of the nine work plan activities related to GCC have been completed to date.

COMET II is currently pursuing a major partnership with the Red Cross to facilitate tasks associated with four GCC related work plan activities. The Red Cross has been identified as an organization with robust DRR experience in Jamaica and it can provide much of the required training materials to assist COMET II GCC and DRR-related trainings. Anticipated tasks will include: developing DRR-related training materials and program; facilitating stakeholder collaboration through training in vulnerability and capacity assessments; and training 25 police youth club members from the pilot communities in DRR. COMET II expects that by Year Five at least 15 youth from each project community will be trained (at least 375 youth in total). These youth will then be provided with a work space in the CRC complex (DRR Center) to plan and coordinate around DRR in their communities.

2. PUBLIC ENGAGEMENT TO FOSTER A CULTURE OF LAWFULNESS

Under Component Two, Public Engagement to Foster a Culture of Lawfulness, COMET II promotes and supports the development of initiatives conducive to the establishment of a culture of lawfulness (COL). During Year One, COMET II will support the training of journalists

and police officers on COL, integrity, and ethics issues. COMET II's public engagement focuses on GCC- and DRR-related issues within the context of COL when working with communities.

Involving Civil Society Organizations in a Culture of Lawfulness (Activity 2.1)

The COL subcommittee of the COMET II/SDC/JCF/PIOJ Steering Committee brings together relevant agencies, such as National Integrity Action (NIA), to develop ongoing COL messages and to ensure coordination and a continuing working relationships is maintained. The COL subcommittee continues to drive all efforts under this activity, including an examination of the capacity of PDCs to drive the COL agenda and the development of a strategy to inculcate COL responsibilities into the PDCs in pilot locations.

COMET II has completed the evaluation of the PDCs' capacity and found they do not have the ability to take responsibility to drive the COL agenda or manage a process of passing on COL messages to constituents and associated organizations. In general, the PDCs' ability to communicate is at best ad-hoc with no identified structured approach. To build their capacity, COMET II intends to reengage the PDCs by crafting a communications strategy to provide them with tools to drive the COL messaging across their respective parishes and better communicate with their key stakeholders.

Mass Media Campaigns to Foster a Culture of Lawfulness (Activity 2.2)

EWA Communications has been engaged as a subcontractor and is developing public service announcements (PSAs) which will promote the theme "Know your laws, know your rights". Production of three PSA messages are underway to present this theme from three perspectives related to "youth on the corner", anti-dumping, and police engagement. COMET II intends to incorporate participation of local youth in the development of these presentations. A number of mediums, including the "citizen journalist" concept and mainstream media, will be used to deliver the messages. EWA will also create a 4-minute video encompassing the three perspectives of the overarching theme which will be distributed to professional media outlets for presenting.

During the quarter, COMET II continued planning for a two-day residential workshop for 25 "citizen journalist" youth from selected communities with support from NIA. The event is planned for June 30 and July 1, 2014 and will be reported on in the next quarterly report.

Engaging the Police to Promote a Culture of Lawfulness (Activity 2.3)

As mentioned under Activity 1.1, COMET II developed an RFA to seek potential grantees to assist the outcome of this activity by designing and implementing capacity building workshops to augment current JCF ethics training programs. However, publication of the RFA has been put on hold, pending a decision from USAID, on the amount of resources COMET II can invest in supporting the JCF.

3. ALTERNATIVE SENTENCING AND PROGRAMS FOR AT-RISK YOUTH

Under Component Three, Alternative Sentencing and Programs for At-Risk Youth, COMET II works, collaboratively with the JRIU) of the Ministry of Justice, to provide a holistic approach to assisting to prevent and divert at-risk youth from risky behavior into productive and lawful enterprises and employment.

In the last quarterly report (January-March 2014), COMET II identified a potential risk in this area as the MOJ has been attempting to develop alternative sentencing and diversion programs for nearly four years without success. This risk has escalated to the point that USAID is in direct discussion with the MOJ on the progression of some of activities under this Component. While a resolution is yet to be identified, COMET II will recommend that Activity 3.2, designed to support the MOJ Alternative Sentencing and Diversion program, be revised or withdrawn from the Year One Work Plan.

Prevent youth from coming into conflict with the law from the outset by addressing the care and protection challenges they face (Activity 3.1)

As indicated in the last quarterly report, COMET II completed a formal assessment of the Dispute Resolution Foundation's (DRF) organizational capacity and determined that the DRF does not have the ability to operate in all target parishes and does not have the necessary funding to extend beyond its current scope. Based on this assessment and further review by STTA Governance Advisor Tania Chambers, COMET II will engage with the DRF on restricted activities that will directly support COMET II objectives. During the quarter, COMET II offered the services of the Governance Advisor to assist the organization to bring their NGO status into compliance with the requirements of a registered organization which was accepted. However, the DRF has not responded to repeated requests from the Governance Advisor for documentation and hence COMET II withdrew its offer of support.

COMET II plans to engage the Jamaican Association of Social Workers (JASW) to assist with development and delivery of youth oriented strategies. Not only will JASW assist with the delivery of specialist programs supporting at risk youth, they will also advise on strategies for future intervention activities that will assist COMET II in their youth intervention programs. Their input will be valuable in advising future strategies to assist the School Resource Officer program and the Safe Schools Program generally.

The COMET II REC is currently evaluating applications received from RFA I, published in May, which will identify grantees to assist with youth intervention initiatives. RFA I, "Programs for At-Risk Youth", announced grant opportunities in two areas:

1. At-risk youth prevention programs: Seeking to prevent youth from coming into conflict with the law from the outset, the grantee(s) will design and present an after school program involving educational or recreational activities.
2. Rehabilitation programs for youth: Targeting young people between the ages of 15 and 29 who are first-time offenders and/or remandees, the grantee(s) will use skills training and employment as a vehicle to prevent and/or rehabilitate youth engaging in deviant behavior.

During the quarter, COMET II has shifted its focus from the Rangers as a partner to engage at-risk youth to participate in the planning and execution of DRR initiatives (in conjunction with Activity 1.4) and instead is exploring opportunities to engage the Red Cross in this area. The Red Cross brings a high level of expertise but presently has a limited ability to implement programs. COMET II intends to form a formal partnership with the Red Cross and assist DRR program training in selected youth groups. This will also ensure sustainability of program activities as Red Cross has a permanent presence in Jamaica.

Diversion/ Alternative Sentencing (Activity 3.2)

As previously stated, COMET II is awaiting outcomes of discussions between the JRIU and USAID. As a result COMET II is unable to support programs regarding alternative sentencing developed by JRIU. It is anticipated that activities under this section will move from alternative sentencing initiatives to additional programs and community activities geared at offering alternatives for at-risk youth for prevention of crime and violence.

Rehabilitation (Activity 3.3)

As noted under Activity 3.1, COMET II is currently reviewing grant applications received in response to RFA I, "Programs for At-Risk Youth", and upcoming awards are expected to assist the outcomes of this activity through grantee programs.

4. COMMUNITY BASED POLICING

Under Component Four, Community-Based Policing, COMET II continues to consolidate gains made to date by communities and the JCF in CBP practices. During Year One, COMET II will collaborate with the Ministry of National Security (MNS) and the Ministry of Education (MOE)

to support the safe school campaign concurrently building the capacity of School Resource Officers (SROs). Activities focus on promoting community engagement in community safety programs both in CRCs (established under Component One) and via initiatives such as Youth Summer Camp and Youth Leadership Training to foster better relationships between the JCF and communities.

The work under this Component is being synchronized with activities under other Components.

Supporting Community Based Policing (Activity 4.1)

COMET II has assisted the JCF with updating, redesigning, or creating four pieces of CBP material such as information pamphlets, brochures, and the CBP Manual for printing. A printer has been selected to develop drafts which will be sent to USAID for approval of the material and branding requirements. The revision of the CBP Manual is taking longer than expected as the JCF are doing the final review of the inclusion of the JCF Proximity Policing Strategy segment to ensure that it complies with JCF Policy.

During a COMET II meeting with the JCF in June, the Commissioner of Police gave a presentation on “proximity policing” which encompassed strong messages of community engagement and harmony.

It is becoming evident as COMET II progresses that the JCF is seen by the community generally as the single support mechanism in communities for all problems. This is well evidenced in the review of the SRO program where both students and deans of discipline state that the JCF is the only institution that supports the Safe Schools Program.

The Review of the SRO Program continues with the assistance of the Jamaican Association of Social Workers. The Community Policing Coordinator facilitated a focus group discussion with students and deans of discipline in all five target parishes. The student participants were at-risk youth who have had encounters with the SROs or have been arrested, suspended, and/or expelled from their schools. The students shared their experiences of the encounters with the deans of discipline and the SROs, and made recommendations for the improvement of the Safe Schools Program. The deans provided an overview of the program and spoke of the shortcomings and made suggestions for its improvement. They highlighted that the JCF has been the agency that provided the most support, and in some instances the only agency, to ensure safety and security of the institution. The Community Policing Coordinator will file a report on the outcomes of the focus group discussion and SRO requirements which will assist with the design of the Year Two Work Plan.

COMET II is supporting the PYCNC to plan the National Police Youth Club Camp which will be held from July 27 – August 2, 2014. By the end of June, planning was in the final stages. It is the single opportunity where more than 150 at-risk youth come together for seven days and therefore an ideal opportunity for COMET II to engage with them and achieve a number of outcomes across all Components. COMET II has helped to prepare a draft agenda in which COMET II’s activities comprise at least five of the seven days. At least eight of COMET II Year One Work Plan anticipated outputs can be achieved and or enhanced through this camp. Informative and empowering areas of engagement will include: vocational training and certification; social entrepreneurship; sports and culture; and the cross-cutting themes of culture of lawfulness, gender, GCC and DRR, and HIV/AIDS awareness.

Supporting the Jamaican Constabulary Force Anti-Corruption Strategy (Activity 4.2)

No activity has occurred under this heading over the last Quarter.

5. PROGRAM MANAGEMENT

Effective Management of Program Staff (Activity 5.1)

All staff members are in place with Mr. Doug McCaffery appointed as permanent Chief of Party (COP) in May. The finance and administration team, despite its limited staff, continues to efficiently manage office functionality and institutionalize strong administrative practices.

The COMET II staff has adopted the Activity Plan Tracker and is focused on their implementation responsibilities and timelines. During sessions, the team has identified where activities may cross Components and they are working together in those instances to achieve outcomes.

Media strategies are now being developed as significant events are planned. The Public Outreach Specialist coordinates these activities and the two recent significant events (MOU signing and the Grants Launch/ GCC Awareness Day) had media strategies developed for them.

The Risk Management Plan is complete. It is monitored weekly by the COMET II management team and updated as required. Each time it is updated it will be attached to the monthly report.

Monitoring and Evaluation (Activity 5.2)

This is an area of risk and schedule slippage. As mentioned above, the subcontract with UWI to prepare the baseline data had been delayed due prolonged negotiations. The first three deliverables of UWI's subcontract have been completed: an implementation plan, research design and methodology, and the social value creation and vulnerability assessment in target communities. This has allowed other activities that were awaiting the baseline survey results before they could begin. However, the unexpected high volume of data and information collected through the surveys is delaying the production of the assessments and profiles of the 25 communities and the baseline data file. The new delivery date is projected for mid-July. While this is now not delaying activities, it is a concern as subsequent surveys to update the baseline data will need to be given to realistic timelines.

Senior Technical Director Glenn Crannage returned to Jamaica in May to assist the M&E Coordinator and the COP continue development of the M&E reporting tools for the COMET II project. At the same time he assisted high level discussions on program status with a view to commencing the process of developing the Year Two Work Plan. He will return to Jamaica mid-July to assist to finalize the draft of the Year Two Work Plan.

Please find attached the quarterly report of programmatic performance indicators tracking sheet (Annex C) and the contracted outputs tracking sheet (Annex D). Also, attached are performance indicator reference sheets (Annex E).

6. PROGRAM CHALLENGES

Most of the challenges to the program have been outlined under the different Component headings. In short, a number of factors have interfered with the project's progress including:

- Delayed start to CDC capacity building;
- Inability of the MOJ to progress alternative sentencing and diversion activities;
- Limited support capability of key COMET II partners; and
- Delayed finalization of the baseline data file.

Despite these challenges, COMET II is confident that six of the eight Year One Progress Indicators can be achieved. The COMET II COP and Tetra Tech DPK will document and present recommendations to USAID for the two indicators that are at significant risk for a potential contract modification and amendment to the Year One Work Plan.

7. UPCOMING PROGRAM EVENTS

This heading has been changed from Upcoming Program Activities to Upcoming Program Events. Activities are articulated in the Annual Plan and Activity Plan (Annex A) and the intention of this section is to indicate events that will have some program significance and potential Mission input.

This Quarter the only perceived event of significance will be the PYCNC Summer Youth Camp which COMET II has committed to support. It is an opportunity to have the attention of 150 at risk youth where COMET II will be able to interact and achieve a number of intended outcomes across all Components. The PYC Council will ensure that a significant number of attendees will come from the COMET II 25 targeted communities.

The PYCNC intends to use the last day as their National Athletics Championship day where youth from all across Jamaica will attend (at no cost to COMET II) and it will be an opportunity for these youth to be exposed to all COMET II stakeholders.