



Government of Tokelau



United Nations
Development Programme Samoa Multi-
Country Office

Country Programme Action Plan (CPAP)

2008-2012

Between

The Government of Tokelau

And

United Nations Development Programme

Samoa Multi-Country Office

The Framework

The Government of Tokelau (hereinafter referred to as the Government) and the UNDP Multi-Country Office based in Samoa (henceforth referred to as the UNDP) are in mutual agreement to the content of this document and their responsibilities in the implementation of the country programme.

Furthering their mutual agreement and cooperation for the realization of the Millennium Development Goals and the United Nations Conventions and Summits to which the Government and UNDP are committed,

Building upon the experience gained and progress made during the implementation of the previous Multi Country Programme Document (2003 to 2007),

Entering into a new period of cooperation (2008 to 2012),

Declare that these responsibilities will be fulfilled in a spirit of close cooperation and have agreed as follows:

Part I. Basis of Relationship.

- 1.1 WHEREAS the Government of Tokelau (hereinafter referred to as “the Government”) and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into commitments to govern UNDP’s assistance to Tokelau provided under the [Special Fund Agreement with New Zealand](#) signed by the Government of New Zealand on its behalf on 29 June 1963. This Country Programme Action Plan (CPAP) together with the Annual Workplans (AWPs) (which shall be deemed annexes to this CPAP, and incorporated herein by reference) concluded hereunder constitute together the project document as referred to in the said agreement.
- 1.2 This document together with the associated respective AWP signed by the Government and UNDP which is incorporated by reference, constitute together the instrument envisaged in the Special Fund Agreement with New Zealand. Consistent with the agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP’s property in the implementing partner’s custody, rests with the implementing partner.
- 1.3 The implementing partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) Assume all risks and liabilities related to the implementing partner’s security, and the full implementation of the security plan.
- 1.4 The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via

<http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm> this provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Part II. Situation Analysis

2.1 Population and Development

2.1.1 Tokelau has fewer than 1,500 (2006 Population Census¹) Polynesian inhabitants spread out on 3 separate atoll communities. There are more Tokelauans living in New Zealand where most migrate to for higher education and more employment and development opportunities (students and adult caregivers and parents). Overall the population declines by about 0.9% per annum for these reasons. This, coupled with isolation from market ports limits the scale of economic productivity in the Islands and presents challenges for sustainable economic growth and development. The extremely limited natural resources is also a key constraint to viable business and primary production options for the atolls, except for a very large Exclusive Economic Zone (EEZ), which suggests that fisheries could be one of the best opportunities for national and household income and development.

2.2 Political System

2.2.1 Tokelau has been a Trust Territory of New Zealand since 1925. In 2006 and 2007, National Referendums on a Treaty of Self-Government in Free Association with New Zealand were narrowly defeated maintaining Tokelau as a Trust Territory. As such, the Tokelau Islands will continue to be administered by an Administrator based in Wellington, New Zealand. In Tokelau, there is a General Fono, which comprises elected representatives from each of the 3 villages. The General Fono is headed by the Chairperson, designated by the Taupulega hosting the General Fono for each year and appointed by the General Fono. A small 'Cabinet' called the Council for the Ongoing Government of Tokelau comprising of the 3 *Faipule* (elected head of each Village) and the 3 *Pulenuku* (elected mayor of each village) is headed by the *Ulu*, however this position is rotated between each of the 3 *Faipule* every year until the end of the 3rd year. This home-grown political system has been operating very well for about 8 years now².

2.3 Environment

2.3.1 Tokelau is particularly vulnerable to adverse environmental conditions. The rebuilding of seawalls, the development of renewable sources of energy, waste management plans and strategies, water and marine conservation are some of its most urgent needs where some assistance has been channeled in the past by NZAID, UNDP, SPC and SPREP, and will be continued as required. NZAID has pledged to make available in 2008/2010 funds to implement a three-year programme to address infrastructure needs, as prioritised by Tokelau; such as upgrading of school and hospital buildings, ship-to-shore, including reef channels and handling equipment. Further, Tokelau's recent membership of the Forum Fisheries Agency will provide the Territory with additional valuable assistance in the management of its marine environment.

2.4 Disaster Management

¹ 2006 Population Census puts population at 1,446.

² 11 November 2004 – Tokelau and New Zealand take decisive steps to prepare the Treaty of Self-Government in Free-Association with New Zealand.

2.3.1. The fragility of the atolls to the impacts of climate change and resultant increased risk to natural disasters such as intensified and more frequent tropical cyclones, sea level rise and droughts, to name a few, are compounded by the lack of a basic understanding of, and approach to risk reduction in Tokelau. This almost guarantees that the impact of natural disasters such as Tropical Cyclone Percy in 2004, will be high with devastating results on the country's development and social and political dimensions of life on the islands. The approach to village planning (including buildings and public infrastructure) must be given urgent attention given the narrow land mass compressed between two large bodies of sea and the close proximity of households and dwellings to the coastlines. The incomplete and untested National Disaster Planning and contingency planning, waste management (including simple and practical recycling techniques on the atolls), and the unsafe management of dangerous and hazardous materials and equipment are some key areas of concern. The shortage of human resources on the islands with the 'know-how' in these fields and a broad range of other issues, is a problem recognized by the Government and people and is addressed to some degree in the various goals and objectives in the draft Tokelau Integrated Strategic Plan and will require strong support from the development partners highlighted in the draft TISP. The UNDP MCPD will provide technical advice and support to the development and implementation of National and Village-level disaster risk reduction and Disaster Management Plans, as well as actively pursuing partnerships with other development partners such as NZAID, in carrying out these activities.

2.5 Waste Management

2.5.1 The Department of Economic Development and Environment's Corporate Plan, 2007 – 2008 gives strong consideration for implementation of the National Waste Management Strategic Plan endorsed in 2007. To support the implementation of the Strategic Plan are Nuku Waste Management Plans and an MOU with Samoa for waste management signed between the two countries in September 2007.

2.5.2. There still exists a need for systemic building of regulations and policies to address environmental issues such as waste, water and energy and its associated impacts on marine pollution and fish poisoning, in addition to *inter alia* contamination of the groundwater lens. Attention to the more practical application of community-based initiatives to address recycling and management of domestic waste products, particularly non-degradable products such as plastics and glass, will also be encouraged and supported through the programme, together with other interested development partners.

2.6 Reef Ecosystem Management

2.6.1 The latest Population Census (October 2006) recorded a population of 1,446³ (524 on Atafu; 483 on Fakaofu; and 426 on Nukunonu and an additional 33 Tokelauan public servants and their immediate families were enumerated in Samoa where the Tokelau Apia Liaison Office is located.). Although population growth is stagnant, anthropogenic pressure imposed on the island landmass and surrounding marine ecosystems are damaging. SPREP study findings in 2003⁴ suggest that significant waste and pollution from village(s) are added to the lagoon waters exacerbated by the

³ Compared to this, approximately 6,000 Tokelauans live in New Zealand and a few hundred live in Samoa, thus constricting the country's labour force and human capacity for development. A "Friends of Tokelau" programme was set up to attract people, especially Tokelauans, back to the islands to live and work.

⁴ SPREP internal memo titled: Trip Report on the Tokelau Marine Conservation Project – Community Workshops and Marine Resource Survey Oct 18th to Nov 14th, 2003.

low rate of water exchanges between the open ocean and lagoon. Consequently, solid waste and sewage remain in the lagoon for longer periods due to low outflow flushing.

2.6.2 A rapid assessment of marine species⁵ was also included in the study. It linked the cause of decline for particular fish species to over-harvesting and also coral bleaching. As a direct result, coral poisoning by waste contamination damages the health of coral ecosystem and reefs and is a major concern for the survival of the atolls⁶. Anecdotal evidence from interviews⁷ in 2003 reflects the concerns of communities on the decline of fish numbers such as atule, tonu, uluakata, ihe, atu and maeava.

2.6.3 The atolls themselves have a relatively species-poor ecosystem. The atolls have been described as being generally low in both plant and animal diversity. Although this may be expected on such a remote and insular atoll environment, further degradation and/or loss of the limited biodiversity is highly undesirable. Throughout the atolls biodiversity is highly valued by the Tokelauans and is currently a matter of concern to each atoll's village community. There has been no assessment in recent years of the status of endangered species (plant and animal) on the atolls. However, it is generally recognized that several species are in decline. Of particular concern are several timber species 'Kanava' (*Cordia subcordata*); 'Puapua' (*Guetarda speciosa*); 'Puka' (*Pisconia grandis*); and 'Fala' (*Pandanua sp. Var. 'Kiekie'*). A significant reduction in some of these species was the result of over harvesting and exploitation for local building and handicraft materials; however, then over-zealous clearing for coconut replanting schemes has also been cited as a factor for the depletion of some of the atolls forest areas in the past.⁸

2.7 Food Security

2.7.1 The soils are highly porous, nutrient poor and have low humus content with a high surface salinity.⁹ Soils are made of calcium carbonate, reef sands and rocks. The poor condition of the soil is considered one of the country's major restricting factors in relation to land-based agricultural development, and limits the country's current agricultural economy to a subsistence level.¹⁰

2.7.2 Cultivated food crops are generally limited to breadfruit (*Artocarpus altilis*) various cultivars of taro [3 varieties]; bananas (*Musa p. [2 varieties]*); papaya (*Carica papaya*); pandanus 'fala' (*Pandanua ordoratisissimus*); pumpkin; and coconut (*Cocos nucifera*).¹¹ It is generally recognized that Tokelau's greatest assets are its natural marine resources. Tokelau's fisheries are made up of an inshore fishery, reef fishery and an abundant offshore pelagic fish and deep-ocean fishery. It has been reported that 55% of all animal protein consumed in the atolls is from reef, migratory, and shellfish.¹²

⁵ Ibid. . .

⁶ The Atolls are essentially supported by live and dead corals that grow in proportion to sea level. Any damages to the coral reef will upset this dynamic and including the food chain.

⁷ SPREP internal memo titled: Trip Report on the Tokelau Marine Conservation Project – Community Workshops and Marine Resource Survey Oct 18th to Nov 14th, 2003.

⁸ Bonin, M.F. 2000. Final Activities Report on the Consultancy to the Tokelau Islands on *Strategy development for the sustainable management of rodent pests in coconuts and other crops in Tokelau*. July 2000. For the SPC Plant Protection Programme, Suva. Fiji.

⁹ Bonin, M.F. 2000. Final Activities Report on the Consultancy to the Tokelau Islands on *Strategy development for the sustainable management of rodent pests in coconuts and other crops in Tokelau*. July 2000. For the SPC Plant Protection Programme, Suva. Fiji.

¹⁰ Ibid. p4.

¹¹ Ibid. p4.

¹² UNDP, 1999. Equitable and sustainable human development situational analysis Tokelau. *Unpublished Report. P64*.

2.7.3 Livestock is limited to poultry and all the local meat is imported either as processed canned commodities or frozen. There is increasing evidence of an over-dependence on imported foods, signaling health risks to the local population due to the levels of cholesterol and non-communicable diseases. Although Tokelau is predominantly a subsistence economy, there is a high consumption rate for import goods. The local demand for canned foods and drinks has resulted in increased quantity of non-degradable waste. Already, land space is insufficient to provide for proper dump sites for plastics, metals, aluminum, and organics. Several motu were designated as rubbish dumps and the communities are continually dumping non-biodegradables into the sea. In most cases where dump sites were offered, there is lack or total absence of proper management for wastes. As a consequence, rubbish are either washed out into the surrounding lagoon or blown around by wind; rubble and sheet of tin would pose a significant threat to safety in the event of strong winds.

2.7.4. The impact of invasive fauna and flora in the island's already edible supplies of fruit and vegetables is a problem that is being addressed through various programmes by CROP (Council of Regional Organizations in the Pacific) agencies.

2.8. Water

2.8.1 Drinking water is available only from run-off rainwater from rooftops that is captured and stored in foundations reservoirs under homes. In the outer islets, fresh water can be obtained from a thin water lens below the atoll formations.

2.9. Health

2.9.1 Although all 3 atolls now each have a full-time medical practitioner, limited facilities available is still a problem in Tokelau, which needs to be addressed systematically. An NZAID health project has confirmed this and there have been steps taken for WHO to support further health education programmes in Tokelau. Community consultations revealed real concerns in the change in lifestyle, which has lead to a dramatic increase of rubbish and pollution from introduced goods and fuel. This poses a health risk among the populace and may put additional pressure on the limited health care services. For Fakaofu and Atafu, the existing shipwrecks are contributing to the contamination of inshore fisheries through corrosion and possible leakage. This will have impact on the health of communities who consume fish and mollusk such as clams which have high propensity for toxin bio-accumulation.

2.10 Education

2.10.1 Education on Tokelau is provided from Early Childhood Education (ECCE) to Year 12. Teachers at the senior secondary level are contracted in from other Pacific Countries into the ranks of UNESCO (October 2001), Tokelau. The Department receive assistance from UNESGO in support of its educational development. The main areas of need are the provision of good quality teaching at all levels of schooling, effective school leadership and relevant teaching / learning resources in both Tokelauan language and English.

2.11 ICT

2.11.1 Despite the installation of a state of the art telecommunication system in 1997 (UNDP/NZODA/Tokelau Government/ITU), a recent assessment of information technology (IT) has highlighted many weaknesses including high costs of Internet connectivity and people finding it difficult to pay off their telephone bills due to high rates. A FM Radio system was installed on

each atoll (UNDP/NZAID) in 2002, which is providing news for the local people and has greatly enhanced the level of awareness of the population on governmental affairs and decisions of the General Fono.

2.12 Progress towards Millennium Development Goals

2.12.1. Tokelau has not produced a progress report on the Millennium Development Goals. The MCPD will provide assistance towards the production of the MDG Report by 2010 as part of its overall objective of raising awareness about the MDGs and the alignment of national planning and budgeting systems to achieving and improving on the MDGs minimum standards for improving people’s lives and opportunities.

Part III. Past Cooperation and Lessons Learned

3.1 Under the 2003-2007 Multi-Country Programme for the Cook Islands, Niue and Tokelau, UNDP supported the implementation of national development plans in all four countries. National and community-based programmes were developed and implemented in three related areas: MDG achievement and human poverty reduction, democratic governance, and environment and energy for sustainable development. UNDP demonstrated responsiveness and flexibility in times of natural disasters, when projects were revised to meet new and demanding priorities while ensuring that the planned impact of the country programme was achieved. As a trusted and neutral partner, UNDP played a strategic role in Tokelau’s move towards self government and decentralization in the Cook Islands. UNDP plans on continued work in this political arena, particularly to strengthen national parliaments. UNDP also supported the development of national sustainable development strategies, national MDG advocacy programmes and MDG reports in the Cook Islands, Niue and Samoa which highlights that progress towards the achievement of MDG 6 is mixed between the 4 countries and will need further attention, particularly in data collection. Strengthening national systems for MDG-based planning, data collection, monitoring and evaluation will deepen this work.

3.2 UNDP also supported community development, youth development and gender mainstreaming. It promoted South-South cooperation between Samoa, the Cook Islands, Niue and Tokelau as well as among other Pacific island countries, especially through regional environmental initiatives. There now exists an “environment hub” of international, regional and local experts in the region, particularly within Samoa-based organizations, and a Climate Change Centre is currently in the process of being established in Samoa on 14-acres of land donated by the Samoa Government for this purpose. UNDP will work closely with the Ministry of Natural Resources and Environment, UNDP Headquarters and Regional Centers to optimize on this opportunity to accelerate support to climate change adaptation and mitigation initiatives in Tokelau and the Region. The Climate Change Centre will provide coordinated policy and technical advice to help address the serious environmental and climate change challenges facing the Pacific. Their work needs to be supported to achieve joint impact and results. The Global Environment Facility Small Grants Programme has demonstrated the critical role that committed communities can play in sound environmental management. Hence, the MCPD, drawing upon the hub’s expertise, will build upon and scale up community-based environmental activities to include climate change, environment, disaster, cultural, economic and MDG linkages.

3.3 The innovative and first United Nations/Government of Samoa joint programme to empower and provide sustainable livelihoods for young people proved a model for the Pacific and is making fair progress despite set-up challenges. UNDP provides financial, management and coordination support to the programme.

3.4 The UNDP management capacity development initiatives for planning, reporting, monitoring and evaluation has provided complementary support to the Government. However, some constraints on the capacity for national execution in a few programme areas has limited both effectiveness and impact and will be addressed in the duration of the programme cycle.

3.5 Mid-term and other reviews confirm the relevance of the UNDP 2003-2007 programme. In future, more effective country-based and regional engagement is needed, focusing on the core competencies of UNDP, based on past experience and lessons learned. Programmes need to follow the spirit of the Paris Declaration, with its emphasis on aid effectiveness, impact, coordination and, preferably country leadership and ownership..

Part IV. Proposed Programme

4.1 Based on the lessons learned, UNDP would operate within an environment-economic-governance nexus in the Cook Islands, Niue, Samoa and Tokelau. It would seek to demonstrate MDG impact through an integrated and coordinated and gender responsive approach to equitable economic growth and poverty reduction, good governance and human rights from the angle of HIV/AIDS prevention, crisis prevention and recovery, and sustainable environmental management. These are aligned to the priority areas of the UNDAF. The Country Programme Action Plan for Tokelau will to a large extent seek to complement the sector planning processes used by the Government, existing annual work and budget planning processes and enhanced partnerships.

4.2 UNDP is guided by the human rights principles of participation, accountability, empowerment, gender equality and non-discrimination. Promoting human rights and protecting the dignity and integrity of men, women and children, particularly their protection from HIV/AIDS infection cut across the programme objectives and results areas. The UNDP Multi-country Office's gender-mainstreaming strategy will support mainstreaming gender into all programme design, implementation, monitoring, evaluation and reporting. Capacity development in sex-disaggregated data collection and analysis, gender mainstreaming, gender budgeting and auditing will be provided to Governments, CSOs and the United Nations multi-country team, with advice from the United Nations Development Fund for Women (UNIFEM). The Tokelau CPAP will concentrate on the goals set out below (for details, see the annex, Results and resources framework).

4.3 To reduce transaction costs for Government and development partners and to share best practices and lessons learnt, a Sub-Regional South-South Cooperation and Capacity Development Unit would provide funding for MCPD/UNDAF programmes in the areas of: (a) policy and programme formulation and implementation; (b) MDG small grants for community-based sustainable development initiatives; (c) management-capacity development; (d) planning, coordination, monitoring and evaluation and auditing; and (e) documentation of good practices/lessons, communications and advocacy.

A. Equitable economic growth and poverty reduction

4.4 Through a United Nations joint programme on national planning for MDG achievement, UNDP would focus its support on MDG 1 (eradicating poverty) and MDG 3 (empowering women) to achieve the following results: (a) gender mainstreamed into national development plans/national sustainable development plans, which are aligned with MDG targets and indicators and linked to national budgets; (b) strengthened and harmonized national and regional statistical

information systems and databases, including development information (DEVINFO), focusing on sex-disaggregated data; (c) strategic planners/MDG advisers provided for national planning, policy/programme formulation, gender mainstreaming, development plan implementation, and to support annual reviews facilitating MDG-based monitoring and evaluation, aid coordination and resource mobilization; (d) first MDG report for Tokelau prepared for reporting to the General Assembly in 2010; (e) human development indices and gender-related development indices produced for the first time for Tokelau; (f) human development or other reports providing practical options for population retention, income generation, gender equality and sustainable livelihoods in each country, especially Tokelau; (g) best practices and lessons learned documented and disseminated through Information Communication Technology for Development (ICT4D); (h) capacities developed of Governments, civil society, the private sector, youth and “MDG volunteers” in strategic planning, leadership and management, programme design, MDG-based data-collection and monitoring and evaluation, gender mainstreaming, and communications; and (i) South-South cooperation and capacity development enhanced.

B. Good governance and human rights

4.5 UNDP, through its global advocacy role, mandates, convening power and status in the international community, would help to achieve the following results: (a) human rights awareness increased, including of available mechanisms to assert them; (b) Tokelau supported in its referendum on self-governance; (c) HIV/AIDS awareness improved and gender-sensitive national policies, plans, programmes and capacities in place to strengthen commitment to action at all levels to effect behaviour changes that ensure cost-effective and efficient care, treatment and support through the United Nations Joint Programme on HIV/AIDS, to support MDG 6 (combating HIV/AIDS, malaria and other diseases); (d) civil-society capacity developed through the United Nations joint programme for CSOs; (e) best practices and lessons learned documented and disseminated; and (f) South-South cooperation and capacity development enhanced.

C. Crisis prevention and recovery

4.6 Based on its global mandate to support gender-responsive disaster risk reduction, UNDP, in close collaboration with the United Nations Disaster Management Team and the UNDP Bureau of Crisis Prevention and Recovery, will help to attain the following results through ongoing UNDP programmes and the United Nations joint programmes : (a) gender-responsive disaster risk management plans at community levels integrated into national disaster plans and ongoing United Nations programmes; (b) national disaster response systems strengthened through national and village-based disaster response drills, and national disaster plan reviews undertaken; (c) systems in place for capacity development, national drills and strengthened response plans for all four countries; (d) gender analysis undertaken on the differential impacts of natural disasters as a contribution to community-based and national disaster management plans; (e) lessons learned and best practices reviewed, documented and disseminated; and (f) South-South cooperation and capacity development enhanced.

D. Sustainable environmental management

4.7 Through its national, regional and global partnerships for sustainable development, UNDP would help to achieve MDG 7 (environmental sustainability) through the following results: (a) “environment hub” of international, regional and Samoa-based experts

supported to provide coordinated and gender-sensitive policy and technical advice collectively to address the serious environmental challenges facing the Pacific, particularly natural disasters and climate change, and to achieve joint impact and results; (b) community-based environmental management and disaster risk reduction activities supported and scaled up in Tokelau through a United Nations joint programme on environmental management, sustainable livelihoods and eco-cultural tourism; (c) MDG-based village- and local-level plans developed by communities to envision their future and deal with their environmental, livelihoods, energy and social challenges in a gender sensitive manner while maintaining their culture and traditional governance systems; (d) community resilience and capacities increased to deal with environmental challenges and natural disasters; (e) energy efficiency improved and renewable energy use promoted; (f) gender analysis conducted on the differential impacts on men and women of environmental degradation and natural disasters and provided as an input to formulating national policies, plans and strategies; (g) best practices and lessons learned documented and disseminated; and (h) South-South cooperation and capacity development enhanced.

E. *Joint programming*

4.8 The UNDAF and the following five United Nations joint programmes would guide the UNDP programmatic focus: (a) MDG achievement: Better data and statistical services developed to contribute to implementing pro-poor, gender equality and MDG-focused policy analysis and planning; national policies and plans and MDG targets through appropriate budgetary allocations, and targeting of marginalized and vulnerable groups. (b) Support to civil society: CSOs role strengthened to participate in national development dialogue, planning, MDG advocacy, monitoring and evaluation, programme and project design, and service delivery and implementation at the community level. (c) Young people: Ongoing joint United Nations “Talavou” programme expanded to promote the political, social and economic participation of young men and women, including through employment opportunities, life skills, sports and volunteerism. (d) HIV and AIDS: In support of the Regional HIV/AIDS and STI Strategy, this first regional United Nations HIV/AIDS joint programme comprises a joint United Nations work plan aligning the existing activities of United Nations organizations; (e) Environmental management: Community visions supported and community-based sustainable livelihoods, environmental conservation and disaster management initiatives scaled up, where possible, to the national programme level.

Part V. Partnership Strategy with other UN and CROP Agencies

5.1 UNDP will work closely with the Government in the implementation of the Country Programme Action Plan (CPAP), 2008-2012. Resource mobilization efforts will be intensified to support and sustain programme implementation. To optimize the impact of its interventions, UNDP would further strengthen its partnerships with key stakeholders and development partners, drawing upon the expertise of its regional centers in Bangkok, Colombo and Suva. Special partnerships would continue to be forged with the Global Environment Fund, UNV, UNIFEM, United Nations Capital Development Fund, the Global Fund for HIV/AIDS coordinated by the Secretariat of the Pacific Community (SPC), and the South-South Cooperation and Capacity Development Unit of UNDP. Government cost-sharing and the payment of the Government’s contribution to local office costs and new United Nations/UNDP premises would be actively pursued.

Part VI. Programme Management

6.1 The programme will be nationally executed under the overall coordination of the Office of the Council for the Ongoing Government of Tokelau (Government Coordinating Authority). Government ministries, NGOs, UN agencies including UNDP will implement the programme activities. The AWP's describe the specific results to be achieved and will form the basic agreement between UNDP and each implementing partner on the use of resources.

6.2 In programme design and implementation, UNDP works closely with key partners. The country programme builds on the United Nations reform principles, especially simplification and harmonization, by operating in line with the harmonized common country programming instruments such as the UNDAF results matrix, monitoring and evaluation, programme resources frameworks the CPAP and the AWP's. To the extent possible UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed AWP's to implement programmatic initiatives. However, when necessary, project documents would be prepared using, inter alia, the relevant text from the CPAP, and AWP's. UNDP will sign the project documents and memoranda of understanding with partners in accordance with corporate practices and local requirements. In line with the new joint programme guidelines, the scope of inter-agency cooperation is strengthened to cultivate new programme and geographical convergence.

6.3 At the national level, capacity development efforts will aim to provide an enabling environment to support gender responsive human development, and the mainstreaming of MDGs into national sustainable development plans, through high level policy advice. Technical support will be provided to assist countries with data collection and analysis on human development indices, MDG monitoring and at the community level, capacity development interventions will focus on small-scale gender responsive MDG implementation. Further, adaptation project interventions will be supported to improve community resilience to climate change and sea level rise. Integral to all the proposed interventions is the promotion of the principles of good governance, human rights and gender mainstreaming. South-South Cooperation and knowledge management are two key modalities that will be used to support the sharing of experiences, knowledge and information between communities and among the four countries under the Samoa MCO parish.

6.4 All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and UNDP.

6.5 Cash transfers for activities detailed in AWP's can be made by UNDP using the following modalities:

- i. Cash transferred directly to the Implementing Partner, using existing Government of Tokelau procedures for the management of finances:
 - (a) Prior to the start of activities (direct cash transfer), or
 - (b) After activities have been completed (reimbursement);
- ii. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Coordinating Authority ;
- iii. Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.

6.6 Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

6.7 Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded.

6.8 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing Partner shall participate.

6.9 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

6.10 Resource mobilization efforts will be intensified to support the RRF and ensure sustainability of the programme. Mobilization of other resources in the form of cost sharing, trust funds, or government cash counterpart contributions will be undertaken to secure funding for the programme.

Part VII. Monitoring and Evaluation

7.1 Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF results matrix and monitoring and evaluation plan. The Government and UNDP will be responsible for setting up the necessary M&E mechanisms, tools and conducting reviews, in order to ensure continuous monitoring and evaluation of the CPAP, with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity. The implementing partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reporting will be on a basis in accordance with the procedures and harmonized with UN agencies to the extent possible.

7.2 Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing partners agree to the following:

- i. Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,
- ii. Programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring,
- iii. Special or scheduled audits. UNDP, in collaboration with other UN agencies (where so desired: and in consultation with the Coordinating

Authority) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

7.3 To facilitate assurance activities, Implementing partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.

7.4 The Government will take responsibility for the audit of nationally executed projects in accordance with UNDP requirements. If the capacity is insufficient, UNDP will commission the audits to be undertaken by private sector audit services.

7.5 Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

Part VIII Commitments of UNDP

8.1 The regular resource allocation for the period 2008-2012 is **US\$755,000**, subject to availability of funds. Working with the Government, UNDP will seek financing partnerships to mobilize an estimated additional **US\$2,126,050** in non-core resources, subject to interest by funding partners. These resource allocations do not include emergency funds that may be mobilized in response to any humanitarian or crisis situation. These resource allocations will be utilized for policy advice, technical assistance, capacity building, systems development and knowledge generation and sharing.

8.2 UNDP will ensure coherence between the CPAP/AWP, UNDAF results matrix and MDGs, including M & E reporting. Through annual reviews and quarterly progress reporting, responsibilities between UNDP, the Government and implementing partners will be emphasized.

8.3 In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Coordinating Authority; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment within 5 working days.

8.4 UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

8.5 Where more than one UN agency provides cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

8.6 At the Government's request, UNDP will provide the following support services for activities in the CPAP:

- i) Identification and assistance with and/or recruitment of project and programme personnel; procurement of goods and services in accordance with the UNDP regulations, rules, policies and procedures;
- ii) Identification and facilitation of training activities, including fellowships and study tours;

- iii) Access to UNDP-managed global information systems, the network of UNDP country offices and specialized information systems, including rosters of consultants and providers of development services;
- iv) Access to the support provided by the network of UN specialized agencies, funds and programmes.

Part IX Commitments of the Government

9.1 The Government will honor its commitments in accordance with the provisions of the [Special Fund Agreement with New Zealand](#) 29 June 1963. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP's property, funds, and assets and to its officials and consultants. In addition the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the Special Fund agreement.

9.2 As a contribution to the programme, Government cost sharing arrangements will be pursued.

9.3. Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact on co-operation.

9.4 As part of the UN reform process and upon implementation of the Harmonized Cash Transfer (HACT) Framework, a standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by the Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received.¹³ The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

9.3 Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWP's only.

9.4 Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations,

¹³ The FACE form has been agreed to be used by the three Excomm Agencies namely, UNDP, UNCIEF and UNFPA.

policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.

9.5 In the case of international NGO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWP, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds.

9.6 To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to:

- i. all financial records which establish the transactional record of the cash transfers provided by UNDP;
- ii. All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

9.7 The findings of each audit will be reported to the Implementing Partner and UNDP. Each Implementing Partner will furthermore

- i. Receive and review the audit report issued by the auditors.
- ii. Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP that provided cash (and where the SAI has been identified to conduct the audits, add: and to the SAI).
- iii. Undertake timely actions to address the accepted audit recommendations.
- iv. Report on the actions taken to implement accepted recommendations to the UN agencies (and where the SAI has been identified to conduct the audits, add: and to the SAI), on a quarterly basis

Part X. Other Provisions

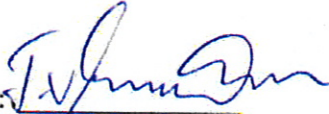
10.1 This CPAP supersedes any previously signed CPAP between the Government of the Tokelau and UNDP and may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.

10.2 *IN WITNESS THEREOF* the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day [day, month, and year] in [name of city, name of country].

For the Government of the Tokelau

For the United Nations Development Programme

Signature:

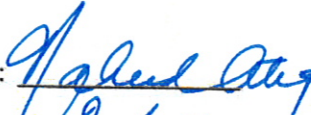


Date: 28 August 2008

Name: Jovilisi Suveinakama

Title: General Manager Apia, Office of the Council for the Ongoing Government of Tokelau

Signature:



Date:

2 September 2008

Name: Naheed Haque

Title: Resident Representative, UNDP

Annex I: Country Programme Action Plan Results and Resources Framework

See attached

Annex: CPAP RESULTS AND RESOURCES FRAMEWORK FOR TOKELAU

Expected UNDAF outcome #1: UNDAF Outcome: Equitable Economic Growth and Poverty Reduction											
Tokelau National Priority: Priority 1 Village Development and Priority 6 Economic Development											
UN/Council of Regional Organizations in the Pacific (CROP) Tokelau Outputs: Priority 6: Economic Development											
UNDAF Outcomes for Tokelau	MCPD Outcomes	MCPD Expected Outputs	Annualized Output, indicators, baselines and targets	Implementing Partners (IP)	Indicative Resources by programme (per year, US\$)						
					Regular Resources US\$ 188,000						
					2008	2009	2010	2011	2012	Total	
1.1 Tokelau prepare and implement national and sectoral plans and sustainable development strategies aligned with the MDGs, targets and indicators linked to national budgets	1.1.1: Pro-poor national development plans and strategies developed and aligned with the MDGs.	1.1.1.1: The National Development Strategy (NDS) for Tokelau aligned with the MDG targets and indicators and linked to its national budget.	<p>1.1.1.1.1 :Strategic planner/MDG Adviser providing advisory services to the Tokelau upon request on MDG-based national planning/implementation, policy/programme formulation, gender mainstreaming, and annual MDG-based monitoring and evaluation.</p> <p>Indicator: Capacities developed of , civil society, private sector, youth and 'MDG volunteers' in strategic planning/thinking, leadership and management, programme design, MDG-based data collection and M&E, gender mainstreaming and communications.</p> <p>Baseline: Low capacity in the above sectors about MDGs and strategic planning techniques.</p> <p>Target: Strategic planners/MDG Adviser provided by MCO for national planning/implementation, annual MDG-based monitoring and evaluation, aid coordination and resource mobilization.</p> <p>Target: Annual NDP review with an MDG-lense conducted from 2009/10 onwards on mainstreaming MDGs, M&E, work planning, aid coordination and resource mobilization.</p> <p>Target: Operationalize the NES (National Economic Strategy).</p>	Office of the Council of the Ongoing Government of Tokelau	Regular Resources						
					TRAC1 TRAC2& 3						
					Other Resources						
					Engendered National Development Strategic Plans funded by UNDP Poverty Reduction Thematic Trust Fund (PRTTF) # 00058807	58,875					58,875
1.2 National		1.1.2.1. Strengthened and	1.1.2.1.1. MDGs capacity development	Office of the	<i>Regular Resources</i>						

<p>statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonised focusing strongly on demographic disaggregated data and poverty.</p>		<p>harmonized national and regional statistical information systems and databases, including DEVINFO, focusing on sex disaggregated data.</p>	<p>and statistical systems harmonized with relevant agencies and DEVINFO by 4TH qtr 2009. Indicator: 50% of planners in Tokelau trained in MDG planning, budgeting, data collection and analysis including DEVINFO. Baseline: Low capacity in planning ministries in MDGs planning and budgeting and use of statistical systems. Target: Capacity development in MDG-based planning, budgeting, data collection and analysis including DEVINFO provided. Target: National Information System development supported in conjunction with the Secretariat of the Pacific Community (SPC), Statistical Unit.</p>	<p>Council of the Ongoing Government of Tokelau</p>	<p>TRAC1 TRAC2& 3</p>						
		<i>Other Resources</i>									
		<p>Regional MDG Achievement Programme – Polynesian MDG Workshop, Cook Islands, 26-29 May 2008. TA from the Secretariat of the Pacific Community.</p>									
<p>1.3 Trade mechanisms, private sector partnerships and employment generation are sustainable, pro</p>		<p>1.1.3.1. National Human Development Report (NHDR) provides practical options for population retention, income generation, and sustainable livelihoods in Tokelau, including HDI, and progress towards achievement of the MDGs by 2015 global deadline.</p>	<p>1.1.3.1. 1.An MDG-focused NDHR published for Tokelau by end 2012.. Indicator: Human Development or other Report produced for Tokelau. Baseline: No strategies for sustainable livelihoods available for Tokelau, no human development indices and MDG indicators available. Target: Participatory Rural Appraisals (PRAs) conducted in Outcome 4 of the MCPD, in Tokelau utilized in the production and publication of Tokelau's first NHDR. Target: HDI collated for Tokelau. Target: MDG indicators and progress included as a chapter in the NHDR and shared in global progress report in 2010.</p>	<p>Office of the Council of the Ongoing Government of Tokelau</p>	<p>TRAC1 TRAC2& 3</p>						
		<i>Regular Resources</i>									
		<i>Other Resources</i>									
<p>1.3 Trade mechanisms, private sector partnerships and employment generation are sustainable, pro</p>		<p>1.1.3.1. Sustainable livelihoods and employment increased targeting women and youth in Tokelau. 1.</p>	<p>1.1.3.1.1. Private sector partnerships in place in Tokelau by 2010. Indicator: At least one private sector partnership in Tokelau focusing on women and youth. Baseline: No formal private sector partnerships in Tokelau.</p>	<p>Office of the Council of the Ongoing Government of Tokelau</p>	<p>TRAC1 TRAC2& 3 PEF(NZ AID)</p>						
		<i>Regular Resources</i>									

poor and equitable.			<p>Target: Eco-cultural tourism and organic farming developed and successfully operating in Tokelau.</p> <p>Target: Support for regional and annual National Arts and Crafts Festivals, workshops and economic summits provided.</p> <p>Target: Support establishment of a Tokelau Business Group for joint marketing of Tokelau arts and crafts regionally and globally</p>		<i>Other Resources</i>					
1.4 Capacity Development and South-South Cooperation Unit established.	1.1.4.1. MDGs advocated through a 'MDGs through Sports Volunteerism and ICT4D' campaign and capacity developed for national and civil society stakeholders, and 'MDGs volunteer corps' established in Tokelau.	1.3.2.1.1. Increased awareness in , civil society and private sector, about MDGs and strategic planning techniques by end of 2012.	<p>Indicator:</p> <p>Baseline: Low capacity in the above sectors about MDGs and strategic planning techniques</p> <p>Target: MDGs popularly known throughout Tokelau and strong partnerships in place to implement MDGs by end 2012 through sports.</p>	Office of the Council of the Ongoing Government of Tokelau	<i>Regular Resources</i>					
					TRAC1 TRAC2& 3					
					<i>Other Resources</i>					
1.4 Capacity Development and South-South Cooperation Unit established.	1.4.1.1. South-South Cooperation enhanced.	1.4.1.1.1. South-South Cooperation Unit established located in Apia, Samoa, contributing to the achievement of sustainable human development and the MDGs in Tokelau		Office of the Council of the Ongoing Government of Tokelau	<i>Regular Resources</i>					
					TRAC1 TRAC2& 3	5,000	5,000	5,000	5,000	20,000
					<i>Other Resources</i>					

UNADF Outcome	MCPD Expected Outcomes	MCPD Expected Outputs	Annualized Output indicators, baselines and targets	Implementing Partners (IP)	Indicative Resources by programme component (per year, US\$) Regular Resources US\$188,000					
					2008	2009	2010	2011	2012	Total
2.1 Pacific Island Countries demonstrate and uphold the Forum principles of good leadership and accountability.	2.1.1. Principles of inclusive good governance and human rights are integrated into policy frameworks and decision-making processes.	2.1.1.1. Human rights awareness increased including of available mechanisms to claim them.	2.1.1..1.1. The level of CSOs action in promoting human rights issues, including cases involving disabilities increased. Indicators Greater awareness of human rights in Tokelau. Baseline: Inadequate awareness amongst CSOs and traditional village	Office of the Council of the Ongoing Government of Tokelau	Regular Resources US\$ 188,000					
					TRAC1					
					TRAC2&3					
					Other Resources					

			<p>groups in Tokelau about their potential roles as partners in service delivery and good governance. Target: Increased awareness and applications of human rights by the end of 2010, including disability. Baseline: Limited training amongst CSOs. Target: UN Joint Programme providing training & advocacy support to CSOs and traditional village groups in Tokelau.</p>		<p>Sub-Regional Programme on Violence Against Women and the Girl Child funded by the UNDP Gender Thematic Trust Fund (GTTF) – # 000060103</p> <p>UN Joint CSO programme</p> <p>UNDP Pacific Centre Regional CSO programme.</p> <p>Assisting Communities Together (ACT) Small Grants.</p>	17,500					17,500
2.2. Decentralization of Governance and participatory decision-making		2.2.1.1. Strengthened governance institutions based on good governance principles.	<p>2.2.1.1.1. Increased awareness and understanding amongst governance institutions in Tokelau about good governance principles. Indicators: Governance institutions in</p>	Office of the Council of the Ongoing Government of Tokelau	<i>Regular Resources</i>						
					TRAC1						
					TRAC2&3						
						<i>Other Resources</i>					

is enhanced.			<p>Tokelau, including the General Fono (parliament), practicing good governance principles.</p> <p>Baseline: Limited training opportunities for new GF members in good governance principles.</p> <p>Target: Capacity developed amongst Tokelau governance institutions , including new General Fono Members (parliamentarians) on principles of good governance, especially the Pacific Principles of good governance.</p> <p>Target: Young Tokelauans leadership and governance capacity increased.</p>		<p>Sub-Regional Young Parliamentarians Programme funded by UNDP Democratic Gov. Thematic Trust Fund (DGTTF) #</p> <p>TA from UNDP Pacific Centre Regional GOVPA C programme on Parliamentarians.</p>	50,000					50,000
		2.2.1.2. HIV/AIDS awareness improved and gender-sensitive national priorities, plans, programmes and capacities in place to strengthen commitment to action at all levels to affect behaviour changes that ensure cost-effective and efficient care, treatment and support.	<p>2.2.1.2.1. Joint UN programme on HIV/AIDS in place.</p> <p>Indicators: HIV/AIDS an STI risks well understood and use of preventive methods increased.</p> <p>Baseline: Limited and inconsistent HIV/AIDS awareness campaigns carried out in Tokelau.</p> <p>Target: At least one STI & HIV/AIDS awareness campaign conducted in Tokelau by the end of 2009.</p>	tbc	<i>Regular Resources</i>						
					TRAC1 TRAC2& 3						
					<i>Other Resources</i>						
					UN Joint HIV/AIDS programme						
					UNAIDS Project Accelerated Funds (PAF) administered by UN HIV/AIDS TWG Samoa.						
	2.2.1. CSO capacities in	2.2.1.3. Civil Society	2.2.3.1.1. Leadership for development	Office of the	<i>Regular Resources</i>						

	Tokelau strengthened on human rights and gender through the UN Joint programme on CSOs.	Organizations (CSOs) capacity developed through the UN Joint programme for CSOs.	programme in place for a CSOs by the end of 2012. Indicator: The role of CSOs in development in Tokelau more clearly defined. Baseline: CSOs capacity to dialogue meaningfully with government on development issues is very weak. Target: UN Joint Programme for CSOs conducted training.	Council of the Ongoing Government of Tokelau	TRAC1 TRAC2& 3						
<i>Other Resources</i>											
					UNDP Regional CSO programme by Pacific Centre.						
					UN Joint Programme on CSOs.						

**Expected MCPD outcome #2: Crisis Prevention and Recovery
Tokelau National Priority (from Tokelau NSDP): Priority 1 Village Development and Priority 6 Economic Development**

MCPD Outcome	MCPD Expected Outcome	MCPD Expected Outputs	Annualized outputs, indicators, Baselines and Targets	Implementing Partners	Indicative Resources by programme component (per year, US\$) Regular Resources US\$ 188,000						
					2008	2009	2010	2011	2012	Total	
3.1 Disaster risk reduction and management of responses to humanitarian crisis and natural disasters are effective and integrated into all forms of development. (Refer No, 2.4 of UNDAF Outcome 2).	3.1.1..National capacities and institutional mechanisms strengthened for effective disaster response plans in place capturing community and CSO participation.	3.1.1.1. Gender responsive disaster risk management plans at the community levels integrated into National Disaster plans and UN programmes.	3.1.1.1.1. National and Village Disaster Risk Reduction and Disaster Management Plans reviewed. Indicator: Gender analysis report available on the differential impacts of natural disasters as a contribution to community-based and national disaster management plans. Baseline: No data on impacts of disasters on men and women. Target: Gender analysis conducted by 2011. Target: National and community-level disaster risk reduction and disaster management plans reviewed and implemented to reflect gender responsiveness Target: Resource mobilization opportunities for strengthening the seawalls in Tokelau tested through Round Table Meetings with donors.	Office of the Council of the Ongoing Government of Tokelau	<i>Regular Resources US\$ 188,000</i>						
					TRAC1 TRAC2& 3						
					<i>Other Resources</i>						
		3.1.2. National disaster response systems strengthened through national and village-based disaster response drills, and National Disaster Plan review.	3.1.2.1.1. At least one national drill conducted and NDP reviewed based on weaknesses identified. Indicators: Systems in place for capacity development, national drills and response plans available for Tokelau.	Office of the Council of the Ongoing Government of Tokelau	<i>Regular Resources</i>						
					TRAC1 TRAC2& 3						
<i>Other Resources</i>											

			<p>Baseline: No systematic testing and review of national and community disaster plans. Target: Systematic review and testing systems developed for national and community disaster plans.</p>		TRAC1						
						TRAC2&					
						3					
					<i>Other Resources</i>						

Expected UNDAF outcome #4: Sustainable Environment Management Tokelau National Priority (from Tokelau NSDP): Priority 1 Village Development and Priority 6 Economic Development											
UNDAF Outcome	MCPD Outcome	Expected	MCPD Expected Outputs	Annualized outputs, indicators, Baselines and Targets	Implementing Partners	Indicative Resources by programme component (per year, US\$) Regular Resources US\$ 188,000					
						2008	2009	2010	2011	2012	Total
4.1: Strengthened national and community resource management capacity and resilience to the impacts of climate change 3.	4.1.1. Strengthened capacity of local institutions and communities to manage the environment and expand environment, climate change and energy services to vulnerable areas and groups.	4.1.1.1. Gender analysis conducted on the differential impacts on men and women of environmental degradation and natural disasters and provided as an input to formulating national policies, plans and strategies.	4.1.1.1.1. Strengthened national and community capacity and resilience to climate change, environmental and energy challenges, including natural disasters by end of 2012. Baseline: lack of capacity to sustainably manage and use environment and natural resources and to adapt to the impacts of climate change Target 1: Gender analysis report available on the differential impacts on men and women of environmental degradation Target 2: PRA tools and methodologies developed to assist with capacity assessment and community planning and management. Target 3: Increased # of community-based adaptation activities to build resilience and capacities to deal with climate change and environmental challenges, including natural disasters. Target 4: Technical Assistance provided to assist and develop modalities and adaptation matters relating to Climate Change Target 5: Technical Assistance Develop gender-sensitive disaster	Office of the Council of the Ongoing Government of Tokelau	<i>Regular Resources US\$ 189,000</i>						
					TRAC1 TRAC2& 3						
					<i>Other Resources</i>						
					TRAC1 TRAC2& 3						
					<i>Other Resources</i>						
					TRAC1 TRAC2& 3						
					<i>Other Resources</i>						

			<p>management and disaster response plans</p> <p>Target 6: Mitigation/adaptation to impact of sea level Target: Improve seawalls for coastal protection</p> <p>Target 7: Small Grants Programme implemented in all the atolls in Tokelau to support sustainable management and use of the environment and natural resources.</p> <p>Target 8: Engendered MDG-based village and local level plans developed by communities.</p> <p>Target 9: Support to the implementation of the Tokelau renewable energy policy.</p>							
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Annex 2: Sub-Regional South-South Cooperation Policy & Capacity Development

UNDAF Outcome	MCPD Outcomes	MCPD Expected Outputs	Annualized outputs, Indicators, baselines and targets	Implementing Partners	Indicative Resources by Programme (per year, USD)						
					Sources	2008	2009	2010	2011	2012	Total
1. National capacities for monitoring and accountability of development results	Support provided by the Multi-Country Office to the Government of Tokelau for MCPD/UNDAF programmes in the areas of: (a) policy and programme formulation and implementation; (b) MDG small grants for community-based sustainable development initiatives; (c) management-capacity development; (d) planning, coordination, monitoring and evaluation and auditing; and (e) Documentation of good practices/ lessons, communications and advocacy.	1.4.1.2 Capacity development implemented for Tokelau CPAP Implementing Partners through a Sub-regional South-South Cooperation and Capacity Development Unit	1.4.1.2.1. Samoa led Sub-Regional South-South Cooperation and Capacity Development Unit established and operational. Indicative: Concept Paper for Sub-Regional South-South Cooperation and Capacity Development Unit approved. Baseline: No formal system in place for the documentation and sharing of best practice amongst Pacific Island countries. Target: Sub-Regional South-South Cooperation and Capacity Development Coordinator; and Unit personnel recruited. (Includes: M&E Officer; Capacity Assessment/Capacity Development Officer, Results Based Management Specialist; Partnership & Resource Mobilization Specialist; Knowledge Management & Communications Advisor, Assistant). Target: Sub-Regional South-South Cooperation and Capacity Development Concept Paper drafted and approved.								
		1.1 Government counterparts trained in the Projects in Controlled Environments (PRINCE 2) and RBM	1.1.1 Projects in Controlled Environments (PRINCE 2) and RBM training for counterparts and Project Managers. Indicator: No. of counterparts fully certified in PRINCE 2 by RBM Advisor Baseline: Limited number of PRINCE 2 and RBM certified practitioners	RCB Management Practice, MOF RCB	TRAC 2						
					Other Resources						

UNDAF Outcome	MCPD Outcomes	MCPD Expected Outputs	Annualized outputs, Indicators, baselines and targets	Implementing Partners	Indicative Resources by Programme (per year, USD)							
					Sources	2008	2009	2010	2011	2012	Total	
			<p>Target: Strengthened capacity on internationally recognized project management approaches.</p>	Capacity Development Group, MOF	Total							
		1.2 Results based management tools developed to support planning, budgeting and programming	<p>1.2.1 RBM toolkits developed and training in RBM principles. Indicator: RBM toolkits developed and appropriate training conducted by RBM Advisor Baseline: Lack of RBM tools available to support the CPAP implementation Target: Strengthened capacity on RBM</p>	UNDP Evaluation Office and MOF	TRAC 2							
					Other Resources							
					Total							
		1.3. Accountability and control framework for MCPD in place and MCPD is reviewed, monitored, evaluated and audited with due diligence.	<p>1.3.1 Accountability and control framework for MCPD in place. Indicator: National monitoring and evaluation processes and systems harmonized with regional, bilateral and multilateral partners' own M&E processes with support from Monitoring and Evaluation Advisor</p> <p>Target: One mid-term MCPD review conducted in 2010, and final MCPD evaluation conducted in 2012</p> <p>Target: Accountability and control framework for MCPD reviewed and developed through management mission</p> <p>Target: Accountability and control framework for all MCPD activities ensured by Internal Auditor</p>	UNDP MCO, MOF, audit office	TRAC 2							
					Other Resources							
					Total							
			1.3.2 Joint CPAP review process in place	Government,	TRAC 2							

UNDAF Outcome	MCPD Outcomes	MCPD Expected Outputs	Annualized outputs, Indicators, baselines and targets	Implementing Partners	Indicative Resources by Programme (per year, USD)							
					Sources	2008	2009	2010	2011	2012	Total	
		1.4 MCPD advocacy messages communicated effectively and resources mobilized for MCPD initiatives	within UNDAF framework. Indicator: Joint Government/ UNDP/ partner field visits conducted and development results duly verified Baseline: Target:	selected stakeholders, CSOs and the United Nations Multi-Country Team	Other Resources							
						Total						
				1.4.1 Knowledge products disseminated to potential partners for the delivery of the MCPD CPAP for Tokelau. Indicator: No. of knowledge products produced including advocacy programme undertaken by Knowledge Manager. Baseline: Lack of information and knowledge products available on results based management. Target: Improved capacity to prepare, produce and disseminate knowledge management products.	Volunteers for International Development Australia (VIDA Knowledge Management Adviser	TRAC 2						
				1.4.2 Partnership Strategy developed. Indicator: Advocacy, communications and partnership strategy developed and implemented by Communications and Partnerships Advisor and IT Officer Baseline: Lack of partnership strategy is a serious impediment to resource mobilization efforts by the MCO for the MCDP and CPAP for Tokelau. Target: Partnerships Adviser recruited and prepares to Partnership Strategy documentation in an open and participatory manner with national counterparts.	Proposed Communications and Partnership Adviser, and IT Officer.	Other resources: VIDA Scheme						
			1.4.3. MCPD CPAP review process in place and agreed with and other UN Multi-Country Team (UNMCT) members for Tokelau.	MOF, MCO Tokelau, Project Managers	Total							
					TRAC 2							
					Other Resources							

UNDAF Outcome	MCPD Outcomes	MCPD Expected Outputs	Annualized outputs, Indicators, baselines and targets	Implementing Partners	Indicative Resources by Programme (per year, USD)							
					Sources	2008	2009	2010	2011	2012	Total	
			<p>Indicator: MCPD reviewed through quarterly or six-monthly programme reviews in conjunction with review of its National Development Strategy and UNDAF</p> <p>Baseline: Quarterly reviews meetings of all UNDP projects in Tokelau are an institutionalized mechanism in existence.</p> <p>Target: Review meetings held jointly with other UN Agencies with of Tokelau.</p> <p>Target: Two outcome evaluations conducted.</p>	and stakeholders , UNMCT Tokelau members	Total							
		1.5 Harmonized Approach to Cash Transfers (HACT) developed to channel UNDP (and United Nations) resources for simplification and harmonization of United Nations policies and procedures to reduce burden on Government of multiple cash transfers.	<p>1.5.1 Harmonized Approach to Cash Transfers (HACT) developed for Tokelau.</p> <p>Indicator: Macro- and micro HACT assessments completed by HACT Advisor</p> <p>Baseline: No assessment undertaken of national financial structures and systems to manage common project cash transfers amongst UN agencies.</p> <p>Target: HACT approach developed and implemented by HACT Advisor and Finance Officer.</p>	KPMG Fiji Consultants, UNDP Pacific Centre, RCB, MCO Tokelau, RBAP	TRAC 2							
					Other resources							
					Total							
		1.6. Documentation and dissemination of lessons learnt and knowledge products arising from results and findings of the results based management activities.	<p>1.6.1 Lessons learned and best practices documented and widely shared as part of the South-South Cooperation modality.</p> <p>Indicator: Lessons learned and best practices shared widely in the Pacific Region and disseminated through UNDP knowledge networks.</p> <p>Baseline: No lessons learned and best practices documented.</p> <p>Target: Knowledge Management Adviser coordinating the documentation of lessons learned and best practices and their dissemination.</p> <p>Target: At least one south-South Cooperation exchange arranged for suitable recipients.</p>	Knowledge Management Adviser	TRAC 2							
					Other resources:							
					Total							
TOTAL					<i>Regular TRAC 2 Resources</i>							
					<i>Other Resources</i>							

UNDAF Outcome	MCPD Outcomes	MCPD Expected Outputs	Annualized outputs, Indicators, baselines and targets	Implementing Partners	Indicative Resources by Programme (per year, USD)							
					Sources	2008	2009	2010	2011	2012	Total	