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**Draft country programme document for Sao Tome and Principe
(2007-2011)**

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Introduction

1. The 2007-2011 country programme document (CPD) for the Democratic Republic of Sao Tome and Principe was prepared through a consultative process that involved the Government, civil society, and multilateral and bilateral donors, as well as United Nations country team (UNCT) members, including UNFPA, the United Nations Children's Fund (UNICEF), the World Health Organization (WHO) and the World Food Programme (WFP). The development of the common country assessment (CCA), the United Nations Development Assistance Framework (UNDAF) and the CPD was coordinated by a steering committee composed of the heads of organizations of the United Nations system and through regular UNCT meetings.

2. Priority areas for intervention by the United Nations Development Programme (UNDP) during the next 5-year cycle were identified on the basis of Government priorities; the analysis provided by the CCA finalized in November 2005, the areas of cooperation outlined in the UNDAF completed in January 2006; the approved poverty reduction strategy (PRS), 2002; progress made towards achieving the Millennium Development Goals (MDGs); and the results of the evaluation of the UNDP country cooperation framework (CCF), 2006-2010, conducted in November 2005.

I. Situation analysis

3. Sao Tome and Principe gained independence from Portugal in 1975 and began its democratic process in 1990, when the new Constitution was adopted by referendum. The democratic opening brought about a multi-party system and the inclusion of the Universal Declaration of Human Rights in the Constitution.

4. According to the 2005 Human Development Report (2005), Sao Tome and Principe ranks 126th out of 177 countries, with a human development index of 0.604. Poverty has been growing steadily for the last 20 years. While in 1987, 36 per cent of the population were below the poverty line, in 2001 the percentage grew to 54 per cent, 15 per cent of whom were living in extreme poverty. Poverty reduction is a major challenge, as access to basic social services such as health, education, water and sanitation, is not guaranteed to a large portion of the population. The

increasingly weakened social structure is exacerbating regional disparities, with a negative impact on rural areas and vulnerable groups, especially woman.

5. The service sector accounts for 68 per cent of the gross domestic product (GDP), 28 per cent of which is derived from administration, with smaller amounts from commerce and transport. Tourism is becoming a growing source of hard currency, while the export of traditional agricultural products, excluding fishery, represented 14 per cent of GDP in 2003. Recent measures have been put in place to improve economic growth and diversify the economy, especially through banking and fiscal reform and an effort to develop new trade promotion channels.

6. Sao Tome and Principe joined the heavily indebted poor countries (HIPC) group in 2000 and has since been eligible for its benefits. Many years of macroeconomic instability, along with a chronic deficit in the balance of payments, depreciation of the local currency and prolonged inflation, left the country with a debt of \$361 million in 2005, one of the heaviest debt burdens in the world relative to GDP. The poverty reduction strategy (PRS) was formulated and approved, with World Bank and International Monetary Fund support, in December 2002. Owing to political instability and inadequate national ownership of the strategy, the implementation process was interrupted. In 2005 the Government requested UNDP support to operationalize the PRS within the framework of the MDGs. An agreement in August 2005 established the Priority Action Plan granting access to a public investment programme of \$168.7 million for the 2006-2008 period, of which 35 per cent will be allocated to economic growth and 26 per cent to improving income diversification in poor households.

7. With the coming development of an oil industry and the expected income from that new industry, national resource management will be essential in order to ensure sustained development that will benefit all segments of the population. With UNDP support, the President promulgated a law in December 2004 establishing the legal framework in this area. Specific mechanisms were put in place so that the new oil revenues would be used in a transparent, effective way, focusing on poverty reduction.

8. As highlighted in the CCA and the UNDAF, although Sao Tome and Principe has established a

legal and democratic structure based on democratic principles, the main challenge is a weak public system characterized by major administrative inefficiencies. Within the framework of the poverty reduction strategy, several measures have been put in place to consolidate democracy and the rule of law. Some of the measures include strengthening the capacities of civil servants; reinforcing legal structures; promoting effective, transparent management; reorganizing and modernizing public administration; and encouraging a process of decentralization.

9. In the first Millennium Development Goals report of Sao Tome and Principe, published in April 2004, the Government and the UNCT were optimistic about achieving of the eight MDGs by 2015. However, the measures related to several targets were considered rather weak and needed to be improved. During the next country programme, enhanced dialogue and cooperation between the UNCT and the Government will be needed to monitor the progress and achievement of each goal and its targets.

10. Women represent more than half the society of Sao Tome and Principe. They are formally recognized as having equal rights in the family and as citizens with elective power, although in reality their equality is not always evident. Gender inequalities need to be reduced and women's equal access to social services needs to be guaranteed, including equal participation in decision-making.

11. Even with the advances achieved in the area of health, such as a continuous decrease in child and adolescent mortality and longer life expectancy, several difficulties remain. The country is facing a high and rising rate of maternal mortality, and the prevalence of infectious diseases, including malaria, is still high. Despite a low HIV/AIDS prevalence rate (1 per cent in 2001) the increasing prevalence among pregnant woman, which grew from 0.1 per cent in 2001 to 1.5 per cent in 2005, illustrates the potential danger that the country could face in a few years. Moreover, poor infrastructure, a shortage of medicines and medical material, and a lack of capacity in the health sector have led to an inadequate health care system unable to ensure basic prevention measures. The 2002 poverty reduction strategy put in place a health strategic plan that introduced specific, targeted measures such as the improvement of vaccine coverage; the availability of antiretroviral drugs; the adoption of a 5-year strategic plan against malaria; and the validation of a national strategic plan to respond to HIV/AIDS.

12. Although the literacy rate for adults and youth over 15 years of age is 83.1 per cent, the education system faces significant problems. Primary education is universal, obligatory and free by law, but only the first four-year cycle is ensured. Primary school completion has witnessed a decline over the past 15 years, from a 97 per cent rate in 1990 to a 69.3 per cent rate in 2002. One child in three is now out of school, with girls being the most likely to drop out. Bearing in mind fundamental rights and the commitments made by the Government under international agreements and the MDGs, the biggest immediate challenge will most likely be to guarantee universal primary education to all the children of the country. Failure to guarantee that right may jeopardize the achievement of universal primary education by 2015.

13. The ecosystem in Sao Tome and Principe is one of the richest and most diverse in Africa, with forests covering more than half the territory of the island and with abundant sub-aquatic marine life. Unfortunately, environmental degradation is gradually increasing. Wood exploitation for commercial gain, deforestation of large areas for agricultural purpose, degradation of the shoreline owing to indiscriminate extraction of sand, the release of polluted water into the ocean, and indiscriminate fishing, are rendering the environment increasingly vulnerable. Strict law enforcement to protect the environment is urgently needed. The Government has been working to develop tourism while ensuring protection of the environment and natural parks. Recent Government actions to address environmental concerns in line with the recommendations of the 2002 World Summit in Johannesburg include the development of a national environmental plan for sustainable development (NEPSD), which provides a strategic vision for rationing and using national water and other resources and protecting the environment.

14. The information management system of the country needs to be developed and strengthened. Support will be needed to improve national capacity for data collection – including gender-disaggregated data – and analysis, so as to monitor and evaluate progress made in economic and human development and to better address current and future challenges.

II. Past cooperation and lessons learned

15. During the previous country cooperation framework for 2002-2006, UNDP strengthened its position as a trusted development partner in Sao Tome and Principe. UNDP reinforced partnerships and alliances with a growing number of ministries, municipalities, non-governmental organizations (NGOs) and donors, focusing its intervention on three main areas (a) *good governance*; (b) *poverty reduction*; and (c) *protection of the environment*.

16. In the area of *governance*, the programme on transparency and management of oil revenues was successful in providing the Government with the initial technical capacity to strengthen its management skills in preparation for the use of future oil revenues and for ensuring sustained development. UNDP was closely involved in the elaboration of a law that provides the legal framework and foresees specific mechanisms to ensure that future oil revenues will be utilized in a transparent, efficient way as part of a poverty reduction scheme. In collaboration with the Government of Portugal and the Supreme Court of Sao Tome and Principe, UNDP participated establishing the Constitutional Court – an important step towards institutional development and consolidation of democracy in the country.

17. In the area of *poverty reduction* results have not been as visible. The local governance project was delayed, owing to lack of credible structures and a legal framework at the local level. The project to insert young girls into professional life has not proved economically sustainable, and greater efforts will be needed to reinforce and sustain capacity-building at the local level. One of the key lessons learned in this area has been the importance of regular project monitoring. Evaluation of the country cooperation framework for 2002-2006 revealed that, if regular evaluations – including mid-term and final evaluations of individual projects – had been conducted, some of the poor results could have been avoided.

18. In relation to the *environmental programme*, implementation has been reasonably successful, with the development of the legal framework for the protection of the environment in Sao Tome and Principe, even if, in financial terms, it represents only 10 per cent of the total of the UNDP programme and has been entirely financed by the Global Environment

Facility (GEF). Several laws have been formulated, a multi-sectoral approach adopted, and a coordination body put in place. However, the enforcement of most laws has been very difficult, owing to lack of political will and resources, and widespread poverty. Work in this area will remain a major challenge in the next programme cycle.

19. The future programme should be more focused and should centre on a limited number of results that correspond to national priorities clearly identified by the Government and donors, thus having a greater chance of success than would a broader programme.

III. Proposed programme

20. The 2007-2011 programme cycle will be key for breaking the poverty trap in which the country is caught. The expected oil revenues should provide support to the Government in its efforts to establish a basic social safety net for its entire population. In line with the Millennium Declaration and the priorities and objectives defined in the 2002 poverty reduction strategy, UNDP will support the Government at the central and local levels in efforts to sustain human development, improve gender equality and reduce absolute poverty by two-thirds by 2015.

21. Structured around the areas of cooperation identified under the CCA/UNDAF exercise, the UNDP programme will focus its intervention on three themes: (a) *poverty reduction*, (b) *good governance* and (c) *environmental protection*. In addition, *Gender equity and equality* will be mainstreamed in the design and implementation of all projects and programmes.

A. Poverty reduction

22. Given its mandate and comparative advantage in this domain, UNDP will, in the next programme cycle, promote and support decentralization as a way to ensure that resources are used as effectively and equitably as possible. Thus, participatory, integrated and gender-sensitive projects will be pursued at the district and community levels with the involvement of other partners. Technical, material and financial resources required to ensure sustainability will be deployed. Volunteers from the United Nations Volunteers (UNV) programme will be assigned to work with local NGOs in the districts and communities. UNDP will promote access to information and communication technologies through the establishment of distance-learning education centres.

23. In order to monitor progress towards poverty reduction within the PRS framework, UNDP will, at the request of the Government request, work with the newly created Poverty Reduction Observatory, reinforcing its human and technical capacities. The preparation of a national human development report and an MDG report will remain the two main advocacy tools for UNDP in its efforts to raise strategic developmental issues and initiate policy dialogue with the Government and civil society.

24. UNDP is the principal recipient of funds from the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), and will continue working on the implementation of the national plan to roll back malaria, accelerate the response, and ensure the availability of and access to essential drugs and health products. Under the overall aim of joint programming and through GFATM, UNDP will work with other organizations to build a comprehensive, sustainable HIV/AIDS response through advocacy and resource mobilization. In the sub-sectors of water, sanitation and environmental protection, UNDP will work with UNICEF and WHO to support the Government in formulating and implementing relevant strategies. The scope of these activities goes beyond constructing infrastructure to include public education programmes in the areas of health, water and natural resource use. To maximize impact, UNDP will mobilize resources from other donors.

B. Good governance

25. In this area, the UNDP programme will be articulated in three main areas:

Economic governance

26. Developing sustainable development policies and plans will play a crucial role in ensuring that the benefits from oil revenues will guarantee a basic social safety net. UNDP will promote transparency in the use of resources. In particular, UNDP will support the establishment of a registration and public information office and an oversight commission, as provided for in the oil revenue law, and will be working to build their capacity at the institutional, technical and logistical levels. Those two institutions are essential for preventing corrupt practices and for ensuring responsible, accountable and transparent use of oil resources.

27. The law defines the percentages to be channelled to each level of administration, as well as the amount to be

saved for future generations. To ensure that oil revenues are used to achieve the MDGs, UNDP will advocate the proper use of those resources, as foreseen in the law, as well as assist the Government in creating mechanisms to improve the allocation and use of funds to fight poverty and support sustainable, equitable development.

28. A central part of State reform will be to reinforce the capacity of public institutions to plan, implement and follow up on procedures at the central and local levels, so as to improve service delivery and ensure a more transparent and efficient use of national resources. In order to permit better targeting of programmes and funds and improve progress monitoring, the socio-economic management system will be supported and enhanced by various United Nations organizations. UNDP will offer technical assistance to develop national capacities for data collection and analysis by planning and finance institutions, and will provide capacity-building to the existing audit court.

29. Sao Tome and Principe is a large recipient of international assistance. In line with the Rome (2003) and Paris (2005) aid coordination and harmonization forums, United Nations organizations will help the Government establish an aid coordination unit within the Ministry of Planning and Finance. This unit will be able to improve aid mobilization and resource absorption capacity. UNDP will provide capacity-building of an institutional, technical and logistical nature, including the establishment of a database to monitor donor assistance and investments. UNDP will assist in ensuring the staffing and training needed to establish the unit and render it operational and effective.

Democratic governance

30. In order to reinforce State capabilities and promote the participation of all members of society, UNDP will help the Government prioritize public institutional reform, which will include improving the capacity of the judicial system, accelerating its functioning, providing support to the constitutional court and the Parliament, and supporting the establishment of the rule of law.

31. To increase citizen participation and broaden choices, the population needs to be aware of their civil, political and economic rights. UNDP, together with UNICEF, will work to strengthen the capacity of the media to inform freely and objectively, make use of better socio-economic data, and make it available to the population at large.

Local governance

32. In the context of poverty reduction, the development and implementation of decentralized pro-poor policies and ensuring that they are reinforced by appropriate mechanisms and resources will be central to achieving effective decentralization, redistribution of national income, and local governance. UNDP will work on capacity-building among community actors to facilitate the transfer of power and authority to local levels (especially in the autonomous region of Principe), to promote greater citizen participation and reduce regional disparities. At the same time, UNDP will work to reinforce the capacity of city councils and enhance their ability to manage and adapt local resources to local needs.

C. Environmental protection

33. While WHO and UNICEF will lead water and sanitation projects and programmes, UNDP will support resource mobilization and will focus on environmental protection. Specifically, UNDP work closely with national authorities to enhance their capacity to comply and enforce international environmental conventions; formulate and disseminate the strategic action plans stemming from the Rio Convention; and guarantee that a larger number of people work to protect of the environment.

34. UNDP will reinforce the management capacity of national environmental institutions in charge of implementing the NEPSD and will support government efforts to establish a data collection, monitoring and management system to supervise and maintain environmentally protected land. Support will be provided to reinforce human and institutional capacities needed to develop an early warning system.

D. Gender

35. Gender issues are not addressed through a specific axis of intervention but will be mainstreamed into the overall programme. This implies paying special attention to gender equity and equality issues in designing, formulating and implementing each project and programme, taking into account gender-sensitive monitoring and evaluation modalities. Under UNFPA and UNDP leadership, the UNCT will support the Government in its efforts to strengthen and implement the national strategy on gender.

IV. Programme management, monitoring and evaluation

36. The UNDP country programme will continue to be executed nationally as the principal modality of programme and project management, with specific benchmarks of accountability for performance. Cooperation with community-based organizations and the private sector will be pursued. More extensive synergy with other United Nations organizations will be promoted, particularly through thematic groups established to monitor and evaluate the implementation of the UNDAF. The strategic focus of the 2007-2011 country programme is conducive to joint programming activities, particularly in the areas of gender, HIV/AIDS, local governance, long-term national planning, and data collection and analysis.

37. Individual projects and the country programme action plan will be reviewed annually, in addition to mid-term and final evaluations of the CPD, which will be coordinated with the mid-term and final UNDAF evaluations. Recommendations from each review and evaluation will be used to make mid-course corrections as needed and improve execution performance. Results-based management will be strengthened through output-oriented planning, budgeting, and monitoring and evaluation. The review process will aim to bring together a broad range of partners so as to enhance transparency and permit a comprehensive assessment of outcomes.

38. Global knowledge networks and the sub-regional resource facility will be used to reinforce the technical capacities of the country office with regard to policy, advocacy, and monitoring and evaluation. UNDP will continue to promote strategic partnerships and resource mobilization with donors. During the programme cycle, round tables and thematic group meetings will be organized to reinforce partnerships for resource mobilization. Priority will be given to attracting funding from the corporate sector in the framework of private-public partnership and corporate social responsibility initiatives. South-South cooperation and funding opportunities from various UNDP trust funds, programmes and facilities (including GEF and GFATM) will be explored.

Annex. Results and resources framework for Sao Tome and Principe (2007 – 2011)

National priority or goal: human resource development and access to basic social services					
Intended UNDAF outcome 1: By 2011, a larger number of vulnerable groups will have access to quality basic social services and a healthy environment					
Programme component	Country programme outcomes, including outcome indicators, baselines and targets	Country programme outputs	Output indicators, baselines and targets	Role of partners	Indicative resources by goal
<p><i>Multi-year funding framework (MYFF) goal: achieving the MDGs and reducing human poverty</i></p> <p><i>Strategic area of support: access to basic services</i></p>	<p>Outcome 1: Increased access to basic health services by vulnerable groups</p> <p>Indicator: percentage of the population, disaggregated by sex and age, with access to basic health services</p> <p>Baseline: 90 per cent of the population has access to basic services, but quality is inadequate</p> <p>Target: improve quality of health services</p>	<p>Implementation of the national plan to roll back malaria is accelerated</p>	<p>Indicator: Incidence rate owing to malaria</p> <p>Baseline: 53.7 per cent (2005)</p> <p>Target: 3 per cent (2011)</p>	<p>Main government partners: Ministry of Health</p> <p>International partners: GFATM, UNFPA, WHO , UNICEF</p>	<p>Regular resources: \$204,000</p> <p>Other resources: \$1,000,000 (GFATM)</p>
		<p>Availability and access to essential drugs (for malaria) and reproductive health products are increased</p>	<p>Indicator: percentage of medical units stocked with essential drugs</p> <p>Baseline: 5.3 per cent (1 out of 19)</p> <p>Target: 95 per cent (2010)</p>		
<p><i>MYFF goal: responding to HIV/AIDS</i></p> <p><i>Strategic area of support: HIV/AIDS</i></p>	<p>Outcome 2: Reinforcement of a multisectoral response to HIV/AIDS within national institutions and civil society</p> <p>Indicator: HIV prevalence rate among pregnant women</p> <p>Baseline: 1.5 per cent (2005)</p> <p>Target: 1.5 per cent (2010)</p>	<p>Improved access to information and the necessary means to adopt less risky sexual behaviour.</p>	<p>Indicator: percentage of young people between 15 and 24 years old who can correctly identify HIV prevention and transmission methods and reject false HIV prevention ideas</p> <p>Baseline: estimated at 30 per cent</p> <p>Target: 85 per cent (2011)</p>	<p>Main government partners: Ministries of Health and Education</p> <p>International partners: UNFPA, WHO, UNICEF, WFP, UNAIDS</p>	<p>Regular resources: \$50,000</p> <p>Other resources: \$584,000 (GFATM)</p>
		<p>Improved access to quality voluntary counselling and testing and care services, including other sexually transmitted diseases</p>	<p>Indicator: percentage of pregnant women attending health facilities and tested for HIV</p> <p>Baseline: 20 per cent (2005)</p> <p>Target: 85 per cent (2011)</p> <p>Indicator: percentage of people living with HIV in need of treatment and being treated with antiretroviral drugs</p> <p>Baseline: 10 per cent (2005)</p> <p>Target: 26 per cent (2011)</p>		

		Reinforced institutional technical and logistical capacity to strengthen the national response to HIV/AIDS.	Indicator: number of NGOs and associations active in the fight against HIV/AIDS Baseline: 2 Target: 12 (2011)		
<p><i>MYFF goal:</i> managing energy and environment for sustainable development</p> <p><i>Strategic area of support:</i> policy framework</p>	<p>Outcome 4: Access by the population at large to safe water and sanitation and a protected environment is ensured</p> <p>Indicator: Number of environmental instruments (impact assessments, international treaties) adopted to align national environmental policies with international standards</p> <p>Baseline: the NEPSD indicates the need to align environmental policies with global commitments and principles</p> <p>Target: By 2011, 10 key environmental instruments will be nationally adopted</p>	A larger number of the population working to ensure the protection of the environment while being provided alternative support measures	Indicator: percentage of land protected to preserve biodiversity as compared to the surface area of emerged land Baseline: 27.6 per cent (1999) Target: 27.6 per cent (2011)	<p>Main government partners: Ministry of Environment and Natural Resources, Ministry of Agriculture</p> <p>International partners: WHO, UNICEF, GEF</p>	<p>Regular resources: \$150,000</p> <p>Other resources: \$400,000 (GEF)</p>
		National strategic action plans on the Rio Convention are formulated and distributed	Indicator: Number of reports about the Rio Convention produced and distributed Baseline: 0 Target: 3		
		National institutions in charge of environmental management are reinforced by the implementation of the NEPSD	Indicator: percentage of technical staff working in environmental institutions that are trained to optimal standard and working on the implementation of the NEPSD Baseline: 0 Target: 50 per cent of the staff trained to optimal standard and working on the implementation of the NEPSD		

National priority or goal: public institutional reform, reinforcement of national capacity and promotion of a policy of good governance					
Intended UNDAF outcome 2: By 2011, public institutions ensure the protection of human rights, equity in natural resource distribution and sustained dialogue with civil society					
Programme component	Country programme outcomes,	Country programme outputs	Output indicators, baselines and targets	Role of partners	Indicative resources by goal
<p><i>MYFF goal:</i> fostering democratic governance</p> <p><i>Strategic area of support:</i> public institutional reform</p>	<p>Outcome 1: Public institutions are reinforced to ensure their reform, the transparent application of policies, and egalitarian application of the law</p> <p><i>Indicator:</i> annual surveys show improvements in local public services efficiency <i>Baseline:</i> in 2005 a public service complaint book was created to capture the public’s criticism of administrative services <i>Target:</i> by 2009, increase by 30 per cent the proportion of population satisfied by the quality and quantity of public services offered</p>	<p>Transparency in the use of resources, particularly oil resources, is ensured</p>	<p><i>Indicator:</i> Existence of a functional and effective Audit Court. <i>Baseline:</i> Since 2004 a number of audits have been performed to monitor the transparency of the Court of Accounts <i>Target:</i> By 2009, regular audits will be conducted to monitor the transparency of the Court of Accounts</p>	<p>Main government partners: Ministry of Economy Ministry of Planning and Finance, Ministry of Justice, Ministry of Youth and Women, National Institute of Statistics</p> <p>International partners: UNFPA, WHO, UNICEF, Portugal, European Union, World Bank, African Development Bank</p>	<p>Regular resources: \$970,000</p> <p>Other resources: Government cost-sharing: \$800,000</p>
		<p>People’s awareness of national priorities is reinforced through capacity-building in the media.</p>	<p><i>Indicator:</i> number of published articles and media products on national priorities <i>Baseline:</i> limited knowledge of national priorities on the part of the media and population at large <i>Target:</i> one media product or article published at least every two months</p>		
		<p>The socio-economic information management system is improved at all levels. Implementation of the Poverty Reduction Strategy Paper and the priority action plan are monitored by the Poverty Observatory.</p>	<p><i>Indicators:</i> (a) Existence of a functional, reliable multi-annual directive scheme; (b) MDG and monitoring and evaluation reports <i>Baseline:</i> limited knowledge and use of international statistical methods <i>Target:</i> By 2009 a functional directive scheme with reliable statistics will be in place</p>		

<p><i>MYFF goal:</i> fostering democratic governance</p> <p><i>Strategic area of support:</i> aid coordination</p>	<p>Outcome 2: Aid harmonization and coordination system is in place <i>Indicator:</i> Existence of an effective system to coordinate development assistance <i>Baseline:</i> there is no system in place <i>Target:</i> By 2008 the Aid Harmonization and Coordination Unit will be established</p>	<p>National institutions in charge of the implementation of a national strategy for gender equity and equality will be developed and reinforced</p>	<p><i>Indicator:</i> percentage of technical personnel that have been trained in implementing the National Strategy for gender equity and equality and use this approach in their work <i>Baseline:</i> a national strategy for gender equity and equality has not been developed <i>Target:</i> development and reinforcement of the national strategy for gender equality in all national institutions</p>	<p>Main Government partners: Ministry of Foreign Affairs, Ministry of Planning and Finance International partners: UNICEF, European Union</p>	<p>Regular resources: \$325,000</p>
		<p>Judicial institutions' capacities are reinforced</p>	<p><i>Indicator:</i> Existence and implementation of an action plan for justice reform</p>		
	<p>Outcome 3: Effective decentralization to redistribute the national income <i>Indicator:</i> percentage of population satisfied with the decentralization process <i>Baseline:</i> no decentralization process has taken place yet <i>Target:</i> by 2011 people will be able to see the effect of decentralization through the decentralized management of resources</p>	<p>and ensure the rule of law Community actors have the capacity to promote and participate in their own development</p>	<p><i>Baseline:</i> increasing need for justice reform <i>Target:</i> By 2011 the Action Plan for Justice Reform will be developed <i>Baseline:</i> relevant legal framework has not changed since 1994 <i>Target:</i> relevant legislation on decentralization revised and ratified by 2009</p>	<p>Main Government partners: Ministry of Planning and Finance, Ministry of Social Welfare, Ministry of Youth and Women 's Affairs, local governments International partners: UNICEF, WFP, World Bank, African Development Bank, International Labour Organization</p>	<p>Regular resources: \$325,000</p>
<p><i>MYFF goal:</i> fostering democratic governance</p> <p><i>Strategic area of support:</i> decentralization policies</p>		<p>Local government (câmaras distritais) are reinforced to manage resources rationally</p>	<p><i>Indicator:</i> percentage of staff in local governments (câmaras distritais) that have been trained in planning and management. <i>Baseline:</i> no training in local planning and management has taken place <i>Target:</i> By 2011, 30 per cent of staff working in the 6 local government offices (camara distritai) have been trained</p>		