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UNITED NATIONS DEVELOPMENT SYSTEM IN SAO TOME & PRINCIPE

**Report of the Mid-Term Review (MTR)**

**of the**

**UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK (UNDAF)**

**SAO TOME & PRINCIPE**

**2007 – 2011**

***Towards enhanced UN system effectiveness***

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*The true measure of success for the United Nations is not how much we promise but how much we deliver for those who need us most*

UN Secretary-General, Ban Ki-Moon

*All UN system work – policy, advice, technical support, advocacy, should be aimed at one end “real improvement in people’s lives and in the choices open to them”*

Derived from UNDP Monitoring and Evaluation Manual

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| PURPOSE OF THE MID-TERM REVIEW  1. Assess the extent to which UNDAF outcomes and outputs have been or are being achieved during the first three years of implementation (2009 – 2011);   2) Review the success criteria given in the terms of reference relating to (i) the role and relevance of the UNDAF, (ii) the impact on vulnerable groups (children, women, elderly, people living with disabilities, minority ethnics, unemployed...); (iii) the design and focus of the formulation of results at different levels; (iv) Effectiveness in terms of progress towards agreed UNDAF outcomes; (v) Comparative advantages of UN agencies and UNDAF; (vi) Sustainability for national development and cooperation among UN agencies; (vii) One UN Self-starter prospects; (viii) Efficiency of UNDAF for minimizing transaction costs.   1. Learn lessons of experience in relation to factors which influence the successful implementation of the UNDAF, including; (i) UNDAF and agency country programme design   (ii) UN agency participation  (iii) Management and coordination of inputs  (iv) Monitoring   1. Develop tools to strengthen UNDAF implementation during the remaining two years (2010 – 2011), and provide best practices for use in next UNDAF (2012 – 2016) 2. UNDAF Results matrix revision 3. Use of a “thematic approach” and appropriate documentation 4. Role of theme groups 5. Annual Work Plan (AWP) 6. Monitoring and evaluation 7. Recommendations to UNCT and government on the next stage |

# The UNDAF MTR Messages

The design of the UNDAF document for Sao Tome Principe is good. It is concise, short and focused on a limited number of outcome areas (7) and outputs (32). Its outcome and output statements and indicators have proved relevant, although sometimes insufficient.

But it has four major short-comings: *firstly* it is unbalanced in that most UN system has been devoted to the social sector (75%), with relatively modest contributions to productive or wealth-producing sectors or to the environment; *secondly*, its outcomes on strengthening public institutions are not always clear, measurable, *thirdly*, the UNDAF does not include all UN agencies working in the country, particularly FAO, IFAD, the World Bank, and UNESCO, *fourthly,* the absence of output level indicators makes it impossible to assess the results obtained with UN support.

In substantive terms, the UN system has made a major impact on certain key social indicators, particularly relating to combating diseases, such as malaria and HIV/AIDS and access to education, and touched a large number of beneficiaries, particularly children and other vulnerable groups.

In financial terms, it has doubled the original estimate of resources mobilized from $14.9 million to $28.3 million, with more resources likely during the remaining two years of the UNDAF (2010 – 2011). The addition of $7.2 million from the Global Fund, through UNDP, the increased cost of WFP contributions by $2.6 million, and the inclusion of other UN funds from FAO, IFAD, WB, ADB have contributed to this.

In design terms the UNDAF has been complemented by the individual agency country programmes of the participating agencies, particularly UNDP, UNFPA and UNICEF. These have been based on the UNDAF priorities, although have been broadened, so as to enable agency-specific objectives to be pursued, some of which (particularly of UNDP) have not always been consistent with UNDAF outcomes. The agency Country Programme Action Plans (CPAPs) have been the primary instrument for approving UNDP, UNFPA and UNICEF resources, and implementing Annual Work Plans (AWPs).

But in implementation terms, the above have superseded the UNDAF as an operational framework, since no equivalent UNDAF Annual Work Plans were prepared for 2007, 2008, and 2009, thus depriving the UNDAF of an instrument for formally promoting coordinated UN system support for each outcome and output area.

In monitoring terms, agency-specific reports are produced for each project (although performance varies greatly between agencies), but linkages to UNDAF outcomes and outputs are not always clear. Furthermore no UNDAF Annual Reviews have been carried out, thus depriving the UNDAF of an important mechanism for monitoring and reporting. The result has been that agency priorities have tended to supersede UNDAF ones, and systematic UNDAF-related information has not been systematically collected. This task has been made more difficult due to the absence of output indicators.

The UNDAF MTR process has, in the absence of formal UNDAF annual and other progress reports and monitoring system, attempted to collect information, often with difficulty, on each output and indicator from documents received from agencies. These have varied greatly in quantity and quality. The present Report thus reflects this, with some areas better covered than others.

In the course of the above, the major observation is that the UNDAF has been unworkable since the necessary management (RC/UNCT/RCO oversight) and operational tools (UNDAF AWPs and Annual Reviews) have never been adequately established or used. This is partly due to the current UNDAF Guidelines which do not fully elaborate on such tools, nor address the inevitable conflict between UNDAF and agency CPAPs and AWPs. But it is also due to the fact that appropriate tools were not developed locally at the outset of the UNDAF in order make it workable. This will continue unless some fundamental changes are implemented to address these short-comings.

Furthermore, the difficulties of ensuring that theme groups take full responsibility for managing and monitoring UNDAF thematic areas have meant that they have not been able to use their full potential for promoting UNDAF thematic goals, and coordinated work plans and monitoring.

As a result, the MTR process focused to a large extent in examining process issues and tools, so that corrective action can be taken during the remaining two years of the UNDAF, and learned from in the formulation of the next UNDAF. These relate to the need to:

* Revise and restructure the UNDAF and its Results Matrix, to reflect current and future needs for the next two years.
* Adopt a more systematic thematic approach, so that all agencies working in a common outcome and output area are using a common thematic frame of reference;
* Use the “programme approach”[[1]](#footnote-2) so that all UN assistance is systematically aligned with and supports specific components of the national poverty reduction strategy and national sectoral or thematic programmes or strategies, and is coordinated with (harmonized) with other UN and donor partner inputs;
* Develop “thematic programming documents” (TPD) (or “joint programming documents”[[2]](#footnote-3) (JPD) which link UN support to national programme components and to other UN agency and donor support, and UNDAF thematic work plans, to assist implementation, coordination, resource mobilization and monitoring;
* Develop a strengthened management system at the thematic level (through theme groups) and the RC level (through an appropriate management system for the UNCT and RCO);
* Establish a more rigorous monitoring system to ensure that theme-based reports are prepared, covering each agency, on a quarterly and annual basis.
* Capacity-building and awareness-raising among UN programme staff of the operational requirements of “Delivering as One”, and the enhanced responsibility of developing a UN focus in addition to an agency focus.

It is considered that all the above are both necessary and desirable, and can enable the UNDAF to transfer itself from being a sometimes irrelevant, unworkable and unmanageable framework, to one which enables the UN system to “deliver as one” in each UNDAF thematic area.

However, to achieve this goal, the necessary RC, UNCT and staff commitments will be required, together with a rearrangement of work practices and priorities to give more focus on UNDAF.

A first stage will be agreement by the RC and UNCT, on the above, preferably, as soon as possible. This should be followed by agreement on the establishment of the necessary thematic groups and chairs/co-chairs, whose number and composition would depend on needs and practical circumstances, and may take time to develop. These would be responsible for developing appropriate thematic documentation (“TPDs/JPDs”, AWPs) to complement agency project documentation, organizing meetings (with agendas and minutes), and for ensuring that necessary monitoring process (with progress reports) are set in place.

The proposed UNCT and staff Retreat in early February 2009 would provide a timely opportunity to discuss the above and initiate the UNDAF revision process.

# EXECUTIVE SUMMARY

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| 1. The UNDAF Mid-Term Review was designed to assist the UN Country Team to reflect on: (i) The design of the UNDAF document and of the individual agency country programmes and projects, and to assess whether they were relevant, compatible and complementary; (ii) the substantive results achieved visavis the performance and impact indicators targeted; (iii) the process arrangements in place in terms of contribution to the efficiency, effectiveness, and sustainability of UN support; the potential needs to up-dating and/or revise the UNDAF so that it can play a more effective role in the design, implementation, monitoring and evaluation of UN system assistance in Sao Tome and Principe, and to mobilise the necessary resources.. | Purpose |
| 2. To achieve the above, a number of tools were used, namely: (i) the preparation of Thematic Summaries (see Part II) for each area where UN-system support was being provided, so as to provide a common format for the collection of information relating to 1. above; (ii) the preparation of tables (Part 1, Annex 8) which could bring together the contributions of all UN agencies envisaged in both the UNDAF and country programme documents, as enable the UNDAF results and resources matrix to be revised and up-dated, and (iii) the analysis of information on donor partners, particularly UN system ones (Part 1, Annex 7, and Part II Annex 2). | Tools |
| 3. The review noted: (i) Considerable consistency between the UNDAF document and the UN country programmes, and attempts to ensure linkage between UNDAF Outcomes and Outputs, and the corresponding agency CP ones, although there were some areas where agency CP outcomes and outputs and projects were not adequately reflected; (ii) Exclusion of certain agencies in the UNDAF, such as FAO, IFAD, UNESCO, ADB, UNV, World Bank, which needed to be included in a revised UNDAF; (iii) Effective inter-agency collaboration between the UN agencies which definitely contributed to the collective results targeted; (iv) successful resource mobilisation, particularly from the GFATM, GEF, UNDP funds, and bilateral donors, which enabled UN agencies to increase the impact of their contributions. | Observations |
| 4. The review made a number of recommendations to increase the impact of the UNDAF process and tools, and to increase UN system aid effectiveness. These would involve (i) the more systematic adoption of “programme approach” modalities so as to strengthen *alignment* with and support to national policies and programmes and *harmonisation and coordination* between donor partners, (ii) the restructuring and revision of the UNDAF so that it covers all UN agency activities, and to adjust the text of the UNDAF accordingly; and a (iii) the strengthening of UNDAF thematic and agency project monitoring and reporting in relation to UNDAF outcomes and outputs, to ensure appropriate reporting of results; (iv) the strengthening of the role of thematic and technical working groups to monitor thematic results and activities, with designated chairs/co-chairs; and (v) Strengthening of UNDAF management mechanisms at UNCT, RCO and theme groups levels. | Recommendations |
| 5. The review recognized that the above recommendations would require a gradual adaptation of working procedures and tools in order to strengthen the role of the UNDAF and the corresponding agency inputs, which would need time, training, and support. It also recognized that without such change, the UNDAF would continue to be a marginal as opposed to a central tool, and would not be able to adequately promote a more systematic application of “delivering as one” in all thematic areas. | Implications |

# 1. INTRODUCTION

1. The UNDAF for Sao Tome and Principe was formulated in 2005 through the combined efforts of UN system agencies represented in the country (UNDP, UNICEF, UNFPA, WHO, WFP). No non-resident agencies (e.g. FAO, UNESCO and ILO participated in, or were signatories to the UNDAF, even though they provided assistance to the country. The UNDAF approval in 2006 was followed by the approval of country programmes for UNDP, UNICEF and UNFPA and the country strategy for WHO (2008 – 2013 which described the support to be provided both for their achievement of their own mandates as well as for the UNDAF.

2. The early implementation of the UNDAF suffered from the absence of a Resident Coordinator, the last one having left in 2006, and whose successor did not arrive until mid-2009. During this three year period, agency representatives served as RC a.i. on a rotating basis. Despite the absence of continuity in RC representation, the UN system implemented the UNDAF as best it could, but it was not until the arrival of the new RC that more systematic and sustained priority could be given to UNDAF implementation and the coordination of agency inputs to achieve its outcomes and outputs.

3. In mid-2009, a process was engaged to carry out a mid-term review of the UNDAF during its first three years of operation (2007 – 2009), and a consultant, Mr Michael Askwith, was engaged to assist in this task. The review process was made up of the following stages:

(i) A data collection process during July – September 2009 to bring together information on results achieved to date for the two UNDAF outcomes of (i) strengthening of basic social services and (ii) strengthening national governance institutions, and the cross-cutting outcome of Gender, and their corresponding “outcome results” ( 6) and outputs (32).

(ii) A first mission (1 – 16 October) for consultations with the UNCT, theme groups, relevant officers on the results provided to prepare a first draft of the MTR report to be made up of a Part I Analytical summary, Conclusions and Recommendations, and Part II Thematic Summaries in each of the 32 output areas of the UNDAF;

(iii) This work continued in the consultant’s home country (UK), but in view of the scope of work required and the further information needs, a second mission was considered necessary, which took place (5 – 20 November).

(iv) In carrying out the above, needs to strengthen the role of the UNDAF were identified, through (a) a restructuring of its results and resources matrix so that it reflected agency priorities and activities more effectively, (b) the more systematic application of the programme approach methodology so as to ensure that UN support was clearly linked “upstream” to national programmes and strategies, and “downstream” to other donor partners and (c) a strengthening of the role of thematic and technical working groups covering all thematic areas.

(v) The second mission also involved detailed discussion with the relevant heads of agencies, and officers on the draft thematic summaries, on additional information needs, and on the practical implications of implementing the recommendations envisaged. Drafts of the proposed Parts I (Summary Analysis), and II (Thematic Summaries) of the MTR Report[[3]](#footnote-4) (and Annexes were up-dated and suggestions for an up-dating of the UNDAF Results Matrix was prepared. All of the above were also designed to provide appropriate substantive and operational justification for subsequent resource mobilization efforts in priority thematic areas.

4. Chapter 2 summarizes the country context of Sao Tome and Principe in terms of its governance, economic development, social development and natural resources environment, as well as its potential opportunities and needs.

5. Chapter 3 provides a reminder of the policy frameworks in which UN assistance needs to be provided, in particular the national Poverty Reduction Strategy Paper (2005 – 2010), the Millennium Development Goals (MDGs), the Paris Declaration on Aid Effectiveness (March 2005) and national sectoral or thematic programmes or strategies where they exist.

6. Chapter 4 provides a summary of external partner support in Sao Tome and Principe and current donor coordination issues based on the Donor Partner Matrix included as Annex 2 to Part II, and the donor partner summaries included as Annex 7 of Part I, particularly relating to UN and related agencies which are not signatories to the UNDAF, notably the GFTAM, FAO, UNESCO, IFAD, World Bank, ADB.

7. Chapter 5 provides an analysis of the UNDAF document in relation to the UN agency country programmes which are meant to derive from it, and observes that while there is much compatibility between the two, different structures, language and priorities in agency CPs meant that the UNDAF has tended to be marginalized as an operational tool, thus giving rise to the need for restructuring of its results and resources matrix so that it can adequately cover all UN agency activities. This chapter also makes observations on the experience of joint programming and thematic and working groups, highlighting areas where this could be strengthened.

8. Chapter 6 summarise the main results given in the Thematic Summaries prepared as working documents for this Report. These observations relate to both substantive as well as process results, and provide a useful opportunity to reflect on the design, implementation and monitoring issues involved. With a total of 32 thematic areas, this task involving a review of each one using a common methodology. The information received varied greatly, with the result that some thematic areas are covered more comprehensively than others.

9. Chapter 7 summarises the Findings on the results observed in the earlier chapters, and the issues of relevance, impact, design, effectiveness, comparative advantage efficiency and sustainability as given in the terms of reference.

10. Chapter 8 makes Recommendations for follow-up action in the light of these Findings, while discussing some of the practical implications involved in addressing them in terms of RC, RCO and UNCT management, as well as the personal organisation of time and priorities by the responsible officers. A suggested time frame for action is also given.

11. This Report also includes a number of annexes relating to the Terms of Reference of the MTR (Annex 1), People met (Annex 2), Documents consulted (Annex 3), and Summary Economic and social statistics – Sample of basic data (Annex 4), revised UNDAF structure by thematic area and agency support (Annex 5) and UNDAF Management Plan 2010 – potential format.

12. The summaries of the substantive results given in chapter 6 are based on information given in a proposed Part II Thematic Summaries for each of the 32 thematic areas included in the UNDAF, as well as others which may not be included, but which are covered by the revised UNDAF structure. It should be noted however that due to time and information constraints, it has not been possible to complete all of them, with the result that some of them contain information gaps. Since these Thematic Summaries are designed to be “living” documents, and up-dated on a regular basis by their corresponding thematic and UN technical working groups, it is hoped that TG/TWG chairs will ensure that these summaries are up-dated as appropriate, and used in the formulation of coordinated UN system support.

# 2. COUNTRY CONTEXT – SAO TOME & PRINCIPE

## 2.1 Governance

13. The year 2008 was marked by three changes of government in Sao Tome and Principe. Only three months after succeeding the Government of Prime Minister Tome Vera Cruz, the Government of Prime Minister Patrice Trovoada of the Independent Democratic Action (ADI) party, faced grave difficulties in passing its budget through the National Assembly. This situation prompted the Movement for the Liberation of Sao Tome and Principe/Social Democratic Party (MLSTP/PSD) to file a motion of censure, which ultimately broke the ruling coalition and brought about the sixth change in government since 2001.

14. On 20 June 2008, President Fradique Melo Bandeira de Menezes swore in a new “National Government” under the leadership of Prime Minister Joaquim Rafael Branco, head of the MLSTP/PSD. The new administration has portrayed itself as a technocratic government with a clear mandate until 2010, when legislative elections are due.

15. The Government of Prime Minister Branco has outlined three pillars for the policy of his administration, namely: (i) combating corruption; (ii) greater efficiency in public administration; and (iii) increased interaction with civil society in determining national policy.

16. Since taking office in June 2008, the Government has been faced with continuing challenges: Towards the beginning of its term, serious problems were faced in the procurement and distribution of salt to all parts of the country, followed by a shortfall in the availability of rice. Frequent changes in senior government personnel has also affected continuity in operations, which have affected UN system support. New elections are envisaged for the first half of 2010.

## 2.2 Economic development

17. According to the draft Strategic Development Plan for Poverty Reduction ( Plano Estratégico De Desenvolvimento Para A Redução Da Pobreza) 2010-2015(September 2009) (page 6), Sao Tome and Principe achieved an annual 6% rate of growth (2003 – 2006), which compares well with the 5.3% average for all countries in Africa south of the Sahara but depended to a large extent on a high proportion of public investment covered by international finance (78%), thus underlining the challenge of developing national resources so that sustainable development can take place. This would require an expansion of the productive sector, which at present depends predominantly (90%) on the export of cocoa

18. Sao Tome and Principe is included in the UN’s list of least developed countries and is rated as number 123 out of 177 countries in the UNDP Human Development Index (HDI, 2007). With a Gross Domestic Product of $123 million (200?), and a per capita income of $764, approximately 53% or 60,000? of the population of 160,000 have incomes below the poverty line of $2 per day.

19. On the economic front, the country’s service sector accounts for 68 percent of GDP, while the agriculture sector accounts for 18 percent of GDP. Though the high price of petroleum experienced in 2008 is thought to have increased the economic vulnerability of the country, economic growth is estimated to have remained constant relative to 2007 at 6 percent per annum.

## 2.3 Social development

20. On the health side, considerable gains have been achieved in combating the major diseases of malaria and HIV/AIDS, and in reducing the levels of child mortality due to high levels of vaccination, as well as of maternal morbidity and mortality. These results point to the likelihood that the MDG 3 Infant mortality, MDG 4 Maternal mortality, MDG 6 HIV/AIDS will be reached by 2015.

21. On the education side, levels of educational enrolment and attainment are still relatively low, with major needs in the provision of trained teachers and equipped, child-friendly schools, with the result that MDG 2 Primary education is unlikely to be reached by 2015. At the secondary level, results are relatively promising, with a small number continuing with further education, mainly abroad. A recent problem has risen however in the form of a relatively large number of Sao Tomean graduates looking for jobs on their return to the country, due to the absence of adequate employment opportunities to use their skills.

## 2.4 The environment and climate change

22. A limited base of professionals is aware of climate change issues in STP. STP participates in the UNFCCC negotiations, being a member of the G77+China, Alliance of Small Island States (AOSIS) and the Africa groups and is perceived as highly vulnerable of nations due to its poverty and being a small island. STP has produced a National Communication on Climate Change (2004) and National Adaptation Programme of Action (2007) and is in the process of producing a Second National Communication on Climate Change (2009-2010).

23. Long term climatic projections for the region are of greater variability in, and more extreme, climatic events, alongside higher average temperatures. STP lacks access to sufficient data on climate change and climate variability at a useful scale. Recorded increase in average temperatures in São Tomé and Príncipe to date has been 0.1C per decade since the 1960s. A concurrent significant decrease in rainfall (5.2% per decade) has increased the length of the dry season. Observation of decreased river volumes and rainfall are reported by the population.

24. Future projections indicate a hotter climate, and uncertain impacts on precipitation averages. Extreme rainfall events are expected to increase. The low resolution of the global circulation models makes it impossible to analyse the area at less than a national level. Unfortunately, given the significant habitat and ecological niche differences created over a small area by the altitudes of this small volcanic island, the global circulation models cannot currently provide information that is useful or accurate at a sub-national level. This scientific uncertainty remains one key issue around climate change in STP.

25. The potential impacts of climate change on the population are not well known, either in terms of meterological change, or in terms of the physical, social, economic and cultural impacts related to this. There is currently very limited capacity throughout government and civil society to understand or to address this issue through either knowledge, technical and financial resources.

## 2.5 Opportunities and needs

26. The new Strategic Plan for Poverty Reduction (SNRP) 2010 – 2015 (Draft of September 2009) identifies development opportunities on the economic and social front, with the following goals: (a) Reduce the proportion of the population living in poverty (53.8% in 2010) to one third by 2015, (b) Provide access to all of basic social services, and an improved quality of life, by 2015, and (c) Reduce gender inequalities between districts and the Autonomous region of Principe. Further clarification of development needs and opportunities should be provided in this plan as well as in the Long-Term Perspective Study currently under preparation.

27. In order to mobilize resources for the implementation of the SNRP, a Round Table Reunion was organised in 2005 followed by sectoral round tables for infrastructure, education and training and governance and a consultation meeting for the Autonomous Region of Principe. It is possible that a further round-table meeting will be needed in 2010 to review priority needs of the up-dated SNRP (2010 – 2015) and to facilitate resource mobilization.

# 3. NATIONAL POLICY FRAMEWORKS

## 3.1 Poverty Reduction Strategy Papers (PRSPs)

28. The Poverty Reduction Strategy Paper (PRSP) (200? – 20..?) (or Document Stratégique de Réduction de la Pauvrété) (DSRP)[[4]](#footnote-5) of Sao Tome covers the period from 2005 to 2010. The PRSP was based on a diagnostic study carried out in 2001 that highlighted the fact the 54% of the population (of which 65% in rural areas) live below the poverty level, while 15% (22% in rural areas) live in extreme poverty. DSRP priorities thus focused on three main objectives: (i) Reduce by half the percentage of the population living in poverty by 2010 and by a third by 2015; (ii) Achieve universal access to basic social services by 2015, while improving the quality of life of the whole population, and (iii) reduce social disparities considerably, between the sexes, districts and regions of the country.

29. The five main priorities given in the DRSP, were:

1) Reform of public institutions, capacity strengthening and promotion of a policy of good governance;

2) Acceleration and redistribution of growth;

3) Creation of opportunities for the increase and diversification of incomes for the poor;

4) Development of human resources and improvement of access to basic social services;

5) Monitoring, evaluation and up-dating of the strategy.

30. Implementation of the DSRP was through a series of Priority Action Programmes (PAP), of which the first one of $169 million covered the 2006 – 2008 period, of which 44% was due to come from national resources and the rest from international donors. The PAP focused on three main areas, namely: (i) Reform of public finances and legal frameworks and regulations which affect private sector entrepreneurs; (ii) Launching of a programme of public infrastructure works (roads, port, airport, energy and water); (iii) Development of human capital by strengthening access to education, combating HIV/AIDS and malaria, and improving primary health care.

## 3.2 MDG-based national development strategies

31. The first MDG Report was drafted and finalized during 2008. The report’s projections (See Annex 9 below) indicate that the country will not be in a position to achieve MDG1 Poverty reduction and hunger, MDG 3 Gender equality targets, MDG 7 Environmental sustainability by 2015. However, other MDGs, where current UNDAF assistance is giving major priority, including MDG 2 Primary education, MDG 4 Infant mortality, MDG 5 Maternal health and MDG 6 HIV/AIDS and other transmissible diseases could be achieved. This suggests that it may be appropriate to consider increasing UN system priorities to address MDGs 1, 3 and 7.

## 3.3 The Paris Declaration on Aid effectiveness

32. The Paris Declaration on Aid Effectiveness (March 2005) committed its signatories to reform deliver and management of aid. The Paris Declaration evolved from a series of high-level processes that promised significant change in development assistance architecture, including the Monterrey Financing for Development conference (2002), the Rome High Level forum on Harmonization (2003), and the Marrakech Roundtable on Managing for Development Results (2004). While acknowledging the need to increase resources for deve3lopment the Paris Declaration stresses that aid delivery and management must become more effective across all aid modalities.

33. Donor and developing countries agreed on a set of five principles to promote aid effectiveness:

(i) **Ownership** commits partner countries to exercise leadership in implementing and coordinating nationally defined development strategies;

(ii) **Alignment** commits donors to base support on partners’ national development strategies, institutions and procedures;

(iii) **Harmonization** commits donors to reduce fragmentation through harmonized and transparent actions;

(iv) **Managing for Results** commits donors and partner countries to manage resources and improve decision-making for results, and

(v) **Mutual accountability** promotes donor and partner country accountability for development results.

## 3.4 Sectoral or thematic programmes and strategies

34. One of the key concerns of the Review has been to assess the extent to which individual projects and UN system-assisted activities are linked to the attainment of objectives given in sectoral or thematic programmes and strategies. As a result, it has attempted to establish the scope and number of such national programmes and strategies, and to see how and if they are being used by the UN system in the design and implementation of their support.

35. The Thematic Summaries given in Part II include a section where details of the national policy and programme framework are mentioned. This provides assurance to the government that UN partners are aligning their support with national priorities, and a reminder to UN staff that projects should be designed and implemented with a view to supporting specific components and outputs of national programmes and strategies.

36. A review of each of the thematic areas supported by the UN shows that many of them do not appear yet have such a policy framework and are not specifically linked to either the formulation or the support of national programmes or strategies. Annex 9 in Part II includes a column showing those thematic areas where a national programme or strategy exists, and where one should be developed to provide an appropriate policy framework for UN system alignment.

37. The present MTR and its recommendations confirm the validity of the five Paris Declaration principles, which should be applied in the following ways, in the Sao Tome & Principe context:

*(i)* ***Ownership*** *commits partner countries to exercise leadership in implementing and coordinating nationally defined development strategies;*

Joint Government/UN thematic groups should be developed in the key sectors to enable government and donor partners to collaborate on the development of appropriate responses to development challenges in each thematic area;

*(ii)* ***Alignment*** *commits donors to base support on partners’ national development strategies, institutions and procedures;*

UN system support should be linked to support selected components of national programmes and strategies for each thematic area. Where such national programmes or strategies do not yet exist, the UN system should assist the relevant national authorities in formulating them as part of its upstream role in strengthening capacity for policy and programme formulation;

*(iii)* ***Harmonization*** *commits donors to reduce fragmentation through harmonized and transparent actions;*

UN system support should be coordinated to support the above national programme and strategy components, and managed in such a way that the maximum value added can be derived from individual projects and activities. To achieve this, thematic groups and UN technical working groups will be responsible for developing common annual work plans (AWP) for each thematic areas, showing the roles of each agency;

*(iv)* ***Managing for Results*** *commits donors and partner countries to manage resources and improve decision-making for results;*

Thematic area AWPs should be prepared which identify targets and indicators at both the outcome and output levels, so as to provide appropriate benchmarks for implementation and monitoring;

*(v)* ***Mutual accountability*** *promotes donor and partner country accountability for development results.*

38. In order to achieve the above, an appropriate UNDAF management system should be developed which ensures that:

* Annual work plans are prepared for each UNDAF thematic area, so that all agency inputs are planned in a coordinated way, which contribute to common national priorities, as given in national programmes or strategy documents;
* Thematic progress reports, probably quarterly, and annually, are prepared to summarize the results of each agency’s support in each thematic area;
* Annual report, summarizing the results recorded in thematic progress reports, and the issues arising, which can then be brought together as an UNDAF Annual Review Report;
* Theme groups take responsibility for the management of coordinated UN system support in each thematic area.
* Stakeholder meetings (Theme group, with government and donor partners) and UN Technical Working Group (TWG) are held, so that results and inputs can be accounted for, and management decisions taken as appropriate.

# 4. EXTERNAL PARTNER SUPPORT AND COORDINATION

## 4.1 The main partners

39. Sao Tome and Principe is highly dependent on official development assistance (ODA), with 80 percent of the government’s public investment budget being externally supported. For a number of reasons, official development assistance (ODA) has decreased since 2000.

Table Active donor partners in 2007 (STP

|  |  |  |
| --- | --- | --- |
| **Bilatéraux**  Chine-Taiwan\*  Espagne\*  AFD\*  France SCAC\*\*  Portugal  Italie  Brésil  Etats-Unis (Millennium Challenge Corporation (MCC) (USA)  Japon  Cap Vert  Angola  Nigeria  Guinée Equatoriale  Maroc | **Multilatéraux (Investissement et coût de fonctionnement)**  BAD-FAD\*  BM\*  UE\*  FIDA  BADEA\*  IMF  Fond Mondial pour le SIDA  Initiative pour l’accélération de l’éducation pour tous  PAM | **Budget**  PPTE\*  Trésor\*  Fonds de contrepartie (Japon) |
|  | **Multilatéraux (Assistance Technique)**  FNUAP\*  PNUD\*  ACBF\*  OMS  UNICEF  FAO  Cadre Intégré |  |

Source : Georges Chapelier et Frederico Gustavo dos Anjos (2007) Sao Tomé et Principe - Coordination et Gestion de l’Aide Publique au Développement (Octobre 2007) (47 pages)

## 4.2 Donor coordination issues

40. Donor partner management: Following the Round Table organized in Brussels in 2005, the Government committed itself to improving ODA management and adopted the Paris Declaration principles. The UNCT led by UNDP supported the Government in undertaking an assessment of the situation of aid management and coordination in the country[[5]](#footnote-6). As a result, the UNCT recommendation for the establishment of a national institutional mechanism for ODA management and coordination was adopted while a capacity building programme was formulated to support the structure, and agreement reached between UNDP and the Government of Portugal for financing the structure was also signed (Project 57790 Support to Aid Coordination Unit, $360,000). However, it is not yet operational, although the post of national project manager is currently under recruitment. Anecdotal evidence suggests that donor coordination is weak, with donors preferring to work individually, with little concern for coordination, a tendancy which is at variance with the goals of the Paris Declaration.

41. UN coordination: The present Resident Coordinator assumed his functions in Sao Tome and Principe in August 2008, following a three-year period during which the UNICEF Deputy Representative served in an ad interim position. Similarly, the position of Coordination Specialist in the UN Country Team (UNCT) remained vacant for a period of 7 months during 2008. Nonetheless, the UNCT was able to achieve significant progress in ensuring continuity of coordinated UN operations. The UNCT meets regularly to discuss UN system issues, including the UNDAF.

42. UNDAF management. The two theme groups for basic social services and governance meet periodically to discuss issues of common concern and areas of joint programming. However, there does not appear to be a formal UNDAF management mechanism either at the RCO level, or at a theme group level, which monitors UNDAF results, both substantive and process, on a systematic basis. This needs to be urgently addressed if the full UNDAF potential for facilitating “Delivering as One” is to reach its potential.

# 5. DESIGN AND IMPLEMENTATION OF UN SYSTEM SUPPORT (2007 – 2011)

## 5.1 UNDAF design

43. The UNDAF preparation was preceded by the preparation of a Common Country Assessment (CCA) in 2007[[6]](#footnote-7) This CCA highlighted specific development issues identified by six thematic groups which it considered merited the attention of the UN system, and recommended that….

44. The CCA considered the five main priorities given in the DRSP, namely:

1) Reform of public institutions, capacity strengthening and promotion of a policy of good governance;

2) Acceleration and redistribution of growth;

3) Creation of opportunities for the increase and diversification of incomes for the poor;

4) Development of human resources and improvement of access to basic social services;

5) Monitoring, evaluation and up-dating of the strategy.

45. The UNDAF formally only adopted priorities 1 and 4 above, although agency CPs did include projects relating to priorities 2), 3) and 5). The two UNDAF outcomes were defined as follows:

1) Access to basic social services and a healthy environment, with 4 main “sub-outcomes” and 23 “outputs” to be delivered with UN system support;

2) Strengthening of public institutions for the protection of human rights, equity with natural resources distribution and sustained dialogue with civil society, with three main sub-outcomes and 13 outputs.

Figure Contributions of UN system agencies to UNDAF (%)

## 5.2 UN agency country programmes

46. UN agencies have attempted to align the support of their CPs and projects to UNDAF outcomes and outputs, for which matrices have been prepared to show linkages:

1) UNDP – see 5.2.1 Table 3 below

2) UNFPA – see 5.2.2 Table .. below

3) UNICEF – see 5.2.3 below

4) WHO – see 5.5.2 below

47. However, implementation experience has shown that the UNDAF structure and outcomes and outputs are not always consistent with those of agencies, and vice versa, with the result that some projects do not easily fit with UNDAF outcomes or outcomes.

### 5.2.1 UNDP CP priorities in relation to UNDAF

48. The observation above is particularly relevant for UNDP, which has four UNDP CP priorities[[7]](#footnote-8):

1) *Poverty reduction* (Strengthening of Poverty Reduction Observatory, preparation of national human development reports (NHDR) and MDG Reports; support to health sector (through GFATM) particularly for malaria and HIV/AIDS prevention and control);

2) *Good governance* (Economic governance, particularly relating to the management of potential oil resources, trade policy and promotion);

3) *Environmental protection* (compliance with international environmental conventions, management of protected areas;

4) *Gender* (mainstreaming of gender equity and equality issues in the formulation and implementation of programmes, projects and outputs, and with UNFPA support to National Strategy on Gender).

49. It should be noted that the Results and Resources Framework given in the UNDP CPAP lists UNDP support according to UNDAF Outcomes, but is numbered according UNDP priorities. The absence of specific referencing to the UNDAF numbers where these differ from the UNDP ones makes cross-referencing more difficult. This also highlighted areas in the UNDAF Results Framework where agency support is not fully addressed by the UNDAF, thus suggesting the need for an amplification and restructuring of the UNDAF RM.

50. A suggested revision to the UNDAF structure which could reflect the UNDP-assisted projects is given in Annex 8 of Part II, and summarized below for easy reference:

Table Suggested revised UNDAF structure to include all UNDP-assisted projects.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Outcome and sub-outcome** | **UNDP** | |
|  |  | **Projects** | **$** |
| 1 | **BASIC SOCIAL SERVICES** |  |  |
| **1.1** | **Access to quality health services** |  |  |
| 1.1.1 | Reproductive health |  |  |
| 1.1.2 | Malaria prevention | Lutte contre le Paludisme -I (GFATM) Round 4 | 1697 |
|  |  | Lutte contre le Paludisme - II  (GFATM) Round 7 | 4118 |
| 1.1.3 | Child vaccination |  |  |
| 1.1.4 | Essential drugs and RH products |  |  |
| 1.1.5 | Health staff development |  |  |
| 1.1.6 - 1.1.7 | Nutrition services |  |  |
| **1.2** | **Fight against HIV/AIDS** | Lutte contre le VIH/SIDA (GFATM) Round 9 | 1401 |
| 1.2.1 | Information for prevention |  |  |
| 1.2.2 | VCCT |  |  |
| 1.2.3 | Blood quality |  |  |
| 1.2.4 | Capacity development |  |  |
| 1.2.5 | Support to PLWHA |  |  |
| 1.2.6 | Food security and orphans |  |  |
| **1.3** | **Education** |  |  |
| 1.3.1 | Education services |  |  |
| 1.3.2 | Literacy services |  |  |
| 1.3.3 | Distance learning |  |  |
| 1.3.4 | School feeding |  |  |
| 1.3.5 | Education for girls and women |  |  |
| **1.4** | **Water, sanitation and environmental protection[[8]](#footnote-9)** |  |  |
| 1.4.1 | Water supply and use |  |  |
| *1.4.2* | *Environmental protection* | *Mise en œuvre du Protocole de Montréal : Programme d’Assistance Technique - Creation d’un Centre de recyclage (54804)1* | *110* |
|  |  | *Programme National sur l’Education Environmentale (56869)* | *90* |
|  |  | *Education et sensibilisation environmentale (70415)* | *23* |
| 1.4.3 | Sanitation | Actions de Prévention pour Contribuer à la Lutte Contre le Cholera (57428) | 200 |
| *1.4.4* | *International environmental conventions* | *Auto-évaluation des Capacités Nationales (39377) (GEF)* | *200* |
|  |  | *Elaboration du 3ème Rapport National sur la Biodiversité à STP (48010) (GEF)* | *20* |
|  |  | *Elaboration du 4ème Rapport National sur la Biodiversité à STP (57358) (GEF)* | *20* |
|  |  | *Elaboration de la 2ème Communication Nationale sur les Changements Climatiques à STP (50191) (GEF)* | *185* |
|  |  | *Lutte contre la desertification (50932)* | *25* |
| *1.4.5* | *Environmental management* |  |  |
| 2 | **GOOD GOVERNANCE** |  |  |
| 2.1 | Strengthening of public institutions | Strengthening Leadership (70188) | 300 |
| 2.1.1 | Protection of children, youth and vulnerable groups |  |  |
| 2.1.2 | Natural resources management |  |  |
| 2.1.3 | Media development | Promoting Democracy and Public Accountability in Sao Tome & Principe (55304) | 308 |
| 2.1.4 | Statistical development | Modernisation et Informatisation d’Etat Civil (60213) | 162 |
| 2.1.5 | Gender equality | Plaidoyer pour l’égalité et l’équité du genre (58940) | 55 |
| 2.1.6 | Rule of law | Formation des Officiers de la  Justice (57055) | 160 |
|  |  | Appui institutionnel à la Cour des Comptes (14846) | 48 |
| 2.1.7 | Education and health capacity development |  |  |
| 2.1.8 | Human rights | 1 |  |
| **2.2** | **Aid coordination capacity development** |  |  |
| 2.2.1 | Aid coordination | Appui à l’Unité de Coordination des Aides (UCA) (57790) | 360 |
|  |  | Appui à l’exécut.du 6ème Prog. Pays et Renf. Cap. Part.d’exécution de la gest.Aide au Dév. (63824) | 400 |
| **2.3** | **Decentralization** |  |  |
| 2.3.1 | Community development | Appui aux communautés de base en matière de Gouvernance Locale et Réduction de la Pauvreté (14851) | 525 |
| 2.3.2 | Local government strengthening (district and city councils | Renforcement des Capacités des Élus locaux (56982) | 262 |
| 3 | **ECONOMIC MANAGEMENT[[9]](#footnote-10)** |  |  |
|  | *Economic governance* | Rapport National sur le Développement Humain Durable (14841) | 250 |
|  |  | Appui à l’exécution des mécanismes de Suivi de la SNRP | 555 |
|  | *Business and trade development* | Etablissement d’un environnement favorable aux affaires – Guichet Unique (54592) | 395 |
|  |  | Renforcement Cap. de la Direction du Commerce pour l’intégration dans le Commerce international (54593) | 229 |
|  |  | Amélioration de la commercialisation de viande (50445) | 329 |
|  |  | Création de Circuits de Randonnée et Formation de Guide pour la Pratique de l’Ecotourisme (46722) | 142 |
| **4** | **ENVIRONMENTAL MANAGEMENT** |  |  |
| 1.4.2 | Environmental protection | Mise en œuvre du Protocole de Montréal : Programme d’Assistance Technique - Creation d’un Centre de recyclage (54804)1 | 110 |
|  |  | Programme National sur l’Education Environmentale (56869) | 90 |
|  |  | Education et sensibilisation environmentale (70415) | 23 |
| 1.4.4 | International environmental conventions | Auto-évaluation des Capacités Nationales (39377) (GEF) | 200 |
|  |  | Elaboration du 3ème Rapport National sur la Biodiversité à STP (48010) (GEF) | 20 |
|  |  | Elaboration du 4ème Rapport National sur la Biodiversité à STP (57358) (GEF) | 20 |
|  |  | Elaboration de la 2ème Communication Nationale sur les Changements Climatiques à STP (50191) (GEF) | 185 |
|  |  | Lutte contre la desertification (50932) | 25 |
| 1.4.5 | Environmental management |  |  |

### 5.2.2 UNFPA CP priorities in relation to UNDAF

51. UNFPA priorities are grouped as follows:

Table UNFPA priority areas and projects in relation to UNDAF Outcomes

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **UNDAF Outcome 1 Access to basic social services** | **RR** | **OR** | **Total** | **%** |
| 1 | **Reproductive health** |  |  |  |  |
| 1.1 | *Access to and utilization of RH services* |  |  |  |  |
| 1) | Availability of a package of integrated RH services (STP5R201) |  |  |  |  |
| 2) | Coverage and utilization of services for HIV/AIDS prevention (STP5R209) |  |  |  |  |
| 3) | Knowledge and ability to prevent HIV/AIDS (STP5R301) |  |  |  |  |
|  | Sub-total |  |  |  |  |
|  | **UNDAF Outcome 2 Public institutional reform, capacity building and promotion of good governance.** |  |  |  |  |
| 2 | **Population and development** |  |  |  |  |
|  | *National and sectoral policies, plan s and programmes linking population and development* |  |  |  |  |
| 1) | Availability and use of disaggregated population data (STP5P101) |  |  |  |  |
|  | *Sub-total* |  |  |  |  |
|  | **UNDAF cross-cutting area – Gender: Equality of women and men in political, economic and social life.** |  |  |  |  |
| 3 | **Gender** |  |  |  |  |
|  | *Institutional mechanisms to promote gender equality* |  |  |  |  |
| 1 | Institutional capacity to integrate population, RH and gender into policies, strategies and plans (STP5P202) |  |  |  |  |
|  | *Sub-total* |  |  |  |  |
| 4 | **Programme coordination and support** |  |  |  |  |
|  | Capacity of national and local institutions to implement gender policy (STP5G103) |  |  |  |  |
|  | **Sub-total** |  |  |  |  |
|  | **GRAND TOTAL** |  |  |  |  |

### 5.2.3 UNICEF CP priorities in relation to UNDAF

52. UNICEF priorities are grouped as follows:

***1. Advocacy and social policy***, whose goal is to “ensure that protection and fulfillment of the rights of children and families are given high priority within national policies and programmes.” through two projects:

*1.1 Information and analytical data on children and women are available, widely disseminated and utilized of advocacy for social policy development and planning in order to achieve the following expected results:*

(i) Preparation of Multiple Indicator Cluster Survey III (2006-2007)

(ii) Introduction of DevInfo software (training of 25 civil servants from seven sectoral ministries (UNDAF output 2.1.4) and trained trainer, and provision of IT equipment for 6 ministries, and establishment of web-lionked “STPInfo) (UNICEF/UNDP/UNFPA);

(iii) Preparation of 2nd National MDG Report (2008);

(iv) Preparation of “Situation Analysis on Women and Children in STP” (September 2009);

*1.2 Child friendly policies that contribute to social mobilization in favour of the protection and promotion of children and women adopted by the authorities, through:*

(i) Support to the development of a Community Radio Broadcasting Policy (Ministry of social Communications and the Office of the Prime Minister).

*1.3 Quality and effective legislation produced in harmony with Commission of the Rights of the Child (CRC) and the Convention on the Elimination of Discrimination Against Women (CEDAW), through:*

(i) Passage of Domestic Violence Law and revision of the Penal Code, with 30,000 copies of the law produced and UNDP produced 25,000 copies (UNICEF/UNDP);

(ii) Revision of the Penal code to promote harmonization with CRC and CEDAW and to reflect punitive actions against offenders which in the past were not considered.

(iii) 2nd National CRC implementation and Monitoring Report was elaborated and distributed;

(iv)Three national training sessions on the CRC were organized for 250 members of the security forces (male and female soldiers, policemen and women and members of criminal investigation department)

*1.4 Child-friendly policies that contribute to social mobilization in favour of the protection and promotion of children and women adopted by the authorities.*

(i) Preparation of a “A World Fit for Children” Report

(ii) Strengthening of the national CRC Monitoring Committee by Ministry of Foreign Affairs and Federation of NGOs (FONG);

***2. Communications, partnerships and resource mobilization*** to produce: the expected results of:

*2.1 Strengthened capacities in government, civil society and communities to collect and disseminate information that contributes to behavioural changes and to the adoption of positive social practices in families and communities*, through:

(i) Using broadcast media and community mobilization (UNICEF/UNDP)

(ii)Cartoon use;

(iii) Newspaper use

*2.2 Reinforced institutional and professional media capacity in support of programme outcomes and the MDGs* through:

(i) Training and building of media capacities; (UNICEF, UNDP/UNDEF, UNESCO)

(ii) Advocacy initiatives

*2.3 Enhanced Government, donor, development partner and private sector commitment for increased financial and material support to programmes for children and women* (UNICEF, UNDP/UNDEF, UNESCO, ADB, etc.)

***3. Survival of the child and health promotion*** through the expected results of:

*3.1(a) The Minimum Health Package for child survival guaranteed for 90% of under-five children of both sexes and for pregnant women* (including vaccination*;*

*3.2 (b) Maternal mortality reduced by 75%, from the current level of 101.6 in 100,000 to 25 in 100,000;*

*3.3 (c) Moderate and severe malnutrition in under-five children of both sexes reduced by half, from 10.6% in 2003 to 5.5% in 2011.*

*3.4 (d) Consumption of iodised salt guaranteed to 95% of the country’s population*

*3.5 (e) Community participation in the management of district health facilities strengthened*

*3.6* *(f) Improved access to information and means necessary for the adoption of low-risk sexual behaviour for both sexes*

***4. Education****,* through the Expected Results of*:*

*4.1 Every teacher in basic education will have received specific training, so as to contribute effectively to the improvement of the teaching/learning process nationwide.*

*4.2 The Child Friendly School Initiative (CFSI) co-managed by the communities, will be replicated in 50 schools, ensuring potable water, sanitation and hygiene in four districts as well as in the Autonomous Region of Principe*

*4.3 Life skills training for 75% of in-school and 50 percent of out-of-school female adolescents in four districts and Principe, aiming to promote gender parity in enrolment, and reduce adolescent pregnancies and dropping out; 4.4 Promotion of access to education through distance learning through community radios established in four districts and on Principe.*

*4.4 Effective partnership of children, teachers and communities towards school canteen nutritional improvement increased in all primary schools.*

***5. Child protection,*** *through the Expected Results of:*

*5.1 100 per cent registration using key sectoral partnerships nationwide*

*5.2 Capacity of national and local level mechanisms for the popularization of CRC and monitoring its implementation strengthened;*

*5.3 Increased knowledge and capacities of Government, the National Assembly, security forces and civil society groups to defend chi8ldren and women’s rights, and to reduce and monitor violations, especially sexual exploitation, child labour and domestic violence.*

***6. Water, sanitation and hygiene*** *through the Expected Results of:*

*6.1 Institutional capacity enhanced for improved monitoring and evaluation of water supply and use; (UNDAF output* 1.4.1. Awareness and implementation of the rational use of water are improved

*6.2 Community access to potable water increased from 20% to 80%;(UNDAF output* 1.4.1. awareness and implementation of the rational use of water are improved);

*6.3 Hygiene practices and sanitation improved in 80 % of primary schools and communities of all districts, aiming especially at improving girls’ attendance at school. UNDAF output* 1.4.3. Target population practices in hygiene and in the protection of the sanitation zone are improved)

Table UNICEF priority areas and projects in relation to UNDAF outcomes[[10]](#footnote-11)

|  |  |
| --- | --- |
| 1 | **UNDAF Outcome 1 Access to basic social services** |
| 1.1 | Health |
| 1.1.6 | Nutrition |
| 1.2 | HIV/AIDS |
| 1.4.1 & 1.4.3 | WASH |
| 2 | **UNDAF Outcome 2 Public institutional reform, capacity building and promotion of good governance.** |
| 2.1 | Economic and social planning and management |
|  | Advocacy and social policy |
|  |  |
|  | **UNDAF cross-cutting area – Gender: Equality of women and men in political, economic and social life.** |
| 3 | **Gender** |
|  | *Institutional mechanisms to promote gender equality* |
| 1 | Institutional capacity to integrate population, RH and gender into policies, strategies and plans (STP5P202) |
|  |  |

**Analyse de l’utilisation des fonds des Programmes du Survie de l’Enfant**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Années** | **Programmes** | | | | | | | | **Total Général** |
| **Santé** | **%** | **HIV/Sida** | **%** | **Nutrition** | **%** | **WASH** | **%** |
| **2007** | 174,393 | 40.4 | 96,429 | 22.3 | 18,061 | 4.19 | 142,483 | 33.0 | 431,366 |
| **2008** | 118,842 | 32.3 | 104,178 | 28.3 | 3,409 | 0.93 | 141,060 | 38.3 | 367,488 |
| **2009** | 50,899 | 39.6 | 29,637 | 23.1 | 287 | 0.22 | 47,438 | 36.9 | 128,262 |
| **Total Général** | **344,134** |  | **230,242** |  | **21,757** |  | **330,981** |  | **927,116** |

Table UNICEF Resources mobilisation and utilisation (2007 - 2009)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Year | **Planned** | | **Available** | | **Expenditure** | | **Impl. Rate** | |
| RR | OR | RR | OR | RR | OR | RR | OR |
| **2007** | 850,000 | 632,000 | 915,355 | 173,845 | 898,876 | 170,012 | 97.8% | 98.2% |
| **2008** | 850,000 | 632,000 | 773,595 | 393,656 | 739,276 | 382,591 | 95.6% | 97.2% |
| **2009** | 850,000 | 632,000 | 757,635 | 390,357 | 457,833 | 90,827 | 47.79% | 23.3% |

Source: UNICEF MTR (p. 51)

Table UNICEF Resource utilization by programme (2007 - 2009)

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Programme** | **UNDAF ref.** | **2007** | | **2008** | | **2009** | | **2007- 2009** | **%** |
|  |  | Available | Expend. % | Available | Expend. % | Available | Expend. % |  |  |
| 1. Advocacy and social policy |  | 126,271 | 99.9 | 66,871 | 92.0 | 175,500 | 31.7 | 368,642 | 10.0 |
| 2.Communications |  | 12,450 | 95.9 | 40,000 | 93.9 | 55,000 | 62.9 | 107,450 | 2.9 |
| 3. Child survival and health promotion | 1.1.3 | 361,313 | 97.5 | 370,730 | 91.9 | 221,121 | 74 | 953,164 | 25.8 |
| 4. Water and Sanitation | 1.4.1, 1.4.3 | 191,710 | 96.7 | 102,032 | 95.3 | 343,742 | 89.6 | 637,484 | 17.3 |
| 5. Basic Education |  | 223,882 | 98.0 | 264,975 | 98.7 | 794,100 | 62.4 | 1,282,957 | 34.8 |
| 6. Child Protection |  | 0 | 0 | 203,305 | 100 | 138,500 | 30.7 | 341,805 | 9.3 |
| ***TOTAL*** |  | ***915,626*** | ***98.0*** | ***1,047,913*** | ***95.6*** | ***1,727,963*** | ***43.2*** | ***3,691,502*** | ***100.0*** |
| HIV/AIDS | 1.2 | 89,848 |  | 91,648 |  | 25,254 |  | 206,750 |  |
| Nutrition |  | 18,062 |  | 10,206 |  | 2,87 |  | 28,268 |  |
| Source: Adapted from UNICEF MTR (p. 52)   |  | | --- | |  | | | | | | | | | |  |
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|  |  |  |  |  |  |  |  |  |  |
| Figure Breakdown of UNICEF contributions by substantive programme |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |

53. In summarizing the above it should be noted that:

(i) UNICEF programmes and language is not fully harmonized with UNDAF ones, and vice-versa with the result that:

(a) Programmes 1. Advocacy and social policy and 2. Communications do not directly have UNDAF equivalents, although they could be compatible with 2.1.3 Media development and 2.1.4 Economic and social information management.

(b) Programme 3 Child survival and health promotion is most closely linked to 1.1.3 Child health and vaccination.

(c) Programme 4 Basic education is compatible with UNDAF 1.3 Education, although reference to the Child Friendly Schools initiative is not reflected in the UNDAF.

(d) Programme 5 Child protection is covered by 2.1 Child protection

(e) Programme 6 WASH is covered by UNDAF 1.4.1 Water and 1.4.3 Sanitation.

54. The reasons for this would seem to be that no systematic linkages and numbering system were used to ensure that the UNDAF and UNICEF CP outcomes and outputs were compatible and that no UNDAF AWPs were prepared to ensure this, and no Annual Reviews were prepared, and thus took note of these facts.

55. It would have been much easier for both coordination and monitoring purposes if similar language and terminology, and indicators had been used at every stage of the UNDAF process (formulation, implementation and monitoring) in both the UNDAF and the UNICEF CP documents. The absence of these simple steps has meant that the UNDAF is barely mentioned in the UNICEF MTR, thus suggesting once the CP and CPAP are formulated, the UNDAF is of little or any relevance to UNICEF, thus making it more difficult to assess the extent to which UNICEF has contributed to UNDAF outcomes and outputs.

### 5.2.4 WHO Country Strategies in relation to UNDAF[[11]](#footnote-12)

Table WHO support by programme (2007 - 2009)

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **PROGRAMMES** | **2007** | | | **2008-2009** | | | **Total 2007-2009** | | | **UNDAF ref** |
|  | **RB** | **EB** | **Total** | **RB** | **EB** | **Total** | **RB** | **EB** | **Total** |
| **HIV**-HIV/AIDS | 45,639 | 35,597 | 81,236 | 16,169 | 150,067 | 166,236 | 61,808 | 185,664 | 247,472 | 1.2.1 1.2.2 1.2.4 1.2.5 1.2.6 |
| **IVD**-Immunization and Vaccine Development | 840 |  | 840 | 27,028 |  | 27,028 | 27,868 | - | 27,868 | 1.1.3 |
| **MAL**-Malaria | 25,524 | 7,164 | 32,688 | 8,397 | 41,780 | 50,177 | 33,921 | 48,944 | 82,865 | 1.1.2 |
| **MPS**-Making Pregnancy Safer | 68,119 |  | 68,119 | 68,922 | 2,572 | 71,494 | 137,041 | 2,572 | 139,613 | 1.1.1 |
| **BCT**-Essential Health Technologies | 22,763 |  | 22,763 | 24,678 | 16,912 | 41,590 | 47,441 | 16,912 | 64,353 | 1.2.3 |
| **EDM**-Essential Medicines | 5,500 |  | 5,500 | 9,375 | - | 9,375 | 14,875 | - | 14,875 | 1.1.4 |
| **HRH**-Human Resources for Health | 79,507 |  | 79,507 | 66,612 | - | 66,612 | 146,119 | - | 146,119 | 1.1.5 |
| **HSP**-Health Systems Policies and Services Delivery | 2,500 |  | 2,500 | 37,012 | - | 37,012 | 39,512 | - | 39,512 | 1.1.8 |
| **PHE**-Health and Environment | 29,767 | - | 29,767 | 36,811 | 10,246 | 47,058 | 66,578 | 10,246 | 76,825 | 1.4.1  1.4.2 |
| **FAN (Nutrition)** |  |  | - | 31,570 |  | 31,570 | 31,570 | - | 31,570 | 1.1.6  1.1.7 |
| **TOTAL** | **280,159** | **42,761** | **322,920** | **326,574** | **221,577** | **548,151** | **606,733** | **264,338** | **871,071** |  |
|  |  |  |  |  |  |  |  |  |  |  |
| RB= | RR |  |  |  |  |  |  |  |  |  |
| EB= | OR |  |  |  |  |  |  |  |  |  |
| These figures include related staff salary | | | | | | | | | | |

## 5.3 Recommendations on UNDAF Revision

56. The difficulties of linking agency-assisted projects to the UNDAF and vice-versa highlights the need to ensure that the UNDAF document adequately reflects agency-supported projects and activities, and uses similar language. Such linkages need to be reflected at each stage of design, implementation and monitoring.

57. A key instrument which can enable this to happen is through the use of the “programme approach” whereby all externally assistance should be designed to support components and objectives of national programmes and strategies in a common thematic area. The UNDAF would thus serve as a means of grouping UN and other support to common themes in such a way that it complements and reinforces the support of each agency in that same area.

58. The primary frame of reference would thus be the “national programme” or “strategy” for a given thematic area. Where such national programmes do not yet exist, the UN system can help to prepare them.

59. It is suggested that absence of such a methodology or approach has seriously weakened the capacity of both government and UN agencies to design complementary support activities to achieve common goals, and has made the task of monitoring UNDAF performance more difficult than it needs to be.

60. The present Report thus makes proposals for the restructuring of the UNDAF in such a way that it can be a more effective tool for resource mobilization, coordination and monitoring and overall management. A suggested revised UNDAF structure is given below in Annex 8, but needs further consultation to promote conceptual consistency.

## 5.4 Joint programming

61. Most thematic areas involve the participation of more than one UN agency. This is particularly the case with basic social services (UNDAF Outcome 1). This is enhanced when common annual work plans are used in the context of support to national programmes, for instance for malaria control. Table 9 below “Matrix of areas for joint programming and collaboration” shows the large scope available for joint programming, all of which requires appropriate management and coordination by formal or informal theme or working groups.

62. The UNCT organized a retreat in June 2008 to: (i) revitalize UN thematic and working groups; (ii) assess how best to achieve the 2008 UNCT annual work plan; and (iii) determine how to maximize benefits of small country offices and achieve Development Operations Coordination Office (DOCO) objectives. The retreat recognized that the number of working groups originally identified was based on overly ambitious outcomes projections and that it would be important to develop a structure in line with the UNCT capacity and needs. As a result, basic social services and governance and human rights remain the two sole UNDAF Thematic Groups supplemented by the creation of special ad hoc committees to support specific tasks and activities.

63. With regard to Joint Programmes, it was recognized that the prospects for joint programming and joint activities were more promising and realistic than a strict adherence to the concept of Joint Programme, given the capacity constraints of the agencies. Adjustments were made to reduce the excessive burden on the sub-areas of gender equality, human rights and HIV/AIDS to adapt to and to respond to changes in the sector.

**Table 9 Government of STP and the UN: Matrix of areas for joint programming and collaboration**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Health** | **HIV/AIDS** | **Education** | **Environment** | **Governance** | **Aid Coordination** | **Decentralization** |
| 1 | **UNAIDS** |  | Integrated response  IEC  Care of PLWHA |  |  | National strategy development |  |  |
| 2 | **UNDP** | Preventive and curative measures to roll back malaria (GFATM( | Integrated response  IEC |  | Environment conventions  MDG 7 monitoring and advocacy | Reform of institutions  Policy development  Poverty and MDG monitoring and advocacy, and DevInfo  Gender strategy | Aid coordination unit  Round tables | Convergence of social services  District and community capacity development |
| 3 | **UNFPA** | Access to services  Reproductive Health | IEC  Surveillance (also for other STIs)  Care of PLWHA | School curriculum  Girls education  Literacy |  | Policy development  Birth registration  MDG monitoring and advocacy  Statistical Data, Census,  Gender strategy |  |  |
| 4 | **UNICEF** | Priority 1  Communication for roll back malaria  Integrated care | HIV/AIDS  Prevention information  Prevention of MTCT and OVCCC | Priority 2  Improved sanitation  Distance education through community radio  Nutritional support to school feeding | Access to potable water  “Toilet for Each Family” initiative | Domestic violence  Child protection  Human rights-based programming and advocacy  DevInfo | Generating evidence-based analytical information | Convergence of social services  District and community capacity development |
| 5 | **WFP** | Nutrition | Care of PLWHA | Literacy  Nutrition  Girls education |  | MDG monitoring |  | District and community capacities |
| 6 | **WHO** | Policy development  Roll back Malaria (RBM)  Access to services  Vaccination  Essential drugs | IEC at community level  Blood transfusion  Care and treatment | Health revision of the school curricula | Water and sanitation  Environmental health  MDG-7 monitoring and advocacy  Disaster preparedness | Inter-sectoral coordination  MDG monitoring and advocacy  Integrated healthy information systems |  | Decentralization in the health sector to districts and communities |
| 7 | **WB** |  |  | Policy development | Environment conventions (Climate change) | Reform of institutions  Policy development  Poverty monitoring | Aid coordination unit  Round Tables |  |

Source: UNDP Country Programme document, page 12

## 5.5 Theme Groups

64. Thematic and other working groups have been established to facilitate joint programming and information exchange, and have terms of reference. They meet on an ad hoc basis, according to need. The membership of the current existing groups is as follows:

### 5.5.1 Existing Groups

**1) Theme groups**

1) Basic Social Services (BSS) Thematic Groups

|  |  |  |
| --- | --- | --- |
| **Group & Lead Agency** | **Agency** | **Focal Point** |
| Basic Social Service (BSS)  **WHO**  **(Pierre Kahozi Sangwa)** | UNDP | Vilfredo Gil |
| UNICEF | Alberto Neto |
| UNFPA | Jose Manuel Carvalho |
| WFP | Diogenes Santos |
| WHO | Lázaro Sousa |
| RCO | Viet Tu Tran |

2) Governance and Human Rightrs (GHR) Thematic Group

|  |  |  |
| --- | --- | --- |
| **Group & Lead Agency** | **Agency** | **Focal Point** |
| Governance and Human Rights (GHR)  **UNDP**  **(Antonio Viegas)** | UNDP | Antonio Viegas |
| UNICEF | Batilloi Warritay |
| UNFPA | Victoria D´Alva |
| WFP | Celestino Cardoso |
| WHO | Maria Quaresma |
| RCO | Viet Tu Tran |

**2) Technical Groups**

1) HIV/AIDS

|  |  |  |
| --- | --- | --- |
| **Group & Lead Agency** | **Agency** | **Focal Point** |
| HIV/AIDS  **UNICEF** | UNDP | Vilfredo Gil |
| UNICEF | **Luis Bonfim** |
| UNFPA | Jose Manuel Carvalho |
| WFP | Diogenes Santos |
| WHO | Claudina Cruz |

**2) Working Groups**

1) Data for Development (DfD Working Group

|  |  |  |
| --- | --- | --- |
| **Group & Lead Agency** | **Agency** | **Focal Point** |
| Data for Development (DfD)  **UNFPA** | UNDP | Ricardo Marto |
| UNICEF | Noemia Santos |
| UNFPA | **Victória d´Alva** |
| WFP |  |
| WHO | Fernando Neves |
| RCO | Viet Tu Tran |

2) Communication and Information

|  |  |  |
| --- | --- | --- |
| **Group & Lead Agency** | **Agency** | **Focal Point** |
| Communication and Information  WFP | UNDP | António Santos/ Pedro |
| UNICEF | Adelino da Costa |
| UNFPA | Francisco Rita |
| WFP | **Domingos Cunha** |
| WHO | Claudina Cruz |
| RCO | Viet Tu Tran |

1. Disaster and Avian and Human Flu Working Group

|  |  |  |
| --- | --- | --- |
| **Group & Lead Agency** | **Agency** | **Focal Point** |
| **Disaster and Avian and Human Flu**  **WFP** | UNDP |  |
| UNICEF | Domingos Rosario |
| UNFPA | Jose Carvalho |
| WFP | **Diogenes Santos** |
| WHO | Lazaro Sousa |
| Dispensary | Moris Ganev |
| BAD | Helder Neto |
| RCO | Viet Tu Tran |

65. The experience of these working groups has been mixed, with the BSS meeting frequently in preparation for the MTR, the Governance group, rarely, if at all, and the HIV/AIDS, Data for Development and Communications group meeting at least on a two to three monthly basis, with a work programme, agenda and minutes. The Disaster and Avian and Human flu group has recently been very active in connection with the preparation of a workshop and project proposal.

66. It is proposed to strengthen the role of these thematic and working groups to enable them to play an enhanced role in the design, implementation and monitoring of UN system support in each thematic area. They will be the key instrument for the effective support to capacity building in each area, and for the monitoring of UN and other donor support. The following groups are proposed, with their membership.

### 5.5.2 Suggested thematic groups

Table Suggested thematic areas and thematic groups

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| (to be organised as either joint or separate sub-groups, to be determined by UNCT) | | | | | | |
|  | **Thematic Areas** | **UNDAF Ref.** | **Govt c'part** | **Lead agencies (TBC)** | **Chair/Co-chair** | **UN Theme Group members** |
| 1 | **Basic social services** |  |  |  |  |  |
| 1.1 | **Health services** | **1.1** | MoH |  | PK-S/BW? |  |
| 1.1.1 | Reproductive health services | 1.1.1 | MoH | UNFPA/UNICEF |  | VD'A, LB |
| 1.1.2 | Malaria prevention | 1.1.2 | MoH/SNE | GFATM/UNDP |  | VG, MQ |
| 1.1.3 | Child health | 1.1.3 | MoH | UNICEF/WHO |  | LB |
| 1.1.4 | Essential drugs | 1.1.4 | MoH | GFATM/UNDP |  | VG, CC, LB |
| 1.1.5 | Health staff development | 1.1.5 | MoH | WHO, UNFPA |  | MQ, LB, VD'A |
| 1.1.6 | Reduction of malnutrition | 1.1.6 & 1.1.7 | MoH | UNICEF, WFP |  | LB, DDS |
| 1.2 | **HIV/AIDS** | **1.2** | MoH/PNLS | GFATM/UNDP |  | VG, CC, LB, MQ/CC, JMC |
| 1.3 | **Education** | **1.3** | MoH | UNICEF, WFP |  | LB, DDS |
| 1.4 | **Water and Sanitation** | **1.4** | MoH | UNICEF, WFP |  | LB, ?, LS |
| 1.5 | **Protection of vulnerable groups** | **2.1.1** | ? | UNICEF, WFP |  | AB |
| 2 | **Good governance** |  |  |  |  |  |
| **2.1** | **Economic and social governance** |  |  |  | AV/BW? |  |
| 2.1.1 | Economic and social planning and management |  | MoFP | UNDP |  | AV, IS, RM, MC |
| 2.1.2 | Statistics development | 2.1.4 | INE | UNFPA, UNDP, UNICEF |  | VD'A, RM, NS, MC |
| 2.1.3 | Aid coordination and management | 2.2 | MFA/MoP | UNDP, RCO |  | VTT, RM, JMC, MQ/CC, LB,FT |
| **2.2** | **Public administration** |  |  |  |  |  |
| 2.2.1 | Parliament and democratic governance |  | Elect. Comm | UNDP |  | MA |
| 2.2.2 | Central government |  | ? | UNDP |  | MA, LB, MQ, |
| 2.2.2 | Decentralisation and local government | 2.3 | ? | UNDP |  | MA |
| **2.3** | **Human rights and rule of law** |  |  |  |  |  |
| 2.3.1 | Gender equality | 2.1.5 | INPEG | UNFPA? |  | SR, VD'A |
| 2.3.2 | Rule of law | 2.1.6 | MoJ | UNDP |  | MA, SR, LB, AB |
| **2.4** | **Disaster risk reduction** |  |  | UNDP/UNICEF |  | DC, VTT, LB |
| **2.5** | **Communications and the media** |  | MSC | UNICEF, WFP |  | DC, PS, VTT |
| 3 | **Economic support services** |  |  |  | FAO/UNDP? |  |
| **3.1** | **Agriculture, fisheries and forests** |  | MADRP | FAO, UNDP |  | FT, IS, IFAD, HN |
| **3.2** | **Trade, industry and tourism** |  |  | UNDP, FAO |  | IS, FT |
| 4 | **Environmental management** |  |  |  | UNDP/FAO? |  |
| 4.1 | **Environmental protection and mgt** | **1.4.2,1.4.5** | MNSE | UNDP |  | SR, RM, FT, LB |
| 4.2 | **Environmental Conventions** | **1,4,3** | MNSE | UNDP |  | SR, RM, FT, LB |

|  |  |
| --- | --- |
| ***Legend of potential UN Theme Group members*** | |
| UNFPA | Victoria d’Alva (VA) |
|  | Jose Manuel Carvalho (JCM) |
| UNICEF | Luis Bonfim (LB) |
|  | Naomie Santos (NS) |
|  | Angela Barros (AB) |
| WHO | Maria Quaresma (MQ) |
|  | Claudia Cruz (CC) |
|  | Lazaro Sousa (LS) |
| GFATM/UNDP | Vilfrido Gil (VG) |
|  | Mariano Castellon (MC) |
| WFP | Domingos Cunha (DC) |
|  | Diogenes dos Santos (DDS) |
| UNDP | Antonio Viegas (AV) |
|  | Sabina Ramos (SR) |
|  | Milu Aguilar (MA) |
|  | Idriss Sanoussi (IS) |
|  | Ricardo Marti (RM) |
|  | Pedro Santos (PS) |
| RCO | Viet Tu Tran (VTT) |
| FAO | Fabien Tallec (FT) |
| ADB | Helder Neto (HN) |
| WB |  |

### 5.5.3 Potential Terms of Reference for Thematic Groups (TG) and Technical Working Groups (TWG), and chairs/co-chairs[[12]](#footnote-13)

1. **Thematic Groups**

**Membership:**

Representatives of stakeholder organisations in a thematic area (government, donor partners, UN, NGOs)

**Co-Chairs:**

Government and lead donor agency

**Main responsibilities**:

1. Ensure availability of, and familiarity with national programmes/strategies and links to SNRP, priorities, and needs for external support, with projects[[13]](#footnote-14);
2. Monitor all donor partner support in thematic area, and collect relevant project documents and reports;
3. Promote coordinated design of donor support to components of national programmes;
4. Review implementation constraints and risks, and discuss solutions;
5. Monitor implementation of support, against outputs and indicators, through periodic meetings (at least quarterly, or as required), with quarterly and annual thematic area reports;
6. Mobilise financial resources and monitor expenditures and delivery
7. Encourage active participation of national counterparts, and sharing of information, and provide assistance to them to perform their functions.

**Schedule of meetings**:

Meetings as required, but at least quarterly, with annual review

1. **UN Technical Working Group (TWG)**

**Membership**

All UN agencies involved in thematic area (in-country and non-resident)

**Co-Chairs:**

Lead UN agency with alternate, rotating as agreed within group

**Main responsibilities**:

Similar to responsibilities of Theme Group, but adapted as necessary

1. Ensure availability of, and familiarity with national programmes/strategies and links to SNRP, priorities, and needs for external support[[14]](#footnote-15);
2. Monitor UN system and other support in thematic area, and relevant documentation and reports;
3. Promote coordinated design of UN support to components of national programmes, including with other donor partners (multilateral, bilateral, NGOs);
4. Review implementation constraints and risks, and discuss solutions;
5. Monitor implementation of support against outputs and indicators, through periodic TWG meetings (at least quarterly, or as required), with quarterly and annual thematic area reports;
6. Mobilise financial resources and monitor expenditures and delivery
7. Provide capacity building support to national counterparts.
8. **Draft Terms of reference of UN TG or TGW chairs/co-chairs**
9. Organise meeting schedule with group members, preferably over 3, 6 or 12 month period;
10. Develop Annual Work and Monitoring Plan (AWMP) for group (February 2010)
11. Prepare appropriate “thematic documentation”, e.g. up-dated Thematic Summaries, or “Thematic Programming Document” to summarise UN and other donor support to selected national programme priorities (first quarter of 2010);
12. Organise meetings, as scheduled, with invitations sent in good time, agendas, reports/documents to be reviewed, and Minutes taken
13. Prepare thematic progress reports, using AWMP format (April, July, September of each year)
14. Prepare Annual Report, based on quarterly progress reports (AWMP).
15. Report to RC/UNCT on TG/TGW results, as required

NB. The Annual Reports of each theme group will then be brought together in the form of an UNDAF Annual Report, which will also provide information for Resident Coordinator Annual Report, and Agency Annual Reports.

TG/TWG chairs/co-chairs should be given due encouragement by lead agency heads, and training as appropriate, as well as recognition in annual performance reports for UNDAF-related responsibilities.

## 5.5 Financial resources

67. The UNDAF document stated in part “**III. Estimated Resource Requirements,** that “The estimated resource allocation by the UN agencies, programmes and funds present in the country is approximately USD 11,5 million, in addition to at least USD 10 million that is likely to be mobilized. In line with MDG objective 8, such resource mobilization will require forging strong development partnerships.

68. The main actors for resource mobilization will be the agencies of the UN system present in Sao Tome and Principe , namely UNDP, UNFPA, UNICEF, WFP and WHO and other non resident agencies such as FAO, UNAIDS, UN Habitat; national authorities, as well as members of the civil society at national and local level. Efforts will also focus on expanding the traditional partnerships to include the private sector and other development professional groups.

69. At international level, efforts will be made to continue involving the traditional bilateral donors to the country, and to enlarge partnerships to multilateral donors like the WB, the EU, the ADB, International financial institutions and international NGOs. Throughout the present UNDAF programme cycle, particular attention will also be given to south-south cooperation. During the whole process, round tables and theme group meetings will be organized to reinforce partnerships for resource mobilization.”

70. Annex 4 UNDAF Resources Planning gave estimated contributions from UNDP, UNFPA, UNICEF, WFP and WHO at $14.8 million. Actual commitments for 2007 – 11 and expenditures for 2007 – 2009 are estimated in Table 9 below at $28.5 million[[15]](#footnote-16) , or at least double the original estimate. This is due largely to the major grants of the GFATM (through UNDP), and the increased cost of WFP foodstuffs, and the addition of inputs from agencies not originally included in the UNDAF (WB, ADB).

71. Observations which emerge from the above table are as follows:

(i) Health services (1.1) is the largest recipient (39.2%) of UN system assistance in financial terms. This has been greatly increased through contributions from the GFATM, channeled through UNDP.

(ii) Education (1.3) is the second largest, due WFP contributions which has helped to provide access to education of about 40,000 children;

(iii) The Public institutions outcome (2.1) is too broad to be meaningful, and should be broken down into sub-outcomes.

(iv) WFP is the largest UN agency in terms of value of contributions ($7.5 million) or 42.5% of the total, compared to WFP (35.7%), UNDP (27.4%) and UNFPA (10.4%);

(v) Some of the UNDAF outcomes/output area definitions were misleading and inconsistent. For instance Environment (1.4.2, 1.4.4 and 1.4.5) should not be included under basic social services; Protection of vulnerable groups (1.1.1 should be included under basic social services); 2.1 Public institutions strengthening should be broken down into thematic sub-areas; and economic support-related projects should have been included in an appropriate category.

(vi) There is a major need to strengthen thematic-based programming and monitoring, so as to ensure consistent recording of financial data by thematic area and agency, and to facilitate analysis.

72. Annex 4 of the UNDAF document provided projections of planned resources for each agency. This table has been up-dated to included actual estimations, as follows.

Table UNDAF Resources - Planned and Actual

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Outcome area** | **Programme Components** | **UNDP** | | **UNFPA** | | **UNICEF** | | **WFP** | | **WHO** | | **TOTAL** | | % |  |
|  |  | **Planned** | **Actual** | **Planned** | **Actual** | **Planned** | **Actual** | **Planned** | **Actual** | **Planned** | **Actual** | **Planned** | **Actual** |  | **Remarks** |
| **1. Basic social services** | **BASIC SOCIAL SERVICES** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1 Health services | Access of the vulnerable population to quality health services has increased | 300,000 | 6,591,000 | 750,000 | 1,300,000 | 608,256 | 1,341,000 | 905,053 | 1,014,000 | 500,000 | 642,000 | **3,063,309** | 10,888,000 | 41.2 |  |
| 1.2 HIV/AIDS | Response to HIV/AIDS is integrated into the nation's priorities | 50,000 | 622,000 | 500,000 |  | 304,128 | 207,000 | 473,367 | 234,000 | 500,000 | 311,000 | **1,827,495** | 1,374,000 | 5.2 |  |
| 1.3 Education | Access by a large number of the population to basic quality education is improved | 0 | 0 | 250,000 | 0 | 505,504 | 1,283,000 | 3,513,034 | 6,240,000 | 0 | 0 | **4,268,538** | 7,523,000 | 28.5 |  |
| 1.4 Water, sanitation and environment | Access by a large number of the population to potable water, sanitation and a protected environment is guaranteed | 150,000 |  | 0 | 0 | 709,537 | 637,000 | 0 | 0 | 250,000 | 77,000 | **1,109,537** | 714,000 | 2.7 | 1) UNDP 689,000 for environment (1.3.2, 1.3.4, 1.3.5) |
|  | *Sub-total* | 500,000.0 | 7,213,000.0 | 1,500,000.0 | 1,300,000 | 2,127,425 | 3,468,000 | 4,891,454 | 7,488,000 | 1,250,000 | 1,030,000 | 10,268,879 | 20,499,000 | 77.6 |  |
| 1.4.2,1.4,4,1.4.5 Environment |  | 0 | 689,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | **0** | 689,000 |  |  |
|  | *Sub-total* | *500,000* | *7,902,000* | *1,500,000* | *1,300,000* | *2,127,425* | *3,468,000* | *4,891,454* | *7,488,000* | *1,250,000* | *1,030,000* | *10,268,879* | *21,188,000* | *77.6* |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Outcome area** | **Programme Components** | **UNDP** | | **UNFPA** | | **UNICEF** | | **WFP** | | **WHO** | | **TOTAL** | | % |  |
| **2. Governance** | **GOVERNANCE** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1 Public institutions | Public institutions strengthened to guarantee their reform and the transparent and just application of the law | 1,150,000 | 2,144,000 | 500,000 | 523,000 | 573,088 | 738,000 | 0 | 312,000 | 250,000 | 75,000 | **2,473,088** | 3,792,000 | 14.4 | 2.1.1, 2.1.2, 2.2, 2.3, 2.4, 2.5, 2.6 |
| 2.2 Aid coordination | Implementation of aid coordination unit | 400,000 | 760,000 | 0 | 0 | 270,336 | 0 | 0 | 0 | 0 | 0 | **670,336** | 760,000 | 2.9 | 2.1.3 |
| 2.3 Decentralisation | Effective decentralisation for the redistribution of national revenue | 400,000 | 666,000 | 0 | 0 | 408,256 | 0 | 288,783 | 0 | 0 | 0 | **1,097,039** | 666,000 | 2.5 | 2.3 |
|  | *Sub-total* | *1,950,000* | *3,570,000* | *500,000* | *523,000* | *1,251,680* | *738,000* | *288,783* | *312,000* | *250,000* | *75,000* | *4,240,463* | 5,218,000 | *19.8* |  |
|  | ***Sub total*** | ***2,450,000*** | ***11,472,000*** | ***2,000,000*** | ***1,823,000*** | ***3,379,105*** | ***4,206,000*** | ***5,180,237*** | ***7,800,000*** | ***1,500,000*** | ***1,105,000*** | ***14,509,342*** | ***26,406,000*** | ***100.0*** |  |
|  | **Programme Support** |  |  | **250,000** |  |  |  |  |  |  |  | **250,000** |  | 0 |  |
|  | **TOTAL** | **2,450,000** | **11,472,000** | **2,250,000** | **1,823,000** | **3,379,105** | **4,206,000** | **5,180,237** | **7,800,000** | **1,500,000** | **1,105,000** | **14,759,342** | **26,406,000** |  |  |
|  | % | 16.9 | 43.4 | 13.8 | 6.9 | 23.3 | 15.9 | 35.7 | 29.5 | 10.3 | 4.2 | 100.0 | 100 |  |  |

Table UN system funding - Regular and Extra-budgetary by agency 2007 – 2009

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Funding source** | **RR** | **OR** | **Total** | **%** |
| UNDP | 2,442 | 0 | 2,442 | 8.6 |
| GFTAM | 0 | 7,213 | 7,213 | 25.4 |
| UNDP/GEF | 0 | 542 | 542 | 1.9 |
| UNDP Trust Funds | 0 | 624 | 624 | 2.2 |
| UNDP/UNDEF | 0 | 308 | 308 | 1.1 |
| UNDP/Portugal | 0 | 308 | 308 | 1.1 |
| *UNDP and Funds* | *2,442* | *9,613* | *12,055* | *42.5* |
| UNFPA | 1,160 | 663 | 1823 | 6.4 |
| UNICEF | 3703 | 503 | 4206 | 14.8 |
| WHO | 890 | 216 | 1105 | 3.9 |
| WFP | 7,800 | 0 | 7800 | 27.5 |
| FAO | 880 | 0 | 880 | 3.1 |
| WB[[16]](#footnote-17) | 240 | 0 | 240 | 0.8 |
| ADB[[17]](#footnote-18) | 228 | 0 | 228 | 0.8 |
| RCO[[18]](#footnote-19) | 15 | 0 | 15 | 0.1 |
| ***Total*** | ***17,358*** | ***10,995*** | ***28,352*** | ***100.0*** |

## 5.6 Monitoring and Evaluation (M &E)

11. The UNDAF document included performance indicators in its Results Matrix, but these were mostly related to the outcome level, i.e. outside the direct control of the project, rather than at the output level, which would be under the responsibility of the UN system support. As a result, the task of monitoring UNDAF performance at the level of deliverables (outputs) was made more difficult.

12. Logically, the support of individual agencies, as formulated in their respective country programme documents (CPD) or country programme action plans (CPAP) should be designed to support the attainment of the UNDAF outcomes and outputs mentioned above. However, a review of the CPDs of UNDP, UNFPA, UNICEF and WHO revealed that their respective outcomes and outputs did not always correspond either in numbering, or in substance to the UNDAF outcomes and outputs. This was particularly the case with UNDP whose three outcome areas of good governance, poverty reduction and environment were not closely synchronized with the UNDAF outcomes and outputs.

13. UNDAF monitoring has been weak. No annual reviews have been prepared since the UNDAF’s inception. As a result, experience in UNDAF reporting has been lacking, and priority has continued to be given to agency reporting priorities rather than UNDAF thematic ones. Furthermore the absence of systematic UNDAF monitoring has deprived the UN system of a feed-back mechanism to ensure that agency support is adequately designed and implemented to achieve outputs and indicators.

14. Financial monitoring has also been weak, with no common UNDAF-based spreadsheets established to record resources mobilized, spent and needed by each agency for each thematic area. It is recommended that the financial tables prepared in the context of the MTR should be maintained and up-dated on a regular basis by the RCO, on the basis of information provided by each agency. This will enable the RCO to retain an overview of agency resources available and mobilized for each UNDAF thematic area.

# 6. SUMMARY OF UNDAF RESULTS

73. This section of the Report summarises the results achieved, MTR observations given and recommendations made in each of the UNDAF outcome areas, as given in Part II.[[19]](#footnote-20)

## 6.1 [UNDAF OUTCOME 1: ACCESS OF VULNERABLE POPULATION TO QUALITY BASIC SOCIAL SERVICES](#_Toc243791528)

|  |  |  |
| --- | --- | --- |
| **UNDAF outcome 1:  Access of vulnerable population to quality basic health services.** By 2011, the majority of the vulnerable population will have access to quality basic social services and to a healthy environment in STP | -Human Development Index (HDI) **0.654 (MDGR 2008)** -Rate of maternal mortality ***94 (MS, 2008)*** -Rate of infant mortality **45 *(INE 2008)* 38 *(IDS 2008)*** -Rate of infant-juvenile mortality ***66 (INE 2008)* 63 *(IDS 2008)*** -Life expectancy at birth ***66 (INE 2008)*** | **OMS**  **UNFPA** |

## 1.1 [Access of vulnerable populations to quality health services has increased](#_Toc243791529)

|  |  |  |
| --- | --- | --- |
| **1.1 Access of vulnerable populations to quality health services has increased** | -% of population, by gender and by age having access to  basic health services ***74,1 (INE, 2008 - QUIB)***  -Rate of  health services client satisfaction ***68,6 (INE, 2008 - QUIB)*** | **UNFPA, OMS** |

### 1.1.1 Access to reproductive health services

*Access by the population, in particular by youth and adolescents, to reproductive health services is improved.*

|  |  |  |
| --- | --- | --- |
| **1.1.1 Reproductive health services   Access of population, in particular the young and adolescent, to reproductive health services is improved** | -% of the population utilizing reproductive health care services  -% of health posts offering at least four quality reproductive health care services (family planning, pre- and post natal, prevention and STD management) 82% - 2008 -% of health posts offering quality and integrated reproductive health care to the young and adolescents 68% - 2009 -Rate of adolescent pregnancy  -Rate of contraceptive prevalence 33,4%  -% of births by qualified personnel 93,1% - 94,8% 85,1 (INE, 2008 - QUIB)  -Rate of hospital births  -% of health posts offering quality Basic Obstetric Care 71,4% | **UNFP  OMS** |

74. The area of reproductive health provides a good example of the effectiveness of coordinated UN system support, at both the upstream and upstream levels:

* At the upstream level, in supporting the formulation and implementation of a national RH strategy[[20]](#footnote-21), and
* At the downstream level, through the provision of practical RH inputs and supplies. This has had the effect of increasing coverage of the use of family planning products to a larger proportion of the population.

75. UNFPA and WHO have worked closely together, and in a complementary way, with WHO providing modest levels of technical support, and UNFPA providing mainly RH materials and supplies. The statement in the Second MDG Report that maternal mortality rates have remained continually low (average of 5.5 per 100,000) between 1999 – 2006 despite a rise to 16 in 2005 (page 30), with the result that MDG 5 is likely to be achieved, is a very positive outcome of national efforts with external support.

76. While it would appear that progress achieved in reaching indicator targets are positive, the UNFPA MTR exercise should assess the extent to which UNDAF indicators have been achieved and give a judgement on them. It should also give its views on the implementation of the Reproductive Health programme, inter-agency coordination and modalities, as well as on future needs.

### [1.1.2 Malaria prevention services](#_Toc243791531)

*Implementation of national plan for Roll Back Malaria (RBM) is accelerated.*

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| --- | --- | --- |
| **1.1.2.Malaria prevention services**  Implementation of the national plan for RBM is accelerated | -Malaria prevalence rate : ***17 (CNE, 2008)*** **22/1000 (Rapport evaluation MAL 2008)**  -Malaria mortality rate ***0, 07 (CNE, 2008)-* 2/100000** **(Rapport evaluation MAL 2008)**  -% of the population in high risk zones utilising efficient preventive measures against malaria  ***ACT ? CNE, 2008)***  ***IRS ? CNE, 2008)***  ***IPT ? CNE, 2008)***  ***BEDnet ? CNE, 2008)*** | **OMS, GLOBAL FUND** |

77. The malaria control programme shows that the UN system has played a significant role at the upstream level, in assisting in the formulation of the ***Strategic Plan for Control of Malaria (2001-2010),*** and at the downstream level in providing coordinated support among donors, and particularly the UN system donors of WHO, UNICEF and the GFATM, administered by UNDP in the context of its UNDP Country Programme objective 2 4. There would appear to be ample evidence that the indicator of “*Implementation of national plan for Roll Back Malaria (RBM) is accelerated.” has been achieved.*

78. It provides a good example of the use of the programme approach whereby effectively managed and coordinated external assistance is provided to support the formulation and the implementation of a national programme, articulated in the Strategic Plan.

79. The results are clearly evident at the outcome level which show (a) A decline of 95% in malaria morbidity between 2000 and 2007 associated with 95% decline in the reported malaria cases per 1000 population at risk (from 465 in 2004 to 22 in 2007), and (b) A decline of 94% in the number of severe malaria cases per 100,000 populations per year, from 9177 in 2004 to 585 in 2007. The Evaluation Report documents also the successful results against the other targets summarised in section 2 above Policy and programme framework.

**80. There is a need for the continuous up-dating of conclusions and results of the Evaluation Report. Continuation of the same activities would seem to be appropriate.**

### 1.1.3 [Child health and vaccination services](#_Toc243791532)

*Vaccine coverage is maintained at more than 95% for all antigens*

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| --- | --- | --- |
| **1.1.3 Child vaccination services**  Vaccination coverage is maintained at more than 95 % for all antigens | -Rate of vaccination coverage by antigen  **(BCG - 99,8%,** **DPT3 - 98.6%, Measles - 93.3%, Yellow Fever - 93.3%, Hepatitis B - 98.6 and Polio3 - 98.6%) *(PSR, 2008)*** | **UNICEF** ,**OMS** |

**81. The vaccination programme has had a major impact in reducing the infant mortality rate from 64 in 2001 to 45 per 1,000 in 2006, and the under-five mortality rate from 98 in 2001 to 66 in 2006. A joint UNICEF, WHO and MoH evaluation on the Expanded Programme of Immunization (EPI) was carried out in 2008.**

**82. However the GAVI approval (Annex B) memo of the Independent Review Committee (23 – 31 October 2008) noted a number of weaknesses in the form of “lack of well trained human resources, high rate of vaccine loss (25% for the DTC-Hep B); absence of a management policy for waste and lack of incinerators, poor participation of communication in EPI activities, inadequate transports, low proportion of children totally vaccinated (67%), mediocre system of surveillance of illnesses preventable by vaccination, and high financial dependence on external resources.”**

**83. It would appear that the vaccination programme has been carried out efficiently and effectively, and achieved substantial achievements, while attaining the standards expected by GAVI for the successive approval of grants since 2000. Coordination between UN agencies and the use of funds in support of the national expanded programme of vaccination programme has also been effective, which has manifested itself at both the upstream policy and coordination level as well as at the downstream operational level. However, the observations made by the Independent Review Committee (7 above) merit detailed review so that corrective measures can be taken as appropriate.**

### 1.1.4 [Essential drugs and RH products](#_Toc243791533)

*The availability and accessibility to essential drugs and to reproductive health products are increased*

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| --- | --- | --- |
| **1.1.4 Essential drugs and RH products**  Availability of and accessibility to  essential drugs and reproductive health products have increased | -% of health posts out of stock of  essential drugs - ***30% (MS – Rapport etude sur l'acces et l'usage des medicaments essentiels 2008)***  -% of health posts out of stock of  reproductive health products  -% of the population with access to essential drugs - ***82,1*** % ***(MS – Rapport etude sur l'acces et l'usage des medicaments essentiels 2008)***  -% of the population with access to reproductive health products ***ND*** | **OMS**  **UNFPA** |

84. The lack of essential drugs and medical supplies has been a continuous challenge for the maintenance of hospital and clinical services, as well as for health of private individuals. The reason for this has been the high cost of imported drugs and the absence of national budgets to cover them. As a result, there is a high dependency on external funding to cover this need. WHO, UNICEF and the GFTAM have played a major role in ensuring the supply of at least a proportion of the country’s needs.

85. With respect to reproductive health products, UNFPA has provided the largest proportion of Funds to for this purpose. However, this has not been enough to cover all needs. To remedy this situation UNFPA supported the preparation of a National Strategic Plan for Securing Reproductive Health Products (May 2009) (2010 – 2014) which should help to ensure that future supplies will adequately address future demand.[[21]](#footnote-22)

### 1.1.5 [Health staff development](#_Toc243791534)

*The technical capacity of health personnel is improved*

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| --- | --- | --- |
| **1.1.5. Health staff development**  Technical capacity of health staff has improved | -% of health staff having benefited from post graduate training ***ND***  -% of health staff by district and by health post having benefited from at least one training activity ***ND*** | **OMS** |

86. All health-related projects have included training components, both through fellowships abroad and local training, including in-service training. WHO provided $146,000 for training under its Human Resources for Health (HRH) programme under which .. health personnel received short-term fellowships abroad in the areas of .. Further training has also been provided under UNFPA and UNICEF-assisted projects, while GFATM support is also accompanied by training.

87. Precise figures in relation to the two indicators of (i) % of health staff having benefited from post-graduate training, and %age of health staff by district and by health post having benefited from at least one training activity is not available.

### 1.1.6 Reduction of m[alnutrition](#_Toc243791535)

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| --- | --- | --- |
| **1.1.6 Nutrition services**  Prevention and care of moderate  and severe malnutrition have improved in particular in the mother and child | -Prevalence of  underweight infants under 5 - **1.4%**  -Low birth weight - **7.8%** ***(MICS III, 2006)***  -Prevalence of anemia in pregnant women – ***No Available***  -Rate of malnutrition in pregnant women and in infants under 5 - ***No Available***  -% of the population with insufficient caloric intake - ***No Available***  -Rate of recovery of registered undernourished - ***No Available*** | **UNICEF**  **OMS** |

88. Under UNICEF’s “Survival of the Child and Health Promotion” (UNICEF contribution of $21,757) **Expected Result c) Moderate and severe malnutrition in under-five children of both sexes reduced by half, from 10.6 per cent in 2003 to 5.5 per cent in 2011,** the MTR states (page 36) that:

**“**Despite thequalitative and quantitative human resource insufficiencies and the non-existence of strategic policies on the Nutrition Programme, significant progress has been made in reducing the levels of malnutrition from 2001 to 2009. For example, the *moderate weight insufficiency prevalence* was improved from 12.9% (MICS 2001) to 9.2% (MICS 2006). The *low birth weight prevalence*: from 15.1% to 7.8%, *stunting prevalence* at from 28.9% to 10.1% and *wasting prevalence* from 3.6% to 1.4%.

Regarding *Vitamin A supplementation,* the coverage was also significantly improved from 2001 to 2009, namely from 3.0% to 63.1% (MICS 2001 and 2006). Unfortunately though, there has been a decline in *Exclusive Breastfeeding* <6 months. The indicator shows this decline to be from 63.9% in 2001 to 60.4% in 2006 (Data available from the MICS 3 Report)

With respect to **Expected result (d) Consumption of iodised salt guaranteed to 95% of the country’s population “**Consumption of iodised salt though shows a decline from 41.6% in 2001 to 36.6% in 2006 (MICS 2006). While there has been increased in community mobilisation efforts, this result area has not been a major priority action area in the first half of the cycle. Government has taken the lead to strengthen district health facilities through bilateral support from the Portuguese Government . Weaknesses in community participation activities were also evident in planning and management of activities linked to health, and water and sanitation.” (MTR p. 36).

### 1.1.7 [Nutrition education](#_Toc243791536)

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| --- | --- | --- |
| **1.1.7 Health and nutrition education**  Awareness   of   health   and nutrition   issues   has   increased,   in particular among pregnant    and breastfeeding women and in mothers with infants under 5 | -Rate of malnutrition in pregnant women and in infants  under 5 ***Not Available***  -% of newborn birth weight 2,500gr - **7.8%** ***(MICS III, 2006)***  -% of women putting into practice knowledge acquired in nutrition and health education sessions - ***Not Available***  % of domestic expenditures on food by one fifth of the population - ***Not Available***  -Average rate of increase in pre- and post natal consultations in RHC - ***Not Available***  -Rate of participation by women to nutrition and health education sessions - ***Not Available*** | **UNICEF**  **FNUAP** |

89. WHO provided support under its FAN Nutrition programme ($32,000), while UNICEF provided $21,757. Given the complementarity of the objectives of 1.1.6 and 1.1.7 and the limited resources involved, it would seem logical to combine these two areas into one thematic area.

## 1.2 [Response to HIV/AIDS](#_Toc243791537)

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| --- | --- | --- |
| **1.2.  Response to HIV/AIDS is integrated in the nation’s priorities** | -Rate of HIV prevalence in the population - ***1 (PNLS)*** ***1% (2005). (EDS, 2008 \_\_\_\_\_\_\_ )***  **-**Rate of HIV prevalence in pregnant women ***0,6*** ***(PNLS, 2008***  -Rate of HIV prevalence among youth aged 15 - 24 ***ND***  ***(EDS, 2008 ? \_\_\_\_\_\_\_\_ )*** | **OMS**  **GLOBAL FUND** |

90. The UNDAF listed UN support to HIV/AIDS in six areas, for which the indicators, and the extent to which they have been attained, are given in the boxes below.

91. However, while the above six areas are consistent with the objectives of the National Strategic Plan against HIV/AIDS (PEN), they are not systematically linked to specific components of the PEN as given in the first one 2004 – 2008, namely;

1. **Prevention of sexual transmission of HIV/AIDS amongst vulnerable populations;**
2. **Reduce the risk of transmission of HIV/AIDS through the transfusion of contaminated blood;**
3. **Prevention of transmission of HIV from the mother to child.**
4. **Improvement of quality of life and reduction mortality and morbidity**
5. **Capacity building of the PNLS.**

92. This has been modified in the 2010 – 2014 Strategic Plan to:

1. Global prevention of HIV/AIDS transmission;
2. Improvement of the quality of live of persons infected and affected by HIV/AIDS
3. Involvement of other sectors than health in the implementation of the PEN
4. Management and coordination of the National Plan (strategic information, monitoring and evaluation, including of financial aspects).

93. This therefore makes it more difficult to monitor the extent to which the UN system has assisted in the achievement of national objectives. Furthermore, this highlights the need for the UNDAF to use national programme documents and terminology, rather than its own ones, so as to facilitate alignment and monitoring.

94. Even though the HIV/AIDS prevalence rate is still low (1% in 2001) the potential danger to become a major epidemic exists. A study conducted in 2000 showed that 47% of the population was infected by sexually transmitted diseases while condom use was estimated to be very low. Moreover the increasing prevalence among pregnant woman, which grew from 0.1% in 2001 to 1.5% in 2005, illustrates the potential danger that the country might face in a few years.

95. The following table shows the progressive rise of HIV/AIDs cases since 1990.

Table Accumulated cases of HIV/AIDS, 1990 - 2008



Source: Plano Estratégico Nacional De Luta Contra O Vih/Sida, 2010-2014, p. 13

96. The number of new HIV/AIDS accumulated between 2005 and 2008 was 117 (45 men and 72 women). In general terms, the number of new cases has not varied much during the last five year, of which the majority are women. Mortality rates due to HIV/AIDs fell from 22 in 2005 to 17 in 2008

**97. Despite the relatively small number of HIV/AIDS cases in numerical terms, the risk of an increase in these numbers is a high if the necessary precautions are not taken. Furthermore the broader impact of the more widespread sexually transmitted diseases, and of TB could be increase this risk. UN agencies (WHO, UNFPA, UNICEF, GFTAM/UNDP and WFP) have contributed to assisting in the formulation of the two National Strategic Plans (PEN), in developing the necessary institutional and coordination framework of the PNLS, strengthening the capacity of personal responsible for delivering services, and in delivering inputs of drugs, food and technical advice.**

**98. The UN system has also been fortunate to have had access to substantial resources from the GFTAM ($622,000), through UNDP, and to have been able to provide support within the overall umbrella of an HIV/AIDS strategy. Furthermore monitoring arrangements have been good in the form of stakeholder meetings and the quality of reports very satisfactory, particularly the** *Indicadores de Monitorizaçao avaliação dados epidemiologicos, 2007 – 2008 – Relatorio* (Fevereiro de 2008)

### 1.2.1 [Information for prevention](#_Toc242143044)

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| --- | --- | --- |
| **1.2.1 Information for prevention**  Improved access to information and means necessary to the adoption of low risk sexual behaviours | -  % youth aged 15 – 234 correctly identifying STD and HIV prevention methods and who reject false ideas concerning HIV prevention ***Only Women: 15-19 (47,9%); 20-34 (52,6%) (MICS III, 2006)***  -  % youth aged 15 – 24 able to declare their use of condoms during sexual relations with occasional sex partners ***Only Women: 15-19 (78,1%); 20-34 (79,9%) (MICS III, 2006)***  -  % of sex workers who declare having used condoms with their latest client among the sample group who had sexual relations with a client during the last 12 months | **OMS** G**LOBAL FUND** |

### [1.2.2 VCCT for HIV/AIDS and STDs](#_Toc242143045)

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| --- | --- | --- |
| **1.2.2.    VCCT for HIV/AIDS and STDs**  Improved access to quality counselling, voluntary testing and care services including for other STD | -% of people aged 15 - 49 voluntarily tested for HIV  -STD rate of prevalence  -% Pregnant women tested for HIV ***98% (PNLS/PSR, 2008)***  -% Pregnant women aged 15 - 24 tested for HIV  -% Pregnant women infected by HIV receiving complete ARV treatment to reduce the risk of Mother and Child transmission ***21% (19/90)*** ***(PNLS/PSR, 2008)***  -% of infants infected by HIV/AIDS with sero-positive mothers  ***12% (11/90)*** ***(PNLS/PSR, 2008)***  -% of health posts offering Counselling and Voluntary  Testing (CVT) ***87,0 (40/46) (public+private, PNLS/PSR, 2008); 89,0% (35/39) ) (public, PNLS/PSR, 2008)***  -% of PLHIV under ARV treatment ***ND*** | **OMS**  **GLOBAL FUND** |

### [1.2.3. Blood quality](#_Toc242143046)

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| --- | --- | --- |
| **1.2.3. Blood quality**  Guaranteed security of quality transfusions | -% of blood units tested positive for HIV, Syphilis, Hepatitis B and Hepatitis C among blood donors ***53% PNLS, 2008)*** | **OMS** |

### [1.2.4. Capacity development for HIV/AIDS response](#_Toc242143047)

|  |  |  |
| --- | --- | --- |
| **1.2.4. Capacity development for HIV/AIDS response**  Technical and material institutional  capacities to consolidate the national response to HIV/AIDS are strengthened | -% of structures in the public and private sectors having a functioning sectoral plan in the fight against HIV/AIDS  -Number of associations and NGOs active in the fight against HIV/AIDS ***ND (3 sectors education, youth and justice)*** Number of AIDS patients receiving food rations ***5 (2008)*** | **OMS**  **GLOBAL FUND** |

### [1.2.5. Support to PLWHA](#_Toc242143048)

|  |  |  |
| --- | --- | --- |
| **1.2.5. Support to PLWHA**  The protection of people living with  HIV, the reduction of stigmatization and  positive prevention are improved | -% of  PLHIV who adopt positive preventive behaviours  -Number of supported Pv/HIV initiatives ***ND*** | **OMS**  **GLOBAL FUND** |

### [1.2.6 Alleviation of impact on food security and orphans](#_Toc242143049)

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| --- | --- | --- |
| **1.2.6.    Alleviation of impact on food security and orphans**  The impact of HIV/AIDS on food  security for families affected by HIV is reduced and support to AIDS Orphans is improved | -% AIDS Orphans benefiting from psycho-social, school, nutritional support ***ND***  -% of registered PLHIV benefiting from psycho-social, school, nutritional support ***N***  -% of family revenue of  PLHIV reserved for food  - Number of AIDS Orphans receiving food rations ***ND*** | **OMS**  **GLOBAL FUND**  **PAM** |

## [1.3. Access to basic quality education is improved](#_Toc243791544)

|  |  |  |
| --- | --- | --- |
| **1.3.   The access by a greater number of the population to basic quality education is improved** | -Net rate of enrolment - **94.1%** ***(MICS III, 2006)*** | **UNICEF** |

99. UNICEF ($505,504), WFP ($3,513,034) and UNFPA ($250,000) were the only UN agencies identified in the UNDAF, involved in the education sector, together with Brazil ($2,163,000) and Portugal ($900,000) identified under “resources to be mobilized”. Contributions to date amount to $7,523,000 (UNICEF ($1,283,000) and WFP ($$6,240,000), with the UNFPA contribution included under 1.1.1 Access to reproductive health services, particularly youth and adolescents.

101. In addition, the World Bank, through its Fast Track Initiative (FTI) for Education for All (EFA) (financed through the Programme of Assistance to the Social Sectors – PASS) programme has recently become a major donor to the education sector. As a result, this support should be included in the UNDAF, and the WB be included in the proposed Education theme group.

101. With respect to the indicator for 1.3 above, the It should be noted that the Child Friendly Schools Initiative was not included in the UNDAF as one of the education areas. However, relevant results extract from the UNICEF MTR are included as follows:

**“Expected Result 2 The Child Friendly School Initiative (CFSI), co-managed by the communities, will be replicated in 50 schools, ensuring potable water, sanitation and hygiene in four districts as well as in the Autonomous Region of Principe** A total of 6 new Child-Friendly schools were established and their institutional capacities strengthened through financial and technical assistance. These schools were also provided with rehabilitated sanitation systems. This resulted in the provision of potable water, and improved hygiene information on both islands. Didactic materials were provided to an estimated 72 Primary schools which improved learning and teaching of students and teachers alike.

A Monitoring and Learning Achievement survey commenced in 2009 will provide an indication of the levels of learning of all students who finish the first four years of primary school. The study which is being conducted with both international and local research consultant supervision covers both islands. Early indicators suggest that there are major challenges in the reading capacity of the average 4th class graduate.

The support provided to 12 schools and investments being made by Government in school rehabilitation have led to a 94.1 primary school attendance rate, with 87.2% of students at least reaching Grade 5. However, completion rates are still low measuring about 31.9%.

The World Bank ‘s Fast Track Initiative introduced in 2007 and 2008 has substantially increased Government’s capacity in the key areas of teacher training, school rehabilitation and pre-school activities.”

102. The five areas identified for UN support in the UNDAF are given in the boxes relating to 1.3.1 and 1.3.5 below. These relate to outcome indicators and not output indicators, and thus do not describe the deliverable results or outputs produced with UN system support. Information from the UNICEF MTR (November 2009) on its Basic Education project is given under each box.

### [1.3.1 Teacher training, curriculum and school material support](#_Toc243791545)

|  |  |  |
| --- | --- | --- |
| **1.3.1 Education services**    The quality of education is improved by teacher training, review of curricula, provision of school books and teaching equipment | -% of basic education professionals adequately trained – **45%, *(MEC, 2008)(from 32% in 2003)***  -Rate of grade passing in the primary school system - **31.9%** ***(MICS III, 2006)***  - Children reaching grade 5 – **87.2%** ***(MICS III, 2006)*** | **UNICEF** |

103. The UNICEF Mid-Term Report stated in relation to its Basic Education programme’s Expected Result 1 **Every teacher in basic education will have received specific training, so as to contribute effectively to the improvement of the teaching/learning process nationwide,** that

**“**This result area was a major pivot of the programme and was aimed at upgrading of teachers through an on-site teacher training scheme. Unfortunately changes in Government and leadership of the ministry resulted in a complete reversal of the initially agreed strategy. The change in Government to a fixed site teacher training programme made redundant the earlier strategy. Therefore only activities aimed at equipment support to the Teacher Training Institute (EFOPE) were implemented during the period 2007 – 2009. All other activities were effectively halted given the absence of a clear statement on the need to re-address the strategy proposed by the CPAPS.

Government has approved the new programme with support from the World Bank and technical assistance from Cape Verde. Investments being made from the World Bank’s Fast Track Initiative may alleviate the current redirection taken by the ministry. Advocacy related to Education Reform and the development of a Sector Wide Approach to education will remain a priority in the days ahead.

The sudden change in the nation’s Teacher Training and Upgrading strategy was a major constraint to implementing the programme during the first two and half years. The fact that very few planned activities were carried out led to limited results in respect of the upgrading of teachers.

The stubbornness of teachers to adhere to a new Government directive on the qualification of teachers and their expected advancement in the system also meant that the key programme beneficiaries were no longer interested in a strategy they did not require.

This development therefore demands a complete rethinking and renegotiating of UNICEF’s involvement in teacher training upgrading, given both the new direction and more substantive donor partnerships that Government now has in this area. Significant gains were not made in this result area.”

### [1.3.2 Training of illiterate youth](#_Toc243791547)

|  |  |  |
| --- | --- | --- |
| **1.3.2 Literacy services**   Knowledge acquisition and access  to training and to apprenticeship by the illiterate, in particular the young and adolescent, have improved | -% of the target population with knowledge of RHC and gender disparities – ***No Available***  -number of people in literacy programmes receiving food rations ***No Available*** | **UNICEF**  **PAM** |

104. No information available in UNICEF MTR

### [1.3.3 Basic education through distance learning](#_Toc243791548)

|  |  |  |
| --- | --- | --- |
| **1.3.3 Basic education through distance learning**  Alternative access to basic education through distance learning is initiated | -Net enrolment rate – ***Not Aplicable*** | **UNICEF** |

105. Expected Result 4 aims to promote access to education through distance learning through community radios established in four districts and on Príncipe;

“Two community radios, in Angolares and Neves (financed under the UNDP/UN Democracy Fund project “Promoting democracy and public accountability” ($308,000, 2007 – 2009) , commenced operations although specific links with the intended objective of supporting the education system was not advanced because of delayed approval of the stations to operate legally.. Yet the link with the school system or with teaching programmes can still be established. Their existence provides a relevant platform on which to commence discussions in 2009/2010 to achieve one of the results in the Education Programme. A community radio broadcasting policy approved by Government in 2009 has ensured the appropriate policy framework for their use at the community level. Substantive inter sectoral discussion will still be required to facilitate this process.”

### [1.3.4 School feeding](#_Toc243791549)

|  |  |  |
| --- | --- | --- |
| **1.3.4School feeding**  Students’ nutritional requirements permitting them to learn well are  guaranteed | -% of beneficiaries | **PAM** |

**Expected Result 5 Effective partnership of children, teachers and communities toward school canteen nutritional improvement, increased in all primary schools.**

106. Working closely with World Food Program WFP and UNICEF Government has improved nutritional quality of school feeding in 3 district following the training of 50 canteen staff through 3 workshops on both islands in 2007. This engagement with partners has led to improved feeding in all 72 primary schools nation-wide. However, closer inter-action between UNICEF, WFP and the Ministry of Education to further strengthen this programme is required.

### [1.3.5. Education for girls and women](#_Toc243791550)

|  |  |  |
| --- | --- | --- |
| **1.3.5. Education for girls and women**  Access to basic education by young girls and women at risk has increased and gender disparities are reduced | -% of the target population having knowledge of RHC and gender disparities – ***No Available*** | **UNICEF** |

107.The UNICEF MTR gives the following views on its support to gender balance in education.

**Expected Result 3 Life skills training for 75 per cent of in-school, and 50 per cent of out-of-school, female adolescents in four districts and Principe, aiming to promote gender parity in enrolment, and reduce adolescent pregnancies and dropping out;**

“Government and UNICEF have worked with 7 out of school centres and 24 NGO’s to popularize the SARA Communication Initiative. The distribution of equipment and audio-visual materials has supported over 500 girls attending these centres in increasing their levels of self-esteem, delayed early girl child pregnancy in some cases and provided a safe haven for many girls that come from dysfunctional homes. The programme has also increased household awareness and allowed parents to keep their children in school much longer. The programmes have proved to be a positive channel for advocacy and awareness building around issues such as HIV/AIDS, and Early Girl Child Pregnancy. (Franciscan Sisters Quarterly Reports).”

## [1.4. Water and sanitation](#_Toc243791551) and environmental management

## Water and sanitation

108. The UNDAF brought together water (1.4.1), sanitation (1.4.3) and environmental (1.4.2, 1.4.4, 1.4.5) issues into the same outcome area (1.4). It is considered that the environmental issues should not have been included under a social services, and merit inclusion under a separate outcome area of Environmental management. This is proposed in the revised financial tables and UNDAF Results Matrix.

109. A National Water and Sanitation Strategy document (Estrategia Particpativa para Agua e Saneamiento de STP para 2030 , Versao Final 26 de outoubre 2009. National Water Strategy) has recently been prepared by the Ministry of Natural Resources and Energy, with EU assistance. Further review is required to assess the extent to which the UN water and sanitation support is aligned with priorities and projects identified in this national strategy.

|  |  |  |
| --- | --- | --- |
| **1.4. The access by a great number of the population to potable water, to sanitation and to a protected environment is guaranteed** | -% of forested zones in relation to deforested areas  **-**Rate of prevalence of water-borne diseases (malaria,  diarrhea, typhoid, intestinal parasites, shistosomiasis)  *Il n’y a pas de données sur l’indicateur demandé.  Le projet de lutte contre la dégradation des sols et la désertification à STP n’a pas encore produit des résultats à ce point, l’objectif principal étant celui de renforcement de capacités en techniques de gestion durable des terres, en matière de la planification.*  *La déforestation est plus accentuée dans le District de Lobata (Forêts tropicales sèches et ouvertes, i.e Praia das Conchas)* | **PNUD (Sabina )**  **OMS** |

110. UNICEF ($637,000) and WHO ($77,000) are collaborating in water and sanitation, on which the results given in the UNICEF MTR are given below. A request for a Project Preparation Grant (PPG) for a new regional project “Implementing Integrated Water Resource And Wastewater Management In Atlantic and Indian Ocean" for Small Island Developing States (SIDS) (Dec. 2008) (UNDP, UNEP) is currently under a review, which could increase UN system involvement in water and sanitation, if approved.

### [1.4.1 Water supply and use](#_Toc243791552)

|  |  |  |
| --- | --- | --- |
| **1.4.1 Water supply and use**  Awareness and implementation of  the rational use of water are improved | -% of the population with access to potable water - **86.2%** ***(MICS III, 2006)***  -% of the population correctly utilizing a potable water point – **No Available** | **UNICEF** |

111. UNICEF gives the following summary of its support to water supply and use from its WASH programme:

“UNICEF WASH programme Expected Result 1 Institutional capacity enhanced for improved monitoring and evaluation of water supply and use;

Interventions linked to an improvement in water consumption were essentially focussed on the installation of a credible WASH Information Management System at the central and 6 district council and Principe levels.

The system was initiated in 2007 involving the use of shared UNDP expertise from Sierra Leone and the National Directorate of Natural Resources and Energy. An estimated 39 government and local government personnel in 6 District Council and Principe and the Directorate of Natural Resources and Energy were trained in the process of WASH data generation and collection, the use of GPS Tracking , WASH IMIS systems reviewing and planning and management.

The system now operating in 3 districts, has provided the basis for improved WASH data gathering and evaluation nationwide. The programme is however in its early stages and major results will not available until late 2009 and 2010 when all 7 sites should be operational.

UNICEF[[22]](#footnote-23) is providing support through a new programme re-established after a suspension of the WASH programme in 2001. It became critically important to re-start the WASH programme in 2006 through 2009 following a Cholera epidemic in 2005 and 2006. It was seen as a programme that would have varied aspects of inter-sectoral linkage both in the Health, Education and Communication sectors but geared towards increasing and ensuring improved school attendance that had faltered due to water borne diseases, limited attendance by girls due to poor toilet facilities, and the drudgery associated with girls and water provision at home.

The programme is seen as extremely relevant given its new emphasis in the provision and support to an Information Management and Monitoring System that guarantees appropriate WASH data for better and improved planning by the Ministry of Natural Resources and Energy and the management of information on Water and sanitation and hygiene improvements.”

“UNICEF WASH Programme Expected Result 2 Community access to potable water increased from 20 per cent to 80 per cent;

“The only major results evident in this result area are : The construction of 600 family based home toilets and improvement of potable water in 7 Child Friendly Schools and 5 communities reaching 25.000 children and community members. Notwithstanding the absence of current impact assessment data, it is clear that these inputs and strategies have contributed to the reduction of water borne diseases which would have otherwise led to reduced participation in school as a result of intermittent illnesses of students and created an environment for improved girls participation in schools.”

### [1.4.3 Sanitation](#_Toc243791554)

|  |  |  |
| --- | --- | --- |
| **1.4.3 Sanitation**  Target population practices in  hygiene and in the protection of the sanitation zone are improved | -% of the population with access to improved sanitation facilities - **28%** ***(MICS III, 2006)*** -% of the population correctly utilizing improved sanitation facilities - **No Available** | **UNICEF** |

112. The UNICEF gives the following summary on its support to sanitation under the WASH programme:

“UNICEF WASH Programme Expected Result 3 Hygiene practices and sanitation improved in 80 per cent of primary schools and communities of all districts, aiming especially at improving girls’ attendance at school.

More than 600 latrines were constructed benefiting close to 30,000 children and related families, through the collabo ration of UNDP, ADB and the NGO ALISEI. Toilets were rehabilitated in 7 Child Friendly Schools, and an intensive school and community based campaign was undertaken popularising positive hygiene practices, including hand washing This was done in all 72 primary schools nationwide and reached nearly 22,000 students. These activities, contributed to the non-resurgence of a cholera epidemic after 2006, improved access to appropriate sanitation facilities at the community level, a desire among local populations to own home toilets, and improved awareness of the value of proper sanitation.”

## Environmental management

**113. The area of the environment is well covered by appropriate policy and programme frameworks, both at the global and international level as well as the national level. At the global level MDG 7 concerns sustainable environmental concerns, while a large number of international conventions address specific environmental issues (Biodiversity, climate change, Persistent Organic Pollutants (POPs).**

**114. At the national level, the Government has adopted the National Environment Plan for Sustainable Development (1999) (***Plan National de l’Environnement pour le Développement Durable (PNEDD), adopté en 1999),* **as well action plans and proposals given in national communications on the different environment conventions ratified by the Government, relating to:**

1. Climate change (22 projects proposed for $2.9 million)
2. Biodiversity conversation (5 projects, $746,000, and 14 projects – costs unavailable);
3. Anti-desertification

115. National authorities have been involved in international negotiations processes related to the UNFCCC and the Kyoto Protocol in order to reach a global agreement regarding climate change during the Copenhagen Conference. National delegates have been participating in LDC, Small Islands States, Africa Group, G77 plus China meetings, as well as in plenary sessions and in Convention’s Subsidiary meetings. STP has also been participating in Clean Development Mechanism (CDM) meetings.

### [1.4.2 Environmental protection](#_Toc243791553)

|  |  |  |
| --- | --- | --- |
| **1.4.2 Environmental protection**  A greater number of the population guarantees environmental protection through adequate measures | -% of protected land to preserve biodiversity in relation to deforested areas ***40%***  -% of urban populations with access to an improved sanitation system - **38.7%** ***(MICS III, 2006)*** | **PNUD** , **UNICEF** |

116. UNDP has funded two environmental education projects: Programme national sur l’éducation environnementale (56869), ($124,000, 2007 – 2008)) and Education et sensibilisation environnementale (70415) ($23,000, 2009), relating mainly to the development of environmental education in schools. Links between these projects and the output title and indicators are not clear.

117. The UNDP CP MTR gave the following views on UNDP’s contribution to environmental protection (p.21 )

50. « En matière de Protection de l’Environnement, les produits dont le Programme a contribué à la livraison sont de plusieurs ordres. La capacitation vient en premier lieu, puisque dans ce domaine, l’assistance du PNUD, ancienne d’ailleurs et bien ancrée, aura consisté à aider le secteur, la Direction Générale de l’Environnement en particulier, à asseoir des compétences stratégiques et opérationnelles dans la gestion environnementale et la mise en œuvre des instruments internationaux auxquels le pays a souscrit à l’instar de la communauté des nations. Cette capacitation est passée par le financement d’ateliers de mise à niveau et autres voyages d’études, ainsi que par la mise à disposition, en durée courte, de consultants internationaux et nationaux.

51. Ce processus a permis de rendre disponibles, dans des versions plus ou moins finalisées, le 4è Rapport national sur la biodiversité (en attente d’une traduction en Anglais pour diffusion internationale) et le Rapport d’auto-évaluation sur les capacités nationales (en attente d’une traduction en Portugais pour validation nationale). Le Rapport sur la 2è Communication nationale sur les changements climatiques n’est pas encore disponible, les phases préliminaires à l’inventaire ayant seules été menées. La création du Centre de recyclage dans le cadre de la mise en œuvre du Protocole de Montréal est effective au sein de l’Institut Polytechnique de Sao Tomé. Le Programme l’a doté d’équipements à hauteur de ses engagements et initié un processus de mise à niveau des utilisateurs. Toutefois, pour être complètement opérationnel, le Centre devait aussi recevoir des équipements additionnels de l’ONUDI, qui étaient en train d’être réceptionnés au cours de la revue.

52. Le Programme a également accompagné le secteur dans la mise en œuvre de campagnes d’information et de sensibilisation de masse sur les questions environnementales. Dans la même dynamique, il appuyé l’édition et la diffusion de 9 lois sur l’environnement, adoptées antérieurement mais que le manque de moyens ne permettait pas à la partie nationale de faire connaître à grande échelle. »

### [1.4.4. Compliance with international environmental conventions](#_Toc243791556)

|  |  |  |
| --- | --- | --- |
| **1.4.4. Compliance with international environmental conventions**  National communications on the  Rio Conventions are stated and broadcast | -Number of reports produced and broadcast on the Rio Conventions  *(i) Auto-évaluation en vue des priorités de la mise en œuvre du UNFCCC*  *- 1er et 2ème « Rapport National sur les Changements climatiques» en vue de l’identification des gaps et de consultation avec les plus  vastes partenaires pouvant contribuer au processus national de la communication nationale du pays pour sa présentation  aux Conventions des Parties (COP)*  *- Inventaires des Gazes d’effet de Serres (IGEE)*  *- Gestion de l’Environnement Global*  *- Plan d’action pour la Gestion environnementale nationale (Phase I et II- Plan de Développement de Capacités nationales)*  *- Evaluation des capacités nationales (NSCA)  et Plan de la mise en œuvre du Développement des Capacités nationales, dans le cadre de la mise en œuvre des 03 Conventions de Rio : CDB ; CQMC ; CLCD  et celle de Estocolmo : Polluants Organiques Persistants (POP’s)*  *(ii) Plan National de l’Environnement pour le Développement Durable (PNEDD), adopté en 1999*  *(iii) 1er ; 2ème ; 3ème et 4ème Rapport sur la biodiversité à STP*  *(iv) Approche régionale  (16 pays) dans la lutte contre la dégradation des zones côtières et la réduction des ressources vivantes dans les zones du Grand Ecosystème Marin du Courant de la Guinée (GEM-CG)*  *(v)  Stratégie et Plan d’Action pour la Prévention de la Désertification et Dégradation des Sols* | **PNUD (Sabina)** |

**118. The preparation of the various reports relating to environmental conventions has undoubtedly raised government awareness of the issues involved, and of the need for follow-up action. At the same time, national capacity has been increased through the training of human resources and the involvement of staff of the Ministry of Natural Resources and the Environment in the preparation of these reports, and in international negotiations.**

**119. The extent of follow-up in terms of the implementation of projects identified in these reports is varied and requires a more in-depth review, as well as the mobilization of resources. Some major projects are under preparation, particularly relating to the regional small island developing states (SIDS) water resources and waste-water management project ($25 million) and the climate change adaptation project for STP (Japan, $2.75 million)**

**120. The UN system has been successful in providing support to the preparation of the above reports. While these reports in themselves, and the process of the preparing them are useful tools for awareness raising of the issues involved, and have thus fully met the UNDAF objectives, their longer-term impact will be limited unless the necessary resources are mobilized and support provided to follow-up action to the specific projects identified.**

1. **Climate change**

Table List of climate change pipeline projects

|  |  |  |  |
| --- | --- | --- | --- |
| **Rank** | **Projects** | **Costs, millions USD** | **Sector** |
| **1** | Training and equipment for artesanal fishermen | 0,35 | Fisheries |
| **2** | Establishing a system of climate alert | 0,5 | Infrastructure |
| **3** | Communication action for behavior change | 0,1525 | Health |
| **4** | Placement and installation of Device for Fish Concentration (DFC ) in coastal zones | 0,25 | Fisheries |
| **5** | Construction of two systems of drinking water supply in rural zones | 1 | Water |
| **6** | Reinforcement and diversification of agricultural production | 1,65 | Agriculture |
| **7** | Integrated project of livestock development (goats and cows) in the north part of S. Tomé | 0,9 | Livestock/Agric |
| **8** | Sustainable management of forest resources | 2,915 | Agriculture |
| **9** | Relocation of local communities (Malanza, Sta Catarina and Sundy) at risk of floods and landfalls | 0,5 | Infrastructure |
| **10** | Construction of shelters and parks for fishing artisanal | 0,3 | Fisheries |
| **11** | Introduction of the new technologies for firewood use and to make charcoal | 0,5 | Energy |
| **12** | Establishing the agro- tourist complexes at Monte Café and Porto Real |  | Infrastructure |
| **13** | Create an epidemic data base about potentials diseases related to CC | 0,02125 | Health |
| **14** | Elaboration of strategic and emergency plans emphasizing the health sector | 0,03625 | Health |
| **15** | Reinforcement of Human Technical Capacity of National Civil Protection and Fire Brigade |  | Civil Protection |
| **16** | Training (doctors, nurses, volunteers, helpers students, etc..) for emergency needs and study visits | 0,215 | Health |
| **17** | Sustainable management of water and energy | 0,3 | Water/Energy |
| **18** | Correlate data for diseases of vector origin, focussing on malaria, through GIS systems ,with MARA/OMS initiative foreseeing the spatial risk of the problem (epidemic malar- ia) | 0,2 | Health |
| **19** | Introduction of renewable energy | 0,5 | Energy |
| **20** | Construction of two hydro power-stations, at Claudino Faro and Bernardo Faro | 0,5 | Energy |
| **21** | Evaluation and planning the hydro resources | 0,4 | Water/Energy |
| **22** | Reinforcement the car parking of the National Civil Protection and Fire Brigade | 0,35 | Civil Protection |
|  | ***Total*** | ***2,916*** |  |

1. **Biodiversity conservation**

Table List of Biodiversity Action Plan projects requiring funding

|  |  |  |
| --- | --- | --- |
| Ministère des Ressources Naturelles et Environnement (2004) Estratégia nacional e Plano de Accao da Biodiversidade(153 pages),(Portuguese and French) with Project proposals for : | | |
|  | **Title of project** | **US$** |
| 1 | Elaboracao de Legislacao especializada sobre a conservacao da Biodiversidade em S. Tome e Prinbcipe e a utilizacao sustentavel dos Recurssos a ela inerentes ($80,000, 2 years) | 80,000 |
| 2 | Criacao de um Quadro Juridico Nacional sobre a Bio-Seguanca e a promocao da Investigacao Cientifica no dominio da Biotecnologia ($112,000, 2 years); | 112,000 |
| 3 | Reforco da Capacidade Institutional dos sectores responsaveis pela Conservaao « ex situ » ($275,000, 4 years) ; | 275,000 |
| 4 | Realizacao de programmes de Informacao, Educacao e Comunicacao (IEC) sobre a Conservacao da Diversidade Biologica,dedicados aos Resposaveis Polticos e Administrativos, Quadros Tecnicos, Profissionais e Agentes Economicos, cuja actividade lida de perto come a tematica, ONGs e a populacao em geral. ($175,000,2 years) ; | 175,000 |
| 5 | Realizacao de Filmes, Postais e Posters, Selos e Atlas de Especies de Fauna e Flora selvagends, ameacadas ou em periigo. ($104,000, 2 years) | 104,000 |
|  | ***Total*** | ***746,000*** |

121. In addition 14 projects were identified in the Biodiversity Action Plan:

Table List of Biodiversity pipeline projects

|  |  |  |
| --- | --- | --- |
|  | **Plans of Action for Biodiversity Action and Projects** | **$** |
| A1 | **Plan d’Action pour la Conservation de l’Ecosystème Côtier et Marin et Utilisation Durable de ses Ressources** |  |
| 1 | Aménagement Spatial de la Zone Côtière et Gestion Durable de ses Ressources |  |
| 2 | Gestion durable de la Zone Economique Exclusive (ZEE) |  |
| A2 | **Plan d’Action pour la Conservation des Ecosystèmes des Eaux et l’Utilisation Durable de leurs Ressources** |  |
| 1 | Conservation de la Diversité Biologique et des Ressources Biologiques des Eaux |  |
| A3 | **Plan d’Action pour la Conservation de l’Ecosystème Forestier et l’Utilisation Durable de Ses Ressources** |  |
| 1 | Gestion Ecologiquement Viable des Forêts |  |
| 2 | Gestion de la Zone Périphérique aux Aires des Parcs Naturels (Ôbô) et aux autres Aires Protégées |  |
| 3 | Reboisement Forestier |  |
| 4 | Inventaire National de la Faune Sauvage |  |
| 5 | Elargissement et enrichissement de l’actuel Jardin Botanique et de ’Herbier |  |
| 6 | Recensement et Codification des Us et Coutumes Traditionnelles liés à  Conservation de la Biodiversité |  |
| A4 | **Plan d’Action pour la Conservation de l’Ecosystème Agraire et Utilisation Durable de ses Ressources** |  |
| 1 | Valorisation des Ecosystèmes Agricoles |  |
| 2 | Mise en place d’un Centre de Recherche et Développement de |  |
| A5 | **Plan d’Action pour le Renforcement du cadre Institutionnel et Légal** |  |
| 1 | Elaboration de la Législation Spécialisée sur la conservation de la Biodiversité à Sao Tomé et Principe et l’utilisation durable des Ressources y inhérentes |  |
| 2 | Mise en place d’un cadre Juridique National sur la Bio-sécurité et la promotion de la Recherche Scientifique dans le domaine de la Biotechnologie |  |
| 3 | Renforcement de la Capacité Institutionnelle des secteurs responsables de la  Conservation “ex-situ” |  |

122. The above show that there are a large number of projects identified by UN-assisted reports, for which support is still required, and which merit a separate environment management outcome area in the UNDAF.

### ****1.4.5 Environmental management****

|  |  |  |
| --- | --- | --- |
| **1.4.5 Environmental management**  National institutions with  responsibility for environmental management are strengthened  by the implementation of the National Environmental Plan for Sustainable Development (NEPSD) | **-**Number of appropriately trained staff in place  -Number of communities and people implicated in safeguarding environmental protection  Il n’y a pas des chiffres. Secteurs tels que :  *- DGA : Direction Générale de l’Environnement*  *- Institut National de la Météorologie*  *- Agriculture*  *- Elevage*  *- Industrie*  *- Commerce*  *- Tourisme*  *- Direction des Forêts*  *- Centre de Investigation Agronomique et Technologique (CIAT)*  *- ONGs œuvrant dans le domaine de l’Environnement* | **PNUD (Sabina)** |

123. Other information on this output is not available.

## 6.2 [**UNDAF OUTCOME 2 PUBLIC INSTITUTIONAL REFORM, CAPACITY BUILDING, GOOD GOVERANCE POLICIES**.](#_Toc243791558)

124. This chapter summarises information received on results achieved in respect to the indicators given in the UNDAF document for each of the UNDAF’s 32 output areas. This is drawn from various reports, of varying scope and depth, as available, with the result that the information given for each output areas varies considerably in both quantitative and qualitative terms. This underlines the need for improved and more standardized reporting across all UNDAF thematic areas, without which full and systematic monitoring of the UNDAF is not possible.

## [2.1 Public institutions strengthened](#_Toc243791559)

*By 2011, the public institutions will ensure the protection of human rights, justice in the distribution of national resources and dialogue with civil society*

125. Results achieved

1. Three State of the World Children Report’s Launched (2007, 2008, 2009) and public dialogues implemented around the issues outlined
2. The State of Africa’s Children Report (200?) launched and a public dialogue implemented
3. Working Breakfast Session held with the Prime Minister and Council of Ministers to review MDG Costing and its implications for budget allocations ;
4. Marginal Budgeting for Bottlenecks Awareness Seminar implemented for targeted NGO’s and the Ministry of Health

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| **2.1 Public institutions strengthened**  Public institutions are reinforced to guarantee their reform and their transparent and just application of the rule of law | Degree of citizen satisfaction with regard to the respect of  their rights and their security  -% of international conventions ratified and integrated in the national legislation  -% of additional protocols ratified and applied | UNDP : 1,150,000  UNFPA : 500,000  UNICEF : 573,088  WHO : 250,000  To be mobilized  Portugal : 574,000  UNAIDS : 50,000  UNDP : 800,000  UNFPA : 200,000 |
| **Results achieved** | 3 Information Upgrading Sessions with the 5th Commission on Human Right, Gender and Citizinery  250 members of the Army and Police sensitized on CRC and CEDAW  National Emergency Response Unit structured and presented to Government  Supported 6 participants for external awarnEess building | |

### [2.1.1 Protection of children, youth and vulnerable groups](#_Toc243791560)

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| **2.1.1 Protection of children, youth and vulnerable groups**  Legal and institutional environment guarantee the protection of children, youth and vulnerable groups | | -Laws approved and in force |
| **Results achieved** | * National Domestic Violence Law drafted and passed into law; **5000 copies of the Domestic Violence Law published by UNICEF 25,000 by UNDP** * The National Penal Code revised and harmonized with the CRC and CEDAW2 * Domestic Violence Counselling Centres established in Sao Tome and island of Principe * 2 Domestic Violence Counselling Centres established in Sao Tome and island of Principe * 5 Domestic Violence Support Units developed through (police, CID, Supreme Court, General Hospital , Attorney General’s Office * 1 National Community Broadcasting Law passed | |

126. UNICEF is the only UN agency working with child protection issues, although others are involved with youth and other vulnerable groups (e.g. PLWHA). The results achieved in relation to UNICEF’s child protection programme, as summarized from the UNICEF MTR are given below:

**Expected Result 1. 100 per cent child registration using key sectoral partnerships nationwide** .

“Unfortunately, limited cooperation between the Ministries of Health and Justice has led to consistent failure to implement any activities aimed at addressing birth registration during the reporting period. In 2007, a draft policy for inter-sectoral collaboration between the ministries of Health and Justice for the use of maternity centres as a “one stop shop” for child birth registration was designed but not implemented.

In 2009, specific efforts were made to commence dialogue at the technical level so as to activate the declared strategy. The coverage rate of birth registrations during 2004 were 80%. However, the MICS 3 (2006) revealed that only 69% of children were registered. There is currently no updated data.

Efforts at automation of the Birth Registration of children among other improvements to the National Registry are being supported by UNDP (project 60213, $162,000 Modernisation et informatisation d’Etat Civil). Government has continued independently with the programme of cooperation and sensitisation activities linked to other activities such as the Domestic Violence programme. Therefore, very little has been implemented to show any radical development or improvement in the birth registration of children.

**Expected Result 2** **Capacity of national and local level mechanisms for the popularization of the Convention on the Rights of the Child (CRC) and monitoring its implementation strengthened**

Over the past 30 months an estimated 27 key activities focusing on CRC and CEDAW advocacy and sensitisation were undertaken. These activities aimed at increasing awareness of the Conventions; Key results of the Concluding Observations of the Geneva CRC Committee; information directed at rights holders and duty bearers at home, school, community and levels of governance. Some of these programmes provided greater awareness on the synergy between the two Conventions, improved children’s skills and provided a framework for policy revision. Yet it is recognised that the number of programme activities implemented remains insufficient and that many national social sector ministries still remain ignorant of key aspects of the CRC and CEDAW. Although there have been challenges in ensuring the implementation of the National Child Rights Monitoring Committee, the Ministry of Foreign Affairs and Justice collaborated substantively to produce the 2nd National CRC Implementation and Monitoring Report. Sterling efforts were also made to popularise the Concluding Observations of the CRC Geneva Committee through radio talk programmes, public debate sessions on national TV. A major National Training Workshop for nearly 25 civil society and Government trainers supported improved awareness and application of CRC and CEDAW tools.

There was significant CRC information dissemination among students and teachers of both primary and secondary education. However, for other targeted populations, access to such information was intermittent through special events advocacy. Limited capacity in the Ministry of Foreign Affairs did not allow for adequate technical sectoral monitoring. The 2nd National CRC Implementation Report was elaborated and forwarded to the CRC Committee in Geneva. Programme coordination had improved by the middle of 2009, providing a glimpse of the real capacity of the assigned sectoral ministry.

With regard to sexual exploitation, radio debates and sensitisation campaigns in communities in the Districts of Caué, Lembá and Água Grande were undertaken. These campaigns were also utilised to give information and sensitise on human trafficking, child adoption and school abandonment. Televised debates on the abandonment of minors and domestic violence were also implemented. Five NGO’s received SARA Communication audio-visual materials to also enhance their work around CRC and CEDAW popularisation. Briefing Sessions with the National Assembly’s 5th Specialised Committee were held. These eventually facilitated the approval of legislation on Domestic Violence and a new plea to the National Assembly to review the quota of female deputies in Parliament and actions around HIV/AIDS stigmatization. These were major gains in translating the CRC into positive decisions through the legislative arm of Government.

Other achievements pointed to the increase in children participation in development programmes and airing their voices on issues that concerned them directly. Three CRC focused training Youth Summer Camps, reaching an estimated 210 children, were organised to increase awareness on CRC and CEDAW and to pursue life skills training and exposure for children and adolescents. Such programmes have made young people more articulate and demanding of their Rights.

**Expected Result 3 Increased knowledge and capacities of Government, the National Assembly, security forces and civil society groups to defend children and women’s rights, and to reduce and monitor violations, especially sexual exploitation, child labour and domestic violence.**

The programme strengthened institutional capacities of the Government, the National Assembly, security forces as well as relevant civil society groups for the monitoring and prevention of children’s and women’s rights violation, especially in the area of sexual exploitation and domestic violence. A strategic reduction of the number of planned activities in 2008 – 2009 leant more realism to the programme.

Given limited baseline data it was difficult to assess, how exactly the programme was to ensure a 50% reduction in rights violations.

**Expected Results 4 Providing Counselling for Victims of Domestic Violence**

The most important achievements in this area were, the establishment of a domestic violence centre, the training of related personnel, the training of 6 support groups in the police, the Criminal Investigations Department, the Office of the Attorney General, the General Hospital and the Law Courts. A 4 Wheel Drive vehicle and 6 motor bikes were purchased to ease transport needs of centres. Training sessions for over 210 military and paramilitary forces, the Police and CID Officers and civil society groups were also undertaken. The establishment of a Domestic Violence Counselling Centre with family support outposts in Principe received institutional and technical support from the Government.

External training was provided to the leadership of the Centre through two study tours to Portugal for the exchange of information on domestic violence counselling centres and related issues. The experiences and information gained was eventually shared with several local institutions including CARITAS, Ithe National Institute for Gender Promotion, and Principe.

A major debate on domestic violence between the Ministry of Justice and the National Assembly’s 5th Specialised Committee was considered extremely useful. There was also a special session of the Council of Ministers on the same theme. This level of advocacy at ministerial level also provided better understanding of some of the issues and may have led to recent increases in support for the Ministry of Labour and Family Affairs to take on greater responsibilities in Children’s issues. To sensitise the public, two television documentaries and six radio and TV PSA on gender-based violence and women’s empowerment were developed and broadcast.”

### [2.1.2 Financial resources management, particularly from oil resources](#_Toc243791561)

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| **2.1.2 Financial resources management**  Transparency in the use of resources and in particular, the utilization of oil revenue, is guaranteed | -Existence of an efficient and functional accounts tribunal  -Existence of transparent budget management |

127. The only document received on this subject related to the two UNDP-assisted projects:

1. Appui institutionnel à la Cour des Comptes (UNDP project 58940, $48,000, 2007 – 2009) (Evaluation Report, 2004)[[23]](#footnote-24)
2. Promoting Democracy and Public Accountability (UN Democracy Fund - UNDEF)($308,000, 2007 - 2009) (Evaluation Report)[[24]](#footnote-25)

128. The Cour des Comptes project is essentially closed, although it had expenditures of $2,000 in both 2008 and 2009. The Cour des Comptes exists as an accounts tribunal, but at the time of writing of the evaluation report (2004), did not have an action plan and was not fully functioning. Further clarification is required as to whether it is currently playing its intended role.

129. The UNDP CP MTR stated that “*La Cour conduit des audits et édite des rapports, mais qui ont peu d’effet dans l’assainissement des mœurs financières car non ou peu exploités par une véritable opinion publique*. » (table on p. 25). No information was received on the extent to which the indicators above have been achieved.

### [2.1.3 Communications and media development](#_Toc243791562)

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| **2.1.3 Media development**  Awareness by the population of the national priorities is strengthened through capacity building of the media | | -Number of awareness programmes produced by the Government |
| **Results achieved** | 1 National Conference on Early Girl Child Pregnancy implemented and 160 delegates sensitized  581 editions of 7 different programmes were broadcast by the National Radio of Sao Tome and Principe covering all CSD issues using a variety of formats i.e. discussion programmes, special interviews, inter-active talk programmes with varied publics, quizzes and Child-to Child programmes.  30,000 persons reached through “ Clarao” Theatre group with messages on HIV/AIDS and CSD; 22,000 students in 72 primary schools reached through puppetry theatre on hand-washing ; and 10,000 reached by a visiting Brazilian theatre group “Hierofante on HIV/AIDS prevention information.  186 radio public service announcements broadcast,  75 of article produced and presented through Correio da Semana  6 documentaries on a variety of CSD topics produced and aired by TVS reaching an estimated 30,000 TV viewers  2 Community Radios established through collaboration with UNDP, International Alert and UNDEF (NYHQ)  4 Community Radio Broadcasting and Management Training Workshops implemented in collaboration with UNDP, International Alert and UNDEF   1. Senior Journalist Mentors Orientation Workshop implemented 2. Provided in-part scholarship support for the training of 6 professional journalists to Centrjor Portugal and 1 Study tour to Nigeria. | |

130. UNICEF, UNDP and UNFPA were all involved in communication work, and the very limited indicator identified in the box above was greatly exceeded.

131. In the UNICEF Communications programmes, the UNICEF MTR summarized the results in relation to the programme’s expected results, namely

**Expected Result 1Strengthened capacities in government, civil society and communities to collect and disseminate information that contributes to behavioural changes and to the adoption of positive social practices in families and communities,**

**Expected Result 2Reinforced institutional and professional media capacity in support of programme outcomes and the MDGs;**

**Expected Result 3 Enhanced Government, donor, development partner and private sector commitment for increased financial and material support to programmes for children and women.**

“In relation to the indicator of the number of awareness programmes produced by the Government, the following shows the extent of the achievement of this goal  **“**The programme was strategically designed to incorporate a variety of media elements including interpersonal communication, community based media, mass media, special initiative campaigns and personnel training, while addressing a series of strategically identified CSD programme issues. The programme unfortunately has done little by way of focused behavioural communication research during the first phase of the cycle. However, it is evident that C4D approaches have contributed to the success in a series of specific interventions, especially in increasing levels of awareness, and attitude change at the household level.

The limited number of radio and TV stations available in the country was an advantage, as it allowed for a narrowing of attention to initially 1 National Radio and 1 TV station available and then a broadening of the scope to include 4 FM private radio stations and eventually 2 community radios. Governments involvement in ensuring the production and airing of an estimated 186 radio public service announcements, and 581 editions of 7 different programmes broadcast by National Radio of Sao Tome and Principe covering all CSD issues contributed to improved exchanges between the public and Government through the media; improved awareness building among targeted groups and ensured direct advocacy to targeted decision makers. . An estimated 492 programmes that were broadcast on national TV including a special series called “ Olher Infantil” and “Saude Para Todos” provided a back-up information delivery service for community health promoters that have improved access to knowledge on the ACT drug regime for malaria control, use of Vitamin A supplements, information on WASH and sanitation, child protection especially issues such as Domestic Violence.. A major campaign on Early Girl Child Pregnancy and Maternal Mortality issues found expression through the local media as evidenced in an estimated 6 documentaries on a variety of CSD topics that were produced and aired reaching an estimated 30,000 TV viewers.

Substantial work was done in community sensitisation activities, using a Movie and Audio-visual Van to reach an estimated 60,000 people in 6 of the nations districts since 2007. Local communities and city markets populations were reached through the Theatre for Development for Children’s Rights group “Clarao”. Seventy-two primary schools with nearly 22,000 school children were reached by puppetry theatre teams with messages on Hand washing and another 10,000 were reached by a visiting Brazilian theatre group “Hierofante that propagated HIV/AIDS prevention information. Activities also included the training of community health workers known as "Agente de Saude comunitario" and investments made through the Joint UNDP/Alert International and UNICEF – UNDEF funded initiative of 2 community radios. These varied programmes increased awareness among targeted populations and made a difference in key areas such as the uptake of vaccination and Vitamin A programmes, malaria control and HIV/AIDS prevention awareness.”

132. From the above, it can be assumed that “ Awareness by the population of the national priorities is strengthened through capacity building of the media” was greatly strengthened.

### [2.1.4 Socio-economic information management and statistical development](#_Toc243791563)

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| **2.1.4 Socio-economic information management**  Socio-economic information management is improved at all levels | -Existence of a dynamic and dependable statistical data base  -Existence of a multi-year statistical plan of action  -Existence of a functioning statistical department in each key institution |
| **Results achieved** | - STP Info internet linked database developed by INE; 25 civil servants from 7 sectoral ministries trained in “Dev/Info 5”;  -1 Specialist Dev/Info Administrator trained in Dev/Info 6.0 for improved sectoral ministerial oversight and inspection IT equipment purchased for 6 sectoral ministries for Dev/Info monitoring and g);   * -Supported UNDP in the development of the of the 2nd National MDG Report (2008); -Supported INE and Poverty Reduction Strategy Observatory established a web link * dubbed “STP Info” customizing Dev/Info for the country. * -Multiple Cluster Survey finalised and produced   **-**Situation Analysis of Children and Women in Sao Tome and Principe produced |

133. The projects which have directly related to the strengthening of statistical capacity have been the UNDP project 60213 Modernisation et l’ informatisation de l’Etat civil (60213) ($162,000), the UNFPA support to Population and Development (STP5P 101 /STP5P202 - $382,000), and the UNICEF Social policy and advocacy programme. Support has also been given by the inter-agency Data for Development working group, particularly for the preparation of a national statistical development programme, and for the monitoring of UNDAF indicators.

134. In addition, the UNDP-supported project *Appui à la mise en œuvre de mécanismes de suivi de la SNRP* (number 41583, $257,000), has supported the Direction du Plan in the preparation of a national long-term development strategy and of a Strategic Development Plan for Poverty Reduction (PSDRP) (2010 – 2014), as well as the establishment and implementation of mechanisms for monitoring these plans (including with the aid of the statistical and mapping software DevInfo) and the MDGs through the Poverty Reduction Observatory. It has also supported the National Statistics Institute (INE) in carrying out a household budget survey (with technical assistance from AFRISTAT) so as to obtain more reliable data on poverty, MDGs and other development indicators.

135. The UNDP MTR report (p. 19) confirms that UNDP has carried out strategic and monitoring studies of certain sectors, including support to the formulation of the new National Development Strategy, a diagnostic study of the functioning of the Ministry of Foreign Affairs, as well as the preparation of the 2009 National Human Development Report, the MDG Review (2008) and monitoring reports on the DSRP, as well as the Household Budget Survey.

136. It is evident that neither the title of the thematic area, the indicators themselves or the UNDP-supported projects assisting with the above work, adequately reflect the broader issues of f strengthening economic and social planning and monitoring capacity. This should be reflected in the revised UNDAF Results Matrix

### [2.1.5 Gender equality](#_Toc243791564)

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| **2.1.5 Gender equality**  The national institutions responsible for the implementation of the National Strategy for Gender Equality and Justice (NSGEJ) are developed and  reinforced | -Existence of a legal statute for the promotion of the NSGEJ  -% of civil servants trained in gender in the development sectors regularly utilising this approach in their daily work  -Degree of participation of civil servants trained in planning processes and in the implementation of their plans |
| **Results achieved** | 25 NGO and sectoral ministry staff trained on application of CEDAW and Programme Management |
| **Follow-up action required** | 1 CEDAW Training manual to be developed as training tool for NGO’s in November 2009 |

**137. The main policy framework is the National Strategy for Gender Equality and Equity (NSGEE), adopted in July 2005, for which the main priorities are given below[[25]](#footnote-26)**

« Pour réduire les inégalités genre qui affectent ces différents secteurs de développement, le Gouvernement a adopté en Juillet 2005 une Stratégie Nationale pour l’Egalité et l’Equité de Genre. Parmi les priorités nationales de cette Stratégie dans les domaines économique, éducatif, sanitaire, de participation aux prises de décisions et d'amélioration des mécanismes institutionnels, nous relevons :

*(i)* *En matière de réduction de la pauvreté*

* le renforcement des capacités techniques d’intervention des femmes dans tous les secteurs d’activités,
* le renforcement de l’accès et de l’accessibilité des femmes aux facteurs de production, à la technique et à la technologie et o l’intégration de l’approche genre dans la conception, planification et la budgétisation des actions de développement.

(*ii) En matière de promotion de la bonne gouvernance,*

* renforcement de la participation des femmes dans les instances de gestion et de décision des secteurs de développement économique
* la mobilisation pour l’augmentation de la présence des femmes dans les instances de décision et d’exécution et
* la promotion du partenariat entre les communautés et les services juridiques pour faciliter l’accès des femmes à ces services.

*(iii) En matière environnementale,*

* la révision des différents textes de la législation nationale (y compris donc les plans d'actions de la Convention de Rio) pour les rendre conformes aux engagements internationaux ratifiés par Sao Tome et Principe »

138. MDG 3 “Promotion of equality between the sexes and empowerment of women” envisages[[26]](#footnote-27) the elimination of disparities between the sexes in primary and secondary education (preferably by 2005), and at all education levels b y 2015 at the latest, an increased in the percentage of salaried women outside the agricultural sector, and a rise in the percentage of seats in the National Parliament held by women, using the following indicators:

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| **Objectif 3** | Promouvoir l’égalité des sexes et l’autonomisation des femmes |
| **Cible 3.A** | Eliminer les disparités entre les sexes dans les enseignements primaire et secondaire, de  préférence d’ici à 2005, et à tous les niveaux de l’enseignement en 2015 au plus tard |
| Indicateur 3.1. | Rapport filles/garçons dans l’enseignement primaire, secondaire et supérieur. |
| Indicateur 3.2. | Pourcentage de femmes salariées dans le secteur non agricole |
| Indicateur 3.3. | Proportion de sièges occupés par des femmes au parlement national |
|  |  |

139, The following priority actions were envisaged in the second MDG Report (October 2008)

 Renforcement des capacités institutionnelles de l’Institut National pour la Promotion de l’Egalité et de l’Equité de Genre ;

Mettre à disposition les ressources nécessaires à la mis en œuvre de la Stratégie nationale pour l’égalité et de l’équité du genre ;

 Actions de formation et sensibilisation des femmes en matière de leadership ;

 Assurer la participation politique des femmes par l’introduction d’un système de quotas ;

 Réaliser une enquête pour déterminer les niveaux d’inégalité à l’intérieur de la famille;

 Adoption de mécanismes pour combattre la violence basée sur le genre, notamment approbation par l’Assemblée nationale de la Loi contre la violence basée sur le genre ;

 Garantir l’intégration des questions de genre dans les plans et programmes nationaux ;

 Appuyer le développement et la mise en œuvre de stratégies sectorielles de genre ;

 Promouvoir une plus grande utilisation de la force de travail féminine.

140. The UNDP MTR gave the following views on gender equality and the impact of UN system support. It noted modest progress, and the absence of a real strategy to target women and to deliver specific outputs

53. «En ce qui concerne le genre, l’approche du Programme était d’en faire non pas une quatrième composante, aux côtés de la Bonne Gouvernance, de la Lutte contre la pauvreté et de la Protection de l’Environnement, mais une dimension transversale irradiant toutes les interventions. A cet égard, la revue n’a pas permis de relever des avancées importantes. Certes les femmes figurent en bonne place dans les populations cibles de certains projets. Elles ont bénéficié de la plus grande partie dans les microcrédits alloués au niveau du district de Caué. Elles se sont fortement mobilisées pour s’approprier les actions d’assainissement initiées par le Programme dans deux quartiers de Sao Tomé. Les femmes sont également des bénéficiaires de premier rang dans les stratégies du Programme en matière de santé, surtout s’agissant de la lutte contre le Sida. Les femmes enceintes qui consultent sont systématiquement dépistées et, au besoin, accompagnées sur les plans médical et psychologique. Les professionnelles du sexe font également l’objet d’un suivi spécifique.

54. Hormis ces cas, qui sont au demeurant, souvent, la résultante du positionnement de la femme dans la population cible, il n’a pas véritablement été relevé dans les interventions une stratégie spécifique pour cibler les femmes et leur délivrer des produits spécifiques. Dans le cadre du projet d’appui à l’Institut du Genre, une étude est justement en cours sur l’internalisation de la dimension genre dans les interventions du Programme.»

**141. Substantial progress has been made in documenting the status of women in STP and in formulating policies and plans, through the formulation in 2005 of the National Strategy for Gender Equality and Equity (NSGEE), an 82 page paper prepared with UNFPA support. This Strategy was prepared with the support of an MDG operational group made up of the gender focal points of the UN agencies, which used a World Bank-financed gender review/evaluation and a diagnostic on population and gender.**

**142. The strategy includes five main areas of intervention.**

1. Economic development for women in both rural and urban areas
2. Promotion of gender equity and equality in education and training
3. Improvement of reproductive health for adolescents and women;
4. Strengthening of rights and participation of women in decision-making;
5. Strengthening of institutional mechanisms in favour of gender equality and equity.

143. The strategy document includes detailed matrices for follow-up action for each of these five areas, and for indicators (on a total of 24 pages), for which estimated financial needs of $2,040,000 were given for the 2005 – 2010, broken down as follows:

Table Estimated financial needs - Gender Equality Strategy, STP

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| --- | --- | --- |
| Eixos | **Necessidades de Financiamento**  **(em dólares EU)** | **% do**  **custo total** |
| Promoção económica das mulheres no meio rural e urbano | 420,000 | 20.6 |
| Promoção da igualdade e equidade ao nível da educação e da formação | 390,000 | 19.2 |
| Melhoria da saúde e da saúde da reprodução dos adolescentes e das mulheres | 290,000 | 14.0 |
| Reforço da aplicação dos direitos e da participação da mulher na tomada de decisão | 425,000 | 20.9 |
| Reforço das capacidades de intervenção dos mecanismos institucionais a favor da igualdade e equidade do género | 515,000 | 25.3 |
| **CUSTO TOTAL** | **2,040,000** | **100%** |

144. The indicators given in the UNDAF focus only on developing and strengthening the *national institutions responsible for the implementation of the National Strategy for Gender Equality and Justice (NSGEJ), the training of civil servants on gender mainstreaming and planning,* while not specifically addressing components of these matrices, thus diminishing the value of the Strategy as a guiding document. Furthermore The monitoring of UN system support to UNDAF outcome area 2.1.5 Gender equality is weak.

145. It is recommended that

1. The UN system should review its support in the area of gender in the light of the needs identified in the NSGEE (NSGEJ?) and the MDG Report, and reformulate it so that it is directly aligned and linked to goals and activities given in this Strategy and the MDGs.
2. A gender thematic group, made up the gender focal points in each agency as well as the National Gender Institute, and possible other stakeholders, should be established or reconvened to review priorities, monitor progress and plan future activities.
3. The existence of the NSGEE and the MDG Report provides a good opportunity for the UN system to apply the programme approach by identifying and providing support to components of this strategy in a coordinated way.
4. The results (outputs) of UN system support by each agency should be documented at the CP level, and aggregated at the UNDAF level, with their corresponding UN system financial resources.
5. The UNDAF Revision (2010 – 2011) should include a revised indicators under 2.1.5 and corresponding text under Outcome 2.1 (pp. 11,12) taking into consideration the above.

### [2.1.6 Rule of law and human rights](#_Toc243791565)

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| **2.1.6 Rule of law**  Judicial institutional capacities are strengthened to guarantee respect for the rule of law | -Existence of a plan of action for judicial reform  -Ratio between judgment and accusation |
| **Results achieved** | Supported external study tour and awareness trip for 6 members of the Supreme Court. |

146. UNDP is supporting the training of justice officials through the project *Formation des officiers de la justice* (570550 ($108,000). Results achieved from this project have not been received.

147. With regard to the future, it would be logical to support the preparation of a judicial reform programme so as to provide an overall framework for both UN and other donor support, and thereby facilitate both the alignment of such support to national priorities, and the coordination/harmonization of support.

### 2.1.7 [Education and health capacity development](#_Toc243791566)

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| **2.1.7 Education and health capacity development**  Institutional capacities to accelerate the implementation of education and health reforms are strengthened | -% of implementation of planned actions for the reform of  the health sector  -% of implementation of planned actions for the reform of the education sector |
| **Results achieved** | 1 Working Breakfast Session under UN RC Coordination implemented |

148. No project or budget information is available on how the above outcomes are to be achieved. Furthermore, no information is available on the extent to which the above two indicators have been achieved, thus making particularly difficult the planning and implementation of activities as well as monitoring of results.

149. For the future, it is suggested that this outcome area be incorporated in outcome areas 1.1 Health services and 1.3 Education services, and the necessary outputs and indicated identified.

### 2.1.8 [Human rights of vulnerable groups](#_Toc243791567)

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| **2.1.8 Human rights of vulnerable groups**  The rights and protection of people living with HIV/AIDS and of vulnerable groups are promoted | | -% of NGOs active in the promotion of the rights and the  protection of PLHIV  -Existence of legal texts and measures favourable to the rights and the protection of PLHIV |
| **Results achieved** | 7 Counseling and Voluntary Testing HIV/AIDS Centres developed in collaboration with Médicos do Mundo Portugal and the World Bank’s funded PASS Programme.  Supported the establishment of 1 People Living with AIDS Association for Sao Tome and Principe (PLWA  Sustained access to Anti-Retroviral drugs of nearly $100,000 to people living with AIDS as part of the Lacus  South-South Initiative  Key prevention information is on-going and PMTCT activities are increasing and targeted to areas of need.  Supported 2 Members of the PLWA Group to attend international PLWA Fora in Brazil in 2007, 2008 and 2009 | |

150. Since this outcome area relates specifically to HIV/AIDs, it should be reflected under 1.2 HIV/AIDS. There is nevertheless a need to retain an outcome regarding human rights, so as to facilitate strengthen national capacity to implement a human rights based approach to programming.

## [2.2 Harmonisation of the aid co- ordination system in place](#_Toc243791568)

### [2.2.1 Aid coordination capacity development](#_Toc243791569)

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| **2.2 Harmonisation of the aid co- ordination system in place** | -Existence of an efficient aid co-ordination system | UNDP: 400,000  UNICEF: 270,336  To be mobilized  ADB: 1,000,000  WB: |
| 2.2.1 Aid coordination capacity development The aid co-ordinaiton unit is functioning | | -Existence of a functional unit |
| **Results achieved.** The post of national director of the aid coordination project is currently under recruitment, but the project is not yet operational. In the meantime, the UNDP office has compiled tables of donor partner assistance. | | |

## [2.3 Decentralisation for the distribution of national revenue](#_Toc243791570)

### [2.3.1 Communitydevelopment capacity strengthening](#_Toc243791571)

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| **2.3.1 Community development capacity strengthening**  Community actors have the capacity to promote and participate in their own development | Existence of an effective decentralization policy |
| **Results achieved** |  |

151. UNDP has supported two projects in the district of Caue which contribute to the above output, namely project 14851 *Appui aux communautés de base en matière de gouvernance locale et reduction de la pauvrété* (2004 – 2009) ($525,000), which was complemented by project 50445 *Improvement of the marketing of meat through public/private/civil society and community partnerships* (2006 – 2009, $329,000). Both these projects are included in the UNDP CP Poverty Reduction goal, (which has no UNDAF equivalent) and not under governance. The projects are financed under UNDP TRAC resources and from the Public Private Partnership Urban Enterprise (PPPUE) fund, financed by the Netherlands.

152. The project has supported the construction of an abattoir in Caué and micro-credits to small-scale livestock farmers, mainly women, to finance small-scale income generating activities in agriculture, fisheries, livestock. This forms part of the local Caué District Development Plan, which the project helped to formulate.

153. A second income generating project has been carried out under the UNDP-supported project 46722 *Creation of walking circuits and training of guides for eco-tourism* (2007 – 2009) ($142,000) in the area of Monte Café. This project has included technical support to small-scale coffee planters who have received land from the government, and the rehabilitation of a building for the development of a coffee museum to promote marketing and for visiting tourists.

### 2.3.2 [Strengthening of district and city councils](#_Toc243791572)

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| UNDAF Output 2.3.2 Strengthening of local district and city councils  The district city councils will be strengthened to facilitate their rational management of resources | * % of district city councils staff trained in planning and management; * Existence of a decentralized budget facilitating the use of resources; * Number of the elderly receiving food rations. |

154. UNDP has supported the decentralisation process through the project 56982 *Renforcement des capacités des élus locuax,* (2007 – 2008, $262,000), which has included the training of mayors and other elected officials, the provision of equipment and documentation, and support in the preparation of a local development plans for the district of Caué and of Principe.

## 6.3 CROSS-CUTTING AREA OF COOPERATION: GENDER

*By 2011, a gender dimension will be integrated at all levels of future cooperation to ensure visible equality of women and men in political, economic and social life.*

155. The UNDAF stated that “To ensure a gender-sensitive process that will lead towards a more equal and participatory society, gender issues will be mainstreamed throughout the UNDAF programme cycle.” However, in the absence of outcomes, outputs or indicators given in the Results Matrix, or of reports, it is not possible to assess the extent to which this goal has been achieved.

156. To address this issue, the re-establishment of a gender theme group, and of an appropriate monitoring system is advisable, which should provide documented evidence on the extent to which UN system cooperation is promoting the “visible equality of women and men in political, economic and social life.” At the same time, realistic outputs and indicators should be identified to facilitate planning.

## 6.4 OTHER AREAS OF COOPERATION NOT INCLUDED IN UNDAF

157. One of the weaknesses identified in the UNDAF is the absence of a specific outcome related to productive, wealth-producing activities.

158. While some such activities are included under 2.3.2 Community development capacity strengthening, notably in the form of the Caué *Meat marketing project* (*14581 and 50445),* and *46722 Eco-tourism development)* , consideration should be given to their inclusion under a separate outcome related to economic development.

159. The absence of an economic outcome in the UNDAF also means that the two UNDP-supported trade and investment related projects are also not covered by the UNDAF. These are Project 54592 *Assistance technique pour l’établissement d’un environmental favorable au business – Guichet Unique* (2007 – 2010) (Thematic Trust Fund $395,000), aimed at the creation of an investment promotion agency, and 54593 *Assistance Technique pour le Renforcement de la Direction du Commerce* (2007 – 2008)(Thematic Trust Fund – Cadre Integré, ($229,000) which are included under the Good Governance component of the UNDP CP.

160. This highlights the dilemma of classifying UN support, either on a sectoral basis (health, education, etc.) or on a generic cross-cutting one (good governance, multi-sectoral public institutions, gender etc.). For ease of clarity and alignment to national objectives, consideration should be given to using sectoral criteria or those used by government, for which all future thematic areas should be reviewed

# 7. COMPLIANCE WITH MTR TERMS OF REFERENCE REVIEW CRITERIA EFFECTIVENESS, IMPACT AND SUSTAINABILITY

161. The MTR Terms of Reference recommended in Section 2 Objectives, scope and key questions, that a number of criteria should be used in reviewing the UNDAF. These are listed in the table below, against which MTR observations are given in the right-hand column.

## 7.1 Relevance

162. UN system support has clearly responded to felt needs, and has supported national priorities at the central, sectoral or district levels. It has also been consistent with policies and plans articulated in the PRSP and sectoral and other plans. There is no question that the UN agency support provided has not been relevant to specific felt development needs of the country. No examples have been found where it is considered that this support is “irrelevant” to national needs.

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|  | **MTR Terms of Reference** | **MTR observations** |
| 1a | Assess the *role* and *relevance* of the UNDAF   1. in relation to the issues and their underlying causes,and challenges identified by the CCA undertaken at the beginning of the current programme cycle and in the context of national policies and strategies 2. as a reflection ofthe internationally agreed goals, particularly those in the Millennium Declaration, andinternational norms and standards guiding the work of agencies of the UN system and adopted by UN member states: | **The CCA identified three key problems**:  (i) La nécessité d’améliorer les perspectives d’atteinte à l’échéance de 2015, des OMD dans leur volet social en particulier  (ii) Le besoin d’augmenter substantiellement le potentiel de création de richesses et de l’emploi  (iii) Le faible niveau de performance de la gouvernance e et ses effets sur l’efficacité de l’action publique et le développement de la société dans son ensemble »  Re (i) The UNDAF and UN agencies (with the GFATM) have made substantial investments in relation to the MDG 2 Primary education, 4. Child health, 5. Maternal health, and 6. HIV/AIDS, Malaria and TB, as well as in monitoring MDG progress and the likelihood of achievement (See Annex 8 below). These have undoubtedly contributed to the improvement in statistical indicators over the past few years.  Re (ii) Limited priority and resources have been given to projects which contribute to increasing wealth and employment; and thus MDG 1 Poverty reduction, with corresponding limited results;  Re (iii) The UN has addressed the challenge of low performance levels of governance, and obtained good results in the area of local governance and decentralization.  The UNDAF and UN agency work has been relevant to supporting activities relating to international norms and standards, particularly relating to environmental conv ntions. |
| A.1 | Do the UNDAF outcomes address key issues, their underlying causes, and challenges identified by the CCA? Were new issues and their causes as well as challenges that arose during the UNDAF cycle adequately addressed? | Yes, UN support has attempted to support the key issues identified in the CCA. Evidence of results relating to the cross-cutting area of gender equity appear to have been less than envisaged. |
| A.2 | Has the UNDAF results matrix been sufficiently flexible to adjust to evolving national policies and strategies e.g. National Development Plans and Goals, PRSP, SWAP, legislative reform) during the current programme cycle? | Since no UMDAF annual reviews were carried out, there has been no attempt to up-date the approved Results Matrix. However, the MTR Review experience shows that the results matrix can be adjusted to rfeflect the MTR recommendations. |
| A.3 | Have the UNDAF outcomes been relevant in terms of internationally agreed goalsand commitments, norms and standards guiding the work of agencies of the UN system (including theMillennium Declaration MDGs, UN human rights treaties, including such as CRC, CEDAW). | Yes |

## 7.2 Impact on vulnerable groups

163. UN system has had an impact on vulnerable groups, particularly through WFP-provided food for children in the area of school feeding, mothers and older persons, and persons living with HIV/AIDS (PLWHA).

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| B | To the extent possible, assess the *impact* of UNDAF on the lives of the vulnerable groups (children, women, elderly, people living with disabilities, minority ethnics, unemployed...) i.e. determine whether there is any major change in UNDAF indicators that can reasonably be attributed to or be associated with UNDAF, notably in the realization of MDGs, National Development Goals and the national implementation of internationally agreed commitments and UN Conventions and Treaties. | In the absence of detailed surveys, observations derived during the course of the MTR process suggest that the impact of the UNDAF on vulnerable groups are as follows:   1. *Children* – substantial, through results documented in the UNICEF MTR Report (e.g health, education, nutrition); 2. *Women* – considerable on the health front through the work of UNFPA and UNICEF, but impact on the basis of gender equality, does not appear to have much evidence. 3. *Minority ethnics* – not applicable; 4. *Unemployed* – No direct evidence |

## 7.3 UNDAF design and focus

164. The basic design of the UNDAF is considered good, and the linkages with country programmes also. The main weaknesses relate to the UNDAF limited coverage in that economic issues are not adequately addressed, the governance outcomes/outputs are not always clear or precise, the lack of output level indicators and the absence of many UN agencies. In addition, mechanisms for alignment with national programmes and coordination, are not fully articulated.

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| C | Assess *design* and *focus* of the UNDAF, i.e. the quality of the formulation of results at different levels, i.e. the results chain: | Design: clear and systematic, but agency CPs design did not always consistently support UNDAF objectives, or use same language for priorities and outputs, thus weakening overall design.  Focus: Inadequate attention given to economic and productive sectors, or to environment, which was included as sub-areas of 1.4 Water, sanitation and environment |
| C1 | To what extent is the current UNDAF designed as a results-oriented, coherent and focused framework? | Partial – indicators are too vague to be useful for monitoring deliverables or outputs. |
| C2 | Is it likely that the planned Country Programmes and projects and programme strategies will lead to the expected UNDAF results? | Partial, but the absence of an UNDAF AWP and monitoring system makes it more difficult to attribute CP results to UNDAF. |
| C3 | Are expected outcomes realistic given the UNDAF timeframe and resources? | In most cases, time-frames and specific targets not given since most indicators reflect % rate changes. Given limited UN resources, outcomes probably will prove to be unrealistic. |
| C4 | To what extent and in what ways have risks and assumptions been addressed in UNDAF design? | Annex II Monitoring and Evaluation Framework contains a column for risks are assumptions, where they are indicated against the relevant outcome or output. |
| C5 | Is the distribution of roles and responsibilities among the different UNDAF partners well defined, facilitated in the achievement of results and have the arrangements been respected in the course of implementation? | Yes, the Role of Partners column in Annex I Results Framework summarizes the role of each UN system partner. On the whole, the partners indicated have provided the support indicated. |
| C6 | Do the Country Programmes and the UNDAF respond to the challenges of national capacity development and do they promote ownership of programmes by the national partners? | Yes, both in terms of providing services (Outcome 1 Basic social services) and strengthening public institutions (Outcome 2) |
| C7 | To what extent have human rights principles and standards been reflected or promoted in the UNDAF and, as relevant, in the Country Programmes? To what extent and in what ways has a human rights approach been reflected as one possible method for integrating human rights concerns into the UNDAF? | A human rights –based approach workshop was carried out in mid 2008 to strengthen the HR focus of the UNDAF.  The UNDAF document itself includes two lines with promote human rights (2.1.8. The rights and protection of PLHIV and of vulnerable groups are promoted, and 2.1.1. Legal and institutional environment to guaranteeing the protection of children, youth and vulnerable groups, in addition to 2.1.5. The national institutions responsible for the implementation of the National Strategy for Gender Equality and Justice are developed and reinforced |
| C8 | To what extent and in what ways are the concepts of gender equity and equalityand other cross-cutting issuesreflected in programming? Were specific goals and targets set? Was there effort to produce sex disaggregated data and indicators to assess progress in gender equity and equality? To what extent and how is special attention given to girls’ and women’s rights and empowerment? | Gender was included as a cross-cutting priority area, but was not included in the RM or MEF, and no indicators were given. Outcome 2.1.5 “The national institutions responsible for the implementation of the National Strategy for Gender Equality and Justice are developed and reinforced” provided a focus for a joint UNDP/UNFPA project to assist the IPGE on gender equality issues, while girls rights were promoted girls education through output 1.3.5. The access to basic education by young girls and women at risk has increased and gender disparities are reduced |

## 7.4 Effectiveness

165. In view of the still unclear results of many UN system supported projects, due to lack of full monitoring report, it is difficult to assess the effectiveness of the UNDAF in terms of progress towards both its outcomes, as well as longer term MDG goals. This underlines the need for further and more rigorous monitoring of results in all projects in all thematic areas.

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| D | Assess the effectiveness of the UNDAF in terms of progress towards agreed UNDAF outcomes: |  |
| D1 | What progress has been made towards the realization of UNDAF outcomes as a contribution to the achievement of MDGs and in terms of indicators as reflected in the UNDAF M&E Plan?  To what extent and in what ways was special emphasis placed on strengthening of national capacities and the realization of human rights and promoting gender equity and equality? | MDGs were part of UNDAF, particularly in the social sectors, and the relevant projects were expected to promote activities to reach their respective MDGs. The next MDG Report (2010) should attempt to document the extent to which UNDAF and other donor support has contributed to the attainment of MDGs. |
| D2 | Which are the main factors that contributed to the realization or non-realization of the outcomes?  How were risks and assumptions addressed during the implementation of programmes and projects? | Main factors: Effective and timely management and back-stopping, and availability of financial and human resources.  Risks and assumptions: Pragmatic interventions, as required |
| D3 | To what extent and in what ways did UN support promote national execution of programmes and/or the use of national expertise? | Project implementation modalities were a combination of national and agency execution, according to circumstances. Experience gained showed that agency execution was more effective in the STP context (check) |

## 7.5 Comparative advantage of the UN system

166. The traditional criteria for comparative advantage used in assessing the pertinence of UN system assistance, as given in E below appears to be of limited usefulness, and lacking in rigour, when assessing the pros and cons of UN as opposed to other donor assistance. It is thus recommended that greater emphasis be placed on the more measurable criteria given by UNDG in footnote 25 below, particularly when identifying future UNDAF priorities.

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| E | Assess the validity of the stated collective *comparative advantage* of the UN System (universality, neutrality, voluntary and grant-nature, multilateralism, mandates of UN agencies: | The support provided by UN agencies [[27]](#footnote-28) was evidently provided for a number of reasons, including for the reasons of universality, neutrality, voluntary and grant-nature, multilateralism, mandates of UN agencies, and particularly the last one of UN agency mandates.  However, the DGO produced in December 2005 a set of draft questions to assess UNDAF [[28]](#footnote-29) in which definition of comparative advantage related to (i) demonstrated track record of achieving results, leading to established credibility in priority area; (ii) recognised technical expertise in priority area; (iii) system and agency capacity; and (iv) geographical presence.  This second set of criteria above should be used in the context of the proposed UNDAF revision/ restructuring and next UNDAF. |
| E1 | To what extent and in what ways have the comparative advantages of the UN organizations been utilized in the national context (including universality, neutrality, voluntary and grant-nature of contributions, multilateralism, and the special mandates of UN agencies)? | Without a more in-depth review, it is difficult to establish the extent to which UN system comparative advantages according to the second set of definitions above, have been systematically used. |

## 7.6 Effectiveness of UNDAF as coordination and partnership framework

167. The UNDAF process and document has proved to be useful for identifying coordination and partnership possibilities, but less effective in establishing the necessary management mechanisms and tools to ensure that the maximum outputs are obtained from all agencies in support of common thematic goals and outcomes.

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| F | Assess the effectiveness of the UNDAF as a coordination and partnership framework | The UNDAF was very effective in serving as a coordination and partnership framework at the design stage of both the UNDAF and the CP formulation stage. But this did not appear to have been built upon as much as it could have been in relation to the four questions below: |
| F1 | To what extent and in what ways has UNDAF contributed to achieving better synergies among the programmes of UN agencies? | Greatly at design stage, but less at implementation stage |
| F2 | Has the UNDAF enhanced joint programming by agencies? Were the strategies employed by agencies complementary and synergistic? | Yes, particularly on an informal basis, but not as much as could have been achieved if more systematic, thematic-based programming had been applied; |
| F3 | Have agency supported programmes been mutually reinforcing in helping to achieve UNDAF outcomes? | Yes, but often only informally, the impact of which has not been fully developed due to the absence of common UNDAF AWP formulation and monitoring; |
| F4 | Did UNDAF promote effective partnerships and strategic alliances around the main UNDAF outcome areas (e.g. national partners, International Financial Institutions and other external support agencies)? | Yes, particularly relating to health, but not as much as might have been possible if more systematic thematic programming had been applied |

## 7.7 Efficiency for the minimization of transaction costs

168. Time did not permit a full comparison of transaction costs in relation to the various modalities used, or which could be used. This should be an area for future review over the next two years.

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| G | To the extent possible, assess the *efficiency* of the UNDAF as a mechanism to minimize transaction costs of UN support for the government and for the UN agencies: | Without a more detailed financial analysis, it would be difficult to answer this question. However, the impression gained seems to show that the potential for minimizing transaction costs was never seriously considered at the stage of implementation. |
| G1 | * To what extent and in what ways has UNDAF contributed to a reduction of transaction cost for the government and for each of the UN agencies? In what ways could transaction costs be further reduced? | High in the case of joint programming experience for malaria and HIV/AIDS, but less evident elsewhere due to the absence of formal joint programming/thematic programming initiatives in all thematic areas. |
| G2 | * Were results achieved at reasonably low or lowest possible cost? | Difficult to establish without further research |

## 7.8 Sustainability of results for national development and UN cooperation

169. The weak capacity of government, and the apparent limited results which can be derived from the documents received, despite major inputs of UN support particularly in financial terms, suggest that ensuring that the results achieved and strategies used to contribute to national development and to UN agencies will be a continuous challenge. Increased reflection will be needed to establish the necessary pre-conditions and mechanisms to ensure sustainability of results.

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| H | Analyze to what extent results achieved and strategies used by the supported Country Programmes and projects are *sustainable* (i) as a contribution to national development and (ii) in terms of the added value of UNDAF for cooperation among individual UN agencies**.** | With regards to (i) the absence of systematic “thematic programming”, using the programme approach methodology to promote both alignment and coordination/harmonization suggests that the sustainability of results and strategies as a contribution to national development is not assured.  With regards to (ii) added value of the UNDAF for cooperation among individual UN agencies will only be possible if significant restructuring takes place and strengthening of management and theme group mechanisms. |
| H1 | To what extent and in what ways have national capacities been enhanced in government, civil society and NGOs? | This requires a more in-depth, project-by-project analysis, which should be carried out during the next two years |
| H2 | Have complementarities, collaboration and/or synergies fostered by UNDAF contributed to greater sustainability of results of Country Programmes and projects of individual UN agencies? | As above, this requires a project-by-project, or theme-by-theme analysis to answer the question of whether greater sustainability of results has been achieved. |

## 7.9 Possibility of being a Self-starter UN

170. If “Delivering as One” is applied on a thematic basis, there are a number of examples where the UN system has shown that this is both feasible, practical and efficient. This applies particularly to the UN system’s support to the malaria control programme and the HIV/AIDS strategy, which most approximate to the programme approach model which the MTR review advocates. This suggests that more examples can be developed if the necessary pre-conditions for the use of the programme approach, and the Paris Declaration principles for aid effectiveness, are satisfied. Priority should be given to promoting on a more systematic basis “Delivering as One” in as many thematic areas as possible, and the establishment of the necessary mechanisms, procedures and culture of team work and cooperation in theme groups necessary for this to succeed.

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| I | Develop the possibility of being a *self starter One UN* | The experience of the first three years of the UNDAF shows that without the establishment of adequate design and implement of “Delivering as One” in each thematic area, the possibility of being a self starter One UN is weak. However, if the thematic approach proposed is adopted on a systematic basis, there are strong possibilities of “Delivering as One” being applied in each thematic area, and thus being an example of possibly a different type of “One UN self-starter” |
| 1A | Provide inputs to UNCT annual report and UN agencies’ annual reporting; | This will only be possible if an adequate process of UNDAF annual reviews takes place, so that the results achieved in each thematic area by all UN agencies can be incorporated into UNCT annual reports and agencies’ annual reporting. |
| 1B | Draw conclusions to inform subsequent UNDAF Working and Theme Groups, Annual Work Plans (AWP) and agency AWPs, as well as to adjust UNDAF M & E plans as necessary | The MTRs highlighted weaknesses in the current arrangements for UNDAF working and theme groups, UNDAF AWP preparation, and provided recommendations to reform and strengthen them.  Agency and project AWPs should be based on future UNDAF thematic AWPs, to be prepared by theme groups.  An UNDAF M & E Plan would derive from the UNDAF AWP, and include appropriate management arrangements for the RCO to coordinate an inter-agency M & E group. |

# 8. FINDINGS

171. The following findings emerged from preparing the above outputs:

## 8.1 UNDAF substantive results

172. Undoubtedly, many positive results have been achieved in each of the UNDAF areas. These have been partially summarized in chapter 6 above, but can be further synthesized as follows:

### 1. Access to basic health services

#### 1.1 Health services

1.1.1 The strengthening of access to and use of reproductive health services (1.1.1). This has been achieved with significant inputs from UNFPA, and about 20% of all UN resources;

1.1.2 The reduced incidence of malaria to about 5% of the population and the increased effectiveness of control measures such as the use of impregnated mosquito bednets and spraying. This has been achieved with major contributions from the Global Fund against AIDS, Tuberculosis and Malaria (GFATM), which have amounted to about one third of all UN assistance in STP,

1.1.3 Improvements in child health due to vaccination, and the broadening of this coverage with additional vaccines, funded by the Global Alliance of Vaccination for Immunization (GAVI);

1.1.4 Increased accessibility to essential drugs through GFATM and WHO support, and the implementation of a national strategy to ensure availability of reproductive health products 2010 – 2014;

1.1.5 Strengthened human resources in health and education due to training through all health and education-related projects;

1.1.5 and 1.1.7 Strengthened services to reduce malnutrition among mothers and children and increased awareness of nutrition issues among pregnant women, breastfeeding women and mothers;

#### 1.2 HIV/AIDS

1.2.1 – 1.2.6 Effective implementation of national HIV/AIDS strategy (1.2) , and coverage of those infected by HIV/AIDS, through significant contributions from the GFATM,

#### 1.3 Education

1.3.1 – 1.3.5 Strengthening of education services, particularly through the provision of food for all 40,000 primary school children in 160 schools although handicapped by changes of policy regarding teacher training. The recent addition of the World Bank-assisted Fast Track Initiative for Education for All (EFA) should further strengthen the possibilities of reaching MDG 2 targets.

#### 1.4 Water and Sanitation and the environment

1.4.1 and 1.4.3 Relaunching of support to water and sanitation programme, including support to the new national Water and Sanitation Programme.

1.4.2, 1.4.4 and 1.4.5 Environment[[29]](#footnote-30). Some substantial results have been achieved through the preparation of reports relating to environmental conventions, but further action is required to mobilize resources for the implementation of the numerous projects identified in these reports, particularly relating to biodiversity and climate change.

***2. Strengthening of public institutions through good governance***

#### 2.1 Public institutions reform

2.1.1 Strengthened measures to ensure the protection of vulnerable groups (children, women, disabled) through compliance with and advocacy for the Convention on the Rights of the Child (CRC) and the Convention on the Elimination of Discrimination against Women (CEDAW)

2.1.2 Strengthened of legal and administrative instruments (Cours de Comptes and Ministry of Finance) to promote transparent management of financial resources, particularly those deriving from the sale of oil exploration blocks and future oil exploitation;

2.1.3 Media development was strengthened by the establishment of two community radio stations in Neves and Sao Joao de Angolares, although sustainability is not yet assured. UNICEF assisted in the establishment of a national communications policy and legislation;

2.1.4 The UN system has provided some significant inputs in the introduction of the DevInfo information mapping and management system, and started to train trainers. It has also assisted in carrying out a number of surveys (Multiple Indicator Cluster Surveys (MICS), Demographic and Household Survey (DHS), second MDG Report, etc. as well as up-dating information on UNDAF indicators through the UN Data for Development working group.

2.1.5 Modest activities by UNDP and UNFPA to support the national strategy for the promotion of gender equality and equity (NSGEE) have been undertaken although more targeted and systematic support to components of this strategy is required, as well as support to the National Institute of Gender Equality.

2.1.6 Judicial institutions were strengthened through the training of judicial officers;

2.1.7 Strengthening of capacity of the Ministries of Health and Education to implement planned actions in health and education sector plans for the reform of both sectors, carried out through support given under 1.1 and 1.3.

2.1.8 Provision of support to people living with HIV/AIDS (PLWHA), through support to the HIV/AIDS strategy (1.2 above), and food aid to vulnerable groups;

#### 2.2 Aid coordination

2.2.1 Establishment of an aid coordination unit in the Ministry of Foreign Affairs and Trade, and closely linked to the Ministry of Planning, although it is not yet fully operational;

#### 2.3 Decentralisation

2.3.1 Decentralisation, through the preparation of district development plans, of which the first one for Caué district was launched in October 2009, and a second one for Principe is under way.

2.3.2 Strengthening of district councils through training of local elected representatives

### 3. Gender mainstreaming in all areas

It appears that this cross-cutting outcome has not been pursued systematically, and has not been systematically documented.

## 8.2 Process results

173. The success or otherwise of the UNDAF has depended very much on process issues relating to how the UNDAF was formulated, implemented and monitored. While formulation is considered relatively satisfactory[[30]](#footnote-31), implementation and monitoring has been difficult to carry out due to the absence of UNDAF-specific work planning and monitoring at the output level as well as of management mechanisms to facilitate them. This has meant that the UNDAF has not been used as an implementation and monitoring tool, leading to the observation that in reality it has been both irrelevant and unworkable.

174. Failure to address process issues will simply involve a continuation of the same, with the result that the necessary lessons learned from the first three years of the UNDAF will not be learned in the next two years, thus hindering the chances of success of the next UNDAF.

175. The main observations on the process issues are as follows:

4.2.1 UNDAF and agency CP design: Good, except exclusion of some agencies, and inadequate indicators at output level

4.2.2 Alignment with national priorities: Good in those areas where national programmes exist (e.g. reproductive health, malaria, vaccination water and sanitation), but not evident in others;

4.2.3 Work planning: Weak since no UNDAF annual work plans were prepared, thus removing possibilities of UN-system wide planning for each outcome/output area at the beginning of each year.

4.2.4 Coordination. Good - Inter-agency coordination has taken place, wherever possible, even if informal, but this could be strengthened through more formal coordination arrangements, particularly through theme groups;

4.2.5 UNDAF management – Weak due to lack of UNDAF annual planning mechanisms, systematic sharing of information through theme groups, and lack of monitoring system and overall oversight.

4.2.6 Monitoring – weak, with no UNDAF progress or Annual Reports, or system for ensuring that monitoring and reporting takes place on a timely basis. It has thus been difficult for the MTR to obtain information on all relevant UN-supported activities in relation to UNDAF outcomes and outputs. Serious attention is required to address this through the establishment of appropriate tools, procedures and effective thematic groups.

## 8.3 Terms of Reference appraisal criteria

176. The Review also considered the criteria included in the terms of reference, on which the main observations are given below:

(i) Role and relevance of the UNDAF

177. The UNDAF has high relevance in relation to MDGs 2 Primary education, 4 Child health, 5 Maternal health and 6 HIV/AIDS, Malaria and TB, but less with regards to MDG 1 Poverty reduction/wealth creation. On the whole UNDAF priorities are relevant to national priorities, with less priority given to economic and environmental concerns than social ones.

(ii) Impact on vulnerable groups (children, women, elderly, people living with disabilities, minority ethnics, unemployed...)

178. In the absence of detailed surveys, observations derived during the course of the MTR process suggest that the impact of the UNDAF on vulnerable groups are as follows: (i) *Children* – substantial, through results documented in the UNICEF MTR Report (e.g health, education, nutrition); (ii) *Women* – considerable on the health front through the work of UNFPA and UNICEF, but impact on the basis of gender equality, does not appear to have much evidence.(iii) *Minority ethnics* – not applicable; (iv) *Unemployed* – No direct evidence

(iii) Design and focus of the formulation of results at different levels

179. The MTR considered that the UNDAF’s Design was clear and systematic, but agency CP design (particularly UNDP and UNICEF) did not always consistently support UNDAF objectives, or use the same language for priorities and outputs, thus weakening overall design. Inadequate attention was given to economic and productive sectors, or to environment, which was included as sub-areas of 1.4 Water, sanitation and environment. Most serious was the absence of indicators at the output level, thus making it difficult to both implement as well as monitor results.

(iv) Effectiveness in terms of progress towards agreed UNDAF outcomes

180. For reasons mentioned elsewhere, lack of comprehensive indicators at both outcome and output level, with baselines made it difficult to assess progress towards agreed UNDAF outcomes. With respect to MDG-related support (particularly 2, 4, 5 and 6, relating to the social sectors, it would appear that UN support has been effective, but less so in relation to others, particularly MDG 1 Poverty reduction, 3 Gender and 7 environment. The next MDG Report (2010) should attempt to document the extent to which UNDAF and other donor support has contributed to the attainment of MDGs.

(v) Comparative advantages of UN agencies and UNDAF

181. The MTR considered that each UN agency used its comparative advantages to well, particularly in reviewing their own mandates, and relevant conventions, the effectiveness of the UNDAF as a coordination and partnership framework has not been fully developed.

(vi) Sustainability for national development and cooperation among UN agencies

182. Long term sustainability of project results achieved with UN system support would not seem to be strongly assured, given the weak national structures supported, and the weak counterpart funding and human resource base. This is also the case of UN system cooperation in the context of the UNDAF unless the risks and assumptions mentioned in 2.7 are adequately addressed.

(vii) One UN Self-starter prospects

183. If the recommendations on applying a more systematic thematic approach are pursued, the possibilities of implementing “Delivering as One” approaches in most UNDAF thematic areas will be greatly enhanced. In the meantime, “Delivering as One” is only being applied in a limited number of areas, particularly for malaria control (1.1.2) and HIV/AIDS (1.2)

(viii) Efficiency of UNDAF for minimizing transaction costs.

184. At the present time it is difficult to assess the efficiency of the UNDAF in minimizing transaction costs without more evidence and a methodology to compare modalities and costs.

## 8.4 Resource mobilization results

185. In terms of resource mobilization, tables prepared by the mission showed that the UN system mobilized and committed to date about £28.3 million for the 2007 – 2011 period. This does not include the remaining approvals to be made by UNDP, UNFPA and UNICEF for 2010 – 2011 or resources approved by WHO, IFAD, the WB and ADB in UNDAF-related areas. These would probably raise this figure to $30 - $35 million. More detailed analysis of results visavis costs is required to obtain a clearer idea of impact in relation to resources, or “value for money”

## 8.5 Outputs produced by the MTR

186. With regard to the outputs produced as described in 1.2 above, these go as far as was possible in the time and with the information available. Although much documentation was received, it was not always adequate for the purposes of preparing all the Thematic summaries planned. Follow-up work to ensure that information is collected on outputs are prepared in a uniform way for all UNDAF outcomes and outputs should be a normal function of the respective thematic groups.

187. The preparation of thematic summaries is considered useful and relevant. It could constitute a useful tool for preparing relevant sector or theme-wide programming documents for each thematic area in which the UN system may be involved in the future. This needs to be consolidated during the remaining two years of the UNDAF, by the relevant thematic groups.

## 8.6 Analysis

188. The MTR provided a useful opportunity to prepare a number of tables and matrices which helped obtain a clearer picture of:

1) Sectoral and thematic distribution of UN assistance, according to agencies and projects;

2) Consistency of UN support with UNDAF outcomes and outputs, in terms of design and implementation;

3) Sectoral and thematic balance of UN system support according to financial resources mobilized and committed;

4) Future needs for monitoring and reporting, and on the availability of information.

5) Future UNDAF management requirements.

## 8.7 Follow-up requirements

189. The above analysis in turn helped to confirm the need to:

(a) Clarify national priorities in the context of work on preparing the up-dated PRSP (Ministério do Plano e Finanças (2009) Plano Estratégico de Desenvolvimento para a reduçao da Pobreza, 2010 – 2015 (Preliminary version, September 2009), and the Long-Term Perspective Study (LTPS) up-date;

(b) Restructure the UNDAF, according to current realities and needs for the remaining two years, 2010 – 2011;

(c) Review and strengthen management, implementation and monitoring mechanisms at various levels (Government, UNCT, RCO, theme groups);

(d) Strengthen coordination, through the use of theme groups;

(e) Design a methodology which helps the UN system enhance its effectiveness through application of the programme approach and the Paris Declaration principles.

## 8.8 Risks and assumptions – pre-conditions for success

190. In identifying the above requirements it was recognized that a number of “risks” or “assumptions” would need to be addressed if the MTR’s recommendations are to be implemented. Taken together, these constitute pre-conditions for the future success of the UNDAF and of “Delivering as One”. These include:

(a) UNDAF revision (See Annex 4): Recognition by the UNCT of the need to prepare a revised UNDAF structure for the remaining two years (2010 – 2011) to reflect current needs, and to identify up-dated outcome and output indicators. These would also be useful for the preparation of the next UNDAF;

(b) Theme groups (See Annex 5):

(i) Agreement by UNCT on an enhanced role for theme groups to promote alignment with national priorities and coordination among both UN and other donor partners;

(ii) Identification by UNCT of future theme groups (multi-stakeholder and UN Technical Working Groups (TWGs), with chairs and co-chairs, with terms of reference;

(iii) Activation of TG/TWG’ s work including preparation of Annual Work Plans, organisation of monitoring meetings, preparation and discussion of progress reports (quarterly, annual), identification of resource mobilization needs;

(c) Management mechanisms

Establishment of appropriate UNDAF management mechanisms:

(i) UNDAF Steering Committee (Government, UNCT)

(ii) UNCT oversight committee

(iii) Eventual committee of theme group chairs to facilitate sharing of information, best practices and lessons learned.

(iii) RCO monitoring , with tables, to review status of implementation of thematic AWPs, progress reports, etc;

(iv)TG/TWG leaders committee, for sharing of experience and best practices

# 9. RECOMMENDATIONS

191. In the light of the above, the following recommendations are made:

## 9.1 UNDAF management mechanisms

192. The strengthening of management mechanisms is a pre-condition for success in implementing the changes proposed. This will include the following actions:

(i) UNCT to discuss and agree on proposed recommendations to strengthen UNDAF management;

(ii) RCO monitoring system to be established through the use of tables and checklists, and implemented, including of financial commitments and expenditures, and keep UNCT informed on a regular basis;

(iii) Theme Groups, RCO and UNCT to ensure close monitoring of UNDAF and theme group results and coordinate information in annual UNDAF report.

## 9.2 Revision of the UNDAF structure and matrix

193. Although the present UNDAF provides a good base for coordinated support, and is the basis for the agreed agency CPs and CPAPs, it needs to be revised and restructured, with details such as output indicators reviewed in detail. This will include:

(i) All on-going and proposed UN system thematic assistance and indicators to be reviewed and possibly regrouped, with appropriate cross-referencing with existing UNDAF to facilitate linkages with current UNDAF; (**Action: theme groups -** Draft 31 January 2009),

(ii) Outcomes and output indicators to be reviewed and up-dated, as appropriate, relevant to targets for 2010 and 2011 (**Action: Theme groups)**.

## 9.3 Activate thematic groups to:

194. The existence of functioning and well managed theme groups is considered an essential tool for future theme based planning, implementation, resource mobilization and monitoring, for which the following practical steps need to be considered:

(i) Identify members and chair/co-chairs for TGs, including of other stakeholder (government, donor partners, etc.);

(ii) Identify members and chair/co-chairs for UN TWGs;

(iii) Establish schedule of meetings and prepare Annual Work Plan;

(iv) Carry out meetings, as scheduled or required, with agenda, progress reports and minutes;

(v) Ensure efficient management and promote full participation of members;

(vi) Identify resource mobilization needs.

(vii) Promote and facilitate a culture of “UN-focused” support rather than “agency support” as well as of personal commitment to engagement in theme groups.

(viii) Ensure UN heads of agency support for theme groups and participation of their staff.

## 9.4 Contacts with government and other stakeholders

195. In order to generate the necessary ownership by government and other donor partner stakeholders in the UNDAF, contacts will be required with counterpart agencies to discuss the changes involved, and to stimulate increased government and donor partner participation in the proposed thematic approach, and the measures required to achieved increased aid effectiveness. This will involve:

(i) Discuss with government counterparts in Ministry of Foreign Affairs/Ministry of Planning and counterpart ministries of proposals to strengthen thematic approaches through systematic alignment with national programmes and strategies, stakeholder participation in management and monitoring, and participation in relevant thematic groups;

(ii) Discuss with donor partners (multilateral, bilateral, NGO) of proposals to strengthen aid coordination and harmonization, and encourage participation in thematic groups;

## 9.5 Implementation of Paris Declaration aid effectiveness principles

196. As mentioned above, increased awareness of the requirements of the Paris Declaration (and Accra Agenda for Action, 2008) is essential if the necessary measures are to be taken within the UN system and by other donor partners, to achieve aid effectiveness goals. The present MTR and its recommendations confirm the validity of the five Paris Declaration principles, which should be applied in the following ways, in the Sao Tome & Principe context:

*(i)* ***Ownership*** *commits partner countries to exercise leadership in implementing and coordinating nationally defined development strategies;*

Joint Government/UN thematic groups should be developed in the key sectors to enable government and donor partners to collaborate on the development of appropriate responses to development challenges in each thematic area;

*(ii)* ***Alignment*** *commits donors to base support on partners’ national development strategies, institutions and procedures;*

UN system support should be linked to support selected components of national programmes and strategies for each thematic area. Where such national programmes or strategies do not yet exist, the UN system should assist the relevant national authorities in formulating them as part of its upstream role in strengthening capacity for policy and programme formulation;

*(iii)* ***Harmonization*** *commits donors to reduce fragmentation through harmonized and transparent actions;*

UN system support should be coordinated to support the above national programme and strategy components, and managed in such a way that the maximum value added can be derived from individual projects and activities. To achieve this, thematic groups and UN technical working groups will be responsible for developing common annual work plans (AWP) for each thematic areas, showing the roles of each agency;

*(iv)* ***Managing for Results*** *commits donors and partner countries to manage resources and improve decision-making for results;*

Thematic area AWPs should be prepared which identify targets and indicators at both the outcome and output levels, so as to provide appropriate benchmarks for implementation and monitoring;

*(v)* ***Mutual accountability*** *promotes donor and partner country accountability for development results.*

An appropriate UNDAF monitoring system should be developed which ensures that:

* Thematic progress reports, probably quarterly, and annually, are prepared to summarize the results of each agency’s support in each thematic area;
* Annual report, summarizing the results recording in thematic progress reports, and the issues arising
* Stakeholder meetings are held on a semi-annual and annual basis, as appropriate to take note of results recorded in the above reports and to identify decisions for follow-up action by the Government and donor partners.

## 9.6 UNDAF revision

197. In order to ensure that the UNDAF document remains a current and “living” reference document, there is a need to revise it by amplifying and restructuring the UNDAF Results Matrix so that it covers all UN agency activities, and to adjust the text of the UNDAF accordingly;

## 9.7 Broadening of agency support to UNDAF

198. In order for the full UN range of agencies can find a niche within the UNDAF framework, it will be necessary to involve agencies from some of the currently excluded agencies (particularly the non-resident agencies) in normal UNCT events, and in theme groups. This will include the World Bank, FAO, IFAD, UNESCO, ADB and UNV, according to availability of staff;

## 9.8 Promotion of the “programme approach

199. More systematic use of the “programme approach” whereby UN system support should be linked to “upstream” activities, including the the formulation of national strategies or programmes where necessary, and “downstream” to support implementation of national programmes and strategies;”

## 9.9 Strengthening of agency monitoring in relation to UNDAF

200. Strengthen agency project monitoring and reporting in relation to UNDAF outcomes and outputs, to ensure appropriate reporting of results;

## 9.10 Strengthening of UNDAF monitoring

201. Strengthen UNDAF monitoring according to thematic areas of support. This is an essential condition for improved performance and results-based management, and the necessary management support and assistance will be required to ensure that UNDAF monitoring is given the necessary priority. The recruitment of an UNDAF M & E officer should be considered, a s well as the formation of an inter-agency M & E group.

## 9.11 Strengthening of thematic groups

202. Activation of thematic groups to monitor thematic results and activities, with designated chairs/co-chairs. A suggested list of theme groups, to be adjusted according to need and personnel availability is given in section 5.4 above. Careful management will be required so that meetings take place at suitable intervals, and that work commitments are realistic given existing staff work commitments.

## 9.12 Strengthening of UNDAF management mechanisms

203. Strengthening of UNDAF management mechanisms at UNCT, RCO and theme groups levels. This will involve action at a number of levels, as given in section 88 above, para (c) above, and repeated below:

(i) UNDAF Steering Committee (Government, UNCT)

(ii) UNCT oversight committee

(iii) Eventual committee of theme group chairs to facilitate sharing of information, best practices and lessons learned.

(iv) RCO monitoring with tables, to review status of implementation of thematic AWPs, Management Plan, progress reports, etc;

# 10. THE TRADE – OFFS: PROS AND CONS OF CHANGE

# Part IV Pros and cons of the proposed changes

The changes suggested in the light of the lessons learned from the UNDAF MTR will involve both positive and negative factors for each staff member. These need to be balanced by the need to focus on the ultimate goals identified on the Acknowledgements page:

*The true measure of success for the United Nations is not how much we promise but how much we deliver for those who need us most*

UN Secretary-General, Bank Ki-Moon

*All UN system work – policy, advice, technical support, advocacy, should be aimed at one end “real improvement in people’s lives and in the choices open to them”*

Derived from UNDP Monitoring and Evaluation Manual

They also need to be viewed in the context of the need to enhance UN system effectiveness in the spirit of the Paris Declaration (2005) and the Accra Agenda for Action (AAA) (2008)

On the positive side, there should be:

* Enhanced alignment with national priorities, and coordinated support to national programmes, and increased appreciation and understanding from government of UN system contributions;
* Increased coordination between UN system agencies, both resident and non-resident
* Increased involvement and support from all UN agencies to common social and economic thematic areas;
* Improved teamwork among UN colleagues in support of common goals, and enhanced opportunities to work together on common plans, and to achieve results.
* Enhanced results for the benefit of the government and people of STP.
* Enhanced opportunities for personal growth and career development due to broader UN-wide and not simply agency experience.
* Enhanced transparency on agency activities.
* Increased evidence of results in relation to the approximately £25 million of UN system investment in STP over the 2007 – 2011 period, which needs to be both obtained and communicated.

On the negative side, the following may be experienced:

* More meetings – this may be the case, but if organized well, at appropriate times,

meetings should be manageable. Meetings should be considered in a positive light, as an opportunity to move agendas forward, and to make decisions. Training on “meeting management” may be useful.

* More time spent on UN rather than agency support – this will be the case, but this is what is required of UN reform, and must be complied with if Delivering as One is to be achieved. It is fully recognised however that combining UN as well as agency responsibilities will be demanding in terms of time, for which best practices need to be developed and shared.
* More complications, due to the need for more consultations with government, donor partners and UN agencies etc. This may indeed be the result, but needs to be addressed by effective management and coordination, and must be recognized as an inevitable consequence of implementing measures relating to “Delivering as One”.

Pre-requisites for success

* Leadership and support from RC and agency heads
* Appropriate management mechanisms at the UNCT, RCO and thematic group level
* Efficient and effective chairmanship and leadership of theme groups/TWGs
* Encouragement and incentives for broader UN involvement
* Close monitoring of theme groups, and support from RCO and inter-agency M & E group.
* Strengthening of RCO and increased prioritization on UNDAF-related matters and support to theme groups to implement UNDAF Management Plan.

# ANNEXES

## Annex 1 Terms of Reference

Draft as of July 30, 2009

**SAO TOME AND PRINCIPE UNDAF 2007-2011**

**MID-TERM REVIEW TERMS OF REFERENCE**

**1. Background and purposes**

The United Nations Development Assistance Framework (UNDAF) for Sao Tome and Principe sets out the strategic focus for the UN’s dialogue and collaboration with the Government of Sao Tome and Principe from 2007 to 2011. It is the product of partnerships between the UN Country Team[[31]](#footnote-32), and is driven by the needs and priorities of government of Sao Tome and Principe. For the 2007-2011 programming cycle, the current UNDAF is endorsed and implemented with a view to obtain greater programme cohesion, harmonization and effectiveness.

The UNDAF envisages three main priority areas:

Priority Area 1. Basic social services: Human resource development and access to basic social services.

Priority Area 2: Good Governance and Human Rights: Public institutional reform, reinforcement of national capacity and promotion of a policy of good governance.

Priority Area 3: Cross-cutting area of cooperation: Gender

Within the above Priority Areas, Part II Results Section of the UNDAF provides summaries of the *targeted outcomes* to which the UN system will align its collective response through its programmes. At the end of each section is a paragraph which summarizes the proposed areas of UN support to achieve these outcomes. The targeted outcomes and the areas of UN support focus, and the total of “Programme Outcome Results” (as given in the first column of the Monitoring and Evaluation Framework) are summarized below:

Priority Area 1. Basic social services: Human resource development and access to basic social services.

*Outcome 1: By 2011, a larger number of vulnerable populations will have access to quality basic social services and a healthy environment (23 Programme Outcome Results)*

* 1. Health services: Increased access to quality health services by vulnerable populations *(7 Programme Outcome Results)*;
     1. Access to reproductive health services to general population, particularly to youth and adolescents;
     2. Implementation of national plan to roll back malaria, with high (at least 95%) coverage rate of vaccination to targeted populations;
     3. Support to prevention and advocacy programmes on malnutrition to improve general awareness about health and nutrition, particularly for pregnant and breast-feeding women and children under 5 years old.
  2. HIV/AIDS: Reinforcement of the HIV/AIDS multi-sectoral response within national institutions and civil society *(6 Programme Outcome Results)*;
     1. Multi-sectoral response to (a) reinforce capacity of national institutions; (b) provide better access to voluntary counseling and testing (VCT) centres and (c) ensure quality blood screening and safe blood banks;
     2. Advocacy and communications strategy for awareness and behavioral change (BCC);
     3. Care and support to those infected or affected by HIUV/AIDS (people living with HIV/AIDS (PLWHA) and AIDS orphans, and families.
  3. Education: Access to quality basic education by the population at large is improve*d (5 Programme outcome results)*:
     1. Improvement of quality of education ( (reinforcing teachers’ skills, reviewing the school curriculum, provision of books and educational materials);
     2. Reduction of gender disparities (Increasing access to basic education for women and girls)
     3. Increasing address to education for the most vulnerable (Access to knowledge and learning facilities to illiterate populations or those in most needs – hrough alternative learning methods, and distance learning education);
     4. Satisfaction of basic nutritional needs in primary schools through school feeding programmes)
  4. Water and sanitation, and environmental protection: Access by the population at large to safe water and sanitation and a protected environment ensured *(5 Programme Outcome Results)*.
     1. Support to local communities and NGOs in the sustainable management of water;
     2. Improvement of hygiene infrastructures;
     3. Measures for targeted populations;
     4. Support to the compliance and enforcement of international conventions, particularly the Rio Convention,, strengthening of management capacity of national environmental institutions);

Priority Area 2: Good Governance and Human Rights: Public institutional reform, reinforcement of national capacity and promotion of a policy of good governance *(11 Programme Outcome Results)*.

* 1. Public administration: Public institutional reform, reinforcement of national capacity and promotion of a policy of good governance;

*Outcome 2: By 2011, public institutions ensure the protection of human rights, equity within natural resource distribution and sustained dialogue with civil society)(8 Programme Outcome Results)*

* + 1. Human rights protection and ensuring equality without discrimination (strengthening of legal and institutional framework to protect the rights of children, youth and most vulnerable including PLWHA, implementation of national strategy for gender equity and equality)
    2. Strengthening institutional capacity and enhancement of administration’s efficiency (health and education reform, strengthening of the judiciary institutions to guarantee the rule of law);
    3. Increasing citizen’s participation and choice (awareness raising on civil, political and economic rights, capacity building of the media, improvement of socio-economic information management systems, with increased transparency and availability to population at large);
    4. Ensure transparency of resource utilization, especially from oil, and help structure institutional development and management capacity of public machinery to ensure optimum benefits to the country.
  1. Aid effectiveness: Aid harmonization and coordination system is in place (*1 Programme Outcome Result)*.

2.2.1 Establishment of an Aid Coordination Unit);

2.3 Decentralization: Effective decentralization to redistribute the national income *(2 Programme Outcome Results)*

2.3.1 Strengthening of community actors to enhance participation and local development;;

2.3.2 Reinforce city council capacities to management local resources and adapt them to local needs.

Priority Area 3: Cross-cutting area of cooperation:

3.1 Gender

*Outcome 3: By 2011, a gender dimension will be integrated at all levels of future cooperation to ensure visible equality of women and men in political, economic and social life (No Programme Outcome Results given)*

**Resources**

To achieve the outcome and outputs of the UNDAF, the estimated resource allocation by the UN agencies, programmes and funds present in the country is approximately US$ 14, 75 million, in addition to at least US$ 10 million that is likely to be mobilized.

The UNDAF mid-term review will serve three main purposes:

1. To assess the relevance of the UNDAF outcomes, the effectiveness and efficiency by which UNDAF outcomes and Country Programme outcomes are being achieved, their sustainability and contribution to national priorities and goals;
2. To determine how the UNDAF helped UN agencies to contribute more effectively and efficiently to national development efforts and capacity building; and
3. To learn from experience of the current programming cycle and identify issues and opportunities emerging from the implementation of the current UNDAF, to inform the design of the next UNDAF and country programmes and projects by individual agencies as well as adjust the current programming as relevant.

Others purposes:

1. Provide inputs to UNCT annual report and UN agencies’ annual reporting; and
2. Draw conclusions to inform subsequent UNDAF working and theme groups Annual Work Plan (AWP), and agency AWPs, as well as to adjust UNDAF M&E plans as necessary.

**2. Objectives, scope and key questions**

The below objectives should not be used as a blueprint, but as a source of inspiration to craft more concrete objectives and key questions.

1. Assess the *role* and *relevance* of the UNDAF (i) in relation to the issues and their underlying causes,and challenges identified by the CCA undertaken at the beginning of the current programme cycle and in the context of national policies and strategies (ii) as a reflection ofthe internationally agreed goals, particularly those in the Millennium Declaration, andinternational norms and standards guiding the work of agencies of the UN system and adopted by UN member states:

* Do the UNDAF outcomes address key issues, their underlying causes, and challenges identified by the CCA? Were new issues and their causes as well as challenges that arose during the UNDAF cycle adequately addressed?
* Has the UNDAF results matrix been sufficiently flexible to adjust to evolving national policies and strategies e.g. National Development Plans and Goals, PRSP, SWAP, legislative reform) during the current programme cycle?
* Have the UNDAF outcomes been relevant in terms of internationally agreed goalsand commitments, norms and standards guiding the work of agencies of the UN system (including theMillennium Declaration MDGs, UN human rights treaties, including such as CRC, CEDAW).
* Key actions: (i) Comparison of UNDAF outcomes and outputs in relation to development issues, causes and challenges identified; and (ii) Comparison of UNDAF outcomes and outputs in relation to MD, MDGs, international conference platforms of actions.
* Information needed: CCA and UNDAF documents, national MDGs, other national platforms of actions from relevant conventions and conferences to which STP is a signatory, or participant;

1. To the extent possible, assess the *impact* of UNDAF on the lives of the vulnerable groups (children, women, elderly, people living with disabilities, minority ethnics, unemployed...) i.e. determine whether there is any major change in UNDAF indicators that can reasonably be attributed to or be associated with UNDAF, notably in the realization of MDGs, National Development Goals and the national implementation of internationally agreed commitments and UN Conventions and Treaties.

* Key action: (i) Reflection on changes in outcome indicators relating to: children, women, elderly, people living with disabilities, ethnic minorities, unemployed, and (ii) Address specific questions in ToRs.
* Information required: Relevant national statistics on the above target groups, and trends observed during 2007 – 2009 period.[[32]](#footnote-33)

1. Assess *design* and *focus* of the UNDAF, i.e. the quality of the formulation of results at different levels, i.e. the results chain:

* To what extent is the current UNDAF designed as a results-oriented, coherent and focused framework?
* Is it likely that the planned Country Programmes and projects and programme strategies will lead to the expected UNDAF results?
* Are expected outcomes realistic given the UNDAF timeframe and resources?
* To what extent and in what ways have risks and assumptions been addressed in UNDAF design?
* Is the distribution of roles and responsibilities among the different UNDAF partners well defined, facilitated in the achievement of results and have the arrangements been respected in the course of implementation?
* Do the Country Programmes and the UNDAF respond to the challenges of national capacity development and do they promote ownership of programmes by the national partners?
* To what extent have human rights principles and standards been reflected or promoted in the UNDAF and, as relevant, in the Country Programmes? To what extent and in what ways has a human rights approach been reflected as one possible method for integrating human rights concerns into the UNDAF?
* To what extent and in what ways are the concepts of gender equity and equalityand other cross-cutting issuesreflected in programming? Were specific goals and targets set? Was there effort to produce sex disaggregated data and indicators to assess progress in gender equity and equality? To what extent and how is special attention given to girls’ and women’s rights and empowerment?
* Key action: (i) Review of the UNDAF document and its Results Matrix and Monitoring and Evaluation Framework to assess consistency between outcome and output levels, and corresponding indicators, if available, and whether the resources available are likely to achieve the planned outputs; (ii) Address specific questions in ToRs.
* Information required: UNDAF Results Matrix and Monitoring and Evaluation Framework, indicators.

1. Assess the effectiveness of the UNDAF in terms of progress towards agreed UNDAF outcomes:
2. What progress has been made towards the realization of UNDAF outcomes as a contribution to the achievement of MDGs and in terms of indicators as reflected in the UNDAF M&E Plan? To what extent and in what ways was special emphasis placed on strengthening of national capacities and the realization of human rights and promoting gender equity and equality?
3. Which are the main factors that contributed to the realization or non-realization of the outcomes? How were risks and assumptions addressed during the implementation of programmes and projects?
4. To what extent and in what ways did UN support promote national execution of programmes and/or the use of national expertise?

* Key action: (i) Review progress reports on UN agency support to each of the three UNDAF Priority Areas listed in 2 above and to the attainment of their corresponding targeted outcomes, including discussion with relevant stake-holders (agency representatives and programme officers, national project managers, government officers), using a common summary assessment form; (ii) Address specific questions in ToRs.
* Information required: (a) Progress reports for each project in each of the priority areas, (b) Evaluation or other assessment reports, (c) UNDAF Annual Work Plans (AWP), (d) UNDAF monitoring and evaluation framework (Annex II of UNDAF), and programme cycle (Annex III of UNDAF).

1. Assess the validity of the stated collective *comparative advantage* of the UN System:

* To what extent and in what ways have the comparative advantages of the UN organizations been utilized in the national context (including universality, neutrality, voluntary and grant-nature of contributions, multilateralism, and the special mandates of UN agencies)?
* Key action: Definition of appropriate criteria, and review with stake-holders.
* Information required: Evidence showing how and where UN system support has been more effective and appropriate than other donor partners.

1. Assess the effectiveness of the UNDAF as a coordination and partnership framework:
2. To what extent and in what ways has UNDAF contributed to achieving better synergies among the programmes of UN agencies?
3. Has the UNDAF enhanced joint programming by agencies? Were the strategies employed by agencies complementary and synergistic?
4. Have agency supported programmes been mutually reinforcing in helping to achieve UNDAF outcomes?
5. Did UNDAF promote effective partnerships and strategic alliances around the main UNDAF outcome areas (e.g. national partners, International Financial Institutions and other external support agencies)?

* Key action: (i) Review with stakeholders their views on UNDAF as a coordination and partnership framework, and (ii) Address specific questions in ToRs,
* Information required: Evidence of use of UNDAF for coordination purposes, and of its corresponding instruments (annual work plans, joint programming initiatives/joint programmes, UNDAF management mechanisms (e.g. Steering Committee, monitoring etc.).

1. To the extent possible, assess the *efficiency* of the UNDAF as a mechanism to minimize transaction costs of UN support for the government and for the UN agencies:

* To what extent and in what ways has UNDAF contributed to a reduction of transaction cost for the government and for each of the UN agencies? In what ways could transaction costs be further reduced?
* Were results achieved at reasonably low or lowest possible cost?
* Action: Review of financial and work-load information visavis time spent by programme offices and results achieved.
* Information required: Financial information on total UN system support (i) by agency, (ii) by UNDAF priority area and targeted outcome, (iii) administration and operational costs, as appropriate.

1. Analyze to what extent results achieved and strategies used by the supported Country Programmes and projects are *sustainable* (i) as a contribution to national development and (ii) in terms of the added value of UNDAF for cooperation among individual UN agencies**.**

* To what extent and in what ways have national capacities been enhanced in government, civil society and NGOs?
* Have complementarities, collaboration and/or synergies fostered by UNDAF contributed to greater sustainability of results of Country Programmes and projects of individual UN agencies?
* Key action: Inclusion in summary assessments of each priority area of information and views of stake-holders on sustainability issues.
* Information required: Assessments of national capacity to continue after completion of UN system support, and national budgetary provision for services to be provided.

i. Develop the possibility of being a *self starter One UN*.

Other purposes:

1. *Provide inputs to UNCT annual report and UN agencies’ annual reporting;*

* Action: The report should be presented should be formulated in such a way that relevant information can be extracted from it and included in (a) the UNCT annual report (RCAR) (as well as the annual RC/UNCT Performance Appraisal), and (ii) disaggregated so that it can be incorporated into UN agencies’ annual reports.

1. *Draw conclusions to inform subsequent UNDAF working and theme groups Annual Work Plan (AWP), and agency AWPs, as well as to adjust UNDAF M&E plans as necessary.*

* Action: The report should review and make recommendations on process issues, such as (i) annual work planning for both the UNDAF as a whole and for agencies, in the context of CPAP support to UNDAF outcomes, and (ii) the adequacy or appropriateness of the M & E Framework (Annex II) and M & E programme cycle (Annex III), and the extent to which UNDAF monitoring has taken place.

The UNDAF mid-term review will:

* The mid-term review will not be to revise radically the existing UNDAF but introduce requisite modification and indicate how the revised UNDAF can contribute to support the country priorities, the interagency approach to poverty reduction and the MDGs;
* Assess the conceptual and monitoring/evaluation tools used for the UNDAF and MDG process, with a view to harmonizing them to promote synergy and avoid duplication;
* Indicate the results likely to be achieved the joint and complementary efforts of UNCT members in supporting the achievement of PRSP, Long-term Strategic Plan (LTSP) through the use of their comparative advantages, and programme approach; and
* Identify issues to be considered in the preparation of the next CCA and UNDAF, and the corresponding agency country programmes, and the possibilities of Joint Programming.

**Methodology and activity frameworks**

The mid-term review will be organized and managed by the UNCT through the RCO, with support of UNDAF working and theme groups. It will take into account the completed or planned individual mid-term programme reviews of UNDP, UNFPA, UNICEF, WFP and WHO, as necessary. The assessment will include a review of the documentation available on the UNDAF design and implementation process.

Methods to assess UNDAF outcomes and impact should involve open and semi-structured interviews with key stakeholders, a comprehensive review of documents, a synthesis and analysis of data from regular programme monitoring and evaluation as well as field visits. Use of grassroots participatory evaluation approaches involving the beneficiaries and local partners is encouraged in agency programme evaluations.

The following framework is proposed:

**Stage 1 (24 September – 1 October, 5 working days): Desk review by the MTR team**

The consultant should review the documents listed above in light of the scope of the review.

**Stage 2 (2-11 October, 8 working days): MTR team in conjunction with UNCT**

In country consultations between the consultant, the UNCT, working and theme groups as well as national partners, as necessary, on their review of outputs achieved for UNDAF goals and outcomes perceived and envisaged.

**Stage 3 (12-16 October, 5 working days): MTR team revises and updates the mid-term review report**

Revision and up-dating of the UNDAF report taking into consideration the results and observations of weeks 1 and 2. This third week could include the establishment of indicators to be reached during the remaining 26 months of the UNDAF.

**Step 4 (19 - 23 October, 5 working days): Finalization of MTR report, revised UNDAF and Mission Report: Lead consultant**

1. **Reporting and mission outputs**

The consultant will prepare a revised UNDAF document according to the standard format and a report for the UNCT. The proposed outline of the report is as follows:

1. Objective(s) of the review
2. Methodology and process followed
3. Major findings (results achieved, constraints, lessons learned and recommendations)
4. Follow-up actions (including issues to be considered for the next CCA/UNDAF).

Preparing a “revised UNDAF document” will be carried out during Stage III (12 – 16 October) in the context of the “establishment of indicators to be reached during the remaining 26 months of the UNDAF”. This task will be carried out by the theme groups at the same time as preparing information on results achieved for each of the three UNDAF Priority Areas and the corresponding eight outcome areas and sub-outcome areas summarized in 2 Priority Areas above.

The main outputs of the mission will be:

1. Mission Report, describing the conduct of the mission, and the main conclusions and recommendations of the report;
2. UNDAF MTR Report comprising:
   1. Part I Narrative Summary, to include the four sections above, and other relevant information and annexes, with Conclusions and Recommendations relating to both substantive and process results.
   2. Part II Tables of results achieved for each of the three Priority areas and corresponding outcomes and sub-outcomes, based on a format which combines Annex I Results Matrix and Annex II Monitoring and Evaluation Framework, and adds two columns for (i) “Results achieved”, and (ii) Assessment in the form of a “traffic light” column to summarize whether the planned outcomes or outputs have been :
      1. More than achieved (green)
      2. Achieved, as planned (orange)
      3. Less than achieved (red)
3. Revised UNDAF document and Results Matrix, to include:
   1. Two additional paragraph(s) for the narrative sections in for each Priority Area and Outcome area, which would summarize (i) results achieved to date and (ii) new or revised summary of proposed UN system support during the remaining two and a half years of the UNDAF period;
   2. Revised Results Matrix, with revised indicators, as necessary, for each of the Programme Outcome Results given in the Monitoring and Evaluation Framework, or a total of 34 plus those for the Gender cross-cutting area of cooperation.
4. **UNDAF mid-term review team**

All the activities of the UNDAF mid-term review and the assessment process will be coordinated by the Resident Coordination. Review and assessment will be undertaken by the lead consultant, regional support team with the collaboration of UNDAF working groups and theme groups’ members when needed.

1. **Costs**

All costs related to the UNDAF mid-term review will be covered by the budget of the Office of the Resident Coordinator.

## Annex 2 People met

### 2.1 Individuals

UNRCO

Mr Gana Fofang, Resident Coordinator

Ms Viet Tu Tran, Coordination Officer

UNDP

Mr Gana Fofang, Resident Representative

Mr Antonio Viegas, Assistant Resident Representative

Mr Idrissa Sanoussi, Economist

Ms Sabina Ramos, Programme Officer

Ms Milu Aguilar, Programme Officer

Mr Ricardo Marto, Assistant Programme Officer

Mr Pedro Sanchez, Communications Officer

Mr Cheikh Faye, Consultant, UNDP Mid-Term Review

Mr Lorenzo MONTEIRO DE JESUS, Consultant National, Membre, UNDP CP MTR

Mr Tiny DYLSON, Consultant National, Membre, UNDP CP MTR

Ms Olga Martin Gonzalez, Programme Analyst, Gender Unit, Africa Sub-Regional Offoice for West & Central Africa, UNDP, Dakar

UNFPA

Dr Victoria D´Alva, Assistant Representative, Officer-in Charge (?)

Mr Jose Manuel Carvalho, Programme Officer

UNICEF

Dr Batilloi Warritai, Deputy Representative, Officer-in-Charge

Dr Luis Bonfim, Programme Officer, Health, Nutrition, Water and Sanitation

Ms Noemia Santos, Assistant Project Officer

Mr Tomas Santos, Consultant, Water and Sanitation

WHO

Dr Pierre Kahozi-Sangwa, WHO Representative

Dr María Quaresma, Family Health Programme (FHP)

Dr Claudina Cruz, HIV/AIDS

Dr Lazaro Sousa, …. (DPC)

Global Fund against Malaria, TB and (GFAMT)

Mr Vilfrido Gil, GFTAM Coordinator

WFP

Mr Domingos Cunha, Officer-in-Charge

Mr Diogenes dos Santos

FAO

Mr Benoit Horemans, Sub-Regional Coordinaro for Central Africa, and FAO Representative, Gabon

Mr Fabien Tallec, Consultant

African Development Bank (ADB)

Mr Helder Neto, Coordination Officer

## Annex 3 Documents consulted

### 3.1 Government - general

**Government of STP**

Ministério do Plano e Finanças (2009) Plano Estratégico de Desenvolvimento para a reduçao da Pobreza, 2010 – 2015 (Versão preliminar, setembro de 2009)

Objectivos do Milénio para o Desenvolvimento: Secundo Relatório Nacional de Seguimiento,(Outbro 2008)

Governo Da Região Autónoma Do Príncipe (República Democrática De São Tomé E Príncipe) (2009) *Primeiro Plano De Desenvolvimento Regional 2009 – 2012* (PNUD)

CNE/PNLS (2008) Rapport de Situation National à l’intention de l’UNGASS São Tomé E Principe(*Janvier 2006-Décembre2007(31 Janvier 2008)*

Ministère de l’Education (2003) Stratégie pour l’Education et la Formation 2003-2013 (Première Version de Travail, sujette à révisions)

### 3.2 UN system

**UNRCO**

UN System (2005) *CBilan Commun de Pays (BCP) (Common Country Assessment (CCA),*

*São Tomé e Príncipe* (November 2005) (56 pages)

UN Country Team (2007) *United Nations Development Assistance Framework in Sao Tome and Principe (2007 – 2011)*

UNCRO (2008) *Resident Coordinator’s Annual Report (RCAR)*

UNRCO (2009) *Vital UNCT Statistics*

**UNDP**

UNDP (2007) *Country Programme Document, 2007 – 2011*

UNDP (2007) *Country Programme Action Plan (CPAP), 2007 – 2011*

Programme du Fonds Mondial VIH/SIDA (2008), Rapport Annuel 2008 (Phase 1 2007 – 2008)

Faye, Cheikh; Monteiro de Jesus, Lorenzo, et Dylson, Tiny (2009) *Evaluation ¬a mi-parcours du Programme de Pays (CPD) et du Plan d’Action (CPAP) du PNUD, 2007 – 2011*

UNDP (2006) *Project document « Democratic governance and poverty reduction »* (UN Democracy Fund (UNDEF)

João Viegas d’Abreu (2009)*Auditoria ao Projecto de Informatização do Registo Civil de SãoTomé e Príncipe Relatório da 1ª missão (*Junho de 2009) (9 pages)

Georges Chapelier et Frederico Gustavo dos Anjos (2007) *Sao Tomé et Principe - Coordination et Gestion de l’Aide Publique au Développement* (Octobre 2007) (47 pages)

UNDP (2009)*Handbook on Planning, Monitoring and Evaluating for Development Results* (219 pages)

**UNFPA**

UNFPA (2007) *Country Programme Document,* 2007 - 2011

UNFPA (2007) *Country Programme Action Plan (CPAP), 2007 – 2011*

UNFPA (2007) *2007 Country Office Annual Report* (29 February 2008

UNFPA (2008) *Relatorio Final – Reunião Técnica do Balanço relative ao ano 2007 do Programa de Assistência do UNFPA, Ilhéu das Rolas, 10 – 12 de Janeiro de 2008*

UNFPA (2008) *2008 Country Office Annual Report* (15 January 2009)

UNFPA (2007 and 2008) *Reports of Annual Reviews of Progress on each Output (Relatórios Annual do Progresso)*

UNFPA (2007, 2008, 2009) *Annual Work Plans (Planho Annual de Trabalho)*

**UNICEF**

UNICEF (2007) *Country Programme Document, 2007 – 2011*

UNICEF(2007) *Country Programme Action Plan (CPAP), 2007 – 2011*

UNICEF (2009) *Programa de Cooperação, 2007 – 2011, Plan de Trabalho, 2009*

UNICEF (2010) *Analyse de la situation de l’enfant et de la femme a Sao Tome et Principe* (Draft de Rapport Final, 05 de octobre 2009)

**OMS**

OMS (2008) *Stratégie de Coopération de l’Organisation Mondiale de la Santé avec la République Démocratique de São Tomé et Principe, 2008 -2013*

**FAO**

TCP/STP/3102

FAO (2007) *TCP/STP/3101 Appui à la révision de la législation foncière et aux institutions en charge de l'administration foncière*

FAO (2007) TCP/STP/3103 (D) *Appui au développement institutionnel du secteur public agricole, de l'élevage, de la forêt et du milieu rural* ($245,00, Aug. 2007 – Aug. 2008\_

FAO (2005) TCP/STP/3003 (A) *Actualisation de la Lettre de politique agricole et de développement rural et la préparation du Programme national d’investissement à moyen terme* ($116,000. Sept – Dec 2005)

FAO (2008) TCP/STP/3201 (E) (A) *Fourniture d'intrants aux populations vulnérables dans le cadre de l'Initiative contre la flambée des prix des denrées alimentaires (ISFP)*

**WFP**

PAM/ Gouvernement de STP (2007) *Plan d’Action du projet de développement STP 10422 « Appui à l’éducation de base et au système de santé en faveur des groupes vulnérables (PAPD)*

WFP (2005) *Resumé de Projet, STP DEV 10422 « Appui à l’éducation de base et au système de santé en faveur des groupes vulnérables (PAPD)* (Septembre 2005)

WFP (2007) *Standard Project Report 2008 “Support to Basic Education and Health Care Sustem for Vulnerable Groups (1 January – 31 December 2007)*

WFP (2008) *Standard Project Report 2008 “Support to Basic Education and Health Care Sustem for Vulnerable Groups” (1 January – 31 December 2008*

Longhurst, Richard (2006)*Review of the Role and Quality of the United Nations Development Assistance Frameworks (UNDAFs)* by Richard Longhurst,, Consultant, Overseas Development Institute (ODI) (May 2006)

### 3.3 Documents consulted in relation to each UNDAF Outcome/Output thematic area

**Outcome 1 Access to quality basic social services**

**1.1 Health services**

* 1. Reproductive health

Ministerio de Saudé (?) *Planos de Acçao para a acelerar a diminuição da mortalidade e da morbilidade maternas e neonatais (Distritos de Agua Grande, Lobata, Lembá, Caué e no Regiào autónoma de Príncipe)*

1.2 Malaria control

Diallo, and … Walter Rapport (2008?) *Evaluation Report, Sao Tome and Principe Malaria Control Strategic Plan 2001 to 2010* (Evaluation du Plan Stratégique contre le Paludisme (OMS)

Diarra, Tiéman et Batista de Sousa, Lazaro (2006) *Rapport de mission : Mission d’appui technique à Sao Tomé et Principe pour la mise à l’échelle nationale des Interventioons ¬a base Communautaire* (24 novembre – 3 décembre)

Power Point slide projection *« Du contrôle du paludisme : Défis actuels et implication pour la réorientation du programme STP »* (WHO)

GFTM (2009) *Plan de Travail Global Budgétisé 7ème Ronde, Année 2 (Paludism) ($2,0825, 227)(8 objectifs), 12 pages.*

GFTAM STP (2009) Proposal Form Rolling Continuation Channel (RCC) (CCM and Sub-CCM Applicants) (4 316 084 USD, 6 years) (July 2009)

* + 1. Child vaccination

Ministère de la Santé (2007) *Enquête de couverture vaccinale, Octobre – novembre 2007 – Rapport Final* (Dr David Koffi, Equipe PEV, OMS Sénégal)

Ministère de la Santé (2008) *Rapport technique de la campagne anti-rougeole en République Démocratique de Sao Tome´et Principe* (22/01/2008)

Ministère de la Santé (2008) *Plan d’introduction du vaccin Haemophilus Influenzae de Type B* (Septembre 2008)

GAVI Alliance (2008) *Rapport de situation annuel 2007*

GAVAlliance (2009) *Proposition de São Tomé et Principe à GAVI Alliance (letre de M. Juilian Lob-Levyt, 5 janvier 2009.*

OMS/UNICEF (2007) *Rapport conjoint OMS/UN ICEF de Notification des activités de vaccination pour la période Janvier – Décembre 2006*

Brochure : « As vacinas contribuem para prevenir as doenças »

* + 1. Essential drugs and reproductive health products

Ministère de la Santé/FNUAP (2009) *Plan Stratégique National de Securisation des Produits de Santé de la Réproduction,2010 – 2014*

Ministério da Saúde, OMS, UNICEF (2009) *Acesso e uso de medicamentos nos domicílios em São Tomé e Proncipe – Relatório do inquérito realizado em São Tomé e Principe (23 de julio de 2009)*

* + 1. Health staff development

Ministério da Saúde/OMS (2007) *Roteiro National para Acelerar a Reducãda Mortalidade Materne e Neonatal*  (outobro 2007)

OMS (2007) *Rapport d’Evaluation de la performance 2006-2007 de Bureau*

* + 1. Nutrition services

Ministério da Saúde/OMS (2007) *Stratégia de Saúde dos adolescentes e jovens, Sao Tome & Principe* (Novembro 2007)

* 1. Fight against HIV/AIDS

Ministério da Saúde (2007) *Plano estratégico nacional de Luta congtra o VIH/SIDA, 2004 – 2008, Revisão 2007*

CNE/PNLS (2008) Rapport de Situation National à l’intention de l’UNGASS São Tomé E Principe(*Janvier 2006-Décembre2007(31 Janvier 2008)*

Ministério da Saúde (2008) *Indicadores de Monitorizaçao avaliação dados epidemiologicos, 2007 – 2008 – Relatorio* (Fevereiro de 2008) (Centro National de Endemias, Programa Naciional de Luta Contra o SIDA)

GFATM (2009) *Summary Budgets by Objectives – HIV/AIDS for Year 4 and Year 5* (10/9/09)

GFATM (2008) *Programme du Fonds Mondial VIH/SIDA, Rapport Annuel 2008 (Phase 1 – 2007 – 2008)* (13 pages)

* 1. Education

Ministère de l’Education (2003) Stratégie pour l’Education et la Formation 2003-2013

(Première Version de Travail, sujette à révisions)

Ministério da Educaçao e Culturo (2009)  *Estatisticas da Educa*çao – Inico Ano Lectivo 2008/09 : Efectivo Escolar, Agentes Docentes e Espaco Fíaiíco (Fevereiro 2009) (foleto 2 pages)

PAM/ Gouvernement de STP (2007) *Plan d’Action du projet de développement STP 10422 « Appui à l’éducation de base et au système de santé en faveur des groupes vulnérables (PAPD)*

WFP (2005) *Resumé de Projet, STP DEV 10422 « Appui à l’éducation de base et au système de santé en faveur des groupes vulnérables (PAPD)* (Septembre 2005)

WFP (2007) *Standard Project Report 2008 “Support to Basic Education and Health Care Sustem for Vulnerable Groups (1 January – 31 December 2007)*

WFP (2008) *Standard Project Report 2008 “Support to Basic Education and Health Care Sustem for Vulnerable Groups” (1 January – 31 December 2008*

1.4 Water, sanitation and environment

**GEF (2008) Project Identification Form (PIF**) Implementing Integrated Water Resource And Wastewater Management In Atlantic and Indian Ocean SIDS (Sept. 2008) (UNDP, UNEP

Request For Project Preparation Grant (PPG) Implementing Integrated Water Resource And Wastewater Management In Atlantic and Indian Ocean SIDS (Dec. 2008)

Estrategia Particpativa para Agua e Saneamiento de STP para 2030 , Versao Final 26 de outoubre 2009. National Water Strategy

2.1 Public institutions support

*2.1.5Gender*

UNDP (2008)

UNDP (2006) *UNDP – RBA's Gender Policy And Strategy A transformative approach towards gender mainstreaming (July 2006)*

Olga Martin Gonzalez (2009) *Brief analysis of the gender situation in UNDP Sao Tome & Principe*

UNDP/UNFPA 2007 and 2008 AWPs for “Capacidade das instituicoes nacionais, locais,incluindo o governo, parlamento, ONGs e da sociedade civil reforcada para implementar a estratia nacional de género” UNPA project STP5G103 and UNDP project 58940

2.4.4 Compliance with international environmental conventions

**Climate Change**

UNDP (2009) Sao Tome e Principe and Climate Change: Preparing for the Copenhagen Conference and Beyond. (2 pages)

Progress Reports, Technical Assistance Project on Montreal Protocol (no 54804) – June – August 2008

World Bank/GEF (2006) National Adaptation Programmes - Action on Climate Change (74 pages)

Mark Tadross and Fiona Tummon (200?) São Tomé and Príncipe: Adaptation to Climate Change Program: Technical support for climate modeling - Historical decadal changes in regional climate and aerosols (Climate Systems Analysis Group, University of Cape Town.) (18 pages)

UNDP (STP) (2009) São Tomé e Príncipe and Climate Change: Preparing for the Copenhagen Conference and Beyond (2 pages)

**Biodiversity**

Gouvernement/Banque Mondiale (2004) Stratégie Nationale et Plan d’Action de la Biodiversité – São Tomé et Principe, 2004 (152 pages) (Français)

Ministère des Ressources Naturelles et Environnement (2004) Estratégia nacional e Plano de Accao da Biodiversidade(153 pages), with Project proposals for :

1. Elaboracao de Legislacao especializada sobre a conservacao da Biodiversidade em S. Tome e Prinbcipe e a utilizacao sustentavel dos Recurssos a ela inerentes ($80,000, 2 years)
2. Criacao de um Quadro Juridico Nacional sobre a Bio-Seguanca e a promocao da Investigacao Cientifica no dominio da Biotecnologia ($112,000, 2 years);
3. Reforco da Capacidade Institutional dos sectores responsaveis pela Conservaao « ex situ » ($275,000, 4 years) ;
4. Realizacao de programmes de Informacao, Educacao e Comunicacao (IEC) sobre a Conservacao da Diversidade Biologica,dedicados aos Resposaveis Polticos e Administrativos, Quadros Tecnicos, Profissionais e Agentes Economicos, cuja actividade lida de perto come a tematica, ONGs e a populacao em geral. ($175,000,2 years) ;
5. Realizacao de Filmes, Postais e Posters, Selos e Atlas de Especies de Fauna e Flora selvagends, ameacadas ou em periigo. ($104,000, 2 years)

Ministère des Ressources Naturelles et Environnement (200 ?) *Premier Rapport National de la Biodiversité* (un-dated)(30 pages)

Ministerio dos Recursos Naturais e Ambiente (2007) *Projecto de Auto-Avaliacao das Capacidades nacionais para a Implemntacao das Convencoes sobre o Ambiente – Informes tecnicos :*

1. GEF (2007) Medium Size Project proposal under LDC-SIDS Portfolio Project for Sustainable Land Management – Request for GEF funding : “Reforco das capacidades Legais e Institionais na Luta contra a Degradacao dos Solos e Deflorestacao em Sao Tome e Principe” (34 pages)
2. Analise Intgersectorial das Convencoes de Rio e a Convencao de Estocolmo sobre POPS (November 2007, 28 pages)
3. Estrategia e Plano de Accao para o Reforco das Capacidades de Implementacao das Convencoes do Rio e da Convencao de Estocolmo em S. Tome e Principe (Novemn er 2007, 26 pages) ;
4. Relatorio sobre necessidades e prioridades do Reforco das capacidades par implemntacao da convencao de Combate a desertificacao em S. Tomoe e Principe (Sabino Carvalho, Marco de 2007, 50 pages) ;
5. Relatorio sobre necessidades e prioridades do reforco das capacidades para implemntacao da convencao de Estocolmo sobre os Poluentes organicos persistentes em S. Tome e Principe (Aderito Bonfim, 89 pages) ;
6. Relatorio Nacinal sob re a Implementacao Convencao sobre a diversidade Biologica (CBD) (March 2007, Victor Bonfim);

**Environmental education.**

Planeta Azul em STP – Relatorio de Actividades 2007 – 2008 (Fundacao da Crianca e da Juventude) (Project 56869 Programme National sur l’Education Environmentale

Becker, Kathleen (2008) *São Tomé and Príncipe* (Bradt Island Guides)

**2.1.2 Financial resources management**

Lare-Lantone, Kango (2004) *Mission d’Evaluation de l’Appui Institutionnel à la Cour des Comptes de Sao tome et Principe* (3-15 décembre 2004)( Kango LARE-LANTONE, Conseiller en Reforme des Institutions de Gouvernance au SURF de DAKAR)

Amilcar F. Pereira (2009) *Terminal Evaluation Report - Promoting Democracy and Public Accountability in São Tome e Principe* (UNDF-STP-06-105) (May 2009) (35 pages)

**2.1.5 Gender equality**

Government of STP (2005) *Estratégia Nacional para a Igualdade e Equidade de Género* (82 pages)

UN system (2008) *Objectifs du Millénaire Pour Le Développement, Deuxième Rapport National De Suivi* (Octobre 2008) (55 pages), MDG 3.

UNDP (2008) *Empowered and Equal: Gender Equality Strategy (2008 – 2011)* (UNDP New York (45 pages)

UNDP STP (2009) *Progress Report on the Implementation of the Gender Equality Strategy for 2008-2009*  - using Gender Steering and Implementation Committee Reporting Template: (Date: 29/09/2009)

UNDP (2009) *Untitled* but refers to Sao Tome & Principe – Note on UNDP support on Gender issues.

UNICEF (2009) *Programme of Co-operation Democratic Republic of Sao Tome and Principe – UNICEF Mid-Term Review (July 2009)*

UNICEF (2008?) *Situation Analysis on Women and Children*

***2.3.1 Community development***

Progress Reports (2006 – 2008) for project 50445 *« Amélioration de la fourniture de viande de qualité par le biais d’un Partenariat tripartite impliquant les secteurs : Public, Prive, la Société Civile et les Communautés de base »*

AWPs 2007 and 2008 for project 50445 *« Amélioration de la fourniture de viande de qualité par le biais d’un Partenariat tripartite impliquant les secteurs : Public, Prive, la Société Civile et les Communautés de base »*

Project document UNDP project 46722 *Création De Circuits De Randonnee Et Formation De Guides En Vue De La Pratique De L’ecotourisme*

## Annex 4 Economic and social statistics – Sample of basic data

Table Sao Tome and Principe - Some socio-economic indicators

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Indicator** | **2005** | **2006** |
| 1 | Birth rate (per thousand) | 33.9 | 33.4 |
| 2 | Death rate (per thousand) | 7.6 | 7.3 |
| 3 | Population growth rate (%) | 1.95 | 1.94 |
| 4 | Life expectancy (women) | 68.1 | 68.5 |
| 5 | Life expectancy (men) | 63.0 | 63.5 |
| 6 | GDP (US$ millions) | ND | 123 |
| 7 | GDP per head (US$ | ND | 764.2 |
| 8 | Official Development Assistance (ODA) ($US millions) | ND | 69 |
| 9 | Active population | 84.4 | ND |
| 10 | Adult literacy rate (ages 15 - 24) | ND | 123 |

Table Demographic and health indicators

|  |  |  |  |
| --- | --- | --- | --- |
| Tableau : Indicateurs démographiques et de santé | | | |
| Population totale | 2009 | 160 820 | *Projection du RGPH* |
| Population (homme) | 2009 | 78 802 | *Projection du RGPH* |
| Population (femme) | 2009 | 82 018 | *Projection du RGPH* |
| Taux d’analphabétisme chez les hommes | 2001 | 5.3% | *RGPH, 2001* |
| Taux d’analphabétisme chez les femmes | 2001 | 6.6% | *RGPH, 20* |
| Femme en âge de procréer | 2009 | 40 253 | *Projection du RGPH* |
| Pourcentage de la population rurale | 2007 | 41% | *Projection du RGPH* |
| Espérance de vie chez les femmes | 2006 | 64,6 | *World Development Indicators (WDI), 2006* |
| Espérance de vie chez les hommes | 2006 | 62,4 | *WDI, 2006* |
| Taux de fertilité (TFR) | 2006 | 3,8 | *WDI, 2006* |
| Ratio de mortalité maternelle (pour 100,000 naissances vivantes) | 2006 | 75,7 | *Health Information System, 2007* |
| Taux de mortalité infantile (pour 100,000 naissances vivantes) | 2006 | 43% | *Multiple Indicator Cluster Survey (MICS), 2006* |
| Taux de mortalité chez les moins de 5 ans (pour 1,000) | 2006 | 118% | *WDI, 2006* |
| Taux de Prévalence Contraceptive (toutes méthodes confondues) | 2006 | 32,6% | *MICS, 2006* |
| Taux de Prévalence Contraceptive (méthodes modernes) | 2006 | 30,2% | *MICS, 2006* |
| **Prévalence HIV** | **2006** | **1,1%** | ***MICS, 2006*** |
| Indicateurs Economiques | | | |
| Produit Intérieur Brut (par habitant) | 2006 | 2090 | *WDI, 2006* |
| Total des dépenses en santé (par habitant) (USD) | 2007 | 48 | *WHO National Health Accounts (NHA), 2007* |
| Part du budget de la santé dans le budget total du gouvernement (y compris les contributions des donateurs) | 2007 | 56,7% | *WHO NHA, 2007* |
| Part du budget de la santé dans le budget total du gouvernement (revenu intérieur brut) | 2007 | 10,6% | *WHO NHA, 2007* |

Source: Ministère de la Santé/FNUAP (2009) Plan Stratégique National de Securisation des Produits de Santé de la Réproduction,2010 – 2014 (page 16)

## Annex 5 UNDAF structure - Current and potential thematic areas for UN system support, and resource estimates

Excel table provided separately.[[33]](#footnote-34)

## Annex 6 UNDAF Management Plan 2010 - potential format(1 December 2009

See separate Excel table draft[[34]](#footnote-35)

1. In the “programme approach”, the word “programme” refers to a national programme which is an operational tool to implement a component of the PRSP. It does not refer to an “agency programme”, meaning a collection of activities or projects. [↑](#footnote-ref-2)
2. An appropriate terminology can be chosen locally – a “TPD” would be preferable so as to promote common language based on thematic-based programming. A JPD could be acceptable since it is consistent with common “joint programming” language, so long it is fully understood that the “P” relates to “programming” and not “programme” [↑](#footnote-ref-3)
3. NB It was subsequently decided to prepare a one Volume report, in which some of the key substantive information is included in Chapter 6 Summary of UNDAF results, since the full set of 32 Thematic Summaries need further work on them, which in due course should be carried out by the relevant theme group/sub-group. [↑](#footnote-ref-4)
4. Source: Evaluation ¬a mi-parcours du Programme de Pays (CPD) et du Plan d’Action (CPAP) du PNUD (2007 – 2011) par Cheikh Faye, Lorenzo Monteiro de Jesus and Tiny Dylson. (page 10) [↑](#footnote-ref-5)
5. Georges Chapelier et Frederico Gustavo dos Anjos (2007) Sao Tomé et Principe - Coordination et Gestion de l’Aide Publique au Développement (Octobre 2007) (47 pages) [↑](#footnote-ref-6)
6. UN System in Sao Tome and Principe (2006) *Common Country Assessment* [↑](#footnote-ref-7)
7. Ref UNDP CP document, pages 8 – 9. [↑](#footnote-ref-8)
8. It is proposed that 1.4.2 and 1.4.3 be removed from 1.4 and added to a new thematic area of 4. Environmental management [↑](#footnote-ref-9)
9. The projects in the proposed UNDAF outcome area of Economic management do not clearly fit into any of the UNDAF outcome or output areas. [↑](#footnote-ref-10)
10. To be completed [↑](#footnote-ref-11)
11. To be completed. [↑](#footnote-ref-12)
12. These should be adapted to the needs of each group [↑](#footnote-ref-13)
13. Where national programmes do not exist, provide assistance to formulate them. [↑](#footnote-ref-14)
14. Where national programmes do not exist, provide assistance to formulate them. [↑](#footnote-ref-15)
15. The total figures given in Table 9 ($26.4 million) differ from those given in the restructured UNDAF tables ($28.5 million) due to the omission of economic-related projects ($1.5 million) and support from the WB, ADB and RCO ($0.5 million) [↑](#footnote-ref-16)
16. WB support through PASS project to be confirmed. [↑](#footnote-ref-17)
17. ADB support in areas linked to UNDAF thematic areas to be confirmed [↑](#footnote-ref-18)
18. Only refers to RCO contribution to H1NI Disaster response project [↑](#footnote-ref-19)
19. To be completed in conjunction with completion of Part II Thematic Summaries. [↑](#footnote-ref-20)
20. Programme de santé de la reproduction (Code MPS) Add name of Reproductive Health strategy or programme [↑](#footnote-ref-21)
21. Plan Stratégique National de Sécurisation des Produits de Santé de la Reproduction (2010 – 2014)( [↑](#footnote-ref-22)
22. Source: UNICEF MTR (October 2009) (pages 12 -13) [↑](#footnote-ref-23)
23. Amilcar F. Pereira (2009) *Terminal Evaluation Report - Promoting Democracy and Public Accountability in São Tome e Principe* (UNDF-STP-06-105) (May 2009) (35 pages) [↑](#footnote-ref-24)
24. Lare-Lantone, Kango (2004) *Mission d’Evaluation de l’Appui Institutionnel à la Cour des Comptes de Sao Tome et Principe* (3-15 déc. 2004) [↑](#footnote-ref-25)
25. Source: UNDP (2009) *Untitled* but refers to Sao Tome & Principe – Note on UNDP support on Gender issues. [↑](#footnote-ref-26)
26. Source : Objectifs du Millénaire Pour Le Développement, Deuxième Rapport National De Suivi (Octobre 2008) [↑](#footnote-ref-27)
27. Ref. *Review of the Role and Quality of the United Nations Development Assistance Frameworks (UNDAFs*) by Richard Longhurst,, Consultant, Overseas Development Institute (ODI) (May 2006) uses the following criteria for comparative advantage: (i) demonstrated track record of achieving results, leading to established credibility in priority area; (ii) recognised technical expertise in priority area; (iii) system and agency capacity; and (iv) geographical presence (p.25). [↑](#footnote-ref-28)
28. 1) Comparative advantage:31 presenting the UN’s comparative advantage in terms of demonstrated capacity to achieve results and in comparison with other actors.

    • 2) Focus and Prioritisation: clarity of UNCT role and key deliverables as indicated by RM; do UNDAF outcomes focus on specific results; clear line of argumentation regarding intervention foreseen; is RM a true planning instrument including minimum expected results, a budget against results and an M&E framework.

    • 3) Alignment: Finalisation of UNDAF after completion of PRSP or NDP; UNDAF outcomes related to national priorities; UNDAF M&E aligned with national monitoring system.

    • 4) Logical framework: are number and range of UNDAF outcomes, planned activities, CP outputs all reasonable in terms of programme resources available; can agency be accountable for outputs; is chain of results logical; and are M&E indicators objectively verifiable.

    • 5) Conflict/transition Issues. [↑](#footnote-ref-29)
29. It is suggested that the inclusion of three environment-related outputs under 1. Access to social services should be revised, [↑](#footnote-ref-30)
30. The limited agency coverage of the UNDAF and the relative absence of priority given to economic development and environmental management issues are considered weaknesses of the UNDAF design. [↑](#footnote-ref-31)
31. Member of UNCT: UNDP, UNFPA, UNICEF, WFP, and WHO. [↑](#footnote-ref-32)
32. Given the short period covered (2 – 3 years), it is unlikely that there will be significant changes in whatever indicators might be available. It may be even more difficult to attribute such changes to Un support through the UNDAF. [↑](#footnote-ref-33)
33. To be revised, as appropriate. [↑](#footnote-ref-34)
34. To be managed and up-dated by RCO, in close coordination with UNCT and Theme Groups [↑](#footnote-ref-35)