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JAMAICA COMMUNITY EMPOWERMENT AND TRANSFORMATION PROJECT II (COMET II)

QUARTERLY REPORT

October 1, 2014 – December 31, 2014



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COMMUNITY EMPOWERMENT AND
TRANSFORMATION PROJECT II (COMET II)

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LIST OF ACRONYMS

CBO	Community Based Organization
CDC	Community Development Committee
CEDAR	Communities Empowered for Disaster and Adaptive Resilience
COL	Culture of Lawfulness
COMET II	Community Empowerment and Transformation Project II
CRC	Community Resource Centre
CSSB	Community Safety and Security Branch
DRR	Disaster Risk Reduction
GCC	Global Climate Change
ICA	Institute of Capacity Building and Community Affairs
JCF	Jamaica Constabulary Force
MOCA	Major Organised Crime and Anti-Corruption Agency
MOJ	Ministry of Justice
NHCOM	New Horizons Outreach Christian Ministry
NIA	National Integrity Action
NFJ	Netball Foundation of Jamaica
NHW	Neighbourhood Watch
NPYCC	National Police Youth Club Council
PSA	Public Service Announcements
RFA	Request for Application
SE	Social Enterprise
USAID	United States Agency of International Development

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 (GCC) adaptation issues. Cross-cutting development themes are interwoven through COMET II by integrating specific targeted interventions across the wider suite of programmatic activities.

During the quarter a major area of focus was the contract modification process which was required by programmatic changes. As of the submission of this report, the modifications remain under consideration by USAID with approval anticipated in the very near future. This process has caused a hiatus in some areas of activity such as the capacity building work being carried out by the Governance Specialist. Additionally, the RFP process for the establishment of community resource centers (CRCs) has necessarily been delayed pending approval of the modifications. Understandable concern has been expressed by communities due to the delay in promised outcomes such as the CRCs. COMET II, through the Community Coordinators, continues to manage the expectations and once the processes are in place and activities in these areas are launched, those expectations will be met.

To avoid as much delay as possible, COMET II is advancing the groundwork necessary for rapid implementation once the anticipated approval is received.

Activities continued this quarter with COMET II taking this opportunity to enhance stakeholder relations. There has been more time for general interaction and strengthening relationships rather than interacting only through structured meetings.

One major event that COMET II supported during this reporting quarter was the National Neighborhood Watch Movement's 27th Annual Conference held in collaboration with the Jamaica Constabulary Force (JCF) at the National Police College, Twickenham Park, St. Catherine.



COMET II staff members registering conference attendees and handing out information at the NHW's 27th Annual Conference at the National Police College

COMET II played a major role in this successful event by conducting six sessions that aligned with COMET II outcomes:

1. Climate Change and Community Safety
2. Partnership Building and Sustainability
3. Use of Social Media as a Community Safety Tool
4. Creating a Culture of Social Entrepreneurship
5. Victim Support, and
6. Domestic Violence which was presented by Assistant Commissioner Novelette Grant.

COMET II was also able to facilitate the main speaker, Professor Trevor Munro, Executive Director of National Integrity Action (NIA). NIA is a key stakeholder with COMET II and its aims and objectives are closely aligned to COMET II outcomes. The USAID Mission Director attended and opened the event.

I. COMMUNITY DRIVEN CRIME PREVENTION

Small Grants Program (Activity I.1)

Four grants were approved in Year I and the COMET II grants team continued to oversee grantee performance. Meanwhile, COMET II has also continued to pursue more grant awards. One additional grant has been approved in Year Two. Selected applicants for requests for application (RFAs) 5 and 6 have now been recommended by the Review and Evaluation Committee to go forward to the pre-award phase. RFA 7 was issued in December and is awaiting responses. Four more RFAs will be released in January. COMET II continued planning the noncompetitive grant process to award in-kind grants to community development committees (CDCs)/community based organization (CBOs) for the development of CRCs and to move forward with the social enterprise (SE) model.

The COMET II grants team continues to review progress and financial reports submitted by grantees and provide feedback in a timely manner. The grants team and community coordinators also conduct planned and unplanned site visits to grantees and no issues have arisen.

COMET II co-facilitated a grants application writing workshop on November 17, 2014 for responders to RFAs 5 and 6 related to Sustainable Livelihood Projects for At-Risk Youth in Rockfort and Gregory Park. Four RFA workshops are to be conducted in January 2015.

Grants awarded:

- Women's Resource and Outreach Centre – J\$1,634,770.00

RFA's issued:

- RFA No. 005/COMP3/2015 – Sustainable Livelihood Projects for At Risk Youth in Rockfort. Issued on November 10, 2014 in the amount of J\$1,680,750.00
- RFA No. 006/COMP3/2015 - Sustainable Livelihood Projects for At Risk Youth in Gregory Park. Issued on November 10, 2014 in the amount of J\$1,680,750.00
- RFA No. 007/COMP1/2015 – Youth-Led Community Safety and Security Social Programs. Issued on December 8, 2014 in the amount of J\$1,120,500.00

RFA Status:

- RFA No.:005/COMP3/2015 – Pre-award phase
- RFA No.:006/COMP3/2015 – Pre-award phase
- RFA No.: 007/COMP1/2015 – Applications are now being evaluated

Grant Activities:

1. RFA workshop conducted for proposed grantees on November 13, 2014 for RFA No.: 005/COMP3/2015 and 006/COMP3/2015

2. Institute of Capacity Building and Community Affairs (ICA) – Conducted their four-day workshop during the period December 1-4 to police officers from the branches of MOCA (Major Organised Crime and Anti-Corruption Agency) and the Community Safety and Security Branch (CSSB) on the culture of lawfulness
3. PALS Jamaica – Presented a skit examining decision making skills and gang violence and continued sessions both at the school and community level in life skills development and conflict resolution
4. Netball Foundation of Jamaica (NFJ) – Parish Consultations in regards to governance
5. New Horizon Christian Outreach Ministries (NHCOM) - Continuation of the training in welding, electrical installations, climate change, and literacy.

In Year Two, COMET II forecasts a significant increase in grants spending as the implementation of the CRC activity and the SE model begins. COMET II also plans to award grants under five sub-activities in the Year Two Work Plan to achieve their expected outcomes.

Strengthening Community Based Organizations (Activity 1.2)

COMET II continued to strengthen CBOs. Approximately 80 percent of the capacity-building ground work with CDCs in the five pilot communities (Cambridge, Rockfort, Stony Hill, Gregory Park, and Four Paths) has been completed by the Governance Specialist. This includes:

a) Training: Board members received training in governance, including legal requirements and responsibilities; board duties; accountability; policy/rule-making; and management roles and systems, particularly as relates to the integration of social enterprise management within a community governance structure. Pilot CDCs will be integrated in training sessions planned for 2015 which will cover administrative and accounting procedures in greater detail.

b) Registration: Legal registration processes were far advanced (forms completed) but will be finalized when the governance contract is renewed.

c) Governance Strengthening: All pilot groups were guided through a process of revisiting, re-evaluating, and revising their internal goals and objectives (as distinct from the community development goals that they develop in partnership with SDC). They were also assisted in refining their mission statements to cover and include a social enterprise focus. Each organization was guided through the revision of its organizational structure, to clearly identify how social enterprises will be managed, and to allocate reporting and accountability roles in a more streamlined manner. A governance model was developed that reflects greater complexity at the management level, moving organizations away from a 'committee-oriented' mode of operation. This was shared iteratively with each group, as well as vetted by Dr. Knife. Organizational Development Plans were developed by each pilot CDC (Cambridge's plan only exists in draft, as they were not able to participate in one of the developmental sessions and had to be dealt with separately) in order to capture the changes that need to be made to transition to new management and governance structures and processes. The plans include timelines for completing and signing off on new administrative and accounting policies and procedures (see below).

d) Administrative and Accounting Policies and Procedures: Draft Policy and Procedures Manual were introduced to the organizations, which were required to review same with their boards. This process will be followed through when the governance contract resumes, and should result in all pilot organizations having a board-approved policy and procedures manual that can guide social enterprise (and other) operations. More detailed training particularly on accounting procedures will be conducted during 2015, upon the resumption of the governance services contract.

During these sessions other communities have been exposed to the process as well and are looking forward to the exercise. When the contract modifications are approved, the Governance Specialist is perched to fast track the registration of those that are unregistered (Stony Hill, Four

Paths, and Gregory Park) and finalize any outstanding matters. This work has paved the way in a seamless manner for the SE model to follow. During the interim, a schedule for the next communities and NGOs has been developed and initial contact has already been established. To expedite eligible CBOs for the process and to ensure steady and continued advances, COMET II is seeking out CBOs in the selected parishes that may be active, registered, or close to registered, as potential organizations for the capacity building and SE program.

Supporting Youth Empowerment (Activity 1.3)

During the past quarter the NFJ and NHCOM grants proceeded well. As indicated in the last Quarterly Report, both of these grants will see a significant number of youths up skilled, trained, and equipped in a range of areas that will empower them for their future. As indicated within the Grant segment, COMET II is moving forward a number of RFAs that will be issued in the second quarter of the year that will ultimately have similar outcomes as these two grants.

During the quarter, COMET II, in conjunction with the St. Michael's All Age, United for Change, and the SDC, organized and implemented a highly successful day aimed at mobilizing the Rae Town community, introducing the COMET II project, global climate change, and culture of lawfulness talks and collaboration plans. Football was used as the sport of choice and saw youths from the different districts of that community playing a game.

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 disaster risk reduction (DRR). The intention is that these activities will contribute to safer and more secure communities in Jamaica. Performance indicators for the GCC component include the number of adaptation plans developed and the number of persons trained.

In October, COMET II supported the Communities Empowered for Disaster and Adaptive Resilience (CEDAR) training by the JaREEACH project of 26 persons from COMET II and stakeholder agencies (Social Development Commission, PIOJ, Jamaica Red Cross, Parish Councils (Local Government), JCF, Ministry of Health, and National Solid Waste Management Authority). COMET II is pursuing the initiative for the Jamaica Red Cross as a key partner to deliver this training and Police Youth Clubs in the target communities are the intended participants. Also, the initiative of having DRR equipment at CRCs for their use will see this activity sustainable into the future as both organizations are long-term in the Jamaica context.



Participants at the CEDAR workshop engage in a participatory mapping exercise

Adaptation plans have been reviewed and are prepared for the following seven project communities: Osbourne Store, Four Paths, Gregory Park, Old Harbor, Bull Bay (Seven Miles), Gordon Town, and Rockfort. The next step will be to select two communities and implement an adaptation measure identified in their respective plans. COMET II is currently in discussions with the Jamaica Red Cross and National Works Agency to assist with the implementation of the adaptation measures.

2. PUBLIC ENGAGEMENT TO FOSTER A CULTURE OF LAWFULNESS

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

On November 15, a culture of lawfulness (COL) sensitization session was conducted addressing the use of social media as a community safety tool. This was presented at the 27th Annual Neighborhood Watch Council Conference at the Police Training Academy in Twickenham Park, St. Catherine with over 300 people attending. The Neighborhood Watch Council (NHW) is one of the targeted organizations for support and collaboration under COMET II. COMET II also facilitated the guest speaker, Professor Trevor Munro, in addressing the Conference on NIA and its objectives. Feedback received indicated this was very popular and helps to develop a sound basis on which COMET II and NIA can continue to move forward in delivering messages on COL.

Also in December, COMET II targeted communities were mobilized to attend the event which assisted NIA to launch a documentary, ***Building Integrity ... A Work In Progress***. 130 members of the target communities attended along with 8 COMET II staff.

COMET II is finalizing plans to hold the next citizens journalism workshop in collaboration with the National Police Youth Club Council (NPYCC) during the next quarter. Networking continues with the NPYCC and Community Journalists who attended the workshop in June and July 2014.

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

Ground work being done on the public service announcements (PSAs) that will be disseminated in 2015. Discussions have taken place with NIA and EWA Communications towards the finalization of the focus and content of the upcoming PSAs.

Ground work is being done on the plans that will drive this component that will involve messaging linked to driving a Culture of Lawfulness in the context of the upcoming Local Government

Elections. This will be done in collaboration with NIA. Work continues with EWA Communications in this regard.

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

Planning is under way to assist the MOCA in implementing its plans for its Anti-Corruption communication strategy this. Details will be finalized by the end of January 2015.

In addition, planning is under way with the MOCA and CSSB to develop and disseminate messages regarding COL into schools. Details on this will be finalized by the end of January 2015.

A Culture of Lawfulness workshop was conducted by the ICA through the award of a fixed obligation grant under the Emerging Generation Transformation to a Culture of Lawfulness Project from December 1-4, 2014 at the Police Training Center, Twickenham Park, St. Catherine. 30 participants were trained, 15 females and 15 males. The workshop was a resounding success with many requests from the participants for a follow up session. This was the first time that members of the JCF examined and analyzed the issue of a Culture of Lawfulness in such a proactive manner.

3. ALTERNATIVE SENTENCING AND PROGRAMS FOR AT-RISK YOUTH

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

A SOW encouraging the design of a Community-based School Suspension Program suitable for implementation in COMET II's five (5) target parishes was approved. The RFA inviting implementers to apply will be published in January 2015. This will be a substantial grant when finally issued and will address many of COMET II objectives.

Diversion/ Alternative Sentencing (Activity 3.2)

As previously stated, COMET II has shifted its focus away from assisting alternative sentencing programs because the Ministry of Justice (MOJ) is having difficulty making any advances in this area. The Year Two Work Plan has shifted its focus to assisting with the Drug Treatment Court Program. Progression on the Drug Treatment Court initiative will involve COMET II working with key stakeholders to bring post-graduation initiatives to participants to assist them to focus on community activities in conjunction with major community groups as well as to assist them to better integrate back into a lawful society. Meetings with the JCF and the potential for participants to become members of police youth clubs and neighborhood watch groups appears very favorable to these groups and during 2015 this will be further developed and formalized. The Chief Justice has been briefed several times on its status and she is very appreciative of the efforts of COMET II in its vision and assistance. The opportunity for Drug Treatment Court participants to also be a part of the NIA initiatives of integrity champions will also be pursued.

Rehabilitation (Activity 3.3)

Two (2) RFAs were issued for Gregory Park and Rockfort, and proposals were submitted and evaluated. Awardees were selected for both communities and they are currently being administered in pre-award survey conducted by the Grants team. SOWs were approved for three (3) other targeted COMET II communities/parishes: Four Paths; Stony Hill; and Cambridge. These RFAs will be published in January 2015.

4. COMMUNITY POLICING

Support for the continued implementation and consolidation of the Community Based Policing Strategy (Activity 4.1)

Information to inform community based policy strategy has been collected from the CSSB and the NHW as well as stations serving the COMET II targeted communities and the list of active NHW organizations in these communities. The analysis of the information will determine the overall strategy and the community groups to participate.

Discussions are still under way with the JCF Policy Branch which is reviewing the final Standard Operating Procedures (SOP) for the Proximity Policing model. The JCF have taken the COMET II draft and as they never actually had a policy for the management of Police Posts *per se*. They will use the final outcome of the COMET II policy to manage not only their Proximity policing posts, but all their Police posts across the Island.

Discussions with the JCF and the NPYCC have indicated that the current executive of the Council does not have the capacity to manage COMET II's intentions when it comes to carrying out a social enterprise. Early in December the JCF set a course to have the executive replaced through a special general meeting. However, with the appointment of a new Commissioner and wide-spread personnel changes within the JCF and the CSSB, discussions will be held with the new departmental leadership and the management team at CSSB to see how best we can progress.

Similar issues exist with the NHW. It has the capacity, but most executive members have occupations with attendant other obligations and time becomes an issue when it comes to them managing COMET II's SE objectives. In both cases – NPYCC and the NHW – discussions indicate that the JCF may put full time resources into each group in the capacity of a CEO (or its equivalent) to assist and to manage the COMET II requirements. These discussions will continue in January.

Support for the continued implementation and institutionalization of the Jamaica Constabulary Force anti-corruption strategy (Activity 4.2)

No work commenced on providing technical support to the MOCA Central Vetting Unit. COMET II will monitor this activity and in all probability request it be removed from the Activity Plan.

Support to their outreach activities commenced with the successful ICA program where JCF members have been trained in delivering anti-corruption messages across the JCF. The JCF are now in discussion with COMET II on how they may be able to actually take the program into communities as well as across the JCF and further deliberations will continue early in 2015.

5. PROGRAM MANAGEMENT

Effective Management of Program Staff (Activity 5.1)

This quarter presented no staff challenges and the COP continues to see total collaboration across all components by all staff. The contract modification discussions have put the Governance Specialist contract on hold resulting in minor delays in management capacity building. The imminent signing of the modifications and the re-engagement of the specialist will see these activities resume early 2015.

Monitoring and Evaluation (Activity 5.2)

Monitoring and evaluation is on track with the short term technical advisor monthly updating the activity status. With the contract modifications there will be a requirement for a revisit of the work plans, the PMP and updating of the Programmatic indicators and the Contracted Outputs and their realignment to the Activity Plan.

6. PROGRAM CHALLENGES

The main challenges now for COMET II are the contract modification finalization and the progression of CRCs. There is understandable community concern as early projections from COMET II indicated we would be well down the path on placing these at the selected locations. With the finalization of the contract modifications, COMET II can then progress the RFP for the selection of a suitable sub-contractor for this purpose. The process will not be finalized until late March which will mark COMET II's 18th month.

7. UPCOMING PROGRAM EVENTS

The formalization of the Drug Treatment Court initiative will see a significant collaboration of key stakeholders to manage the program moving forward. We anticipate that this will be

supported through a memorandum of understanding between COMET II, the MOJ through the Chief Justice.