1. EXECUTIVE SUMMARY

Key achievements:
- Implementation of immunization programme is reaching more than 90% of children under-one and IMCI Initiative has been set up to reach children in the most disadvantaged communities.
- Free birth registration was introduced in all maternity centres as of 1st January 2010 to ensure accelerated birth registration, especially among the poorest families.
- The National Communication Plan for 2010 – 2014 was validated.
- Two laws against domestic violence were approved by the National Assembly.

Significant shortfalls:
- Lack of a Social Protection policy
- Insufficient capacity in government/partners to manage projects.

Important partnerships:
- The CO has developed collaborative relationships with NGOs and religious groups on equity and gender approaches.
- An improved partnership was developed with the National Institute for the Promotion of Gender Equality and Equity which promoted better understanding of women’s rights, sexual exploitation and child labour issues through the initiation of special studies.
- The continued partnership with the NGO “Medicos do Mundo” has increased the number of adolescents with knowledge on HIV/AIDS prevention.
- The WASH programme experienced a major boost with its partnership with the National and Spanish Red Cross for the purification of spring water and cistern in a number of communities, and with the NGO ADRA on latrines construction.

2. COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

Sao Tome & Principe, (STP), is an archipelago located about 300 km of the West coast of Africa. The country is characterized by fragmented insularity with two main islands and a few islets. The population is estimated at 165,000 inhabitants in 2010, with women comprising more than 51%. The population is growing at a rate of 1.4%.

Despite a medium Human Development Index of 0.488 (127th out of 194 countries and territories) the World Bank classifies STP in the group of least developed countries in the world (LDCs).

STP has ratified all human rights conventions including the CRC, as well as declarations at international and continental levels concerning the rights of children and women and gender equality, namely the CEDAW and the African Charter on Human and Peoples’ Rights prohibiting discrimination and inequalities in all forms, based on sex. However national legislation is still not fully harmonised with those international instruments.

The most disadvantaged children in STP are those belonging to the poorer wealth quintiles. Disaggregation of social indicators shows that children with mothers with no or low levels of education are also disadvantaged. Women do not have the same opportunities as men. They still face economic and professional discrimination and are most affected by illiteracy. Consistent inequities are not observed, either between urban and rural populations or among different religious groups.

A number of MDGs targets and objectives are unlikely to be achieved by 2015 without extraordinary efforts by the Government and substantial support and well targeted actions of its various partners. On the positive side, STP will likely attain the primary education, infant mortality and HIV/AIDS targets.
Access to basic education is increasing. The net enrollment rate for primary school is 93% with gender parity. However, 7.1% of children aged 6 to 11 years are not educated with the central region being the most affected.

Analysis of gender shows that whereas boys repeat the most, girls have more difficulty completing basic education due to social pressures such as need to support the family in household chores and to a smaller degree, as a consequence of unplanned early pregnancy.

In recent years the country has achieved encouraging results in maternal and child health. The DHS data from 2009 show that from 2006 to 2009 IMR was reduced by 7%, it is now estimated at 38/1,000 live births and U5MR is 63/1,000.

The DHS indicates a rate of 4.1% severe acute malnutrition in children U5 with an increase in diarrheal diseases due to poor water quality. Low breastfeeding rates and rising food prices, have affected the most vulnerable populations; aggravating factors include the continuing impact of the global economic and financial crisis on food and income security.

The prevalence of HIV/AIDS although low, has inched upward over the past five years. The Autonomous Region of Príncipe is among the most affected with a prevalence rate of 2.2%. Government efforts in this area are enormous and laudable.

Access to water is not a significant problem for the country, with 88.7% of the population having access to tap water. The national coverage rate of sanitation facilities, however, is just 30%.

As a small island state, STP is highly vulnerable to the hazards of natural phenomena and climate change. The country is facing increasing flooding, decrease in rainfall, forest degradation, loss of biodiversity, destruction of agricultural land, landslides, coastal erosion and contamination of surface and groundwater. The biggest challenge STP faces is to prepare fast, efficient and effective response to the effects of climate change and in all socio-economic sectors.

3. CP ANALYSIS & RESULT

3.1 CP Analysis

3.1.1 CP Overview:

Please see analysis based on each good practice cited below.

3.1.2 Programme Strategy

3.1.2.1 Capacity Development:

In 2010, the most important support to capacity building by CO was rendered as follows:

- 25 government and NGOs staff trained on Public Finance Management systems, the budget cycle, and the importance of ensuring adequate allocations to social sectors.

- 20 participants from partner NGOs were trained on Human Rights Based Approach (HRBAP) to Programming in order to improve their capacity to integrate the HRBAP in their programming cycle.

- A training session was developed for Government focal points, NGOs and UN staff on results chain and how to improve the quality of the indicators and the evaluation criteria.

- 25 directors of basic schools were trained on new techniques and methodologies of school inspection.

3.1.2.2 Effective Advocacy:

- Strengthening the system of production, dissemination and utilisation of information and analytical data on children and women to facilitate advocacy in the area of social policy and development planning has been UNICEF’s focus for the past two years in STP.
• A study on harmonization of SaoTomean legislation with the CRC was completed and approved in November 2010. It will be used as an informed basis for undertaking advocacy activities for promoting legislative reform. There are still gaps in applying CEDAW which will be addressed likewise.

• The monitoring of the implementation of the two Conventions (CRC and CEDAW) and related protocols leave much to be desired. Efforts are advancing for improved interaction with partners around critical issues such as Social Protection, Social Policy and Budgeting for Children.

3.1.2.3 Strategic Partnerships:
UNICEF developed joint programmes in close collaboration with a range of multilateral partners, namely with:
• WHO on the capacity building of health personnel and on the development of a Road map for MMR
• WFP on the improvement of school environment to increase girls’ enrolment
• UNFPA on the improvement of delivery capacity in the maternities at the Central and District level for maternal and neonatal mortality reduction.
• UNDP/Global Fund Unit for improved malaria and HIV/AIDS control.

With regard to partnerships and alliances with bilateral donors, UNICEF’s key collaboration was with the Government of Brazil on universal access to ARV and in the capacity building of local medical personnel on AIDS treatment (continued South-South Cooperation); and with the Government of South Africa on promoting Gender Equity and preventing Early Girl Pregnancy.

Partnerships with NGOs have been developed to promote the “Life Skills Programme”, and HIV/AIDS prevention information and communication programmes addressed to communities.

3.1.2.4 Knowledge Management:
Knowledge management approaches remain critical for the Country Office.
Information provided by the Situation Analysis (SiTan) developed in 2009 and the MTR report along with the DHS data is being utilised to identify the pockets of poverty and deprived children that will be targeted in the new Country Programme.

The real challenge is how to coordinate and integrate data and information from a diversity of sources and finalise the STPInfo Project.

3.1.2.5 C4D Communication for Development (C4D):
Despite a clearly defined national direction on the use of communication, the strategic plans and actions outlined in the Programme of Cooperation regarding Communication still require greater ownership by the principal sectoral partner. UNICEF’s country office (CO) has supported the design of a series of communication strategies that attempts to strengthen and accelerate programme and service delivery; ensure targeted information dissemination; and channel communication approaches to promote use of community capacity development and empowerment. These C4D approaches included print and broadcast media, visual aids, community sensitization and interaction through community radio, puppetry, CSD Theatre for Development and the use of popular folk songs and music to reach households. The active use of the SARA Communication Initiative to reach in-school and out of school children and youth has also enabled their participation in development programming.

3.1.3 Normative Principles
3.1.3.1 Human Rights Based Approach to Cooperation:
All UN staff including UNICEF staff were trained on HRBAP to ensure proper Human Rights knowledge and mainstreaming during all planning exercises. Additionally, in September 2010 the CO organized training on HRBAP for 20 local NGOs.

The legislative reform for the harmonization of the national legislation with the CRC and CEDAW is a major strategic thrust of the Advocacy and Social Policy programme. The 2nd periodic national CRC report was sent to the CRC Committee in June 2010. The committee's observations are expected to be received in the second quarter of 2011 and will inform further action.

In 2010, a brainstorming/debate session with local jurists and the Ministry of Justice was organized as a step towards the reform of family law, prior to the advocacy activities with the Human Rights Commission of the national Assembly.

### 3.1.3.2 Gender Equality and Mainstreaming:

Data on the phenomenon of early child pregnancy was collected and disseminated with the help of a specific study on the issue.

Discussions were held with the National Gender Institute (INPG) with a view to draft a National Plan of Action against Early Child pregnancy (activity to be implemented in 2011).

Discussions with the National Gender Institute (INPG) were held in order to introduce the gender approach in the Education sector (activity to be implemented in 2011).

Specific gender sensitive indicators were introduced in STPInfo database with UNICEF’s technical support.

### 3.1.3.3 Environmental Sustainability:

A National Strategy on disaster risk reduction and environmental sustainability is being prepared in joint collaboration between Government and UN agencies, including UNICEF which has nominated staff as focal points in the following intervention clusters:


### 3.2 Programme Components:

#### Policy development, advocacy and partnerships

**Purpose:**
The purpose of this programme is to ensure that protection and fulfillment of the rights of children and families are given high priority within national policies and programmes. Main results planned for 2010 were:

1. Guaranteed availability of up-to-date information and analytical data on the situation of children and women in STP.
2. National legislation harmonised with CRC and CEDAW.
3. Strengthened capacity of Government, social communication, private sector and communities to develop, utilize and disseminate behavioural change communication.
4. Contribute to reinforce technical and institutional Government and community media capacities in support of programme outcomes and the MDGs.
5. Advocate to Government, development partners and the private sector to increase their financial support to programmes in favour of children and women.

**Resources Used:**

Resources used:
Total approved for 2010 as per CPD: RR: US$92,600; OR: US$100,000
Total available for 2010 from all sources: RR: US$168,000; OR: US$55,166.08; Total: US$223,166.08
Any special allocations (list)
List of donors: Basic Educ. & Gender Equality – UK Nat Com (SC/2006/9901-00)

Result Achieved:

a) The results achieved in relation to the results planned were:
   - 20 NGOs’ staff members trained on HRBP.
   - 25 Government and NGOs’ staff trained on child friendly budgets.
   - National Emergency Response Plan developed with strict inter-agency collaboration.
   - Social Communication Strategic Plan 2010-2014 validated.
   - 20 local theatre artists trained on Theatre for development.

b) Most critical factors or constraints affecting performance:
   - Two elections during 2010 contributed to decreased level of implementation of AWP activities.
   - The dependence on the Head of Area Office, based in Libreville.
   - Insufficient partners’ understanding of C4D and HACT process.
   - Lack of printing facilities to produce quality communication materials.

c) Lessons learned to address constraints;
   - More support from Area Office (AO) on issues of Communication.

d) Summary of monitoring, studies and evaluation in 2010
   - SITAN finalized in March 2010.
   - DHS 2009-2010 produced with UNICEF financial support.
   - The 2006 Study on “Harmonization of the Santomean legislation with the CDC” validated in 2010.

e) Key strategic partnerships included:
   - FONG – for capacity building of NGOs.
   - Government mass media for C4D activities
   - Inter-agency collaboration (UNICEF, WFP, UNDP and UNFPA) to produce the programme “UN in Action”
   - NGOs (ALISEI, ADRA, Medicos do Mundo, Alerta Internacional) – communication programmes addressed to communities.

Future Workplan:
The future Workplan entails:
   - The finalisation of Social Protection Study.
   - Reinforcement of M&E activities.
   - Advocacy and technical support to harmonize the Family Law with Human Rights treaties and produce an adequate adoption law.
   - KAP study to know the impact of communication interventions related to the 4 priorities of ACSD;
   - Capacity building of the journalists of National Radio, TVS, Community Radio on writing human interest stories on the situation of children and women, especially those located in the inaccessible zones.

Capacity-building for child survival, development and protection

Purpose:
The purpose of this Programme Component is to:
Strengthen capacities for the realization of child rights at the level of families, communities, services-providers and policy makers in the areas of child survival, development and protection.

Main results planned for 2010 were:
1. The Minimum Health Package for child survival will be guaranteed to 90% of children U5, of both sexes, and to pregnant women.
2. 50% of children, mothers and vulnerable groups will have access to HIV/AIDS prevention.
3. 75% of primary school students will benefit from CFS Initiative.
4. Birth registration systems will guarantee access to and inclusion of 90% of children.
5. Women, children/youth vulnerable to sexual exploitation, early child pregnancy, and child labour and domestic violence will benefit from an improved social response and institutional services.
6. Information on good hygiene practices, sanitation and protection of water sources will be ensured in all basic schools.

**Resources Used:**

Resources used:
Total approved for 2010 as per CPD: RR: US$392,400; OR: US$250,000
Total available for 2010 from all sources: RR: US$452,635.04; OR: US$366,429.42;
Total: US$819,064.46
Any special allocations (list)
List of donors: Basic Education & Gender Equality – UK Nat Com (SC/2006/9901-00),

**Result Achieved:**

a) The *results achieved* in relation to the results planned were:

- More than 80% of target group fully immunized.
- Malaria incidence reduced by 40%.
- Antenatal care increased to 97.3%.
- Decreased number of MM (3 cases less than 2009).
- Prevalence of HIV/AIDS became stable at 1.5% (2005 – 2010).
- 25 school directors trained on new techniques and methodology of inspection.
- School fences were built in 3 CFS in most disadvantaged communities in rural areas.
- 25 girls from the poorest community of Lobata District trained on life skills.
- Free birth registration introduced in all maternity centres.
- Regular functioning of the Centre of Counselling against Domestic Violence.
- More than 75% of students and general public reached by a National Campaign on hand washing.

b) Most *critical factors or constraints* affecting performance were:

- Weak M&E for activities and programmes
- Insufficient budgetary allocation by counterparts
- Initial reluctance or resistance to innovation and changes in the education sector.
- Delay in the recruitment of Education Specialist.
- Delay from Area Office (AO) side to approve SSA for the consultants.

c) *Lessons learned* to address constraints:

- The need to recruit the M&E Officer.
- Need for UNICEF to enhance its advocacy for ensuring Government co-financing of Project activities and mobilising the required engagement from non traditional partners.
- The MoE needs to progressively lead and co-ordinate the development of all activities related to education reform.
- Improved link with the AO is essential to ensure quicker action in support of the CO.

d) Summary of monitoring, studies and evaluation in 2010:
• Study on Vitamin A deficiency prevalence in children U5 and in breastfeeding mothers.

e) Key strategic partnerships
• Inter-agency collaboration along with collaboration with NGOs on promoting an adequate environment in CFS and on HIV/AIDS.
• Partnership/collaboration with the Catholic Church on “Life Skills Programme”.
• Brazil (South-South Initiative on ARV treatment).
• Global Fund (OVC and PLWA protection programme).
• South Africa Embassy - Advocacy on Gender Equality and Prevention of Early Pregnancy.

Future Workplan:
• Improvement of health services delivery, with a special focus on neonatal health and MAS management.
• Study on mechanisms for achieving the goal of equity in the educative system.
• Expand CFS Initiative to 50 basic schools including "Life Skills" using SARA communication materials.
• The development of the MTEF for the education sector, in collaboration with key Government partners.
• Collaborate with CST to test internet in rural basic schools.
• Strengthen human resource capacity of the Ministry of Justice, Health, and District administrations associated with the BR
• Consultancy for the elaboration of C4D packages (theater, films, information public sessions and writing materials) to support activities related to the Social and Child Protection programme.

4. OPERATIONS & MANAGEMENT

4.1 Governance & Systems

4.1.1 Governance Structure:
The Country Office (CO) objectives and priorities are discussed in the enlarged Country management team (CMT) and shared with all staff members. The CCC was at the heart of the ERP and revised BCP.
The CMT has been instrumental in overcoming the weaknesses identified earlier and fostering best practices such as the weekly Programme/Ops meeting. New office working hours were adopted with clear benefit in productivity and morale. Some new work process and guidelines were adopted while stronger control mechanisms were put in place to monitor the Regional, Area and CO indicators’ dashboard and produce follow up reports on a timely basis. The organizational structure of the CO was improved with the conversion of IT/supply post (funded from OR, which was hardly sufficient), into an Admin Supply (funded from RR). However, the absence of an IP programme specialist since April 2010 put further pressure on the CO’s lean organizational structure.

4.1.2 Strategic Risk Management:
Although risks and opportunities were analyzed and integrated in most of the undertakings and risk mitigation strategy adopted, this aspect needs further refinement. While the EPRP was reviewed and updated, the Country Programme (CP) is yet to be fully risk informed due to lack of training and in-house skills. The BCP was reviewed and updated to guarantee pliability in case of changes in the operating environment. The Area office based in Gabon is in the process of elaborating a holistic, structured approach to manage risks and opportunities following its focal point’s participation in the training on Enterprise Risk Management/Risk & Control Self-Assessment which took place in UNICEF Harare/Zimbabwe on 4-5 November 2010. The process consists in assessing the risk management, developing office risk profile and
control library and reviewing selected work processes. Once the structure is in place, the office will regularly assess the effectiveness of controls to mitigate risks. Within the framework of the preparation of the next Country Programme cycle (2012-2016), Gabon and Sao Tome offices will make their respective programmes including workplans and office management plans risk informed. In order to prevent, mitigate and prepare for disaster, the CO is planning a self assessment as well as to assess national capacity as part of contingency planning.

4.1.3 Evaluation:
The CO is yet to implement the IMEP due to absence of a dedicated M&E officer. Consequently M&E continues to be done independently by each person in-charge who presents the results either in the weekly or in the CMT meeting. Although the evaluations are considered fair, lack of clearly defined and measurable indicators often undermines the impact of their findings. The office is determined to address this gap.

4.1.4 Information Technology and Communication:
Within the spirit of DoA, a UN BCP is being developed under the stewardship of UNICEF and it foresees back-to-back ICT facilities support in case of VSAT telecommunication problem. Negotiation with UNDP to use their LAN manager was successful. Benefits include better response time to new ICT initiatives and requirement and faster solutions to problem, and greater integration and sharing of ICT facilities with other UN agencies. In addition, there are cost and time savings compared to the earlier dependency on the Area Office.
Most IT equipments are still purchased through the global LTA because of better quality and price, and no local LTA has been established.
All ICT equipments are disposed of in line with CF/ITSSGUIDELINE/2009-02 and in collaboration with municipality garbage collection service.

4.2 Fin Res & Stewardship

4.2.1 Fund-raising & Donor Relations:
The CPD had set a target for the CO to mobilize US$350,000 in 2010. A total of US$46,450 was received from UNICEF United Kingdom Committee to support Girls’ Education. However, during 2010, US$418,739 was available as result of accumulated funds from previous years from which US$196.683 (47%) was requisitioned and $180,234 (43%) was spent.
The delay in recruitment of the Basic Education Specialist contributed to a lower level of funds utilization. The CO is continuing discussions with the Japanese Government through the Area Office to mobilize additional funds for the education sector.
The CO did not have any overdue donor report and ensured there were no lost funds in any PBA. The CMT reviewed and analyzed performance indicators, including fund utilization and expiration of PBA and whenever required took corrective actions.
While no specific joint programme was undertaken by the UN system in 2010, there were many joint activities and overall collaboration with pulling together of resource and expertise, with UNICEF an active partner in most of them including DHS, birth registration at maternity centers, and UN and National Emergency Strategy and Preparedness Plan, etcetera.

4.2.2 Management of Financial and Other Assets:
The financial and administrative system was improved with the introduction of the overhauled set of internal control instruments clarifying and defining segregation of duties as well as roles and responsibilities (i.e. TOA, group actions, contracts and signatures). To further increase accountability and risk management the signatory panel was reviewed and enlarged.
As a standing item in the CMT agenda, budget allocation and utilization were discussed and, whenever required, budgeted amounts were reallocated to ensure better results for
children. With limited resource and ambitious plans, the funds made available to the CO are often exhausted before the expiry of the PBA. However, this year, due to national elections, the late recruitment of Education Specialist and the absence of IP Programme Specialist, funds were not fully utilized. Bank reconciliations were prepared on time every month and submitted to NY. With the joint Macro Assessment, cost was shared by the 4 ExCom agencies and RCO. This not only resulted in saved financial resources, but also prepared us to be fully HACT compliant.

To curb the high rate of DCT over 9 month, in 2010 the CO adopted the office "IP proximity strategy" which included planned and more frequent DCT M&E. The result was a drastic reduction in the DCTs outstanding over 9 months from about 16% in December 2009 to just 3% in 2010.

4.2.3 Supply:
The total supply cost for 2010 was US$115,963, as follows:
- Direct order: US$38,404
- Location: US$21,761
- Offshore-HQ: US$45,788

The main offshore supplies refer to the purchase of medicines and vaccines and IT equipments procured through a direct order.
Non-planned supplies were locally procured, whose market has evolved favourably in terms of competitiveness.
All supplies were delivered on time to the end-users. An improvement in the collaboration with other UN agencies is expected as a result of the DaO reform.
The Supply Officer participated in a 5-Day Workshop in Copenhagen on the Introduction to Procurement organized by the Supply Division.
A Supply/Administration Officer is expected to start from 2011.

4.3 Human Resource (HR) Capacity:
The main HR issue this year was the vacant post of the head of the office. While the recruitment process started soon after the last incumbent left in April, the post is expected to be filled only in early 2011.
In new recruitments, greater care was given to gender parity and mix of capabilities and competencies aiming at narrowing the capacity gap and improving office performance.
The 2010-2011 CPMP was developed along these principles; as a result the office is more gender balanced (6 men/5 women).
The Education Specialist and partners participated in the training on Education in Emergency situation and they are now preparing the education plan which will be integrated in the national contingency plan.
Two joint simulation exercises (desk and field), by the UN and the Government, were conducted to test the national contingency plan. UNICEF was the most represented UN agency with 60% of its staff participating in the exercises.
Besides the specific trainings identified during the PER discussion and planned to strengthen staff capacities during the year, special attention was given to the IPSAS training with 60% of staff registered. Regular discussion takes place between supervisor and supervisee to review performance.
All 2009 PER were completed and signed by the immediate supervisor, barring one that was signed by the Representative (erstwhile).
The office has two coaches and mentors chosen by colleagues, following explanation of this new concept in late 2009, and they provide counselling to staff as needed.
As a result of the implementation of the UN Cares plan, the office continues to comply with the 10 minimum standards on HIV in workplace.
4.4 Other Issues

4.4.1 Management Areas Requiring Improvement:

The new vehicles purchased to replace the 9 and 11 year old cars led to drastic reduction of repair and maintenance costs. Purchase of network printer to replace individual printer also brought down the cost of repair, maintenance and consumables. UNICEF continued to cost-share the running cost of the UN house, which contributes to cost reductions especially of the utility bills and service contracts for maintenance, gardening, cleaning, and security.

4.4.2 Changes in AMP:

For 2011 we will strive to:

- Further increase accountability and instill risk management practices.
- Adopt IPSAS in its entirety and prepare for adoption of Vision ERP.
- Become fully HACT compliant, along with the rest of ExCom agencies.
- Develop workflow processes that are simpler and help staff to meet the corporate obligations without breaching established rules, regulations and guidelines of the organization.
- Move to more ICT capacity building to reduce cost and time with travel.
- Work with the Area Office to introduce more efficient business models and processes.
- Eliminate DCT over 6 months from our books.