

**Country : SÃO TOME AND PRINCIPE; UNDAF 2017-2021 - EVALUATION**

Evaluation Title/Year: Final UNDAF Evaluation - 2021

- Preparation of the management response: UNCT and Evaluation Steering Committee
- Approval of the management response: UNCT and the Joint Steering Committee
- Follow-up monitoring and updating of the management response's implementation: Joint Monitoring & Evaluation Team
- Frequency of monitoring and updating: Semi-Annual

**RECOMMENDATIONS TO IMPROVE FORMULATION AND GOVERNANCE OF THE NEW CF**

**Recommendation 1:** The UN should strengthen UN Resident Coordinator's Office in terms of staffing and operations and management systems: The UN should ensure that the requisite staffing levels are adhered to so as to ensure effective delivery during the next programmatic cycle. Strengthening the capacity of the RCO would go a long way in enhancing the management and coordination of the future formulation and implementation of the UN cooperation framework that will guide UN system programming in STP.

Management response - Accepted/Partially Accepted/rejected : DCO is addressing the issue. The new Admin. Assistant is already on board and recruitment process is ongoing to recruit a Team Leader

Accepted

If rejected or partially accepted, please provide an explanation:

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Key action(s)	Time frame (or deadline)	Responsible agency (ies) / unit(s)	Monitored by Cláudio Vicente			
			Comments (or)	Status of implementation	Month of monitoring	Year of monitoring
1.1 Do follow up with DCO on the recruitment process of a Team Leader and the new Administrative Assistant	30/09/2022	DCO/RCO	Recruitment of AA	ongoing as expected	December	2022
1.2						
...						

**Recommendation 2:** The UNSDCF should explicitly develop a theory of change: this would enable the identification of cause effect relationships (the causal pathway) that allow the development of more logical linkages between development challenges, the identification and evaluation of strategic priorities, and the definition of outcomes

Management response - Accepted/Partially Accepted/rejected : The UNCT will develop a Theories of Change for the new UNSDCF 2023-2027, including specific for its outcomes, that will identify catalytic development solutions and pathways of change and maps the UN's contribution in each area of intervention.

Accepted

If rejected or partially accepted, please provide an explanation:

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2.1	2.1 Hold a brainstorming session with UN colleagues and partners on causal analysis, problem and solutions tree, which is at the basis of the Theory of Change. The new UNSDCF will be based on the ToC with explicit chapter in UNSDCF on ToC that lead to strategic focus and outcomes	31/07/2022	Outcomes RGs/RCO	Completed during working session of UNCT planning retreat in July 2022.	completed	December	2022
2.2							
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<p><b>Recommendation 3:</b> The UN should review and strengthen the functions of the M&amp;E system and Result Groups: Results Based Management (RBM) systems and Information Management Systems (IMS) are fundamental and core UN programming principles. There is a clear need for the UNS in STP to analyse and strengthen the RCO M&amp;E Unit with appropriately skilled and experienced staff and enhance monitoring, evaluation and reporting mechanisms and the linkages UNDAF thematic Result Groups. The evaluation noted inherent weakness in monitoring and reporting mechanisms which compromised UNDAF implementation and accountability. Furthermore, in the preparation of the UNSDCF, the UNS need to ensure that the Theory of Change is articulated in such a way as to strengthen the vertical logic of the results framework and more attention needs to be given to ensuring that indicators are SMART.</p>							
<p><b>Management response - Accepted/Partially Accepted/rejected :</b> The UNCT will carry out a complete overhaul of the monitoring and evaluation system of the UN in São Tomé to ensure the necessary capacity training for the staff in the M&amp;E Group for better tracking and reporting on UNDAF results</p>					Accepted		
<p>If rejected or partially accepted, please provide an explanation: .....</p>							
<p>Key action(s)</p>		<p>Time frame (or deadline)</p>	<p>Responsible agency (ies) / unit(s)</p>	<p>Monitored by Cláudio Vicente</p>			
				<p>Comments (or action taken)</p>	<p>Status of implementation</p>	<p>Month of monitoring</p>	<p>Year of monitoring</p>
3.1	Strengthen M&E framework and indicators in the new UNSDCF	30/09/2022	UNCT/ M&E	Iterative analysis process to elaborate the Results indicators matrix, also strengthened with Gender scorecard initial results.	completed	December	2022
3.2	Develop UN agencies' capacities on M&E. Training on RBM with UN and counterparts	31/12/2022	UNCT/ M&E Group	Training postponed for February 2023	delayed	December	2022
...							
<p><b>RECOMMENDATIONS TO IMPROVE COHERENCE AND COORDINATION OF THE NEW CF</b></p>							

<p><b>Recommendation 4:</b> The UNSDCF need to incorporate an explicit evaluation of risks and a mitigation strategy: This should be regularly monitored and update and part of the M&amp;E process.</p>								
<p>Management response - Accepted/Partially Accepted/rejected : The risks and a mitigation strategy will be incorporated in the new UNSDCF</p>						Accepted		
<p>If rejected or partially accepted, please provide an explanation: .....</p>								
Key action(s)		Time frame (or deadline)	Responsible agency (ies) / unit(s)	Monitored by Cláudio Vicente				
				Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring	
1.1	Develop an evaluation of risks and mitigation strategy for the	30/09/2022	UNCT/RCO	To be completed based on new Government authorities as a result of September 2022 elections.	delayed	December	2022	
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...								
<p><b>Recommendation 5:</b> Strengthening UN Communications Systems and Group: a Multi-Media Communications Strategy should be prepared in the context of the preparation and implementation of the UNSDCF in order to ensure communication is a cross-cutting activity. The technical and financial capacity of the UNCG should be strengthened to oversee the operationalisation of the communications strategy, advocate for UN interventions and promote their visibility and legitimacy. The results of the communication strategy should be monitored and evaluated in the same way as other results.</p>								
<p>Management response - Accepted/Partially Accepted/rejected : The UNCT has oriented the UNCG to engage full-time support to manage and update the one UN website and social media and explore the cost-effective option to engage most of the communication activities on the OMT budget for 2022. A strategic communications strategy has been presented to the UNCT and it's expected to increase national</p>						Accepted		
<p>If rejected or partially accepted, please provide an explanation: .....</p>								
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				Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring	

1.1	Develop and implement a communications and advocacy plan for 2022. Communications plan to be developed for new UNSDCF	31/12/2022	UN Communication Team	The budget for the implementation of communication plan was already approved by the UNCT	ongoing as expected	December	2022	
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...								
<p><b>Recommendation 6:</b> The UN needs to retool and embrace reforms that will enhance its delivery on 2030 Agenda: There is need for the UN to adopt the Operational Guide developed by the UNSDG to strengthen the UNDS support of implementation of the 2030 Agenda's commitment to LNOB at the national level, to reach the furthest behind.</p>								
<p>Management response - Accepted/Partially Accepted/rejected : UNCT will integrate the LNOB concept in the new UNSDCF and include the programming principles in the UNSDCF process</p>					Accepted			
<p>If rejected or partially accepted, please provide an explanation: .....</p>								
Key action(s)		Time frame (or deadline)	Responsible agency (ies) / unit(s)	Monitored by Cláudio Vicente				
				Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring	
1.1	Training session on LNOB concept in the UNSDCF process.	31/12/2022	UNCT/RCO	Training postponed	delayed	December	2022	
1.2	Quality control mechanism to be set up on integration of LNOB in outcomes/outputs of new UNSDCF	31/12/2022	UNCT/RCO	Training postponed for February 2023	delayed	December	2022	
...								
<p><b>Recommendation 7:</b> In future UN programming there is need to make a greater effort to take account of, and synergize with, traditional and cultural practices to enhance effective and efficient delivery of programme results: Greater consideration needs to be given to traditional beliefs and cultural practices in targeting and determining support. There needs to be greater involvement of community leaders in the design, identification and implementation of the activities. Failure to ensure involvement would lead to lack of respect for socio-cultural habits that could hinder the smooth implementation of the programme resulting in delays and increased costs.</p>								
<p>Management response - Accepted/Partially Accepted/rejected : The UNCT will undertake special efforts, including appropriate capacity development of the staff, in order to ensure synergize with, traditional and cultural practices to enhance effective and efficient delivery of programme results.</p>					Accepted			
<p>If rejected or partially accepted, please provide an explanation: .....</p>								
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1.1	Brainstorming in UNCT or PMT on the good practices of involving community leaders and addressing socio-cultural obstacles in programming. Integrate socio-cultural obstacles in the CCA analysis	31/12/2022	UNCT/RCO	Socio-cultural obstacles included in CCA analysis. Brainstorming with agencies not yet started	ongoing as expected	December	2022	
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<p><b>Recommendation 8:</b> The UNs needs to support and strengthen the capacities of national partners to enhance its programming and visibility: Actions to strengthen the capacity of national institutions an CSO would increase their contribution as partners but also CSO for them to constitute valuable partners. This could be achieved through the development of an inclusive capacity building strategy.</p>								
<p>Management response - Accepted/Partially Accepted/rejected : An initial step will be a training workshop on the programming principles to which government partners and CSO will also be invited</p>					Accepted			
<p>If rejected or partially accepted, please provide an explanation: .....</p>								
<p>Key action(s)</p>		<p>Time frame (or deadline)</p>	<p>Responsible agency (ies) / unit(s)</p>	<p>Monitored by Cláudio Vicente</p>				
				<p>Comments (or action taken)</p>	<p>Status of implementation</p>	<p>Month of monitoring</p>	<p>Year of monitoring</p>	
1.1	Develop a capacity building training workshop on RBM/project cycle management/programming principles with government partners and possibly CSO	31/12/2022	UNCT/M&E Group	Activity to be undertaken in 2023	delayed	December	2022	
1.2								
...								
<p><b>RECOMMENDATIONS TO IMPROVE SUPPORT FOR TRANSFORMATION CHANGE AND CROSS-CUTTING ISSUES</b></p>								
<p><b>Recommendation 9:</b> There is need to create a basket fund to strengthen the financial commitments for interventions that seek to strengthen governance: this could be achieved through mobilizing development partners, tapping into innovative funding mechanisms, exploiting south-south partnerships and multi-lateral and bilateral cooperation opportunities so as to ensure a reliable and regular source of funding.</p>								
<p>Management response - Accepted/Partially Accepted/rejected : A special resource mobilization strategy will be developed and pursued by the UNCT as an integral component of the next UNSDCF</p>					Accepted			
<p>If rejected or partially accepted, please provide an explanation: .....</p>								
<p>Key action(s)</p>		<p>Time frame (or deadline)</p>	<p>Responsible agency (ies) / unit(s)</p>	<p>Monitored by : Cláudio Vicente</p>				
				<p>Comments (or action taken)</p>	<p>Status of implementation</p>	<p>Month of monitoring</p>	<p>Year of monitoring</p>	

1.1	Develop a unified resource mobilization strategy for the next UNSDCF	31/12/2022	UNCT/RCO	To be developed and completed based on initial Multi-year funding framework of the CF and completed recruitment of Partnerships Officer for RCO.	ongoing as expected	December	2022
1.2							
...							