In 2016, UNICEF Sao Tome and Principe continued to support the provision of basic social services both at the service delivery and policy levels.

In service delivery, UNICEF Sao Tome and Principe supported the Government to ensure a minimum health package for child survival (vaccines, vitamin A, essential medicines and health-related equipment). This support, together with programmes from other partners such as the World Health Organization (WHO) and bilateral cooperation from Portugal, has allowed for a decrease of child mortality from 66 deaths per 1,000 live births in 2006 to 45 deaths per 1,000 live births in 2016. Major results achieved in this area include the programme of food fortification with micronutrient powder, which was started successfully on the Island of Principe as a pilot region at the end of 2015 and has helped decrease anaemia prevalence by 23 per cent among children under 5. In addition, the introduction of new vaccines was supported by UNICEF both at the technical and financial levels. In 2016, 97 per cent of children aged 12–23 months received a tuberculosis (Bacillus Calmette-Guérin) vaccination by the age of 12 months and 93 per cent received the third dose of the pentavalent vaccine.

UNICEF Sao Tome and Principe continued to play a key role in supporting the Ministry of Education, Culture and Science in the implementation of early childhood development (ECD). This has led to an increase in preschool enrolment over time from 18 per cent in 2000 to 36 per cent in 2014. The increased capacities of educators to use the new preschool curriculum and the improvement of preschool facilities has created a better educational environment for children aged 3–5 years. This support is coupled with the start of the pilot phase of the parental education programme, implemented in three districts, which complements public preschool education through increased competencies of parents to provide adequate care and stimulation to their children under 5.

In policy development, UNICEF Sao Tome and Principe supported the finalization and validation of the National Child Protection Policy and its multisectoral action plan and handed over to the Government the revised Family Law that was updated under the leadership of the Ministry of Justice and Human Rights and with the collaboration of all sectors. A successful partnership with the International Labour Organization (ILO) on social protection has been key to providing strengthened support for the consolidation of a social protection system. A national plan of action for the implementation of the social protection strategy was developed, and the capacities of the Directorate of Social Protection were assessed and increased.

UNICEF Sao Tome and Principe has placed great emphasis on disseminating evidence to support and advocate for programmes based on equity and responding to actual and current needs of children in the country. The Situation Analysis of Children and Women report has been finalized and disseminated and constitutes a source of information on children’s status in the country, including both an economic and multidimensional approach to children’s poverty using Multiple Overlapping Deprivation Analysis tools to ensure that inequalities and disparities are identified. Immediate, intermediate and contextual causes of child poverty and deprivation have also been identified and analysed. The Situation Analysis of Children and

Strategic partnerships continued to be critical to the achievement of planned results. In 2016, enhanced coordination and partnerships were established with the World Bank in the areas of early child education and social protection, with the Portuguese cooperation in the area of child protection. Partnerships with the private sector and universities also supported early childhood education, and partnerships with civil society organizations supported nutrition and advocacy for child rights. An important success was the expansion of South-South cooperation with Brazil from primarily ECD to other areas such as social protection and child protection.

Despite these achievements, policy development in child health was constrained during the reporting period due to the unavailability of adequate external sectoral expertise because of language requirements and other government priorities in health. In child protection, various laws have been updated to adapt them to the new National Child Protection Policy. However, their process of validation has experienced some delays due to the vacancy at the head of the Ministry of Justice and Human Rights for most of the second semester of 2016.

**Humanitarian assistance**

N/A

**Emerging Areas of Importance**

**Greater focus on the second decade of life.** During the discussions for the preparation of the Country Programme Document 2017–2021, issues related to adolescents and youth were identified as areas of key importance for Sao Tome and Principe, where one third of the population is comprised of adolescents and youth aged 10–24 years (31.2 per cent). With a literacy rate of 83 per cent in 2015 for young people aged 15–24 years and 21 per cent for children aged 12–18 years who were out of school in 2009 (36 per cent from the poorest quintile), efforts are needed to ensure the availability of educational opportunities for out-of-school children and young people.

In addition, 27 per cent of girls becoming pregnant before age 18 and 87.5 per cent of pregnant girls and young mothers dropped out of school in 2012 due to the lack of a gender-responsive education system. As a result, and in line with strategic discussions and national and United Nations plans, UNICEF Sao Tome and Principe included a component on youth and adolescents in its new programme focusing on life skills to address issues affecting adolescents and youth (such as HIV, early pregnancy, substance abuse, violence). To generate evidence for the update of the youth policy and inform planning in the next five years. UNICEF undertook a study in 2016 on the aspirations, needs, expectations and challenges that this age group faces using qualitative and quantitative research methods, surveying more than 1,800 adolescents and youth nationally (representing 10 per cent of the age group 10–24 years). Results of the study that have confirmed worrying phenomena such as alcohol consumption, early pregnancy and sexual exploration have been presented to an inter-sectoral committee of governmental departments and civil society organizations, including youth groups.

**Accelerate integrated early childhood development (ECD).** In 2016, UNICEF Sao Tome and Principe started implementation of the parental education programme, as part of the implementation of the social protection policy, to equip families of children under the age of 3 with adequate parental practices based on care, healthy nutrition and early stimulation. The
The parental education curriculum is under development and testing in three districts of the country. Fifteen technicians at central and district levels from the Ministry of Employment and Social Affairs Directorate of Social Protection have been trained to continue the implementation and expand the geographical scope of the programme after the testing phase. The programme is monitored at the UNICEF Sao Tome and Principe level by an inter-sectoral committee composed by staff from child protection, child survival, education and social policies to ensure that all components of the programme are adequately mainstreamed and addressed. The parental education programme intends to complement UNICEF support for the development, testing and training of educators on the new curriculum for preschool education.

Summary Notes and Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>AMP</td>
<td>Annual Management Plan</td>
</tr>
<tr>
<td>C4D</td>
<td>Communication for Development</td>
</tr>
<tr>
<td>CMT</td>
<td>Country Management Team</td>
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<tr>
<td>CPD</td>
<td>Country Programme Document</td>
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<tr>
<td>CRC</td>
<td>Convention on the Rights of the Child</td>
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<tr>
<td>DCT</td>
<td>direct cash transfer</td>
</tr>
<tr>
<td>ECD</td>
<td>early childhood development</td>
</tr>
<tr>
<td>HACT</td>
<td>Harmonized Approach to Cash Transfer</td>
</tr>
<tr>
<td>ILO</td>
<td>International Labour Organization</td>
</tr>
<tr>
<td>IMEP</td>
<td>Integrated Monitoring and Evaluation Plan</td>
</tr>
<tr>
<td>NGO</td>
<td>non-governmental organization</td>
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<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
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<tr>
<td>UNFPA</td>
<td>United Nations Population Fund</td>
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<tr>
<td>WFP</td>
<td>World Food Programme</td>
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<tr>
<td>WHO</td>
<td>World Health Organization</td>
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</tbody>
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Capacity Development

Regarding capacity development for disaster risk reduction, emergency preparedness and emergency response, UNICEF supported a training of trainers on emergency preparedness in schools that targeted 118 principals and supervisors nationally, representing 80 per cent of the total. A cascade training will be organized in 2017 to cover all directors and teachers.

UNICEF Sao Tome and Principe also worked to strengthen national and sub-national collection, analysis and use of data on children using the following approaches:

- To establish national capacity to collect and analyse data on child poverty, UNICEF supported the training of one technician from the National Institute of Statistics and one from the Direction of Planning on the Multiple Overlapping Deprivation Analysis. This added capacity will allow the Government to measure child poverty on a regular basis and use that data for improved and more targeted programming.
- Through decentralized monitoring in health (the monitoring results for equity system), UNICEF supported all district health teams to reinforce health service provision, monitoring of use and demand for services. This decentralized monitoring system has allowed for assessing and addressing bottlenecks in the provision of health services by engaging with community leaders and has identified solutions adapted to each specific context, resulting in increased demand for services.
- UNICEF supported the introduction of new vaccines in the vaccination calendar through communication for development (C4D) campaigns. These campaigns have facilitated the transmission of information on new vaccines as well as the improvement of vaccination campaign coverage through an increased demand for vaccines.
- As an empowerment tool for children and adolescents, a session of the Children’s Parliament was organized in June. Children and adolescents from all over the country
were asked to reflect and provide recommendations on school drop-outs for discussion at the National Assembly.

Evidence Generation, Policy Dialogue and Advocacy

In 2016, UNICEF Sao Tome and Principe published and presented the *Situation Analysis of Children and Women* produced in 2015. The study provides a remarkable source of data, analysis and information on all aspects of children’s lives. The publication of the study has been used as an opportunity to discuss children’s issues with parliamentarians in a specific session of the National Assembly, as well as with government officials both at the central level and in the Autonomous Region of Principe and civil society representatives from across the country. Results have also been disseminated through social media and the UNICEF Sao Tome and Principe reports website. Data from the report, which also provides an analysis of trends on the situation of children over the last five years, has been regularly used and has facilitated advocacy and policy dialogue with various ministers and in planning meetings with government officials. The report has also been instrumental in programming with the Government and strategic discussions around priority areas of the new CPD 2017–2021.

Continuous advocacy on child rights and social inclusion supported government approval of the National Child Protection Policy, which was developed with UNICEF support, and of the creation of the National Social Protection Council. Both the Policy and the Council will be instrumental in the establishment of a child protection system and in the monitoring and management of an improved social protection system, respectively.

Partnerships

UNICEF Sao Tome and Principe continued to strengthen its strategic partnerships with development partners and the private sector. The partnerships with the academic institutions, Pontifícia Universidade Católica of Rio de Janeiro in Brazil and the University of Minho in Portugal, facilitated UNICEF support to the Ministry of Education, Culture and Science. These partnerships supported improvements in the quality of preschool education (Pontifícia Universidade Católica of Rio de Janeiro) and the development of the parental education curriculum and its testing (University of Minho).

UNICEF engaged the private sector in the provision of early education through regular advocacy and ensured the support of one private company for the improvement of water access in two kindergartens in the region of Principe.

Strategic alliances with civil society organizations continued, with HELPO as implementing partner of the rehabilitation works of various kindergartens. The Federation of Non-Governmental Organizations (NGOs) became a strategic partner in advocacy for children’s rights and a child-friendly budget.

Partnership with the World Bank continued to ensure coordinated and complementary support to ECD. In addition, discussions took place to leverage more funding for ECD through the ECD Trust Fund.

Under the United Nations Development Assistance Framework 2017–2021, joint planning began for 2017 and UNICEF developed joint activities with ILO on social protection with the United Nations Population Fund (UNFPA), WHO, the United Nations Development Programme (UNDP) and ILO on youth and adolescents and with WHO, UNDP and UNFPA on child health and nutrition.

Under the Global Partnership for Education, UNICEF continued to play its role as
coordinating agency. Coordination with national partners and international donors for education was strengthened through UNICEF’s leadership of the Local Education Group that has served as a useful forum for coordination and discussion of programming issues related to the sector.

In coordination with WHO, the partnership with GAVI Alliance continued to ensure sufficient funding for vaccines and advocate for increased government investment in the vaccination programme.

External Communication and Public Advocacy

UNICEF Sao Tome and Principe commemorated relevant international dates and campaigns with advocacy activities, in line with the UNICEF’s global communication and public advocacy strategy. These included:

- The State of the World's Children 2016 was launched among civil society and governmental partners. Children participated in the launch, and music and drama were used to highlight some of the issues discussed in the report.
- UNICEF Sao Tome and Principe participated in United Nations system advocacy activities related to the Sustainable Development Goals in the area of education and the involvement of civil society in advocating and implementing actions to achieve the Goals.
- The commemoration of UNICEF’s 70th anniversary provided an opportunity to showcase the main achievements of 43 years of UNICEF presence in Sao Tome and Principe. To complement an exhibition of main UNICEF actions and results, debates and roundtables were organized to establish discussions and conversations between the Government, civil society, the public and other partners on children’s issues.
- The public was invited to participate in the Team UNICEF campaign through an announcement on Facebook.

In addition, the UNICEF Sao Tome and Principe Facebook page and YouTube channel continued to facilitate the office’s presence on social media and its advocacy of children’s issues, including with the presentation of the results of the Situation Analysis of Children and Women on Facebook.

South-South Cooperation and Triangular Cooperation

In support of the Ministry of Education, Culture and Science, UNICEF Sao Tome and Principe continued its partnership with Pontifícia Universidade Católica of Rio de Janeiro for the development and pre-testing of the preschool curricula and teacher training.

At the request of the Ministry of Employment and Social Affairs, UNICEF Sao Tome and Principe made use of its trilateral agreement with the Government of Brazil to facilitate the capacity building of social protection technicians. Other areas of support are under discussion, especially in the education and child protection sectors.

In sanitation, to develop the capacities of both UNICEF staff and government technicians, with the support of the UNICEF West and Central Africa Regional Office, UNICEF Sao Tome and Principe organized a study visit of technicians from the Ministry of Infrastructure, Natural Resources and Environment to Guinea-Bissau. The aim of the visit was for participants to gain first-hand experience on how to implement a Community-Led Total Sanitation programme. The approach will then be adapted to the Sao Tome and Principe context by the Ministry, with UNICEF funding.
Identification and Promotion of Innovation

After an initial micronutrient powder acceptance trial in August 2014, the distribution of Vitaferro (the name selected for micronutrient powder after this trial) began with 1,024 children aged 6–59 months in the Autonomous Region of Principle at the end of 2015 and continued throughout 2016. The intended objective of this programme—the reduction of anaemia in children—was achieved with a high rate of success. The number of children with anaemia declined by 23 per cent in 2016 in the Island of Principe.

The success of the project is due mainly to its innovative implementation approach centred on the following:

- The introduction of a new product, micronutrient powder, that was tested before the implementation of the programme and named and designed with the beneficiaries and local authorities;
- In terms of partnership, the programme testing of an innovative approach to collaboration between the public and private sector with the introduction of funding from the private sector established in the Island of Principe;
- The programme reinforcement of intra-governmental collaboration around early childhood that engaged the health and preschool education sectors in the implementation and monitoring of the introduction of micronutrient powder in kindergartens and health centres.

Given its success, the programme was expanded over the course of 2016 to cover the Island of Sao Tome.

Support to Integration and Cross-Sectoral Linkages

An example of integrated programming within UNICEF Sao Tome and Principe has been the testing phase of the parental education programme. Inter-sectoral discussions have been held regularly regarding the development and finalization of the programme as well as the definition of approaches and implementing partners with the Governmental counterparts. Inter-sectoral steering of the programme ensured that integrated components of health, nutrition, care and stimulation were included during the training of governmental technicians and parents, as well as in the content of the parental education curriculum.

In 2016, UNICEF supported the development of a plan of action for the implementation of the Committee on the Rights of the Child (CRC) recommendations. The discussions resulting in the plan of action had an integrated approach, including technicians from the ministries of justice and human rights; employment and social affairs; health; and education, culture and science. The plan of action considers all aspects of the child and how the Government can act on the Committee recommendations over the short-, medium- and long-terms.

At the downstream level, the micronutrient programme, which aims to reduce anaemia among children under 5 and is implemented with the integrated support of the health and education systems, has proven very successful in improving the nutritional status of children in the Autonomous Region of Principe.

These inter-sectoral experiences at different levels and in various areas have meant that the mentioned programmes have considered the child in a holistic way and have ensured the necessary coordination of partners to improve the integration of integrated social services.

Human Rights-Based Approach to Cooperation

UNICEF Sao Tome and Principe worked to build capacities and empower rights holders, with a focus on advancing the rights of the most vulnerable groups. Focusing on
adolescents, UNICEF supported the Parliament to organize a session of the Children’s Parliament to empower adolescents to discuss and propose solutions to school drop-outs. Fifty-five adolescents, boys and girls exposed the challenges and factors that drive children to leave school and proposed solutions, including the construction of more secondary schools or the creation of sexual education counselling services in secondary schools to prevent early pregnancy.

In regards to the capacity of duty bearers, UNICEF Sao Tome and Principe facilitated the development of a comprehensive strategy and national plan of action for the implementation of CRC to allow all national partners to coordinate their actions towards the realization of all chapters of the Convention. After the presentation of the latest report from the Committee on the Rights of the Child in 2013, Sao Tome and Principe received more than 70 recommendations for how to increase alignment with the Convention, including the need for a strategy and action plan on how to implement the Committee’s recommendations. At the request of the Government and given its strong leadership and ownership of the recommendations and conclusions of the Committee, UNICEF and the Ministry of Foreign Affairs co-led the development of the strategy and action plan with the support of an inter-sectoral committee composed of members of five different ministries.

UNICEF Sao Tome and Principe has also strongly advocated for the Government to ratify the African Charter on the Rights and Welfare of the Child. During a mission of African Union experts on the rights of children, UNICEF provided advice and supported advocacy efforts in this regard. Communication will be maintained with the experts from the African Union to provide updates on progress towards ratification.

**Gender Equality**

In 2016, UNICEF Sao Tome and Principe continued to support the Counselling Centre against Domestic Violence, which provides protection and counselling for victims of domestic violence, to raise community awareness and knowledge. Social workers were trained to use the recently developed “Manual for Prevention of Violence” during community awareness campaigns and sessions among communities. With UNICEF support and the support of other partners such as the NGO, ADM Estrela, the Centre is now a reference point at the national level in the fight against domestic violence. Recent informal interviews with users indicate that they feel this issue is now treated much more efficiently by the Centre as well as by the police, which received training from the Centre. This is also evidenced by the steady increase in the number of people supported by the Centre.

At the upstream policy level, with UNICEF support, the review of the Family Law has advanced the well-being of women and girls by ensuring that they are treated equally to men and boys, for example regarding the legal age for marriage. Although the current law determines a different minimum age for each gender (for girls, the minimum age is lower at 14 years with parental consent), the revised law proposes a minimum age for marriage for both boys and girls of 18 years of age.

With the aim of improving service delivery for child birth, with the support of decentralized monitoring conducted in all districts, health personnel practices were improved by eliminating identified bottlenecks in the provision of services, which in turn increased demand for skilled attendance during delivery. As an example, in the southern part of Sao Tome, the share of deliveries assisted by skilled personnel increased from 46 per cent in 2014 to 80 per cent in 2016.
Environmental Sustainability

Within the framework of the Capacity for Disaster Reduction Initiative, UNICEF Sao Tome and Principe participated in joint United Nations efforts to update and validate the national emergency plan of action, addressing also climate change issues and the related National Contingency Plan.

To improve the environmental sustainability of the UNICEF Sao Tome and Principe office, a greening committee was created and an action plan was agreed upon for 2016 and 2017. Measures include actions aimed at reducing power and paper consumption, establishing a greener work environment and promoting a greater environmental preservation culture among partners and UNICEF staff.

During the fall UNICEF regional management team meeting, the UNICEF Sao Tome and Principe office was ranked first among the 24 country offices in the region in regard to environmental footprint. To contribute to the reduction of the office’s footprint, the United Nations Country Team approved the installation of solar panels through the national electricity company that will reduce energy consumption by 30 per cent.

Effective Leadership

Key annual results (programme, operations and management priorities) were defined through a participatory process and described in the 2016 Annual Management Plan (AMP). Progress towards AMP results was discussed quarterly during the country management team (CMT) meetings, and monitoring of the harmonized approach to cash transfers (HACT) assurance plan and of unliquidated direct cash transfers (DCT) have been discussed at regular programme meetings (twice a month), and any necessary corrective measures have been taken. AMP results were reviewed during the mid-year review.

Key performance indicators, in line with scorecard indicators, were also monitored during the country management team meetings, and necessary corrective actions were identified, implemented and monitored.

Guided by the document, ‘8 Opportunities for UNICEF Country Offices to Streamline Practices in Accordance with Existing UNICEF Guidance’, the UNICEF Sao Tome and Principe CMT has agreed to adopt measures to improve its efficiency by streamlining its statutory committees and establishing adequate thresholds for various committees following corporate guidelines.

To improve HACT monitoring, a tracking system for programme monitoring visits and spot-check recommendations was established. Recommendations were tracked during programme meetings that took place twice per month.

With regards to enterprise risk management, extensive discussion and identification of risks took place during the annual management review. Contingency measures to address those risks were monitored quarterly by the CMT. The identified risks were also considered during the development of the (risk-informed) country programme management plan of the new CPD.

Ensuring business continuity of UNICEF operations is of extreme importance. Training on business continuity planning was provided to all UNICEF programme and operations staff with support from the Regional Office, and the Business Continuity Plan was updated and tested. Relevant equipment for the business continuity site was procured to ensure adequate business continuity should any emergency arise.
Financial Resources Management

In 2016, UNICEF Sao Tome and Principe had 19 active outputs with a total funded amount of US$1,634,365. The total amount utilized was US$1,564,303, which represents an overall implementation rate of 95 per cent. The regular resources utilization rate was 98 per cent and the expenses rate was 79 per cent; the other resources utilization and expense rates were 98 per cent. The support budget Outcome 800 utilization rate was 66 per cent and the expense rate was 38 per cent with an annual allocation of US$213,019. The support budget Outcome 777 (special purpose) utilization rate was 100 per cent with an annual allocation of US$12,473.

In 2016, UNICEF Sao Tome and Principe ensured improved management and follow-up of unliquidated DCTs. As of 31 December 2016, the outstanding DCT balance amounted to US$82,136. The DCT balance of greater than six months amounted to US$155. The office did not have outstanding DCT balances of more than nine months. The implementation of HACT financial assurance activities reached 66 per cent against minimum requirements; the implementation rate of programmatic assurance activities was 100 per cent against minimum requirements.

The monthly closures of accounts were completed on time as per UNICEF Division of Financial and Administrative Management monthly closure deadlines. The open items were reviewed and processed regularly. The monthly bank reconciliation reports were finalized on time. UNICEF Sao Tome and Principe did not experience any open item for more than one month as of this reporting period.

UNICEF Sao Tome and Principe continued to improve the management of assets. In 2016, three PSB meetings were held to review obsolete items and make recommendations for their disposal. The approved disposal actions were implemented, and actions were taken in VISION to deactivate the relevant AMRs. A physical count of equipment was performed, and results were uploaded on the SharePoint.

Fundraising and Donor Relations

UNICEF Sao Tome and Principe actively pursued resource mobilization from additional sources for its 2016 programme and beyond. While the donor base in Sao Tome and Principe is limited, relations with bilateral donors and the private sector continued to be strengthened, resulting in leveraging of funds from the private sector in Principe for the rehabilitation of kindergartens. The trilateral cooperation agreement between UNICEF Sao Tome and Principe and the governments of Sao Tome and Principe and Brazil facilitated the provision of technical assistance from Brazilian experts at no cost in the area of social protection.

In addition, UNICEF Sao Tome and Principe successfully mobilized other resources regular (thematic funds) of US$288,000 from the UNICEF Regional Office for the implementation of activities in 2017 in sanitation and education and for the reinforcement of communication activities for the new vaccines in 2016. A funding proposal by the GAVI Alliance to increase the capacity of the vaccination programme was prepared and submitted in 2016, and the office is awaiting the GAVI Alliance’s decision. UNICEF Sao Tome and Principe also requested thematic funds for health from the UNICEF Regional Office; the final decision is pending.

Although it has not yet yielded any funding, discussions and presentations were held with three private sector companies in Sao Tome and Principe and with the Spanish Committee for UNICEF. This type of resource mobilization effort will continue in 2017.
Evaluation and Research

Planned studies and evaluations are listed in the country programme integrated monitoring and evaluation plan (IMEP) and in the plan for research, implementation, monitoring and evaluation (PRIME) on the UNICEF website. The IMEP was approved at the beginning of 2016 during the development of the annual management plan. Regular monitoring of IMEP implementation was conducted quarterly by the CMT.

In 2016, Sao Tome and Principe approved a proposal to conduct an evaluation of C4D interventions as an important activity of the IMEP. This evaluation will be used to plan C4D interventions to be implemented during the next cycle of cooperation 2017–2021. The data collection phase has been completed, and the report is being finalized. The evaluation was managed by a multisectoral steering committee composed of UNICEF and its partners in C4D, namely the Ministry of Justice and Human Rights and the Ministry of Youth and Sports, the President of the Council of Ministers (at the time in charge of communication) and Natural Resources. It also counted with the participation of the national television and radio and the Federation of NGOs.

Preliminary evidence indicates that the results achieved in terms of behaviour change and ownership by the population are very encouraging and should be capitalized on and used for advocacy to convince the Government to strengthen social mobilization and communication systems. Building on the recommendations and conclusions of the evaluation, interventions will be continued during the cycle 2017–2021, with a few adjustments to further improve their effectiveness. A management response will be developed once the report has been validated, and its implementation will be regularly monitored in programme and CMT meetings.

Efficiency Gains and Cost Savings

UNICEF Sao Tome and Principe is housed in the United Nations common building with other agencies, such as UNDP, WHO, UNFPA and the World Food Programme (WFP), as well as the African Development Bank. The following common services were implemented: security services, office cleaning services, gardening, office maintenance services, generator operations and maintenance, DHL, pouch services and premises utilities services. A formal system was not established to measure the cost savings resulting from the implementation of these common services. However, efficiency gains were achieved with the implementation of common services and access to better quality and more cost-effective services from service providers.

UNICEF Sao Tome and Principe did not implement specific efficiency gains and costs savings initiatives in 2016. However, the office continues to favour the use of Voice over Internet Protocol, Lync and Skype for Business for telephone and other communications. Staff were sensitized to switch off electric equipment and lamps/bulbs when the office was closed or when the occupant left for a reasonably long period of time. All office desktops were replaced by laptops. These measures aimed to reduce electricity consumption.

The Green Office Committee will help the office implement its action plan for achieving energy savings and reducing the consumption of paper and other office supply items such as ink cartridges.

In collaboration with the other agencies, UNICEF Sao Tome and Principe has planned the implementation of a project to provide energy for the United Nations office through solar panels. This will cover 26 per cent of total energy requirements and will be used for lighting in common areas and corridors, security lighting/equipment and the server room.
UNICEF Sao Tome and Principe will continue to implement common services initiatives with other United Nations agencies and BOS, according to the principles of the organization.

### Supply Management

**Final output 1**

<table>
<thead>
<tr>
<th>UNICEF Sao Tome and Principe 2016</th>
<th>Value of all supply input (goods and services) (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme supplies</td>
<td>66,003</td>
</tr>
<tr>
<td>Operational supplies</td>
<td>90,748</td>
</tr>
<tr>
<td>Services with constructions</td>
<td>37,723</td>
</tr>
<tr>
<td>Construction (where applicable)</td>
<td>0</td>
</tr>
<tr>
<td><strong>Grand total</strong></td>
<td><strong>194,475</strong></td>
</tr>
</tbody>
</table>

**Final output 2**

<table>
<thead>
<tr>
<th>UNICEF Sao Tome and Principe 2016</th>
<th>Value of supplies channelled via procurement services (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Via regular procurement services</td>
<td>169,741</td>
</tr>
<tr>
<td>Via GAVI Alliance</td>
<td>169,784</td>
</tr>
<tr>
<td><strong>Grand total</strong></td>
<td><strong>339,525</strong></td>
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</tbody>
</table>

**Final output 3**

<table>
<thead>
<tr>
<th>UNICEF Sao Tome and Principe 2016</th>
<th>Value of locally managed procurement (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme supplies</td>
<td>16,595</td>
</tr>
<tr>
<td>Operational supplies</td>
<td>90,748</td>
</tr>
<tr>
<td>Services</td>
<td>37,723</td>
</tr>
<tr>
<td><strong>Grand total</strong></td>
<td><strong>145,067</strong></td>
</tr>
</tbody>
</table>
The supply plan was signed in February 2016. The following procurement activities were undertaken:

- **Child survival:** All procurement requests for vaccines, syringes, drugs, micronutrients and vitamin A were placed, received and supplied to the partner.
- **Social policies:** An order for the printing of the *Situation Analysis of Children and Women* report was placed and received. The reports were distributed to relevant partners.
- **Operations:** For the functioning of the office, institutional contracts were placed for telecommunications, the organization of the office retreat, the creation of additional office space and for the procurement of telephone equipment.

### Security for Staff and Premises

In 2016, UNICEF financially contributed to improved security of the United Nations compound by co-funding works to build a new entrance hall that allows visitors to be better screened upon arrival to the compound.

UNICEF Sao Tome and Principe received security funds from the UNICEF Office of Emergency Programmes in 2015 totalling US$16,500 for the implementation of the following Minimum Operating Security Standards reinforcement activities: first aid training for drivers and staff frequently on mission; emergency trauma bag training for first responders and security personnel; and the purchase of medical equipment, including emergency trauma bags required by SRA and first aid and pep kits. All first aid kits were distributed to UNICEF staff and are kept in UNICEF vehicles. First aid training for all United Nations staff also took place in 2016.

### Human Resources

Using a results-based approach to design its human capacity needs, UNICEF Sao Tome and Principe undertook a series of participatory meetings and discussions during the preparation of the country programme management plan to ensure an adequate staffing mix for the new country programme. Engaging the local staff association in all stages, UNICEF Sao Tome and Principe proposed to create a monitoring and evaluation officer position given that the approach of having a shared staff member covering the subregional area (Sao Tome and Principe, Gabon and Equatorial Guinea) did not sufficiently cover office needs. An adolescents and youth development officer position to manage this new area of the Country Programme was also proposed. In order to support the office more efficiently, another driver position was also proposed. The current breakdown of staff is one international professional, five national officers and four general services staff. Of the new posts proposed, two are national officers and one is general service.

Discussions around performance were organized on time as per the guidelines. Monitoring of performance evaluation report completion was among the indicators discussed during the quarterly CMT meetings.

The implementation of the Global Staff Survey Action Plan and the staff retreat plan were monitored by the Joint Consultative Committee and the CMT. To follow up on the Global Staff Survey, team building and social gatherings were organized, the use of flexi-time was encouraged and quarterly local staff association (LSA) meetings were organized.

United Nations Cares trainings were organized for all staff in December and were facilitated by the Regional United Nations Cares Coordinator.

Regular resources allocated for staffing were used, and a portion of other resources regular funds were used to fund a communications assistant position as a temporary appointment until August 2016.
All staff have been trained on the use of MyCase and briefed regarding the transition to the Global Shared Services Centre.

Effective Use Of Information and Communication Technology

After the successful introduction in 2015 of UNICEF-standard, cloud-based Microsoft Office automation tools and UNICEF staff training on this new computing environment, one of the main targets for 2016 was to strengthen the information and communication technology environment and prepare the office to face an emergency.

An Internet backup link was installed through the fibre optic, and mission control enabled the implementation of application performance management. Based on Internet link monitoring, connectivity was significantly increased, and the access to cloud-based Microsoft Office automation tools was improved. As a result:

- UNICEF Sao Tome and Principe staff could attend all webinars planned for the Global Shared Services Centre transition, and local focal points are smoothly working with the Centre on a daily basis.
- All reports on SharePoint needed for the annual closure were uploaded on time by staff without any technical issues.

In addition, following the business continuity workshop organized by the regional change management specialist, UNICEF Sao Tome and Principe conducted the business continuity plan simulation and reviewed that and the disaster recovery plan. Subsequently, additional information and communication technology equipment was ordered and installed to accommodate the business continuity site. Staff awareness about business continuity preparedness tasks has increased considerably.

On the digital and social media front, the C4D Specialist used Facebook and YouTube in their three-fold function: awareness raising, information sharing and advocacy with partners. Efforts in this regard were aimed at raising the visibility of children’s issues and UNICEF activities in Sao Tome and Principe. For example, as part of the #FightUnfair campaign, UNICEF promoted positive practices and behaviours with youth on Facebook, shared UNICEF audio/visual content on YouTube and disseminated the results of the Situation Analysis of Children and Women. In addition, the number of followers grew steadily in 2016 and reached 1,000 new followers.

Programme Components from the Results Assessment Module

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 By the end of 2016, a social protection system with adequate financial resources for the most disadvantaged will be set up and institutional and civil society capacities will be strengthened

Analytical statement of progress:
In 2016, further building blocks of the social protection system were strengthened. While in previous years the focus was on the development, approval and dissemination of the National Social Protection Policy and Strategy, in 2016 the focus of UNICEF assistance was on providing capacity building of social protection governmental technicians at the central and decentralized levels. Twenty-five social workers and social protection managers have strengthened capacities to coordinate the social protection system and improve service provision to social transfer beneficiaries. Upstream development of the social protection policy and downstream development of the capacities of those in charge of managing the
social protection system constitute the basis for the establishment of the social protection system.

Nevertheless, constraints have been identified regarding the lack of adequate financial resources to ensure the sustainability and full functionality of the system. Additional efforts are needed for the assessment of potential fiscal space and to improve partner coordination so that the existing limited external financial support can be efficiently used and target priority areas.

In addition, UNICEF continued to support the Government in evidence generation on the situation of children, women, youth and adolescents. The Situation Analysis of Children and Women in Sao Tome and Principe report was finalized and disseminated, and generated debate on children’s issues and provided data and analysis for advocacy efforts to build upon. Given the focus of the governmental plan on youth, UNICEF prioritized its efforts to generate evidence on adolescents and youth. After analysis of existing data confirmed that this age group needed to be a new area of focus for UNICEF’s next five-year programme, UNICEF Sao Tome and Principe decided to coordinate with the Ministry of Youth and Sports on a qualitative and quantitative study on the aspirations, challenges and situation of adolescents and youth in the country.

OUTPUT 1 By 2016, the capacity of the Government and civil society is strengthened for the development and implementation of a national policy framework for social protection sensitive to children.

Analytical statement of progress:
Following the approval of the National Strategy and Policy for Social Protection, in 2016, UNICEF focused on building the capacity of the Social Protection Directorate. The first phase of the training on coordination of social protection programmes for Social Protection Directorate technicians took place with the technical expertise of the Brazilian Cooperation Agency. The training of Social Protection Directorate technicians at the central level on coordination was complemented by a second phase that focused on decentralized support to social workers in the implementation of these social protection programmes at district and Autonomous Region of Principe levels. The implementation and development of a skills development programme such as this training of technicians is part of a set of actions that UNICEF has been providing to the Government to support the reorganizing, strengthening and improving of existing human resources for social protection. In this context, a total of 25 technicians (social protection and civil society) were trained.

With the aim of further strengthening the social protection system, an inter-sectoral plan of action for the implementation of the social protection policy and strategy was developed during the second semester of 2016. Once approved by the Council of Ministers, the plan of action should allow all involved partners to better grasp and coordinate their technical and financial support to the system. To assess Social Protection Directorate capacities to implement the policy and identify gaps, a functional and organizational diagnostic was conducted by UNICEF and ILO. The diagnostic established priority support areas in terms of infrastructure, equipment, policy and capacity-building efforts with regards to the Social Protection Directorate and overall system.

As part of the social protection strategy, the parental education programme developed with UNICEF support was launched to provide parents of vulnerable families receiving cash transfers an opportunity to develop their parental practices. This testing phase is also being used to develop a parental education manual through a research-action approach.
OUTPUT 2 By 2016, systems for monitoring disaggregated data and analysis on the situation of children and women are strengthened and regularly updated to inform policy.

Analytical statement of progress:
Data on children was disseminated during the first semester of 2016 in an effort to improve the availability of updated data for programming and advocacy purposes. Dissemination was done through the launch of the Situation Analysis of Children and Women, which was presented to the public to facilitate debate on children’s issues. Further national dissemination through social media and at the National Assembly deepened the debate and facilitated more focused programming on children’s issues. Dissemination of data related to children also continued. In collaboration with UNFPA, through support to the National Institute of Statistics to update the Sao Tome and Principe Info database with recent Multiple Indicator Cluster Survey 5 data.

The generation of data about the situation of children was supported through the training of technicians from the Ministry of Planning and the National Institute of Statistics in the Multiple Overlapping Deprivation Analysis approach. The aim is to establish a regular measurement of child poverty that can permanently inform policies and advocacy efforts.

In addition, data on youth and adolescents was collected through quantitative (survey) and qualitative methodologies in the framework of the study on the aspirations, expectations and challenges of this age group, which should inform the new component of the CPD 2017–2021. The launch of this study experienced delays due to the difficulty of finding adequate national and international Portuguese-speaking people with expertise in this area.

To further develop capacities for analysis of the situation of children, UNICEF supported training of civil society network members on child-friendly social budgets to facilitate monitoring of financial data on programmes responding to children’s needs.

Actions undertaken in the framework of the CRC deepened the discussion on children’s issues among all relevant sectorial ministries (i.e. those responsible for health, justice, social affairs, education and finance). The development of an action plan for the implementation of the CRC, based on the recommendations of the Committee on the Rights of the Child, supported the establishment of a more coordinated and inter-sectoral framework of action in this area through the definition of a ministry action plan in response to CRC recommendations. The action plan will be implemented starting in January 2017 and will facilitate better preparation of the regular report to the Committee on the Rights of the Child, due in mid-2018.

OUTPUT 3 Project support costs - management of human capacity

Analytical statement of progress:
UNICEF Sao Tome and Principe filled the positions of social policy specialist and monitoring and evaluation specialist—the latter of which is a function shared with UNICEF Gabon and UNICEF Equatorial Guinea. These staff members supported advocacy efforts for the realization of children’s rights, particularly regarding equitable access to the country’s resources through inclusive social policies.

OUTCOME 2 By the end of 2016, access and quality of basic social services (health, nutrition, education and care for HIV/AIDS) will be increased, especially for the most vulnerable, and the legal framework services and assistance for the protection of the most vulnerable children will be strengthened.
Analytical statement of progress:
In 2016, access to and quality of basic social services were further supported at both upstream and downstream levels. At the upstream level, several policies in the areas of health, child protection and education were developed, with emphasis on the first 1,000 days of life, the revision of the Family Law and the proposal for a law on preschool education, respectively.

At the downstream level, health and nutrition services were strengthened by building the capacities of implementing partners and strengthening health service delivery. Efforts included providing the minimum health package; introducing the inactive polio vaccine for the elimination of poliomyelitis and human papillomavirus for the prevention of cervical cancer in adolescent girls; reducing the prevalence of anaemia in children aged 6–59 months by 23 per cent in the Island of Principe with a home food fortification programme with micronutrients; and improving access to water in primary schools for 500 children. In addition, the health system was strengthened through the provision of supplies, including vaccines, syringes, drugs, micronutrients and vitamin A.

Early childhood education services were improved through consolidating the training of educators to the new curriculum and the improvement of the quality of early childhood infrastructure, in partnership with the Government and international academic institutions. All preschool classes (100 per cent) received kits based on the new curriculum and have trained educators. Furthermore, UNICEF support to inclusive education continued with training on the identification of children with disabilities in the education system.

Capacity building of child protection actors was the focus of efforts to improve access to child protection services for children suffering from violence, abuse and exploitation.

OUTPUT 1 By 2016, policy documents that strengthen the National Health System include the rights of children and women.

Analytical statement of progress:
Activities under this output were conceived to strengthen the health system by developing health policies inspired by the promotion and defence of child rights to alleviate the negative effects of poverty for the most vulnerable. Such policies include the National Nutrition Strategy, the Therapeutic Protocol for Hospital Care of the Diseases Related to the Child, the Evaluation of the Performance of the National Malaria Control Programme, the Reproductive Health Policy and the 1,000 Days Programme.

Several factors constrained progress under this output, including the difficulties mobilizing external expertise for policy development due to language barriers and difficulties discussing policy needs and gaps with the sector leadership. The Ministry of Health showed less interest than at the planning stage in the policies that were planned to be developed, and other programmes and actions were deemed a higher priority and drove the sector’s leadership attention.

Of the five proposed policy documents to be developed this year, only two were developed—one for the 1,000 Days Programme, which was validated at the technical level and the other for the Evaluation of the Performance of the National Malaria Control Programme, in a joint partnership with WHO and the Global Fund to Fight AIDS, Tuberculosis and Malaria.

OUTPUT 2 By 2016, capacity of district health centres to provide and monitor basic health care, including HIV/AIDS care, is strengthened.
**Analytical statement of progress:**

In nutrition, service provision has been focusing on food supplementation with micronutrient powder, for which technical and financial assistance from UNICEF and co-leadership with the Government’s nutrition sector facilitated the success of the pilot experience in the Autonomous Region of Principe, where prevalence of anaemia was reduced by 23 per cent for children aged 6–59 months during one year of intervention. The success of this programme led UNICEF and the Government to extend it to the Island of Sao Tome in 2016.

In immunization, three new vaccines—rotavirus vaccine, measles rubella bivalent vaccine and inactivated poliovirus vaccine—were introduced, increasing the number of diseases prevented through vaccination from six to nine. These results were accomplished in close collaboration with other vaccination partners such as the GAVI Alliance and WHO. UNICEF played a prominent role in the ‘SWITCH’ process (oral polio vaccine 3 to oral polio vaccine 2), reaching complete elimination of oral polio vaccine 3 from immunization services. Overall immunization coverage has improved in recent years. Ninety-seven per cent of children aged 12–23 months in Sao Tome and Principe received a tuberculosis (Bacillus Calmette-Guérin) vaccination by the age of 12 months, and 93 per cent received the third dose of the pentavalent vaccine.

Mother-to-child transmission of HIV is currently at 0 per cent. UNICEF contributed HIV tests and antiretroviral drugs to 38 health units in all districts within the Elimination of Mother-to-Child Transmission initiative.

To improve district health service provision, UNICEF and WHO supported the training of 30 nurses on the Integrated Management of Child Illnesses Strategy that is key to improving the quality of child health care. All new nurses (100 per cent) were trained on integrated management of child illness nationally.

The identification of bottlenecks in the access of the most disadvantaged groups to health services was achieved by scaling up the decentralized monitoring exercise within the Monitoring Results for Equity System approach that began in 2014 in one district and that has since been extended to all seven health districts, including the Autonomous Region of Principe. Decentralized planning and implementation of health interventions tracers is currently carried out in a more qualitative and participative way, involving civil society and local authorities.

This set of interventions has contributed to the reduction of under-five child mortality from 101 deaths per 1,000 live births in 2001 to 45 deaths per 1,000 live births in 2016 (based on child mortality estimates developed by the United Nations Inter-agency Group for Child Mortality Estimation (2015). Despite these achievements, the country is still facing significant disparities linked to revenue (the under-five mortality rate among 60 per cent of the poor population is approximately 50 deaths per 1,000 live births).

**OUTPUT 3** By 2016, vulnerable communities and families will have strengthened capacity and knowledge to adopt essential family practices (ORT, handwashing with soap, sleeping under impregnated mosquito nets, prevention of mother-to-child transmission of HIV) to improve child survival and the protection of children and women.

**Analytical statement of progress:**

In 2016, community and family knowledge on essential family practices was strengthened with the production and broadcast of new episodes of the television series *N'gue Kinte Non* (Our Family), developed in partnership with the Ministry of Employment and Social Affairs. The distribution in schools of the comic, *A Turma of Nina and Mano* (Nina and Mano’s classroom), which emphasizes family practices and, in particular, parenting practices,
contributed to improving the environment for children at both school and home. In addition, UNICEF supported the Ministry of Health to introduce inactivated polio combination vaccines (RR) against measles and rubella by contributing to the design, production and dissemination of various communication items and strengthening the technical and institutional capacity of the public institutions involved.

Focusing on the adolescents and youth age group, UNICEF continued to support the Youth Institute to establish a communications media studio. In 2016, the focus was on providing the necessary video and computer supplies to equip the centre and facilitate youth access to video to sensitize their peers and communicate about their problems and aspirations.

Initial results of the evaluation of the C4D interventions, conducted during the months of November and December 2016, revealed that considerable progress was recorded regarding behavioural changes among large groups of beneficiaries of the C4D programme for four essential family practices, namely: the early and exclusive breastfeeding up to six months of age; the use of mosquito nets; the use of oral rehydration salts, handwashing with soap and water at critical moments, particularly in the school environment; and the protection of children against violence, abuse and exploitation. Some challenges and gaps were also identified during the evaluation, mainly related to the coordination of partners working on C4D, the improvement of messaging and the enlargement of the programme to other themes, as well as lessons learned and success stories that will inform the development of the C4D plans for the next cycle.

Despite these successes, the lack of a proper specialized organ dealing with C4D in the Government has decreased government ownership and made partner coordination more difficult. The decision by the Prime Minister in late 2016 to attach the area of communication to the Ministry of Education, Culture and Science, now the Ministry of Education, Culture, Sciences and Communication, should provide adequate ownership and oversight of C4D activities.

OUTPUT 4 By 2016, children from 0-6 years, particularly in the most vulnerable areas, benefit from improved access to, and quality of ECD through the reduction of barriers to early childhood education.

Analytical statement of progress:
To improve the quality of learning and increase access to preschool education, activities focused on the generalization of the curriculum for children aged 4–5 years. Pedagogical kits outlining the new curriculum were supplied to 100 per cent of classes of children age 4 years (about 150 classes of public and private preschool education).

At the policy level and in order to ensure the implementation of the two-year preschool formula (children aged 4–5 years), UNICEF supported the Ministry of Education, Culture and Science to carry out a basic survey to identify the causes of children’s poor attendance and the design of an awareness campaign to increase demand for services and the universalization of preschool education. A proposal for a law on preschool education was prepared and will be presented at the Council of Ministers and to the National Assembly. This policy improvement intends to build on the achievements reached in preschool attendance, which has increased over time from 18 per cent in 2000 to 36 per cent in 2014.

In the field of capacity building of preschool personnel, UNICEF encouraged a short-term training with a multiplier effect, which is considered more effective than long-term academic training. To this end, six decentralized training actions were carried out, in which 90 kindergarten coordinators and educators participated. In addition, to consolidate the pedagogical experiences learned during the pilot experimental phase (curriculum testing)
conducted with Brazilian Academia’s technical assistance, a multi-purpose room within the Ministry of Education, Culture and Science was rehabilitated and equipped to carry out distance learning, research and exchange of experiences between kindergarten personnel and partners.

In the decentralization of education services, activities focused on the training of 30 pedagogical supervisors and coordinators of the different kindergartens. This activity is being implemented in six districts in the Island of Sao Tome and the Autonomous Region of Principe to ensure greater and better pedagogical support for educators and pedagogical assistants. In improving and creating the conditions for learning and safe environments, UNICEF continued to support the rehabilitation of kindergartens in partnership with the Government of the Autonomous Region of the Principe, including the provision of access to water.

Despite the progress made, some challenges remain related to the administration and management of the sector’s resources. It is necessary for the Ministry of Education, Culture and Science to adopt other measures to ensure greater efficiency in the allocation and use of human, material and financial resources and review of its policy of family financial contributions to preschool education, which has been one of the major obstacles to its universalization.

**OUTPUT 5** By 2016, school principals, teachers and parents have strengthened capacity to promote quality education as a part of the Child Friendly School initiative.

**Analytical statement of progress:**

In 2016, three domains were prioritized to promote the quality of education: inclusive education, management of schools and improvement of hygiene conditions in schools.

Within the team in charge of inclusive education in the Ministry of Education, Culture and Science, intensive training was carried out in September for application of the survey for the identification of new students in primary and preschool education with special educational needs. A total of 220 participants from six districts and the Autonomous Region of Principe were trained, including civil society, churches, directors, supervisors, schools and kindergartens. The survey was carried out in October and November.

UNICEF continued to support the Government to implement a participatory strategy aimed at creating a federation of parent-teacher associations. The creation of management committees was the starting point. A pilot committee was established to lead the process and the mapping of group schools. The committee started discussing the functional statutes of the different structures. The pilot initiative involved 40 schools (25 per cent of the total).

The inter-sectoral programme for water and sanitation was developed through the rehabilitation of toilets in 14 primary and secondary basic schools and five kindergartens in the Island of Sao Tome and the Island of Principe. An example of the success of this programme is the fact that the private sector based in the Island of Principe was sensitized and eventually got engaged in the programme by funding additional water sources in some kindergartens with their own funds. An awareness programme on hygiene reached 6,944 pupils in primary school and preschool.

In addition to these three technical domains, strategies used to strengthen the education system included capacity building and policy analysis.

Completion of the first stage of the equity analysis in education study was supported by regional and Headquarters offices. The study provides data and scenarios for increasing the
cost effectiveness of interventions in the education system, especially those targeting the most deprived populations. The dissemination of the results obtained during the study was carried out by the planning department steering group with the participation of 30 district delegates, directors and senior technicians from central directorates, inspectors and supervisors.

With UNICEF West and Central Africa Regional Office technical assistance, UNICEF Sao Tome and Principe supported the Directorate of Basic Education to conduct trainings on resilience and violence in schools for 118 principals and supervisors, representing 80 per cent of the total, to ensure a safe and protective school environment.

OUTPUT 6 By 2016, national legislation and regulations for the protection of children and women are strengthened and fully in line with international conventions ratified by Sao Tome and Principe.

Analytical statement of progress:
With regards to the harmonization of child protection laws, the proposal of the revised Family Law, with UNICEF support, has been handed over to the Council of Ministers for discussion. After technical advice from a legal cabinet recruited by the Government, the document is now being reviewed and will be presented at the Council of Ministers again for approval. The Law enables a more respectful environment for the protection of child rights by establishing a minimum age for marriage (18) for both boys and girls and by increasing requirements for dual birth registration by both mothers and fathers. In addition, it formalizes and institutionalizes certain rights with regards to the traditional practice of mina quia, whereby a child is given to a family for care and education.

Five other laws that have been reviewed with support from UNICEF—1) protection of at-risk children and youth; 2) foster care; 3) host institutional; 4) adoption; and 5) civil juvenile justice—are still awaiting final approval by the Government before discussion at the National Assembly.

The process of validating these laws has experienced some delays due to the changes in the Government and more specifically in the leadership of the Ministry of Justice and Human Rights, which was led on an interim basis for most part of the second semester of 2016.

In order to collect the necessary information for the development of modern juvenile justice legislation adapted to the country context, the Ministry of Justice and Human Rights, with the technical and financial support of UNICEF and the Portuguese NGO, Meninos do Mundo, has concluded the second phase of an analysis of the situation of juvenile delinquency (applying questionnaires and conducting interviews) and is planning the third phase (i.e. the generation of qualitative data through focus group discussions). The current juvenile justice legislation needs an update, as it dates back to the 1960s, and the necessary socio-educational mechanisms for children in contact with the law need to be established.

The various laws developed during the 2012–2016 programme cycle have updated the legal framework on child protection and filled existing gaps. During the next cooperation cycle, these initiatives must be continued to support the adoption of draft laws by the National Assembly and strengthened with measures to support their application.

OUTPUT 7 Increased capacity on child protection society organizations will have enhanced capacity to ensure better monitoring of children and women who are victims of violence, abuse and exploitation.
**Analytical statement of progress:**
The National Child Protection Policy and its action plan to strengthen the child protection system developed by the Social Protection Directorate with UNICEF support in 2015 was validated by the Council of Ministers during the first semester of 2016 and has been officially published. Resource mobilization and partnership discussions have started during 2016 in preparation for the implementation of the action plan. Partners like Portugal and Brazil have been contacted, and discussions have taken place to ensure a coordinated approach among financial partners.

While capacity building of human resources will continue in 2017, capacity building of civil society organizations began in 2016. A training of trainers took place in collaboration with the NGO, ASPAF, to sensitize communities on domestic violence. The training tool used was the manual for the prevention of domestic violence that had been developed with UNICEF support to enhance the capacity of civil society organizations and communities to fight domestic violence.

The capacities of the three members of the judicial system were enhanced through a training on legal protection of children in Angola, as part of a training of Portuguese-speaking countries with the academic support and certification from the University Pontificia Comillas (Spain), which was then replicated in-country for other members of the system.

The focus for the continuation of the implementation of the plan of action in 2017 will be on the development of regulatory frameworks and the establishment of the inter-sectoral coordination system. The Social Protection Directorate, in charge of child protection, recently underwent an organizational and functional diagnostic that identified the formalization of its regulatory framework as a priority. In addition, the formal establishment of an inter-sectoral committee for the coordination and monitoring of the implementation of the action plan is also a priority.

**OUTPUT 8** Project support costs - management of human capacity

**Analytical statement of progress:**
The child survival, education, C4D and protection programme components were implemented satisfactorily with the support of programme specialists, officers and assistants, and adequate technical and financial support was provided to national partners.

**OUTCOME 3** Effective and efficient programme management and operational costs

**Analytical statement of progress:**
The required support for the implementation of the Country Programme was provided. Resources were efficiently and effectively utilized: the percentage of funds utilized for the implementation of activities on 31 December was 98 per cent for both regular and other regular resources. The CMT provided oversight and monitoring of performance indicators on a regular basis.

**OUTPUT 1** Cross-sectoral project support costs: salaries, entitlements and operating costs

**Analytical statement of progress:**
The required support was provided for the implementation of the Country Programme in the areas of monitoring and review of the cooperation with the Government. Mid-year and annual reviews were organized with all relevant implementation partners. In addition, equipment and necessary running of the office were also funded. Resources were efficiently
and effectively utilized: the percentages utilized for the implementation of activities were 98 per cent of regular resources. The CMT provided oversight and monitoring of performance indicators on a regular basis.

OUTCOME 4 Special purpose

Analytical statement of progress:
In 2016, UNICEF contributed financially to improving the security of the United Nations compound by co-funding works to build a new entrance hall that allows visitors to be better screened upon arrival to the compound.

The office received security funds from the UNICEF Office of Emergency Programmes in 2015 totalling US$16,500 for the implementation of the following Minimum Operating Security Standards reinforcement activities: first aid training for drivers and staff frequently on mission; emergency trauma bag training for first responders and security personnel; and the purchase of medical equipment, including emergency trauma bags required by SRA and first aid and pep kits. All first aid kits were distributed to UNICEF staff and are kept in UNICEF vehicles. In addition, first aid training for all United Nations staff took place in 2016.

OUTPUT 1 Premises and security

Analytical statement of progress:
The business continuity plan, the security plan, emergency lists and priority actions in the Early Warning Early Action portal were updated regularly. All UNICEF staff participated in a first aid training. Minimum Operating Security Standards-compliant security barriers for the United Nations House, including a secure entry point and security controls, were built.

OUTCOME 5 Programme support

Analytical statement of progress:
UNICEF Sao Tome and Principe based the management of the office, front desk, programme and operations priorities and governance on the 2016 AMP, which was developed with the CMT under the leadership of the Area Representative and provided programme, front office and operations objectives and performance indicators. A mid-year review of the AMP was held. Progress against management indicators from the AMP 2016 were monitored during the joint programme/operations meeting, programme meetings and CMT meetings.

The compositions of statutory and non-statutory committees were updated as needed. The committees met regularly and when required and functioned effectively.

OUTPUT 1 Financial resources and stewardship

Analytical statement of progress:
Regular travel by the Area Representative to Sao Tome and Principe was supported, allowing him to engage in high-level advocacy with partners (the Government and civil society) to promote UNICEF priorities and leverage support.

The presence of the Area Representative in Sao Tome and Principe facilitated his active leadership of the CMT and co-leadership in Joint Consultative Committee meetings, as well
as his regular participation at the United Nations Country Team retreats.

Travel of key staff was supported, particularly in the area of information and communication technology, to ensure that the office information and communication technology systems were updated. The participation of all shared staff at the 2015 annual management review (held in February 2016) and the staff retreat was also supported.

The provision of office supplies and maintenance ensured that the office ran smoothly.

**OUTPUT 2 Financial resources and stewardship**

**Analytical statement of progress:**
In 2016, UNICEF Sao Tome and Principe had 19 active outputs with a total funded amount of US$1,634,365. The total amount utilized was US$1,564,303, which represents an overall implementation rate of 95 per cent. The regular resources utilization rate was 98 per cent and the expense rate was 79 percent, while the other resources utilization and expense rates were 98 per cent. The support budget Outcome 800 utilization rate was 66 per cent and the expense rate was 38 per cent with an annual allocation of US$213,019. The support budget Outcome 777 (special purpose) utilization rate was 100 per cent with an annual allocation of US$12,473.

In 2016, UNICEF Sao Tome and Principe ensured improved management and follow-up for unliquidated DCTs. As of 31 December 2016, the outstanding DCT balance amounted to US$82,136. The DCT balance of more than six months amounted to US$155. The office did not have an outstanding DCT balance of more than nine months. The implementation of HACT financial assurance activities reached 66 per cent, and the implementation of programmatic assurance activities was 100 per cent.

The monthly closures of accounts were completed on time as per UNICEF Division of Financial and Administrative Management monthly closure deadlines. The open items were reviewed and processed regularly. The monthly bank reconciliation reports were finalized on time. The office did not experience any open item for more than one month as of this reporting period.

UNICEF Sao Tome and Principe continued to improve the management of assets. In 2016, three meetings of the property survey board (PSB) were held to review obsolete items and make recommendations for their disposal. The approved disposal actions were implemented and actions were taken in VISION to deactivate the relevant AMRs. A physical count of equipment was performed, and results were uploaded onto SharePoint.

**OUTPUT 3 Human capacity**

**Analytical statement of progress:**
Throughout the Country Programme Management Plan process, capacity gaps regarding the implementation of the new Country Programme 2017–2021 were identified and proposals for the creation of new positions were formulated. All proposals have been approved by the programme budget review (PBR).

During the preparation of the Country Programme Management Plan, using a results-based approach to design its human capacity needs, UNICEF Sao Tome and Principe undertook a series of participatory meetings and discussions to ensure an adequate staffing mix required for the new office country programme. Engaging the Local Staff Association in all stages, the office proposed to create a monitoring and evaluation officer position given that the approach
of having a shared staff member cover the subregion (Sao Tome and Principe, Gabon and Equatorial Guinea) was insufficient. An adolescents and youth development officer position to manage this new area of the Country Programme was also proposed. In order to support the office more efficiently, another driver position was also proposed. The current breakdown of staff is one international professional, five national officers and four general services staff. As for the new posts proposed, two are national officers and one is general services staff.

Discussions regarding performance were organized on time as per the guidelines. Monitoring of performance evaluation report completion was among the indicators discussed during the quarterly CMTs.

The implementation of the Global Staff Survey Action Plan and the staff retreat plan were monitored by the Joint Consultative Committee and the CMT. In follow-up to the Global Staff Survey, team building and social gatherings were organized, the use of flexi-time was encouraged and quarterly local staff association meetings were organized.

All local staff association activities were developed based on the 2016 action plan. In 2016, a staff retreat was organized, the recommendations of which were integrated into an implementation plan for the improvement of work conditions and welfare. The plan is monitored on a quarterly basis at the Joint Consultative Committee meetings.

United Nations Cares trainings were organized for all staff in December and were facilitated by the Regional United Nations Cares Coordinator.

All staff were trained in the use of MyCase and briefed on the transition to the Global Shared Services Centre.

OUTPUT 4 Human resources

**Analytical statement of progress:**
UNICEF Sao Tome and Principe staff included one international professional (the Deputy Representative) five national officers and four general services staff. The gender balance was 60 per cent women and 40 per cent men. No post was vacant in 2016.

OUTCOME 6 Development effectiveness

**Analytical statement of progress:**
The Ministry of Foreign Affairs is the national coordinating body that leads an inter-sectoral committee of all relevant ministries to monitor and coordinate UNICEF’s Country Programme. As the last year of the current programme cycle, 2016 was a bridge year between the two CPDs. Increased coordination and planning took place with other United Nations agencies and the Government around the United Nations Development Assistance Framework 2017–2021 and the joint annual workplans for 2017.

Communication on UNICEF’s programmes as well as on the situation of children in the country took place through social media, television and radio, with the support of the recently published *Situation Analysis of Children and Women* in 2015. In addition, the celebration of the Month of the Child and UNICEF’s 70th anniversary provided opportunities to advocate for child rights and promote UNICEF Sao Tome and Principe’s actions through exhibitions and child rights contests.

OUTPUT 1 Programme coordination
Analytical statement of progress:
The programme was monitored and coordinated with national partners through an inter-sectoral committee that met to formally review programme implementation at mid-year and at the end of the year. Challenges, successes and shortfalls were analysed and solutions were identified for adequate implementation of the programme. During these reviews, expenditure rates by outcome and output were analysed to allow for reprogramming or the acceleration of implementation as needed.

OUTPUT 2 Advocacy/communication

Analytical statement of progress:
External communication on UNICEF’s programmes included social media platforms such as YouTube, Facebook and Issuu, as well as national television and radio. Online national newspapers covered main UNICEF activities during the year. Online platforms such as Facebook were not only used to raise the visibility of programmes but also as advocacy tools, given the steady increase in followers, which now total more than 2,000.

The commemoration of UNICEF’s 70th anniversary in December represented another opportunity, not only to showcase UNICEF’s programme, but also to open a space for debate and sharing of ideas around children’s issues. UNICEF Sao Tome and Principe organized a two-day exhibition that also included the organization of debates, roundtables and presentations.

Evaluation and research

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<td>2015 Situation analysis of children and women in Sao Tome and Principe</td>
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<td>Sao Tome and Principe Multiple Indicators Cluster Survey 2014- Final Report</td>
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Other publications

Lesson learned

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Programme documents

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