1 EXECUTIVE SUMMARY

Achievements

**Institutionalisation of JAMSTATS (DevInfo):** “VISION 2030”, the National Development Plan, was launched and the indicators of the first three-year plan have been incorporated into JAMSTATS (DEVINFO) as the main repository of data. As of 2011, JAMSTATS will be fully funded by the Planning Institute of Jamaica (PIOJ).

**Psychosocial emergency response:** Immediately after the West Kingston emergency, UNICEF, in partnership with the Early Childhood Commission, UWI and the MoE, responded by implementing a psychosocial intervention for children that were affected by the violence. This Crisis Management Alliance is now a model of rapid response partnerships that can be mobilised in case of other emergencies.

Constraints/Shortfalls

**Pace of policy development and legislative approval:** Despite the priority attention given to child-related policies and legislation, the pace of approval remains a major hindrance to effectively accomplishing planned results that focus on enabling policy. Many policies and key pieces of legislation that were part of involved processes remain incomplete or await approval.

**Implementation capacity of partners:** This issue continues to be a major constraint, either because of insufficient staffing, the lack of requisite technical knowledge in results-based programming, monitoring and evaluation and/or lack of clarity and leadership. This problem could be accentuated by the very tight fiscal space imposed upon the GoJ due to IMF conditionalities and civil service reforms that will require drastic down-sizing.

**Capacity gaps within UNICEF:** Shortfalls in both the QE&ECD and APPP programme can be attributed to vacancies in the staffing structure. The QE&ECD Specialist post remained vacant for five months. The M&E post (with Social Policy focus) remained vacant the entire year.

Partnerships

In 2010, UNICEF developed partnerships with the Jamaica Youth Advocacy Network to further expand, mobilise and enrich youth participation, and the Crisis Management Alliance was formed in response to the need for more responsive psychosocial support for children in the wake of the West Kingston emergency. UNICEF also convened faith-based communities to promote and commemorate the World Day of Prayer, and will continue to explore how to develop this partnership over the next year.

2 COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

Jamaica faces a formidable task in its quest to achieve developed country status by 2030, unless the island can sustainably solve its most persistent challenges: widespread violence and crime and economic instability.

Jamaica has one of the highest murder rates in the world. Violence disrupts and damages the lives of Jamaicans on a daily basis. It also has a devastating effect on the
economy, directly costing at least 3.7% of the islands’ GDP and indirectly as much as 14%.

The economy faces serious long-term problems, including unemployment (2009: female 14.8%; male 8.6%), high inflation and the fourth highest debt-to-GDP ratio per capita in the world. Debt servicing accounts for a staggering 54 cents of every dollar spent.

This massive debt burden severely hinders Jamaica’s ability to increase spending and/or spend effectively on infrastructure and social services/programmes, and constrains economic growth and employment. The fall-out from the global economic crisis deeply exacerbated these already-potent challenges; in February 2010 the Government returned to a borrowing relationship with the IMF (US $1.27 billion, 27-month Standby Agreement). The arrangement has resulted in a raft of measures designed to achieve macro-economic stability and thus in extremely limited fiscal space.

The Jamaican population continues to be very youthful: children make up 33% of the population. While poverty rates were reportedly declining over the last decade, sustainable success was elusive, and in 2009, the poverty rate jumped from about 10% to 16.5%, representing approx. 175,000 more Jamaicans in poverty. Seventy-one per cent of Jamaica’s poor live in rural areas. Children account for an estimated 42% of the poor – one in every four children lives in poverty.

Jamaica has one of the highest migration rates in the world. More than six Jamaicans migrate each year for every 1,000 persons in the population. Migration contributes to the increased susceptibility of households to economic changes in other countries and increased risks to child rights, associated with lack of parental support.

Only 40-50% of Jamaican children live with both their parents throughout their childhood. Up to one in eight children report no father figure. U5MR (31) and IMR (26) have remained high. Disability amongst children is estimated to be 10%. An estimated 20,000 children are affected by AIDS, with little social support services to raise their standard of living.

High school enrolment and the low quality of early childhood centres prevent optimal development and can be detrimental to normal development. As early childhood school achievement and behaviour determine later school achievement, children are not able to achieve in primary school (only 40% of boys and 70% of girls achieve mastery in literacy by Grade 4). Lack of quality early education is compounded by poor quality primary education and adolescent development services. Boys tend to become disengaged from the protective factors of organised activities. Boys also become disengaged from school over time, as measured by academic scores.

Jamaican children have high levels of exposure to violence in all its forms throughout childhood. As they prepare to leave childhood, personal experiences of domestic violence emerge in their relationships, particularly among females. The cumulative effect of children’s exposure to violence has a devastating impact on learning and behaviour. Biological markers confirm the impact of violence. Between 2006 and 2009, 17 children and adolescents ages 0-19 were treated daily in emergency rooms for intentional, violence-related injuries, including over 11,100 cases of sexual assault, stab wounds, gunshots and blunt force injuries. During the six-month period January-July 2009, boys and girls aged 10-19 years accounted for 26.2% of all intentional injuries, 30% of all stab wound cases, 35% of all attempted suicides, 17% of all psychiatric cases and notably 61% of all Jamaicans who reported being sexually assaulted (mainly girls).
The national HIV prevalence rate is estimated at 1.7%. An estimated 28,000 Jamaicans are living with HIV but as many as a half might not know they are infected, according to UNAIDS. Significant strides in providing access to antiretroviral treatment have led to a dramatic reduction of mother-to-child transmission of HIV: from 25% in 2002 to below 5% in 2009.

Jamaica experienced significant losses and damage from hurricanes and tropical storms during 2004-2010, and suffered the most severe drought in decades in early 2010.

3 CP ANALYSIS & RESULT

3.1 CP Analysis

3.1.1 CP Overview

This annual report focuses on the fourth year of the Government of Jamaica (GOJ) - UNICEF Country Programme Action Plan 2007–2011. Drafting and finalisation of the 2010 Annual Work Plans were informed by the findings and recommendations of the 2009 Mid Term Review (MTR) which did not result in changes of structure of the CP. Recommendations for further refinement of respective programme components were fully addressed in the 2010 annual work plans (AWPs) which were endorsed and signed before the end of March.

As a result of the recommendations resulting from the MTR, UNICEF and partners jointly reviewed and simplified the form for project proposals. UNICEF also produced a simple laminated two-page guide ('UNICEF's Procedures at Glance'), which explains the management of UNICEF's cash assistance and other relevant procurement processes. A workshop on UN/UNICEF procedures for partners was organised in July 2010, and the results of pre- and post- tests showed a significant improvement in levels of knowledge.

Despite the attention given to child-related policies and legislation, the pace of development and approval remains a major hindrance to effectively accomplishing planned results. Low implementation capacity of partners continued to be a major constraint in every programme component. For some implementing partners there were insufficient persons to carry out the mandate of the organisation, while for others it was a lack of the requisite technical capacity on issues such as child participation and monitoring and evaluation.

A joint police-military emergency action in Western Kingston in May and Tropical Depression Nicole in September 2010 negatively affected CP implementation.

This year UNICEF participated in the new CCA and UNDAF processes. The CCA was completed in December; over the first three months of 2011, the UNCT will be designing the UNDAF for 2012 to 2016. The initial strategic outcomes proposed during the Strategic Prioritization Workshop established the beginning of a coherent framework for the new UNICEF Programme of Cooperation and will offer a renewed opportunity to develop synergy with other agencies to achieve more sustainable results for the most vulnerable children.

3.1.2 Programme Strategy

3.1.2.1 Capacity Development

UNICEF supported the development of partners’ capacity through multiple approaches, including workshops on UN/UNICEF processes, technical support in specific thematic areas and local and international learning opportunities. Understanding and applying UN/UNICEF processes is critical for partners to access and use UNICEF resources and support, and has been provided in the form of training workshops, one-on-one assistance and written guidance notes, as an integral part of the programming cycle.
Learning opportunities related to fulfilling and protecting child rights have been made available to partners through participation in conferences, seminars and workshops either locally (such as the 5th Caribbean Child Research and YuteX Conferences) or internationally (such as the study tour to Mexico to observe parenting programmes). UNICEF has also used its widely accepted and appreciated convening role to facilitate partner-to-partner learning opportunities (eg, NGOs involved in special needs and the disability sector) as well as utilising web-based training in C4D for partners involved in breast-feeding promotion.

Based on experience, capacity-development efforts must be on-going, systematic, relevant and readily applicable. Efforts to develop programming capacity will be increasingly important as major changes will be made in the UNICEF programming process over the next two years. In addition, a concerted effort to address equity issues and the rights of the most vulnerable children will require partners to develop more capacity in collecting and analysing data, more accurate targeting and prioritisation, regular monitoring and evaluation and, above all, a commitment to rights-based programming and human rights principles.

3.1.2.2 Effective Advocacy

The GoJ has not yet ratified the Optional Protocol (OP) on the Sale of Children, Child Prostitution and Child Pornography. To accelerate this process, UNICEF Jamaica developed an advocacy strategy that included an information kit about the Protocol distributed to relevant government ministries and agencies, Parliamentarians, media representatives and NGOs. Public statements, speeches and interviews by the Representative and Programme Specialists on the Protocol have also raised awareness and public concern about the country’s responsibility to act on this issue. Ratification of the OP was impeded by a combination of factors: lack of political will, inertia and competing legislative priorities, as well as the lack of initiative from any particular ministry or government office to start and follow-through with the process. After continual follow-up by UNICEF, the MoH (currently the lead ministry responsible for children’s issues) has pledged to prepare a submission to Cabinet to start the process of ratification. Advocacy and support to the GoJ on the CRC Report and the OP will be a priority throughout 2011.

UNICEF Jamaica also invested this year in support for efforts to strengthen youth-led advocacy. The office partnered with the Jamaica Youth Advocacy Network in an initiative to develop a cadre of youth advocates equipped with the requisite skills to advocate more effectively with policy- and decision-makers on behalf of Jamaican youth.

In 2011, a much more focused and evidence-based advocacy effort will need to develop to support programming by, for and with the most vulnerable. This will require disaggregated data that identify disparities, a critical and right-based analysis and an understanding and commitment to an equity approach.

3.1.2.3 Strategic Partnerships

The office has maintained key strategic partnerships with its main implementing partners across the country programme (see respective reports per programme component), and developed new and unique partnerships, such as the engagement with the Jamaica Youth Advocacy Network to further expand, mobilise and enrich youth participation, and the Crisis Management Alliance formed in response to the need for the provision of more responsive psychosocial support for children in the wake of emergencies. As the programme evolves to a more sharply focused equity approach, collaboration and creative partnerships with agencies and institutions active and/or relevant in hard-to-reach communities will need to be increased. As a result of the global recession impact on donor governments and Jamaica’s classification as an upper-middle income country, funding options are limited and will remain a challenge to mobilise for some years to
come. It will become exceedingly crucial to strengthen and/or create alliances with other international development partners and the private sector. Steps in this direction taken in 2010 include initiation of discussions with the World Bank and the Inter-American Development Bank, with a view to collaborating on interventions related to monitoring and evaluation, social protection and children with disabilities. Renewed and re-invigorated joint programming in armed violence prevention programmes with UNDP, PAHO/WHO and UNESCO is underway. An exciting initiative called the ‘Community Renewal Programme’ has been drafted by the PIOJ to target development efforts in the 100 communities most affected by violence. UNICEF is exploring the feasibility of the approach to assist in targeting interventions to those in greatest need and to use the framework to expand partnerships that will facilitate access to these communities.

3.1.2.4 Knowledge Management

To facilitate documentation and exchange of knowledge and information on child rights, UNICEF Jamaica – in close collaboration with the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES), University of the West Indies, Mona. Kingston and several other child-focused agencies – has provided technical guidance and financial support to the Caribbean Child Research Conference, Promoting Child’s Rights through Research (CCRC). Knowledge generation and the use of disaggregated/child-specific data are essential for evidence-based policy development, planning, programming, legislation review and reform. The CCRC not only highlights useful research about children’s issues by adult researchers but also promotes research by children on issues affecting their rights and sharing their findings at the conference.

UNICEF Jamaica’s website provides an opportunity to widely share the key research presented during the annual Caribbean Child Research Conferences as well as other studies and experiences (including lessons learned) from implementation of the UNICEF-supported programmes. In 2011, UNICEF Jamaica will further develop the website and identify strategies to ensure regular updating.

Internally, the Jamaica Country Office has established a comprehensive and well-organised electronic filing system where all key documents, studies, publications photo essays and training courses can be accessed by all staff.

3.1.2.5 C4D Communication for Development

The Health and Family Life Education (HFLE) programme being implemented by the MoE in partnership with UNICEF, UNESCO and the MoH’s Global Fund Project, includes a comprehensive Communication for Development (C4D) strategy. The five-pronged strategy centres on building students’ abilities to make informed decisions through a life-skills based curriculum and student-centred teaching methods. (1) Policy revision: Revision of policies governing the management of HIV/AIDS in schools. (2) Capacity building: Teachers, guidance counsellors, school principals, PTA and school board members were equipped with knowledge and skills regarding HIV prevention and stigma reduction. In addition, life skills-based curricula for early childhood, primary and secondary schools were piloted and revised, and teachers were trained in curriculum delivery and use of relevant support material. (3) Student participation: Student leaders have formed a national network to promote non-discriminatory attitudes towards children living with or otherwise affected by HIV and AIDS. (4) Public awareness: An HFLE media campaign was launched, consisting of electronic (radio and TV) commercials, outdoor (billboards) commercials and an informational brochure promoting the importance of life skills to child and adolescent development. Additionally, key awareness events are now part of the Ministry’s outreach activities among students, to reinforce life skills and promote the curriculum in schools where it is yet to be implemented. (5) Monitoring and evaluation: An evaluation conducted three years after the phased implementation of the HFLE curriculum began points to key areas where improvements need to be made.
In other efforts, a C4D strategy to improve effective parenting has been drafted in consultation with key stakeholders and is slated for implementation beginning in 2011. To build internal capacity in this new area, the Communication Specialist participated in a Communication for Behaviour Impact (COMBI) training in New York as well as participating in regional and global communication meetings highlighting C4D. Recognising that capacity among partners in C4D was limited, UNICEF Jamaica hosted a capacity-building workshop for 30 partners in Government and non-governmental agencies using the COMBI approach.

3.1.3 Normative Principles

3.1.3.1 Human Rights Based Approach to Cooperation

Child and youth participation played a prominent role in many activities throughout the year, but two programme events deserve to be highlighted for their significant level of participation. Through the APPP Programme, UNICEF developed a new partnership with the Jamaica Youth Advocacy Network to further expand, mobilise and enrich youth participation. This led to the first youth organised and managed island-wide 2010 YUTE X Conference, which subsequently led to many concrete recommendations that will improve youth programming and development efforts.

The Fifth Caribbean Child Research Conference - Promoting Child Rights through Research held in October brought together not only adult researchers conducting research on child rights issues but also primary and secondary school students, who designed and implemented unique research topics on child rights.

The combined 3rd and 4th CRC Jamaica Country Report was completed this year, but has not yet been approved by the OPM or submitted to the CRC Committee. The Optional Protocol on the Sale of Children, Child Prostitution and Child Pornography is signed but not yet ratified. A concerted advocacy effort by UNICEF, in collaboration with the Office of the Children’s Advocate, was initiated in 2010. Currently, local legislation is being reviewed for consistency with the Protocol. Strong efforts to promote and support acceleration of the submission of the CRC report and ratification of the OP will be mobilised in 2011.

As implementing partners have noted, one of UNICEF’s greatest strengths is its technical assistance and advocacy for groups of children who are overlooked and under-served. This equity focus has always been at the centre of programming activities but will be further refined through the use of data-driven analysis and the development of the new CPD. The SITAN, to be completed in 2011, will have an equity-focused analysis. MICS 4 will complement the analysis with better data, and will be available in April 2011. The Equity Tracker will be further refined and monitored and the new Country Programme (2012-2016) will be developed to target the most excluded and vulnerable children and their families.

3.1.3.2 Gender Equality and Mainstreaming

Due to alarming statistics concerning boys’ low school achievement, as well as their high non-attendance or school drop-out rates and involvement in petty crime and gangs, UNICEF, along with the GOJ/MOE, World Bank, UNESCO, USAID and University of West Indies, formed a policy brief team on the bequest of the Minister of Education to look at various aspects of boys’ education and follow-up with a more in-depth analysis of this burning issue in Jamaica.

As a component of the QE and ECD programme, a project was initiated with the Jamaica Teaching Council to assist teachers from 72 schools in 5 Quality Education Circles to develop more child-centred and gender-sensitive teaching practices. As the gender
analysis gets more refined and concrete strategies are further developed to benefit both boys and girls, the gender-sensitive component of child-friendly schools and the pre- and in-service training of teachers in this area will be an important component of the new CPD.

A Gender-Equality Review will be conducted in 2011 to inform management, programme and operations specialists about the gaps and opportunities that will be considered as the office designs the new country programme.

### 3.1.3.3 Environmental Sustainability

Although the current programme does not directly address the issue of environmental sustainability or the effects on environmental change on children, there is heightened awareness in Jamaica amongst government, technical specialists, civil society and international donor partners that climate change is having, and will continue to have, on Jamaica's development. UNICEF will be examining possible avenues for more involvement in the area of children and the environment, especially as it affects the more marginalised children living on the coast, in poor rural areas and urban slums.

UNICEF responded to school sanitation problems brought on by Tropical Storm Nicole with a limited cash grant to the MoE. School WASH problems, however, especially in remote, rural areas, are significant and need to be addressed in a more sustainable manner. The needs within the education sector are great and the resources limited. More often than not water, sanitation and hygiene issues in schools are overlooked.

### 3.2 Programme Components

**Title:** Advocacy, public policy and partnerships

**Purpose**

The overall five-year programme’s objective is to strengthen national capacities to promote and protect child rights through partnership, data-driven advocacy, interventions geared at improving the national social statistics system, and institutionalised participation of children. The five-year planned results of the programme are: 1) Public policies and investment prioritise the rights of children and related priorities; 2) One comprehensive data management and dissemination system producing timely data on the MDG and WFFC indicators and the data is used to inform, policy advocacy and programme planning; 3) Mechanisms established to build capacity and improve transparency and participation in the budgeting process; and 4) Partners such as the private sector, the arts and sports community and the church mobilised in support of children’s rights. The Programme is implemented through three projects. The 2010 expected results under each Annual Work Plan (AWP) were:

1) **Public Policy and Planning**: National Policy on Children reviewed and revised to assess its compatibility with the CRC and other relevant international treaties.

2) **Advocacy and Partnerships**: Opportunities for partnership-building and child participation created, strengthened and expanded to increase and improve advocacy for children.

3) **Monitoring and Evaluation**: i) JamStats institutionalised and its database used to inform policy development and plans of action; ii) Multiple Indicator Cluster Survey implemented and report drafted; iii) Situation Analysis of Children and Women finalised.
Resources Used
The total approved planned budget of the programme for 2010 as per CPAP was US$260,000. The funding available for the programme in 2010 was US$346,330.33. Of this available total funding, US$236,347.53 was from RR and US$ 109,982.80 from OR. Major contributions were received from UNICEF headquarters (US$50,000) for MICS and 7% Set-Aside to support the response to H1N1 (US$45,000) and Thematic Funds Allocation (US$14,982.80). Additionally, external funds totalling US$50,000 for DEVINFO from headquarters and US$15,000 from TACRO for MICS were received. As of December 8, 2010, 90% of funds were obligated.

Result Achieved
Public Policy and Planning Project/AWP
While no significant progress was made in regard to the review of the National Policy on Children, the Office of the Children’s Advocate has agreed to lead the process of policy review in 2011.

Advocacy and Partnerships Project/AWP
i) Three action plans for strengthening social-private sector collaboration drafted by 59 representatives of public and private sector organisations in three target parishes. These results will contribute to the higher-level result designed to “create a national mechanism to facilitate networking, partnership building and information sharing among private and social sector stakeholders”.
ii) Campaign material developed for a national public education campaign on positive forms of discipline. Implementation of the campaign, however, was stalled (see constraints below). Strategy for C4D campaign on parenting was drafted. These will contribute to the higher-level result designed to “develop and implement a comprehensive advocacy and communication strategy on child rights with focus on challenging practices that are contradictory to the CRC.”
iii) 2011 Directory of Services for Children drafted and pre-tested. The final version will be printed in the first quarter of 2011. This contributes directly to the higher-level result designed to “build awareness of social safety net provisions for children and build capacity to access these services”.
iv) Thirty-eight adolescents and youth equipped with knowledge and skills in advocacy, (including use of the creative arts, networking, policy analysis and related skills) at the first of four advocacy training sessions to be conducted by end-2011. In keeping with the expected results of the initiative, the first youth-led advocacy club was established as a direct result of the advocacy training. Three-day “Yute X” conference staged, with the participation of over 500 adolescents and youth from across Jamaica, at which recommendations for action were drafted. Yute X is planned and implemented by a team of youth. These results contribute to the higher-level result designed to “strengthen capacity of children, youth, student leaders, youth workers and child-led organizations to take advantage of opportunities to participate.”

Monitoring and Evaluation Project/AWP
i) As of early 2011, the Planning Institute of Jamaica will fully absorb the financing of the JamStats (Jamaica's DevInfo) Secretariat, presenting a significant milestone in institutionalisation of JamStats. All indicators of Jamaica’s National Development Plan 'Vision 2030' Medium-Term Socio-Economic Policy Framework incorporated in the JamStats database.
ii) The fifth Caribbean Child Research Conference – Promoting Child Rights through Research was staged, with the participation of 400 academicians, policy-makers, representatives of child-focused organisations and children.
iii) Implementation of the Multiple Indicator Cluster Survey (MICS) 4 was initiated and is currently in progress.
iv) Caribbean Child Development Centre was contracted to undertake SitAn 2010/11; currently in progress.

**Major constraints/challenges affecting the programme’s performance in 2010:**

i) Absence of an M&E Specialist to manage and support monitoring and evaluation components of the Country Programme as well as Public Policy and Planning and the Monitoring and Evaluation projects of this programme component affected progress in these areas of work;

ii) Development of the public education campaign on positive forms of discipline continued to face severe delays, due primarily to weak coordination within the Ministry of Education (MoE) and the production of low-quality campaign material

iii) Partners not delivering on a timely basis, due largely to capacity-related challenges.

**Key strategic partnerships**

The results were achieved through a new partnership with the youth-led Jamaica Youth Advocacy Network (JYAN) as well as on-going partnership with the Office of the Children’s Advocate, Statistical Institute of Jamaica (STATIN), the Planning Institute of Jamaica and the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES), University of the West Indies. The National Centre for Youth Development, the ASHE Performing Arts Company and the United States Agency for International Development joined a collaborative partnership with the JYAN to assist in staging the 2010 Yute X Conference.

**Future Workplan**

i) Partners involved in the Social Investment for Children Initiative to decide a way forward for this stagnant project

ii) Acceleration of efforts to operationalise the ‘Positive Forms of Discipline’ campaign (in tandem with the programmatic efforts)

iii) Strengthening of the youth participation/advocacy partnership in the continued effort to make the support for these efforts more strategic and increase their impact

iv) Implementation and finalisation of the MICS4

v) Implementation and finalisation of the SitAn 2010/11

vi) Printing and dissemination of the 2011 Directory of Services for Children

vii) Implementation of the C4D strategy on parenting.

**Title: Children and HIV/AIDS**

**Purpose**

The overall objective of the Programme is to strengthen national and parish capacities to prevent HIV infection among children, and to care for children with HIV and AIDS or affected by the epidemic. The five-year key expected results are as follows:

1. Comprehensive National Strategic Plan and related sectoral policies and plans that prioritise access by children and adolescents to prevention, care, treatment, support and impact mitigation services in place; (2) 80 per cent of boys and girls in school and 60 per cent of boys and girls out of school access HIV/AIDS related information and gender-specific and life skills-based education; (3) 90 per cent of pregnant women who test HIV+ and access care in the public sector receive voluntary confidential counselling and testing and anti-retroviral treatment during pregnancy and after delivery and at least 90 per cent of their HIV-exposed infants receive ARV prophylaxis; (4) At least 90 per cent of HIV-infected children receive quality ARV treatment; (5) Thirty per cent of children orphaned or made vulnerable by HIV/AIDS will have access to comprehensive care and support services; (6) An enabling research, monitoring and evaluation environment that supports evidence informed policies, strategies and interventions. The 2010 expected results under each AWP included:
1) **Enabling Policy and Programming Environment:**
i) Policy revisions related to access to voluntary, confidential, counselling and testing (VCCT) by adolescents under age 16 proposed to Cabinet;
ii) Protocol for the elimination of mother-to-child transmission (MTCT) of HIV adapted and approved.

2) **Improving Access to and Quality of Service:**
i) 80,000 boys and girls in 200 primary and secondary schools equipped with quality information and life skills to reduce their vulnerability to HIV;
ii) 30,000 adolescents and young people equipped with knowledge, life skills and access to adolescent-friendly services;
iii) 200 professionals equipped with knowledge, skills and resources to make effective referrals to available services.

3) **Monitoring and Evaluation:**
i) Performance framework developed and tested for Youth Information Centres to ensure quality, standardised and disaggregated reporting;
ii) Evaluation of the Health and Family Life Education Programme completed;
iii) Income-generating programme for families caring for children affected by HIV and AIDS evaluated.

**Resources Used**
Of the planned annual budget of US$620,000 for 2010 as per CPD/CPAP 2007-2011, available funding totalled US$600,714, of which US$50,000 was from RR and US$550,714 from OR.
Major donors were: the French National Committee for UNICEF (US$407,888), and the Norwegian National Committee (US$142,826). As at 17 December 2010, 99 per cent of these funds were obligated.

**Result Achieved**
**Overall Critical and Analytical Assessment:** The year’s expected results were hampered by the events associated with the civil unrest in Western Kingston in May. This led to adjustments in programme planning on the part of some partners and/or the lending human resource assistance to counselling support for traumatised children and families. The lack of a cohesive and effective social protection system for children was sharply highlighted during this period.

**Enabling Policy and Programming Environment Project / AWP**
i) The draft National Strategic Plan for Pre-adolescent and adolescent health 2011-2016 is now being costed.
ii) Public consultations have been initiated in an effort to amend legislation that now prevents sexually active adolescents under age 16 from accessing VCCT without parental consent.
iii) The University of the West Indies has submitted a proposal for the development of diploma and certificate courses in HFLE for pre- and in-service training of teachers.
iv) The Ministry of Health’s National HIV/STI Programme has updated its PMTCT Protocol in line with WHO recommendations for the Elimination of Mother to Child Transmission.

**Improving Access to and Quality of Services Project / AWP**
i) 87% (880) of schools have been implementing the HFLE programme as of September 2010, when an additional 249 school began teaching the curriculum. So far a total 340,298 students in primary and secondary schools have been receiving life skills
ii) The Bashy Bus mobile HIV prevention service has equipped 30,540 adolescent boys and girls with knowledge and HIV prevention skills; 1,093 had accessed adolescent friendly VCCT services as of November 30, 2010. During the period, the Bashy Bus team established a support service for adolescent MSM, who have been receiving counselling, HIV prevention information, VCCT and other life-skills building services. Further, a “Bashy Bus Kru” was established by the Ministry of Health’s North East Regional Health Authority;

iii) 24,673 adolescents and young people accessed the services of five Youth Information Centres for the first time. The adolescent-friendly spaces were used a total of 252,285 times during the period.

iv) 84% of HIV-positive women receiving services in the public health sector received ARV for prevention of mother-to-child transmission and 98% of HIV exposed infants received ARV treatment to reduce their vulnerability to infection.

v) A map of over 300 children’s services was completed.

**Monitoring and Evaluation Project/AWP**

i) The evaluation of the HFLE programme was finalised, and its findings were shared at the 5th Caribbean Child Research Conference.

ii) The evaluation of Children of Faith’s income-generating programme for HIV-affected families has been initiated.

iii) The evaluation of the pilot Early Childhood HFLE was completed.

**Critical factors or constraints affecting performance in 2010**

The main challenges to performance were posed by capacity challenges among UNICEF’s government and non-government partners. Monitoring and reporting challenges have also been experienced, especially in the area of PMTCT. Lack of coordination among agencies has been a point of frustration in relation to ensuring that vulnerable children receive the necessary and relevant responses from duty-bearers.

**Summary of evaluations undertaken in 2010**

The evaluation of the pilot Early Childhood HFLE was completed and used to inform the refinement of the curriculum to be implemented among children enrolled in early childhood institutions. The evaluation recommended adjustments in a number of thematic areas to make the course material more age-appropriate and relevant to the realities of the children being taught and the teachers delivering the material. The course materials are now being developed to accompany the curriculum, in accordance with the evaluation’s recommendations. The findings of the evaluation of the HFLE curriculum in primary and secondary schools points to the need to better equip teachers with conflict-resolution skills to more effectively facilitate the development of this life skill among students, especially those in secondary schools. The Ministry of Education and its partners will use the findings of evaluation to further refine and/or develop the teaching aides and to draft an integration plan to expand the responsibilities of monitoring and inform the refinement of the monitoring tools.

**Key strategic partnerships and interagency collaboration**

UNICEF Jamaica has been engaged in a partnership with UNESCO and the UNICEF Barbados CO in the development of a teacher training course for the HFLE programme.

**Future Workplan**

i) UNICEF and its partners will be engaged in intense activities to conclude plans for the next CPD.

ii) Among the priority actions for 2011 is the integration of HIV/STI prevention, care and support services with family planning services as a means of sustainability and improved effectiveness for both programmes. This process has already begun, with support from
sister agency UNFPA and UNAIDS.
iii) Strengthening the social protection system to meet the needs of the most vulnerable children, including those affected by HIV and AIDS, is also a matter of priority for the coming year.
iv) UNICEF will be lending its technical and financial support to mechanisms for the sustainability of the HFLE programme, including the development of a pre-service course for teachers and the integration of monitoring into the structures of the Ministry of Education and the Early Childhood Commission.
v) The activities being implemented by Bashy Bus Kru among adolescent MSM require greater understanding by service providers. UNICEF, along with the NGO Children First and the National HIV/STI Programme, will be conducting qualitative research among this group of adolescents to better understand their needs and the challenges they face in accessing HIV prevention and care services, as well as issues regarding their protection.

**Title: Child Protection**

**Purpose**
The overall five-year objective of the Child Protection Programme is to strengthen national and parish capacities to further reduce children’s vulnerability to abuse, violence, other forms of exploitation and discrimination. The key five-year expected results of the Child Protection programme are: (1) 15 per cent fewer (from baseline established in 2007) children will be victims of violence and abuse; (2) 15 per cent more children in conflict with the law will benefit from diversion and community-based rehabilitation programmes; (3) 25 per cent more children without family care will benefit from family-based care/foster care; (4) national norms and standards for child protection services are in place and regularly applied. The Programme is implemented through three projects. The main expected results under each 2010 AWP were as follows:

1) **Enabling Policy and Programming Environment Project/AWP**
i) Evidence Act, Child Care and Protection Act and Education Regulations Act amended and Child Protection Manual finalised;
ii) Protocols for the protection of child victims and child witnesses in the justice system approved and implemented;
iii) National awareness concerning children’s right to protection from violence raised.

2) **Improving Access to and Quality of Services Project/AWP**
i) In 50% of violence-prone parishes the impact of violence against children mitigated through provision of timely and quality psychosocial services;
ii) In the parishes of Kingston, St. Andrew, St. Catherine and St. James, community, home and school interventions will equip 3,000 parents, 15,000 students and 500 school-based professionals with the knowledge and skills to reduce the use of violence in the home, school and community;
iii) One hundred professionals equipped with knowledge and skills in child justice standards and ensuring their regular implementation, and diversion policy made operational;

3) **Monitoring and Evaluation Project/AWP**
i) National Plan of Action on Child Justice and National Plan of Action on Integrated Response to Children and Violence approved;
ii) Baseline data (age and gender specific) of the percentage of children as victims of violence, abuse, exploitation and neglect available and disseminated.
**Resources Used**
Total approved planned budget for 2010 as per CPD/CPAP was US$597,000. The funding available for the Child Protection Programme in 2010 was US $581,874. Of this total, 24% per cent (US$137,000) was Regular Resources and the remaining 76% per cent (US$444,874) were Other Resources. Of the total funded OR, 61% per cent (US$354,728) was funded by the French National Committee for UNICEF, 15% (US$88,573) by the Swedish International Development Agency. Funds were also made available by TACRO/Netherlands Education in Emergencies Fund amounting to US$50,000, and additional US$26,793 was made available by the Armed Violence Prevention Programme, UNICEF HQ, New York. As of December 16, 2010, 78% per cent of funds were obligated.

**Result Achieved**

*Overall Critical and Analytical Assessment*
During 2010, the Child Protection sector experienced unexpected challenges that demonstrated the commitment and courage of child protection professionals and at the same time pointed to the weakness of the child protection system to respond to the plight of grieving and traumatised children. As in former years, partners experienced delays in the implementation and finalisation of activities.

*Enabling Policy and Programming Environment Project/AWP*

i) Draft Evidence (Amendment) Act undergoing further review; drafting instructions prepared for amendments to the Education Act; Trainers’ Guide to provide direction for the usage of the Child Protection Manual developed and pre-tested

ii) Materials for national awareness campaign concerning the child’s right to protection from corporal punishment were drafted.

iii) In relation to ratification of the Optional Protocol on the Sale of Children, Child Prostitution and Child Pornography, the awareness of 200 Parliamentarians, Government ministers, technocrats and members of civil society was raised.

*Improving Access to and Quality of Services Project/AWP*

i) Ninety five per cent of first-time users of psychosocial services within the South East Regional Health Authority accessed and received services within four weeks.

ii) Anger Management and Conflict Resolution package piloted in 30 schools in three parishes and project evaluation commenced. Some 12,874 students, 418 school-based professionals and 361 caregivers informed concerning anger management and conflict resolution and 1,459 caregivers and 280 school-based professionals informed regarding child rights.

iii) 9,174 children (4,966 male and 4,208 female) equipped with conflict- resolution skills via school suspension, summer camp, improved homework and mediation programmes;

iv) Knowledge about Convention on the Rights of the Child and other treaties and their application in the courts increased among 60 judges, resident magistrates and other legal professionals.

v) Seventy-six teachers, social workers, psychologists and other professionals equipped as Master trainers with knowledge and skills to provide training in psychosocial support and referral of children affected by emergencies; 230 persons prepared to deliver psychosocial services to grieving and traumatised children following the emergency situation in West Kingston.

*Monitoring and Evaluation Project/AWP*

i) Evaluation of the project "An integrated livelihood and remedial education” and Draft Sustainability Plan finalized and awareness of its findings and recommendations increased among 50 key duty bearers;

ii) Evaluation of the project “Creating Safe Learning Place in Schools” at an advanced
iii) Evaluation report of the project “Violence Prevention and mitigation in Waltham Gardens, Kingston and Spring Village, St. Catherine” drafted.

**Critical factors/constraints affecting performance of the Programme in 2010**

i) Slow legal reform processes impacted on programme implementation that could only proceed following appropriate legislative amendments;

ii) Slow approval processes have resulted in national plans for children existing in draft form for many years. Unnecessary bureaucratic processes reduced the pace of implementation for some partners.

iii) General lack of political will to advance the rights of the child.

iv) Natural disasters and civil unrest, which required the attention and resources of partners, interfered with regular programme implementation.

v) School-based professionals were overwhelmed by the demands of several interventions taking place simultaneously in their school communities.

vi) Ad hoc and unstructured inter-agency coordination/collaboration impacted on efficiency and effective action.

**Summary of evaluations undertaken in 2010:**
The evaluation of the project “An integrated livelihood and remedial education” examined the educational, vocational and life skills aspects of the programme; counselling of children and their parents, relations with other stakeholders, as well as the administration of the organisation. In spite of data availability limitations, the evaluators were able to collect sufficient data on the performance of students and teachers to assess the quality of teaching and its impact on children’s learning, client satisfaction, the perception of the organisation by other stakeholders and record-keeping and accountability practices of the staff and Board.

**Key Partnerships and Interagency Collaboration**
The formation of the temporary Crisis Management Alliance was a demonstration of inter-agency collaboration during an emergency. UNICEF brought together ten faith-based communities to promote and commemorate the World Day of Prayer and Action for Children.

**Future Workplan**
i) Evaluation of the relevance, efficiency and impact of the child protection sector in Jamaica to support the development of the new Country Programme

ii) Strengthened advocacy efforts to ensure approval by the Jamaican Cabinet and Parliament of pending legislative amendments, such as the Evidence (Amendment) Act; the ratification of the Optional Protocol on the Sale of Children, Child Prostitution and Child Pornography; updating and approval of the National Plan of Action for Child Justice and the National Plan of Action for an Integrated Response to Children and Violence;

iii) Finalisation of draft documents, such as the Child Protection Manual and Trainers’ Guide to equip child protection professionals with the knowledge and skills to implement and refer to the Child Care and Protection Act and related standards to better protect children; the Code of Ethics for Jamaican Social Workers, based on international standards and best practices, and the Guidelines for the development of Emergency Response Plans and Emergency Response Teams in child care institutions and schools.

iv) Development of Emergency Preparedness and Response Plans made mandatory for all schools and child care institutions by the Ministry of Education and the Child Development Agency;

v) National Child Diversion Programme piloted.
Title: Quality Education and Early Childhood Development

Purpose
The five-year planned results of the Programme are: 1) 132,000 (100%) of pre-school children (transitioning age 3-8 years) ready for primary education; 2) 60% of pre-school and primary school children will be benefiting from better-quality education; 3) 320 (100%) of hospitals and health centres will have implemented the Strategic Framework and Protocol for the Management of Obstetric Emergencies and 5) 15,000 (100%) of health care providers and early childhood practitioners will be able to handle case management for children in accident prevention, the control of acute respiratory infections and diarrhoeal diseases, the expanded programme on immunisation and the detection and treatment of disabilities. The programme consists of three projects which had the following expected results in 2010:

1) Enabling Policy and Programming Environment Project/AWP
   i) National Curriculum Policy and Plan of Action, National Parenting Policy and National Plan of Action on Parenting finalised;
   ii) Modular Curricula for EC Practitioners, including L3 Special Needs Curriculum, developed;
   iii) Planning Framework for Screening, Referral and Early Intervention for children at risk developed;
   iv) National Policy and NSP for Infant and Young Child Feeding (IYCF) finalised; Protocol for the Management of Obstetric Emergencies reproduced for dissemination.

2) Improving Access to and Quality of Services Project/AWP
   i) Knowledge and skills of 20 parent facilitators, 4 parent assessors improved to deliver parenting education and national research, and analysis programme in parenting published and launched;
   ii) Child-Friendly School (CFS) concept and programme, Integrated EC programmes comprehensively articulated and endorsed
   iii) Safe Motherhood Protocol for the Management of Obstetric Emergencies implemented by 600 health care workers; 12 hospitals providing maternity services assessed and performing according to BFHI requirements, and knowledge and skills of approximately 450 health care workers improved in the areas of Breastfeeding and Growth Monitoring;
   iv) 300 health care providers and early childhood practitioners will be able to handle case management to prevent accidents among children, control and prevent acute respiratory infections and diarrhoeal diseases, the expanded programme of immunisation and the detection and treatment of disabilities.

3) Monitoring and Evaluation Project/AWP
   i) Baseline data collected for exclusive breastfeeding pilot projects.

Resources Used
The total approved budget for 2010 as per the CPD/CPAP 2007-2011 was US$616,000. Funding available for the year was US$490,000. (OR: Thematic Funds US$324,000, and RR: US$166,000). As of the 10th December 2010, 79% of available funds had been requisitioned.

Results Achieved
Overall Critical and Analytical Assessment:
While the programme set out to finalise and implement major legal, regulatory and policy issues and to strengthen the capacity of stakeholders to access and deliver quality services, the only achievement of note is the approval of the National Parents Support Policy by the Cabinet. An important achievement to which the programme contributed
was the piloting of the Early Childhood (EC) practitioners’ curriculum at level 3, which is now being evaluated and a Special Needs curriculum at Level 3 is being developed. There was also significant increase in capacity among health personnel in supporting exclusive breastfeeding and reporting on children’s nutritional status at the local and national levels.

**Enabling Policy and Programming Environment Project/AWP**

i) National Parenting Policy (NPP) was approved by the Human Resource Council of the Cabinet Office;

ii) Levels 2&3 of the EC Practitioner’s Modular Curricula are now being evaluated;

iii) Community Health Aides (CHA) Competency Standards drafted.

**Improving Access to and Quality of Services Project/AWP**

i) 1,070 healthcare workers were equipped with knowledge and skills to monitor the growth of children in accordance with WHO/UNICEF Growth Monitoring Standards and charts. 1,198 parents and caregivers across the health regions were made aware of the importance of monitoring their children’s growth.

ii) Draft modules of a parent facilitators’ curriculum were developed.

iii) 136 teachers, principals, education officers and deans of discipline were introduced to alternate methods of discipline, and 82 teachers participated in reviewing material on alternate methods of discipline.

iv) 5% increase in the rate of exclusive breastfeeding in two parishes: Exclusive Breastfeeding pilot project in Clarendon and St. Catherine parishes contributed to improved breast feeding practice.

v) Capacity and information on exclusive breast feeding increased at the national level as part of Baby Friendly Hospital Initiative: 30 master trainers from 12 targeted hospitals equipped to support Baby Friendly Hospital Initiative (and 20 persons trained to assess baby friendly status.

vi) Twenty-four (24) members of the National IYCF Committee were equipped with knowledge and skills to provide nutritional support, and 586 clinical staff were equipped with skills and knowledge to promote exclusive breast feeding in their institutions.

vii) All 64 Early Childhood Development Officers were trained in health and safety at early childhood institutions and all 24 EC Resource Centre managers were trained in managing resource centres.

viii) 120 teachers and early childhood practitioners improved their capacity to manage trauma after the state of emergency and associated violence in May 2010.

**Monitoring and Evaluation Project/AWP**

i) First draft evaluation report of Nutrition Surveillance Pilot available.

**Critical factors/constraints affecting performance of the QE&ECD Programme in 2010:**

i) The programme was without a Specialist for the first four months of the year;

ii) Insufficient capacity among partners to fulfil demands and to respond in specialized areas, and secondment of critical MOH partners to respond to emergencies (locally and in Haiti);

iii) Government partners, such as the Ministry of Education, treat work with UNICEF as a ‘special project,’ rather than integrating UNICEF-supported initiatives into their work;

iv) Limited capacity and insufficient partner supervision of human resources supported by UNICEF, especially consultants, results in extended processes of revision that waste time and resources and delay implementation;

v) Slow and multi-layered procurement processes in government agencies constrain process of hiring consultants, and;

vi) The Government’s policy approval process moves very slowly.
**Monitoring, Studies and Evaluations**
End of project evaluation for the Nutrition Surveillance Pilot Project was drafted – findings will be discussed with stakeholders and follow-up actions determined. Assessment of the child-friendliness of schools was initiated and initial steps were taken to integrate this into the work of the National Education Inspectorate (NEI).

**Key Partnerships and Interagency Collaborations**
Collaboration continues with key UN agencies, such as UNFPA and PAHO/WHO in the area of Safe Motherhood and UNESCO for the Child Friendly Schools initiative. Initial steps were taken to collaborate with the Inter-American Development Bank and the World Bank on programming related to children with disabilities and monitoring and evaluation, respectively.

**Future Workplan**
i) Intensify implementation of the Child Friendly Schools Initiative – complete alternate methods of discipline manual and undertake capacity building in schools
ii) Develop the Comprehensive National ECD Policy and ensure integration into national planning processes (especially the Medium Term Strategic Framework)
iii) Support the implementation of the National Parenting Support Commission and the development of National Parenting Support Policy
iv) Strengthen integration of UNICEF-supported activities into GOJ programmes
v) Develop, pilot and validate screening tools for children and households at-risk
vi) Advocate for improved linkages among the various components of the social protection system

**Title: Sub-regional Early Childhood Development**

**Purpose:**
The overall five-year Programme objective is to improve outcomes for children in early childhood by providing technical assistance to country programming in early childhood development (ECD) and to sub-regional initiatives led by the Regional ECD Working Group of the Caribbean Community (CARICOM). The main results planned by 2011 are: 1) ECD included in national policies and plans, including fast track initiatives (FTIs) and PRSPs in 80% of CARICOM Member States; 2) ECD Minimum Service Standard adopted by CARICOM to guide improvements in quality of services in Member States; 3) Sub-regional monitoring framework established to track access by the most vulnerable and disadvantaged children to quality ECD services in Member States; 4) Child development, early stimulation and parenting information integrated in pre-natal, early childhood health and education services provided in 50% of CARICOM Member States; and 5) Sub-regional school readiness preparation strengthened by inclusion of Caribbean Children’s Literature and readiness assessment process in 50% of Member States. The programme consists of the project “Advocacy and Policy Planning”, which had the following expected result in 2010: “Policy or plan for child-friendly ECD and/or Education services developed in four countries.”

**Resources Used**
The total approved budget for 2010 as per CPD/CPAP 2007-2011 was US$320,000. The Programme was funded in the amount of US$283,758 from Other Resources (OR). The main contributions came from Global Thematic Funds (US$95,270) and the US Fund for UNICEF (US$188,488).
Results Achieved

Overall Critical Assessment:
The planned results are on track, with progress anticipated for 2010 as follows: (1) ECD Policies and/or Plans drafted or in place in 75% of CARICOM Member States: in place in Barbados; Grenada; St Vincent and the Grenadines; Antigua and Barbuda; St Kitts and Nevis; Jamaica; Trinidad and Tobago; Commonwealth of the Bahamas; and in draft in Commonwealth of Dominica, Montserrat; St Lucia, Haiti, Belize; Guyana and Suriname; (2) The Monitoring Framework for ECD at the Regional level was completed and approved by the Regional ECD Working Group in July 2010; (3) Projects underway to support the development of Caribbean children’s literature and to address needs for adaptation and mitigation of climate change consequences for child development.

Advocacy and Policy Planning Project/AWP
i) Information on costs of ECD services identified in St Kitts Nevis and Antigua Barbuda; ii) Access to training and qualification established in Guyana at the University of Guyana; iii) Assessment of progress of ECD Policies and Standards in nine OECS countries undertaken; iv) Caribbean ECD Learning Outcomes: A Handbook for Practitioners published and 2,000 copies distributed in 13 countries; v) Approaches to strengthening the participation of families and communities in ECD in 14 Caribbean Member States of the OAS diversified; vi) Adoption of the ECD sections of the ‘Regional Framework of Action for Children Monitoring Tool’; a decision to develop a Monitoring Standards Checklist for use in Centres; agreement to the design of a regional process to develop children’s resilience to climate change; and agreement for an inter-agency collaboration on targeting the needs of the poor and vulnerable for ECD services; vii) Specific strategies to strengthen and extend ECD services incorporated into ‘Caribbean Community Action Plan for Social Development and Crime Prevention’; viii) Status of (a) extending access to ECD services to the poor and vulnerable and (b) improving quality of ECD services in 20 countries reported to the Council on Human and Social Development of the Caribbean Community, resulting in decisions by Member States to: (a) adopt by October 2011 national strategic plans for increasing access to quality early childhood services, with priority for the needs and circumstances of the differently-able, children in poverty and those facing other forms of vulnerability; (b) increase access by 2015 to early childhood services in all countries, to a minimum of 20% for the birth-to-two-years age group and 100% for the three-to-five-years age group; (c) establish comprehensive policies and regulatory frameworks incorporating standards for services, together with legislative and administrative reforms required for implementation, utilising the CARICOM Regional ECD Guidelines (published 2008); (d) establish functional cooperation mechanisms for the provision of training for early childhood teachers; and (e) utilise the Monitoring and Evaluation Framework.

Critical factors or constraints affecting performance, and lessons learned:
i) Slow progress in attainment of cabinet approval of finalised policies and regulatory instruments, due to lack of capacity in the offices of the legal affairs and the congestion of parliamentary agendas for finalising legal instruments, factors not under the control of the individual ministries involved.  
ii) Financial constraints and lack of direct management of ECD services by governments combine to challenge governments’ capacity to target poor and vulnerable populations.  

Key Partnerships and Inter-Agency Collaboration
i) UNICEF’s partnership with the Consultative Group on Early Childhood Care and
Development resulted in 2010 in co-convening of two working groups: (1) climate change and children and (2) interventions for children under three years old.

ii) UNICEF support to ECD at the Caribbean level is framed within the Integrated Support Plan 2009-2010 of the Regional Inter-Agency Working Group on ECD, comprised of international development partners and regional organisations working on children’s issues: UNICEF, UNESCO, WB, CDB, IADB, PPC, CCSI, and UWI, chaired by CARICOM Secretariat.

**Response to humanitarian situations**
Collaboration with UNICEF Jamaica and the Early Childhood Commission, Government of Jamaica and the UWI (Section of Child Health) to conceptualise and implement a psychosocial intervention in support of early childhood workers during the State of Emergency in West Kingston in May and June.

**Future Workplan**

i) Caribbean Education & ECD Focal points meeting proposed for 2011 to identify common priorities and opportunities for joint work in country programme development 2012 and beyond, with particular reference to social justice programming for poor and vulnerable groups;

ii) Collaborating with CCSI and CDB to disseminate outcomes and implications for policy from the Caribbean ECD Costing and Financing Research Project;

iii) Support Offices to assist countries to develop and finalise by October national strategic plans for increasing access to quality early childhood services, with priority for the needs and circumstances of the differently-able, children in poverty and those facing other forms of vulnerability, and with benchmarks for increased access by 2015 to a minimum of 20% for the birth-to-two age group and 100% for the three-to-five age group;

iv) Completing preparation of a regional strategy on effective services for children 0-3 and early intervention services, in collaboration with UWI, CCSI and Parenting Partners Caribbean;

v) Contribute to the preparation of Priority Actions 2012-15;

vi) Utilisation of the ECD Indicators of the Monitoring and Evaluation Framework to ensure timely and harmonised regional reports on the agreed targets set out in the Regional Framework for Action for Children

vii) In collaboration with CAPNET, sponsor call for children’s literature for specific groups and age ranges identified, and support the development of a Caribbean imprint.

viii) Develop a constituency at the national level in targeted countries that will (a) initiate climate change programming for children at the local and national levels, (b) advocate for the inclusion of children’s programming in national climate change plans, (c) initiate and support an empirical methodology to enable agents in participating countries to assess the impacts of climate change on children and develop specific programming in response to the findings and (d) provide support for an initial set of interventions aimed at responding to the specific impacts of climate change on children.

**Title: Cross-sectoral costs**

Cross-sectoral costs in the Jamaica Country Programme is not a distinct programme component; it is used to provide financial support to cross cutting activities of the country programme.

**Resources Used**

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<thead>
<tr>
<th>Allocated Amount</th>
<th>Amount Used</th>
<th>Percentage Used</th>
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<tbody>
<tr>
<td>US$250,000</td>
<td>US$244,000</td>
<td>97%</td>
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4 OPERATIONS & MANAGEMENT

4.1 Governance & Systems

4.1.1 Governance Structure
The Annual Planning Meeting with strategic and implementing partners was held in the 1st quarter of 2010. Staff contributions were considered when the Office management objectives for 2010 were being established. The shared vision between management and staff was further enhanced when in June 2010 the link to Office Management Reports was sent to all staff. This transparent information-sharing process assisted both CMT members and the staff in general to assess their individual objectives and performance with the information from the report.

Risk management in relation to office procedures was implemented through the statutory committees, which were functional throughout the year. After assessing the number and amount of each purchase order and SSA, the CMT agreed that the level of referral to the Contracts Review Committee should remain at $10,000. This resulted in nine meetings for the year. The Office was commended for the presentation and comprehensiveness of the single recruitment process sent to the Regional Office. The Editorial Board met three times, ensuring that documents presented to the meeting incorporated the results of the pre-test and UNICEF standards for publications were adhered to.

The number of formal CMT meetings was reduced for 2010; however consultations with CMT members were held via e-mail. General Staff meetings were used to share information from Regional Management Team meetings and other important issues from Regional and Headquarters. The completion of PERS remains a challenging objective to achieve; while 2009 performance had shown an improvement, there was a decline this year to 31% completion by the end of February. The Office will have to redouble efforts to ensure improvement in this indicator.

Implementation of the new travel process included a workflow review, which included the assessment of risk. This is the first of the business processes to be redesigned from an enterprise risk management perspective.

The Programme Team met on a monthly basis. Status as per programme management indicators was regularly discussed, and recommendations for further improvement were made and followed through.

4.1.2 Strategic Risk Management
The 2009 lessons learnt from an emergency building evacuation exercise were implemented in the first quarter of 2010, when the Office increased the Building Security Wardens from two to five. The new procedures were found to be effective and used three times during the year (an emergency drill and two earth tremors). The newly appointed Building Security Wardens were assigned the task of completing Office risk assessment, which focused specifically on physical equipment in the event of earthquakes. This was part of an assessment requirement from the UN Department of Safety and Security.

The Representative and programme specialists attended the workshop on Enterprise Risk Management in Panama and later facilitated a two-day ERM workshop with all staff to identify the areas of risk and mitigation measures currently implemented. The office requested an extension for the completion of the exercise so that the process could be done thoroughly and integrated into the start of the year as an exercise to facilitate discussion on the new CPD.
Emergency Preparation plans were kept updated. In the second quarter the plan was tested when armed conflicts between security forces and gangs occurred in West Kingston, paralysing the city for several days. During this period while some areas of the programme were curtailed because of the violence, activities in other areas were increased to respond to the needs of children who had experienced high levels of violence. The implementation of CITRIX was part of the planned activities in the Business Continuity Plan. All staff members were trained in using CITRIX to access UNICEF’s core computer applications. The Annual Work Plans had activities incorporating both emergency preparedness and business continuity.

MOSS-compliant status remained unchanged, as the CO maintained all the safety and security systems and controls. In support of the Haiti Emergency the Office sent the Operations Manager to Santo Domingo for two months. The benefit from this mission was twofold: first, the support provided to the Haiti office and second, the invaluable experience the Operations Manager gained from working in an emergency.

### 4.1.3 Evaluation

Annual review and updating of the IMEP has been an established practice of the Jamaica Programme Team. The updated 2010 IMEP was sent to TACRO in February 2010. The Terms of Reference for evaluations were drafted and finalised by the Specialist in a consultative process with the Deputy Representative, who also ensures that TORs contain all relevant information and are up to UN/UNICEF standards.

A major constraint to ensure quality evaluations was the limited number of evaluation specialists in Jamaica and the small programme budgets available to support these evaluations.

One major area of improvement that the office has established for 2011 is to ensure that the results of these evaluations are thoroughly utilised by UNICEF and our counterparts. Areas of management response need to be more thoroughly discussed at the onset of the evaluation and immediately put into an action plan upon the completion of the evaluation.

### 4.1.4 Information Technology and Communication

The standardisation of ICT hardware and systems for more effective programme delivery continued with the purchase ICT desktop/laptops that conform to the latest standards. Currently, 83% of primary desktops/laptops have a life cycle expiry date greater than December 31, 2010. In contrast, only four of the seven servers have a life cycle expiry date beyond December 31, 2010.

Core applications such as Lotus Notes, ProMS and Briefing Book were all upgraded based on the latest releases issued by NYHQ. Upgrades to the ICT infrastructure in preparation for the release of new IT systems such as Vision and Exchange/Outlook and SAP-HR were also carried out with the rewiring of the office’s structured cabling with CAT6 data cables. Our core business communication platform was also upgraded with the switch to SITA IPSec in January. A Cisco UC560 VOIP capable PBX was installed at year-end, enabling the Office to make full use of UNICEF’s on-net facilities while leveraging the cost associated with off-net communications. The availability of the ICT infrastructure in 2010 was 99%.

Remote access to UNICEF’s network resources became available in 2010 following the completion of Citrix installation in July. The acquisition and installation of a 2MB optical fibre link for dedicated internet access overcame infrastructure limitations that caused delays in the installation process. Video-conferencing facilities were also made available with the new high speed link, and the Office has already made use of this facility.
Despite having Citrix, users are still afforded the option of Business Everywhere and SSL-VPN for remote access to their respective Lotus Notes databases. A Citrix user manual was developed and a training session conducted for all members of staff to promote the use of this new technology.

In response to feedback obtained from the MTR process, the ICT Officer produced updated working versions of the Project proposal form (Word and Excel Versions) to be completed by UNICEF partners. All partners were then educated on the key changes and use of the updated proposal form at a capacity building workshop organised by the Programme team.

4.2 Fin Res & Stewardship

4.2.1 Fund-raising & Donor Relations

In 2010, the office/Programme Team continued the good practice of reviewing the Donor Reports Schedule on a regular basis, which resulted in 100% of donor reports being sent on time. The donor reports are drafted by the relevant Specialists, who are guided by good examples of quality donor reports available on UNICEF’s Intranet. To ensure quality standards, all donor reports are reviewed by the Deputy Representative.

The Deputy Representative regularly monitors Programme/PBA funds Utilisation Reports, which are also discussed by the Programme Team on a monthly basis.

4.2.2 Management of Financial and Other Assets

All expenditures for the Support Budget were within authorised allotments; however, there was a shortfall for Rent & Maintenance of Premises of approximately 43% (US$59,600.00), of the annual rental. This was funded from Regular Resources in the Cross Sectorial programme. The Country Office maintained its low risk status for bank reconciliations, which meant that bank reconciliations (with monthly adjustments), reports for local Ja$, US$ bank accounts and petty cash accounts were submitted quarterly, within timelines as per instructions from HQ.

Cash Forecasts and Replenishments were prepared quarterly and uploaded monthly to UNICEF’s bank optimisation portal. On average, up to November 2010, 70% of cash requested from HQ was used on a monthly basis, this included usage as low as 47% and high as 99%. In keeping with the ‘just in time’ cash initiative the average monthly closing balance variance from the authorised closing amount of US$85,000 (up to November 2010) was 4.3%. While the average closing balance variance was low, there were two months with significant variances of 118% and negative 46%, in the first instance the Office had requested more than 100% funds than was required, while in the second case the office spent more than requested. All GL accounts for Local PAR, A/c Payable and Receivable, Staff Association, UNGLI, Petty Cash, Miscellaneous Expense and Travel monitored and appropriate adjustments were made when requested by DFAM.

Field visits used to liquidate DCT have positively impacted partner capacity in the preparation of documentation for liqation. The risk in this area remains low as the office has maintained a 0% of outstanding DCTs over nine months.

4.2.3 Supply

The Country Office does not operate a warehouse. Goods procured locally are delivered directly to partners/NGOs, which check quality, quantities and sign the delivery note/slips. The signed delivery note plus the invoice are sent to the Office for payment to the supplier.
The local market is well developed with a number of suppliers working as agents/dealers for large offshore companies offering competitive prices. A number of local suppliers whom we transact business with are traders buying offshore and not manufacturers. In this regard there is very little scope for strategic sourcing and product development.

Both offshore and local suppliers have been delivering goods in a timely manner. Offshore suppliers were primarily used to procure IT equipment for the office. Local suppliers were contacted for office & school supplies, office furniture and equipment. Supplies and equipment delivered to partners/NGOs were immediately consumed and/or put to use in a timely manner.

During the year we processed one Procurement of Service request from Ministry of Health for Oral Rehydration Salts, which arrived early on the island and were promptly cleared from the port. Supply Division was very helpful in ensuring that the ORS shipment arrived earlier than planned, due to an urgent request from MOH whose stock was running low.

**4.3 Human Resource Capacity**

The Staff Association, working closely with Senior Management, was instrumental in creating a more enabling environment, developing a friendly and supportive work atmosphere and addressing issues identified in the 2009 Global Survey. Brown bag lunches for interesting presentations have been instituted. The office premise was redecorated and re-organised according to function. Programme and operation meetings were regularly held each month.

The post of Monitoring and Evaluation Specialist was vacant throughout 2010. Upon the completion of the contract of the former M&E specialist, the post was re-assessed in light of new and evolving priorities. Limited funding in the programme and identification of the proper candidate that could manage both the M&E function and social policy analysis prevented the filling of this crucial post. There will be a concerted effort to fill this post by the end of the first quarter of 2011 to ensure that M&E/social policy capacity is an integral part of the new Country Programme.

After the departure of the Quality Education & Early Childhood Development specialist at the beginning of 2010, the post remained vacant until May. This delay immediately had an adverse effect on implementation in this key programme area. The recruitment of the QE & ECD Specialist improved the gender profile of the staff somewhat which is now at 6:13 (male:female).

No other significant changes to the staff occurred during 2010; current staffing consists of 3 IPs, 5 NOs and 11 GS staff members.

The 5 SMs attended the Regional ERP and VISION workshop and the Communication specialist attended an in-depth Communication for Development/C4D training (COMBI) in New York, as well as participating in Regional and Global Communication Workshops. All staff participated in a full day ethics training as well as in-house CITRIX training. The ICT Officer also attended the ICT training in Panama. The office took strategic advantage of the possibilities offered by technology; the increased IT connectivity enabled our participation in several Webinar sessions as well as online/e-courses through the SkillSoft programme, such as IPSAS and language training.
4.4 Other Issues

4.4.1 Management Areas Requiring Improvement

The UN Operations Management Team (OMT) collaborated on cost-savings initiatives for Travel Agency and Telecommunication Service. While the UN OMT travel agency agreement provided more flexibility and cost savings to the UN Agencies in Jamaica, UNICEF Jamaica continued to use the Amex Travel Services from New York, as this provided an average cost savings of 20% when compared to the local travel agencies. The telecommunication services which UNICEF will implement in January 2011 will see the office saving 40% on the Closed User Group Cellular and 15% on the Blackberry service. The office continued to enjoy the 35% cost savings from the 2009 OMT Courier service negotiations.

5 STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS

5.1 List of Studies, Surveys & Evaluations:
1. Evaluation of the Health and Family Life Education in Jamaica
2. Study of the Foster Care Programme in Jamaica
3. Evaluation of ‘Strengthening Diversion Opportunities, Rehabilitative and Reintegration Programmes for Children Deprived of their Liberty and Not in the Formal School System: An Integrated Livelihood and Remedial Education Project’ and Draft Sustainability Plan
4. Evaluation of the Pilot Early Childhood Health and Family Life Education Curriculum

5.2 List of Other Publications
2. Evaluation of the Bashy Bus
3. JamStats Tracking Jamaica’s Progress, brochures and bookmarkers
5. ‘Breast is still the best’ poster and ‘Breastfeeding is a family affair’ poster & Notebooks – BF promotion

6 SOUTH-SOUTH COOPERATION

The Caribbean Sub-Regional Early Childhood Development programme co-convened a task group of partners within the Consultative Group on Early Childhood Care and Development to develop a global strategy in support of children 0-to-3 years of age. The strategy provided for knowledge generation and dissemination of key messages for advocacy, in support of every child’s right to responsive parenting, a stimulating physical and social environment in which to grow and develop, good primary health care, a nutritious diet, and a safe, clean environment. The Caribbean sub-regional ECD programme also acted as focal point within the Consultative Group for climate change programming for young children.