

Sao Tome and Principe in 2009

Sao Tome ranks 131 out of 182 in the 2009 UNDP Human Development Index. As reflected in the 2008 National MDG report and the results of a 2009 Demographic and Health Survey, the country has recorded significant progress with respect to several MDGs such as on malaria and child mortality. Attainment of all MDG targets, however, is unlikely by 2015. Rising inequalities between social groups continue to hamper social harmony and erode gains achieved in meeting social targets. An estimated 53.8 percent of Sao Tome and Principe's population live below the poverty line, a percentage expected to remain constant for the foreseeable future unless broad targeted measures are put in place.

Sao Tome and Principe's economic performance was encouraging in 2009 despite the current global economic downturn. Real GDP grew at a rate of 4.5 percent, due to increased services sector growth, specifically in the tourism and construction industries. From 1 January 2010, the country adopted a fixed exchange rate regime with a currency peg of the Dobra to the Euro, cushioned with financial support from the Portugal of 25 million Euros. The support is conditioned improvements in political stability and in government performance as there are associated convergence criteria to be respected. Also, structural reforms will be required in order to modernize the country's economy and its competitiveness on the international market.

On the political front, following almost one year of relative stability, the withdrawal by the Democratic Movement Forces of Change (MDFN) from the coalition government in December 2009, a few months before legislative elections, marked a resumption of continued political instability in the country. The unwieldy coalition government tenure has been marked by weak capacity for interministerial policy coordination, with limited communication and information sharing within and between Ministries and state institutions. This situation had a detrimental effect on the performance of the Government itself and its development partners, including the UN system.

Summary on progress in UN Reform

Delivering as One

In the course of 2009, the UNCT reinforced its efforts in integrating the concept of "One UN" in the program and operational activities of the UN system. These are reflected in a number of joint projects and activities developed between agencies.

Implementation of the common services and premises was expanded to include all resident agencies with all agencies contributing to the Common Service/Common Premise Budget, including the UN Dispensary and the V-Sat Connectivity Budgets. Other shared services include cleaning, electricity, security, electrical and plumbing services and the back-up generator. On balance, these shared costs have contributed significantly overall cost reductions in UN operations. There is scope for reduction in business cost through merging additional operational activities for services such as transport, procurement and financial management systems. As part of the preparatory process for the new

UNDAF, a common Service review is envisioned in 2010. These measures constitute steps for an eventual implementation of the Joint Office Initiative in Sao Tome

Strengthening of the Coordination Capacity of the UNCT

In keeping with the Reform agenda, and to ensure coordination and collaboration in system-wide planning and programming, the Office of the Resident Coordinator played a key oversight role to facilitate synergy and cooperation among agency programs. Strategic interagency teams were established in order to support the implementation of the Country Team Work Plan as well as other priority activities. These included; an H1N1 Task Force, the Operations Management Team, a Communications Group as well as expanded theme Groups on disaster risk management. These have served to facilitate engagement with the Government and civil society partners in scaling up the national response to crisis and to advocate for Gender Equality and the Empowerment of Women respectively. A number of ad hoc teams were also set up to support government thematic working Groups in the formulation of sector strategies and the national plan.

Alignment with national development process

A key priority for the government in 2009 was the formulation of a Long-term strategic plan with the UN system as the primary partner in the exercise. A midterm review of the UNDAF was undertaken with among other objectives ensuring the UN system was well positioned to contribute substantively to the processes initiated by the government. With a tightly focused UNDAF and reinforced inter-agency teams, the Government prepared a first draft of the 2nd generation of Poverty Reduction Strategy Paper (PRSP). Emphasizing a thematic approach, UN agencies contributed in the revision of sector strategies notably in the trade, education, health, justice, and infrastructure and statistics sectors. UNICEF supported the Ministry of Social Communication, Youth and Sports in developing a National Social Communication Policy. As the lead agency on health issues within the UNCT, WHO supported the Ministry of Health in evaluating the pharmaceutical sector to study the unregulated importation and distribution of drugs in order to develop a pharmaceutical sector policy document (The results of the evaluation provide an empirical foundation for the regulation and strengthening of this sector, whose effective functioning is critical to addressing the chronic shortage of medicines in the country.)

The UNCT, with UNDP as the lead agency, has been drafting an orientation paper to help the Government conceptualize the linkages between the Long-term Strategic Plan, PRSP, sector plans and the Mid-term Expenditure Framework to better coordinate and set up a road map for the development and finalization of these important frameworks and strategies.

Adaptation and incorporation of DevInfo progressed in 2009 with the tool adopted and applied as the principal database for monitoring national strategies and policy implementation. Application of updated versions and extending usage to include national institutions and ministries not covered in 2008. Additional equipment and access to local technical back up services were furnished to ensure maximum utilization of the instrument. The UN system also provided support to ensure additional training for

national staff from the National statistic institute at the Bamako DevInfo. 6 workshop thereby enabling the establishment of a cohort of national trainers.

MDG-based national development strategies

Support continued for the preparation of a National MDG report whose results confirmed the unlikelihood of Sao Tome and Principe achieving all the MDG1 and gender equality targets by 2015. It was also evident that the other MDGs including MDG2, 4, 5 and 6 stand in a stronger position to be attained with the requisite and continued commitment and action by the Government.

To support the integration of MDG-based approaches into the 2nd generation of PRSP, UNFPA carried out a Health and Demographic Survey while UNDP provide support in the preparation of a household and consumption survey. These Surveys will provide the critical data and a stronger foundation for proceeding with a comprehensive MDGs-based costing of national development strategies and the long term plan. The preliminary reports of these surveys were published with the support of UNCT/ RCO.

Underpinning the progress on MDGs is the question of commitment and leadership. In this area, a leadership programme with a focus on training and preparation the a broad section of the country's leaders from all parties and sector was initiated drawing on experiences of other more advanced island states to complement support provided in the preparation of the long term and medium term plans.

Aid Coordination/Management/Paris Declaration

The most important achievement of 2009 in the area of Aid Management was the establishment by the government of an organizational structure for aid coordination. This structure clarifies the distribution of responsibilities between the Ministry of Foreign Affairs and the Ministry of Planning and Finances. An institutional framework for the aid coordination unit, as the implementing entity of the structure, has been established. This was all incorporated in a functional analysis of the cooperation ministry

Strengthening South-South cooperation especially among the PALOP started in 2008 with the national seminar with the participation of the experts from Cap Verde and Mozambique to promote experience exchange on aid coordination and management continued throughout 2009. The Operational Unit for Information Society (Nucleo Operacional da Sociedade de Informacao-NOSI), an entity of the Government of Cape Verde came to Sao Tome with support from the UN undertook an assessment of the ODA management database and capacities followed by a Development Gateway mission that provide the technical requirements and a roadmap for the preparation of an Aid management system linked to the national budget.

In the absence of a structure for dialogue and interaction with partner and at the request by the Prime Minister, the UN Resident Coordinator launched a development partners' forum to provide updates on policy and socio-economic changes and exchange views and experience on donor interventions in the country, which convened on a quarterly basis throughout 2009. The forum was extended to use of

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teleconferences and an internet –based network to include most of the country's partners who are nonresident and dispersed in the countries in the sub region, from Angola to Cameroon and Gabon. The forum was instrumental in ensuring continues inputs from development partners into the Long term plan and PRSP preparatory process as well as the creation of partners thematic groups to assist in the revision of sector strategies. To support the country in organizing the upcoming legislative and local elections, the development partners' forum, chaired by the Resident Coordinator, met and provided their views on technical and financial support to be provided. A project has been launched to this end, with the "basket funds" modality of funds management soon to be implemented.

Joint activities and HACT

The UNDAF midterm review process provided more focus to the UNCT approach to Delivering as One and created additional opportunities for agencies to work collectively. Considerable progress was evident in the number of joint activities undertaken to maximize the impact of UN programs. In addressing the outbreak of the H1N1 pandemic, the UNCT rapidly established an interagency Steering Committee that supported the national authorities in developing a national preparedness and response plan, formulating a joint support program and leading resource mobilization to ensure timely assistance to the government and people of Sao Tome.

Eight other joint activities have been implemented, dealing with: (i) school and health; (ii) district development; (iii) roadmaps for the reduction of maternal and new born mortality at the district level; (iv) a demographic health survey; (v) pharmaceutical sector; (vi) support to the Institute of Gender Promotion; (vii) evaluation of National Malaria program; and (viii) food security and nutrition strategic plan. District development and sector plans were prepared and finalized for the Autonomous Region of Principe and the districts of Caué. The preliminary report of the Demographic Health Survey results was published. A report of the malaria program was finalized and will be used to mobilize funds for the Malaria Indicator Survey (MIS) in 2010.

HACT has been operationalized, and implementation among agencies is ongoing.

UN Sao Tome Preparedness and Response to Emergencies and Disasters

The UN CT established an interagency working group responsible for emergencies and disasters. The group working with the RCO and with support from OCHA drafted a contingency plan for the UN in Sao Tome. In addition to this, an H1N1 Task Force working with support from OCHA and the WHO Regional Office was created. Sensitization sessions were organized for staff and other stakeholders. In further activities in regard to emergency response, the UN, under the leadership of WHO, provided technical assistance to the preparation of the National H1N1 response Plan.

Headquarter and Regional Support

The UNCT benefited a high degree of cooperation and technical support from DOCO, the RDT and Non-Resident Agencies throughout the year. OCHA's support was instrumental in the preparation of the UN

contingency plan on H1N1 and the Emergency Preparedness and Response Plan. The RDT notably the QSA team provided assistance in the preparation and conduct of the UNDAF Mid Term review.

Increasing the role and contribution of Nonresident agencies

The absence of most UN agencies has deprived the country from having access to support from the broader UN system. Outreach with and incorporation of nonresident agencies into the activities of the UNCT was strengthened through use of ICT. The virtual network enabled resident and non-resident agencies to share views and to identify strategic areas for joint activities, to explore resource mobilization opportunities and to contribute into the national planning process. Partnerships were established with the non-resident agencies and joint projects and activities in the areas of Trade, Drugs and Crime control, Employment, Education, Gender and Human Rights were formulated and implemented. The combined efforts of both non-resident and resident agencies contributed in increasing the profile and impact of the UN activities in some critical sectors that previously saw minimum UN involvement and contribution.

Summary on progress toward UNDAF Outcomes

In order to ensure adherence to the UNCT work plan and strengthen the impact of the UN system in 2009, the UNCT held a retreat in April to: (i) review work accomplished in 2008 and in the first quarter of 2009, (ii) identify opportunities for additional joint activities, reinforce UNDAF thematic groups, and the revise the UNDAF; and (iii) encourage agencies to “Deliver as One”, building on thematic groups and success in joint activities.

Among several recommendations, the retreat concluded that: (i) AWP could be reconsidered/ revised to reflect the real capacity of the UNCT in general and of each agency in particular; (ii) timely sharing of information and accountability of all staff members from Heads of agencies to their staff should be fostered; (iii) quality and performance reviews, oversight and monitoring with respect to the implementation of the UNDAF, UNCT Annual Work Plan, and CPAP in agencies, UNDAF theme groups, working groups and cross-cutting group (T/GW) levels should be expanded; (iv) all T/GWs should be encouraged to contact relevant knowledge networks to get substantive support, if and when needed; (v) the membership of each TG/WG should be aligned to the key mandates and competencies of each agency; and (vi) the M&E framework of each T/WG should be revised and developed.

In addition to and as a follow up to the retreat, an UNDAF mid-term review was carried out to: (i) assess the role and relevance of the UNDAF; (ii) assess the impact of the UNDAF on the lives of the vulnerable groups; (iii) assess the design and focus of the UNDAF; (iv) assess the effectiveness of the UNDAF in terms of progress towards agreed UNDAF outcomes; (v) assess the validity of the stated collective comparative advantage of the UN System; (vi) assess the effectiveness of the UNDAF as a coordination and partnership framework; (vii) assess the efficiency of the UNDAF as a mechanism to minimize transaction costs of UN support for the government and for the UN agencies; and (viii) prepare the ground work for positioning the UN system in Sao Tome as a One UN self-starter.

UNDAF Outcome 1: “By 2011, a larger number of vulnerable groups will have access to quality basic social services and healthy environment.”

To varying degrees, all the members of the UNCT committed a substantial percentage of their budget to basic services such as education, health, and access to drinkable water with a cross-cutting focus on vulnerable groups such as women and children.

Access of vulnerable populations to quality health services has increased

The area of health provides a good example of the effectiveness of coordinated UN system support, at both the upstream and downstream levels: a - at the upstream level, agencies under UNFPA leadership supported the formulation and implementation of a national reproductive health (RH) strategy; and b - at the downstream level, through the provision of practical RH inputs and supplies. This has had the effect of increasing coverage of the use of family planning products to a larger proportion of the population.

UNFPA and WHO collaborated in a complementary approach, with WHO to provide technical support and UNFPA providing mainly RH materials and supplies. The conclusion in the Second MDG Report that maternal mortality rates have remained continuously low (average of 5.5 per 100,000) between 1999 and 2006, despite a rise to 16 in 2005, with the result that MDG 5 is likely to be achieved, attests to the contribution to national efforts by the UN system in these area.

The malaria control program also demonstrates how the UN system has played a significant role at the upstream level, in assisting in the formulation of the Strategic Plan for Control of Malaria (2001-2010), and at the downstream level in providing coordinated support among donors, and particularly the UN agencies, UNDP-GFATM, WHO and UNICEF. The results are clearly evident at the outcome level which show: a - a decline of 95% in malaria morbidity between 2000 and 2007 associated with 95% decline in the reported malaria cases per 1000 population at risk (from 465 in 2004 to 22 in 2007); and b - a decline by 94% in the number of severe malaria cases per 100,000 populations per year, from 9177 in 2004 to 585 in 2007.

Access to basic quality education is improved

Though Child Friendly Schools Initiative was not included in the UNDAF as one of the education areas, a total of 6 new Child-Friendly schools were established and their institutional capacities strengthened through financial and technical assistance. These schools were also provided with rehabilitated sanitation systems. This resulted in the provision of potable water, and improved hygiene information on both islands. Didactic materials were provided to an estimated 72 primary schools, which improved learning and teaching of students and teachers alike.

A Monitoring and Learning Achievement survey, commenced in 2009, will provide crucial data on levels and quality of education of all students who finish the first four years of primary school. The study,

which is being conducted with both international and local research consultant supervision, covers both islands. Early indicators suggest that there are major challenges in the reading capacity of the average Grade 4 graduate.

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

Water and sanitation

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

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

Environmental management

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

On the social front, job creation is an issue of major concern, since about 300 new graduates have returned to STP in 2009 from studies abroad to join the swelling ranks of unemployed. Most returning graduates have a university degree, although a significant number of them have training in areas which are not highly relevant to the present needs of STP. The new graduates also prefer to stay in cities, instead of going to rural areas. This compounds the already difficult problem of rural-urban migration. Based on a request of the Government, the RCO provided technical support to the Government in preparing a situation and needs assessment in this area and drafting a program document to be support reinsertion and absorption of these new graduates into the economy. The UN and government are collaborating in mobilizing funding for the program.

UNDAF Outcome 2: "By 2011, public institutions ensure the protection of human rights, equity within natural resource distribution and sustained dialogue with civil society."

Protection of children, youth and vulnerable groups

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In 2007, a draft policy for inter-sector collaboration between the Ministries of Health and Justice for the use of maternity centers as a “one stop shop” for child birth registration was designed but not implemented. In 2009, specific efforts were made by the UN to accelerate the implementation of this policy. UNDP and UNICEF ultimately provided requisite support to automation of the birth registration of children and citizen in general, among other improvements to the National Registry.

Activities focusing on CRC and CEDAW advocacy and sensitization were undertaken. These activities aimed at increasing awareness of: the Conventions; key results of the Concluding Observations of the Geneva CRC Committee; information directed at rights holders and duty bearers at home, school, community and levels of governance. Some of these programs provided greater awareness on the synergy between the two Conventions, improved children’s skills and provided a framework for policy revision.

Socio-economic information management and statistical development

Support was provided to the drafting of strategic documents and monitoring reports for certain sectors including for a new National Development Strategy, a diagnostic study on the functioning of the Ministry of Foreign Affairs, the 2009 National Human Development Report, monitoring reports on the DSRP and the Household Budget Survey.

Rule of law, human rights and gender equality

A broad based national consultation on Justice sector was organized with UNDP technical and financial support in November 2009 to address the increase loss of public confidence in the organs of justice and the decline in rule of law nationally. The objective of the consultation was to reach a consensus between national stakeholders on a Judiciary Reform’s program and process scheduled for 2010-2020. A framework and a road map for the implementation of a comprehensive justice sector reform program was produced and endorsed by all key national stakeholders with the head of government, the Prime Minister indicating that reform of the judicial sector and reconstituting the rule of law would be the primary objective of the government in 2010.

With support from RDT Dakar in the provision of key resource persons, training workshops on integrating human rights and gender-based approaches were organized for UN staff and governmental counterparts in order to help participants to incorporate these approaches into programming and their daily work.

Disaster management

Following up on a workshop organized by the UN Country Team on humanitarian coordination in disaster situations, a high-level government delegation from Sao Tome and Principe, supported by the RCO working closely with UNDP Mozambique, participated in a simulation exercise on natural disasters held in Maputo from 20 November to 4 December 2009. This exercise, organized by the Mozambican

National Institute for Natural Disaster Management (Instituto Nacional de Gestão de Calamidades Naturais de Moçambique, INGC), provided opportunity for the Santomean delegation to observe first-hand an evaluation of preparedness and disaster response in the field and gather information on the efficiency and effectiveness of Mozambique's National Emergency Plan. Agreement was reached with UN facilitation for Mozambique to provide technical support for the establishment of a Sao Tome disaster management unit and in the preparation of a national disaster prevention and management strategy.

Staff Security

The UNDSS support to the inter-agency Security Management Team (SMT) has strengthened joint action on staff safety and security with an updated security plan is in operation involving the participation of all staff. The SMT held monthly meetings and with support from the Gabon based Security Advisor has ensured that the Security Risk Assessment, MOSS/MORSS, SOPs are updated. Cooperation and information exchange with national authorities on the country situation and on staff security improved.

Key aspects of the proposed 2009 work plan

The 2010 work plan aims to ensure that the UNCT takes the actions planned to achieve UNDAF outcomes and determines whether it is making sufficient progress towards achieving the UNDAF outcomes. At the same time, the work plan recognizes the constraints placed on the UNCT, addresses new challenges, aims to take advantage of emerging opportunities and build on previous program achievements, strengthen partnerships, and make use of recent evaluations and lessons learned. Specifically, the experiences gained and activities to be pursued are as follows:

- Due to frequent changes in national counterpart staffing resulting from changes in government, broad-based capacity-building for a large number of officials in both the central and local Governments as well as in CSOs is needed. The development of the second-generation PRSP and growth strategy linked to a long term development plan requires continued UNCT support, coupled with continued support in the completion of the sector reviews, needs assessment and costing exercise.
- Promotion of gender equity, consolidation of gains in AIDS, TB and malarial control, as well as programs to improve maternal and child health, food security and nutrition will be continued.
- A human rights-based approach and gender approach should continue to be integrated across all activities;
- Strong ownership of the development management process, ODA mobilization and coordination are critical for the country to address the twin challenges of poor growth and poor governance.
- The UNCT will seek to finalize the inter-agency contingency plan, on the basis of which humanitarian assistance would be organized in case of natural or man-made disaster, to which Sao Tome and Principe is considered particularly vulnerable.
- The country will hold national and local elections in 2010, which either represent an opportunity for a stronger and more comprehensive contribution of UNCT on the decentralization process

and strengthening of capacities at the local level, or be a factor of instability, delaying the progress of several ongoing projects.

- To better implement the UNDAF and monitor its implementation, the 2010 Annual work plan of the UNCT is UNDAF-based. Annual work and monitoring plans will be developed for each UNDAF thematic, with description of each agencies involvement and responsibility; use of the “program approach” so that all UN assistance is systematically aligned with and supports specific components of the national poverty reduction strategy and national sector or thematic programs or strategies, and is coordinated with (harmonized) with other UN and donor partner inputs.

Preparation of a new UNDAF (2012-2016)

With the current UNDAF due to expire in 2010, the country team will launch the preparation of the new UNDAF cycle for 2012-2016 in the course of 2010 in collaboration with the Government and development partners. Staff of the UN and partners will jointly receive training in UN Common Country Programming with support expected from DOCO/UNSSC and the RDT, an exercise that in the context of Sao Tome is crucial for ensuring collective ownership and leadership in the UNDAF preparation and subsequent implementation.

The process will draw on the UNDAF annual and midterm reviews and the final evaluation of the current with the new UNDAF expected to be fully anchored on the analysis and priorities reflected in the new PRSP under finalization, as well the long term plan and agencies and partners analyses and assessments.

Diversification of the Sao Tome economy is among the priorities of the government in the medium to long term. While oil production is not expected to commence for a few years, the country has already been benefiting from income from exploration and auctions of off shore oil blocks. Ensuring a vibrant, flexible non-oil private sector particularly in agriculture and tourism is essential for the sustainability of economic growth, employment generation and social development. Within the preparatory process for the new UNDAF, the UN will review and position itself to support the country in addressing these challenges.

Recommendations

Given the political volatility of the country, small number of resident development partners, and limited budget of UN resident and non-resident agencies, the RCO budget is potentially an important resource for supporting the UNCT in catalyzing the preparation of joint programs and activities. With a new Government enjoying broad mandate and ready to engage with the UN system imminent in 2010, an increase in the budget allocated to the RCO and some flexibility in its use for catalytic programming purposes merits serious consideration. This would complement non-core resources and centrally located UN funds and facilities to meet emerging requests from national partners. Pooling agency technical resources and clearly demarcating agency roles would improve the country team's ability to mobilize and effectively utilize resources.

For a small UNCT in a small country with limited national capacity in all areas, UN programming instruments typically designed to address the challenges of large UN Country Teams with a multiplicity



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of development partners, vibrant civil society and engaged governments presents application challenges. The UN system could address this by exploring the options and possibilities for developing programming instruments that are flexible enough to be easily adapted to the needs of small teams operating with limited resources in small countries with limited capacity.

Part 1: 2009 RC/HC/DO and UNCT Workplan

KEY RESULT AREAS	Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
Result Area 1: Coordination for Results			
UN support to formulation/implementation of relevant national strategies or plans e.g. JAS/NDP/PRSP	Support Government effort to formulate Long-Term Strategic Plan (LTSP) and mid-term Development Plan of Action (2010-2015)	UN inputs provided for the formulation of the LTSP	Draft of LTSP prepared
		Availability of mid-term development Plan of Action	
	Support Government effort to formulate the 2nd generation of PRSP	Draft PRSP with UN inputs	First draft of PRSP prepared
		UN inputs provided to the elaboration and review of the Sectorial Mid-Term Expenditure Framework	Not done
	Sectoral strategies drafted with UN inputs (water and sanitations, spatial planning, education, etc.)	Sectoral strategies drafted for trade, education, infrastructure and statistics;	
UN plan to support the implementation of the Millennium Declaration, including scaling up IADG/MDG initiatives	MDG need assessment continued	Need assessment reports drafted (target: at least reports for 3 sectors: education, health and agriculture)	Ongoing; results of demographic and health survey available; availability of Strategy paper and project document "National Professional Development and Capacity-building Project, 2010-2014"
		Availability of MDG-based sectoral strategies	
UNCT Contribution to the National Development Plan/Poverty Reduction Strategy/MD and MDGs plan	Leadership and management training activities for key national leaders	No. of training activities; No. of politicians trained (target: at least 20 trained)	35 political leaders trained
		Leadership and management curriculum' s availability	Curriculum prepared

KEY RESULT AREAS		Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
	UN support to capacity development strategies	Broad-based capacity-building for officials at central and local Governments and in CSOs	No. of training; No. of civil servant trained (Target: at least 50 trained)	138 community health workers, 35 EMAI and district officials, and 2 Ministry of Health officials trained in the integrated management of childhood illnesses; 2 members of the PLWA Association (STP) trained in updated strategies on preventing discrimination and stigmatization and on adolescent HIV/AIDS advocacy; 5th Network Meeting of the LSS (Lacos Sul-Sul) Initiative held, with staff trained in GPS local water management information systems

KEY RESULT AREAS		Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
			No. of civil society staff trained (target: at least 30 trainees)	75 religious leaders and field workers trained in 5 priority strategies for improved sanitation and hygiene
			Availability of management curriculum	Curriculum prepared
	UN assistance to national authorities for the preparation of the national report on the implementation of the Brussels Programme of Action of LDCs⁴	Technical support for the preparation of the national report	Monitoring report available and submitted to the 4th UN Conference on LDCs	National report submitted
Aid Coordination/ Management / Paris Declaration	DHS results published and disseminated	National capacity on data collection, processing and analyzing reinforced	Technical support provided to reinforce the capacity of national system (target: at least 1 consultant/sector)	Training workshop provided to the National Institute for Statistics on data collection, processing, and analysis provided
		DevInfo used for monitoring progress of MDGs, PRSP and other development plans	Page views of DevInfo; Use of ITC equipment in relevant Ministries and services including the Ministry of Foreign Affairs, Ministry of Finance, and Ministry of Planning	1 staff member of the National Institute of Statistics trained in use of DevInfo Version 6.0

KEY RESULT AREAS		Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
UN support to aid coordination/management		Support the creation of the Government's Aid Coordination Unit	Joint meetings between with Government's Aid Coordination Unit (target: at least 6 meetings/year)	Ongoing
			Availability of donor profile	Ongoing
		Advisory and technical support in reform of the Minister of Foreign Affairs and Cooperation to better mobilize resources	No. of MoFA staff trained, MoFA restructured to better coordinate aids (target: new MoFA structure)	Proposal prepared on restructuring of MoFA; workshop held for MoFA staff and diplomatic community to raise awareness of proposed changes
UNDAF/Common Programming	Efforts to align UN programme cycle with national development cycle	Revised UNDAF takes into account the Long-Term Strategic Plan and PRSP	Revised UNDAF aligned with Long-Term Strategy Plan, mid-term Development Plan of Action, and PRSP	Ongoing
	Progress towards UNDAF outcomes (inputs provided by theme group chairs)	2 UNDAF Theme groups functional	No. of meetings held by each Theme group (target: at least 3 quarterly meetings by Theme Group)	AWP implemented by TWGs
		All Working groups selected for 2009 functional	No. of meetings held by each Working group (target: at least 10 monthly meetings by working group)	Periodic and ad hoc TWG meetings held
	Implementation of UNDAF M&E framework	UNDAF M&E framework ensured by RCO	No. of UNCT monthly meeting; Monitoring of UNDAF implementation by RCO staff assisting theme groups and working groups drafting their AWP and meetings	9 monthly meetings held; 25 extraordinary meetings held; monitoring of AWP implementation carried out by RCO and TWGs
	UNDAF Annual Review/ UNDAF Evaluation	UNDAF Review undertaken	Report of UNDAF Review	Mid-term review report with concrete recommendations on UNDAF design and implementation in 2010-2011 prepared
			Standard Progress Report produced	
Joint activities developed on aid coordination		Mapping of donor profile available	Donor profiles prepared	
		N.of meetings with stakeholders	7 meetings on aid coordination held	
		Joint activities developed on district development	No. of district with integrated development plans and/or sectoral plans	Two districts with integrated development plans (Autonomous Region of Principe and district of Caue)

KEY RESULT AREAS	Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
	Joint activities to support to the Institute of Gender Promotion	No. of meetings and materials provided to reinforce the capacity of Institute of Gender Promotion	2 training workshop provided to the Institute of Gender Promotion; 1 mission undertaken to review practices in the Republic of Congo

KEY RESULT AREAS	Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
	Joint activities to support the evaluation of Malaria	Availability of evaluation report;	Done
		Report published to mobilize funds for the Malaria Indicator Survey (MIS);	Done

KEY RESULT AREAS	Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
	programme	Availability of the report on UNCT, UNDP, WHO, UNICEF websites	Report available in WHO website

KEY RESULT AREAS		Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
Joint UN activities		Joint activities on DHS	DHS results published and disseminated	Preliminary report of DHS results published
		Joint activities on DHS	Reports of specific DHS data published and disseminated (target: at least 3 reports on malaria, HIV/AIDS, etc..)	Ongoing
		Joint activities to support the development of a food security and nutrition strategic plan	Draft nutrition policy document	Ongoing
			Nutrition and food security draft strategic plan	
		Joint activities to support the elaboration of a school health strategic plan	Report of mapping of existing intervention	Ongoing
			School health draft strategic plan	
		Joint activities to support the development of policy document and strategic plan on pharmaceutical sector	Evaluation of the pharmaceutical sector report	Ongoing
Pharmaceutical sector draft policy document				
Pharmaceutical sector draft strategic plan				
Joint activities to support the implementation of roadmap for the reduction of maternal and neonatal mortalities in all the districts and Principe	Report on level of achievement of indicators selected for the roadmap;	Ongoing		
	Report of a national meeting on roadmap implementation level			
	Joint activities to support the Ministry of Health in formulation and implementation of the Preparedness Plan to the A/H1N1 Flu	N. of spots radio-TV, national guidance, training materials produced and distributed; N. of health staff at the central and community level and CSO staff trained; N. of intersectorial coordination meeting held; N. of antiviral (tamiflu), individual protection equipment (EPI), antibiotics et antipyretics purchased and used ; No. of samples sent to laboratory of reference	1) Communication materials prepared by the CNES : 1 radio and television; advertisement; 10,000 flyers; 10,000 posters;1 performance 2) 109 persons trained by the CNES:20 staff of the Red Cross; 20 staff of the New Apostolic Church (Igreja Nova Apostólica); 30 teachers at the Atanásio Gomes Primary School; 33 trainers 3) Training tools developed by the CNES: 1 tool/manual for training of trainers; 1 activists' guide 4) 140 persons from different sectors trained in monitoring/detection and information on influenza A(H1N1) by the Epidemiological Monitoring Section in collaboration with CNES (airport, ENASA, Border Police, Customs Service, travel agencies, veterinary health services) 5) 7 technical staff responsible for epidemiological monitoring and 11 technical staff in the field of statistics from the districts and Dr Ayres de Meneses Central Hospital trained on monitoring of influenza A(H1N1) 6) 1 training tool/manual for monitoring and statistics staff prepared by the Epidemiological Monitoring Section. 7) 1 information sheet on influenza A(H1N1) for travelers and 1 survey form for travelers from countries with cases of influenza A(H1N1) prepared	
HACT	Plan for the roll-out/implementation ⁷ of HACT in the country	Elaboration of plan for the implementation of HACT in the country	Plan for implementation of HACT available	Ongoing
	Strengthening national systems/capacities through HACT	National capacity on NEX including HACT reinforced	No. of implementing partners trained (target: at least 50 trained)	Training provided to partners

KEY RESULT AREAS	Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
UN support to incorporation of gender equality in national planning processes (such as National Development Strategies; PRSPs; SWAPs; Joint Assistance Strategies, etc.)	Coordination mechanism on CEDAW and Gender Equality established	Existence of Coordination mechanism on CEDAW and Gender Equality	Ongoing

KEY RESULT AREAS		Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
Gender Equality	Capacity development for gender theme groups to support UNCT to respond to national priorities for gender equality	Capacity of national and local institutions to implement National Gender Strategy reinforced	No. of training and workshops developed	2 training workshop provided to the Institute of Gender Promotion; 1 mission undertaken to review practices in the Republic of Congo
			Number of national and local institutions personnel trained (target: at least 30 national institution personnel trained; at least 30 local institution personnel trained)	Ongoing

KEY RESULT AREAS		Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
			Technical support the Government in preparing the first CEDAW report	
		Gender approach integrated across all activities	Training of all UN programme staff and their immediate technical counterparts in Government and in CSO (targets: at least 80% of UN Staff trained; at least 50% of Government and CSO counterparts trained)	
HIV/AIDS	Establishment of Joint UN Team on AIDS and implementation of joint programme of support on AIDS	Joint UN Technical group on HIV/AIDS operationalised	No. of meetings held (target: at least 10 meetings held);	10 meetings organised
			Joint UN Technical group on HIV/AIDS' workplan validated and implemented	Workplan implemented
	UN support to the national response to AIDS through strengthening the Three Ones	Provision of support to national authorities by the UN theme group for the development of the 2nd National Strategic Plan on HIV/AIDS 2009-2013	Draft HIV/AIDS strategic plan with UN inputs	Availability of draft strategic plan
			Proposal to round 8 of GFATM improved and submitted to 9th round	Done. Proposal submitted
		Provision of technical support for the functioning of revised secretariat of the National HIV/AIDS Committee	Proposal of revised national secretariat including human resources plan, organigram, job description and budget	Ongoing
		Proposal of revised district secretariat including human resources plan, organigram, job description and budget		
HIV/AIDS in the Workplace	Implementing UN Cares 2009-2010 workplan	No. of male and female condoms dispensed	Monthly distribution of male and female condoms	
		No. of sensitization, information and capacity building sessions held		
	Other			
Human Rights	Application of Human Right Based Approach	Human rights-based approach integrated across all activities	No. of programme documents reviewed from and incorporate a HRBA perspective	HRBA applied in programming
			Review of the UNDAF results matrix from an HRBA is completed	Done
	Strengthening the capacity of UNCTs to support national human rights protection systems	Training of all UN programme staff	No. of training for UN Staff and national counterparts.	Training workshop on human rights organised from 2-4 September; 100 percent of staff trained
	Planned initiatives to increase cost-effectiveness of UN operations, incl. common administrative services and common arrangements in support of programme delivery (including Joint Office initiative)	Market survey on goods and services for improved quality and better price	Survey report used as reference for UN and partners acquisitions	

KEY RESULT AREAS		Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
	Planned initiatives on common premises	Study on joint procurement for goods and services	Availability and use of study's recommendations	Ongoing
Result Area 2: Coordination of Emergency Preparedness and Relief				
Preparedness	Coordination of emergency preparedness efforts of UNCT members and relevant humanitarian actors	Technical support to the establishment and function of Government's Emergency Preparedness and Response (EPR) Unit	TOR for technical assistance for the development of a national EPR Unit	Existence of multisectoral structure for Emergency Preparedness and Response
			EPR Unit terms of reference available	List of potential implementing partners prepared
			List of potential implementing partners for all sectors/cross-sectoral areas in place and regularly updated	
		Partners capacity assessed per lead sectors	Training provided to members of the multisectoral structure on Emergency Preparedness and Response	
		Develop an EPR Plan	Nomination of Emergency Focal Points among agencies	Emergency Focal Point nominated; inter-agency contingency plan for EPR prepared
			Elaboration and approbation of ToRs and EPR responsibilities	Ongoing
			ToR and EPR responsibilities are included in relevant staff	
		Capacity building for partners including in Emergency Preparedness and Response (EPR) and Annual Work Plan (AWP)	No. of training (target: 2 training/area/year);	1) 1 training organised with support of OCHA 2) Participation of the Sao Tomean delegation to humanitarian coordination in disaster situations in Mozambique (20 Nov - 4 Dec)
			No. of national counterparts trained (target: at least 25 trained/training)	35 national counterparts trained
		Joint activities to support the finalization of National and UN Avian and Human Influenza Plans based on simulation exercise held in 2008	Revised UN AHI Plan	Joint project on preparation and response to the pandemic flu A(H1N1) launched
Revised National AHI Plan	Revised national AHI Plan available			
		TOR for technical assistance for the elaboration or update of vulnerability assessment	Ongoing	

KEY RESULT AREAS	Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
	<p>Joint activities to support the elaboration of a national preparedness plan for natural and man-made</p>	<p>Technical missions with support of UNDP/BCPR; and OCHA to draft the national preparedness plan for disaster which includes crisis prevention and recovery plans</p>	<p>Ongoing; OCHA and ISDR mission planned for 1st quarter of 2010</p>

KEY RESULT AREAS	Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
	man-made disasters	Facilitation workshop to draft the plan	Facilitation workshop held in November 2009
		Vulnerability map	Vulnerability map prepared

KEY RESULT AREAS		Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
			TOR of technical assistance for the development of a national contingency plan	TOR prepared

KEY RESULT AREAS		Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
Result Area 3: UN Advocacy and Resource Mobilization				
Joint UNCT Advocacy and Communications	Development/implementation of the UNCT communications/advocacy strategy & plan	UN in STP website updated	Information about UNCT and agencies' achieved and ongoing projects uploaded and online	First draft of new website content prepared
		UNCT communication and advocacy enhanced	No. of joint advocacy, and "Meet the Press" debates/sessions held	UNCT e-bulletin prepared and published on monthly basis
		Technical support for the development of the National Social Communication Policy	Draft National Social Communication with UN Communication group's inputs	Ongoing; participation by 2 RSTP radio journalists in new radio information technological skills training, held in Cenjor, Portugal
		UN radio program "UN in Action" continued	Two training workshops held with the participation of 15 representatives from different national media organizations	Two training workshops held
		Special events organized	Joint promotional materials, campaigns, and communication packages produced and distributed No. of special events organized (target: UN Day, Poverty Day, and Human Rights Day)	Not done UN Day, Poverty Day and Human Rights Day events organized
Joint UNCT Resource Mobilization Strategy	Development/implementation of RM strategy	Prepare RM Strategy amongst UNCT	RM Strategy validated among UNCT	First draft of RM Strategy prepared
Result Area 4: Security Management				
	Up to date security plan	Prepare updated security plan	Updated security plan approved	Updated security plan prepared
	Security Management Team	Safety and security issues continuously monitored and enhanced	No. of SMT meetings (target: at least 4 meetings)	Monthly SMT meetings held
			No. of SMT meetings with the Government (target: at least 2 meetings)	Not done
Implementation of security training for staff	Provide security training for staff	Percentage of staff trained (target: at least 80%) Availability of curriculum	Training on radio use provided to all staff	
Result Area 5: Non-Resident UN Agencies				
Special measures to integrate non-resident UN agencies in UNCT processes Supporting the Involvement of non-resident UN agencies in the national strategic planning processes/ UN programming		Continue to keep non-resident UN agencies with activities in the country abreast of all work of UNCT	UNCT e-bulletin distributed to non-resident UN agencies	UNCT e-bulletin prepared and sent to NRAs on monthly basis
			No. of communication between UNDAF Theme groups, Working groups and non-resident UN agencies	Regular communication with NRAs maintained

KEY RESULT AREAS		Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
		Technical support for activities lead by non-resident UN agencies	No. of activities of non-resident UN agencies in which technical support staff is engaged	UNTAD missions; UNODC needs assessment mission; FAO activities in STP carried out successfully
Coordination Capacity of the UNCT				

KEY RESULT AREAS		Expected Outputs ¹	Performance Indicators ²	Actual Outputs at Year End
Strengthening UNCT Coordination Capacity	RCO Staffing	Effective function of UN Coordination ensured	Fulltime work of Coordination Specialist	UN Coordination Specialist active and functioning effectively
			Participation and substantive support of RCO staff in different theme and working groups	RCO participating in and providing substantive support to TWGs
			Organisation of the UNCT retreats and meetings	UNCT retreats and meetings held
			RCO staff received training in Partnering skills for engagement, updated coordination and communication policies	Not done
			Mission	RC participation to RC Africa cluster meeting
	Materials/Equipment	Effective function of the RC office	RCO adequately equipped and functions	Ongoing
	Training of UN staff	Training session on UN Reform; HIV/AIDS, NEX, Gender and Human rights-based approach	No. of trainings/ Brown Bag lunches (target: at least 1 training/area)	Training session on UN Reform, Gender and Human Rights-based Approach held
Other				
Total in USD:				

¹ Products or services, which result from the completion of activities within a development intervention

² A quantitative or qualitative variable that allows the verification of changes produced by a development intervention relative to what was planned

³ Please name the agencies and the amounts

⁴ This reporting requirement applies only to LDCs

⁵ For post-conflict countries only

⁶ Please fill out also the information requested in the database on Joint Programmes (hyperlink)

⁷ Full implementation of HACT means to start using FACE with partners and a new assurance framework

Part 2: 2009 Performance Appraisal Planning

Using the 2009 Workplan (above), please insert the key planned results and performance indicators for which the RC/HC/DO and UNCT will be appraised against for the year 2009. There should be one key planned result, per result area, and these should be drawn from and specifically related to the 2009 workplan.

KEY RESULT AREAS	RC/HC/DO		UNCT	
	Key Planned Results	Performance Indicators	Key Planned Results	Performance Indicators
Result Area 1: Coordination for Results	Leadership is provided to UNCT in its support for the drafting of the Long-Term Strategic Plan (LTSP) and mid-term Development Plan of Action (2010-2015) by the Government	No. of meetings held with Government to discuss LTSP and mid-term Development Plan of Action No. of meetings held with UNCT to discuss LTSP and mid-term Development Plan of Action	Support provided to Government in formulating Long-Term Strategic Plan (LTSP) and mid-term Development Plan of Action (2010-2015)	LTSP and mid-term Development Plan of Action drafted with UN inputs
Result Area 2: Coordination of Emergency Preparedness and Relief	Government's Emergency Preparedness and Response (EPR) Unit is established and functioning	EPR Unit created and staffed ToRs for the EPR Unit approved	Capacities of Government developed with respect to Emergency Preparedness and Response (EPR)	No. of trainings (target: 2 trainings/area/year); No. of national counterparts trained (target: at least 25 trained/training)
Result Area 3: UN Advocacy and Resource Mobilization	UNCT Resource mobilisation (RM) and advocacy strategy operational	RM Strategy validated by all agencies in UNCT	"UN in STP" website updated	Information on UNCT and agencies' completed and ongoing projects posted on the "UN in STP" website (current to preceding month)
Result Area 4: Security Management	Continuous monitoring of safety and security issues is ensured	Updated security plan communicated to the Government	Provide security training for staff	Percentage of staff trained (target: at least 80%) Availability of security training curriculum
Result Area 5: Non-Resident UN Agencies	Non-resident UN agencies informed of all UNCT activities in the country	No. of updates on activities of UNDAF Thematic Groups and Working Groups provided to non-resident UN agencies (in form of meetings or UNCT publications)	Technical support for activities lead by non-resident UN agencies	No. of activities of non-resident UN agencies in which technical support staff is engaged

Vital UNCT Statistics 2009

Please select country: Sao Tome and Principe

Income Status of the country: LDC

Select the security phase(s) of country: **Phase** 1 **Location** Throughout the country **Dates** Jan-09

Select (or identify otherwise) if the RC is also: **Designation** HC DO **Name** Gana Fofang Gana Fofang **Dates** 8-Aug-08 8-Aug-08

Interim RCs: **Name** N/A **Agency** **Dates**

List the UNCT members: **Resident** UNDP UNFPA UNICEF WFP WHO **Please indicate their names** Gana Fofang Victoria d'Alva Batilloi Warritay Domingos Cunha Pierre Kahozzi-Sangwa **Non-Residents** ILO UNESCO FAO **Please indicate their names** Dayina Mayenga Mohammed Bachiri Benoit Horemans

Are there agencies with Liason officers? No

List the current thematic groups in your UNCT Basic social services Governance and human rights

Other(s) **Please indicate** Operations Management Team Communication and information Data for Development Joint UN team on HIV/AIDS Disaster and Avian and Human Flu HACT Security management team UN Care SESAP (Health; Education; Food security and Nutrition; Water, Sanitation and Hygiene)

Provide information of RC Office Staffing: **Number of RC staff** 1 **Type** International **Contract modality** 300 series **Level** ALD 3 **Title** Coordination Specialist **Source of Financing** SRC/UNCCF **Amount** \$107,777 **Main areas of responsibility** **Period in the job** 1-Jun-09

UNDAF Information Indicate if your country has an UNDAF Yes **UNDAF Cycle** From: 2007 To: 2011 **Date UNDAF signature** 23-Jan-06 **Date of CPAP signature**

Is UNDAF cycle aligned with the national cycle? Yes 2005-2010

Is UNDAF aligned to the national priorities? Yes **Specify if the UNDAF is aligned to:** PRSP NDP

Is there an Integrated Strategic Framework (separate from UNDAF)? No

Has the UNCT adopted innovative mechanisms for programme implementation and management such common operational documents? Yes **What type of mechanism?** Joint AWP's Joint implementation mechanism Common reporting

Provide an estimated percentage of the UNDAF that are covered by Joint Activities **Percentage** 20%

In your current UNDAF specify the years that you have conducted Annual Reviews	Year 2009			
Indicate if your country has ever undertaken an UNDAF Evaluation	Yes	Year 2009		
Does the UNDAF support the achievement of the MDGs in your country?	Yes	List the MDGs that the UNDAF addresses directly: MDG 1 MDG 2 MDG 3 MDG 4 MDG 5 MDG 6 MDG 7 MDG 8		
CCA Information				
Indicate if your country prepared a CCA as the basis for formulating the current UNDAF	Yes	Year 2005		
National Development Plan/PRSP information				
Indicate if you country has a:	PRSP	Year From : 2005	To: 2010	
Is the National Development Plan or PRSP MDG-based?	Yes			
Did the UNCT provide support to the formulation of the PRSP/NDP?	Yes	What type of support? Advocacy Policy Dialogue Coordination Capacity Development Technical assistance Financial	In what areas? Integration of IADG/MDGs Budgeting and Costing Sectoral support MDG Scale Up projects/programmes Aid Coordination Management New Aid modalities (SWAPs, DBS, etc) M&E Engagement of civil society Institutional capacity building Human Rights and Gender	Specify sector: health, education, water and sanitation, trade, agriculture, and justice Name it: strengthening civil society organisations' capacities
Does/did the UNCT provide support to the implementation of the PRSP/NDS/NDP?	Yes	What type of support? Financial (Poverty observatory created) and technical supports (consultancies)		
Aid Effectiveness				
Does the UNCT provide support on South-South Cooperation?	Yes	Please specify: South-South cooperation is supported through activities such as the participation of a national delegation, with technical support provide by the RCO, in a simulation exercise on natural disasters held in Maputo from 20 November to 4 December 2009. This exercise, organized by the Mozambican National Institute for Natural Disaster Management (Instituto Nacional de Gestão de Calamidades Naturais de Moçambique, INGC), was also attended by delegations from Angola, Madagascar, Malawi, and Zimbabwe.		

Does the UNCT pursue a coordinated approach to developing national capacity?	Yes	Please specify: The project "Support the Aid Coordination Unit" fosters a coordinated approach to developing national capacity through such activities as a workshop designed to assist Government stakeholders to better understand the concept and mechanisms of aid coordination.
Does the UNCT participate in sector-wide approaches (SWAs)?	No	
Does the UNCT provide direct budget support?	No	
Does the UNCT chair/co-chair aid effectiveness and coordination fora?	Yes	Please specify: The UN Resident Coordinator launched a development partners' forum to provide updates on policy and socio-economic changes and exchange views and experience on donor interventions in the country, which convened on a quarterly basis throughout 2009
Has the UNCT defined complementary roles with the Bretton Woods Institutions?	Yes	Please specify: Based on a review of comparative advantages between the UN system and Bretton Woods Institutions, the UN system has agreed that its analytical focus will be on sectoral studies and sector-based policy formulation as well as the costing of a national development plan, while Bretton Woods Institutions will focus on macro-economic scenarios. In terms of their policy engagement, the UN system will focus on education, health, food security, and governance issues such as judiciary and public administration reforms, while BWIs will focus on public financial sector reform.
Does the UNCT provide capacity development for use of aid modalities and aid management?	Yes	Please specify to whom: Central government

		Line ministries Regional/local authorities CSOs
Is there an aid management information system (AIMS) in place?	Yes	Which one? AMP DevInfo
Is the monitoring and evaluation of the UNDAF aligned with national systems?	No	Please specify: A national system for monitoring and evaluation does not current exist.
Does the UNCT monitor its performance on aid effectiveness independently of the Paris Declaration Monitoring Surveys?	No	
Is the UNCT able to monitor its performance on aid effectiveness?	Yes	Please specify how: Within the framework of its UNDAF Mid-term Review, the UNCT examined the following aspects of its performance with respect to aid effectiveness: 1) relevance of UNDAF implementation; 2) impact of UNDAF on the lives of the vulnerable groups; 3) effectiveness of the UNDAF as a coordination and partnership framework; and 4) comparative advantage of the UN System The UNCT further gathered information on its performance in terms of aid effectiveness through annual Government and agency delivery reviews.
Common Services & Harmonized Business Practices		
Has a Common Services training been conducted?	No	
Have you implemented new common services in the last year?	Yes	Please specify how: New agreement with local bank to obtain better banking services and tariffs for UNDP, UNFPA and WFP
Does your common services/business operations planning coincide with programme planning?	Yes	