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**Country programme document for São Tomé
and Príncipe (2023-2027)**

Contents

<i>Chapter</i>	<i>Page</i>
I. UNDP within the United Nations Sustainable Development Cooperation Framework.....	2
II. Programme priorities and partnerships.....	4
III. Programme and risk management	8
IV. Monitoring and evaluation	9
Annex	
Results and resources framework for São Tomé and Príncipe (2023-2027)	10



I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. São Tomé and Príncipe is a comparatively stable democracy¹ that has achieved progress in human development, driven by public investments in health and education. With a population of 219,078, the average life expectancy reached 70.4 in 2019 while years of schooling averaged 12.7. Between 2010 and 2019 economic growth averaged 4.17 per cent and the GNI per capita reached almost \$4,000 US dollars in 2019, which elevated the country's human development index above the average of sub-Saharan Africa,² making the country a candidate for graduation to a middle-income country in 2024.

2. Socioeconomic development has been largely financed through government expenditure sustained by development aid, external borrowing, and foreign direct investment in tourism and related value chains. As 97 per cent of public investment is financed through debt and external aid,³ São Tomé and Príncipe faces persistent and connected development challenges characteristic of small island developing states (SIDS). The ability to respond to exogenous shocks, climate change, global, political and economic crises, and balance the budget is constrained by the dependency on imports to satisfy domestic demand. Its size, remoteness and elevated production costs limit economic diversification and increase vulnerability. Impacts of climate change have already become apparent and impact the most vulnerable, but the financial and technical capacity to mitigate these impacts and strengthen resilience is lacking, and the rich biodiversity of the country is put at risk by a fast-growing population, large-scale agricultural projects, illegal logging, and land degradation.

3. The productive sector is overdependent on palm oil, cocoa, and tourism. Agriculture and subsistence farming account for 70 per cent of rural employment. The private sector is small, fragile and comprised mainly of informal, micro-enterprises, and small number of medium-sized but undercapitalized, companies in the formal sector. Growth has not improved livelihoods or reduced poverty, particularly amongst women and young people who are disproportionately represented in the informal sector and vulnerable occupations. The GINI coefficient rose from 32.1 in 2000 to 40.7 in 2017 and indicates inequality is a major challenge.⁴ Poverty remains high, having fallen marginally from 68.4 per cent to 66.7 per cent between 2010 and 2017, while extreme poverty is 47 per cent.⁵

4. The COVID-19 pandemic exacerbated the situation and highlighted fragilities in health systems. Poor health data production and management impacts planning, resource management, and patient care. Impoverished households, particularly in rural areas, have disproportionately worse health outcomes. Social protection is under resourced and covers less than half the total number of poor and vulnerable people.⁶ The Gender Development Index (GDI) for 2019 places São Tomé and Príncipe above the sub-Saharan average, but challenges for gender equality persist, notably in labor market access, income, and political participation of women. Moreover, the Voluntary National Review highlighted the persistent problem of sexual abuse of minors, high rates of gender-based violence (violence) and child marriage before the age of 15.

5. The strategic vision for overcoming these challenges is set out in the national 2030 Agenda for Transformation, which defines a path to sustainable economic and social development aligned with the 2030 Agenda and African Union Agenda 2063. The institutional, technical, and financial capacities of government institutions to formulate evidence-based policies and plans, coordinate implementation, and monitor performance in a participative and transparent way, however, needs to be enhanced. Actionable goals set out

¹ Freedom House, (2021). See <https://freedomhouse.org/country/sao-tome-and-principe/freedom-world/2021>.

² UNDP, 2022 HDR.

³ Common Country Analysis (CCA) 2022 for São Tomé and Príncipe.

⁴ World Bank, 2022 World Development Indicators.

⁵ National Institute of Statistics (INE) 2017 Household Survey.

⁶ World Bank, São Tomé and Príncipe 2021 Systematic Country Diagnostic.

in the National Plan for Sustainable Development 2020-2024, have not been fully embraced or adequately funded. In 2021, the government approved its National Plan for Socio-Economic Resilience and Mitigation against COVID-19 (PNARME) that addresses socioeconomic challenges resulting from the pandemic with a view to accelerating progress towards Sustainable Development Goals (SDGs) achievement.

6. The Independent Country Programme Evaluation (ICPE) for 2017-2021⁷ concluded the UNDP astute reading of the national context resulted in country programme document (CPD) outcomes that are highly aligned with national development priorities, sector plans, and the SDGs. Development partners perceive UNDP to be a relevant, trustworthy, and valuable partner that delivers sustainable results, particularly in relation to institutional capacity building and upstream legislative and policy advice. A central aspect of UNDP added value is its access to specialized technical expertise and capacity to mobilize resources. Starting from an indicative budget of \$14.2 million US dollars in 2016, UNDP mobilized and executed over \$38 million US dollars by 2022 and is considered a key partner in assisting the country in addressing COVID-19 pandemic challenges by successfully reprogramming a million dollars and mobilizing an equivalent amount between 2020 and 2022.

7. UNDP leveraged European Union and African Development Bank (AfDB) funds to support justice sector and renewable energy projects, the latter based on UNDP feasibility studies. A data center initiative, supported by UNDP, encouraged the World Bank to explore financing a digital interoperability project. A UNDP social entrepreneurship initiative transitioned into a challenge fund that supports innovative, community-based, and SIDS cost-efficient and sustainable development solutions, including promising alternatives to the Accelerator Lab model.

8. Primary lessons identified in the ICPE informed programme design, notably the need to, (i) consolidate in-depth consultations with government and development to increase programme relevance and sustainability; (ii) establish a monitoring and evaluation unit to strengthen information, knowledge management, and adaptive learning; (iii) improve data collection, particularly on key socioeconomic and environmental indicators; (iv) intensify the systematic involvement of the private sector in projects and programmes, and (v) strengthen South-South and triangular cooperation activities.

9. The United Nations Sustainable Development Cooperation Framework (UNSDCF) for 2023-2027 is fully aligned with five national development priorities in the PNARME and attributes a leading strategic role to UNDP across all four outcomes. UNDP experience and comparative advantages as a convenor, integrator, thought leader and innovator in relation to human rights, governance, rule of law, climate change, disaster risk reduction and recovery, and the empowerment of women and youth, allow for significant contributions to all UNSDCF strategic priority areas. The ability to scale-up reconstruction and recovery efforts demonstrate organizational agility and capacity to integrate sustainable programming within the triple nexus of humanitarian, development, and peace by supporting improvements to basic services, economic recovery and diversification, and enhancing social cohesion.

10. Capitalizing on global networks, UNDP will contribute to the UNSDCF by scaling-up best practices, accelerating support for legal and policy reforms, and developing digital solutions to improve service delivery and enhance evidence-based decision-making. Long-term support for governance and justice reform means UNDP can significantly contribute to enhancing transparency and accountability, strengthening governance management systems, and expand civic space to empower women and youth. As a member of the global and regional SIDS network, UNDP will leverage South-South and triangular cooperation opportunities across all priority areas to replicate sustainable development solutions and promote adaptive learning.

⁷ Independent Evaluation of the UNDP Country Programme Document for São Tomé and Príncipe, 2017-2022.

II. Programme priorities and partnerships

11. Programme development began in July 2022 with discussions involving representatives of the government, international and local development partners, civil society organizations, the private sector and academics to build a consensus around pressing development challenges, priorities, and strategies. Four strategic priority areas were subject to in-depth discussions via a series of thematic workshops in August 2022 to identify target groups and develop outputs and indicative activities. All were subsequently validated at a national stakeholder workshop.

12. The programme is aligned with the Regional Bureau for Africa (RBA) Strategic Offer to Africa, SAMOA Pathway, and Sendai Framework. Planned interventions are anchored in a '6x3' approach that contributes to all six signature-solutions of the UNDP Strategic Plan for 2022-2025 and is aligned with three development settings: 1) eradicate poverty in all forms and dimensions, 2) accelerate structural transformations for sustainable development, and 3) build resilience to shocks and crises. Moreover, the programme is structured by the UNDP Gender Equality Strategy (2022-25) to ensure that women are central in the transformation process.

13. The CPD theory of change is grounded the UNSDCF goal of achieving sustainable, resilient, and transformative change. It underscores UNDP comparative advantages and on-the-ground experience that enable it to make integrated, multi-dimensional and focused contributions to the UNSDCF. The new UNDP value proposition will contribute to the national aspiration to transition to a modern, stable, and democratic country capable of offering quality services at regional and global levels. The theory of change suggests that **IF** UNDP empowers people, especially the most vulnerable, to access and use equitable and quality social services; institutions have capacity to design and implement evidence-based policies and strategies and to take advantage of digital technology and innovations to create decent jobs, promote the sustainable management of biodiversity and the green and blue economy, reduce climate vulnerability, and uphold justice and rule of law; and **IF** people, the diaspora, and civil society become more resilient, are better connected to information and knowledge networks, and become more engaged in socio-economic development; and resource mobilization is strengthened within a framework of sustainable finance for development and particularly for energy transition; **THEN** people will live decently in a stable and democratic Santomean society with inclusive governance, transparent and accountable institutions, and a vibrant green and blue economy that creates decent jobs.

14. Drawing on comparative advantages, lessons and recommendations in the ICPE, and in the context of the "building-back-better" and accelerating SDG achievement, the programme represents a strategic shift of focus by embracing the following priorities: Strengthening capacities for resilience and recovery; sustainably managing biodiversity and promoting sustainable blue/green growth; supporting economic diversification and enhancing the skills, employability and entrepreneurship of women and youth; supporting innovation and digitalization to improve the delivery of basic services, particularly in the social sectors for the poorest and most vulnerable groups, and improving civic participation, transparency and accountability in governance. Partnerships with the World Bank, the European Union and the AfDB enhance the focus on the economy-environment-climate change nexus for addressing UNSDCF priority areas. Leveraging private sector investment will be central to accelerating SDG financing and scaling-up government cost-sharing and building on positive lessons seen in health and justice sector reforms.

15. Given its unique mandate, UNDP views UNSDCF four priority areas as interrelated, especially those that address economic growth, biodiversity, climate change and institutional accountability and transparency. The programme takes a holistic approach in leveraging its integrator role, comparative advantages, and proven track record, to make stronger and more coherent contributions to national priorities. The programme targets the poor and extremely poor, socially, and economically vulnerable women, unemployed young people and those

without education or training, elderly people living in poverty, and children and youth living with disabilities, and will engage them in planning, monitoring, evaluation, knowledge management and learning processes by supporting them to find sustainable development solutions. Building cross-programme synergies with the UNSDCF and other United Nations development system (UNDS) partners will ensure a human rights-based approach that emphasizes the principles of Leave No One Behind to ensure economic, social, and environmental transformation is inclusive for all vulnerable groups, especially youth, women, and marginalized communities.

16. To sustain impact, the programme strategy is to provide high quality upstream technical advice to strengthen national capacities for evidence-based policies and strategies for post-pandemic recovery that focus on building resilience and sustainability and reaching the most disadvantaged first while simultaneously engaging civil society organizations (CSOs), community and private sector organizations, and local businesses in dialogue, programme design, and implementation. The programme leverages private sector knowledge and expertise in business development services and incubators, start-ups, the energy transition, and in supporting blue/green growth with a focus on women and youth. Institutional capacities, accountabilities, and transparency will be enhanced through the use of digital technology and greater involvement of communities, CSOs, the private sector and academia, and their participation in social monitoring. In partnership with the National Institute for Gender Equality, UNDP will proactively seek entry points for scaling-up gender equality across all programme areas and in the design, implementation, and monitoring of solutions.

Priority 1: Inclusive social systems

17. Adopting a human rights-based approach, UNDP will prioritize strengthening institutional and human capacities to support the delivery and monitoring of more equitable and inclusive health and social protection services. This includes the rollout of the Digital Health Information System (DHISII) for the Ministry of Health (MoH) to improve data and stock management. In collaboration with the Global Fund for Health, UNDP will support the MoH transition of the human immunodeficiency virus (HIV)/tuberculosis programme over to the 95-95-95 Strategy. Alongside the World Health Organization (WHO) and United Nations Children's Fund (UNICEF), UNDP will help implement an innovative, community-based malaria elimination programme that involves community leaders raising awareness about malaria prevention techniques.

18. As non-communicable diseases (NCDs) are a national health priority, UNDP will use DHISII to elevate medical consultations, so they meet industry standards. This includes building and strengthening health infrastructure, expanding laboratory capacities, and providing essential equipment that contributes to building-back-better. Technical assistance on fully digitizing the health information system will reduce MoH reliance on external support. Similarly, collaborating with the private sector on rolling out the open-source platform (M-Supply) will strengthen drug procurement and management, as well as improve access to quality drugs and supplies.

19. UNDP technical assistance will enhance the interoperability of the national Social Protection System by linking it with DHISII so poor and vulnerable groups can be targeted more effectively and system resilience is increased. This will enable more effective monitoring of social protection programmes by providing disaggregated data on beneficiaries and ensuring that rights holders, especially large families, female-headed households, children, pregnant women, the elderly, and people living with disabilities are effectively targeted.

Priority 2: Climate action, natural resource management, and energy

20. Global Environmental Facility (GEF), Green Climate Fund, and UNDP integrated solutions will support equitable, rights-based, and sustainable natural resource management for livelihood prosperity by addressing the core causes of environmental degradation and raising awareness about the drawbacks and benefits of biodiversity ecosystem services.

Target populations include poor and vulnerable people living in buffer zones, farming and fishing communities with a specific focus on women, youth, and small business operators. The programme will, (i) improve institutional capacities for collecting, analyzing and integrating evidenced-based climate change, disaster risk management, and low carbon policies into development programmes and budgets; (ii) strengthen the capacity of institutions, small businesses, civil society and communities to protect, manage, and fund land and marine biodiversity, as well as design and implement climate change adaptation, mitigation and disaster risk reduction strategies, and (iii) strengthen national capacities to manage the energy transition by de-risking private sector investments in renewables and increasing access to clean energy, particularly for groups at risk of being left behind.

21. Innovative communication techniques will be used to raise awareness and knowledge of communities and businesses regarding conservation and biodiversity management, and to facilitate their active involvement in the implementation of national park management plans. UNDP and the Food and Agriculture Organization (FAO) will enhance national climate adaptation capacities in support of climate resilient water management systems in areas with high food and export production potential. Technical assistance will support the government in accessing green finance for the implementation nationally determined contributions, focusing on energy transition and waste management, sustainable land and forest management, and identifying international and local investors for the Conservation Trust Fund.

22. Strengthening data and information systems—like the Monitoring, Reporting and Verification system for climate change—will fill gaps and enhance evidence-based decision making for biodiversity, disaster risk reduction, climate change mitigation and adaptation, and mainstreaming gender-sensitive climate and disaster risk information across sectors. Building on the success of community-based climate change and disaster risk reduction committees, the programme will support the design of digital and other innovative solutions that engage local institutions and communities, the private sector, academia, and other relevant stakeholders in improved management, conservation, and sustainable use of terrestrial and marine biodiversity.

Priority 3: Green and blue growth

23. Adopting a human rights-based approach together with the Ministry for Youth, Sport, and Entrepreneurship, UNDP will provide technical assistance that enhances the entrepreneurial ecosystem through business development services that formalize businesses owned by young people and women, and emphasize gender-sensitive, financial inclusion. Services will prioritize economic diversification and leverage private sector engagement to develop blue, green, and circular economy accelerators: Eco-tourism, agribusiness, sustainable fisheries, digital services, and waste management. In partnership with business organizations and the AfDB, UNDP will enhance business and entrepreneurial ecosystems in the development of digital innovations to strengthen market intelligence services so local businesses can identify critical markets for economic diversification and regional trade opportunities, improving South-South economic cooperation and national integration in the African Continental Free Trade Area.

24. The collaboration between UNDP and the Ministry of Trade and Industry will support legal and policy reforms of the business enabling environment and further facilitate the implementation of the Blue and Green Economy Strategy. Technical assistance will inform the creation of a dedicated legal and regulatory framework for start-ups and micro and small enterprises, encouraging operators in the informal sector to transition to the formal sector and, amongst other things, create decent and more secure employment, particularly for women and youth. Support provided to the Youth Connect Programme will help young people develop innovative business ideas and community-based solutions for SDG acceleration.

25. Along with the Ministry of Agriculture, FAO, the International Labour Organization (ILO), WFP, the International Fund for Agricultural Development (IFAD), the European Union and AfDB, UNDP will pilot innovative and integrated approaches to improve the sustainable use of natural resources in agribusiness value chains by promoting climate-smart and sustainable agricultural and fisheries practices, and the development of sustainable value chains in the blue and green economy. Interventions will strengthen business management skills of women in the agribusiness sector and introduce innovative solutions that enhance productivity and resilience, and improve the quality of products to achieve greater infiltration in domestic and regional export markets.

Priority 4: Transparent and accountable institutions (Outcome 4)

26. Aligned with the UNDP Renewed Governance and Peacebuilding Framework for Africa, 2022-2025, the programme will adopt a broad, whole-of-government and human rights-based approach that supports upstream policy development and strengthens the capacity of institutions to deliver effective and efficient socioeconomic, financial, environmental, and justice services to all citizens. The foundation of solutions are the core principles of accountability, transparency, sustainability, inclusivity, and equity. South-South cooperation and learning through the European Union-funded Programme for Consolidating Economic Governance and Public Finance Management Systems (PFMS) in Portuguese-speaking African Countries, will support innovative, integrated management systems and information communication technology (ICT) based solutions to strengthen internal and external controls and audits of public accounts by parliament and the Court of Auditors. The programme will test innovative approaches for social monitoring of public finance management.

27. In partnership with UNICEF, UNFPA, the National Institute for Statistics, and other data producers, the programme will support the upgrade of federal data systems to generate more disaggregated data for effective policy development and targeting. This will inform interventions to strengthen institutional capacities for greater evidence-based policy coherence and accountability, and strengthen the National Planning System by aligning budgeting, planning, monitoring and resource mobilization efforts, as well as aid coordination.

28. UNDP will support the development of digital platforms for e-governance to enhance data management, accountability, transparency, and improve access to government products and services, particularly for businesses, people living with disabilities, and vulnerable, marginalized and remote populations. Supporting the adoption of norms and standards relating to technological infrastructure will help secure the digitalization of public services and the protection of data and privacy rights. In partnership with UNICEF, UNFPA, WHO and the AfDB, supporting the digital transformation of the justice sector and e-justice services will facilitate more rapid, resilient, gender-sensitive, human rights-based, and inclusive justice, bringing it closer to rural populations and enhancing judicial education and communication services. Technical assistance will support the acceleration of the domestication of international human rights treaties

29. In partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the programme will enhance democratic governance by supporting the implementation of the gender parity law and introducing gender-budgeting and the adoption of innovative, ICT-based solutions to expand civic space, thereby engaging more women, youth, and people living with disabilities in policy dialogue and decision-making processes. Support to electoral reform, including greater use of the digitized and biometric civil registry system, will enhance the political participation of women, youth, and people living with disabilities, and contribute to more transparent, inclusive, and efficient electoral systems.

III. Programme and risk management

30. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Manager accountabilities at the country, regional, and headquarter levels—with respect to country programmes—is prescribed in the organization's Programme and Operations Policies and Procedures and Internal Control Framework.

31. The programme will be nationally executed but could be replaced by direct execution in the case of *force majeure*. The Harmonized Approach to Cash Transfers (HACT) will be used in a coordinated fashion with other UN agencies to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to concerned projects.

32. The country office will operationalize UNDP quality assurance standards, social and environmental risk management, and strict accountability mechanisms. The Enterprise Risk Management Policy (ERM) will guide the design and implementation of all programmes and projects. The UNSDCF steering committee will coordinate and guide programme implementation. Thematic programme-portfolio steering committees chaired by UNDP will work with implementing partners to align the ERM accountability framework.

33. Programme implementation is vulnerable to a variety of risks in the theory of change such as natural and climate-related hazards, COVID-19 pandemic impacts, cost-of-living crisis, and macro-economic shocks and data gaps that could reduce country programme and government resources and ability to deliver. UNDP São Tomé and Príncipe had a positive track record in adapting and responding flexibly during the COVID-19 pandemic, successfully relocating resources, mobilizing additional funds, and developing new ways of working to deliver results. These practices will be used to strengthen risk management responses: Collaborative and systematic reviews of the operating and resource environment, programme monitoring and tracking tools, early-warning systems, and rapid socio-economic assessments. UNDP will regularly and proactively engage with the Office of the Resident Coordinator, the reinvigorated United Nations Country Team (UNCT), and the Government of São Tomé and Príncipe to evaluate and address ongoing and emerging risks to better anticipate economic and development changes that may require programme adjustments. To further reduce financial risk, and as part of a longer-term sustainability strategy, an internal financial analysis will facilitate the establishment of a resource mobilization strategy.

34. The application of corporate social and environmental safeguards, accountability mechanisms, and regular quality assessments of programme projects at inception and during implementation, will ensure potential risks and effects are identified for a management and mitigation plan to be implemented. UNDP will provide greater support on approaches to prioritize political and institutional biodiversity management, approving new marine protected areas, and developing alternative sustainable livelihood strategies for rural communities that mitigate risks. To address deep rooted sociocultural norms that represent a risk to advancing gender equality, all programme interventions will promote practices that address gender inequality and related negative social norms, and at least 15 per cent of the budget will be invested in gender equality and women's empowerment.

35. Low implementation capacities of local partners and a limited number of qualified nationals and consulting companies require greater UNDP involvement in implementation. This will be addressed through capacity building programmes for implementing partners that respond to the risks identified in the micro-assessments.

36. The programme is financed through a robust resource pipeline where over 80 per cent is non-core funds. The country office has a positive track record of building flexibility into programme implementation and resource mobilization. A critical part of the annual review process will be analyzing the funding ecosystem and risk and impact of any changes. Another

approach involves training country office staff, particularly on international finance institutions (IFIs), to support resource mobilization and new ways of working (including on the use of ICT) to maintain results delivery as seen during the COVID-19 pandemic. Reprioritization, if required, will respect the principles of 'Leave No One Behind' and a human rights-based approaches.

IV. Monitoring and evaluation

37. The UNDP performance monitoring system will be harmonized with the UNSDCF according to United Nations Evaluation Group norms (2019). UNDP will actively participate in UNSDCF thematic and results groups. Programmatic achievements will be reviewed annually, and outputs reviewed semi-annually in the integrated evaluation plan. The programme will be subject to a final evaluation in 2027.

38. UNDP will promote an inclusive, rights-based approach to monitoring, including field visits and innovative data collection methods, and regularly produce results-based reports for tracking progress and facilitating learning, and making efficient and timely programmatic adjustments. All project steering committees will engage target groups, beneficiaries, and other stakeholders, including the private sector, in design, monitoring, and learning exercises. Results of participatory evaluations will be systematically shared to improve adaptive learning.

39. As recommended in the independent evaluation, monitoring and evaluation will be reinforced through the creation of a dedicated country office position and budgeted, results-based, partnership and communication action plan that is implemented to ensure visibility of results. Programme management will promote adaptive learning to identify and accelerate the replication of best practices and innovations. Evaluations will be executed according to an evaluation plan and UNDP Evaluation Guidelines (2021). To maximize the impact and effectiveness of interventions and forge a systemic approach to solutions, a portfolio approach will be introduced to ensure programme coherence, avoid siloed approaches, and integrate learning into the programme.

40. UNDP, in collaboration with other United Nations partners, will enhance national statistics systems for data collection and analysis. UNDP will strengthen its own internal data systems by introducing innovative, mixed-method data collection and analysis tools to draw on data produced by United Nations Info, as well as bilateral and multilateral development partners and government data systems. At least five per cent of programme resources will be allocated to improving oversight and quality assurance and strengthening digital literacy and monitoring and evaluation capacities of implementing partners and government. By using a gender marker across the entire programme, UNDP will be able to track funds allocated to advancing gender equality and improve gender-based planning and decision-making. Evaluations will help identify potential data gaps and UNDP will work with partners to build research, data collection, and analysis capacities and, where necessary, support the realization of research, surveys or baseline studies that rely on innovative tools and methodologies.

Annex. Results and resources framework for São Tomé and Príncipe (2023-2027)

NATIONAL PRIORITY OR GOAL: Strengthen social protection and basic services. (PNARME Objective 2)				
COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #1: By 2027, people in São Tomé and Príncipe, people left behind and most vulnerable in particular, will benefit from quality and inclusive social systems, and have access to integrated social protection.				
RELATED STRATEGIC PLAN OUTCOME 2: No one left behind, focusing on equitable access to opportunities and a rights-based approach to human development.				
COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (\$)
Indicator 1.2.: Coverage of essential health services Baseline: 63% (2019) Target: 73% (2027) Indicator 1.6.: Proportion of population covered by social protection floors/systems Baseline: 21% (2019) Target: 25% (2027)	Data source: Multiple Indicator Cluster Survey (MICS) Frequency: Annual Responsible: To be confirmed (TBC) as per CF ⁸ Data source: MICS Frequency: Annual Responsible: TBC	Output 1.1.: Equitable, resilient, and sustainable systems for health and pandemic preparedness strengthened to address communicable and NCDs. Indicators: 1.1.1.: Number of hospitals, centres and health posts using the M-Supply platform. Baseline (2022): 2 hospitals Target (2027): 2 hospitals, 7 district health centres, 20 health posts Data source: M-Supply Reports Frequency: Annual 1.1.2.: Number of tracker modules for non-communicable diseases introduced in DHIS2. Baseline (2022): 0 Target (2027): 4 Data source: DHIS2 Frequency: Annual	Ministry of Health Ministries of Labour/Social Welfare/ Instituto Nacional de Segurança Social (INSS), Global Fund for Health World Bank UNICEF WHO European Union	Regular: \$350,000 Other: \$1,200,000
		Output 1.2.: The poorest and most vulnerable populations, including people living with disabilities, can access integrated, resilient and gender-sensitive social protection systems. Indicators: 1.2.1.: Number of social protection platforms efficiently interacting with the DHIS2 system. Baseline (2022): 0 Target (2027): 3 Data source: DHIS2 Frequency: Annual 1.2.2.: Number of people able to access social registry system disaggregated by sex and disability Baseline (2022): 0 Target (2027): 25,000 Data source: DHIS2 Frequency: Annual		

⁸ For all country framework indicators.

NATIONAL PRIORITY OR GOAL: Improved management of terrestrial and maritime resources and environmental protection (2030 Transformation Agenda, key reform 4.1.2.3).				
COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #2: By 2027, institutions integrate climate change adaptation, low carbon and renewable energies into policies and programmatic implementation.				
RELATED STRATEGIC PLAN OUTCOME 2: Structural transformation, including green, inclusive, and digital transitions.				
Indicator 2.1.: Percentage of installed renewable energy-generating capacity (watts per capita) Baseline: 5% (2021) Target: 30% (2027) Indicator 2.3.: Total amounts mobilized for climate finance Baseline: \$26M (2018/19) Target: 40M (2025/26) Indicator 2.5.: Coverage of protected areas in relation to marine areas Baseline: 0% (2022) Target: 20% (2027)	Data source: EMAE Reports Frequency: Annual Responsible: TBC Data source: Ministry of Planning and Finance Reports Frequency: Annual Responsible: TBC Data source: Biannual Update Report Frequency: Annual Responsible: TBC	Output 2.1.: Evidence-based climate change, disaster risk management and low carbon policies are more effectively integrated in development programmes, budgets and are implemented. Indicators: 2.1.1.: Number of monitoring, reporting and verification system reports validated. Baseline (2022): 0 Target (2027): 15 Data source: Biennial Transparency Report (BTR) Frequency: Biennial 2.1.2.: National disaster risk reduction strategy aligned with the Sendai Framework and operationalized. Baseline (2022): 0% Target (2027): 70% operationalized Data source: National Disaster Platform reports Frequency: Annual Output 2.2.: Natural resources protected and managed to enhance sustainable productivity and livelihoods. Indicators: 2.2.1.: Area of terrestrial and marine protected areas under improved management practices. Baseline (2021): 0 Target (2027): 50% of national park, 5% of Exclusive Economic Zone Data source: GEF Project Reports Frequency: Annual 2.2.2.: Volume of investment leveraged to support green recovery. Baseline (2022): 0 Target (2027): \$1,000,000 Data source: Trust fund accounts Frequency: Annual Output 2.3.: Investments in renewable energy enhanced for improved access to clean energy for poor households and businesses. Indicators: 2.3.1.: Number of legal, technical, and regulatory instruments developed and adopted to de-risk investment in renewable energy. Baseline (2022): 2 Target (2027): 4 Data source: State Gazette Frequency: Annual 2.3.2.: Percentage of renewable energy in the national electricity matrix. Baseline (2021): 5%	Ministries of planning, environment, agriculture and fisheries AfDB World Bank FAO	Regular: \$400,000 Other: \$9,500,000

		Target (2027): 30% Data source: EMAE and donor reports Frequency: Annual		
NATIONAL PRIORITY OR GOAL: Improve productive sectors, while protecting jobs and promoting decent work. (PNARME Objective 3)				
COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #3: By 2027, national stakeholders generate substantially more decent jobs in an environmentally friendly blue and green economy.				
RELATED STRATEGIC PLAN OUTCOME 2: Structural transformation accelerated, particularly green, inclusive, and digital transitions.				
Indicator 3.1.: Proportion of informal employment in total employment Baseline: 68.3% (2020) Target: 55% (2027) Indicator 3.3.: Tourism direct GDP as a percentage of total GDP. Baseline: 14.2% (2016) Target: 25% (2027) Indicator 3.4.: Proportion of youth (aged 15–24 years) not in education, employment, or training Baseline: 22.6% (2016) Target: 18% (2027) Indicator 3.6.: Green and blue economy contribution to GDP (in %) Baseline: 24.9% (2019) Target: 60% (2027)	Data source: INE, Census Frequency: Annual Responsible: TBC Data source: Central Bank Frequency: Annual Responsible: TBC Data source: INE Frequency: Annual Responsible: TBC Data source: INE Frequency: Annual Responsible: TBC	Output 3.1.: Solutions for gender-sensitive and resilient economic transformation enabled to increase productivity, add-value and increase market penetration for local products. Indicators: 3.1.1.: Number of innovative and inclusive business solutions adopted to increase productivity in the blue, green or circular economy. Baseline (2022): 99 Target (2027): 300 (30% women owned businesses) Data source: Project progress reports Frequency: Annual 3.1.2.: Number of people benefiting from natural resources management solutions disaggregated by sex. Baseline (2021): 980 Target (2027): 3,000 (30% women) Data source: Project progress and incubator reports Frequency: Annual Output 3.2.: Micro- and small enterprises enabled to access and use business development services to create more decent jobs, especially for women and youth. Indicators: 3.2.1.: Number of micro- and small businesses that have access to financial services. Baseline (2021): 114 Target (2027): 500 (50% women, 50% youth) Data source: Project progress reports Frequency: Annual 3.2.2.: Number of decent jobs created by micro- and small businesses. Baseline (2021): 215 Target (2027): 800 Data source: Project reports Frequency: Annual Output 3.3.: Institutional capacities for reform of the legal and regulatory environment for businesses and regional economic integration strengthened. Indicators: 3.3.1.: Number of informal sector operators formalized. Baseline (2021): 30 Target (2027): 500 Data source: INE and business registries Frequency: Annual 3.3.2.: Number of regulatory frameworks adopted that enhance the business environment. Baseline (2022): 2	Ministries of agriculture, entrepreneurship, trade and industry, environment and tourism European Union AfDB IFAD FAO ILO WFP	Regular: \$1,765 000 Other: \$5,500,000

		Target (2027): 6 Data source: National Gazette Frequency: Annual		
NATIONAL PRIORITY OR GOAL: Inclusive governance, equitable service delivery, and rights-based development empowers local communities and strengthens social cohesion and resilience. (PNARME Objective 5)				
COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #4: By 2027, people benefit from transparent, responsive and gender-sensitive institutions.				
RELATED STRATEGIC PLAN OUTCOME 2: Structural transformation is accelerated, particularly green, inclusive, and digital transitions.				
Indicator 4.1.: Statistical capacity indicator for SDG monitoring Baseline: 48% (2018) Target: 60% (2027) Indicator 4.2.: Percentage of judiciary institutions have capacity to process cases digitally Baseline: 0% (2022) Target: 90% (2027)	Data source: INE Frequency: Annual Responsible: TBC Data source: Annual Report Courts/Public Prosecutor's Office Frequency: Annual Responsible: TBC	Output 4.1.: Justice and rule of law institutions have the capacity to deliver resilient, gender-sensitive, human rights-based and inclusive services, especially for vulnerable women and children and people living with disabilities. Indicators: 4.1.1.: Percentage of criminal cases processed digitally and disaggregated by gender, age, and location. Baseline (2022): 0 Target (2027): 50% Data source: Courts and Attorney General's Office. Frequency: Annual 4.1.2.: Number of international human rights treaties ratified, domesticated, disseminated and implemented. Baseline (2022): 2 Target (2027): 7 Data source: Annual report Frequency: Annual Output 4.2.: National institutions strengthened to produce and use quality, disaggregated and gender-sensitive data in dialogue and for evidence-based policymaking, resource mobilization, planning, and internal and external control. Indicators: 4.2.1.: Number of national institutions using digital technologies and services for improved service delivery Baseline (2022): 1 Target (2027): 10 ministries and institutions Data source: Project reports Frequency: Annual 4.2.2.: Number of national resource mobilization strategies, plans and instruments supported by UNDP technical assistance Baseline (2021): 1 Target (2027): 5 Data source: International cooperation reports, minutes of aid coordination meetings, beneficiary institution reports Frequency: Annual	Ministries of justice and foreign affairs Judiciary, courts and police Court of Auditors National Assembly Youth Parliament General Inspectorate of Finance INE AfDB UNICEF UNFPA UN Women WHO	Regular: \$1,250,000 Other: \$2,785,000