



São Tomé & Príncipe

Evaluation of the UNDAF 2017 – 2022

Final Report

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LIST OF ACRONYMS AND ABBREVIATIONS

ARP	Autonomous Region of Principe
BECAF	Base Experimental de Culturas, Agrícolas e Familiar
CCA	Common Country Assessment
CCIAS	Chamber of Commerce, Industry, Agriculture and Services
CPLP	Community of Portuguese Speaking Countries
CPN	Prenatal Consultation Rate
CSO	Civil Society Organization
DaO	Delivering as One
DD	Demographic Dividend
DGRNE	Director-General for Natural Resources and Energy
DHIS2	District Health Information System 2
DNP	National Directorate of Planning
DPSS	Department of Social Security
FACE	Funding authorization and certificate of expenditure
GBV	Gender-based Violence
GEF	Global Environment Fund
GERME	Start and Improve Your Business (SIYB)
GHG	Greenhouse gas
HACT	Harmonised approach to cash transfer
HIMO	High Labour-Intensive Programme
INCI	Institute of Innovation and Knowledge
INE	National Statistics Institute
INSS	National Institute for Social Security
JP	Joint Programme
JWP	Joint Work Plan
LNOB	Leave No One Behind
MDA	(Government) Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MICS	Multiple Indicator Cluster Surveys
MILDA	Long-Lasting Insecticidal Nets
MPTF	Multi-Partner Trust Fund
NDC	Nationally Determined Contributions
NGO	Non-Governmental Organisation
ODA	Overseas Development Assistance
RCO	(UN) Resident Coordinator's Office
SDG	Sustainable Development Goals
SEN/NES	National Electricity System
SIDS	Small Island Developing States
SME	Small and Medium-sized Enterprises
SR	Social Registry
STP	São Tomé e Príncipe
TFP	Technical and Financial Partners
UNDAF	United Nations Development Assistance Framework
UNS	United Nations System (in STP)

UPR	Universal Periodic Review
UNSDCF	United Nations Sustainable Development Cooperation Framework (also CF)

EXECUTIVE SUMMARY

Background and context

This report presents the findings, conclusions and recommendations of an independent evaluation of the UNDAF 2017-2021 (later extended to 2022) for São Tomé and Príncipe (STP). The design and implementation of the UNDAF were guided by the development vision of the Government of STP, the 2030 Agenda and the Sustainable Development Goals, and the UN principle of “leaving no one behind”. Partners included Government Ministries, Departments, Agencies (MDA), Development Partners, Civil Society Organizations (CSOs) and Private Sector.

São Tomé e Príncipe is located on the equator in the Gulf of Guinea, about 300 km west of the African continent. It comprises two islands (the island of São Tomé and the island of Príncipe) with a total area of 1001 km² separated by 140 km. It has an estimated population of 214,610 (2021), with an inter-censal growth rate of 2.45. Its population is young. The 0-25 age group represents more than 62% of the population.

STP faces development challenges that are typical of small and insular states. Its remoteness increases export costs, limits economic diversification of its economy, and make it highly vulnerable to exogenous shocks. Its small and fragile economy is reliant on low-productivity activities in the primary sector with a small and predominantly informal commercial sector. The country’s small and fragile private sector is failing to absorb the 4,500–5,500 young São Tomeans that become of working age each year. The country is highly dependent on official development assistance (ODA), which finances over 95% of the investment budget.

The country faces serious human development challenges in terms of the eradication of extreme poverty and hunger, in which little progress has been achieved since 2001. STP’s HDI of 0.625 is below the average for countries in the medium human development group (of 0.631), although above the average for Sub-Saharan Africa (0.547). Nevertheless, recent assessments show that poverty rates have remained stubbornly high, reducing only marginally from 68.4% to 66.7% between 2010 and 2017. The country’s GINI coefficient has risen from 32.3 in 2010 to 56.3 in 2017, indicating that the inequality gap is widening at an alarming rate (World Bank, 2021). When adjusted for inequality, STP’s HDI falls to 0.520, a loss of 16.8%.

Evaluation objectives

The UNDAF provides a shared development vision for the Government of STP and the United Nations. It is a fundamental programming instrument for UN System that provides a coherent and harmonised response to national development challenges and complies with the underlying principles of the UN. The UNDAF’s programmatic structure consists of three outcomes:

- **Outcome 1:** Disparities and inequalities are reduced at all levels through the effective participation of vulnerable and prioritised groups, and the development and use by these groups of social protection services and basic social services.
- **Outcome 2:** Increased efficiency of the central and local public administration and oversight institutions, with guaranteed citizen participation, especially for youth and women
- **Outcome 3:** Employment and competitiveness are ensured through economic diversification, the development of resilience to climate change, which improves the quality of life of poor and vulnerable populations in rural and urban areas as well as access to financial assistance and at market for young people and women.

The evaluation provides accountability for the resources used and results achieved. It provides the UN country team (UNCT) with an opportunity to reflect on the way in which they have been supporting the country's development, which will be valuable in the preparation of the next programmatic cycle 2023-2027, and the new United Nations Sustainable Development Cooperation Framework (UNSDCF).

The **objectives** of the UNDAF 2017-2022 Evaluation are:

1. To provide the UNCT STP, national stakeholders and rights-holders, UNDCO as well as a wider audience with an independent assessment of the STP UNDAF 2017-2022.
2. To broaden the evidence-base to inform the design of the next UNCF programme cycle.

Methodology

The evaluation sought to ensure that the information collected was valid, reliable and sufficient to meet the evaluation objectives. The methodology adopted is gender and human rights responsive and follows the United Nations Development Group's (UNDG) and United Nations Evaluation Guidelines for UNDAF Evaluations as well as the OECD/DAC evaluation criteria. The evaluation entails consultations with UNCT, Government, partners and funders, and intended beneficiaries.

Mixed evaluation methods were employed using an integrated system analysis. This involved both quantitative and qualitative data analysis complemented by the triangulation of information from various sources. These included a comprehensive desk review, surveys and consultation of evaluations conducted by UN agencies, a review of government policies and strategies, and semi-structured interviews with key stakeholder interviews.

Findings and Conclusions

The evaluation was based on the collection of data and information necessary to assess the relevance, effectiveness, efficiency, impact, coordination, and coherence of the programme. The main findings and conclusions of this exercise can be summarised as follows:

Relevance and coherence

1. The UNDAF is based on a sound analysis of the country context and the development challenges that STP confronts with a particular focus on poverty, inequality, vulnerability, and gender. However, the absence of a theory of change means that it is not clear how this analysis underpins the definition and analysis of strategic priority areas and the final choice of UNDAF outcomes.
2. The UNDAF responds to some of STP key development challenges notably access to social protection and social services, participative and inclusive governance, employment, economic diversification and resilience.
3. Target groups are clearly identified as women, children, girls, youth, persons with disability, which are identified as vulnerable in the CCA.
4. The UNDAF is sufficiently aligned with the SDGs, albeit with a specific focus on SDGs 1, 8, 9, 13, 14, 15 & 16 that are prioritised by the Government, and the country's 2030 Agenda for Transformation (prepared in October 2015), and National Development Plan, 2017-2021.
5. The design of the UNDAF reflects key UN programming principles including a human rights-based approach, gender equality and leave no one behind.
6. Despite STP's vulnerabilities as a SIDS, the UNDAF does not undertake a risk analysis or a mitigation strategy and thus does not anticipate the potential impact of a pandemic.

Effectiveness

7. Evidence collected suggests that many of the UNDAF planned results were effectively achieved, but a lack of data and information, particularly in a disaggregated form, meant that it was often not possible to comprehensively substantiate this as many indicators could not be effectively measured.
8. The UNCT managed to successfully build and strengthen capacities of national, regional and local partners, mobilised critical resources and created synergies that enabled delivery of the programme's intended results. Capacity building and strengthening actions need still to be carried out for impact and sustainability purposes.
9. Various innovative approaches were employed for the sake of better achievements. For example, using non-formal participatory techniques in order to facilitate behavioral changes that helped women and girls to cope and adopt new ways to overcome vulnerability.
10. Thematic working groups elaborated joint work plans for the operationalisation of the UNDAF that were prepared in an inclusive and participative manner. Joint programming facilitated a coordinated, multi-agency approach that leveraged synergies, improved coherence and alignment, and brought expertise and resources to the table to support effective result delivery.
11. South-South and triangular cooperation was privileged, involving sharing of knowledge, experiences and good practices with Santomean institutions and staff.
12. The Joint Programme "reaching the furthest behind first" contributed significantly to the effectiveness of results achieved under Outcome 1.
13. The emergence of the COVID-19 pandemic had a significant impact on UNDAF delivery. Nevertheless, the UNCT adapted and responded quickly to the demands of the pandemic, developed partnerships and mobilised additional resources. The UNS played a significant role in supporting STP to address the health and socio-economic impacts of the pandemic.
14. Interventions demanded by the pandemic significantly enhanced the achievement of some UNDAF results particularly in relation to Outcome 1 through the improving the access of vulnerable groups to social protection and basic social services.

Efficiency

15. Resources allocated to UNDAF outcomes were considered sufficient to achieve the intended results although only 40% of these funds were available at the start of programme implementation.
16. For outcome 3, over 90% of the funds considered necessary to achieve the desired results needed to be mobilised.
17. Resource mobilisation efforts were impressive. Data shared by four UN agencies indicates that more than 90% of the resources pledged to the UNDAF were mobilised at the time of the evaluation.
18. At the time of the evaluation 60% of resources available had been executed. Although slightly below expectation, this is considered an acceptable execution rate.
19. UN programming principles were considered and mainstreamed in the chain of results and joint programming and harmonisation measures at the operational level contributed to improved efficiency and results.
20. Adherence to FACE and HACT procedures, and the training of implementing partners in financial management, ensured that there was due probity, value for money, transparency and efficiency in accounting for the utilization of resources.

Impact

21. Impact, in RBM terminology, is the long-term changes on the lives of population groups produced by a development intervention, directly or indirectly, intended or unintended. Given that the evaluation was undertaken over a year prior to the end of the UNDAF implementation period, a consideration of its impact is premature. Nevertheless, some observations can be made:
22. Resource mobilization and the intensification of effort to provide social protection and basic social services to protect the most vulnerable groups from the impact of the COVID-19 pandemic are likely to increase the impact of interventions planned under1.
23. However, despite good progress being achieved, the direct impact of interventions realized under Outcomes 2 and 3 of the UNDAF are likely to have been reduced due to the diversion of resources and the safeguards and constraints that resulted from the COVID-19 pandemic. The extension of the UNDAF by a year may allow this to be overcome.
24. The direct impact of the UNS intervention during the pandemic is highly recognized by the partners.

Sustainability

25. The alignment of UNDAF with national plans and priorities, the inclusive nature of UNDAF design and operationalization and capacity building efforts contribute to the long-term sustainability of programme results. UN has ensured ownership and involvement of national stakeholders in the UNDAF implementation.
26. The dependence of the Government of STP on Overseas Development Assistance (ODA), and its institutional and technical capacity weaknesses, might compromise the impact of UN interventions and long-term sustainability. Although collaboration under the example of the Reproductive Health program showed some positive signs towards sustainability.

Management and Coordination

27. Programme management arrangements placed government at the Centre and contributed to enhancing national ownership.
28. Joint programme and thematic working groups and joint work plans enhanced coordination, synergy and result delivery.
29. Nevertheless, the effective coordination and management of UNDAF implementation faced recurrent challenges linked to capacity deficits both within the United Nations System (UNS) and in the Government as the main implementation partner.
30. Lack of financial and technical capacity compromised the Government's ability to effectively manage and coordinate UNDAF interventions even when they clearly fell within its public service delivery remit.
31. Government regime changes and high staff turnover, especially at senior level, disrupted coordination and capacity building efforts and lack of continuity impacted on institutional memory.
32. The lean staffing, the formative nature of the UN Resident Coordinator's Office (RCO) resulting from UN reform, and staff turnover constrained the effective coordination of UNDAF programmes.
33. UNDAF M&E and information management systems are inadequate and the reporting system does not document programme activities and results sufficiently regularly or rigorously.
34. During UNDAF implementation there have been few regular and structured opportunities for collaboration, reflection, learning and adapting.

Key Recommendations

1. **The UN should strengthen UN Resident Coordinator's Office and operations and management systems:** 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.
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.
3. **The UN should review and significantly strengthen the functions of the M&E system and the Result Groups:** Results Based Management (RBM) systems and Information Management Systems (IMS) are fundamental and core UN programming principles. M&E functions and reporting mechanisms need to be substantially strengthened and linked to UNDAF (or CF) thematic result groups.
4. **The UNSDCF needs to incorporate an explicit evaluation of risks and a mitigation strategy:** This should be regularly monitored and updated and part of the M&E process.
5. **The UN Communications System and Group need to be strengthened:** 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.
6. **The UN needs to retool and embrace reforms that will enhance its delivery on 2030 Agenda:** operational guidelines issued by the UNSDG can support the implementation of the 2030 Agenda's commitment to LNOB at the national level.
7. **Greater investment is required to strengthen the capacities of national partners to enhance its programming and visibility:** Actions to strengthen the capacity of national institutions and CSO would increase their contribution and value as partners. This could be achieved through the development of a capacity building strategy.
8. **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.

1.0 INTRODUCTION AND BACKGROUND

1.1 Introduction

This report presents the findings of an end-line evaluation of the United Nations' Development Assistance Framework (UNDAF), 2017-2022¹ for São Tomé and Príncipe (STP). The findings are presented according to the evaluation criteria recommended by OECD/DAC with sections addressing the UNDAF's relevance, coherence, effectiveness, efficiency, impact and sustainability². This analysis provides the basis for the development of conclusions, recommendations and lessons learned.

1.2 Background

The United Nations has been present in São Tomé and Príncipe since it achieved independence in 1975. It works in partnership with the Government, development partners, civil society, and the private sector to support a path to sustainable development with special emphasis on social and economic development, promoting peace, human rights, gender equality, sustainability, and capacity- and policy-building at the highest level. The work of the UN System in STP (UNS) is inspired and guided by the integrated vision of the 2030 Agenda for Sustainable Development and UN's programming principles, with their focus on human rights, gender equality and women's empowerment, resilience, and accountability, that together seek to ensure that no-one is left behind in STP's development path. The UN's support to STP for the period 2017-2022, and its underlying rationale are summarised in the five-year Development Cooperation Framework colloquially known as the UNDAF.

Country Context

The Democratic Republic of São Tomé and Príncipe (STP) is a lower middle income island state situated in the equatorial Atlantic in the Gulf of Guinea, off the western coast of Central Africa. It consists of two main islands of São Tomé and Príncipe, about 140 km apart and between 225 to 250 km from the coast of Gabon and with a land area of just over 1,000km². Its population of approximately 219,000, has grown, on average, by 2.17% per annum over the last decade, although growth has slowed to 1.9% since 2016. Just under half of STP's population is female (49.9%) and more than one third of households are headed by women. The population is highly urbanized with 74% of the population living in towns and cities, and 40% living in the district of Água Grande where the capital, São Tomé, is located.

STP has a youthful population with a median age of 18.6 years and with 61% under the age 25 creating an opportunity to take advantage of a demographic dividend. A demographic dividend represents a strategic opportunity to achieve the objectives of the Agenda 2030 and the African Union's Agenda 2063, and has been integrated into the country's National Plan for Sustainable Development 2020-2024, which is a key instrument for accelerating economic growth and the development of human capital. Nevertheless, achieving a demographic dividend presents complex development challenges in terms of improving access to employment, housing, education, health, and social services.

STP performed well in relation to the Millennium Development Goals. Average life expectancy has increased and there has been an improvement in GNI per capita from \$3,338 in 2010 to \$3,925 in 2018. Universal access to education has been all but achieved and the average years of schooling has

¹ The UNDAF was originally prepared for the period 2017-21 but in the light of the COVID-19 pandemic was extended by one year to 2022.

² <https://www.oecd.org/dac/evaluation/49756382.pdf>

increased from 4.9 to 6.4 over the period 2010 to 2018 (UNDP, 2020). These positive development gains have led the country to be enlisted for LDC graduation status by 2024.

Nevertheless, despite development gains, STP faces serious human development challenges in terms of the eradication of extreme poverty and hunger. Recent assessments (INE, 2017) show that poverty rates have remained stubbornly high, reducing only marginally from 68.4% to 66.7% between 2010 and 2017. Poverty mainly affects households headed by women (61.6%). Average incomes are insufficient or low due to a lack of paid employment. STP's Human development index at 0.625 is below average for countries in the medium human development group (of 0.631), although above the average for Sub-Saharan Africa (0.547). However, inequality in São Tomé and Príncipe is high and seemingly growing at a worrying rate. The country's GINI coefficient has risen from 32.3 in 2010 to 56.3 in 2017 (World Development Indicators, 2020, World Bank, 2021). When adjusted for inequality, STP's HDI falls to 0.520, a loss of 16.8% due to inequality in the distribution of the HDI dimension indices

The economy of São Tomé and Príncipe is highly vulnerable to exogenous shocks and depends on official development assistance (ODA), which financed 97.3% of the state investment budget in 2019. STP is reliant on low-productivity activities in the primary sector, particularly in agriculture and fisheries, with a small and predominantly informal commercial sector. Despite economic growth over the last decade, the size of the economy with its dependence on the export of cocoa and the tourism and the hospitality sectors, is unable to generate sufficient employment opportunities across the entire territory, and particularly for women and young people. Few jobs are being created and the country's small and fragile private sector is failing to absorb the 4,500–5,500 young São Tomeans that become of working age each year (MEES, 2019).

The COVID-19 pandemic has further illustrated the country's vulnerability to shocks, though the wider socioeconomic impact is likely to be less severe than initially feared. Nevertheless, STP has been heavily affected on a per capita basis, with 2,476 confirmed cases and 37 deaths by mid-August 2021. Interventions by the United Nations' Country Team (UNCT) to support the efforts of national authorities helped prevent and contain the spread of the epidemic across the country. A joint multi-sectoral UN response strategy to COVID-19 was developed around three axes: i) preparation and response to the epidemic, ii) mitigation of the socioeconomic impact; and iii) recovery phase. However, the health, humanitarian and economic challenges posed by the COVID-19 pandemic require the mobilization of additional resources to recover and build back better.

1.3 The UNDAF for São Tomé and Príncipe 2017 – 2022

The United Nations Development Assistance Framework (UNDAF) 2017-2022 was designed to strategically enhance the coherence of the UN System's response to support the Government of STP in achieving its national development priorities as expressed the National Transformation Agenda 2030 and the National Development Plan 2017-2021. UNDAF formulation started in 2015 with the development of a Common Country Analysis that complemented national analytical work. The UNDAF serves as a programming instrument for UN System to achieve coherent and harmonized response to national development challenges in alignment with the underlying principles of the UN reform process.

The UNDAF was developed in a participative way in consultation with national authorities and implementing partners. Its strategy is rooted in three national development axes, namely: i) strengthening social cohesion through access to basic quality social services aimed at reducing inequality and disparity between citizens and localities; ii) strengthening the internal and external credibility of the country; and iii) promoting inclusive sustainable growth and resilience.

The implementation of the UNDAF cycle was expected to end in 2021. However, the demands of the response to the COVID-19 pandemic led the UNCT to request a one-year extension until 2022, to allow the new cooperation framework to reflect support required for recovery from the pandemic and building back better.

1.4 Purpose, objectives and scope of UNDAF final evaluation

The rationale behind the UNDAF evaluation is twofold: 1) to provide accountability for the results achieved, document the potential impact of UN interventions during the programme cycle, and identify key lessons learned and good practices, and 2) use the evaluation findings and recommendations strategically to inform the preparation of the next programme cycle for 2023-2027 in order to support the country in achieving 2030 commitments more effectively.

Premised on the UNEG guidelines 2017³, the evaluation took into account the relevance, effectiveness and impact of the UNDAF and other Joint Programmes (JP). The Joint Programme aims at accelerating the implementation of the UNDAF. The UNDAF evaluation was independent and undertaken according to the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' (UNEG, 2017). The evaluation was conducted in a consultative manner that sought the active participation of a broad range of stakeholders.

1.5 Specific Evaluation Objectives

The evaluation was designed to provide the UNCT STP, national stakeholders and rights-holders, UNDCO as well as a wider audience with an independent assessment of the implementation and impact of the UNDAF 2017-2022 for STP. Furthermore, it sought to broaden the evidence base to inform the preparation of the next programme cycle that will be summarised in the United Nations' Sustainable Development Cooperation Framework (UNSDCF or CF) for 2023-27. This evaluation had the following specific objectives:

1. To provide an independent assessment of the relevance, effectiveness, efficiency and sustainability of UN support to STP, including that offered through the Joint Programme for Social Protection funded under the Joint SDG fund⁴;
2. To provide an assessment of UNCT coordination mechanisms to enhance the UNS' collective contribution to national development results; and
3. To draw key conclusions from past and current cooperation and provide a set of clear, forward-looking and actionable recommendations and identify lessons learned and good practices for the next programme cycle.

1.6 Approach and Methodology

1.6.1 Approach

The evaluation was highly participatory. Whilst adherence to the COVID 19 Standard Operating Procedures (SOPs) was always ensured, 52 representatives from the UN, Government and NGO stakeholders were physically engaged during the evaluation process. The selection of stakeholders was, by design, linked to the role that they played at various stages of UNDAF design and implementation.

³ <http://www.unevaluation.org/document/detail/2866>

⁴ Joint Program: Reaching the furthest behind first. A catalytic approach to supporting the social protection in São Tomé e Príncipe

1.6.2 Methods

Mixed methods involving both qualitative and quantitative tools and techniques were adopted.

The Team Leader undertook a 3-week field mission to STP. Face-to-face meetings were supplemented by virtual, on-line interviews with key informants and focus groups. The evaluation followed the tried and tested approach that involves three stages: Inception and literature review study, data collection, and data analysis and reporting. For analysis, an integrated systems analysis was used complemented by the triangulation of data guided by the OECD/DAC evaluation questions and criteria that provided an overall analytical framework for establishing the linkages between UNDAF interventions and the emanating results.

1.7 Strengths and Limitations

The most profound strength of the evaluation lay in its participatory approach that gave key stakeholders the opportunity and a platform to contribute to the evaluation findings. The safeguards introduced in response to the COVID-19 Pandemic were a major limitation to both the implementation of the UNDAF (in 2020 and 2021) and the realization of the evaluation itself. Lack of up-to-date national data and statistics and the lack of a comprehensive and coherent reporting system on the part of UN agencies also limited the collection of data and information or made it more time-consuming. The measurement of some indicators required evidence that was to be provided by a national survey which at the time of the evaluation had not been conducted.

2.0 FINDINGS

2.1 Relevance & Coherence

The extent to which a programme or project responds to the priority needs of its beneficiaries both at macro and micro levels while aligning with global and national development aspirations contributes to its relevance. Thus, the relevance of UNDAF was anchored in its: i) alignment with national development goals and targets; ii) its responsiveness to the UN Common Country Assessment as well as changing needs of the country; iii) the suitability of the implementation process and M&E strategies; iv) its alignment with global, regional and cross border issues.

2.1.1 UNDAF Design

The processes behind the strategic choices for the formulation of the UNDAF 2017-2022 were largely participatory with the involvement of the Government, private sector, Non-Governmental Organizations and all UN agencies. The UNDAF design process was centered on the development challenges as set out in the country's Vision 2030 and the areas where the UNS was adjudged to be best placed to contribute and could take advantage of its comparative advantages. The integration of the Sustainable Development Goals (SDGs) into the UNDAF focused on just 5 of the 17 SDGs as priorities for the period 2017-2022 notably SDGs 1, 8, 9, 13, 14, 15 & 16

Some guiding principles were applied to the framework for achieving UNDAF results and ensuring the generation of multiplier impacts on the expected change, namely i) A collective commitment to achieving results involving coordinated and/or joint programming ; ii) the integration of human rights, gender, youth and capacity building as cross-cutting issues; iii) Building synergies through joint initiatives and/or joint programmes between UN Agencies in the districts and communities identified as priorities by the government and other development actors on the basis of their socio-economic vulnerability, access to basic social services and income and employment opportunities, and opportunities for citizen participation. The first year of UNDAF implementation was, generally speaking, devoted to the preparation of joint work plans, their endorsement by stakeholders, and the elaboration of terms of reference for the recruitment of national and international staff and for logistical support. Joint Work plans (JWP) for 2017 were prepared in a participative manner with local partners.

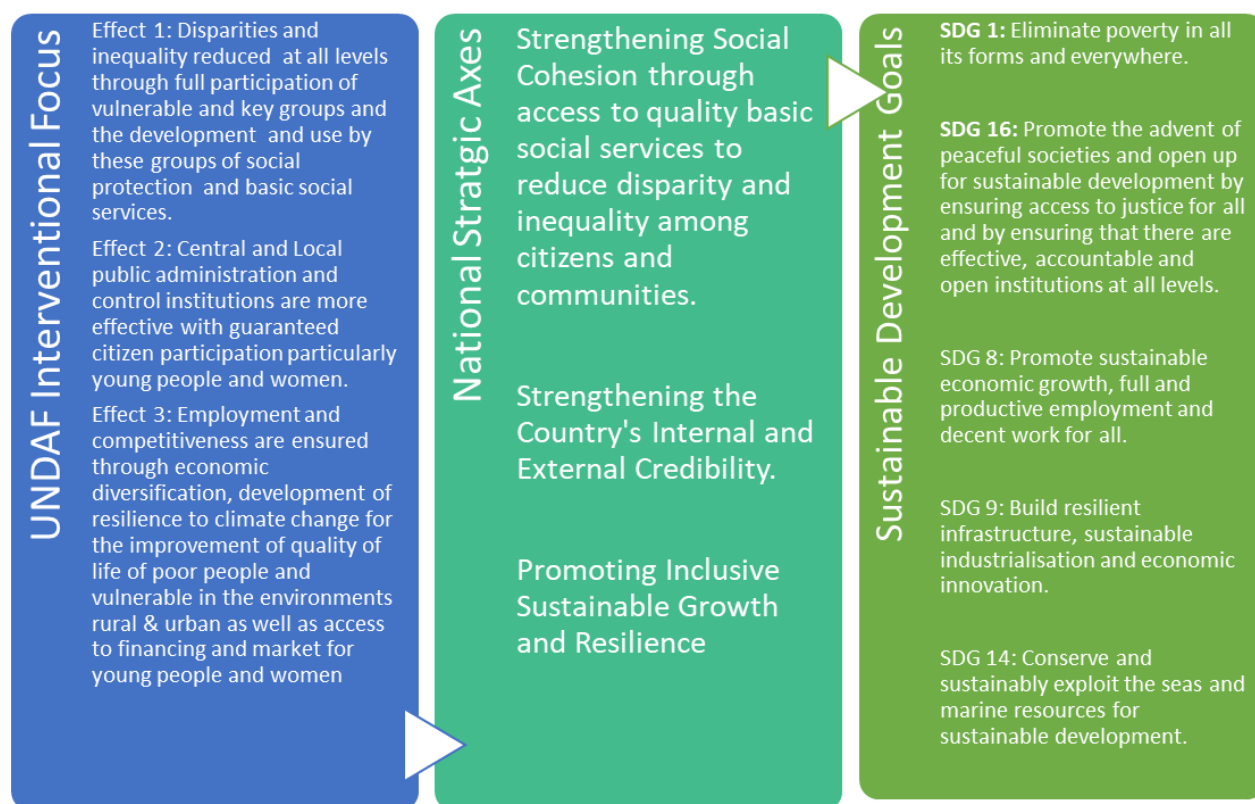
The review and analysis of Joint Work Plans, progress reports and output indicators has led to the conclusion that: i) some indicators lacked baselines and targets, ii) Some outcomes and their indicators are too broad and not realistically achievable given the technical and financial capacity of both the Government and the UN.

2.1.2 UNDAF Alignment with national plans & development frameworks

UNDAF interventions are well aligned with both the national and global development agenda. The formulation of UNDAF was appropriately participatory involving the government stakeholders, UN Agencies, the private sector, and Civil Society Organizations. A series of prioritization meetings and retreats were conducted during the UNDAF formulation process that aided alignment with national development priorities as defined in the Government Programme (2014-2018) and the Transformation Agenda for 2030, and commitment to global development aspirations. Gender and youth issues were prioritised. The adoption of Delivering as One (DaO) principles during UNDAF design promoted greater level of national ownership. The UNDAF provided a platform that enabled the UN system to coherently contribute to the national development priorities of STP whilst ensuring enhanced internal coherence between UN agencies and programmes. UNDAF alignment

with national priorities inevitably promoted greater alignment with SDGs, as illustrated in Figure 1 below:

Figure 1: UNDAF Alignment with national priorities & SDGs



The localisation of the SDGs in national development planning in STP provides a strong foundation for programmatic alignment at various levels. Thus, in the formulation of the UNDAF, adequate reference to national priorities that themselves are derived from the SDGs is evident and ensures better alignment between the three strategic development documents. This alignment was further reinforced by integrating the findings from the UN Common Country Assessment.

However, the evaluation noted that UNDAF design fell short in terms of the development of a coherent theory of change to underpin the development of an intervention strategy. A theory of change could have been helpful in tracking cause and effect and impact pathways during the programme cycle. Although individual agencies and joint agencies' programmes and projects were aligned to UNDAF, the evaluation noted that in the absence of a theory of change it was not easy to trace the likely impacts of these interventions.

2.1.3 UNDAF responsiveness to emerging and unforeseen needs of the country and the people

Supporting socio-economic recovery from the COVID-19 pandemic has been the most pressing need to emerge during the implementation of UNDAF 2017-22. UN agencies acted quickly to design and implement response measures that were aimed at strengthening national response efforts including support to both analytical and capacity development efforts. These included support to the elaboration of a Socio-economic Impact Assessment (SEIA) of COVID-19 and a Socio-economic Response Plan (SERP) and the creation of the UN COVID-19 Response and Recovery Multi-Partner

Trust Fund (UN COVID-19 MPTF). Through these interventions, UN agencies have supported the country's COVID-19 recovery process at national and community levels and moreover, in partnership with state and non-state actors, a better understanding of the impact of the pandemic and the interventions required to overcome them.

2.1.4 Suitability and implementation and M&E strategies

The role of M&E in improving the programme quality and responsiveness can never be overstated.

The UN's commitment to programmatic M&E is evident through a number of tools and monitoring systems that overtime have been instituted. The monitoring of UNDAF interventions was jointly conducted through various coordination structures that involved both government and UN agencies.

Spot checks and field evaluations, programmatic follow-up of activities and special audits have featured as key monitoring strategies for UNDAF implementation. An annual programme review of outcomes and targets provided a forum for reviewing progress, identifying lessons learned and good practices, as well as the development corrective actions and action plans to strengthen results achievement.

The evaluation established that UNDAF M&E was executed as a shared responsibility by various implementation and coordination bodies. These included the UNDAF Steering Committee, the UNCT, the Programme Management Team (PMT), UNDAF thematic groups, the UNS Operational Management Team as well as the UN Communication Group. Prior to UNDAF implementation, a detailed M&E plan was developed and has been generally adhered to, although some planned M&E activities, such as mid-term evaluation, were not realised. Tracking of outcome level results relied on national systems maintained by the National Directorate of Planning, through its Monitoring and Evaluation Department, and the National Statistics Institute (INE). The national M&E system has received technical support from the UNS Information Management, Monitoring and Evaluation Group comprising a pool of M&E experts. Figure 2: UNDAF Monitoring and Evaluation Plan and Timeline

However, a review of documentation supplemented by interviews with key informants revealed weaknesses in the M&E system. There was an absence of narrative reports and data in monitoring matrices was scanty and lacked sufficient depth to explain or confirm result achievement. This could be attributed to the impact of the COVID-19 pandemic that derailed a planned mid-term review of the UNDAF that would have evaluated progress against major milestones and achievements⁵. Moreover, some M&E products have not been translated into other languages for the benefit of external users which could be seen to compromise the achievement accountability requirements.

2.1.5 Project Coherence

There is satisfactory evidence that the design and implementation of UNDAF has effectively leveraged stakeholder involvement to promote coherence and a division of labour that reflects the comparative advantage of each stakeholder. The extent to which an intervention is compatible with others in a manner that enhances synergies and supports partnership development whilst avoiding duplication of effort is a key tenet of programme/project success⁶. Thus, the evaluation assessed the synergies and inter-linkages in the implementation of UNDAF 2017-21 to ascertain the complementarity and subsidiarity of the programme. National ownership of results was strongly emphasized in the Common Country Assessment and the UNDAF was formulated in the spirit of

⁵ Interview with Governance cluster team

⁶ OECD/DAC Revised Evaluation Criteria: Better Criteria for Better Evaluation (December, 2019)

complementing national efforts for socio-economic transformation. The design and implementation of the UNDAF prioritized interventions that were based on nationally determined needs. The development of the Common Country Assessment and the integration of UNDAF programming within government structures were key steps towards achieving programme coherence.

2.2 Effectiveness

The analysis of the effectiveness of the UNDAF highlights the joint work carried out by the Government of STP and UN agencies and results obtained in the period 2017 – 2020 and in some cases to mid-2021. The guiding principles for the implementation of the UNDAF emphasize the need for collective commitment to inter-agency coordination and joint programming, and the identification and promotion of synergies through joint initiatives and/or joint programmes. However, the evaluation found that data and information on many indicators both at outcome and output level, were not available.

Like most countries in the world, STP had to review its priorities in the context of the impact of the pandemic and the response it required. On January 30th, 2020, the Director-General of WHO declared the COVID-19 epidemic a Public Health Emergency of International Concern (PHEIC). The UN along with National Authorities rescheduled many activities planned for 2020 and part of 2021 in order to reallocate human and financial resources to COVID-19 response efforts. During the country's period of 'lockdown', teleworking was mandatory for the majority UN staff, which resulted in the implementation of many activities required to achieve programme results not being realised. This situation explains i) the need to extend the UNDAF for an additional year (2022), ii) why expected results were not fully achieved, iii) why in 2021 UN staff were required to catch up with the implementation of the joint work plans, iv) why reporting documentation required by the evaluation team on time was not always available. It has also required the evaluation mission to report, in some cases, not on achievements against outcomes and outputs, but against activities actually carried out.

The UNS prioritised interventions to enhance social protection in STP. On this basis, a joint SDG programme entitled "Reaching the furthest behind first: A catalytic approach to supporting the social protection in STP" ~~was approved in July 2020 and was scheduled to end on May 31st, 2022~~ **started in January 2020 and was extended until May 31st 2022.** When the COVID-2019 Pandemic was declared on March 11th 2020, the UNS' immediate response was to focus efforts on supporting health and social protection systems, with a particular emphasis on protecting **women, girls and vulnerable children**. Due to the importance of the Joint SDG Programme and the UNS' response to COVID-19, contributions and results achieved through these interventions will be dealt with separately.

Worth noting is that, at the time of evaluation, not all progress reports were available, which led the mission to report in some cases on activities instead of results.

2.2.1 Social cohesion

OUTCOME 1: Disparities and inequalities are reduced at all levels through the effective participation of vulnerable and prioritized groups, and the development and use by these groups of protection services and basic social services

Performance against Outcome 1 indicators:

Indicator	Target	Observed	Evaluation
Gini index	25%	Not available	Not appropriate

Indicator	Target	Observed	Evaluation
Poverty rate	30%	Not available	Not appropriate
Poverty gap	9%	Not available	Not appropriate
Neonatal mortality rate (per 1,000 live births)	5 (2021)	7 (2019)	Achieved
Maternal mortality ratio (per 100,000 live births)	17	Not available	Not available
Gender Development Index	0.95	Not available	Not available
Primary to secondary school transition rate	0.95	Not available	Not available
% of national budget implemented by the social sector.	70% (2021)	Not available	Not appropriate
Malaria incidence rate by district, by group and by age.	36%	Not available	100% of the confirmed malaria cases received treatment
Completion rate at different levels of education	São Tomé: <5/1000 in all districts by age group RAP < 1/1000	Not available	Not available

Analysis of the UN contribution to Outcome 1 found the following results had been achieved:

1. Capacity building and strengthening of national institutions that:

- Enabled improved functioning of the National Center of Endemism through budget support.
- Established a Monitoring and Evaluation system for data management for HIV-AIDS, TB and Malaria.
- Supported the implementation of the National Social Protection Policy and a) reinforced the technical capacity of the Directorate of Social Protection and Solidarity for the management of social protection institutions and social protection in health (50 staff from DPSS and INSS capacitated), b) contributed to the development of plans and tools to manage and monitor cases of violence, abuse and children exploitation. The goal on social protection was to achieve a national health coverage system and to extend social security to self-employed people.

2. Capacity building of national/local staff: training sessions conducted on in Integrative Medicine Services and Obstetrics for nurses, anesthetists etc. This training improved the quality and the efficiency of the reproductive health services as well as the integrated management of childhood illness for nurses.

3. Support to policy, strategy and programme formulation and implementation: This enabled implementation of strategic operational plans in reproductive health and family with the acquisition and stock of equipment and medicines.

4. Support to the elaboration, updating and improvement of laws and elaboration of guidelines: support to the adoption of new laws and regulations in the education sector have now created a framework for better access and attendance by pregnant girls. Parental education support was provided to 137 families and was expected to increase attendance at school, especially those children at risk of absenteeism. There was also support to the revision of the National School Feeding and Health Programme (PNASE) Law as the country's main food safety network and as a national social protection programme, benefiting over 25% of the total population.

5. The formulation and operationalization of national programmes on vaccines, HIV-AIDS, Tuberculosis and Malaria: Support to the development of a national strategic plan for combatting HIV, TB as well as multi-sectoral malaria elimination strategy through a resource mobilization proposal submitted to the Global Fund for HIV/AIDS, TB and Malaria. The decentralisation and integration of activities related to malaria, HIV and TB have been strengthened, including the implementation of key malaria interventions to achieve the elimination of malaria. UN support resulted in increased treatment and a reduction of the number of cases in the HIV-AIDS, TB and Malaria. For example, 100% of the confirmed malaria cases received treatment. STP has been the only African country invited in 2021 to participate in the initiative for the “Elimination of Malaria by 2025”. Advocacy work and efforts to mobilize funding for the implementation HIV-ADS, TB and malaria programmes in particular resulted in the mobilisation of €11,695,646 (HIV € 915,427; TB € 800,918 and Malaria 9,979.300 €) through the Global Fund.

Results by Output

Output 1.1: Key vulnerable groups, particularly children and women, using quality services in the areas of health, education, nutrition, sanitation and housing, within a legal framework and as part of strengthened national systems.

Indicator	Target	Observed	Evaluation
% of pregnant women who sleep under MILDA at night.	>60.9%	92,9%	Achieved
% of children under 5 years who sleep under MILDA at night.	> 85%	88,9%	Achieved
% of Sex Workers infected with HIV aids following treatment).	0.8%	Not available	Not available
Nº of TB cases reported and treated in key and high risk population.	173	177 (2019)	Achieved
Utilization rate of improved latrines that are not shared.	50%	20,3%	Partly Achieved
Rate of children under 1 year fully vaccinated.	70%	41,5%	Partly Achieved
Rate of unmet needs in family planning.	31%	27,1%	Partly Achieved
Net enrolment rate (TNS) in all levels of education (pre-school (PS), primary (P), secondary (S) and vocational).	40% TNS-PS 95% TNS-P 65% TNS-S	Not available	Not available
Admission rate / child with special educational needs in preschool (PS), primary (P) and secondary (S).	3% PE 20% P	Not available	Not available
% of postpartum women and children (6 - 59 months) supplemented with vitamin A.	Postpartum: 80% Children (6 - 59 mths): 90%	Not available	Not available

Outputs 1.2. and 1.3: The evaluation found that achievements could not be measured for lack of data.

The Joint Programme For Reaching The Furthest Behind First⁷

The Joint SDG Programme (JP) seeks to accelerate achievement of some key SDG targets by strengthening cross-sectoral synergies and coordination for the expansion of social protection

⁷ Joint Programme: Reaching the furthest behind first: A catalytic approach to supporting the social protection in São Tomé e Príncipe

coverage via the Vulnerable Family Programme and through other social programmes. Social sector interventions that were linked to the Social Registry through the JP include 1) parental education; 2) youth engagement in the social sector 3) access to a health services package that includes essential preventive and curative health and nutritional care. The outputs of the JP were designed to contribute to the results planned under Outcome 1 of the UNDAF.

Various innovative approaches were employed to ensure the sustainability of the JP and to foster cross-sectoral collaboration notably:

- The development of a methodology to identify vulnerable families was based on a mixed targeting approach and a proxy means testing survey applied by the INE to determine the degree of vulnerability.
- The introduction of patient bar codes and a digital health card in the operationalization of the DHIS2.
- A performance Base Fee (PBF) to ensure health professionals collected and updated the system during the transition period between paper and online database.
- The empowerment of young people through a one-year traineeship programme to support front-line workers. The empowerment programme provided young people with tools and the capacity to become agents of change.
- Peer to peer exchanges and south-south collaboration with entrepreneurs in Brazil took place, and a podcast was launched in 2020.

The achievements of the JP can be summarized as follows:

- The social registry was developed and operational in the districts of Agua Grande, Lembá and Mé-Zóchi enabling vulnerable people to access social programmes. Social registration was also critical in supporting the introduction of cash transfers in response to the COVID-19 pandemic. Approximately 30% of the 2,570 families targeted were registered in the Social Registry and had greater access to social protection programmes including the JP funded support to elderly during the COVID-19 confinement (550 families) and through the expansion of the cash transfer programme. By August 2021, 60% of the families registered in the Social Registry received cash transfers (financed by the World Bank). Cash transfers were available to vulnerable families for a duration of nine months to mitigate the socio-economic impact of COVID-19.
- The social registry enrolled 50% of the children from vulnerable families in the three districts. Of these, 58% were able to attend pre-primary school.
- The establishment of interoperability between the Social Registry and the District Health Information System 2 (DHIS2) in Agua Grande (the biggest district). This supported improvements in access to basic health services for the most vulnerable families because they could be easily tracked by the Ministry of Health and related health centers. The Ministry of Health developed a set of indicators on vulnerability and has used it for the development of the essential health coverage package.
- With UN support, 95 health staff was trained by June 2021 over and above the targeted 57 health staff in October 2020, in the use of the DHIS2 and were able to register and monitor data on HIV, tuberculosis, and malaria patients. The DHIS2 was customized to ensure the insertion of social ID data of 1,340 potential beneficiaries for the essential health coverage package.
- The Parental Education Program (PEP) facilitated the delivery of quality social services to the most vulnerable people through the capacitation of 125 front-line workers from the social

protection, health, and education sectors. The PEP developed additional modules to support social workers to sensitise parents on positive parenting education with a focus on early childhood development, gender violence and harmful parental practices. Eight (8) staff working on social communication were also capacitated on the PEP theme.

- A training-of-trainers programme was developed and covered financial education, gender-based violence, social conduct in adolescence, sexuality for parents and educators, positive disciplines, gender equality for early childhood education, self-esteem of parents and educators, and family intervention strategies in households with addictive behavior.
- Civil Society Organizations not only supported the identification but also the delivery of ad-hoc social support school kits and basic baskets of food to vulnerable children and elderly people that benefitted from additional support.

The evaluation concludes that the objectives of the JP were satisfactorily met, based on the fact that UN had, at the same time to focus on the fight against the pandemic. The programme is likely to succeed in mitigating the negative effects of economic crisis resulting from the COVID -19 pandemic on these target groups.

2.2.2 Governance

OUTCOME 2: Increased efficiency of central and local public administration and oversight institutions, with guaranteed citizen participation, especially for youth and women

Performance against Outcome 2 indicators:

Indicator	Target	Achievement	Evaluation
Proportion of seats held by women in the National Assembly	AN:50%, Gov. central: 30%; Gov. Reg: 30% PR:30%; Camaras Distritais:30%	2% (AN)	NOT Achieved
Overall crime rate.	0/100,00	Not available	Not appropriate
% of Universal Periodic Review (UPR) recommendations accepted and implemented	50% (2021)	Not available	Not available
Ranking in the corruption perception index	40th	Not available	Not appropriate
% of population (voters) participating in elections (Presidential, legislative and local/regional).	Not available	Not available	Not available

Analysis of the UN contribution to Outcome 2 found achievement of the following results had been achieved:

1. Support to the creation and smooth functioning of institutions

- Capacity building activities for the Office of Human Rights in relation to the implementation and follow-up of the recommendations of the Universal Periodic Review and the elaboration of a follow-up plan.
- Support to the institutionalisation of the Children's Parliament and the realisation of its first session.

- Support to the finalization and the adoption of the legislation on juvenile justice, approved by the National Assembly through the law N° 20/2018, and the approval of the Code for Child Protection.
- Support to the establishment of a National Committee to follow-up on the International Convention on Rights of the Child.
- Support to the dissemination of information relating to various treaties and conventions on Human Rights, Governance, Youth, Gender, the fight against corruption that benefitted over 130 people from public and private institutions including civil society organizations.
- Support to the computerization of the crime statistics system (by the developer HITEC) and the creation of conditions for the Institute of Innovation and Knowledge (INCI) to proceed with the transfer, testing and operationalisation of the system and the training of the system administrators.
- Support to management of the electoral process, and a breakdown of electoral participation by gender for legislative, regional and local elections (although it was found the data is not available).

2. Capacity building and enhancement of national institutions at central, regional, and local level undertaken in the following areas:

- Support to the Directorate of Decentralization and Local Authorities regarding the formulation of a roadmap and a national consultation on the decentralization model in STP. Mayors in six districts were supported to lead the decentralization process,
- Capacity strengthening of the Tripartite Mandates on international Labor Standards ratified by the country and the establishment of a mechanism for the regular monitoring of their implementation and on the preparation of reports in the context of compliance with their obligations,
- Capacity building for worker's organizations to enable them to formulate and adopt the strategic plans. Following the capacity building, the strategic plan of the Trade Union Headquarters' strategic plan was also adopted.
- The 2014 General State Accounts were subject to external audit by the Court of Auditors to assess its compliance with transparency standards.
- The National Statistical Development Strategy (2017 – 2021) was adopted and rolled out by the National Institution for Statistics. The plan sought to strengthen the capture of the indicators for SDG and health statistics.
- Support to the production, dissemination of strategic documents such as the National Development Plan 2017 – 2021, Assessment of Fragility in the New Deal and the upgrading of the Data Centre and the National Assembly Network.
- Support to the modernization of the judicial system including:
 - Support for the formulation of the Strategic Justice Reform Programme and the realization of a high-level dialogue that created consensus among key political stakeholders.
 - Strengthening the institutional, technical and individual capacity of the Public Prosecutors Office (magistrates and judicial officers), the Constitutional Court (Judges) and the Judicial Police (Forensic Laboratory Police of the Criminal Investigation and Chief Inspectors),
 - The computerisation and modernisation of the Information System of Attorney General's office, the Constitutional Court and the Supreme Court of Justice.

- Laws on the structural, organic and statutory reform of the judicial system were and 14 justice staff benefited from training abroad and locally.
 - Realisation of a national reflection day on the reform of justice sector in São Tomé e Príncipe.
- Support to the Technical and Functional Competence Enhancement Programme to enhance public finance management by the following: a) the Financial Inspectorate, b) the Supreme Audit Institutions, c) the National Assembly, d) Civil Society Organizations in the area of Public Finance control in accordance with the Memoranda of Understanding with the Court of Account/Court of Auditors, e) the General Inspection of Finance.
 - Support to an information and awareness-raising campaign carried out by the CSO-FNGO and the Center for Public Integrity in the six districts and ARP for the involvement of CSO in the budget cycle (Planning, implementation, monitoring and evaluation) including gender.
 - Dissemination of the role and competencies of the Court of Auditors.
 - Capacities building for members of the National Assembly on its oversight role, budgetary control, and the analysis of budget documents, parliamentary ethics, as well as provision of equipment to parliament to enable it effectively conduct its business.
 - Supported to the Chamber of Commerce, Industry, Agriculture and Services (CCIAS) to enhance its capacity for trade dispute resolution through the revision of all necessary legislation and training of arbitrators. Elaboration of a development plan to support the private sector to overcome business challenges in conducting their day-to-day business.
 - Support to the creation of: a Statistical Data for All (DFA) Platform for SDG monitoring and a data platform to capture all SDG indicators structured to allow migration across different systems configured as ready to use public "SDG dash board"; an STP Knowledge Management Portal on the SDGs; and an SDG Mobile app. All these 4 products are accompanied by capacity building activities, ITC support and maintenance.
- 3. Capacity building of national institutions to produce, analyse and manage socio-economic and demographic data broken down by age, sex, for decision-making and development planning:**
- Support to the design and implementation of the National Statistical Development Strategy (2017 – 2021). At the time of the evaluation, statistical data had been entered into an offline platform and the capacity of 15 staff that will use the system was strengthened.
 - Advocacy and awareness building activities were supported for Government decision-makers and technicians regarding the importance of statistical data for development planning.
 - Capacity building on the integration of the exploitation of the demographic dividend in development plans and programmes for decision-makers and 16 public administration staff (6 men and 10 women). However, the evaluation noted that advocacy on the demographic dividend profile needed to be further extended in order to reach all targeted decision-makers.
 - Training on results-based planning for public administration technical staff.

2.2.3 Economic growth and resilience

OUTCOME 3: Employment and competitiveness are ensured through economic diversification, the development of resilience to climate change, which improves the quality of life of poor and vulnerable populations in rural and urban areas as well as access to financial assistance and access to market for young people and women.

Performance against Outcome 3 indicators: 14

Indicator	Target	Achievement	Evaluation
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Unemployment rate for 15 years old and over (Disaggregated by gender)	< 9% (2021) M.: <5% (2021); F.: <5% (2021)	Not available	Not available
Activity rate (disaggregated by sex)	80% (2021) M.: 90% (2021); F.: 90% (2021)	Not reported	Not available
Access to Credit	30% (2021)	Not available	Not available
% of members of vulnerable communities that have access to at least one form of communication to receive early warnings	30% (2021)	Not available	Not available
Funds available at community level to support disaster reduction and response	5 (2021)	Not available	Not available

Analysis of the UN contribution to Outcome 2 found the following results had been achieved:

1. Policies and programmes that stimulate competitiveness and employment, promote the sustainable protection of natural resources and neighboring populations, and promote green growth are adopted:

- Support to the formulation and the adoption of a National Blue Economy Transition Strategy which allowed for support to the preparation of a National Investment Plan, thus strengthening governance and the elaboration of a multi-annual transition program for the Blue Economy. This strategy served not only as a driver of a process of sustainable economic development adapted to the national context, but also improved the coordination of the support of various partners.
- Support to the updating of the Nationally Determined Contributions (NDC) which enabled the country to meet its global climate targets under the Paris Agreement and also provided the country with a set of priority projects as a guideline for investments aimed at reducing greenhouse gas (GHG) emissions and that can be used to mobilize national or foreign investment,
- A renewable energy project was prepared and submitted to Global Environment Fund (GEF). The project intends to promote the use of renewable energy for the productive and service sector through creating a cluster of specialists in the supply, installation and maintenance of solar photovoltaic systems.
- Capacity building for national authorities to improve decision making in relation to the protection of biodiversity, natural resources and renewable energy sources. The UN supported the drafting of legal, technical and regulatory instruments on natural resource management, the development of various natural resource management tools, and the promotion of policies, development plans and of programmes on the sustainable protection of indigenous forest resources
- Support to the creation of a set of normative documents that complete the regulatory framework of the energy sector. There was also development of a guide for investors in renewable energy and the appropriate institution adopted regulations to provide the country with a secure regulatory framework for attracting investment to renewable energy that will contribute to the government's energy transition strategy. As a consequence, a National Training Programme for the Energy Transition was finalised in April 2021 and training of sectors involved had been carried out,
- Support to High Labour Intensity Programs (HIMO) that provided opportunities for employment, especially for young people¹⁵ and the elaboration of guidelines relating to the

procurement of building works and legislation for involving SMEs and the Road Interest and Maintenance Group in the construction sector.

- Support to the establishment of a permanent information management and data collection system for the Ministry of Agriculture, Fisheries and Rural Development (MoA) on the smallholder's registry and production and marketing of agricultural products, as part of the MoA's strategic plan.
 - Support to the creation of a digital platform for the national employment service, one of the priorities of the National Plan of Employment and Training.
 - Capacity building for 25 trainers in the GERME (Manage Your Business Better) methodology enabled them to strengthen the entrepreneurial capacities of young people and women,
 - Support to the Directorate of Water of the Directorate-General for Natural Resources and Energy (DGRNE), to elaborate four (4) Integrated Plans for River Basin Management to guarantee the equitable and sustainable use of water and to protect biodiversity.
 - The agricultural assessment has been implemented to collect data on the local food production and to access the needs of the smallholders in terms of capacity strengthening, and the territorial diagnosis was carried out to inform the development of the territorial sustainable development plan.
 - Realisation of studies for that led to the installation of a mini-photovoltaic plant at Santo Amaro plant which produces 2.2 MW.
2. In the context of inclusive green growth, the livelihoods of 6 remote rural communities were strengthened through the exploitation of non-wood forest products.
3. **The private sector, mainly small and medium-sized enterprises (SMEs) as NGOs in urban and rural areas, and the population of the most 30 vulnerable communities have better access to markets, support for technical assistance and financial services, and increase their contribution to inclusive growth and employment.**
- Capacities of rural communities strengthened to exploit of non-forest products and the development of value chains of these products
 - Strengthening the value chains for products such as banana, Matabala, bread fruits, jackfruit, honey and horn.
 - 155 young entrepreneurs acquired management skills for small businesses and 56 grants were awarded (totaling US\$89,000) and 45 women benefited from management and incubation support activities of which 16 accessed grants.
 - Support to the establishment of a National Entrepreneurship Digital platform including the mapping of companies, elaboration of a guide for entrepreneurs, the rehabilitation of a space for the future national and regional small business incubators.
 - Support of the BAMU XIMIA project for 333 farmers to allow the recovery of Matabala production, a traditional and highly used product in STP gastronomy that was about to disappear.
4. **Public and private institutions as well as rural communities adopt the environmental principles of conservation and protection of fragile habitats and biodiversity and use natural resources sustainably for inclusive growth:**
- Support to reforestation and the planting of leguminous and fruit plants of high commercial values and the rehabilitation of forest nurseries. Over 100 ha of degraded forest areas and 16 ha of degraded agricultural land was recovered¹⁶ A total of 100 small farmers (53 men, 47 women) benefited from this support.

- Reinforcement of the technical capacity of staff in the energy sector and agriculture and forestry sectors in the technical and financial feasibility assessment of renewable energy projects.

2.2.4 UN Support to Combating the Covid-19 Pandemic

The Covid-19 pandemic was declared a Public Health Emergency of International Concern by the WHO in January 2020. This led the UNS in STP to intervene to support 1) the countries health system to address the immediate health impacts of the pandemic, 2) the most vulnerable groups including women, girls and young people.

The UN health response to Covid-19

The UNS' contribution to STP's fight against the COVID-19 was of paramount importance. UN support focused on strengthening the capacity of the Government in general but the Ministry of Health in particular. Support focused on i) the mobilization of various specialists in different disciplines to ensure a comprehensive and effective response to the pandemic, in addition to training national staff in the most adverse areas of response, ii) purchase of various types of medical and sanitary equipment for laboratory and hospital use. This support has been successful due to efficient internal and external resource mobilization.

Details of the UNS's specific contribution during the pandemic can be summarised as follows:

- Hospital equipment and material acquired through the mobilization of €406,557 and carried out by the CCM through a Global Fund grant.
- National capacity strengthened by the recruitment of 5 health professionals for 6 months (2 laboratory technicians; 1 procurement technician; 2 nurses in the Intensive Care Unit).
- Support to the elaboration of a COVID19 vaccine plan and vaccine roll out.
- COVID-19 national pandemic preparedness and response plan elaborated and implemented, and the installation of laboratory capacity to undertake in-country testing.
- The UN did high level of advocacy involving the Government (Prime Minister, Minister of Education and Health) to encourage the rapid and safe reopening of schools (Prioritize vaccination of teachers, ensure hygiene kits, create vigilance committees etc).
- 6 primary schools (3 more than what was initially planned) in vulnerable areas in the district of Agua Grande equipped with improved sanitation (hand washing) facilities: 6 permanent hand-washing devices, installation of 30 sinks/taps, 28 movables stations, and WASH supplies.
- Disinfection of public spaces (90%), including streets, squares, markets, urban corridors as well as all public buildings (96%) i.e. churches, banks, universities, secondary and basic schools;
- Disinfection of 100% of aircraft and ships and their cargoes entering the country and the provision of sanitary facilities for incoming passengers at airports.
- A communication and sensitisation programme relating to COVID-19 in the 3 most populated districts (Agua Grande, Mé-Zochi and Lobata) through the engagement of the Youth Institute.

The impact of UN contribution to the fight against the Covid-19 was substantial and targeted several facets of the pandemic to curtail the disease spread. Sustainability was built in through capacity building activities to ensure effective functioning of the hospital and laboratory. The country became well equipped and prepared to face a possible resurgence of the pandemic. Thanks also to the effective work of the UNS, STP was able to benefit from the international vaccine plan.

Access of the most vulnerable households/families to employment, better working conditions and to food during and after the Covid-19 pandemic

As part of the response to alleviate the immediate impact of the Covid-19, the UNS Mobilized Multi-Partner Trust funds to address the humanitarian crisis that was negatively impacting on the social and economic security of households, and particularly on vulnerable rural and peri-urban population, including women, girls and youth. A joint UN project has been implemented between 2020 and 2021 to ensure that 600 vulnerable households affected by the pandemic were not left behind and could have access to food, better working conditions and employment during and in the aftermath of crisis.

The evaluation noted the following UN achievements resulting from this support:

- The realisation of a pre-gender analysis that allowed for the development of training modules that explicitly addressed the needs of women and girls affected by the pandemic. Gender-sensitive awareness sessions were held targeting rural women on topics related to women's empowerment, security measures, harmful gender and social norms.
- More than 240 women (of which 184 were informal female workers and 49 women with innovative business ideas) whose business was affected by the Covid-19 were able to reinforce and innovate as a result of regular training (ongoing) on entrepreneurship with a focus on strengthening women's business associations. The trainings leveraged on two initiatives: i) *Empreende Jovem* (Young Entrepreneur) in the framework of the Entrepreneurship Youth Platform project to promote economic growth and job creation with particular focus on young entrepreneurs but also on existing companies that are able to propose innovative solutions and ii) GERME methodology (Start and Improve Your Business) to increase technical capacity relating to basic financial tools in order to access funding from micro and small business development. The best business plans were allocated US\$ 5,000 each. Successful women were selected based on their attendance and during training.
- Youth Interaction Centres, based in the districts, organized "Life-skills" sessions for vulnerable girls and adolescents (including 100 out-of-school adolescent girls) in areas such as social entrepreneurship, languages and technical skills which both empowered and prepared them for the job market.
- Tools such as a digital platform for public employment services and a training and information centre with internet access were made available to support job searches, particular for women, and other income-generating opportunities.
- Leveraging JP funding to allow 1,500 vulnerable households led by women to participate in entrepreneurship trainings and for children to benefit from back-to-school kits to avoid interruption in school and reduce drop out.
- Safety nets were developed in high schools to empower young and adolescent girls: 300 girls at risk of dropping out of school were identified in each high school, 150 girls received regular counseling which encouraged them to continue their education and stimulate performance. School counseling content included topics on i) Gender Equality; self-confidence and self-esteem; ii) Empathy, Women resilience and Empowerment; iii) the power of knowledge and service within their communities.
- 600 vulnerable households, and around 3,000 beneficiaries, including children, women and small-scale producers benefited from trainings on innovative agricultural techniques adapted to climate change. Vulnerable households were targeted and enabled to improve their agricultural production through the distribution of kits which included agricultural materials, seeds and local plants used in Santomean cuisine.

- Conditions for the storage and conservation of food were improved and the rehabilitation of 32 school gardens (including 12 water reservoirs) guaranteed food for both families and schools in a sustainable manner.
- 25,000 school children received emergency food assistance during the confinement and suspension of the national school feeding programme through alternative take-home rations (food baskets) delivered to 5,000 vulnerable school children and on-site distribution to 122 schools, targeting 20,000 school-aged children.

Success story: A success that has been notable in the implementation of the UNDAF is the introduction of measures to correctly and accurately identify households led by women who were in a situation of extreme vulnerability yet had difficulties to read and write. Through non-formal participatory techniques, namely techniques with dynamics, games, individual and collective reflections, films and video that were used during training and counseling sessions, and that were tailored towards women and girls, the JP project on Women's Economic Empowerment was able to facilitate behavioral changes that helped women to cope and adopt new ways to overcome vulnerability. As a consequence of employing the participatory techniques, women and girls successfully completed the training and greatly appreciated the knowledge and skills they gained.

Overall findings

1. An analysis of the UNDAF result matrix (Annex 1 of the UNDAF) found that some outcomes, outputs and indicators were too broad and not achievable with only the technical and financial contribution of the Government and the UN. Examples will be presented here for the purpose of the next CF preparation: Ex a) Outcome 1 – i) Disparities and inequalities are reduced at all levels through the effective participation of vulnerable and prioritized groups, and the development and use by these groups of protection services and basic social services – ii) Indicators on Gini index, incidence of poverty, poverty gap ,... these indicators appear to be more relevant and valid in the context of the implementation of a national development program as they would relate to all interventions of all donors, private sector and the state own funding.
2. Outputs should have been prepared with more attention. For example, Output 2.2 - The judicial system is modernized, and justice is accessible to all. This could have been defined as follows "Access to justice is improved or increased to vulnerable families" with an indicator showing an increased percentage of vulnerable families having access to justice,
3. Joint Work Plans for the implementation of the UNDAF were prepared in a participatory and inclusive manner that involved local partners, but greater attention needed to be given to a monitoring and evaluation. In March 2017, an ad hoc M&E group was created whose first task was to review the JWPs in terms of indicators, baselines, and targets. As a result, some indicators were improved or removed.

2.3 Efficiency

The analysis of the programme effectiveness in the previous subsection points to some key successes during the implementation of the UNDAF. However, this alone is not an adequate measure of success without analysing input-output ratios in order to ascertain whether the programme achieved its objectives in the most cost-efficient way. The analysis of efficiency focused on the budget-expenditure nexus, cost effectiveness during implementation, management structures and processes and accountability systems.

2.3.1 Budget-expenditure analysis

The overall budget for the implementation of UNDAF 2017-21 was estimated to be USD41,387,000 of which USD16,800,000, just over 40%, was actually available at the start of programme implementation. Table 1 shows the financial commitments of each UN agency to the UNDAF budget.

Table 1: Pledges of UN Agencies at the start of UNDAF

AGENCY	EFFECT 1			EFFECT 2			EFFECT 3			TOTAL	
	Resource available	Resource to be mobilised	Total	Resource available	Resource to be mobilised	Total	Resource available	Resource to be mobilised	Total	Resource available	Resource to be mobilised
UNDP	250.000	2.385.000	2.635.000	500.000	-	500.000	1.250.000	13.286.000	14.536.000	2.000.000	15.671.000
FAO	-	1.000.000	1.000.000	-	-	-	-	2.000.000	2.000.000	-	3.000.000
OHCHR	-	-	-	5.000.000	-	5.000.000	-	-	-	5.000.000	-
UNICEF	3.736.000	2.065.000	5.801.000	934.000	516.000	1.450.000	-	-	-	4.670.000	2.581.000
UN-Habitat	-	-	-	-	-	-	-	1.000.000	1.000.000	-	1.000.000
WHO	2.500.000	-	2.500.000	-	-	-	-	-	-	2.500.000	-
UNFPA	1.400.000	720.000	2.120.000	300.000	280.000	580.000	-	-	-	1.700.000	1.000.000
UNODC	-	100.000	100.000	400.000	500.000	900.000	-	-	-	400.000	600.000
ILO	250.000	500.000	750.000	15.000	-	15.000	250.000	250.000	500.000	515.000	750.000
Total	8.136.000	7.770.000	14.906.000	7.149.000	1.296.000	8.445.000	1.500.000	16.536.000	18.036.000	16.785.000	24.602.000

The budget was allocated to the three UNDAF effects (outcome areas) as presented in figure 3 below. Although 44% of the total resources considered necessary for the implementation of the UNDAF were allocated to Outcome 3, over 90% of the resources actually available at the start of the programme were allocated to Outcomes 1 and 2. Indeed, over 90% of the resources considered necessary to achieve Outcome 3 needed to be mobilised.

Financial data shared by four UN agencies⁸ indicated that majority had been able to mobilise more than 90% of the resources pledged to the UNDAF by the time of this evaluation. This is good indication that the implementation of the UNDAF 2017-21 was not significantly constrained by a lack of funds. In fact, in the case of UNFPA, the actual contribution to the UNDAF greatly surpassed the original pledge.

⁸ The Budget and Expenditure analysis is based on sample of 4 UN agencies - UNDP, UNFPA, WHO, WFP

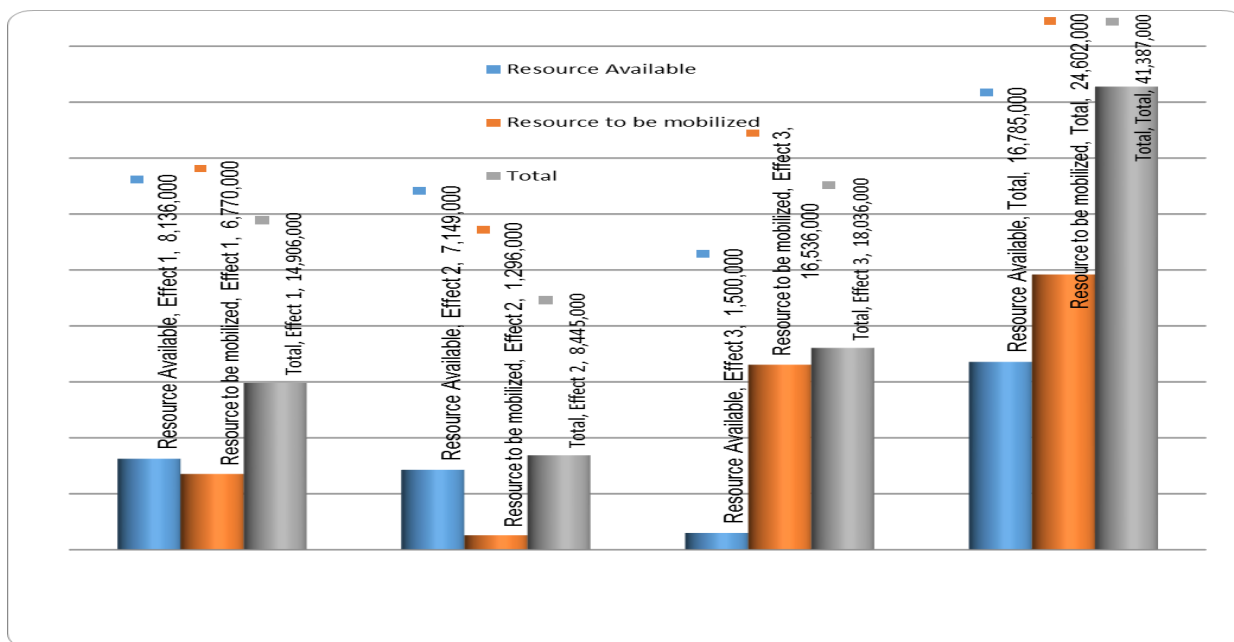
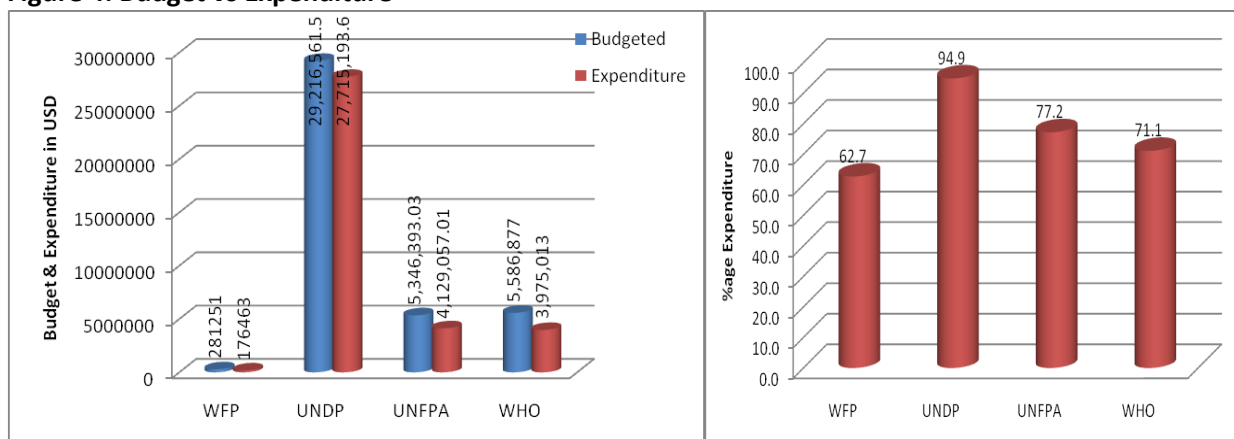


Figure 3: UNDAF Resource availability, mobilisation and distribution

It should be noted that the emergence of the COVID-19 pandemic had a significant impact on the resource mobilization and utilization landscape as many agencies prioritized emergency response. The data provided by the four UN agencies shows that at the time of this evaluation more over 60% of their budgeted resources had been executed as summarized in figure 4 below:

Figure 4: Budget vs Expenditure



The challenges for programme implementation presented by the COVID-19 pandemic were, to a degree, overcome by adopting virtual and online working methods. Moreover, UNDAF implementation was to a certain extent envisaged to be undertaken using national and sub national government structures and systems and thus benefitted from in-kind contributions from government and support infrastructure. In fact, the evaluation found that the timeliness of programme implementation was more affected by delays in resource disbursement and the absorption capacity of implementation partners²¹, particularly in terms of compliance with strict accountability procedures.

Programme financial management and accountability systems: In all UNDAF projects, financial execution and management is required to use the UN's ATLAS financial management system. Financial resources are authorized and disbursed using the FACE and HACT tools⁹ in which new resources are disbursed only once previous disbursements have been satisfactorily accounted for and are demonstrated to be in accordance with approved work plans. The evaluation confirmed that implementing partners adhered to FACE and HACT procedures and there was due probity, value for money and efficiency in accounting for the utilization of resources disbursed. However, the evaluation also noted that limited capacity in terms of adhering to financial management and transparency procedures existed on the part of some implementation partners that required continuous support in order to achieve the desired levels of competence and compliance.

2.4 Sustainability

2.4.1 Sustainability potential of UNDAF interventions and results

Evaluating the sustainability of UNDAF interventions was complicated by the COVID-19 Pandemic that emerged in early 2020 and continued throughout 2021. This urgently required emergency and humanitarian efforts, although the target groups remained largely the same as those identified in the UNDAF.

As has already been noted (Section 2.1.2), the UNDAF 2017 – 2022 was well aligned with the priorities defined in the Transformation Agenda 2030, national plans and the SDGs. This is an important first step in ensuring sustainability as many UN interventions support the development of policies, strategies and laws which will be implemented over the long-term and involve institutional and technical capacity building for implementing partners whether they be Government institutions, civil society organisations, or local communities that strengthens knowledge and know-how that can be applied in future situations.

2.4.2 Opportunities and challenges to sustainability

In the evaluation of sustainability of the UNDAF a number of key factors were taken into account:

1. The existence of a sustainability strategy both at the level of UNDAF, and in the design of programmes and projects.
2. The degree to which the institutional and technical capacity of governmental and other national partners was analysed and systematically strengthened.
3. The need of adequate financial resources as funding scarcity is considered the weak point and constitutes a serious challenge to national authorities for the continuation of not only UN supported interventions but also of other technical and financial partners.

The UNS considers in general that the sustainability of results is ensured through promoting national ownership of interventions, and through the involvement of all relevant national stakeholders. Nevertheless, the long-term sustainability of results depends on the operational and technical capacity of national institutions and other implementation partners to use deliverables (from UN assistance) and to use the acquired knowledge, skills and experience to improve service delivery and promote transformative change. For example, global funds tend to be initially acquired and managed by UN agencies but are typically handed over to Government after some time. Some government partners interviewed during the evaluation expressed concerns that the capacity

⁹ FACE: Funding Authorization and Certificate of Expenditure HACT: Harmonised approach to cash transfer

required to manage these funds, and to make further applications, may not have been adequately developed, raising sustainability questions.

In this context, a sustainable response strategy requires the design and on-going implementation of comprehensive and holistic capacity-building initiatives that systematically consider institutional and human dimensions. This could be achieved through a Joint Programme of all UN agencies, and even all TFPs, in line with their mandate/role and comparative advantages in aid coordination and development actors, harmonizing and concentrating their respective capacity-building activities.

In relation to ensuring sustainability, the UNS in São Tomé and Príncipe confronts a number of challenges:

- the need to raise awareness on the part of national, regional, and local authorities of the need to strengthen leadership centered on a shared long-term development vision and improve institutional planning and coordination in order to accelerate progress towards sustainable development.
- the need to evaluate information and monitoring systems in place across government and agree and support the design and implementation of a national M&E policy in order to strengthen evidence-based policy making.
- The need to intensify capacity-building interventions for all sectors and for CSOs to ensure that a greater number of those being left behind can be reached.

2.5 Cross-cutting issues

2.5.1 Gender mainstreaming and equality

Empowering women and girls lie at the heart of the UN's interventions which aim to lift them out of poverty through providing them with education, health and livelihood and employment opportunities. Women's empowerment and gender equality are principles that are integrated into all UNS interventions and throughout the programme cycle. The evaluation observed a number of interventions designed to improve the lives of women and girls and ensure they are not left behind:

- Strengthening the capacity of the Directorate of Social Protection and Solidarity to manage social protection institutions and programmes and cases of violence, abuse and exploitation of women and children exploitation more effectively.
- Support for the establishment of an institution for the promotion and protection of human rights advocacy for the recognition and respect of the human rights of women, young people and children,
- Entrepreneurship training for young people with a particular focus on women in relation to business management and incubation services and access to grants within the framework of the "Entrepreneurship Youth Platform Project" and the "Women Economic Empowerment Window"
- Ensuring the most vulnerable families, including female headed households, have access to food, basic services and income during the COVID-19 Pandemic.
- Promoting education on sexual and reproductive health and gender for women and girls, young people in general and sex workers.

The evaluation observed a good example of the mainstreaming of gender equality and women's empowerment in the project "Enhancing Biodiversity Conservation and Sustainable Land and Natural Resource Management". During project design a gender analysis was carried out and a gender action plan developed to ensure that the interventions respected local norms and culture but

were nevertheless gender focused. During project implementation the principles of gender equality were applied and enforced through the selection and contracting of local technical and administrative staff, capacity building activities, women's participation in community forestry and decision-making processes, and in the production of plant-based charcoal briquettes from coconut shells that reduced the health risks of women when involved in household cooking duties.

2.5.2 Good Governance and promotion of human rights

Vulnerable households and families are placed at the centre of UNDAF objectives and in the design and implementation of joint programmes and projects. Human rights principles and leaving no-one behind were mainstreamed in UNDAF design and implementation through a focus on poverty, vulnerability, gender equality and social equity. The rights and needs of vulnerable people (women, girls, youth, and Persons with Disabilities) are analysed and reflected in the design and implementation of all programmes and projects, and notably interventions in the fields of education, health, nutrition, employment, livelihoods and justice.

2.5.3 Environmental Protection

The UN has used the principles of environmental sustainability effectively. This contributed to its work to achieve national development targets and STP's international commitments through a number of projects and interventions, for example:

- Promoting hydropower in a sustainable and climate resilient way through an approach that integrates water, land and forest management.
- Support to the delivery of STP's climate promise as expressed in its Nationally Determined Contribution.
- Strengthening the capacity of rural communities to pursue climate resilient livelihoods.
- Enhancing biodiversity conservation and sustainable land and natural resource management.
- Support to the formulation of public policies and strategies, and international agreements on environmental safeguards.

The capacity building component of that is integrated in all these interventions seeks to ensure their long-term sustainability.

2.5.4 Leaving No One Behind

Leaving no-one behind (LNOB) is the central, transformative promise of the 2030 Agenda and the SDGs. It represents the unequivocal commitment of all UN Member States to eradicate poverty in all its forms, end discrimination and exclusion, and reduce the inequalities and vulnerabilities that leave people behind and undermine the potential of individuals and of humanity as a whole. The evaluation finds that the principles of LNOB are integrated in the UNDAF although it has not followed the five-step process for operationalizing them or the commitment to reach the furthest behind first. The UNDAF, and its programmes and projects identified women, children, girls, youth, persons with disabilities, older persons, and families living in extreme poverty as vulnerable groups that either are being, or are at risk of being, left behind.

People living with a disability were a specific target group in the Joint Programme "Reaching the furthest behind first". One of the programme's five objectives is to promote the employability of vulnerable groups like youth, women and the disabled. The results achieved by the JP have been set out in Section 2.2.1. Nevertheless, the evaluation²⁶ found that due to a lack of disaggregated data, it is

not always possible to determine the extent to which people with disabilities and other groups (including women and young people) have benefited from UNDAF and its programmes and projects.

2.6 Facilitators and inhibitors of program performance

The major facilitator of programme performance was the participatory and inclusive nature of its design which enabled a cross-fertilization of ideas that eventually guided the implementation of the UNDAF. Moreover, joint programme facilitated a coordinated multi-agency approach that leveraged synergies and brought expertise and resources to the table to support result delivery. In addition, UN was able to create and build partnerships and alliances with institutions and countries such as CPLP, Canada, France and with new partners such as the University of California on combating the spread of malaria.

The evaluation considers the major inhibitor to programme performance to be lean staffing levels and limited expertise in government MDAs that served to curtail the effective implementation of the UNDAF. The COVID-19 pandemic, which emerged in the middle of UNDAF implementation, also presented significant implementation challenges, not only for UN staff but also for its implementation partners. The need to urgently allocate human and financial resources to the health and potential social and economic impacts of the pandemic required the adjustment and rescheduling of many programme interventions. The safeguards introduced to reduce the proliferation of the virus led to restrictions in movements and strict enforcement of SOPs that severely limited physical interactions between programme staff and partners, although adaption to the use of ICT did to some extent mitigate the impact.

2.7 Programme Management Arrangements, Partnerships and Coordination Mechanisms

The implementation strategy of the UNDAF 2017-2021 sought, first and foremost, to strengthen the UN's contribution to achieving national defined development objectives. Moreover, the UNS sought to consolidate gains in areas in which the UN had comparative advantages, namely, support to policy formulation, capacity building, and the delivery of tailored responses to vulnerable populations¹⁰.

Contextually, programme management and coordination functions were performed in the initial years of by a relatively lean UNS. In January 2019 UN reforms separated the Resident Representative and Resident Coordinator functions which impacted on staffing allocations. In 2020, the UN Resident Coordinator assumed the new position envisaged by the reform process. The RCO had to deal with the recruitment process of new positions induced by the Reform, which led to limited new staff. This impacted on programme management and coordination¹¹.

The evaluation reviewed programme management arrangements, partnerships and coordination mechanisms to ascertain whether the UNDAF was effectively operationalized as planned, the management successes achieved, and the challenges confronted.

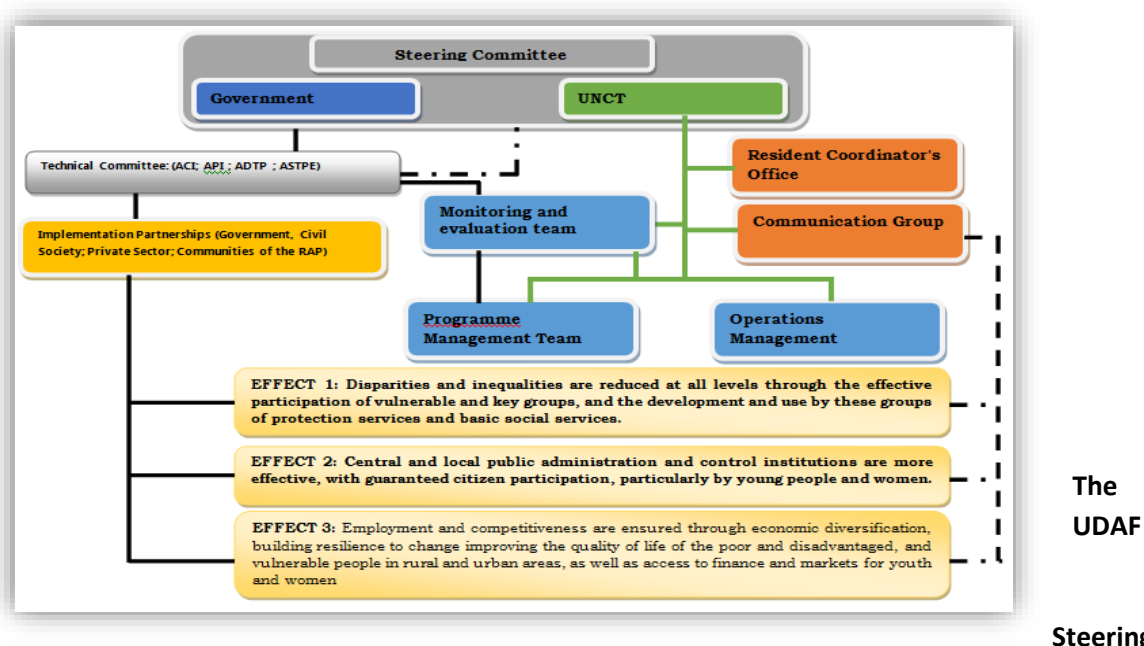
a) Programme Management Arrangements

¹⁰ UNDAF programme document

¹¹ Key Informant UN Resident Coordinator's Office

Under the programme management arrangements, elaborate structures and checks and balances were put in place to ensure that the implementation of the UNDAF achieved its results and targets in an efficient, transparent and accountable way. These structures and the relationship between them are summarised in Figure 5 and included the following: a Steering Committee supported by a technical committee, the United Nations Country Team (UNCT), the Programme Management Team (PMT), Thematic Working Groups each of the three Outcome areas, the United Nations System Operations Management Team (OMT), and the UN Communication Group (UNCG)¹².

Figure 5: UNDAF Management Structure



Steering Committee was at the helm of programme management. It was composed of representatives of the Government and the United Nations Country Team. The United Nations Country Team was chaired by the RC and comprised representative the Communications Group, the Monitoring and Evaluation team, the Programme Management Team and the Operations Management Team in addition to various Technical Committees. Programme implementation was the responsibility of the Government through its ministries, departments and agencies, civil society, the private sector, local communities, and other development partners albeit with technical support, advice and backstopping on the part of UNS staff.

The evaluation has observed that the management arrangements were to an extent operational, but were confronted by a number of challenges:

- Limited staff, both in the RCO and in almost all UN agencies resident in STP. This was attributed to being the legacy of the formative years of the UN in STP. A recruitment drive for

¹² Ibid

key staff took place in 2019-2020 but the problem persisted during almost the entire UNDAF implementation period and curtailed programme management.

- The Government of STP is key partner in the implementation of UNDAF. It provides the political commitment to the UNDAF's outcomes and outputs, the political will to deliver them and programme delivery mechanisms. Nevertheless, the evaluation found that the Government itself suffers considerable technical, material, and financial capacity deficits that significantly constrain its ability to fully perform its role as an implementing partner.
- Civil Society also as part of the management had the responsibility of augment the efforts of the UN system. However, CSOs in STP are still young and need reinforcement from the UN so as to meaningfully contribute to effective management.
- Lack of technically qualified and experienced staff has seriously compromised the Government's ability to effectively manage and coordinate UNDAF interventions and implement activities that clearly fall within its public service delivery remit. As one respondent reported, unstable staffing within some MDAs reduced the effectiveness of the capacity building initiatives provided by the UN system. This weakness needs to be urgently addressed to ensure that investments by the UN system are not diluted or undermined in future¹³.
- Moreover, the evaluation observed that the four-year presidential term limits prescribed by the constitution, could be too short to allow the new government to learn how to manage and coordinate UNDAF which may limit political buy-in.
- Understaffing of projects affected the capacity of UN agencies themselves to deliver on their commitments consequently constraining the effectiveness of the UNDAF targeted results.

Overall, the evaluation observes a set of reoccurring challenges to the effective management of UNDAF implementation linked to capacity deficits, particularly in relation to coordination, both within the UNS and in the Government as the main implantation partner. Clearly the impact of the COVID-19 pandemic also had a significant impact on the management of UNDAF delivery as efforts were re-allocated to emergency and humanitarian priorities.

b) Partnerships Arrangements

The evaluation observed a number of partnership arrangements aimed at supporting UNDAF implementation of UNDAF including partnerships of a bilateral and multilateral nature, arrangements with national and international NGOs, and training and research institutions¹⁴. A partnership strategy was developed in alignment with the intervention priorities identified in the UNDAF. The success of the partnerships was attributed to the credibility of the UN to marshal the necessary resources to exploit opportunities available within partners such CSOs, MDAs, and UN agencies.

Bilateral partnerships: were used to promote synergies between international and local partners with the intention of taking advantage of their technical capacity and specialised services. For example, support from the Governments of Canada and France in partnership with UNDP and national institutions (the Psychological Association of STP (PSTP) and the National Council for Disaster Prevention - CONPREC) greatly contributed to the achievement of UNDAF planned effects in relation to strengthening resilience to natural disasters¹⁵.

¹³ UNDAF progress report 2020

¹⁴ UNDAF STP Programme Document

¹⁵ UNDAF progress report 2020

Multilateral partners: A partnership with the African Development Bank evolved into the joint financing of the rehabilitation of a micro hydro power plant on the Island of Príncipe, a UNESCO Biosphere Reserve. This is expected to contribute to the island achieving its objective of its energy requirements being 100% supplied by clean, green energy sources within the next 5 years¹⁶.

A multilateral partnership approach was effectively used to respond to the COVID-19 pandemic and was reported to have yielded additional resources and innovations that supported other UNDAF initiatives. For example, the partnership between the Ministry of Health, UNICEF, WHO and the Ministry of Education was crucial at providing the much needed technical and financial support to train 300 pre-school assistants that ensured quality of teaching and learning TV and radio classes during Covid-19 lockdown.

National and International NGOs: Partnerships with NGOs was also key to supporting capacity building initiatives. For example, throughout 2018, UNICEF collaborated with the NGO's Valle Flor and the Association of the Blind - Cabo Verde- ADEVIC which enabled it to offer training to teachers to improve their capacity to teach blind and deaf children. The training targeted a group of 29 teachers representing all districts in the country and aimed at promoting a culture of inclusivity across schools and classes. Other NGOs that played a big role were the HELPO and ADAPPA that provided nutrition/school feeding sector that enhanced school attendance of vulnerable children.

Training and research institutions: Partnership with training and research institutions also played a key role in building capacity for national institutions as well as raising funds to augment UNDAF resourcing. For example, Portuguese Academia provided inclusive education specialists that supported the Ministry of Education updating its statutes and redefining its roles and responsibilities. It also supported the definition of the protocol and norms to improve the functioning of inclusive education classes¹⁷.

UNDP reported that it established new contacts and projects with new partners including the University of California (Irvine) to combat the spread of malaria, CONPREC (for the fumigation in public places) and PSTP (mental health). Resources were also raised by teams working inside UNDP and supported UNDP succeed in raising over a million dollars for different projects, not just COVID-19¹⁸. With UN support more funding sources were approached and brought on board. For example UN support enabled the STP to raise Euro 915,427 for HIV, Euro 800,918 for TB and Euro 9,979,300 for Malaria from the Global fund facility which was a big boost to health funding¹⁹.

There were streamlined and targeted partnership arrangements with a modality that focused on capacity building to enhance results at both a strategic and a downstream level. The evaluation noted that in the governance cluster, the UNS partnered with Government departments to strengthen the capacity of members of the National Assembly and parliamentary staff²⁰ on budgeting and monitoring an intervention that enabled the National Assembly to more effectively perform its oversight function that is key for promoting greater transparency in public expenditure.

c) Co-ordination Mechanisms

Efficient and regular coordination within the UNS and with national participation was considered critical for the achievement of UNDAF outcomes. Streamlined and dynamic mechanisms that took

¹⁶ Results Oriented Annual Report STP 2020

¹⁷ Country Office Annual Report 2018 -Sao Tome & Principe – 6830

¹⁸ UNDAF progress report 2020

¹⁹ 2020 UNDAF Report English Version

²⁰ Ibid

advantage of complementary interventions to reduce transaction costs were to be organized around a single mechanism, supported by the RCO, whose technical support for strategic planning, coordination and monitoring to the work of the different committees was to be of paramount importance for the effective coordination of UNS initiatives²¹.

However, the evaluation noted the limited human resource and technical capacity of the RCO prior to delinking that took place in 2020. UN reform led to the recruitment of core staff for the RCO that started in June 2019. A Communications Officer, Monitoring and Evaluation Officer and Partnership and Development Finance Officer were recruited, although the latter was re-appointed to the position of Strategic Planner and Team Leader, although the M&E Officer left. In August 2020, the position of Economist was filled, but in October 2020 the Resident Coordinator was reassigned to new duty station. The position of RC was not immediately filled leading to the UNDP Resident Representative to assume the position of Acting RC. In September 2021 the position of Strategic Planner and Team Leader Evaluation became vacant leaving the Economist to act up on the interim basis. It was envisaged that during the period 2019 to 2020 the new RCO would be fully staffed. The fact that that this hasn't happened, partly due to the impact of COVID 19, has compromised the effective coordination UNDAF delivery. The lack of the fully functional RCO, staff turnover and the limited number of UN agencies resident in STP all contributed to a weakening of the coordination of the UNS²². The evaluation observed that the management of reporting and records, critical for monitoring and evaluation of the UNDAF programme and the achievements and results, was unsatisfactory.

Joint programme and thematic working groups and joint work plans enhanced coordination, synergy and result delivery. The JP contributed to the improved management and coordination at the UNCT, this was exemplified in a way joint projects were delivered bringing together resources as well as added advantages from each partner that enhanced effective management.

d) Strengths and weaknesses of programme management arrangements, partnerships, and co-ordination mechanisms

Strengths

- ***Programme Management arrangements***

Programme management arrangements placed government MDAs at the centre, and they were assigned key roles which kept UNDAF management afloat even when the COVID-19 Pandemic struck. It also augmented the UNS to ensure it effectively supported the UNDAF delivery mechanism.

- ***Partnerships***

Streamlined and interagency partnerships avoided duplication and resource wastage. This was evident in joint programming in some of the UNDAF programme interventions²³. Partnerships bridged gaps in human resources which enhanced programme reach to subnational level. For example, partnerships with CSOs and government organisations were critical in delivery of targeted health and education outcomes. Partnerships led to the establishment of robust mechanisms for resource mobilisation from a broad range of sources to support UNDAF initiatives. These include attracting funding from African Development Bank, the triangular cooperation among others. The

²¹ UNDAF project document

²² Interview with UN Agency respondent

²³ Interview with Governance Cluster team members

urgency of the response to the COVID-19 pandemic required the rapid development of new partnerships and resource mobilisation efforts that were ultimately beneficial for UNDAF delivery

- ***Coordination mechanisms***

Despite the lean staffing and formative nature of the RCO, it managed to steer the UNDAF program in realizing its achievements to a greater extent.

Weaknesses

- ***Programme Management arrangements***

The lean staffing of the RCO and other UN agencies and high staff turnover constrained the effective coordination of UNDAF programmes. This was attributed to the availability of suitably qualified and experienced staff and the fact that the UN Resident Coordinator Office was still in formative stage following UN reform.

M&E and information management systems are weak, and the reporting system is not documenting programme activities and results in a sufficiently regular and rigorous way. This was partly attributed to capacity weaknesses in the results groups. The evaluation found that during the entire UNDAF implementation period, only two reports were produced²⁴.

To overcome the weaknesses, it is recommended in future there is need to have adequate UN Office staff whose terms of employment are aligned to execution of the programme activities.

- ***Partnerships***

The Covid-19 pandemic almost brought programme delivery to a halt and required partnership arrangements and work plans to be rescheduled.

- ***Coordination mechanisms***

Co-ordination was noted to be weak due to the formative nature of the RCO office and staff turnover. However, UN agencies tended to work in silos with each agency focusing on its mandate rather than working to establish a 'Delivering as One' approach to achieving UNDAF results and targets.

However, the evaluation was also told that there was uncertainty on the part of government to consider the UNDAF as important for the delivery of the national development strategy because the latter had not yet been fully developed validated²⁵.

Government regime changes were mentioned as factor that contributed to poor coordination. High staff turnover, especially at senior level, disrupted coordination and capacity building efforts and lack of continuity which impacts on institutional memory.

²⁴ Interview with results group

²⁵ Interview with UN agency representative

3.0 CONCLUSIONS AND LESSONS LEARNT

3.1 Conclusions

The strategy of the UNDAF was derived from the Common Country Analysis carried out in 2015. Its strategic priorities for the period 2017 – 2021 are directly linked to three national strategic axes:

1. Strengthening social cohesion through enhancing access to basic quality social services aimed at reducing inequality and disparity between citizens and localities.
2. Strengthening the internal and external credibility of the country, and
3. Promoting inclusive sustainable growth and resilience.

Following the declaration by WHO of the COVID-19 pandemic in early 2020, a Socio-economic Impact Assessment (SEIA) was carried out and an associated Socioeconomic Response Plan (SERP) elaborated, that aimed to pave the way for both the immediate response to the COVID-19 crisis and for a long-term sustainable recovery. The SEIA, guided by the United Nations Development System framework for the socio-economic response to COVID-19, grouped its analysis according to five pillars:

1. Protecting health services and systems during crisis.
2. Social protection and guaranteeing basic services.
3. Protecting jobs, SMEs and the most vulnerable and productive actors.
4. Macroeconomic response and multilateral collaboration.
5. Social cohesion and community resilience.

Coherence, synergy and complementarity between the three UNDAF outcomes were respected, and this was carried through to the definition of activities, joint programmes and projects to maximize the benefits and impact for target groups. UNDAF delivery has provided some important development building blocks. However, whilst there is evidence of some behavioral changes, particularly in women and girls, it is too early to determine whether or not transformative, lasting and sustainable changes to the lives of those being left behind will result.

The UNS in STP has in general been successful in designing and implementing joint initiatives. Collective efforts have been critical factors that have contributed to a more coordinated approach and synergies within the framework of UNDAF outcomes. Nevertheless, from a RBM point of view, greater attention should focus on the use of Theory of Change methodology, the identification and evaluation of strategic priorities, and the definition of outcomes, outputs and indicators. Moreover, much needs to be done to improve M&E and reporting systems.

There was clear involvement of relevant national authorities, including key ministries, districts and the ARP, and engagement with civil society organisations throughout the UNDAF cycle, from the definition of priorities, the identification of target groups, the implementation of the UNDAF, and the development of joint projects and the mobilisation of funds.

South – South and triangular cooperation was privileged as far as possible within the Community of Portuguese Speaking Countries²⁶. This involved the sharing of knowledge, experiences and good practices with Santomean institutions and staff.

²⁶ (Portugal, Cabo Verde, Guinea-Bissau and Brazil).

Target groups benefiting from activities implemented under the UNDAF delivery process were also those identified as the most vulnerable during the COVID-19 pandemic notably vulnerable families including women, girls, youth, older people and people with disability. Data shows that there are marginally more women in STP than men, and that poverty impacts on women more than men. Through the UNDAF the UN supported interventions to alleviate poverty through improving access to food, nutrition, health, education, vaccinations and justice and the promotion. A human rights based approach was placed at the centre of the UNDAF's strategy.

Strengthening capacity of both government institutions and staff, civil society organizations and the private sector was a key component of UN support. Capacity development/building has involved not only training of nationals and locals in various areas, but also technical support to the formulation and implementation of strategies, policies, programs/projects, and laws and the provision of materials and equipment.

One of the key challenge for UNDAF delivery was the accurate identification and quantification of target groups and poor and vulnerable households, particularly those led headed by women who often have low levels of education and literacy. It is worth noting that the UNS employed a number of non-formal and innovative techniques to identify and work with target groups, for example, in the JP on Women Economic Empowerment counseling sessions were geared towards women and girls using a range of innovative techniques and results are encouraging.

Whilst, at the time of the evaluation (mid 20210), not all the results anticipated in the UNDAF have been realised, taking into account the COVID-19 pandemic, a much has been achieved. However, to measure achievements more accurately greater attention needs to be paid to ensuring whenever possible data is disaggregated by sex, age and location to better understand both the challenges and the changes that have been brought about. It is hoped that the data collection system, "Data for All", that will facilitate the monitoring of SDG indicators, will overcome this problem.

Partnership and alliance building constituted one of the UN's strengths during this period and led to significant resource mobilisation, particularly during the COVID-19 pandemic. Nevertheless, discussions with stakeholders highlighted the capacity weaknesses of civil society in terms of human, material and financial resources that compromises their ability to implement development projects and to powerful voice for citizens, particularly those without voice, in political and decision-making arenas. There is a niche for UN to strengthen the capacity of CSOs to achieve a greater impact and sustainability. For example, the National Institute for Gender Promotion and Equality is poorly involved in interventions that promote the empowerment of women and girls.

3.2 Lessons Learnt

- A lack of a critical mass of appropriately qualified and experienced staff and the high turnover in staff particularly in the RCO during the transition resulting from UN Reform impacted on UNDAF delivery due to weaknesses in management, coordination, M&E and reporting.
- Participatory approaches were important in identifying and targeting vulnerable groups. The participation of stakeholders in the compilation of the Social Registry was important in ensuring that the right people were sufficiently documented to benefit from social protection programmes especially during the COVID-19 pandemic.
- Strict enforcement of accountability tools was crucial to ensuring efficiency in resource utilisation and guaranteeing value for money.
- Sustainability of UNDAF results can only be guaranteed if Government has adequate financial resources and capacity to lead on the development agenda. Heavy reliance on external funding

could undermine the country's ability to safeguard the gains achieved through the delivery of the UNDAF given the enormous resources required.

4.0 RECOMMENDATIONS

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.

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.

3. The UN should review and strengthen the functions of the M&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 UNS to analyse and strengthen the RCO M&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.

4. 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&E process.

5. 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.

6. 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.

7. 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.

8. 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 a inclusive capacity building strategy.

9. 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.

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- UNEG Norms and Standards for Evaluation, <http://www.unevaluation.org/document/detail/1914>
- Ethical Guidelines for Evaluation, <http://www.unevaluation.org/document/detail/102>
- Code of Conduct for Evaluation in the UN system, <http://www.unevaluation.org/document/detail/100>
- Guidance on Integrating Human Rights and Gender Equality in Evaluations, <http://www.unevaluation.org/document/detail/980>
- <http://www.uneval.org/document/guidance-documents>
- <http://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability>
- <http://www.unevaluation.org/document/detail/607>

UN STP programming documents

- United Nations Development Assistance Framework (UNDAF) 2017-2022
- United Nations Common Country Analysis/Assessment (CCA) 2015
- Joint annual /biannual work plans
- Joint programme documents
- Mid-term reviews of interventions/programmes in different thematic areas of the UNDAF
- UN STP resource mobilization strategy

M&E documents

- UNDAF M&E Plan 2017-2022
- UNDAF annual results plans and reports
- Monitoring reports

Other documents

- Meeting agendas and minutes of joint United Nations working groups
- Donor reports

Annex 2: UNDAF Outputs, results and indicators

	Indicators	Baseline	Target	Observed value	Evaluation
OUTCOME 1: Disparities and inequalities are reduced at all levels through the effective participation of vulnerable and prioritised groups, and the development and use by these groups of protection services and basic social services.	Gini index	33% (2015)	25%	Not available	Not appropriate
	Poverty Incidence	66.2% (2015)	30%	Not available	Not appropriate
	Poverty gap	24.8% (2015)	9%	Not available	Not appropriate
	Neonatal mortality rate	19.3/1,000 (2013)	5 (2021)	7 (2019)	Achieved
	Maternal mortality rate	76/100,000 (2015)	17	Not available	Not available
	Gender development index	0.891 (2015)	0.95	Not available	Not available
	Transition rate from primary to secondary school	53.7% (2015)	70% (2021)	Not available	Not available
	Percentage of the national budget implemented by the social sector	34.1%	36%	Not available	Not appropriate
	Incidence of malaria by district, by group and by age.	In/1000: /district< 5 yrs; / > 5 yrs: AG: 15.6, 8.8, 6.8, 17.1 MZ: 2.6, 1.1, 1.9, 2.7; LO: 20.4, 8.9, 11.2, 22.1 CT: 5.9, 3.3, 5.0, 6.1 CU: 4.6, 4.2, 4.2, 4.7 LE: 5.9, 3.3, 5.0, RAP: 0.3, 0.0, 0.0, 0.3 Total: 10.1, 5.2, 5.1, 11.0	São Tomé: <5/1000 in all districts by age group RAP < 1/1000	Not available	100% of the confirmed malaria received treatment
	Completion rate in the different levels of education	91.6% primary (2014); Secondary 53.7% (2014)	93% primary, 60% secondary	Not available	Not available

Output 1.1: Key vulnerable groups, particularly children and women, using quality services in the areas of health, education, nutrition, sanitation, and housing, within a legal framework and as part of strengthened national systems	% of pregnant women who sleep under MILDA at night.	60.9%	>60.9%	92,9%	Achieved
	% of children under 5 years who sleep under MILDA at night.	61.1%	> 85%	88,9%	Achieved
	% of Sex Workers infected with HIV aids following treatment).	1.1% (2013)	0.8%	Not available	Not available
	Nº of TB cases reported and treated in key and high risk population.	178 (2015)	173	177 (2019)	Achieved
	Utilization rate of improved latrines that are not shared.	40.9%	50%	20,3%	Partly Achieved
	Rate of children under 1 year fully vaccinated.	65.8%	70%	41,5%	Partly Achieved
	Rate of unmet needs in family planning.	32.7%	31%	27,1%	Partly Achieved
	Net enrolment rate (TNS) in all levels of education (preschool (PS), primary (P), secondary (S) and vocational).	36% TNS-PS 94% TNS-P 60.4% TNS-S	40% TNS-PS 95% TNS-P 65% TNS-S	Not available	Not available
	Admission rate /child with special educational needs in preschool (PS), primary (P) and secondary (S).	1% PE 15% P	3% PE 20% P	Not available	Not available
	% of mothers and children (6 - 59 months) supplemented with vitamin A.	Postpartum: 71% Children (6 - 59 mths): 84%	Postpartum: 80% Children (6 - 59 mths): 90%	Not available	Not available
Output 1.2: Vulnerable groups, particularly children and women, have access to adequate protection of their rights and a social protection system, and participate in decision-making that concerns them.	% of children aged 5 to 17 involved in child labour.	26%	20%		Not available
	Nº of vulnerable households receiving social transfers.	1,024	1,500	60%	Partly achieved
Output 1.3: Adolescents and youth, especially girls and the most vulnerable, contribute to and benefit from reproductive health, education, training, information and entrepreneurship services to meet their needs	% of health facilities providing health services for adolescents and youth.	97.4%	97.4%		Not available
	Nº of young people of school age who are out of school institution (compulsory education).	9,117	8,800		Not available
OUTCOME 2: Increased efficiency of the central and local public administration and oversight institutions, with guaranteed citizen participation, especially for youth and women	% of seats occupied by women in positions of power and decision-making (AN, Government, District Councils)	AN:18%, Gov.central: 10%; Gov.Reg:0% PR:17%; Camaras Distritais:14,2%	AN:50%, Gov. central: 30%; Gov. Reg: 30% PR:30%; Camaras Distritais:30%	2%	NOT Achieved
	Crime rate	3.8/100 000	0/100,00	Not available	Not appropriate

	% of Universal Periodic Review (UPR) recommendations accepted and implemented	0/144	50% (2021)	Not available	Not achieved
	Rank in corruption perception index	66 th (2015)	40th	Not available	Not appropriate
	% of population (voters) participating in elections (Presidential, legislative, and local/regional).	Not available	Not available		Not available
Output 2.1: The capacities of national institutions at central, regional and local level are strengthened with regard to control, transparency and accountability.	CGE (General State Account) prepared, certified by the Court of Auditors and approved by the National Assembly every year.	4	6	1 for 2014	Not achieved
	Nº of administrations and local authorities which have planning, budgeting and monitoring services.	Not available	Not available		Not available
Output 2.2: The judicial system is modernised, and justice is accessible to all.	% of disputes resolved through the alternative mechanisms.	0	25%		Not available
	% of GBV cases resolved through the alternative mechanisms.	94%	96%		Not available
	Rate of adherence to international instruments for the protection of human rights	50%	85%		Not available
Output 2.3: The capacity of national institutions is increased to produce, analyse and manage socio-economic and demographic data, disaggregated by age, sex, for decision-making and development planning.	Socio-economic database updated, operational and available to users.	Yes	Yes (2021)		Partly achieved
	Results of the STP Demographic Dividend profile are integrated into development plans and programmes.	No	Yes (2021)		Not achieved
OUTCOME 3 : Employment and competitiveness are ensured through economic diversification, the development of resilience to climate change, which improves the quality of life of poor and vulnerable populations in rural and urban areas as well as access to financial assistance and at market for young people and women.	Unemployment rate 15 years old and over (Disaggregated by gender)	13.6% (2015); M: 9.3% (2015); F: 19.7% (2015)	< 9% (2021) M: <5% (2021); F.: <5% (2021)	Not available	Not available
	Activity rate (disaggregated by sex)	62.6% (2015) M:74.6% (2015) F: 50.8% (2015)	80% (2021) M: 90% (2021); F: 90% (2021)	Not reported	Not available
	Access to Credit	0	30% (2021)	Not available	Not available
	% of members of vulnerable communities that have access to at least one form of communication to receive early warnings	10%	30% (2021)	Not available	Not available
	Fund available at community level to support disaster reduction and response	0	5 (2021)	Not available	Not available
Output 3.1: Policies and programmes that stimulate competitiveness and employment, promote the sustainable protection of natural resources, neighbouring populations and promote green growth	Nº of operational programmes contributing to competitiveness and employment.	Not available	Not available		Not available
	% of Agenda 2030 programmes in line with the slogan "economic growth and resilience" implemented.	0	30%		Not available

are adopted.	Nº of existing initiatives in favour of inclusive green growth (in rural and urban areas?).	0	3		Not available
	Nº of local authorities that have integrated the concept of resilience in their urban planning tools	0	2		Not available
Output 3.2: The private sector, mainly SMEs (small and medium enterprises), NGOs in urban and rural areas, and the population of the 30 most vulnerable communities have better access to markets, technical assistance services and financial support, and increase their contribution to inclusive growth and employment.	% of SMEs benefiting from the business promotion programme.	0	3		56 grants awarded. 16 women accessed grants
Output 3.3: Public and private institutions as well as rural communities adopt the environmental principles of conservation and protection of fragile habitats and biodiversity and use natural resources sustainably for inclusive growth.	Nº of Disaster Risk Management Instruments successfully implemented.	3	5		Not available
	Nº of reforestation and conservation programmes for biodiversity and fragile habitats.	2	4		Not available
	% of Rural Communities that have adopted the principle of resilience and adaptation to climate change.	1%	30%		
	Nº of programme / project developed and implemented on sustainable and responsible management of natural resources.	2	Not available		
	% of renewable energy injected in the National Electricity Grid.	5%	30%		

Annex 3: Terms of Reference

1. INTRODUCTION

General Assembly Resolution A/RES72/279 (2018) elevated the United Nations Development Assistance Framework (UNDAF), now renamed as the United Nations Sustainable Development Cooperation Framework, “as the most important instrument for the planning and implementation of United Nations development activities in each country, in support of the implementation of the 2030 Agenda for Sustainable Development and the SDGs. The new UN Cooperation Framework (UNCF) will articulate government expectations of the UN development system and represent the system’s collective offer to support the country. Likewise, the UNDAF evaluation¹ will be the main accountability and learning instrument on the UN system’s collective contribution at country level.

The UNDAF evaluation will provide the UN system’s accountability to its members and the public for its support to the country’s sustainable development. It will provide the UN country team (UNCT) an opportunity to reflect on the way they have been supporting the country’s development process and, through a participatory approach, open a dialogue with national stakeholders for future improvements. It will also provide lessons for the UN-system agencies to reflect on their strategy and approaches in support of the countries.

It is expected the applying of a robust evaluation design through the combination of approaches and mixed methods that enable systemic and intersectional assessment of the mainstreaming the UNDAF programming principles and the key cross-cutting issues of the 2030 Agenda (LNOB, gender equality, environmental sustainability); and enable participatory and inclusive processes. It will take a systemic approach, which acknowledges complexity and multiple causal pathways, when assessing whether planned UNDAF results were achieved, whether they made a worthwhile and durable contribution to national development processes and delivered on the commitment to leave no one behind, in a cost- efficient manner. It will provide essential information on if the UN is collectively prioritizing support and contributing to the country’s sustainable development as a whole, as well as seek to identify synergies, gaps, overlaps and missed opportunities. It supports institutional learning, contributes to the strategic positioning of the UN system in a country, and serves as the foundation next UNCF 2023- 2027.

The UNDAF Evaluation will be conducted through independent yet inclusive processes: implying that the evaluation team will have behavioral independence and the final authorship of the report, while it will be open to the views and concerns expressed by all stakeholders. Evaluations are required to provide actionable recommendations with a clear target audience; UNCTs are responsible to provide an agreed management response, and to monitor progress of implementing the management response.

2. COUNTRY CONTEXT AND UNDAF/UNSDCF HIGHLIGHTS

Context of STP

Sao Tome and Principe is an island country located on the line of the equator, in the Gulf of Guinea, about 300 km from the African continent, composed by two islands (the island of São Tomé and the island of Príncipe) with a total area of 1001 km² and are separated from each other by 150 km.

The country has an estimated population of 214,610 in 2021, with an intercensal growth rate of 2.45% of which 50.3% are women and 49.7% are men. The population is quite young. The age group between 0 and 25 years old represents more than 62% of the population. The young population has increased considerably over the past decades (with an estimated natural growth rate of 2.0% in 2019), which may imply, in the long term, a challenge for the country's development in terms of access. employment, housing, education, health, transport, etc. Thus, the demographic dividend has been integrated into the National Sustainable Development Plan of São Tomé and Príncipe 2020-2024, which represents a strategic opportunity to achieve the aspirations and objectives enshrined in the Agenda 2063 and the Agenda 2030, and a key instrument for accelerating economic growth and increasing the development of human capital.

The economy of São Tomé and Príncipe is highly vulnerable to exogenous shocks and depends on official development assistance (ODA), which financed 97.3% of the state budget in 2019. The economic sector is still

fragile and little diversified and consists mainly of the production and export of cocoa which accounts for about 90% of total export earnings.

¹ During the transition period, the UNCF evaluations may still be examining contributions made under UNDAF rather than UNCF, given the reflective nature of evaluation. These guidelines equally apply to such cases. In this sense, UNCF should be read interchangeably as UNDAF as appropriate throughout this document.

According to the Family Budget Survey, IOF (2017), 66.7% of the population is poor. Poverty mainly affects households headed by women (61.6%). The average income is insufficient or low, because of the lack of paid employment is considered to be the main cause of poverty. Inequality in São Tomé and Príncipe is high based on international standards according to World Development Indicators. The value of the Gini index in 2017 was 48.4. São Tomé and Príncipe reach the level of average human development in 2019 due to the improvement of social indicators, with a human development index (HDI) of 0.625 at the 135th position, among 189 countries. The HDI has evolved positively by 6 positions compared to 2017. At the end of 2015, the country reached the Millennium Development Goals linked to universal education, with a net primary school enrollment rate of 99%, and that linked to the reduction of infant mortality, with an infant mortality rate that decreased from 38 deaths per 1,000 births in 2014 to 14 deaths per 1,000 live births in 2019.

The health, humanitarian and economic challenges posed by the COVID-19 pandemic have required the mobilization of resources, consultation and coordination among the United Nations country team to support the efforts of national authorities to prevent and contain the disease. spread of the epidemic in the country. In this context, a joint multisectoral UN response strategy to COVID-19 was developed around 3 axes: i) preparation and response to the epidemic, ii) mitigation of the socioeconomic impact; and iii) recovery phase.

UNDAF/UNSDCF Highlights

The United Nations Development Assistance Framework (UNDAF) 2017-2021 was designed to strategically enhance the coherence of the UN System's response to support the Government of Sao Tome and Principe (STP) in achieving its national priorities. The UNDAF formulation process started in 2015 with the development of a Country Analysis complementing existing national analytical work. Based on this analysis, the UNDAF was formulated in close alignment with the national priorities stipulated in the National Transformation Agenda 2030.

The UNDAF provide a strategic development vision that the Government of STP and the UN Country Team (UNCT) are committed to realize over the period 2017-2021. The UNDAF is a fundamental programming instrument for UN System coherence and harmonization of response to national development challenges and complies with the underlying principles of the UN reform process. The UNDAF was developed in a participative approach in consultation with the national authorities and implementing partners. The strategic orientations of the SNU at STP for the period 2017-2021 are directly linked to three main national strategic axes, namely:

1. strengthening Social Cohesion through access to basic quality social services aimed at reducing inequality and disparity between citizens and localities
2. strengthening the internal and external credibility of the country and;
3. promoting inclusive sustainable growth and resilience.

The UN and the Government of STP have identified 3 concrete outcomes in these 3 priorities areas, namely:

- **Outcome 1:** Reduction of disparities and inequalities at all levels through the development and use of social protection and basic social services by the most vulnerable populations;
- **Outcome 2:** Increased efficiency of central and local public administration and oversight institutions, with guaranteed citizen participation, especially for youth and women.
- **Outcome 3:** Employment and competitiveness are ensured through economic diversification, the development of resilience to climate change, which improves the quality of life of poor and vulnerable populations in rural and urban areas as well as access to financial assistance and at

the market for young people and women.

For each outcome, the UN system is expected to deliver a set of outputs to achieve these changes in behavior and/or performance. The UNDAF has been implemented by the UN system in conjunction with the Government of STP, building on national processes and systems and through the assurance of continued alignment with national priorities and the principles of national ownership, mutual accountability and managing for results.

The UNDAF outcomes are being achieved through a 'delivering-as-one' approach – with a strategic UNDAF developed at the outcome level, inter-agency Results Groups responsible for development of Joint Work Plans for each of the 3 respective UNDAF outcomes, including their implementation, monitoring, and reporting with IPs and a Joint Steering Committee (JSC) that provides formal oversight and management direction.

The UNCT and the Resident Coordinator are responsible for the effectiveness of the United Nations activities. Under the overall UNCT umbrella and oversight, Outcome results Groups were established for each of the 3 outcomes set out in the UNDAF. The following resident and non-resident UN agencies and programmes signed the UNDAF framework at the beginning of the cycle: FAO, ILO, OHCHR, ONUDC, UNDP, UNFPA, UN-HABITAT, UNICEF, WFP, WHO. Others non-residents

agencies and programmes have jointed during the implementation trough the joint workplans such as, IFAD, UNESCO.

Taking into account the COVID-19 pandemic has influenced the timeline of the preparation of the new programming cycle, consequently the UNCT requested one-year extension of the current UNDAF period, i.e. until 2022, to allow the new cooperation framework, in addition to responding to national priorities regarding the objectives of sustainable development, be able to contribute to the recovery of the socio-economic impacts of the COVID-19 pandemic.

UNDAF Evaluation in the context of STP

The UNCT STP, in collaboration with its Government partners is currently in the process of preparing the 2017-2022 UNDAF Evaluation. The rationale for this UNDAF evaluation is twofold: 1) to use the findings strategically to inform the next UNCF cycle 2023-2027, to better integrate Agenda 2030 and the SDGs to better align and target UN interventions that will support the country in reaching its 2030 commitments; and 2) to use the independent evaluation process and findings as an accountability tool of the results achieved to date and potential impact of the UN interventions, including key lessons learned and good practices for the UNCT in STP and its partners from the current UNDAF cycle.

The evaluation will also take into account the relevance, effectiveness and impact of the Joint Programme (JP) funded by the Joint SDG Fund for Social protection "Reaching the furthest behind first: A catalytic approach to supporting the social protection in Sao Tome & Principe" which was granted to the UN STP team in 2019. The JP aims at contributing to the acceleration of implementation of UNDAF in the area of social protection in particular, to Outcome 1 of the UNDAF. A brief description of the JP and its results framework is provided in Annex B of this document.

The UNDAF evaluation will seek to be independent, in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluation will be conducted in a consultative manner and will engage the participation of a broad range of stakeholders.

3. THE EVALUATION PURPOSE, OBJECTIVES AND SCOPE

3.1 Purpose

The UNDAF 2017-2022 evaluation will pursue the following two purposes, as outlined in the interim 2019 UNCF evaluation guideline, for being the main accountability and learning instrument for the collective UN system support at the country level, namely: (i) demonstrate accountability to stakeholders on performance in achieving development results and on invested resources, including the joint programme funded by the Joint SDG fund; (ii) support evidence-based decision-making.

3.2 Objectives

The **objectives** of the UNDAF 2017-2022 Evaluation are:

- i. To provide the UNCT STP, national stakeholders and rights-holders, UNDCO as well as a wider audience with an independent assessment of the STP UNDAF 2017-2022.
- ii. To broaden the evidence, base to inform the design of the next UNCF programme cycle.

The **specific objectives** of the UNDAF 2017-2022 evaluation are:

- i. To provide an independent assessment of the relevance, effectiveness, efficiency and sustainability of UN in STP support, including through the implementation of the joint programme funded under the Joint SDG fund.
- ii. To provide an assessment of the UNCT coordination mechanisms, with a view to enhancing the UN in STP collective contribution to national development results.
- iii. To draw key conclusions from past and current cooperation and provide a set of clear, forward-looking and actionable recommendations and identify lessons learned and good practices for the next programme cycle.

3.3 Scope

Geographic Scope

The evaluation will cover the areas where UN implemented interventions: All districts and Region Autonomy of Principe.

Thematic Scope

The evaluation will cover the thematic areas of the UNDAF 2017-2022: Social Cohesion, Governance and Economic Growth and Resilience. In addition, the evaluation will cover cross-cutting issues, such as (human rights-based approach, gender equality, people with disability, environmental sustainability), and transversal functions, such as (coordination; results-based management, capacity development; monitoring and evaluation; innovation; resource mobilization; strategic partnerships). Finally, the evaluation will include, and analysis of the results achieved through the implementation of the Joint SDG Fund Programme for Social protection.

Focus on Disability of the Joint Programme “Reaching the furthest behind first: A catalytic approach to supporting the social protection in Sao Tome & Principe”

As persons with disabilities are among the most vulnerable and marginalized groups across countries and considering the critical role that social protection can play in supporting their inclusion, most joint programs had identified them as direct or indirect beneficiaries. In line with the Leaving No One Behind principle and the obligations stemming from the Convention on the rights of persons with disabilities, even programs that do not target directly persons with disabilities should ensure that persons with disabilities within targeted population can access the program without discrimination.

The evaluation will therefore assess to what extent:

- Joint programme design, implementation, and monitoring have been inclusive of persons with disabilities (accessibility, non-discrimination, participation of organizations of persons with disabilities, data disaggregation)
- Joint programme effectively contributed to the socio-economic inclusion of persons with disabilities by providing income security, coverage of health care, and disability-related costs across the life cycle.

Temporal Scope

The evaluation will cover interventions planned and/or implemented within the time period of the current UNDAF 2017-2022.

4. EVALUATION CRITERIA AND PRELIMINARY EVALUATION QUESTIONS

4.1 Evaluation Criteria

As per the 2019 UNEG interim new guidelines, the evaluation questions are the core elements that define the evaluation. The evaluation questions will determine the objectives of the evaluation and how it should be conducted. The Evaluation Report must provide answers to the evaluation questions in its conclusions and ensure clarity of connection between the questions and the conclusions. Because of the high level of UNDAF/UNCF objectives and the complexity arising from UNCTs' multi-actor nature, the evaluation questions cannot be based simply on the traditional evaluation criteria. For UNDAF/UNCF evaluations, the evaluation questions should assess the following dimensions: Relevance and appropriateness of the UN system support; Coherence of the UN system support and the effectiveness of the Cooperation Framework; Conformity with the crosscutting principles.

4.2 Preliminary Evaluations questions

The evaluation of the UNDAF 2017-2022 will provide answers to the evaluation questions (related to the above dimensions), which determine the thematic scope of the UNDAF evaluation. The evaluation questions presented below are indicative and preliminary. Based on these questions, the evaluators are expected to develop a final set of evaluation questions, in consultation with the evaluation manager and the ECG.

a) Relevance and appropriateness of the UN system in STP support

- ✓ Has the UN system in STP supported achievement of national development goals and targets, in alignment to relevant national plans and frameworks?
- ✓ Has the UN system in STP addressed key issues and development challenges identified by the UN Common Country Assessment and in the achievement of the Sustainable Development Goals?
- ✓ Has the UN system in STP support prioritized and extended in such a way to leave no one behind?
- ✓ Has the UN system in STP paid proper attention to regional and cross-border issues of importance?
- ✓ Has the UN system in STP remained responsive to emerging and unforeseen needs of the country and the people?

b) Coherence of the UN system in STP support and the effectiveness of the Cooperation Framework

- ✓ Has the UN system in STP collectively prioritized activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?
- ✓ Has the UNDAF 2017-2022 strengthened the position, credibility and reliability of the UN system as a partner for the government and other actors?
- ✓ Has the UNDAF 2017-2022 strengthened the coherence of support by UNCT members towards the common objectives?

c) Supporting transformational changes

- ✓ Has the UN system in STP support extended in such a way to build national and local capacities and ensure long-term gains?
- ✓ Has the UN system in STP leveraged all sources of financing and investments, rather than relying mostly on donor funding for its activities, to ensure the scale of impact necessary for attaining the 2030 Agenda?
- ✓ Has the UN system in STP promoted and supported inclusive and sustainable economic growth that leaves no one behind and strengthen ecological foundation of the economy and the society?
- ✓ Has the UN system in STP promoted or supported policies that are consistent among each other and across sectors, given the multi-sectoral nature of social and economic development?

- ✓ Has the UN system in STP supported the country and the people in strengthening economic and individual resilience and contributed to reducing vulnerability against shocks and crises?

d) Conformity with the crosscutting principles

- ✓ Has the UN system in STP support extended in such a way to promote gender equality?
- ✓ Has the UN system in STP support followed the Human Rights principles?
- ✓ Has the UN system in STP support designed and delivered in due consideration to environmental implications?

e) Joint Programme and its contribution to the UNDAF

- ✓ Has the JP Accomplished of the main expected results?
- ✓ Has the JP contributed to improving the situation of vulnerable groups identified in the JP document (ProDoc)
- ✓ To what extent did the program target persons with disabilities?
- ✓ To what extent did support to data collection and analysis, registries, and information system feature disability?
- ✓ To which extent did the program contribute to support inclusion of persons with disabilities via:
 - Ensuring basic income security
 - Coverage of health care costs, including rehabilitation and assistive devices
 - Coverage of disability-related costs, including community support services
 - Facilitate access to inclusive early childhood development, education, and work/livelihood
- ✓ Has the JP contributed to SDG acceleration (as per SDG matrix in Annex B)?
- ✓ Has the JP contributed to the UNCT coherence?

The final evaluation questions and the evaluation matrix will be presented in the inception report.

5. APPROACH AND METHODOLOGY

5.1 Evaluation Approach

Theory-based approach

The UNDAF evaluation will adopt a theory-based approach that relies on an explicit theory of change, which depicts how the interventions supported by the UN STP are expected to contribute to a series of results (outputs and outcomes) that contribute to the SDGs. The theory of change also identifies the causal links between the results, as well as critical assumptions and contextual factors that support or hinder the achievement of desired changes. A theory-based approach is fundamental for generating insights about what works, what does not and why. It focuses on the analysis of causal links between changes at different levels of the results chain that the theory of change describes, by exploring how the assumptions behind these causal links and contextual factors affect the achievement of intended results.

The theory of change will play a central role throughout the evaluation process, from the design and data collection to the analysis and identification of findings, as well as the articulation of conclusions and recommendations. The evaluation team will be required to verify the theory of change underpinning the UNDAF 2017-2022 and use this theory of change to determine whether changes are at output and outcome levels occurred (or not) and whether assumptions about change hold true. The analysis of the theory of change will serve as the basis for the evaluators to assess how relevant, effective, efficient and sustainable the support provided by the UN STP was during the period of the UNDAF 2017-2022. The Theory of change developed to support implementation of the joint programme funded by the Joint SDG Fund on Social Protection will also be analysed to assess the level of progresses achieved throughout implementation in alignment with UNDAF. The JPs theory of change is described in Annex B of this document.

For UNDAF/UNCF evaluations, the theory should cascade from the SDGs to UNDAF/UNCF outcomes to agency outcomes. While the theory of change should have been developed when UNDAF/UNCF was designed, the

Evaluation Team and the Evaluation Manager should see if it is sufficiently articulated for the purpose of designing the evaluation, and still organize the workshops. Because of the multiplicity of SDGs and sectors, it is advisable to develop multiple theories – by SDG, for instance – and organize a series of shorter workshops to keep the exercise manageable.

A theory-of-change workshop during the first week of the Evaluation Team's in-country work is a great opportunity for the Evaluation Team and the UNCT members to develop a common understanding of what ought to happen to achieve the goals, what the UN's activities are expected to achieve, what interaction will be required with other actors, including government, and so on. Having a common understanding of this kind at the start of the exercise is critical to avoiding dispute at a later date. The outcome of the theory of change workshops should be used as a reference in designing the evaluation and analysing the evidence collected. They could be annexed to the inception and final reports as appropriate.

As part of the theory-based approach, the evaluators shall use a contribution analysis to explore whether evidence to support key assumptions exists, examine if evidence on observed results confirms the chain of expected results in the theory of change, and seek out evidence on the influence that other factors may have had in achieving desired results.

Participatory approach

The UNDAF evaluation will be based on an inclusive, transparent and participatory approach, involving a broad range of partners and stakeholders at national and sub-national levels. An initial stakeholder map will be developed to identify stakeholders who have been involved in the preparation and implementation of the UNDAF and those partners who do not work directly with UN, yet play a key role in a relevant outcome or thematic area in the national context. These stakeholders include government representatives, civil society organizations, implementing partners, the private sector, academia, other United Nations organizations, donors and, most importantly, rights-holders (notably women, adolescents and youth). They can provide information and data that the evaluators should use to assess the contribution of UN support to changes in each thematic area of the UNDAF. Particular attention will be paid to ensuring participation of women, adolescent girls and young people, especially those from vulnerable and marginalized groups (e.g. young people and women with disabilities).

An ECG has been established comprised of key stakeholders of the UNDAF. The ECG will provide inputs at different stages in the evaluation process.

Mixed-method approach

The evaluation will primarily use qualitative methods for data collection, including document review, interviews, group discussions and observations during field visits, where appropriate. The qualitative data will be complemented with quantitative data to minimize bias and strengthen the validity of findings. Quantitative data will be compiled through desk review of documents, websites and online databases to obtain relevant financial data and data on key indicators that measure change at output and outcome levels.

These complementary approaches described above will be used to ensure that the evaluation: (i) responds to the information needs of users and the intended use of the evaluation results; (ii) upholds human rights and principles throughout the evaluation process, including through participation and consultation of key stakeholders (rights holders and duty bearers); and (iii) provides credible information about the benefits for duty bearers and rights-holders (children, women, adolescents and youth) of UN in STP support through triangulation of collected data.

5.2 Methodology

The evaluation team shall develop the evaluation methodology in line with the evaluation approach and guidance provided in the UNEG Guidelines which will help the evaluators develop a methodology that meets good quality standards and the professional evaluation standards of UNEG in accordance with the UNEG Norms and Standards for Evaluation,² Ethical Guidelines for Evaluation,³ Code of Conduct for Evaluation in the UN System⁴, and Guidance on Integrating Human Rights and Gender Equality in Evaluations.⁵

The methodology that the evaluation team will develop builds the foundation for providing valid and evidence-based answers to the evaluation questions and for offering a robust and credible assessment of UN in STP. The

methodological design of the evaluation shall include in particular: (i) a theory of change; (ii) a strategy for collecting and analyzing data; (iii) specifically designed tools for data collection and analysis; (iv) an evaluation matrix⁶; and (v) a detailed evaluation work plan and agenda for the field phase.

Finalization of the evaluation questions and related assumptions

Based on the preliminary questions presented in the present terms of reference (section 4.2) and the theory of change underlying the UNDAF, the evaluators are required to refine the evaluation questions. In their final form, the questions should reflect the evaluation criteria (section 4.1) and clearly define the key areas of inquiry of the UNDAF. The final evaluation questions and shall be presented in the design report.

The evaluation questions must be complemented by a set of critical assumptions that capture key aspects of how and why change is expected to occur, based on the theory of change of the UNDAF. This will allow the evaluators to assess whether the preconditions for the achievement of outputs and the contribution to higher-level results, in particular at outcome level, are met. The data collection for each of the evaluation questions and related assumptions will be guided by clearly formulated quantitative and qualitative indicators

Sampling strategy

An initial overview of the interventions supported by UN, the locations where these interventions have taken place, and the stakeholders involved in these interventions. As part of this process, an initial stakeholder map will be prepared to identify the range of stakeholders that are directly or indirectly involved in the implementation, or affected by the implementation of the UNDAF.

² Document available at: <http://www.unevaluation.org/document/detail/1914>.

³ Document available at: <http://www.unevaluation.org/document/detail/102>.

⁴ Document available at: <http://www.unevaluation.org/document/detail/100>.

⁵ Document available at: <http://www.unevaluation.org/document/detail/980>.

The evaluation matrix is a centerpiece to the methodological design of the evaluation. It is used at all phases of the evaluation. It deserves particular attention from the evaluation manager, who should know how to develop and use it. Both the evaluation manager and the evaluation team should get an in-depth understanding of this tool. The evaluation matrix contains the core elements of the evaluation: (a) what will be evaluated (evaluation criteria, evaluation questions and related issues to be examined – “assumptions to be assessed”); (b) how to evaluate (sources of information and methods and tools for data collection).

Building on the initial stakeholder map and based on information gathered through desk review and discussions EMG, the evaluators will develop the final stakeholder map. From this final stakeholder map, the evaluation team will select a sample of stakeholders at national and sub-national levels who will be consulted through interviews and/or group discussions during the data collection phase. These stakeholders must be selected through clearly defined criteria and the sampling approach outlined in the design/inception report. In the design/inception report, the evaluators should also make explicit what groups of stakeholders were not included and why. The evaluators should aim to select a sample of stakeholders that is as representative as possible, recognizing that it will not be possible to obtain a statistically representative sample.

The evaluation team shall also select a sample of sites that will be visited for data collection, and provide the rationale for the selection of the sites in the design report. The RCO will provide the evaluators with necessary information to access the selected locations, including logistical requirements and security measures, if applicable. The sample of sites selected for visits should reflect the variety of interventions supported by UN, both in terms of thematic focus and context. The final sample of stakeholders and sites will be determined in consultation with the evaluation manager/EMG, based on the review of the design/inception report.

Data collection

The evaluation will consider primary and secondary sources of information.

Primary data will be collected through semi-structured interviews with key informants at national and sub-national levels (government officials, representatives of implementing partners, civil society organizations, other United Nations organizations, donors, and other stakeholders), as well as group discussions with service providers and rights-holders (notably women, adolescents and youth) and direct observation during visits to selected sites. Surveys and questionnaires including participants in development programmes, UNCT members, and/or surveys and questionnaires involving other stakeholders could also be considered.

Secondary data will be collected through desk review, primarily focusing on annual work plans, work plan progress reports, monitoring data and results reports, evaluations and research studies (incl. previous evaluations, research by international NGOs and other United Nations organizations, etc.), surveys, census, data repositories of the UNDAF and its implementing partners, such as health clinics/centres. Particular attention will be paid to compiling data on key performance indicators of the UNDAF 2017-2022.

The evaluation team will ensure that data collected is disaggregated by sex, age, location and other relevant dimensions, such as disability status, to the extent possible. The data collection tools that the evaluation team will develop, which may include protocols for semi-structured interviews and group discussions, checklists for direct observation at sites visited or a protocol for document review, shall be presented in the design report.

Data analysis

The evaluation matrix will be the major framework for analyzing data. The evaluators must enter the qualitative and quantitative data in the evaluation matrix for each evaluation question and each assumption. Once the evaluation matrix is completed, the evaluators should identify common themes and patterns that will help to answer the evaluation questions. The evaluators shall also identify aspects that should be further explored and for which complementary data should be collected, to fully answer all the evaluation questions and thus cover the whole scope of the evaluation

Adherence to a code of ethics and a human right based and gender sensitive approach in the gathering, treatment and use of data collected should be made explicit in the inception report. Perspective from both rights holders and duty bearers shall be collected

Validation mechanisms

All findings of the evaluation need to be firmly grounded in evidence. The evaluation team will use a variety of mechanisms to ensure the validity of collected data and information. These mechanisms include (but are not limited to):

- Systematic triangulation of data sources and data collection methods,
- Regular exchange with the evaluation manager/EMG;
- Internal evaluation team meetings to corroborate data and information for the analysis of assumptions, the formulation of emerging findings and the definition of preliminary conclusions; and
- The debriefing meeting at the end of the field phase, when the evaluation team present the emerging findings and preliminary conclusions.

Data validation is a continuous process throughout the different evaluation phases. The evaluators should check the validity of the collected data and information and verify the robustness of findings at each stage of the evaluation, so they can determine whether they should further pursue specific hypotheses (related to the evaluation questions) or disregard them when there are indications that these are weak (contradictory findings or lack of evidence, etc.). The validation mechanisms will be presented in the design/inception report.

6. EVALUATION PROCESS

The evaluation process can be broken down into five different phases that include different stages and lead to different deliverables: preparatory phase; design/inception phase; field phase; reporting phase; and phase of dissemination and facilitation of use. The evaluation manager and the evaluation team leader must undertake quality assurance of each deliverable at each phase and step of the process, with a view to ensuring the production of a credible, useful and timely evaluation.

The Evaluation consultant's team will be responsible for conducting the evaluation. This entails among other responsibilities designing the evaluation according to this terms of reference; gathering data from different sources of information; analyzing, organizing and triangulating the information; identifying patterns and causal linkages that explain UNDAF performance and impact; drafting evaluation reports at different stages (inception, draft, final); responding to comments and factual corrections from stakeholders and incorporating them, as appropriate, in subsequent versions; and making briefs and presentations ensuring the evaluation findings, conclusions and recommendations are communicated in a coherent, clear and understandable manner once the report is completed.

The evaluation process is expected to contain three phases: inception, data collection and field visit; and analysis and reporting.

Preparatory Phase

The preparatory phase of the evaluation includes preparatory activities such as:

- Appointment of Evaluation manager/EMG.
- Establishment of the ECG.
- Development of the theory of change underlying the UNDAF.
- Compilation of background information and documentation on the country context and UNDAF for desk review by the evaluation team in the design/Inception phase.
- Drafting the terms of reference (ToR) for the UNDAF evaluation for review and approval.
- Publication of the call for consultancy.
- Completion of the annexes to the ToR for review and approval.
- Publication of the call for evaluation consultancy, and recruitment of the consultants to constitute the evaluation team.

Design/Inception Phase

In the design phase, the activities will be carried out by the evaluation team, in close consultation with the evaluation manager/EMG and the ECG. This phase includes:

- Evaluation kick-off meeting between the evaluation manager/EMG and the evaluation team.
- Desk review of background information and documentation on the country context UNDAF, as well as other relevant documentation.
- Review and refinement of the theory of change underlying the UNDAF.
- Formulation of a final set of evaluation questions based on the preliminary evaluation questions provided in the ToR.
- Development of a final stakeholder map and a sampling strategy to select sites to be visited and stakeholders to be consulted through interviews and group discussions.
- Development of a data collection and analysis strategy, as well as a concrete and feasible evaluation work plan and agenda for the field phase
- Development of data collection methods and tools, assessment of limitations to data collection and development of mitigation measures.

At the end of the design phase, the evaluation team will develop a design/inception report that presents a robust, practical and feasible evaluation approach, detailed methodology and work plan. The evaluation team will develop the design report in consultation with the evaluation manager/EMG and the ECG and submit for review. The template for the design report is provided in Annex C.

6.3 Field Phase

The evaluation team will collect the data and information required to answer the evaluation questions in the field phase. Towards the end of the field phase, the evaluation team will conduct a preliminary analysis of the data to identify emerging findings that will be presented to the UNCT and the ECG. The field phase should allow the evaluators sufficient time to collect valid and reliable data to cover the thematic scope of the UNDAF. The field phase includes:

- Meeting with the UNCT to launch the data collection.

- Meeting of the evaluation team with relevant agencies staffs.
- Data collection at national and sub-national levels.

At the end of the field phase, the evaluation team will hold a debriefing meeting UNCT and the ECG to present the emerging findings from the data collection. The meeting will serve as a mechanism for the validation of collected data and information and the exchange of views between the evaluators and important stakeholders and will enable the evaluation team to refine the findings, formulate conclusions and develop credible and relevant recommendations.

6.4 Reporting Phase

In the reporting phase, the evaluation team will continue the analytical work (initiated during the field phase) and prepare a **draft evaluation report**, taking into account the comments and feedback provided at the debriefing meeting at the end of the field phase. The draft report will be circulated to the ERG members for review. In the event that the quality of the draft report is unsatisfactory, the evaluation team will be required to revise the report and produce a second draft. On the basis of the comments, the evaluation team should make appropriate amendments, prepare the **final evaluation report** and submit it to the evaluation manager. The final report should clearly account for the strength of evidence on which findings rest to support the reliability and validity of the evaluation. Conclusions and recommendations need to clearly build on the findings of the evaluation. Each conclusion shall make reference to the evaluation question(s) upon which it is based, while each recommendation shall indicate the conclusion(s) from which it logically stems.

The evaluation report is considered final once it is formally approved by the evaluation manager/EMG. The final report should be compliant with UNEG quality checklist of evaluation reports.

6.5 Dissemination and Facilitation of Use Phase

In the dissemination and facilitation of use phase, the evaluation team will develop a **PowerPoint presentation of the evaluation results** that summarizes the key findings, conclusions and recommendations of the evaluation in an easily understandable and user-friendly way.

A **communication plan** will be developed and implemented. Overall, the communication plan should include information on (i) target audiences of the evaluation; (ii) communication products that will be developed to cater to the target audiences' knowledge needs; (iii) dissemination channels and platforms; and (iv) timelines. At a minimum, the final evaluation report will be accompanied by a PowerPoint presentation of the evaluation results (prepared by the evaluation team) and an evaluation brief (prepared by the evaluation manager/EMG and communication officer).

Based on the final communication plan, the evaluation results should be shared with all agencies (incl. senior management), implementing partners, the ECG and other target audiences, as identified in the communication plan. If applicable, while circulating the final evaluation report to relevant units, these units contribute to prepare their response to recommendations that concern them directly to be consolidated by the evaluation manager/EMG. The **evaluation brief** (a concise note) will present the key results of the UNDAF, thereby making them more accessible to a larger audience.

7. EXPECTED DELIVERABLES AND REPORTING REQUIREMENTS

The Evaluation team will be accountable for producing the following products/deliverables:

- **Inception report:** The design report should translate the requirements of the ToR into a practical and feasible evaluation approach, methodology and work plan. It should include (at a minimum):
 - (i) the evaluation approach and methodology (incl. the theory of change and sampling strategy);
 - (ii) the final stakeholder map; (iii) the evaluation matrix (including the final evaluation questions, indicators, data sources and data collection methods); (iv) data collection tools and techniques (incl. interview and group discussion protocols); and (v) a detailed evaluation work plan and agenda for the field phase.
- **Presentation of the design report:** The PowerPoint will be delivered at an ECG meeting to present the contents of the design report and the agenda for the field phase. Based on the comments and feedback

of the ECG, the evaluation manager/EMG, the evaluation team will develop the final version of the design report.

- **Presentation of initial findings and provisional recommendations:** Presentation of initial findings and provisional recommendations- at the end of the field work, the Evaluation team will present their draft findings and provisional recommendations through a PowerPoint presentation summarizing the main findings recommendations and lessons learned d conclusions.
- **Draft Evaluation Report:** A draft report should be 40-50 pages of length (without annexes). Draft report for comments by stakeholders should incorporate (as a minimum) the contents as Annex C.
- **Final Evaluation Report:** A final evaluation report will encompass all key sections required in the draft report and will include additional stakeholder feedback. The final report needs to be clear, understandable to the intended audience and logically organized based on the comments received from stakeholders. The final evaluation report should be presented in a solid, concise and readable form and be structured around the issues in the Terms of Reference (ToR). The report will be prepared in accordance with UNEG guidance (Quality Checklist for Evaluation Reports). The Evaluation team is responsible for editing and quality control and the final report that should be presented in a way that directly enables publication.

8. INDICATIVE TIMEFRAME AND WORK PLAN

The table below indicates the key activities that will be undertaken throughout the evaluation process, as well as their duration or specific dates for the submission of corresponding deliverables.

Key Evaluation Phases and Activities	Dates/Duration	Responsib le/partner ss
Preparatory Phase		
Preparation of letter for Government and other key stakeholders to inform them about the upcoming UNDAF evaluation	2 nd half of April	RCO
Appointment of Evaluation manager/EMG	2 nd half of April	RCO
Establishment of the evaluation consultation (ECG)	2 nd half of April	RCO/UNCT
Development of the theory of change underpinning the UNDAF (if needed)	2 nd half of April	RCO/UNCT
Compilation of background information and documentation on the country context and the UNDAF for desk review by the evaluation	2 nd half of April	RCO/UNCT
Team		
Drafting the terms of reference (ToR), Review and approval of the ToR	2 nd half of April	RCO/UNCT
Publication of the call for evaluation consultancy and Recruitment of the evaluation team by the CO	2 nd half of May	RCO
Design Phase –		14 working days (1st half of June 2021)
Evaluation kick-off meeting between the evaluation manager/EMG, the evaluation team		EM/EMG

Key Evaluation Phases and Activities	Dates/Duration	Responsible/partners
Desk review of background information and documentation on the country context and the UNDAF (incl. bibliography and resources in the ToR)		Evaluation Team
Drafting of the design report (incl. approach and methodology, theory of change, evaluation questions, final stakeholder map and sampling strategy, evaluation work plan and agenda for the field phase)		Evaluation Team
Review of the draft design report by the evaluation manager/EMG		
Presentation of the draft design report to the ECG for comments and feedback		Evaluation Team
Revision of the draft design report and circulation of the final version to the evaluation manager for approval		Evaluation Team
Field Phase 20 working days (2 nd half of June 2021)		
Data collection (incl. interviews with key informants, site visits for direct observation, group discussions, desk review, etc.)		Evaluation Team
Debriefing meeting to present emerging findings and preliminary conclusions after data collection		Evaluation Team
Reporting Phase 16 working days (1 st half of July 2021) – draft report 5 working days (2 nd half of July 2021) – final report		
Drafting of the evaluation report and circulation to the evaluation manager		Evaluation Team
Review of the draft evaluation report by the evaluation manager, the ECG		EM/EMG
Drafting of the final evaluation report (incl. annexes) and circulation to the evaluation manager/EMG		Evaluation Team
Dissemination and Facilitation of Use Phase July 2021		
Preparation of the management response		RCO
Development of the communication plan and preparation for its implementation		RCO
Development of the presentation on the evaluation results		Evaluation Team
Development of the evaluation brief		RCO
Publication of the final evaluation report, the evaluation brief and the management response		RCO

Key Evaluation Phases and Activities	Dates/Duration	Responsible/partners
Dissemination of the evaluation report and the evaluation brief to stakeholders		RCO

Once the evaluation team leader has been recruited, s/he will develop a detailed **evaluation work plan** in close consultation with the evaluation manager/EMG.

9. GOVERNANCE AND MANAGEMENT ARRANGEMENTS OF THE EVALUATION

Detailed governance structures and management arrangements of the evaluation is provided in the Annex A. key summary below:

UNDAF Evaluation Steering Committee

The UNDAF/UNCF evaluation **Steering Committee** will be the body responsible for the proper conduct of UNCF evaluations. The National/UN Joint Steering Committee (JSC) of UNDAF/UNCF, co-chaired by the RC and a government representative, will typically assume this role.

The UNDAF Evaluation Steering Committee, comprised by the RC and UN Head of Agencies and government representatives, is the decision-making organ for the UNDAF evaluation. All key deliverables need to be validated by the UESC. The UESC is also the main body responsible for providing a written and agreed management response to the evaluation within a month of receiving the final evaluation report.

UNCT members or government agency counterparts not on the Steering Committee may opt to join the Consultative Group (defined below). The Steering Committee and the Consultative Group should be formed at the start of the evaluation.

All key deliverables need to be validated by the UESC. The UESC is also the main body responsible for providing a written and agreed management response to the evaluation within a month of receiving the final evaluation report.

Evaluation Manager/ Evaluation Management Group (UEMG)

The Steering Committee will appoint an Evaluation Manager/ Evaluation Management Group (UEMG). The Evaluation Manager/Evaluation Management Group (UEMG) should not be and have not been involved in implementing a programme or a project to be evaluated, have a sound knowledge of the evaluation process and methodology, and understands how to abide by UNEG Evaluation Norms and Standards. Normally, it should be appointed from the RC Office. The RC and UNCT should ensure that the Evaluation Manager/EMG could operate within an environment and conditions conducive to an independent and unbiased evaluation management and is not subject to undue pressure from any interested party.

An UNDAF Evaluation Management Group (UEMG) will provide direct supervision and will function as the guardian of the independence of the evaluation. The UEMG is responsible for the day- to-day implementation of the evaluation including preparation of the ToR, hiring the consultant, supervising and guiding the consultant, reviewing and providing substantive comments on inception report, evaluation work plan, analytical framework and methodology.

The Steering Committee and the Evaluation Manager may also be supported by evaluation officers of agencies, particularly the regional evaluation advisors. When there is shortage of evaluation capacity or expertise within UNCT, such a support should be pro-actively sought.

Consultative Group

The Steering Committee will invite government counterparts and other key stakeholders of UNCT agencies to form a Consultative Group. The Consultative Group should be sufficiently inclusive to represent various sectoral interests. Key stakeholders include civil society representatives, in particular those who could reflect interest of various social groups, including women and people who are “left behind”, as well as international development or financing partners. The Group can also include UNCT members not on the

Steering Committee, or non-resident agency representatives. The Consultative Group will provide inputs at key stages of evaluation, such as in the design and activity planning, the validation of findings and the forming of recommendations.

10.EVALUATION TEAM

The evaluation will be conducted by a team of independent, external evaluators, consisting of: (i) an evaluation team leader with extensive evaluation expertise with overall responsibility for carrying out the evaluation exercise, and (ii) 2 team members who will provide technical support in thematic areas relevant to the UNDAF, i.e. Social Cohesion, Good Governance and, Economic growth and resilience.

The evaluation team leader will be recruited internationally, while the evaluation team members will be recruited locally to ensure adequate knowledge of the country context. The evaluation team should have the requisite level of knowledge to conduct human rights- and gender-responsive evaluations and all evaluators should be able to work in a multidisciplinary team and in a multicultural environment. The duration of the consultancy is **55 working days** for each consultant as outlined in the time frame above. The Team should have proven record of experience in conducting complex evaluations.

Roles and responsibilities of the Evaluation Team

The team will undertake the following roles and responsibilities:

- ✓ Organizing the work and preparing an evaluation plan for the team;
- ✓ Conducting briefing and debriefing; and facilitating productive working relationships among the team members;
- ✓ Consulting with Evaluation Technical Committee and related partners to ensure the progress and the key evaluation questions are covered;
- ✓ Assuring the draft and final reports are prepared in accordance with the Terms of Reference,
- ✓ Facilitating the meeting to present the main findings and recommendations of the evaluation, and discussing the proposed action plan to implement recommendations including changes in contents and direction of the programme.

Specific tasks of the Evaluation Team

Team Leader

The evaluation team leader will hold the overall responsibility for the design and implementation of the evaluation. S/he will be responsible for the production and timely submission of all expected deliverables in line with the ToR. S/he will lead and coordinate the work of the evaluation team and ensure the quality of all evaluation deliverables at all stages of the process. The team leader will undertake the following tasks:

- ✓ Taking the lead in contacting the UNDAF Evaluation Management Group regarding Evaluation-related methodological and planning aspects and ensure that the process is as participatory as possible;
- ✓ Organising the team meetings, assigning specific roles and tasks of the team members and closely monitor the work;
- ✓ Supervising data collection and analysis;
- ✓ Consolidating draft and final evaluation reports, and a proposed action plan with the support provided by team members;
- ✓ Completing the final Evaluation report, which incorporated comments of the UNDAF Evaluation Management Group and key stakeholders;
- ✓ Submitting the draft and final Evaluation report and a proposed action plan to UNDAF Evaluation Management Group and the RCO, on schedule;
- ✓ Presenting the results and facilitating the meeting Specific tasks of the team member.

National consultants

The national consultants will, under the leadership and supervision of the Team Leader, contribute to the literature review and data collection process by reviewing documents, data quantitative and qualitative, and by conducting interviews, focus groups, workshops, etc....; Collect relevant quantitative and qualitative data, perform analyzes of collected data; Carry out field visits with the main expert in the intervention areas to meet with partners and

beneficiaries; Write their assigned sections of the evaluation report; Ensure internal quality assurance and assist in the development of revised versions of the evaluation report, such as:

- ✓ Follow the tasks assigned by the team leader meeting the Evaluation working timetable
- ✓ Data collection and analysis
- ✓ Providing written and verbal inputs to the Team Leader for the development of the evaluation reports – drafts and final
- ✓ Participating in all meetings as per guidance provided by the Team Leader
- ✓ Collecting all comments on the Evaluation report and participating in the report revision process

Qualifications and Experience of the Evaluation

Team Leader

The competencies, skills and experience of the evaluation team leader should include:

- Master's degree in international development, gender, economics, evaluation, social sciences or related fields;
- A minimum of 10 years of professional experience specifically in the area of evaluation of international development initiatives and development organizations. Results based management and knowledge of the UN architecture and modus operandi will be required.
- Extensive knowledge of, and practical experience in programme development, planning and implementation, including experience in the UN development cooperation system, experience in doing UNDAF reviews/evaluation;
- Strong experience and knowledge in the five UNDAF Programming Principles: human rights (the human rights-based approach to programming, human rights analysis and related mandates within the UN system), gender equality (especially gender analysis), environmental sustainability, results-based management, and capacity development.
- Be exposed and have prior experience of working in international development- working with multi stakeholders including Government especially in Africa
- Have strong research and analytical skills, communication (oral and written), facilitation and management skills with specific experience in undertaking evaluations;
- Sound leadership and organizational skills- demonstrating experience of have managed and lead an evaluation team
- Fluency in spoken and written English; knowledge of Portuguese, Spanish or French language is considered to be an asset.

National Consultant (for Social Cohesion area)

The competencies, skills and experience of the evaluation team leader should include:

- Master's degree in social sciences, development economics or related field;
- Specializing in development and monitoring and evaluation
- Minimum of 5 years of experience in evaluation exercises for development strategies / programs on social cohesion.
- Experience in development issues (with focus on health, education, social protection and others social sector);
- Knowledge of the national political, economic and social context, public policies and reforms undertaken, national institutions and the donor community;
- A good understanding and knowledge of bilateral and multilateral cooperation, United Nations agencies, and their planning and programming tools;
- A good knowledge of the gender and the human rights-based approach

National Consultant (governance & Economic Growth and resilience area)

The competencies, skills and experience of the evaluation team leader should include:

- Master's degree in social sciences, development economics or related field;
- Specializing in development and monitoring and evaluation

- Minimum of 5 years of experience in evaluation exercises for development strategies / programs on governance & Economic Growth and resilience.
- Experience in development issues (with focus on governance & Economic Growth and resilience)
- Knowledge of the national political, economic and social context, public policies and reforms undertaken, national institutions and the donor community;
- A good understanding and knowledge of bilateral and multilateral cooperation, United Nations agencies, and their planning and programming tools;
- A good knowledge of the gender and the human rights-based approach

Budget and Payment Modalities

The payment of fees will be based on the submission of deliverables, as follows:

Upon approval of the design report	20%
Upon submission of a draft final evaluation report of satisfactory quality	40%
Upon approval of the final evaluation report and the PowerPoint presentation of the evaluation results	40%

In addition to the daily fees, the evaluators will receive a daily subsistence allowance (DSA) in accordance with the UN Duty Travel Policy, using applicable United Nations DSA rates for the place of mission. Travel costs will be settled separately from the consultancy fees.

11. Bibliography and Resources

The following documents and annexes will be made available to the evaluation team upon recruitment:

UN and UNEG documents

1. Interim UNCF Evaluation Guideline
2. UNEG Norms and Standards for Evaluation, <http://www.unevaluation.org/document/detail/1914>
3. Ethical Guidelines for Evaluation, <http://www.unevaluation.org/document/detail/102>
4. Code of Conduct for Evaluation in the UN system, <http://www.unevaluation.org/document/detail/100>
5. Guidance on Integrating Human Rights and Gender Equality in Evaluations, <http://www.unevaluation.org/document/detail/980>
6. <http://www.uneval.org/document/guidance-documents>
7. <http://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability>
8. <http://www.unevaluation.org/document/detail/607>

National strategies, policies and action plans

10. National Transformation Agenda 2030 (2015)
11. Plan national de developement durable de São Tomé et Príncipe 2020-2024 (2019)
12. Relevant national strategies and policies for each thematic area of programming.
13. Plan National du développement de la santé (2017-2021);
14. Relevant national strategies and policies for each thematic area of programming
15. Stratégie intégrée pour la santé de reproduction, maternelle, néonatale, infantile, adolescent et nutrition 2019-2023 (2018);
16. Plan d'Action pour l'accélération de la planification familiale 2018-2021 (2017);
17. Stratégie Nationale de Développement de la Statistique 2018-2021 (2017);

18. Stratégie Nationale de lutte contre la violence basée sur le genre 2019-2023 (2020)
19. Stratégie Nationale pour la promotion du Genre 2019-2026

UN STP programming documents

21. United Nations Development Assistance Framework (UNDAF) 2017-2022
22. United Nations Common Country Analysis/Assessment (CCA) 2015
23. Joint annual /biannual work plans
24. Joint programme documents
25. Mid-term reviews of interventions/programmes in different thematic areas of the UNDAF
26. UN STP resource mobilization strategy

M&E documents

27. UNDAF M&E Plan 2017-2022
28. UNDAF annual results plans and reports
29. Monitoring reports

Other documents

30. Meeting agendas and minutes of joint United Nations working groups
31. Donor reports

Annex A: Roles and responsibilities of Evaluation Governance and Management Arrangements

Steering Committee

The **Steering Committee** is responsible for ensuring the UNCF evaluation is conducted timely and through proper process, so as to meet quality standards and be useful to the UNCT and to stakeholders. Specifically, the Steering Committee will:

- ✓ decide on the timing of the UNCF evaluation in consultation with government counterparts and invite the counterpart officials and other key stakeholders to form a Consultative Group;
- ✓ inform UNDCO of the launch of the evaluation, so that an Evaluation Advisor can be assigned, and inform UNEG in order to obtain necessary support;
- ✓ appoint the Evaluation Manager;
- ✓ provide sufficient resources to conduct the evaluation – adequate budget should have been allocated in advance but, if needed, adjust it based on actual estimates made by the Evaluation Manager and agree on the funding sources;
- ✓ ensure that office staff give the Evaluation Team their full support;
- ✓ approve the terms of reference;
- ✓ approve the Evaluation Team proposed by the Evaluation Manager and cleared by the UNDCO Evaluation Advisor;
- ✓ ensure the Evaluation Team has access to information and stakeholders;
- ✓ comment on the draft report, using an audit trail;
- ✓ approve the final report after the clearance (with external quality check) by the UNDCO Evaluation Advisor;
- ✓ prepare the Management Response, in consultation with all UNCT members;
- ✓ organize a stakeholder workshop once the final report is ready
- ✓ transmit the report to UNDCO to be placed on global/regional platforms and to relevant offices at regional level, at the agency headquarters; and
- ✓ take measures to disseminate the evaluation, and promote the use of evaluation and lesson learning.

Evaluation Manager/Evaluation Management Group

The **Evaluation Manager** is responsible for managing the entire process: ensuring that the evaluation is properly conducted, managing the validation and quality-control process, and making sure that the report fulfils the terms of reference. The Evaluation Manager will:

- ✓ conduct the preparatory work needed to define the scope and the evaluation questions by mapping

activities, stakeholders and available secondary data (such as evaluation reports, results monitoring data and statistics);

- ✓ draft the terms of reference, circulate them to the Steering Committee and Consultative Group for comment and obtain approval from the Steering Committee and clearance from the Evaluation Advisor at UNDCO;
- ✓ draw-up the initial budget estimate based on the number and levels of Evaluation Team members, the estimated cost of activities required and the availability of secondary data, and obtain approval from the Steering Committee;
- ✓ recruit the Evaluation Team and obtain approval of Team choices from the Steering Committee and clearance from the Evaluation Advisor at UNDCO;
- ✓ provide the Evaluation Team with all the information it needs to conduct the evaluation efficiently and effectively (activity map, stakeholder map, secondary data, etc.) and arrange briefings by UNCT members and Programme Managers on their respective programmes and activities;
- ✓ organize theory-of-change workshops with the Evaluation Team and UNCT members; (receive and review the inception report prepared by the Evaluation Team, have it reviewed by the Evaluation Advisor of UNDCO, and advise the Evaluation Team on revisions, if needed);
- ✓ facilitate evaluation activities, assist the Evaluation Team in gaining access to stakeholders and additional information, and arrange meetings and logistics;
- ✓ receive the consolidated first draft of the evaluation and conduct a pro forma quality check (structure and format, compliance with the terms of reference);
- ✓ send the first draft to the Evaluation Advisor at UNDCO for the record;
- ✓ manage the validation process by circulating the draft for comment to the Steering Committee, Consultative Group and any other key stakeholders, ensuring all comments and responses are properly recorded, using an audit trail; send comments to the Evaluation Team for draft revision;
- ✓ send the revised draft and the audit trail to the Evaluation Advisor for an external quality check and request that the Evaluation Team revise the report if necessary;
- ✓ send the final report to the Evaluation Advisor and obtain clearance for payment of the Evaluation Team (if the report has met the criteria of the external quality check);
- ✓ prepare for and manage the stakeholder workshop (see Section 13 on *Stakeholder workshop*);
- ✓ arrange a debriefing of individual UNCT members to obtain Evaluation Team feedback in a safe space;
- ✓ complete the Evaluation Report for publication and dissemination; and
- ✓ support the dissemination activities of the Steering Committee.

For the quality control of the Terms of Reference, the inception report and the final evaluation report – including for the external quality check by UNDCO, UNEG Quality Checklists (2010) should be used.

Consultative Group

The **Consultative Group** will support the evaluation process, ensuring, in particular, that the evaluation properly addresses the issues of importance to different ministries/agencies and other key stakeholders involved and that the evaluators gain access to relevant informants and information sources. In addition to promoting ownership of and buy-in to the evaluation results, the Consultative Group will also:

- ✓ review and comment on the terms of reference;
- ✓ facilitate the evaluation process, helping the team to identify and gain access to government and other stakeholders;
- ✓ comment on the draft report;
- ✓ support the organization of the stakeholder workshop; and
- ✓ facilitate maximum in-country dissemination of the report.

Evaluation Advisor

The **Evaluation Advisor** of UNDCO will oversee the process to ensure the independence and quality of the evaluation. The Evaluation Advisor will:

- ✓ clear the selection of the Evaluation Team, confirming the professional credentials of the team members and the absence of any conflicts of interest;
- ✓ establish a hotline for the Evaluation Team, to be used if the Team encounters risks to the independent conduct of the evaluation;
- ✓ review the inception report, checking if the approach and the methodology proposed are of professional quality;
- ✓ receive the first and final draft of the report and the audit trail to ensure the transparency of the process and ascertain that the Evaluation Team was not subject to undue pressure to alter the contents of the report; and
- ✓ conduct an external quality check of the draft report and clear payment to the Evaluation Team once any outstanding issues have been addressed satisfactorily.

Furthermore, **UNDCO** should:

- ✓ provide a global platform for the public dissemination of the report;
- ✓ occasionally synthesize findings and compile lessons learned from UNCF evaluations and feed them back into advice to UNCTs, agency management and governing bodies, as appropriate; and
- ✓ keep a record of the drafts and audit trail in a depository.

UNEG, in its supporting role, will:

- ✓ provide technical advice for guidance materials, as well as for individual cases, on request;
- ✓ support UNDCO in its oversight role, if necessary, providing in-kind support (staff time) from its members during the transition period;
- ✓ support the development of further guidance materials, tools and templates, a draft policy framework and other supporting materials during and after the transition period; and
- ✓ facilitate the coordination of agency evaluations, to the extent possible, as inputs to the UNCF evaluations.

Annex B: Brief description of the Joint Programme funded by the Joint SDG Fund

The Joint Programme (JP) on Social Protection is supporting the Ministry of Labor, Solidarity, Family and Professional qualification (MLSFPQ) to fully implement a unique Social Registry (SR) to enable its use by several targeted social programmes. Despite, it builds on the current support given by the World Bank to the MLSFPQ to update the cash transfer beneficiary database, the SR has the aim to be linked with different monitoring information systems of social programmes, including in the areas of health and education. Hence, the SR is expected to be effectively linked to a set of interventions aimed at improving the access of vulnerable and extreme poor families not only to cash transfer schemes, but also to social services in three on six districts of the country. The main objective of the JP is to accelerate some key SDG targets by fostering synergies through cross-sectoral coordination while expanding social protection coverage. In achieving so, the JP is supporting the Ministry of Health, Ministry of Education and the MLSFPQ to link sector interventions to the SR, including: 1) parental education programme; 2) youth engagement in the social sector; 3) access to a health services package, including an individual health monitoring and case management (possible thanks to the interoperability of the Social Registry and the DHIS2 individual tracker module). By 2022 it is expected that the Single Registry is fully implemented in three districts with an adequate legal and normative framework and ready to be scaled out and scaled up and that all families benefiting from the Vulnerable Family Programme (cash transfers targeting children) and identified as vulnerable in the social registry have had access to parental education, access to basic health and ensure access of vulnerable children to education (particularly pre-schooling). The Joint Programme is also expected to mitigate the negative effects COVID-19 on the vulnerable and extreme poor household by fostering the development of an infrastructure that will be able to respond to negative shocks in a timely manner through adequate social protection mechanisms linked to priority access to social services.

Expected results and impact

The outcome of the JP is the same as of the UNDAF component that focus on social cohesion and states that: "Disparities and inequalities are reduced at all levels through the full participation of vulnerable and prioritized groups, and the development and use by these groups, of social protection services and basic social services".

Four outputs are foreseen to address the specific objectives put forward in the STP social protection policy and strategy which focuses on coordination and monitoring tools to allow the expansion of social protection programmes and in doing so also addressing related objectives such as providing new skills to young people from vulnerable families. Four (4) participating UN agencies are responsible of achieving these outputs, contributing to the achievement of the JP's desired outcome: UNICEF (Lead Agency), UNDP (Administrative Agency), WHO and ILO.

- Output 1.1: Target vulnerable population is mobilized, informed, and registered in the Social Registry in three districts. Main PUNO: ILO in close coordination with World Bank.
- Output 1.2: Individual data of targeted vulnerable population in the Social Registry are monitored through DHIS2. Main PUNO: UNDP in close coordination with ILO and WHO.
- Output 1.3: Access of targeted vulnerable households in the Social Registry to social services, including parental education and health services, is boosted. Main PUNO: UNICEF in close coordination with ILO, WHO and UNDP
- Output 1.4: Young people capacity to support the provision of social services across different sectors is developed. Main PUNO: UNDP in close coordination with UNICEF and ILO.

The outputs in the JP are interconnected. Registering all the poor and vulnerable population on the social registry will allow the DPSS to overcome the limitations of the current registry of beneficiary that focus only on those demographic groups eligible for the child and extreme poverty centred cash transfer. In order to connect programmes that target different groups and socioeconomic profile among the vulnerable groups the SR need to be much broader in scope – different type of information is required – and in scale – a population larger than the narrowly defined extreme poor need to be incorporated. Connecting the SR information with the DHIS2 individual track and the MIS of the cash transfer programmes, and parental education will allow the DPSS to implement both case management and effective referral based on the needs of families and individuals, boosting access of the vulnerable and the poor to social services as described in output 4. Finally, in order to boost the capacity of the system to implement case management in a meaningful way, the youth engagement component will support workers in sectoral platforms in the activities linked to parental education.

SDG Acceleration

SDG Targets directly addressed by the Joint Programme

- SDG 1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable
- SDG 2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons
- SDG 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all
- SDG target 4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.
- SDG target 16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children

Theory of Change

The ToC for the SDG acceleration is based on the integration and coordination of different interventions currently taken place (or planned to take place) as part of the implementation of STP Social Protection Policy and Strategy and of specific sectoral policies in a standalone manner. The main tool to enable the integration and coordination process is a common database, the SR, that will help identify vulnerable families that will have priority access to both social protection programmes, particularly cash transfers, and social services. In the absence of coordination

and integrating tools such as the SR, the DHIS2 with individual trackers and the MIS of different programme as well as trained personnel to operate referral mechanisms, the programmes would fail to create the synergies necessary to accelerate the SDGs.

The main assumptions underlying the ToC are:

- i. implementation of the SR will correctly identify the extreme poor in each district;
- ii. knowledge acquired by trainers are passed to parents who change practices and behavior in relation to children;
- iii. youth people acquire the competencies to work on parental education;
- iv. health sector is capable to responding to the results of the monitoring of the health and nutritional status of the target population;
- v. interventions are delivered in a coordinated and timely manner.

JP overall budget

Joint SDG Fund contribution	USD 1,900,000.00
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Timeframe:

Start date	End date	Duration (in months)
<u>01/01/2020</u>	<u>27/02/2022</u>	<u>26 months</u>

Annex A: Outline for the structure of both the design and final evaluation reports

Annex B: Brief description of the Joint Programme

Annex C: UNCT composition and programmatic areas covered

Annex D : Map of national stakeholders by areas of intervention

Annex E: Template for the Evaluation Matrix

Annex F : Evaluation Quality Assessment template and explanatory note

Annex G : Management response template

Annex 4: Data Collection Tools

Key Informant Guide

i) UN AGENCIES

1. What is your mandate as a UN Agency?
2. What are your achievements during the UNDAF implementation period?(outputs, outcomes and impact)
3. What is your comment on the implementation modalities of UNDAF?
4. What is your comments on the strengths and weaknesses of the UNDAF management arrangements, partnerships and coordination mechanisms”?
5. What did you consider as core and non-core resources required by your agency to deliver on your UNDAF interventions?
6. What were the funding gaps?
7. To what extent did you employ the following approaches during UNDAF implementation?
 - i. Human Rights Based Approaches
 - ii. Gender Mainstreaming Approaches
 - iii. Results Based Management

iv. Environmental Sustainability

8. What have been the best practices, success stories and lessons learned to inform new Cooperation Framework's objectives?
9. How effective was using DaO approach to UN work?
10. What is your comment about the efficacy of the M&E frameworks?
11. How can the gains made in the UNDAF be sustained?
12. What is likely to be the impact of the UNDAF interventions?
13. How well did the program work?
14. Did the program produce or contribute to the intended outcomes in the short, medium and long term?
 - a) For whom, in what ways and in what circumstances? B) What unintended outcomes (positive and negative) were produced?
15. To what extent can changes be attributed to the program?
16. What were the particular features of the program and context that made a difference?
17. What was the influence of other factors?
18. What are your recommendations for the design and implementation similar interventions in the future?

iii) **FOCUS GROUP DISCUSSION GUIDE-UNDAF RESULTS GROUPS**

1. What have been your achievements during the UNDAF implementation period?
2. What did you consider as the core and non-core resources for effective implementation of UNDAF interventions?
3. What were the funding gaps?
4. To what extent did you employ the following approaches during UNDAF implementation?
 - HumanRightsBasedApproaches
 - GenderMainstreamingApproaches
 - Results BasedManagement
 - EnvironmentalSustainability
5. What strategic partnerships did you put in place for effective and efficient delivery of UNDAF results?
6. What is your comment about the efficacy of the M&E framework in place for the interventions
7. What were the synergies, gaps and duplication in the implementation of UN joint programmes?
8. What have been the coordination successes and challenges during the implementation of UNDAF?
9. What effective was using DaO approach to UN work?
10. What lessons, best practices and success stories have you registered in the implementation of UNDAF?

iii) **DEVELOPMENT PARTNERS**

1. What development interventions do you support in STP?
2. What interventions have you implemented as contribution to NSDP and SDGs agenda?
3. What partnerships and strategies did you put in place to effectively contribute to NSDP and SDGs agenda?
4. What achievements have you registered so far?
5. What challenges have you faced in implementation of your interventions?
6. What are the emerging outcomes of your interventions?
7. What is your comment about the efficacy of the M&E framework in place for the interventions?
8. What evidence is there to show that your interventions will lead to impact?
9. What strategies have you put in place to ensure the results are sustained?
10. What would you recommend as the best was to design and implementation similar interventions in the future?

iv) **GOVERNMENT DEPARTMENTS AND AGENCIES**

1. What is your institution's mandate?
2. What interventions have you implemented towards achievement of NSDP and SDG agenda?
3. What achievements have you registered so far in implementation of the interventions?
4. How effective and efficient were the resource mobilization and utilizations approaches for the interventions undertaken by your institution?
5. What challenges did you face during the implementation of interventions?
6. What support have you received from UN Agencies in implementing your ministry/department/Agency programs?
7. Do you have ownership of the programs and projects you implemented within the UNDAF support framework?
8. What other partners have supported you in delivering on your mandate in line with NSDP and SDGs?
9. How effective are the M&E frameworks in measuring your institution contribution to the national development and transformation agenda?
10. What long-lasting changes are your interventions likely to contribute to the NSDP and SDG agenda in STP?
11. How well did the program work?
12. Did the program produce or contribute to the intended outcomes in the short, medium and long term?
13. For whom, in what ways and in what circumstances? B) What unintended outcomes (positive and negative) were produced?
14. To what extent can changes be attributed to the program?
15. What were the particular features of the program and context that made a difference?
16. What was the influence of other factors?
17. How are the results likely to be sustained?
18. Suggest recommendations for the future design and implementation of future development programmes?

v)

CIVIL SOCIETY ORGANISATIONS












- What is your organization's mandate?
- What interventions have you implemented?
- What achievements have you registered?
- What challenges have you faced during the implementation of the interventions?
- What lessons have you learnt from implementation of your programmatic interventions?
- What strategies did you employ to achieve the targeted results of your programme interventions?
- How were resources mobilized effectively and efficiently utilized?
- Which partnerships did you establish in order to effectively implement your interventions?
- What are the outcomes of your interventions?
- How are the results of your interventions likely to be sustainable in the long-term?
- What evidence is there to show that your interventions will create impact?
- Suggest recommendations on how best the design and implementation of similar interventions in the future can be done in the future?

Annex 5: List of Persons Interviewed

Date	Name	Position	Institution	Contacts
01/09/2021	Pelsoliza Sidauge Bascos	Coordinator PSR/POV	MS/PSR	9991665
01/09/2021	Arlindu Gapele	Coordinator	PNASE	99100520
01/09/2021	Euzidco Castro	Technical Coordinator	PNASE	98199895
01/09/2021	Youdimila Vila Vova	Technical Nutritionist	PNASE	9966737
01/09/2021	Foava Vaula	Director	DP	9906956
01/09/2021	Abdul Alfonso de Barros	Chef Departamento	DP	9916421
01/09/2021	Fusto Neves	Chef Departamento	DP	9926009
01/09/2021	Sleid Costa	Chef Departamento	DP	9992465
02/09/2021	Jose Brutos Sacramento	Director General	DGRNE	9930832
02/09/2021	Ligia Barros	Technica	DGRNE	9908040
02/09/2021	Belizande Neto	Coordinador UG Paregia	DGRNE	9984698
02/09/2021	Gabriel Mzaverigo	Director Ernergiz	DGRNE	9856655
02/09/2021	Juritaleme de Sousa	Directuer	DPSSF	9910166
02/09/2021	Gregorio Santiago	Coordinador	MFAPGH	9911192
26/09/2021	Lisandro M.O.S Glaco	Chef Protocolo Social	DPSSF	98007215
16/09/2021	Euridice Fernandes	Chef Protocolo Social	DPSSF	9904266
03/09/2021	Gougemia Bima Teixeira	Directora da DAF	T.Constituciola	9968505
03/09/2021	Regina Pires de Santos	Tec Sup de 3 rd da DAF	T.Constituciola	9998089
03/09/2021	Herder dos Reis Goncalo	Director DAF-PGR	PGR	9913589/904513
07/09/2021	Maria Tereza Mendeizabel	Economic Growth-Thematic	UNDP	Visual Zoom
07/09/2021	Viegas Santos	Economic Growth-Thematic	ILO	Visual Zoom
07/09/2021	Luca Monge Rafarello	Economic Growth-Thematic	UNDP	Visual Zoom
07/09/2021	Selids Maria Vieges.P.Santos	ILO focal point	ILO	9903686
07/09/2021	Angela B.Limza	Chief Protocol Officer	UNICEF	9903619
07/09/2021	Celestino Gaidozo	Senior Programme Assistant	WFP	9838105
08/09/2021	Terdera Sousa	Social Policy - UNICEF	UNICEF	9906160
08/09/2021	Eujerio Moniz	PMGE	UNFPA	9906565
08/09/2021	Aderifo Santana	AAR/P	UNDP	9906323
08/09/2021	Carlos R.R. Tavares	ONG ADAPPA/PCA	ADAPPA	9904484

08/09/2021	Miguel Forimba	HELPO-Coordinator	HELPO	9956337
16/09/2021	Didper De Jamal	Director Cooperativor	MOSFFP	9912525
09/09/2021	Gisocaridoso	DG	ING	9911341
09/09/2021	Mikiades Fellenda	Director Administrator Coopera	INE	9913034
09/09/2021	Ngozalo Thabde	Chef Deparisade	INE	9942094
10/09/2021	Carlos Castro	Director Coop International	DCI	9976964
10/09/2021	Ana Paula Xavier Alvin	DCI	DCI	9904478
10/09/2021	Naida Viegas	DCI	MNECC	9920199
10/09/2021	Ailson Boreths	DCI	MNECC	9990566
14/09/2021	Anna Ancin	WR	OMS	9984850
14/09/2021	Ana Maria Valera	D.Technica	DPIE-MEES	9879773
14/09/2021	Ferinando Sesitos Ramos	Tecenico Din Plau	DPIE -MESS	9914711
15/09/2021	Osman Fenno	RCO Economist	UN	9936045
15/09/2021	Taiye Facede	RCO Economist	UN	9921546
15/09/2021	Yazmine Wakimoto	Officer In-charge	WFP	9956886
16/09/2021	Louis Viegas	RCO team leader	RCO	9903644
16/09/2021	Heldez Vera Grey	Chefe Departamento	DPSSF	9979239




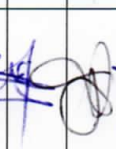

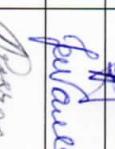










Meeting with Stakeholders

Date	Name	Function	Institution	Contacts	Signature
03/01/2021	Eugénia Lima Ferreira	Directora de DAF	T. Const. Teófilo	99688505	
03/09/2021	Regina Pires dos Santos	Te. Sup. de Adm. e Log. T. Const. Teófilo	99980889		
03/12/2021	Helena dos Reis Gonçalves	Directora de -PGR	PGR	9913539/9045131	
07/19/2021	Maria Tereza Mendizábal	Economia Growth Monitor	UNEP	Virtual - Zoom	
07/19/2021	Nierys Santos	" "	ILD	Virtual - Zoom	
07/19/2021	Luca Moya Raffarello	" "	UNEP	Virtual - Zoom	
07/09/2021	Fernanda Lima Virgínia Santos	ILD Fiscal Unit	ILU	99036886	
07/09/2021	Angela Brito Lima	Chief Prof. Officer	UNICEF	99036817	
07/05/21	Clotilde Cardoso	Senior Program Assistant	WFP	99389105	
08/07/2021	Teodora Souza	Social Policy Unit	UNICEF	99061600	
08/09/2021	Eugénia Pires	PRG UNFPA	UNFPA	9906565	
08/09/2021	Alexis Gonçalves	ARRP	UNDP	9906323	
08/09/21	Carlos R.R. Tavares	PRG Adm. e Log.	ADAPPA	9904484	
8/9/21	Margaret Moura	Helpo coordinator	Helpo	99503331	
16/11/21	Dieter Lopes	Director of Governance	MTS FFA	9912525	

Meeting with Stakeholders

Date	Name	Function	Institution	Contacts	Signature
9/09/2021	GISO CARDOSO	DG	INC	9911341	GISO
09/09/2021	Miguel Ángel Fernández	Director, Planificación y Evaluación	INVE	9913034	Miguel
07/07/2021	María del Pilar	Cooperadora	INC	5542054	María
09/09/2021	Carlos Castro	Cooperadora	DCI	9976964	Carlos
	Ana Raquel Xavier Alvim	DCI	DCI	9904438	Ana
10/09/2021	Delia Viegas	DCI	INTEC	9920194	Delia
10/09/21	Ailson Zote Lins	DCI	INTEC	9990566	Ailson
14/09/21	Anne Faring	UR	OTIS	9984850	Anne
14/09/21	Ana Maria Vasquez	Técnica	INTE-HEC	9977773	Ana Maria
14/09/21	Fernando Trujillo Ramos	Técnico Din. Plan.	PRC-HEC	9914711	Fernando
15/09/21	Osman Ferno	Deco Económico	UN	9936045	Osman
15/09/21	Carlye Faccato	Deco comunicación	UN	9921546	Carlye
15/09/21	Yasmin Wakimoto	Officer in charge	WFP	9956886	Yasmin
16/09/21	Luis Viegas	RCO Team leader	RCO	9903644	Luis
16/09/21	Helena Vera Cruz	RCO Team leader	PRSSF	9979239	Helena

Meeting with Stakeholders

Date	Name	Function	Institution	Contacts	Signature
1/09/21	Adriana Sampaio Soares	Coord. GERFPU	HS/PSR	9991665	
1/09/21	André de Sa	Coordenador	PMAS	9910520	
01/09/21	Eurídice Castro	Téc. Adm.	PMAS	9899855	
01/09/21	Yandimila Vilela Nova	Téc. Nutricional	PMASE	9966737	
01/09/21	Feaua Loures	Directora	DP	9906956	
01/09/21	Artur Abrão de Brito	Chf. Departamento	DP	9916421	
01/09/21	Fausto Neves	Chf. Departamento	DP	9926609	
01/09/21	Sleid Costa	Chf. Departamento	DP	9992465	
02/09/21	João Paulo Sacramento	Director Geral	PMAS	9950832	
02/09/21	Lucia Barros	Técnica	DERNE	9908040	
02/09/21	Belgardo Neto	Coordenador UEPAS	DGRNE	9984698	
02/09/21	Gabriel Itacambú	Director Energia	DGRNE	9856655	
02/09/21	Guatolene de Sousa	Directora	DPSSF	9910166	
02/09/21	Gregório Pontes	Coordenador	MTAPDH	9911192	
26/08/21	Isabella R. D. S. Lemos	Chf. Dep. Pol. Adm.	DPSSF	9800725	
16/09/21	Eurídice Fernandes	Chf. Dep. Informação Social	DPSSF	9904266	

Annex 6: OECD/DAC Ranking Table

	Rating (1 low, 5 high)					Rationale
	1	2	3	4	5	
Impact				√		Resources mobilization likely to increase due to strengthened institutional frameworks to identify and target the vulnerable.
Sustainability			√			Alignment to national priorities serves as the leeway to sustainability but constrained by STP financial constraints and high dependence on ODA.
Relevance/Design				√		Well conceptualized and participatory in nature, operational through MDAs and focuses on STP development concerns of vulnerable, climate change issues and unemployment of youth and women.
Effectiveness			√			Performed well on the delivery of results but difficult to measure on performance on delivery of outcomes due to lack of data.