



SOCIAL DEVELOPMENT COMMISSION

Building Communities...Building Jamaica



ANNUAL REPORT APRIL 2019- MARCH 2020

*Agency of the
Ministry of Local Government and Community Development*

SDC'S VISION, MISSION STATEMENT AND CORE VALUES



VISION STATEMENT

The leading community development agency working within a Jamaican Society where all citizens actively participate in a process and benefit from the resulting good governance, economic prosperity, sustainable environment and social well-being.

MISSION STATEMENT

To facilitate the empowerment of citizens in communities, enabling their participation in an integrated, equitable and sustainable National Development Process

CORE VALUES

- Shared Vision, Team Work and Commitment
- Professionalism and Efficiency-based outcomes
- Openness and Honesty
- Non-authoritarian and Inclusive
- Non-partisan
- Responsibility and Self Reliance
- Merit and Equal Opportunity
- Patriotism and Nation-building

OUR BOARD OF DIRECTORS



Mrs. Prudence Kidd-Deans, JP (**Chairman**)



Mr. Richard Creary, JP (**Deputy Chairman**)



Mr. Michael Stern, JP



Mrs. Dorothy Carter-Bradford CD, OD



Mrs Annmarie Heron OD, JP



Mr. Edward Muir



Mr. Donovan Williams



Mr. Hidran McKulsky



Mrs. Sonia Fuller, JP



Mr. Lloyd Pommells JP

OUR SENIOR MANAGEMENT TEAM



Dr. Dwayne Vernon - **Executive Director**



Ms. Juanita Reid - **Deputy Executive Director,**
Community Research and National
Development Priorities



Mr. Omar Frith, JP - **Deputy Executive Director**
Strategic Planning & Communication



Mrs. Denise Ewan - **Director, Human**
Resources Management &
Development



Ms. Sherine Walker - Director, Governance



Ms. Avril Ranger - Director, Local
Economic Development



Ms. Stephanie Matthews - Director,
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Mr. Kevin Morant - Senior Finance Director

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TABLE OF CONTENTS

SDC'S VISION, MISSION STATEMENTS AND CORE VALUES	2
MISSION STATEMENT	2
CORE VALUES.....	2
OUR BOARD OF DIRECTORS	3
OUR SENIOR MANAGEMENT TEAM	5
PARISH OFFICES AND OUR MANAGERS	7
LIST OF ACRONYMS	9
MESSAGE from the Board Chairman.....	10
MESSAGE from the Executive Director	101
Thanks to our Partners	12
Operational Targets and Achievements – FY 2019/20.....	184
Corporate Governance and Participatory Accountability and Responsibility	17
Participatory Accountability and Responsibility (PAR).....	177
Achievements	18
Introduction.....	19
Local Economic Development Support Programme	20
Parish Inter-Agency Network	22
Governance	23
Sports for Community Development Programme (SCDP)	25
SDC T/20 National Community Cricket Competition	25
SDC T10 Masters and Women Competition.....	26
Community Sports Projects 2019.....	26
Community Education Support Programme	27
Community Incentives and Grants Awards (Community Awards).....	27
Grant Facilities.....	28
Community Research and Development Planning	28
SDC as a Registry	29
HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT	30
Staff Welfare/Outreach.....	31
Improved capacity for Service Delivery: Training	31
PROPERTIES & ADMINISTRATION	33
Office Renovation and Improvement.....	33
INTERNAL AUDIT.....	34
Conclusion	36
CHALLENGES & MITIGATION STRATEGIES	38
PROJECTIONS FY 2019/2020	39

LIST OF ACRONYMS



CBO	:	Community Based Organization
CDA	:	Child Development Agency
CDCs	:	Community Development Committees
CDF	:	Constituency Development Fund
CDO	:	Community Development Officer
CESP	:	Community Education Support Programme
CPP	:	Community Priority Plan
CDPP	:	Community Development Planning & Programmes
CPP	:	Community Priority Plan
CSOs	:	Civil Society Organisations
DA/DACs	:	Development Area/Development Area Committees
EU	:	European Union
GOJ	:	Government of Jamaica
HEART-NTA	:	Human Employment and Resource Training-National Training Agency
JFLL	:	Jamaica for Lifelong Learning
JSIF	:	Jamaica Social Investment Fund
MLSS	:	Ministry of Labour and Social Security
MOU	:	Memorandum of Understanding
MP	:	Member of Parliament
NEPA	:	National environment and Planning Agency
ODPEM	:	Office of Disaster and Emergency Management
PDC	:	Parish Development Committee
PIOJ	:	Planning Institute of Jamaica
RGD	:	Registrar General Department
SDC	:	Social Development Commission
UAF/USF	:	Universal Access Fund/Universal Service Fund

MESSAGE from the CHAIRMAN



World class organizations are defined by certain core characteristics: leadership, expertise, innovation, resourcefulness and a passion for serving, to name a few.

These same words describe the Social Development Commission, the leading community development agency that boasts a productive operational year for the Financial Year 19/20, making strides both in our programmatic areas and our corporate governance framework.

We as an entity continue to be an advocate and an example for community engagements and developments. This was done through the, provision of tools and resources to support the strengthening of our governance structures, business and personal development of local businesses, empowerment of relationships between communities and elected representatives, promotion of comradery through sports and broadening of our research database to guide the entity and other stakeholders. It is with this understanding that the board embarked on being more involved with the work of the agency, lending support where it can in the field, whilst participating in corporate governance functions.

The Commission operated on a limited budget for the operational year 2019-2020. However, it was not a deterrent for staff and managers to complete the tasks at hand while fulfilling our commitment to the people of Jamaica. I therefore take this opportunity to express my sincere gratitude and thanks to the staff of the Commission, at all levels for their dedication to duty and their achievement over the period. To my colleagues, members of the Board; thanks for your support and for your vigilance in ensuring that much was achieved from the limited resources at our command. And finally, to our Minister Honorable Desmond McKenzie CD, MP, JP, we express our gratitude for your ongoing support to the Commission and the work we continue to do.

Mrs Prudence Kidd-Deans, JP- Chairman

MESSAGE from the EXECUTIVE Director



The Social Development Commission continues to fulfil its mantra of “Building Communities Building Jamaica” as it creates opportunities for communities to develop socially and economically. This begins with the recognition of 775 communities across the island and the acknowledgment of the roles and responsibilities of the establishment and efficient functioning of strong governance structures within these spaces. These governance structures create the backbone from which all initiatives through our seven programmes are effectively executed.

With this being said, operational year 2019/2020 was a successful year, measured by key achievements that will be detailed in this report. Primary among these achievements are the strides made in our Sports for Community Development Programme with the launch and implementation of two (2) T10 cricket competitions for women and masters players and the implementation of Community Led Educational Activities (not resulting from surveys) under our Community Education Support Programme. Additionally, the entity continues to yield success in its flagship programme, Local Economic Development Support Programme through increase in hosting of Business Fairs to provide economic opportunities and develop skill sets for Local Economic Initiatives and Widening of our Research database to include additional profiles and asset maps, which are utilized by our many partners.

Despite these successes the commission operates within the realities of its financial and human resource limitations, which hamper the reach of the work of the SDC. Nonetheless, gains continue to be made and the staff and partners must be commended for their efforts and sacrifices. The work of the commission cannot be measured in profit, instead its success is measured and attained when communities improve their socio-economic conditions in sustainable ways. As a united team with our community groups and leaders, we continue to work assiduously to make strides in creating communities for persons to work, play, raise families and do business.

Dr. Dwayne Vernon, PhD- Executive Director

Thank YOU



**PETROLEUM
CORPORATION
OF JAMAICA**





Operational Targets and Achievements – FY 2019/20

The SDC is guided by an overarching strategic objective to “Advance the economic development of communities through an integrated community development strategy.” The Commission closed the FY 2019/20 achieving twenty-nine (29) of the thirty-nine (39) indicators activated. This resulted in a total achievement of 74% per cent. This performance whilst satisfactory was hindered by challenges imposed by COVID 19 which affected the Sports Programme and Strengthening the Participatory Governance Framework Programme, derailing the Commission’s on target performance of 82% percent as at February 2020.

Table 1: Operational Target and Achievement

End-of-Year Targets	Achievement to Date (April-March 2020)	End of Year marginal growth/decline
Establish 6 New CSOs	7 CDCs Established	2% decline (11 CDCs went defunct) at the CDC level brought the total to 594 representing 77% coverage across the island.
Revitalized 21 CSOs	15 CDC Revitalized	
Assessed 265 CSOs	243 CSOs assessed across all parishes	
Strengthened 296 CSOs	220 CSOs strengthened	4% decline at the DAC level from 67 active groups to 64, in comparison to last year
363 Groups Maintained	312 Groups Maintained	
68 active groups represented at higher-level tiers in PGF	63 CSOs have improved sector representation	There was a 17% decrease in the number of active PDCs from last year. Ten (10) or 71 % of PDCs remained active over the period; The KSA, St. James and Hanover PDCs were deemed dormant. While the Portmore Advisory Committee similar to last Fy 18/19 was not commissioned in Fy 19/20
67 Advocacy -Planning	62 Plans developed across all parishes	
90 Advocacy - implementation	56 activities implemented from advocacy plans	
Engagements with Political Directorate	Engagements made with Councillors and MPs - across 14 parishes	<p>The programme exceeded two (2) of the nine (9) indicators for the financial year; showing growth in establishment and engagement of political representatives. The latter of which resulted in greater partnerships between elected officials and community members.</p> <p>Sixty-two (62) Advocacy Plans were developed, with fifty-six (56) activities</p>

Table 1: Operational Target and Achievement

End-of-Year Targets	Achievement to Date (April-March 2020)	End of Year marginal growth/decline
		<p>being implemented resulting in resolution of development challenges.</p> <p>The remaining seven (7) indicators were not met due to several factors; Covid-19 pandemic, availability of volunteers to participate in governance processes, crime and violence, staff movement and improper planning.</p>
58 Fora for Planning and implementation (workshops, meetings, public forums etc.,)	77 forums, workshops and meetings for planning and implementation were held	Marginal decline of 3% or 9,776 citizens accessed and benefitted from social safety net programs compared to the last year's 10,075.
163 Joined up interventions	193 joined up intervention implemented	
10 Community Profiles	11 Community profiles completed	1.2 % increase in new Community Profiles - total number of profiles increased to 697
27 Training Sessions	32 Training sessions conducted	
98 Asset Maps	108 Asset Maps completed	16.4 % increase in available Asset Maps bringing the total to 695 from 597
Institutional Listings	Institutional Listings Updated Nationally in March and December 2019	
30 new Community Priority Plans complete	32 new CPPs available	6.1 % increase in completed Community Priority Plans closing the Financial Year with 559 available compared to last year's 527.
125 Community Borders & Boundaries redefined	148 community borders and boundaries have been Redefined	
40 Projects developed and submitted	63 Project Proposals submitted to funders/sponsors.	<p>43% decrease in project proposals completed and submitted i.e., 63 project proposals were submitted for the financial year compared to last year's 110.</p> <p>58% increase in project approvals monetary value from \$12,168,920 to \$29,222,750 of funding received for twenty (20) projects.</p>
208 Teams Registered for SDC National	229 registered island-wide, competition successfully held, & 39 projects completed	

Table 1: Operational Target and Achievement

End-of-Year Targets	Achievement to Date (April-March 2020)	End of Year marginal growth/decline
Communities Twenty/20 Cricket Competition		communities merging to form stronger units.
137 Parish Led Sporting Activities implemented	125 Parish Led Sporting Activities implemented	Marginal decline of 4% in the number of parishes led sporting activities held from 130 to 125 for this financial year.
39 Annual Parish led educational Activities (Not emerging from surveys)	53 Annual Parish led educational Activities (Not emerging from surveys)	29% increase in the number of activities held from 41 last year to 53 this year, resulting in increased educational outcome and youth participation.
56 LED Support Plans	78 LED Support Plans completed	Marginal decline of 3% in number of LEIs from 418 to 405 and 3.5% decline in communities benefitting from LEIs (280-271). Decline due to completion of a national audit that showed 17 non-compliant LEIs.
141 Community Capacity Building sessions	151 Capacity Building Sessions held	
72 Business Models	78 Business Models completed	
28 Business Plans	26 Business Plans complete	3% increase of the number of persons employed full time from 846 to 870.
85 Business Project Proposals	98 Project Proposals developed and submitted for CSOs & LEIs	15 % increase in proposals developed and submitted from 85 to 98 for FY 2019/2020 and twenty-six (26) project approvals with an increase in monetary value from \$9,231,799.61 to \$10,736,884.
89 Business Fairs	90 Business Fairs held	
32 LEIs registered	36 LEIs registered	
32 LEI stories written	68 LEI stories written	252 LEIs participated in Business Fairs with combined earnings of \$4,408,151.00.
<i>Updated Parish LEI Listings</i>	14 Parish LEI Listing Updated	Sixty four percent (64%) increase in number of LEIs registered from 22 last year to 36 this financial year.

Corporate Governance and Participatory, Accountability and Responsibility

All reports and operational plans were developed and submitted within the requisite time frame. The Commission is working to have its audited financials brought up to date, and have subsequently written to Auditor General to facilitate same. To date the last audited Financial report was FY 2016/2017. The financial statements for 2017/2018 and 2018/2019 have been submitted to the Auditor General's Department.

Participatory, Accountability and Responsibility (PAR)

Fourteen (14) PAR session were held across all parishes culminating with an annual retreat at the end of the financial year. The sessions provided an avenue for each Community Development Officer (CDO), Field Supervisors (FS) and Parish Managers respectively to present their work for the FY 2019/20. PAR Sessions continue to be an effective planning, monitoring and evaluation tool which promote active discussions thus enabling the staff to learn from each other, practice their skills and inform the retooling strategies being undertaken.

ACHIEVEMENTS



KEY PERFORMANCES

- 405 Active LEIs as at March 2020
- 1,906 Employed (870 Full-time, 683 Part-time, 353 Seasonal)
- JM\$ 10,736,884.00 Grant Funding approved to 26 LEIs
- 91 SDC held Local Economic activities earning \$4,408,151.00
- 200 LEIs now registered (49%)
- 98 Busines Project Proposals submitted valuing \$197,069,582
- 26 Busines Project Proposals approved valuing JM\$10,736,884.00 million
- 19 projects completed valuing \$39,790,750
- 11 Community profiles completed
- 32 New Community Priority Plans done
- 108 Asset Maps completed
- 53 Inter-Agency Social Services Fairs with 9,776 benefiting
- 220 community groups strengthened
- 312 community groups maintained
- JM\$16,679,514.63 SDC grant funding to CSOs

INTRODUCTION



The Social Development Commission (SDC) continues to implement programmes to improve the lives of community members across the 775 communities in Jamaica. Financial year 2019/2020 had an increase in the use of a research-based approach, with programmes being strategic in the types of activities activated in communities based on issues outlined in Priority Plans and through general scans and transect walks.

This report provides a concise summary of the achievements in each programmatic area. It is through these programmes that the following outcomes were achieved:

- ❖ Increased employment/job creation
- ❖ Increased access and benefit to the Social Safety Net programs by vulnerable citizens
- ❖ Increased dialogue with elected representatives and local authorities
- ❖ Increased advocacy by community groups
- ❖ Increased environmental awareness and community health

The SDC also strengthened its management and programme execution to better suit the changing needs of the citizens we serve. Subsequently, management designed flow charts to guide processes as well as established a two-tier screening and introduced annual auditing for the grant facilities. Additionally, SDC began work as Registrar of Community Groups and Civil Society Organizations, as outlined in the Local Governance Act 2016. Although not open to the public as yet, the Registry has begun to develop its operational processes, engage relevant stakeholders and support the drafting of regulations. Finally, the Community Education Support Programme was launched to enhance educational outcomes within communities which represent Jamaica's dynamic population.

LOCAL ECONOMIC DEVELOPMENT SUPPORT PROGRAMME

Expansion of community economic projects



Fig. A1: Participating LEI and customer at CASFEST Business Fair in St. Mary

SDC is providing support services to four hundred and five (405) LEIs. However, this number represents a marginal decline by 10% compared to last Financial year. The decline was recorded due to findings of the national forensic audit which found seventeen (17) LEIs non-compliant. However, the entity will be providing coaching services to assist the non-compliant LEIs in order to foster growth in the next period.

The organization has embarked on a number of Local Economic Development activities to provide support for LEIs. This includes organizing **ninety-one (91)** Local activities yielding earnings of **JM\$4, 408,151.00** in sales and benefitting **two hundred and fifty-four (254)** LEIs. Further, the SDC was engaged by external partners and MDAs to participate in eight (8) national events, which resulted in forty-four (44) LEIs accumulating

MONTH	SDC National Fairs	SDC Parish Local Fairs	Pop Up	SDC Wray & Nephew T20 Feature	External Events	Total
APRIL	\$69,713.10					\$69,713.10
MAY	\$220,059.00	\$290,410.00	\$1,500.00	\$41,500.00	\$52,000.00	\$605,469.00
JUNE	\$87,500.00	\$110,150.00	\$83,300.00	\$31,500.00	\$347,000.00	\$659,450.00
JULY	\$35,400.00	\$221,630.00	\$35,600.00	\$6,600.00	\$54,000.00	\$353,230.00
AUGUST		\$444,570.00	\$224,600.00	\$241,819.00	\$250,000.00	\$1,160,989.00
SEPTEMBER		\$32,250.00	\$8,000.00			\$40,250.00
OCTOBER-DECEMBER	\$129,950.00	\$284,950.00	\$30,100.00		\$54,300.00	\$499,300.00
JANUARY-MARCH	\$1,246,030.00	\$511,020.00	\$20,000.00		\$215,300.00	\$1,992,350.00
TOTAL	\$1,788,652.10	\$1,894,980.00	\$403,100.00	\$321,419.00	\$972,600.00	\$5,380,751.10

Table 1: Earnings at SDC and external events in FY 2019/2020



Fig. A2 Participating LED and customer at the Baringo Business Fair

\$972,600.00 in sales. The LEIs', involvement in the eight (8) Expo/Conferences presented a win-win scenario, as they expanded their local & international linkages.

Additionally, ninety-eight (98) Business Project Proposals were submitted for grant funding. **Twenty-six (26)** of these proposals have been approved at a

value of **JM\$10,736,884.00 million** from funding sources such as Digicel Foundation, PIOJ, Food for the Poor and SDC's LED Grant facilities. As at March 2020 forty-nine (49%) percent of LEIs' had business registration. **Twenty-five (25) LEIs were legally registered** for operational year 2019/2020. Registration will bolster the groups' chances of applying for the aforementioned facilities thus integrating the groups within the formal local economy.

Increased Employment/Job Creation

Employment continues to be encouraged throughout the LEIs, with One Thousand Nine Hundred and Six persons (1,906) being employed in the 2019/2020 operational year. Of the 1,906 persons employed, eight hundred and seventy (870) were full-time, six hundred and eighty-three (683) part-time, and three hundred and fifty-three (353) were seasonal.

PARISH INTER-AGENCY NETWORK

Increased access and benefit to the Social Safety Net Programs by vulnerable citizens

There were **one hundred and ninety-three (193) Joint up initiatives** held, of which with **fifty-two (52)** were Social Service Fairs, resulting in nine thousand and eighty-six (9,086) persons benefitting.

These initiatives were designed to reduce vulnerability through strategic collaboration with other key stakeholders within the respective parishes. The highlights of the period were the building of three homes for vulnerable residents; two of which were in Hanover and the other in Trelawny. Both beneficiaries in Hanover were also assisted to obtain Birth Certificates, NHF Health Cards and in becoming registered members for PATH with full benefits. The newly built house in Trelawny resulted in improved standard of living for two families in that parish.



Fig. A3: House built through the PIAN in Hanover for a resident

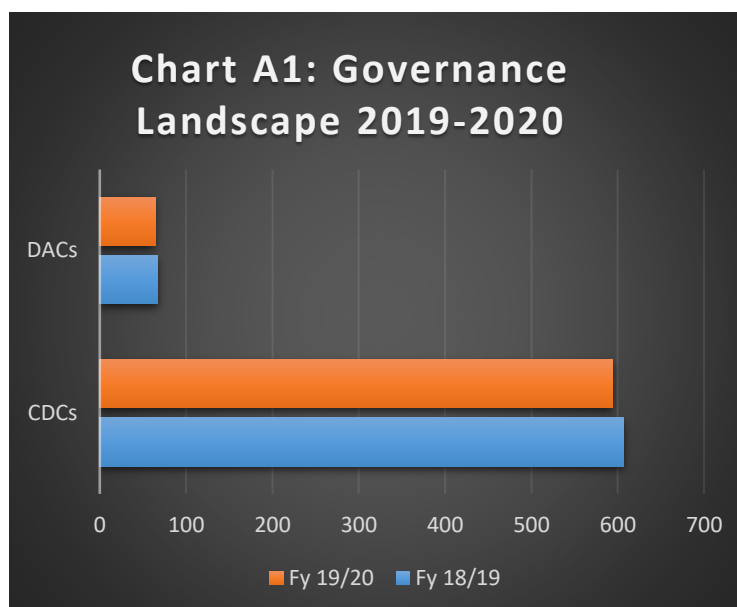


Fig. A4: House built through the PIAN in Hanover for a resident

GOVERNANCE

Governance Landscape

During the FY19/20, the governance landscape decreased in numbers at all levels. There was a 2% decrease in CDCs from six hundred and seven (607) to five hundred and ninety-four (594). The DAC's had a marginal decline of 4%, from sixty-seven (67) to sixty-four (64). Ten (10) or 77% of PDCs remained active over the period. St James, Hanover, and KSA PDCs were dormant while the Portmore Advisory Committee was not commissioned. The total governance landscape figure is six hundred and sixty-eight (668). The



Commission recognizes and is encouraged by the genuine interest demonstrated among most community leaders and stakeholders nationally. However, the stability and social cohesion necessary for development are frequently lacking. Through mitigation planning, strategies will be used in the upcoming financial year to improve the maintenance and functionality of groups.

Increased dialogue with Elected Representatives and Local Authorities

Several partnerships were achieved as a result of the continued focus of building relationships and fostering involvement with the elected representatives and local authorities. These include:



Fig. A6: Piped water for residents of Joe Hut.

- Fifty (50) households from the community of Joe Hut in Trelawny receiving piped water
- Engagement in Bucknor, Clarendon lead to the initiation of road works and pipe repairs.

- Wakefield DAC benefitted from the rehabilitation of a section of the road in the community.
- The launch of various projects geared at improving the well-being of citizens, such as the St Johns West Farmers Market, Sligoville Emancifest, Treadways CASFEST and Homestead Social Service Fair.
- Engagements with the Political Directorate in Manchester that resulted in **\$447,000.00** being garnered to support parenting symposiums, Spelling Bee competitions, acquisition of birth certificates, Social/ Health Fairs and sporting activities.

Increased Advocacy by community groups

Community groups were guided by the SDC to identify pressing issues and available resources that ultimately resulted in the implementation of solutions. Community Groups collectively completed sixty-two (62) advocacy plans. In St. Elizabeth, a Basic School in Goshen was provided with electricity, whilst in Santa Cruz there was an increased police presence. Likewise, in Trelawny, road rehabilitation works were carried out in Sherwood, Content, Deeside and Wakefield and in St. Ann a meeting was held with NSWMA to address the issue of smog affecting the residents.

Sports for Community Development Programme

For FY 19/20, the SDC targeted several Parish Led Sporting Activities and the implementation of the National T20 and T10 community cricket competitions. Teams were required to implement community-based projects with a portion of the prize monies won. One hundred and twenty-five (125) parish led sporting activities were implemented under the programme, which promoted youth inclusion and increased engagements that foster camaraderie, tolerance and positive lifestyles through sports and culture.

SDC/ Wray & Nephew T/20 National Community Cricket Competition

The thirteen (13th) annual staging of this competition was a tremendous success with 229 teams participating and approximately 6,000 patrons attending the finals. It was also the first year that the competition had a title sponsor as a result of partnership forged with Wray and Nephew, for the competition to subsequently be called SDC/Wray & Nephew National T/20 Community Cricket Competition. The Gayle Cricket Club from St. Mary won its first competition title, defeating Orange Hill Cricket Club from Westmoreland in the grand finals held on Sunday August 25, 2020, at Noranda, Port Rhoades Sports Club Limited, Discovery Bay, St. Ann.

Thirty-nine (39) community projects were implemented by winners at the parish and national levels valuing **\$712,500**. These projects impacted learning institutions, persons in need and the community and its members at large. Installation of light bulbs and painting of sections of Tacky High School were two projects undertaken by National Champions, Gayle Cricket Club.



Fig A7: Patrons at the SDC/Wray & Nephew T20 Cricket Finals



Fig A8: SDC/Wray & Nephew T20 National Winners Gayle Cricket Club

SDC T10 Females Cricket Competition & SDC T10 Masters Cricket Competition

In 2019, the SDC launched and staged its SDC T10 Female Cricket and SDC T10 Masters competitions to foster inclusiveness and a medium to highlight cricket and its talent across Jamaica. Eleven (11) Teams entered the competition for women and twenty three (23) for the masters. Talented Blazers from Portmore defeated Portland All Stars for the Women's championship title, whilst St. Elizabeth Masters defeated Ultimate Masters from St. Ann at the finals held on Sunday August 25, 2020, at Noranda, Port Rhoades Sports Club Limited, Discovery Bay, St. Ann.

Four community projects were completed by the top four winners at the national level for both competitions valuing **\$112,500** which impacted learning facilities and the community at large. The winners for the Female T10 competition Talented Blazers from St. Catherine donated a television, television wall mount, fan and toys to the New Horizon Basic School.



Fig A9: SDC T/10 Masters National Winners St. Elizabeth Masters



Fig A10: SDC T/10 Female National Winners Talented Blazers

Community Sports Projects 2019



Fig. A 11: All parish winners in Westmoreland under the T20 and T10 women and master's competition, combined prize monies to rebuild home for a fire victim, who was also a member of the cricket team.



Fig. A 12: Garbage bins placed in Exchange and Content Garden to improve waste management by White River Rebels Cricket Team in St. Ann.

Community Education Support Programme

Increased Educational Outcomes

This Financial year marked the second year of implementation for the Community Education Programme, which achieved fifty-three (53) annual parish led educational activities (not emerging from the survey), a 29% increase from last year. The programme used parenting seminars, debate competitions and Spelling Bees to drive youth participation as well as to provide opportunities for students. Two activities of note are the parenting symposiums held in Manchester where (6) students were awarded for being most improved within their age cohort and two (2) parents being awarded for being most active parents of the year. Additionally, the parish through its Primary Schools Spelling Bee competition had ninety-six (96) students participating and improving their general knowledge.

Community Incentives and Grants Programme

Through the Community Incentives and Grants Programme, the commission hosted its annual parish awards across the thirteen (13) parishes and the municipality of Portmore. Ninety-eight (98) Programmatic Awards were distributed to community groups for their selfless contribution to community development



Fig B 1: community members receiving awards at the parish award ceremonies held in November 2019.

- ❖ 24 Local Economic Development Grants Valued at \$2,274,306.98
- ❖ 14 Community Priority Plan Grant Valued at \$1,700,207.65
- ❖ 213 GoJ Administrative Grant Valued at \$8,040,000.00
- ❖ 10 Parish Development Committee Grant Valued at \$4,500,000

Community Research and Development Planning Programme

Asset Maps Coverage March 2020 - SDC

90%
Islandwide Coverage

Legend

- Asset Maps Available
- Jamaica Parishes

Date: March 2020
Projection: JAD2001
Scale: 1:910,173

SDC
 SOCIAL DEVELOPMENT COMMISSION
 Social Development Commission of Jamaica

Parish Coverage Data:

Parish	Coverage (%)
Westmoreland	82.9%
St. James	100%
Trelawny	84.6%
St. Ann	100%
St. Mary	93.6%
Portland	93.3%
St. Andrew	85.7%
Kingston	90.6%
St. Catherine	100%
Manchester	76.7%
St. Elizabeth	78.6%
Clarendon	100%
St. Thomas	98%

Caribbean Sea

Asset Map Creation: Through the use of GIS one hundred and eight (108) Asset Maps were created to enhance the commission’s ability to spatially analyze and represent communities. Of this total, seventy (70) were validated, bringing the total number of Asset Maps to 695.

Community Priority Plans: Thirty-two (32) Priority Plans were completed making 559 CPPs available across the island which represents a 72.1% coverage.

Research Projects Data: Sixty-three (63) project proposals were submitted to funders/sponsors during the financial year April 2019 to March 2020 (see figure 8 below). The total budget of these 63 proposals submitted was \$197,069,582. Of the sixty-three, twenty (20) were approved and nineteen implemented and completed.

The total cost of these nineteen (19) completed projects was \$39,790,750 benefitting over 19,530 persons. The funders/sponsors included Food for the Poor, elected political representatives, local businesses, Social Development Commission, Jamaica Environment Trust, NWA, Civil Society groups, Jamaica Social Investment Fund, Jamaica Energy Partners, Desnoes & Geddes, Sugar Transformation Unit, Environmental Foundation of Jamaica among others.

Additionally, of the nineteen (19) projects completed, eight (42%) sought to 'Promote Youth Inclusion'; five (26%) focused on 'Increasing People Participation in Governance'; four (4) were concerned with 'Increasing Environmental and Climate Change Resilience' (21%) and two (11%) highlighted the 'Fostering of Wealth Creation and Social Protection'.

Registry Department

One year after its establishment, the Registry for the financial year, focused on the amendment of regulations to accompany the Local Governance Act, recruitment of staff, registration process development and documentation as well as sensitization of Community Groups (CGs) and Community Civil Society Organisations (CSOs). The team completed all its targets for the period under review whilst also making strides in process development and documentation.

Despite the challenges experienced as a result of the lengthy legislative processes in Jamaica, the registry remains focused on the full development of the regulations and complete operation of the unit by 2021.

HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

At the close of the financial year (2019 April to 2020 March), The Social Development Commission's **Staff Complement** was three hundred and thirty-one (**331**).

POLICY AMENDMENT

- Amendments were made to Leave, Succession and Disciplinary & Grievance
- Employee's Handbook was amended for ratification

PROCESS DOCUMENTS

- The Commission developed a total of fifteen (15) Flow Charts to guide HRM & D processes.

STAFF WELFARE/OUTREACH

- The Staff Development Day geared towards promoting staff integration and morale was held at Burwood Beach Trelawny.
- One (1) Jamaica Civil Service Association (JCSA) Sensitization Workshop was conducted to introduce new and existing staff to benefits and service offered.



Fig B 2: SDC staff Development Day Activities

National Awards/Long Service Award -

Jamaica Civil Servant Association & Governor General Award

- There was One (1) recipient of the Badge of Honour for 38 years of service in Community Development, **Mrs. Linda Wood Graham – Office Attendant -St. Catherine**
- There were Four (4) recipients of the Civil Service Long Service Award –Mr. Michael Ebanks, CDO, St. Elizabeth (27 years); Ms. Lera Staple, CDF Manager (25 years); Mrs. Monica Byfield, Senior Accountant 27 years); Mr. Lloyd Erskine, Field Supervisor, St. Catherine (26 years)

TRAINING AND DEVELOPMENT

During a series of twenty sessions; the Commission conducted orientation for **twenty-eight (28)** staff members who joined the organization between April to December 2019.

Learning Spaces were conducted in **five (5) parishes** geared towards sensitizing staff on **terms and conditions of service**. The parishes were; St. Thomas, Kingston & St. Andrew (KSA), Clarendon, St. Ann and Westmoreland. **Eighty-nine (89)** Learning Spaces were held during the period across all parishes focusing on **Core Competencies, Communication and Public Speaking, Development Business Models and Plans, Project Proposal Writing, and Update to Programmes Standard Operating Procedures (SOPs)**.

A Field Supervisor's Orientation/Reorientation Workshop was held for seventeen (17) Field Supervisors and fifteen (15) Parish Managers.

Two Hundred and Nineteen (219) Quality Checks¹ were conducted across the Strengthening the Participatory Governance Framework (SPGF), Local Economic Development Support (LEDS), and the Community Research and Development Planning (CRDP) Programmes.

Employee Capacity Development Plans (ECPDs)² were activated for ten (10) staff; eight (8) Community Development Officers and two (2) Support Staff.

Special Projects Arm of the Training Unit

For the Operational period under review, the Unit achieved the formalizing of the Memorandum of Understanding (MoU) between SDC and HEART Trust/NTA to provide a framework for collaboration between both agencies for fast tracking training opportunities for staff and community members. Connected to this was the follow up on capacity building opportunities for staff members and inner-city community residents through HEART College of Hospitality Services (HCHS), HEART's Workforce Development Unit and HEART College of Innovation and Technology (HCIT). The objective of certification, especially for the community residents is for their social upliftment through hopeful acquisition of employment and/or the creation of their own entrepreneurial efforts. There was also the initiative whereby the commission prepared for the intended rollout of classes in computer technology for staff members and community members. Training activities were severely affected

¹ The periodic and random examination of processes (observation in the field) and documents to ensure consistency and adherence to the Commission's standards.

² Individualized plans outlining an employee's capacity gaps and capacity requirements; and recommended strategies for improvement

by the COVID -19 pandemic in the last month of the period under review. Also, an analysis of the Action Items of the Recommendations out of Staff Test 2017 was prepared and submitted.

SUMMARY

COLLABORATOR	TYPE OF INTERVENTION	PERIOD	LOCATION	# ENROLLED	# AS AT MAR.2020	SPLITS (COMMUNITY/S TAFF)
HEART College of Hospitality Services	Events Planning & Mgmt. Level 3 Diploma Course # 1 (Full complement of 11 Modules and their assessments completed)	Began in April 2018); Awaiting final overall results and then for plans re graduation exercise	SDC Spanish Town Computer Lab.	28: (11 females, 17 males)	25: (8 females, 17 males)	7 Community members from Spanish Town Central districts 18 staff members
HEART (former Jamaica Foundation for Lifelong Learning unit)	Adult Literacy	Began in October 2018 (hampered by COVID -19)	Spanish Town HEART (formerly JFLL complex)	1	1 Male	1 Staff member (St. Catherine)
HEART College of Hospitality Services	Events Planning & Mgmt. Level 3 Diploma Course # 2 (submitted 20 applications to HCHS; 10 persons interviewed; 10 others to be interviewed)	To be finalized by HCHS (hampered by COVID -19)	SDC Spanish Town Computer Lab.	To be finalized soon as all interviews are completed	10 interviewe d (7 females, 3 males)	3 Community members from across St. Catherine 7 staff members (4 from Head Office, 1 from Portmore, 1 from Greater St. Catherine, 1 from Training Department)
HEART's Workforce Development Unit	Training modules to be developed specific to all categories of SDC's ancillary staff	To be determined	To be determined	At least 57 expected to be enrolled	Information on 57 staff members submitted	1 Bearer, 8 Drivers, 19 Office Attendants, 29 Watchmen

Table 2: Participants under the HEART College Programmes in partnership with SDC.

Property and Administration

The Property and Administration Division continues to support the organization by undertaking work on its physical plants, improvement in its information technology infrastructure and continuous efforts to reduce its operational cost with focus on the reduction of consumption for utilities for 2019/2020. Table below outlines comparison of consumption for utilities for the FY 2019/2020 and FY 2018/2019 showing a -1% change.

Month	FY	FY	% Change
	2019/2020	2018/2019	
April	29617	23981	24%
May	32806	30012	9%
June	31713	33091	-4%
July	36181	31544	15%
Aug.	33057	34254	-3%
Sept.	29871	35232	-15%
Oct.	29413	28873	2%
Nov.	22919	28883	-21%
Dec.	25145	24535	2%
Jan.	22387.94	21673.86	3%
Feb.	23307.46	23128.33	1%
Mar.	21587.60	26251.53	-18%
	338005.87	341457.46	-1%

Table 3: Comparison of consumption for utilities for FY 2019/2020 and F2018/2018

Office Renovation and Improvement

For the 2019/2020 FY six (6) properties were refurbished as outlined below:

Office Location	Work completed
22 Camp Road, Kingston 4	Replace blind in specific areas, design and build gazebo for staff lunch area, painting of conference room
1 Port Henderson Road, Spanish Town, St. Catherine	Repairs to section of roof, refurbishing of main office, repairs to (internal) bathroom facilities

1 Albion Road, Montego Bay, St. James	Repairs to roof
16 Market Street, Falmouth Trelawny	General refurbishing of office to facilitate reception area etc.
Shop 24 Dunbar Mall, Westmoreland	Supply and installation of AC Unit
Watson Taylor, Lucea Hanover	General refurbishing and set of CDO work area

The SDC St. Mary Office was relocated from Cape Clare, Clonmenl to the Port Maria Civic Centre in October 2019 which saw a more comfortable working environment for the team.

Information Technology

The Commission installed a Server and a Firewall to facilitate employees to connect to its networking platform utilizing a Virtual Private Network (VPN). The investment facilitates the use of a redundant drive, virtual sever for files and application to safeguard the entity's work.

Additionally Improvement of the payroll software was also undertaken during the period and will improve on the efficiency of the payroll platform to facilitate emailed pay advice and transfer of salary to other banking institutions.

INTERNAL AUDIT

1.0 The following auditing assignments were completed:

- 1.10 Internal Audit Report # 4/2019
Audit of Motor Vehicle & Staff Loans
- 1.20 Internal Audit Report # 5/2019
Audit of Region 5 - Greater St. Catherine
Operations & Accounting Records
- 1.30 Internal Audit Report# 1/2020
Audit of Region 1 (KSA & St. Thomas)
Audit of Region 4 (Manchester, St. Elizabeth & Clarendon)
Operations & Accounting Records
- 1.40 Internal Audit Report #2/2020
Audit of Local Economic & Dev. Supp. Programme
- 1.50 Internal Audit Report #3/2020

Audit of CDCs' Administrative Grants

1:60 Analysis of Overtime April 2018 – March 2019

1:70 Costing – Pension Increase July 2019 – March 2020

Issues arising from audits completed during this period have been detailed in the respective audit reports released and discussed via Audit Committee Meetings and with the relevant Managers with a view to implement recommendations where appropriate.

2.0 The following assignments are Incomplete

2.10 Audit of Region 2 (St. Mary, Portland & St. Ann)
Operations & Accounting Records

2.20 Audit of Value Book April 2019– March 2020

2.30 Audit of Local Economic Initiative Grants (LEI)

2.40 Audit of Traveling Allowance, Subsistence & Mileage Claims

3.0 Summary

In addition to the assignments listed above the IAD undertakes continuous review of the petty cash operated by the Cashier as well as ad-hoc payments relating to bills/receipts submitted for reimbursement.

4.0 Training & Development

Important for the Department's competence & effectiveness to be maintained, is the continued independence and professional competence of the IAD members. As members of the Institute of Internal Auditors, the staff utilizes its access of the relevant courses/information via the (IIA) website, to assist with training and development.

CONCLUSION

At February 2020 the Social Development Commission was at 82% in achieving targets and was on track to continue its high level of achievement. However, due to the global pandemic COVID 19, crime and violence, staff attrition and the unavailability of some volunteers to participate in governance processes at the end of FY March 2020 seventy four percent of (74%) of targets were achieved.

The Local Economic Development Support Programme the flagship of the Commission created job opportunities for one thousand nine hundred and six (1906) community members. The hosting of ninety-one (91) economic activities resulted in earnings of \$4,408,151.00 by two hundred and fifty-two (252) LEIs.

The end of the reporting period had five hundred and twenty-seven (527) out of a possible seven hundred and seventy-five (775) Community Priority Plans (CPP) being available at the national level. Almost ninety percent (89.9%) of communities have access to comprehensive information via the community profiles.

Underpinning the SDC strategic process of an integrated community development framework, the Strengthening the Participatory Governance Framework Programme's focus for FY 2019/2020 was a systematic review of operational processes to strengthen and maintain functionality of the various levels of governance structures.

Through the Community and Incentives Grants Programme, the Commission hosted its annual Community Grants and Awards Ceremonies across all thirteen (13) parishes and the Municipality of Portmore.

During the year a total \$16,679,514.63 via four (4) grant facilities supported the two hundred and sixty-one (261) grant applications which were approved.

Sports for Community Development Programme is a very effective medium through which the T20 Cricket Competition engaged over 229 community teams resulting in Thirty-nine (39) community projects implemented by winners at the parish and national levels valuing **\$712,500**. The SDC Wray

& Nephew T20 Community Cricket Competition served as a medium for building the visibility of SDC's contribution to nation building.

The improvement to the quality of service delivery to residents through effective and efficient collaboration among service providers is evident as the The Parish Inter-Agency Networking Programme continued efforts to impact the vulnerable and enhance community development efforts. For the FY 19/20 **one hundred and ninety-three (193) Joint up initiatives** were implemented of which **fifty-two (52)** were Social Fairs held, resulting in nine thousand and eighty-six (9,086) persons benefitting directly through access to health care, acquisition of civil documentation and or enrolled in the national social safety net programmes. Through the PIAN programme approximately ten (10) indigent persons received improved dwellings.

Nine (9) of the thirty nine (39) targets set for the year 19/20 were not achieved. Percentage non achievement was below 10% for five (5) targets. The partial achievement of the remaining four (4) targets ranged from a high of 81.4% to a low of 63%. For the most part the targets that were not achieved depend heavily on volunteers committing themselves to and making themselves available for sequenced activities throughout the processes. Seventy-Four per cent (74) of all targets set for the FY 2019/2020 were successfully achieved, through the dedicated and hardworking Team, which despite the various challenges ensured that to a great extent, the desired results were attained.

End-of-Year Targets	Not achieve	Partial achievement	Achievement to Date (April-March 2020)
Revitalized 21 CSOs	6- 28.6%	71.4%	15 CDC Revitalized
Assessed 265 CSOs	22-8.3%		243 CSOs assessed across all parishes
Strengthened 296 CSOs	76- 25.7%	74.3%	220 CSOs strengthened
363 Groups Maintained	51-14%	86%	312 Groups Maintained
68 active groups represented at higher-level tires in PGF	5-7.3%		63 CSOs have improved sector representation
67 Advocacy -Planning	5-7.2%		62 Plans developed across all parishes
90 Advocacy -implementation	34-37%	63%	56 activities implemented from advocacy plans
137 Parish Led Sporting Activities implemented	7- 5.1%		125 Parish Led Sporting Activities implemented
28 Business Plans	2-7.1%		26 Business Plans complete

CHALLENGES & MITIGATION STRATEGIES



Despite our successes, there were challenges over the period which strained the efforts of communities and the work of Community Development Officers, such as:

- Resource Constraints (financial and human): High number of communities to officer ratio as well as limitations with travelling allocations. Additionally, the resignation of staff has left vacancies that need to be filled.
- Rampant criminal activities and violence
- Zones of Special Operations
- COVID-19 Pandemic

Despite the financial and human constraints, community development has been advanced through partnerships with local and international stakeholders. The Commission will ensure its aggressive efforts to forge new partnerships to attract additional resources for successful completion of all targets, and the maintenance of existing partnerships will remain a key strategy.

Projections FY 2020/2021- Amidst Budget Cuts and COVID-19 Pandemic

Table 2: Projections for 2020/2021

NAME OF PROGRAMME	OBJECTIVE	TARGETS
<i>Strengthening of the Participatory Governance Framework Programme</i>	To increase participation in local governance by establishing and building the capacity of community organizations to participate in decision making at all levels.	<ul style="list-style-type: none"> • 11 New CSOs • 17 Revitalized CSOs • 242 CSOs Assessed • 230 CSOs Strengthened • 307 CSOs Maintained • 52 Advocacy-Planning • 42 Advocacy-Implementation
Total Allocation		JMD \$250,000.00
<i>Community Incentives and Grants Programme</i>	To provide funding to improve the operations of community groups and to formally recognise their voluntary efforts in building communities across the island.	<ul style="list-style-type: none"> • 3 Calls for Proposals under the Grant Fund Facilities.
Total Allocation		JMD \$24,000,000.00
<i>Parish Inter-Agency Networking Programme</i>	To improve the quality of service delivery to residents through effective and efficient collaboration among service providers.	<ul style="list-style-type: none"> • 45 Forums for Planning and implementation (workshops, meetings, public forums etc.,) • 44 Joined up interventions
Total Allocation		JMD \$0
<i>Community Research and Development Planning Programme</i>	To produce and update data and information that is needed for local and national planning	<ul style="list-style-type: none"> • 1 Community Profiles • 16 Training Sessions • 52 Asset Maps • 30 Borders & Boundaries • Updated National Community Listing • 23 new Community Priority Plans complete • 40 Projects developed and submitted
Total Allocation		JMD \$10,000,000.00
<i>Community Education Support Programme</i>	To improve educational outcomes by reducing truancy and improving community participation in school and educational programmes.	<ul style="list-style-type: none"> • 61 Annual parish led educational activities (not emerging from the survey)
Total Allocation		JMD \$0

<i>Local Economic Development Support Programme (LEDSP)</i>	To bolster viable economic enterprise and shape a culture of productivity that will result in growth in the local economy primarily at the community level	<ul style="list-style-type: none"> • 60 LED Support Plans • 7 Community Capacity Building sessions • 27 Business Models • 0 Business Plans • 28 Business Project Proposals • 35 Business Fairs • 13 LEIs registered • 39 LEI Stories • 14 Updated LEI Listings (Parish)
Total Allocation		JMD \$19,000,000.00
<i>Sports for Community Development Programme</i>	To promote sporting events that reduce barriers, increase participation and promote personal, social and community development	<ul style="list-style-type: none"> • Teams Registered for National Communities Twenty/20 Cricket Competition • community projects implemented from prize monies (Cricket) • Parish led sporting led activities
Total Allocation		JMD \$0

