Executive summary

The year 2017 was a significant one, with the United Nations (UN) system in the English and Dutch-speaking Caribbean completing the first year of implementing the UN Multi-country Sustainable Development Framework (UN-MSDF), which has four priority outcomes:
1) an inclusive, equitable and prosperous Caribbean;
2) a healthy Caribbean;
3) a safe, cohesive and just Caribbean; and
4) a sustainable and resilient Caribbean.

This new platform has enabled increased efficiencies among UN agencies and strengthened and streamlined cooperation with the Government of Jamaica in development planning and monitoring. UNICEF’s partnership with the Government of Jamaica, private sector foundations, and non-governmental organizations (NGOs) directly improved the lives of thousands of children and families with disabilities, thanks to Digicel Foundation, Special Olympics Jamaica, and other key allies. The partnerships and investments with private sector foundations and NGOs, whose efforts focus on the most disadvantaged and marginalized, earned praise from the Government. The partnership generated increased advocacy and visibility for those children and families more likely to "be left behind" in the national development plan. Increased efforts to reduce the alarmingly high homicide rates enabled UNICEF’s partners to improve the Violence Interruption methodology (inspired by Cure Violence of Chicago), leading towards a 30 per cent decrease in murders in specific communities. Some communities reported no murders for two to four month periods.

A major shortfall was not implementing U-Report, one of the top priorities for 2017. In addition, Jamaica is a Pathfinder Country for the Global Partnership to End Violence against Children, but few of the major milestones were attained this year, leaving a great deal of work to be done next year.

Public advocacy on key priorities enriched the national dialogue and debates on reducing violence, including the violent discipline against children that occurs in schools and homes. The Office of the Children’s Advocate continued to be a visible and influential ally on promoting child rights: enhancing access to protective and legal services, and building capacities among partners to enable children to be safer on the internet and in their communities. The increased groundswell of efforts and verbal commitments from national leaders to eliminate violent discipline in schools will become a reality in 2018. Partnerships with the Breds Foundation and the Ministry of Education, Youth and Information enabled sport for development to grow as a successful programming platform, with schools increasingly reporting increased attendance, decreased violence and some improved academic performance. Continued investments in year three of the School-Wide Positive Behavioural Intervention Support system enabled a decrease in violence in schools and an increase in positive disciplinary methodologies.

Humanitarian assistance
Despite 17 named storms in the Caribbean during the Atlantic hurricane season, Jamaica made it through 2017 without any need for humanitarian assistance from the United Nations.

To support child well-being and provide a sense of continuity in emergencies where schools are often used as shelters, UNICEF Jamaica procured 500 recreation kits which were pre-positioned with the international NGO, Food for the Poor. UNICEF was heavily engaged in preparedness and response coordination for the Turks and Caicos Islands, which is covered by the United Nations Resident Coordinator. The UNICEF Eastern Caribbean Office sent two staff members to join the United Nations Disaster Assessment and Coordination response team to the Turks and Caicos Islands via Kingston, Jamaica.

**Equity in practice**

UNICEF Jamaica closed the 2012-2016 Country Programme and began a new cycle covering 2017-2021 which is harmonized with the country programmes of Belize, Guyana/Suriname and the Eastern Caribbean Area Office. These all fall under the United Nations Multi-country Sustainable Development Framework covering 18 nations in the Dutch and English-speaking Caribbean.

In the past cycle, UNICEF supported a number of scalable interventions which have continued into the current cycle precisely for their scalability and inclusive design. These include: School-Wide Positive Behaviour Intervention Support (SWPBIS) with the Ministry of Education, Youth and Information; EduSport with the St. Elizabeth-based NGO Breds and the Ministry of Education, Youth and Information; and Violence Interruption with a national NGO, the Peace Management Initiative.

In the new cycle, the lead concern for Jamaica is the impact of violence on children. The School-Wide Positive Behaviour Intervention Support programme has demonstrated potential to reduce violence in classrooms and schoolyards. An assessment or evaluation of the SWPBIS is planned for 2018 or early 2019. Anecdotal evidence has been generated of less violent episodes on schools days with Edusports; and both the Peace Management Initiative and Fight for Peace are making headway in their outreach to vulnerable youth.

In the 2017-2021 country programme, UNICEF is partnering with Digicel Foundation for sustained advocacy on children with disabilities.

**Strategic Plan 2018-2021**

There are a number of key opportunities provided by the UNICEF Strategic Plan 2018-2021 for UNICEF Jamaica.

Goal Area 3 presents major challenges and opportunities relating to the impact of homicide and violence on children, families, and communities. There is an opportunity for enhancing the Government’s role in reducing violence. As strategic efforts with Government and NGO partners to focus on homicide reduction in itself (not crime reduction) present challenges and opportunities, UNICEF continues to support a public health approach to homicide reduction. Substantial investment targets for safety and justice in the country programme budget aim to boost violence reduction. As a Pathfinder country, Jamaica has a domestic, national and international leadership role in the Global Partnership to End Violence against Children.

Goal Areas 1 and 2 present challenges particularly in remote rural areas and in communities where the most marginalized children face increased exclusion. UNICEF Jamaica’s experience
with private sector foundations and local NGOs should provide a solid strategic platform, particularly for those children and families living with disabilities.

Resource mobilization and leveraging partnerships for children will continue as top priorities and the application of tools and strategies from the Strategic Plan may enable Jamaica to overcome the use of violent discipline in the school system. The United Nations Delivering as One approach is evolving nicely and will be enhanced when UN House is opened in 2018.

**Emerging areas of importance**

**Early childhood development (ECD).** Through the partnership with the Breds Foundation in rural Jamaica, UNICEF Jamaica supported the introduction of child-centred, game-based learning across 17 early childhood institutions, reaching almost 500 children. The programme is planned for expansion to a neighbouring parish (administrative district), in a partnership between UNICEF, Breds and the Ministry of Education, Youth and Information.

UNICEF supported the acquisition of special education teaching and learning material for a mixed-ability early childhood institution in western Jamaica. This serves as a model and is intended to become a centre for early screening, identification and referral (building on the Age Four Assessment funded by UNICEF during the 2012-2016 country programme). It will also serve as a centre for special needs teacher preparation.

UNICEF continued to provide technical assistance to the national early childhood development (ECD) policy and contributed to a ministerially-appointed ECD taskforce aimed at cataloguing, enhancing and streamlining national services for children aged up to three years old.

**The second decade.** Adolescent health continued as a pillar, focusing on the more marginalized and tackling complex issues around sexual and reproductive health. A major strategy in the country programme is adolescent and youth engagement. Through social media UNICEF continued to expand opportunities to amplify the voices of adolescents and young people to influence public discourse, decision-making and programming.

**Summary notes and acronyms**

**ACRONYMS**

CSO - civil society organization  
ECD - early childhood development  
HACT - harmonized approach to cash transfers  
JCO - Jamaica Crime Observatory  
JCO-IVIS Jamaica Crime Observatory-Integrated Crime and Violence Information System  
NGO - non-governmental organization  
SDG - Sustainable Development Goals  
SWPBIS - School-Wide Positive Behaviour Intervention Support  
UN - United Nations  
UNDSS – United Nations Department of Safety and Security  
UNICEF - United Nations Children Fund  
UN-MSDF - United Nations Multi-country Sustainable Development Framework  
USAID - United States Agency for International Development
Capacity development

The new country programme continued to build on and enhance capacities built over the 2012-2016 cycle in the health, education, and security and safety sectors. The adolescent-friendly health services model was expanded to another 11 health clinics; the School-Wide Positive Behaviour Intervention Support increased coverage to 56 schools, and the Violence Interruption work supported through the Peace Management Initiative continued with an enhanced focus on vulnerable youth. All these interventions are scalable and well accepted by the respective line ministries.

Jamaica's participation in a global study on administrative violence against children data revealed serious gaps in data collection, analysis and usage. Generally, Jamaica has solid planning frameworks, with 91.3 per cent overall alignment of national plans to Sustainable Development Goals (SDG) targets. However, there is room for better use of timely data to adjust national plans and programmes. An increased focus on improvements in routine data collection systems is expected in the second year of the UN-MSDF.

Evidence generation, policy dialogue and advocacy

UNICEF Jamaica completed an evaluation of the I am Alive programme of the national NGO Eve for Life, and launched UNICEF's global report on violence 'A Familiar Face' in partnership with the University of the West Indies' launch of the 'Know Violence in Childhood' report. The dual launching of the violence against children reports received a large amount of media attention. It motivated the Prime Minister to make public comments about his concerns, including an intention to ban corporal punishment, which was shared publicly with the media and during a full session of the Jamaican Parliament. The Prime Minister highlighted that he did not see the achievement of the SDGs as feasible for Jamaica, as long as violent discipline was legal in schools and homes.

Partnerships

The first year of the new country programme, in the context of the new UN-MSDF, enabled UNICEF Jamaica to align with other UN agencies to enhance cooperation and increase efficiencies for working with the Government, while expanding investments and partnership efforts with civil society and private sector foundations. Collaboration with the Digicel Foundation, the Jamaica National Foundation, the Rockhouse Foundation, Special Olympics Jamaica, Jamaicans for Justice, the Breds Foundation, and others enabled an increase in the geographic areas where UNICEF works. They also provided greater opportunities to reach the most vulnerable children and young people, with a strong emphasis on children and families living with disabilities.

A strong and influential alliance to improve the lives and opportunities for children and families with different abilities was one of the highlights of the year, achieved through private sector, key government ministries, and NGO partners. This enabled the Government to register more children as eligible for benefits. UNICEF's partnerships with the Digicel, Jamaica National, and Rockhouse foundations enabled the development and implementation of their Corporate Social Responsibility strategies and actions. The Jamaican Hotel and Tourism Association collaborated with UNICEF’s efforts to promote The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism, and the number of new hotels signing The Code increased by five in 2017.
External communication and public advocacy

UNICEF Jamaica’s communication strategy is aligned to the organization’s global communication and public advocacy strategy. It has three strategic focus areas: 1) adolescent and youth engagement (with focus on U-Report); 2) public advocacy on priority issues; and 3) compelling storytelling via digital and traditional media platforms.

The U-Report, planned for launch this year, was setback due to delays in finalizing an agreement with the telecommunication provider. With an agreement now in place, U-Report will be launched in the first quarter 2018.

UNICEF entered into two new partnerships with civil society organizations (CSO) – both visible and vocal agencies – to advance advocacy on priority issues for safety and justice and for children with disabilities. During the year, the partnerships focused on building capacity and initiating key research to lay the groundwork for the implementation of an advocacy agenda in 2018.

To better protect children in online spaces, UNICEF supported the development and launch of “Be Social, Be Smart” initiative. This includes a series of guides for children (aged under 12), teenagers, and adults/parents to learn more about and safely navigate social media. The guides were informed by an island-wide school-based survey on social media and internet usage by children and adolescents.

UNICEF’s storytelling content strategy focused on conveying the work of its partners on the ground, including through powerful first-person narratives. This was increasingly done through blog posts, and the audience of unique blog visitors increased sevenfold this year. UNICEF’s social media community grew more than 50 per cent in 2017, with an overall engagement rate (across Facebook, Instagram and Twitter) of more than seven per cent.

South-South cooperation and triangular cooperation

Ongoing South-South cooperation between Brazil and Jamaica continued to exist, but with little productive activity this year. However, a visit by Jamaica to Brazil is planned for the first quarter of 2018, highlighting the work of the Children’s Advocate in Jamaica (equivalent to a Supreme Court Justice for Children). This was originally scheduled for 2017. The purpose of this phase of cooperation is to understand, promote and identify comparative advantages of Jamaica’s Office of the Children’s Advocate and Brazil’s Ministry of Human Rights and the National Secretary for the Rights of Children and Adolescents (Secretaria Nacional dos Direitos da Criança e do Adolescente).

Identification and promotion of innovation

Increased collaborative efforts and alliances with the private sector and their foundations and philanthropies can be categorized as innovative. Such multi-stakeholder partnerships often focus on the most disadvantaged children, and are given very high profile in national media and corporate advocacy initiatives. The Digicel Foundation has a strong focus on children with different abilities; the Jamaica National Foundation on Road Safety, and the Rockhouse Foundation on early learning, ECD and their special needs inclusion model for children with different abilities.

Human rights-based approach to cooperation
Through partnerships with the national NGOs Jamaicans for Justice and the Digicel Foundation, UNICEF supported advocacy groundwork focussing on the rights of children in state care and children with disabilities, respectively. Through the UN-MSDF Result Groups, UNICEF contributed to shaping interventions to protect the rights of vulnerable populations. These include women and girls, youth, children with poor school attendance records, children in contact with the law, and involuntarily returned migrants.

The 2015 Concluding Observations of the UN Committee on the Rights of the Child were used as background for shaping the current country programme (2017-2021) and serve as a constant reference in UNICEF’s advocacy work. An updated situation analysis is expected to be completed in the first quarter of 2018.

UNICEF Jamaica co-chaired the UN Country Team’s Theme Group on Human Rights and Gender which successfully implemented an impressive work plan.

**Gender equality**

Building on achievements from the previous country programme, UNICEF Jamaica continued to support the Ministry of Health and CSO partners to implement gender-responsive adolescent health programming under the health promotion programme. A total of US$271,708 was invested under this portfolio.

UNICEF supported national efforts to reduce adolescent pregnancy, the roll-out of the human papilloma virus (HPV) vaccine, and to complete the final stages of the ‘All In to End Adolescent AIDS’ assessment. Through the NGO Eve for Life, over 7000 girls were reached, and the Ministry of Health succeeded in vaccinating 4700 girls aged 11-13 against HPV.

UNICEF Jamaica continued to ensure that gender differentials across all programme areas were monitored. The Office continued to strive to achieve better gender balance in new recruitments. An evaluation of the ‘I am Alive’ programme, run by Eve for Life, was completed in 2017, contributing valuable information for the Ministry of Health. The UNICEF Deputy Representative continued to serve as gender focal point, however, this focal point function will be shifted to the HIV Officer from 2018.

**Environmental sustainability**

During the year, a modest, institutional initiative on ‘school clean-up days’ to raise awareness on environmental conservation and vector control was conducted through the Ministry of Education, Youth and Information.

Mitigation measures have not yet been integrated into the work of UNICEF’s programme partners. However, some of the partners are particularly well suited to more fully integrate environmental concerns into their work, particularly the Breds Foundation, based in St. Elizabeth which is a rural parish.

Within the office, greening activities were limited due to the premises being rented. UNICEF Jamaica recycled plastics and paper, undertook energy conversation through switching off lights when not in use. The decommissioning of servers should lead to less energy use in the office;

In 2018, UNICEF will integrate more closely with the UN-MSDF Priority Area 4: A Sustainable and Resilient Caribbean. CAPRI, a Jamaica-based, Caribbean think tank has clearly laid out the importance for Small Island Developing of engaging seriously on climate change mitigation in
their report entitled ‘An SDG Agenda for the Caribbean’

The situation analysis of children and adolescents in Jamaica, planned for 2018, is anticipated to provide important evidence in relation to the environment and children

**Effective leadership**

The UNICEF Jamaica country management team (CMT) met seven times, with programme specialists rotating membership. The agenda was informed by standard items such as funding and expenditures. The team approved the following proposals: adoption of eTools for roll-out as a small country pilot in quarter one of 2018; core office hours; and an office learning and development plan with mandatory, group and individual learning activities.

The Early Warning, Early Action library was updated by the end of February and the enterprise risk assessment completed by the end of March as part of the preparation of the annual management plan. The CMT monitored meteorological developments during the Atlantic hurricane season (1 June to 1 November) and security issues arising from the UN Country Team were discussed either in the CMT or the senior management team.

Business continuity issues were enhanced due to hurricane preparedness and expectations, which increased capacities and coordination with other UN agencies. UNICEF fine-tuned some of the informal mechanisms to identify risks, through increased communication with key Government counterparts and some allies from embassies and members of the diplomatic corps in Kingston.

A significant highlight was the business continuity planning and effectiveness in the entire UN Country Team context, in which UNICEF demonstrated clear leadership and efficiencies. A major challenge remains the broader UN Country Team and the individual agencies and how to strengthen their emergency risk management and preparedness.

**Financial resources management**

Throughout the year the CMT consistently reviewed the financial management of resources assigned via use of the office dashboard, monthly cash forecasting and funding requirements for programmes based on the annual work plans.

Annual budgets for operations and programmes were established at the beginning of the year (the latter through annual work plans). These served as the baseline for expenditure monitoring throughout the year. For items requiring expenditures outside of the approved budget, approval was requested in writing from the UNICEF Representative and Deputy Representative.

Items requested by the UNICEF Global Shared Services Centre for bank reconciliations were processed in order to have them completed, reviewed and approved within the established guidelines. Due to a staffing reduction in the operations section, some reconciling items were not cleared in a timely manner. However, efforts were made to ensure that all items were cleared before the year-end closure.

Direct cash transfer liquidations were managed by programme specialists’ continuous engagement with partnerships under their purview and formalized through reminder letters to the heads of organizations or Ministry Permanent Secretaries at three, four and five months.
Concerned about the occasional over six months' direct cash transfers, the CMT encouraged programme specialists to more realistically plan disbursement size and timing to stay closer to the three month standard prescribed in the harmonized approach to cash transfers (HACT) framework.

As of November 2017, the cumulative utilization rate stood at 90 per cent of total allocated funds of US$3 million. The breakdown of funds utilization was:

- Institutional/support budget: 99 per cent
- Other Resources Emergency: 99 per cent
- Other Resources Regular: 89 per cent
- Regular Resources: 90 per cent

**Fundraising and donor relations**

2017 was a strong year for resource mobilization. The fundraising goals were met, leaving both the first and second year of the new programme well-resourced. Increased investments in private sector foundation partners appeared to be attractive to donors. US Fund for UNICEF and UNICEF National Committee in the United Kingdom (UNICEF UK) continued to invest in some of UNICEF Jamaica's highly specialized partnerships with NGOs working directly with children and young people.

Attracting new donors remained challenging due to Jamaica being a UN Delivering as One country, and since the UNICEF programme that is relatively well resourced. However, the potential to attract individual "high net worth" donors could grow. The guidance and strategic support for resource mobilization from the UNICEF Regional Office was exceptional.

**Evaluation and research**

One evaluation was conducted during the year: on an NGO partner, Eve for Life's, work with highly vulnerable young people. The evaluation findings are being used to improve collaboration among key social protection stakeholders in civil society and Government to improve programme sustainability and fill gaps in addressing the needs of this target population. The management response to the evaluation includes using UNICEF's convening power to facilitate the process.

The first year of the Multi-Country Sustainable Development Framework enabled strategic planning inputs concerning an evaluation for the entire platform to be considered and incorporated.

**Efficiency gains and cost savings**

Efficiency gains were seen in conducting HACT assurance activities using a long-term agreement for the provision of micro assessments of partners. This resulted in approximately 15 hours saved, estimated at $3,000 through not conducting an end-to-end procurement of a vendor using the full procurement solicitation.

UNICEF also experienced efficiency gains resulting from upgrading to the information and communication technology LIGHT modality, in the form of time saved from not maintaining ten servers within the office.

Through the implementation of the ezHACT project, there was a refinement in the process used to execute payments to implementing partners. Although not implemented until October 2017,
meaningful improvements in the entire process were seen, including maintaining documentation in one central location, and tracking all payments disbursed to implementing partners. In 2018, when the office plans to roll out eTools, further efficiency gains are expected.

**Supply management**

UNICEF conducted procurement of services to carry out HACT assurance activities, media monitoring, social media management, along with services in preparation for the launch of U-Report in Jamaica. Recreational kits were strategically procured as part of emergency preparedness and prepositioned through the NGO Food for the Poor.

Operational supplies and services were procured, including parts for the business hub printers, purchase of ergonomic chairs for back support, and upgrading of the smart phones provided to professional staff. All conducted through local procurement. The service for satellite phones and the BGAN were conducted through international suppliers.

<table>
<thead>
<tr>
<th>UNICEF Jamaica Procurement - 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Programmes</td>
</tr>
<tr>
<td>Operational</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
</tr>
</tbody>
</table>

Programme construction activities undertaken amounted to $76,161.26 under the Life Long Learning outcome, specifically to upgrade the sports park with the NGO partner Breds Foundation.

Support was provided to the Government of Jamaica to procure 150,000 sachets of Oral Rehydration Salts, valued at $14,490.84 in May 2017.

**Security for staff and premises**

Over the last three years, UNICEF Jamaica implemented security measures which were recommended and funded. In 2017, the office ensured that routine maintenance activities were conducted, such as reporting on fire safety and security assessment questionnaire to the UN Department of Safety and Security (UNDSS); UNICEF vehicles were properly equipped based on UNDSS recommendations; and the fire extinguishers within the office were serviced.

The UNDSS in Jamaica improved their reporting mechanisms within country to ensure that programme delivery is not adversely affected.

**Human resources**

A results-based approach was applied during the development of the country programme management plan, and further informed by UNICEF efforts to strengthen operations sections across the region. Analyses were conducted of process splits between the Global Shared Services Centre and the UNICEF country offices in human resource management, administration, information and communication technology, budgets and administration.

UNICEF Jamaica continued to be cognizant of the staffing mix and profile and ensured that gender was taken into consideration during recruitments completed.
During the year, the performance management cycle was adhered to from planning to review. Supervisors held multiple discussions and had honest discussions, to build the culture of accountability and open communication. One UN Cares session conducted in UNICEF Jamaica had over 80 per cent staff participation. UN Cares was also included in the learning plan as mandatory training, with 100 per cent participation.

Although Jamaica had no emergencies in 2017, UNICEF Jamaica’s preparedness was boosted by a four-day emergency tabletop simulation training and walkthrough. In preparation for this simulation, all staff members were required to complete the UNICEF Core Commitments for Children in Humanitarian Action training on the Agora platform.

As part of UNICEF Jamaica’s management’s response to the global staff survey, two all-staff meetings were held along, with a drill down approach through group supervisee-supervisor meetings. The staff body agreed to have a two-day facilitated retreat dedicated to rebuilding communication and re-teaming, as well as working on the re-establishment of the staff association, which was dissolved at the end of 2016.

As part of the 2017-2021 programme cycle, it was approved that programme specialist posts would be funded by 50 per cent Other Resources and 50 per cent Regular Resources. This strategy was adhered to for 2017, with no substitution or bridging required by Regular Resources funds.

A staff member’s six month maternity leave was partially covered through stretch assignments sourced from UNICEF’s Regional Office for South Asia and the Division of Communication at UNICEF Headquarters.

### Effective use of information and communication technology

UNICEF Jamaica migrated to the LIGHT infrastructure, leading to the decommissioning of servers, and the use of cloud-based storage managed by the UNICEF Latin America and Caribbean Regional Office, and the installation and use of OneDrive.

Migration to the LIGHT network improved the ability to function in emergencies and connectivity to network drives. It allows staff members to utilize other working modalities away from the office.

The information and communication technology footprint was reduced in the office with the implementation of LIGHT, as servers will no longer be purchased or upgraded. UNICEF Jamaica diversified its internet connection by contracting a new supplier, and the office now has access to internet from two internet service providers.

UNICEF’s social media community grew by more than 50 per cent in 2017, with an overall engagement rate (across Facebook, Instagram and Twitter) of more than seven per cent, and over 11 million impressions. UNICEF concentrated on telling the stories of the work done by partners and its positive impact – increasingly through blog posts and amplified by partners’ social media channels. UNICEF relied on a number of key influencers to share key messages and content. This included the hugely popular Goodwill Ambassador Shelly-Ann Fraser-Pryce. Influencers helped to drive engagement particularly with campaigns #EarlyMomentsMatter and #Super Dads, and for the #ENDviolence launch, in which they were critical in getting UNICEF to trend #1 on Twitter on that day.
ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 Programme Effectiveness Outcome

Analytical statement of progress

Programme design and delivery

UNICEF’s new country programme was informed a number of documents and processes. These included:
- The Concluding Observations on Jamaica’s combined Third and Fourth periodic report to the UN Committee on the Rights of the Child issued in March 2015
- A UNICEF-internal strategic moment of reflection among senior staff in Barbados, Guyana/Suriname, Belize and Jamaica in September 2015;
- The outcome of UN-MSDF national consultations in Jamaica in 2016
- Joint work among UNICEF technical staff on theories of change guiding the prioritization and sequencing of interventions to be supported by UNICEF.

In April, a national Road Map for SDG Implementation in Jamaica was published, following a 2016 UN Development Group Mainstreaming, Acceleration and Policy Support mission to the country.

In June, an SDG conference was hosted by the Government of Jamaica in association with the UN. It included participation from several ministers from Caribbean countries as well as UN staff from MSDF countries. In the same month, UNICEF and sister agencies received a signed copy of Jamaica’s Country Implementation Plan covering all four pillars of the MSDF for 2017.

Under the UN-MSDF, UNICEF co-chairs a national Result Group on Safety and Justice, and second-chairs the Result Group on Life-long Learning, with the United Nations Population Fund (UNFPA) as first chair.

The design for UNICEF’s new country programme was structured around violence reduction in all spheres of children’s lives. Currently, UNICEF has 12 NGO partners and three Government partners on board for the programme.

To more effectively streamline partnership management, discussions about eTools began in January. Key staff were trained by the UNICEF headquarters Field Reference Group in September, and UNICEF Jamaica will roll out the system in the first quarter of 2018. UNICEF Jamaica will also integrate climate change awareness more closely in programming in 2018.

Monitoring and evaluation
Findings of the evaluation of the UNICEF-supported ‘I am Alive’ project directed at HIV-positive teen mothers are being utilized as a catalyst for improved co-ordination and services among government and civil society partners in Western Jamaica.
Monitoring and reporting processes for the Jamaica Country Implementation Plan under the UNMSDF were enhanced through technical support to the joint UN Monitoring and Evaluation Working Group. UNICEF Jamaica also participates in the regional Monitoring and Evaluation Task Force.

Research activities initiated this year will increase the availability of data on children with disabilities and children in residential care. This evidence will be used to advocate for improved services and access to social protection initiatives.

**Communication and advocacy**
UNICEF Jamaica's communication strategy is aligned to the global communication and public advocacy strategy. It has three strategic focus areas: 1) adolescent and youth engagement (with focus on U-Report), 2) public advocacy on priority issues, 3) compelling storytelling via digital and traditional media platforms.

U-Report, planned for launch this year, was setback due to delays in finalizing an agreement with the telecommunication provider. With an agreement now in place, U-Report will be launched in the first quarter of 2018.

This year, UNICEF entered into two new CSO partnerships to advance advocacy on priority issues for safety and justice and for disability. Both partnerships focused on building capacity and initiating key research to lay the groundwork for the implementation of an advocacy agenda in 2018.

UNICEF’s storytelling content strategy aimed to convey the work of partners on the ground, including through powerful first-person narratives. This was increasingly undertaken through blog posts, and the audience of unique blog visitors increased sevenfold in 2017. UNICEF Jamaica’s social media community grew more than 50 per cent in 2017, with an overall engagement rate (across Facebook, Instagram and Twitter) of more than seven per cent.

**OUTPUT 1** Effective planning and monitoring of country programme results.

**Analytical statement of progress**
UNICEF Jamaica completed one evaluation during 2017. The evaluation assessed a three-year programme funded by UNICEF. The beneficiaries of the programme are HIV-positive adolescent mothers. The evaluation findings are being used as a platform to improve collaboration among key social protection stakeholders in civil society and government to improve programme sustainability and fill gaps in addressing the needs of this target population particularly for income generation and improved health outcomes.

Studies initiated during the year will provide increased knowledge on the situation of children with disabilities and children in residential care. They will provide a platform for improving advocacy with senior decision-makers regarding the inequities experienced by these two vulnerable groups.

A second report on children impacted by criminal activity was prepared by the Jamaica Crime Observatory (JCO) in 2016, without financial support from UNICEF Jamaica. The production of this report was the result of strengthened capacity of the JCO supported by UNICEF. The
evidence generated highlighted ‘hot-spot’ communities which have a higher incidence of violence against children.

Mechanisms for monitoring and reporting on the UN-MSDF and its associated Country Implementation Plan were developed through technical support to the UN Monitoring and Evaluation Working Group. In moving forward, the Working Group will pursue the establishment of a joint Government-UN working group to ensure improved alignment with Vision 2030 Jamaica, the National Development Plan, and an improved reporting process on the annual Country Implementation Plan. The knowledge of results-based management principles was increased among 30 UN partners and staff through a capacity building workshop implemented by the UN Monitoring and Evaluation Working Group.

OUTPUT 2 Communication and Advocacy

Analytical statement of progress

UNICEF’s communication focused on three strategic areas: adolescent and youth engagement (primarily via U-Report), public advocacy on key issues, and compelling storytelling.

UNICEF entered into two new CSO partnerships: one to advance advocacy on priority issues for safety and justice in collaboration with Jamaicans for Justice and the other with the Digicel Foundation for children with disabilities.

For the Jamaicans for Justice partnership, two priority efforts were initiated in 2017. The first was capacity-building and research to strengthen the advocacy capabilities of a newly-formed coalition of agencies in the disability sector. The second priority was to identify priorities for the execution of a high-level advocacy agenda and a national media campaign on disability in 2018. For the Digicel Foundation partnership, efforts included the initiation of an advocacy working group to address law and policy reform matters for safety and justice, the creation of youth-designed advocacy content and the start of extensive research on residential care for children, ultimately designed to make the national case for de-institutionalization.

UNICEF made a targeted effort to highlight the latest local #ENDviolence data. This was against the background of extensive public debate on violent discipline, which prompted the Prime Minister to make an unprecedented call to ban corporal punishment in schools and homes.

UNICEF’s social media community grew by more than 50 per cent in 2017, with an overall engagement rate (across Facebook, Instagram and Twitter) of more than seven per cent. UNICEF concentrated on telling the stories of the work done by partners and its positive impact, increasingly through blog posts and amplified by partners’ social media channels. UNICEF’s total number of fans or followers on Facebook and Twitter almost doubled this year, and the number of engaged users on these platforms increased by over 270,000 compared to the same period last year.

OUTCOME 2 By 2021, National legislation is implemented to prevent, mitigate and address violence and other childhood abuses and the justice, education, public health, security and other sectors observe children’s rights to this protection.

Analytical statement of progress
UNICEF persisted in its cooperation with national partners toward Jamaica’s pursuit of a safe and secure society, with some interventions continued from the last country programme and some newly developed.

The national NGO, the Peace Management Initiative whose work closely echoes that of Cure Violence in Chicago, continued its Violence Interruption interventions in 20 highly volatile communities in three parishes of Jamaica, impacting the lives of over 480 children and youth. UNICEF supported five community resource persons from the Ministry of National Security and the Peace Management Initiative to the Atlantic School of Theology’s Symposium on Trauma, Suffering and Community Resilience in Halifax, Canada. This strengthened their capacity to build partnerships with church-based community outreach programmes.

The international NGO, Fight for Peace, began cooperation with UNICEF Jamaica in 2017. The collaboration strengthened the capacity of 38 community resource people to provide child protection and psychological first aid to children in highly-volatile communities, and reached more than 360 children and youth.

Cricket West Indies, formerly known as the West Indies Cricket Board, renewed an agreement with UNICEF to train coaches and physical education teachers in child protection. During 2017, Cricket West Indies in partnership with the Child Protection and Family Services Agency (formerly the Child Development Agency) strengthened the capacity of 315 coaches, teachers and volunteers to better protect young athletes from abuse, exploitation and violence.

Through a partnership with the Office of the Children’s Advocate to enhance online safety for children, three new social media guides were launched: for children under age 12, for teens, and for teachers and adults. As part of continued cooperation with the Office of the Children’s Advocate in child diversion, follow-up to extensive training of the Judiciary in Child Justice Guidelines (child diversion principles) in 2016 was discussed and the next iteration of awareness-building will begin.

Violence against children data on major crimes committed against Jamaican children in 2016 were disseminated at a local launch of the global survey A Familiar Face: Violence in the lives of Children and Adolescents. The findings revealed a 39 per cent reduction in child murders between 2015 and 2016. Of those, 83 per cent of victims were male and were killed by a firearm.

However, the Jamaica Constabulary Force Statistics and Information Management Unit indicated that for the period January 1- November 30, 2017, 51 children were murdered (32 males and 19 females). This points to an increase in child homicides and an increase in the number of girls killed between 2016 and 2017. In 2016, the total number of children murdered was 41 (33 males and eight females).

Earlier in 2017, a data management consultation was held which provided content for a review and assessment of sources of administrative data conducted by UNICEF’s Data and Analytics Section from the Division of Data Research and Policy. Jamaica was one of 15 countries included in the study.

All of UNICEF’s supported interventions on Safety and Justice align with the UN-MSDF Priority Area 3: A Safe, Cohesive and Just Caribbean, which in turn contribute to Jamaica’s National Development Plan Outcome 5 on Security and Safety.
In 2018, supported interventions will continue to foster a safer, more secure environment for Jamaica’s children and youth, in close cooperation with the UN system and international development partners in the country.

**OUTPUT 1** Increased country capacity to promote and ensure justice that enables the prevention and treatment of violence, abuse, exploitation and neglect.

**Analytical statement of progress**
The Office of the Children’s Advocate commenced the development of job aids to build the capacity of members of the Jamaica Constabulary Force to implement the Child Justice Guidelines. The materials will provide the guidance needed to help police officers to better divert children away from detention and court appearances and reduce the re-traumatization of child victims and witnesses of abuse, violence and exploitation. Children in all parishes of the island who come into contact or conflict with the law are expected to benefit from this island-wide activity, which builds on extensive training of the Judiciary in the Child Justice Guidelines in 2016. This collaboration was pursued in the last quarter of the year due to some delays in activities supported in 2016.

UNICEF supported strengthening the capacity of five senior officers and community resource persons affiliated with the Ministry of National Security and the Peace Management Initiative. The aim is to create and sustain more effective partnerships with church community outreach programmes and improve the quality of violence interruption in volatile communities of Western Jamaica through pastoral interventions.

**OUTPUT 2** Strengthened political commitment to legislate and budget for strengthening interventions that prevent and respond to violence, abuse, exploitation and neglect.

**Analytical statement of progress**
The Jamaica Crime Observatory—Integrated Crime and Violence Information System (JCO-IVIS) of the Ministry of National Security and UNICEF brought together 51 data analysts and programme implementers from key Government, civil society and international development agencies that routinely collect administrative data in 2017. The participants discussed and analysed the challenges related to the collection, accessibility and utilization of data on violence against children in Jamaica.

Through this consultation, the Ministry’s 2011-2015 Report on Children and Violence was further disseminated. Discussions were facilitated around accessing and using data in ways that best address the needs of children at risk. The consultation promoted the strengthening of an evidence-based approach to programming for organizations that work with children who are exposed to crime and violence, and who come into contact with the law. It raised awareness of the work of the seven agencies that actively collect, analyse and disseminate violence against children data, and facilitated information-sharing and discussion of data challenges in the child protection sector and recommended solutions.

The consultation, along with a mission by an international consultant, provided content for a review and assessment of sources of administrative data conducted by the Data and Analytics Division of Data, Research and Policy at UNICEF headquarters. Jamaica was one of 15 countries included in the study.
Internet-friendly infographics based on the findings of the *2011-2015 Report on Children and Violence* were disseminated via social media and hard copies to targeted stakeholders and the public.

At the time of the local launch of the global study on violence against children, *A Familiar Face: Violence in the lives of Children and Adolescents*, the JCO-ICVIS disseminated a preliminary 2016 update of the *2011-2015 Report on Children and Violence*. It complemented information disseminated at the launch of the global report, helped to contextualize the local situation for Jamaican stakeholders and data managers and facilitated discussion on major crimes committed against children.

**OUTPUT 3** Increased capacity of right-holders and duty bearers to foster positive practices and norms to protect children from violence, abuse, exploitation and neglect.

**Analytical statement of progress**

Through UNICEF’s partnership with the Peace Management Initiative the capacity of 213 children and youth (15-24 years and over) from 20 urban and rural communities to disengage or refuse membership in gangs was strengthened. This was as a result of their participation in five four-day Gang Demobilization, Life Skills and Behavioural Change Residential workshops. Of those reached, 77 were 15-18 years old (20 females), 118 were 19-24 years old, and 18 aged over 25.

The majority of the participants indicated that they were better able to cope with the psychological challenges which were caused by exposure to violent events and experiences after receiving psycho-social therapeutic interventions during and after the residential workshops. Job-seeking, remedial education and vocational training opportunities were provided for 120 people.

The resilience of 212 children (aged three to 12 years old) was strengthened through a series of school-based therapeutic interventions which targeted the 20 above-mentioned communities. Children were given the opportunity to express their thoughts, fears and anxieties through individual and group play as well as art therapy, which was informed by psychological assessments.

Fifty-six children under 15 years old from six communities were able to better cope with the murders of family members and neighbours after receiving rapid response grief and trauma counselling from the Peace Management Initiative social workers. Traumatized children and members of their family who needed further intervention, were referred to the Victim Support Services of the Ministry of Justice and to a clinical therapist. Between May to December 2017, the Peace Management Initiative reached 481 people.

As a result of a new partnership with the international NGO fight for Peace, the capacity of 38 adults (coaches, facilitators, community leaders) was strengthened to provide support to children in their communities in the areas of child protection and psychological first aid. Trainees were better able to recognize and respond to signs of distress in young people who have experienced or witnessed acts of violence in their communities and homes. Three hundred and sixty-one youth (aged 10-24 years old) from six volatile communities benefited from greater access to developmental and diversionary interventions which included personal development, mediation and other resilience-building activities. Of the total number reached, 317 were between the aged between 10-17. A support team delivered services in structured partnerships
with several community-based entities to ensure sustainability of their methodologies. Additionally, activities implemented with community-based organizations included green space renovation, youth leadership programmes, community walks, establishment of parenting groups, literacy programmes and a community peace run for 1,000 young people and their parents.

Cricket West Indies strengthened the capacity of 16 master trainers to more effectively deliver child protection training to Jamaica’s coaches. Following the skills-building of the master trainers, ten workshops were delivered to build the capacity of 315 coaches of contact sports (boxing and capoeira) and other activities, as well as physical education teachers and volunteers to prevent and reduce the exposure of child athletes to abuse and violence in schools and communities. These workshops were held in eight of 14 parishes across the country.

**OUTCOME 3** By 2021, all boys, girls and adolescents, especially the most disadvantaged among them, improved their education and developmental outcomes and access equitable and inclusive learning environments across the life cycle, including in emergencies.

**Analytical statement of progress**
UNICEF provided dedicated cooperation to Jamaica’s quest for a world-class education system, with some interventions continued from the last country programme and some newly developed.

For the first time, to assess and be able to support school readiness, UNICEF supported a Ministry-led roll-out of the Jamaican School Readiness Assessment to approximately 40,000 four-year-old children. The results are expected in early 2018.

The Minister of Education, Youth and Information launched two UNICEF-supported curricula: the game-based curriculum for grades 1-3 on Play Day in Schools and a revised curriculum for children with moderate to severe learning disabilities during Disability Awareness Week. Both curricula will be made available online.

To boost attendance, UNICEF continued its support of EduSport, a game-based learning programme. The programme is in 56 primary and 11 infant schools, serving 11,000 children in rural Jamaica. It is planned to extent the programme through a memorandum of understanding with the Ministry of Education, Youth and Information to reach an additional 10,000 children in 2018. School attendance rates were found to be higher on EduSport days.

To move from punitive discipline to constructive behaviour support, UNICEF continued supporting the implementation of the School-Wide Positive Behavioural Intervention and Support framework in 56 pilot schools. The school teams positively stated behaviour expectations, taught them and reinforced them with verbal praise and rewards. So far, 2500 school personnel have been trained, 5,000 teachers sensitized, and 20 school teams finalized their training in December. Closely linked to the national Guidance and Counselling Policy, a draft national scale up plan for School-Wide Positive Behavioural Intervention and Support is under development for discussion in early 2018.

Focused on children with disabilities, UNICEF continued its cooperation with Special Olympics Jamaica whose work is closely tied to the National Disability Act as well as the Ministry of Education, Youth and Information’s Special Education Policy. The latter is expected to go before Cabinet in 2018. Special Olympics Jamaica’s Healthy Athlete screenings, family fora and
Unified Sports programmes reached almost 1,000 people and 50 clinicians who will help expand its group of clinical volunteers’ island-wide.

Edusport, the School-Wide Positive Behavioural Intervention and Support initiative, and the work supported through Special Olympics Jamaica are all continued from the previous country programme. They are designed to be taken to national scale, and linked with national policies and plans for the education sector.

Three new partnerships were formed in 2017; with the Rockhouse Foundation, the Jamaica National Foundation, and NGO Food for the Poor. UNICEF supported a mixed ability public early childhood institution established by the Rockhouse Foundation in rural Jamaica which aims to be a model school nationally and a site for early screening, referral and intervention as well as special education teacher training. Through the Jamaica National Foundation, a national road safety project aimed at improving children’s safety on the streets near schools was begun, building on the Foundation’s existing Road Safety in Schools programme. Through Food for the Poor, UNICEF prepositioned 500 recreational kits for use in emergencies, especially floods and hurricanes, during which schools are often used as shelters.

All of UNICEF’s supported interventions under Life-long Learning dovetail with the UN-MSDF Priority Area 1: An Inclusive, Equitable and Prosperous Caribbean, specifically the outcome ‘Access to quality education and life-long learning increased for enhanced employability and sustained economic development’. This contributes to Jamaica’s National Development Plan Outcome 2: World Class Education and Training.

In 2018, supported interventions will continue and new cooperation in the early childhood sector will commence through provision of care and support to children and families affected by the Zika virus and other congenital malformations, as well as interventions focused on reducing violence in early childhood.

**OUTPUT 1** Strengthened national frameworks, policies, plans and standards to increase access to high-quality, equitable, inclusive, and holistic early childhood development, learning and care environments for girls and boys (ages 0-8) and their families by 2021, including in emergencies.

**Analytical statement of progress**
UNICEF continued to participate in the Early Childhood Development Task Force convened by the Ministry of Education, Youth and Information. The Task Force is charged with cataloguing and reviewing all early stimulation-based programmes across Government and civil society for recommended streamlining and coordinated distribution of key developmental information.

The Early Childhood Commission and the Ministry of Education, Youth and Information rolled out the Age Four Assessment nationally in June 2017. The results are expected in early 2018 for use in strategic classroom interventions and for referral as needed. Work also continued on the finalisation of the Early Childhood Development Policy with UNICEF’s technical assistance.

A new partnership began with the Rockhouse Foundation to support the acquisition of inclusive teaching material for a model public mixed ability early childhood institution in Western Jamaica called the Savanna-la-Mar Inclusive Infant Academy. This is also intended as special education teacher training site and an early intervention screening and referral site.
For disaster planning and risk reduction, 500 recreation kits were procured and prepositioned through a partnership with the disaster relief and social welfare-based NGO, Food for the Poor. The kits can accommodate up to 5,000 children and are suitable for use in early childhood through secondary settings.

In relation to inclusivity, UNICEF coordinated a field visit by two consultants to formulate the background to a United States Agency for International Development (USAID) funded project aimed at providing better support to infants and young children with disabilities, particularly those linked to the ZIKA virus. The project is planned to commence in 2018.

Discussions are underway with UNICEF’s partner, Special Olympics Jamaica and the early childhood sector to extend successful healthy athlete screening and family fora programmes to reach more children aged three to five years old in 2018.

Important enabling environment progress is expected in 2018 when Jamaica’s Special Education Policy is to be placed before Cabinet.

**OUTPUT 2** Enhanced capacity of national and subnational entities in education planning, collection and use of data, system monitoring and budgeting, to provide equitable, inclusive and relevant education for all children and adolescents by 2021.

**Analytical statement of progress**
The UNICEF-funded Jamaica School Readiness Assessment was administered nationally to all age four students across all early childhood institutions. The process was smooth and the data is being reviewed and will be analysed to recommend referrals for additional assessments by the first quarter of 2018.

Related to UNICEF’s enhanced focus on people with disabilities, a sensitization workshop to discuss the importance of including data on people with disabilities in national statistical data sets was held. It was attended by a cross section almost 50 participants from the Government statistical agencies, research institutions and civil society organizations that work within the sector. The workshop revealed some gaps in existing systems in need of strengthening. For example, a national definition on disability still needs to be agreed on and there is a lack of communication between Government ministries and agencies and NGOs on disability.

The workshop facilitated discussion of the definition of disability and global best practices on disability data collection and provided an opportunity for networking amongst the participants. In addition, the Jamaica Council on Persons with Disabilities, the national agency responsible for the registry on people with disabilities, was able to present its work and make new connections to increase its outreach. This influenced an advocacy and awareness-raising partnership with the Digicel Foundation which resulted in hundreds of children being added to the national registry to be able to access cash transfers. This project is called the Jamaica Empowerment Partnership for Persons with Disabilities project and it has four priority areas: (1) access to information (2) access to essential services (3) access to support services and (4) employment and workforce integration. An important element will be a media campaign on the rights of people with disabilities, with an emphasis on children. The campaign will take into account some of the gaps exposed during the disability data workshop and help to break down misunderstandings about people with disabilities in general and increase communication among relevant agencies in the sector.
UNICEF, along with the Special Education Unit in the Ministry of Education, Youth and Information, launched a revised national curriculum (along with accompanying teaching materials) for children with moderate to severe learning disabilities. The Minister of Education was the keynote speaker and the event held as a key part of the National Disability Awareness Week celebrations and in recognition of the International Day of Persons with Disabilities. In addition, UNICEF participated in a number of high level consultations and education planning review meetings and raised the issue of the transition from school to work for people with disabilities as a major area to review and streamline.

OUTCOME 4 By 2021, national systems and policies are effectively addressing multiple deprivations affecting the most vulnerable boys and girls across the lifecycle, and building their resilience, through adequately funded social investments and rights-based quality social policies based on adequately disaggregated data on children.

Analytical statement of progress
UNICEF commenced discussions with the Planning Institute of Jamaica (PIOJ) on the national Social Protection Strategy, issued in 2014 and coordinated by the PIOJ. In the last quarter of the year, at UNICEF’s request, a meeting was convened by PIOJ for all international development partners to map the support to Jamaica’s quest for an effective social protection programme that leaves no one behind. The international development partners involved in social protection support to Jamaica include the World Bank, the International Development Bank, the Caribbean Development Bank, the European Union, USAID, the Pan-American Health Organization/PAHO the UN Development Programme/UNDP and UN Food and Agriculture Organization.

This outcome area fits under the UN-MSDF Priority Area 1: An Inclusive, Equitable and Prosperous Caribbean, specifically outcome 2: Access to equitable social protection systems, quality services and economic opportunities improved. This contributes to Jamaica’s national Outcome 3: Effective Social Protection. The strengthening of social protection outreach is signalled in Jamaica’s Road Map for SDG Implementation as an important foundation for achieving the global goals with equity.

There is need for strengthened coordination among the various actors to chart a pathway toward full and effective social protection coverage. While UNICEF is well-positioned as an interlocutor on child-sensitive poverty measurements and an active advocate on social protection for the most vulnerable, (such as children with disabilities), partnerships with more specialized stakeholders are required to determine public expenditure on children in specific sectors.

OUTPUT 1 Strengthened national and subnational human and institutional capacities to develop and deliver inclusive and equitable social protection systems to strengthen the resilience of and protect boys and girls from all forms of poverty and social exclusion.

Analytical statement of progress
To date, 391 children with disabilities have been added to the National Registry for Persons with Disabilities through UNICEF Jamaica’s collaboration with the Digicel Foundation and the Jamaica Council for Persons with Disabilities. Significant gains were made over the first five months of the project, with 39 per cent of the project target of 1,000 children being achieved.
A series of health fairs and community engagements were conducted to boost the registration of children with disabilities to the Jamaica Council for Persons with Disabilities’ non-mandatory registry. A major deterrent to registration is the cost of the medical fees. In response, the programme negotiated with medical professionals for reduced fees or pro-bono services. UNICEF is contributing approximately 48 per cent of the total project costs, which will also strengthen the capacity of the major civil society partners through the Jamaica Empowerment Partnership for Persons with Disabilities.

As a result of their addition to the registry, 201 children were able to access Government-issued educational grants that cover tuition, books, stationary, uniforms and shoes. In addition to the children with disabilities, 2,796 adults with disabilities were entered the registry. The increase in registration will provide the Government with more accurate data on the numbers of people with disabilities, thus allowing it to plan more effectively and improve services.

OUTPUT 2 Improved national and sub-national capacities to systematically collect, analyse and use disaggregated data and other forms of information to monitor, inform policy decisions, and report on the situation of children and child poverty in all of its dimensions, using an equity-based approach.

Analytical statement of progress
UNICEF engaged in conversations with the Planning Institute of Jamaica, The Oxford Poverty and Human Development Initiative, and the Caribbean Development Bank in formulating a project to utilize the Jamaica Survey of Living Conditions as the data collection tool for the development of a Multi-Dimensional Poverty Index. The Jamaica Survey of Living Conditions an annual survey which constitutes the data collection tool for calculation of the monetary poverty measure. It is anticipated that this project will be initiated in 2018.

Evaluation and research

<table>
<thead>
<tr>
<th>Title</th>
<th>Sequence Number</th>
<th>Type of Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation of the “I Am Alive” Programme for Adolescent Girls Living with HIV</td>
<td>2017/001</td>
<td>Evaluation</td>
</tr>
</tbody>
</table>

Other publications

<table>
<thead>
<tr>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be Social, Be Smart</td>
</tr>
</tbody>
</table>

Programme documents

<table>
<thead>
<tr>
<th>Document Type</th>
<th>Title</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country Update</td>
<td>Jamaica Global Staff Survey Action Plan</td>
<td>GSS_Action_Plan_Jamaica.pdf</td>
</tr>
</tbody>
</table>