

# ANNUAL REPORT

JANUARY - DECEMBER 2019



The MultiCare Youth Foundation



COMBINED  
IMPACT  
**4470**  
YOUTH SERVED  
IN 2019

IN THE BUSINESS OF CHANGING LIVES

## EMPOWERING CHILDREN AND YOUTH

JOB READINESS MENTORSHIP  
LIFE SKILLS VISUAL ARTS  
PERFORMING ARTS SPORTS

CLOCKWISE FROM LEFT: CHENEIL WALTON,  
CARLIEGH BILLINGS, MELISA GAYLE,  
THIA FORD, SHANA-KAY GARVEY

  
MYF Charts  
New Strategic Direction  
Dynamic Leadership in  
Youth Development  
New Partnerships  
and Programmes  
Keener Focus on Youth  
at Highest Risk  
Critical New Assessment,  
Intervention Tools







# TABLE OF CONTENTS

Who We Are	1
MYF Team	2
Vision, Mission, Values	3
Combined Impact	4
Reducing Crime Through Empowering Vulnerable Youth: Moving to an Expanded, More Targeted Approach	6
Our Board of Directors	10
New Strategies, Lasting Vision: Changing Lives, Empowering Youth	12
God Bless, God Speed, and We Will Miss You! Four Farewells	16
Anchor Donors, Key Partners and Key Stakeholders	23
Company and Individual Donors	24
MYF 2019 Year in Review	30
Visual Arts: Fun & Focus with Creativity	32
Performing Arts: Developing Creative Talents - And So Much More!	37
Sports: Schools Programme & Training of Trainers	42
Competitions: Reinforcing Discipline, Teamwork & Fair Play	43
Learn As You Play - Putting It All Together	43
Summer Camps - Fun and Guidance In Town and In the Hills	44
Starbucks YUTE Work Programme:	48
Restaurant Week 2019 Provides Experience for 25	52
'Mini-Library' of Informative Booklets To Guide Mentors, Mentees & Youth	54
Mentoring a Powerful Support for all our Protégés	55
Transitional Living Programme for Children in State Care	58
YUTE Teach Project Launched in a Moving, Dramatic Ceremony	64
Captivating Children with Reading	70
Creating a Better Future for At Risk Teens	72
NEO Jamaica Upskilling Youth for Employment	76
Turning Opportunity into Progress: Starbucks Four	79
Georgie Baker	80
Oshane Allen	83
Joshua Miller	85
Kimone Quarrie	87
Mentoring is a Good Idea: Barbara and Moses' Mentorship Story	89
MultiCare Scholar Returns to MYF Family to Teach	91
Audited Financial Statements	94





# WHO WE ARE

IMPACT

PARTNERS

BRAND

TEAM

The vision ‘In the business of changing lives... creating opportunities for vulnerable children and youth,’ serves as the inspirational core of The MultiCare Youth Foundation (MYF). The Foundation has consistently demonstrated its passion for nation building through its investment in youth and community development and the creation of and involvement in initiatives that have resulted in positive transformation in the lives of at-risk children and youth across more than 69 marginalised communities across Kingston, St. Andrew and St. Catherine and St. James.

Legally merged in 2017, MYF is an amalgamation of three youth-serving organisations: The MultiCare Foundation established in 1993 to enrich the lives of children in 32 underserved schools using Sports, and the Visual and Performing Arts as catalysts for change; Youth Upliftment Through Employment (YUTE) established in 2010 to provide skills training and employment opportunities for unattached, at-risk youth; and Jamaica’s premier mentoring organisation, Youth Opportunities Unlimited (YOU).

Additionally, in 2016, YUTE (now a programme of MYF) was selected as the Executing Agency for the New Employment Opportunities (NEO) project in Jamaica. The NEO project was a three-year initiative of the Multilateral Investment Fund (MIF) of the Inter-American Development Bank (IDB) and the International Youth Foundation (IYF). It sought to equip 10,000 disadvantaged young people with the critical skills needed to successfully fill in-demand occupations, as well as strengthen the employability ecosystem aligned to the market-relevant needs of the private/public sectors in Jamaica.

The MultiCare Youth Foundation has positively impacted the lives of more than 161,000 Jamaican children and youth over a combined 63 years. Through the strategic merger, MYF continues to empower its youth target market through combined governance, leadership and management; programmatic partnerships and administrative resource sharing. The Foundation has developed increased capacity for delivery of even greater quality programmes; strengthened monitoring and evaluation systems and widened its partner and stakeholder networks locally and internationally.



# THE TEAM



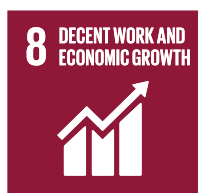




## VISION

IN THE BUSINESS OF CHANGING LIVES...  
CREATING OPPORTUNITIES FOR VULNERABLE CHILDREN AND YOUTH

## SUSTAINABLE DEVELOPMENT GOALS



## MISSION

OUR HOLISTIC APPROACH TO SOCIAL CHANGE IS TO WORK WITH PARTNERS TO EMPOWER VULNERABLE AND AT-RISK YOUTH WITH A MULTIPLICITY OF SKILLS TO EFFECT SUSTAINABLE CHANGE IN THEIR LIVES AND THE COMMUNITIES IN WHICH THEY LIVE.

## VALUES

**SERVICE**  
HELPING OTHERS BECOME THEIR BEST SELVES

**PASSION**  
LOVING WHO WE ARE AND WHAT WE DO

**INTEGRITY**  
BEING OUR WORD

**INNOVATION**  
CREATING WITHOUT BOUNDARIES

**EXCELLENCE**  
EXCEPTIONAL BY HABIT

**TRANSPARENCY**  
CLEAR AND ACCESSIBLE PRACTICES

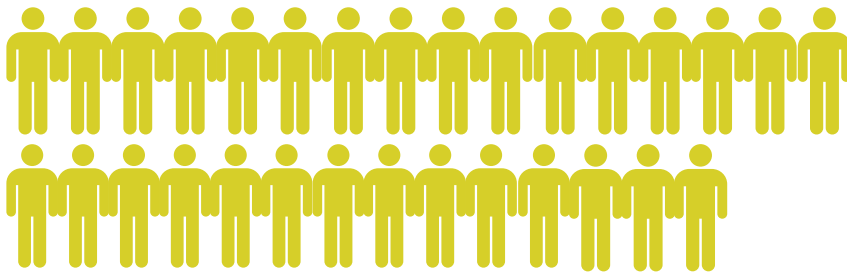



# YEAR IN REVIEW

## 2019



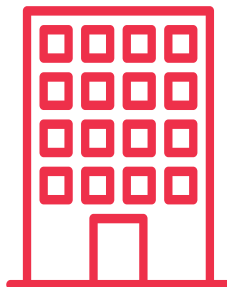
**4470** young people participated in MYF projects and programmes



 = 149 participants

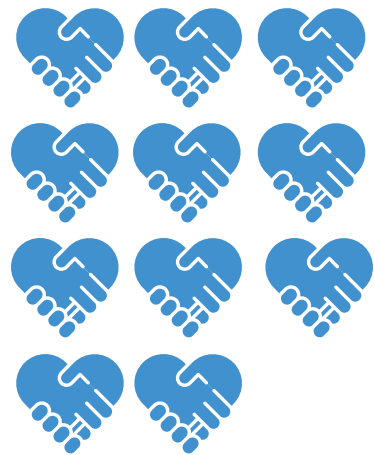
**31**


**schools across Kingston, St. Andrew and St. Catherine**



**115**

**mentors trained, matched with mentees and supported**



 = 11 mentors

**102**

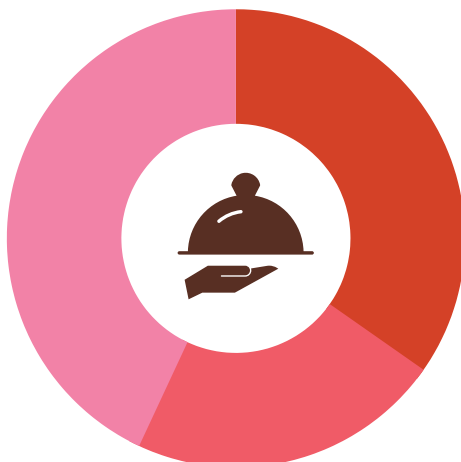
**teachers received capacity building training**

**4738**

**persons directly impacted by our work**



**43.1%**  
Starbucks YUTE Work Internship - Kingston



**34.7%**  
Internships for Restaurant Week

**22.2%**  
Starbucks YUTE Work Internship - St. James





The MultiCare Youth  
Foundation

**LEADING CHANGE  
MAKING A DIFFERENCE**



# REDUCING CRIME THROUGH EMPOWERING VULNERABLE YOUTH: MOVING TO AN EXPANDED, MORE TARGETED, APPROACH

As The MultiCare Youth Foundation continues to evolve as a dynamic leader in youth development, 2019 saw the organisation gearing up to move in an exciting new strategic direction. This involved in-depth assessment of our programmes and achievements in light of pressing national challenges.

Challenges such as the increase and geographical spread of crime and violence, the call for wider collaboration on critical national goals for our young people, and the need for increased effectiveness of both our internal operations and our programme interventions.

Our soul-searching, against the knowledge that our youth – Jamaica’s future – continue to be both the main perpetrators and the main victims of our high levels of crime and violence, revealed an urgent need for sharper targeting of those young people at the highest risk of getting involved in criminal activities.

Our leadership in youth related matters, and our wider networking in areas of national development led to opportunities for dynamic new partnerships and wider contributions on a national scale.

The MultiCare Youth Foundation’s three year Strategic Plan (2020-2022) was drafted at a November 2019 consultation between Directors, Management and Staff, providing a comprehensive blueprint for the solutions we began to work on even before the year drew to a close.

Perhaps the most basic change in our operations will be moving from targeting youngsters at low and medium risk of involvement in crime and violence, to targeting those at medium and high risk.







This has involved the curtailment of the earliest MultiCare outreaches, which have been providing programmes in sports, visual and performing arts for young children in primary and junior high schools. These children, ages six to 15 years, are regarded as being at low or primary risk of involvement in criminal activities.

We are continuing and expanding our programmes for youngsters at medium or secondary risk levels, and adding new programmes for young people already involved with the correctional system, regarded as being at high or tertiary level risk.

Here we have established innovative and meaningful new partnerships with the Ministries of National Security and Education, Youth and Information.

### **Youth Targeting Tool (YTT)**

This is a powerful assessment tool which combines the use of technology with personalised assessment by their own community members. It is based on seeking responses from individual young people, and designed to reflect a far more extensive picture of their risk levels than previously available.

This represents a critical new strategy regarding the way we recruit our beneficiaries. The Youth Targeting Tool was developed by the United States Agency for International Development, and is currently being used, and adjusted for the Jamaican situation by a number of our civic organisations. It involves an intensive interview process, and is customised to each protégée.

Most importantly it avoids some of the assumptions which used to be widely used, such as the theory that all inner city youth were at similar levels of risk regarding possible future involvement in crime and violence.





### Target Groups

The MultiCare Youth Foundation’s new strategic direction, as I have outlined, involves four main target groups.

These are:

- Youth 15 - 18 years old, enrolled in the Career Advancement Programme in high schools
- Young people not employed or in education or training (NEET), 16 - 29 years old, eligible any of our programmes, and
- Youth in Remand Centres, up to the age of 18 years.
- Volunteer adult mentors

These strategic changes, as would be expected, have involved parting with some staffers at the end of 2019, and we appreciate their contributions over the years and wish them well. We have also recruited new team members for our new programmes and approaches, and welcome them to The MYF Family.

The MultiCare Youth Foundation is going forward with renewed vigour and enthusiasm. We reaffirm our commitment to the young people of Jamaica and re-commit our efforts to enhance their welfare and to align more strategically to vital national goals of peace, progress, prosperity and enlightened development.

Joseph M. Matalon  
Chairman, The Multicare Youth Foundation



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# NEW STRATEGIES, LASTING VISION: CHANGING LIVES, EMPOWERING YOUTH

The year under review was one of significant strategic changes, the marking of important milestones and working towards exciting new developments. It was also one of determined recommitment to our vision of changing lives and creating positive opportunities for vulnerable young Jamaicans at risk of involvement in crime and violence.

While we are glad to have positively impacted the lives of some 5,000 children and youth during 2019 through our holistic programmes and projects, we are excited to be gearing up to a major realignment of our efforts, in order to be more specifically aligned with critical national goals. It is no coincidence that this took place alongside the conclusion of the three year New Employment Opportunities (NEO) for Youth in Jamaica Project funded by the Inter-American Development Bank (IDB), for which The MYF, formerly Youth Upliftment Through Employment (YUTE) was the Executing Agency.

As detailed further on in this Report, the NEO Jamaica objective was not only to improve the lives of thousands of today's young Jamaicans, but at the same time to work towards the far reaching, and much needed goal of building a more effective national training and employment ecosystem. This determination to successfully coordinate Jamaica's frustratingly fractured youth service environment, and the high level policy recommendations for institutional strengthening across sectors that the NEO team drafted and submitted to Government has, of course, an important connection to The MYF's strategic new directions.

The more keenly targeted approach we are taking involves innovative collaboration with the Ministry of National Security, for example, and will see us honing in on the higher risk young Jamaicans. Sadly, we will be curtailing our decades old Legacy Programmes which have taken enriching programmes in Sports, Visual and Performing Arts to younger, in-school children, to focus on youth between the ages at-risk of getting involved in crime and violence.







Work began on establishing our new partnerships, programmes and projects during 2019, and they are on stream to be launched in 2020. Important details were addressed and fine-tuned at a November 2019 Strategic Planning Meeting, where Directors, Management and Staff collaborated on the organisation's 2020-2022 Strategic Plan.

### **IN HOUSE**

Staff changes at The MultiCare Youth Foundation included welcoming our new Project Manager, Taneshia Stoney and intern Ranaldo Rowe of the National Youth Service.

We were sad to say farewell to Stanford Watson, George Howard and Neisha Wolfe-Mullings of the Legacy Programmes, and Mentorship and Placement Officer Margaret Denton. Artist Twauni Sinclair, who had been hired earlier to succeed Stanford Watson as Visual Arts Coordinator, was also sad to depart, as a result of the programme changes.

Our skills were enhanced by study tours undertaken by two MYF staffers, and our effectiveness is being increased by the ongoing development of an enterprise resource planning system.

The installation of the Enterprise Resource Planning Software (ERP) software at The MYF offices progressed well during 2019, with the extension of sponsorship by FHI360's Local Partner Development (LPD) programme funded through the United States Agency for International Development (USAID) in carrying out the project. With the selection of the best-fit version of this software system, we look forward to it being up and running with its considerable advantages by early 2020.

### **REACHING OUT**

During 2019 our team continued the Starbucks YUTE Work Programme with its Kingston Launch. We concluded the STEPS Community Based Behaviour Modification Project in two inner city schools in collaboration with PALS Jamaica and launched the innovative YUTE Teach Programme which is training earnest young educators to staff early childhood institutions in underserved communities. We also carried out our multifaceted Mentoring Programme. This included training caring adult volunteers and protégées in all our programmes, as mentors and mentees respectively, matching them and monitoring the mentoring pairs.





A similar process was carried out for our Mentoring Consultancy project with the Transitional Living Project for Children in State Care (TLP-CSC) in partnership with the UWI Open Campus and the Child Protection and Family Services Agency (CPFSA) with funding from USAID 102 mentors and 57 mentees were trained and 51 mentor-mentee pairs were matched. A combined total of 166 mentors and 137 mentee were trained and 115 mentor-mentee pairs were matched during the year.

Just short of 2,000 children in schools benefited from The MultiCare Sports, Visual Arts and Performing Arts programmes, which also trained 102 trainers in the various sporting and creative disciplines. Our nine-year partnership with Restaurant Week saw its final session in 2019, as 38 past culinary arts graduates received refresher tips and employability grooming. All 25 who completed the three day workshop and attended interviews were hired for the week by participating restaurants. Five of these were offered permanent employment.



The MultiCare Youth Foundation was invited to take part in the Best Practices Symposium for Social and Community Development hosted by the Planning Institute of Jamaica and the IDB at the Kingston Pegasus Hotel in November. I was happy to present on behalf of The MYF, on the topic “NGO Sustainability”. And I was proud to share that our Foundation’s 26 years of service was due to creativity, hard work and operating our charity as a business with a social mission.

**A VERY BIG “THANK YOU”**

We at The MultiCare Youth Foundation are immensely grateful to our anchor donors: the ICD Group, the JMMB Joan Duncan Foundation, Carib Cement and Fidelity Motors (Nissan); and the major funders for our 2019 projects and programmes:





Starbucks; The Chase Fund; Sports Development Foundation; Jamaica Social Investment Fund; FHI 360 and USAID; American Friends of Jamaica; Australian High Commission's Direct Aid Programme; Jamaica Public Service Company and the Jamaica Urban Transit Company.

We are especially thankful for our partners HEART Trust NTA; Early Childhood Commission and PALS Jamaica; and thank our many other supporters, partners and stakeholders, whether contributors of cash or kind, or internships, or jobs, or voluntary service.

As always, we are deeply appreciative of the inspired and selfless leadership of our Chairman, Joseph M. Matalon, and the dedicated and valuable support of our board of Directors.

We offer special thanks to the young Jamaicans who join our programmes and allow us to positively impact their lives in a variety of ways.

Last but certainly not least, I am deeply grateful to The MYF team, for your support, your dedication and your commitment to excellence.

Your determination to doing your part in serving the young Jamaicans in our programmes and projects is inspiring. I thank all of you, and I wish every blessing for those of you who will go on to other pursuits.

Alicia Glasgow Gentles  
Executive Director  
The MultiCare Youth Foundation



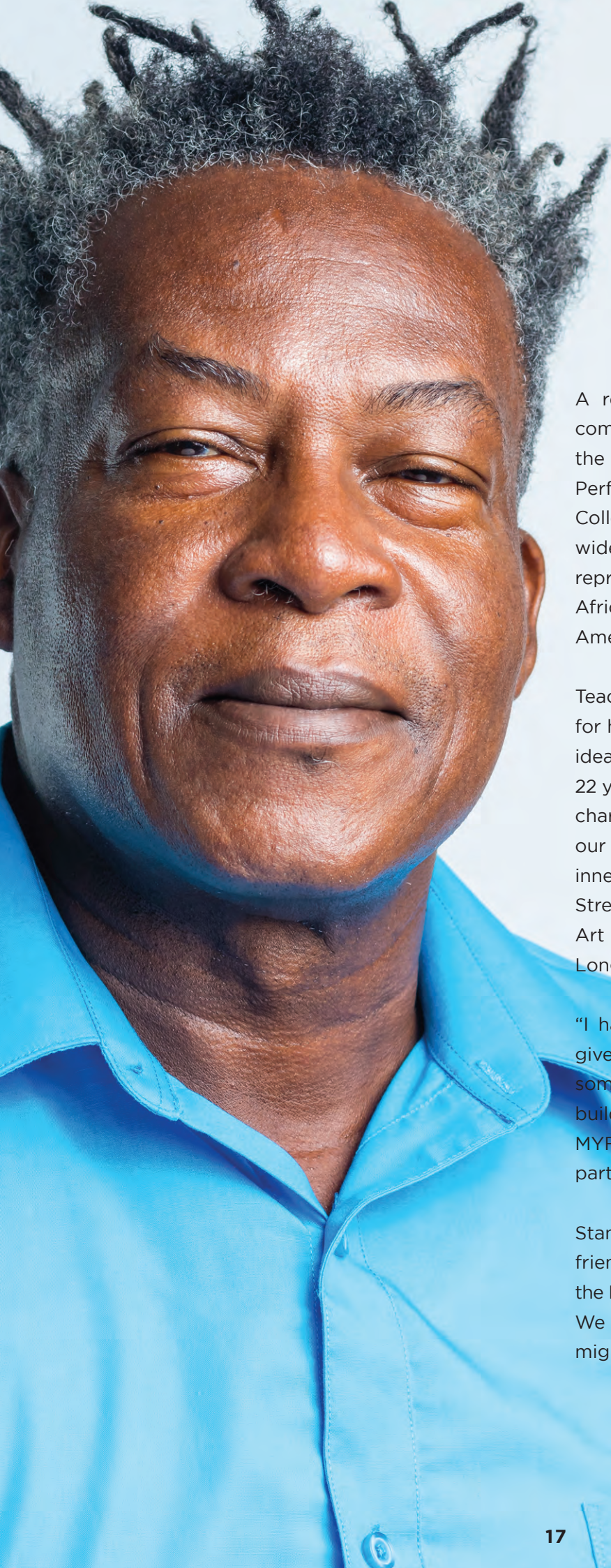
# GOD BLESS, GOD SPEED AND WE WILL MISS YOU!

As The MultiCare Youth Foundation adjusts to the dynamics of a changing world, we were sad to say good bye and “God Speed” to three gifted teachers and administrative stalwarts of our now concluded Legacy Programme, and to the Foundation’s first Mentorship and Placement Officer.

All four were deeply dedicated to the young people The MYF serves, and put their very hearts into their work. They left us at the end of December 2019. We were sorry to see them go, and we wish them the very best for the future.







## STANFORD WATSON VISUAL ARTS COORDINATOR

A respected artist, art teacher, lecturer and community art activist, Stanford is a graduate of the Edna Manley College of the Visual and Performing Arts and the Maryland Institute College of Art in the U.S. He has exhibited widely at home and abroad, and his work is represented in art collections in the Caribbean, Africa, the United States, Europe and Latin America.

Teaching has always been a particular passion for him, and he has remained committed to the idea of art as a tool for social change. During his 22 years with the Foundation and its predecessor charity, Stanford organised and administered our Visual Arts Programme serving over 30 inner city schools, as well as the Art On The Street Programme, plus overseeing the Summer Art on the Waterfront outreach. The 2017 ICD Long Service Awardee notes,

“I have seen lives being transformed. Art has given the youth the opportunity to create something of value, and this allows them to build self esteem. I have enjoyed working at MYF and am grateful for the opportunity to be part of the MYF family.”

Stanford is hailed as a father figure, mentor and friend of his protégées, and it is hard to imagine the MultiCare team without his inspiring presence. We wish him the very best for his plans to migrate and further his studies.





# GEORGE HOWARD

## DANCE COORDINATOR

George Howard is an acclaimed actor, dancer, choreographer, educator and fitness instructor - perhaps best known as a veteran of the LTM Pantomime, and perhaps least known as a gym instructor and aerobics teacher. The latter, he laughs, is his surprise, but an important one as it keeps him strong for his varied performances. A life long dancer, he received his early training with L'Antoinette Stines, at L'Acadco, and went on to do choreography training at the Edna Manley College of the Visual and Performing Arts.

In addition to acting in, choreography for and touring with the Pantomime, George's multifaceted career in the performing arts has included working with creative greats Rex Nettleford, Trevor Rhone and Perry Henzel (now all passed on, sadly), acting seasons with Basil Dawkins Productions, and Little Theatre productions with Brian Heap.

It was Brian, former Performing Arts Coordinator with The MultiCare Foundation, who introduced George to The MYF predecessor charity in 1998. That year George also began teaching dance at Holy Childhood High School, and his teaching remained an important priority for him, especially meaningful for youngsters growing up in challenging circumstances.

At MYF, George's long service, high energy, sense of humour and passion and dedication to teaching movement to children and teachers of dance - trained and untrained - was admirable. As Dance Coordinator, he has had a great relationship with MYF schools over many years, contributing to many Jamaica Cultural Development Commission (JCDC) medals and inspiring some students to go into the field of dance as students at the Edna Manley College or as teachers themselves.

We were sad to bid farewell to George. We wish him all the best, and every success with his plans to pursue an associate degree in dance at the Excelsior Community College.



# NEISHA WOLFE-MULLINGS SPORTS COORDINATOR

Neisha is known and respected for the undisputed passion she has brought to her work at The MYF for the past 15 years.

She is passionate about sports - all sports. She is deeply passionate about coaching children both on and off the field. And she has demonstrated both passion and commitment to the Foundation's objectives of changing lives and empowering vulnerable young Jamaicans to fulfill their God given potential. Little wonder she was presented with an award, specifically for her passion, in 2018.

A MICO University trained teacher with impressive and wide ranging technical skills, Neisha is a former professional athlete - she represented Jamaica in netball as a young Sunshine Girl. She is highly respected for her prowess, not only as a coach both practical and theoretical, but as the effective organizer and coordinator of schools programmes, competitions and other events.

Though she had been offered an administrative post, Neisha says she wishes to remain on the field and wearing her coaches cap, so to speak.

We will miss her quiet efficiency, her awesome skills and, of course, her wonderful passion!





A close-up portrait of Margaret Denton, a woman with dark skin and curly hair, wearing blue-rimmed glasses and a grey blazer. She is looking slightly to the left of the camera with a gentle expression. The background is a soft, out-of-focus light blue.

# MARGARET DENTON

## MENTORSHIP & PLACEMENT OFFICER

Although Margaret only spent four plus years with us, she brought with her over two decades of experience in the world of youth mentoring when she joined the team. In fact, she was a foundation staffer at Youth Opportunities Unlimited (YOU), which became part of The MultiCare Youth Foundation in 2015.

During her years with YOU, she played a key supportive role in the establishment and organisation of the mentoring projects targeting at risk high school students, and helping community and other organisations to set up their own mentoring outreaches. She also administered the YOU Christmas Card fundraising project.

While at The MultiCare Youth Foundation, Margaret carried out similar responsibilities. Over the years, she has become even more convinced of the powerful potential of the mentoring process, and expresses her respect and admiration for those who volunteer their time and efforts to help a child or a young person achieve their potential.

Described as a gentle soul and a true team player, she was always willing to lend a hand to her co-workers when they needed it. We hope her future will be bright and that her special qualities will always be appreciated.



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## Local Partner Development

Helping

**JAMAICAN ORGANIZATIONS**

**PREVENT**

**Youth Crime & Violence**



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Established September 1, 2015

*Collaborates With*

## **The MultiCare Youth Foundation,**

The Council of Community Colleges of Jamaica (CCCJ), The Edna Manley College of the Visual & Performing Arts, The National Council on Technical Vocational Education and Garmex Academy.

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- BSc in Business Administration (Online)
- BSc in Computer Servicing & Electronics
- BSc in Hospitality and Tourism Management
- Associate of Science Degree in Culinary Arts
- Associate of Science Degree in Computer Servicing & Electronics

### The MultiCare Youth Foundation YUTE Teach Programme

- Early Childhood Education

### NCTVET Levels 2 & 3

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### Certificate in Theatre Arts & Production

In collaboration with the Edna Manley College of the Visual & Performing Arts

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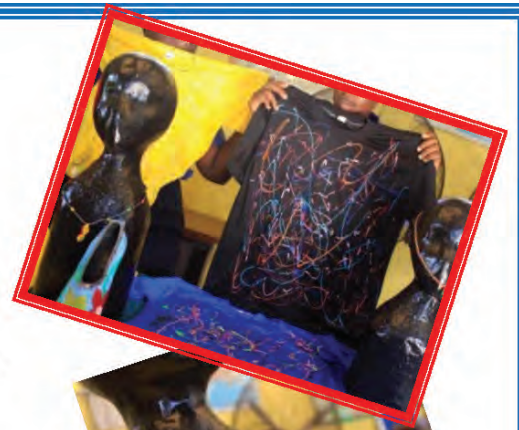
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Australia's Direct Aid Program —DAP supports NGOs, civil society and community based organisations to implement sustainable development projects in their communities. Through our High Commission in Port of Spain, we support ten eligible Caribbean countries via this program —Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, St Lucia, St Vincent and the Grenadines and Suriname.

We have been pleased to support the MultiCare Youth Foundation in its remit to uplift Jamaica's at-risk youth.

Visit our website <https://trinidadandtobago.embassy.gov.au/> and facebook page <https://www.facebook.com/AustraliaInTheCaribbean> to learn more about DAP and the projects that we support in the region.



Photos: Art on the Street, Art as Therapy Program , a DAP-funded MYF project in FY2016-17

# PARTNERS AT WORK



THE AMERICAN FRIENDS OF JAMAICA



The MultiCare Youth Foundation



MYF REVIEW

2019



The MultiCare Youth  
Foundation



# VISUAL ARTS



The MultiCare Youth  
Foundation







## VISUAL ARTS: FUN & FOCUS WITH CREATIVITY

The Visual Arts Programme maintained its community outreach through the conduct of its Art on the Street workshops on the sidewalk along Gold Street in downtown, Kingston. These workshops took place every Saturday during the school terms. They engaged the children in different art forms ranging from traditional drawing and painting, to macramé, tie and dye, jewellery making, basketry, screen printing and pottery. While boasting an enrolment of over 100 children, attendance at the start and end of the year was negatively impacted by tension in the Parade Gardens community as a result of an upsurge of violence. During 2019, a total of 273 students benefited.

Notwithstanding the challenges, the Visual Arts team remained committed to engaging the children and mounted a successful exhibition of their works on Sunday June 23 on Church Street, Kingston, as part of the Kingston Creative month end art walk.

Reviews of the art pieces, including ceramics, tie and dye fabrics and screen printed t-shirts and cushions, were overwhelmingly positive and many items were eagerly purchased by enthusiastic patrons.

The visual arts schools practical workshops were hosted throughout the year in 26 schools, benefitting 235 students. One teacher training workshop was also conducted, focused on screen printing and pottery making. Attended collectively by 11 teachers from 9 schools.

The annual Summer Art Camp was hosted as usual at, and in collaboration with, the National Gallery. Running from July 8 to 26, it was attended by 25 youngsters aged 8 to 17 – all of whom were encouraged to embrace a variety of creative art forms. At the end of the camp, the creative works by the children were mounted for public viewing.





# SCHOOL PROGRAMME







# ART ON THE STREET







# ART ON THE WATERFRONT





# PERFORMING ARTS



The MultiCare Youth  
Foundation





## PERFORMING ARTS: DEVELOPING CREATIVE TALENTS – AND SO MUCH MORE!

During the year under review, the Performing Arts programme provided professional training in dance, speech and drama in 12 schools under the MultiCare umbrella, to the benefit of 425 students and 15 teachers.

The specific objective were to recognize the potential in each child and help them identify and develop their creative talents while also stimulating imagination and refining critical thinking and cognitive skills. Achieving their objectives through development of their talents and the acquisition of skills, helped the youngsters build confidence and self-esteem.

Our Summer Dance Workshop was designed to encourage dance as a creative art form to develop talents and build confidence and self-esteem. Twenty-nine students and teachers attended the two-week workshop held as usual at, and in collaboration with the Philip Sherlock Centre for the Creative Arts, UWI, Mona. The participants were taught dance technique, different dance genres and introduced to the concepts and importance of costuming to enhance stage presentations.

### **A Feast of Entertainment, A Delighted Audience**

Lessons learnt throughout the year were ably demonstrated by 7 schools at our annual schools performing arts concert staged at and in collaboration with the Phillip Sherlock Centre in November in recognition of International Children's Day.

The students provided a feast of entertaining performances featuring jazz, modern and folk dance routines, choral singing and drumming, to the delight of their audience.

In addition to the student workshops, a teacher training workshop On November 8 focused on Merging Music in the Classroom, Lesson Planning (Dance), and Process Drama and their Impact.

It was hosted at and in collaboration with the Phillip Sherlock Centre. The workshop was attended by 15 teachers from 10 schools.





# PERFORMING ARTS







## PERFORMING ARTS







## PERFORMING ARTS





# SPORTS







## SPORTS: SCHOOLS PROGRAMME AND TRAINING OF TRAINERS

The sports team covered a lot of ground within the field, conducting practical, theory and life skills programmes in 15 schools, benefitting 1,999 students.

The sport programme continued to have a positive impact on the students with reported improvements in performance as well as in attitude and behaviour.

During the first quarter of the year, the sports team assisted with planning/execution of several schools' sports day activities. Three schools in dire need were gifted with basketballs, footballs, ball bags and cones to assist their sports programmes.

The schools' benefitting from the various initiatives have all expressed gratitude for this assistance as many have no access to trained physical education teachers and have little or no sporting equipment. As customary, Train-the-Trainer workshops were conducted to guide teachers in game rules and technique to ensure proper training of students. Six workshops were held during the year.

A basketball and football workshop was conducted at Breezy Castle in early March with 30 teachers from 20 schools in attendance.

This was followed by a trainers' volleyball workshop on May 28, attended by 21 teachers. The last two sessions for the year - a netball and follow-up football workshop - were held on October 15, attended by 47 participants - 21 teachers and 26 students from 11 schools.

Feedback from attendees was, as usual, overwhelmingly positive. The sessions were facilitated by Basketball Coach/Referee Christopher Richardson; Jamaica Football Federation Level II Coach Donovan Dennison; O'Neil Ebanks of the Jamaica Volleyball Association and International Netball Umpire Dalton Hinds.

The workshops incorporated both theory and practical training aimed at updating/reinforcing game techniques, drills, rules and teaching methods. All attendees were awarded a Certificate of Participation for each session, indicating the hours engaged in personal development training.





### **Competitions: Reinforcing Discipline, Teamwork & Fair Play**

Another aspect of the Sports Programme is the hosting of inter-schools competitions, which allow the youngsters to showcase the techniques and skills taught, while boosting their confidence and self-esteem. The competitions also allow the Sports Coordinator to assess the personal development of each student and to reinforce important lessons about discipline, teamwork and fair play.

Our competition year kicked off in May with our girls' football and mixed basketball competitions over two days, May 14 and 15. These were attended by 426 students from 22 primary/secondary schools. A volleyball competition followed on June 25, with 13 primary and two secondary schools and a total of 16 teams and 200 students in attendance.

The year ended with the boys' football and girls' netball competitions, which were held on November 19 and 20, with a combined total of just under 500 students from 23 primary and secondary schools and a total of 30 teams.

### **Learn As You Play - Putting It All Together**

Eighty two students from six Primary Schools completed one year of specialised training in our Learn as You Play programme which integrates sports training with life skills, the visual arts and drumming to give the children a more holistic learn and play experience.

The target group of children, included 20 each from St. Michaels, St. Aloysius, Holy Rosary, Franklyn Town, Holy Family and Calabar Primary Schools.

They displayed great enthusiasm over the year-long programme, working in four groups, and showed great improvement in sporting skills, attitude and behaviour.

The programme commenced at the start of the school year in September 2018 and engaged the same group of students through to the end of the school year in June 2019.

It was designed to ensure maximum impact on the personal development and growth of each student.





### **Summer Camps - Fun and Guidance In Town and In the Hills**

During the summer months, the MYF hosted our annual three-week Sports Camp at Breezy Castle, and our Sports & Environmental Residential Camp, in collaboration with the Forestry Department, at Mt. Airy in St. Andrew. At the Sports Camp, 89 boys and girls aged 8-15 years, primarily from the Parade Gardens /Rae Town communities, attended.

They participated in structured coaching in volleyball, netball, hockey, basketball and baseball. Happily this year we were also able to accommodate 30 youngsters who are all members of a basketball group from Majesty Gardens. At the end of the three weeks the youngsters took part in friendly competition as a means of evaluating development through their demonstrated levels of competence, team work, discipline and sportsmanship.

Another cohort of 67 boys and girls were exposed to the more tranquil rural life and fun educational experiences at the Sports & Environmental Residential Camp over the three week period July 21 to August 11.

These youngsters were from several different communities, including Parade Gardens, Majesty Gardens, Rose Town, Tavares Gardens, Stony Hills, and Portmore.

They were taught good environmental practices while also enjoying recreational sporting and other wholesome activities.







# TRAIN THE TRAINERS







# ENVIRONMENTAL CAMP







# SPORTS CAMP







## STARBUCKS YUTE WORK LIFE CHANGING OPPORTUNITIES FOR YOUTH FACING CHALLENGES

Forty seven bright young Jamaicans trained in marketable skills, groomed in important life skills and supported by a year of guidance from caring adult mentors.

Thirty of them served the three month internship offered, and 16 gained full time employment in the hospitality industry.

These figures represent life changing opportunities for the young men and women from under-served communities who took advantage of the Starbucks YUTE Work Programme. This took place in Kingston and Montego Bay from 2018 to 2019.

It featured an innovative partnership between Starbucks, which opened in Jamaica in 2017 and is committed to positive outreach to the communities it serves, MYF's Youth Upliftment Through Employment (YUTE) Programme, and HEART Trust NTA. HEART Trust provided training and certification for the participants, in Food & Beverage Level 2.

MYF Executive Director Alicia Glasgow Gentles, notes, "YUTE came into being with the objective of reducing the levels of crime and violence among vulnerable youth. And so the YUTE programme will continue to provide these opportunities for any young persons who have the interest and are ready for change in their lives."

### KINGSTON

The Programme had the most positive impact in Kingston, where it was launched at the Trench Town Polytechnic in April 2019. Thirty five participants interested in working in the hospitality sector were recruited, 31 of whom successfully completed the four month training course. This included the vocational skills training and the life skills designed to prepare them for the world of work. Each was also matched with a mentor for a period of one year.

Twenty six took advantage of the fourth "pillar" of support offered to all MYF protégées - three months of internship.





LAUNCHING OPPORTUNITIES: Taking obvious pleasure in the launch of the Kingston arm of the Starbucks YUTE Teach Programme in April 2019 are, from left: Nicola Groves, Starbucks Marketing Coordinator; Dr. Dosseth Edwards-Watson, Principal of the Trench Town Polytechnic College, which hosted the event; HEART NTA Project Specialist Dawn Wheatley Williams and Alicia Glasgow Gentles, Executive Director of The MultiCare Youth Foundation.

Employers hosting interns were Starbucks, Pizza Please, Eden Gardens Wellness Resort and Spa, South Beach, Pizza Please, Pita Grill, Ali's Jamaican Cuisine and Fish Pot Restaurants, Dominoes, Cellar 8 Wine Bar & Bistro, Candy Coffee, Chocolate Dreams, and Island Coffees Café. These internships were concluded in March 2020.

Happily, 13 of the Kingston graduates were able to secure full time employment: five were employed with Starbucks, two at Eden Gardens Wellness Resort and Spa, three at Pizza Please, one at Fish Pot and two at Pita Grill restaurants.

## MONTEGO BAY

A total of 21 participants were recruited for the project in Montego Bay, from schools and from the communities of Flanker, Mount Salem, Granville and Tucker. Sixteen of these completed the vocational training and life skills training, and were matched with mentors. Only four of these opted to take up their internships. Two interned at Pier One, one at Mystic Thai and one at Martina's Restaurants. Three gained full time employment. Although they did not all serve their internship, all sixteen participants sat their final exams and were successful. The Montego Bay project was completed in February 2020.







# SCHOOL VISIT







# FIELD TRIP







## RESTAURANT WEEK 2019 PROVIDES JOB EXPERIENCE FOR 25

Jamaica's favourite food festival, Restaurant Week, was a triple winner as usual in 2019, thrilling food enthusiasts, boosting restaurant business, and offering valuable experience to MYF culinary arts graduates and protégées. Twenty five of our young professionals were placed at six of the participating restaurants for the Week, November 8-17. Five of these young people were offered full time jobs by the restaurants, based on their performances.

Restaurants hosting our protégées were South Beach, Jamaican Vibes at Devon House, Saffron, Jo Jo's, Jungle Fyah and Reggae Mill. This was the ninth year that The MultiCare Youth Foundation has partnered with the SSCO Event Management team, which spearheads the 15 year old Restaurant Week, in association with the RJRGLEANER Communications Group.

This partnership is one of the many innovative initiatives The MYF uses to maximise on ways to broker opportunities for the vulnerable youth it serves. As usual, the applicants were prepared at a multi-faceted, three day Refresher Workshop.

Planned and facilitated by MYF Project Officer and Master Trainer Sharlene Brooks, the workshop was held at Scouts Association on South Camp Road. Ms. Brooks presented sessions on Life Skills such as Dress and Deportment, Interviewing Skills, Resume Writing and Respecting Oneself and Others.

Dawnette Pryce-Thompson, Project Coordinator with the Jamaica National Foundation spoke on Financial Literacy, and Mikhailla Robinson, Assistant Food and Beverage Manager at The Jamaica Pegasus Hotel advised the participants on what hoteliers and restaurateurs look for in employees. On the final day of the workshop, restaurateurs were invited to visit and conduct interviews, and some participants were recruited on the spot.

Those attending the Workshop included participants in the Starbucks YUTE Work Programme, and students from Boys Town and the International University of the Caribbean. Among them were chefs, cooks, servers, wait staff and bussers.





# RESTAURANT WEEK 2019







# MENTORSHIP

## ‘MINI-LIBRARY’ OF INFORMATIVE BOOKLETS TO GUIDE MENTORS, MENTEES & YOUTH

The MultiCare Youth Foundation’s Mentoring Programme, as well as its wider outreaches to young Jamaicans, are now enhanced by a veritable “mini-library” of helpful booklets to support our protégées and our volunteers.

They are especially valuable, not because they are unique, but because they have been custom designed to suit our programmes, our country and especially, the challenging situations many of our youngsters need to overcome.

A total of nine carefully researched, attractively designed and conveniently sized (5½ X 8½ inches) publications, they were produced by our team over a period of two years, and completed during the year under review.

In fact, the last one came off the press in May 2019. They are:

For use in our core Mentoring Programme:

- Mentor Handbook
- Mentee Handbook
- Mentor Reflection Journal
- Mentee Reflection Journal

- Versions of all four of the above, custom designed for one of our Mentoring Consultancy Clients

- For Young People in any of our Programmes & Outreaches

- YOUTH SERVICES GUIDE: Things You Need to Know, Things You Need to Do, and Services That Can Help You.





## MENTORING A POWERFUL SUPPORT FOR ALL OUR PROTÉGÉES

Many of Jamaica's youth face daunting challenges in an increasingly complex, competitive, and often threatening economic environment. Demographic data for young people in Jamaica – and indeed across the Caribbean and Latin America – indicate a high probability for unemployment, low self-esteem, and high risks of problematic social behavior. This is particularly so among marginalised groups such as the young men and women in the inner city communities served by The MultiCare Youth Foundation.

What is needed is a way to equip caring adults, including professionals and other responsible community members, to provide vital support for these young people, to help in unlocking their awesome potential.

Recognised for centuries as one of the most powerful positive intervention tools, mentoring provides the ideal way to bolster the other life-changing opportunities we offer our protégées. Mentoring is therefore one of the four critical “pillars” offered to participants in each of our programmes – along with Vocational Training, Life Skills and Internship.

Ours is a fully structured approach, in which we train both mentors and mentees in their roles and responsibilities, important ‘do’s and don’ts’, and among other priorities, the importance of effective goal setting. Each mentor and mentee is provided with their own Handbook and Reflection Journal.

Our Mentoring Programme also features formal matching sessions, monitoring of the mentoring relationships, and informative follow up sessions to the initial training workshops.

Recruiting of the adult mentors is done with the utmost care and according to stringent safety requirements. We seek out and screen volunteers from the business community, retired professionals and respected community members. Mentees are recruited from MYF programmes, and from the communities we work with. We are also happy to spread the benefits of this dynamic programme through our Mentoring Consultancy outreach, helping schools and colleges, alumni associations, community organisations and even some businesses to establish or enhance their own mentoring projects.





During 2019 The MYF trained a total of 137 mentees and 166 mentors, and facilitated 105 mentor-mentee matches, in our core Mentoring Programme and through our Mentoring Consultancy.

Of these, there were 12 mentees and 13 mentors who were participants in the Supporting, Training, Empowerment, Parenting for Success (STEPS) Programme, which featured behaviour modification for troubled boys in two inner city schools, and parent education. These were our first mentoring workshops for the year, taking place in January 2019.

Also in January, we mounted a Vision-Boarding session for mentees and mentors matched during 2018. Entitled “Life Transformation”, it was conducted by Transformation Strategist and Coach Stacey “The Balanced Boss” Hines. It helped each mentee-mentor pair to put their goals on paper in an attempt to be intentional with their work towards actualising them.

Within the next 11 months MYF trained and matched 64 other mentee-mentor pairs. The mentees were participants in the YUTE Teach Programme and students from the Majestic Gardens community.







# MYF MENTORSHIP







## TRANSITIONAL LIVING PROGRAMME FOR CHILDREN IN STATE CARE

During 2019 The MYF Mentoring team continued a major consultancy project launched in 2018, with the production of training materials and the delivery of six cohorts of training and matching. This is a new and far reaching initiative to provide much needed support to young people leaving state care because they have reached the age of 18. It is entitled the Transitional Living Programme for Children in State Care (TLP-CSC).

### THE TRANSITIONAL LIVING PROGRAMME

Every year approximately 700 young people are discharged from Jamaica's child protection system. About 290 of them actually 'age out' on attaining 18 years.

Many are not confident about their readiness to leave care and do not make a successful transition into adulthood. The TLP-CSC was designed to improve their transition to independent living and to reduce the risk factors.

These include unemployment, involvement in crime, substance abuse and teenage pregnancy, which are associated with low education or job skills, inadequate life skills, and poor self-image.

Youth in the programme receive life skills coaching, vocational skills training, mentoring and access to a safe and appropriate transitional living facility for up to two years.

They are also given "starter-kits" to ease their transition. Other benefits of the project include employment through a network of public and private companies, and scholarships for further studies at the UWI Open Campus.

Funded by the United States Agency for International Development (USAID), the TLP-CSC is implemented by the Caribbean Child Development Centre and the UWI Open Campus in partnership with the Child Protection and Family Services Agency, and in collaboration with the Social Welfare Training Centre and the University Project Management Office.

The MultiCare Youth Foundation was contracted to execute the mentorship component of the TLP-CSC project. This includes: the training, matching and support of 120 mentors with 92 youth who will live in the Independent Living apartment complexes being provided, as well as training their individual mentors.





The mentors are trained to guide their protégées in achieving their goals for independent living. This included providing continued support to help the young people integrate the life skills they learn into their day-to-day lives, and helping them to achieve their educational and career goals.

MYF undertook to support both mentors and mentees by monitoring their relationships for one year.

Recruitment of TLP-CSC mentors started in 2018, with over 200 volunteers responding. The Project's first mentoring workshop was held on June 22 and 23, 2019, with 16 mentors and 19 mentees trained, and 15 matches made. Six more mentee cohorts and their mentors were trained, with the final workshop for 2019 held on December 8. By then 57 mentees and 102 mentors had been trained, with 51 pairs matched. Training of the remaining 35 mentees and their mentors would continue in 2020.







# UWI MENTORSHIP







# UWI MENTORSHIP







## UWI MENTORSHIP







# UWI MENTORSHIP







# YUTE Teach

## YUTE TEACH PROJECT LAUNCHED IN A MOVING, DRAMATIC CEREMONY

An unemployed young mother at the lectern recounted bursting into tears on hearing she had been accepted for the training; The MultiCare Youth Foundation Chairman Joseph M. Matalon quoted distinguished international research on the critical value of early childhood education, and a unique multi-sector partnership of nine local and international funders was hailed for putting up an impressive project budget of \$22.3 million.

These were just some of the moving and dramatic aspects of the October 8, 2019 launch of The MultiCare Youth Foundation's new YUTE Teach Project. Another was the excitement among the 50 young inner city residents who would take part in the 18-month course leading to Level 2 HEART Trust NTA certification in Early Childhood Development. Aged 18 to 29 years, all aspired to teach young children, and many reported being deeply passionate about this goal.

Trench Town Polytechnic College, host of the midmorning launch and venue for the Project's 12 months of vocational training, in itself a recognised example of welcome progress in an

underserved community, highlighted an important aspect of the innovative new Project. As Mr. Matalon explained in his address:

“Here in Jamaica, we have more than 200 early childhood institutions, both public and private, across Kingston and St. Andrew, which cater to children one to six years old. However, vulnerable inner city communities continue to suffer from a lack of appropriately trained teachers, especially at the level of early childhood education. This has led to overcrowded classes and overworked early childhood education practitioners. In some circumstances, one teacher will be responsible for up to 40 students. Under these conditions, it is almost impossible for children to learn effectively. This is not good news for Jamaica as a nation, or for those children growing up in these communities.”

“That is why this morning's gathering is a happy, hopeful and proud one. We are launching the YUTE Teach Project, designed to address the urgent need for qualified, dedicated teachers at struggling early childhood centres in dozens





**GOOD CHOICE!** American Friends of Jamaica President Wendy Hart congratulates the YUTE Teach participants on their choice of a career in early childhood education, and encourages them to persevere when challenges arise.

of underserved communities across the Kingston Metropolitan Area. To do this we are offering a unique brand of training to 50 young Jamaicans living in these communities. Young men and women who love young children and are dedicated to educating them...”

“Bringing the YUTE Teach Project to this point has been a struggle. It was conceptualised in 2015 by our then YUTE Project Manager Roger Graham. The extensive reach of the Project and its multifaceted design, did present challenges. We had to be creative, we had to be extra motivated, and most of all, we had to be persistent. To ensure a meaningful intervention, the Project had to address multiple objectives, to train passionate young would-be educators, and it had to have a direct impact on a great many vulnerable communities.

“We had to ensure the right mix of partners, and we needed to find a lot of support to raise over \$22 million dollars. It took us almost four years, but we did not give up. In the end the spread of support over nine government, private sector, civil society and international entities has provided us with a unique level of enrichment, as well as a very unique and positive mix of sponsors.

“On behalf of The MultiCare Youth Foundation, I would like to say a tremendous ‘Thank you’ to these very special supporters – people who have been quick to recognise the vital importance of early childhood education, of strengthening human resources within the inner cities, and of providing our unique brand of educational and personal development support for young Jamaicans who want to make a difference, but who need a chance to gain the tools to do so...”

YUTE Teach sponsors include: primary sponsor the ICD Group; HEART Trust /NTA, The American Friends of Jamaica (AFJ); the Australian High Commission’s Direct Aid Programme; JMMB Joan Duncan Foundation; JPS Foundation; Fidelity Motors Ltd (Nissan); the Jamaican Urban Transit Company Ltd. (JUTC) and the Early Childhood Commission.

**A CHALLENGE**

Noting that the Project had a sound potential impact on the nation’s work force, and for its educational reach, Mr. Matalon, who also chairs the ICD Group, offered a special challenge to the participants. He stressed:





“The YUTE Teach Project can provide you with a respected career and a lifetime of earning opportunities. You will gain skills that are needed. This training could also lead to opportunities for further studies and for specialisation within the field. Or, if you choose, you could become an entrepreneur providing nanny services for individual families. These are all positive choices which will be available to you on completing your training.

“Please remember also,” he continued, “that you are being offered a place in the YUTE Teach Project because we have put in years of work, and millions of dollars, thanks to our sponsors, to design, structure and provide a life changing opportunity for each of you. Do not take it lightly. Please appreciate the value of this gift and make the best possible use of it.”

In addition to 12 months of vocational skills training by the HEART Trust NTA, YUTE Teach protégées receive Life and Employability Skills Training, a year of mentoring by adult professionals, and three months of internship placements at early childhood institutions in under served communities. Their support also includes in-kind benefits, such as JUTC bus cards for their transportation needs, meals and a stipend during internship.

### **EXCITEMENT & GOOD WISHES**

Those attending the launch ceremony were welcomed by Dr. Dosseth Edwards-Watson, Principal of Trench Town Polytechnic College. Mrs. Wendy Hart, President of the American

Friends of Jamaica, and Mrs. Marjory Kennedy, Honorary Consul for Australia in Jamaica both expressed their excitement about and good wishes for the Project, and MYF Director, education specialist Dr. Renee Rattray gave the young students a rousing motivational talk, complete with a list of important attitudinal steps to success.

Dr. Janet Dyer, Managing Director of the HEART Trust NTA endorsed the ceremony, and the Calabar Infant and Primary School provided entertainment in the form of an African dance.

Twenty two year old Samoyee Sterling moved an eloquent vote of thanks. It was she who shared her tearful excitement at being accepted as a YUTE Teach participant.

Her story suggests that she could well be one of the Project’s future success stories. Then the mother of a five month old boy, Samoyee is originally from St. Mary and now lives in Spanish Town.

After a lifetime of coaching her younger brothers and unofficially teaching many other young relatives, the St. Mary High School alumna says teaching has always been fun for her.

Now she wants to qualify as a teacher of young children, as she says, “to learn from them, to unlearn any wrong approaches, and to see if I can reach them and be the sort of teacher a child will love and remember all their life.”





**SPONSORS, PARTNERS AND MYF DIRECTORS** share a proud moment at the October 2019 launch of YUTE Teach. Seated, from left, are: Dr. Janet Dyer, Managing Director, HEART Trust NTA; Norda Seymour-Hall, Director, Early Childhood Commission; Dr. Dosseth Edwards-Watson, Principal, Trench Town Polytechnic College and Wendy Hart, President, American Friends of Jamaica. Standing (from left): David Crawford, Marketing Officer, Fidelity Motors Ltd; Natalie Palomino, Marketing Manager JUTC; Kevin White, Project Officer, JPS Foundation; Marjory Kennedy, Honorary Consul for Australia in Jamaica; Joseph M. Matalon, MYF Chairman; Sandra Glasgow, MYF Director; Dr. Renee Rattray, MYF Director, and Neville Francis, Deputy Managing Director of Operations, JUTC.



**THEY HELPED TO MAKE IT HAPPEN:** Seen at the YUTE Teach Launch were (from left) MYF's Denielle Allison, Mentorship Project Officer; Margaret Denton, Mentorship & Placement Officer; Shari Tomlinson, Executive Assistant; Taneshia Stoney, Project Manager; Chandapaul Brown, Marketing & Communications Officer; Sharlene Brooks, Projects Officer; Cadeisha Campbell, Accounting Clerk and CUSO Volunteer Deya Williams, Programme Evaluation Support Advisor. Not shown is MYF Executive Director Alicia Glasgow Gentles.



**TIPS FOR SUCCESS:** Dr. Renee Rattray, education specialist and MultiCare Youth Foundation (MYF) Director, offers important steps for attaining success, to young people enrolled in the MYF's YUTE Teach Project. Her tips included planning, preparation, resenation and "prove them wrong" when people don't believe in you.



**HAPPY DAY FOR EARLY EDUCATION:** Nathalia Palomino, Marketing Manager, and Neville Francis, Deputy Managing Director of Operations, both of the JUTC, greet with a handshake. With them are MYF Director Renee Rattray (centre) and Wendy Hart, President, American Friends of Jamaica.

# YUTE TEACH PROJECT LAUNCH



**THANK YOU SPONSORS:** Student, Samoyee Sterling thanks sponsors of the YUTE Teach Project, on behalf of the young beneficiaries.



**A WARM WELCOME** is offered by Dr. Dosseth Edwards-Watson, Principal of the Trench Town Polytechnic College, to associates and guests at the launch of the YUTE Teach Project. The College hosted the event, as well as the training of the Project's participants.





# YUTE TEACH MENTORSHIP





# SPECIAL PROJECTS







## CAPTIVATING CHILDREN WITH READING

The MultiCare Youth Foundation (MYF), supported by volunteers from its parent company, ICD Group Holdings Limited and partner organisation CGM Gallagher alongside Alorica, commemorated Read Across Jamaica Day on Tuesday, May 7, 2019 in MYF-assisted schools located in Down Town Kingston. The Foundation's team and volunteers read to and interacted with children ranging in ages from two to 10 years at four

participating basic and primary schools: Highholborne Street Basic, Holy Family Primary, St. Michael's Primary and North Street Primary in Downtown Kingston. Volunteer Judith Bruce - HR Director at ICD, who spent her time at Holy Family Primary, thoroughly enjoyed engaging the young children who, she said, "were captivated and eagerly participated in the stories being read".







# READ ACROSS JAMAICA







## CREATING A BETTER FUTURE FOR AT RISK TEENS

Fourteen teenage students of two inner city schools were the proud recipients of certificates of participation at the closing ceremony of the Supporting, Training, Empowerment, Parenting for Success (STEPS) Programme in May 2019. Even more significant were the positive improvements in the boys' behaviour reported by Project Manager Janilee Abrikian.

Ms. Abrikian, General Manager of Peace and Love in Society (PALS) Jamaica, which partnered with The MultiCare Youth Foundation in administering the six month programme, noted "gentler behaviour" and improvement in areas such as verbal aggression and anger management. She explained that in many cases such behavioural challenges related to difficult and often painful experiences the youngsters had gone through, including losing loved ones, some of whom had been murdered.

A community based Behaviour Change Programme, STEPS was funded under the European Union-Government of Jamaica Poverty Reduction Programme IV, in partnership with the Jamaica Social Investment Fund.

It was launched in October 2018 with 20 boys and girls, students of St. Andrew Technical and Denham Town High Schools. They were referred to the programme by police officers, guidance counsellors and teachers, for problem behaviours such as non-compliance, defiance and aggression, as well as showing symptoms of anxiety, withdrawal and depression. The objective was to bring about behaviour change and build a foundation for the participants to create a positive future for themselves.

The MYF team facilitated a series of life skills workshops using the renowned Passport to Success curriculum, while PALS delivered a parenting workshop, and carried out some case management work. MYF also established a mentoring component for the STEPS Programme, training 20 mentors and mentees, matching them and monitoring the mentoring process. Programme activities, held at the Denham Town High School, included instruction in core social skills, replacement behaviours and life skills that were feasible and effective. These took place weekly, during small-group sessions and one-on-one counselling sessions for the students.





Observable behaviours as well as self-reporting and teacher reports showed that by the end of the Programme, the students who had stayed the course had assimilated concepts such as brainstorming as part of problem solving, anger control and assessing a situation to judge whether a response would be right or wrong, and thinking about consequences. It was also reported that they were recognising that they had personal power and were in charge of themselves and not manipulated by others; were recognising their “triggers” and using resistance skills when faced with peer pressure, for example.

The parents of the students on the STEPS Programme faced great challenges. For most, their parenting mirrored the harshness of the punishment they had received as children. Some found it hard to be supportive after repeated police or school reports of their child’s fighting or other negative behaviour. The single-parent households, with some of the students not knowing the other parent, the absence of fathers or deceased fathers, and difficult economic circumstances added to the parenting challenges.

Core areas addressed in the parent training programme were character formation through discipline and punishment; problem solving and barriers to problem solving; goal setting; aggressive, passive, and assertive communication; communicating effectively with one’s child; understanding and managing anger.

A major accomplishment was those parents who committed to no longer engaging in harsh – physically abusive – forms of punishment.

Issues concerning their children were discussed in the group sessions as well as singly. Contact was maintained with parents outside of the sessions to follow up on various situations and to encourage them to apply their new skills.

The host school Denham Town High also benefited from the STEPS Programme. This included accessing the tools used to collect data on the students as well as the parents; functional behaviour assessment instruments; the How I Think Questionnaire – a widely used questionnaire that measures four categories of cognitive distortions, useful in assessment, treatment planning, tracking therapeutic progress, and individual- or programme-level outcome evaluation; and the Motivational Assessment Scale – a rating scale that assesses functions of problem behaviour. The PALS Conduct Code and School Handbook were also given to the Guidance Department.

An agreement was forged to subsume the behaviour modification intervention carried out by STEPS under the school’s fledgling School Wide Positive Behaviour Intervention and Support (SWPBIS) framework.







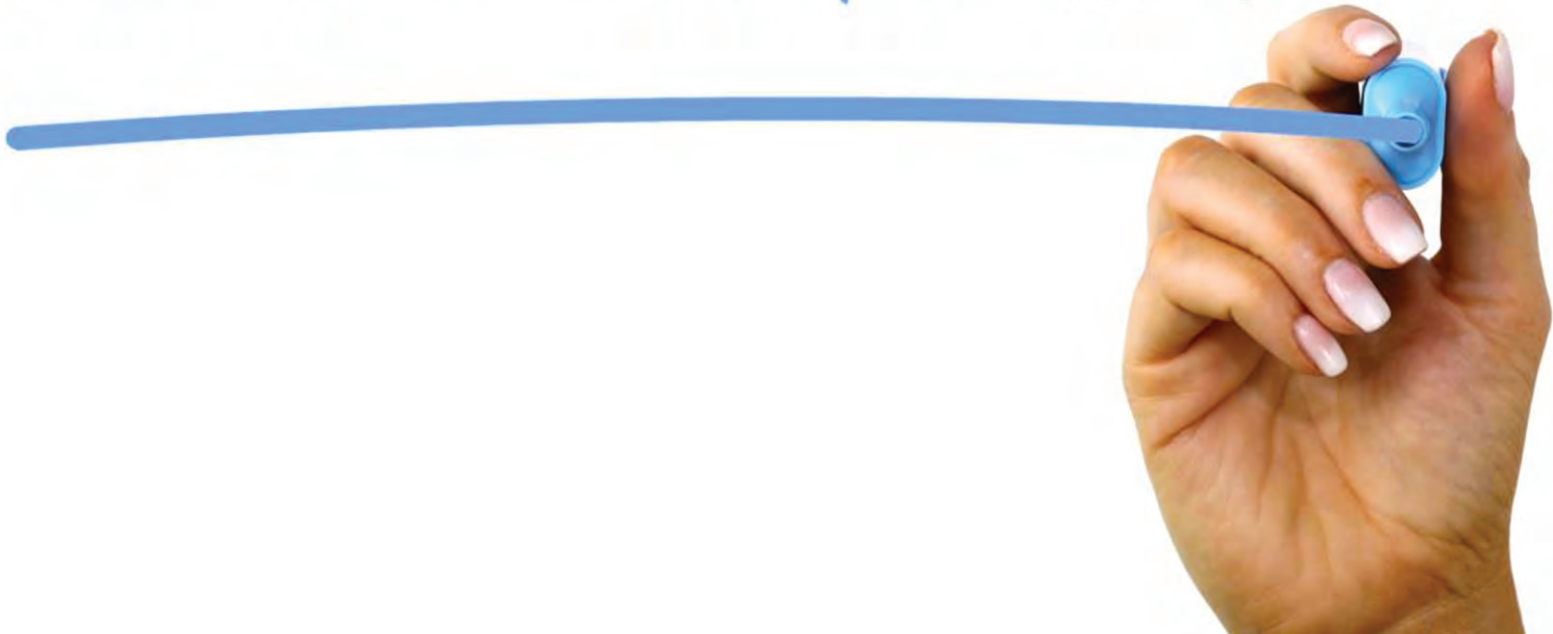


# neo

A MILLION YOUTH...A MILLION OPPORTUNITIES



# EMPLOYMENT







## NEO JAMAICA UPSKILLING YOUTH FOR EMPLOYMENT

The New Employment Opportunities for Youth in Jamaica (NEO-Jamaica) project celebrated success in upskilling Jamaican youth for the workplace. Launched in 2016, NEO was a regional initiative dedicated to improving the quality of the workforce and the employability of vulnerable youth in Latin America and the Caribbean that was funded by the Multilateral Investment Fund of the Inter-American Development Bank and executed by The Multicare Youth Foundation.

At a luncheon and closing ceremony for the project on Thursday, May 30, 2019, under the theme, “Soft Skills, Silos & Youth Employability”, results of the 3-year old programme were shared with representatives of the public and private sector, sponsors and beneficiaries of the initiative. While present, Science, Energy and Technology Minister, Fayval Williams noted that “The world of work, as we know it, has [been changing] significantly over the years.

No longer is the workplace solely about having the smarts to do a job. It is also about creating a more rounded individual, who can contribute to all aspects of the work,”

Between 2016 and 2019, NEO Jamaica increased job placement opportunities for thousands of poor and vulnerable Jamaican youth between the ages of 17-29.

Between 2016 and 2019, NEO Jamaica increased job placement opportunities for thousands of poor and vulnerable Jamaican youth between the ages of 17-29. In partnership with the Ministry of Labour & Social Security, NEO facilitated job readiness workshops throughout the island including Kingston, St. Catherine, St. Ann, St. Thomas, St. Mary, Westmoreland, St. Elizabeth and St. James.

The NEO project was hailed for providing a holistic approach to personal and professional development, career guidance and job placement and boosting the skills of unattached youth to better match the qualifications companies seek. The project recorded notable success in the provision of training and advisory services, improvement in the quality and relevance of occupational and technical training programmes leading to youth employability as well as the creation of a public-private partnership that includes employers who provide internships and jobs to young people.

NEO alliance partnerships included the Ministries of Science, Energy & Technology and of Labour & Social Security, the Private Sector Organisation of Jamaica, Caribbean Cement Company, Human Employment and Resource Training (HEART Trust NTA), Red Stripe/D&G Foundation, Planning Institute of Jamaica and The Multicare Youth Foundation.





NEO





The background of the entire page features three large, glowing stage lights in yellow, green, and red, arranged horizontally at the top. The lights cast a soft glow over the scene. In the background, the silhouettes of several people are visible, suggesting a stage or performance setting. The overall color palette is dominated by the warm tones of the lights and the dark silhouettes.

# FEATURES



The MultiCare Youth  
Foundation





**TURNING  
OPPORTUNITIES  
INTO PROGRESS**







## GEORGIE BAKER

Georgie Baker, 28 year old barista at the Starbucks Liguanea branch in Kingston, is impressed with the Starbucks version of teamwork for a number of reasons. She notes:

“One of the things that inspired me to stay at Starbucks is that my second day on the job, I came to work and I saw the manager for the store taking out the garbage. So I said to a coworker, ‘Why is the manager carrying out the garbage?’ And he said to me, ‘Here, everybody is equal – except when you get your paycheck.’

One thing about this company, you have to do every job; if you are the manager you have to be good at every job. So that if one day you are short staffed, you should be able to open the store by yourself, and carry out the garbage.

“I want to grow with this company,” the young mother of two says, “ this is a company where they look at your skills and what you have to offer, not just whether or not you have a bachelor’s degree or enough CXC subjects. They look at you as a person, personality wise and how good you are at your job.”

Georgie is a graduate of the innovative Starbucks YUTE Work Programme in Kingston, which offered 30 young Jamaicans four months of classroom and practical training and a three month internship placement.

A one year mentorship component, plus critical life skills training geared to preparing the students for the workplace are also part of the Programme.

Georgie is also one of the outstanding young graduates who interned with Starbucks and who performed well enough during the internship to be offered full time employment with the company.

Alicia Glasgow Gentles, Executive Director of the MultiCare Youth Foundation, of which Youth Upliftment Through Employment (YUTE) is a member, explains that the Starbucks YUTE Work Programme is a unique initiative of coordinated partners in the private sector, civil society and the public sector, who have come together to provide multifaceted opportunities for unattached youth.





Mrs. Glasgow-Gentles adds:

“Our programme was really designed as a response to the increased levels of crime and violence among young people in the inner city communities. And so the YUTE programme will continue to provide these opportunities for any young persons who have the interest and are ready for change in their lives.”

Starbucks is committed to positive relationships with the communities it serves, and saw the collaboration with the MultiCare Youth Foundation as an excellent way to celebrate launching Starbucks Jamaica in 2017. The third partner is the HEART Trust NTA, which provides the training and certification for the participants, in Food & Beverage Level 2. The Starbucks YUTE Work Programme was first launched in Western Jamaica, with involvement of its staff in Montego Bay.

The four graduates of the Programme in Kingston who are now proud Starbucks staff members - or ‘partners’ as they are deemed by the company - are all young Jamaicans who were unable to finish their education because of financial or other problems.

They faced many early challenges, and were either in “dead end” jobs or unemployed. Hearing that the Starbucks YUTE Work Programme was recruiting participants came as a ray of hope, and provided a life changing opportunity, of which they took full advantage.

Georgie, a resident of the Swallowfield Community in midtown Kingston, is originally from Mandeville, and attended Bishop Gibson High School. She had completed two years studying Food Service Management at the University of Technology Jamaica (UTECH) when her mother died in 2015.

With two children to support (her sons are now six and four years old), the loss of her mother’s assistance, not to mention her grief, represented a crisis, and she ended up dropping out of college.

She got a job in a call centre, but not only was this “going nowhere”, but changes in the organisation would soon lead to staff being laid off. She had been out of work for a few months when a friend told her that the Starbucks YUTE Work Programme was recruiting.



Although she had been studying food service at the management level, while the Programme offered training at the service level, Georgie believed this could be a positive move towards her personal goals, and signed up.

“I recommend this Programme to anyone,” she says, “The training was good, and I really liked the life skills classes. These showed me the soft skills you need to be in the working world.

”I think that was part of what I was missing. They teach you how to go into the workplace, make a difference, excel at your job, get a promotion, and how to be a better person, in general.

“My long term goal is still to go into management, but I want to grow with the company before I go back to my studies. I prefer to grow with Starbucks rather than to chase down a bachelor’s degree, to sit home and wait for a job in the pool of the unemployed.”

Georgie has an approach to life which should take her far. She explains:

“I mean, when you go through a lot you realize you can get through anything. I lost my mom, I have been through debt, being poor, not having anything, any food, all of that. And through all of that you do your best. Your body is more than the food that you put inside of it, Life is more than the sadness that you feel today.”







## OSHANE ALLEN

Oshane Allen, a barista at the Starbucks branch in the new Fontana Pharmacy on Waterloo Road in Kingston, has always been interested in food. The 19 year old Portmore resident did well in Food and Nutrition at Bridgeport High School, and earned pocket money by picking the East Indian mangoes in his back yard, juicing them and selling the juice to other students and teachers.

After completing high school he was contracted by the school to work as a lab technician. He spent a year in that job, and left to work at the Burger King head office, doing filing.

His career goal was to be a Level 5 executive chef, working in a restaurant or on a ship. However, funds were not available for the training he needed. He had had a very difficult relationship with his father, and although he got on with his mother, she lived in the country and was not employed. In fact, finishing high school had only been possible because of the kindness of neighbours.

After one quarrel, his father had disowned him and put him out of the family home, and he had been sent to his mother the country.

The neighbours had been impressed with his positive behavior, and when they realized that he was not at home, they called him and invited him to come back to Portmore to live with them.

“They had a son of their own,” Oshane remembers, “they didn’t like to see children drop out of school, and they looked at me as a son.”

His filing job did not offer the opportunities he wanted, so when he learned about the Starbucks YUTE Work Programme on Instagram, he was happy to apply, and to sign up when accepted.

“MultiCare has done a lot for me,” Oshane reflects, This Programme is a good thing, because I needed to be certified, and I know that to pay for a course like this, it would cost me a certain amount of money. They helped me by offering it free, and giving me lunch – plus, I am learning new things.

“I am also glad for my mentor. She was good to me, guided me and motivated me. It was good to have somebody to really talk to. We are still friends. She actually mentored three of us, separately. She has gone abroad now but we still keep in touch.”



After completing his training and serving his apprenticeship with Starbucks, Oshane was offered a job with the company. Working with Starbucks is a very positive experience, he reports.

“They teach you how to work as a team, we have a bond with each other, we call each other partners, we are like family. I really admire how they do things at Starbucks. For instance, they take the matter of hygiene very seriously - this is something I now follow at home.

“Working with Starbucks has made me more friendly with people,” he adds, “I socialize more. If you go to Starbucks, you get a greeting. They teach you to treat the customer well.”

Though his father still refuses to speak to him - “He passes me on the street as if he doesn’t know me...”

Oshane has decided not to let it upset him and not to focus on the negative. He says he finds inspiration watching motivational videos on YouTube, including those telling about how others have overcome challenges.

“So if they have gone through all those things and still came out to be somebody great, then I can do it too,” he declares, “So certain things I don’t let upset me - I try to be as positive as possible.”





# JOSHUA MILLER

Working with Starbucks is a dream come true for 26 year old Joshua Miller of the Board Villa community near to Cross Roads in Kingston. It was his sister overseas who spotted the call on social media, inviting applicants for the Starbucks YUTE Work Programme, and alerted Joshua's mother, who alerted him. Joshua, who had been unable to finish high school at Quality Academics because of financial constraints, had recently got a job with Xsomo International, a printing company, doing filing.

This followed a distressing period doing manual labour on construction sites. Though less strenuous, his filing job was not one which would offer the kind of progress he craved, neither was it related to his original career goal of being an entrepreneur in the fashion business. Neither was a training programme in food service, but the minute Joshua heard that Starbucks was one of the sponsors, he says, "I thought, it would be so good to work with Starbucks!"

After qualifying for the training programme, completing it successfully and performing so well during his internship with the company that he was offered full time employment, he is now a barista with the Starbucks Liguanea branch.

He declares,

"That goes to show that if you apply yourself and stick to what you are doing and believe in yourself and say 'this is what I want', it will happen!"

Ambitious, inspired and encouraged by his mother, and a firm believer in hard work and persistence, Joshua was not disappointed when he became a Starbucks partner. In fact, he reports being even more inspired when the company's policies were explained to him.

He recalls:

"Then District Manager, now Country Manager, Roxanne Dixon, told us, Starbucks is a company that looks out for their partners, which are their employees, they treat them the best, give them the best, and give them room to grow, as individuals, and with the company.





They help them to grow the company itself, and within itself. That spoke to me, I like to grow, and to improve. If I master one thing I like to move on to improve myself, because there is no limitation.

“Every single day I tell my store manager that I love my job.” Joshua says, “I really love my job. Seeing different sorts of people come into the store every day, talking to them, communicating with them.

And my coworkers have the most jovial and uplifting spirit. This is important to me because people in my community don't understand, they think I want too much and am too ambitious. My coworkers understand, because they have the same mindset about goals. So this environment and the headspace is very comforting and uplifting. It gives you a good feeling and a good energy.”

The third of four children, Joshua looks forward not only to his own future success, but to being able to assist other family members as well.

“Bless everyone at The MultiCare Youth Foundation,” Joshua concludes, “Thank you and continue to put in the good works that you guys are doing!”





# KIMONE QUARRIE

“I love my job as a Starbucks barista,” says 26 year old Kimone Quarrie, “I like the fact that they call us partners, we’re not employees. We feel pleased and appreciated. When there is a difficult situation, the Starbucks managers work alongside us partners, and when we go the extra mile, the managers appreciate it and let us know. They teach us that if one person in the store fails, everybody fails. These things make you feel like family.”

Kimone, who lives in Vineyard Town and works at the New Kingston Starbucks branch, is the mother of a nine year old daughter. Kimone was a student at Alpha Academy when she had to leave school because of she was pregnant.

She benefited from the support offered by The Women’s Centre, and returned to her studies at the EXED Community College.

Unfortunately, she was unsuccessful in all but one of her four subjects, and although this might have been a result of the stress she was experiencing, she began to feel that she was “not cut out for book learning”.

Abandoning her original goal of becoming a teacher, she changed her focus to business, and became interested in event planning, taking a short course in that area with the UWI Open Campus.

Meanwhile she worked for a while at Tastee Limited, and later at a gas station, and benefited from several short youth training programmes in her community.

It was a friend who alerted Kimone to the Starbucks YUTE Work Programme’s call for applicants, and she figured that food related skills would be an asset to her proposed venture in event planning.





Despite her concern about her abilities, Kimone was not only accepted for the training, she was duly qualified, and she was offered full time employment - or 'partnership' - with Starbucks, following her three month internship with the company.

Although she and her mentor had a lot in common, Kimone says the lady lost contact with her. However she reports that MYF Programme Officer Sharlene Brooks took her under her wing and continues to motivate her.

Noting that MultiCare Youth Foundation has had a positive effect on her life, Kimone says she really appreciates the wide scope of the Starbucks YUTE Work Programme training.

But for her, the big winner has been the customer service training, which has made her much more outgoing.

"The way I was before," she explains, "I wouldn't really talk, I would always stay by myself. Now I want to stay vibrant, helping the customers, helping people. The thing I'm working on now is my smile. I never used to smile much, because I didn't have a smiling background. So now, I have a smile, and that's how I want to be!"



Lo  
re



A close-up portrait of Barbara Kamtha, a woman with short, curly blonde hair, wearing glasses and a white top. She is smiling slightly and looking towards the camera.

## BARBARA KAMTHA

### MENTORING IS A GOOD IDEA!

“For people who don’t have any significant persons in their lives, or significant influences, we stand a chance of losing them, as a society.

Mentoring actually can help to build their self esteem and their self confidence. For children who are in state care and who may feel that nobody cares about them, having a mentor gives them the opportunity to feel that somebody cares about them.

They know that they have someone to advise and guide them, to help them, and to just listen to them.”

That is the firm belief of veteran mentoring advocate Barbara Kamtha, who adds, “Having a mentor also gives them some hope.”

Mrs. Kamtha is a Senior Teacher, Assessment Coordinator and Culture Agent at the Holy Rosary Primary School in Eastern Kingston. She has been involved in community work with the Benevolent Society for many years, and actually started a successful mentoring programme at her school, aimed at reducing the incidence of violence in the community.

Students were trained to mentor younger students, and she says, “It worked!” She administered the programme for four years when she was acting as the school’s Principal.

Following her temporary absence because of illness, the programme waned, but she hopes it will be revived.

Today, she is serving as a mentor herself for the first time, in The MultiCare Youth Foundation’s Mentoring Consultancy for the Transitional Living Programme for Children in State Care Project, a joint initiative of the Caribbean Child Development Centre, UWI Open Campus and the Government’s Child Protection and Family Services Agency with funding from USAID.

Since Holy Rosary Primary was one of the 35 schools in underserved communities which The MultiCare Youth Foundation had been helping for many years with enrichment programmes, it was only natural that Mrs. Kamtha was approached to serve as a mentor in the Transitional Living Programme - and she accepted the challenge.



However, she notes that it took serious thought and even courage to take on what she saw as a major responsibility, affecting the life of another person who was not her own child.

Twenty year old Moses Young, the mentee with whom she was matched, is not only glad she took on the challenge, he thinks she is doing a wonderful job.

“My mentor,” he says, “She is absolutely awesome. She’s generous, she’s very, very generous. I really do like her. Having her as a mentor - that is the best thing that has ever happened to me. I really, really do enjoy her company. She helps to motivate me. I got my driver’s license because of her.”

Moses is originally from St. Elizabeth, but was sent to the Hanbury Children’s Home in Manchester when he was about two years old, and lived there until he was 17. His mother had 10 children, whom she was unable to support, and two of his older sisters lived at the Hanbury Home along with him.

He has never met his father. He describes his childhood as “like a roller coaster with ups and downs”, but is grateful for his sisters at the Home who would check on him every day, and for the meals and a place to stay. Unfortunately, he says he lacked motivation, and was not very successful with his schoolwork. Also, he and others found it difficult to get along with some staff members.

As part of the Transitional Living Programme, Moses was enrolled in a HEART NTA Programme at the St. Joseph’s Teachers College in Kingston, where he took a course in Information Technology, graduating with an award for Most Improved Student. It was while he was enrolled in that course that he met and was matched with his mentor Barbara Kamtha.

“Moses needs motivation,” she notes, “But he tries hard, and he doesn’t like to bother people. It is that genuineness about him that I really appreciate.”

As an educator, Mrs. Kamtha has been able to provide much needed additional help for Moses, encouraging him with his studies, which has included working towards gaining his CXC qualifications in English and math, and arranging for her son to coach the youngster in math, a subject he was finding challenging.

And as a mentor, she has been a strong supporter, encouraging him to clarify his goals, for example - he is still unsure of his career goal, but thinks he would really like to be an entrepreneur. They have enjoyed cultural events together, such as attending Father Ho Lung’s musical “Isaiah”, going out for a meal now and then, and just talking.

While Moses has high praises for his mentor, she says the relationship is good for her too:

“It has revitalized me as a mother with children in their twenties,” she laughs, “It has put a new pep in my step! Mentoring is a joyful thing to do, it gives you a sense of happiness to be purposeful in this way. I really would encourage people to be mentors.”

We need more programmes like the MultiCare Mentoring Programme - our young people are full of so much potential and talent. This is a good way to serve, it is all a part of building a better Jamaica.”

Moses adds:

“Mentoring is a very important thing for children and also those who need help, those who need motivation, those who need, just someone to talk to, you know. Mentoring is very, very, very, very important, it can help a lot of people...”

Abandoning his search for superlatives, Moses settles for simple but emphatic praise for the programme he finds so good, saying,

“Mentoring - it is a good idea. That is my perspective!”



# MULTICARE SCHOLAR RETURNS TO 'MYF FAMILY' TO TEACH

“ I tell my students every day, that learning is a privilege and a responsibility. If you are interested in learning, the onus is on you. I understand the challenges you face, but you have to play your part, and it is not going to be a walk-over.”

So says Cadienne Forsythe English, a teacher in The MultiCare Youth Foundation's YUTE Teach Project, which is preparing young, unattached inner city residents to work in early childhood institutions. The 36 beneficiaries of this project study the HEART NTA Level 2 curriculum in Early Childhood Development. While paying no fees and being assisted with personal expenses, they also receive a year of mentoring, life and employability skills training and will each participate in a three-month internship with an early childhood institution.

In order to teach her vocational curriculum effectively, Cadienne says she had to include an early component that she calls “the foundations of learning—which come with respect, with principles, with values and morals. I was teaching them how to respect and to love, how to care. Because if they understand that, then they will learn how to learn, and I will be better able to reach out to them and connect with them.”

Cadienne English feels a special bond with the young protégées as they struggle to overcome the challenges of a less than ideal start in life, and to take advantage of what can be a life changing opportunity. She also feels that joining The MultiCare Youth Foundation team is truly “a coming home” for her, as she was also a beneficiary of the organisation, which was her own life changing experience. Born in St. Thomas to a single mother and brought up in Harbour View as part of a large, close-knit but financially challenged family, young Cadienne was inspired by her mother, a nurse, and shared space with siblings, cousins, an aunt, her grandmother and later her stepfather.







The third of five children, she was a dedicated student, and was happily surprised to find that her performance at the Harbour View Primary School – one of over 30 schools benefitting from the early MultiCare outreach programme – led to her being offered a three year scholarship to high school. And because of her excellent grades during her time at Excelsior High School, the MultiCare scholarship was extended to cover the full five years of her high school career.

“This was a true turning point for me,” she remembers, “I don’t know how we would have managed if I had not got that scholarship from MultiCare.”

For ten year old Cadienne, this turning point also included summoning the courage to perform on her recorder at the scholarship presentation ceremony, despite being painfully shy, and struggling to overcome a minor speech impediment.

Happily, she went on to shine at Excelsior, not only in academics, but by serving as a prefect, as captain of the school netball team and playing for Jamaica in the National Under 21 team – a sporting record which she had to abandon after a knee injury.

Today, she shares that her major passion has always been to work with young children. After high school, she gained her B.Sc in Early Childhood Development after attending a joint UWI-UTECH course in 2004. A devoted member of the Seventh Day Adventist Church, she believes that the Lord has continued to guide her career, in a manner which might have seemed strange at first, yet makes a lot of sense looking back.

That is, she has worked in several fields which seem far from her passion for early childhood education, but which provided her with important skills by the time she took up her recent position as a principal in an early childhood institution.

Interestingly, several of her important contacts resulted from the holiday job she had gained through a friend, running the Summer School Programme for children of staff at the Ministry of Health’s office in downtown Kingston. The father of one of the children was a Sagicor executive who was so impressed with her that he persuaded her to join the firm to sell insurance.

At Sagicor she was trained as a financial advisor, and says she also discovered, from a few trips out of town, just how beautiful Jamaica is.





She also learned that she is often too kind for her own good, helping clients whose policies were about to lapse by making payments for them – to the dismay of her supervisors.

Realising that this was not the field for her, but needing to contribute to the family home, she moved on to a job as Administrator of the Health Ministry’s Compassionate Fund, and then served as Administrator of its National Public Health Laboratory.

While at the former, she did an administrative course at the Government’s Management Institute for National Development (MIND). And while at the Lab and looking for work in her preferred field, she began developing skills in public speaking – serving as a compère for small functions, and planning events at her church.

It was ironic that when Cadienne English finally landed a job in the field she aspired to work in, the job was not ready for her, so to speak – but an even more valuable experience was. She applied for a post with the then Child Development Agency, and was successful. However, the Agency was then being merged with other agencies to form today’s Child Protection and Family Services Agency (CPFSA), and Cadienne could not be accommodated in the office right away.

What was available was a position a friend told her about: the Kidz Castle Nursery and Learning Centre in New Kingston needed a principal, and Cadienne took up that position in 2017. Her experience running that organisation provided information and perspectives critically important to her current post - training professionals to work in such child care centres, but, she confesses, “It was torture!”

The “torture” included challenges dealing with staff, hardening her heart to collect fees from delinquent parents, and the awesome responsibilities which saw her working long, long days and then taking administrative work home to do at nights. By this time Cadienne had married, and after a year on the job, was expecting a child. Her passion for childcare included ensuring she had enough time to care properly for her own infant, and she decided that the government limit of two months maternity leave was not enough, so she resigned. This was an act of faith, she says, but she was certain the Lord would guide her further development.

And so it was that when she was ready for work again, and when The MultiCare Youth Foundation was seeking a second teacher for the YUTE Teach Project – not just any teacher



for the Early Childhood Development course, but one who was right for working with under-privileged young people – the two were introduced by a member of the Early Childhood Commission who was familiar with Cadienne’s work.

It was a happy surprise for MYF Executive Director Alicia Glasgow Gentles to discover that here was not just the right candidate for the job, but a former beneficiary of the MultiCare outreach programmes. And for Cadienne to discover that this position her associate had told her about was with the very Foundation that had made such a difference in her own life!

It was indeed a coming home!

“I really enjoy working in this environment, dealing with young people,” Cadienne says, adding, “I know the nature of this programme at MultiCare, I know the services that are offered. These benefits are great and they are rare. I know what it would have done for me, in terms of changing my life. I can share my story with the students, to help keep them on the programme when tempted to drop out.”

As strict as she has been with her “foundation of learning” classes, she is still the inveterate “giver”, and is known for taking her own resources when things like teaching materials are needed, and to provide practical help as well as counselling when a student is facing a personal challenge. She explains:

“Some people like to sing, some people like to write, I like to help this way. This project, it is really working for the greater good. You need to try to make where you live a better place, you have to be a part of the growth here in Jamaica.”

Apart from her personal commitment to her students, Cadienne is very enthusiastic about the YUTE Teach Project itself:

“Overall it is an awesome programme, I really endorse it,” she says, “I think they should stage it at least one more time, because the market is there for good teachers, especially in the early childhood sector. When I was out there as a principal, it was so hard to find a good teacher. Based on my experience, the early childhood education market needs people that are dedicated, people that are interested, people that really enjoy working with young children.”

It is not surprising to learn that in addition to her teaching work and her commitment to mothering her young son, Cadienne and her husband are very active leaders in both the Welfare and the Youth Ministries of their church, the Woodford Seventh Day Adventist Church.

Her husband runs the Sports Development Ministry, and Cadienne, serves as Youth Choir Director, and lectures in areas such as Child Care and Development, Creative Planning and Resource Development. She now also serves as Area Coordinator for Zone 1 of the Church’s four Zones.

So far, she notes, looking back, “It has been a good journey. The Lord has been blessing my life in such a way that everything flows. I don’t know what will come next but I am in His hands.”



**THE MULTICARE YOUTH FOUNDATION**

**FINANCIAL STATEMENTS**

**31 DECEMBER 2019**



**THE MULTICARE YOUTH FOUNDATION**

**FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

**INDEX**

	<u>Page</u>
Independent Auditors' Report to the members	1 - 3
<b><u>FINANCIAL STATEMENTS</u></b>	
Statement of Surplus or Deficit and Other Comprehensive Income	4
Statement of Financial Position	5
Statement of Changes in Reserves	6
Statement of Cash Flows	7
Notes to the Financial Statements	8 - 29
<b><u>SUPPLEMENTARY INFORMATION</u></b>	
Detailed Statement of Income	30
Schedule of Expenses	31 - 32



## INDEPENDENT AUDITORS' REPORT

To the Members of  
The MultiCare Youth Foundation

### Report on the Audit of the Financial Statements

#### Opinion

We have audited the financial statements of The MultiCare Youth Foundation set out on pages 4 to 29, which comprise the statement of financial position as at 31 December 2019, and the statements of surplus or deficit and other comprehensive income, changes in reserves and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of The Foundation as at 31 December 2019, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and the requirements of the Jamaican Companies Act.

#### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of The Foundation in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants including International Independence Standards (IESBA Code) and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of Management and Board of Directors for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRSs and the Jamaican Companies Act, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing The Foundation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate The Foundation or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing The Foundation's financial reporting process.



**INDEPENDENT AUDITORS' REPORT (CONT'D)**

To the Members of  
The MultiCare Youth Foundation

**Auditors' Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of The Foundation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on The Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause The Foundation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



**INDEPENDENT AUDITORS' REPORT (CONT'D)**

To the Members of  
The MultiCare Youth Foundation

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Report on additional matters as required by the Jamaican Companies Act**

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

In our opinion, proper accounting records have been kept, so far as appears from our examination of those records, and the financial statements, which are in agreement therewith, give the information required by the Jamaican Companies Act, in the manner required.

A handwritten signature in black ink, appearing to read 'BDO', written over a faint, illegible stamp.

**Chartered Accountants**

20 August 2020



## THE MULTICARE YOUTH FOUNDATION

## STATEMENT OF SURPLUS OR DEFICIT AND OTHER COMPREHENSIVE INCOME

YEAR ENDED 31 DECEMBER 2019

	<u>Note</u>	<u>2019</u> \$	<u>2018</u> \$
<b>INCOME:</b>			
Contributions	7	48,312,395	51,774,935
Donations		1,800,673	421,062
Interest income		2,077,308	2,004,111
Grant income		<u>17,603,162</u>	<u>6,091,317</u>
		<u>69,793,538</u>	<u>60,291,425</u>
<b>EXPENSES:</b>			
Project expenses		60,572,845	42,554,099
Administrative and other expenses		16,650,756	16,958,576
Finance cost		<u>86,312</u>	<u>-</u>
		<u>77,309,913</u>	<u>59,512,675</u>
<b>NET (DEFICIT)/SURPLUS FOR THE YEAR</b>		<u>( 7,516,375)</u>	<u>778,750</u>
<b>OTHER COMPREHENSIVE GAIN/(LOSS):</b>			
Items that may be reclassified to surplus or deficit -			
Unrealised gain/(loss) on investments at fair value through other comprehensive income	16	<u>3,074,050</u>	<u>( 1,376,996)</u>
<b>TOTAL COMPREHENSIVE DEFICIT</b>		<u>( 4,442,325)</u>	<u>( 598,246)</u>




## THE MULTICARE YOUTH FOUNDATION

## STATEMENT OF FINANCIAL POSITION


31 DECEMBER 2019

	<u>Note</u>	<u>2019</u> ₹	<u>2018</u> ₹
<b><u>ASSETS</u></b>			
<b>NON-CURRENT ASSETS:</b>			
Property, plant and equipment	8	2,893,207	3,236,335
Intangible asset	9	597,116	597,116
Right-of-use asset	10	1,020,087	-
Long term investments	11	<u>27,216,096</u>	<u>24,142,044</u>
		<u>31,726,506</u>	<u>27,975,495</u>
<b>CURRENT ASSETS:</b>			
Receivables	12	5,482,806	7,314,072
Other assets	13	277,788	277,788
Cash and cash equivalents	14	<u>15,530,486</u>	<u>13,197,823</u>
		<u>21,291,080</u>	<u>20,789,683</u>
		<u>53,017,586</u>	<u>48,765,178</u>
<b><u>RESERVES AND LIABILITIES</u></b>			
<b>RESERVES:</b>			
Endowment fund	15	60,000,000	60,000,000
Fair value reserve	16	3,154,399	80,349
Accumulated deficit		<u>(26,936,353)</u>	<u>(19,419,978)</u>
		<u>36,218,046</u>	<u>40,660,371</u>
<b>NON-CURRENT LIABILITIES:</b>			
Lease liabilities	10	<u>929,456</u>	<u>-</u>
<b>CURRENT LIABILITIES:</b>			
Payables	17	14,151,358	4,844,843
Lease liabilities	10	120,000	-
Deferred income	18	<u>1,598,726</u>	<u>3,259,964</u>
		<u>15,870,084</u>	<u>8,104,807</u>
		<u>53,017,586</u>	<u>48,765,178</u>

Approved for issue by the Board of Directors on 20 August 2020 and signed on its behalf by:



Joseph M. Matalon - Director



Vikram Dhiman - Director



**THE MULTICARE YOUTH FOUNDATION**  
**STATEMENT OF CHANGES IN RESERVES**  
**YEAR ENDED 31 DECEMBER 2019**

	Endowment <u>Fund</u> \$	Fair Value <u>Reserve</u> \$	Accumulated <u>Deficit</u> \$	<u>Total</u> \$
<b>BALANCE AT 1 JANUARY 2018</b>	<u>60,000,000</u>	<u>1,457,345</u>	<u>(20,198,728)</u>	<u>41,258,617</u>
TOTAL COMPREHENSIVE DEFICIT				
Net surplus	-	-	778,750	778,750
Other comprehensive loss	<u>-</u>	<u>(1,376,996)</u>	<u>-</u>	<u>( 1,376,996)</u>
	<u>-</u>	<u>(1,376,996)</u>	<u>778,750</u>	<u>( 598,246)</u>
<b>BALANCE AT 31 DECEMBER 2018</b>	60,000,000	80,349	(19,419,978)	40,660,371
TOTAL COMPREHENSIVE DEFICIT				
Net deficit	-	-	( 7,516,375)	( 7,516,375)
Other comprehensive income	<u>-</u>	<u>3,074,050</u>	<u>-</u>	<u>3,074,050</u>
	<u>-</u>	<u>3,074,050</u>	<u>( 7,516,375)</u>	<u>( 4,442,325)</u>
<b>BALANCE AT 31 DECEMBER 2019</b>	<u>60,000,000</u>	<u>3,154,399</u>	<u>(26,936,353)</u>	<u>36,218,046</u>



## THE MULTICARE YOUTH FOUNDATION

## STATEMENT OF CASH FLOWS

YEAR ENDED 31 DECEMBER 2019

	<u>2019</u>	<u>2018</u>
	\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
(Deficit)/surplus for the year	( 7,516,375)	778,750
Items not affecting cash resources:		
Depreciation	813,055	854,660
Interest income	( 2,077,308)	( 2,004,111)
Loss on disposal of property, plant and equipment	13,236	-
Effect of adopting new standard - IFRS 9	-	( 3,081,022)
Amortization of right-of-use assets	<u>72,863</u>	<u>-</u>
	( 8,694,529)	( 3,451,723)
Changes in operating assets and liabilities -		
Receivables	1,831,266	2,226,354
Other assets	-	5,733
Taxation recoverable	-	145,478
Payables	9,306,515	1,327,764
Deferred income	<u>( 1,661,238)</u>	<u>2,483,969</u>
Cash provided by operating activities	<u>782,014</u>	<u>2,737,575</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchase of property, plant and equipment	( 483,163)	( 389,009)
Interest received	<u>2,033,812</u>	<u>1,997,845</u>
Cash provided by investing activities	<u>1,550,649</u>	<u>1,608,836</u>
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>2,332,663</b>	<b>4,346,411</b>
Cash and cash equivalents at beginning of year	<u>13,197,823</u>	<u>8,851,412</u>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b><u>15,530,486</u></b>	<b><u>13,197,823</u></b>



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

**1. IDENTIFICATION AND PRINCIPAL ACTIVITIES:**

The MultiCare Youth Foundation (MYF) is a company limited by guarantee without share capital and incorporated and domiciled in Jamaica. MYF by special resolution and with the approval of the registrar of the Companies Office of Jamaica, has hereby changed its name to The MultiCare Youth Foundation. MYF is a result of a merger between The MultiCare Foundation and Youth Upliftment Through Employment (YUTE) Limited with effect from 1 April 2017. Its registered office is located at 7-9 Harbour Street, Kingston. The MultiCare Youth Foundation is an Approved Charitable Organisation under Section 2 and Section 17 of the Charities Act, 2013.

- (i) Incorporated in 1993, The MultiCare Foundation serves children between the ages of 6 and 18 years within 32 primary and secondary schools in the Kingston Metropolitan Area, as well as those residing in its surrounding communities in Downtown Kingston. It operates core programmes in sports and the visual and performing arts, and takes a holistic approach to child and community development, to promote positive social interaction and peaceful coexistence. The Foundation has served more than 150,000 children since its inception.
- (ii) Youth Upliftment Through Employment Limited (YUTE) has been empowering at-risk youths in Kingston & St. Andrew and St. Catherine since 2010 through skills training, academic support, mentorship and job readiness grooming including internship and job opportunities. It was launched by a coalition of private sector companies led by the Private Sector Organisation of Jamaica (PSOJ) under the leadership of ICD Group Chairman, Joseph M. Matalon when he served as PSOJ President.
- (iii) The MultiCare Foundation (MCF) and Youth Upliftment Through Employment Limited (YUTE) formalised a legal merger effective 1 April 2017 to leverage the individual strengths and build collaborative efforts to bolster effectiveness, efficiency and long term sustainability. With a charge to promote youth development through the delivery of programmes and services, the new charitable organisation, MYF is now an amalgamation of three dynamic youth-serving organisations: MultiCare Foundation, Youth Upliftment Through Employment (YUTE) and Youth Opportunities Unlimited (YOU), serving children and youth ages 6-29. The objective of the merger was to provide strengthened governance, leadership and management, combined programmatic partnerships and administrative resource sharing. It currently receives significant financial support and access to shared services from ICD Group Holdings Limited as well as some financial support from its other endowment partners: JMMB Group, Caribbean Cement Foundation and Fidelity Motors.



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

**1. IDENTIFICATION AND PRINCIPAL ACTIVITIES (CONT'D):**

- (iv) The programmes of The MultiCare Youth Foundation are built on the premise that for young people living in inner city communities who are deemed “at risk”, successful transformations require a tailored approach and multiple layers of interventions and support. Our theory of change is based on the acknowledgement that underserved youth from marginalised communities are at the highest risk for low academic achievement, unemployment and generational poverty. MYF focuses on the provision of skills training and life skills as a means to instill the necessary values, attitudes and aptitudes that will set young people on a positive trajectory in their lives. *“Our holistic approach to social change is to empower underserved children and youth with a multiplicity of skills to effect real and sustainable change in their lives and the communities in which they live.”*

**2. REPORTING CURRENCY:**

These financial statements are presented in Jamaican dollars which is considered the currency of the primary economic environment in which The Foundation operates (“the functional currency”), unless otherwise stated.

**3. SIGNIFICANT ACCOUNTING POLICIES:**

The principal accounting policies applied in the preparation of these financial statements are set out below. The policies have been consistently applied to all the years presented unless otherwise stated.

**(a) Basis of preparation**

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS), and have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets that are measured at fair value. They are also prepared in accordance with requirements of the Jamaican Companies Act.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying The Foundation’s accounting policies. Although these estimates are based on management’s best knowledge of current events and action, actual results could differ from those estimates. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 4.



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 DECEMBER 2019**

**3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):**

**(a) Basis of preparation (cont'd)**

**New, revised and amended standards and interpretations that became effective during the year**

Certain new standards, interpretations and amendments to existing standards have been published that became effective during the current financial year. The Foundation has assessed the relevance of all such new standards, interpretations and amendments and has concluded that the following is immediately relevant to its operations.

**New standards, interpretations and amendments effective in the current year (cont'd)**

**IFRS 16, 'Leases'(effective for annual reporting periods beginning on or after 1 January 2019).** The standard eliminates the current dual accounting model for lessees, which distinguishes between on-balance sheet finance leases and off-balance sheet operating leases. Instead, there is a single, on-balance sheet accounting model that is similar to current finance lease accounting. Entities will be required to bring all major leases on balance sheet, recognizing new assets and liabilities. The on-balance sheet liability will attract interest; the total lease expense will be higher in the early years of a lease even if a lease has fixed regular cash rentals. Optional lessee exemption will apply to short- term leases and for low-value items with value of US\$5,000 or less.

Lessor accounting remains similar to current practice as the lessor will continue to classify leases as finance and operating leases.

The adoption of IFRS 16 from the 1 January resulted in changes in accounting policies and adjustments to amounts recognized in the 2019 financial statements. In accordance with the transitional provisions in IFRS 16, comparative figures have not been restated. Details of the new accounting policies are outlined in Note 3 (j) and the impact on the financial statements on the adoption of the new standard is disclosed in Note 21.

**New standards, amendments and interpretation not yet effective and not early adopted**

The following new standard, which is not yet effective and has not been adopted early in these financial statements, will or may have an effect on The Foundation's future financial statements.



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 DECEMBER 2019**

**3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):**

**(a) Basis of preparation (cont'd)**

**New standards, amendments and interpretation not yet effective and not early adopted (cont'd)**

**IAS 1 and IAS 8 - Definition of Material - Amendments to IAS 1 and IAS 8 (effective for annual periods beginning on or after 1 January 2020).** The IASB issued amendments to IAS 1 Presentation of Financial Statements and IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors to align the definition of 'material' across the standards and to clarify certain aspects of the definition. The new definition states that, 'Information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity.

The amendments clarify that materiality will depend on the nature or magnitude of information, or both. An entity will need to assess whether the information, either individually or in combination with other information, is material in the context of the financial statements. The amendments are not expected to have any impact on the financial statements of the Foundation.

**(b) Foreign currency translation**

Foreign currency transactions are accounted for at the exchange rates prevailing at the dates of the transactions.

Monetary items denominated in foreign currency are translated to Jamaican dollars using the closing rate as at the reporting date.

Exchange differences arising from the settlement of transactions at rates different from those at the dates of the transactions and unrealised foreign exchange differences on unsettled foreign currency monetary assets and liabilities are recognised in surplus or deficit.

**(c) Property, plant and equipment**

Items of property, plant and equipment are recorded at historical cost, less accumulated depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 DECEMBER 2019**

**3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):**

**(c) Property, plant and equipment (cont'd)**

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to The Foundation and the cost of the item can be measured reliably. The carrying amount of any replaced part is derecognised. All other repairs and maintenance are charged to surplus or deficit during the financial period in which they are incurred.

Depreciation is calculated on the straight-line basis at annual rates estimated to write off the carrying value of the assets over the period of their estimated useful lives.

Annual rates are as follows:

Furniture, fixtures and office equipment	10 years
Computers, software and website	3 years

Gains and losses on disposal of property, plant and equipment are determined by comparing disposal proceeds with carrying amounts and are included in surplus or deficit.

**(d) Intangible assets**

Intangible assets which represent intellectual property are deemed to have an indefinite life and are reviewed for impairment annually.

**(e) Financial instruments**

A financial instrument is any contract that gives rise to both a financial asset in one entity and a financial liability or equity in another entity.

**Financial assets**

**(i) Classification**

The Foundation classifies its financial assets into two measurement categories: amortised cost and at fair value through other comprehensive income based on the business model used for managing the financial assets and the contractual terms of the cash flows.



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 DECEMBER 2019**

3. **SIGNIFICANT ACCOUNTING POLICIES (CONT'D):**

(e) **Financial instruments (cont'd)**

**Financial assets (cont'd)**

(ii) **Measurement**

**Amortised cost**

These assets arise principally from the provision of goods and services to customers (eg. trade receivables), but also incorporate other types of financial assets where the objective is to hold these assets in order to collect contractual cash flows and the contractual cash flows are solely payments of principal and interest. They are initially recognised at fair value plus transaction costs that are directly attributable to their acquisition or issue, and are subsequently carried at amortised cost using the effective interest rate method, less provision for impairment.

The Foundation's financial assets measured at amortised cost comprise receivables, cash and cash equivalents in the statement of financial position. Cash and cash equivalents includes cash in hand and at bank, and short term investments.

**Fair value through other comprehensive income**

Financial instruments classified as fair value through other comprehensive income are carried at fair value with changes in fair value recognised in other comprehensive income and accumulated in fair value reserve. Upon disposal, any balance in fair value reserves is reclassified directly to retained earnings and is not reclassified to surplus or deficit.

Purchases and sales of financial assets measured at fair value through other comprehensive income are recognised on settlement date with any change in fair value between trade date and settlement date being recognised in the fair value reserve.

**Derecognition**

A financial asset is primarily derecognized when the rights to receive cash flows from the asset have expired, or The Foundation has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either The Foundation has transferred substantially all the risks and rewards of the asset, or The Foundation has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

**3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):**

(e) **Financial instruments (cont'd)**

**Financial assets (cont'd)**

(iii) **Impairment**

**The Simplified Approach**

For receivables, The Foundation applies the simplified approach permitted by IFRS 9, which requires that the impairment provision is measured at initial recognition and throughout the life of the receivables using a lifetime ECL. As a practical expedient, a provision matrix is utilised in determining the lifetime ECLs for trade receivables.

The lifetime ECLs are determined by taking into consideration historical rates of default for each segment of aged receivables as well as the estimated impact of forward looking information.

**Financial liabilities**

The Foundation's financial liabilities are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method. At the reporting date, payables were classified as financial liabilities.

(f) **Receivables**

Receivables are measured at amortised cost less impairment losses.

(g) **Payables**

Payables are stated at amortised cost.

(h) **Revenue recognition**

Contributions and grants from corporate clients with established and mutually agreed commitments are recognised on the accrual basis. All other contributions/donations are recognised when received.

Grants and contributions to specific programmes/projects are recorded in specific project fund accounts and bank accounts when received.

Interest income is recognised in the income statement for all interest bearing instruments on the accrual basis using the effective interest rate method.



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 DECEMBER 2019**

**4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES:**

Judgements and estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

**(a) Critical judgements in applying The Foundation's accounting policies**

In the process of applying The Foundation's accounting policies, management has not made any judgements that it believes would cause a significant impact on the amounts recognised in the financial statements.

**(b) Key sources of estimation uncertainty**

The Foundation makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

**(i) Fair value estimation**

A number of assets and liabilities included in The Foundation's financial statements require measurement at, and/or disclosure of, at fair value.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The fair value measurement of The Foundation's financial and non financial assets and liabilities utilises market observable inputs and data as far as possible. Inputs used in determining fair value measurements are categorized into different levels based on how observable the inputs used in the valuation technique utilized are; (the 'fair value hierarchy'):

- |         |  |
|---------|--|
| Level 1 | Quoted prices in active markets for identical assets or liabilities (unadjusted).  |
| Level 2 | Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices). |
| Level 3 | Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs).   |



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 DECEMBER 2019**

4. **CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D):**

(c) **Key sources of estimation uncertainty (cont'd)**

(i) **Fair value estimation (cont'd)**

The classification of an item into the above level is based on the lowest level of the inputs used that has a significant effect on the fair value measurement of the item.

Transfers of items between levels are recognised in the period they occur.

The Foundation measures investments at fair value -  
Financial instruments (note 5)

The fair value of financial instruments traded in active markets, such as investments at fair value through other comprehensive income, is based on quoted market prices at the reporting date. These instruments are included in level 2 and comprise Corporate Bonds.

The fair values of financial instruments that are not traded in an active market are deemed to be determined as follows:

Financial instruments not measured at fair value includes cash and cash equivalents, investments, trade and other receivables and trade and other payables.

Due to their short-term nature, the carrying value of cash and cash equivalents, trade and other receivables, and trade and other payables approximates their fair value.

(ii) **Allowance for impairment losses on receivables**

In determining amounts recorded for impairment of accounts receivable in the financial statements, management makes judgements regarding indicators of impairment, that is, whether there are indicators that suggest there may be a measurable decrease in the estimated future cash flows from accounts receivable, for example, repayment default and adverse economic conditions. Management also makes estimates of the likely estimated future cash flows from impaired accounts receivable, as well as the timing of such cash flows. Expected credit losses (ECL) is applied to determine impairment of financial assets. When measuring ECL, The Foundation considers the maximum contractual period over which The Foundation is exposed to credit risk. All contractual terms are considered when determining the expected life. The expected life is estimated based on the period over which The Foundation is exposed to credit risk and where the credit losses would not be mitigated by management actions.



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 DECEMBER 2019**

**4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D):**

**(b) Key sources of estimation uncertainty (cont'd)**

**(iii) Depreciable assets**

Estimates of the useful life and the residual value of property, plant and equipment are required in order to apply an adequate rate of transferring the economic benefits embodied in these assets in the relevant periods. The Foundation applies a variety of methods in an effort to arrive at these estimates from which actual results may vary. Actual variations in estimated useful lives and residual values are reflected in surplus or deficit through impairment or adjusted depreciation provisions.

**5. FINANCIAL RISK MANAGEMENT:**

The Foundation is exposed through its operations to the following financial risks:

- Credit risk
- Fair value or cash flow interest rate risk
- Foreign exchange risk
- Other market price, and
- Liquidity risk

In common with all other businesses, The Foundation is exposed to risks from its use of financial instruments. This note describes The Foundation's objectives, policies and processes for managing those risks and the methods used to measure them. Further quantitative information in respect of these risks is presented throughout these financial statements.

There have been no substantive changes in The Foundation's exposure to financial instrument risks, its objectives, policies and processes for managing those risks or the methods used to measure them from previous periods unless otherwise stated in this note.

**(a) Principal financial instruments**

The principal financial instruments used by The Foundation, from which financial instrument risk arises, are as follows:

- Receivables
- Cash and cash equivalents
- Payables
- Long term investments



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(b) **Financial instruments by category**

Financial assets	Amortised cost <u>2019</u> \$	Amortised cost <u>2018</u> \$	Fair value through other comprehensive income <u>2019</u> \$	Fair value through other comprehensive Income <u>2018</u> \$
Cash and cash equivalents	15,530,486	13,197,823	-	-
Receivables	4,767,387	6,637,932	-	-
Long term investments	-	-	27,216,096	24,142,044
<b>Total financial assets</b>	<u>20,297,873</u>	<u>19,835,755</u>	<u>27,216,096</u>	<u>24,142,044</u>

**Financial liabilities**

	<u>At Amortised cost</u>	
	<u>2019</u> \$	<u>2018</u> \$
Payables	14,151,358	4,844,843
<b>Total financial liabilities</b>	<u>14,151,358</u>	<u>4,844,843</u>

(c) **Financial instruments measured at fair value**

The fair value hierarchy of financial instruments measured at fair value is provided below:

	<u>Level 2</u>	
	<u>2019</u> \$	<u>2018</u> \$
Financial assets investment (corporate bonds)	27,216,096	24,142,044
<b>Total financial assets</b>	<u>27,216,096</u>	<u>24,142,044</u>



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 DECEMBER 2019**

**5. FINANCIAL AND CAPITAL RISK MANAGEMENT:**

**(d) Financial risk factors**

The Board of Directors has overall responsibility for the determination of The Foundation's risk management objectives and policies and, whilst retaining ultimate responsibility for them, it has delegated the authority for designing and operating processes that ensure the effective implementation of the objectives and policies to The Foundation's finance function. The Board provides principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk and investments of excess liquidity.

The overall objective of the Board is to set policies that seek to reduce risk as far as possible without unduly affecting The Foundation's competitiveness and flexibility. Further details regarding these policies are set out below:

**(i) Market risk**

Market risk arises from The Foundation's use of interest bearing, tradable and foreign currency financial instruments. It is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in interest rates (interest rate risk), foreign exchange rates (currency risk) or other market factors (other price risk).

**Currency risk**

Currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates.

Currency risk arises from US dollars cash and bank balances and short and long term investments. The Foundation manages this risk by ensuring that the net exposure in foreign assets and liabilities is kept to an acceptable level by monitoring currency positions. The Foundation further manages this risk by maximising foreign currency earnings and holding net foreign currency assets.

**Concentration of currency risk**

The Foundation is exposed to foreign currency risk in respect of US dollar cash and cash equivalents and short and long term investments amounting to J\$31,228,100 (2018 - J\$29,960,374).



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

**5. FINANCIAL AND CAPITAL RISK MANAGEMENT:**

**(d) Financial risk factors (cont'd)**

**(i) Market risk (cont'd)**

**Foreign currency sensitivity**

The following table indicates the sensitivity of surplus /(deficit) to changes in foreign exchange rates. The change in currency rate below represents management's assessment of the possible changes in foreign exchange.

Sensitivity analysis represents outstanding foreign currency bank balances and investments and their translation at the year-end for a 6% (2018 - 4%) depreciation and a 4% (2018 - 2%) appreciation of the Jamaican dollar against the US dollar. The changes below would have no impact on other components of equity.

	<u>2019</u>		<u>2018</u>	
	<u>-6%</u>	<u>+4%</u>	<u>-4%</u>	<u>+2%</u>
	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
Bank balances and investments	<u>1,873,686</u>	<u>(1,249,124)</u>	<u>1,198,414</u>	<u>(599,207)</u>

**Price risk**

Price risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all instruments traded in the market. The Foundation is exposed to price risk arising from its holding of investments. As The Foundation does not have a significant exposure, market price fluctuations are not expected to have a material effect on the net results of The Foundation's reserves.

**(ii) Credit risk**

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Foundation has policies in place to ensure that transactions are made with clients/organisations with an appropriate credit history. Cash transactions are made with high credit quality financial institutions. The Foundation manages its credit risk by screening its clients, rigorous follow-up of receivables/commitments and ensuring investments are low-risk or, are held with reputable financial institutions.



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 DECEMBER 2019**

5. **FINANCIAL AND CAPITAL RISK MANAGEMENT:**

(d) **Financial risk factors (cont'd)**

(ii) **Credit risk (cont'd)**

**Maximum exposure to credit risk**

The maximum exposure to credit risk is equal to the carrying amount of trade and other receivables and cash and cash equivalents in the statement of financial position.

The Foundation applies the IFRS 9 simplified approach to measuring expected credit losses using a lifetime expected credit loss provision for trade receivables. To measure expected credit losses on a collective basis, trade receivables are grouped based on similar credit risk and aging.

The expected loss rates are based on The Foundation's historical credit losses experienced. The historical loss rates are then adjusted for current and forward-looking information on factors affecting the Foundation's customers.

The following table provides information about the ECLs for trade receivables as at 31 December 2019.

<u>Aging</u>	<u>Gross Carrying Amount</u> <u>2019</u> \$	<u>Loss Rate</u> %	<u>Expected ECL Allowance</u> \$
Trade receivables:			
0-30 days	3,353,256	2.31264	77,548
31-60 days	129,438	12.314	15,939
61 -90 days	769,300	-	-
91 days and over	<u>4,563,577</u>	100	<u>4,563,577</u>
	<u>8,815,571</u>		<u>4,657,064</u>



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

**5. FINANCIAL AND CAPITAL RISK MANAGEMENT:**

**(d) Financial risk factors (cont'd)**

**(ii) Credit risk (cont'd)**

**Maximum exposure to credit risk (cont'd)**

Allowance for impairment:

	<u>2019</u>	<u>2018</u>
	\$	\$
Opening provision for impairment of trade receivables at 1 January	3,332,272	3,081,022
Increase during the year	<u>1,324,792</u>	<u>251,250</u>
At 31 December	<u>4,657,064</u>	<u>3,332,272</u>

As at 31 December 2018, receivables of \$3,332,272 had lifetime expected credit losses of the full value of the receivables. These receivables are aged over 90 days. There was no default on the remaining receivables, and as such no further expected credit loss was recognized.

**(iii) Interest rate risk**

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The Foundation has strategically secured fixed interest rates for its long term investments and has no interest bearing liabilities and thus The Foundation's income and operating cash flows are substantially independent of changes in market interest rates. The Foundation's interest rate risk arises from deposits and short term investments.

**(iv) Liquidity risk**

Liquidity risk is the risk that The Foundation will be unable to meet its commitments associated with its financial liabilities when they fall due. The Foundation manages this risk by maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions and by keeping committed donors interested in the activities of The Foundation.



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

**5. FINANCIAL AND CAPITAL RISK MANAGEMENT:**

(d) **Financial risk factors (cont'd)**

(iv) **Liquidity risk (cont'd)**

Cash flows of financial liabilities

The maturity profile of The Foundation's financial liabilities, based on contractual undiscounted payments, is as follows:

	<u>Within 1</u> <u>Year</u> <u>\$'000</u>	<u>Total</u> <u>\$'000</u>
<b>31 December 2019</b>		
Trade payables	<u>14,151,358</u>	<u>14,151,358</u>
<b>Total financial liabilities (contractual maturity dates)</b>	<u><b>14,151,358</b></u>	<u><b>14,151,358</b></u>
	<u>Within 1</u> <u>Year</u> <u>\$'000</u>	<u>Total</u> <u>\$'000</u>
<b>31 December 2018</b>		
Trade payables	<u>4,844,843</u>	<u>4,844,843</u>
<b>Total financial liabilities (contractual maturity dates)</b>	<u><b>4,844,843</b></u>	<u><b>4,844,843</b></u>

**6. TAXATION:**

The Foundation is a Registered Charitable Organisation under Section 2 and Section 17 of the Charities Act, 2013 and is eligible for tax exemption under the Income Tax, GCT, Property Tax, Stamp Duty, Transfer Tax, Customs Acts and the Provisional Collection of Tax (Minimum Business Tax) Order, 2014.

**7. INCOME:**

Revenue comprise the fair value of the consideration received in the ordinary course of The Foundation's activities and is made up of cash and in-kind.

In-kind represents donation of accounting, marketing and support services by the ICD Group Holdings Limited, as well as New Employment Opportunities (NEO).



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

**8. PROPERTY, PLANT AND EQUIPMENT:**

	<u>Computer Software &amp; Equipment</u> \$	<u>Furniture &amp; Fixtures</u> \$	<u>Office Equipment</u> \$	<u>Website</u> \$	<u>Total</u> \$
Cost -					
1 January 2018	2,200,687	1,985,933	1,601,781	1,979,181	7,767,582
Additions	<u>-</u>	<u>389,009</u>	<u>-</u>	<u>-</u>	<u>389,009</u>
31 December 2018	2,200,687	2,374,942	1,601,781	1,979,181	8,156,591
Additions	465,235	17,928	-	-	483,163
Disposal	<u>( 461,424)</u>	<u>( 22,690)</u>	<u>-</u>	<u>-</u>	<u>( 484,114)</u>
31 December 2019	<u>2,204,498</u>	<u>2,370,180</u>	<u>1,601,781</u>	<u>1,979,181</u>	<u>8,155,640</u>
Depreciation -					
1 January 2018	1,871,016	657,477	681,362	855,741	4,065,596
Charge for the year	<u>179,908</u>	<u>199,595</u>	<u>138,124</u>	<u>337,033</u>	<u>854,660</u>
31 December 2018	2,050,924	857,072	819,486	1,192,774	4,920,256
Charge for the year	156,334	209,445	110,243	337,033	813,055
Disposal	<u>( 461,424)</u>	<u>( 9,454)</u>	<u>-</u>	<u>-</u>	<u>( 470,878)</u>
31 December 2019	<u>1,745,834</u>	<u>1,057,063</u>	<u>929,729</u>	<u>1,529,807</u>	<u>5,262,433</u>
Net Book Value -					
31 December 2019	<u>458,664</u>	<u>1,313,117</u>	<u>672,052</u>	<u>449,374</u>	<u>2,893,207</u>
31 December 2018	<u>149,763</u>	<u>1,517,870</u>	<u>782,295</u>	<u>786,407</u>	<u>3,236,335</u>

**9. INTANGIBLE ASSET:**

	<u>2019</u> \$	<u>2018</u> \$
Balance at 31 December	<u>597,116</u>	<u>597,116</u>



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 DECEMBER 2019**

**10. RIGHTS-OF-USE ASSET:**

The Foundation recognized the right-of-use asset for its leased premise as follows:

	<u>2019</u>
	\$
Adoption of IFRS 16	1,092,950
Amortisation	<u>( 72,863)</u>
<b>Balance 31 December 2019</b>	<u><b>1,020,087</b></u>

The following table presents the lease obligation for the Foundation:

	<u>2019</u>
	\$
Adoption of IFRS 16	1,092,950
Interest expense on lease obligation	76,506
Rent payments	<u>( 120,000)</u>
<b>Balance 31 December 2019</b>	<u><b>1,049,456</b></u>

The following table presents the lease liabilities obligation for the Foundation (cont'd):

	<u>2019</u>
	\$
Current portion	120,000
Non-current portion	<u>929,456</u>
<b>Balance 31 December 2019</b>	<u><b>1,049,456</b></u>
	<u>2019</u>
	\$
Short term lease expense	<u>73,462</u>

The Foundation leases land for a fixed period of fifteen (15) years. When measuring the lease obligation, The Foundation discounted the remaining lease payments using its incremental borrowing rate at the date of initial application, which is 7% per annum.



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

**11. LONG TERM INVESTMENTS:**

	<u>2019</u>	<u>2018</u>
	\$	\$
Classification fair value through other comprehensive Income (FVTOCI)		
Sagikor Investments Jamaica Limited		
GOJ USD Amortising Notes - 2039 (USD100,000)	17,183,494	14,370,555
Sagikor USD Finance Corp 2022 Bond (USD 74,000)	<u>10,032,602</u>	<u>9,771,489</u>
	<u>27,216,096</u>	<u>24,142,044</u>

1 The securities above earn interest at annual rates of 8% and 8.875% respectively and are stated at fair value.

**12. RECEIVABLES:**

	<u>2019</u>	<u>2018</u>
	\$	\$
Trade receivables -		
Contributions	6,995,419	7,248,977
Other	1,820,152	2,174,590
Provision for expected credit losses	<u>(4,657,064)</u>	<u>(3,332,272)</u>
	4,158,507	6,091,295
Other receivables	575,822	546,637
GCT recoverable	25,740	-
Interest receivable	577,920	524,514
Prepayments	<u>144,817</u>	<u>151,626</u>
	<u>5,482,806</u>	<u>7,314,072</u>

**13. OTHER ASSETS:**

	<u>2019</u>	<u>2018</u>
	\$	\$
Miscellaneous gears & equipment	131,503	131,503
Christmas cards	<u>146,285</u>	<u>146,285</u>
	<u>277,788</u>	<u>277,788</u>



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

**14. CASH AND CASH EQUIVALENTS:**

	<u>2019</u>	<u>2018</u>
	\$	\$
National Commercial Bank Jamaica Limited -		
Fixed Deposit	1,052,632	1,052,632
Keycash account	39,156	57,031
Bank of Nova Scotia Limited -		
AusAID USD savings account	2,019,892	1,481
USD savings account	27,384	1,116,723
Ja savings account	4,235	-
Current account	7,145,769	4,673,392
Petty cash	<u>80,000</u>	<u>80,000</u>
<b>CASH AND BANK</b>	<u>10,369,068</u>	<u>6,981,259</u>
JN Fund Managers Limited	1,528,962	1,513,262
Sagicor Investments Jamaica Limited	<u>3,632,456</u>	<u>4,703,302</u>
<b>SHORT TERM INVESTMENTS</b>	<u>5,161,418</u>	<u>6,216,564</u>
	<u>15,530,486</u>	<u>13,197,823</u>

**15. ENDOWMENT FUND:**

This represents an established investment fund donated by the principal corporate sponsors to The Foundation.

**16. FAIR VALUE RESERVE:**

	<u>2019</u>	<u>2018</u>
	\$	\$
Balance at beginning of period	80,349	1,457,345
Fair value gains/(loss)	3,074,050	(1,376,996)
Balance at end of period	<u>3,154,399</u>	<u>80,349</u>



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

**17. PAYABLES:**

	<u>2019</u>	<u>2018</u>
	\$	\$
Accruals	6,138,425	3,767,776
Payables	7,842,120	960,241
Other payables	<u>170,813</u>	<u>116,826</u>
	<u>14,151,358</u>	<u>4,844,843</u>

**18. DEFERRED INCOME:**

Deferred Income represents funding received for specific projects which are either incomplete to date or has not yet commenced.

**19. IN-KIND CONTRIBUTIONS:**

In-kind contributions of \$10,845,473 (2018 - \$11,957,592) comprise the value of services received from ICD Group Holdings Limited and New Employment Opportunities.

**20. STAFF COSTS:**

	<u>2019</u>	<u>2018</u>
	\$	\$
Salaries and administration costs	3,053,488	3,690,204
Statutory contributions	465,747	472,423
Group life and health insurance	1,097,030	398,184
Staff welfare	<u>429,802</u>	<u>108,628</u>
	<u>5,046,067</u>	<u>4,669,439</u>

Staff cost represents a portion of the total salaries and related charges for the Foundation, as the cost for the Project Coordinators and charge directly to the Projects.

The number of persons employed by The Foundation at the end of the year was 12 (2018 - 11).



**THE MULTICARE YOUTH FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

**21. EFFECT OF CHANGE IN ACCOUNTING POLICY:**

The Foundation adopted IFRS 16 'Leases' with a transition date of 1 January 2019. The Foundation has chosen not to restate comparatives on adoption the standard, and therefore, the revised requirements are not reflected in the prior year financial statements. There was no impact on the accumulated deficit in the opening statement of financial position on 1 May 2019. The Foundation has no leasing activities acting as a lessor.

IFRS 16 provides for certain optional practical expedients, including those related to the initial adoption of the standard. The Foundation applied the following practical expedients when applying IFRS 16 to leases previously classified as operating leases under IAS 17:

- (a) Apply a single discount rate to a portfolio of lease with reasonably similar characteristics; and
- (b) Reliance on previous assessments on whether leases are onerous as opposed to preparing an impairment review under IAS 36 as at the date of initial application.

As a lessee, the Foundation previously classified leases as operating based on its assessment of whether the lease transferred substantially all of the risks and rewards of ownership. Under IFRS 16, the Foundation recognizes right-of-use asset and lease liability for its leased property.

On adoption of IFRS 16, the Foundation recognised right-of-use asset of \$1,092,950 and lease liabilities of \$1,092,950 as follows:

Right-of-use assets	Lease liabilities
Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments.	Measured at the present value of the remaining lease payments, discounted using the Company's incremental borrowing rate as at 1 January 2019. The Foundation's incremental borrowing rate is the rate at which a similar borrowing could be obtained from an independent creditor under comparable terms and conditions. The weighted-average rate applied was 7% per annum.

**22. SUBSEQUENT EVENT:**

On 30 January 2020, the World Health Organization (WHO) declared the Coronavirus (COVID-19) issue a public health emergency of international concern and thereafter declared the virus a pandemic. COVID-19 may have adverse impact on the operations of the Foundation which cannot currently be assessed or quantified. Since the declaration there has been no significant disruption of the business of the Foundation, however, the eventual impact may include significant changes in fair value of investments.



## THE MULTICARE YOUTH FOUNDATION

## DETAILED STATEMENT OF INCOME

YEAR ENDED 31 DECEMBER 2019

	<u>2019</u>	<u>2018</u>
	<u>₤</u>	<u>₤</u>
<b>CONTRIBUTIONS:</b>		
ICD Group Holdings Limited	20,067,769	19,532,344
The Chase Fund	37,642	1,132,687
Caribbean Cement Company Limited	1,000,000	1,000,000
Breezy Castle	2,233,710	1,704,321
ICD Group Holdings Limited - in kind	8,635,729	6,801,673
New Employment Opportunities - in kind	2,209,744	5,155,920
JMMB/ Joan Duncan Foundation	2,585,003	2,550,532
Flow	2,000,000	-
Other	11,343,471	14,318,520
Grant Income	<u>17,603,162</u>	<u>6,091,317</u>
	<u>67,716,230</u>	<u>58,287,314</u>
<b>OTHER INCOME</b>		
Interest income	<u>2,077,308</u>	<u>2,004,111</u>
<b>TOTAL INCOME</b>	<u>69,793,538</u>	<u>60,291,425</u>
<b>EXPENSES:</b>		
Project expenses		
Visual and performing arts (page 31)	10,708,026	10,267,515
Employability and special projects (page 31)	20,455,337	12,823,676
YOU mentorship (page 31)	12,418,071	5,488,344
Environment and sports (page 31)	<u>16,991,411</u>	<u>13,974,564</u>
	<u>60,572,845</u>	<u>42,554,099</u>
Administrative and other (page 32)	16,650,756	16,958,576
Finance cost (page 32)	<u>86,312</u>	<u>-</u>
	<u>16,737,068</u>	<u>16,958,576</u>
<b>TOTAL EXPENSES</b>	<u>77,309,913</u>	<u>59,512,675</u>
<b>(DEFICIT)/SURPLUS FOR THE YEAR</b>	<u>(7,516,375)</u>	<u>778,750</u>



## THE MULTICARE YOUTH FOUNDATION

## SCHEDULE OF EXPENSES

YEAR ENDED 31 DECEMBER 2019

	<u>2019</u>	<u>2018</u>
	\$	\$
<b>PROJECT EXPENSES:</b>		
<b>Visual and Performing Arts</b>		
Bellevue Art Therapy	-	121,225
Programme coordinators	2,565,823	1,510,136
Art on the Street Programme	904,163	2,093,973
Summer programme	706,656	322,414
Monthly workshops	454,077	401,091
Consumables and travel	200,000	353,023
Communications PR	64,587	496,264
Programme Management Support	5,805,425	4,969,389
Administration and overhead	7,295	-
	<u>10,708,026</u>	<u>10,267,515</u>
<b>Employability and Special Projects</b>		
Rent - room and equipment	563,395	476,250
Programme Management Support	7,799,538	5,574,331
Training materials and equipment	4,024,613	358,879
Communication and PR	691,095	1,073,624
Consumables and travel	1,140,035	1,823,123
Administration & overhead costs	1,203,346	208,049
Programme Coordinator	996,875	1,359,375
Special Projects Starbucks YUTE	-	203,200
Special Projects	656,506	1,474,845
Stipends	3,208,539	272,000
Project launch	171,395	-
	<u>20,455,337</u>	<u>12,823,676</u>
<b>YOU Mentorship</b>		
Mentor Relationship management	3,989,912	1,589,380
Programme management support	2,078,900	1,423,532
Programme coordinator	2,659,910	923,367
Training, materials and equipment	2,199,272	487,343
Mentorship, training and matching	1,369,672	931,152
Communication and PR	75,482	30,000
Consumables and travel	16,138	103,570
Administration and overhead	28,785	-
	<u>12,418,071</u>	<u>5,488,344</u>
<b>Environment and Sports</b>		
Property tax	2,498,645	-
Sports development programme	2,854,323	2,218,051
Programme coordinators	2,699,932	1,783,981
Summer programmes	916,983	510,416
Environment summer camp	1,378,537	1,376,925
Breezy Castle maintenance	2,786,710	4,529,542
Programme Management Support	3,837,281	3,480,899
Communication and PR	19,000	74,750
	<u>16,991,411</u>	<u>13,974,564</u>
<b>PROJECT EXPENSES</b>	<u>60,572,845</u>	<u>42,544,099</u>



## THE MULTICARE YOUTH FOUNDATION

## SCHEDULE OF EXPENSES

YEAR ENDED 31 DECEMBER 2019

	<u>2019</u>	<u>2018</u>
	\$	\$
<b>ADMINISTRATIVE AND OTHER EXPENSES:</b>		
Administrative and overhead costs	3,053,488	2,533,076
Statutory expenses	465,747	349,879
Group life and health insurance	1,097,030	1,048,366
Staff welfare	429,801	978,028
Audit fees	750,000	887,898
General insurance	293,391	339,140
General office expenses	56,025	41,369
Stationery printing and copying	838,664	840,671
Communication and PR	1,166,115	956,272
IT shared cost	2,550,535	2,167,058
Computer and maintenance charges	1,868,374	124,512
Rent	1,440,000	1,440,000
Telephone, communication	104,116	155,024
Electricity	-	873,614
Water	-	506,994
Legal and professional fees	110,000	378,500
Dues and subscriptions	139,653	11,923
Bank charges	111,106	336,438
Miscellaneous expenses	12,820	1,398
Travel and consumables	81,567	101,662
Website maintenance	257,533	226,377
Foreign exchange loss	( 399,155)	( 7,810)
Depreciation and amortization	885,918	854,660
Administrative	-	10,302
Asset tax	-	200,000
Bad debt	1,324,792	1,603,225
Loss on disposal of property, plant and equipment	<u>13,236</u>	<u>-</u>
	<u>16,650,756</u>	<u>16,958,576</u>
<b>FINANCE COST:</b>		
Interest charges	9,806	-
Interest expense on lease liability	<u>76,506</u>	<u>-</u>
	<u>86,312</u>	<u>-</u>





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