UNICEF Annual Report 2014

Sao Tome and Principe

Executive Summary

The Mid-Term Review (MTR) of the Country Programme (CP) in 2014 confirmed that the focus of the CP will continue to be on reaching the most vulnerable children and women by prioritising equity, and supporting interventions that reach the most vulnerable. Emphasis was placed on strengthening government systems in child protection, including the legal and regulatory frameworks.

Actions linked to A Promise Renewed (APR) continued with the updating of the Nutrition Policy and the implementation of the preliminary phase and rollout of micro-nutrients in powder (MNP) project in Principe.

UNICEF played a key role in helping the Ministry of Education with the implementation of early childhood education. Advances were made in the development of the pre-school curriculum, establishing model pre-schools and in the development of an early childhood development (ECD) framework. Children’s competencies (0-6 years old) were assessed, providing information for developing the pre-school education programme. A simulation of equity in education (SEE) analysis was conducted, highlighting the three key steps for the implementation of SEE.

Emphasis was placed on establishing a child protection system and strengthening of the legal framework for the protection of children, with the submission of five laws to the National Assembly. UNICEF supported a situation analysis on violence against children and the mapping of responses linked to the protection of children victims of violence, abuse and exploitation, for the development of a policy and an Action Plan to strengthen the child protection system.

UNICEF continued to support the Ministry of Health and Social Affairs in the implementation of the national social protection strategy with the development of a parental education programme and the 1,000 most critical days programme; and in training key staff in the Directorate of Social Protection and Solidarity and the Ministry of Planning and Finance.

The celebration of the 25th anniversary of the Convention of the Rights of the Child (CRC) was a key event for the Government and UNICEF in 2014. A week of activities were organised to promote child rights in Sao Tome and Principe, which included the launch of a CRC@25 documentary highlighting the key achievements made toward realising child rights in Sao Tome and Principe, the broadcasting of a radio programme and television spots, and dissemination of more than 32,100 national cartoon booklets with child-friendly information about the CRC. The CRC@25 events received wide media coverage, including on the national television station.

UNICEF continued its collaboration with civil society partners and religious organisations towards raising awareness to improve behaviours and practices linked to improved nutrition, promotion of positive parental practices, exclusive breast-feeding, promotion of immunisation, and the prevention of violence against children and women.
New partnerships were initiated to support activities in inclusive education, early childhood education and development, nutrition, and environmental sustainability in schools.

Strategic partnerships continued to be critical to the achievement of planned results. In 2014, a new partnership with the Portuguese NGO Helpo was established for the provision of technical assistance in nutrition and early childhood education. The partnership contributed significantly to advancing APR efforts in Principe with the rollout of MNPs.

UNICEF’s partnership with the Global Fund contributed to the inclusion of bio-markers in the household survey of the Multiple Indicator Cluster Survey (MICS) 5, providing information in the areas of nutrition, malaria, and HIV/AIDS.

A new partnership with the NGO the Institute of Marques of Valle Flôr was initiated to support inclusive education, with 63 deaf children receiving classes, and 15 teachers trained in teaching children with hearing impairments. Partnership continued with Pontifica Universidade Catolica-Rio (PUC), a Brazilian university, for technical assistance in the development of a pre-school curriculum as well as the training of pre-school teachers and directors.

There has been limited progress in the overall legislative reform to contribute toward child protection and the promotion of women’s rights. The five draft laws could not be reviewed and adopted before the end of 2014 due to the change in Government and the National Assembly. During the campaign period for the 2014 legislative, regional and district elections, schools were suspended for a month, and communities faced difficulties implementing activities, which therefore affected the implementation of UNICEF’s activities.

**Humanitarian Assistance**

In August, UN Agencies, led by the World Health Organisation (WHO), provided technical assistance to the Government in the elaboration and validation of a National Ebola Contingency plan and budget. Approximately 565 health care workers and immigration/port officials were trained by trainers on how to respond to potential cases of Ebola. A total of 160 Community Health Workers from all seven districts and the Autonomous Region of Principe, as well as 30 communication activists in Agua Grande, were also trained in Ebola response. The training was provided by the 42 doctors and nurses who received Training of Trainers (TOT) provided by WHO, financed by the UN Agencies.

UNICEF provided technical support in the development of the Communication Strategy, and the development of key materials (radio and TV spots, posters), which was supported by UNICEF funding (US$ 10,000). UNICEF amended an existing Small Scale Funding Agreement (SSFA) with the Red Cross to include awareness raising activities in schools and communities focusing on hand-washing and positive hygiene practices.

**Equity Case Study**

UNICEF pursued dialogue and actions to benefit vulnerable children in the poorest quintiles, and high-level advocacy to mobilise political support for much needed policy reforms to bridge equity gaps among children in Sao Tome and Principe (STP). In 2014, UNICEF led efforts to gather and analyse evidence and data to guide national policies and programmes for such children and monitor progress in the reduction of extreme poverty by generating disaggregated data and information about the most vulnerable and excluded populations.

UNICEF is implementing the following activities, contributing toward equity cases:
A national study on children with special needs in education was completed in 2013, with Escola Superior de Educacao - Santarem, Portugal. The study identified children living with disabilities and the range and level of disabilities in order to support the Ministry of Education in ensuring children with disabilities have access to education. In 2014, a new partnership with the Instituto Marques de Valle Flôr, Portugal was initiated to support the initiative of inclusive education. Sixty three deaf children received classes, and 15 teachers were trained in teaching children with hearing impairments. Three pilot classes in sign language for children with disabilities were also supported.

Simulation for Equity in Education (SEE) was conducted in November to help STP Ministry of Education identify cost-effective strategies for reaching children who are excluded from or are underserved by the education system. The SEE built on the bottleneck analysis in the education sector, which was completed in 2013.

A bottleneck analysis of the Health sector was carried out in Caue district as the first step toward Monitoring for Results in Equity Systems (MoRES) implementation. A District micro-plan of decentralized monitoring was implemented and will be evaluated in January 2015. In 2014, UNICEF supported the Government with the implementation of the national social protection strategy and the development of a Parental Education Programme; and the 1,000 most critical days Programme. The implementation of the Social Protection strategy and programmes will contribute towards addressing equity gaps, and will include vulnerability needs assessments and the provision of services to the most vulnerable.

UNICEF Sao Tome and Principe is in the process of implementing a child mapping and analysis of child protection systems in the country. Based on the results of the analysis, a National Plan of Action will be developed to address the key recommendations to contribute toward strengthening child protection systems, and the realisation of children’s right to be free from violence, neglect, and abuse.

An MICS was implemented in 2014 and results should be available in May 2015. MICS generates high quality data, and provides disaggregated data on the situation of children and women that is used for situation analyses, to influence and drive policies and programme interventions.

Knowledge management systems (DevInfo and the elaboration of studies for MICS 5) and approaches (MoRES) were of key importance to ensure that sufficient evidence was available, through studies and gap analysis, which consequently provided valuable information to address policy, informing strategic policy actions to be taken at subnational levels, institutions and/or sectors.

In 2014, UNICEF and the United Nations Population Fund (UNFPA) collaborated on a joint activity to improve knowledge management systems and access to data through updating the STPInfo database and strengthening capacity of key personnel in ministries and academic institutions with training on the use of STPInfo.

While policy, strategy and programme documents have adopted a focus on the most vulnerable, their adoption and implementation remains limited. Key bottlenecks include:
1) Detailed information on public expenditure on policies and programmes for children and the most vulnerable is not easily available and it is difficult to track respective budget allocations and efficiency of spending.
2) Limited pro-poor budgeting: While there has been a steady increase of resources allocated to
the social sectors, in particular in health and education, a breakdown of resource allocation over recent years shows a mixed picture of economic measures, with some worrying trends. For example, in Social Protection, the percentage of GDP allocated to the most vulnerable populations has decreased more than 150 per cent from 1.1 per cent of GDP to 0.3 per cent of GDP. Resources allocated to social protection should increase in both absolute and relative terms to support the initiatives of a national social protection policy, strategy and plan.

3) The education system does not provide for children living with disabilities, however, the Ministry of Education Culture and Science (MECS) has made Inclusive Education a priority in the Education Strategy 2012-2021 to be implemented in the next five years. Significant investments will be required for specialised teacher training, and the provision of appropriate learning facilities and equipment.

4) Child Protection: There is a growing number of children and elderly in alternative care (mainly NGO or private run), with the belief that it is the best option for “abandoned” children and the aged. However, only a small per cent of children in child care centres are orphans, meaning that these children could be cared for in a family or community environment. There are no uniform standards or guidelines to regulate the provision of alternative care, no formal support systems to assist those providing alternative care, and no widespread monitoring mechanisms to ensure the protection and wellbeing of children in alternative care.
Capacity Development

Efforts focused strongly on strengthening national institutions’ capacity and knowledge to improve service delivery to children and families, and to foster a protective environment for children.

The following technical training sessions were conducted to improve knowledge and technical capacity.
- Forty one of the 58 health technicians (doctors and nurses) from four districts were trained on Integrated Management of Child Illnesses to improve the quality of care.
- Strengthening basic and pre-school education sectors: In partnership with PUC-Rio, two face-to-face workshops and a three-week interdisciplinary seminar and immersion in Rio de Janeiro were conducted, providing field and practical experience for 23 teachers, directors and key Ministry and School Teacher training personnel.
- School Teacher Training (EFOPE): In collaboration with the Escola Superior de Educacao de Santarém (ESE Santarem), a training of trainers in the areas of Portuguese, mathematics, social studies and fine arts was conducted, contributing to improving the capacity of 20 teachers in basic education. Fifteen teachers also were trained in teaching children with hearing impairments.
- Leadership capacities of the Director of the Counselling Centre against Domestic Violence were strengthened through a one-month capacity development training and a field visit to Portugal.
- Jointly with Directorate of Social Protection and Solidarity, a one-week in-depth training on guidelines and parameters for alternative child care was conducted for 35 social workers.
- Thirty police officers, district health personnel and NGOs were trained on the treatment and referral of domestic violence victims, widening community awareness and knowledge, in partnership with the Counselling Center against Domestic Violence (CCVD) and the Association of Women Lawyers.
- MICS 5 provided an opportunity to strengthen the capacity of the National Institute of Statistics (INE) in collecting and analysing disaggregated data as well as to strengthen the capacity of community members selected to collect data at the community and household level.
- The promotion of good hygiene practices in schools and communities was a key priority, linked to raising awareness on Ebola prevention through positive hygiene practices. More than 170 education personnel were trained and used specific C4D materials developed in partnership with the Red Cross and the Ministry of Education.

Evidence Generation, Policy Dialogue and Advocacy

Evidence generation and policy dialogue was emphasised throughout the year and concentrated on ensuring a child-rights focus in policies and programmes, particularly in education, health and social protection.

UNICEF and the Global Fund supported the INE in the implementation of MICS 5, which will provide statistically sound and internationally comparable estimates of a range of indicators in the areas of health, education, child protection, water and sanitation and HIV/AIDS, and serve as an important source for situation analyses, policy decisions and programme interventions. The report will be finalised in 2015 and submitted at the Millennium Development Goals MDG Summit in September.

The celebration of the 25th anniversary of the CRC in 2014 culminated with a week of activities to promote child rights, which included the launch of a CRC@25 documentary highlighting the key achievements made toward realising child rights in Sao Tome and Principe, and the dissemination of a radio programme and television spots. The CRC@25 events received wide media coverage and were broadcast nationally on the national television station (TVS). UNICEF contributed to improving child-friendly information about the CRC with the distribution of a CRC edition of the national cartoon called “Turma de Nina e Mano” on the rights of a child, in a simplified language and contextualised for understanding. A total of 32,100 booklets were distributed to children (8-12 years) in primary schools. The cartoon booklets were funded by the
Evidence on children with disabilities, jointly with advocacy, helped promote the rights of children with disabilities. UNICEF Sao Tome and Principe cooperated with Instituto Marques Valle Flor (IMVF) to implement three pilot classes in Sao Tome sign language for children with disabilities. The capacity of 15 teachers in teaching children and youth with hearing impairments was developed.

Visits by the Deputy Regional Director and the Area Representative presented opportunities for high-level advocacy with the Government, Parliament, donors and the UN for advancing social inclusion for the most vulnerable children.

**Partnerships**

UNICEF Sao Tome and Principe continued to strengthen its strategic partnerships with government, development partners and the private sector in 2014.

The partnerships with academic institutions (PUC-Rio and the University of Minho) for the expansion of coverage and improvement of quality of pre-school education were particularly effective. UNICEF collaborated with PUC-Rio project, which includes outputs in the following areas: development and pre-testing of a pre-school curriculum; teacher training; and improving the learning environment, including the training and development of pedagogical materials and equipment. This collaboration enabled excellent synergies with the Ministry of Education’s goal of expanding quality early childhood education. The collaboration with the University of Minho is supporting the development of a legal framework for the functioning of pre-schools in the country.

Strategic partnerships were also key to advances in private sector fundraising. UNICEF established a new partnership with HBD Group to support the APR pledge, which is supporting the roll out of MNPs in Principe, and will be expanded to Sao Tome in 2015.

Thanks to effective advocacy with the World Bank, a financial commitment of US$4 million was secured toward Education and a commitment of US$320,000 was secured to support the implementation of the national social protection strategy.

Strategic alliances with civil society and religious organisations continued, with new partnerships initiated to support activities in inclusive education, early childhood education and development, nutrition, and environmental sustainability in schools. UNICEF continued collaborating with the Red Cross, the Federation of NGOs (FONG), and the Catholic Church to improve capacity through training on essential family practices at community level, and to raise awareness to improve behaviours and practices linked to the CP activities.

UNICEF and the Global Fund supported the INE in the implementation of MICS 5, which included information on bio-markers (HIV, anaemia and malaria), to update information on the situation of women and children.

UNICEF and UNFPA implemented a joint activity to improve knowledge management and access to data through updating the STPInfo database and strengthening capacity of key personnel in ministries and academic institutions through training on the use of STPInfo.
External Communication and Public Advocacy

In 2014, UNICEF supported two major external communication and advocacy events. The Month of the Child celebrated in June was an opportunity to advocate for greater commitment from Government and civil society for the promotion, respect and fulfilment of child rights in Sao Tome and Principe.

The second major event was the celebration of CRC@25. Activities included the launch by the Minister of Foreign Affairs and the UNICEF Area Representative of a video documentary on the rights of the child in Sao Tome and Principe, a children’s choir performance on child rights, the inauguration of a preschool centre and the dissemination of 32,100 cartoon booklets "Turma de Nina e Mano" on child rights in all primary schools. All received wide media coverage and further dissemination on national TV and radio.

UNICEF also contributed to the celebration of the UN Day and ensured additional advocacy for child rights.

Each Area Representative's quarterly visit was also covered by the national media and interviews were regularly conducted to advocate for better CP implementation. This effort was particularly useful to gain the acceptance by the population to participate in the MICS.

Following the MTR, a study began on ways to better capitalize on new communication technologies, since use of mobile phones and the Internet is now common in the country.

South-South Cooperation and Triangular Cooperation

UNICEF continued to support a partnership with a Brazilian academic institution (PUC-Rio) for the expansion of coverage and improvement of quality of pre-school education. UNICEF collaborated with the PUC-Rio project, which includes outputs in the following areas: development and pre-testing of a pre-school curriculum; teacher training; and improving the learning environment, including the training and development of pedagogical materials and equipment.

Two face-to-face workshops and a three-week interdisciplinary seminar and immersion in Rio de Janeiro provided field and practical experience for 23 teachers, directors and key Ministry of Education and Teachers school (EFOPE) personnel. This collaboration enabled excellent synergies with the Ministry of Education’s goal of expanding quality early childhood education.

Support to Integration and cross-sectoral linkages

Since 2013, the Office has been focusing on the implementation of an "integrated approach - joint projects/joint responsibilities" in relation to cross-sectoral programmes, such as:

• The development of the national policy and strategy on social protection where various vulnerabilities in health, basic education and child protection are integrated;
• The Early Childhood Development (ECD) programme, through good parental practices (included in the Social Protection Programme), integrating health, nutrition, early stimulation and child protection issues.
• WASH in schools (in collaboration with the World Food Programme, WFP) including Health, Education and Communication for Development (C4D) aspects;
• The prevention and response to domestic violence as a cross-cutting issue.

Cross-sectoral linkages were analysed and discussed with West and Central Africa Regional
Office (WCARO) colleagues during a strategic meeting in preparation for the MTR. The need to strengthen linkages between sectors was underlined during the MTR and the implementation of the social protection strategy and ECD were identified as enabling areas for strengthening. The Government appointed in December 2014 intends to strengthen inter-sectoral coordination around children’s issues.

### Human Rights-Based Approach to Cooperation

UNICEF worked to build capacities and empower both duty bearers and rights holders, with particular focus on advancing the rights of the most vulnerable groups. UNICEF supported the development of a parental education programme, linked to the social protection programme.

UNICEF contributed to strengthening child protection systems by training key social workers and alternative care centre staff on the directives and guidelines for child alternative care centres, highlighting minimum standard conditions and actions that should be respected for the protection of children in these centres.

Advocacy and an enhanced focus on the rights of children with disabilities included UNICEF’s cooperation with IMVF to implement pilot classes in Sao Tome sign language for children with disabilities (three classes are being tested), as well as training of 15 teachers in teaching children and youth with hearing impairments.

UNICEF advocacy mobilised support for reforms to implement the CRC. The celebration of the 25th anniversary of the Convention of the Rights of the Child was a key event for the Government and UNICEF in 2014. A variety of activities were organised to promote child rights in Sao Tome and Principe.

Focus was placed on the development of key communication for development materials. The materials inform parents as well as empower children in their rights and their duties. The parental education television mini-series «N’guê kinté non» (Our Family) demonstrating positive parental practices was launched and broadcast on national television. An additional 10 series are being developed following the evaluation of the first editions.

UNICEF provided support to the Government in the development of a comprehensive strategy and national plan of action for the implementation of the CRC, which will be concluded in January 2015.

### Gender Mainstreaming and Equality

Sao Tome and Principe has achieved parity in access to the minimum health package (routine immunization, HIV/AIDS, etc).

Parity between boys and girls was also achieved in basic education. However, girls have less opportunity to attain an upper secondary school education. Forty five per cent of girls/women between the ages of 15 – 24 years do not go to school and are not employed. Families living in poverty also tend to take children, in particular girls, out of school to support the family in households when they experience financial pressures/shocks. UNICEF supported the Government in the development and validation of the national social protection policy and strategy. These national documents aim to eradicate extreme poverty (affecting 11 per cent of the population) and to reduce gaps between social welfare quintiles. Their implementation should support better empowerment for girls, in view of strengthening youth employment (boys and girls).
Early pregnancy remains a national priority concern, particularly as it is one of the main causes of girls dropping out of the education system. UNICEF supported the development of an entertainment-education life skills programme, providing meaningful engagement of young people in issues that impact their own lives and therefore lead to the promotion of dialogue and behaviour change.

**Environmental Sustainability**

Children represent more than a half of Sao Tome and Principe’s population and are one of the social groups most vulnerable to climate change. UNICEF engaged in a partnership with the NGO TESE to engage children and youth to contribute to environmental sustainability through a campaign to collect used batteries in schools.

**Effective Leadership**

Key office priorities (programme, advocacy, operations and management) were defined after the identification of risks in the Enterprise Risk Management (ERM) and the development of a plan of action to mitigate the identified risks, through a participatory process led by the Area Representative, including all shared staff and described in the 2014 Annual Management Plan (AMP). Progress toward implementation of priorities was discussed quarterly during the Country Management Team (CMT) meetings chaired by the Area Representative, and specific issues were discussed in regular Programme meetings. The implementation of priorities was reviewed during the AMP mid-year review, and updated to include Ebola risk and preparedness activities in September 2014. Day-to-day office priorities were shared and discussed at weekly stand-up meetings.

The Business Continuity Plan (BCP) and DRP were updated during the Annual Management Review (AMR) in February.

PAS work plan outputs were prepared by each staff member with their supervisor and closely linked to the annual programme and management priorities and results.

The CMT met quarterly in 2014 in addition to the Annual Management Review and took significant steps to improve operations and programme management by regularly monitoring performance indicators.

Ensuring staff well-being and maintaining high staff morale continued to be priorities of senior management and the local Joint Consultative Committee (JCC). The JCC met four times in 2014 and monitored the Plan of Action and priorities highlighted from the staff retreat held in February (the first retreat held in four 4 years). UNICEF organised two visits from the Regional stress counsellor to facilitate the staff retreat and training/coaching.

By the end of December 2014, action had been taken on all recommendations presented in the 2013 Internal Audit. All but one recommendation related to Harmonised Approach to Cash Transfers (HACT) rollout were closed during 2014. The joint micro-assessments were presented to the United Nations Country Team (UNCT) in December. The assurance plan should be developed by the UN HACT working group in early 2015 A request for HACT exception authorization was submitted.

UNICEF Sao Tome and Principe contributed to the implementation of the recommendations of the in-depth review of shared services for Gabon, Sao Tome and Principe and Equatorial
Guinea, including participation in the Joint Management Oversight Team meetings and the mid-year review of shared services, as well as the production of the accountability framework, service level agreement and the joint AMP.

**Financial Resources Management**

Internal quarterly closings strengthened budget management. In 2014, UNICEF’s financial performance was satisfactory, with an overall implementation rate of 99 per cent and 17 active Outputs for a total funded amount of US$1,966,446. The total amount used was US$1,956,023 (Regular Resources (RR) 99 percent and Other Resources (OR) 100 percent). The utilization rate of programme component results’ (PCR) support reached 100 percent, with an annual allocation of US$196,852.

On 31 December 2014, the total amount of unliquidated Direct Cash Transfer (DCT) was US$698,915, with US$11,611 over six months. There was no DCT over nine months.

The monthly closing of accounts and bank reconciliations were accomplished on time. The "open items" were regularly reviewed and processed. There were no "open items" for more than one month.

Twelve out of 13 audit recommendations were closed, for an implementation rate of 92 per cent. The only remaining recommendation is related to HACT. The micro-assessments of IPs were finalized in December 2014. The audit recommendation will be closed when the HACT Assurance Plan is developed in early 2015. A "HACT Procedure Exception Authorization Request", including an action plan for the "full compliance" at 30 June 2015, was submitted to UNICEF Headquarters for approval.

The functioning of the Operations Service Centre was strengthened by the development of an accountability framework, a Service Level Agreement (SLA), the review of work processes, and key workflow and performance indicators.

Strengthening of the Asset management continued in 2014 with the disposal of obsolete equipment upon PSB recommendation, as well as the physical verification of equipment.

**Fund-raising and Donor Relations**

The resource mobilisation strategy and action plan were adopted by the CMT in March 2014 and were updated in June. While the donor base in Sao Tome and Principe is limited, relations with bilateral donors continued to be strengthened, resulting in one new grant secured (from a New Zealand donor) and joint funding of inclusive education activities with Portugal. UNICEF secured a new partner in the private sector (HBD). UNICEF also successfully mobilised OR (thematic funds) from WCARO for the implementation of activities in Education, MICS, MoRES, APR, Water, Sanitation and Hygiene (WASH), and Global Alliance for Vaccines and Immunization (GAVI). UNICEF raised adequate resources to meet OR ceiling in the Country Programme Document (CPD).

All of the grants were utilised prior to their expiration and all donor reports were submitted on time and with high quality standards.

UNICEF’s resource mobilisation strategy focused on the mobilisation of funds, as well as the leveraging of technical support. Through high-level advocacy, UNICEF successfully leveraged funds to support CP outputs and UNICEF priorities, including US$4 million from the World Bank.
to implement the Education Strategy and improve quality education, and US$320,000 from the World Bank to implement the national social protection strategy.

UNICEF successfully leveraged important partnerships with academic institutions and universities (PUC-Rio and the University of Minho) as well as NGOs (IMVF and Helpo) to provide technical assistance in the implementation of CP activities. The partnerships not only provided high-level expertise, but also represented a cost-savings for the Country Programme. In 2014, four Programme Cooperation Agreement (PCAs), and three Small Scale Funding Agreements (SSFAs) with international and local NGOs were signed.

Evaluation

The 2014 Integrated Monitoring and Evaluation Plan (IMEP) was developed in a participatory manner and validated by all staff during the Annual Management Review held in February. The monitoring of its implementation was ensured during the AMP Mid-Year Review. During the Country Programme MTR in November, the five-year IMEP was adjusted in light on the changes that occurred during the first three years of the cycle.

No evaluations were developed in 2014. Evaluations of the impact of the reform of primary education and of the assessment of primary education system were too costly and there was no guarantee about their relevance in terms of answers to improve the education system in the country. It was decided with the Ministry of Education to cancel them. This decision was validated during the MTR.

Efficiency Gains and Cost Savings

In 2014 operating costs were reduced in the following areas:

- Telephone communications: Telephone expenses were reduced from US$7,376 in 2013 to US$ 5,908 in 2014 due to the priority given to the use of means of communication such as VOIP, Lync and Skype.

- Costs for water and electricity consumption were shared with other UN Agencies: The amount paid by UNICEF slightly decreased from US$17,918 in 2013 to approximately US$17,024 in 2014. UNICEF conducted a staff awareness campaign and the staff was sensitized for a better use of electrical equipment.

- Selection of suppliers and service providers: Office supplies, services, suppliers and service providers were selected on the basis of the best deals in terms of quality/price. The small local market does not allow diversity of vendors.

Staff travel was managed from the Operations Service Centre based in the Gabon Area Office. Advance planning of international travel saved on costs of airline tickets.

In 2015, UNICEF will further explore and implement measures to reduce costs and improve efficiency, including for common services.

Supply Management

The supply system was based on an Annual Plan approved by the Representative based on programme needs as approved in the Annual Work Plan. The approved Supply Plan was
sent to Supply Division in Copenhagen, which managed the purchases according to offshore, direct order or local procurement.

In-kind assistance for supplies included Vitamin A capsules for the nutrition programme.

The 2014 Supply plan consisted essentially of procurement of vaccines and immunization devices (syringes), Vitamin A, micronutrients in powder (MNP), essential drugs and equipment for the child survival and HIV/AIDS programmes, along with student tables and chairs for the education programme. Most procurements were offshore. Local procurement was considered only when the costs were justified.

The Ministry of Health was supported by the GAVI Fund for the purchase of vaccines.

UNICEF also supported the Ministry of Health and UNDP/Global Fund in the amounts of US$14,260 and US$133,712.51, respectively, for Procurement services from UNICEF Supply Division.

UNICEF used a Supply Division LTA for the purchase of IT equipment.

### Security for Staff and Premises

UNICEF Sao Tome and Principe’s Risk and Control Library was updated and validated in February, through a participatory process involving all staff. It was reviewed in September 2014 to include the risk of Ebola. The AMP 2014, Emergency Preparedness and Response Planning (EPRP) and Security Awareness Guidelines were updated in September 2014.

A staff briefing on the Ebola epidemic and means to prevent it was conducted with all staff. Hygiene products for staff were supplied in the office.

The Business Continuity Plan (BCP) was updated in February 2014, but not tested during 2014. The Security Plan, emergency lists, contact points for Early Warning-Early Action (EWEA), and the Wardens Systems Tree lists were updated regularly. Warden exercises were not tested in 2014. The office fire drill exercises were conducted in December 2014.

The UNICEF security focal points participated in the United Nations Department of Safety & Security (UNDSS) weekly radio tests.

The UNDSS Regional Advisor updated Minimal Operating Security Standard (MOSS) documents in October 2014.

UNICEF contributed an amount of US$19,774.60 to UN security costs.

### Human Resources

By the end 2014, UNICEF had nine established positions and one temporary position. Within the framework of MICS implementation, it was decided to extend the appointment of the TA Driver (on board since October 2013), to support the activities of the MICS Consultant, whose contract was also duly extended. Both contracts are funded by OR. Their recruitment was conducted in strict compliance with the regulations.

UNICEF Sao Tome and Principe has achieved gender parity.
The 2014 Area Learning Plan was developed based on needs assessed jointly by staff members and their supervisor during EPAS/PAS discussions and was approved in March 2014. It included regional meetings and formal trainings and workshops. The Area Learning committee composed of colleagues from Gabon and Sao Tome and Principe offices met on a quarterly basis to monitor the implementation of training activities with a view to ensure staff capacity strengthening for better results achievement.

By the end of February 2014, all staff participated in the performance planning exercise. Performance discussions were organized formally in mid-term and year-end feedback sessions, as well as informally on a day-to-day basis. EPAS/PAS monitoring constituted one of the performance indicators and was tracked by the CMT. All 2014 EPAS/PAS year-end discussions were completed.

A staff morale survey was organized in view of the first Staff Retreat since 2010, which took place in February. An action plan was developed in a participatory manner to implement the Retreat recommendations and the monitoring of its implementation was ensured during the quarterly JCC meetings.

The Representative and the HR Assistant closely monitored staff participation in the Global Staff Survey. The participation rate was approximately 80 per cent.

**Effective Use of Information and Communication Technology**

UNICEF’s standard, cloud-based Office Automation tools improved the way staff members do their daily jobs. The integration of Outlook, Calendar and Lync was very useful. Colleagues were able to plan and attend their meetings and their training very easily. Staff were able to access mails from any laptop or any Tablet where an Internet connection was available. Access to email was also configured on staff Mobile phones, which reduced staff response time. “OneDrive” was included in Business Continuity Plan. It was recommended that users back up “key files” in the cloud, eliminating the need to continue using “Dropbox”. “OneDrive” also allowed for sharing big files and for colleagues and partners to work on the same file. Local Mobile companies have just implemented 3G capability. Depending on how this service improves in the next few months, UNICEF will consider using it.

The back office was strengthened by migrating to Windows server 2008 SP1 and connectivity was improved by installing an optic fibre as an Internet backup link, thus making the IT system more reliable.

In order to reduce the ICT footprint, all printers have a Duplex unit and are shared. According to PSB approved recommendations, un-used equipment are donated to partners or sold.

**Programme Components from RAM**

**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:**
The implementation of the Social Protection Policy began with Government capacity building with regard to key concepts of social protection and implementation strategies. It will continue in 2015. There was an increase in public budget allocations for social sectors, notably for Health and Education. An in-depth analysis of these allocations will be important to help those ministries to better serve children’s interests.

UNICEF contributed to the collection of disaggregated data on women and children within the scope of MICS 5 and the health bottleneck analysis. Capacities of the National Institute of Statistics were strengthened in order to facilitate the monitoring of CP performances. UNICEF and UNFPA updated the STP-Info database with MICS data.

Two ECD programmes were validated, one on Parental Education, the other on the first 1,000 critical days of life (health, nutrition).

UNICEF supported the Government for the development of a strategy and a plan of action for the implementation of the recommendations of the CRC Committee.

**OUTPUT 1** By 2016, the capacity of 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:**
UNICEF provided support to the Government for the implementation of the national social protection policy and strategy through providing technical assistance for the development of a parental education programme (extreme poverty reduction and cash transfers); and the 1,000 most critical days programme (health and nutrition). The programmes have been validated by technical committees, for presentation and adoption.

UNICEF played an important role in leveraging the World Bank’s (WB) financial commitment in social protection, which is a new portfolio area in the WB’s cooperation with Sao Tome and Principe. The WB committed more than US$320,000 for the implementation of the Social Protection programme outputs.

UNICEF strengthened government capacity and technical knowledge about the key concepts of social protection and the implementation of programmes by supporting Sao Tome and Principe’s participation at the following regional and international workshops: the regional workshop on the development of cash-transfer programmes in Gabon; the African Union Expert Consultation Meeting on Children and Social Protection Systems, in Cape Town, in preparation for the African Union Conference of Ministers of Social Development; the second meeting of Focal Points for the Social Protection Information Centre (CIPS), in Lisbon, Portugal; and the World Bank Communities of Practice face-to-face workshop, in Livingstone, Zambia. These workshops and meetings contributed to improved knowledge, networks and partnerships in Social Protection.

**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:**
UNICEF and UNFPA worked together to improve knowledge management systems and access to data by updating the STPInfo database and strengthening capacity of key personnel in
ministries and academic institutions with training on the use of STPInfo. The database of indicators was updated and is available on the STPInfo website.

UNICEF and the Global Fund are supporting the National Institute of Statistics (INE) in the implementation of MICS 5, which includes information on bio-markers (HIV, anaemia and malaria), to update information on the situation of women and children. The key findings report was finalised at the end of 2014, and the main report is being drafted for finalisation in May 2015.

UNICEF supported Sao Tome and Principe’s alignment with the CRC, and is supporting the Government in the elaboration of national plan of action for the implementation of the Convention, based on the key recommendations from the CRC Committee. The Plan of Action final draft was prepared for validation by the Government.

OUTPUT 3 Project Support Costs - management of human capacity

Analytical Statement of Progress:

The positions of Social Policy Specialist and M&E Specialist - functions shared with the offices of Gabon and Equatorial Guinea - were filled. These staff supported advocacy efforts for the realization of children’s rights, particularly with regard to equitable access to the resources of the country 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:

UNICEF contributed to the reduction of maternal and infant mortality by providing support for the development of policy and planning documents and strengthening of health service delivery. UNICEF supported the provision of essential drugs and medication to support the implementation of key strategies, including drugs for the Integrated Management of Child Illnesses (IMCI) strategy, Anti-retrovirals (ARVs) and HIV test kits for the elimination of Mother-to-Child Transmission (MTC), and drugs for the control of malaria and other diseases. UNICEF also supported the introduction of the second dose of measles vaccine. UNICEF’s support also contributed to the implementation of communication tools to promote the four essential practices for child survival at the community level.

UNICEF continued its efforts in ECD with the development of curriculum modules, the preparation for the assessment of children’s competencies (0-6 years old), and development of a television programme for children. A new partnership was signed with the University of Minho for the development of a pre-school framework. UNICEF focused its support on inclusive education, presenting the results of the survey on children with special needs, and fostering discussions on inclusive education.

The reform of the child protection act is underway. Several laws have already been developed and approved by the Council of Ministers and were submitted to the National Assembly. UNICEF supported the mapping and analysis of the child protection system for the development of a strategy and plan of action. UNICEF and UNFPA continued to support government efforts
in raising awareness to combat domestic violence, and strengthened the capacity of 30 police officers and staff from the health sector and NGOs on the care of the victims.

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

**Analytical Statement of Progress:**
The Children's Health Action Plan, the Guideline for Acute and Chronic Malnutrition Management and New Anti-Retroviral Treatment Protocol were elaborated. The national Health Policy, the National Health Development Plan, the Health Map and national Nutrition Policy were updated and will contribute to strengthening the health system.

An acceptability test as preliminary phase of the MNP supplementation in Principe region was conducted in three communities. The positive results enabled the expansion of the Home Food Fortification with MNP to the entire region of Principe with plans for national scale up in 2015.

A bottleneck analysis of the Health sector was carried out in Caue district as part of the implementation of the MoRES initiative. A District micro-plan was established and its implementation is ongoing. The first supervision will be conducted in early 2015. The results are currently being analysed by the Ministry of Health for eventual scale-up.

**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:**
UNICEF supported the Ministry of Health in providing the minimum health package (vaccines, Vitamin A, essential drugs, micronutrients and ARV drugs) to ensure the survival of children under 5 years of age. The minimum health package contributed to improved access of children under 5 five and pregnant women to basic health care in all health units in the country.

The supplementary vaccination activities and the commemoration of the African Vaccination Week in April contributed to improved immunization coverage rates for children, especially those living in the peripheral sites and with more difficult access to routine services. Supplementation with Vitamin A was integrated into the programme in 2014, which allowed significantly increased coverage in children 12 to 59 months, a target group that less frequently receives the routine immunization services.

The introduction of new vaccines (in partnership with WHO and GAVI) and the home food fortification with MNP Initiative in Principe Island for the improvement of anaemic and malnutrition status of children was an important intervention for the acceleration toward MDG and APR objectives.

UNICEF donated essential equipment to the Central Maternity (located at the capital city), which covers more than 70 per cent of obstetric care across the country, thus contributing to improved delivery and newborn care and the reduction of maternal and neo-natal mortality.

Forty one of the 58 nurses of Reproductive Health services nationwide were trained on IMCI, to improve the quality of care children.

UNICEF supported the Ministry of Health (MOH) with the provision of HIV testing kits (DBS) and ARVs. UNICEF also led the development and validation of the new protocols and contributed
ARVs and HIV test kits to help support the elimination of mother-child transmission. In 2014, there were no cases of children born to HIV positive mothers.

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

**Analytical Statement of Progress:**

The parental education television mini-series «N’guê kinté non» (Our Family), which promotes positive parental practices, was launched and broadcast on national television. UNICEF is conducting an evaluation of the spread and popularity of the six episodes aired. The results will be used to develop a further 10 episodes in early 2015.

Three packages of comic materials were produced (5,000 posters, 6,300 booklets with a compilation of the stories from the comics, and 31,700 booklets “Turma da Nina e Mano” celebrates 25 years of CRC”) and were posted in all 84 primary schools and distributed to more than 30,000 children nationwide.

Materials aimed at promoting good hygiene practices in schools and communities began to be widely used. The Red Cross trained more than 170 staff of basic education (27 directors and methodologists, 45 teachers and 98 food preparers) in the three districts on the use of these materials. A campaign was ongoing on “Wash your hands with water and soap in 4 critical moments to prevent diseases”. This included Ebola -- a threat taken very seriously by the national authorities.

Multimedia campaigns were undertaken on the role of society as a whole in the assurance of a quality, free and compulsory education for all children and on the promotion of the prevention of diseases. A communication plan and various communication materials are being produced with a view to introduction of a new vaccine in 2015.

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

**Analytical Statement of Progress:**

UNICEF continued supporting to the Ministry of Education to implement its 2012-2021 national education strategy by, contributing to early childhood development (ECD). The guidelines for the development of parental education and the organization of preschool services were finalized along with the supporting documentation for policy development in early childhood. A survey was conducted to assess the competencies of six year olds. The results should allow clear political options to set up and organize the pre-school system, including the development of preschool curricula and training and qualification of educators. In partnership with PUC-Rio, an interdisciplinary seminar and an immersion in Rio de Janeiro (Brazil) were organised for 20 technicians including teachers, principals, educators and pedagogical assistants.

In partnership with the University of Minho, the preliminary draft law for the regulation of preschool organizational principles was developed, along with a statute for crèches/preschools.
In partnership with an international NGO and local authorities (community, military and districts), seven pilot kindergartens were rehabilitated. Thirty kits of pedagogical materials were produced and equipment was purchased for the playgrounds of the pilot kindergartens.

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

**Analytical Statement of Progress:**
UNICEF worked with key education partners to identify and define the main actions required to improve the quality of education, including teacher training, education of children with special needs, and improving the learning environment, including the provision of desks and books.

UNICEF worked jointly with partners to contribute to improving the capacity of teachers by directly supporting training of teachers in basic education. In collaboration with ESE Santarem, UNICEF supported the training of 20 trainers of trainers, whose knowledge will be used to train approximately 1,500 teachers in Portuguese, mathematics, social studies and fine arts.

UNICEF supported the provision of 400 tables (7 per cent of the required number) to improve students’ learning environment.

UNICEF continued to support the Government in implementing an inclusive education programme. In partnership with the NGO Marques Institute of Valle Flor, a pilot experience was developed in three classes for testing of sign language and teaching children and youth with hearing impairments.

**OUTPUT 7** Increased capacity on child protection society organisations 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 Directorate of Social Protection and Solidarity developed a situation analysis on violence against children and the mapping of responses linked to the protection of children victims of violence, abuse and exploitation. This diagnostic phase will be followed by the participatory development of a policy and of a multi-sectorial action plan to strengthen the child protection system.

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With technical and financial assistance from UNICEF and UNFPA, the Counselling Centre against Domestic (CACVD) implemented training activities for 55 staff on support for gender based violence (GBV) BV victims for district police, health workers and CSOs. During the trainings, a guide of good practice was developed and 300 copies were printed for distribution to the participants.

CACVD also conducted youth sensitization actions in five rural communities and a guide book on domestic violence was distributed to all participants.
CACVD benefited from the strengthening of its leadership capabilities (training and a field visit to Portugal by the Director) and from equipment.

DPSS conducted a training for all of its 28 social workers on the guidelines and parameters for alternative child care and all staff now have a provisional version of the guidelines than can be used in their daily work.

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

**Analytical Statement of Progress:**

Resources were efficiently and effectively utilised. The percentage of utilisation of funds for the implementation of activities as of 31 December was approximately 90.5 per cent. The CMT provided oversight and monitoring of performance indicators on a regular basis.

**OUTPUT 4** Cross-Sectoral Project Support Costs: salaries, entitlements and operating costs

**Analytical Statement of Progress:**

Resources were efficiently and effectively utilised. The percentage of utilisation of funds for the implementation of activities was over 90 per cent. The CMT provided oversight and monitoring of performance indicators on a regular basis.

**OUTCOME 4** Special Purpose

**Analytical Statement of Progress:**

UNICEF contributed to MOSS compliance of the UN House, including staff security, through financial contributions to shared security services.

**OUTPUT 1** Premises and Security

**Analytical Statement of Progress:**

EPRP and Security Awareness Guidelines were updated, and staff were briefed on Ebola epidemics.

The Business Continuity Plan was updated, and the Security Plan, emergency lists, contact points for EWEA, and the Wardens Systems Tree lists were updated regularly. The UNICEF security focal points participated in the UNDSS weekly radio tests.

The UNICEF office considered MOSS compliant security barriers for the UN House, including a secure entry point and security controls. UNICEF contributed to MOSS compliance of the UN House, including staff security, through financial contributions to shared security services.

**OUTCOME 5** Programme Support

**Analytical Statement of Progress:** UNICEF based the management of the office, front desk, programme, and operations priorities and governance on the 2014 AMP, which was developed with the Country Management Team under the leadership of the Area Representative. It
provided programme, front office and operations objective and, performance indicators. A mid-
semester review of the AMP was held. Progress of management indicators from the AMP 2014,
Manager’s Dashboard and audit action plan were monitored during the joint
Programme/Operations meeting, Programme meetings, and CMT meetings.

Actions to strengthen governance were put in place. All work processes were reviewed and
streamlined, incorporating International Public Sector Accounting Standards (IPSAS) standards
and VISION workflow. The compositions of statutory and non-statutory committees were
updated. The committees met regularly and when required, and functioned effectively.

OUTPUT 2 Financial Resources and Stewardship

Analytical Statement of Progress:

A large part of the budget was allocated toward the DPCA budget for UNICEF’s contribution
toward Shared Common Services.

OUTPUT 3 Human Capacity

Analytical Statement of Progress:

All LSA activities were developed based on the 2014 action plan. In 2014, a staff retreat was
organized, and recommendations from the retreat were integrated into an implementation plan
for the improvement of work conditions and staff welfare. The plan is monitored quarterly by the
Joint Consultative Committee.

OUTPUT 4 Human Resources

Analytical Statement of Progress:

UNICEF’s staff included one international as Deputy Representative, four national officers, and
five staff for general services, with a gender balance (50/50). No post was vacant in 2014. In
2014 a national consultant to support the Education program was recruited.

OUTPUT 5 Programme Coordination

Analytical Statement of Progress:

The smooth coordination of the UNICEF Country Programme was supported with regular
monitoring and evaluation of programmes, semester revision with focal points, and the UNDAF
and UNICEF CP MTR preparations and participation.

OUTPUT 6 Advocacy / Communication

Analytical Statement of Progress:

Support was provided to increase advocacy and to promote UNICEF priorities/programmes as
well as through new partnerships to promote child rights. The main events in 2014 were the
celebration of the Month of the Child, UN Day and CRC@25.
### Other Publication

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