

## Sao Tome and Principe

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### Executive summary

The year 2017 was the first year of the new UNICEF Sao Tome and Principe Country Programme Document 2017–2021. The new Country Programme Document supported the establishment of an enabling environment, while contributing to an increase demand for, as well as the provision of, quality social services in the areas of health, nutrition, water, sanitation and hygiene (WASH), education, child protection and social inclusion. In line with the United Nations Development Assistance Framework (UNDAF), a new programme component around youth and adolescent empowerment will enable UNICEF Sao Tome and Principe to better address issues facing this age group while responding to a national priority.

In the area of 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 with Portugal, has allowed for a decrease in child mortality from 66 per 1,000 live births in 2006 to 45 per 1,000 live births currently.

Major results achieved in this area include the programme of food fortification with multiple micronutrient powder (MNP). This programme was piloted successfully in the island of Principe at the end of 2015; it has been extended to the island of Sao Tome and thus covers all children under the age of 5 nationally. In addition, the introduction of new vaccines was heavily supported by UNICEF Sao Tome and Principe both at the technical and financial levels. For example, the innovative introduction of the human papillomavirus vaccine targeted 2,604 girls of 10 years of age.

UNICEF Sao Tome and Principe continued playing a key role in supporting the Ministry of Education in advocacy for early childhood development (ECD) through the launch of a one-year national sensitization campaign for an increased commitment from national institutions, parents and communities to education in the early years. This support has been coupled with the extension of the parental education programme, which was implemented in three districts of the country. In the area of inclusive education, UNICEF Sao Tome and Principe helped construct and equip specialized spaces for the education of children with visual and auditory disabilities who are integrated into two primary schools.

In the area of child protection, continuous advocacy also resulted in the decision to declare birth registration free of charge during a child's first year of life, while previously it was free of charge only a child's first month.

Within the new adolescent and youth empowerment programme, participation of youth has been strengthened through a sensitization programme by and for youth using multiple media and theatre to discuss early pregnancy, alcohol and drug consumption. To tackle early pregnancy, UNICEF Sao Tome and Principe also supported the Youth Institute in the development of a national intersectoral action plan for the prevention of early pregnancy and has collaborated with the Ministry of Justice in a national campaign on that same topic.

UNICEF Sao Tome and Principe supported the generation of evidence around out-of-school children, early pregnancy and the identification of bottlenecks to total immunization coverage. This evidence will support the improvement of service delivery and programming in these areas.

Strategic partnerships continued to be critical to the achievement of planned results. In 2017, enhanced coordination and partnerships were established with the World Bank in the areas of early childhood education and social protection; with the Brazilian cooperation in the area of child protection; with the private sector in leveraging funds for early education; and with civil society organizations in support of advocacy for the rights of the child. An important success was the expansion of South-South cooperation with Brazil, centred in early childhood development and social protection, to other areas such as child protection.

Despite these achievements, policy development in the area of child health was constrained during the reporting period due to delay in the preparation of the new national health sector plan. The cases of necrotizing cellulitis in 2017 were particularly high, reaching a peak of 280 new cases in January. The cause of the disease was not identified despite the efforts of various international research centres; this rendered it difficult for UNICEF Sao Tome and Principe to support the development of a comprehensive communication for development (C4D) strategy. In child protection, various laws have been updated to adapt them to the new child protection policy. However, the process of validation of these laws has been delayed due to changes in the Government. Now that these laws have reached the National Assembly, further advocacy is needed for their accelerated analysis and approval.

### Equity in practice

In recent years, UNICEF Sao Tome and Principe has contributed to promoting equity and reducing multidimensional child deprivation through service delivery interventions, evidence generation, policy development and advocacy. Some examples of these interventions are detailed here.

In the area of evidence generation, a Situation Analysis of Children and Women in Sao Tome and Principe was conducted in 2015 using both an economic and multidimensional approach to children poverty through Multiple Overlapping Deprivation Analysis tools to ensure that inequalities and disparities were identified. This analysis allowed UNICEF Sao Tome and Principe and partners to identify the level and areas of deprivation for children in the country, its causes and regional disparities in terms of access to services and the situation of children. It has also been used during the strategic reflections that have taken place with the support of the UNICEF West and Central Africa Regional Office (WCARO) in preparation for the new UNICEF Sao Tome and Principe Country Programme 2017–2021. These reflections allowed the team to identify priority thematic and geographical areas. The Situation Analysis of Children and Women and Multiple Indicator Cluster Survey (MICS) have served as reference documents for the country analysis in preparation for the new UNDAF.

In the area of policy development, UNICEF Sao Tome and Principe supported the Government in the development and adoption of the national social protection policy and two plans in support of social assistance for the most vulnerable children: the 1,000 first days and parental education programmes.

In the area of service delivery intervention, UNICEF Sao Tome and Principe supported the Ministry of Health (MOH) in the development of a food fortification programme with MNP in the island of Principe, heavily affected by anaemia. The programme was expanded nationwide after

it successfully reduced the prevalence of anaemia by 23 per cent on the island of Principe during the first year. Furthermore, UNICEF Sao Tome and Principe has been supporting inclusive education through the training of specialized educators, the mapping of children with disabilities nationwide and the construction and equipping of specialized educational rooms for children with visual and auditory disabilities.

### Emerging areas of importance

**Greater focus on the second decade of life.** The UNICEF Sao Tome and Principe Country Programme initiated in January 2017 includes for the first time a programme component focusing on youth and adolescent empowerment. Actions have been implemented in the area of training in life skills for youth and adolescents as well as targeting out-of-school youth.

**Life skills for youth and adolescents.** Adolescents are prone to unwanted pregnancies, septic abortions, sexual abuse, HIV, alcohol and substance use. Reaching young boys and girls through life skills programmes – both within and outside of the education system – is key in particular for the prevention of sexually transmitted diseases, HIV and early pregnancies, as well as for the promotion of gender equitable norms among boys and girls.

Through a multimedia programme using video and theatre, youth groups coordinated by the Youth Institute and supported by UNICEF Sao Tome and Principe created and disseminated spots and theatre pieces among youth across three districts in Sao Tome island and Principe island. Themes targeted during these sessions were the prevention of pregnancy, alcohol abuse and school dropout. In addition, UNICEF Sao Tome and Principe started developing a training manual on life skills using participatory methodologies and involving youth groups and associations. Once ready, the training manual will serve to train peer educators that will replicate the training in all districts of the country.

**Out-of-school youth.** In order to provide adolescents and youth with opportunities for their full intellectual and social development, UNICEF Sao Tome and Principe, in coordination with the Youth Institute, strengthened the Government's capacity to provide non-formal education programmes through the 13 existing youth interaction centres. After mapping the current state and activities of all youth interaction centres, UNICEF Sao Tome and Principe and the Youth Institute, which manages the centres, agreed on an improvement action plan which included updating the existing infrastructures and equipment in 2017. The focus in 2018 will be the organization of training sessions and other youth mobilization activities.

**Accelerate integrated early childhood development (ECD).** In order to accelerate ECD, UNICEF Sao Tome and Principe supported the Ministry of Education in reaching communities directly through a door-to-door sensitization campaign with the objective of increasing registration in preschool education. Eight hundred families have been reached in the sub-districts with the lowest preschool education demand.

During 2017, UNICEF Sao Tome and Principe also prepared for the extension of its parental education programme. With the objective of reaching 100 additional families in the beginning of 2018, the programme supported the Directorate of Social Protection and Solidarity (DPSS) in building the capacities of 40 educators and social workers, 20 journalists and mass media communicators and 20 religious leaders and non-governmental organization (NGO) officials in the use of the parental education manual. These newly trained partners will support the extension of the programme to 100 additional families that have been identified as among the most vulnerable already targeted by other social protection programmes.

## Summary notes and acronyms

AMP	annual management plan
C4D	communication for development
CMT	country management team
DCT	direct cash transfer
DPSS	Directorate of Social Protection and Solidarity
ECD	early childhood development
GPE	Global Partnership for Education
HACT	harmonized approach to cash transfers
JCC	joint consultative committee
MICS	Multiple Indicator Cluster Survey
MNP	multiple micronutrient powder
MOH	Ministry of Health
NGO	non-governmental organization
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WASH	water, sanitation and hygiene
WCARO	West and Central Africa Regional Office
WFP	World Food Programme
WHO	World Health Organization

## Capacity development

Various capacity building activities have taken place during 2017 aimed at strengthening national data collection and analysis:

- Twenty-two policemen were trained in the prevention of violence and care for its victims (children and women) and in the collection of case data.
- DPSS technicians were trained in the collection of beneficiary data and the creation of necessary data collection instruments.
- With the aim of strengthening the capacity to collect, analyse, understand, use and disseminate data on children with disabilities, the President of the National Association of Persons with Disability, the director of the special education directorate of the Ministry of Education and a technician from the National Institute of Statistics participated in a UNICEF regional training in Dakar.

In addition, UNICEF Sao Tome and Principe supported the National Institute of Statistics in the development of the National Statistics Strategy 2017–2021, outlining the main data collection exercises of the period as well as the management structures and partnerships. One of the main data collection exercises mentioned in the strategy is the MICS that will be conducted in 2019 and for which preparations began in 2017 with the signature of a memorandum of understanding between UNICEF Sao Tome and Principe and the National Institute of Statistics.

## Evidence generation, policy dialogue and advocacy

Thanks to advocacy on birth registration conducted at the end of 2016, in early 2017, the Ministry of Justice and the Ministry of Finance signed a decree ensuring gratuity of birth registration for children up to 1 year of age instead of the previous policy that ensured gratuity only during the first month of a child's life. This new policy will help achieve full birth registration and reach the 4.8 per cent of children under 5 years of age not yet registered (MICS 2014).

Within the newly established Human Rights Office in the Ministry of Justice, UNICEF Sao Tome and Principe has supported the functioning of the Committee on the Rights of the Child, which has been tasked with monitoring actions in response to the recommendations of the Committee's latest report as well as completing the next report due in June 2018.

### Partnerships

Under the Global Partnership for Education (GPE), UNICEF Sao Tome and Principe continued playing its role as coordinating agency. Coordination with national partners as well as international donors for education was strengthened through UNICEF Sao Tome and Principe's leadership of the local education group, which has proven to be a useful forum for coordination and discussion of programming issues related to the sector. In 2017, the local education group reviewed and approved an application to GPE for funding to review the national education strategy; GPE funded this effort with US\$270,500.

In coordination with WHO, support to the immunization programme has been strengthened, especially given that GAVI Alliance will slowly decrease its funding for vaccines from 2018 onwards. Support tools like the Vaccine Independence Initiative and Visibility for Vaccines have been discussed with MOH and are under analysis. These tools will support MOH with funding gaps and with identifying risks of stock outs or overstocking of vaccines so that timely corrective action can be taken.

### External communication and public advocacy

As part of the global UNICEF campaign #EarlyMomentsMatter and in order to accelerate early childhood development, UNICEF Sao Tome and Principe created a public debate on the issue through a national ECD campaign that launched in November 2017 and will last for one year. The campaign will promote debates, exhibitions and testimonies on ECD nationwide. Already in 2017 and as part of the campaign, the documentary film *The Beginning of Life* was presented to and discussed with 80 preschool educators and social workers.

### South-South cooperation and triangular cooperation

Partnerships with the Brazilian Development Agency continued in 2017 by exploring synergies and the possibility of technical assistance in the area of child protection. An exploratory mission of technicians of the agency and of various relevant ministries from Brazil took place in November and provided an opportunity to prepare a training and exchange experiences for 2018.

UNICEF Guinea-Bissau provided technical assistance on the community-led total sanitation approach that has been able to reduce the prevalence of open defecation in various regions. A WASH officer and colleagues from UNICEF Guinea-Bissau as well as technicians from Guinea-Bissau's Ministry of Infrastructure and Natural Resources visited Sao Tome and Principe to contextualize the approach and prepare a programme document that was approved by the relevant minister. Identification of pilot communities for the launch of the community-led total sanitation initiative is underway.

In the area of social protection, two technicians from DPSS participated in a study tour to Senegal, supported by UNICEF Sao Tome and Principe. The visit was coordinated by the Senegalese Directorate for Social Protection and National Solidarity and enabled the technicians from Sao Tome and Principe to gain insight into a successful social protection programme through visits to partners, sectorial ministries and beneficiaries.

### **Human rights-based approach to cooperation**

Within the overall focus on equity and the framework of reducing disparities, the current UNICEF Sao Tome and Principe Country Programme concentrates on the most deprived children and takes advantage of generated evidence – using a child deprivation analysis, Multiple Overlapping Deprivation Analysis and poverty indexes applied at district level – and of strong government commitment to the social sectors to accelerate social policy and legal reforms. Programme interventions have been based on equity parameters, on addressing bottlenecks identified through decentralized monitoring, and on financial efficiency approaches to ensure the relevance of the interventions in line with available resources.

With the objective of monitoring implementation of the recommendations of the Committee on the Rights of the Child, and as a result of continuous advocacy, in 2017 the Ministry of Justice created the National Convention on the Rights of the Child Committee. UNICEF Sao Tome and Principe has provided support to the Committee in its functioning and technical assistance in the elaboration of its annual work plan and the report to be presented to the Committee on the Rights of the Child in June 2018.

### **Gender equality**

Based on the most recent MICS data, 16 per cent of girls aged 15–19 have already had a birth, 5 per cent are pregnant with their first child, and nearly 1 per cent had a live birth before age 15. The latter cases are almost exclusively seen among the poorest 40 percent.

In addition, 27 per cent of women aged 20–24 had a live birth before age 18. Here again, the poorest are more affected (35 per cent) than the wealthiest (12 per cent). With the aim of preventing early pregnancy, UNICEF Sao Tome and Principe has supported the Youth Institute, together with a consultative inter-sectoral committee, in the development of a national action plan for the prevention of early pregnancy.

At the upstream policy level, with UNICEF Sao Tome and Principe's support, review of family law has advanced the well-being of women and girls by ensuring that they are treated equally with men and boys, as, for example, with regard to the legal age for marriage. While current law determines a different minimum age for each sex (for girls, the minimum age is lower – 14 with the parents' consent), the revised law proposes a minimum age of 18 for marriage for both boys and girls. The law was approved by the Government in 2017 and transmitted to the National Assembly for discussion.

### **Environmental sustainability**

In order to improve the environmental sustainability of the UNICEF Sao Tome and Principe office, a greening committee has been created and an action plan for 2017 agreed upon. Its implementation has been monitored in country management team (CMT) meetings. Measures include actions aimed at the reduction of power and paper consumption, the establishment of a greener work environment and promoting a culture of environmental preservation among partners and UNICEF Sao Tome and Principe staff.

In order to reduce the environmental footprint of the UNICEF Sao Tome and Principe office and the United Nations system as a whole, solar panels have been installed in the joint United Nations compound. These panels will decrease energy consumption through the national electricity company by 30 per cent.

### **Effective leadership**

Key annual results (programme, operations and management priorities) were defined through a participatory process and described in the 2017 Annual Management Plan (AMP). In its review of UNICEF Sao Tome and Principe's AMP, WCARO underlined that the Plan was in line with UNICEF Headquarters' instructions and no major comments were made. Progress towards AMP results has been discussed quarterly during country management team meetings, while monitoring of the harmonized approach to cash transfers (HACT) assurance plan and of unliquidated direct cash transfers (DCTs) have been discussed at regular programme meetings (twice a month). Any necessary corrective measures have been taken.

Key performance indicators, in line with scorecard indicators, were also monitored during country management team meetings and necessary corrective actions were identified, implemented and monitored. As a result, all pillars of the UNICEF Sao Tome and Principe's scorecard are 'green'.

In order to improve HACT monitoring, a tracking system for programme monitoring visits and spot check recommendations was established at the beginning of the year and updated and monitored quarterly. 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 against those risks were monitored quarterly by the country management team.

Ensuring the business continuity of UNICEF Sao Tome and Principe's operations is of extreme importance. The business continuity plan was updated during the annual management review at the beginning of 2017. Relevant equipment for the business continuity site was procured in order to ensure adequate business continuity should any emergency situation arise. Although a business continuity plan test could not take place in 2017, it will be a priority in 2018.

### **Financial resources management**

In 2017, UNICEF Sao Tome and Principe had 24 active outputs with a total funded amount of US\$1,663,274. As of 31 December 2017, the total amount utilized was US\$1,527,657, which represents an overall implementation rate of 92 per cent. The Regular Resources utilization rate was 94 per cent and the expenses rate 79 per cent; the Other Resources utilization rate was 83 per cent. The management outcome utilization rate was 93 per cent and the expenses rate was 82 per cent with a total annual allocation of US\$274,889. The special purpose outcome utilization rate was 19 per cent and the expenses rate 12 per cent with a total annual allocation of US\$23,641.

During 2017, UNICEF Sao Tome and Principe ensured improved management and follow-up on unliquidated DCTs. As of 31 December 2017, the outstanding DCT balance amounted to US\$132,849. Of this balance, 88 per cent was between three and six months. The DCT balance of more than six months amounted to US\$16,133 or 12 per cent. There was no outstanding DCT balance more than nine months. The completion rate of programmatic activities was 100 per cent and that of spot checks was 300 per cent (one planned and three completed).

The monthly closure of accounts was completed in a timely manner, as per 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 have any item open for more than one month as of this reporting period.

In 2017, three property survey board meetings were held to review obsolete items and make recommendations for their disposal. The approved disposal actions were implemented, and actions were taken in the Virtual Integrated System of Information to deactivate the relevant AMRs. The physical count of equipment was performed successfully in full compliance with instructions, asset records were up to date in the Virtual Integrated System of Information and results uploaded in a timely manner on SharePoint.

### **Fundraising and donor relations**

UNICEF Sao Tome and Principe developed a resource mobilization strategy in early 2017 and monitored its indicators during quarterly country management team meetings. Fundraising efforts have continued with multilateral and bilateral organizations and the private sector. Funding was received from GAVI Alliance for improvement of the immunization programme. Leveraging was successful for preschool education through the private sector (BGFI), for primary and secondary education through GPE and for child protection through the Brazilian Cooperation Agency.

Regional thematic funding for education was also mobilized in late 2017 and allocated for 2018. At the end of 2017, 83 per cent of the annual allocation of funding under Other Resources Regular had been absorbed.

### **Evaluation and research**

Evaluations and studies planned for 2017 were included in both the 2017 Annual Work Plan and in the integrated monitoring and evaluation plan and the plan for research, impact monitoring and evaluation (PRIME) system on the UNICEF website.

With regard to evaluations, at the beginning of 2017, UNICEF Sao Tome and Principe developed and approved the evaluation management response to the only evaluation conducted in late 2016 – that of the communication for development programme, which was assessed as satisfactory. Actions established in the evaluation management response have been monitored quarterly by the country management team and implemented successfully at a rate of 80 per cent.

In addition, one evaluation was planned to be conducted in 2017: the final evaluation of the pilot experience of food fortification with MPN for children from 6–59 months in Principe island, originally scheduled to be completed in the fourth quarter of 2017. The implementation of this activity is slightly behind schedule. The advertisement of the international consultancy was published at the beginning of December and the evaluation will be conducted in early 2018. The elaboration of the terms of reference has benefited from the support of experts from UNICEF WCARO and responds to the evaluation criteria established by the United Nations Evaluation Group.

All four studies included in the 2017 integrated monitoring and evaluation plan were conducted. Three of them were concluded and the fourth one – an impact study of interventions to combat domestic violence at the national level that was started in early December – is currently in an advanced state of execution.

### **Efficiency gains and cost savings**

UNICEF Sao Tome and Principe is housed in the United Nations common building with other agencies such as the United Nations Development Programme (UNDP), WHO, the United Nations Population Fund (UNFPA), the World Food Programme (WFP) and the African

Development Bank. The following common services are implemented: security services, office cleaning services, gardening, office maintenance services, generator operations and maintenance, DHL, pouch services and utility services for the premises. A formal system was not established to measure the cost savings resulting from the implementation of these common services. However, some efficiency gains were achieved possibly due to the use of common services and access to better quality and more cost-effective services from providers.

UNICEF Sao Tome and Principe did not implement specific efficiency gains and cost savings initiatives in 2017. However, UNICEF Sao Tome and Principe continued to favour the use of Voice over Internet Protocol, Lync and Skype for telephone communications and to sensitize staff by inviting them to ensure that electric equipment, splits, lamps and bulbs are switched off when the office is closed or when the occupant is away for a reasonably long period of time. All desktop computers were replaced by laptops. These measures were aimed at reducing electricity consumption.

The greening committee will help UNICEF Sao Tome and Principe by implementing its action plan to reach the goals of saving energy and reducing the consumption of paper and other office supplies, such as ink cartridges.

In collaboration with other agencies, UNICEF Sao Tome and Principe also implemented a project to provide energy for the United Nations office through solar panels. This should cover 26 per cent of total energy requirements and shall be used for lighting common areas and corridors, for security lighting and equipment and for the server room. The solar panels have been installed but are not yet operational.

UNICEF Sao Tome and Principe will continue the implementation of common services initiatives with the other agencies and the Business Operating Strategy according to the principles of the organization.

### Supply management

A supply plan was developed and approved in May 2017. Its implementation was closely monitored in CMT meetings. Below is a consolidated table with information about all procurement requests performed by UNICEF Sao Tome and Principe.

Supply and logistics key figures	
Reporting Year:	2017
Region:	WCAR
Supply and logistics key figures	UNICEF Sao Tome and Principe
<b>1) Total value of procurement performed by UNICEF Sao Tome and Principe, including on behalf of the other UNICEF country offices(US\$)</b>	
Procurement for own office	150,754
Programmatic supplies including procurement services-funded	41,580
<i>Channelled via programme</i>	<i>41,580</i>
Operational supplies	29,838
Services	79,336

Procurement on behalf of other country offices	
Programmatic supplies including procurement services-funded	
<i>Channelled via regular procurement services</i>	
Operational supplies	
Services	
International freight	132,190
<b>Total procurement performed by the office (US\$)</b>	<b>282,944</b>
<b>2) Total value of supplies and services received (i.e. irrespective of procurement location) (\$US)</b>	
Programmatic supplies including procurement services-funded	958,222
Channelled via regular procurement services	692,813
Channelled via GAVI	190,650
Channelled via programme	74,759
Operational supplies	29,838
Services	79,336
International freight	132,190
<b>Total supplies and services received (US\$)</b>	<b>1,199,586</b>

### Security for staff and premises

UNICEF Sao Tome and Principe received security funds totalling US\$16,000 from UNICEF's Office of Emergency Programmes in 2017 for the implementation of Minimum Operating Security Standards reinforcement activities.

The following were duly implemented during the year: first aid training for drivers and staff frequently on mission, emergency trauma bag training for first responders (United Nations medical doctors), maintenance of smoke detectors and purchase of medical equipment (emergency trauma bag and first aid kits). In addition, the United Nations local security officer organized a training of floor wardens to strengthen their capacity in case of an emergency.

During the last quarter of the year, the United Nations security office installed a very high frequency radio room that has been operational since then with weekly radio check calls. Key UNICEF Sao Tome and Principe staff (the Deputy Representative, operations assistant and senior driver) were provided with an operation radio handset.

### Human resources

Following 2016 programme budget review (PBR) approval of the full country programme management plan, recruitment for four new posts took place in 2017: adolescent development officer, monitoring and evaluation officer, senior driver (position upgraded) and driver.

Following the typology exercise and quadrennial budget PBR, four new positions have been approved effective in 2018. The recruitment process for one of these posts has already been completed.

One staff member retired effective July 2017 and her replacement came on board on 1 December 2017.

UNICEF Sao Tome and Principe's 2017 learning plan was approved in March and included

regional meetings and formal trainings and workshops. The committee decided to reduce the number of area learning committee meetings from four to two per year. The completion rate of the plan by the end of 2017 was 82 per cent.

During 2017, the social policy specialist was authorized for a language learning mission in Ghana. The protection officer benefited from a three-month stretch assignment in Cabo Verde. In addition, UNICEF Sao Tome and Principe organized and funded English learning courses for interested staff; they started in October.

All performance evaluation reports were defined within deadline at the beginning of the year. Performance discussions were held throughout the year. Performance evaluation report completion constitutes one of UNICEF Sao Tome and Principe's performance indicators and is tracked by the country management team.

The implementation of the 2017 staff survey action plan is ongoing to address the areas rated the lowest in the Global Staff Survey. Actions are taken and reported at country management team and joint consultative committee (JCC) meetings on a quarterly basis; the completion rate is 57 per cent completed and 43 per cent in progress.

#### **Effective use of information and communication technology**

The UNICEF-standard, cloud-based Microsoft Office automation tools implemented since 2015 are now widely and commonly used by the staff.

- OneDrive is used to backup and share working files that are useful in the context of business continuity.
- Outlook calendar is used to manage work plans and appointments.
- SharePoint is used to post annual reports.
- Skype for Business is used for conference calls and the multiple webinars sustaining the Virtual Integrated System of Information platform modernization, for example.

On the other hand, the new PBR raising the number of the staff, the office architecture has been reviewed and the information and communication technology environment strengthened with a category 6 cabling in compliance with UNICEF standard. That enabled UNICEF Sao Tome and Principe to accommodate all staff.

With the upcoming migration to Windows 10, staff laptops have been renewed with the Lenovo Yoga that can be used as laptop as well as tablet. This system is user-friendly for staff who are travelling.

Regarding digital and social media, the communication for development specialist used Facebook and YouTube in their threefold function for awareness raising, information sharing and as an advocacy platform for partners. Social media use aimed to give greater visibility to children's issues and also give visibility to UNICEF activities in Sao Tome and Principe.

## ANALYSIS BY OUTCOME AND OUTPUT RESULTS

**OUTCOME 1** Pregnant women, newborns and young children, especially the most vulnerable, benefit from quality neonatal, child health, HIV, nutrition and sanitation services, including in emergency situations.

### **Analytical statement of progress**

UNICEF Sao Tome and Principe's support for the improvement of the quality of neonatal, child health, HIV, nutrition and sanitation services has taken place both at upstream and downstream levels.

At the upstream level, UNICEF Sao Tome and Principe supported MOH in the development of the national health sector plan, together with other partners such as WHO and UNFPA, contributing to the integration of gender equality and equity in the document. In addition, with support from UNICEF Sao Tome and Principe, the Ministry of Infrastructures and Natural Resources developed the first sanitation policy, which is under discussion before approval.

At the downstream level, services have been improved through capacity building of health personnel, provision of supplies such as vaccines and drugs, continuous decentralized monitoring of services at district level and improved service delivery through the micronutrient supplementation and community-led total sanitation programmes.

**OUTPUT 1** Equity-focused legislation, policies and strategic plans related to the health of pregnant women, newborns and young children, HIV prevention and control, nutrition and sanitation are developed.

### **Analytical statement of progress**

UNICEF Sao Tome and Principe's support for the development of equity-focused policies on health was constrained during the first semester of 2017 regarding the development of the national health sector plan due to challenges in partner coordination. Despite these initial delays, the plan was developed by MOH with support from UNICEF Sao Tome and Principe, WHO and UNFPA among other partners. The inclusion of gender and equity-focused principles in this document has been the main objective of UNICEF Sao Tome and Principe.

In the area of sanitation, despite some delays in finding the appropriate expert, UNICEF Sao Tome and Principe supported the Ministry of Infrastructures and Natural Resources in the development of the first sanitation policy that will establish the main norms and standards with regard to environmental sanitation in general.

Both documents were developed and validated in the month of December.

With financial contributions from UNICEF WCARO, two parliamentarians from Sao Tome and Principe were able to participate in a high-level regional meeting on nutrition for young children. Thanks to the knowledge acquired and the advocacy that took place during that meeting, Sao Tome and Principe's National Assembly decided to work on the development of a code of marketing for breastmilk substitutes. With support from UNICEF Sao Tome and Principe, the code is being developed for approval by the National Assembly.

**OUTPUT 2** Capacity of key government institutions at district and community levels to provide and monitor quality health, HIV, nutrition and sanitation services, in regular and emergency situations, is strengthened.

### **Analytical statement of progress**

UNICEF Sao Tome and Principe continued to support MOH in the provision of immunization services that have fully immunized 80 per cent of children of 12–23 months of age, increasing coverage by 14 per cent since 2015. In addition, UNICEF Sao Tome and Principe contributed to the introduction of a new vaccine against the human papillomavirus, preventing the infection of over 2,600 girls of 10 years of age in 2017. Together with WHO and GAVI Alliance, UNICEF Sao Tome and Principe supported African Vaccination Week, which enabled reaching children missed by the immunization programme.

Funded by GAVI Alliance, UNICEF Sao Tome and Principe also conducted a study on children not reached by the immunization programme with the aim of identifying actions to further improve the system and allow for full coverage. A plan of action will be defined at the beginning of 2018. Finally, also with financial support from GAVI Alliance, UNICEF Sao Tome and Principe is proceeding with the installation of solar panels to make cold chain available in all health units in the country.

As a result of Sao Tome and Principe being categorized as a lower-middle-income country, GAVI Alliance has developed with MOH a transition plan to allow for increased financial independence with regard to vaccines. In order to support MOH in this transition that requires Sao Tome and Principe to increasingly use its own funds for the acquisition of vaccines, UNICEF Sao Tome and Principe has offered the Government the opportunity to join the Vaccine Independence Initiative as well as to adopt the Visibility for Vaccines tool for the management of vaccine stocks. In addition, UNICEF Supply Division organized training for various countries in Central Africa in this transition phase, including Sao Tome and Principe, for capacity building and development of an action plan in order facilitate the transition to vaccine independence.

In nutrition, sensitization campaigns promoting exclusive breastfeeding have contributed to one of the highest rates in the sub-region, at 74 per cent in children of 0–6 months. Food fortification with MNP has been consolidated on the island of Principe but has low coverage on Sao Tome island due to there not being enough information and sensitization about the importance of supplementation with MNP, and health workers not being motivated to distribute MNP to the caregivers of children.

An evaluation of the project in the island of Principe was planned for 2017 but was not carried out and will be conducted in early 2018. Despite this progress, the nutrition programme has been delayed by the continuous changes in leadership. As a consequence an MNP supplementation campaign and sensitization on infant and young child feeding has been postponed to next year. Another major weakness of the programme has been the weak partnership building that has resulted in UNICEF Sao Tome and Principe being the only partner of MOH in the area of nutrition.

The UNICEF Sao Tome and Principe-supported prevention of mother-to-child transmission strategy, which covers testing during pregnancy, counselling and treatment of HIV-positive pregnant women and their children, has contributed to the achievement of zero transmissions of HIV from mother to child.

### **OUTPUT 3 Programme support**

#### **Analytical statement of progress**

This output is intended to support the human resource costs of managing the child survival programme component. A national officer is managing this programme component and resources have been allocated for training and networking with regional colleagues. The national officer has participated in regional and sub-regional workshops on vaccination, procurement of health supplies and child survival.

**OUTCOME 2** Vulnerable groups, in particular children and women, benefit from adequate protection against violence, abuse and exploitation.

#### **Analytical statement of progress**

UNICEF Sao Tome and Principe's support in strengthening the child protection system against violence, abuse and exploitation has benefited both the Ministry of Justice and the Ministry of Employment and Social Affairs with actions and advocacy at upstream and downstream levels.

At the upstream level, UNICEF Sao Tome and Principe continued to advocate for the approval of the decree regulating the composition, functions and functioning of a national commission for the coordination of the implementation of the National Child Protection Policy. Its creation was approved by the Government and is in the process of promulgation by the President of the Republic. This commission, chaired by the Minister of Social Affairs and co-chaired by the Minister of Justice, is essential for the proper functioning of the child protection system, since its function is to ensure that the various sectors that are part of the system of child protection duly implement the National Child Protection Policy's action plan and act in coordination.

With the aim of improving the institutional structure for child protection, UNICEF Sao Tome and Principe supported DPSS in creating a clear and consolidated framework from a regulatory and operational perspective, to enable it to assume its leadership role in the child welfare system.

The draft code on the protection of children and the proposed revision of the Family Law were reviewed by the new leadership of the Ministry of Justice and adopted by the Council of Ministers. This new legislation should cover child protection gaps that were identified due to the inadequacy of certain current laws or the non-existence of legislation in certain domains. It is expected that these institutional strengthening actions will be followed by advocacy, awareness-raising and communication for behavioural change at various levels to foster the creation of an enabling environment against violence. These proposals are in a phase of analysis and approval by the National Assembly.

At the downstream service delivery level, UNICEF Sao Tome and Principe contributed to the improvement of the work conditions of social workers in DPSS in the districts through the rehabilitation of infrastructures in three districts. These social workers are on the front line of social services delivery and are the first point of contact for vulnerable families in cases of violence to or exploitation and abuse of children.

Capacity-building activities for the various protection actors – police at the decentralized level, police collaborators in communities, legal and social actors and NGOs – in the areas of prevention of violence and care for its victims and for children not criminally responsible have continued.

In the area of partnership building, activities to create a new partnership – trilateral cooperation South-South, with Brazil – continued to be pursued. The aim is to create specialized national capacities to implement the National Child Protection Policy and its action plan with the support of technicians from Brazil.

**OUTPUT 1** Government capacity to legislate, plan, budget for and implement prevention and response to violence, abuse, exploitation and neglect of children is strengthened.

#### **Analytical statement of progress**

With the aim of establishing the capacity to coordinate prevention of and responses to violence toward and abuse and exploitation of children in a framework defined by the National Child Protection Policy, UNICEF Sao Tome and Principe assisted DPSS in the establishment of a commission that is responsible for overseeing and coordinating the implementation of this policy. To this end, a decree has been adopted by the Government and submitted to the President of the Republic Council for promulgation. The commission cited above will be the hinge of the system of coordination and monitoring for the National Child Protection Policy and its action plan.

In addition, the legal framework for the protection of children has been strengthened with approval by the Council of Ministers of the following legislative proposals: 1) revision of the family law; 2) juvenile justice; 3) promotion and protection of children and youth at risk; 4) institutional and family care; 5) national adoption. The next step should be their adoption by the National Assembly.

For the purpose of strengthening the institutional framework for child protection, the child protection programme has supported DPSS in the development of norms to clarify the mandate of child protection in the organic law of the ministry in charge and to regulate mechanisms for the internal coordination of the child protection interventions of DPSS.

Given the child protection programme's focus on domestic violence and gender-based violence for almost a decade, as well as the leverage effect of this focus on other stakeholders, a study on the impact of all these interventions for the prevention of domestic violence is underway. The goal is to have a catalogue of the different interventions over the past decade at the national level and assess the changes they have brought in the population's attitudes and practices. Identification of lessons learned is also the focus of this study.

**OUTPUT 2** Government, communities and civil society capacity to work on prevention, identification and reporting of child abuse, violence and exploitation and provision of appropriate care strengthened, especially for vulnerable groups.

#### **Analytical statement of progress**

The capacity of the Government, communities and civil society to work on prevention, identification and reporting of child abuse, violence and exploitation and provision of appropriate care has been strengthened at various levels to improve service delivery to victims and vulnerable children.

With the prospect of strengthening the capacity of state actors and communities, the Centre for Counselling against Domestic Violence conducted capacity-building sessions on prevention of

domestic violence and care for victims, especially children, to 22 child protection actors (policemen of the police units against domestic violence in districts and their collaborators in communities). In addition, the capacities of the Director of the Centre were strengthened through a study visit to child protection centres in Portugal. Members of other partner NGOs continued to be trained as facilitators of the page-volte on domestic violence specifically designed for sensitization sessions.

Actors in the judicial sector also benefited from actions to strengthen their capacities to protect children in conflict with the law, through training in Portugal for two magistrates and local training of a dozen actors from the judicial sector (magistrates, policemen, lawyers and judicial state employees).

To improve the front-line delivery of child protection services and the work conditions of social services staff at the district level, rehabilitation works of three delegations of DPSS, in Guadalupe, Santana and Sao Joao dos Angolares, began in 2017.

In the area of improvement of families' protection capacities, the child protection programme participated in the implementation of the second phase of the parental education programme, whose goal is to cover 137 vulnerable families and give them additional capacities in matters like early stimulation, affection and positive education.

Support from countries with well-established child protection systems is being pursued through negotiations for technical assistance to DPSS by specialized technicians from Brazil and Portugal in order to create a more specialized and structured capacity-building programme.

### **OUTPUT 3 Programme support**

#### **Analytical statement of progress**

This output is intended to support the costs for human resources to manage the education programme component. A national officer is managing this programme component and resources have been allocated for the necessary training and networking with regional colleagues.

**OUTCOME 3** Vulnerable groups, in particular children and women, benefit from improved social protection systems guided by generated evidence.

#### **Analytical statement of progress**

During 2017, UNICEF Sao Tome and Principe continued to support the improvement of the social protection system through capacity building, equipment, improved infrastructures and more effective tools. The system is currently benefiting about 1,024 vulnerable families, or approximately 5,120 children nationally, with cash transfers. These actions, which aimed at improving the institutional environment of the social protection system, were complemented by the creation of the National Social Protection Council, following advocacy from UNICEF Sao Tome and Principe, which will ensure a coordinated multisectoral approach to monitoring the social protection system as a whole.

In order to ensure that social policies are based on quality data, UNICEF Sao Tome and Principe also supported the National Institute of Statistics in the development of its multi-year

strategy. In addition, the website of the Institute has been re-designed with UNICEF Sao Tome and Principe's support to ensure better data dissemination and use.

**OUTPUT 1** National capacity to provide child-sensitive social protection services and to review its policy or develop related legislation is strengthened.

#### **Analytical statement of progress**

The focus of UNICEF Sao Tome and Principe's support in the generation and dissemination of quality disaggregated data has been institutional strengthening of the National Institute of Statistics. Technical and financial assistance was provided in the development of the National Statistics Strategy 2017–2021 and prepared the national institution for better generation and dissemination of data on the most vulnerable populations.

During the last semester of 2017, the focus was on the issue of improving data quality and analysis. INE, in collaboration with UNICEF Sao Tome and Principe and PARIS 21, has worked extensively with other national institutions included in the national statistical system (such as the health, education and agriculture sectors) to have more effective coordination in the processing and disclosure of administrative data and in aligning this data with the Sustainable Development Goals. The Children's Parliament session, held during the first semester of 2017, where relevant recommendations on equal opportunities for all children were drawn up, also represents another element of UNICEF Sao Tome and Principe's support for evidence generation and advocacy on the situation of children at the national level. This session of the Children's Parliament counted the participation of 55 girls and boys of 10–17 years of age from all districts of the country, private and public schools and NGOs, including children with disabilities.

With the aim of preparing the report to be presented to the Committee on the Rights of the Child and thus consolidating data on the situation of children in the country, UNICEF Sao Tome and Principe supported the recently created National Committee on the Rights of the Child with technical assistance.

In the area of data dissemination, various sessions were held to disseminate the results of the youth study conducted in 2016 among city councillors, advisors to the Prime Minister and to the President of the Republic. In the area of data generation, UNICEF Sao Tome and Principe and the Government conducted a study on out-of-school children. This study is another source of evidence that will allow for the development of policies and programmes for children who are not in school or at risk of dropping out of school.

**OUTPUT 2** National capacity to provide child-sensitive social protection services and to review its policy or develop related legislation is strengthened.

#### **Analytical statement of progress**

UNICEF Sao Tome and Principe supported DPSS in its institutional strengthening, which has consisted of improvement of its equipment and the updating and design of data collection tools. All of these instruments will be used to collect information on vulnerable families that will be inserted into a beneficiaries' database under construction with financial support from the World Bank following a request from the Government.

This database is one of the mechanisms for the selection of beneficiaries of cash transfers and also of the parental education program, to which UNICEF Sao Tome and Principe provides

technical and financial support. With these actions, DPSS can provide a high-quality service and ensure a sustainable social protection system, which implements measures that effectively tackle poverty and vulnerability and prevent the rise of inequalities while contributing to human development.

This institutional strengthening has also included capacity building for social workers, who are in direct daily contact with the most vulnerable populations. A total of 23 DPSS technicians were trained in the processes and steps of conducting a social survey; among the trained staff, there were six district coordinators, one chief of the autonomous region of Principe and 16 other social technicians from all the national units of social protection services. In addition DPSS technicians carried out a study visit to Senegal's Delegation for Social Protection and National Solidarity, with technical and financial support from UNICEF Sao Tome and Principe, to observe and analyse the implementation of the Senegalese Social Protection Policy.

To ensure the effective and sustainable provision of social protection services, the operationalization of the National Social Protection Council is paramount. UNICEF Sao Tome and Principe advocated for the promulgation of documents supporting its operationalization by the Office of the Prime Minister and the President of the Republic. During the last semester of 2017, the National Social Protection Council was promulgated by the President of the Republic. UNICEF Sao Tome and Principe will continue to support the Government to operationalize the Council and thus enable the coherent and harmonized participation of all actors in the implementation of the national social protection policy.

### **OUTPUT 3** Staff costs for social policy specialist

#### **Analytical statement of progress**

This output is intended to support the costs for human resources to manage the education programme component. A national officer is managing this programme component and resources have been allocated for the necessary training and networking with regional colleagues. The national officer has participated in the social inclusion network meeting as well as in a study tour to Senegal to experience first-hand and learn from the social protection system in that country.

**OUTCOME 4** Adolescents and youth, in particular girls and the most vulnerable, contribute to the creation and benefit from services of reproductive health, education, training and information.

#### **Analytical statement of progress**

Throughout the year, various joint actions have increased the capacity and contribution of young people to their own skills and the services they benefit from: 1) awareness campaigns developed by young people and adolescents on risky behaviours; 2) development of the National Youth Strategy; 3) development of a curriculum and manual on life skills for peer educators; 4) the organizational and functional diagnosis of the Youth Institute and improvement of the youth interaction centres; and 5) development of the National Plan for the Prevention of Early Pregnancy.

**OUTPUT 1** Boys and girls benefit from life-skills interventions by skilled service providers to empower and increase their participation, influence decision making and enhance their capacities to prevent early pregnancy, alcohol consumption and other risky behaviours.

**Analytical statement of progress**

With the aim of enhancing the capacities of young people to deal with early pregnancy and paternity, alcohol consumption and other risky behaviours, a communication campaign for behaviour change was developed by youth for youth with support from UNICEF Sao Tome and Principe and the Youth Institute. Awareness campaigns on early pregnancy, excessive alcohol consumption and school dropout using theatre and video were conducted in three districts of the island of Sao Tome and in the island of Principe. In addition, all videos were disseminated through national TV and the Institute's Facebook page, reaching over 19,000 views.

As part of the development of a non-formal life skills education programme, a curriculum and life skills manual was developed and 15 young peer educators from all districts of the island of Sao Tome and from the island of Principe were trained. In early 2018, this group of trainers will start training young people at the district level through the youth interaction centres managed by the Youth Institute.

At the more upstream level, UNICEF Sao Tome and Principe also supported the capacity strengthening of the Youth Institute, a governmental body in charge of programmes for youth. An organizational and functional capacity diagnosis of the Youth Institute is underway. This diagnosis will identify the areas for further capacity building of Institute technicians in order to have a stronger institution managing youth programmes. In addition, support has been provided to the Institute for the development of the National Youth Strategy.

**OUTPUT 2** Capacity of Government and civil society to provide alternative non-formal educational services for out-of-school adolescents, especially the most vulnerable, is strengthened.

**Analytical statement of progress**

Pregnant girls and young mothers dropped out of school in 87.5 per cent of the cases in 2012 (the latest data available on dropouts), probably as a consequence of the lack of a gender-responsive education system, as pregnant girls are only allowed to study in the evening scheme.

With the aim of engaging all sectors of society in the prevention of early pregnancy and reducing school dropout by girls, UNICEF Sao Tome and Principe supported the Youth Institute in the development of a national multi-sectoral plan for the prevention of early pregnancy. The plan was developed as a result of an anthropological study on the phenomena of early pregnancy in Sao Tome and Principe and was prepared with contributions from all relevant sectors: education, health, justice and social affairs as well as civil society. As part of the national plan, the Ministry of Justice is implementing a national campaign in Sao Tome and Principe's secondary schools to combat early pregnancy.

For the development of non-formal educational activities, the Youth Institute counts on 13 youth interaction centres across the island of Sao Tome. With the aim of improving the quality of services provided by these centres, UNICEF Sao Tome and Principe has supported the Institute with equipment and infrastructure improvements.

### **OUTPUT 3 Staff costs – adolescents and youth officer**

#### **Analytical statement of progress**

This output is intended to support the costs for human resources to manage the youth and adolescent empowerment programme component. A national officer manages the programme component and sufficient funds have been allocated for other costs like missions and equipment.

**OUTCOME 5** Pregnant women, newborns and young children, especially the most vulnerable, benefit from quality neonatal, child health, HIV, nutrition and sanitation services, including in emergency situations.

#### **Analytical statement of progress**

UNICEF Sao Tome and Principe based the management of its office, front desk, programme and operations priorities and governance on the 2017 AMP, which was developed with the CMT under the leadership of the area representative, and that has provided programme, front office and operations objectives and performance indicators. A mid-year review of the AMP was held. Progress on management indicators from the 2017 AMP were monitored during joint programme and operations meetings, 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 Non-staff costs**

#### **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 Sao Tome and Principe's priorities and leverage support.

The presence of the Area Representative in Sao Tome and Principe also allowed for his active leadership of the CMT and co-leadership in JCC meetings and his regular participation at the United Nations Country Team retreats.

The travel of key staff was also 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 2017 Annual Management Review (held in February 2017) and the staff retreat was also supported.

The provision of office supplies and maintenance ensured the smooth running of UNICEF Sao Tome and Principe.

### **OUTPUT 2 Financial resources and stewardship**

#### **Analytical statement of progress**

UNICEF Sao Tome and Principe funds were efficiently managed, reaching over 90 per cent of overall expenditure. DCT liquidations were duly followed up and monitored. All key performance

indicators were reached by UNICEF Sao Tome and Principe.

The monthly closure of accounts was completed in a timely manner, as per 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 have any item open for more than one month as of this reporting period.

UNICEF Sao Tome and Principe continued to improve the management of assets. In 2017, three property survey board meetings were held to review obsolete items and make recommendations for their disposal. The approved disposal actions were implemented, and actions were taken in the Virtual Integrated System of Information to deactivate the relevant AMRs. The physical count of equipment was performed and results uploaded on SharePoint.

### **OUTPUT 3 Human resources management**

#### **Analytical statement of progress**

All local staff association activities were developed based on the 2017 action plan. In 2017, a staff retreat was organized and the resulting recommendations were integrated into an implementation plan for the improvement of work conditions and welfare. The plan is monitored quarterly in JCC meetings. An English course for interested staff was organized and offered by UNICEF Sao Tome and Principe to increase proficiency in that language.

#### **Document centre**

#### **Evaluation and research**

<b>Title</b>	<b>Sequence Number</b>	<b>Type of Report</b>
Expectations, issues and aspirations of young people and adolescents (range 10–24 years old) São Tomé and Príncipe	2017/001	Survey

▪

#### **Lessons learned**

<b>Document type/category</b>	<b>Title</b>
Lesson Learned	Realization of a tripartite Round Table: UNICEF ST-P / Government / Civil Society