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Latin America and Caribbean Learning and Rapid Response (LACLEARN)

Jamaica Faith-Based Organization (FBO) Assessment

FINAL REPORT
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ACRONYMS

| | |
|----------|---|
| CBO | Community-Based Organization |
| CSEC | Caribbean Secondary Education Council |
| CSJP | Citizens Security and Justice Program |
| FBO | Faith-Based Organization |
| FGD | Focus Group Discussions |
| GOJ | Government of Jamaica |
| JSIF | Jamaica Social Investment Fund |
| LACLEARN | Latin America and Caribbean Learning and Rapid Response |
| MEL | Monitoring, Evaluation, and Learning |
| NGO | Non-Governmental Organization |
| NYP | National Youth Policy |
| P/PV | Public Private Ventures |
| ToC | Theory of Change |
| YAR | Youth At-Risk |

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EXECUTIVE SUMMARY

BACKGROUND AND INTRODUCTION

This assessment for USAID/Jamaica about faith-based organizations (FBOs) aims to expand USAID's awareness of how FBOs operate in the youth crime and violence prevention space with youth at-risk (YAR) in Jamaica and considers opportunities for USAID/Jamaica to engage FBOs in the future. More specifically, the assessment helps to:

1. Examine FBOs' areas of work and core purpose, and their organizational capacity to deliver long-term, sustainable youth violence prevention programs (Objective 1);
2. Identify capacity gaps and opportunities within the FBO sector, including identification of how FBOs receive capacity building services (Objective 2);
3. Examine how FBOs are helping to address youth violence and discern the challenges, lessons learned, and opportunities that could be utilized for future programming (Objective 3); and
4. Recommend a set of strategic and programmatic approaches to help establish possible partnerships with FBOs and inform potential new activities aimed at combating youth violence (Objective 4).

Assessment findings and recommendations are intended as the first step to enable USAID/Jamaica, as well as USAID writ large, to better understand the FBO landscape so targeted engagement is possible, as is positive behavior change in YAR.

METHODOLOGY

The assessment also drew upon the previous classification of YAR set forth by LACLEARN research conducted and focused on select Caribbean countries (see Appendix I for more details).

Category 1: Not at risk

Category 2: At risk of engaging in negative behavior

Category 3: Engaging in negative behavior

Category 4: Beyond at risk

Youth who fit within Categories 3 and 4 are considered YAR, while those in Categories 2 have the potential of becoming YAR, the latter because they are in an environment—social, physical, and/or economical—that puts them at risk of moving into the high-risk categories.

Data Collection. For the first phase of the assessment, the team completed a literature review of existing FBO-related studies, most of which were conducted in the US, as the team identified a gap in existing studies specific to Jamaica. Following desk research and in preparation of the second phase of the study—fieldwork—the assessment team compiled a list of approximately 2,000 FBOs within the five target parishes utilizing USAID-provided data and knowledge of the assessment team. Much like the Urban Institute Study, conducted for a similar grouping in Washington D.C.,¹ the assessment team found that some 90 percent of FBOs have some type of outreach activity.

¹ Faith Based Organizations, US Department of Housing and Community Development, Office of Development and Policy Research, Prepared by: The Urban Institute, Avis C. Vidal, 2001

For primary data collection, the assessment included three broad categories of FBOs, namely congregations, national networks, and free-standing organizations incorporated separately but linked to a congregation. The assessment was further defined by communities with high incidences of crime and violence communities and/or where USAID has worked previously, as well as by the nature of their intervention programs, namely working with YAR. In total, the assessment team screened 574 FBOs and found 47 FBOs that fit sampling criteria and responded to contact. The team conducted 35 interviews and two focus groups with FBO staff from March 30-May 31, 2022. FBOs were based primarily in the parishes of Kingston and St. Andrew, St. Catherine, Clarendon, St. James, and Westmoreland. The team also held two focus groups with program beneficiaries in Kingston and St. Andrew. Further details of the methodology and supporting interview instruments are contained in Appendix II.

FINDINGS AND CONCLUSIONS

- 1. FBOs are one of the most prevalent actors providing social outreach and support, with 13 percent of FBOs working with YAR (Objective 1).** In Jamaica, the prevalence of churches in inner-city communities is equally balanced with only one other ‘institution.’² Many of these congregations undertake some level of outreach, usually within the immediate environments of their communities, while some are one of many activities, such as providing a meal; others undertake substantial programs which focus on care for the elderly, support for children with disabilities, and a range of programs for YAR. Consistent with other studies,³ the majority of the 2,000 entities identified in the target parishes/communities provide some level of social outreach. The research zeroed in on the 13 percent of FBOs found to be working with YAR on core programs that provide alternative and/or remedial education, community and/or life transformation support, self-empowerment and/or team building, and tuition and traditional educational support.⁴
- 2. FBOs’ “come one, come all” outreach expands access to services but does not account for different beneficiary needs (e.g., across risk categories of youth) and may stretch capacity (Objective 2).** Most FBOs use their linkages to the communities (access capital) for outreach and referrals. While over 90 percent of the FBOs interviewed confirmed that they provide services to Category 3 and 4 YAR who have been in conflict with the law, are considered unemployable, and/or those with limited constructive social networks, 68 percent of the FBOs interviewed offer general programs to all youth, such as mentorship and post-secondary training. The provision of a homogenous service/intervention, notwithstanding what constitutes high risk behavior in

² In Jamaica, it is often said that churches and bars are the most prominent in and near inner city communities.

³ Faith Based Organizations, US Department of Housing and Community Development, Office of Development and Policy Research, Prepared by: The Urban Institute, Avis C. Vidal, 2001

⁴ Secondary programs focus on advocacy, assisting with school fees and providing food, sports ministry, guiding youth to other social services, social and sporting activities, transition homes, computer literacy and homework support, parenting support, life skills training, youth rehabilitation and restoration of high-risk youth from juvenile delinquency centers, entrepreneurship and micro business development, urban farming and food security, and/or musical instrument training.

a juvenile, and the absence of the need for unique interventions was evident among the majority of FBOs who participated in the research. Prior to their participation in their research most FBOs had not created a distinction in the categories of YAR to whom they provided services.

The research underscored what other studies⁵ have identified that there is a historical tendency, in communities drastically underserved by social and community institutions, for FBOs to develop a self-image of comprehensive and inclusive ministry. Many inner-city ministries target neighborhoods in their outreach. The churches rightly reflect a “parish” approach to urban ministry, focusing on communities. By extension, their outreach is ‘come one, come all’ with the result that they are overwhelmed with several small initiatives, their capacity is stretched, and while there is a sense of doing ‘His work,’ it is difficult to assess impact.⁶

3. **There is not rigorous evidence of effectiveness, but feedback from YAR program beneficiaries emphasized the faith-based nature of the work was significant to them (Objective 3).** During the focus group discussions (FGDs), FBOs shared anecdotes which indicated that they were of the view that there were gains from their initiatives. However, FBOs indicated that they do not have formal evaluations of their projects and for those indicating they did, copies of the evaluation reports were not available. Within the FGDs with program beneficiaries, all above 18 years of age,⁷ there was rich discussion on not only the impact of the program on their lives, but beneficiaries underscored that it was the fact that the organization was centered around a church that made the difference to them. This research points to a strong sense that FBOs offer a unique opportunity to assist their communities, as they are more trusted and perceived of as a safe space—by virtue of their ‘mission.’ For example, one young person emphasized that engaging with her church helped foster empathy and healthier behaviors.
4. **Established interventions tended to focus on skills training, while newer interventions were more likely to provide family-focused parenting support (Objective 1).** Newer interventions, those less than five years old had some commonalities. These programs focused on parenting interventions to create an improved home situation for the YAR, building informal relationships with the most vulnerable, and creating safe spaces for youth to meet. None of the newer interventions focus on skills training. It is likely that establishing traditional areas like post-secondary training would require additional resources.
5. **Limited funding is the greatest limitation that FBOs face to expand their work (absorptive capacity), especially given limited experience with grant writing and fund management (Objective 2).** Four themes and areas were identified for

⁵ Faith Based Organizations, US Department of Housing and Community Development, Office of Development and Policy Research, Prepared by: The Urban Institute, Avis C. Vidal, 2001

⁶ Of note, only two FBOs referenced a cut off age for youth they serve—15 and 18, respectively.

⁷ Given the scope of the study and focus on engagement with FBOs, as well as for ethical considerations, LACLEARN did not engage youth under 18 years of age.

capacity building of FBOs, these include: 1) development of programs and interventions which match the profile of the targeted YAR group; 2) training of full time and volunteer teams with a focus on both technical needs—grantsmanship and management—and around the services they provide—mentorship and mediation; 3) bolstering FBOs’ long-term planning/succession planning capabilities; and 4) building monitoring, evaluation, and learning (MEL) into program delivery; the latter will support their work in efforts to access funds.

Most FBO programming is funded by congregations—one form of social capital—and limited access to funding is a consistent theme across all organizations. Eighty-eight percent of FBOs stated they did not have adequate funds for their programs, while 61 percent indicated that they would seek funding from grants, sponsorships, and fundraising, though FBOs indicate that they do not have the staff capacity to prepare and access public or donor funds. Underscoring this, when asked about their capacity building needs, 64 percent of FBOs indicate that they needed support in grant proposal writing. FBOs would also be hard pressed to meet the reporting requirements, including monitoring and evaluation requirements.

RECOMMENDATIONS

The recommendations presented below respond to Objective 4 and offer an opportunity for FBOs in Jamaica to expand their reach, sustainability, and outcomes based on conclusions made from this assessment.

1. Beneficiary Targeting and Differentiated Interventions

FBOs indicated that they developed interventions as a response to the need of their community or their congregation’s commitment to living their faith. As such, many programs were begun with a minimum understanding of the true needs of the targeted beneficiaries and included targeting and activities not differentiated by the profile and risk level of the participants.

Recommendation: Related to Finding 2, USAID or partners should provide capacity development support for FBOs to better understand different beneficiary profiles, needs, risk levels and how to address needs through more targeted and tailored interventions. This requires knowledge and skills to assess beneficiaries as well as to define, design, and deliver tailored interventions. This may not alter their intent to serve multiple categories of youth but would refine the services they offer to each of the categories they engage. This could also be an entry point for individual assessment and to examine effectiveness. Delivering more targeted program interventions would enable FBOs to focus on high-risk youth (Category 4) and better understand positive pathways for behavior change.

2. Strategic Planning and Private Sector Engagement

Only 24 percent of the FBOs interviewed prepare strategic plans for two years or more. To support sustainable growth and services, FBOs must have the capacity to generate longer term plans, including developing strategic partnerships and accessing funding.

Recommendation: Related to Finding 5, when providing funding, USAID or other partners should also provide tools and capacity development around planning including program

mapping to enable FBOs to gauge priority programs and/or YAR populations based on their internal organizational analysis. Program planning should include guidance on how to develop a targeted approach for different segments of youth, including on how best to reach and engage high-risk youth, given the extreme need in particular communities.

Program planning support would enable guided expansion of current initiatives by offering an output for FBOs to seek new/expanded funding opportunities. More specifically, private sector entities with corporate social responsibility initiatives such as the Grace Foundation, Victoria Mutual Foundation, Digicel Foundation, among others, require submissions with strategic plans to access funds.

3. Capacity Development for FBO Volunteers in Service Delivery

FBOs indicated mentorship as their primary service to youth but also identified mentorship as an area where they would like capacity development, particularly given that many volunteers provide service. While FBOs attested to mentorship being an area of strength for their full-time staff, given that it is among the strongest demand for effective youth interventions, FBOs observed the need to increase the capacity of staff, particularly volunteers, to be even more effective.

Recommendation: In Jamaica, there are organizations that provide training support for mentorship programs, such as Back2Life which focuses solely on building capacity of NGOs who work with high-risk male and the Multi Care Foundation which works with inner city youth and has collaborated with the International Youth Foundation. These organizations could be approached to provide capacity building sessions (training or training-of-trainers) for FBO staff and volunteers given the existing focus of programming and continuous need. Incorporating youth mentors would be especially relevant given the benefit of peer relationships.

While targeted interventions to specific segments of youth would improve pathways for positive behavior change among YAR, the reality is FBOs serve all youth based in the communities. Related to Finding 5 and given mentorship is a primary output of service delivery, additional training to staff and volunteers will support FBOs to meet the needs of a range of youth and YAR.

4. Monitoring, Evaluation, and Learning

FBOs who participated in this assessment indicated this as a significant area of need, as just under 24 percent of FBOs interviewed indicated that they evaluated their program. MEL is critical to support their primary objective to transform the lives of their beneficiaries. MEL is needed to guide the review and refinement of FBOs' services and position them to provide often required information when applying for grants. Moreover, requests for sponsorship from larger donors often require data on the outcomes of programs.

Recommendation: Related to Finding 5 and at a minimum, FBOs would benefit from training on how to develop and implement basic MEL tools, such as how to collect baseline and closeout data, as well as activity-specific impact tools. Further technical support is needed by FBOs so they can assess results, track progress, and measure impact in the short and long-term. FBOs would be better positioned to learn about, improve, and

demonstrate the effectiveness of their programs, and by extension seek support for funding.

5. Compare Outcomes from Faith-Based and Secular Organizations in LAC

The design of this study emphasized the experiences of Jamaican FBOs but was not able to delve into the comparative results (and assets) of faith-based organizations compared to secular organizations working with YAR.

Recommendation: Related to Finding 3, USAID should commission an analytical literature review of the comparative approaches, strengths, gaps, and assets of FBOs and secular organizations service YAR in LAC. While a broader study would be relevant to the agency as a whole, a LAC-specific study could reflect region-specific factors, such as citizen security, relevant to programming for YAR and the roles of faith in the LAC region.

6. Grant Access and Writing

Support for grant writing was the most frequent request of FBOs for capacity development. In particular, FBOs acknowledged that there has been a noticeable decline in funding following the COVID-19 pandemic, increasing competition for limited funds.

Recommendation: Related to Finding 5, general training in the preparation of proposals for funding and skill building training for staff is needed. The Jamaica Social Investment Funds (JSIF) has provided some training in the past followed by requests for proposals to enable community-based organizations (CBOs) to apply what they learned. Post implementation evaluation of JSIF's Integrated Community Development Project (2019) indicated that CBOs were better positioned to apply for grants because of the actual training received, as well as the opportunity for application. A similar outcome is likely for the FBOs, should a targeted program for FBOs be developed.

INTRODUCTION AND BACKGROUND

In December 2021, the USAID/Jamaica Office of Citizen Security requested an assessment of FBOs that are implementing initiatives and/or programs aimed at supporting at-risk youth in Jamaica. As such, the assessment team gathered key data to inform USAID of potential partnerships with local FBOs related to YAR.

PURPOSE AND OBJECTIVES

The primary goal of the assessment is to take a deeper look at the absorptive capacity, programmatic effectiveness, engagement strategies, and sustainability criteria of FBOs, as well as of their work with at-risk youth at the secondary and tertiary levels. Additionally, the assessment explores how FBOs have instituted positive behavior change and attitudes of at-risk youth. More specifically, the study:

1. Expands USAID/Jamaica's awareness of how FBOs operate in the youth crime and violence prevention space, their areas of work and core purpose, and their organizational capacity to deliver long-term, sustainable youth violence prevention programs (Objective 1);
2. Identifies capacity gaps and opportunities within the FBO sector, including identification of how FBOs receive capacity building services (Objective 2);
3. Examines how FBOs are helping to address youth violence and discern the challenges, lessons learned, and opportunities that could be utilized for future programming (Objective 3); and
4. Recommends a set of strategic and programmatic approaches to help establish possible partnerships with FBOs and inform potential new activities aimed at combating youth violence (Objective 4).

METHODOLOGY SUMMARY

For the first phase of the assessment, the team completed a literature review of existing FBO-related studies, most of which were conducted in the US, as the team identified a gap in existing studies specific to Jamaica. Following desk research and in preparation of the second phase of the study—fieldwork—the assessment team compiled a list of approximately 2,000 FBOs within the five target parishes utilizing USAID-provided data and knowledge of the assessment team.

Data Collection. The team conducted 35 interviews and two focus groups with FBO staff from March 30-May 31, 2022. FBOs were based primarily in the parishes of Kingston and St. Andrew, St. Catherine, Clarendon, St. James, and Westmoreland. The team held two focus groups with program beneficiaries in Kingston and St. Andrew.

For primary data collection, the assessment included three broad categories of FBOs, namely congregations, national networks, and free-standing organizations incorporated separately but linked to a congregation (see Table 1). The assessment was further defined by communities with high incidences of crime and violence communities and/or where USAID has worked previously, as well as by the nature of their intervention programs, namely working with YAR. In total, the assessment team screened 574 FBOs and found 47 FBOs that fit sampling criteria and responded to contact.

Table 1. Criteria for Inclusion of FBOs working with YAR

| FBO | Parish | Community | Anti-Social Behavior/Violence | Working with Youth |
|--|---|---|---|---|
| <ul style="list-style-type: none"> Listed denominations Established spin-offs from church NGO led by religious leader if not linked to an FBO | <ul style="list-style-type: none"> Parishes with high incidences of crime and violence (Westmoreland, St. James, St. Catherine, Kingston, St. Andrew, Clarendon) | <ul style="list-style-type: none"> From the Community Renewal Program Volatility Index and USAID communities | <ul style="list-style-type: none"> Mixed program menu Homework centers, counseling, mentorship, annual summer programs, post-secondary learning opportunities | <ul style="list-style-type: none"> Age group defined by the National Youth Policy (NYP)⁸ Included specific sub-groups indicated by FBOs (youth in school, school dropouts, youth under state care) |

Further details of the methodology and supporting interview instruments are contained in Appendix IV.

Limitations. The assessment was not a representative national survey of all possible FBOs, as there were predetermined sample selection criteria developed in conjunction with USAID/Jamaica, limiting the scope of those FBOs to engage and the generalizability of findings. The assessment team also encountered challenges collecting information from the FBOs within the parameters of the study. These challenges included constructing a sampling frame, difficulties in scheduling, and the limited nature of existing records by FBOs. Finally, given the scope of the study and focus on engagement with FBOs, as well as for ethical considerations, youth under 18 years of age were not engaged for FGDs. More detailed information on limitations can be found in Appendix IV.

The assessment drew upon the previous classification of YAR set forth by Development Options Limited and Making Cents International research conducted and focused on select Caribbean countries (see Appendix I for more details)

- Category 1: Not at risk
- Category 2: At risk of engaging in negative behavior
- Category 3: Engaging in negative behavior
- Category 4: Beyond at risk

Youth who fit within Categories 3 and 4 are considered YAR, while those in Categories 2 have the potential of becoming YAR, the latter because they are in an environment—social, physical, and/or economical—that puts them at risk of moving into the high-risk categories.

CONTEXT

This section provides an overview of FBOs role globally and in Jamaica, as well as on religion in Jamaica.

⁸ <https://www.youthjamaica.com/content/national-youth-policy>

GLOBAL

There is limited research on the work of FBOs globally. However, a review of studies in North America are context for the purpose, importance, and potential for understanding FBOs outside of Jamaica, as well their work with YAR. In 1992, a group of congregations organized the Boston's Ten Point Coalition⁹ to respond to youth violence in the city. The congregations partnered with criminal justice and law enforcement entities, as well as with social service agencies. The result of this partnership was a substantial reduction in youth crime, and a subsequent increase in attention to other strategies for youth development. While this initiative did not prompt more FBOs to work with YAR, the research around its impact provided insights in the uniqueness of FBOs and what could be achieved. It firmly established that religion in some form, is vital to solving social problems. Furthermore, research by Public Private Ventures (P/PV),¹⁰ combined with their experience with youth work, revealed that:

“High-risk youth in poor communities are not reached by traditional public and nonprofit youth programs. Further, in many of these communities there are few and sometimes no traditional programs to even try to reach these youth. At the same time, most of the communities in which these young people live are served by churches and other faith-based institutions and programs that are both well-established and seriously concerned about the welfare and future of these youth.”

The P/PV research focused on US organizations in eleven urban spaces, it indicated some core barriers for FBOs working with YAR and they included, undertaking strategic planning, connecting with funding sources, evaluation of interventions, the art of collaboration, programs specific to YAR, building relationships of trust, and the role of faith. The conclusion of the P/PV research is pivotal and gives context to the USAID-funded research in Jamaica. The concluding segment of the report on faith-based institutions working with high-risk youth is aligned with the observations of this assessment, the report stated that:

“What we learn about faith-based initiatives with high-risk youth continues to evolve from the efforts of the organizations involved in this initiative. As the story unfolds, we should be able to make more rigorous judgments about the extent, efficacy, capacity and replicability of their efforts. For now, it is sufficient to state that preliminary findings clearly point to the importance of faith-based initiatives in working with high-risk youth and the need for all concerned to take a closer look at the potential for building on the relatively small efforts that such congregational efforts currently represent.”

- Trulear, 2000, Page 23

JAMAICA

For the past decade, Jamaica has ranked in the top three countries for crime and violence. Jamaica's NYP¹¹ identifies the age cohort for youth as those between the ages 15-24, and the

⁹ The Boston Ten Point Coalition is a group of Christian and Clergy and Lay Readers that work together with high-risk Black and Latino youth in the Greater Boston Area. The organization which is faith based was founded in 1992 as youth crime spiraled.

¹⁰ Established in 1978, with funding from the Ford Foundation and US Department of Labor. The organization brought together a range of stakeholders to address issues related to disadvantaged youth. P/PV conducted research and developed policy positions. The organization closed in 2012 in the face of reduced funding.

¹¹ National Youth Policy, 2015 – 2022, Ministry of Youth and Culture (Jamaica), April 2015.

policy indicates that “much of the criminal activity is driven by gangs of youth involved in violent transnational organized crimes such as lottery scamming, cyber-crimes, money laundering, trafficking of narcotics and people, as well as identity theft and fraud.” Crime statistics indicate that youth within the ages 16-24 account for 49.4 percent of perpetrators in all major crimes, which is significant as they are 21 percent¹² of the population. The NYP also states that “issues relating to crime appear to be linked to a combination of the high level of unemployment, high rate of poverty, disparities in wealth, education and opportunity.”

RELIGION

Over 85 percent of the world’s population identifies as being a member of a religious organization with Christianity being the largest single group¹³ (see Figure 1). For Jamaica the data is similar, a 2015 poll conducted on behalf of a national newspaper indicates that 83 percent of Jamaica’s population considers themselves to be religious. However, unlike the global data, 64 percent of those who indicate they are religious, state that they are Christians.

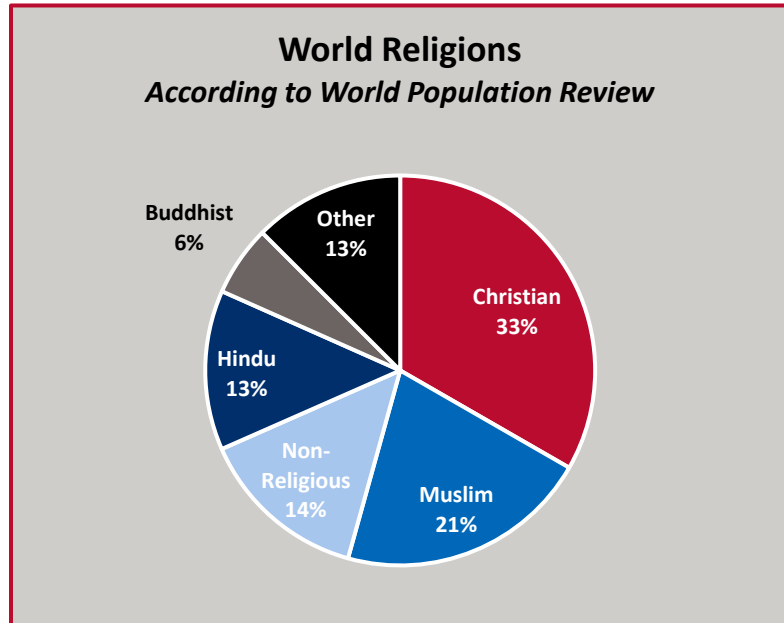


Figure 1. Religion by Country 2022 (data from worldpopulationreview.com)

Importantly, Jamaica is considered to have more churches per square mile than any other country.¹⁴ An article in Christianity Today (1999) stated that, in Jamaica, the church is the most visible institution. There is some evidence that the church as an institution is prevalent throughout Jamaica. In preparing for the assessment, an inventory of congregations and stand-alone FBOs was developed for the five targeted parishes. The list totaled approximately 1,663 organizations serving a population of some 2.485 million,¹⁵ therefore a ratio of 1 FBO to 1,494 persons. This compares to the US (2010) ratio of 1 church institution to 6,139 persons.¹⁶

¹² This number varies as a range of age cohorts are used to define ‘youth’ in the absence of a recent national census; there does not appear to be any central body to establish this population.

¹³ [Religion by Country 2022 \(worldpopulationreview.com\)](https://worldpopulationreview.com)

¹⁴ Attributed to more of an anecdotal statement, or a handed down myth as there is no data located to confirm this.

¹⁵ Source: Data combined from the 2012 National Census, Statistical Institute of Jamaica

¹⁶ [Why We Need More Churches - North American Mission Board \(namb.net\)](https://namb.net)

Regardless of denomination there is often a direct link between religion and social welfare or common good. Keith-Lucas (2010)¹⁷ suggested that the church is more than a treatise on morality to the individual and rather a reminder to care for one another, which is an equally important part of its message. This idea of welfare for the common good demonstrates a nexus between the 'church' in the broad definition, which encompasses all denominations, and their role in doing good in their communities. This is key to understanding how FBOs are often viewed and why they work to address local challenges, such as that of YAR in marginalized urban communities.

The programmatic responses to youth violence have come from a range of stakeholders, the Government of Jamaica (GOJ), private sector, civil society, and congregations. Other research (Jones and Jones 2020) points to the profile and size of unattached youth¹⁸ in Jamaica as 30 percent of that of the youth population. Unemployment among young people is twenty percentage points higher than the national rate which is currently reported as 6.2 percent. Efforts to respond to this burgeoning problem have been varied with a range of stakeholders single handedly, or as a team, working to address causes and/or symptoms of youth violence.

There has been significant research and evaluations of the impact of initiatives such as those implemented through the JSIF, the Planning Institute of Jamaica, and the Ministry of National Security, in addition to those funded by several international development partners, the private sector, and civil society. By virtue of the prevalence and presence of congregations throughout Jamaica, as well as the understanding that they present a level of stability, they are well positioned to provide a range of services to surrounding communities. The majority of these entities do however provide limited services such as food baskets for the elderly or put on special events such as short summer camps or 'back-to school'¹⁹ events.

While there are listings of congregations, these do not include detailed information on their programs and social outreach. Furthermore, there has not been a review of FBOs that operate in the youth crime and violence prevention space, only anecdotes and individual reviews of specific initiatives. Lacking in Jamaica is a broad review of what FBOs exist to support YAR, their areas of focus and core purpose, and their organizational capacity to deliver long-term, sustainable youth violence prevention programs. There is also limited understanding of how these FBO programs are funded, what support would make them more effective, and importantly, the relevance of the 'faith factor' in working with YAR.

ASSESSMENT FINDINGS

This section presents the findings of interviews held with the key informants and among FGD participants, including FBO staff and program beneficiaries. The information presented represents a triangulation of the qualitative and quantitative data collected. It establishes that the FBOs

¹⁷ What Difference Does Being a Christian Make to the Practice of Social Work, Allan Keith Lucas, Updated June 2019, Alyson Riley, Baylor University

¹⁸ Unattached youth are youth in the age group of 14-24 years, unemployed or outside the labor force. They are also not in school or in training (source: https://www.mona.uwi.edu/cop/sites/default/files/Unattached%20youth_0.pdf).

¹⁹ Back to School Events would be in the format of a fair, with students being treated to school bags, basic supplies, a likely book voucher, and in some instances basic health screening.

participating in the assessment do work with high YAR, while underscoring that they work also with other groups of youth. The feedback from the interviews which details the nature of their programs is also presented here. Indications of their organizational sustainability and their readiness to absorb capacity building are also presented. Finally, best efforts have been made from the research to identify the level of effectiveness of the programs delivered by FBOs, this element is limited by the absence of ongoing and or post evaluation by the organizations.

ORGANIZATIONAL PROFILES

The section provides the profiles of the organizations who participated in the assessment to provide a background for the findings. As detailed in Table 2, of the 35 FBOs interviewed, 24 were connected directly to churches, while 11 were individual FBOs that described themselves as a faith-based NGO.²⁰ See a full listing of FBOs in Appendix V.

Table 2. FBO Profiles and Parishes

| | Clarendon | Kingston | St. Andrew | St. Catherine | St. James | Westmoreland | Total |
|----------|-----------|----------|------------|---------------|-----------|--------------|-------|
| Churches | 2 | 3 | 6 | 7 | 4 | 2 | 24 |
| FBOs | 0 | 2 | 8 | 1 | 0 | 0 | 11 |

Further details on the religious affiliation of the FBOs interviewed can be found in Figure 2, with non-dominion Christian FBOs representing the largest group.

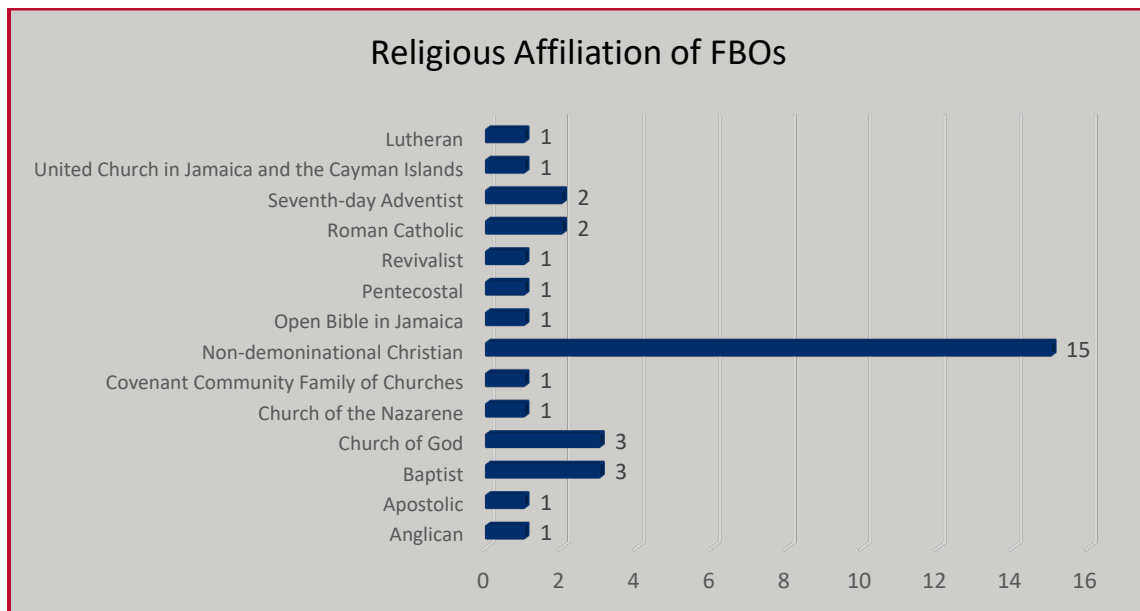


Figure 2. Religious Affiliation of FBOs

Following the interviews with the FBOs and as defined in the approved workplan, the assessment team used a tool to classify FBOs around four themes—existing formal partnerships, need for

²⁰ A complete listing of all participating FBOs and their demographic profile have been included in the Appendix.

and/or adequacy of resources, the extent to which they had dedicated resources, and the need for financial resources. The scoring options are presented below (see Table 3) and utilize a ‘traffic light’ scoring system. As such, a ‘green light’ indicates FBOs that have the greatest potential to benefit from support, they serve high risk youth, have potential for scaling, can absorb technical support, and have a formalized structure. Figure 3 offers a summary of the traffic light scoring breakdown and Appendix II includes the tweaked—post-workplan—assessment tool. The full breakdown is further detailed in Attachment I.

Table 3. Traffic Light Scoring System for FBOs Assessed

| Code | Range | Criteria |
|------|-----------|--|
| | 80 – 100% | <ul style="list-style-type: none"> • Undertakes structured programs/activities meeting needs of Category 3-4 YAR • Formal Structure • Sustainability is evident • Low level intervention to support growth |
| | 70 – 79% | <ul style="list-style-type: none"> • Undertakes structured programs/activities meeting the needs of Category 3 and 4 YAR • Formal Structure but not necessarily independent of a parent body • Potential to scale exists • Technical assistance and refinement of systems • Program strengthening |
| | 50- 69% | <ul style="list-style-type: none"> • Does undertake program/activity with Category 3 and 4 YAR • On review, programs are more for Category 1 and 2 with potential to benefit Category 3 YAR • Ad hoc and not formalized but possibilities exist • Will require extended technical assistance, review of programs, and/or focus |

Five of the 13 FBOs that were rated green are aligned to a denomination. All the FBOs in this category, have had formal partnerships with the government, other FBOs, and/or the private sector, as well as have dedicated resources except for one. All these FBOs have indicated that they require technical support and financial support, aside from one foundation does not require financial support, as they have had sustained support throughout their existence. Moreover, all the green classified FBOs are positioned for scale except for one which has the potential for scale.

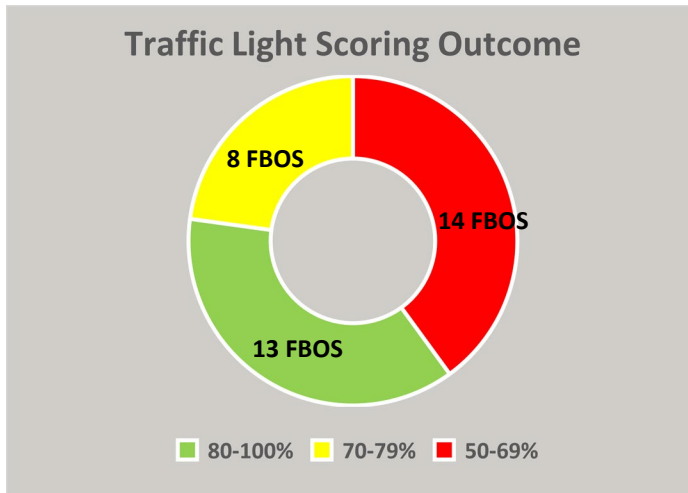


Figure 3. Traffic Light Scoring Outcomes of FBOs

Eight of the FBOs were deemed yellow and are associated with denominations. Most (six of eight) have had or have existing formal relationships while one has not had any formal partnerships. These FBOs tend to have dedicated resources, though two of the eight did not. Most of those that were rated below 70 percent, or were classified red, do not have formalized or any form of partnerships, nor have or dedicated resources. They need technical and financial support.

Also of note, the majority of FBOs that were more formalized in terms of their management structure have written or documented their ToC. More specifically, 77 percent of those that were classified as green had documented their ToC and half of those classified as yellow had documented ToC, while the other half were able to develop their ToC on the go. FBOs that were classified as red were more likely to have had assistance in constructing their ToC, if one existed.

WORK WITH AT RISK YOUTH

The FBOs interviewed all indicated that they have some form of structured outreach activity targeting youth, who for several socioeconomic factors, are at risk in participating in crime and other illicit activities. The duration of the YAR intervention programs varied based on the nature of the services offered. Most of the primary programs executed by the FBOs (62 percent) have been running for 10 to 20 years, followed by those which have been in existence for five to nine years. Less than 15 percent of the primary programs are new, that is, less than two years old. Some FBOs had indicated that many of the programs had died down at different periods (especially due to the COVID-19 pandemic and the related social distancing rules) but had been revamped/restructured. The inactive years were included as a part of the total program age (see Figure 4).

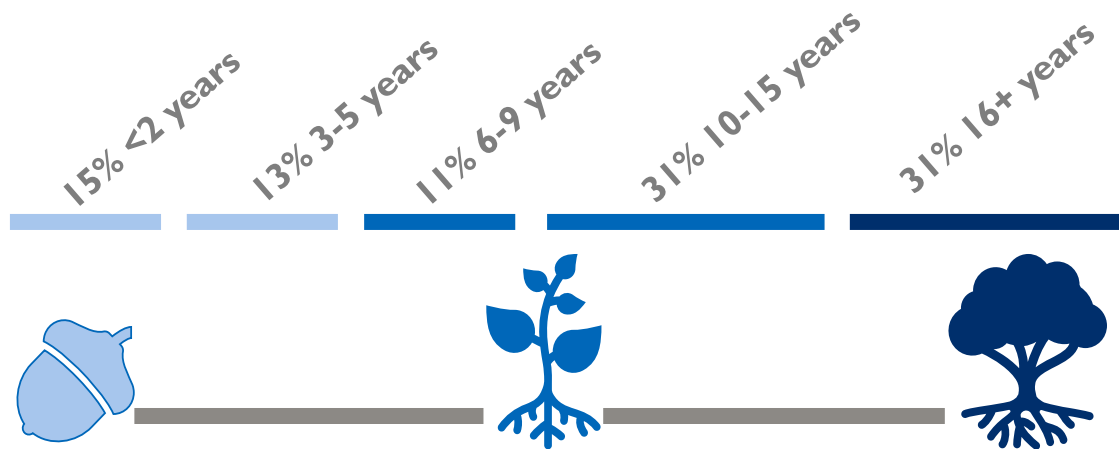


Figure 4. Age of Primary Outreach Activity

Further analysis revealed that the newest interventions, those less than five years old, had some degree of commonality. Many of these programs focused on parenting interventions to create an improved home situation for YAR, building informal relationships with the most vulnerable YARs, and creating safe spaces for them to meet. None of the newer interventions were focused on skills training and this could be because a number of those interventions were already in existence, in FBOs who had been operating for 10 years or more. FBOs were asked to indicate the parishes which they serve and were given an opportunity to specify more than one parish, if applicable. Many FBOs noted that they serve multiple parishes.

Sixty percent of the FBOs who participated in the assessment indicated that they executed interventions in the parishes of Kingston and St. Andrew, followed by those based in St. Catherine. The fewest interventions (nine percent) were recorded for the parish of Westmoreland. It was noted that there were interventions taking place outside the targeted parishes or where they were located, as some FBOs had executed programs in conjunction with other organizations located outside their parish, or in some instances, though located in one area, the FBOs intentionally served other parishes. Hanover and St. Elizabeth are some of the other parishes benefitting from the mentioned interventions. The map included in Figure 5 shows the concentration of these interventions across the island, with the highest number of interventions being concentrated in Kingston.

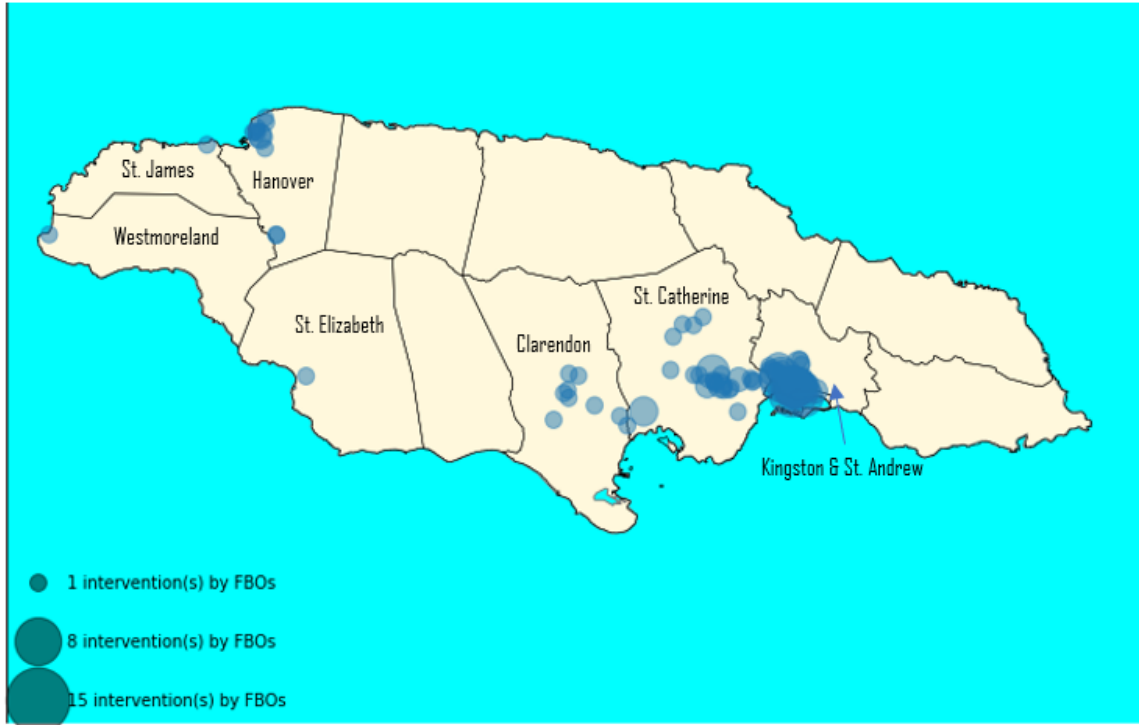


Figure 5. Location of Communities Served by FBOs in Jamaica

ENGAGEMENT STRATEGIES

Program Intent. Interviewees were asked to comment on the problem which their program was designed to address. The key words provided by interviewees have been included in a word cloud in Figure 6 to emphasize the focus on youth in specific communities. Most FBOs shared that they identified a need among the youth in the surrounding communities which led to the program design.



Figure 6. Problems Addressed by Organizations

Some FBOs noted that the youth did not have sufficient activities in the communities to occupy them and it was noted that this was often the cause of them venturing into gangs and falling into the Category 4 YAR group. Other FBOs noted the violence in the community and sought to intervene in the lives of the youth to prevent them from also falling into crime and violence. FBOs also commented that they perceived some correlation between low levels of literacy and higher levels of violence in a community. In recognition of the educational gaps, many FBOs also created educational support programs.

As the problems identified differed, so did the interventions. Many of the FBOs are offering skills training as a part of their intervention while others are focused on creating safe spaces for youth to commune. Social engagement using music, sports, and/or games is a common methodology used by some of the FBOs. Some FBOs, such as the Child Crisis Assistance Center, have managed to integrate themselves in schools within the community to be able to offer mentoring and counseling services to those students in need, upon the referral of the guidance counselor. Other institutions, such as Fusion Jamaica, focus on youth empowerment, while also catering to the physiological needs of the groups being served.

As seen in Figure 7 below, “young men” was a common term mentioned when FBOs shared about program design, in acknowledgement of the role they often play in crime and violence, as well as “remedial” education. A participant of one of the FGDs shared an experience of what it was like participating in programs with these elements, as detailed in the corresponding pop out box.

“On the project there were like teaching us how to read and how to get the project down, they weren’t just trying to bomb rush it just because they need to help us but there were like teaching me how to read and how to like look at things differently when you have your education.”

- Male, FBO Participant



Figure 7. Description of Program Details

The majority of the FBOs had similar desired outcomes for their participants—to improve the living conditions in the lives of the youth they served and within the general community. Other specific outcomes included helping youth find purpose and hope, to transform the lives of youth, and/or to provide viable alternatives for youth in place of crime and violence. Additional key words shared have been included in Figure 8.



Figure 8. Description of Program Desired Outcomes

To achieve desired outcomes, FBOs have engaged in several strategies, as seen in Figure 9, with mentorship and counseling being two of the key elements of most interventions. Education programs, skills training, and social activities are some of the other approaches used. Analysis shows that counseling, mediation, and mentorship are the key intervention strategies being used for Categories 1 to 4 YAR. There is no differentiated approach being adopted based on the categorization of the youth being targeted. The only exceptions to this trend are the fact that mediation is not common among the strategies being used for Category 1 YAR, while there appears to be greater emphasis on mentorship among the Category 3 YAR.



Figure 9. Description of FBO Strategies

Duration. With regard to duration of programs, most interventions occurred on a case-by-case basis, thus unguided by timeline. However, among the most common interventions, including mediation and conflict resolution, counseling, violence interruption, and case management, mentorship services were more structured, with an average duration of approximately two years, provided in short intervals of three to six months. Skills training and training for economic opportunities were also more routine in occurrence, spanning six weeks to 18 months, and two weeks to eight months, respectively. After school centers/groups were facilitated throughout the year on an ongoing basis, while classes preparing students to sit the national examination, Caribbean Secondary Education Council (CSEC), and other supplementary academic classes, were provided either seasonally (during the annual examination periods from January to April) or in longer tenures of one to two years.

Program Structure. In practice, FBOs tend to serve various categories of YAR, even with a single intervention. Most FBOs indicated that while they could relate to the categories of youth presented, they had not made a conscious effort to group youth as such. Interviewees were asked to indicate the categories of YAR served and were permitted to indicate multiple. As seen in Figure 10, most FBOs served Category 3 YAR, with the fewest serving Category 1 YAR.

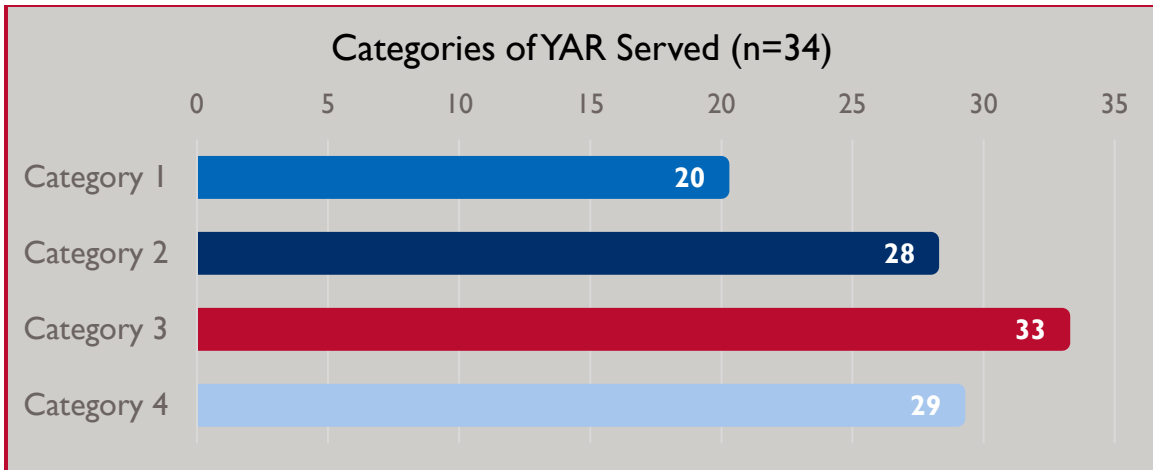


Figure 10. YARs Served by FBOs

A few FBOs, such as First Community Church of God, City Life, Everton Park SDA, Boys Town, Joseph Royal Remedial School, and St. Andrew's Girl Home,²¹ had programs geared specifically towards Category 3 and 4 YAR. As such, customized offerings were presented to this group, in recognition of their unique needs. Some of the strategies employed included mentorship on the job skills training, rehoming, sports, and relationship-building programs. Though sometimes included, skills training or remedial classes were not the primary activities presented to this group. Those strategies were more common among FBOs which aimed to serve the complete spectrum of YAR. It was difficult to make any other conclusion on significant differences between the operations or strategies employed by FBO serving specific categories, since 61 percent of FBOs indicated that the programs in place were for all YAR categories. Except for two, all FBOs with a specific focus on Category 3 and 4 YAR, were in operation for 10 or more years.

The number of program beneficiaries varied among the FBOs in 2021 when compared to 2019 numbers (pre-COVID-19 pandemic). Some programs were quite large and served as many as 1,500 participants while others were very intimate and served as few as five participants. Aside from Maranatha Christian Church and Operation Save Jamaica, all FBOs saw a reduction in the number of program beneficiaries in 2021 compared with 2019.

FBOs used various channels to communicate with participants about their programs. Self-promotion in the communities and referrals from schools, members of affiliated congregations, the judiciary, and past program beneficiaries were the main promotion channels for FBOs (79 percent or 27 FBOs). This was followed by promotions done by family members/friends (41 percent or 14 FBOs) and social media posts (35 percent or 12 FBOs). Respondents also indicated that, to a lesser degree, they utilized other methods such as printed flyers and promotional support from community councilors and members of parliament to provide information about their programs.

²¹ Girls are sent to St. Andrew's Girl Home by the judicial system for rehabilitation. The St. Andrew Parish Church Foundation which operates the St. Andrew Girl's Home indicated that 'these are girls in trouble with the law and the family court will place them in the home for care and remedial schoolwork.'

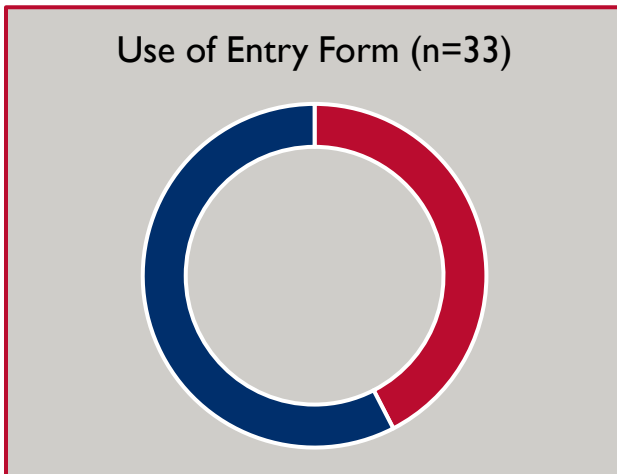


Figure 11. Utilization of Entry Tools/Questionnaires

Some of the programs executed by the FBOs are more structured and formal while others are more ad hoc and responsive. This difference was noted in how participants matriculated into the programs offered. To enroll in the programs executed by the FBOs, almost 60 percent of the FBOs (seen in Figure 11) have an entry tool/questionnaire/form in place for prospective beneficiaries or their parents to complete.

During the pandemic, the protective measures in place limited movement, gathering sizes, and prohibited physical

gathering for some events. Many of the FBOs pivoted to online offerings and virtual interventions, but these proved to be insufficient to keep many of the YAR engaged. Additionally, the target groups being served by the FBOs tend to have limited access to stable internet, making the virtual space difficult for them to enter, contributing to the general reduction in the number of program beneficiaries.

Twenty-four of the thirty-five FBOs that participated in the assessment could state their actual rate of attrition, indicating the presence of some form of tracking mechanism. The majority of FBOs who provided a response to this question (83 percent or 24 FBOs) stated that participants stayed for the duration of a particular program/activity. Approximately 33 percent of the responding FBOs indicated that they do not track program beneficiaries. The lack of records by 42 percent of the FBOs underscores this. Among the FBOs indicating the rate of attrition from their programs, on average, 1-in-4 (26 percent) YAR dropped out of their respective intervention programs with individual program attrition rates across FBOs ranging from a low of zero percent to a high of 65 percent.

Most FBOs (83 percent) indicated that participants stayed for the entire duration of the intervention program. However, slightly more than half of interviewees see Figure 12 (52 percent) indicated that YAR 'graduated' out of the program into better societal positions, such as business ownership. This would indicate that the tool to measure impact and effectiveness is guided by 'duration in the program' and not the extent to which the participants were able to transition to next steps towards social and economic inclusion. Only 38 percent (13 FBOs) reported having an official 'graduation

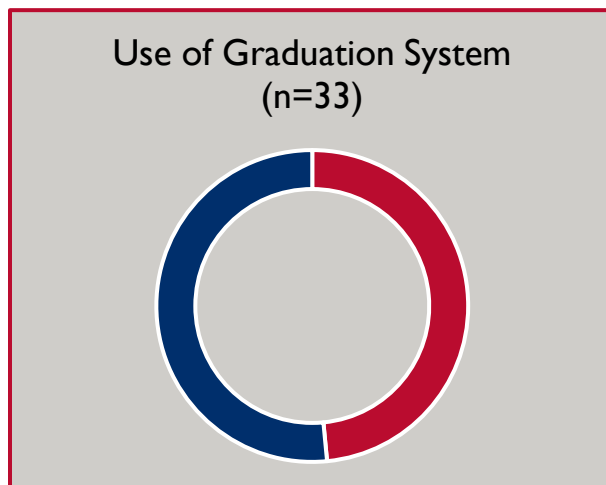


Figure 12. FBOs with Graduation Systems

program' for at-risk youth who completed their programs.

PROGRAMMATIC EFFECTIVENESS

Formal evaluation of the programs was largely absent among FBOs, especially those who focused on mentorship and intervention, in the form of classes. Thirty-three percent (33 percent or 10 FBOs) stated that they received structured feedback from individuals who had participated in intervention programs, while 24 percent (eight FBOs) received some form of external evaluation of their program activities; these were primarily FBOs who had partnerships in external skills training agencies. The lack of user feedback or third-party evaluation of program initiatives is an area being flagged for opportunity, as without this continuous monitoring, ineffective methods may be undetected and unaddressed.

Feedback during the FGDs did provide some indication of not only the measure of effectiveness of the programs offered by two of the FBOs but also the extent to which the 'faith' element was cornerstone for that effectiveness. One participant had the following to say about the program she participated in.

"We have some values that say, build people up, help people grow cause (sic) people matter and throughout my life I remember going to school I was parting a fight and I end up in the fight and when I came back and I was telling the [Organization name removed] leaders, they asked me what I regret from the fight. Mi seh mi nu regret anything. One of the leaders, Uncle Robert at that time, was saying to me, cause there was a girl, me just never like her and me a part and we end up fight, and Uncle Robert was like, 'you ever think that she is going through something in her home why she behave like that?' And I stopped and I said you know maybe, you know I'm going to speak with her one day. Those values up to now being an adult. I have always stopped to think about probably this person is going through something, why they behave like that, why they speak to me like that, so let me just humble myself and see if I can talk to the person and see if I can share love, build people up help people grow."

- Female, FBO Participant

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- Female, FBO Participant

One FBO staff member also shared that the ‘faith focus’ is pivotal, as indicated by the below statement.

“Investing in our team and in their spiritual development and their work with Christ; relying on God - also trusting that that's enough to do what you need to do and that God will give the increase... we've put our faith at the center, the more we've seen things just turn up when we needed that we didn't plan, we didn't predict, you know, um, networks, connections, skills, expert expertise, and money, um, all of those things.”

- Male, FBO Staff Member

Prepare an Organizational Plan

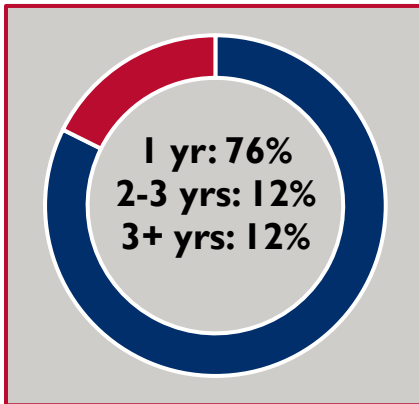


Figure 13. Organization Plan Prepared

The difference in structure was also noted in how FBOs planned for their organization as 82 percent prepared a plan for their organization (see Figure 13). Of the FBOs that prepared plans, 77 percent conducted annual planning, while the remaining 23 prepared plans for two plus years. However, that data did not point to any significant differences among program’s core activities, strategies employed, or category of youth served, based on the FBOs planning period. Though a small number, two FBOs that do not prepare annual plans, indicated they were offered skills training through partnerships with external agencies. It is possible that in those instances, the FBOs relied solely on the plan of the external agency. In addition, those FBOs that did not have annual goals/plans, explained that their main objective was to simply maintain the outreach activity or lend support as the need arises.

Some of the most common goals shared by FBOs include academic advancement for participants, community transformation, and behavior modification. Some FGD beneficiaries attest to the fact that the FBOs are meeting their goals, as in a testimonial it was explained that FBOs “allow us to understand that we’re not the only persons living a certain life, they are other persons out there living worse than us and we just need to accept who we are and just elevate ourselves from that.” FBOs shared that they adopted a slightly different approach to achieving their goals, when compared to non-FBO NGOs:

"I have joined other organization, other clubs and within weeks, months, I removed myself from the club, remove myself from organization because it was just going down. Just there wasn't a team effort thing [be]cause everybody was just all for themselves. With a faith-based ministry I believe, because we know that we have to work as a team, and we can't be selfish with each other. "

- Male, FBO Staff Member

Moreover, the assessment consistently revealed that being a FBO was a differentiating factor for program beneficiaries with one participant indicating that:

"I would first like to say Hebron house, our pregnancy resource is an organization that is built on Christ, on Jesus Christ. So, everything we do have to do around Jesus Christ, the way we speak, we had to start over from the beginning at Hebron house. We weren't only given boundaries, but we were allowed to be ourselves and we have to respect others. We were taught to respect others and their personal space, and we have to set goals to what we want to become and how we going to get there."

- Female, FBO Program Participant

The evaluation of the program structure also revealed that the majority of FBOs (63 percent), prepare an annual report on the performance of their program. It was found that there was no significant factor, such as core activity or strategies, which explained why some FBOs prepared reports while others did not.

FBOs were asked to categorize their offerings based on what they believed to be their core activity and supporting secondary activities. Providing mentorship services was the most common core activity of FBOs, reported by 24 percent (8 FBOs), as seen below in Figure 14. This was followed by other various offerings, exclusive of CSEC classes or remedial education, counseling, skills training, and other targeted programs, including mediation/conflict resolution, violence interruption, and community and individual transformation strategies.

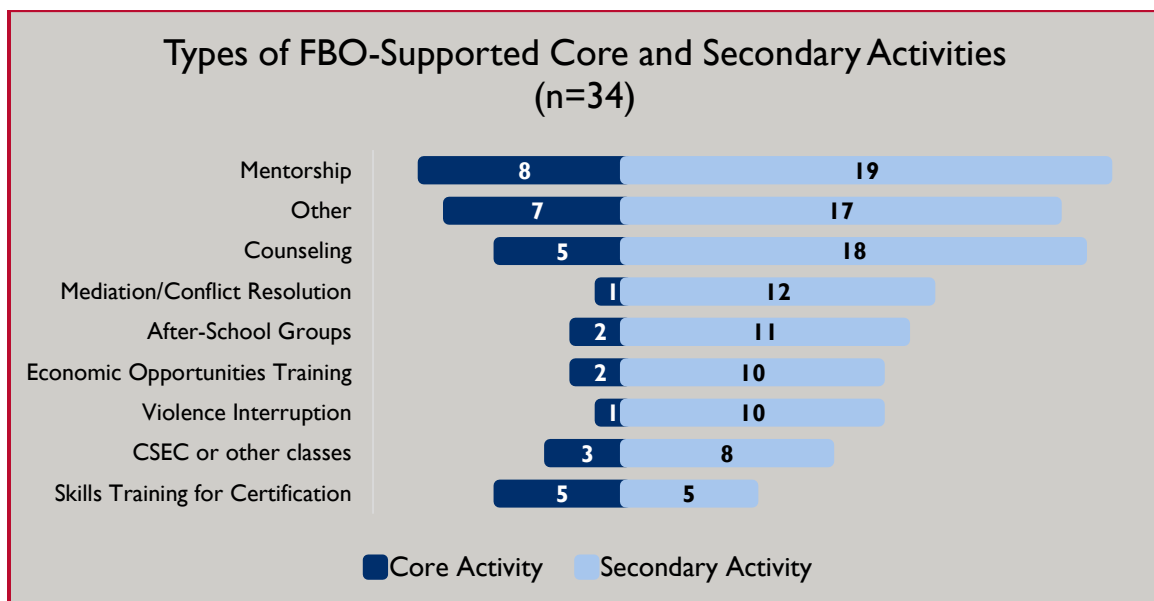


Figure 14. Core and Secondary Activities of FBOs

Although fewer than a quarter of all FBOs identified mentorship as their core activity, 19 FBOs stated that they provided mentorship services as a secondary activity. In addition to mentorship,

counseling and mediation/conflict resolution services were secondary activities of 18 and 12 FBOs, respectively.²²

ABSORPTIVE CAPACITY

Approximately 65 percent of the FBOs indicated that they had partnered with other FBOs when seeking to implement programs. An even greater percentage, 77 percent, had previously partnered with non-denominational groups. The most common partners indicated by the FBOs were CBOs, private companies, government, donor funding agencies, and NGOs. This underscores that FBOs who responded are amenable to partnerships. The GOJ partners mentioned most often by the FBOs were the Peace Management Initiative and the Citizens Security and Justice Program (CSJP). The CSJP had a robust outreach initiative which ended in 2021. The most popular NGOs were Joy Town Foundation and the Dispute Resolution Foundation, though of note, all these programs are based in Kingston and St. Andrew.

More than half of the FBOs surveyed had also built partnerships with the local/community police. In one FGD session, the Boys Brigade noted that these types of partnerships were beneficial for all as *"the Police and the Army admitted that the uniform groups help to make their job easy."* FBOs also discussed their partnerships with local or international development agencies and indicated they had varied reporting requirements. Twelve FBOs stated that they were required to submit reports to these agencies, while five indicated that reporting was not a requirement of the collaboration. However, an additional four FBOs stated that, while they do submit reports to their development partners, these are done either on request, for grant funding received, or in the form of the broad annual report.

Annual costs for the operation of the various interventions implemented by FBOs totaled approximately J\$434 million (USD \$2.8 million)²³ across the eight reported outreach initiatives. On average, FBOs expended J\$14.5 million (USD \$94,035) per year, ranging from J\$200,000 (USD \$1,297) per annum to J\$118 million (USD \$765,255). Notably, most FBOs could quantify their level of expenditure (87 percent or 26 FBOs), with four FBOs (13 percent) being unable to due to the lack of an existing budget.

FBOs reported receiving financing from their parent churches, community events, and/or public/private entities, while their primary source for funding programs came from their respective congregations. Most respondents (58 percent or 19 FBOs) indicated that they provide independent financial reports on their operations, with the remaining agencies (42 percent or 14 FBOs) stating that they did not. Notwithstanding, of the FBOs that did not produce independent financial reports, most (63 percent) indicated that their income and expenditure was captured in the financials of their parent body.

²² Other programs focus on advocacy, assisting with school fees and providing food, sports ministry, guiding youth to other social services, social and sporting activities, transition homes, computer literacy and homework support, parenting support, life skills training, youth rehabilitation and restoration of high-risk youth from juvenile delinquency centers, entrepreneurship and micro business development, urban farming and food security, and/or musical instrument training.

²³ Currency conversions were calculated using the Central Bank of Jamaica's weighted average USD selling rate of J\$154.1970 to USD\$1 as at July 28, 2022.

Five of the 13 FBOs that were rated highly, or classified green, are aligned to a denomination. All the FBOs in this category, have had formal partnerships with the government, other FBOs, and/or the private sector, as well as have dedicated resources except for one. However, these FBOs have indicated that they require technical support and financial support. One Foundation does not require financial support, as they have had sustained support throughout their existence. All are positioned for scale except for one which has the potential for scale but would require additional support. These present the greatest opportunities to receive and benefit from additional support.

Most of the FBOs classified yellow have had or have formal relationships while one has not had any formal partnerships. They tend to have dedicated resources. While two of the eight in this group indicated that they are not in need of technical and financial support. Those that were classified red, mostly did not have formalized partnerships or dedicated resources. They are in the most need of technical and financial support.

SUSTAINABILITY

Notwithstanding the shortfall in adequate funding to meet intervention needs, most FBOs (91 percent or 30 FBOs) hoped to expand their impact, primarily through the introduction of new activities, increasing the number of at-risk youth served, and expand into new communities in response to the needs evident around them (see Figure 15). With approximately 77 percent of FBOs completing no more than annual plans, the intention to expand while commendable must be reviewed against the reality that planned expansion should be guided by at a minimum a three-year strategic plan.

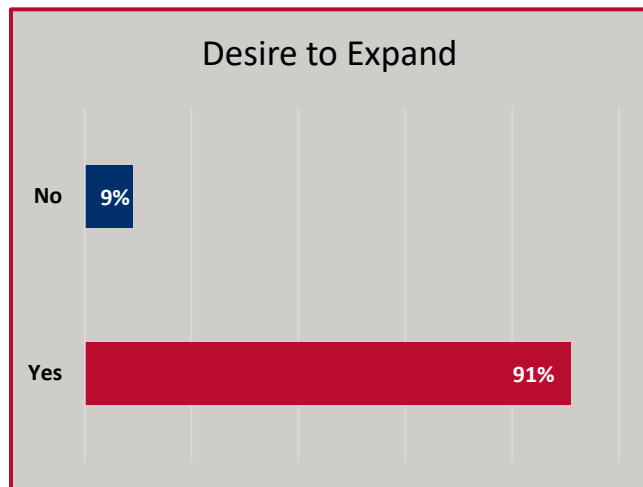


Figure 15. FBOs Indicating Desire to Expand

To achieve program expansion, most FBOs intended to do so by launching more activities (68 percent or 21 FBOs), increasing the number of clients/beneficiaries served (52 percent or 16 FBOs), expanding into neighboring communities (26 percent or 8 FBOs) or other areas within existing target communities (19 percent or 6 FBOs), and/or through resource/facility expansion (19 percent or 6 FBOs). However, intervention groups may be constrained in carrying out more activities due to their current resource limitations. Guided by 'faith' but in the absence of firm strategic plans and adequate resources, FBOs seeking to expand could lead to ineffectiveness without support.

CONCLUSIONS

FBOs in Jamaica are working with YAR in areas of high crime and violence, and based on this assessment stand to expand engagement, better understand impact, and deepen impact with

targeted support. FBOs' organizational and technical capacity limit their engagement with YAR, programmatic effectiveness, and sustainability. However, their faith-centered mandate makes them uniquely able to engage specific YAR in specific communities. Importantly, all FBOs engaged in this assessment indicated the same desired outcome to serve youth and their community—notably none listed religious conversion among reasons shared—and FBOs' design of programs is largely spurred by the same reasons, in observing the need for support to YAR, to fill a gap in YAR programming, and/or to combat increased community violence. In addition, the majority of the FBOs have basic systems in place that present building blocks and some absorptive capacity, including having screening forms for program beneficiaries and by providing some level of feedback opportunities for beneficiaries. While the nature of being faith focused also presents challenges, as FBOs tend to be more reactive to community needs and under-resourced, findings emphasize FBOs are likely to be trusted, particularly in neighborhoods of high rates of crime and violence. This is consistent with the conclusion made in the P/PV 2020 research which states that *“it is sufficient to state that preliminary findings clearly point to the importance of faith-based initiatives in working with high-risk youth and the need for all concerned to take a closer look at the potential for building on the relatively small efforts that such congregational efforts currently represent”* (Tulear, 2020: Page 19).²⁴

WORK WITH YAR AND ENGAGEMENT STRATEGIES

Understanding the Profile and Needs of Beneficiaries. Counseling, mediation, and mentorship are the key intervention strategies used for all categories of YAR programming among FBOs. There is no differentiated approach being adopted based on the categorization of the youth being targeted. An exception that was observed was that mediation is not common among the strategies being used for Category 1 YAR, while there appears to be greater emphasis on mentorship among the Category 3 YAR. However, this does indicate some level of 'product differentiation' in the support given to the YAR is attempted. Notwithstanding this observation indicates that the approach to delivering services such as counseling and mediation may have limited variation. This also emphasizes an opportunity to tailor capacity building interventions so FBOs better understand how to engage and program for different subsets of youth.

PROGRAMMATIC EFFECTIVENESS

Building Management Capacity. FBOs experienced two areas of resource constraint in that human resources are limited, and funding is derived primarily from their respective congregations. For example, just over 50 percent of those included in the assessment indicated that they had a full-time manager to oversee the program. Moreover, support personnel assigned to the project were usually tasked with additional responsibilities within the congregation which prevented them from being dedicated to specific outreach activities for YAR. FBOs relied heavily on volunteers to assist in executing the outreach-specific duties and deliver the services. While FBOs remain concerned about their funding gap, they underscored the need for capacity building for both their core staff and their volunteers. The primary area as it relates to the management of the organization was the preparation of proposals to access funding. Focus on these areas with FBOs

²⁴ Faith Based Institutions and High Risk Youth, Report to the Field, Harold Dan Trulear, Spring 200

provide an opportunity to bolster the efficacy of FBOs and measuring impact, as well as increasing potential for longevity in effective programs.

ABSORPTIVE CAPACITY

Building Technical Capacity for Service Delivery. Beyond the opportunity to strengthen the organizational capacity of FBOs, and thereby, there is an opportunity for targeted technical capacity building of FBOs. For example, 97 percent of the FBOs interviewed indicated that they serve Category 3 YAR, and 85 percent indicated that their program offerings are geared towards Category 4 YAR, with only six of the thirty-five FBOs participating in this assessment serving Category 3 or 4 only. Given FBOs are rooted in a ‘feed my sheep’ mentality, they are not likely to close the door on a young person who is seeking to join their program; this inhibits their ability to target interventions to specific categories of YAR.

SUSTAINABILITY

MEL. The lack of feedback and third-party evaluation of program initiatives is an area being flagged for improvement as without this continuous monitoring, ineffective methods may be undetected and unaddressed. FBOs could provide anecdotes on the effect of their programs and the FGDs with program participants provided some insights into the difference in the lives of the programs, though feedback was quite limited.

Strategic Planning. Only 23 percent of FBOs completed strategic plans for more than a two-year period. Annual reports are prepared by almost two-thirds of those participating in this research, however, what is noticeable is that few have evaluation reports to indicate impact of their program, and by extension, to refine their services to best meet the needs of their participants. As such, there is an opportunity to provide capacity building across FBOs as evidenced by the feedback received by those engaged which could shed more light on YAR program effectiveness, as it remains relatively unknown. This need is critical as FBOs indicate a desire to ‘expand’ their services and reach, but there is limited evidence of strong planning skills which would lead to two-three-year plans to guide expansion.

RECOMMENDATIONS

The below recommendations respond to Objective 4 and offer an opportunity for USAID to support FBOs in Jamaica to expand their reach, sustainability, and effectiveness.

I. Beneficiary Targeting and Differentiated Interventions

FBOs indicated that they developed interventions as a response to the need of their community or their congregation’s commitment to living their faith. As such, many programs were begun with a minimum understanding of the true needs of the targeted beneficiaries and included targeting and activities not differentiated by the profile and risk level of the participants.

Recommendation: Related to Finding 2, USAID or partners should provide capacity development support for FBOs to better understand different beneficiary profiles, needs, risk levels and how to address needs through more targeted and tailored interventions. This requires knowledge and skills to assess beneficiaries as well as to define, design, and

deliver tailored interventions. This may not alter their intent to serve multiple categories of youth but would refine the services they offer to each of the categories they engage. This could also be an entry point for individual assessment and to examine effectiveness. Delivering more targeted program interventions would enable FBOs to focus on high-risk youth (Category 4) and better understand positive pathways for behavior change.

2. Strategic Planning and Private Sector Engagement

Only 24 percent of the FBOs interviewed prepare strategic plans for two years or more. To support sustainable growth and services, FBOs must have the capacity to generate longer term plans, including developing strategic partnerships and accessing funding.

Recommendation: Related to Finding 5, when providing funding, USAID or other partners should also provide tools and capacity development around planning including program mapping to enable FBOs to gauge priority programs and/or YAR populations based on their internal organizational analysis. Program planning should include guidance on how to develop a targeted approach for different segments of youth, including on how best to reach and engage high-risk youth, given the extreme need in particular communities.

Program planning support would enable guided expansion of current initiatives by offering an output for FBOs to seek new/expanded funding opportunities. More specifically, private sector entities with corporate social responsibility initiatives such as the Grace Foundation, Victoria Mutual Foundation, Digicel Foundation, among others, require submissions with strategic plans to access funds.

3. Capacity Development for FBO Volunteers in Service Delivery

FBOs indicated mentorship as their primary service to youth but also identified mentorship as an area where they would like capacity development, particularly given that many volunteers provide service. While FBOs attested to mentorship being an area of strength for their full-time staff, given that it is among the strongest demand for effective youth interventions, FBOs observed the need to increase the capacity of staff, particularly volunteers, to be even more effective.

Recommendation: In Jamaica, there are organizations that provide training support for mentorship programs, such as Back2Life which focuses solely on building capacity of NGOs who work with high-risk male and the Multi Care Foundation which works with inner city youth and has collaborated with the International Youth Foundation. These organizations could be approached to provide capacity building sessions (training or training-of-trainers) for FBO staff and volunteers given the existing focus of programming and continuous need. Incorporating youth mentors would be especially relevant given the benefit of peer relationships.

While targeted interventions to specific segments of youth would improve pathways for positive behavior change among YAR, the reality is FBOs serve all youth based in the communities. Related to Finding 5 and given mentorship is a primary output of service delivery, additional training to staff and volunteers will support FBOs to meet the needs of a range of youth and YAR.

4. Monitoring, Evaluation, and Learning

FBOs who participated in this assessment indicated this as a significant area of need, as just under 24 percent of FBOs interviewed indicated that they evaluated their program. MEL is critical to support their primary objective to transform the lives of their beneficiaries. MEL is needed to guide the review and refinement of FBOs' services and position them to provide often required information when applying for grants. Moreover, requests for sponsorship from larger donors often require data on the outcomes of programs.

Recommendation: Related to Finding 5 and at a minimum, FBOs would benefit from training on how to develop and implement basic MEL tools, such as how to collect baseline and closeout data, as well as activity-specific impact tools. Further technical support is needed by FBOs so they can assess results, track progress, and measure impact in the short and long-term. FBOs would be better positioned to learn about, improve, and demonstrate the effectiveness of their programs, and by extension seek support for funding.

5. Compare Outcomes from Faith-Based and Secular Organizations in LAC

The design of this study emphasized the experiences of Jamaican FBOs but was not able to delve into the comparative results (and assets) of faith-based organizations compared to secular organizations working with YAR.

Recommendation: Related to Finding 3, USAID should commission an analytical literature review of the comparative approaches, strengths, gaps, and assets of FBOs and secular organizations service YAR in LAC. While a broader study would be relevant to the agency as a whole, a LAC-specific study could reflect region-specific factors, such as citizen security, relevant to programming for YAR and the roles of faith in the LAC region.

6. Grant Access and Writing

Support for grant writing was the most frequent request of FBOs for capacity development. In particular, FBOs acknowledged that there has been a noticeable decline in funding following the COVID-19 pandemic, increasing competition for limited funds.

Recommendation: Related to Finding 5, general training in the preparation of proposals for funding and skill building training for staff is needed. The Jamaica Social Investment Funds (JSIF) has provided some training in the past followed by requests for proposals to enable community-based organizations (CBOs) to apply what they learned. Post implementation evaluation of JSIF's Integrated Community Development Project (2019) indicated that CBOs were better positioned to apply for grants because of the actual training received, as well as the opportunity for application. A similar outcome is likely for the FBOs, should a targeted program for FBOs be developed.

APPENDIXES

APPENDIX I: Work Plan Extracts

| Category | Profile in Caribbean Landscape |
|---|---|
| Category 1: Not at Risk | <ul style="list-style-type: none"> • Completed secondary school • Achieved external certification • Family support and guidance in making life choices • Actively looking for work |
| Category 2: At Risk of Engaging in Negative Behavior | <ul style="list-style-type: none"> • Completed secondary school • Sub-par performance in external examinations • Interested in work • Some degree of family interest, if not support, in making life choices |
| Category 3: Engaging in Negative Behavior | <ul style="list-style-type: none"> • Engaged in risky behavior • Gravitating to loose 'Corner Crew' structures • No longer expecting to find work • Likely to have exited secondary school before completing fifth year curriculum • Limited family interest in life choices • Victim of violent crime • Witnessed violent crime |
| Category 4: Beyond at Risk | <ul style="list-style-type: none"> • Never attended school, dropped out of primary school, or did not complete secondary school • Considered "unemployable", limited numeracy and literacy skills • Not actively seeking lawful work or further education • Likely to be involved in a formal 'Corner Crew' or 'Gang' • Has no access to family or community resources |

*Age range of youth is dependent on country-specific context

APPENDIX II: Updated Interview Instruments

Qualitative Profile of FBOs Interviewed

Please complete this tool guided by your interviews. You should refer to interview notes or transcripts while completing, and you may review your recordings if needed. To complete this tool, focus more on the actual content of what was provided during the conversation, rather than making an overall assessment or interpretation at this time - that will come at a later stage, informed by the actual data entered here. Please be pointed in your responses. There is one category which allows you to share your perceptions and observations and potentially draw implications; that is the 'sustainability' category. With that exception, focus on capturing what was said during each of your interviews for the other categories.

| Name of Organization, Denomination | |
|--|-------------------|
| Location | Relevancy Ranking |
| Indicate communities served in addition to location of FBO | |
| Summary of Program Description – To include, goals, duration, scope, primary funder. | |
| | |

| Assessment | Percentage /Rating | Supporting Notes |
|--|--------------------|------------------|
| 1. Relevant Program theory of change <ul style="list-style-type: none"> Written up and included a project document/mission (8-10) Articulated by Interviewer/developed guided (5-7) Constructed by interviewer (2-4). | | |
| 2. Structured organization <ul style="list-style-type: none"> Independent Management structure and dedicated resources to manage the initiative (8-10) Management is dependent on 'parent body' with an assigned resource to manage the initiative. (6-7) Management is dependent on 'parent body' with a volunteer resource to manage the initiative. (5) Independent but weak management structure. (5) | | |
| 3. Project Implementation <ul style="list-style-type: none"> Assigned resources with matching skill sets (8-10) Assigned resources with some skill gaps (7-8) Volunteer resources with required skill sets (6) Volunteer resources with skill gaps (4-5) | | |
| 4. Match to Category 3 and 4 – Anti Violence <ul style="list-style-type: none"> Offers violence interruption and diversion (9-10) Soft Skills/Career Preparedness (7-8) Offers conflict resolutions and mediation (7-8) | | |

| Assessment | Percentage /Rating | Supporting Notes |
|--|--------------------|------------------|
| <ul style="list-style-type: none"> Offers mentorship program (5-8) | | |
| <p>5. Match to Category 3 and 4 – Post Secondary Learning</p> <ul style="list-style-type: none"> Access to certified skills training and work/internship placement. Or...Ongoing remedial learning/homework centers, preparation for formal national exams (9-10) Access to certified skills training/Sessions to prepare for formal national examinations (6-8) Access to post-secondary training/Summer camps (5) | | |
| <p>6. Systems for recruitment and evaluation</p> <ul style="list-style-type: none"> Intake and exit forms exist there are scheduled M&E, register of participants exists and is current and up to date. (8-10) Intake and exit forms exist, register of participants exists, not always current (6-7) Intake forms exist but not necessarily consistently used and not always a register of participants. (3-5) | | |
| <p>7. Reach and scope of program/activities</p> <ul style="list-style-type: none"> Targeted, year-round, scheduled events/activities, services offered within a reasonable schedule. (8-10) Open, offered at a specific time of year, scheduled events/activities, services offered only at the specific time. (5-7) Open/Walk in, when the need arises, schedule guided by issues on the ground and or resources. (3-4) | | |
| <p>8. Partnerships</p> <ul style="list-style-type: none"> Formal Partnerships with IDP/State/NGO/FBO (8-10) Ad hoc Partnerships with IDP/State/NGO/FBO (7-5) No partnerships, however open to partnering (4) | | |
| <p>9. Sustainability (assessing potential to be sustainable guided by duration)</p> <ul style="list-style-type: none"> Program 8 or more years (8-10) Program 5-7 years (6-7) Program 2 – 4 years (4-5) Program less than 2 years (3) | | |
| <p>10. Potential to scale (this is your expert judgment guided by your interview)</p> <ul style="list-style-type: none"> Positioned for scale with additional technical and financial resources. (8-10) Potential for scale with extensive capacity building and will require significant financial resources (6-7) Not interested in expansion but would benefit from technical assistance (5) | | |

APPENDIX III: FBO Demographics

Thirty of the participating FBOs were registered organizations; 77 percent of this group indicated that they were non-profit (charitable) organizations, while approximately 23 percent were Limited Liability Companies (see Figure 15).

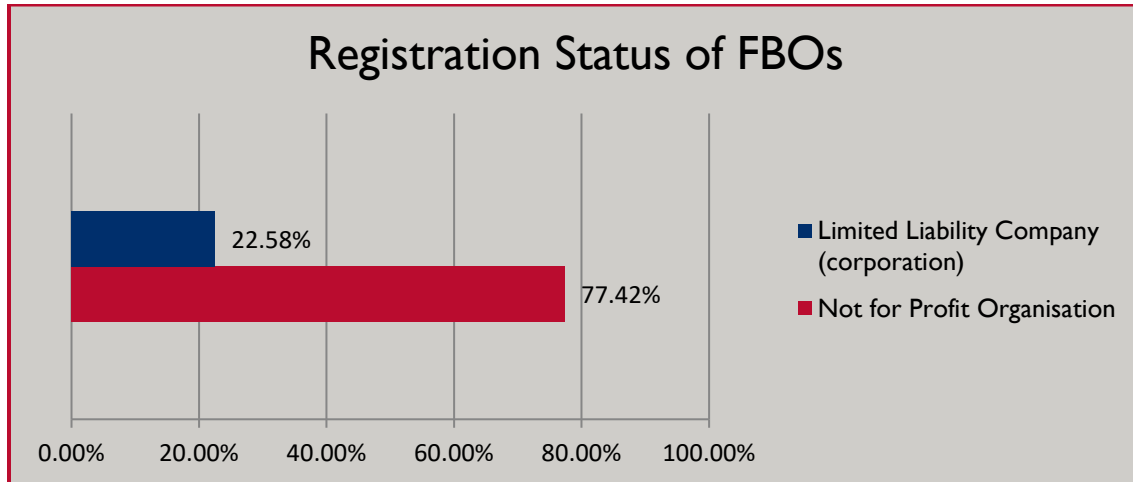


Figure 15: Registration Status of FBOs

FBOs interviewed were quite varied and represented thirteen denominations, including Baptist, Church of God, Seventh-day Adventist, and Roman Catholic, while the majority of FBOs engaged were Non-denominational Christians (see Figure 2).

All interviews were conducted with the organization’s head or with a representative with direct oversight for the project, assuring the research team that the information gathered was reputable, with interviewees consisting of Board Members, Executive Directors, Pastors, Presidents, Principals, Youth Directors, and Program Directors. Additionally, 38 percent of those interviewed had been a part of the respective FBO for 11-20 years, with another 28 percent reporting affiliation for more than 20 years, again providing evidence of their credence on the topics being discussed. Those with the FBO for less than 5 years (16 percent) and for 6 to 10 years (19 percent) made up the smaller portion of interviewees.

Finally, more than half of the interviews were conducted with males and as detailed below in Figure 16, 64 percent of program serve both males and females. Related to considerations on targeted programming interventions by YAR category, the team also noted it could be worth examining targeted interventions by gender to better understand effectiveness.

64% of programs serve both men and women

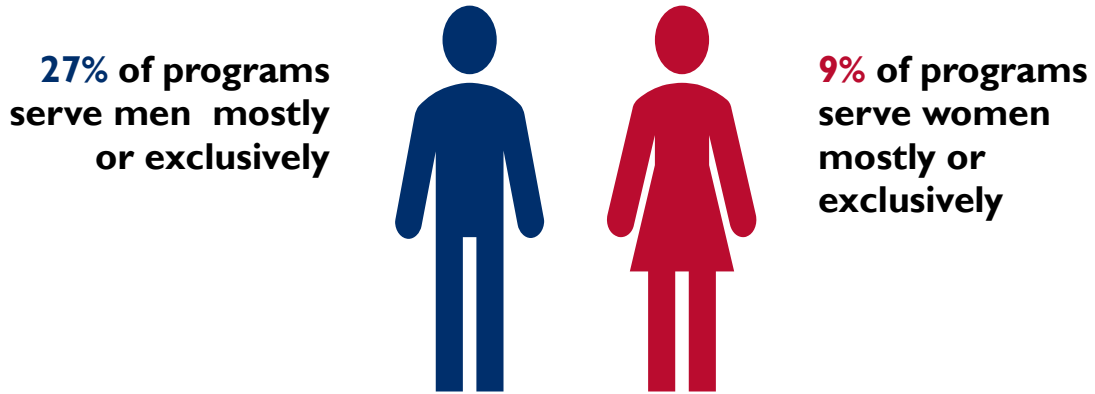


Figure 16. Sex of Program Beneficiaries

APPENDIX IV: Detailed Limitations

The limitations and/or challenges faced in conducting the assessment are not unique to efforts to engage and interview organizations.

- i. Despite an extensive list of organizations, and further selection of those who had the potential to be a match, the contact information was outdated, and, in some instances, there was no response to calls.
- ii. It was intended to ensure the assessment of FBOs working with the target population was across a range of denominations, unfortunately despite best efforts this was not possible. While FBOs of many denominations were included in the initial list for outreach, calls to those organizations either went unanswered or their initiatives did not reach the target population.
- iii. The primary challenge to the assessment was receiving confirmations for the interviews. Team members were flexible and available to meet at any time indicated by the key informant for the organization. However, engagement required several calls and rescheduling to achieve thirty-five completed interviews. An additional twelve were scheduled but after rescheduling these several times, it was decided to close this element of the field work.
- iv. Despite some key informants indicating that they have established intake forms and/or they had financial reports, in the follow-up by the research team, few were received.
- v. Hosting FGDs was challenging. The research team opted for virtual sessions to reduce the travel time that would have been required by participants. Additionally, during the data collection period, many of the parishes were experiencing an upsurge in violence. To secure a sufficient number of FGD participants (especially the FBO program beneficiaries) and to alleviate any unnecessary exposure for some of the YARs, virtual sessions were considered most ideal, instead of in-person FGDs.
- vi. The team was unable to secure participation from some FBOs which were eligible to participate in the FGDs because of concerns of confidentiality and undue exposure. It was suggested by some FBOs that FGDs should have been held “on the corner” in the communities to facilitate greater participation among the most vulnerable, however, the upsurge in violence made the approach unrealistic and the gang dynamic between the communities would have resulted in high levels of exclusion for those based outside a specific community.

APPENDIX V: Listing of FBOs Interviewed

| FBOs | Parishes Served | | | | |
|---|-----------------|---|----|------|-----|
| | St.J | W | CI | St.C | KSA |
| 1. Bethel Bog Walk Circuit of Churches | | | | ✓ | |
| 2. Boys Town Development Ltd. | | | | | ✓ |
| 3. Operation Restoration Christian School | | | | | ✓ |
| 4. The Faith Church of Jesus Christ on the Rock Apostolic | | | | ✓ | |
| 5. Everton Park SDA | | | | | ✓ |
| 6. Men of God Against Violence and Abuse | | | | ✓ | ✓ |
| 7. Operation Save Jamaica | | | | | ✓ |
| 8. Church of God 7th Day Fellowship Ministries (General Assemblies) | | | | ✓ | |
| 9. St. Johns Seventh- Day Adventist | | | | ✓ | |
| 10. First Community Church of God | | | | ✓ | ✓ |
| 11. Theodora Project | | ✓ | | | |
| 12. Acts of the Holy Spirit Ministries International | ✓ | | | | |
| 13. New Open Bible Church, Tivoli Gardens | | | | | ✓ |
| 14. Catadupa Christian Fellowship Church | ✓ | | | | |
| 15. Upper Room | | | | | ✓ |
| 16. Child Crisis Assistance Centre | | | | ✓ | |
| 17. Vision Makers Worldreach (Pregnancy Resource Centre of Jamaica) | ✓ | | | | |
| 18. St Andrew Parish Foundation | | | | | ✓ |
| 19. Fusion Jamaica | | | | | ✓ |
| 20. Tower Hill Baptist Church | ✓ | | | | |
| 21. Joy Town Community Development Foundation | | | | ✓ | ✓ |
| 22. Gregory Baptist Learning Centre | | | ✓ | ✓ | ✓ |
| 23. Youth Reaching Youth | | | | ✓ | ✓ |
| 24. Denbigh Church of the Nazarene | | | ✓ | | |
| 25. Harmony Gospel Chapel | | | | ✓ | |
| 26. Lighthouse Assembly | | | ✓ | ✓ | ✓ |
| 27. Mount Carmel Revival Mission Church | | | | | ✓ |
| 28. St. Patrick's Foundation | | | | | ✓ |
| 29. Marantha Christian Church | | | | | ✓ |
| 30. City Life Ministries | | | | | ✓ |
| 31. Lighthouse Assembly Ministries | | | | ✓ | |
| 32. Mary Gate of Heaven Roman Catholic Church | | ✓ | | | |
| 33. Cornerstone Ministries | | ✓ | ✓ | ✓ | ✓ |
| 34. Pentecostal City Mission Church Incorporated | | | | | ✓ |
| 35. Boys Brigade | | ✓ | | ✓ | ✓ |

Key: **St.C**- St. Catherine, **KSA**- Kingston and St. Andrew, **CI**- Clarendon, **W**- Westmoreland, **St. J**- St. James

See Attachment I: Qualitative Profiles for further details on the profiles of FBOs engaged.

