
Jamaica Local Partner Development

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ACRONYMS AND ABBREVIATIONS

Boys' Town	Boys' Town Development Limited
CBO	Community-Based Organization
CBSI	Caribbean Basin Security Initiative
CSO	Civil Society Organization
DCS	Department of Correctional Services
ECNL	European Centre for Not-for-Profit Law
Equiv.	Equivalent
FID	Financial Intelligence Division
FY	Fiscal Year
ICNL	International Center for Not-for-Profit Law
ISO	Intermediate Service Organization
JN Foundation	Jamaica National Foundation
KSA	Kingston and St. Andrew
LPD	Local Partner Development
LPD 2.0	Local Partner Development, Phase Two
MDA	Ministries, Departments and Agencies
MICAF	Ministry of Industry, Commerce, Agriculture and Fisheries
MNS	Ministry of National Security
OPI	Organizational Performance Index
PIOJ	Planning Institute of Jamaica
PMEP	Performance Monitoring and Evaluation Plan
PMI	Peace Management Initiative
Q1	Fiscal Year 2019, Quarter 1
Q2	Fiscal Year 2019, Quarter 2
Q3	Fiscal Year 2019, Quarter 3
Q4	Fiscal Year 2019, Quarter 4
RISE	RISE Life Management Services
SE	Social Enterprise
SEBI	Social Enterprise Boost Initiative
USAID	U. S. Agency for International Development
YCVP	Youth Crime and Violence Prevention

INTRODUCTION

In Fiscal Year (FY) 2019, Local Partner Development successfully completed its first phase of implementation. LPD is an activity in Jamaica, implemented by FHI 360 and funded by USAID under the Caribbean Basin Security Initiative (CBSI). During FY 2019, LPD saw significant gains in the organizational capacity of its civil society organization (CSO) partners, increased cross-sectoral action to address youth crime and violence, and gains in social enterprise (SE) partner business and communications strategies. LPD also successfully countered a proposed government policy to designate all charities as posing an elevated risk for terrorism financing, thereby strengthening the civil society enabling environment. As of September 2019, LPD has now completed two years and seven months of its initial five-year lifespan.

This report covers activities that took place between October 1, 2018 and September 30, 2019, during the final year of Local Partner Development (LPD)'s first phase, including revisions to LPD's scope of work and partner and stakeholder management to prepare for the next iteration of the project. The report also outlines key activities planned for FY 2020, as well as implementation challenges and lessons learned during Phase One. In accordance with the realignment that took place during the reporting period, LPD will move on to Phase Two (LPD 2.0) in the upcoming quarter (see *Realignment: Local Partner Development, Phase Two*, below).

Local Partner Development, Phase One

Under its first phase, the primary objective of LPD was to build the capacity of Jamaican non-governmental organizations, social enterprises (SEs), community-based organizations (CBOs), other civil society organizations (CSOs), as well as government entities that partner with USAID in Jamaica. LPD built the capacity of Jamaican organizations to enable them to become more effective and sustainable actors, so they might better work toward improving Jamaican citizen security and social cohesion. In Phase One, LPD had four components:

- Component 1: Strengthen the Capacity of Targeted Local Entities;
- Component 2: Support Social Enterprises through a Business Incubator Model;
- Component 3: Improve the Enabling Environment for Civil Society Organizations and Social Enterprises;
- Component 4: Intentional Collaboration Between Civil Society, Government, and the Private Sector.

Realignment: Local Partner Development, Phase Two

Toward the close of FY 2019 Q3, USAID advised LPD of the need to realign LPD's activities to the redesigned CBSI strategic results framework (CBSI 2.0) and examine all current LPD engagements, partnerships and interventions through this new lens. CBSI 2.0 has an increased focus on youth crime and violence prevention (YCVF), with specific emphasis on the secondary and tertiary prevention levels, as opposed to the broader safety and security mandate under which LPD was originally designed. Due to the expected impact of the realignment on LPD's work, USAID advised LPD to place a hold on any pending grant agreements and new activities, including grants under the Intermediate Service Organization (ISO), Pathways to Sustainability and Stepping Stone to Success programs and the expected Business Incubator launch for the project's second cohort of social enterprises. Following an intensive planning process, LPD submitted a realigned Program Description in FY 2019 Q4 that drew from current research on the strongest YCVF principles and programs, as well as from LPD's learnings from its first two and a half years. Following LPD's receipt of its modified co-operative agreement in September, LPD has begun to

formally advise its stakeholders and partners of their status and any changes to their program participation, while simultaneously working on its full work plan for FY 2020. Relevant items from the work plan are summarized under *Programming Priorities for FY 2020, Quarter 1*.

Summary of Results to Date

LPD has exceeded expectations in terms of the number of organizations that have received targeted training and the percentage of those that came from areas outside of the Kingston Metropolitan Area, Spanish Town and Montego Bay. Ultimately, 71 organizations benefited under LPD's ISO, Stepping Stone to Success, Pathways to Sustainability, and Business Incubator programs. Of the 71 organizations, 44% came from rural areas, well above the expected 25%. Despite the programmatic changes associated with the realignment, LPD was able to achieve 300% of its planned goal for advocacy engagement, over 70% of its target for the number of human rights organizations it supported and 105% of expected social enterprise enrolment in its business incubator prior to the programmatic shift. See *Annex A: Progress Summary* for more information.

IMPLEMENTATION PROGRESS

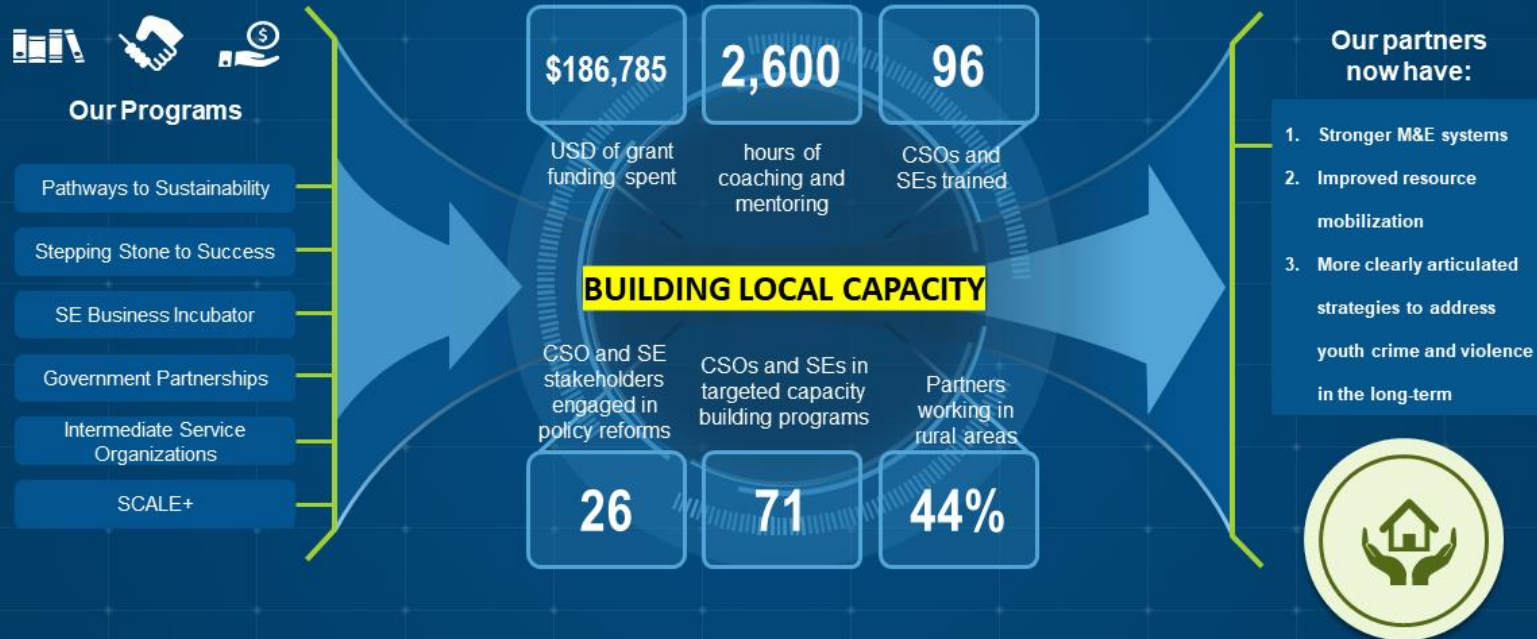
Progress Narrative

LPD has undergone a shift from its initial mandate. Its initial investments in the capacity of its selected CSO and SE partners and in the broader enabling environment have reaped benefits that will help the organizations as they carry out their work to prevent crime and violence by supporting volatile and vulnerable communities across the island. Unfortunately, the shift means that LPD will be unable to guide a number of its partner organizations as they continue to build on the delivered capacity development inputs. However, at least seven partner organizations are expected to be involved with LPD's work under its second phase; LPD 2.0 will have a stronger start due to the performance improvements that these organizations have achieved under LPD's Phase One. In addition, the collaborative grants for cross-sectoral youth crime and violence prevention efforts in Clarendon will continue. As work takes place under these grants in FY 2020, they will provide an early demonstration of how the technical assistance provided under LPD's first phase can strengthen the implementation of the best practice youth crime and violence prevention principles and practices that form the core of LPD's Phase Two.

Comparison to FY 2019 Work Plan

Prior to its realignment at the beginning of FY 2019 Q4, LPD fully achieved six and partially achieved six of the twelve expected achievements listed by component in its FY 2019 work plan overview (LPD FY 2019 Annual Work Plan, pages 7-8). Through its work in the first three quarters of FY 2019, LPD supported 68 CSOs in targeted organizational development programs, provided capacity building support to one ISO, finalized negotiations for an enabling environment ISO sub-grant, awarded in-kind grants to two government agencies and supported the development of a proposal from a third. In addition, LPD conducted preliminary assessments of the 21 SEs enrolled in its business incubator; awarded sub-grants to two SEs from the incubator's first cohort; and supported advocacy for policy changes to the CSO and SE enabling environment through the hosting of an academic conference session; the facilitation of a second round of cross-sector dialogue events with civil society, the government and academia; and the provision of relevant training and technical assistance. Lastly, LPD encouraged cross-sector collaboration on YCVP by facilitating a three-day workshop that allowed 74 representatives from Jamaica's civil society, government, private sector and academia to generate and refine five action plans based on shared knowledge of Clarendon's history and needs. LPD expects to fund these as sub-awards in FY 2020.

Local Partner Development: FY 2019



COMPONENT 1: STRENGTHENED CAPACITY OF TARGETED LOCAL ENTITIES

INTERMEDIATE SERVICE ORGANIZATIONS: LAYING THE GROUNDWORK FOR CSO SUSTAINABILITY

Under the original LPD model, ISOs were a key component of LPD’s plan to encourage the sustainability of the services it provided. As part of this strategy, LPD invested considerable time and resources into selecting ISO partners and worked closely with its active ISO partners – particularly with RISE Life Management Services (RISE) – to develop meaningful capacity development action plans, expose ISO staff to best practices relevant to both LPD’s activities and their broader work, and deliver capacity development inputs to the organization to support its longevity. In Jamaica, the government has traditionally assumed the role of civil society capacitor and LPD encountered a challenge before and during the selection process in trying to find potential civil society ISOs with which to partner. Not only were there few CSOs with enough capacity to do the required work, but the general expectation that CSO capacity improvement was the government’s responsibility meant that even fewer CSOs were genuinely interested in adding such work to their long-term repertoire of service offerings. During FY 2019, LPD had two active ISO sub-awards – to RISE, for CSO capacity development, and to Jamaica National Foundation (JN Foundation) for SE capacity development inputs. LPD had also been in the process of negotiating a third sub-award to support the capacity of SEs and CSOs to advocate for improvements to the enabling environment when the realignment took place.

Over the course of the year, RISE delivered tailored capacity-strengthening sessions to CBOs focused on YCVP in Kingston and St. Andrew (KSA) through the LPD-developed Stepping Stone to Success program. Capacity-building interventions for RISE’s own organizational development included work on its Life Skills Training Manual, assistance for its program standardization and continued high-quality delivery, and support for a communication strategy plan, which will help RISE share its program results more effectively and aid in fundraising through a more securely-established brand. Although RISE’s OPI score does not reflect an improvement between last year and this year, this is in part due to the OPI’s focus on documentation as evidence: RISE was in the process of creating this documentation when its capacity building activities were halted due to LPD’s realignment. Nevertheless, RISE’s continued work with Stepping Stone to Success KSA and the training its staff have received to carry it out have improved RISE’s capacity to carry out a training program integrating evidence-proven adult education principles. These collective inputs will position RISE, a leader in delivering services to at-risk youth in marginalized communities, to support LPD under its realigned, Phase Two framework. Given RISE’s leadership in the youth crime and violence sector and its strong performance under its ISO standard grant, LPD expects the partnership with RISE to continue under its current grant with modifications: RISE will no longer act as an ISO and will instead work closely with LPD to deliver YCVP interventions.

Although LPD worked with JN Foundation throughout the year to encourage the start of activities under its grant, personnel changes and other internal issues hampered progress. LPD was in the process of reviewing this partnership with a view to terminate when project leadership was advised of the changes to the CBSI goals and results framework. Given that support for SEs will no longer be a priority under LPD 2.0, LPD has notified JN Foundation of the termination of the partnership.

STEPPING STONE TO SUCCESS: STRENGTHENING GRASSROOTS ORGANIZATIONS AT THE FOREFRONT OF COMMUNITY-BASED YOUTH CRIME AND VIOLENCE PREVENTION

Fifty-four groups across Jamaica are now set to complete LPD’s multifaceted and innovative program for nascent and grassroots organizations, Stepping Stone to Success. During FY 2019, 17 groups graduated from the pilot program in Central Jamaica, with 50 percent of those tested demonstrating evidence of programmatic improvement since the 2018 baseline Organizational Performance Index assessment. On LPD’s semi-annual stakeholder survey, Stepping Stone participants lauded the program for broadening their knowledge base, the interactivity of the workshops and the support provided by the facilitator and the mentors. For two examples of how participating in the Stepping Stone to Success program has improved community-based organizations’ ability to carry out their YCVP work, see *Success Snapshots: Grassroots Organizations Stepping Up Their Community-Focused Youth Crime and Violence Prevention Work*, on page 10.

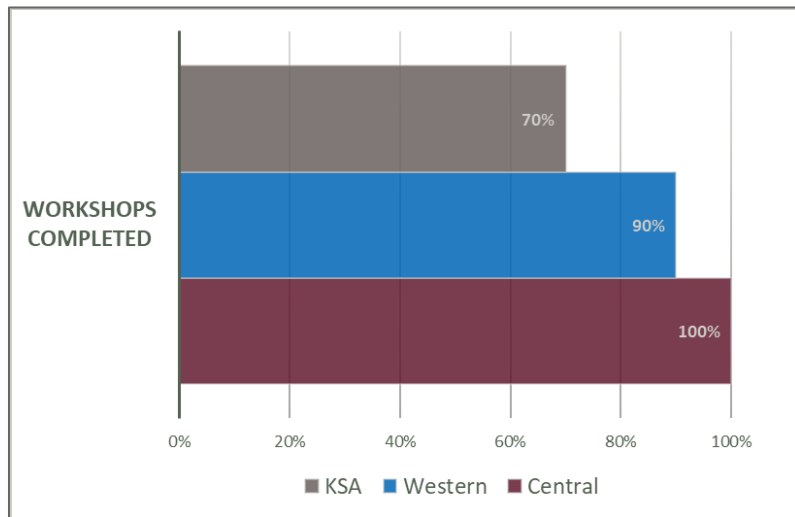
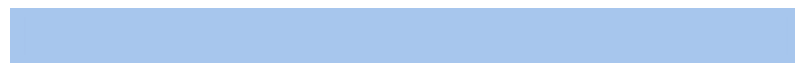
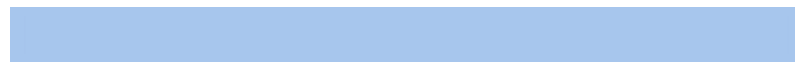


Figure A: Percentage of Stepping Stone to Success Workshops completed at close of FY 2019, by cohort



If it wasn’t for Stepping Stone, I wouldn’t get serious about handling the money part. I learn a lot of useful things from the workshops that I never take serious before.

— Anonymous feedback on Semi-Annual Survey from Stepping Stone to Success Central participant [in Jamaican Creole; translation in footnotes]



When I have a problem happening in Mount Salem, I know I can call Norwood and Farm Heights for help. My peer group, my family. We learned how to take care of our organizations and our communities. Thank you for the opportunity to make our communities better.

— Winsome Barnes, Mount Salem CDC, on how Stepping Stone to Success has improved her organization’s work in St. James

The programs in western Jamaica and in KSA have both been affected by the realignment of LPD, and the LPD team has taken steps to mitigate potential negative impacts. Because the general capacity-building approach of Stepping Stone to Success no longer fits under the priorities of LPD’s revised mandate, participants will not receive grants, as previously indicated. LPD has

* Translation of comment in first textbox: “If it wasn’t for the Stepping Stone to Success program, I would not have begun to make sure that the financial aspects [of my community-based organization’s work] get done. I have learned a lot of useful things from the workshops that I did not take seriously before.”

decided to allow the program to conclude its final sessions in both KSA and Western Jamaica, but will accelerate the program in KSA, which has more sessions remaining. The KSA cohort will now complete the program in November 2019, as opposed to the original end date of January 2020. Participants in both the KSA and Western cohorts have expressed their deep disappointment in the lack of grants to carry out tangible activities in their communities, even as they acknowledge their organizational growth under the program to date.

PATHWAYS TO SUSTAINABILITY: PROVIDING TAILORED ORGANIZATIONAL STRENGTHENING SUPPORT TO CSOS

Throughout FY 2019, LPD continued to provide practical technical assistance and grant management to the seven organizations with signed Pathways grants (see Table 1, page 12), with a focus on ensuring that each accepted deliverable met each organization's specific needs. LPD also provided technical assistance in support of need identification and grant proposal development for the four shortlisted organizations that did not ultimately receive grants. Pathways participants have noted the grants' positive impact on their work in YCVP: for example, Boys' Town Development Limited (Boys' Town) looks forward to having a formalized method for tracking the impact of their work through newly-created monitoring and evaluation frameworks, and their streamlined strategic plans have already improved their ability to articulate their goals to stakeholders. Similarly, Youth for Development Network has improved the caliber of their youth mentors through their newly-developed volunteer recruitment strategy. For more information on how Boys' Town's and Youth for Development Network's grants have supported their YCVP work, see *Success Snapshots: Putting Pathways To Sustainability's Capacity Inputs to Work in Support of Youth Crime & Violence Prevention* on page 11. For information on some challenges encountered during program roll-out, see *Implementation Challenges* on page 18.

Going forward, four organizations (Youth for Development Network, MultiCare Youth Foundation, Boys Town Development Limited and Joy Town Community Development Foundation) that are already engaged in secondary- and tertiary-level YCVP interventions will continue their sub-awards, as these are mostly already aligned with LPD 2.0 and will provide an entry point for LPD to work closely with the organizations on strengthening their secondary- and tertiary-level YCVP interventions. During FY 2020, quarter 1, LPD will modify the grant agreements as necessary to ensure total alignment with LPD 2.0. Two other former Pathways participants, Peace Management Initiative Western and Voices for Jamaica Today¹, will see their immediate support under LPD discontinued but may become partners under LPD 2.0 in the future, given the strength of their work in community-based YCVP.

In line with LPD 2.0's focus, the other Pathways organizations that were not directly engaged in secondary- or tertiary-level prevention activities have been advised of their ineligibility for further support under CBSI 2.0 funding; formal grant termination procedures for those with already-signed grants will take place during FY 2020 Q1. See Table 2 on page 12 for an overview of each grant's status.

¹ Voices of Jamaica Today received technical assistance from LPD to prepare their grant, based on the results of their baseline Organizational Performance Index assessment, but the final grant package had not been submitted to USAID prior to the realignment.

SUCCESS SNAPSHOTS: GRASSROOTS ORGANIZATIONS STEPPING UP THEIR COMMUNITY-FOCUSED YOUTH CRIME AND VIOLENCE PREVENTION WORK

Stepping Stone to Success' emphasis on community resource mobilization has allowed both Home2KMinistries and Advocate for CHANGE to successfully leverage resources from local entities in support of their work. Advocate for CHANGE used the knowledge they gained about resource mobilization, stakeholder engagement and proposal writing to garner approximately JMD 500,000 (USD 3,846) in cash and kind from four local businesses and one international funder for an event focused on raising awareness about the effects of father absenteeism on youth. Proceeds from the event will be used to fund an aspect of their mentorship program for youth from single-parent homes who are at-risk of involvement in crime and violence.

Since graduating from the Stepping Stone to Success program, Home2KMinistries has already secured in-kind donations for its programming from several local businesses, as well as from a non-profit foundation in the United States. Home2KMinistries also put their Stepping Stone to Success learnings to use in designing and creating a project management strategy for two new programs addressing the needs of at-risk youth, with associated indicators and targets that will allow Home2KMinistries to demonstrate the programs' impact to funders and stakeholders. Home2KMinistries' improved work planning, implementation and M&E processes will support the proposed parenting, mentorship and skills training programs in addressing their beneficiaries' needs and augmenting community-level youth crime and violence prevention efforts.

Home2KMinistries' and Advocate for Change's work following their graduation from the Stepping Stone to Success program provide two examples of how LPD's support to grassroots organizations has contributed to Jamaica's journey to self-reliance — by making community-based organizations working on crime and violence prevention more sustainable so they, in turn, can make their communities safer.



Figure B: Stepping Stone participants celebrate their performance improvements at graduation. Sanatty Holness-Plummer/FHI 360.

SUCCESS SNAPSHOTS: PUTTING PATHWAYS TO SUSTAINABILITY'S CAPACITY INPUTS TO WORK IN SUPPORT OF YOUTH CRIME & VIOLENCE PREVENTION

Boys' Town Development Limited

For Boys' Town, the opportunity to develop a strategic plan through their Pathways grant brought unexpected gains: the broad stakeholder engagement that formed part of their strategic planning process resulted in members of the private sector committing to support their annual Trench Town Music Festival through cash and in-kind donations. The music festival is itself an opportunity for Boys' Town to improve their sustainability and self-reliance through income generation, while also providing youth at risk of involvement in crime and violence an opportunity to showcase their talents and gain valuable exposure in their quest to earn an income in the entertainment industry.

The broader community's feedback on Boys' Town's strategic plan has also resulted in Boys' Town advancing plans for a formalized apprenticeship program for unattached youth with skilled artisans in the community. This program will provide an opportunity for youth with low levels of literacy to gain practical skills-based training while also earning an income. Vocational training and employment activities have shown promise in preventing youth involvement in crime and violence, particularly when the resulting employment is of high quality.² As such, Boys' Town's LPD-supported strategic planning process has not only improved the organization's long-term outlook but has also directly contributed to the strengthening of two programmatic opportunities for YCVP in the hotspot communities of Trench Town, Denham Town and their surrounding areas.

Youth for Development Network

As part of its Pathways to Sustainability subaward, Youth for Development Network committed to hosting a series of volunteer recruitment and engagement meetings. Through these outreach sessions, Youth for Development Network expanded its pool of volunteer mentors with the recruitment of four highly skilled professionals with international and local experience in youth engagement. The implementation of a formalized volunteer recruitment strategy is crucial to Youth for Development Network's ability to sustainably provide high-risk youth with access to resources to support life skills development and obtain gainful employment, reducing their risk for involvement in youth crime and violence.



Figure C: Youth from volatile communities' link arms as part of an exercise at Youth for Development's One Love Youth Camp. The camp seeks to empower young persons with creative facilitation skills, so that they can lead their own programming and promote the social change that they want to see. Morana Smodlaka Krajnovic / FHI 360.

² Laura Chioda, 2016, *Stop the Violence in Latin America: A Look At Prevention from Cradle to Adulthood*, Washington, DC: World Bank Group, 10-11. USAID, 2016, *What Works to Prevent Violence Among Youth?: Systematic review of the evidence on youth violence and crime prevention, with an applied analysis to the Mexican context*, Bulletin, Washington, DC: USAID.

Table 1: Pathways to Sustainability Grant Disbursement

Organization Name	Parish	Grant Signed	Grant Value (USD equiv.)	FY 2019 Disbursed (USD equiv.)
Boys Town Development Limited	Kingston	Q2	24,047	12,044.15
Joy Town Community Development Foundation	Kingston	Q2	27,746	5,934.11
MultiCare Youth Foundation	Kingston	Q2	24,661	12,989.03
Youth for Development Network	St. Andrew	Q3	27,505	11,638.70
Jamaica Association for the Deaf	St. Andrew	Q3	25,591	3,430.09
Peace Management Initiative Western Jamaica Limited	St. James	Q3	27,770	2,006.93
Family and Parenting Centre Limited	St. James	Q3	28,280	4,918.54
			185,600	52,961.55

Table 2: Pathways to Sustainability Grant Status

Organization Name	Expected LPD 2.0 Status
Boys Town Development Limited	Grant to continue as is; timeline modifications expected
Joy Town Community Development Foundation	Timeline modifications expected
MultiCare Youth Foundation	Grant to continue as is
Youth for Development Network	Grant to continue as is; timeline modifications expected
Jamaica Association for the Deaf	Grant to be terminated
Peace Management Initiative (PMI) Western Jamaica Limited	Grant to be terminated, but LPD to continue providing PMI Western with TA and incorporating them into future activities
Family and Parenting Centre Limited	Grant to be terminated

LPD's support to these organizations to date have enabled them to review their internal operations with a view to implementing the changes required to improve their capacity to deliver better crime and violence prevention results.

LEVERAGING GOVERNMENT PARTNERSHIPS FOR STRONGER CROSS-SECTOR COLLABORATION ON YOUTH CRIME AND VIOLENCE PREVENTION

Over the past year, LPD has continued to strengthen its connections with government ministries, departments and agencies (MDAs) through close engagement and the provision of technical assistance. During FY 2019, government MDAs deepened their participation in LPD's grants evaluation committees and dialogues with CSOs and SEs about Jamaica's existing legal framework and enabling environment. LPD also supported a forum for CSOs and SEs on best practices in community development in conjunction with the Planning Institute of Jamaica (PIOJ),

four other government entities and one private sector organization.³ Most recently, as part of the realignment planning, LPD's management team met with representatives from the Ministry of National Security (MNS), Department of Correctional Services (DCS), and PIOJ, as all play crucial roles in Jamaica's YCVP landscape. LPD incorporated the findings from these meetings into its submitted work plan for FY 2020, evidencing its commitment to a collaborative, coordinated approach to activity programming.

In addition, LPD disbursed JMD 1.56 million (approximately USD 11,300) to the Department of Co-operatives and Friendly Societies to support the implementation of an online registration system that will benefit CSOs and SEs by making legal registration a more accessible and less time-consuming process. Registered CSOs are better able to access funding and other opportunities. So, improvements to the enabling environment will improve the likelihood of Jamaican CSO sustainability, including for those CSOs that focus on YCVP.

Throughout FY 2019, LPD worked with the PIOJ on a proposal to support YCVP efforts in St. James. Following LPD's notification of the realignment, this proposal was also realigned to ensure that it focuses on coordinated secondary and tertiary prevention efforts that are concentrated in a few carefully-selected communities. The revised PIOJ in-kind grant will be submitted to USAID in November 2019.

CREATING A PLATFORM FOR CSO COLLABORATION AND NETWORKING TOWARDS CITIZEN SECURITY & SAFETY

During FY 2019, LPD continued to support the regional working groups that were formed in central and eastern Jamaica. Through these working groups, CSOs and SEs were able to build regional relationships, share knowledge, collectively solve member problems, mentor new entrants and address government agencies to gain better access to resources for members and the wider region. Membership was voluntary: participants engaged in regular meetings based on their shared commitment to community development in their region. These groups supported an approach to community development and citizen security that emphasized CSO and SE self-reliance and cross-sectoral collaboration.

Regional working groups have been deemphasized in LPD 2.0's programming and, as such, members were encouraged to take ownership of these groups and continue their interactions to share advice, skills and other resources outside of LPD's oversight. The groups continue to use member-coordinated and moderated WhatsApp groups as a communication tool for inter-group communication, following LPD's withdrawal. LPD anticipates that the St Catherine-based members of the central working group will play a key role in support of collaborative interventions aimed at reducing youth crime and violence in select communities in St Catherine, under LPD's systems-based collaborative action-planning intervention that will take place there in FY 2020.

³ The public sector partners were the Planning Institute of Jamaica (Community Renewal Programme), Jamaica Social Investment Fund, Citizen Security and Justice Program III, National Housing Trust, and Social Development Commission. The private sector partner was the Jamaica Public Service Company Limited.

COMPONENT 2: SUPPORT SOCIAL ENTERPRISES THROUGH A BUSINESS INCUBATOR MODEL

STRENGTHENING COMMUNITY-BASED SOCIAL ENTERPRISE: A PATH TO SECURE AND LEGAL ECONOMIC OPPORTUNITIES FOR MARGINALIZED YOUTH

LPD's FY 2019 work in the SE sector holistically addressed challenges to strengthen the sustainability and future profitability of SEs providing vocational training and employment opportunities to vulnerable youth at increased risk of becoming either perpetrators or victims of violence. Through LPD's Business Incubator, six SEs improved their financial management, marketing, operations management, organizational governance systems, production planning and strategic planning processes. The learnings, network connections and grant-funded inputs gained from the incubator allowed participants to broaden and improve engagement with their customer base, enter new markets, increase production quantity and quality, increase employment and earn more money to support the volatile and vulnerable communities that they serve (see Table 3 on pages 15-16). At the end of Year 1, participants praised LPD's tailored approach to determining and providing an appropriate mix of business support services. All incubator participants indicated that they would recommend LPD's Business Incubator to another SE.

SUCCESS SNAPSHOT: SE SUCCESS FUELS YOUTH CRIME & VIOLENCE PREVENTION

Thriving in the under-resourced, high-risk Rockfort community in Kingston, Ricardo Wellington and Dale Muir had to overcome many struggles in transforming their vision for their social enterprise into a viable business. With USAID support through the LPD Business Incubator, the proprietors have received training and technical assistance on how to improve their business skills, which have enabled them to execute a socially conscious business plan and provide some hope for the Rockfort community. Notably, while enrolled in LPD's business incubator their sales increased by 50% in comparison with the previous year. Rock Spring Farms' increased profitability allowed it to increase payments to workers and also hire new staff. Currently, the enterprise provides full-time employment to 12 youths and up to 10 seasonal workers, most of whom are ex-offenders, or have been in conflict with the law. LPD's efforts to support the farm and associated social enterprise facilitates the provision of work for at-risk youth and builds community resilience in the process.

LPD brings a one-on-one experience that is different from other Business Incubators. That was something special, to get that special attention. We have been part of three different programmes and this is the first that had a tailored, individual approach.

— Jemar Green,
Rockfort Development Council

The interventions were timely and helped us keep on track with the necessary deliverables and commitments.

— Michael Barnett,
New Horizon Christian Outreach Ministries

[Our] expectations under the Business Incubator were exceeded.

— Ivy Gordon, Jeffrey Town Farmers Association

Table 3: LPD Business Incubator Results for SEs in Cohort 1

Organization	Results
Abilities Foundation	<ul style="list-style-type: none"> • Diversified product base and established new SE (“Herb Thyme”) • Entered new markets and secured new clients: <ul style="list-style-type: none"> ○ Terraria placement on the shelves of two flower shops ○ Agreement to supply the Jamaica Defence Force with farm produce • Tripled Christmas period profits and increased visibility through participation in four trade fairs • Received fertigation/irrigation system, increasing the efficiency and effectiveness of the SE’s agricultural operations • Developed and implemented marketing plan, production plan and promotional materials, which will support the ability of the SE to increase its market reach and, thereby, sales
Flanker Resource Centre	<ul style="list-style-type: none"> • Improved December revenue by approximately 60% in comparison with the previous year, as a direct result of LPD support • Entered new markets and secured new clients: began to sell bag juices through three wholesale vendors in downtown Montego Bay; created supply agreements with one other wholesale vendor • Identified new customers in the community among local vendors and schools • Restructured board and created participatory strategic plan, improving organizational sustainability and responsiveness to community needs • Strengthened organizational performance through dual enrolment in LPD’s Stepping Stone to Success program in western Jamaica • Improved financial record-keeping and ability to make evidence-based business decisions through the development of a cash flow statement
Jeffrey Town Farmers Association	<ul style="list-style-type: none"> • Entered new markets and secured new clients: put products on shelves at nine retail outlets • Tripled sales revenue in one year, moving from J\$600,000 to over J\$1,800,000 • Increased visibility through participation in two trade fairs and a diaspora conference that allowed the SE to expose its key products to Jamaicans living abroad, a new market • Secured contract manufacturing contract with the Jamaica Flour Mills valued at approximately J\$3,600,000 • Improved ability to deliver products at a consistently high standard through the creation of a product quality and food safety manual and the undertaking of a gap audit • Improved financial management through the installation of QuickBooks and receipt of staff training • Developed labels for three products, increasing products market readiness • Received nutritional label information for two products, which may now enter a wider range of markets through increased ability to adhere to the applicable statutory and regulatory requirements

Organization	Results
New Horizon Christian Outreach Ministries	<ul style="list-style-type: none"> • Secured new clients: negotiated two new contracts for the production of seedlings for large farmers • Improved quality standards, resulting in greater product consistency; integrated standard achievement into SE’s value proposition and sales pitch • Restructured board and created participatory strategic plan, improving organizational sustainability and responsiveness to community needs
Rock Spring Farms	<ul style="list-style-type: none"> • Entered new markets and secured new clients: <ul style="list-style-type: none"> ○ Registered with the National Contracts Commission, allowing them to bid on government contracts ○ Sold approximately 10,000 lbs of pork to the Scientific Research Council ○ Agreement to supply the Jamaica Defence Force with farm produce • Increased 2018 sales by about 50% in comparison to 2017 performance • Increased payments to employees, including at-risk youth from the community of Rockfort, due to increased profits and the standardization of a payroll system • Improved governance systems through the establishment of an Advisory Committee that includes both private sector and community representation • Developed strategic plan outlining a youth engagement strategy towards crime and violence prevention • Improved financial document management through LPD-supported improvements to accounting practices • Established legal electricity connection
Rockfort Development Council	<ul style="list-style-type: none"> • Made the decision to discontinue its equipment rental business following an LPD-supported critical examination of the assumptions in its business plan and the business’ likely profitability; created a proposal for a new product line, an e-learning business. Was intended to transition into cohort 2 prior to the realignment.

LPD also contributed to the sector’s long-term ability to leverage data in support of evidence-based improvements to the enabling environment and sector-specific capacity-building initiatives through a sector-wide mapping. The mapping – a collaborative effort with British Council that localized their global methodology and collected data on 166 organizations across Jamaica that were reported to be SEs – will allow policymakers and other stakeholders to better understand the makeup of the sector and compare it to other countries’ when evaluating proposals for sector regulation and support. The report has been finalized and will be launched in November 2019.

Following the realignment, LPD will discontinue support to the SE sector. As a result, the second cohort of social enterprises that was accepted into the incubator received only an initial assessment and no further inputs. In addition, only two SEs in the first cohort will have received grant funding support, which was expected to provide crucial inputs for business development to the SEs participating in the incubator. The two grants that are currently active will remain effective through their expected close in December 2019. Both cohorts have been informed of the discontinuation of LPD’s assistance. While LPD will not be able to further support the selected SEs in building on

the inputs provided by the Business Incubator and on their already-achieved results, LPD is proud of the progress made by its first cohort.

COMPONENT 3: IMPROVE ENABLING ENVIRONMENT FOR CIVIL SOCIETY AND SOCIAL ENTERPRISES

POLICY ADVOCACY AND BEST PRACTICE AWARENESS TO REMOVE LEGAL AND POLICY OBSTACLES FOR CSOs AND SEs CARRYING OUT YCVF PROGRAMMING

Throughout FY 2019, the International Center for Not-for-Profit Law (ICNL) worked in conjunction with FHI 360’s LPD staff to encourage cross-sector dialogue rooted in best practices for promoting enabling environment reform to better support Jamaican CSOs and SEs and bring Jamaica into accordance with international law. To this end, ICNL provided technical assistance to relevant CSOs, SEs and government partners; hosted a cross-sector dialogue event; and, together with the European Centre for Not-for-Profit Law (ECNL), facilitated a half-day workshop on Jamaica’s legal environment for SEs as part of a conference on the Jamaican SE sector.

ICNL met with numerous government representatives in support of its work in FY 2019. In July, project partners of the Ministry of Industry, Commerce, Agriculture and Fisheries (MICAFA) convened the second-most senior agency official, Permanent Secretary Dermon Spence, as well as top officials with the PIOJ, the Companies Office of Jamaica, and the Development Bank of Jamaica to discuss the need for enabling legal reforms for SEs. Key project partner Charmaine Brimm of the PIOJ opened the meeting with policy arguments for reforms that were grounded in the international and comparative lessons on SE that ICNL has shared over the course of the project.



Figure D: The PIOJ's Charmaine Brimm presents the current landscape for SE in Jamaica and a proposal for reform to senior Government officials from MICAFA and other agencies

Ms. Brimm also deftly presented analysis on the Jamaican context based on research and multi-sector dialogues conducted by ICNL. ICNL and the European Centre for Not-for-Profit Law (ECNL) shared cutting-edge SE research and model laws, including Work Integration SE laws in several European countries that incentivize employment of individuals with disabilities. Permanent Secretary Spence was intrigued by this model, and eager to explore how it might be adapted to support SEs that employ youths in “hotspot” communities with high levels of youth crime and violence or youths with personal histories of

involvement in crime and violence.

Also in July, ICNL reached out to the lead official with Jamaica’s Financial Intelligence Division (FID) regarding a draft law on anti-money laundering and countering the financing of terrorism that would, without any evidence, designate all registered charities as representing a heightened risk for terrorism financing abuse and subject them to greater oversight. Through this interaction,

LPD learned that as a result of ICNL’s May workshop on international legal standards promulgated by the Financial Action Task Force, the FID was abandoning that draft law.

Following notification of LPD’s realignment, ICNL and FHI 360 redesigned Component 3 activities in line with the revised focus. Going forward, ICNL’s activities will build on project accomplishments thus far to support participatory legal reform initiatives facilitating the establishment and operation of CSOs and SEs supporting YCVP, with a focus on the highest-risk youth. Even so, activities in support of enabling environment improvement will be substantially reduced and are now expected to be complete by the end of FY 2020.

COMPONENT 4: INTENTIONAL COLLABORATION BETWEEN & ACROSS CIVIL SOCIETY, GOVERNMENT OF JAMAICA AND THE PRIVATE SECTOR

SYSTEMS THINKING FOR CLOSER AND MORE EFFECTIVE COLLABORATION ON CITIZEN SECURITY

Under its fourth component, LPD seeks to empower stakeholders to become the drivers of their own citizen security improvements by strengthening their capacity for collaborative action. During the first quarter of FY 2019, over 70 stakeholders across Clarendon’s civil society, government, academia and business sectors worked together to develop five democratically-selected programmatic approaches for YCVP. The selected interventions sought to encourage youth mentorship, youth entrepreneurship, youth advocacy, improved parenting skills, and the successful reintegration of youth with disciplinary infractions resulting in suspension from school. Following the December retreat, the cross-sectoral stakeholder working groups established at the workshop continued to refine the five programs and develop associated proposals for funding under LPD’s collaborative action grant program.

Following a multi-stage process to ensure coordination across the five proposals and encourage intervention efficacy, sustainability and alignment with CBSI 2.0’s strategic framework, the groups are now in the final stages of co-creating the five YCVP interventions for Clarendon. These interventions have been modified to reflect LPD’s current focus on YCVP and strategy of concentration and coordination, by ensuring that all actors work together to address different needs of pre-selected groups of high-risk youth in specific hotspot communities. Together, the projects will seek to rehabilitate high-risk youth in Clarendon and improve their knowledge of and adherence to the rule of law while building their capacity for anti-crime and anti-violence advocacy and mediation. All the grants supporting these projects are expected to be approved and project implementation to have started by the end of December 2019.

Implementation Challenges

Some implementation challenges faced by the project during FY 2019 are the following:

- Under the Pathways grants, when CSOs hired consultants to produce plans, manuals and other documentation, LPD found that the resulting documents were often overly-complicated and impractical. Possible causes for this challenge include consultants’ beliefs that longer, more complex documents seem more professional, as well as the CSOs’ own inability to clearly articulate their needs. LPD used the revision process to ensure that the final documents produced were substantially more practical versions. If a similar situation presents itself in the future, LPD will seek to have a session with consultants at the

beginning of the consultancy to share our expectations, insights into CSO needs and practical examples of documentation, where possible, at an early stage.

- Organizational development grants are a relatively new concept to Jamaican CSOs. This created some difficulty in fostering understanding about the learning process behind milestones. In addition, CSOs' human resource limitations sometimes posed a challenge to high quality implementation in a timely manner. Despite close collaboration with LPD, some of the Pathways organizations treated the grant milestones as simple tasks to be completed, rather than meaningful learning opportunities. In future cases where LPD expects to use organizational development grants, LPD will seek to communicate information about expected learnings as early as possible, including during grants information meetings, and work even more closely with sub-grantees and the selected consultants as they produce their milestones, prior to deliverable submission.
- CSOs enrolled in the Stepping Stone to Success program were all interested in receiving mentorship but some groups found it difficult to meet with the assigned mentors at the recommended times. In addition, some of the mentors were less proactive than others in following up with CSO representatives to ensure that sufficient meeting time was provisioned for the development of a high quality relationship. As a result, some groups were not able to fully utilize the expertise of their mentors and did not receive the level of coaching envisioned by LPD. If LPD uses a similar programmatic approach in the future it will plan to provide additional programmatic support to both mentors and mentees to better ensure that meeting regularity and quality.
- SEs' lack of appropriate financial and other documentation made it difficult to analyze their profits and losses, as baseline information was often anecdotal or incomplete. LPD confronted this challenge by working closely with the SEs to piece together historical data, but this was a time-consuming process.

MANAGEMENT AND ADMINISTRATIVE MATTERS

- LPD staff spent considerable time during the third and fourth quarters of the fiscal year carrying out stakeholder management processes to ensure that stakeholders understood the impact of the changes associated with LPD's realignment, but also did not lose faith in LPD's ability to deliver on its promises. The latter concern is particularly important to LPD because of the small size of the CSO and youth-crime-and-violence-prevention communities in Jamaica: many project stakeholders under LPD's first phase will be potential stakeholders under LPD 2.0. Although LPD was able to reassure many of the activity's stakeholders, a managed risk of fallout for future endeavors remains.
- Under the original LPD, the approved key personnel positions were Chief of Party, Civil Society Specialist, Business Management Specialist, and Grants Manager. With the LPD 2.0 revised program description the Chief of Party and Grants Manager positions remain. To better respond to the needs of LPD 2.0, the Civil Society Specialist and Business Management Specialist positions are being replaced with a Youth Crime and Violence Prevention Specialist and a Public-Private Sector Engagement Specialist, respectively.

Table 4: LPD Grants Summary for FY 2019⁴

Grant Type	# of New Grants	Total # of Grants	Award Amount (USD equiv.)	Funds Spent (USD equiv.)
ISO (Capacity Building)	0	2	589,695	95,129.80
Government Partnerships	2	2	170,762	15,317
Pathways to Sustainability	7	7	185,600	52,962
Business Incubator	2	2	52,994	23,377
TOTAL	11	13	999,051	186,785

LESSONS LEARNED

- LPD’s expansion of peer learning opportunities to its Business Incubator (previously in use as part of the Stepping Stone to Success program) has supported not only the spreading of learning and best practices from one organization to the other, but has also encouraged the sharing of resources across the SEs, improving the self-reliance of the sector and increasing each peer organization’s productivity.

GENDER

LPD integrated gender considerations throughout its work during FY 2019. LPD’s programming benefitted both men and women: 118 women and 51 men participated in our Stepping Stone to Success program; social enterprises accepted into our business incubator were headed by 19 male entrepreneurs and 16 female entrepreneurs; and gender inclusivity was a criterion in LPD’s grant selection process, ensuring that our grants supported gender-aware practices. LPD ensured that nascent civil society organizations that benefited from targeted programming were trained in gender mainstreaming principles. In addition, LPD encouraged the three social enterprises in its business incubator that formed new boards to include both men and women. Women are historically underrepresented on corporate boards in Jamaica, even though they make up most of the workforce. In total, the three boards were composed of 11 women and 11 men, with women comprising 78 per cent of one board’s membership: this is well above the Jamaican average. In 2012, women made up 17.4 per cent of board directors of the 53 companies then listed on the Jamaica stock exchange; ten of the company boards were composed entirely of men.⁵

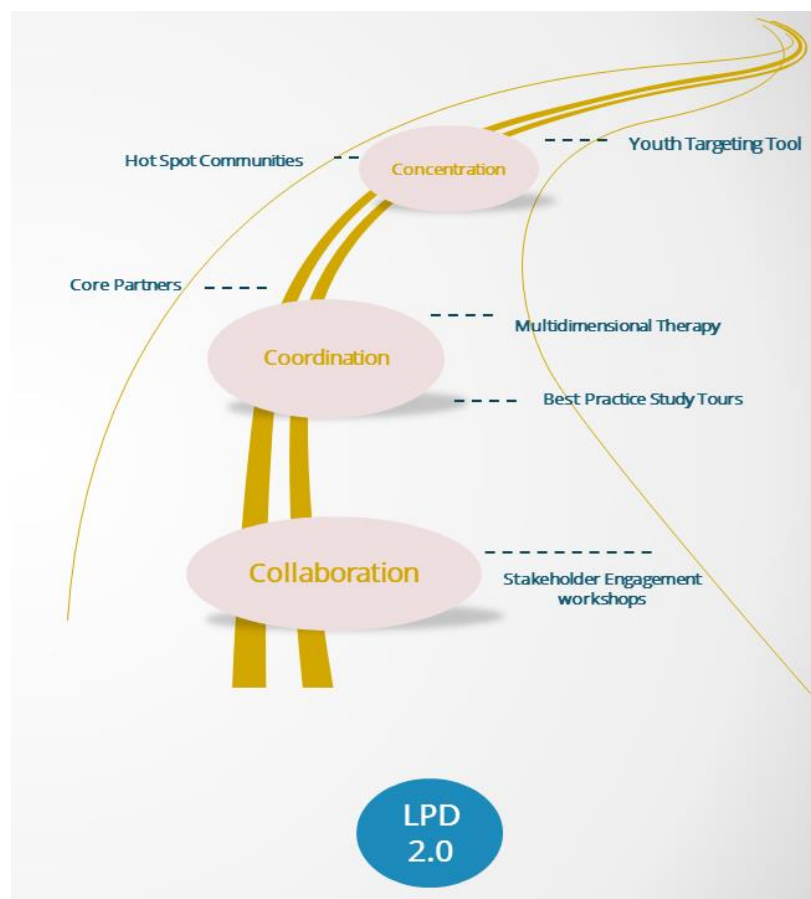
PROGRAMMING PRIORITIES FOR FY 2020, QUARTER 1

Activity 1.1: Engagement Workshop on CBSI 2.0 Theory of Change and Targeting Youth at Risk

LPD will host a session to introduce selected partners to the CBSI 2.0 theory of change, raise stakeholder awareness of LPD 2.0, and encourage best practice, evidence-based approaches to support at-risk youth in becoming more productive members of society. The session will also

⁴ LPD worked on additional Pathways to Sustainability, Stepping Stone to Success and Enabling Environment ISO grants during the reporting period, but these were ultimately not awarded due to the realignment.

⁵ ILO - Bureau for Employers' Activities (ACT/EMP). (2015). *Global Report: Women in Business and Management: Gaining momentum* (p. 39). Geneva, Switzerland: International Labour Organization.



increase exposure to tools that may be used to target and assess the risk factor profile of youth at risk of involvement in criminal and/or violent activities. (Expected timeline: October 2019)

Activity 1.2: Adaptation and Contextualization of a Youth Targeting Tool

LPD will collaborate with approximately 8-10 organizations that together will serve as a working group to review, select and as necessary adapt a youth targeting tool for use in Jamaica. The group will be comprised of CSOs, private sector organizations, government agencies, and representative youth, with LPD facilitating and coordinating the meetings and providing technical assistance to the

group. (Expected timeline: November 2019 – February 2020)

Activity 1.4: Selection of Core CSO Partners

LPD will select a core group of CSOs with whom it will work to jointly develop and deliver a suite of coordinated and complementary services focused on YCVP. These services will span a range of disciplines and dimensions, with each partner focusing on a particular aspect of the joint intervention. (Expected timeline: LPD will issue an annual program statement by mid-November 2019, with co-creation with CSO applicants expected to start in January 2020.)

Activity 1.6: Establishment of Coordination Framework through Violence Prevention Networks and Alliances

LPD will identify and coordinate with a core group of stakeholders whose participation is necessary to successfully address risk factors for crime and violence. LPD will work with local systems of prevention where they already exist, in order to avoid duplication of efforts. During Q1, LPD will continue engagements with the Kingston and Montego Bay Violence Prevention Networks, with a view of understanding the organizations’ mandates and the eventual linking and synchronization of goals and objectives. (Expected timeline: October – December 2019)

Activity 1.8: Development and Implementation of Multi-Stakeholder Interventions in Hotspot Communities

Although Jamaican CSOs currently implement secondary crime prevention initiatives, that implementation is often done in an informal, non-systematic and, therefore, sub-optimal manner.

LPD will use collaborative action methodologies to help CSOs engaged in violence prevention efforts establish and create networks of knowledge that include government agencies and the private sector. LPD will facilitate co-creation sessions with community partners in Clarendon (as of October 2019) and St. James (through the PIOJ, as of November 2019) to develop and implement crime prevention action plans at the community level, with LPD funding implementation.

Activity 1.9: Support Organizational Sustainability of Key Partner CSOs

In FY 2020 LPD will continue to provide customized capacity-building support to select organizations whose missions and fieldwork align with LPD 2.0. (Ongoing.)

Activity 2.1: Private Sector Engagement to Build Relationships and Seek Buy-In

During Q1, LPD will identify and establish relationships with relevant private sector actors with an interest in crime prevention, while mapping how each initiative can be linked to private sector engagement and investment as LPD's work moves forward. (Expected timeline: October – December 2019)

Activity 2.2: Best Practice Study Tour to Promote Private Sector Engagement in Crime Prevention Initiatives

LPD will support knowledge transfer to encourage private sector organizations to either scale-up and/or expand the breadth of their crime prevention initiatives. LPD will arrange a study tour to Mexico, particularly to the cities of Monterrey, Chihuahua and Juarez, where USAID has already noted successes in implementing a coordinated multi-sector approach towards violence prevention, with heavy private sector involvement. LPD, in coordination with USAID, will include key private-sector organizations on the study tour, along with representatives from civil society and government. (Expected timeline: November 2019)

Activity 3.1.1: Gap Analysis of Existing Programs to Inform the Development of More Effective Tertiary Crime Prevention Programs

MNS and DCS have been implementing tertiary interventions in Jamaica, with programs such as the We Transform Youth Empowerment and Reintegration Program (We Transform) representing a concerted effort to streamline interventions through cross-sector collaboration. LPD will provide short-term technical assistance (STTA) and other technical support to the MNS and CSO partners for the completion of a gap analysis of tertiary crime prevention programs currently underway. This will begin with an audit of the We Transform program through a strategic retreat involving the We Transform project management team, key personnel from MNS and staff from MultiCare Youth Foundation. The results of the assessment will contribute to the wider gap analysis of tertiary prevention programs in Jamaica, informing the strategies needed to increase effectiveness. (Expected timeline: October to December 2019)

Activity 3.1.2: Capacity Building Support to the PIOJ for Secondary Crime Prevention Activities in St. James

In Q1, LPD will work with the PIOJ in developing a project to pilot the implementation of secondary crime prevention activities spearheaded by the Community Renewal Programme and Inter-Agency Network in hotspot communities in St James. The in-kind grant award is expected by the end of Q1, with implementation beginning in Q2. (Expected start: October 2019)

HOW IMPLEMENTING PARTNER HAS ADDRESSED COMMENTS FROM THE AGREEMENT OFFICER OR AGREEMENT OFFICER'S REPRESENTATIVE IN THE LAST QUARTERLY REPORT

Minor feedback on the Q3 quarterly report was received and corrected in the resubmitted version, which was accepted by the Agreement Officer's Representative.

FINANCIAL MANAGEMENT

Quarterly Report Part F - Financial Analysis

ACTIVE AWARDS							
Award Overview							
Award	Award No.	Budget	Current Obligation	Spent & Accrued to 9/30/19	Obligation Remaining	Obligation % Spent	Ceiling Remaining
Jamaica Local Partner Development (LPD)	AID-532-LA-17-000011	\$ 15,000,000	\$ 8,514,691	\$ 5,312,952	\$ 3,201,739	62%	\$ 9,687,048
TOTAL		\$ 15,000,000	\$ 8,514,691	\$ 5,312,952	\$ 3,201,739		\$ 9,687,048

Budget vs. Actuals						
Award	Award No.	Current Year Award Budget	Award Budget Estimated Burn Rate (/12)	Current Burn Rate	Difference	Comments
Jamaica Local Partner Development (LPD)	AID-532-LA-17-000011	\$ 3,165,650	\$ 263,804.17	\$ 232,212	\$ 31,592	The FY19 Q4 burn rate is considerably higher than the previous quarter. Activities are expected to ramp up in FY20 due to rapid implementation of the revised project scope. Subaward expenditure will likely lag until new/revised awards are fully executed.

Additional Financial Management Analysis

In FY19 Q4, Jamaica LPD's burn rate increased as implementation of grants continued accelerating. As the project prepared for budget and scope realignment, wrap-up activities under the previous scope also contributed to the increased burn rate. Approval of the realignment was received in September, along with \$3M in incremental funding. In FY20 Q1, the team plans to kick-start the grants program under this revised scope. LPD staff anticipate a slight lag in subaward expenditure, offset by an increase to FHI 360 activity costs. As such, the burn rate in Q1 is expected to remain steady through this quarter.

ANNEX A: PROGRESS SUMMARY

PMEP Indicator progress - USAID Standard Indicators and Project Custom Indicators – *Standard Indicators Highlighted in Yellow*

Indicator	Data Source	Baseline data		FY 2019		Quarterly Status – FY 2019				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
Goal: Strengthened capacity of Jamaican non-governmental organizations, social enterprises, community-based organizations, other civil society organizations, and government entities that partner with USAID/Jamaica’s Office of Citizen Security to manage programs, generate resources, and respond to an evolving context so that they are sustainable for years to come.											
Improved organizational performance change for organizations receiving targeted LPD support, as indicated by the Organizational Performance Index (OPI)	-	2018	0 [1.27]	.5	N/A	N/A	N/A	.09 [1.36]	N/A	18%	Expected support to organizations only partially delivered due to realignment.
<i>IR 1.1: Improved sustainability and technical services of ISOs to train, advise and inform CSOs and SEs on citizen security efforts.</i>											
Improved ISO organizational performance change as indicated on the Effectiveness and Sustainability sub-domains of the OPI.	-	2018	2.0	.5	N/A	N/A	N/A	0	N/A	0%	During the realignment, ISO organizational strengthening activities that would have been captured by the OPI were put on hold, which would have affected RISE’s ability to show documented proof of change, as needed for the OPI.
<i>IR 1.2: Increased capacity of local partners to achieve and sustain organizational objectives and support locally-led citizen security efforts.</i>											
Number of human rights organizations trained and supported.	Project Data	2017	0	430 [60]	312 [53]	91 [38]	81 [32]	104 [46]	36 [17]	72.6%	Expected large-scale training in Q4 did not take place due to realignment.

Indicator	Data Source	Baseline data		FY 2019		Quarterly Status – FY 2019				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
Percentage of action items in each LPD-supported organization's Capacity Development Action Plan (CDAP) that are completed on time each year as per the Plan.	-	2018	0	50%	N/A	N/A	N/A	N/A	N/A	-	No Pathways grants have as yet been effective for a full year.
<i>IR 2.1: Established cadre of social enterprises with improved ability to develop and sustain business plans while contributing to improved social and economic value in the community.</i>											
Number of microenterprises supported by USG enterprise assistance	Project Data	2017	0	20	21	7	7	21	5	105%	Cohort 2 participants received very limited support
Increase in SE capacity/performance as measured across seven areas of the organizational capacity assessment (OCA) tool or another appropriate measurement tool.	OPI Assessment	2018	1.8	.5	N/A	N/A	N/A	N/A	N/A	-	The process of collecting documentation in support of cohort 1's endline was disrupted by LPD's realignment and the termination of LPD's support to its SEs.
<i>IR 2.2: Enhanced capacity of quasi-government agencies or other Jamaican entities to provide contextually-based, demand-driven training and capacity building around SE needs.</i>											
Number of hours of technical assistance provided by quasi-governmental agencies or other Jamaican entities to SEs, as part of LPD-supported events or through other LPD support.	Project Data	2017	0	256	0	0	0	0	0	0%	Expected support from JN Foundation through ISO grant did not materialize.

Indicator	Data Source	Baseline data		FY 2019		Quarterly Status – FY 2019				Annual Performance Achieved to Date (in %)	Comment(s)
		Year	Value	Annual Cumulative Planned Target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
<i>IR 3.1: Strengthen an enabling environment that clearly defines what a social enterprise is and encourages the development of social entrepreneurship in Jamaica.</i>											
Number of USG-assisted CSOs that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees.	Project Data	2017	0	2	0	0	0	0	0	0%	During FY 2019, close engagement with the relevant policy working group at the Ministry of Industry, Commerce, Agriculture and Fisheries resulted in a strategic shift whereby SEs and CSOs interacted with the policy group, who then interacted with the legislature. These interactions have been reported under DR. 4.2-2 (IR 4.2).
<i>IR 4.1: Stronger and more complex networks of civil society, Government of Jamaica and private sector stakeholders dedicated to citizen security issues.</i>											
<i>IR 4.2: Increased collaboration on initiatives related to citizen security.</i>											
Number of new USG-supported coalitions formed that are dedicated to citizen security issues	Project Data	2017	0	0	0	0	0	0	0	-	
Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions.	Project Data	2017	0	10	30	8	1	0	25	300%	Q4 activity was able to capture a larger group of CSOs than anticipated. See note on next page.

Note: The Results Performance Column depicts level of Achievements expressed as a percentage of Actual versus Planned.

Additional note on DR.4.2-2 (IR 4.1/4.2)

Targets were estimated based on CSO involvement in LPD's FY 2018 activities, but LPD's deepened involvement with key national partners and a wider groundswell of interest by CSOs in enabling environment concerns allowed LPD to reach a bigger audience at Q4's conference than initially anticipated. The conference achieved larger numbers in part due to a confluence of factors: (i) the conference occurred at a time when SE issues had achieved greater prominence in national policy discussions, due to prior work by the USAID-funded Social Enterprise Boost Initiative (SEBI), LPD and others; (ii) ICNL's partnership with the University of the West Indies' Centre for Entrepreneurship Thinking and Practice extended LPD's reach to previously untapped CSOs; and (iii) SEBI's closure earlier in FY 2019 left a relative vacuum around SE issues that LPD's work had begun to fill.

Disaggregates

Indicator	IR	Disaggregates
DR.4.2-1 Number of human rights organizations trained and supported	1.2	Number of groups working on LGBTI issues - 0 Number of women's rights groups - 3 Number of CSOs working on men's issues - 0 Number of CSOs working on youth issues - 28 Number of disability rights groups - 4 Number of CSOs based in rural areas - 14
EG.5-3 Number of microenterprises supported by USG assistance	2.1	Male Entrepreneurs – 19 Female Entrepreneurs – 16
DR.4.3-1 Number of USG-assisted civil society organizations (CSOs) that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees	3.1	Number of CSOs working on issues concerning the enabling environment for SEs - 0
DR.4.2-2 Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions	4.1 and 4.2	Number of CSOs working on improvements to the enabling environment for CSOs and SEs involved in youth crime and violence prevention – 30

ANNEX B: LOCAL PARTNER DEVELOPMENT PUBLICITY IN FY 2019

Television

One television news program appearance, regarding the collaborative action plans for youth crime and violence prevention developed in Clarendon

Radio

Six radio program appearances, regarding LPD's ISO partnerships, collaborative action work in Clarendon (SCALE+), and support for the 2018 Symposium of Best Practices in Social and Community Development

Website

Ten publicity-related website items, including six articles.

Social Media

FACEBOOK, INSTAGRAM, AND TWITTER POSTS

Sixty-one social media items were cross-posted on Facebook, Instagram and Twitter, covering various aspects of LPD's programming and other relevant content, including capacity-building training workshops for CSOs and SEs, the 2018 Symposium of Best Practices in Social and Community Development, LPD's collaborative action work in Clarendon (SCALE+), a Central Regional Working Group meeting, ICNL's conference session on facilitating improvements to the enabling environment for CSOs and SEs, profiles and photos highlighting LPD's CSO and SE partners and their programmatic work and news articles about LPD's CSO and SE partners.

YOUTUBE VIDEOS

Three YouTube videos: two highlighted the collaborative youth crime and violence prevention activity plans in Clarendon and the process of forming them; one demonstrated the impact made by a community-based organization participating in Stepping Stone to Success (Delavega City Football Club) on its community.

Press Releases

Six press releases regarding: (i) LPD's partnerships with ISOs, (ii) the launch of the Stepping Stone to Success Program, (iii) LPD's hosting of the collaborative action workshop in Clarendon, (iv) LPD's support of the Best Practices in Social and Community Development, (v) LPD's commitment of USD 250,000 to fund the collaborative action plans coming out of the Clarendon workshop, and (vi) the graduation of 17 community-based organizations in central Jamaica from the Stepping Stone to Success program.

Print

Two news articles with photos highlighting LPD's work, one feature promoting the main product of a social enterprise enrolled in LPD's business incubator, and one captioned photo from an LPD-supported event. See images below.

Brown, Rudolph. November 18, 2019. Photograph. *Jamaica Gleaner*.



RUDOLPH BROWN/PHOTOGRAPHER

Moranna Smolaka-Krajnovic of development organization FHI 360 (at left) converses with Partnerships and Development Manager for JN Foundation Shauna-Kaye Rowe (centre) and Executive Director of RISE Life Management Services Sorita Abrahams at the RISE Civil Society conference at the Jamaica Conference Centre on the Kingston waterfront on November 1, 2018.

Monday
12/17






SWEET POTATO PUDDING MIX

Ingredients:

- 1 Packet Sweet Potato Pudding Mix
- 2 1/2 cups Water (equivalent to one 600 ml bottle of water)

Directions:

1. Pour one packet of Sweet Potato Pudding Mix in a bowl, add water and stir well until smooth
2. Leave to stand for no less than 10 minutes
3. Pour into well-greased 6-8 inch tin
4. Bake at 200°C/400°F for 45 minutes
5. Allow to cool and then serve with the creamy rum sauce

For best results serve warm with rum cream sauce drizzled over each slice.

CREAMY RUM SAUCE

Ingredients:

1 tsp

Directions:

1. ... in a boil vigorously minutes
2. Remove
- 3.
4. Sprinkle with nutmeg and pour on pudding slice




Available at Lees Food Fair & Hi-Lo Food Stores

“USAID through LPD – Building Civil Society Capacity to Effectively Stem Youth Crime and Violence.” June 26, 2019. *Jamaica Gleaner*.

USAID through LPD - Building Civil Society Capacity to Effectively Stem Youth Crime and Violence

Andre Wilson and the team from the Youth for Development Network (YFDN), Bob Marley Foundation and Partners for Youth Empowerment are now in full preparation mode for the One Love Youth Camp in mid-July. Labour Day 2019 was dedicated to sprucing up the location with the planting of trees and flowers, along with painting various artworks. This was all to create a magical experience for the 50 youths from vulnerable and disadvantaged non-traditional high schools and communities, who will benefit from the One Love Youth Camp experience in July 2019.

The One Love Youth Camp is just one of the ways that this civil society organization (CSO) is working to engage the most vulnerable and hard to reach youths in Kingston and St. Thomas, as the organization uses the power of sports, combined with an arts empowerment creative model to change their lives. YFDN also recognizes the role of remedial and employability skills training as one of the key factors in reducing youth involvement in crime and violence.

YFDN is one of many non-profit and non-governmental organizations, foundations, churches and community-based organizations, who are diligently working on community development initiatives, provision of health-related services, advocacy; and most importantly, the execution of social and other interventions in Jamaica's at-risk communities. The overall support of these CSOs for Jamaica's development and security, is critical to creating safe communities and systems that protect Jamaica.

A successful approach to preventing crime and reducing reoffending, and providing support for victims, depends not only on the work of the security forces, the courts and statutory services, but also on the goodwill and effectiveness of civil society. Jamaica's voluntary sector is working tirelessly in communities to divert those at risk, especially young people, from turning to crime by making sure that victims' concerns are heard and supporting vulnerable people and minorities who are likely to be neglected or overlooked.

CSOs are powerful assets because many of them are on the ground; they know and understand the needs of their communities, which leads to innovative strategies and solutions that will have a significant impact on their target audience's wellbeing. This makes them dependable allies who are willing to be versatile and more prepared to take risks in order to address their communities' security concerns.

However, there are roadblocks that hinder the sustainability of CSOs and their ability to continue their good work in the long term. Funding, mobilizing volunteers to support their initiatives and proper management to ensure that these organisations are sustainable, are all challenges faced by these organisations. With these gaps in mind, the USAID-funded project Local

Partner Development, which is executed by FHI 360, is working with local CSOs, social enterprises and other organisations to strengthen their operations. This will allow them to better serve their communities and improve citizen security, particularly youth crime and violence prevention.

Initiatives like the "Pathways to Sustainability Program" and "Business Incubator for Social Enterprises", which offers up to JMD 3,750,000 in grant funding per recipient, will help to strengthen the organizational capacity of CSOs and social enterprises who work to reduce crime and violence, by identifying their gaps and then addressing them by implementing institutional capacity-strengthening projects. With support like this, CSOs and social enterprises will be able to expand their work to more communities to provide social value, hope for Jamaicans and the prevention of youth perpetrating crime and violence.

About Local Partner Development (LPD)

Implemented by FHI 360, LPD is funded by USAID under the Caribbean Basin Security Initiative (CBSI). In alignment with the CBSI's objectives, LPD's intent is for the Jamaican organizations it supports to become more effective and sustainable actors, with the goal of improving Jamaican citizen security and social cohesion, especially youth crime and violence prevention. The primary objective of the initiative is to build the capacity of Jamaican non-governmental organizations, social enterprises, community-based organizations and government entities that partner with USAID in Jamaica.



Andre Wilson, Director, Youth for Development Network (Centre) and volunteers spruce up the venue for the One Love Youth Camp.



(L-R) Andre Wilson, Director, Youth for Development Network, works with Morana Smolaka Krajnovic, Chief of Party, Local Partner Development, on Labour Day this year on artwork in preparation for the One Love Youth Camp.



It really was "One Love" as members of the FHI 360 / LPD and Youth for Development Network teams celebrate their hard work in preparation for the One Love Youth Camp to take place in July 2019.

Website: www.jamaica.scsglobal.org
Telephone: 876 616-7084

ADVT.

James, Vanessa. June 30, 2019. "Advocate for C.H.A.N.G.E Ja wants to eradicate father absenteeism." *Jamaica Gleaner*. <https://www.jamaica-gleaner.com/article/news/20190607/advocate-change-ja-wants-eradicate-father-absenteeism>



From left: Asheki Spooner, executive director, AFCJ; Daine Allen, assistant director, AFCJ; Dr. Bridgette Barrett, lead trainer, FHI360/Local Partner Development; Claudette Anglin, project management specialist, USAID Jamaica; Machel Stewart, senior adviser, community engagement, FHI 360/Local Partner Development; Shannon Stone, director of the Office of Citizen Security, USAID Jamaica; Dexter Plummer, FHI360/Local Partner Development; and Morana Smoldaska Krajnovic, chief of party, FHI 360/Local Partner Development. CONTRIBUTED

Advocate for C.H.A.N.G.E Ja wants to eradicate father absenteeism

Vanessa James/Gleaner Writer

ASHEKI SPOONER, executive director of Advocate for C.H.A.N.G.E Jamaica, a non-profit organisation, has embarked on a mission to tackle what she describes as absentee fathers.

Advocate for C.H.A.N.G.E Jamaica was born out of a class assignment.

"We coined the name of the organisation in 2016 after we were asked to create an advocacy proposal for an assignment at Northern Caribbean University," Spooner stated. "At that point, I indicated to the lecturer that my assignment would focus on father absenteeism, and other members of the class indicated that they, too, would like to be a part of that project."

The organisation was created out of personal experiences and hardships faced by Spooner. "It was always my intention to work with children, creating safe spaces for them and just nurturing them. However, I was not sure how," Spooner stated. "At the time the assignment was given, I was facing issues with my father that affected me psychologically, emotionally, and academically."

Spooner said she started engaging in 'risky' activities and behaviours. "I was withdrawn, among other things," she recalled. "At the time, when Dr. Charlene Sharpe and Ms. Noreen Daley became my mentors, I started to attend counselling sessions periodically, and I started to understand that this issue was bigger than I was."

Spooner admitted that she could not help herself in this mental space and that she would have never wished this experience on her worst enemy.

"Starting a non-profit, with this motivation and the team cheering us along, was a no-brainer," she said.

EFFECTS OF FATHER ABSENTEEISM

Spooner and her team at Advocate for C.H.A.N.G.E have recognised some effects of father absenteeism.

"We have seen some effects, which include males being more prone to delinquent

behaviours and dropping out of school and possible incarceration later in life," she said. "Females are more likely to experience teenage pregnancy, be promiscuous, engage in activities that will expose them to harm from the opposite sex, like domestic abuse."

She said females also tend to feel inferior and suffer from a lack of self-esteem as they believe that they are undeserving of love. In an attempt to fix these issues, the organisation plans to create safe spaces for children and parents to express themselves. They also plan on implementing programmes to offer individual attention that will result in some relief for those impacted.

Funding for the organisation mostly comes from the pockets of the executive members.

"To fund our entity and our organisation, we forge partnerships with for-profit entities and solicit sponsorship for our projects/activities," Spooner explained. "We have realised the challenges of funding non-profits, and as such, we have taken an unconventional approach to raise funds through events."

Their first fundraising event will be the 'W Brunchin' (@Brunch4Charity) at Murray's Fish and Jerk Hut in Clarendon Park on July 14.

"We also apply for grant funding, and we are currently a grantee of the USAID-funded Local Partner Development: 'Stepping Stone to Success' project," Spooner further explained.

To make donations, send an email to Advocate for C.H.A.N.G.E Jamaica at info@afcjamaica.com.

"It was always my intention to work with children, creating safe spaces for them and just nurturing them. However, I was not sure how. At the time the assignment was given, I was facing issues with my father that affected me psychologically, emotionally, and academically."