



INTER-AMERICAN FOUNDATION
GRANT APPLICATION
PART 1: COVER SHEET

Name of Organization: Enter legal name of organization.

Family and Parenting Centre

Organization ACRONYM:

F&PC

Project Title:

Training and Economic Empowerment of marginalized and at risk women

Project Summary: (Do not exceed 50 words.)

Marginalized women are at a high risk of intimate partner abuse because of low educational levels and lack of employable skills. The project will provide support to thirty (30) women to acquire the skills which will enable them to provide financially for themselves and their children.

Duration: _12_ Months. The duration of the support requested should be consistent with the nature and complexity of the proposed activity.

The duration of the project is 12 months.

Amount requested from the IAF: \$106,954 (in US dollars)

Proponent counterpart: \$21,481 (in US dollars)*

Other counterpart: \$ _____ (in US dollars)*

*Counterpart is a contribution from the proposing organization ("proponent") or third party. Counterpart may be in cash donations or in kind, including, but not limited to, land, supplies, infrastructure, labor, and office, storage and meeting space.

How did you hear about the IAF?

Through Funds for NGOs

DESCRIPTION OF ORGANIZATION

Address:

Street Address: 2 Rhynie Drive, Unity Hall

Postal Address (where applicable):): P O Box 1650, Montego Bay PO #1

City: Montego Bay

Province (Dept./State):

Country Jamaica

Postal Code _____

Office Telephone: 876

609 6719

Country/area code

Telephone Number

Cell Telephone: 876

886 2149

Country/area code

Telephone Number

Fax:

Country/area code

Telephone Number _____

Email: fandpcentre@yahoo.com

Website: : <https://www.facebook.com/fandpcentre/>

Contact Person(s): Enter the name(s) of the person(s) primarily responsible for contact with the IAF.

☐ Mr. ☐ Mrs. ☐ Ms. Dr. X

Scott,
(last name)

Beverley,
(first name)

Executive Director
(position)

☐ Mr. ☐ Mrs. X☒ Ms

Tate
(last name)

Valerie
(first name)

Project Assistant
(position)

Year Organization was Founded: 2000

Date of Legal Incorporation: May /02 /2001
Mon / Day /Year

Direct Beneficiaries (number of people who will directly participate in and/or benefit from project activities):

30 Persons

Indirect Beneficiaries: (number of people who will indirectly benefit from project activities): 90 Persons

Funding History: Sources, years and amounts of previous funding received (excluding from the IAF) in US dollars.

<u>Source</u>	<u>Years</u>	<u>Amount</u>
Jamaica Social/Investment Fund/European Union	2020	17,000
Jamaica Social Investment Fund/European Union	2019	23,441
Universal Service Fund	2018	51,414
Ministry of Labour & Social Security	2015	9,288

Has the organization ever received funding from the IAF? NO **If so,**
when? _____

Grant # (if known): _____ **Amount:**
_____.

Organizational Background: Brief description of the applicant organization, including its mission, structure (operating and governing), membership and achievements.

Mission (Do not exceed 100 words.)

Family and Parenting Centre is a charitable organization, established in Jamaica since 2000 with the stated mission of, **“Restoring families to build a strong nation”**. The Centre works mainly with inner city families, at-risk youth and communities to improve their social and economic status thereby allowing them to improve the quality of their family life, and to make worthwhile contributions to their communities and the society in general. In collaboration with schools and social agencies the Centre also provides alternative support such as Cognitive Behaviour Therapy (CBT) for children referred from schools and positive parenting skills for their parents.

Governing Structure (Refers to the organization’s form of leadership which might include a board of directors, general assembly, fiscal council and/or chief executive officer; also indicate how decisions are made, frequency of meetings, etc.) *Please list the board of directors by complete names and positions.*

Family and Parenting Centre is headed by a management board which has general oversight of the organisation. The Management Board is the final authority in terms of decision making in the organisation. The Management Board reviews activities, supervises programmes, supervises and monitors projects, monitors finance, and has responsibility for fund raising. The Board includes a psychologist, a psychiatrist, child therapists, a guidance counselor, trainers as well as representatives from donor agencies, stakeholders and parents.

The Executive Director, who is also a member of the management board, is trained in social work and psychology and has responsibility for the day-to-day management of the Centre.

Mr Barrington Flemming	Chairman
Mrs Ouida Peterkin	Vice Chairman
Miss Shauna Mendez	Secretary
Mrs Serena Holder	Assistant Secretary
Mrs Susan Vidal	Treasurer/Fund Raising
Mrs Carmen Dawkins	Board Member
Mrs Delsie Buddle	Board Member
Mrs Lorna Rampasard	Board Member
Miss Carol Bell	Board Member
Mrs Sherane Scott	Board Member
Dr Beverley Scott	Board Member (Executive Director)

Operating Structure (Refers to the division of labor within the organization which might include an educational team, a communications team, an administrative department, etc.)

The work of the Centre is supported by a team of consultants, trainers, and technical staff experienced in education, psychology, guidance and counselling, social work, literacy studies, life skills, vocational skills and business administration.

The support staff consists of an accountant and an administrative assistant.

Membership (Only for membership organizations; describe the members, criteria to joining, fees charged, etc.)

Not Applicable

Organizational Achievements (Describe your organization's founding, history and past achievements)

Family and Parenting Centre is a charitable organisation established in Jamaica since 2000 with the mission of, "Restoring families to build a strong nation".

The Centre is well established and recognized as having expertise in the empowerment of marginalized women, education and general counselling, child rights, child care and protection issues relative to the needs of at-risk children, and at-risk youth and their families, social and economic inclusion of persons with disabilities - vocational skills training and job placement for persons with disabilities, training and placement of rehabilitated youth from the Jamaican Drug Court Programme.

Current programmes include the positive parenting programme which targets parents who have children with behavioural problems, a behaviour modification programme (Cognitive Behaviour Therapy) which targets high school students as well as youths who are not registered in school, the sustainable livelihood programme which targets at-risk youths to divert them from crime and violence, and the community behaviour change programme which is aimed at youths in vulnerable communities to improve their educational levels and teach vocational skills to improve their employability.

Family and Parenting Centre has managed projects related to the auditing of the child protection system in Jamaica, developing a child protection strategic plan, implementing the child protection plan; empowerment of women through workshops: psycho-social counseling, parenting, remedial education and vocational skills for at-risk youths, producing handbooks for guidance counselors, parents and education leaders as a guide to benefit children and their families with psycho social problems.

Family and Parenting Centre has also collaborated with overseas organisations in implementing programmes including Jamaican Women of Washington for a HIV/AIDS Project in Montego Bay; Florida International Core and Core Strategies for training of Board Members and drafting of our Vision, Mission and Value Statements.

Project-related Experience (Describe your organization's experience in the proposed project area(s) or sector(s))

Family and Parenting Centre has worked with marginalized women over the years through our range of programmes including:

1. Individual/group, focus groups and community group discussions and workshops with marginalized women.
2. Individual, relational and family counselling involving marginalized women, their spouses and family members.
3. Counseling and generating reports on marginalized women, their spouses and children for the Family Court, Children Services and the Department of Correctional Service.
4. Counseling and behavior change therapy for marginalized women and children referred from schools.

INTER-AMERICAN FOUNDATION PART 2: NARRATIVE

Context

1. Describe the community/communities expected to participate, including all characteristics you believe relevant.

Jamaica is an island of approximately 2.6 million people as of the Population Census of 2011. The ratio of males to females is 1.33 to 1.36 million persons. Even though there are slightly more women than men in the population, the society is still patriarchal and has what is considered a “macho” culture. As a result, women in Jamaica are exposed to domestic violence at higher rates than men, and the majority of women who are murdered are killed by their domestic partners. The macho culture not only leads to physical violence, but sexual violence as well. The targeted communities of Anchovy, Cambridge, Granville Tucker and Retirement, have some of the highest murder rates in St. James as well as throughout Jamaica. Statistics from the Social Development Commission indicate that within these communities approximately 45% of the labour force is unemployed, and persons in the age group 18-25 represent almost 50% of those that are unemployed.

Marginalized women are more vulnerable to being in abusive relationships because they lack the education, skills and ability to support themselves and their children. Most of these women did not complete primary or secondary school, or were not able to further their education due to lack of financial resources. Because of the lack of education and job skills, they have few options for employment and are therefore more susceptible to remaining in abusive relationships leading to a cycle of violence.

2. How do the community members or constituents engage in your project?

Family and Parenting Centre works with the Social Development Commission (SDC) which is the Government of Jamaica’s principal community mobilisation and

organisation agency in urban and rural areas and the Community Development Committees (CDCs) which advocate for positive changes within the communities. The CDCs promote the project within the communities and, through their weekly community meetings, identify persons who show an interest in participating.

3. Have you worked together in the past? How and why?

Many of the women targeted by this project have come out of our regular parenting sessions that are conducted with persons in the targeted communities in collaboration with the Social Development Commission and the Community Development Committees. Others are victims of domestic abuse and were referred for counselling by the Family Court, Child Development Agency and the Probation Services.

4. Identify the situation(s) you are addressing (the scope, nature, causes and social or economic impact).

It was noted by the Planning Institute of Jamaica (PIOJ) in 1995 that poverty is a youth phenomenon in Jamaica, affecting men and women, with 54% falling below the age of 25. This trend has continued over the years with the numbers increasing in the harsh economic climate. This is compounded by high levels of illiteracy with the resultant lack of skills and education leading to unemployment. Domestic violence perpetrated mostly by men on their domestic partner is often driven by the need to show that they have power in the relationship which they are unable to demonstrate economically.

Additionally, according to the Amnesty International 2016/17 Report on Jamaica, gender-based violence and domestic violence continue to increase with high numbers of women being killed by their spouse or partner.

The women targeted by this project are young marginalized women in the age group 18-35 who have little education and skills and are therefore ill-equipped to support themselves and their children. They are also at significant risk of using violent means to

discipline their children due to frustrations of not being able to provide financially for them. They are also at risk of being in abusive relationships as a result of being financially dependent on their partners. This leads to repeated cycles of violence in their relationships, exposing children to violence in the home resulting in behavioural challenges. The children are also in danger of perpetuating the cycle of violence when they become adults and enter into relationships of their own.

The target group has experienced physical and/or sexual abuse and as a result some have left their intimate partners but do not have the job skills or the education to be able to provide financially for themselves and their children.

5. How did you decide on the proposal focus and who participated in the decision?

Family and Parenting Centre currently conducts parenting workshops for parents with children who have behavioral problems. These parents are educated about disciplining their children in a non-violent manner. One of the mandates of the Family and Parenting Centre is to teach parents how to raise nonviolent boys and girls who will then grow up to be nonviolent men and women. Coming out of discussions at these workshops participants indicated that if they were able to secure employment they would feel less frustrated as they would be economically independent.

The overall objective of the project is therefore to enable marginalized women to provide financially and emotionally for themselves and their children thereby reducing the level of abuse experienced by both groups.

Project

6. Describe the activities you will undertake.

Activities will include remedial education, life skills training and vocational skills training.

- Remedial education: Participants will undertake learning in basic Mathematics and English. Common reading and mathematics problems will be identified and

solutions applied using CDs, audio, animation, drama and songs. Instructions will be individualized as much as possible and tailored to meet the needs of all participants who will be pre – tested to identify their areas of weakness.

- Life Skills training: Participants will be trained in building self-esteem, violence prevention skills, conflict and anger management skills, sexuality management, positive parenting skills, customer service training, employability skills. Workshops will focus on building skills to increase self-management as well as integration into the society and a professional setting.
- Vocational Skills training: Participants will undertake training in sewing (soft furnishing), barbering, hairdressing, computer skills and entrepreneurial skills. Participants will also have the opportunity for apprenticeship placements in at least one skill area in order to gain work experience.

7. Explain in narrative form your work plan and provide a proposed schedule.

The project duration is 12 months with two cycles of training lasting 6 months each and training sessions held 3 days per week. Each cycle will accommodate 30 participants. During the first month of each training cycle the SDC and CDCs will be requested to assist in the selection of participants. Other tasks will include selecting trainers, in collaboration with HEART Trust NTA and identifying, selecting and formalising arrangements with businesses in Montego Bay for apprenticeship placements.

The preparation of monthly/quarterly status reports during the implementation of the project will provide an overview of project progress toward achievement of overall objectives as well as any challenges being experienced which may cause delay in implementation or put the project at risk for not meeting objectives as well as mitigation strategies employed. Copies of attendance logs will be included in these reports.

These logs will provide supporting evidence of attendance consistency which is crucial if participants are to derive the maximum benefits within the time frame of the project.

Participants will be assessed at the end of each month to gauge their progress in understanding the principles taught. They will also assess the training received and how it has impacted their lives at that point. At the end of the each training cycle there will be a closing out ceremony to recognise the achievements of participants.

An end of project report will be prepared to give an overall review of activities undertaken, lessons learned, the impact on participants and suggestions for replication.

Activity	Training Cycle 1 Month						Training Cycle 2 Month						Owner
	1	2	3	4	5	6	7	8	9	10	11	12	
Contact SDC and CDCs													Family and Parenting Centre
Selection of participants													Family and Parenting Centre, SDC, CDCs
Identify Trainers													Family and Parenting Centre
Contract Trainers													Family and Parenting Centre
Acquire materials and supplies													Family and Parenting Centre
Orientation, Pre-Test, & Complete Participants Profiles													Family and Parenting Centre
Remedial Training													Family and Parenting Centre
Life Skills Training													Family and Parenting Centre, HEART Trust NTA
Vocational Skills Training													Family and Parenting Centre
Identify businesses for apprenticeship placements													Family and Parenting Centre
Apprenticeships Placements													Family and Parenting Centre, Selected businesses in Montego Bay
Monthly assessment of participants													Family and Parenting Centre
Closing out ceremony													Family and Parenting Centre

Activity	Training Cycle 1 Month						Training Cycle 2 Month						Owner
	1	2	3	4	5	6	7	8	9	10	11	12	
Monthly Report													Family and Parenting Centre
End of project report													Family and Parenting Centre

8. What partners are involved in this project and what are they committed to contributing?

Family and Parenting Centre will partner with the Human Employment and Resource Training Trust/National Training Agency (HEART Trust NTA) which is the Government Agency providing Technical, Vocational, Education, Training and certification in Jamaica to provide customer service training to this target group. In addition the Social Development Commission (SDC) and the Community Development Committees (CDC) will be requested to assist in selecting participants from the target communities.

Businesses in and around Montego Bay will be requested to provide apprenticeship placements for the participants to enable them to get work experience in their chosen vocational skill and/or to employ suitable participants.

9. Discuss anticipated outcomes, both immediate and long-term. How will you know if you have achieved them? How will you measure them?

This project will train participants in a marketable skill, teach them how to market that skill and help to provide a path to starting their own business or becoming employed in an already established business in need of their skills. They will also learn parenting skills and nonviolent means of interacting with their children and be able to apply those new parenting skills to discipline their children without using violence.

As a result, the families of the target group, in particular the children, will also learn how to solve problems using nonviolent means. This will result in changes in how they interact with their peers at school, persons in their communities and with persons in

authority. This should then lead to more acceptable behaviours as well as them not participating in violence in the community. The long-term benefits of their ability to problem solve nonviolently would be seen when they have families of their own, in that they would be less likely to abuse their intimate partners and children, be they male or female, and they would be more likely to discipline their own children through nonviolent means.

The reduction in the abuse of women by their partners and the nonviolent approach to child rearing should assist in reducing the level of violence within the home and ultimately benefit the community.

It is expected that the target group will be able to start their own businesses which will produce goods which can be sold inside and outside their communities and improve their economic situation. If they are employed to an established business, then the output of that business could be increased thereby also increasing its economic return and service to the community.

Objective: Marginalised women have the increased capacity to financially support themselves and their children.			
Activities	Outputs	Outcomes	Impact
Remedial Education	Remedial education sessions held	80% of participants reading at least 2 grades above pre-test levels	Participants better able to undertake vocational skills and life skills training
Life Skills Training	Life skills sessions held	60 participants have improved coping skills	<ul style="list-style-type: none"> • Participants with improved self-esteem • Participants with improved parenting skills
Vocational Skills	Vocational training sessions conducted	60 participants have acquired vocational skills which increase their chances of employment	Participants have increased income to be better able to care for themselves and their families

Monthly/quarterly status reports during the implementation of the project will be done to provide an overview of project progress toward achievement of overall objectives as well as any challenges being experienced which may cause delay in implementation or put the project at risk for not meeting objectives as well as mitigation strategies employed. Attendance logs will be kept to provide evidence of attendance consistency which is crucial if participants are to derive the maximum benefits within the time frame of the training cycle.

Evaluation by trainers will be done at the end of each month to gauge the effectiveness of the training, the level of learning attained, and the degree of improvement in knowledge and skills of participants.

Participants will do self-assessment and general assessment at the end of the training period in relation to what they have learned and how the training has impacted their lives.

An end of project report will be prepared to give an overall review of activities undertaken, lessons learned, the impact on participants and suggestions for replication.

10. What makes your project innovative or different?

From our knowledge and experience, support to marginalized women has been mainly temporary shelter, financial help that last for a short time, and general counseling. This project will go further as marginalized and abused women will be exposed to a comprehensive, all inclusive programme that will empower them to earn a livelihood for a lifetime, develop their life skills, improve their education, and train them to employ non-violent discipline with their children. They will also leave a legacy of positive discipline and behavior in their children who will transmit this behavior to a new and positively different society in which generations to come will benefit.

The women with their new knowledge and skills will be encouraged to widen their network and become mentors and trainers for other women in similar situations.

11. Explain why your project is feasible.

The opportunity that this project offers for the empowerment of the target group is what the group has been talking about and yearning for a long time. Our project is feasible because we have been working with this category of women for over twenty (20) years and their main concern has always been lack of education and skills to make a living for themselves and becoming independent and less susceptible to spousal and other kinds of abuse. This is the change that they have talked about and this is the opportunity that they have been waiting for; an opportunity for social and economic empowerment, social and economic inclusion in the society and financial independence.

12. Discuss potential challenges to the project and how your organization will address them.

Potential challenges include:

i) Natural disasters such as hurricanes which can disrupt the training schedule.

This can change the priorities of participants who will be more focused on recovery efforts. In the event of a natural disaster adjustments will be made to the timeline of the project in agreement with the Inter-American Foundation. Additionally it may be necessary to target other communities not affected.

ii) Insufficient funding due to fluctuating exchange rate. This could result in a reduced amount of funding available in local currency to complete the project.

Monitoring of the exchange rate will be crucial so adjustments can be made to the budget as appropriate in order to keep expenditure within the budget levels.

iii) Interruption of training because of outbreaks of violence in the communities.

Participants may be concerned for their safety and fearful to venture out of their homes during this time. The project will collaborate with stakeholders such as the Social Development Commission, the Peace Management Initiative, the Citizen's Security and Justice Programme, and the Police Community Safety and Security Arm which have been working successfully in the communities for over 14 years to mitigate the causes of violence. They would be requested to use their knowledge of the community culture to help diffuse eruptions of violence or any other kind of discontent.

13. How will your efforts continue after funding from the IAF ends?

a. Financial sustainability

It is hoped that the success of this project can generate future funding to continue implementation to benefit more persons. Persons who have benefitted under the project and acquired a high level of skill will be encouraged to partner with Family & Parenting Centre to share their knowledge with future participants of the programme which would over time reduce training costs.

b. Institutional sustainability

Family and Parenting Centre own the location where the training will be implemented, and the equipment required is already in place. Additionally, there is a sustained pool of volunteers from local and international universities and colleges who are sent to the Centre for practicum and work experience. This resource usually assists in reducing the training costs of Family & Parenting Centre programs..

INTER-AMERICAN FOUNDATION

PART 3: BUDGET

- Project budget must be in U.S. dollars. Please specify date and exchange rate used:
Date: April 2, 2020 Exchange rate: US\$ 1 = J\$133.142
- List by line item the amount requested from the IAF as well as counterpart contributions that will be dedicated to the project.
 - "Proponent Counterpart" refers to contributions from the organization submitting the proposal;
 - "Beneficiary Contributions" refers to contributions from the people benefiting from or participating in project activities when different from the "Proponent;"
 - "Other Contributions" refers to resources raised from outside sources that are necessary for project implementation;
 - In-kind contributions (e.g. goods; services; office, meeting, storage or other space; land; etc.), must be ascribed a monetary value.
 - Use footnotes to detail the source of each counterpart contribution.
- Identify at least one lettered sub-item for each of the applicable numbered line items. A list of examples of sub-items is provided on the following page.
- Note that salaries should include employee benefits if required by local employment laws.

Line Items	Request IAF	Proponent Counterpart		Beneficiary Contributions		Other Contributions	
	Cash	Cash	In-Kind	Cash	In-Kind	Cash	In-Kind
1. Administrative Expenses							
a. Public Utilities	2,253						
b. Office Supplies	1,052						
c. Office Space			1,352				
d. Training facilities			1,127				
2. Construction							
a. N/A							
etc.							
3. Dissemination							
a. Printing Training material	1,352						
b. Promotional Banner	240						
4. Equipment							
a. Computers			1,502				
b. Sewing Machines			1,127				
c. Training Tools			751				
d. Office equipment			1,803				
5. Human Resources – Salaries							
a. Project Coordinator	18,026						
b. Project Assistant	18,026						

Line Items	Request IAF	Proponent Counterpart		Beneficiary Contributions		Other Contributions	
	Cash	Cash	In-Kind	Cash	In-Kind	Cash	In-Kind
c. Administrative Assistant	7,210						
6. Human Resources - Contracted Services							
a. Remedial Education Trainer	2,028						
b. Life Skills Trainer	2,028						
c. Vocational Skills: 4 Trainers	8,112						
7. Human Resources - Contributed Services							
a. Volunteers, catering staff, janitorial services, nursery services			13,519				
8. Investment Capital							
a. N/A etc.							
9. Loan Fund							
a. N/A etc.							
10. Materials/Supplies							
a.							
11. Operational expenses							
a. Security etc.	3,155						
12. Other							
a. Closing out Ceremony	1,502						
b. Participants Meal Stipend	19,468						
c. Participants Travelling Stipend	15,412						
d. Participants Apprenticeship	3,785						
e. Meetings with SDC and CDCs							
13. Preliminary Activities							
a. etc.							
14. Real Property							
a. b.							
15. Sub-Grant Fund							
a. etc.							

Line Items	Request IAF	Proponent Counterpart		Beneficiary Contributions		Other Contributions	
	Cash	Cash	In-Kind	Cash	In-Kind	Cash	In-Kind
16. Training							
a. Training supplies (fabric, computer supplies)	1,352						
b. Printing Certificates	1,352						
17. Travel							
a. Project Staff	601						
b,							
18. Vehicles							
a.							
etc.							
TOTALS	106,954		21,481				

FOOTNOTES COUNTERPART FUNDING

1. Administrative Expenses: All training will be conducted at the Family and Parenting Centre facility which will provide office space, and training facilities to implement the project.

2. Equipment: Computers, sewing machines and training tools, are owned by Family and Parenting Centre and will be provided for use by the project in delivering the training. Office equipment will also be made available for use by the project.

3. Human Resources - Contributed Services: Catering services, janitorial services, nursery services are auxiliary services which will be made available to the project.

Examples of budget line items

	Budget line items	Examples of sub-items
1	Administrative Expenses	Rent, public utilities, office supplies and furnishings, insurance.
2	Construction	Buildings, structural improvements.
3	Dissemination	Publications, printing, seminars, audio-visual media.
4	Equipment	Tractors and other farm equipment, cold storage and other equipment, machinery, computer or office equipment.
5	Human Resources - Salaries	Payments to permanent staff or people directly associated with the project, and legally required benefits and social security.
6	Human Resources – Contracted Services	Professional fees paid to consultants for technical assistance in areas such as production and marketing, or for conducting surveys, studies or evaluations.
7	Human Resources – Contributed Services	Donated time/services of staff or people associated with the project or consultants.
8	Investment capital	Working capital, operating capital for an enterprise.
9	Loan fund	Revolving loan fund for production or marketing.
10	Materials/supplies	Fertilizers, seeds, medical and other supplies.
11	Operational expenses	Production, marketing, general or project maintenance.
12	Other	Miscellaneous expenses, organizational development, meetings.
13	Preliminary activities	Legal expenses, market study.
14	Real Property	Tangible and fixed assets related to land or buildings.
15	Sub-Grant fund	Support for small development projects.
16	Training	Teaching materials, supplies, publications, and printed matter.
17	Travel	Transportation, per diem.
18	Vehicles	Purchase or rental of cars, motorcycles, trucks, pickup trucks; insurance; fuel and lubricants; maintenance.

Please submit all applications via email to proposals@iaf.gov.

**Inter-American Foundation
1331 Pennsylvania Ave NW
Suite 1200 North
Washington DC-20004**

**Tel: 202-360-4530
Website: <http://www.iaf.gov>**



INTER-AMERICAN FOUNDATION
GRANT APPLICATION
PART 1: COVER SHEET

Name of Organization: Enter legal name of organization.

Charles Town Maroon Council Limited

Organization ACRONYM:

CTMC

Project Title:

The Charles Town Maroon Cultural Heritage and Eco-Tourism Project

Project Summary: (Do not exceed 50 words.)

Sustainable indigenous community development project with the following components:

1. Physical Upgrading of Charles Town Asafu Yard, Museum and River Park
2. Development of Quao's Village Eco-Tourism Attraction
3. Implementation of Tourism Marketing Plan
4. Development and Marketing of Cultural Performers and Craft Producers
5. Capacity Development for CTMC

Duration: 36 Months. The duration of the support requested should be consistent with the nature and complexity of the proposed activity.

Amount requested from the IAF: \$ 250,000.00 (in US dollars)

Proponent counterpart: \$ 50,000.00 (in US dollars)*

Other counterpart: \$ 50,000.00 (in US dollars)*

*Counterpart is a contribution from the proposing organization ("proponent") or third party. Counterpart may be in cash donations or in kind, including, but not limited to, land, supplies, infrastructure, labor, and office, storage and meeting space.

How did you hear about the IAF?

IAF Website

DESCRIPTION OF ORGANIZATION

Address:

Street Address: Asafu Yard, Charles Town, Portland

Postal Address (where applicable): Charles Town P.O., Charles Town

City: Charles Town Province (Dept./State): Portland

Country Jamaica Postal Code N/A

Office Telephone: 876 365-6524
Country/area code Telephone Number

Cell Telephone: 876 349-2900
Country/area code Telephone Number

Fax: _____
Country/area code Telephone Number

Email: kimjami1@yahoo.com ; rodney_rose64@yahoo.com; Marooncharlestown77@gmail.com _____

Website: maroons-jamaica.com _____

Contact Person(s): Enter the name(s) of the person(s) primarily responsible for contact with the IAF.

☐ Mr. ☐ Mrs. ☒ Ms.

Douglas , Marcia , Acting Colonel
(last name) (first name) (position)

☒ Mr. ☐ Mrs. ☐ Ms.

Goffe , Marcus , Attorney-at-Law
(last name) (first name) (position)

Year Organization was Founded: 1739 (historical organization) _____

Date of Legal Incorporation: 06 / 21 / 2002
Mon / Day /Year

Direct Beneficiaries (number of people who will directly participate in and/or benefit from project activities): 150

Indirect Beneficiaries: (number of people who will indirectly benefit from project activities): 2,500

Funding History: Sources, years and amounts of previous funding received (excluding from the IAF) in US dollars.

<u>Source</u>	<u>Years</u>	<u>Amount</u>
CHASE Fund – Jamaica Initiation of Museum & Asafu Yard		
EFJ – The Sambo Hill Trekking Tours		
CDB Regional Fund – Wickercraft Training Programme		
PSPP/JNBS – Cassava Expansion Project		
IICA/CFNI – Bee- Farming Project		
IDB – Regional Fund Expansion of the Museum & Asafu Yard		
JSIF/World Bank – Building of Critical Infrastructure		

Key

CHASE Fund	- Culture, Health, Arts, Sports and Education Fund
EFJ	- Environmental Foundation of Jamaica
CDB	- Caribbean Development Bank
PSPP/JNBS	- Jamaica National Building Society
IICA/CFNI	- Inter-American Institute for Cooperation/Caribbean Food & Nutrition Institute
IDB	- Inter-American Development Bank
JSIF	- Jamaica Social Investment Fund

Has the organization ever received funding from the IAF? No **If so, when?** _____
Grant # (if known): _____ **Amount:** _____

Annual Budget/Operating expenses for the last three years: J\$3.9 million (US\$33,000) (2015); J\$4.7 million (US\$38,000) (2016); J\$6.8 million (US\$53,000) (2017).

Organizational Background: Brief description of the applicant organization, including its mission, structure (operating and governing), membership and achievements.

Mission (Do not exceed 100 words.)

To promote and lead the sustainable development of the Maroon community of Charles Town, through socio-economic, cultural and environmental projects and initiatives that increase the sustainable incomes, employment, educational and training opportunities, cultural heritage, security and well-being of all community residents.

Governing Structure (Refers to the organization's form of leadership which might include a board of directors, general assembly, fiscal council and/or chief executive officer; also indicate how decisions are made, frequency of meetings, etc.)

The Charles Town Maroon Council Limited (CTMC) is a Provident Society in good standing, registered under the Industrial and Provident Societies Act of Jamaica. The CTMC is governed by a Management Committee, which takes decisions by majority vote, and meets quarterly. The members of the Management Committee are as follows:

Chief/Acting Colonel and Secretary	Ms. Marcia Douglas
Chairman	Mr. Michael Lumsden (Business Entrepreneur)
Treasurer	Mrs. Sharon Douglas
Captain	Mr. Barlow Whyte (Building/Craft)
Captain	Mr. Delano Douglas (Entertainment)
Captain/Assistant Treasurer	Mr. Rodney Rose (Operations/Facilities)
Legal Advisor	Mr. Marcus Goffe (Attorney/Intellectual Property Specialist)
Strategic Planner	Mr. Richard Lumsden (Economist)
Trail Manager	Mr. Paul Atkinson

Operating Structure (Refers to the division of labor within the organization which might include an educational team, a communications team, an administrative department, etc.)

The main operating structure for CTMC has the following teams and team leaders:

Governance/Administration and Culture	Acting Colonel Marcia Douglas
Food and Beverage/Marketing	Mr. Michael Lumsden
Construction	Captain Barlow Whyte
Entertainment	Captain Delano Douglas
Operations	Captain Rodney Rose
Public Relations	Mr. Flavius Laidley
Security/Community Relations	Ms. Dianne McIntosh

The CTMC is also supported by a wider Technical Team of technocrats and professionals, as well as a Conference Planning Committee for the Annual International Charles Town Maroon Conference and Festival.

Membership (Only for membership organizations; describe the members, criteria to joining, fees charged, etc.)

The membership in the historical organization of Charles Town Maroons is extensive and is based on maroon lineage. Members can trace their origins to several families deriving from the original settlements of Old Crawford Town and Charles Town.

Membership in the CTMC is based on the number of paid-up shares issued to members in the registered provident society. Currently there are a total of 20 paid-up members of the CTMC. No annual membership fees are charged.

Organizational Achievements (Describe your organization's founding, history and past achievements)

Historically, the Windward Maroons, including the Maroons of Charles Town, fought for and won their freedom in a Treaty with the colonial power Britain signed in 1739. The Charles Town Maroons have resided on and maintained autonomy over the Treaty lands of over 800 acres to the present day.

The Charles Town Maroon Council (CTMC) was founded in 2002 under the leadership of then Acting Colonel Frank Lumsden to provide an organizational entity for the socio-economic and cultural development of Charles Town. The organizational achievements of the CTMC to date include the following:

1. Establishment of the Maroon Asafu yard and Museum in Charles Town
2. Successfully created the Maroon Tour in Heritage Tourism in Jamaica, with hiking tours to Sambo Hill
3. Collaborated with documentary producers including Roy Anderson to create documentaries on the Maroons
4. Successfully executed a drumming and dancing tour to Canada, as well as cultural outreach tours to Ghana and the United Kingdom
5. Established strong collaborative relationships and partnerships with the University of the West Indies, the Institute of Jamaica/Jamaica Memory Bank, Jamaica National Heritage Trust, Jamaica Tourist Board and Jamaica Conservation and Development Trust
6. Participated in the successful lobby to UNESCO for the Blue and John Crow Mountains to be declared a World Heritage site
7. Successfully established the Annual International Charles Town Maroon Conference and Festival, now in its 11th year, which attracts academic presenters, indigenous peoples and visitors from around Jamaica and the world.

Project-related Experience (Describe your organization's experience in the proposed project area(s) or sector(s))

Implemented with the IDB "The Preservation of the Maroon Culture Project." The project established a Ghanaian section to the Museum representational of the Maroon legacy.

CHASE Fund – Jamaica Initiation of Museum & Asafu Yard

EFJ – The Sambo Hill Trekking Tours

CDB Regional Fund – Wickercraft Training Programme

JSIF/World Bank – Building of Critical Infrastructure

INTER-AMERICAN FOUNDATION PART 2: NARRATIVE

The application is the first step in developing a potential relationship with the IAF. This is your opportunity to share how you developed your ideas. Please address the following:

Context

1. Describe the community/communities expected to participate, including all characteristics you believe relevant.

The community of Charles Town is located in the upper reaches of the Buff Bay River Valley, approximately two (2) miles south of the small urban centre of Buff Bay in the parish of Portland (see Appendix 1 - Location Map). There are three (3) communities in the Charles Town Development Area: Charles Town, Cotton Tree and Plum Valley, of which Charles Town is the largest, with a population of approximately 2,400 persons, of which about 40 percent of the residents are of indigenous Maroon descent. The highest point in the community is Silver Hill Peak (1600 metres above sea level). The main economic activities in the community include agriculture, commerce and tourism. Charles Town is distinctive as one of the communities of the Windward Maroons, established by enslaved Africans who escaped to establish settlements in faraway mountains regions of the island, from which they waged a successful guerilla war in the 18th century against the British colonial army. The Charles Town Maroons led by Captain Quao signed a Peace Treaty with the British in 1739, which included the recognition of over 800 acres of treaty land to the Charles Town Maroons, on which they reside and enjoy treaty rights to the present day. Charles Town Maroons have retained their strong African traditions and culture beliefs, and Charles Town is one of the contiguous communities to the area designated as the Blue and John Crow Mountains World Heritage Site.

2. How do the community members or constituents engage in your project?

The Charles Town community has a long history of autonomous rule, with traditional leadership through the Colonel, who represents the community and liaises with other Maroon communities, local and national government agencies as well as regional and international organizations. The Charles Town Maroon Council Limited (CTMC) was established in June 2002 as an organization established under the legal framework of the government of Jamaica, to support the development of the Charles Town community. The CTMC has secured significant funding from local donors and international development partners, which have contributed to the development of physical infrastructure, including the Asafu Yard, Museum and River Park, as well as the establishment of cultural tourism and agricultural activities. Through this organization Charles Town community members are employed as curators, tour guides, dancers, drummers and in food production and preparation.

3. Have you worked together in the past? How and why?

The CTMC has worked closely with community members from its inception in 2002, including in the design and execution of development projects and in the ongoing implementation of cultural tourism and agricultural activities. The community members are integrally involved as members of the CTMC and as community leaders, as well as through their functional roles in cultural tourism and agricultural activities.

4. Identify the situation(s) you are addressing (the scope, nature, causes and social or economic impact).

The Charles Town community shares many of the socio-economic challenges faced by other rural communities in Jamaica, including relatively low average incomes, high unemployment especially among youths in the age group 14 – 24 years, higher incidence of poverty than in urban areas, and rural-urban migration. These challenges are particularly acute for a Maroon community such as Charles Town, where the retention and preservation of the indigenous cultural heritage of the community may be threatened by the migration of young people from the community seeking employment in urban areas. The mission of the CTMC to promote and lead the sustainable development of the Maroon community of Charles Town is aimed at addressing these challenges by providing opportunities through initiatives such as the proposed Charles Town Maroon Cultural Heritage and Eco-Tourism Project for sustainable incomes, employment, education and training to community residents, including the youth.

5. How did you decide on the proposal focus and who participated in the decision?

The proposal focus is based on building on and scaling up the main existing economic activities of the CTMC, which are cultural heritage tourism and eco-tourism, which draw on the unique cultural and environmental assets of the Charles Town Maroon community. The proposal focus has been discussed among the CTMC Management Committee, the CTMC Technical Team and residents of the Charles Town Maroon community.

Project

6. Describe the activities you will undertake.

The Charles Town Maroon Cultural Heritage and Eco-Tourism Project will have the following components:

- i. Physical Upgrading of Charles Town Asafu Yard, Museum and River Park
- ii. Development of Quao's Village Eco-Tourism Attraction
- iii. Implementation of Tourism Marketing Plan
- iv. Training and Equipment for Cultural Performers and Craft Producers
- v. Capacity Development for CTMC

7. Explain in narrative form your work plan and provide a proposed schedule.

The main activities under each of the components of the Charles Town Maroon Cultural Heritage and Eco-Tourism Project are the following:

- i. Physical Upgrading of Charles Town Asafu Yard, Museum and River Park – Upgrading of the roofing and seating areas of the Asafu Yard; completion of construction of multi-purpose building; provision of audio-visual and music recording equipment; construction of craft centre and tea bar; fencing, land preparation, drainage infrastructure; upgrading of restaurant, bar and stage at river park; upgrading of sports park facilities;
- ii. Development of Quao's Village Eco-Tourism Attraction – Construction of covered food and beverage seating areas, walkways and tent sites; upgrading of kitchen, bathrooms and changing areas; provision of light, water supply and sanitation utilities;
- iii. Implementation of Tourism Marketing Plan - Development and implementation of detailed marketing plan for cultural heritage and eco-tourism tours and accommodation, inclusive of social media, networking, internet marketing portal, and collateral material;
- iv. Training and Equipment for Cultural Performers and Craft Producers – Training of youth in traditional dancing, drumming, singing and craft-making; provision of musical instruments, traditional costumes and craft-making equipment; purchase of motor vehicle;
- v. Capacity Development for CTMC – Capacity development of staff in business administration, marketing, bookkeeping, customer service, food and beverage service, tour guiding and environmental best practices.

The proposed schedule for the project work plan is as follows:

Project Component		Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Physical Upgrading of Charles Town Asafu Yard, Museum and River Park												
2	Development of Quao's Village Eco-Tourism Attraction												
3	Implementation of Tourism Marketing Plan												
4	Training and Equipment for Cultural Performers and Craft Producers												
5	Capacity Development for CTMC												

8. What partners are involved in this project and what are they committed to contributing?

The main partners to be involved in this project and their proposed contributions include the following (see also Budget):

- i. Charles Town Maroon Council (CTMC) – Proponent Counterpart Funding in Cash and Kind
- ii. Community Beneficiaries – Beneficiary Contributions in Kind
- iii. Immaculate Conception High School/Sister Grey – Other Contributions in Kind
- iv. Lumsden and Partners – Other Contributions in Cash and Kind

9. Discuss anticipated outcomes, both immediate and long-term. How will you know if you have achieved them? How will you measure them?

The main anticipated immediate outputs from the project will be the completion of construction, marketing, training and capacity development activities, which will be measured by the monitoring and evaluation (M&E) for the project. The targeted medium- and long-term outcomes of the project will be the direct increase in sustainable incomes and employment for members of the Charles Town Maroon community, measured through the financial reporting for CTMC, reporting on attendance and earnings from the Annual International Charles Town Maroon Conference and Festival, and reporting on revenues generated through CTMC for rental of community accommodations to local and overseas tourists and purchases of agricultural and other supplies from residents of Charles Town. A long-term impact will be the indirect increase in incomes and employment for residents of Charles Town; however, this will be difficult to measure.

10. What makes your project innovative or different?

The Charles Town Maroon Cultural Heritage and Eco-Tourism Project will be innovative and different for the following reasons:

- i. The project is based on the unique cultural heritage of the Charles Town Maroons, as one of only three communities of the Windward Maroons in Jamaica
- ii. Charles Town is one of the contiguous communities to the area designated as the Blue and John Crow Mountains World Heritage Site
- iii. The project draws on the talent and potential of the Maroon community of Charles Town, including the children and youth, in a wide range of cultural and creative activities such as drumming, dancing, singing, crafts and culinary arts.

11. Explain why your project is feasible.

The primary reason that the proposed project is feasible is that it is based on scaling up the main existing economic activities of the CTMC, which are cultural heritage tourism and eco-tourism, and which have already demonstrated economic viability and market demand over a number of years. The CTMC has also almost completed the process of applying for licensing as a tourism attraction by the Tourism Product Development Company Ltd. (TPDCo), which will give the project access to a wider market of local and international tour operators.

12. Discuss potential challenges to the project and how your organization will address them.

The main potential challenges to the project include the following:

- i. Delays in execution of project construction and procurement activities
- ii. Possible lack of adequate market demand for cultural heritage and eco-tourism projects in Jamaica
- iii. Potential exogenous shocks such as extreme weather events during the project implementation period

The CTMC will undertake the following mitigation strategies to address these potential challenges:

- i. Employment of a project manager for execution of all project activities, including construction and procurement
- ii. Strengthening of relationships with existing and new tour companies sending tourists to Charles Town, including Caribic Vacations, Island Routes Caribbean Adventures, Blue Mountain Bicycle Tours, Ibero Tours and Da Vinci Tours, as well as educational institutions including Mico College and high schools
- iii. Purchase of adequate insurance against extreme weather events
- iv. Integration of hazard mitigation techniques into the design and construction of physical upgrading and development activities under the project.

13. How will your efforts continue after funding from the IAF ends?

The funding from the IAF will be deployed to enhance and scale up the existing cultural heritage tourism and eco-tourism activities of the CTMC, which have already demonstrated economic viability. These activities will continue on a strengthened basis with even stronger capacity and marketing, and wider employment and economic impact after the funding from the IAF ends.

**INTER-AMERICAN FOUNDATION
PART 3: BUDGET**

- Project budget must be in U.S. dollars. Please specify date and exchange rate used:
Date: March 14, 2019 Exchange rate: US\$1.00 = J\$130.00
- List by line item the amount requested from the IAF as well as counterpart contributions that will be dedicated to the project.
 - "Proponent Counterpart" refers to contributions from the organization submitting the proposal;
 - "Beneficiary Contributions" refers to contributions from the people benefiting from or participating in project activities when different from the "Proponent;"
 - "Other Contributions" refers to resources raised from outside sources that are necessary for project implementation;
 - In-kind contributions (e.g. goods; services; office, meeting, storage or other space; land; etc.), must be ascribed a monetary value.
 - Use footnotes to detail the source of each counterpart contribution.
- Identify at least one lettered sub-item for each of the applicable numbered line items. A list of examples of sub-items is provided on the following page.
- Note that salaries should include employee benefits if required by local employment laws.

Line Items	Request IAF	Proponent Counterpart		Beneficiary Contributions		Other Contributions	
	Cash	Cash	In-Kind	Cash	In-Kind	Cash	In-Kind
1. Administrative Expenses a. b. etc.	10,000.00		5,000.00				
2. Construction a. etc.	105,000.00	5,000.00	10,000.00		5,000.00	5,000.00	15,000.00
3. Dissemination a. etc.	10,000.00						
4. Equipment a. etc.	25,000.00					5,000.00	5,000.00
5. Human Resources – Salaries a. etc.	30,000.00		5,000.00				
6. Human Resources - Contracted Services a. etc.			5,000.00				
7. Human Resources - Contributed Services a. etc.					10,000.00		
8. Investment Capital a. etc.							
9. Loan Fund a. etc.							
10. Materials/Supplies a. etc.	15,000.00	5,000.00					
11. Operational expenses a. etc.	4,000.00		5,000.00				
12. Other a. etc.	5,000.00		5,000.00				

Line Items	Request IAF	Proponent Counterpart		Beneficiary Contributions		Other Contributions	
	Cash	Cash	In-Kind	Cash	In-Kind	Cash	In-Kind
13. Preliminary Activities a. etc.	2,000.00						
14. Real Property a. etc.							
15. Sub-Grant Fund a. etc.							
16. Training a. etc.	20,000.00		5,000.00				5,000.00
17. Travel a. etc.	4,000.00						
18. Vehicles a. etc.	20,000.00						
TOTALS	250,000.00	10,000.00	40,000.00	0.00	15,000.00	10,000.00	25,000.00

Examples of budget line items

	Budget line items	Examples of sub-items
1	Administrative Expenses	Rent, public utilities, office supplies and furnishings, insurance.
2	Construction	Buildings, structural improvements.
3	Dissemination	Publications, printing, seminars, audio-visual media.
4	Equipment	Tractors and other farm equipment, cold storage and other equipment, machinery, computer or office equipment.
5	Human Resources - Salaries	Payments to permanent staff or people directly associated with the project, and legally required benefits and social security.
6	Human Resources – Contracted Services	Professional fees paid to consultants for technical assistance in areas such as production and marketing, or for conducting surveys, studies or evaluations.
7	Human Resources – Contributed Services	Donated time/services of staff or people associated with the project or consultants.
8	Investment capital	Working capital, operating capital for an enterprise.
9	Loan fund	Revolving loan fund for production or marketing.
10	Materials/supplies	Fertilizers, seeds, medical and other supplies.
11	Operational expenses	Production, marketing, general or project maintenance.
12	Other	Miscellaneous expenses, organizational development, meetings.
13	Preliminary activities	Legal expenses, market study.
14	Real Property	Tangible and fixed assets related to land or buildings.
15	Sub-Grant fund	Support for small development projects.
16	Training	Teaching materials, supplies, publications, and printed matter.
17	Travel	Transportation, per diem.
18	Vehicles	Purchase or rental of cars, motorcycles, trucks, pickup trucks; insurance; fuel and lubricants; maintenance.

Please submit all applications via email to proposals@iaf.gov.

**Inter-American Foundation
1331 Pennsylvania Ave NW
Suite 1200 North
Washington DC-20004**

**Tel: 202-360-4530
Website: <http://www.iaf.gov>**

Appendix 1 - Location Map





INTER-AMERICAN FOUNDATION
GRANT APPLICATION
PART 1: COVER SHEET

Name of Organization: Enter legal name of organization.

Jamaica Conservation and Development Trust

Organization ACRONYM:

JCDT

Project Title:

Blue Mountains Maroon Communities Ecotourism Support

Project Summary: (Do not exceed 50 words.)

The project aims to assist local Maroon communities finalise and implement the eco-tourism/recreation plans developed with them recently. It would provide:- (i) technical support to finalise tour/activity plans including costs/pricing (ii) marketing support including organization of visits from tour operators and (iii) financial and technical support for infrastructure improvements.

Duration: _18_ Months. The duration of the support requested should be consistent with the nature and complexity of the proposed activity.

Amount requested from the IAF: \$104,750 (in US dollars)

Proponent counterpart: \$ 13,400 (in US dollars)*

Other counterpart: \$ 19,100 (in US dollars)*

*Counterpart is a contribution from the proposing organization ("proponent") or third party. Counterpart may be in cash donations or in kind, including, but not limited to, land, supplies, infrastructure, labor, and office, storage and meeting space.

How did you hear about the IAF?

I have heard of the IAF from Latin American colleagues e.g. SATIIM most recently, but I heard about this Call for Proposals through the National Conservation Trust Fund of Jamaica.

DESCRIPTION OF ORGANIZATION

Address:

Street Address: 25 Eastwood Park Road, Kingston 10, Jamaica

Postal Address (where applicable): PO Box 1225, Constant Spring Road Post Office, Kingston 8

City: Kingston Province (Dept./State): N/A Country: Jamaica Postal Code: N/A

Office Telephone: 876 960-2848
Country/area code Telephone Number

Cell Telephone: 876 355-7717
Country/area code Telephone Number

Fax: N/A _____
Country/area code Telephone Number

Email: jamaicaconservation@gmail.com

Website: <http://www.blueandjohncrowmountains.org> and <http://www.jcdt.org.jm>

Contact Person(s): Enter the name(s) of the person(s) primarily responsible for contact with the IAF.

☐ Mr. ☒ Mrs. ☐ Ms.

OTUOKON,
(last name)

SUSAN,
(first name)

Executive Director
(position)

☐ Mr. ☐ Mrs. ☐ Ms.

(last name)

(first name)

(position)

Year Organization was Founded: 1988

Date of Legal Incorporation: 12/05 /1988
Mon / Day /Year

Direct Beneficiaries (number of people who will directly participate in and/or benefit from project activities): 80

Indirect Beneficiaries: (number of people who will indirectly benefit from project activities): 6,905

Funding History: Sources, years and amounts of previous funding received (excluding from the IAF) in US dollars.

<u>Source</u> (Main donors since 2017)	<u>Years</u>	<u>Amount</u>
Natural Resources Conservation Authority/National Environment & Planning Agency	2017 – 2020	373,392
Global Environment Facility – Small Grants Programme	2017 – 2020	100,000
American Birds Conservancy's (ABC) Latin American Reserve Stewardship Initiative	2017 – 2020	129,717

Neotropical Migratory Birds Conservation Act Fund through ABC	2018 – 2020	137,350
German Cooperation for International Development	2019 – 2020	46,435
Jamaica Conservation Partners	2018 – 2020	30,000

Has the organization ever received funding from the IAF? No **If so, when?** _____
Grant # (if known): _____ **Amount:** _____.
Annual Budget/Operating expenses for the last three years: **410,160;** **484,370;** **561,098.**

Organizational Background: Brief description of the applicant organization, including its mission, structure (operating and governing), membership and achievements.

Mission (Do not exceed 100 words.)

The JCDT's mission is to promote environmental conservation and sustainable development with a particular emphasis on the Blue and John Crow Mountains for the benefit of Jamaica and our people.

Governing Structure (Refers to the organization's form of leadership which might include a board of directors, general assembly, fiscal council and/or chief executive officer; also indicate how decisions are made, frequency of meetings, etc.) *Please list the board of directors by complete names and positions.*

The JCDT has a Board of Directors who guide policy and assist with programmes as possible. They are selected or ratified by members who meet at our Annual General Meeting. The Board meets every other month to guide management based on a report from the Executive Director regarding general operations and strategic projects. Management of the National Park involves wider stakeholder involvement through an Advisory Committee which meets bi-annually, a Co-Management Committee which meets quarterly and a Maroon Communities Committee which meets quarterly. These meetings along with Management Planning and ad hoc community meetings guide development and implementation of projects. Board of Directors are:-

Michael Rodriguez, Chairman, Adam Hyde, Deputy Chairman; Lynda Mair, Secretary; Robert Taylor, Treasurer; Amber Vicens Stewart; Camille Needham; Andrea Dempster-Chung; Michael White; Robert Stephens; Wayne McKenzie; Ian Neita

Operating Structure (Refers to the division of labor within the organization which might include an educational team, a communications team, an administrative department, etc.)

Executive & Administrative team comprises: Executive Director, Administrative Manager, Accountant, Accounts Clerk

National Park Management Team comprises: Park Manager, Chief of Corps and Ranger Corps of 7, Admin & Programmes Assistant and Recreational Area Team. This team is heavily supported by the Executive & Administrative Team. Chief of Corps & Admin/Prog. Asst. also carry out Education activities. Executive Director carries out Communications activities.

Recreational Area team comprises the Receptionist/Bookings Clerk, Supervisor and housekeeping and grounds staff who are part-time. The Administrative Manager provides over-arching supervision liaising with the Park Manager.

Membership (Only for membership organizations; describe the members, criteria to joining, fees charged, etc.)

JCDT is a membership organization but as the Executive Director has also been the Park Manager for the last almost 20 years, there has not been a strong focus on membership. Despite this, there are about 20 members. There are no criteria – only interest and completing the application form but members are vetted at Board meetings before being accepted. Currently, membership in the JCDT is linked to our Friends of the Blue Mountains Programme and the membership fee is JA\$4,000 (about US\$30)/year for individual members – which includes a T-shirt and a quarterly newsletter. There are a few corporate members of the Friends of the Blue Mountains Programme and they pay depending on level of support between JA\$25,000 - \$100,000 per year – only a few companies renew membership annually.

Organizational Achievements (Describe your organization's founding, history and past achievements)

JCDT was established by a group of Jamaicans who recognised that the country's economic development could not be sustained without adequate attention to nature conservation. Several of these persons were members of the Natural History Society of Jamaica and they decided to set up a separate organization for implementing projects and working with the Government of Jamaica for conservation and in particular the establishment and management of protected areas. JCDT's company and charity documents were registered in 1988 and the organization embarked on a partnership with the GOJ through the USAID funded Protected Areas Resources Conservation (PARC) Project in later 1989. Highlights of past achievements are:-

- **Major role in the establishment of the Blue and John Crow Mountains National Park and Montego Bay Marine Park (1993 and 1992 respectively)**
- **Preparation of the Draft Protected Areas System Plan for Jamaica - 1993**
- **Successful management of the Blue and John Crow Mountains National Park since 1996**
- **Helped establish other protected area management organisations, protected areas and funds.**
- **Played a major role in the inscription of the Blue and John Crow Mountains as a UNESCO World Heritage Site in 2015 (this started in 2005).**
- **Organised Jamaica's first environmental exposition "Green Expo" in 1996 and hosted in almost every other year since with a major break from 2011 to 2019.**

Project-related Experience (Describe your organization's experience in the proposed project area(s) or sector(s))

The Blue and John Crow Mountains National Park is about 41,000 ha (101,802 acres) and the World Heritage Site is the 26,000 ha Preservation Zone within. The National Park is all "Crown Land" owned by the Government of Jamaica and no-one lives within the National Park. We manage the National Park (IUCN Category II) according to international guidelines under programmes including Conservation e.g. forest restoration, invasive species control, Public Education and Outreach e.g. educational tours at the Park's main recreation area, Recreation & Tourism (we operate Holywell - the main recreation area and the Blue Mountain Peak Trail and Portland Gap rest-stop), Monitoring & Evaluation e.g. bird monitoring and Enforcement & Compliance. We consider an essential part of our work to be facilitating sustainable community livelihoods in the communities within 2km of the National Park boundary and in particular, the Maroon communities (located mainly in the Rio Grande Valley) because of their cultural significance in relation to the World Heritage Site and communities around the National Park's recreation areas. Several of our National Park Rangers and staff are from the "Community Buffer Zone" and have started out as youth participants in skills training activities and then as tour guides. Many more of these have gone on to tertiary education and jobs outside the National Park.

Our Global Environment Facility Small Grant Programme (GEF SGP) project "Linking Natural and Cultural Heritage Conservation" focused on the Maroon communities (it was designed based on feedback from the communities through our Maroon Communities Committee which meets quarterly) and included a component which assessed some of the community tourism attractions including trails and the need for improvements. Through this project and with matching funds from the NMBCA through the American Birds Conservancy we also provided training including certification of about 25 community members by the Tourism Product Development Company in Tourism & Hospitality and Tour Guiding. Coming out of this project, we recognised the need for some infrastructural improvements e.g toilet facilities, trail enhancement, signs/storyboards, water supply etc. and also the need for further training to enhance small business and financial management skills as well as the need to market the visitation opportunities to the many small tour operators who are taking nationals, expatriates and visitors to community destinations. These are not the operators typical of Jamaica's north coast "sun, sea and sand" tourism but they need to see what the communities have to offer in order to start business and the communities need to be a bit more visitor ready. We have experience in these areas e.g. construction, signage and tourism through our operation of the National Park's recreation areas but it is clear that the communities need a little more professional expertise.

INTER-AMERICAN FOUNDATION PART 2: NARRATIVE

The application is the first step in developing a potential relationship with the IAF. This is your opportunity to share how you developed your ideas. Please address the following:

Context

1. Describe the community/communities expected to participate, including all characteristics you believe relevant.
Most of the communities around the National Park are rural communities with agriculture as the main economic base although they are not doing very well and agriculture is declining as young people are not interested, hence there is high unemployment in these communities and limited employment/income generating opportunities. However, these communities are placed in some of the most beautiful landscapes with rich natural and cultural resources. There are 8 Maroon communities to be involved in this project (their population is from the 2011 census):-
 - Scott's Hall – 1,341
 - Charles Town – 861
 - Hayfield – 277
 - Windsor – 1,207
 - Moore Town – 1,061
 - Cornwall Barracks – 1,017
 - Ginger House - 881
 - Millbank – 261Through the projects mentioned above and our support for their festivals and tourism products and services (at different levels within each community) as well as general National Park management – we have a long-standing relationship with these communities. We have introduced them all to the relevant government agencies and other entities to help them access assistance that we cannot provide.
2. How do the community members or constituents engage in your project?
As indicated, there is a Maroon Communities Committee which we organize to meet quarterly to collaborate and get input in National Park management activities and their community activities. This allows us to develop projects based on common goals and interests and to use the same committee to help guide project management. This project will be very inter-active allowing the community members to learn by carrying out activities e.g. working on the costing of their infrastructural projects during the financial management component of the training
3. Have you worked together in the past? How and why?
Yes – as indicated the Maroon communities played a significant role in the history and heritage of the National Park and World Heritage Site and so they have been involved in management planning and planning for the World Heritage Site inscription as well as numerous projects or project components e.g. other components of the GEF SGP Project – Study on the Jamaican Hutia (this is a protected animal which has traditionally been hunted by the Maroons and which they say is now eating their crops), sustainable agriculture/agro-forestry training (2 days in each of the communities) and an agro-forestry project in the Moore Town area.
4. Identify the situation(s) you are addressing (the scope, nature, causes and social or economic impact).
This project aims to address within a few targeted communities, the low level of employment and need for income-generation tied to the opportunities provided by the natural and cultural heritage of the area. It addresses the gaps and community needs identified in earlier projects addressing the same challenges.

5. How did you decide on the proposal focus and who participated in the decision?

The project design is based on the needs identified during implementation of an earlier project. The community members identified needs based on the assessments provided regarding their sites and the visits from tourism agency personnel. This happened last year and a project proposal was prepared but perhaps because it was combined with JCDT needs, was not supported. Our Cultural Heritage Officer who has been working with these communities over the past 8 months validated the proposal focus.

Project

6. Describe the activities you will undertake.

The activities are in three main sets of strategies:

(i) Provide technical support and training to finalise tour/activity plans including costs/pricing:-

- Contract Small Business and Tourism Marketing Consultants
- Contract Organisational Development Consultant to help community organisations
- Involve National Park Volunteer Corps in training and outreach to help provide mentoring beyond the training activities
- Conduct Community Survey to better understand the skills & interests of wider community members
- Conduct site visits to familiarize consultants and volunteers
- Conduct field trip to Charles Town (the group with the most advanced community tourism programme) to learn from their experience
- Conduct entrepreneurship and financial management training (using training manual designed by a consultant for JCDT for Blue Mountains communities under another project)
- Include a day of training to work through the plans for each community including scheduling, script, proposed marketing and costing/pricing and infrastructural improvements proposals

(ii) Provide assistance for infrastructural improvements:-

- Sanitation engineer to provide drawings/costing/guidelines for the toilet facilities
- Technical assistance with trail improvement recommendations
- Design and produce signs for the sites (story-board and directional signs)
- Organise and implement the sub-grant proposal programme
- Communities implement improvements
- Assist JCDT in sustaining work in the area by renovating the Ranger Station in Millbank

(iii) Provide tourism marketing support:-

- Develop/enhance collateral materials inclusive appropriate texts/posts that all entities can use
- Organise for site visits/tours by a group of tour company representatives that specialize in community tourism – include feedback questionnaire and follow up by Tourism Marketing Consultant

7. Explain in narrative form your work plan and provide a proposed schedule.

Objectives and Activities	Months											
	1	2	3	4	5	6	7	8	9	10	11	12
Provide technical support and training:-												
Contract local project coordinator(s)												
Contract Organisational Development, Small												

Objectives and Activities	Months											
	1	2	3	4	5	6	7	8	9	10	11	12
Business and Tourism Marketing Consultants												
Introduce & Involve National Park Volunteer Corps to assist with work												
Conduct Community Survey to understand the skills & interests of community members												
Conduct site visits to familiarize consultants												
Conduct field trip to Charles Town to learn from their experience												
Conduct entrepreneurship and financial management training (4dy) plus 1 dy to apply lessons learned to community projects												
Provide assistance for infrastructural improvements:-												
Sanitation engineer to provide drawings/costing/guidelines for the toilet facilities												
Technical assistance with trail improvement recommendations												
Design and produce signs for the sites (story-board and directional signs)												
Organise and implement the sub-grant proposal programme												
Communities implement improvements												
Renovation of Millbank National Park Ranger Station												
Provide tourism marketing support:-												
Develop/enhance collateral materials inclusive appropriate texts/posts that all entities can use												
Organise for site visits/tours by a group of tour company representatives that specialize in community tourism												

8. What partners are involved in this project and what are they committed to contributing?

The main partners are the community organisations and community members – they will participate in the training and provide in-kind support for the site visits and tour company representatives visit e.g. provision of meals. In addition, we will liaise with the Ministry of Tourism and its agencies and the Jamaica Business Development Centre to provide additional technical support.

9. Discuss anticipated outcomes, both immediate and long-term. How will you know if you have achieved them? How will you measure them?

Outcomes	Indicators	Measured by
Immediate		
8 communities with training to improve their local community tourism small businesses	2 people from each community participate in training	Participants' Sign In Sheet
8 communities receive support for infrastructural improvements to enhance their community tourism products and services	At least 8 community projects implemented Signage improved in each of 8 communities	Receipts for labour and materials and/or equipment Reports and Photographs
At least 7 communities receive marketing support	Collateral Materials Tour operator representatives participate in tours/site visits	Receipts and Collateral Materials Reports and feedback from Tour Operators
Accommodation for staff and researchers in area	Renovation of Millbank Ranger Station completed	Building improvements (before & after) and receipts for labour & materials
Long-term		
At least 7 communities have increased income-generating opportunities being realised	Tour companies are taking groups to visit	Guest Books Community Reports Correspondence

Charles Town is our most advanced group in terms of community tourism (they have regular visits from a variety of tour operators) – they will provide advice and support but they may not need marketing support nor see increased income from this project.

10. What makes your project innovative or different?

The marketing and sales component where we will bring tour operators to the sites so they can see for themselves what each community has to offer. However, this will not be done until the small business development and tourism marketing consultant have assisted the community to properly organize, schedule, curate and cost/price their products and services. In other words, our communities will be provided with mentoring support.

11. Explain why your project is feasible.

We know there is a demand, particularly from people who live in Kingston, based on the increase in small tour companies offering small group excursions, particularly for Jamaicans. We only need one group of 15 – 30 per community per week to make a difference to the local community and the population in the Greater Kingston Metropolitan Area and Greater Portmore Area is about one million. Everyone we have taken to visit these communities is amazed at the resources – there just needs to be some improvements e.g. steps, shelter and the packages need to be refined and properly costed and priced so that the community members and community group can make a profit.

12. Discuss potential challenges to the project and how your organization will address them.

Heavy rain/inclement weather may present a challenge with some of the activities – as they are outdoors so the timing will have to be carefully scheduled. Also with the current COVID-19 situation, we are not certain when we will be able to start the project in terms of the need for meeting in groups. The kind of tourism we are focused on is domestic which will be less impacted by pandemics.

13. How will your efforts continue after funding from the IAF ends?

The JCDDT has been managing the Blue and John Crow Mountains National Park for almost 25 years and involved in management even before that – we expect to continue to work with these and other communities. If even a few of the tour companies become regular patrons of these communities, they will be generating more income from their natural and cultural heritage which will encourage them to better conserve their heritage. This will allow JCDDT to strengthen our work with other communities. The renovation of the Millbank Ranger Station will help sustain our work in the area by providing a place for staff to stay and accommodation for researchers and others as currently there are no bed & breakfast/guest-house opportunities within the Millbank, Comfort Castle or Ginger House communities. The involvement of our National Park Volunteer Corps will help expand the assistance to communities. The organizational development work with the local groups will help build local capacity to sustain activities beyond the project timeframe.

INTER-AMERICAN FOUNDATION
PART 3: BUDGET

- Project budget must be in U.S. dollars. Please specify date and exchange rate used:
Date: 30/3/2020 Exchange rate: JA\$134:US\$1
- List by line item the amount requested from the IAF as well as counterpart contributions that will be dedicated to the project.
 - "Proponent Counterpart" refers to contributions from the organization submitting the proposal;
 - "Beneficiary Contributions" refers to contributions from the people benefiting from or participating in project activities when different from the "Proponent;"
 - "Other Contributions" refers to resources raised from outside sources that are necessary for project implementation;
 - In-kind contributions (e.g. goods; services; office, meeting, storage or other space; land; etc.), must be ascribed a monetary value.
 - Use footnotes to detail the source of each counterpart contribution.
- Identify at least one lettered sub-item for each of the applicable numbered line items. A list of examples of sub-items is provided on the following page.
- Note that salaries should include employee benefits if required by local employment laws.

Line Items	Request IAF	Proponent Counterpart		Beneficiary Contributions		Other Contributions	
	Cash	Cash	In-Kind	Cash	In-Kind	Cash	In-Kind
1. Administrative Expenses							
Rent	2,000	2,500					
Utilities	2,500	3,000					
Office Supplies	500	1,000					
Insurance	1,500	2,000					
2. Construction							
Sign production & Installation	2,500		400		600		
Renovation: Millbank Ranger Station (JCDD)	15,000					15,000	
3. Dissemination							
Develop and print materials	1,500						
4. Equipment							
a.							
etc.							
5. Human Resources – Salaries							
Executive Director (15%)	2500	1,250					
6. Human Resources - Contracted Services							
Organisational Dev Consultant	6,000						
Small Business Consultant	11,250						
Tourism Marketing Consultant	8,000						
Survey	1,000						
Engineer	1,000						
Trails Expert	500						
Local Project Coordination	6,250					6,250	
Volunteers (stipends)	1,500					1,500	
7. Human Resources - Contributed Services							
Accounting Staff.		1,150					
Cultural Heritage Officer		1,100					
8. Investment Capital							
a.							
etc.							
9. Loan Fund							
a.							
etc.							
10. Materials/Supplies	1,000	1,000					
a.							

etc.							
11. Operational expenses Tour Operator Site Visits.	3,000				500		
12. Other a. etc.							
13. Preliminary Activities a. etc.							
14. Real Property a. etc.							
15. Sub-Grant Fund a. etc.	30,000				1,500		
16. Training Small Business etc.	4,000				1000		
17. Travel Mileage Travel Stipend Accommodation & Meals	3,950 800 3,500				500		
18. Vehicles a. etc.							

TOTALS	104,750	13,000	400		4,100	22,750	
---------------	---------	--------	-----	--	-------	--------	--

GEFSGP (\$7,750)

SOURCES: JCDT funds and in-kind Community e.g. meals, JCDT-BIOPAMA (\$15,000) &

Examples of budget line items

	Budget line items	Examples of sub-items
1	Administrative Expenses	Rent, public utilities, office supplies and furnishings, insurance.
2	Construction	Buildings, structural improvements.
3	Dissemination	Publications, printing, seminars, audio-visual media.
4	Equipment	Tractors and other farm equipment, cold storage and other equipment, machinery, computer or office equipment.
5	Human Resources - Salaries	Payments to permanent staff or people directly associated with the project, and legally required benefits and social security.
6	Human Resources – Contracted Services	Professional fees paid to consultants for technical assistance in areas such as production and marketing, or for conducting surveys, studies or evaluations.
7	Human Resources – Contributed Services	Donated time/services of staff or people associated with the project or consultants.
8	Investment capital	Working capital, operating capital for an enterprise.
9	Loan fund	Revolving loan fund for production or marketing.
10	Materials/supplies	Fertilizers, seeds, medical and other supplies.
11	Operational expenses	Production, marketing, general or project maintenance.
12	Other	Miscellaneous expenses, organizational development, meetings.
13	Preliminary activities	Legal expenses, market study.
14	Real Property	Tangible and fixed assets related to land or buildings.
15	Sub-Grant fund	Support for small development projects.
16	Training	Teaching materials, supplies, publications, and printed matter.
17	Travel	Transportation, per diem.
18	Vehicles	Purchase or rental of cars, motorcycles, trucks, pickup trucks; insurance; fuel and lubricants; maintenance.

Please submit all applications via email to proposals@iaf.gov.

Inter-American Foundation

**1331 Pennsylvania Ave NW
Suite 1200 North
Washington DC-20004**

**Tel: 202-360-4530
Website: <http://www.iaf.gov>**



**INTER-AMERICAN FOUNDATION
GRANT APPLICATION
PART 1: COVER SHEET**

Name of Organization: Enter legal name of organization.

Fight for Peace International

Organization ACRONYM:

FFPI

Project Title:

UP: Unity and Peace – CBO Capacity Building

Project Summary: (Do not exceed 50 words.)

Building on a successful collective impact programme, the project promotes community-based responses to violence by strengthening CBO capacity; strengthening gender and youth inclusivity to ensure equity and succession planning; catalyzing community-level collective impact violence prevention programmes; and connecting CBOs to state and private resources to drive integration and sustainability.

Duration: 12 Months. The duration of the support requested should be consistent with the nature and complexity of the proposed activity.

Amount requested from the IAF: \$ 50,738 (in US dollars)

Proponent counterpart: \$ 260,592 (in US dollars)*

Other counterpart: \$ _____ (in US dollars)*

*Counterpart is a contribution from the proposing organization ("proponent") or third party. Counterpart may be in cash donations or in kind, including, but not limited to, land, supplies, infrastructure, labor, and office, storage and meeting space.

How did you hear about the IAF?

FFP founder Luke Dowdney wrote a proposal for Viva Rio, which was funded by the IAF. Luke has also met with David Fleisher of the IAF. Jamaica Country Lead, Kellie Magnus has had several discussions with Jenny Petrow and Ms. Petrow has visited a delivery site and a partners' meeting to learn about the programme in Jamaica.

DESCRIPTION OF ORGANIZATION

Address:

Street Address: _____ ICD Building, 7 Harbour Street _____

Postal Address (where applicable): _____

City: _____ Kingston _____ Province (Dept./State): _____

Country: _____ Jamaica _____ Postal Code: _____

Office Telephone: _____

Country/area code Telephone Number

Cell Telephone: _____ 876 _____ 5649200 _____

Country/area code Telephone Number

Fax: _____

Country/area code Telephone Number

Email: _____ kellie.magnus@fightforpeace.net _____

Website: _____ fightforpeace.net _____

Contact Person(s): Enter the name(s) of the person(s) primarily responsible for contact with the IAF.

☐ Mr. ☐ Mrs. ☒ Ms.

_____ Magnus _____, _____ Kellie _____, _____ Country Lead, Jamaica _____
(last name) (first name) (position)

☐ Mr. ☒ Mrs. ☐ Ms.

_____ Taylor _____, _____ Susi _____, _____ Head of Programmes _____
(last name) (first name) (position)

Year Organization was Founded: _____ 2000 (Luta Pela Paz; in Brazil) _____

Date of Legal Incorporation: _____ 25 _____ / 06 _____ / 2010 * (Fight for Peace International; in UK) _____
Mon / Day / Year

Direct Beneficiaries (number of people who will directly participate in and/or benefit from project activities): 20
representatives of CBOs; 10 CBOs; 20 youth leaders age 10-24; 2,300 youth participants, age 7-24 in the UP
programme

Indirect Beneficiaries: (number of people who will indirectly benefit from project activities): 60,000 community
members

Funding History: Sources, years and amounts of previous funding received (excluding from the IAF) in US dollars.

<u>Source</u>	<u>Years</u>	<u>Amount</u>
This list applies only to FFP's Safer Communities Programme in Jamaica		
Ikea Foundation	2015	210,575
	2016	263,326
	2017	204,549
	2018	37,182
	2019	250,000
DFID	2016	150,000
UNICEF	2016	125,000
American Friends of Jamaica	2017	10,000
	2018	10,000
	2019	10,000
UEFA Foundation for Children	2018	70,000
JP Morgan	2018	4,000
Jamaica Social Investment Fund	2019	8,000
UNICEF	2019	115,000 (not disbursed)
The IKEA grant was a multi-country grant. Figures above represent the amounts spent on the Jamaica programme.		

Has the organization ever received funding from the IAF? No **If so, when?** _____
Grant # (if known): _____ **Amount:** _____.

Annual Budget/Operating expenses for the last three years: 2,020,451; 1,411,915; 2,244,420

These figures are the operating expenses of Fight for Peace International and include expenses beyond Jamaica.

Organizational Background: Brief description of the applicant organization, including its mission, structure (operating and governing), membership and achievements.

Mission (Do not exceed 100 words.)

Fight for Peace (FFP) is a global youth development NGO working to reduce youth violence through a holistic public health approach. Established in 2000 in Rio de Janeiro, as a community-based response to youth violence, FFP now runs Academies in Rio and London reaching 3,000 young people annually. Since 2011, FFP has trained 156 partners from 25 countries in the FFP approach, coordinating a Global Alliance that collectively reaches 240,000 youth. In South Africa and Jamaica, FFP's Safer Communities Programmes support community-based, collective impact responses to violence, in partnership with CBOs, violence prevention and youth development partners, government and funders.

Governing Structure (Refers to the organization's form of leadership which might include a board of directors, general assembly, fiscal council and/or chief executive officer; also indicate how decisions are made, frequency of meetings, etc.)

Fight for Peace's governing structure comprises a board of trustees, Chief Executive Officer and a senior management team, which includes the Head of Programmes whose oversight responsibilities include the Safer Communities programme in Jamaica. The Board of Trustees meets monthly and is collectively responsible for the following:

- safeguard the good name and values of FFPI
- contribute to strategic direction

- ensure that FFPI complies with company, charity, employment and health & safety law
- ensure that it pursues its charitable objectives as defined in the Articles of Association
- ensure that its resources are applied exclusively in pursuance of its objectives
- ensure the continuing relevance of its mission and objectives
- approve policies, plans and budgets to achieve those objectives, and monitor performance against them
- set and maintain frameworks of delegation, internal control and risk management
- ensure the financial viability of the charity, its stability and good performance
- protect and manage FFPI assets

The Jamaica Safer Communities Programme (SCP) is run by the Country Lead, who reports directly to the Head of Programmes, based in London. Decisions regarding the Jamaica programme are made based on consultations with the network of partners as well as consultations with the Head of Programmes and members of the senior management team. The network of partners meets monthly to review the programme and to decide on changes. The Head of Programmes and Country Lead meet weekly and the senior management team meets weekly.

Operating Structure (Refers to the division of labor within the organization which might include an educational team, a communications team, an administrative department, etc.)

The Safer Communities Programme runs in six communities in Jamaica, using a collective impact approach; i.e. it brings together a network of partner organizations to deliver an integrated programme in youth violence prevention. Partners fall under three categories:

- Hosting partners – schools, community centres or other community-based sites where programmes take place
- Delivery partners – organizations with expertise in one or more of the FFP pillars whose staff deliver programmes
- Facilitating partners – donors, government agencies, policy makers and other programme representatives who support the programme and allow for its scaling and replication.

The Safer Communities Programme now has approximately 40 partners comprising Community sports federations,

Partners commit to the principles of collective impact, agreeing to:

1. a shared agenda – the reduction of youth violence and the improvement of outcomes for young people participating in the programme;
2. shared measurement – collective indicators are determined; all activities are tracked so that partners can report discretely on their activities as well as collectively
3. mutually reinforcing activities – partners agree to deliver complementary programmes and avoid duplication. In the SCP model, each partner delivers programming based on its area of expertise, i.e. CBOs lead on community outreach and logistics; sports are led by the national federation in each discipline; personal development sessions are led by youth development organizations). Collectively, the network delivers 63 sessions per week.
4. continuous communication – partners agree to monthly meetings of the network, weekly meetings to discuss matters in each community and daily communication to give programme feedback.
5. a backbone organization – partners agree to have one organization serve as the backbone, undertaking all support roles. FFP plays the role of the backbone organization in Jamaica, providing fundraising, communication, payroll, accounting and financial services as well as capacity building training and consultation and facilitating connections between partners.

The backbone team is comprised of a Country Lead with responsibility for overall management, donor, media and government relations; an Administrative and Governance Officer; a Programme Coordinator who supervises all programme delivery and manages a team of Community Coordinators; a Programme Trainer, who leads on capacity building consultation, training and referrals for all partners; and a Monitoring, Evaluation and Learning Officer who oversees data gathering and analysis and provides MEL training for all partners.

The Jamaica team is further supported by FFP staff members in London and Rio, including the Head of Finance (financial oversight); Head of Monitoring, Evaluation and Learning; Head of Fundraising (identification of new opportunities for the collective); Head of Content and Training (who leads on the codification of SCP activity to facilitate replication); Head of Communications; as well as coaches and content specialists who provide input on programme design and training.

Membership (Only for membership organizations; describe the members, criteria to joining, fees charged, etc.)

FFP is not a membership organization. The FFP Safer Communities Programme in Jamaica operates at 16 sites: 6 community sites and 10 schools. Programmes are open to all and there is no membership fee. Participants are usually referred by a community contact (police officer, teacher/Dean of Discipline; Community Development Committee member etc.) because they have exhibited behavioral challenges that suggest the need for support. Criteria include recent death in the family or exposure to violence; truancy or poor attendance; low academic performance; aggression and/or disciplinary issues. FFP also runs sessions for restricted cohorts (including youth on probation; youth in alternative education programmes; youth in conflict with the law.)

Organizational Achievements (Describe your organization's founding, history and past achievements)

Fight for Peace was founded in the Complexo da Maré favelas, Rio de Janeiro, in 2000 as a community-based response to armed drug trafficking. Over the last two decades, it has grown into a global NGO with partners in 25 countries worldwide, working with young people through Academies in Rio and London, Safer Community Programmes in Jamaica and South Africa, and an Alliance of 150 local partner organisations trained in the Fight for Peace methodology.

Fight for Peace believes the choices young people make are based on the opportunities and support they have access to, as well as the way they see themselves, how they relate to others, and how they see their future. That's why Fight for Peace invests in young people, offering integrated and holistic programmes in a safe environment.

Fight for Peace uses a public health model, which focuses on three levels of violence prevention. At the primary level, we offer opportunities and support for the socio-economic inclusion of all young people living in communities affected by crime and violence. At the secondary level, we focus on individuals or groups identified as being at risk of becoming victims or perpetrators of crime and violence. And, at the tertiary level, we provide intensive support to young people to disengage from crime and violence, and work to prevent them from reoffending or being victimised again.

Fight for Peace's Five Pillars methodology uses non-traditional methods to engage young people where conventional methods aren't working. Through Boxing & Martial Arts, young people build strength and discipline, gain self-respect and learn that success comes through hard work and dedication. We offer formal Education programmes for young people who are not at school, or who face difficulties in learning, and Employability support and training for young people to get access to the job market. Through our Support Services, psychologists, youth workers and mentors help young people overcome issues they may have in their lives. And our Youth Leaders help to design programmes, develop strategies and make decisions at every level of our organisation.

In 2016, Fight for Peace began the Safer Communities Programme in Jamaica, building on the interest of eight Jamaican members of the Global Alliance who wished to design a collaborative initiative. Fight for Peace worked with the Alliance members to design a pilot programme that ran for four months in a neutral space outside of the target communities. In September 2016, the programme shifted to delivery within communities giving young people access to safe, engaging activities close to home. In two years the programme grew to 16 sites, bringing together 40 partners and reaching 2,000 young people. The partners, collectively and in consultation with the youth participants, named the programme UP (Unity and Peace) to reflect the mission of the programme. **The goal of the SCP is to design, deliver and codify for replication a model for collaborative programme delivery for youth violence prevention.** FFP has a Memorandum of Understanding with the Ministry of National Security and has worked closely with leading funders including DFID and UNICEF, and a network of community-based organizations on the SCP.

Awards to Fight for Peace and its founder, Luke Dowdney include the following:

- Best 100 NGOs in Brazil, 2018
- Fight for Peace awarded the Matt Kendall Award by StreetGames (2018)
- Fight for Peace named one of the Best One Hundred NGOs in Brazil by ÉPOCA/Instituto Doar (2017)
- Fight for Peace awarded an EMpower Champion of Youth Award (2016)
- Fight for Peace awarded a Beyond Sport Sport for Conflict Resolution Award (2015)
- Fight for Peace named Leader in Sports Management at 5th Leaders of Brazil Awards (2015)
- Fight for Peace awarded a Stars Impact Award for Education (2014)
- Fight for Peace awarded a Project Oracle Annual Evidence Award (2014)
- Fight for Peace awarded a Beyond Sport Innovation through Sport Award (2013)
- Fight for Peace International awarded an International Olympic Committee Sport for All Award, (2013)
- Luke Dowdney invited to be a Young Global Leader by the Schwab Foundation for Social Entrepreneurship, a sister organisation of the World Economic Forum (2009)

- Luke Dowdney invited by Tony Blair to be an Ambassador for Beyond Sport (2008)
- Luke Dowdney awarded a Laureus Sport for Good Award for his work at Fight for Peace (2007)
- Luke Dowdney invited to become an Ashoka Fellow and receive a UnLtd Level 2 Award for his work as a social entrepreneur (2006)
- Luke Dowdney awarded an MBE by Queen Elizabeth II for Services to the Prevention of Child Exploitation and Violence in Brazil (2004)

Project-related Experience (Describe your organization's experience in the proposed project area(s) or sector(s))

As described above, Fight for Peace has been working on community-based responses to violence for two decades. The Safer Communities Programme, which aims to design, deliver, codify and replicate an effective model for collaborative violence prevention has been running in Jamaica since 2016. In that time, Fight for Peace has successfully grown the programme from a four-month pilot comprising eight Global Alliance partners delivering a weekly session to 67 participants to a year-round programme comprising 40 partners delivering 63 sessions a week to more than 2000 participants. These programmes were co-designed with community members including youth and are delivered in partnership with community leaders. The midline external evaluation of the programme reflected strong positive feedback from beneficiaries and partners and FFP has received requests for support with replication and integration of the model into other programmes from both partners and the government. FFP has also begun replication of the SCP model in Brazil.

INTER-AMERICAN FOUNDATION PART 2: NARRATIVE

The application is the first step in developing a potential relationship with the IAF. This is your opportunity to share how you developed your ideas. Please address the following:

Context

1. Describe the community/communities expected to participate, including all characteristics you believe relevant.

The Safer Communities Programme (SCP) now operates in six communities in Kingston: Hannah Town, Denham Town, Trench Town, Tivoli Gardens, Fletchers Land and Parade Gardens. In 2017, these communities reported 30 murders and 95 shootings and similarly high levels of violence have been reported for 2018. Four of the six communities were part of the recently declared State of Emergency in Kingston and one (Denham Town) has been declared a Zone of Special Operations (ZOSO), i.e. a site for intensive, joint military and police presence since October 2017. Of the near 60,000 residents in the six communities, approximately 50% are under age 24 and just over 50% are female. The communities share common challenges: low income levels, limited access to sport and recreational facilities, high unemployment and high rates of murders, shooting and sexual violence. Training under the project will be open to CBOs from all six communities; while programme delivery will be supported in two.

2. How do the community members or constituents engage in your project?

Fight for Peace works closely with community members in all stages of the programme: design; delivery; monitoring, evaluation and learning; and codification.

The SCP was co-designed with community members and they have remained integral to its delivery and monitoring. Each community has a Community Development Committee (CDC), a volunteer body that is supported by the government and is intended to serve as an umbrella organization for all CBOs in the community. Typically, these include youth clubs, elderly groups, police clubs, parents' groups, schools, sports groups and other affinity groups. As part of designing the programme, FFP met with each CDC and hosted workshops where community members determined what the programme would look like in each community. (While all programming strands are offered to all communities, each community customizes its own.) As the programme continued, FFP contracted Community Coordinators, who were residents from the local community and often linked to the CDCs, in recognition that the demands of the programme required more than volunteer support. The CDCs recruited potential candidates; interviews were conducted jointly by the CDCs and FFP; coordinators were selected based on consensus and now work full time, reporting to both FFP and the CDCs. Community Coordinators play a critical role in programme delivery, as primary liaisons between external delivery partners and community members and as a constant and committed face of the programme. Community Coordinators, other CDC members and other community members who express interest in the programme are invited to attend monthly network partners' meetings.

In 2018, in a series of partners' meetings, the programme for 2019-2020 was collaboratively designed by the network. The activities presented for funding here represent a subset of the priorities determined. Other activities are being funded by the IKEA Foundation, the UEFA Foundation, the American Friends of Jamaica and UNICEF.

3. Have you worked together in the past? How and why?

Community and youth inclusion are core principles in the Safer Communities Programme. FFP believes that community members know their communities best and that programmes need to be informed by community insight prior to implementation.

FFP has worked closely with members of all six communities since September 2016. Community members have been involved in programme design; some have been contracted as Community Coordinators who lead on community outreach, recruitment of participants and monitoring of all sessions delivered in their respective communities. For nearly three years, FFP and community members have collaborated to maintain a year-round schedule of programmes in sites where they would not otherwise have occurred. Other community members have been hired in other supporting roles in programme delivery. For example, community members were trained in Edusport -- a games-based literacy and numeracy programme -- then contracted to deliver sessions at schools and community centres within the programme; others have been trained as coaching assistants and paid to support coaches provided by the national sports federations. FFP and CDCs have also collaborated on hosting training sessions, workshops and community engagement events. The FFP team is in daily communication with community members and formal meetings are held weekly.

4. Identify the situation(s) you are addressing (the scope, nature, causes and social or economic impact).

FFP works in six communities in Kingston undergoing high levels of violence and state security interventions. This project aims to promote community-based responses to violence by strengthening the capacity of CBOs and CSOs working in two of these communities; supporting CBOs in the design and delivery of innovative violence prevention programmes; strengthening their gender and youth inclusivity to ensure equity and succession planning; and connecting them to state, private and CSO resources to private, NGO and state resources to strengthen the referral process and to find partners for collaborative initiatives. The project is aligned with IAF's focus on Civic Engagement, Leadership and Education; and Inclusion.

Jamaica has the sixth highest homicide rate in the world, with men under 24 disproportionately represented as victims and perpetrators. Violence is concentrated in communities like the six selected, with high levels of poverty and limited social services. In 2017, these communities reported 30 murders and 95 shootings and similarly high levels of violence have been reported for 2018. The Fight for Peace programme in Jamaica aims to reduce youth violence by providing community-based deterrence, intervention and rehabilitation programmes and strengthening the network of state and civil society actors providing support services. All six communities are targeted for security interventions, including joint approaches by the military and police.

Current approaches to violence prevention in these communities have several challenges:

1. Programmes are often designed externally with limited input from community members. Community engagement on these issues is often cosmetic; and community-based organizations often lack the resources to undertake programme delivery.
2. Programmes are designed without attention to inclusivity. Programmes are usually delivered by external partners, sometimes in collaboration with Community Development Committees (CDCs), volunteer organizations designated by the governments as hubs for community projects. CDCs often lack representation of marginalized groups within the community. As volunteer organizations with resource constraints, they are often challenged with maintaining ongoing programming. Recent baseline interviews conducted by Fight for Peace revealed that boys and girls perceive security issues differently. Girls have greater fears of violence and sexual violence and boys seem unaware of the prevalence of sexual violence. Safety plans prepared by CDCs and schools typically do not reflect the voices and gender-specific concerns of girls and women. Similarly, the voices and perspectives of young people are typically absent from these plans.
3. Programmes are delivered in silos, without coordination at the community level creating redundancies and missed opportunities for synergies. Limited capacity in monitoring, evaluation and learning efforts prevent other programme designers from learning what has/has not worked in the past, leading to multiple overlapping efforts, often targeting the same beneficiaries.

This proposal aims to address these challenges by strengthening CBOs' capacity to design and implement collaborative, inclusive violence prevention programmes and to contribute evidence-based input to the design of further programmes and policies. This will contribute the long-term sustainability of the CDCs and their communities.

5. How did you decide on the proposal focus and who participated in the decision?

As described above, programme priorities are discussed in monthly partners meetings and a collective plan for 2019-2020 has been prepared. The activities presented in this proposal reflect those most aligned with the IAF's interests in building safer communities and enhancing democratic governance.

Project

6. Describe the activities you will undertake.

The project has four primary activities:

- a) Sensitize CBOs on youth and gender inclusivity
 - Host community-wide sensitization sessions on youth and gender inclusivity
 - Support CBOs to recruit youth and women
 - Leadership and advocacy training for youth and women
- b) Provide training and consultancy support for CBOs in the target communities. Training will include violence prevention; project design; collective impact; basic financial reporting; monitoring and evaluation and communication. (CBOs have identified these areas as priorities for training.)
- c) Support collaborative programme delivery by CBOs in each community through sub-grants for community-based, collective impact approaches to violence prevention
 - Host community planning workshops with CBOs to co-design programmes
 - Provide grant-funding for programmes and support CBOs in delivery
 - Support community assistants in undertaking monitoring and evaluation for the project
 - Support community assistants, Coordinators and CDCs with sharing learnings from the project with communities
- d) Create forums to share learnings:
 - Host community forums to share learnings and to catalyze revisions of community safety plans
 - Facilitate consultations between CDCs and CBOs with state partners, including in the pre-election events hosted by the government and opposition
 - Host facilitator forums with private sector and NGO partners to share learnings; give community input to national discussions on security and to connect CBOs to partners for development of collaborative initiatives.

FFP will work alongside participating CBOs for a year, upskilling them to facilitate their growth past the end of the project. As the backbone organization, FFP will provide accounting, financial reporting and monitoring and evaluation support to ensure transparency and accountability.

7. Explain in narrative form your work plan and provide a proposed schedule.

The activities proposed herein will sit within the larger work plan to be co-delivered by partners during 2019-2020. Activities will take place over a 12-month period, beginning with inclusivity sensitization sessions, recruitment and leadership training. CBO training will begin in Q1 and will continue throughout the year. At the beginning of Q2, CBOs will be supported to collectively design community-based initiatives and support for the delivery of the initiatives will continue through the end of Q3. In Q4, CBOs will be supported to share their findings at the community and national level. Project insights will be shared via traditional and social media throughout the year.

Task	Responsible	Q1			Q2			Q3			Q4		
		1	2	3	4	5	6	7	8	9	10	11	12
Sensitization													
Map CBOs, identify gaps and training needs	FFP/ CBOs												
Host inclusivity sensitization sessions	FFP/RISE												
Host leadership and advocacy training	RISE												
Training													
Identify additional training partners	FFP												
Conduct CBO baselines	FFP												
Host CBO training	FFP/RISE/PMI /Various												
Collaborative Delivery													
Host CBO workshops to co-design programmes	CBOs												
Host community forums to generate buy-in	CBOs												
Support CBOs to deliver and monitor programme	FFP/CBOs												
Sharing of Learnings													
Host community forums to share learnings	FFP/SDC												
Support CDCs to revise community safety plans	FFP/SDC												
Host facilitator forums	FFP												
Share insights and learnings via mainstream and social media	FFP/CBOs												

8. What partners are involved in this project and what are they committed to contributing?

Partners in the existing programme will be involved in this strand. Hosting partners (schools and CDCs) will contribute venues and outreach services. The delivery partners involved in this strand will include RISE Life Management Services, a youth development organization and the Peace Management Initiative, the leading violence prevention agency in the country. RISE will provide facilitators to lead community “walkshops” alongside CDC members and will lead on the residential leadership retreat; and the PMI will lead on sensitization on violence prevention. FFP will also work closely with the Social Development Commission and the Department of Cooperatives and Friendly Societies, the government agencies responsible for community development and the strengthening of CBOs. As with other aspects of the programme, resource persons from other partners in the network can be drawn in as and where needed. The complete list of partners is included in Annex 1.

9. Discuss anticipated outcomes, both immediate and long-term. How will you know if you have achieved them? How will you measure them?

All activities will be tracked by FFP’s monitoring and evaluation (M&E) officer and the Community Coordinators. M&E is tracked using a tool called Upshot. Entries are done real-time via tablet or smartphone. FFP will conduct a baseline within each CBO.

The long-term outcome of the project is that violence prevention programmes are informed by and implemented in partnership with strong, inclusive networks of CBOs with the capacity for sharing learnings to facilitate replication.

Activities under the project are designed to achieve the following short-term outcomes:

Outcome 1:	CBOs demonstrate increased capacity to plan and implement inclusive violence prevention programming
Performance indicators:	8 CBOs demonstrate increased knowledge of youth and gender inclusivity, and skills and confidence to improve diversity of membership and increase the number of youth and women in leadership roles 24 representatives of CBOs demonstrate improved knowledge in key content areas (violence prevention, project design, collective impact, monitoring and evaluation, communication and financial reporting) 100 women and girls demonstrate improved leadership and advocacy skills 100 youth demonstrate improved leadership and advocacy skills
Outputs:	8 CBOs trained (100 members; 50% female) 2 new CBOs strengthened/supported
Outcome 2:	CBOs demonstrate increased capacity to coordinate and collaborate on programme delivery
Performance indicators:	2 collective CBO-designed community initiatives undertaken (min 3 partners)
Outputs:	2 community forums hosted 4 workshops hosted
Outcome 3:	CBOs demonstrate improved capacity to contribute evidence-based input to design of violence prevention programming and policy and public discussions on security
Performance indicators:	2 CDCs and/or groups of CBOs distribute quantifiable results from collective programme delivery
Outputs:	4 community forums hosted 2 community safety plans revised 1 facilitator forum hosted 24 news features on community insights placed 8 social media accounts active

10. What makes your project innovative or different?

The Safer Communities Programme is the only collective impact programme in Jamaica working in defined geographic footprints. It provides an opportunity to design, measure, learn from and replicate collaborative initiatives designed and delivered by community-based organizations. It is the only initiative with a dedicated backbone organization, active within its target communities, but solely dedicated to providing support. Fight for Peace works closely with Jamaican ministries, departments and agencies and has been invited to collaborate with Project Hope, a youth employment programme based in the Office of the Prime Minister on joint social interventions in the Denham Town Zone of Special Operations. Fight for Peace has recently agreed to work with the Joint Command in the Zone of Special Operations to create opportunities for constructive engagement between youth and the security forces and to strengthen the provision of recreational activities for youth in music, sport and technology. Additionally, Fight for Peace's commitment to and experience with strengthening monitoring and evaluation skills at the community level allow for the learnings from this project to be meaningfully transferred to other community development activities.

11. Explain why your project is feasible.

This programme component sits within the larger Safer Communities Programme, which FFP has built over the last two years. This strand now allows for the learnings to be transferred to networks at the community level. This is a critical extension of the work over the last three years; its feasibility is strengthened by the two years of practice the partner organizations have in working together; the expertise FFP has gained as a backbone organization, particularly in its understanding of and experience working with CBOs in the target communities; and in the breadth of experience the Community Coordinators bring. FFP and its network partners have developed a regular training schedule, into which the priority areas noted can be inserted. Community Coordinators have the credibility and community knowledge to drive recruitment of CSOs as well as experience in coordinating logistics for large training sessions and events. The network of partners has strong relationships and two years of practice in collective delivery. Additionally, the footprint of 2300 youth, six communities, 16 sites and 40 partners gives us the flexibility to make quick changes in delivery when the need arises.

The project is further secured by the fact that the FFP core project team are separately funded by the IKEA Foundation and that funds are in place to continue the delivery of sport and personal development programmes across the target communities. Programmes to be designed by the CBOs will therefore be complemented by existing programmes in the communities.

12. Discuss potential challenges to the project and how your organization will address them.

The two greatest challenges FFP will face are the threat of violence and the weakness of CBOs. Violence is a constant threat, often derailing activities and dampening recruitment efforts. In some communities, schools and community centres sit on paths that often experience gang flareups; this often requires rescheduling of planned activity. FFP's Community Coordinators have built robust networks in the community that allow for quick alerting of any threats. However, the Community Coordinators are themselves exposed to violence and they, and the youth participants they support, sometimes experience trauma that can delay programming. As described above, the network of 40 partners and 16 sites makes it possible to quickly reschedule activities when necessary.

The weakness of Community Development Committees and community-based organizations in general, in the target communities is what necessitates this intervention. It also poses a challenge. CBOs are typically under-resourced in both human and financial terms. Most are run by one or two volunteers who have competing personal and professional obligations. In some communities, CDCs do not represent the diversity of the community, with limited outreach to certain parts of the community, or political ties that dissuade some community members from becoming involved. For collaboration to be truly democratic and inclusive, recruitment will have to extend beyond the CDCs, and, in some instances, community members may need to be supported in establishing new CBOs. Fight for Peace intends to address this by working closely with the government agencies responsible for community development support – the Department of Cooperative and Friendly Societies and the Social Development Commission. Both these agencies have resources that can be marshalled to strengthen community actors.

13. How will your efforts continue after funding from the IAF ends?

The intent of the SCP has always been to develop a model that can be codified and replicated and to strengthen the ability of partners in the network to integrate aspects of the model in their further work. The focus of the programme from 2019-2020, is to integrate the SCP model into state policies and violence prevention programmes. IAF funding will facilitate the strengthening of programmes designed and delivered by community actors; efforts after the IAF funding window will focus on integrating the learnings from this programme strand into the larger codification programme of the SCP; continued training for community-based organizations.

INTER-AMERICAN FOUNDATION
PART 3: BUDGET

- Project budget must be in U.S. dollars. Please specify date and exchange rate used:
Date: 03/11/19 Exchange rate: 130:1
- List by line item the amount requested from the IAF as well as counterpart contributions that will be dedicated to the project.
 - "Proponent Counterpart" refers to contributions from the organization submitting the proposal;
 - "Beneficiary Contributions" refers to contributions from the people benefiting from or participating in project activities when different from the "Proponent;"
 - "Other Contributions" refers to resources raised from outside sources that are necessary for project implementation;
 - In-kind contributions (e.g. goods; services; office, meeting, storage or other space; land; etc.), must be ascribed a monetary value.
 - Use footnotes to detail the source of each counterpart contribution.
- Identify at least one lettered sub-item for each of the applicable numbered line items. A list of examples of sub-items is provided on the following page.
- Note that salaries should include employee benefits if required by local employment laws.

Please note that this budget includes only costs related to the proposed activities and not to the ongoing or larger costs of the Unity and Peace Programme.

Line Items	Request IAF	Proponent Counterpart		Beneficiary Contributions		Other	
						Contributions	
	Cash	Cash	In-Kind	Cash	In-Kind	Cash	In-Kind
1. Administrative Expenses			87,501				
Telephones for coordinators	923						
2. Construction							
3. Dissemination	9,231						
4. Equipment							
5. Human Resources – Salaries	26,123		94,000				
6. Human Resources - Contracted Services	2,769						
7. Human Resources - Contributed Services							
8. Investment Capital							
9. Loan Fund							
10. Materials/Supplies			39,091				
11. Operational expenses							
12. Other							
13. Preliminary Activities							
14. Real Property							
15. Sub-Grant Fund	7,692						
16. Training	4,000		40,000				
17. Travel							
18. Vehicles							
TOTALS	50,738		260,592				

Notes on budget line items

	Budget line items	Explanations
1	Administrative Expenses	FFPI currently covers rent, public utilities, office supplies, furnishings, insurance from existing funders. No additional expenses in these areas are anticipated, except for telecommunications expenses for coordinators
2	Construction	No projected expenses
3	Dissemination	Includes costs for publications, printing and audio-visual media
4	Equipment	No projected expenses
5	Human Resources - Salaries	Includes payments to 3 community coordinators, 6 community assistants and a Monitoring, Evaluation and Learning Officer. Proponent component includes the salaries of the FFPI core team that will provide project oversight. These funds are provided by the IKEA Foundation.
6	Human Resources – Contracted Services	Includes payments to RISE, PMI and other CSOs for training
7	Human Resources – Contributed Services	None projected
8	Investment capital	None projected
9	Loan fund	None projected
10	Materials/supplies	None projected
11	Operational expenses	No additional expenses projected. Operational funds are covered under existing budget lines
12	Other	No additional expenses projected. Operational funds are covered under existing budget lines
13	Preliminary activities	None projected
14	Real Property	None projected
15	Sub-Grant fund	Support for community-designed collective impact projects
16	Training	CBO training costs
17	Travel	None projected
18	Vehicles	None projected

Please submit all applications via email to proposals@iaf.gov.

**Inter-American Foundation
1331 Pennsylvania Ave NW
Suite 1200 North
Washington DC-20004**

**Tel: 202-360-4530
Website: <http://www.iaf.gov>**

**Partners in the Safer Communities Programme
UP: Unity and Peace**

Hosting Partners

1. International Youth Fellowship
2. Denham Town Community Development Committee
3. Tivoli Gardens Community Development Committee
4. Hannah Town Community Development Committee
5. Trench Town Community Development Committee
6. Chetolah Mel Nathan Institute
7. Central Branch Primary School
8. Holy Family Primary School
9. Denham Town Primary School
10. St Alban's Primary School
11. Kingston High School
12. Kingston Technical Secondary School
13. Tivoli Gardens Secondary School
14. Denham Town Secondary School
15. Charlie Smith Secondary School
16. Joy Town Community Development Foundation*

Delivery Partners

17. Jamaica Boxing Board*
18. Breds Sport for Development Foundation*
19. Capoeira Alafia*
20. Mixed Martial Arts Association of Jamaica
21. Jamaica Taekwondo Association
Joy Town Community Development Foundation
22. Peace Management Initiative*
23. RISE Life Management Services*
24. Multicare Youth Foundation*
25. Jamaica Writers Society

Facilitating Partners

26. Citizen Security and Justice Programme
27. Ministry of National Security
28. Jamaica Defence Force
29. Jamaica Constabulary Force*
30. Department of Correctional Services
31. Child and Adolescent Mental Health Clinic
32. Ministry of Education, Youth and Information
33. Planning Institute of Jamaica
34. Project HOPE
35. Restorative Justice Division, Ministry of Justice
36. Social Development Commission
37. Planning Institute of Jamaica
38. Joint Command, Zone of Special Operations
39. UNICEF
40. DFID
41. American Friends of Jamaica
42. Jamaica Social Investment Fund



INTER-AMERICAN FOUNDATION
GRANT APPLICATION
PART 1: COVER SHEET

Name of Organization: Enter legal name of organization.

National Conservation Trust Fund of Jamaica (NCTFJ) Limited

Organization ACRONYM:

NCTFJ

Project Title: Strengthening of the National Conservation Trust Fund of Jamaica to support civil society organizations and enable vulnerable communities to sustainably use and manage Jamaica's rich biodiversity

Project Summary: (Do not exceed 50 words.)

Strengthening NCTFJ's institutional and grantmaking capacity to provide long-term financial and technical support to civil society organizations that are eligible for NCTFJ grants (meet eligibility criteria). IAF-NCTFJ partnership will scale local grantmaking activities and build capacity of vulnerable community groups in sustainable use and management of biodiversity to support lives and livelihoods threatened by climate change.

Duration: 24 Months.

Amount requested from the IAF: \$201,650 (in US dollars) over 24 months

Proponent counterpart: \$271,590 in cash and \$29,700 in kind (in US dollars)*

Other counterpart: \$_____ (in US dollars)*

*Counterpart is a contribution from the proposing organization ("proponent") or third party. Counterpart may be in cash donations or in kind, including, but not limited to, land, supplies, infrastructure, labor, and office, storage and meeting space.

How did you hear about the IAF?

The information on IAF was first shared by a NCTFJ Director from the Planning Institute of Jamaica (PIOJ). A representative from the Caribbean Biodiversity Fund (CBF) also identified the IAF as a potential partner and shared contact details for the IAF. NCTFJ is also an active member of a Consortium of Caribbean CTFs of which 2 are working with IAF on capacity development in the region

DESCRIPTION OF ORGANIZATION

Address:

Street Address: Suite 5, 70 Half Way Tree Road

Postal Address (where applicable): _____

City: Kingston, Jamaica

Office Telephone: (876) 620-8072

Country/area code

Telephone Number

Cell Telephone: _____

Country/area code

Telephone Number

Fax: _____

Country/area code

Telephone Number

Email: info@conservejamaica.org or daitcheson@conservejamaica.org

Website: www.conservejamaica.org

Contact Person(s): Enter the name(s) of the person(s) primarily responsible for contact with the IAF.

☐ Mr. ☐ Mrs. ☒ Ms.

Aitcheson,
(last name)

Danellia,
(first name)

Executive Director
(position)

☒ Mr. ☐ Mrs. ☐ Ms.

Smith,
(last name)

Trevor,
(first name)

Chairman
(position)

Year Organization was Founded: 2014

Date of Legal Incorporation: 12 / 05 /2014
Mon / Day /Year

Direct Beneficiaries (number of people who will directly participate in and/or benefit from project activities):

The IAF grant will directly benefit the NCTFJ staff and Directors (14 people) and Civil Society Organisations (NGOs,CBOs) that will be working with NCTFJ to implement the programme and/ projects awarded through Call for Proposals. Considering the availability of funding, at least 4 other community groups will receive direct funding through this programme. In addition, NCTFJ having positioned itself as a proponent of grassroot organisations for conservation will undertake training sessions and webinars through wider outreach in proposal writing and concept development. The network of at least 30 CBOs and NGOs will directly benefit from the capacity building component of the project. The number of persons associated with each civil society organization and communities is currently unknown as the projects and implementing partners will be identified through the grant-making process. The number of attendees registered for training sessions and webinars will be recorded and evaluation of the sessions will be conducted with attendees.

Indirect Beneficiaries: (number of people who will indirectly benefit from project activities): The number of people who will benefit indirectly from the programmes/projects are not yet identified. However, the project intervention will benefit community members where project implementation takes place.

Funding History: Sources, years and amounts of previous funding received (excluding from the IAF) in US dollars.

<u>Source</u>	<u>Years</u>	<u>Amount</u>
GEF-UNDP National Protected Areas System Project	2017	\$88,000
CBF grant – Pre-financing	2017-2019	\$127,588
CBF Endowment Partnership Agreement for annual grant support	2019-2024	\$210,000 (annually)

Has the organization ever received funding from the IAF? No **If so, when?** _____
Grant # (if known): _____ **Amount:** _____.

Annual Budget/Operating expenses for the last three years: 122,415.25; 119,044.10; 226,155.

Organizational Background: Brief description of the applicant organization, including its mission, structure (operating and governing), membership and achievements.

Mission (Do not exceed 100 words.)

Fostering the effective management of Jamaica's Protected Areas and Cultural Assets through the mobilization of financial resources for the funding of projects, the building of partnerships, and the sharing of knowledge and information.

Vision

The National Conservation Trust Fund of Jamaica (NCTFJ) is the leading provider of funding for the sustainable management and use of natural, built and cultural resources in Jamaica, and is recognized nationally for its responsiveness, effectiveness, and transparency.

Governing Structure (Refers to the organization's form of leadership which might include a board of directors, general assembly, fiscal council and/or chief executive officer; also indicate how decisions are made, frequency of meetings, etc.) *Please list the board of directors by complete names and positions.*

NCTFJ is a non-profit Conservation Trust Fund that was established in December 2014 under the Companies Act of Jamaica. The NCTFJ is governed by a 11-member Board of Directors who, inter alia, establishes and oversees policies and serves as a fiduciary body for the Fund. The Directors have guided the development of core policies, using Practice Standards for conservation Trust Funds. The NCTFJ has developed its Strategic Plan, Operations Manual, Resource Mobilisation Plan, Grant Manual and Communications Plan. Each Director is required to have one or more of the qualifying experiences highlighted in Annex I. The Board is voluntary, and the composition of the Directors is guided by the Articles of Incorporation (AOI). Directors are from public sector agencies, private and civil society organizations. The Board meets every other month and requires a quorum (5 Directors with majority being non-government) for decisions to be sanctioned. The Board has established standing committees- Executive Committee; Finance and Investment Committee; Audit Committee and Technical Advisory Committee.

A key role of the NCTFJ is to increase efficient use of limited resources through consolidation of the various organisations working to protect and sustainably use biodiversity and protected areas. The NCTFJ has been uniquely positioned to work with public sector, private sector and community groups. The various sectors have embraced the role of NCTFJ which resulted in a signed memorandum of understanding with the Protected Areas Committee (PAC). The PAC is an advisory committee to the Board and provides annual assessments of the Protected Areas System

Master Plan and national targets related to biodiversity and climate change. The assessment provided by key stakeholders guides the development of the grantmaking portfolio as a means to ensure that NCTFJ grants are responding to gaps and relevant needs. A separate committee-Grant Selection Committee (GSC) undertakes reviews, evaluates and scores funding requests and provide project/programme recommendations for the Board's approval. The GSC members are experienced and knowledgeable professionals in the field of socioeconomics, maintenance of protected areas, conservation, environmental protection, and other areas that align with NCTFJ's grant-making goals.

The Executive Director (ED) ensures efficient day-to-day operations of the NCTFJ. The ED is supported by the Administrator whose responsibilities primarily focus on planning, coordinating, supervising activities and support documents and policy development and compliance. NCTFJ outsourced an accounting firm in 2018 that is responsible for managing the finances of the Trust Fund. The NCTFJ has established proper financial controls and has invested in accounting software (Quickbooks). Accountants are required to be onsite NCTFJ's property as documents are prohibited from leaving the office. Audits are also conducted annually by external auditors selected on a competitive and transparent basis through invitation of Expression of Interest (EOI).

Operating Structure (Refers to the division of labor within the organization which might include an educational team, a communications team, an administrative department, etc.)

The NCTFJ is a small organization that consists of core staff – Executive Director; Administrator; and outsourced accountant. Hence, the fund depends heavily on the expertise and support from the Directors and standing committees.

The ED is responsible for the day-to day operations and provide leadership and management Fund. The ED is also responsible for developing and implementing resource mobilization strategies and ensuring transparent and effective financial management. The ED provides oversight for monitoring and evaluating the grantmaking portfolio due to her technical expertise.

The ED is supported by the Administrator who carries out administrative functions and communication. The Administrator plans, undertakes communication, coordinate and supervise activities to be implemented.

Membership (Only for membership organizations; describe the members, criteria to joining, fees charged, etc.)

The membership of the Board is 11 –NCTFJ's Directors are also members. The members are not required to pay any membership fees. The members represent the Ministry of Housing, urban renewal, Environment and Climate Change, Planning Institute of Jamaica, Ministry of Finance and Public service, Tourism Enhancement Fund, University of the West Indies, Leap Investment, The Nature Conservancy, Jamaica Conservation and Development Trust, The Boardwalk Village, Technological Solutions Limited and the Private Sector Organisation of Jamaica.

Organizational Achievements (Describe your organization's founding, history and past achievements)

National Conservation Trust Fund of Jamaica (NCTFJ) Limited was registered as a Company Limited by Guarantee not having a Share Capital in December 2014 with two Directors. Proposed Board members were formally written to by National Environment and Planning Agency (NEPA), seeking formal acceptance of their positions on the Trust Fund Board. In 2016, NCTFJ received office space from NEPA and engaged its first staff member, an Administrator. NCTFJ registered eight new Directors and elected a Chair, Vice Chair and Treasurer. A bank account was opened and NCTFJ mobilised US\$84,000 to support its operational activities. By 2017, the NCTFJ signed a Pre-financing Agreement with the CBF and received US\$127,588 over 2 years for operationalising the trust fund. These resources

were used to engage a Fund Manager with technical expertise that could support development of Grantmaking portfolio in the early years of project implementation. The NCTFJ was also provided with additional office space from the Ministry of Economic Growth and Job Creation. Through a Consultant engaged by The Nature Conservancy, NCTFJ developed core policies, procedures, and communication materials. NCTFJ also conducted external audits for 2016-2017.

In 2019, NCTFJ established its independent office. An accounting firm was also outsourced for managing the general accounting process, developing internal controls, recording transactions, providing guidance related to tax compliance and producing timely and accurate financial reports.

NCTFJ launched on June 5th, 2019 and signed a Partnership Agreement (PA) with the CBF. The launch was funded by USAID and received in-kind contributions from the PIOJ. Under the PA, NCTFJ will receive sustainable funding annually to carry out its mandate. NCTFJ also conducted external audits for year ending 2018. A capacity building needs assessment was developed and conducted with the Board of Directors.

The NCTFJ signed a Memorandum of Understanding (MOU) with the PAC to support the achievement of national and international biodiversity conservation targets. Under this MOU, the PAC would serve as the Technical Advisory Committee (TAC), providing programmatic guidance for the NCTFJ's Grant-Making portfolio. The Board also installed the Grant Selection Committee to provide scientific, technical, programmatic reviews, and evaluation of received grant proposals.

The NCTFJ Board approved the following documents: revised AOI; Operations Manual; Resource Mobilization Plan for 2019-2022; Strategic Plan for 2019-2022 – Strategic Planning session was also conducted with Directors. A Grant-Making Procedures Manual and associated templates were also developed.

The NCTFJ also started publishing quarterly newsletter on the NCTFJ website, in addition to partners, grantees, network of protected areas managers and donors.

Project-related Experience (Describe your organization's experience in the proposed project area(s) or sector(s))

NCTFJ launched its first Call for Proposals in April 2020. The Call welcomed Concept Notes for projects and programmes with a focus on wetlands and the services they provide for people and nature. The NCTFJ completed the evaluation of the project proposals that were submitted. The Board approved two projects for grant funding totaling USD\$100,000. The NCTFJ also provided specific recommendations to each applicant on their proposals to further develop or strengthen the project proposals for other opportunities. The NCTFJ has also reviewed the grant-making procedures and adjusted to lessons learned in the first request for proposal (RfP), and have identified capacity needs. The NCTFJ has identified the need for training in developing proposals that demonstrate impact and to require assistance is completing a framework for monitoring and evaluating proposed projects. The NCTFJ will be working closely with the two grantees to enhance the logical framework and M&E framework of each project. However, we recognise that there is a need to scale the mentorship and training to other community groups and organisations. This is an initiative that NCTFJ will implement with IAF support. The Board approved the allocation of USD 20,000 towards a programme to support the NGOs and CBOs within the Protected Areas System through a strategic investment grant. This programme is particularly geared towards grassroots development of the Marine Managed Areas in Jamaica. The PAC met with the NCTFJ and provided an assessment (input from entities with responsibility for PAC and the community groups) that was used as a guide to identify priority areas for funding. NCTFJ hosted an interactive session to discuss a highly prioritised need - increased funding opportunities through improved profile and awareness for MMAs (MPAs, Fish Sanctuaries, etc.) in Jamaica. The session was used to identify stakeholders willing to work together to define activities that NCTFJ could support. It was also the first time the various representatives working within the same geographic area and thematic area were meeting. It provided an

opportunity for information exchange among stakeholders. An action plan was developed in the session and will be used to develop an implementation plan.

NCTFJ also conducted a roadshow for the period July -September 2020 and met with 25 stakeholders including CBOs, NGOs, private sector organisations, government entities and multi-lateral agencies for possible collaborations to upscale programmes and impacts.

The NCTFJ joined a consortium of eight Caribbean Trust Funds with the objective of contributing to the recovery of the economies after the COVID-19 crisis. The NCTFs have designed a regional programme that will provide support to nature-based activities to help strengthen food security and increase livelihood options in each Caribbean country. The proposal was submitted to USAID in September 2020.

INTER-AMERICAN FOUNDATION PART 2: NARRATIVE

The application is the first step in developing a potential relationship with the IAF. This is your opportunity to share how you developed your ideas. Please address the following:

Context

1. Describe the community/communities expected to participate, including all characteristics you believe relevant.

The NCTFJ established a MOU with the Protected Areas Committee (PAC) of Jamaica, to serve in an advisory capacity to the NCTFJ Board. The Committee will provide strategic direction and priorities for NCTFJ's grant-making portfolio. Additionally, the NCTFJ has ongoing roadshow that commenced in June 2019, where meetings and visits are arranged with NGOs and CBOs within PAs in Jamaica to discuss challenges and success stories which are taken into consideration to ensure that Call for Proposals align with current needs of communities and the country's priorities for PAs. Although specific communities and programmes/projects for grants have not yet been pinpointed, communities play an integral role in the management of Jamaica's protected areas. The grants can benefit various community groups which are located within or close proximity to a protected area (Jamaica has approximately 350 protected areas including cultural, built and ecological) and meet NCTFJ's eligibility criteria. Having frequent dialogue and

engagement with CBOs over the years and having the experience of assessing the grantmaking portfolio, the following characteristics are relevant for participating communities/groups:

- i. Communities must demonstrate that there is genuine need for a project to be undertaken and provide evidence that it will make a positive difference.
Contribute towards creating the necessary environment for resilient communities, and benefits vulnerable groups.
 - ii. Active community groups engaging with relevant stakeholders to support national policies and strategies in conservation, environmental management and sustainable livelihoods.
 - iii. Evidence of strong local leadership, relevant and varying expertise of community members and capacity that needs to be built.
 - iv. Demonstrate their ability to continue, replicate or scale-up an already tested approach that was successful or clearly show synergies with other activities in the area **OR** (b) present a novel concept that will be effective in addressing an existing problem.
 - v. Have a sustainability strategy/request support to develop strategy for its results to be preserved or continued after project ends
 - vi. Create/improve local capacity
 - vii. Project include the needed stakeholders and partners for its implementation and demonstrate segregated roles and responsibilities.
2. How do the community members or constituents engage in your project?
Community members are engaged through three phases. The first phase involves NCTFJ's outreach to partner NGOs, CBOs working directly with the communities, other donor organisations in Jamaica (GEF-Small Grants Programme and Environmental

Foundation of Jamaica) and relevant public agencies that have established co-management relationships with NGOS. NCTFJ undertakes outreach with these organisations prior to launching a call for proposal. These organisations can directly inform communities. Fortunately, the outreach activities commenced pre-covid, and NCTFJ hosted the last physical workshop on March 8, 2020. The NCTFJ launched its inaugural Call for proposal on April 27, 2020 and formally requested and received support from various stakeholders in disseminating the information (provided by NCTFJ). NCTFJ received good response and recognise that engaging stakeholders from the beginning is an effective way of creating awareness of our grant opportunities to community groups. Additionally, social media platforms (facebook, Instagram), website, and newspaper advertisement are used to notify potential grantees.

The second phase involves direct engagement with applicants -communities, CBOs and NGOs eligible to participate. For the first call for proposal, NCTFJ committed to conducting three training sessions islandwide with communities and groups of interest. This is to engage with potential applicants to provide information and assistance in completing NCTFJ's templates and provide step by step guidance on properly developing project concepts into proposals. Due to COVID-19, these sessions were not possible. However, the NCTFJ held one virtual session to assist potential applicants.

Base on the evaluation of the first call it was evident that more resources should be allocated to building the capacities of grantees in writing and developing proposals.

The final phase is the review and evaluation of the concept notes by the Grant Selection Committee (GSC). Minutes of every meeting of the GSC is recorded, comments and recommendations are communicated to all grantees. Shortlisted applicants are also notified, and recommendations provided to strengthen projects and impacts, where feasible. Full proposals are then evaluated using the evaluation score sheet. The

secretariat of the NCTFJ provides grantees with guidance for workplan and the associated budget and mentorship on the monitoring and Evaluation Framework. The NCTFJ prioritises strong networking relationships with civil society organisations. Through organisations that have been long established and working in communities, the NCTFJ provides direct support to strengthen their capacity. Through this chain of support the NCTFJ is able to conduct site visits and engage communities directly. The NCTFJ acknowledges that efforts can be scaled up through NCTFJ engaging a consultant to train not only successful groups but to build the capacity of all potential applicants to increase the likelihood of applicants to mobilize other funds.

3. Have you worked together in the past? How and why?

NCTFJ has engaged with various CBOs and NGOs across Jamaica and have facilitated networking opportunities and interactive sessions to develop an action plan for communication and leveraging resources of CBOs and NGOs. The NCTFJ has also worked with groups for proposal writing and budgeting. Additionally, NCTFJ signed an MOU with PAC and has committed to fund, where possible meetings and events for knowledge exchange.

4. Identify the situation(s) you are addressing (the scope, nature, causes and social or economic impact).

- i. Strengthening of NCTFJ's institutional capacity based on the needs that have been identified for the governing body and secretariat (see annex 3). For NCTFJ to scale the impacts of programmes and projects, existing staff requires additional training for effective management of the grant portfolio. Training geared towards programme and project development and monitoring and evaluation of projects to ensure impacts. Additionally, due to the high dependency of the expertise of the Directors, there is a need for establishing two key committees and the development of TORs are relevant. Building capacity of

the NCTFJ through training to effectively manage the Grant making portfolio will provide longer term outcome. The capacity built will be used to also strengthen the capacity of civil society organisations through mentorship and annual outreach for each Call for Proposals. Strengthening the groups through NCTFJ will equip organisations with the required skillset to mobilise resources from NCTFJ and other sources to ensure longevity of their work.

- ii. Leveraging financial resources for NCTFJ to scale up financial and technical support to communities through small grants- action component. Projects or programmes to be funded will be aligned with the three grant making objectives for NCTFJ as outlined in the Grant Manual. Projects/programmes for funding should contribute to improving ecosystems, reducing biodiversity loss to reduce vulnerabilities of people and their livelihoods while enhancing climate resilience of ecosystems and communities. In addition, funding of nature -based solutions that promote diversified, supplemental and sustainable livelihoods. This is critical considering the impacts of covid-19 on communities that solely depend on tourism.

5. How did you decide on the proposal focus and who participated in the decision?

The NCTFJ its annual Strategic Plan review session on September 16, 2020, where discussions were held with Directors and the secretariat to evaluate and determine the strategic direction and priorities for the next two years. In addition, through an established MOU with the Protected Areas Committee, (consist of 17 members from various agencies and partners) areas of priority were identified and recommended to the NCTFJ for funding. The Grant Selection Committee also provided recommendations based on the evaluation of the programme portfolio and the proposals that were

submitted to the NCTFJ. Outreach was also conducted with the key stakeholders to identify common needs and gaps that the Trust fund could address.

Project

6. Describe the activities you will undertake.

Component 1 –Strengthening of NCTFJ and civil society organizations through capacity building

- i. Capacity building of the NCTFJ Board in the areas identified as high need from the Capacity Building Needs Assessment that was conducted in January 2020.
- ii. Training and capacity building of NCTFJ secretariat in grantmaking to strengthen the grantmaking process.
- iii. Capacity building and mentorship provided to civil society organisations. Through interactive sessions with coastal and marine community groups, areas for capacity building were identified and an action plan developed. All groups indicated the need for either developing and/or strengthening in communication to bring awareness of the work (success and challenges) of the groups in communities, which is vital in leveraging support.
- iv. Provision of a business incubator programme to guide sustainable livelihood development of community groups.

Component 2 – Leveraging financial resources to upscale grantmaking portfolio to increase NCTFJ's support to community groups

- v. Training materials created for project development and proposal development and administered to community groups eligible for NCTFJ grants. Trainings will be administered through a series of webinars for have a further reach.
- vi. Action component – Grantmaking (including project design and management)
 - Identifying and developing the call for proposal with key stakeholders

- Selecting groups for grants through the grantmaking process
 - Assessment of selected groups to identify areas for capacity building and support to implement project or programme
 - Providing mentorship for selected groups
 - Management of subgrants
7. Explain in narrative form your work plan and provide a proposed schedule.
- i. Engaging with key stakeholders to Identify and develop the priorities for the call for proposal
 - ii. Develop terms of reference for consultancy of a Grant Administrator to strengthen NCTFJ secretariat in grantmaking. Additionally, support in developing and administering training materials and webinar series to community groups for proposal development and writing.
 - iii. Procurement of goods and services for training and capacity building
 - iv. Provide capacity development activities for NCTFJ Board to address areas of high needs identified in assessment of the capacity of NCTFJ Directors.
 - v. Engage in further consultations with the IAF, PAC and other relevant stakeholders in preparation for developing the Call for Proposals. The GSC, is structured to facilitate an ad hoc committee member based on expertise that a project/programme may require. IAF, will be invited as an ad hoc committee member to participate in the evaluation of proposals to select community groups for subgrants.
 - vi. Assessment of the capacity of the community groups selected to implement project or programme and provide mentorship to grantees.
 - vii. Provide grants to selected community groups

- viii. Implementation of business incubator programme to guide livelihood development and the sustainability plan for grantees
- ix. Managing project – financial management, reporting (narrative and financial), field visits, monitoring and evaluation.

See appendix 1 for proposed schedule.

8. What partners are involved in this project and what are they committed to contributing?

Partners include the Protected Areas Committee that consist of entities with responsibility for protected areas and the IAF. Other partners will be identified through development of the call for proposals and through the procurement process of good and services.

9. Discuss anticipated outcomes, both immediate and long-term. How will you know if you have achieved them?
How will you measure them?

Strengthening of NCTFJ and civil society organizations through capacity building

- NCTFJ governing body and institution is strengthened to provide long-term technical support and mentorship to community groups through annual calls for proposals.
- Community groups are trained to develop proposals and impactful project that can mobilise NCTFJ funding. Long-term, groups are equipped with relevant skillset gained through training and will be able to mobilise other sources of grants to support projects that will translate to impacts on the ground.
- Leverage financial support through built capacity.

These can be measured through indicators such as the number of community groups trained and the number of community groups that participated in training sessions for the Calls for proposals who manage to mobilise NCTFJ funds.

10. What makes your project innovative or different?

The NCTFJ is the only organization in Jamaica that is uniquely positioned to support a system of NGOs and CBOs working to effectively manage and conserve

biodiversity and protected areas. This is possible through established partnerships with public sector entities, private sector, academia, NGOs and CBOs. The project is different due to NCTFJ's ability to prioritize needs and provide support to multiple community groups through its established partnerships. The NCTFJ will be responsive to the common needs identified by key stakeholders (including community groups) through the capacity building component of the project. Additionally, the need for grantees to ensure continuity after funding is addressed through the business incubator programme.

11. Explain why your project is feasible.

The project is feasible because of the Knowledgeable and committed Board of Directors and staff of the NCTFJ. The NCTFJ already has in place core policies and procedures for implementing the project successfully. Additionally, established relationships and frequent engagements with key stakeholders is also a strength of the NCTFJ. NCTFJ also has established a partnership agreement with the CBF that provides sustainable funding to the organisation enabling NCTFJ to share resources on a long-term basis.

12. Discuss potential challenges to the project and how your organization will address them.

1.Covid-19 orders and lockdown restrict participation of community groups in training and capacity building resulting in limited number of groups benefitting from the programme. Alternative arrangements made to conduct virtual workshops and observe social distancing with groups on conducting field visits.

2.Limited staff capacity of grantees to implement the project in a timely manner. NCTFJ can engage with grantees from early to determine capacity and procure goods and services to assist and guide project implementation.

13. How will your efforts continue after funding from the IAF ends?

The NCTFJ has a partnership agreement with the CBF through which NCTFJ receives at least USD210,000 annually to support NCTFJ's programmes and projects. Through these resources NCTFJ can provide continued support. Additionally, the business incubator component of the project is aimed at supporting grantees to create sustainability plans to support continuity after the projects end.

**INTER-AMERICAN FOUNDATION
PART 3: BUDGET**

- Project budget must be in U.S. dollars. Please specify date and exchange rate used:
- Date: November 2, 2020 Exchange rate: 1 USD = 125.20 JMD
- List by line item the amount requested from the IAF as well as counterpart contributions that will be dedicated to the project.
 - "Proponent Counterpart" refers to contributions from the organization submitting the proposal;
 - "Beneficiary Contributions" refers to contributions from the people benefiting from or participating in project activities when different from the "Proponent;"
 - "Other Contributions" refers to resources raised from outside sources that are necessary for project implementation;
 - In-kind contributions (e.g. goods; services; office, meeting, storage or other space; land; etc.), must be ascribed a monetary value.
 - Use footnotes to detail the source of each counterpart contribution.
- Identify at least one lettered sub-item for each of the applicable numbered line items. A list of examples of sub-items is provided on the following page.
- Note that salaries should include employee benefits if required by local employment laws.

Line Items	Request IAF	Proponent Counterpart		Beneficiary Contributions		Other Contributions	
	Cash	Cash	In-Kind	Cash	In-Kind	Cash	In-Kind
1. Administrative Expenses	\$10,620	\$36,580					
a. Rental of office space (1400 per month X 24)	\$6,720 (20%)	\$26,880					
b. Public Utilities- (400 per month x24)	\$2400 (cellphone charges for 24 months)	\$7,200					
c. Office supplies	\$1,500	\$2,500					
2. Construction	N/a	N/A					
a. etc.							
3. Dissemination	\$18,000	\$7,000					
a. Publications (3 publications @ 1000	\$3000	\$2000					
b. Printing PR materials	\$4000	\$2000					
c. Seminars (2 seminars)	\$6000	0	\$1200 Services of NCTFJ staff				
d. Audio-visual media	\$5000	\$3000					
4. Equipment	\$200						
a. Easel and flip charts for training	\$200		\$2500				
b. Projector and Screen							
5. Human Resources – Salaries	\$26,430	\$116,510					
a. Fund Manager (50%) also technical officer	\$17,890	\$66,110					
b. Administrator (25%)	\$5,540	\$45,400					

c. Accountant (15%)	\$3000	\$5000					
6. Human Resources - Contracted Services Grant Administrator part time-\$2500 X16 months	\$59,000 \$40,000	\$10,000					
b.Communication consultant -\$1200 X12 months	\$12,000	\$10,000					
d. Trainers for NCTFJ Board- 2 sessions @\$1000	\$2,000						
e. Business Incubator	\$5,000						
7. Human Resources - Contributed Services			\$26,200				
a. Time of Grants Selection Committee for evaluation (6 members dedicating 9 hrs @300			\$16,200				
b. Mentoring of grantees for 2 hrs per month @250 for 20 months			\$10,000				
8. Investment Capital							
a. etc.							
9. Loan Fund							
a. etc.							
10. Materials/Supplies							
a. etc.							
11. Operational expenses							
a. etc.							
12. Other							
a. etc.							
13. Preliminary Activities							
a. Assessment of capacity of selected groups etc.	\$3000						
14. Real Property							
a. etc.							
15. Sub-Grant Fund	\$80,000	\$100,000			\$50,000		
a.4 subgrant funds between 5000-50000 etc.	\$80,000	\$100,00					
16. Training	\$2400	\$3000					
a.Training materials and supplies		\$3000					
etc.Training venue	\$2400				\$5,000		
17. Travel	\$2000	\$1500					
a.Travel for CEO and Administrator	\$1000	\$1500					
etc.Travel for Grant Administrator	\$1000						
18. Vehicles							
a.							

etc.							
TOTALS	\$201,650	\$271,590	\$29,700		\$55,000		

Examples of budget line items

	Budget line items	Examples of sub-items
1	Administrative Expenses	Rent, public utilities, office supplies and furnishings, insurance.
2	Construction	Buildings, structural improvements.
3	Dissemination	Publications, printing, seminars, audio-visual media.
4	Equipment	Tractors and other farm equipment, cold storage and other equipment, machinery, computer or office equipment.
5	Human Resources - Salaries	Payments to permanent staff or people directly associated with the project, and legally required benefits and social security.
6	Human Resources – Contracted Services	Professional fees paid to consultants for technical assistance in areas such as production and marketing, or for conducting surveys, studies or evaluations.
7	Human Resources – Contributed Services	Donated time/services of staff or people associated with the project or consultants.
8	Investment capital	Working capital, operating capital for an enterprise.
9	Loan fund	Revolving loan fund for production or marketing.
10	Materials/supplies	Fertilizers, seeds, medical and other supplies.
11	Operational expenses	Production, marketing, general or project maintenance.
12	Other	Miscellaneous expenses, organizational development, meetings.
13	Preliminary activities	Legal expenses, market study.
14	Real Property	Tangible and fixed assets related to land or buildings.
15	Sub-Grant fund	Support for small development projects.
16	Training	Teaching materials, supplies, publications, and printed matter.
17	Travel	Transportation, per diem.
18	Vehicles	Purchase or rental of cars, motorcycles, trucks, pickup trucks; insurance; fuel and lubricants; maintenance.

Please submit all applications via email to proposals@iaf.gov.

**Inter-American Foundation
1331 Pennsylvania Ave NW
Suite 1200 North
Washington DC-20004**

**Tel: 202-360-4530
Website: <http://www.iaf.gov>**



INTER-AMERICAN FOUNDATION
GRANT APPLICATION
PART 1: COVER SHEET

Name of Organization: Enter legal name of organization.

Mafoota Agricultural Cooperative Society Limited

Organization ACRONYM:

MAC Ltd

Project Title: Promoting Climate Smart Agriculture through Adaptable Technology -Jamaica

Project Summary: (Do not exceed 50 words.)

The project seeks to expand adaptable greenhouse technology in the farming community of Mafoota, constructing two green houses in the community, supported through the construction of an irrigation pond. The pond will support other farmers who are planting outfield along with the construction of the permanent office of the Cooperative.

Duration: 12 Months. The duration of the support requested should be consistent with the nature and complexity of the proposed activity.

Amount requested from the IAF: \$ 114,000 (in US dollars)

Proponent counterpart: \$ _____ (in US dollars)*

Other counterpart: \$ _____ (in US dollars)*

*Counterpart is a contribution from the proposing organization ("proponent") or third party. Counterpart may be in cash donations or in kind, including, but not limited to, land, supplies, infrastructure, labor, and office, storage and meeting space.

How did you hear about the IAF?

Online through the internet and Global Environmental Facility Small Grants Programme UNDP

DESCRIPTION OF ORGANIZATION

The organization went back to the early 1970's as the Mafoota Farmers group producing local vegetables, fruits and ground provision. Over the years this group of dedicated farmers remained working together and began producing and selling their produce cooperatively. In September 2004 this group of farmers came together to pool their resources and applied for and received registration as an Agricultural Cooperative. The Cooperative is registered under the Jamaica Department of Cooperatives, and friendly Societies Act of 1950. As defined by that governmental agency, "a cooperative is an association of people usually of limited means who join together on a voluntary basis to achieve a common objective. To achieve this objective the people form a business organization, which is democratically controlled through which they pool their skills and resources

The members of this Cooperative who are mainly farmers although not the holders of any professional qualifications has over the years through hard work, dedication and commitment stuck together and has bonded into a very fine farmers' Cooperative

Address:

Street Address: _____ MAFOOTA_Dist. _____

Postal Address (where applicable): _ANCHOVY P.O, ST JAMES _____

City: _____ Province (Dept./State): _____

Country _JAMAICA_____ Postal Code _____

Office Telephone: _____
Country/area code Telephone Number

Cell Telephone: _876_ 312-0861 _____
Country/area code Telephone Number

Fax: _____
Country/area code Telephone Number

Email:
mafootaagricoperative2005@gmail.com _____

Website: _____

Contact Person(s): Enter the name(s) of the person(s) primarily responsible for contact with the IAF.

☐ Mr. ☒ Mrs. ☐ Ms.

_DIXON-BENNETT_____ SADIE_____, _____ MANAGER_____, _____
(last name) (first name) (position)

☐ Mr ☒ Mrs. ☐ Ms.

SMITH _____, _GRACE_____MARKETING OFFICER/ TREASURER,

(last name)

(first name)

(position)

Year Organization was Founded: _1997_____

Date of Legal Incorporation: _05_ / _27_ / _2004____
Mon / Day /Year

Direct Beneficiaries (number of people who will directly participate in and/or benefit from project activities): _30_____

Indirect Beneficiaries: (number of people who will indirectly benefit from project activities):

_540_____

Funding History: Sources, years and amounts of previous funding received (excluding from the IAF) in US dollars.

<u>Source</u>	<u>Years</u>	<u>US Amount</u>
1. Global Environmental Facility/Environmental Foundation of Jamaica	2008-2009	36,295.06
2. European Banana Support Programme/St Thomas Credit Union 2009		5000
3. European Banana Support Programme/ St James Parish Council 2009-2010		5000
4. Global Environmental Facility/Environmental Foundation	2010-2011	33166
5. Environmental Foundation of Jamaica	2012-2013	34483.75
6. Global Environmental Facility/UNDP	2013	48,666
6. Environmental Foundation of Jamaica	2016	70,000
7. Australian Aid	2019	9, 819
8. Digicel Foundation	2019	13, 793

Environmental Foundation of Jamaica

2020

35,000

Has the organization ever received funding from the IAF? NO If so, when? _____
Grant # (if known): _____ Amount: _____.

Annual Budget/Operating expenses for the last three years: US 4137 ; US 9819 ; US 50172 .

Organizational Background: Brief description of the applicant organization, including its mission, structure (operating and governing), membership and achievements.

Mission (Do not exceed 100 words.)

Mafoota Agricultural Cooperative was formed in 2004 The mission of the Mafoota Agricultural Co-operative Society is to increase production producing the best quality vegetables in Western Jamaica in an environmentally sustainable manner and to facilitate better marketing through a more motivated and collective group structure resulting in a better standard of living for the farmer and farm family

The cooperative is focused on the production of local and exotic fruits and vegetables for the hotel and local and export markets. There has been a marketing arrangement with the Mafoota Cooperative and the Sandals Hotels in Montego Bay since 1998

Governing Structure (Refers to the organization's form of leadership which might include a board of directors, general assembly, fiscal council and/or chief executive officer; also indicate how decisions are made, frequency of meetings, etc.) *Please list the board of directors by complete names and positions.*

Board of Directors

Gashton Shakespeare	CHAIRMAN
BRYAN ARTWELL	ASST CHAIRMAN
Robert Brown	PUBLIC RELATION OFFICER
Nicholas Coleman	SECRETARY
Vanessa Smith	ASSISTANT SECRETARY

Grace Smith

TREASURER/ MARKETING OFFICER

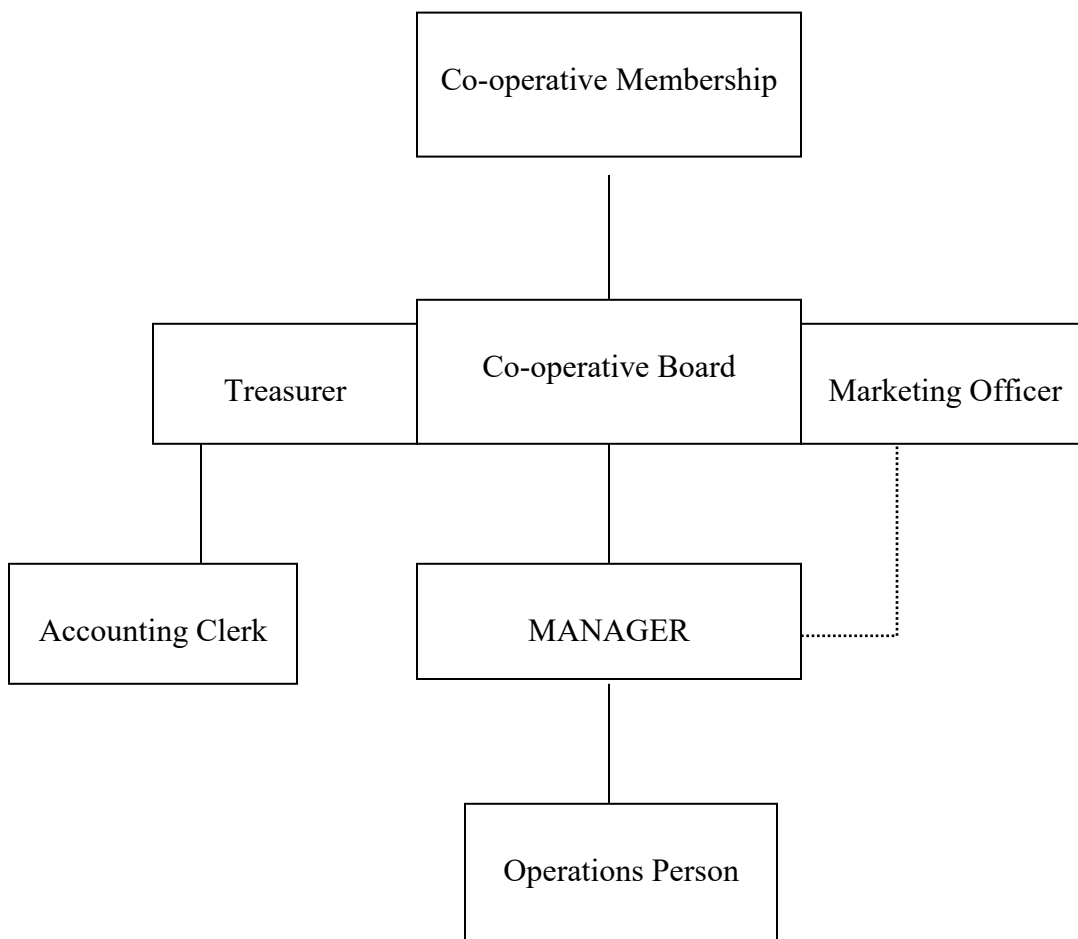
SADIE DIXON-BENNETT Manager

Meetings are held monthly on the second Thursdays of each month. Decisions are made at monthly meetings on a vote by the membership and ratified by the Board of Directors. One man one vote.

Operating Structure (Refers to the division of labor within the organization which might include an educational team, a communications team, an administrative department, etc.)

MAFOOTA AGRICULTURAL CO-OPERATIVE LIMITED

ORGANIZATIONAL CHART



Membership (Only for membership organizations; describe the members, criteria to joining, fees charged, etc.)

The members of the Mafoota Agricultural Cooperative are all fulltime farmers. Some have other skill sets that are available to the community such as masons, carpenters and electrician. To become a registered member of the Cooperative an application form has to be filled out applying for membership. This application goes before the board of Management for an evaluation to be done . If accepted you undergo a period of training. You are required to buy shares in the Cooperative to a minimum of JA\$ \$5000 and a registration fee of JA\$250. You are given a copy of the Cooperative constitution and rules. A beneficiary document is filled out .In the case of death the beneficiary will receive the shares amount and any accumulated dividend. All the assets of the Cooperative is owned jointly by all registered members. Monthly dues of JA \$100 is paid by each member to take care of telephone calls, stationery and small expenses travelling expense.

Organizational Achievements (Describe your organization's founding, history and past achievements)

In the 1970,s Mafoota was considered the flag ship vegetable production area in western Jamaica. Even though farmers were producing at a relatively high standard marketing was a major problem. The problem arose whereby the marketing arrangements with buyers especially with hoteliers were unstructured and mostly done in an ad hoc way. In 1994 RADA was mandated by the MOAF to regularise the arrangements with the farmers and hoteliers. The Cooperative strengthened that arrangement and has been supplying Sandals Hotels in Montego Bay from inception until present. Coming out of this arrangement the farmers decided to form a farmers group in 1997. They did well as a farmers group and so in 2004 they applied to the Department of Cooperatives and Friendly Society for registration. Since legal registration the Cooperative has won for five consecutive years the trophy at the annual agricultural for the best display from a farmer's organization. In 2007 they were a finalist in the Michael Manley Award for Excellence. They were recognized by the Ministry of Tourism for their contribution to the tourism sector. In 2009 they received the Sam Sharpe awards for their contribution to Agriculture on National Heroes Day.

The Cooperative has undertaken several projects over the past years funded by the Global Environmental Facility/ Small Grants Project, The Environmental Foundation of Jamaica, The European Union / St Thomas Cooperative Credit Union/ St James Parish Council. The projects were environmentally friendly reducing land degradation using Adaptable Greenhouse Technology, restoring degraded watershed and forest reserve by planting trees, reducing carbon emissions using solar powered energy and improving farm roads. They have garnered much experience in irrigation projects, cold storage facility powered by solar energy. These projects have allowed the farmers to learn new skill sets.

Since being registered the Cooperative has embarked on a number of training courses which has provided good capacity building to its membership, and the wider community which has allowed them to be sustainable and to undertake several grant funding projects which has impacted in a significant way on the livelihood and the quality of life for the constituents of Mafoota and surrounding communities..

Since receiving Cooperative status this group of farmers and community people has received numerous training by various agencies and organizations. Mafoota Agricultural Cooperative Society Limited has garnered much experience over the years working in the community and the wider society with state agencies and internationally grant funding agencies such as The Ridge to Reef Watershed Project funded by USAID, the Global Environmental Facility Small Grants Programme (implemented by the UNDP), the Environmental Foundation of Jamaica, the St James Parish Council, St Thomas Cooperative Credit Union Ltd, The University of the West Indies, Cooperative Department of Jamaica, Council of Voluntary Social Services, RADA, JAS, NEPA, SDC and Forestry Department

Governance Mechanism Development– facilitation of, and capacity building for, *the development of governance mechanisms within rural community groups, and preparation for registration as legal entity;*

- (i) **Water Supply de-centralization & management** –, Implementation of a Water harvesting and Irrigation Project in the Community funded by Environmental Foundation of Jamaica.
- (ii) **Tourism – Sustainable economic development** – through the RADA /Sandals / Mafoota Project
- (iii) **Sustainable Agriculture** –; Development of Agricultural Disaster Risk Management Plan for the Community of Mafoota through Protected Agricultural and Good Agricultural Practices with RADA.
- (iv) **Environmental Education** -
- (v) **Monitoring and Evaluation, Impact Assessments and documentation of Lessons Learnt** in various projects and program
- (vi) locally and internationally
- (vii) **Natural Resource Management Implementation** of land degradation implementation of a Greenhouse Technology funded by Environmental Foundation of Jamaica AND Global Environmental Facility.

The Mafoota Agricultural Cooperative Society Limited continues to make a contribution to Education for Sustainable Development through projects and training and promotion of public awareness with regards to the importance of natural resources.

2.0 Social Investment

Practical experience over many years confirms the view that significant social input is essential to the success of economic and physical development programmes. Whatever the type of

development project, the potential benefits and ultimately the success are liable to be severely compromised unless key stakeholders and the local community are fully involved in the development process. Mafoota Agricultural Cooperative has therefore acquired special expertise in important, closely linked activities: stakeholder consultation, capacity building for community development and participatory monitoring and evaluation:

Sustainability Plan

Implementation Committee will be formed; this committee will involve government agencies RADA, JAS, PCA, and SDC along with the board of management of the cooperative. The methodology will adopt the Mother Farm Concept as the project area will be used as the demonstration site for the transfer of the technology. This methodology was chosen as it has worked for the cooperatives in implementation of other grant aided projects. The community owns the project as they have bought shares in the cooperative and any project that the cooperative undertake has a direct impact on the community. The community members are responsibility for the sustainability, public education and will play a critical role. The project will be used to transfer technology and inform community members of their responsibility in the protection of the environment and at the same time carry out their livelihood activities. Because the project will have the multiplier effect, women and other marginalised groups will stand to benefit in more ways than one, there will be subprojects that can have a significant impact on the environment This will include the management of the waste generated from the project can be turned into a ready source of cash as compost piles can be established using the waste and these can be sold as organic fertilizers.

INTER-AMERICAN FOUNDATION
PART 2: NARRATIVE

The application is the first step in developing a potential relationship with the IAF. This is your opportunity to share how you developed your ideas. Please address the following:

Context

1. Describe the community/communities expected to participate, including all characteristics you believe relevant.

Mafoota is rural community situated in South St. James. There is an estimated population of five hundred and twenty nine (529) occupying an estimated two hundred and forty nine (249) households. The average household size is 2.1 persons.

In terms of the distribution of the population by gender, males outnumbered their female counterparts, accounting for 71% of the overall total population.

Mafoota has a fairly youthful population; the average age is 30 years. Less than half of the population (48.6%) is 24 years or younger. The 5-9 and 35-39 age groups have the largest percentage (27% & 17% respectively) of residents in the community.

The age composition of the population shows that approximately 64.83% of the population is in the working group age of 15-64 years. This cohort consists of 42.47% males and 22.36% females.

The elderly population (60 years and over) accounts for 6.15% of the total population. This figure is below the national proportion of 12.2% as reported by the Jamaica Survey of Living Conditions (2007).

The community has a dependency ratio of 50 dependent persons per 100 working persons. The dependency ratio is defined as the proportion of children 0-14 years and persons 65+ years (old age) to those in the working age (15-64 years)" (JSLC, 2007). This ratio is slightly

lower than the national average of 58 dependent persons per 100 persons of working age (JSLC, 2007).

The communities expected to participate in this initiative will include Mafoota, Richmond Hill and Roehampton. The location of the project is Mafoota Dist., St James. Mafoota is located approximately 23 km from the resort town of Montego Bay. They are located in the Great River Watershed and a tributary of the Great River flows through the community. There is a forest reserve which is manned by the forestry department. Mafoota has other major districts on its outskirts: Mt Horeb, Roehampton, Anchovy, Richmond Hill and Cambridge. The Cooperative for the past 15 years has leased 25 acres of land from the Commissioner of Lands to increase their agricultural production.

2. How do the community members or constituents engage in your project?

A stakeholder consultation was held which included government agencies RADA, SDC, JAS, NEPA, The Mafoota CDC, Citizens Association and youth group to identify the needs of the community. Out of the consultation all the stakeholders identified the problems affecting the community. The SDC livelihood assessment of the community showed that 95% of the residents are farmers. So focus was on sustainable agricultural enterprises to, improved livelihood and protection of the natural environment. This holistic process is critical to successfully meeting the Cooperatives objectives of reducing poverty, while protecting the environment and spurring economic growth and promoting good governance. The Mafoota Agricultural Cooperative would be the implementing agency. The community will be involved in providing labour throughout the implementation process. This will be a coordinated effort with the community, State agencies and the Cooperative. The monitoring and evaluation process will be a joint effort of the implementation committee that will be established.

The project will be used to transfer technology and inform community members of their responsibility in the protection of the environment and at the same time carry out their livelihood activities. Because the project will have the multiplier effect, women and other marginalized groups will stand to benefit in more ways than one. With the project, the farmers will be able to produce all year round, the increase in the levels of production, higher quality vegetable, production period, will account for 40% more of the production for the year. The financial and economic benefits will profit the Co-operative members, the wider community and the country.

3. Have you worked together in the past? How and why?

Yes, they have worked together in the implementation of other projects undertaken by the Cooperative. The community owns the project as they have bought shares in the cooperative and any project that the cooperative undertake has a direct impact on the community. The community members are responsible for the sustainability of these projects as they impact the livelihood of the people. In addition these projects are environmentally friendly and will seek to protect the natural environment of the community and the health of the constituents

4. Identify the situation(s) you are addressing (the scope, nature, causes and social or economic impact).

This project is in response to climate change and adaptive practices and forms a part of Jamaica's Adaptive Agriculture Program. The project is designed to implement environment measures that would mitigate further depletion of the environment whilst providing a source of sustainable income to communities and community based organizations. Increasingly, Jamaica's communities are being stimulated to enter the local economic development sector by way of establishing social enterprise. The sensitization of the community members and an integrated approach to social and environmental issues on lives and livelihoods will lead to a more developed, organised community supporting sustainable livelihoods for themselves, their

families and communities. Women and youth involvement has been designed and aim at building the capacity of the people most affected in the community to effect change necessary for community development. The action in all aspects will take into specific account the gendered realities of rural life which women form some 52% of household heads across the community and make up the majority of the poor.

The scope of this project will seek to provide two greenhouses which will enable the Cooperative to produce local and exotic fruits and vegetables in a more environmentally friendly way in addition to ensure consistency of supplies to the market. An irrigation pond is to be constructed to provide irrigation to the farmers to enhance increased production and productivity. Over the years because of the impacts of climate change, there are been reduced rainfall and long periods of drought. So this has prevented the farmers from optimizing production thus resulting in lower production level. This has been affecting the livelihood of this farming community.

Since being registered as a Cooperative it is desire of the group that have an administrative office to carry out the day to day activities of the organization.

5.How did you decide on the proposal focus and who participated in the decision?

A community consultation was held, working at the community level to connect policies to real local socio-economic issues such as employment/livelihoods and youth engagement provided an opportunity to address these issues while also developing small-scale projects for achieving the Cooperatives vision, and GOJ's alternative policies to address rural development and the impacts of climate change. A stakeholder workshop was held and an action plan developed. This workshop was held to gain consensus on accessing grant funding of the action plan how to scale up investment in small-scale mitigation and adaptation projects at the community level.

Project

6. Describe the activities you will undertake.

The activities to be undertaken will involve the construction of a permanent administrative office for the Cooperative to include storage space for small equipment. The furnishing of the office with air conditioners desks, chairs cabinets, and computer and internet service. The building will be powered by solar energy which is already available from the existing Cold Storage Facility. Two greenhouses will be constructed, to ensure consistency of production and to improve the income stream of the farmers. An irrigation pond will be constructed lined, fenced and equipped with solar pump to provide irrigation water for the farms.

7. Explain in narrative form your work plan and provide a proposed schedule.

The duration of the project will last for one year .In the first four months the administrative office will be constructed. A forty feet container will be purchased and retrofitted to include a storage area. The office will be equipped with two air conditioning units, internet service will be installed along with the necessary furnishings.

Construction of the greenhouses will start in the fifth month and will last for two months. The actual activities involved in this process would be: The activities to be undertaken will include the following.

Site identification: This involves the selection of the right location for the erection of the two green houses throughout the community. Site preparation: This involves site clearing, lining out of land, excavation and materials for construction. Erection of the green houses:

Green house establishment: Install foot path, acquire and install Acquire and install greenhouse equipment Prepare soil for transplanting Install plastic mulch Install plastic mulch Transplant seedlings. Farmers training: Training will be in the areas of Irrigation and fertigation

technique Crop care (pruning, pollination and disease control) Financial management ,
recordkeeping and Post harvest losses. Greenhouse operation

In the final six months, the irrigation pond will be constructed, lined with pond liner the area fenced and solar energy installed. The pond will be equipped with solar pump. The activities will include the following. To dig a one acre pond for the storage of irrigation water

To pipe water from the existing greenhouses to the irrigation pond to reduce land degradation

To construct a slump from the Mafoota River to make use of overflow to the storage pond

To install a pump and irrigation lines so farmers can have access and put in their on farm irrigation systems

8. What partners are involved in this project and what are they committed to contributing?

Actors and Stakeholders	Contribution
Mafoota Agricultural Cooperative Society Limited	Implementing agency ,labour ,land ,solar energy for the office
Rural Agricultural Development	Providing Technical Expertise and Training
Jamaica Agricultural Society	Organizing Farmers for training

Social Development Commission	Community organization and participation
National Environmental Planning Agency	Maintaining Environmental Standards
Jamaica Hotel and Tourist Association	Marketing Arrangement for farm produce
Citizen's Association	Community sensitization Public Education
Public Health Department	Health Standards
Jamaica Information Service	Public Awareness
St James Parish Council	Building Plans to meet desired standard

9. Discuss anticipated outcomes, both immediate and long-term. How will you know if you have achieved them? How will you measure them?

The Cooperative will seek to disseminate the knowledge, lessons learnt and good practices gained through the use of short video clips, photo story, training days, guided tours, press releases, pamphlets, media interviews, site visits, social media and proper documentation and farm records. The Cooperative will volunteer their time and effort in helping other communities to develop similar projects. The Cooperative, the community and their local governments will benefit from learning a process to identify actions they can take to reduce land degradation, link mitigation and adaptation when dealing with community infrastructure and link socio-economic issues to mitigation efforts. The Mafoota Agricultural Cooperative Society Limited through its project implementation committee will be the liaison with the community and will manage the process of developing the action plan, with oversight and co-facilitation expertise provided by the Cooperative and the Committee. This project can easily be replicated across other communities as demonstrated by other projects already undertaken.

10. What makes your project innovative or different?

No other farming group in this section of the island has ever embarked on a project like this. The Cooperative is already into Greenhouse Technology and seeks to expand on this climate smart technology. The Cooperative wants other local Farmers group to start building their capacity and that Mafoota can be a driver for them. They can actually replicate the initiatives. The project will definitely meet the needs of the Cooperative and communities as other subprojects can happen as a result of this project.

11. Explain why your project is feasible.

The project is feasible because the Cooperative has invested in human capital over the years. The implementation committee is quite experienced having worked together on other projects.

The project was born out of community consultation and the involvement of the community in the project is very critical.

12. Discuss potential challenges to the project and how your organization will address them.

Dependency on the sustainability of the tourism industry as a major market:

At present the greater part of the group's production of fruits and vegetables are to the hotels. The demand changes weekly depending on the number of guests. It is a dependable market, but only as long as the tourism sector remains vibrant. This can change quickly without warning, as the fallout due to the Covid 19 pandemic has shown. However, the group also has marketing arrangements with supermarkets like Megamart in Montego Bay planning on coming on board, Hilo, Super plus and Shoppers Fair to get more market share in Montego Bay supermarkets as well as producing for the export market.

Maintenance of group cohesiveness:

While there is a risk of the group falling apart, it is unlikely in this case because they have been together from the time of the Pioneer Farms in the 1970's. In addition they have received much training in group relations, which will be continued.

Use of leasehold land for project infrastructure and production:

The Mafoota group will be utilizing land leased from the Government. There is an agreement in place where the cooperative has officially leased 20 acres of land from the Commissioner of lands on which the project will be located .While it is possible that there may be some problems with individual farmers, which could result in the cancellation of their lease, it is not expected to be a widespread problem. In such a situation the Commissioner of Lands could reallocate the lot to another farmer. It is therefore highly unlikely that a few individuals losing their leases would affect the overall project operations in the long run.

The risk of hurricanes that affect agriculture over the years - can be minimized as greenhouses can easily be taken down if a hurricane is pending and the covering stretched out over the crops for protection and can easily be put up back after the hurricane has passed. In addition the solar pumps can easily be relocated to safe shelter in case of a hurricane

The key assumption that makes this project very feasible is that the government policies and programmes for agriculture are based on the greenhouse technology. With the world rise in the cost of food we have to make ourselves self- sufficient. Other assumptions are based on an increase in tourist arrivals and the development of the Spanish chains of hotels. Mafoota has already established itself as a vibrant cooperative. Government's Environmental policy is geared towards sustainable development and the preservation of our natural resources and environment

c. Relationship with other initiative

This project fits into all the other projects in protecting the environment in a sustainable way. The greenhouses are an expansion of Greenhouse Technology for the farmers. The irrigation pond is ensuring that there is adequate water for agricultural production , as this is the lifeblood of this rural community.

13. How will your efforts continue after funding from the IAF ends?

The world population is growing, and the rising cost of food, and the need for resources place an ever-increasing pressure on food resources. This increased competition has adverse effects both on natural resources. Covid 19 has even sent a stronger message of the need for increased and improved agricultural production to build the resilience of communities to absorb these shocks. The Cooperative through its Board of Management and all the other participating stakeholders will ensure the sustainability of this project.

INTER-AMERICAN FOUNDATION

PART 3: BUDGET

- Project budget must be in U.S. dollars. Please specify date and exchange rate used:
- Date: February 20,2020_ Exchange rate: US \$1 to JA 151_____
- List by line item the amount requested from the IAF as well as counterpart contributions that will be dedicated to the project.
 - "Proponent Counterpart" refers to contributions from the organization submitting the proposal;
 - "Beneficiary Contributions" refers to contributions from the people benefiting from or participating in project activities when different from the "Proponent;"
 - "Other Contributions" refers to resources raised from outside sources that are necessary for project implementation;
 - In-kind contributions (e.g. goods; services; office, meeting, storage or other space; land; etc.), must be ascribed a monetary value.
 - Use footnotes to detail the source of each counterpart contribution.
- Identify at least one lettered sub-item for each of the applicable numbered line items. A list of examples of sub-items is provided on the following page.
- Note that salaries should include employee benefits if required by local employment laws.

Line Items	Request IAF	Proponent Counterpart		Beneficiary Contributions		Other Contributions	
	Cash	Cash	In-Kind	Cash	In-Kind	Cash	In-Kind
1. Administrative Expenses a. b. etc.	3000		2000			500	
2. Construction a. etc.	60,000		50000		200		1000
3. Dissemination a. etc.							
4. Equipment a. etc.	20,000		5000				
5. Human Resources – Salaries a. etc.	12000						
6. Human Resources - Contracted Services a. etc.							
7. Human Resources - Contributed Services a. etc.							2000
8. Investment Capital a. etc.	2000	2000	2000				
9. Loan Fund a. etc.							
10. Materials/Supplies a. etc.	5000		1000				
11. Operational expenses a. etc.							
12. Other a.							

etc.							
13. Preliminary Activities a. etc.							
14. Real Property a. etc.			15,000				
15. Sub-Grant Fund a. etc.							
16. Training a. etc.	1000	500	500				2000
17. Travel a. etc.	3000		3000				
18. Vehicles a. etc.							
TOTALS	105,000	2500	78,500				2000

Footnotes

Real property relates to land owned by the Cooperative

Examples of budget line items

	Budget line items	Examples of sub-items
1	Administrative Expenses	Rent, public utilities, office supplies and furnishings, insurance.
2	Construction	Buildings, structural improvements.
3	Dissemination	Publications, printing, seminars, audio-visual media.
4	Equipment	Tractors and other farm equipment, cold storage and other equipment, machinery, computer or office equipment.
5	Human Resources - Salaries	Payments to permanent staff or people directly associated with the project, and legally required benefits and social security.
6	Human Resources – Contracted Services	Professional fees paid to consultants for technical assistance in areas such as production and marketing, or for conducting surveys, studies or evaluations.
7	Human Resources – Contributed Services	Donated time/services of staff or people associated with the project or consultants.
8	Investment capital	Working capital, operating capital for an enterprise.
9	Loan fund	Revolving loan fund for production or marketing.
10	Materials/supplies	Fertilizers, seeds, medical and other supplies.
11	Operational expenses	Production, marketing, general or project maintenance.
12	Other	Miscellaneous expenses, organizational development, meetings.
13	Preliminary activities	Legal expenses, market study.
14	Real Property	Tangible and fixed assets related to land or buildings.
15	Sub-Grant fund	Support for small development projects.
16	Training	Teaching materials, supplies, publications, and printed matter.
17	Travel	Transportation, per diem.
18	Vehicles	Purchase or rental of cars, motorcycles, trucks, pickup trucks; insurance; fuel and lubricants; maintenance.

Please submit all applications via email to proposals@iaf.gov.

**Inter-American Foundation
1331 Pennsylvania Ave NW
Suite 1200 North
Washington DC-20004**

**Tel: 202-360-4530
Website: <http://www.iaf.gov>**



INTER-AMERICAN FOUNDATION
GRANT APPLICATION
PART 1: COVER SHEET

Name of Organization: Enter legal name of organization.

Women's Resource and Outreach Centre

Organization ACRONYM:

W.R.O.C

Project Title:

Women's Empowerment program through the development of community health programs and economic sustainability.

Project Summary:

The project seeks to implement and develop; community health programs and economic sustainability training, with an aim to further increase sustainable livelihoods, health and wellness, community leadership, women's empowerment, employability skills and training in the communities of Trench Town and Lyndhurst Greenwich.

Duration: 18 Months.

Amount requested from the IAF: \$50,000 USD

Proponent counterpart: \$5,000 USD

How did you hear about the IAF?

The IAF was initially discovered through research on the internet. Additionally, the IAF has been mentioned by our partners at the University of the West Indies Mona.

DESCRIPTION OF ORGANIZATION

Address:

Street Address: 47 Beechwood Ave, Kingston 5

Postal Address: Kingston 5

City: Kingston

Province: Kingston and St Andrew Parish

Country: Jamaica

Office Telephone: 1-876- 960-9067 / 929-8873
Country/area code Telephone Number

Email: wrocjamaica@gmail.com

Website: www.wrocjamaica.com

Contact Person(s): Enter the name(s) of the person(s) primarily responsible for contact with the IAF.

Ms.

Sewell Lewis
(last name)

Nikeisha
(first name)

Executive Director/Project Manager
(position)

Year Organization was Founded: March 8th, 1983 (International Women's Day)

Date of Legal Incorporation: 05/ 29 / 1984
Mon / Day /Year

Direct Beneficiaries: We estimate that 30-45 women will benefit directly

Indirect Beneficiaries: As the community programs and training would have a huge impact on the community, 600 women and men would be indirect beneficiaries.

Funding History: Sources, years and amounts of previous funding received (excluding from the IAF) in US dollars.

<u>Source</u>	<u>Years</u>		<u>Amount</u>	
Project Name	From	To	Donor’s	Project Budgets
Strengthening a culture of integrity in Jamaica	03/15/2017	03/15/2019	USAID	\$ 44 Million JMD
Skills Training for unattached youth. – Preparing young women and men through basic literacy, numeracy, and social skills development for entry to HEART/NTA.	01/2016	Current	HEART NTA & Violence Prevention Alliance	\$ 3 Million JMD

Assessing the vulnerabilities and hopes of women and girls in west Kingston.	08/2015	12/2015	United Nations Development Program UNDP	\$3.44 Million JMD
Training to combat gender based violence in rural and urban communities.	01/2015	07/2015	USAID	\$3.2 Million JMD
Training for NGO's for economic literacy	07/2012	03/2013	UN Women	\$2.11 Million JMD
Environmental Management- Addressing Soil erosion through check dams and reforestation in Somerset and St Thomas Jamaica	04/2010	03/2013	Forest Conservation Fund	\$22 Million JMD
Advancing Women's participation in governance and decision making	11/2011	03/2013	UN Women	\$6.09 Million JMD
Developing Healthy Lifestyles	01/2012	12/2014	Chase Fund	\$ 5 Million JMD
Reducing Gender Based Violence in inner-city urban and Rural Communities	04/2011	05/2012	AVON Corporation	\$4.5 Million JMD
Homework Support for children, Parenting, Education, Literacy	05/2011	04/2012	Government of Japan and Digicel Foundation	\$7.6 Million JMD
Strengthening Women's Leadership for national and community development- training of 110 professional and community women for participation on boards	02/2009	01/2011	United Nations Development Fund UNDEF	\$24 Million JMD
Environmental Management, Sustainable Livelihoods and Local Organizational Building. Focus on 5 communities in St Thomas Jamaica	10/2008	12/2011	European Union and Christian Aid	\$109 Million JMD

Has the organization ever received funding from the IAF? NO

Annual Budget/Operating expenses for the last three years: 6.7 Million JMD; 18.5 Million JMD; 37.9 Million JMD.

Organizational Background: Brief description of the applicant organization, including its mission, structure (operating and governing), membership and achievements.

Mission (Do not exceed 100 words.)

WROC: Our mission is to create and sustain an organization grounded in human rights which promotes gender equality and the empowerment of women and girls through engagement in economic, social, and political life in the family, community and nation. To further that we seek to establish a sustainable community by supporting local community groups in building a better future for Jamaica.

The WE group, is in a process of building its identity as a leading community organization. Currently the mission is to engage its members in order to train, educate, and build a sustainable community. The goal is to outreach to the broader community around issues of sexual and reproductive health.

Governing Structure

WROC is governed by a nine member board under chairperson of Mrs. Lorna Lee. WROC is led by Nikeisha Sewell Lewis Who is the executive director responsible for operations and financial management. The WE group is a community based group which has a core governance of five members who coordinate regular information flow. The group is linked formally with WROC through representatives from the PROMAC/MNIH project and of general administration.

The WE group is not yet formally registered as a community based organization however using its core of five leaders the group has taken substantial strides in making a difference in the community. Currently there are five leaders who facilitate the regular information and organize meetings amongst the thirty members. The WE group links formally with WROC through representatives from the PROMAC/ MNIH project and WROC's general administration.

Operating Structure

WROC and the WE Group:

The organization currently has an administrative staff of four persons which includes an executive director, an accountant, an accounting officer, and an administrative assistant. The organization has a steady flow of interns and volunteers and currently hosts 2 CUSO volunteers and 2 Selkirk College Volunteers. WROC also features 3 staff whom are full time members of the MNIH project.

The WE group has a committee of five women which sustains contact with external partners, mobilizes members for events, and represents the group in Civil Society Collaborative Forum.

Membership:

WROC is not an organization which has distinct members however it does introduce a “friends of WROC” which are people who support our work. WROC currently works with hundreds of members of the community and seeks to be a friendly place which is inclusive to all communities.

The WE group has a core membership of 30 women.

Organizational Achievements (Describe your organization’s founding, history and past achievements)

The Women’s Resource & Outreach Centre is a non-profit, non-governmental organization established on International Women’s Day, March 8th 1983, with the aim of empowering women, strengthening families, communities and the society at large. Our hope is for every Jamaican to have equal access to basic human rights without barriers to safety, healthcare, personal development, and resource mobility opportunities.

Some Achievements include;

Participating in the European Union’s Environmental Management Sustainable Livelihoods, and local organization building project.

Skills Training for Youths

WE-Group – Women trained as community mobilizers

Founded a social enterprise: Beechwood Jamaican Gourmet Guava Sauce

Project-related Experience

WROC is committed to strengthening its community by taking the lead on projects which will leave a significant impact. As already highlighted above WROC has a dedicated history, which has saw the completion of many successful projects.

Related to this specific project include;

Environmental Management Sustainable Livelihoods and Local Organizational Building. Which was supported by the European Union.

Strengthening a Culture of Integrity in Jamaica (SCIJ) in partnership with the National Integrity Action (NIA). Some major highlighted achievements from this project include: Strengthening the organizational, technical, and resource capabilities of WROC and Community Based Organization (CBO) partners to advance a culture of integrity over the period from 2017-2019, Skills Building programs, Employability Training Program, Employment Program created for the community. Program for Reduction of Maternal and Child Mortality in Jamaica (PROMAC)

INTER-AMERICAN FOUNDATION PART 2: NARRATIVE

The application is the first step in developing a potential relationship with the IAF. This is your opportunity to share how you developed your ideas. Please address the following:

Context

1. Describe the community/communities expected to participate, including all characteristics you believe relevant.
2. How do the community members or constituents engage in your project?
3. Have you worked together in the past? How and why?
4. Identify the situation(s) you are addressing (the scope, nature, causes and social or economic impact).
5. How did you decide on the proposal focus and who participated in the decision?

Project

6. Describe the activities you will undertake.
7. Explain in narrative form your work plan and provide a proposed schedule.
8. What partners are involved in this project and what are they committed to contributing?
9. Discuss anticipated outcomes, both immediate and long-term. How will you know if you have achieved them? How will you measure them?
10. What makes your project innovative or different?
11. Explain why your project is feasible.
12. Discuss potential challenges to the project and how your organization will address them.
13. How will your efforts continue after funding from the IAF ends?

Context

1. Describe the community/communities expected to participate, including all characteristics you believe relevant.

The main group expected to participate is the WE group from the Trench Town and Lyndhurst Greenwich communities. This community features a core group of 20 women, whom are directly involved with this project. The communities of Trench Town and Lyndhurst Greenwich are the main target communities for this project. The community of Trench Town also features adjacent communities of Wilton Gardens (Rema),

Federal Gardens, Arnett Gardens (Jungle), and Rose Town. Trench Town developed from an influx of people migrating from rural parishes seeking employment and a better life in Kingston. Trench Town was viewed as a desirable location due to its proximity to Downtown and the market district, however this became problematic as this gave rise to widespread squatting with little to no utilities or sanitation which is an issue that still plagues the community to this day. Trench Town is classified as a ghetto community which means most residents are living under less than adequate situations; meaning residents who are living with low economic resources, poor living conditions, face violence and vulnerability in these communities especially women. To further add to that these communities face over-crowding, high illiteracy, lack of resources, lack of food and water, unemployment and various health problems.

Trench Town is bordered in the North by Rousseau road, in the West by Maxfield Avenue, in the South by Spanish Town road, and in the East Lyndhurst Road. The community is largely made up of single parent households of which 62% of all households are headed by persons without any academic qualification while 44.8% are headed by unemployed women.

According to the Social Development Commissions community profile the community of Trench Town is plagued by the following:

- High levels of unemployment
- High levels of poverty
- High levels of violence
- Limited or no opportunities for training
- Lack of opportunities to education
- High levels of high school dropouts
- High levels of teenage pregnancy
- Poor Parenting
- Inadequate housing, water, and sanitation
- Single female headed households

Another Major community which this project will be targeting is Women in Jamaica. Currently the labor force survey has consistently shown that women in Jamaica have lower rates of labor force participation than men and that women in Jamaica consistently face high levels of unemployment and a lack of gender equality. (The unemployment for women is 16.9 percent for women compared to that of 9.5 percent for men in 2016) (STATIN, 2016). Gender based differentials in wages persist in Jamaica which has shown over the course of studies that women earn approximately 62 cents for every dollar a man earns for similar work. (World Economic Forum 2016). Women in Jamaica also disproportionally face economic abuse, meaning women are being prevented to earning an income, having their earnings taken away, or being refused money by a partner which they were financially dependent. This was examined in the Jamaica Women's health Survey Report in 2016 which showed the economic abuse has highest for economically dependent women. (12.6 percent for those who work and 17.9 percent for women with no clear source of income). Women are a major part of the community which this project is designed to target, as it is clear women face clear obstacles to economic liberty which men do not face. Using this project to benefit the community and uplift women to have more liberties is a major part of our community health development initiative and economic sustainability.

2. How do the community members or constituents engage in your project?

The project focuses on engaging the community members using a participatory community approach, where community members are equal partners. Using this approach the community members develop the substance of the programs and implement them within the community while WROC provides a supportive resource role. The project will focus on engaging and benefiting the community as much as possible. This will focus the project on community based initiatives and the objectives at hand for the WE group.

3. Have you worked together in the past? How and why?

The WE group was formed as an initiative under the wing of WROC. Since the beginning of the development of the WE group, WROC has played a major role. Both groups have worked together in major project area's in the community such has the Trench Town community health fair, Wheaton College project which examined unpaid work and gender relations, Jamaica health community programs, running an intensive six week leadership course at WROC for the WE group, and facilitated in the development of a twelve week community leadership training at WROC. Both groups continue to work together in the development and implementation of community outreach programs focusing on the rights of women and sexual and reproductive health.

WROC and the WE group work together to strengthen their alliances within the community. As each group works in the troubled community, both groups come together to work on projects which not only strengthen the community but also play a key role in the development of the future of the community .WROC also works with other key partners who have supported the development of this project. WROC and community health are currently working on a European Union funded project= Promotion of Patients' Rights in Maternal, Neonatal and Infant Health in Jamaica (MNIH) since 2015.

4. Identify the situation(s) you are addressing (the scope, nature, causes and social or economic impact).

Due to the current situation where many issues continue to plague the community, this project will focus on two main areas. The two main area's the project will focus on is Community Health Programming, and Economic Sustainability.

Community Health Programming will be aimed at addressing:

- Problem of chronic diseases related to poor lifestyle management
- Inadequate sanitation, housing, and utilities
- Limited community engagement in health promotion
- Limited community health resources

- Access to pregnancy and STI information
- Poor Parenting

The second area of focus addresses the economic sustainability of the WE group and how it can benefit the socioeconomic issues addressing the community.

The Current Socioeconomic problems the project seeks to address are:

- High levels of uneducated women
- High levels of unemployment & women unable to sustain a living
- High levels of poverty
- High levels of violence against women
- Money management training
- New opportunities to gain job related skills

By highlighting the two areas of primary need within the community we are able to focus the projects at making the biggest impact within the community.

5. How did you decide on the proposal focus and who participated in the decision?

The proposal focus was constructed by the board of WROC and the WE group. There were many ideas shared over a period of four (4) months in meeting between both parties with input from the University of the West Indies Department of Community Health and Psychiatry. During this extensive consultation with the core leaders of WROC and the WE group we decided on the two main areas of the proposal focus: Community Health Programming and Economic Sustainability.

These decisions were based within a broader consultation within the membership of both parties and the communities involved. Each area of focus was the highlighted areas which the team members believe will have a major impact benefiting the communities of Trench Town and Lyndhurst Greenwich. Consultations were also held with our educational partners and leaders within the community which tied into the focus on building leadership within the WE group.

Project

6. Describe the activities you will undertake.

The activities will be organized around the two main areas of the project; Community Health Programming and Economic Sustainability. The activities proposed will take place over the course of the 18-month's, with aims of having an immediate short term and long term impact within the WE group and the community.

Centered on Community Health Programming the activities that the project will undertake are:

- 2 community health fairs aimed at the most disadvantaged groups in the population.
- During the health fairs there would be a screening program for chronic diseases, STI and HIV testing, and giving the community access to resources which will help prevent and treat common health issues.
- The project will have community programs that will help battle sexual violence against women. We will also have community health issues looking at teenage pregnancy, and family planning.
- The project will also include awareness of different sexual orientation and programs for the elderly.
- The project implement conflict resolution management courses in the community.
- Finally the project will be hosting training and awareness campaigns which will target poor parenting which is a major problem in the community.

Centered on Economic Sustainability the activities which the project will undertake are:

The goal of these activities is to train and educate women on how they can become financially healthy and independent which will lead to an increase in their livelihood as well as have the WE group become financially sustainable. The project is proposing activities which will be centered on implementing educational programs, leadership training, and courses which will enhance not only each women's skills but also their employability.

- Help provide access to educational certificates through established partnerships with local institutions which will give the women a 6 month course which will grant each member a certificate in a certain field.
- Teach the women how to use basic computer applications such as word.
- Resume writing and skills building workshops.
- Hands on training which will lead to workplace placement.
- Community fundraising events which will be organized solely by the WE group.
- Financial management training.
- Social enterprise training. This will allow the women to work on a pilot project which is aimed at becoming a fully retail arm of WROC.

7. Explain in narrative form your work plan and provide a proposed schedule.

Going forward WROC has tasked the WE group with a plan of organization which will enable the group during the duration of this project. This plan which has tasked the group with the organization of community activities, will transform the group to have more of an impact within the community. The WE group currently has 15-20 active members attending weekly meetings, which consists of drafting and developing plans going forward for the group.

The work plan which consists of weekly meetings amongst the WE group which are to be documented and reported weekly to WROC. The WE group will organize community walks, and community help at elderly homes which will take place bi-weekly. Each activity which the WE group is a part of will be documented with statistics of which women were involved and the desired outcomes. Each month the group will provide goals which they want to attain, as well as track short and long term goals. The WE group will schedule activities for a 6-month period which will include 1-2 major events and participating in bi-weekly activities in the community. These plans will then be presented to WROC to look over, edit and determine if each proposed project is feasible within the details of the IAF project. During this 6 month period members of the WE group will also be tasked with attending an intensive 6 month course

which will be aimed at gaining employability skills with the completion of a certificate in a specific field. These programs will be available through existing partnerships from our partners at the Jamaican theological seminary and the University of the West Indies. At the completion of the initial 6 months each activity will be analyzed and reviewed by WROC staff with input from the WE group to determine if these projects were successful, and what improvements will be made going forward. WROC also will be reviewing the participation of the educational training, to see how many women successfully completed the program, which new training courses we should make available, as well as how many women have gone on to use these skills in the field or gained employment. After this short review process is complete we will target another 6 months of intensive activities which will be reviewed. This will be followed by the final few months of activities for completion of the initial 18 month project.

Proposed Schedule of Events:

Initial 6 month set up;

Week 1-2 proposed WE group activities. Registration and selection of courses.

Week 3 will see the beginning of bi-weekly community walks and activities as well as the formation of proposed major activities. During this period the women will begin educational training at a schedule which works for each women.

Weeks 4-8 will see the continuation of bi-weekly activities, meetings and educational training.

In the 3rd month (weeks 8-12) The WE group will be hosting a cook out community event bringing local community groups together for a community day.

Weeks 12-16 will see the continuation of community activities, followed by a community health fair near the end of the 5th month. This community fair will be tasked at raising awareness at community health concerns and highlighted resources available. The WE group will also be bringing in local health communities to facilitate in this fair such as AHF Jamaica.

During the last 2 weeks of the 6th month WROC will review the initial 6 months to see if there is any changes needed, and how successful this has been so far.

The following 12 months would follow a similar pattern with specific events planned in the community by the WE group.

8. What partners are involved in this project and what are they committed to contributing?

The main partners involved in this project are Women's Resource and Outreach Centre and the WE group. This project also has support from The University of the West Indies Mona's Community Health and Psychiatry Department. The WE group is committed to organizing events, such as community health fairs, participating in educational training, leadership training, educational parenting events, and mobilizing the community. The WE group will be in charge of planning, and meeting with partners to engage in Economic sustainability training. WROC has committed to contributing time, space, staff and resources in order to make sure the WE group will be successful in their events, organization and community development. The University of The West Indies Mona will be contributing their resources, and support whenever needed. Each partner has planned to ensure the WE group will be successful in the implementation of this project.

9. Discuss anticipated outcomes, both immediate and long-term. How will you know if you have achieved them? How will you measure them?

Gaining the funding would help implement new developments and change the outlook on the WE group in the community. The main anticipated outcome is for the WE group to become fully self-sustaining and operational. WROC also want's the proposed project to leave an impact in the community, which can be measured over time. The major goals would see the proposed activities launched successfully by the WE group with many community changing activities. Overall the project will hope to see women prosper as new leaders in the community which will lead to an empowered WE group.

The anticipated outcomes that the project hopes to achieve include; implementation and completed education training for 50 % of the women. The goal is to see 50% of the WE group gain a certificate which

will help group members achieve a full time job. A big part of the project is to help fund education and training in many area's which will benefit the community. From this we want to see 100 % of WE group members attending each course, as well as 10 new community members for each event.

The goal is to see a changed behavior in the community in regards to sexual health behavior and choices. During the community health programming the project will want to raise awareness to health concerns and resources in the community. The WE group wants to have an increased awareness in healthy lifestyle, and responsible sexual activity. These will be achieved by the WE group by putting on community health fairs, and weekly walks to speak to youth. Another major outcome achievable is decreased violence and gender bias against women within the community. This will be achieved by promoting women as leaders, community mobilizers and giving young women empowerment.

Short:

- WE group be fully registered as a community group and recognized.
- Increased educational training opportunities for WE group members.
- Increased community events, featuring 1 major event every month.
- Successful training of WE group members within 8 months.

Long Term:

- The WE group be sustainable and be able to fund their own projects.
- 50 % of WE group members achieve a certificate within 18 months.
- 40% increase in the employment status of WE group members.
- Be able to impact the younger generation, to become productive citizens.

How will we know if we achieved them?

Overall WROC feels that it has the right resources and staff in place to support this project to its successful completion. This project will be deemed successful by increased participation in training, completion of certifications amongst WE group members, increased employment, increased community

awareness of major health issues and resources available and recognition of the WE group as an official group. WROC will know if we achieved these goals by the number of women in courses, the number of women who successfully complete certificates, more support for the WE group, the number of community health events and if there is an increase in the community, media coverage and testimonials. All the WE group events will be documented to be measured if the project was completed.

How will we measure these goals?

- Document and statistical participation.
- Percentage of successful training programs and number of women who use these new skills.
- Have Quarterly analytical progression checks.
- Testimonials amongst women.
- Number of Economic training and community health programming that the WE group organizes.
- Number of Women involved.

10. What makes your project innovative or different?

The project is centered on people from disadvantaged inner-city situations who want to improve themselves and the community. The project focuses on the total development of women who come from a challenging inner city environment who face clear obstacles. The women who play a huge role in the community have committed themselves as a group to change the course of history and better the community. This project goes further than just implementing community health programs and economic sustainability training, as this project has the ability to change the livelihoods of people for generations. This innovation of seeking to provide new opportunities, training, and community building which has never materialized to this community. The project is different as similar projects are from a third party working indirectly with community groups but our project is with the women who are directly suffering, facing discrimination and challenges in daily life and are committed to making a difference.

The project has identified that there is a clear link between people's health and production, and the ability to sustain a living. The project aims to tackle each challenge that the community faces, through community health and socio-economic training which will build the women's earning capacity while at the same time address their health concerns. This project also enhances the ability for the community to develop future projects, and allow a self-sustaining community.

11. Explain why your project is feasible.

The project is feasible due to the support and current stability established. The project is being initiated from the bottom up, as the women in the community will be implementing the project. The women are committed to improving their circumstance and have developed the themes around which they would like to build their development. The current resources that WROC has in place along with their partners will allow this project to be feasible.

Currently WROC has the staff, space, time, and partner resources available to ensure the development and implementation of this project becomes successful. WROC currently have project plans and proposals in place with a timeline of future events. Each event will bring something different to the community. The feasibility comes with further educating, training, and being able to become financially sustainable. With these programs in place, WROC will be able to use the already existing programs we have to ensure that this project will be feasible.

12. Discuss potential challenges to the project and how your organization will address them.

There are many challenges that this project can face such as:

Violence in the community:

There is a high level of violence in the community. The project will address this issue by creating a plan of action to combat violence. In any event WROC would have adequate personnel to deal with this issue.

WROC will also plan to host multiple community events that address health, parenting and violence. With community organization involvement in stopping violence, we can mitigate the risk.

Unwillingness of critical stakeholders:

There is a low level of risk of this happening however our action would be contingency. In the event that government and stakeholders are unwilling to engage in dialogue, action would still be implemented to develop the policy framework and advocacy plan. Advocacy activities would be carried out to garner public support and lobby government action and involvement.

Unwillingness of community members to participate:

There is a medium risk of this happening, and our action to cope would be contingency. We currently have a strong core of women and community members who are dedicated and engaged in our project. We would plan to include more events to showcase what we are offering to the community to engage them more.

Political issues:

There is a high political risk in Jamaica stemming from elections and government policy. In the event that any issue would arise the project team would mitigate our actions. Meaning in the times of elections and upcoming governmental proposals our project would be scheduled around these events in order to facilitate the required change at hand.

Natural Disasters:

There is a mild risk of Natural disaster. In the event of a natural disaster the main action would be to mitigate. In this case some activities of the group would be paused or postponed until the reinstatement of the community services.

13. How will your efforts continue after funding from the IAF ends?

Our project is designed to become self-sustainable. Using the initial funding from the IAF will help the WE group financially be able to sustain itself as a strong community group. Currently we have the right members and support in place through the partnerships with WROC and UWI, along with local community members we have highlighted four area's which we can expect significant sustainability which will last after the project funding is completed. The four areas which this project will be sustainable are; Institutional Sustainability, Community sustainability, financial sustainability, and policy level sustainability.

Institutional Sustainability:

The project emphasis participation of the community, which focuses on capacity building and ownership of the program by the community. This ownership will allow the program to create educational training and partnerships which will continue to run after the funding.

The health promotion and development is a continuation of previous activities and is intended to build on previous health promotions.

We will create a formation of a multi stakeholder platform to monitor, implement, and ensure sustainability of the action.

Community Sustainability:

The development of this project will create opportunities for continuous fairs, community events, and

training for the women to plan and organize. The creation of new events will create new opportunities in the community to become financially sustainable.

The emphasis will be placed on education and training in order to ensure each women involved will be able to better impact the livelihood of the community.

Financial Sustainability:

The goal of the project is to create economic financial sustainability for the WE group. With training, experience, and proper organization the WE group will be able to raise, and make capital themselves to become fully sustainable financially. Over the course of our 18 month project, we will create a banking, educational training, and use the opportunity to financially support disadvantaged women in their educational needs. This over time will create financial benefits in the community by educating, and training women with job related skills, and money management the women will become financially independent. The issues at hand are the lack of opportunities and resources to understand the information needed in becoming financially smart which hinders most of the community. The project will allow the WE group to organize more events which will allow the women to sell/ and raise money to be able to support the group themselves.

To further that the program is supported by WROC, FMS UWI while developing relationships that will be able to create new financial opportunities.

Policy Level Sustainability:

The project fits within the larger policy framework and priority of the government of Jamaica, and will create synergies with these programs. This cohesion means that once the IAF proposal funding is successfully sustained local institutions, the Government of Jamaica, and partner organizations will continue to invest as it is for the greater benefit of all parties involved.

INTER-AMERICAN FOUNDATION

PART 3: BUDGET

- Project budget must be in U.S. dollars. Please specify date and exchange rate used: Date: August 10th , 2019 Exchange rate: 1 USD= 134.83 JMD
- List by line item the amount requested from the IAF as well as counterpart contributions that will be dedicated to the project.
 - "Proponent Counterpart" refers to contributions from the organization submitting the proposal;
 - "Beneficiary Contributions" refers to contributions from the people benefiting from or participating in project activities when different from the "Proponent;"
 - "Other Contributions" refers to resources raised from outside sources that are necessary for project implementation;
 - In-kind contributions (e.g. goods; services; office, meeting, storage or other space; land; etc.), must be ascribed a monetary value.
 - Use footnotes to detail the source of each counterpart contribution.
- Identify at least one lettered sub-item for each of the applicable numbered line items. A list of examples of sub-items is provided on the following page.
- Note that salaries should include employee benefits if required by local employment laws.

Line Items	Request IAF	Proponent Counterpart		Beneficiary Contributions		Other Contributions	
	Cash	Cash	In-Kind	Cash	In-Kind	Cash	In-Kind
1. Administrative Expenses							
a. Rent	\$1500		\$300 ¹				
b. Office Supplies	\$1500	N/A		N/A	N/A	N/A	N/A
c. Public Utilities	\$1000		\$200 ²				
2. Construction	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3. Dissemination							
a. Printing	\$300		\$300 ³				
b. Meetings	\$500	N/A	\$100 ⁴	N/A	N/A	N/A	N/A
c. Seminars	\$200		\$100 ⁵				

¹ WROC will be providing space of which it already pays rent.

² Cost of space which is already provided utilities

³ WROC will be giving the WE group an opportunity to use its printing

⁴ Miscellaneous costs of meetings

⁵ Miscellaneous costs of seminars

4. Equipment a. Office Equipment	\$1000	N/A	\$500 ⁶	N/A	N/A	N/A	N/A
5. Human Resources – Salaries a. Coordinator b. Community Mobilizers	\$3500 \$1500	N/A	N/A	N/A	N/A	N/A	N/A
6. Human Resources - Contracted Services a. Accountant b. Social worker c. Community Health Workers	\$2000 \$3000 \$2000	N/A	N/A	N/A	N/A	N/A	N/A
7. Human Resources - Contributed Services a. Staff Contribution and time	\$1250	N/A	\$1250 ⁷	N/A	N/A	N/A	N/A
8. Investment Capital a. Social enterprise Development	\$6000	N/A	N/A	N/A	N/A	N/A	N/A
9. Loan Fund	N/A	N/A	N/A	N/A	N/A	N/A	N/A
10. Materials/Supplies a. Medical/ General Supplies b. Project Supplies	\$1000	\$500 ⁸	N/A	N/A	N/A	N/A	N/A
11. Operational expenses a. Marketing b. Project Maintenance c. Communications	\$750 \$1000	\$150 ⁹	\$100 ¹⁰	N/A	N/A	N/A	N/A
12. Other a. Miscellaneous	\$250	N/A	N/A	N/A	N/A	N/A	N/A
13. Preliminary Activities a. Legal and Project Study	\$750	N/A	N/A	N/A	N/A	N/A	N/A
14. Real Property							

⁶ WROC will be upgrading some office equipment, such as new equipment for the WE group to use.

⁷ This includes the cost of WROC's staff contribution and time contributing to the Project.

⁸ Medical and materials which will be supplied to the WE group for projects

⁹ Marketing costs which will be covered by WROC

¹⁰ Miscellaneous Maintenance of the project

	N/A	N/A	N/A	N/A	N/A	N/A	N/A`
15. Sub-Grant Fund a. Community Health Fair	\$5000	N/A	N/A	N/A	N/A	N/A	N/A
16. Training a. Teaching b. Supplies c. Staff d. Educational Training e. Economic Training etc.	\$3000 \$2000 \$5000 \$5000	N/A	\$250 ¹¹ \$250 ¹² \$1000 ¹³	N/A	N/A	N/A	N/A
17. Travel a. Transportation & Travel	\$1000	N/A	N/A	N/A	N/A	N/A	N/A
18. Vehicles	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOTALS	\$50,000	\$650	\$4350	\$0	\$0	\$0	\$0

Examples of budget line items

	Budget line items	Examples of sub-items
1	Administrative Expenses	Rent, public utilities, office supplies and furnishings, insurance.
2	Construction	Buildings, structural improvements.
3	Dissemination	Publications, printing, seminars, audio-visual media.
4	Equipment	Tractors and other farm equipment, cold storage and other equipment, machinery, computer or office equipment.
5	Human Resources - Salaries	Payments to permanent staff or people directly associated with the project, and legally required benefits and social security.
6	Human Resources – Contracted Services	Professional fees paid to consultants for technical assistance in areas such as production and marketing, or for conducting surveys, studies or evaluations.
7	Human Resources – Contributed Services	Donated time/services of staff or people associated with the project or consultants.
8	Investment capital	Working capital, operating capital for an enterprise.
9	Loan fund	Revolving loan fund for production or marketing.
10	Materials/supplies	Fertilizers, seeds, medical and other supplies.
11	Operational expenses	Production, marketing, general or project maintenance.
12	Other	Miscellaneous expenses, organizational development, meetings.
13	Preliminary activities	Legal expenses, market study.
14	Real Property	Tangible and fixed assets related to land or buildings.
15	Sub-Grant fund	Support for small development projects.
16	Training	Teaching materials, supplies, publications, and printed matter.
17	Travel	Transportation, per diem.
18	Vehicles	Purchase or rental of cars, motorcycles, trucks, pickup trucks; insurance; fuel and lubricants; maintenance.

Please submit all applications via email to proposals@iaf.gov.

¹¹ WROC's contribution to the cost of teachers. Remembering that most will help a community organization for low cost

¹² Cost of supplies associated with training which are at WROC

¹³ Cost of WROC staff associated with training.

Inter-American Foundation



**INTER-AMERICAN FOUNDATION
GRANT APPLICATION
PART 1: COVER SHEET**

Name of Organization: Enter legal name of organization.

St. Catherine Community Development Agency Ltd.

Organization ACRONYM:

SACDA

Project Title: *Enabling Vulnerable Communities in St Catherine to Adapt to Environmental Changes to Ensure Sustainability of Livelihoods and Build Greater Resilience*

Project Summary: (Do not exceed 50 words.)

The two-year project will be implemented in 5 communities in St. Catherine. Activities include: Livelihood protection for farmers, Public Awareness training for community residents. Project will seek to build capacity of community members by equipping some of the most vulnerable groups with knowledge, skills and tools to mitigate negative effects of Climate Change.

Duration: Months. The duration of the support requested should be consistent with the nature and complexity of the proposed activity. The proposed project is for 24 months.

Amount requested from the IAF: \$ 288,028.27 (in US dollars)

Proponent counterpart: \$157,628.57 (in US dollars)*

Other counterpart: \$ 19,285.71 (in US dollars)*

*Counterpart is a contribution from the proposing organization ("proponent") or third party. Counterpart may be in cash donations or in kind, including, but not limited to, land, supplies, infrastructure, labor, and office, storage and meeting space.

How did you hear about the IAF? - Via the Internet and the National Coordinator of the UNDP/GEF Small Grants Programme (Jamaica)

DESCRIPTION OF ORGANIZATION

Address:

Street Address: Main Street, Bog Walk P.O. St. Catherine

Postal Address (where applicable):

City: Province (Dept./State): Country: Jamaica

Postal Code

Office Telephone: 876 708 2391

Country/area code

Telephone Number

Cell Telephone: 876 8924197

Country/area code

Telephone Number

Fax:

Country/area code

Telephone Number

Email: sacdajm@hotmail.com /

richardsnellie90@gmail.com

Website:

Contact Person(s): Enter the name(s) of the person(s) primarily responsible for contact with the IAF.

<input type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Ms. _____ Richards (last name)	_____ Nellie (first name)	_____ Director (position)
<input type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Ms. _____ Walker (last name)	_____ Tamica (first name)	_____ Finance (position)

Year Organization was Founded: _____ 1996
Date of Legal Incorporation: _____ 7 / 29 / 2010 _____ Mon / Day / Year

Direct Beneficiaries (number of people who will directly participate in and/or benefit from project activities): _____ 3750
Indirect Beneficiaries: (number of people who will indirectly benefit from project activities): _____ 11250

Funding History: Sources, years and amounts of previous funding received (excluding from the IAF) in US dollars.

Source	Years	Amount
Christian Children Fund of Canada	2004- 2008	57,471.26
Help Age International	2007-2008	27,586.20
Irish Aid	2008-2011	148,275.86
Help Age International	2010-2011	79,715.65
DEPICO/Help Age	2011-2012	43,437.50
USAID/Help Age	2011-2013	25,827.32
CAR023	2012-2013	41,479.76
ALIEG (USAID)	2013-2013	33,146.00
The UNDP/GEF Small Grant Programme	2014	25,732.50
The UNDP/GEF Small Grant Programme	2019-2020	100,000.00

Has the organization ever received funding from the IAF? _____ No _____ If so, when? _____ Grant # (if known): _____ Amount: _____ Annual Budget/Operating expenses for the last three years: _____ 100,000.00 _____; _____ 25,732.50 _____; _____ 33,146.00 _____.

Organizational Background: Brief description of the applicant organization, including its mission, structure (operating and governing), membership and achievements.

Mission (Do not exceed 100 words.)

Mission St. Catherine Community Development Agency (SACDA) is an organization committed to the strengthening of community organizations. The Agency is dedicated to realizing its goal by promoting participation, self-reliance and sustainable development in communities to improve the lives of children, youth, women, men, the elderly, the disabled and their families living in targeted communities in Jamaica.
Governing Structure (Refers to the organization's form of leadership which might include a Board of Directors, general assembly, fiscal council and/or chief executive officer; also indicate

how decisions are made, frequency of meetings, etc.) *Please list the board of directors by complete names and positions.*

Fay Sewell -Hall Vice Chairman
Rochelle Shuttleworth Secty
Coleen Sinclair Treasurer
Jean Edwards Public Relation Officer
Jean Golding
Doreen Merchant
Yvette -Martin
Nellie Richards Director SACDA

Operating Structure (Refers to the division of labor within the organization which might include an educational team, a communications team, an administrative department, etc.)
SACDA is governed by a Board of Directors. The day- day operation is the responsibility of the Director/Programme Manager. The staff is made up of a Finance Officer two project Officers and an Office Attendant. The Staff reports to the Board of Directors.

Membership (Only for membership organizations; describe the members, criteria to joining, fees charged, etc.) **N/A**

Organizational Achievements (Describe your organization's founding, history and past achievements)
The St. Catherine Community Development Agency (SACDA) started in 1993. Save The Children Canada facilitated the growth of the organization. The Agency was established to continue work started by Save The Children Canada after its working relationship over a period.

SACDA's performance won it the Environmental Foundation of Jamaica Award for 'Best Project in Child Sustainability' for 2007-2008. SACDA was one of the Nominees for the Michael Manley Award for Excellence in community development in the same 2007-2008. Both are national awards.

Child sponsorship programme, child's Right and Advocacy project, career guidance and counselling programme for 500 children and youth funded by Christian Children Fund of Canada
Summer camp programme for children and youths in three communities for over 19 years
SACDA successfully piloted the USAID ALIEG Community Energy Efficiency and Renewable Energy Action

Project in 2013

SACDA has been operating a Cyber centre fully powered by solar since 2014. The project funded by UNDP/GEF Small Grants Programme

SACDA is currently working to establish a LED modular Lab (the first of its kind in the Caribbean) funded by UNDP/GEF Small Grants Programme

Project-related Experience (Describe your organization's experience in the proposed project area(s) or sector(s))

SACDA successfully implemented Alleviating the poverty and socioeconomic marginalization of vulnerable multi-generational households in Jamaica project target over 300 families. Project funded by Help Age International
-Established water organization in three communities. funded by IADB.

-Establishment of Farmers, children, youth, seniors, inter-generational groups in nine communities with various related activities.

-Empowering older people Project involved Poultry Rearing for over 100 persons The project funded by Irish Aid.

INTER-AMERICAN FOUNDATION PART 2: NARRATIVE

The application is the first step in developing a potential relationship with the IAF. This is your opportunity to share how you developed your ideas. Please address the following:

Context

1. Describe the community/communities expected to participate, including all characteristics you believe relevant. Location:

The intervention will be undertaken in five (5) rural communities in the parish of St. Catherine, located in the south-east of Jamaica. The communities targeted for the intervention are: Princess Field, Giblatore, Content, Springvale and Deeside. The communities were selected based on its long-standing characteristics of underdevelopment and vulnerability to natural and man-made disasters especially frequent and prolonged drought conditions, hurricanes and landslides resulting in destruction of the already deteriorating road network, houses, buildings, agriculture crops and livestock which are the main sources of livelihood.

These communities are also slow in accessing external assistance for community development and suffer from a high level of rural levels of poverty; there are few income-generating opportunities. Most vulnerable populations in the communities are farmers, older persons, disabled, women and children. Although the proposed project has no explicit gender focus, it will consider the specific needs of youth and women farmers, many of these women are sole-breadwinners and head multi-generational households.

The lack of access to basic facilities such as piped -borne water, proper farm roads, land telephone and public transportation are quite evident. Residents gain employment largely through subsistence farming or by offering their labour outside of the community. Income resulting from these types of employment is low, as a result, it hinders the development of the residents and the wider community. Most families live below the poverty line. SACDA's intervention in these communities comes through children's Right, youth, senior citizen, farmers and multigenerational groups.

The communities were also targeted based on SACDA's history of successfully engaging these communities in assessing, planning and executing a number of projects. This Programme will be strongly supported by the social capital that SACDA has developed with the participating communities over the past 19 years. A project of this nature can mitigate this shift and provide alternate opportunities for employment appropriate to rural family's skills and experience.

2. How do the community members or constituents engage in your project? SACDA uses an integrated participatory bottom up planning approach to working with residents. SACDA works with and through established groups/ institutions as the vehicle to implement projects/ programmes in communities. Consultations are done through visits to community groups to solicit inputs and to involve them in the planning and decision making. The residents are consulted at every phase of the project or any other projects to ensure that the project design meets local conditions and needs. The residents are engaged through workshops, surveys, community meetings, forums, one- one, groups and established institutions

3. Have you worked together in the past? How and why? SACDA has been working in these selected communities for over two decades. The intervention is done through farmers group called the local Jamaica Agriculture Society (JAS) youth, children, elderly, women and inter-generational groups, churches and schools. Except for schools and churches, most if not all these groups were started by SACDA. The groups are the vehicle through which the projects/programme are channel. The communities do not get much public assistance due to limited resources, poor government representation and geographic locations. Fair amount of assistance came through lobbying/advocacy work facilitated by SACDA and other organized local groups. SACDA has been contributing to community development and advancing sectorial interests in order to combat poverty and improve the lives of the residents.

4. Identify the situation(s) you are addressing (the scope, nature, causes and social or economic impact).

One of the major environmental change challenges most rural communities in Jamaica are faced with is that their livelihoods are dependent on climate-sensitive sectors, such as subsistence agriculture or water collection for domestic and Agriculture purposes. The unpredictably weather conditions, such as prolong and frequent drought, flooding or too much or infrequent rainfall severely affected crops and livestock.

With the onslaught of COVID-19 there is the possibility of a looming food crisis unless measures are taken to protect the more vulnerable population as both lives and livelihood are at risks. Jamaica's agriculture sector will be key to the country's recovery from the coronavirus (COVID 19) pandemic. (***Food and Agriculture Organisation of the United Nations COVID-19 pandemic – impact on food and agriculture 2020***).

While men are impacted negatively as there is a reduction or loss of income, they are mostly employed in the agriculture sector. Women on the other hand are likely to experience significant impacts. Women and girls are often responsible for most of the unpaid tasks around the household; their lives are directly affected by these natural changes. For example, they often have to walk further to find increasingly\fuel and water, which left the girls with less time for acquiring education and the women with less time to engage into other gainful activities. A programme of this nature can mitigate this shift and provide alternate opportunities for employment appropriate to rural families as well as skills and experience.

The proposed project will seek to build the resilience and adaptation of the target communities to change of environment by increasing the general awareness of and adaptive capacity to environmental change, and strengthening the preparedness and response capacities of families, schools and communities

5. How did you decide on the proposal focus and who participated in the decision? The concept of this proposed project was identified with the Princess Field and Content five-year Community Energy Efficiency and Renewable Energy Action Plans. Two of the targeted communities where SACDA operates. The Community Action Plans were developed through an interactive and community-driven planning process guided by SACDA as part of the Government of Jamaica (GOJ) and US Agency for International Development (USAID) project, Analysis and Investment in Low Emission Growth (AILEG). The Action Plans support the achievement of climate change goals and socio -economic objectives important to the community, including employment and youth engagement. SACDA will be building on the work started under the ALIEG project and will be extending the similar work to three other communities. These other communities bear similar features and experience more or less the same sets of challenges.

6. Describe the activities you will undertake. Livelihood Protection for Farmers: One key components of the project is to safeguard and sustain livelihoods against the negative impact of Natural disasters and environmental change. The following key activities will be implemented to benefit farmers ie men, women, youth and their families living in the selected communities:

- Training in Livelihood Diversification, crop care and protection, using the Farmers Field School method. The Farmers Field School is a bottom up participatory approach to capacity building for efficient, sustainable and inclusive food production for farmers. The training will equip small rural farmers with the knowledge and skills necessary to implement this approach and improve living conditions. The farmers will use demonstration plot in the community to learn the improved framing techniques then replicate on their own plots. This will be done in collaboration with the Rural Agriculture Development Agency (RADA). RADA Extension Officer will facilitate the training.
- Establishment of a seed Bank and the provision of drought resistant vegetable seeds, fertilizer and tools. A quantity of drought resistance vegetable seeds, fertilizer, small and large agricultural tools will be secured under the project. The seeds, fertilizer and portion of small tools will be distributed to the farmers, while a quantity of the larger tools will be stored and used for revolving purposes among the farmers and on the demonstration plots.
- Small scale Poultry Production through the Provision of day-old broiler chickens, feed and vitamin. 100 farmers will be provided with 100-day old broiler chickens, 20 bags of feed and 1 pack of vitamins.

The inputs will be purchased in bulk and distributed to farmers in batches. The chickens take 6 weeks to harvest. The purpose of distributing in batches is to prevent a glut in the communities. A batch will be distributed across the five communities. Farmers participating will be required to have a suitable poultry shed, Food handler Permit, plan to market the produce and willing to participate in the training. Poultry makes a substantial contribution to household food security in Jamaica, especially in the rural areas. It helps diversify incomes and provides quality food and an ongoing family income.

- **Rainwater Harvesting Training for Farmers and the Provision of small type 650 gallons plastic tanks for farmers, Provision of 100 (650 gallons) plastic tanks.** The Farmers will be trained and supported to collect run off rainwater from the roof for livelihood and domestic activities. Farmers to be better able to grow short term crop as well as for small livestock production. Three of the communities do not have piped water. The residents depend on rainfall or purchase water from private truckers for domestic and agriculture purposes. Some of these farmers cannot afford the tanks so they use small drums to collect and store water for use.
- **Public Awareness Campaign:** A multi-strategy Public Awareness campaign aimed at the target communities will be developed around the theme. Using various tactical approaches, the campaign will focus on creating awareness of key messages associated with mitigation and Adaptation tailored to meet the various populations in the communities. Campaign will be facilitated by SACDA staff and the community mobilizers. Home visits, community meetings, street corner talk, one-on-one talk, churches and schools will be used as the medium to convey the message to the wider community.

Project Launch – Community Level

A series of five meetings will be held in the targeted communities. These meetings will be used to provide more detail information about the project, including how community members are expected to participate and the benefits from the project. This will also provide an opportunity for issues to be clarified and questions answered. SACDA staff will facilitate these meetings

Programme Goal:

To build capacities of community members to be more resilient and self-reliant by equipping them with the knowledge, awareness, skills, resources and tools to mitigate negative effects of Environmental change.

7. Explain in narrative form your work plan and provide a proposed schedule. Implementation Plan and Time Frame: Activity- Livelihood Protection for Farmers:

- Training in Livelihood Diversification, crop care and protection** - conduct at least six Farmers Field School with farmers in the target communities - April 2021, June 2021, August 2021, October 2021, February 2022 and April 2022. Responsible persons are: SACDA project Staff working in collaboration with RADA and the local leadership of the respective JAS groups and community Mobilizers.
- Establishment of a seed Bank and the provision of drought resistant seeds and tools** - Collaborate with RADA Extension Officer to set up a central seed Bank. Secure drought resistance seeds for farmers based on established criteria. April 2021, August 2021, April 2022, August 2022. Responsible persons are: SACDA project Staff working in collaboration with RADA and the local leadership of the respective JAS groups and community Mobilizers.
- Rainwater Harvesting Training for Farmers** –Conduct 5 sessions of Rainwater Harvesting with farmers-May 2021, July 2021, August 2021, October 2021, February 2022. SACDA project Staff working in collaboration with RADA and the local leadership of the respective JAS groups and community Mobilizers.
- Secure and distribute 100 small type 650 gallons plastic tanks to farmers** -August 2021, September 2021, October 2021, November 2021. Persons responsible SACDA staff and local JAS leadership and community Mobilizers.
- Poultry Rearing Training** - Conduct at least five sessions of Poultry Rearing training for beneficiaries in the project - May 2021 August 2021, September October 2021, February 2022 and May 2022. Persons responsible SACDA staff, RADA extension Officer and JAS local leadership and community mobilizers.

- f) **Small scale Poultry rearing Production:** Secure day-old Broiler Chickens, feed and vitamin in bulk and distributed in batches to 100 farmers in selected communities - June 2021, August 2021, October 2021, February 2022 and June 2022. Persons responsible SACDA Staff and local JAS leadership and community mobilizers.
- g) **Public Awareness Campaign** To increase the knowledge, awareness, and adaptive capacities of approximately 6000 residents directly living in five vulnerable communities by better preparing them to respond to climate change risks by December 2022. Conduct series of awareness raising on the environmental changes and its negative impact at the community life and livelihood and ways to mitigate April- December 2021 and January - December 2022.

8. What partners are involved in this project and what are they committed to contributing? The partners will be: UNDP/GEF Small Grants Programme for technical support, mentoring and networking. Rural Agriculture Development Agency will provide technical support and training for the farmers. RADA will conduct Farmers Field School in the community using demonstration Plots and the Ministry of Health and Wellness to do training and provide Food Handlers Permit and oversee poultry Rearing sanitation and ensure that proper procedures are carried out in the homes where the chickens will be reared.

9. Discuss anticipated outcomes, both immediate and long-term. How will you know if you have achieved them? How will you measure them?

Primary Objective: To build capacity at the community level by equipping vulnerable populations with the knowledge, awareness, skills, resources and tools to mitigate negative effects of Environmental change.

Outcomes	Outputs	Indicators	Target
Improved farming practices Increased Income for Families	Develop Farmers Field school Conduct series of training in-crop care and Management	Number of Training Field School held Number of farmers participated	5
	Establishment of seeds Bank and drought resistance seeds and tools	Number of Seed Banks established	1
	Provision of Seeds, and fertilizer	Number of farmers benefited from drought resistance seeds and fertilizer	300
	Provision of day-old Broiler Chickens, Feed and Medication	Number of persons benefited from chickens, Feed and Vitamins	100
Improved water storage Facility	Provision of 100 gallons plastic water tanks	Number of 250 gallons Plastic Tanks secured and distributed	100
	Conduct series of training in Rainwater Harvesting	Number of training sessions held Number of participating members gender dis-aggregated	5 250
Community members empowered through training and community awareness sessions	conduct series of public education	Number of participating members gender dis-aggregated	3,000

Tools to be used include site visit forms, monthly reports by all project staff, training reports, and reports to the donors, case studies and registers. Monitoring and Evaluation personnel will be engaged to ensure that the data is captured and reported accordingly.

10. What makes your project innovative or different? The proposed project employs a holistic bottom up participatory planning approach to alleviating poverty at the grass root level. The project is conceptualized by local people and will be implemented with and by the same local people. The project has a socio –economic and educational component, coupled with the relevant training to support and complement each proposed activity. It encourages community- wide participation and strengthening of social capital. The project is demand-driven, and its outcome-oriented approach will result in transformation of social capital into economic capital.

The change in environment challenge provides an opportunity for community based- organizations like SACDA to create better communities since it is the poorest population that are worst affected by the negative impact of climate change. This proposed project will help to renew the way SACDA as an organization approaches its work in communities. While this proposed project is responding to climate change mitigation and adaptation the planned activities will be rapidly adapting to new demand such as the need for a more integrated approach for mitigation measures and Adaptation strategies customized to meet the needs of a particular community as well as individual Approaches to development problem will include but not limited to:

1. Building community resilience through bottom up planning integrated participatory approach.
2. Using techniques that are group and age appropriate with a mix of men and women working independently and together on the planned activities.
3. Employing institutional, human as well as technological approach to solicit climate action support from social groups which can change socio- economic conditions.
4. Document lessons on potential impact of community innovation on climate change and Adaptation.

11.Explain why your project is feasible. The activities are workable as they were identified and decided by the community residents. The activities suit the needs of the residents that will participate and benefit. The Project will not be implemented in isolation; it will be part of a larger program currently implemented in communities. The proposed project focuses on livelihood activities to bring about a more self-sufficiency among residents. Training will complement activities. The training invested in the beneficiaries; staff will extend beyond the life of the project.

12.Discuss potential challenges to the project and how your organization will address them. :

Potential Challenge	Ways to address
Unexpected natural disaster	SACDA will work with community an on-going basis to lessen the negative impact of the environmental change
Lack of community involvement	SACDA does not anticipate any lack of involvement of community residents in the project. SACDA will seek to ensure that community members continue to be integral in all the phases of the project. This level of involvement will result in community members taking ownership for the project.
Organizational weaknesses	SACDA like many small CBO, has its set of Organizational weakness, despite the fact SACDA has been able to use its limited resources to plan and implement several successful programmes. This local NGO has a proven track record in empowering communities, several successful proposals, SACDA will utilize its strong networking and partnership with a number of local and International Donors, Government and Non-Governmental Organisations. SACDA through this proposed programme is proposing a programme to help to strengthen the organizational capacity to further its work in Jamaica

13.How will your efforts continue after funding from the IAF ends? The Proposed Project is not a standalone; it will be part of a wider Programme implemented by SACDA in the various communities. The activities will be integrated into the Programme. Elements of the project will outlive the project. Beneficiaries will be better trained in Crop care and protection; poultry rearing management and strengthen working relationship with RADA. Project weighs heavily on training. The farmers will be better able to reinvest in the different component of the farming business. SACDA partners at the community level, the development/ maintenance of effective working relationships with government authorities, technical consultants and partnership will all contribute to the sustainability process after funding is ended.

**INTER-AMERICAN FOUNDATION
PART 3: BUDGET**

- Project budget must be in U.S. dollars. Please specify date and exchange rate used:
Date: June 17, 2020 Exchange rate: 140
- List by line item the amount requested from the IAF as well as counterpart contributions that will be dedicated to the project.
 - "Proponent Counterpart" refers to contributions from the organization submitting the proposal;
 - "Beneficiary Contributions" refers to contributions from the people benefiting from or participating in project activities when different from the "Proponent;"
 - "Other Contributions" refers to resources raised from outside sources that are necessary for project implementation;
 - In-kind contributions (e.g. goods; services; office, meeting, storage or other space; land; etc.), must be ascribed a monetary value.
 - Use footnotes to detail the source of each counterpart contribution.
- Identify at least one lettered sub-item for each of the applicable numbered line items. A list of examples of sub-items is provided on the following page.
- Note that salaries should include employee benefits if required by local employment laws.

Line Items	Request IAF	Proponent Counterpart		Beneficiary Contributions		Other Contributions	
		Cash	In-Kind	Cash	In-Kind	Cash	In-Kind
1. Administrative Expenses a. office Furniture b. etc.	15,385.71		2,142.85				
a. Construction etc.							
2. Dissemination etc.	4,428.57						
3. Equipment etc.	6,923.22		1,428.57				
4. Human Resources – Salaries a. Project Manager etc. Finance Officer Project Officer Office Attendant	35,142.86 18,000.00 12,428.57 4,285.71		34,285.71 8,571.42 5,142.85 857.14				
5. Human Resources - Contracted Services a. Community Promoters etc. Monitor and Evaluation personnel	45,285.71		8,571.42 3,428.57				
6. Human Resources - Contributed Services a. Volunteers x 25 etc. RADA Extension Officers, Ministry Of Health			64,285.71				17,142.85 2,142.85
7. Investment Capital etc.							
8. Loan Fund etc.							
9. Materials/Supplies a. Beneficiaries b. Tank Base c. Guttering d. Poultry shed	116,870.72				8,571.42 5,000.00 17,857.14		

e. Saw dust etc. Labour Electricity and water, Farming, Labour					3,571.42 42,857.14 2,857.14 142,857.14 8,571.42		
10. Operational expenses a. etc. Storage facilities other spaces that will be utilized			17,142.85				
11. Other etc.	8,318.18						
12. Preliminary Activities a. meetings etc. communication Office space Office supplies	721.42		857.14				
13. Real Property etc.							
14. Sub-Grant Fund etc.							
15. Training etc.	2,400.00		1,428.57				
16. Travel a. staff b. Transport related etc.	1,909.03 4,357.14		3,771.42				
17. Vehicles a. Motor vehicle etc. Maintenance	11,571.43		5,714.28				
TOTALS	288,028.27		157,628.57		232,142.85		19,285.71

Examples of budget line items

	Budget line items	Examples of sub-items
1	Administrative Expenses	Rent, public utilities, office supplies and furnishings, insurance.
2	Construction	Buildings, structural improvements.
3	Dissemination	Publications, printing, seminars, audio-visual media.
4	Equipment	Tractors and other farm equipment, cold storage and other equipment, machinery, computer or office equipment.
5	Human Resources - Salaries	Payments to permanent staff or people directly associated with the project, and legally required benefits and social security.
6	Human Resources – Contracted Services	Professional fees paid to consultants for technical assistance in areas such as production and marketing, or for conducting surveys, studies or evaluations.
7	Human Resources – Contributed Services	Donated time/services of staff or people associated with the project or consultants.
8	Investment capital	Working capital, operating capital for an enterprise.
9	Loan fund	Revolving loan fund for production or marketing.
10	Materials/supplies	Fertilizers, seeds, medical and other supplies.
11	Operational expenses	Production, marketing, general or project maintenance.
12	Other	Miscellaneous expenses, organizational development, meetings.
13	Preliminary activities	Legal expenses, market study.
14	Real Property	Tangible and fixed assets related to land or buildings.
15	Sub-Grant fund	Support for small development projects.
16	Training	Teaching materials, supplies, publications, and printed matter.
17	Travel	Transportation, per diem.
18	Vehicles	Purchase or rental of cars, motorcycles, trucks, pickup trucks; insurance; fuel and lubricants; maintenance.

Please submit all applications via email to proposals@iaf.gov.

**Inter-American Foundation
1331 Pennsylvania Ave NW
Suite 1200 North
Washington DC-20004**

**Tel: 202-360-4530
Website: <http://www.iaf.gov>**



INTER-AMERICAN FOUNDATION
GRANT APPLICATION
PART 1: COVER SHEET

Name of Organization: Enter legal name of organization.

Sayers Local Forest Management Committee Benevolent Society

Organization ACRONYM:

Sawyers LFMCBS

Project Title: Preserving Natural Resources while Generating Sustainable Livelihoods through Smart Agricultural Adaptation Practices in the Sawyers and Surrounding Communities

Project Summary: (Do not exceed 50 words.)

The project entails reinforcing Smart Agricultural practices by cultivating climate resilient crops and investment in new farming techniques such as; irrigation systems, water harvesting and the establishment of storage facility for excess harvesting of crops. The project will have several outputs that will have a strong level of partnership across all sectors, especially with the community arms of Government agencies such as RADA, Forestry, SDC.

Duration: 24 Months. The duration of the support requested should be consistent with the nature and complexity of the proposed activity.

Amount requested from the IAF: \$ 205,291 (in US dollars)

Proponent counterpart: \$ 72,000 (in US dollars) *

Other counterpart: \$ 72,380 (in US dollars) *

*Counterpart is a contribution from the proposing organization ("proponent") or third party. Counterpart may be in cash donations or in kind, including, but not limited to, land, supplies, infrastructure, labor, and office, storage and meeting space.

How did you hear about the IAF? - Through the GEF Small Grants Programme, UNDP National Coordinator

DESCRIPTION OF ORGANIZATION

Address:

Street Address: Sawyers District
Postal Address (where applicable): Sawyers P.O.
City: Trelawny Province (Dept./State):
Country: Jamaica Postal Code: JMCTY07

Office Telephone: 876 434-0177
Country/area code Telephone Number

Cell Telephone: 876 373-8701
Country/area code Telephone Number

Fax:
Country/area code Telephone Number

Email: christinasinclair98@yahoo.com/brownhector47@gmail.com

Website: n/p

Contact Person(s): Enter the name(s) of the person(s) primarily responsible for contact with the IAF.

☐ Mr. ☐ Mrs. ☒ Ms.
Sinclair, Christina Sinclair Project Team
(last name) (first name) (position)

☒ Mr. ☐ Mrs. ☐ Ms.
Brown, Toussaint Project Team

(last name)

(first name)

(position)

Year Organization was Founded: 2012
Date of Legal Incorporation: 06 / 23 / 2017
Mon / Day / Year

Direct Beneficiaries (number of people who will directly participate in and/or benefit from project activities): 65
Indirect Beneficiaries: (number of people who will indirectly benefit from project activities): 425

Funding History: Sources, years and amounts of previous funding received (excluding from the IAF) in US dollars.

Source	Years	Amount
Digicel Foundation	1 year	\$16,700 USD
UNDP/GEF Small Grants Programme	2 years	\$ 45,000 USD
UNDP/GEF Small Grants Programme	2 years	\$118,000 USD

Has the organization ever received funding from the IAF? NO **If so, when?** N/P
Grant # (if known): N/P **Amount:** N/P.
Annual Budget/Operating expenses for the last three years: _____; _____; _____.

Organizational Background: Brief description of the applicant organization, including its mission, structure (operating and governing), membership and achievements.

Mission (Do not exceed 100 words.)

The Sawyers Local Forest Management Committee Benevolent Society mission is to develop a community that has sustainable growth from economic opportunities and good agricultural practices through the implementation of projects and programmes that optimize human and natural resources.

Governing Structure (Refers to the organization's form of leadership which might include a board of directors, general assembly, fiscal council and/or chief executive officer; also indicate how decisions are made, frequency of meetings, etc.) *Please list the board of directors by complete names and positions.*

Toussaint Brown	Chairman
Pauline Brady	Secretary
Evadney Thompson	Treasurer
Herman Brady	Vice- Chair
Mellissa Frater	Public Relations Officer (PRO)
Gerald Sinclair	PRO
Christina Sinclair	Project Manager

Leadership roles in this organization is mostly females and each person is chosen by nominations and votes from the members and executive body. We have a democratic form of leadership and decisions are made by the executive body but ideas and problems are first addressed to the members as well to get their feedback before the executive body makes the final decision. General group meetings are held the first Monday of every month and special meetings are held if the executive body should meet to make a decision or to prepare for trainings or workshops.

Operating Structure (Refers to the division of labor within the organization which might include an educational team, a communications team, an administrative department, etc.)
The Sawyers LFMCBS has an administrative team, training and workshop team, maintenance team and executive team.

Membership (Only for membership organizations; describe the members, criteria to joining, fees charged, etc.)

The Sawyers LFMCBS criteria for persons to become a member includes:

1. They must pay \$300 to register
2. They must fill out an application form
3. The executive committee meet and decide
4. A roll call is made before group members to accept them as members of the group.

The members of the Sawyers LFMCBS are very dedicated to the groups mission and vision. They participate in group activities and shows interests in matters regarding the group. We also have youths participating and becoming members of the group as well which is one of our aim; to get young people involved in group activities.

Organizational Achievements (Describe your organization's founding, history and past achievements)

The Sawyers LFMCBS located in the cockpit country of Trelawny, came about through the forestry department who came in the community seeking to create a group to take care of the forest reserves and we all believed that it would be for the best interest of both parties. The group was then created, and we started applying for grants to fulfill the mission and vision of the group to make the environment a better one and to mitigate climate change. The group has to date has over 6 years of unbroken record of successfully implementing environmental projects. The Sawyers LFMCBS is currently of the top performing and most successful LFMCs based on several awards based on performance in project implementation and community development. This came about as a result of mentorship and financial support from the GEF Small Grants Programme (GEF SGP) in the form of grants.

Prior to which it operated as the Sawyers Local Forest Management Committee, for four (4) years. The group continues to network with residents from various communities such as: Jackson Town, Ulster Spring, Brampton, Alps, as well as working closely with our key partners namely: Forestry Department, Social Development Commission (SDC) and Rural Agricultural Development Agency in all our initiatives.

Project-related Experience (Describe your organization's experience in the proposed project area(s) or sector(s))

- Establishment of a Apiary and reforested 5 hectares of land through funding from UNDP/GEF Small Grants Programme - 2015-2017 \$90,000 USD and 2018-2020 \$238,000 USD
- Received Funding from Digicel to establish an apiary within the community - \$2,000,000 JMD 2016
- Award: first place winner for Local Economic Development Support Programme – October,2015
Forest hero award for community development- June 26,2016
- Advised Forestry Department and other environmental agencies on re-environmental matters and assisted their legal team with monitoring of the forest reserves in accordance with the Forest Act-2015- present
- Social Responsibility – The group has donated both time and money towards the improvement of the Sawyers Primary and Infant school-2017-2018
Social Development Commission (SDC) Award for community Development 2015

INTER-AMERICAN FOUNDATION PART 2: NARRATIVE

The application is the first step in developing a potential relationship with the IAF. This is your opportunity to share how you developed your ideas. Please address the following:

Context

1. **Describe the community/communities expected to participate, including all characteristics you believe relevant.**

The communities expected to participate will include not only the Sawyers community but also other surrounding communities such as Blagrove Drive, Mahogany Hall, Alps, and Jackson Town. Residents from these neighboring communities will be involved to gain more knowledge on smart agricultural practices and how we can protect our environment and participate in skills training to create more livelihood opportunities for each community involved.

2. **How do the community members or constituents engage in your project?**

The community members will engage in the project by attending group meetings and participating in workshops and skills trainings. They will also be involved in the maintenance of project activities including agroforestry plots, plots for reforestation, clearing of land for apiary and taking care of the greenhouse.

3. **Have you worked together in the past? How and why?**

We have been working with community members for the past 9 years and it has always been a good impact on the community. The community is comprised mostly of farmers and as such it has been much easier for us to engage them in project activities. We work with the members of the community so that we can help them to develop livelihood opportunities that can benefit them and the community at large.

4. Identify the situation(s) you are addressing (the scope, nature, causes and social or economic impact).

The community of Sawyers is in danger of losing most of its natural vegetative cover due to the environmental risks such as drought, bush fires, flooding resulting in soil erosion has over the years contributed to high level of deforestation. The project will seek to enhance the universal push to mitigate the effects of climate change on the ecosystems and environment, through sustainable land use practices and alternative livelihoods. It is anticipated that this project will allow us to improve planting efficiency and results as we seek to provide a more ideal environment for growing crops with longer growing seasons and protection from the weather. This group has allowed for a lot of community members interaction.

Persons are now more socially involve because they are working together on different project activities, they are training and learning new ways of earning income together and thus there are more peace and love being spread throughout the community because of the interest of the people to be engage in activities that benefits them and the community. Previous work done by the group and work to be done in this project will continue to impact our community and Jamaica as we continue to protect our natural resources while generating sustainable livelihoods.

5. How did you decide on the proposal focus and who participated in the decision?

We decided to focus on how we can protect our natural resources while engaging in smart agricultural practices through climate resilient crops and creating livelihood opportunities. This area of focus came from the idea of protecting the natural reserves and biodiversity of our community because we do not want to lose our forests ecosystems and endemic species. The decision to focus on this was made by the executive body with the equal participation of group and community members

Project

6. Describe the activities you will undertake.

For this project we will engage in activities that will help us to protect our natural resources while generating sustainable livelihoods and engage in smart agricultural practices through climate resilient crops. Activities to be undertaken will include; To Expanded livelihoods with beehives constructed and to engage in craft making and entrepreneurial skills training. Sawyers LFMCBS will conduct reforestation within the Sawyers community and engage ten (12) farmers, community members including youths to participate in new and improved farming techniques through organized trainings and site visits. We will also establish one (1) 3850sq. ft. greenhouse structure along with One (1) pond for rainwater harvesting. Another activity will be to install and retrofit a 20ft container for storage house for greenhouse crops and beehive products.

7. Explain in narrative form your work plan and provide a proposed schedule.

For these project activities we will work acidulously achieve the outcomes expected. In order to expand livelihoods with beehives constructed we will request quotations for 60 hive boxes and purchase these hive boxes. For the craft making and entrepreneurial skills training we will organize training through SDC and Tourism Product Development Company (TPDCo) and establish sources for start-up capital. We will conduct two (2) hectares of reforestation therefore we will source the trees, prepare the land and implement tree planting activities. Sawyers LFMCBS will conduct five (5) workshops with assistance from facilitators to train and register 12 farmers, community members and youths in; greenhouse construction technology, food safety, climate change and smart farming practices. For the greenhouse structure we will source supplier for construction, prepare the land and acquire equipment/materials for production as well as participate in the planting activities. With the establishment of the pond, the Sawyers LFMCBS will hire equipment and source material and manpower. For the 20ft container to be installed and retrofitted, we will source quotations and purchase the container as well as source materials and equipment needed to retrofit the container for storage purposes.

Activities	Start and end date schedule for each activity											
	2	4	6	8	10	12	14	16	18	20	22	24
To Expanded livelihoods with 60 beehives boxes constructed and engage in craft making and entrepreneurial skills training		x	x	x	x	x	x	x	x	x	x	x
To conduct two (2) hectares of reforestation						x	x					
To conduct five (5) workshops to train and register 12 farmers, community members and youths.		x	x	x	x	x						
Establish one (1) 3850sq. ft. greenhouse structure along with One (1) pond for rainwater harvesting		x	x	x	x	x	x	x	x	x	x	x
To install and retrofit a 20ft container for storage house for greenhouse crops and beehive products.					x	x	x	x	x	x	x	x

8. What partners are involved in this project and what are they committed to contributing?

The SLFMCBS maintains close relations with stakeholders such as the Forestry Department, TPDCo, SDC and RADA. These entities are major pioneers in the area of community development and research and are able to provide guidance based on qualitative and quantitative analysis.

- Forestry Department which provides oversight about the forests/forestry will provide trees for reforestation and guidance for planting.
- Social Development Commission provides guidance re: community engagement processes will provide trainings for good environmental practices and climate change.
- Rural Agricultural Development Authority which provides oversight re: farming best practices will provide training in greenhouse construction technology, food safety for agricultural crops, and smart farming practices. They will also guide us in maintenance of the apiary.
- TPDCo will provide training in craft making and entrepreneurial skills.

9. Discuss anticipated outcomes, both immediate and long-term. How will you know if you have achieved them? How will you measure them?

Outcomes	Outputs	Measurements Indicators	Target
Expanded livelihoods with beehives constructed, craft making and entrepreneurial skills training	Output 1.1 –short term. – Boxes of bees procured to expand honey production	Number of bee boxes purchased	60
	Output 1.2 –short term - Alternative livelihood workshops held	Number of livelihood workshops Number of participants	3 44
	Output 1.3 – Long term. Livelihood opportunities for community members in craft making and tour guide	Number of beneficiaries	65
Hectares of land reforested within the Sawyers community and its environs	Output 2.1 – Hectares of land reforested with native and endemic species	Hectares of land with improved biodiversity status	2
Capacities of farmers Built	Output 3.1 – Train and register farmers and community members in; greenhouse construction technology, food safety, climate change and smart farming practices.	Number of trainings held Number of participants (gender disaggregated)	5 300
Food Security and Social Enterprise Enhanced	Output 4.1 - 1 x 3850sq. ft. greenhouse structure with One 1200 cubit ft or 90,000 gallons pond for rainwater harvesting. Constructed to facilitate climate-resilient crops and combat severe drought conditions.	Number of greenhouses constructed Number of earth pond constructed	1 1
	Output 4.2 Retrofit container for Honey storage and other bi products such as wax and pollen as well as marketable crops. Improved preservation and food security	Number of containers retrofitted Increase in household income	1 US\$500/month

10. What makes your project innovative or different?

This project is innovative because we seek to create an innovative environment and we encourage creative thinking among our group members. In an effort to protect our natural resources, we also develop livelihood opportunities from such activities in order for both the environment and the community to benefit. We are also different because we try to create partnerships with private sectors to make our project activities successful and we also enjoy preserving our community biodiversity because we are located in the Cockpit Country which is one of the biodiversity hotspots in Jamaica. In developing our projects, we always try to include new farming technologies that will be very attractive to the youths. Based on the above, the group believes that we are on the right track in becoming a sustainable community.

11. Explain why your project is feasible.

This project is feasible because the concepts are community owned, and the activities are linked to goals 3 and 4 of Vision 2030 Jamaica which focus on sustainable management and use of environmental natural resources and hazard reduction and adaptation to climate change. Also, it is anticipated that more trees will bring about greater rainfall, reduce soil erosion and lead to cooler temperatures. This project will also be of benefit to more than 200 individuals who will participate in project activities. Our project also supports SDGs #1, 5, 11, 15 & 17.

12. Discuss potential challenges to the project and how your organization will address them.

Risks	How will Risks be addressed
Unavailability of seedlings	Source seedlings early, plant at appropriate times and suitable locations.
Natural disasters such as hurricanes and drought	Conduct regular/on-going site visits to monitor situation, especially the earth pond to ensure sufficient water is available
Unavailability of trees	Source plants early, partner with the Forestry Department, Plant in rainy season
Possibility of swarming, varroa mites and other pests, adverse weather conditions (rain) resulting in low pollen production	Good apiary maintenance through regular site visits, feeding as necessary, mitigating action to prevent disease. Ongoing assessment from RADA personnel
Loss of interest and reduced participation in project activities by community members	There will be no cessation to monthly meetings. Continued engagement of external facilitators, ongoing environmental meetings reinforcing the benefits of preserving biodiversity and the fact that our actions can make a significant difference
Finding Laborers	Seek Good Laborers to retrofit container.

13. How will your efforts continue after funding from the IAF ends?

The group will continue project activities as an ongoing lifestyle for the group and community members to continue to protect our natural resources and mitigate climate change as well as to continue to help our community members and other residents from other communities develop livelihood opportunities to better themselves and their environment. We also aim to contribute to the vision 2030 goals to make Jamaica a clean and healthy environment.

**INTER-AMERICAN FOUNDATION
PART 3: BUDGET**

- Project budget must be in U.S. dollars. Please specify date and exchange rate used: Date: June 2020 _____ Exchange rate: 143.665
- List by line item the amount requested from the IAF as well as counterpart contributions that will be dedicated to the project.
 - "Proponent Counterpart" refers to contributions from the organization submitting the proposal;
 - "Beneficiary Contributions" refers to contributions from the people benefiting from or participating in project activities when different from the "Proponent;"
 - "Other Contributions" refers to resources raised from outside sources that are necessary for project implementation;
 - In-kind contributions (e.g. goods; services; office, meeting, storage or other space; land; etc.), must be ascribed a monetary value.
 - Use footnotes to detail the source of each counterpart contribution.
- Identify at least one lettered sub-item for each of the applicable numbered line items. A list of examples of sub-items is provided on the following page.
- Note that salaries should include employee benefits if required by local employment laws.

Line Items	Request IAF	Proponent Counterpart		Beneficiary Contributions		Other Contributions	
		Cash	In-Kind	Cash	In-Kind	Cash	In-Kind
1. Administrative Expenses a. b. etc.	\$8,495	\$100	\$1,150	\$90	\$900	-	\$50
2. Construction a. etc.	\$4,250	\$150	\$850	\$60	\$400	-	-
3. Dissemination a. etc.	\$1000	\$40	\$80	-	\$40	-	\$950
4. Equipment a. etc.	\$58,380	-	\$1,900	-	\$3,950	-	-

5. Human Resources – Salaries a. etc.	\$21,500	-	\$12,000	-	\$13000	-	-
6. Human Resources - Contracted Services a. etc.	-	-	-	-	-	-	-
7. Human Resources - Contributed Services a. etc.	-	-	\$14000	-	\$28,000	-	-
8. Investment Capital a. etc.	-	-	-	-	-	-	-
9. Loan Fund a. etc.	-	-	-	-	-	-	-
10. Materials/Supplies a. etc.	\$40,960	\$300	\$5,550	-	\$1,800	-	-
11. Operational expenses a. etc.	\$12000	-	\$25,000	-	\$9000	-	\$3000
12. Other a. Miscellaneous etc.	\$1000	-	\$300	-	-	-	-
13. Preliminary Activities a. etc.	\$1,500	-	\$400	-	\$150	-	\$800
14. Real Property a. etc.	-	-	-	-	-	-	-
15. Sub-Grant Fund a. etc.	-	-	-	-	-	-	-
16. Training a. etc.	\$2,500	-	\$580	-	\$640	-	\$350
17. Travel a. etc.	\$1500	-	\$600	\$280	-	\$420	-
18. Vehicles a. etc.	\$52,206	-	\$9000	-	\$8,500	-	-

TOTALS	\$205,291	\$590	\$71,410	\$430	\$66,380	\$420	\$5,150
---------------	------------------	--------------	-----------------	--------------	-----------------	--------------	----------------

Examples of budget line items

	Budget line items	Examples of sub-items
1	Administrative Expenses	Rent, public utilities, office supplies and furnishings, insurance.
2	Construction	Buildings, structural improvements.
3	Dissemination	Publications, printing, seminars, audio-visual media.
4	Equipment	Tractors and other farm equipment, cold storage and other equipment, machinery, computer or office equipment.
5	Human Resources - Salaries	Payments to permanent staff or people directly associated with the project, and legally required benefits and social security.
6	Human Resources – Contracted Services	Professional fees paid to consultants for technical assistance in areas such as production and marketing, or for conducting surveys, studies or evaluations.

7	Human Resources – Contributed Services	Donated time/services of staff or people associated with the project or consultants.
8	Investment capital	Working capital, operating capital for an enterprise.
9	Loan fund	Revolving loan fund for production or marketing.
10	Materials/supplies	Fertilizers, seeds, medical and other supplies.
11	Operational expenses	Production, marketing, general or project maintenance.
12	Other	Miscellaneous expenses, organizational development, meetings.
13	Preliminary activities	Legal expenses, market study.
14	Real Property	Tangible and fixed assets related to land or buildings.
15	Sub-Grant fund	Support for small development projects.
16	Training	Teaching materials, supplies, publications, and printed matter.
17	Travel	Transportation, per diem.
18	Vehicles	Purchase or rental of cars, motorcycles, trucks, pickup trucks; insurance; fuel and lubricants; maintenance.

Please submit all applications via email to proposals@iaf.gov.

**Inter-American Foundation
1331 Pennsylvania Ave NW
Suite 1200 North
Washington DC-20004**

**Tel: 202-360-4530
Website: <http://www.iaf.gov>**