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**United Nations Development Programme
Countries: Cook Islands and Niue**

Project Document

Project Title UN Joint Presence and Coordination in the Cook Islands and Niue

UNDAF Outcome(s): All (Focus area: UN Coordination)

Expected CP Outcome(s): The sustainable development and inclusive economic growth in the Cook Islands and Niue to address the social, economic and environmental vulnerabilities affecting society at all levels and to ensure human security, with a focus on the most vulnerable groups. (UNDAF OVERALL OBJECTIVE)

Expected Output(s):

1. Effective coordination, administration and management of UN programme activities in partnership with local stakeholders.
2. Identification of strategic partnerships and implementation of resource mobilization strategy.
3. Policy advice, knowledge sharing and capacity development of local stakeholders.

Executing Entity: UNDP

Brief Description

In 2015 the UN system conducted a comprehensive study about the Joint Presence Offices (JPO) in the Pacific. Based on the recommendations of this study and on the consultations with the governments, the UN system agreed that the establishment of Joint Presence Offices in the Cook Islands and Niue was of critical importance. An UN Coordination Officer will lead each office. The proposal covers a period of 3 years (2016-2018). By establishing Joint Presence Offices and placing UN Coordination Officers in the Cook Islands and Niue, this project will contribute to the UN development system leadership and coordination (Key Result Area #9 of the Strategic Plan).

Programme Period: 2016-2018
 Key Result Area (SP) KRA #9: UN Dev. System leadership & coordination
 Atlas Award ID: TBD
 Start date: Mar. 14, 2016
 End Date: Dec. 31, 2018
 PAC Meeting Date: TBD
 Management Arrangements: DIM

Total resources required 492,000 USD
 Total allocated resources:
 • TRAC UNDP core 100,000 USD
 • UNRC 60,000 USD
 • Government cost sharing TBD
 Unfunded budget 332,000 USD
 In-kind contributions TBD

Agreed by Ms Lizbeth Cullity, UN Resident Coordinator/UNDP Resident Representative:

Signature:

Date: 19 Aug 2016

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Abbreviations

AWP	Annual Work plans
CCA	Common Country Assessment
ROP	Council of Regional Organizations in the Pacific
CSO	Civil Society Organizations
DIM	Directly Implementation Modality
DRR	Deputy Resident Representative
GDP	Gross Domestic Product
GMS	General Management Services
GOE	General Operating Expenses
HDI	Human Development Index
IP	Implementing Partner
M&E	Monitoring & Evaluation
MCO	Multi-Country Office
MDGs	Millennium Development Goals
NGO	Non-Governmental Organization
PAC	Project Appraisal Committee
PPP	Public-Private Partnership
QPR	Quarterly Progress Report
RC	Resident Coordinator
RR	Resident Representative
SBAA	Standard Basic Assistance Agreement
SHD	Sustainable Human Development
SIDS	Small Island Development States
SP	Strategic Plan
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDG	United National Development Group
UNDP	United Nations Development Programme
UNRC	United Nations Resident Coordinator
UNV	United Nations Volunteers

1. Situation Analysis

1.1. Summary

The Cook Islands and Niue face a number of common development challenges such as the decreasing population, less diversified economy, little arable land, natural disasters, limited human capacity and infrastructure. The UN system collectively addresses these development challenges and national priorities through the United Nations Development Assistance Framework (UNDAF) for the Pacific Sub-Region (2013-2017). The overarching ambition of the UNDAF is to promote sustainable development and inclusive economic growth to address the social, economic and environmental vulnerabilities affecting society at all levels and to ensure human security in the Pacific, with a focus on the most vulnerable groups. The total thirteen UN agencies have programmes/projects supporting these 3 Pacific Island Countries and Territories (PICTs): namely FAO, UNAIDS, UNDP, UNESCO, UNFPA, UNICEF, UNISDR, UNOCHA, UN WOMEN, UNEP, UNESCAP, WHO and WMO. However, currently there is no Joint Presence Offices and Country Development Managers in these 3 locations, unlike other PICTs.

The governments of Cook Islands and Niue have requested a more intensified support from the UN system, including more coherent, coordinated, efficient and country-focused UN programme support in order to reduce the transaction costs and increase the development impact in PICTs. Drawing from the lessons of other JPOs in the Pacific and in consultations with the relevant governments, the focus of this proposal is to establish JPOs as a means to support the development challenges and as a platform to increase the level of collaboration, coordination and partnership among the Government and people of Cook Islands and Niue, the UN, and other development partners.

This project aims to bring the UN closer to these 3 PICTs, thus contributing to their development, achieving short-term outcomes such as improved impact, effectiveness, efficiency and sustainability of UN programmes and increased involvement of partners and beneficiaries through the following three key outputs:

- 1) Effective coordination, administration and management of UN programme activities in partnership with local stakeholders
- 2) Identification of strategic partnerships and implementation of resource mobilization strategy
- 3) Policy advice, knowledge sharing and capacity development of local stakeholders

1.2. Target countries

The Cook Islands and Niue are self-governing states in Free Association with New Zealand¹.

	Population	GDP (NZ\$)/capita	Land area (km ²)	EEZ (km ²)
Cook Islands	13,677 (2014)	22,673 (2012)	236	1,947,760
Niue	1,611 (2011)	16,575 (2009)	260	296,941

¹ Free association is a status distinct from that of full independence, which allows the Cook Islands and Niue to maintain New Zealand citizenship while making its own laws and conducting its own affairs.

1.2.1. Cook Islands

The Cook Islands consist of 15 small islands widely scattered with a total land area of 236 km², distributed in an Exclusive Economic Zone (EEZ) of over 1.9 million km². About 74% of the population is domiciled on the largest island of the Cook Islands group, Rarotonga, which is the capital and main commercial and government centre. Around 20% of the population lives in the eight islands of the Southern Group. The remote Northern Group, more than 1,250 km away from the capital, is made up of seven low lying, sparsely populated, coral atolls and sand cays, with little arable land.

The resident population of the Cook Islands was estimated to be 13,677 people in 2014, though the size of the populace of Cook Islanders living in the diaspora is approximately four times the resident population. The Cook Islands is an upper middle-income country that has succeeded in raising the overall standard of living as measured by some of its key social indicators, and is on track to achieve the Millennium Development Goals (MDGs) by 2015. Economic growth in the Cook Islands has been fuelled by the growth of tourism over the past three decades. Tourism is driving the demand and activity of over 90% of the economy, even though direct receipts account for 50% of GDP. However, this economic growth does not necessarily include all the population, and the outer islands remain dependent on remittances and transfers from Rarotonga. On political side, final results from the July 2014 Cook Islands elections were finally released in March 2015 following nearly six months of appeals and re-votes.

1.2.2. Niue

Niue is an uplifted coralline island with the greater part of its coast comprised of an ancient, raised reef platform forming cliffs which rise to around 60 m above sea level. Although the island's land area is only 260 km², Niue's EEZ extends over an area of 290,000 km². There are 14 coastal villages in Niue. Niue's population is one of the smallest in the world. The Government of Niue added a specific MDG9 Population Developments to their Goals with five Targets and 15 Indicators.

Tourism is a major income generator and over the last decade, with more stable air services, tourism number has been gradually increasing. This has increased Niue's self-reliance and continues to offer promising prospects for growth. The productive sector in Niue has traditionally been small. The agricultural sector consists mainly of subsistence gardening, although some cash crops are grown for export. Industry consists primarily of small factories to process passion fruit, lime oil, honey, and coconut cream. Noni juice continues to be one of Niue's key exports, next to taro, honey and vanilla, finding its main market within Auckland's Pacific community. The sale of fishing rights and of postage stamps to foreign collectors is another important source of revenue. New Zealanders and returning Niuean are the main visitors to the island.

1.3. UN cooperation in Cook Islands and Niue

Total budget for 2013-2017 for the Cook Islands and Niue is estimated at \$15,060,088 (see table below) and counts on the involvement of nine UN agencies: namely FAO, UNAIDS,

UNDP, UNESCO, UNFPA, UNICEF, UNISDR, UNOCHA and UN WOMEN². It focuses on key development objectives such as renewable energy, agriculture, tourism, gender, health, education, disaster risk reduction, climate change adaptation and humanitarian response. While they are in the list, it has been confirmed that UNEP, UNESCAP, WHO and WMO also have programmes/projects to support the 2 PICTs and ILO has recently initiated its programme in the Cook Islands.

	Total UN budget 2013-2017 (USD)
Cook Islands	10,758,384
Niue	4,301,704
TOTAL	15,060,088

1.4. UN Joint Presence network in the Pacific

The UN established Joint Presence Offices (JPOs) in 2008 in nine Pacific Island Countries. The JPOs are a means to support better the development challenges that the SIDS are facing and a platform to increase the level of collaboration, coordination and partnership they are in turn wanting with the UN. It is an initiative to bring the UN closer to the countries and territories it serves in the Pacific region, thus contributing to the implementation of the UNDAF for the Pacific at the country level and its alignment with national and regional development strategies.

This approach is fully aligned with global commitments on better harmonization and aid coordination subscribed in the Monterrey Consensus (2002), the Rome Declaration on Harmonisation (2003), the Paris Declaration on Aid Effectiveness (2005), the Accra Agenda for Action (2008) and the Busan Partnership for Effective Development Cooperation Agreement (2011). It also leads to better coordination and reporting on UN activities to address the Cairns Compact on Strengthening Development Coordination in the Pacific (2009) and the SAMOA Pathway for SIDS (2014).

In 2015 the UN system conducted a comprehensive study of the UN Joint Presence in the Pacific to identify lessons learned and challenges, as well as recommendations to those challenges as a means to strengthen UN coordination and coherence at the country level across the Pacific region. Overwhelmingly, the study overall reinforced the sentiment that the network of JPO and Country Development Managers (CDMs) currently supported by four UN agencies UNDP, UNFPA, UNICEF and UNWOMEN as a dynamic, cost effective, responsive, insightful and quality contribution to UN coordination and coherence.

JPOs and CDMs are increasingly being utilized by more UN agencies for a range of services including government protocol contacts, advice and practical assistance related to programme development and implementation, security and disaster response, facilitation of liaison with Ministries of Foreign Affairs, support to agencies and governments in addressing issues associated with programme acquittal and reporting, implementation of the Harmonized Approach to Cash Transfers (HACT), and other operational and reporting challenges, and are seen by their host governments as the 'one stop shop' for contact with the UN system as a whole, and the means for strengthening UN coherence at the country level and across the region.

² As UNDAF 2013-2017 was prepared in 2012, information from the JPO Study is used for more updated figures.

1.5. Development challenges in the Pacific

The UNDAF 2013-2017 is the result of broad consultations with PICTs and partners around a number of development challenges identified in a Common Multi-Country Analysis developed by the UN Country Teams based in Fiji and Samoa in consultation with national and regional stakeholders and partners. Among these challenges, the analysis highlighted physical isolation, small economies of scale, limited governance structures, small populations and markets, limited natural resources (in most cases), uneven infrastructure, the impact and variability of climate change, natural hazard risks, and the vulnerability to economic shocks.

There are significant gaps with regard to service delivery capacity and gender equality, including limited political participation by women. Nearly a fifth of the region's total population is young, which is both a challenge and an opportunity for governments to ensure access to quality education and health services, employment and the types of support services that will guide their transition to productive adulthood. Cultural heritage and diversity is at risk due to increasing urbanization and, in some countries, significant outmigration.

1.6. Specific development challenges in Cook Islands and Niue

The population of the **Cook Islands** reached a peak of 21,323 in 1971, but has declined steadily since mainly due to out-migration to New Zealand for education, health and employment purposes. Continuing depopulation is a significant threat to the development of the Cook Islands. Population decline has been mainly concentrated in the outer islands, particularly the Northern Group, which declined at an average rate of -5.4% over 2001-2006. Rarotonga's population has stayed about the level it was in the late 1960s. Outer islands development in the Cook Islands is a major challenge given the steady decline in outer islands populations and is an important focus area for the Government in its National Sustainable Development Plan, 2011-15.

In **Niue**, the economy suffers from the problems of geographic isolation, few resources, and a small and declining population. The population of Niue continues to drop from 5,200 in 1966 to 1,611 in 2011. This high rate of decline poses a danger to Niue's cultural heritage and sustainability of its economy. The major destinations of Niuean permanent migrants are New Zealand and Australia. The New Zealand 2013 census recorded 23,982 Niuean residing in New Zealand, providing for a Niuean population almost 20 times as big in New Zealand as in Niue. Reliance on limited air services, shortages of skilled professionals and entrepreneurial expertise and poor soil quality are limiting factors. Natural disasters also have deep impacts on the country's economy. A regular trade deficit makes the economy heavily dependent on foreign aid and remittances from Niuean people living abroad. Government expenditures regularly exceed revenues, and the shortfall is made up by grants from New Zealand.

These 2 PICTs have a limited capacity and the transaction costs of engaging internationally are high; thus coordinated development assistance is critically important.

1.7. Challenges in UN coordination

The governments of Cook Islands and Niue have requested a more intensified support from the UN system and, as result of that, the UN is significantly increasing its Programme Portfolio

in those locations. For example, an average UNDP delivery in the Cook Islands was around USD616,000 per year in the last 3 years, and USD8.8 million has been mobilized for the next 4 years, mainly from the Global Environmental Facility (GEF) and the Adaptation Fund (AF). Similarly, the average UNDP delivery in the last 3 years in Niue was USD55,000 per year, but a project of USD4.2 million for the next 4 years is about to start implementation.

The governments have also demanded more coherent, coordinated, efficient and country-focused UN programme support. According to the Niue Peer Review Report, issued by the PIF Secretariat in July 2011, the Government of Niue was recommended to “approach the UN Resident Representative in Apia to ask for support for a streamlined and harmonized process for UN system engagement in Niue which reduces the transaction costs for the country”. The Forum Compact Peer Review Report for the Cook Islands, dated on January 2014, indicates that “coordination is hampered by a large proportion of development partners not having representation in country”. As there is no UN joint presence, the potential risks of coordination inefficiencies and limiting the opportunities for collaboration and synergy are increasing.

Main challenges of managing programmes without joint country presence are the following: difficulties to provide timely programmatic and technical support on the ground; limited communication and understanding of the changing environment; high costs of communication and travel, resulting in less involvement of partners and beneficiaries for programme/project design; limited coordination between UN initiatives and potential duplication of efforts; limited capacity to establish local partnerships and mobilize in-kind support and resources; and limited ability to provide support during emergencies.

Both Niue and Cook Islands are currently "in transition to Net Contributing Country³ (NCC) status" and may migrate to NCC status in 2018, which would imply the discontinuation of any TRAC core funding to them.

1.8. Lessons learned from previous experiences

The Pacific UN Joint Presence Office Study presents lessons learned and challenges faced by existing 9 JPOs and CDMs. Some of the observations and feedback mentioned in the Study are as follows: a lack of communications between some UN agencies and the JPO/CDM (e.g. incoming missions); disconnect between CDMs and the Office of Resident Coordinator; and importance of the position being a national professional (i.e. a staff member who knows the country, people, cultural and political context). The Study also demonstrates a good practice of in-kind support from host governments, as it will significantly save cost of JPO operating budget.

The Study also identifies inequalities in financial management of the network, which need to be addressed. While currently only four UN agencies bear the cost of JPOs, there is an increasing number of UN Agencies accessing the services of the JPO and CDM. An example

³ In 1997, UNDP determined that a programme country with a per capita gross national income of \$4,700 or more would be considered a net contributor country (NCC). The main implication for such countries is that they do not receive core UNDP funds through normal distribution channels. Rather, they must finance their programmes almost entirely through their respective governments. Later on, in its decision 2012/28 on the 2014-2017 programming arrangements, the Executive Board raised the threshold between TRAC1 eligibility (i.e., lower-income or MIC status) and non-eligibility (NCC status) from the current level of \$5,500 for the 2008-2013 period (based on 2005 GNI per capita) to \$12,475 for the 2014-2017 period (based on average GNI per capita for 2008-2011), in alignment with the thresholds used by UNICEF and the World Bank. Both Niue and Cook Islands are currently "in transition to NCC" and may migrate to NCC status in 2018 (Cook Islands had a GNI per capita of 16,000 USD in 2013; Niue does not have any recent measure).

was given such as a total of 1,400 UN missions to JPO countries took place in 2014 associated with response to disasters, and 60% of those missions were undertaken by agencies other than the four JPO Participating agencies. Thus, the Study recommends that it is vital to create a unified agreed system for cost recovery of services rendered based on basic agreed polity and an agreed service price list.

The Study stresses the importance of oversight of the JPO to be responsibility of the Resident Coordinator in collaboration with the Representatives of all participating UN agencies. It also recommends reviewing and standardizing current CDM TOR to embed themes that align with the 10 core coordination functions recognized by UN Development Group. Based on this recommendation, draft TOR for UN Coordination Officer for Cook Islands has been developed and attached in the Annex 5 for reference.

2. Strategy

2.1. Summary

Based on the recommendations of the JPO study and the consultations with the governments, the UN system agreed that the establishment of Joint Presence Offices in Cook Islands and Niue was of critical importance. These offices would be led by their respective UN Coordination Officers, which would play a similar role to the Country Development Managers (CDM) but with more clear functions and reporting lines (draft Terms of Reference attached in Annex 5).

This proposal covers a period of 3 years (2016-2018). By establishing Joint Presence Offices and placing UN Coordination Officers in Cook Islands and Niue, it aims at achieving six short-term outcomes through three key outputs described below.

2.2. Results diagram

The ultimate **long-term expected outcome** of this proposal is the sustainable development and inclusive economic growth in the Cook Islands and Niue to address the social, economic and environmental vulnerabilities affecting society at all levels and to ensure human security, with a focus on the most vulnerable groups (UNDAF OVERALL OBJECTIVE).

This goal will be achieved through the following **medium-term outcomes**:

- 1) Improved resilience, with particular focus on communities, through integrated implementation of sustainable environmental management, climate change adaptation/mitigation and disaster risk management (UNDAF OUTCOME #1)
- 2) All women & girls, men & boys contribute to national development & citizenship through opening channels to decision making, improved access to social services, strengthened livelihoods & greater economic security; and, together with children & other vulnerable groups, benefit from strengthened protection systems that respond to & prevent violence against them, in line with international standards (UNDAF OUTCOME #2)
- 3) Inclusive economic growth is enhanced, poverty is reduced, sustainable employment is improved and increased, livelihood opportunities and food security are expanded for

women, youth and vulnerable groups and social safety nets are enhanced for all citizens (UNDAF OUTCOME #3)

- 4) Increased access to quality health, education and protective services in particular for women, children, youth and vulnerable populations (UNDAF OUTCOME #4)
- 5) Regional, national, local and traditional governance systems are strengthened and exercise the principles of good governance, respecting and upholding human rights, especially women's rights, in line with international standards (UNDAF OUTCOME #5)

The specific **short-term outcomes** of this proposal, which will contribute to the medium-term outcomes (UNDAF OUTCOMES), are the following:

- 1) Improved impact, effectiveness, efficiency and sustainability of UN programmes
- 2) Increased involvement of partners & beneficiaries
- 3) Mobilized additional resources
- 4) Improved strategic policy frameworks
- 5) Improved communication & information sharing
- 6) Developed national capacities

The key **outputs** of this proposal are the following:

- 1) Effective coordination, administration & management of UN programme activities in partnership with local stakeholders
- 2) Identification of strategic partnerships and implementation of resource mobilization strategy
- 3) Policy advice, knowledge sharing and capacity development of local stakeholders

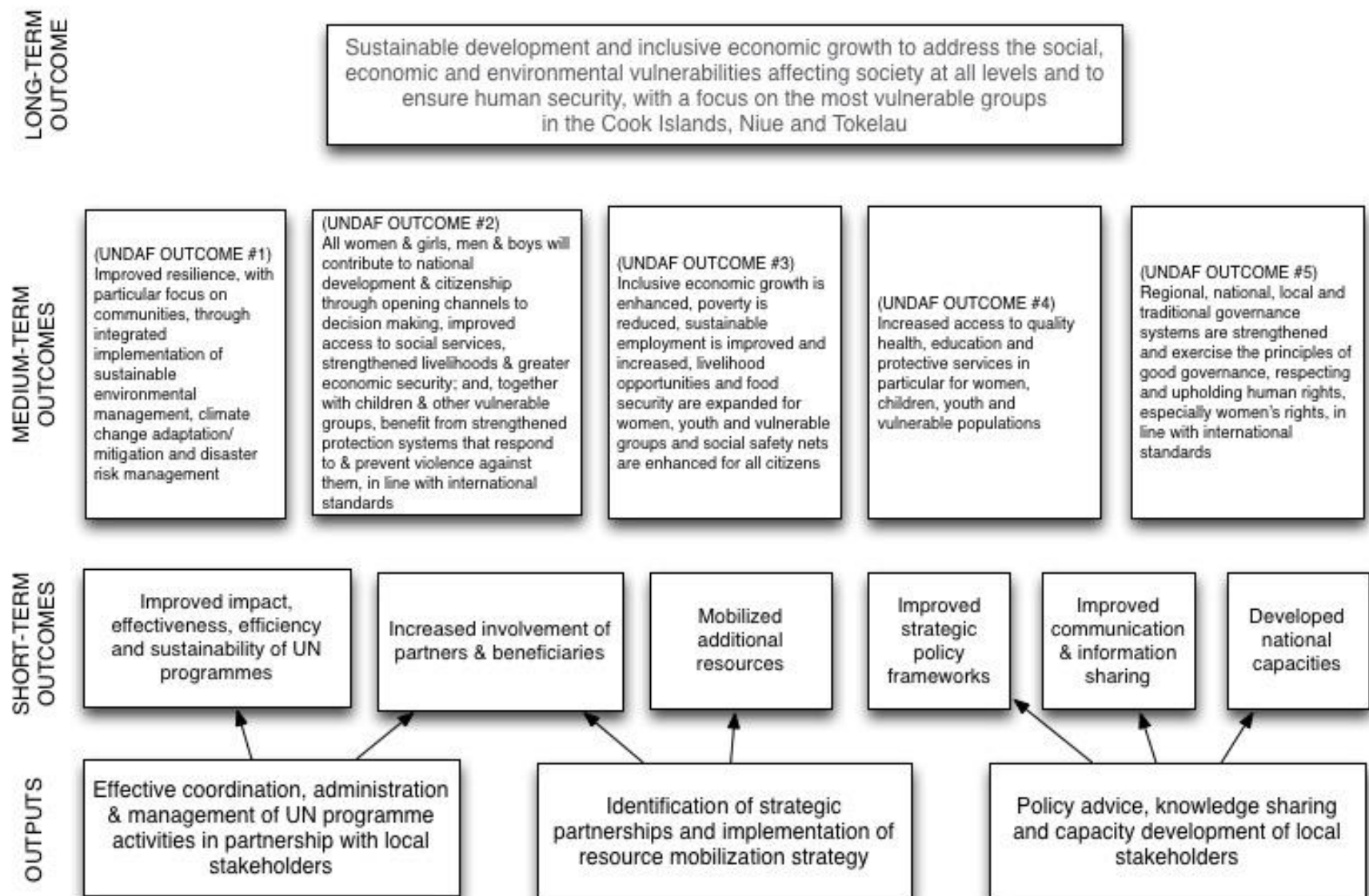
Section 3 depicts the results framework. Please note that the UN Coordination Officers will define a detailed country framework based on the umbrella framework included in this proposal, the UNDAF country results matrices and the consultations with national stakeholders, UN agencies and development partners.

2.3. Initial activities

The following activities are envisaged to take place during the initial phase of the project (Jan 2016 - May 2016): Finalization of agreements with host governments; detailing out and agreement on cost-recovery mechanism with UN agencies, and recruitment and training of UN Coordination Officers. Preliminary AWP's are attached in Annex 2. During the first month of UN Coordination Officers assignment, they will prepare a detailed work plan for 2016 in close consultation with host governments, the Office of Resident Coordinator, and participating UN agencies.

-

3. Results and Resources Framework



UNDAF Overall Objective: The sustainable development and inclusive economic growth in the Cook Islands and Niue to address the social, economic and environmental vulnerabilities affecting society at all levels and to ensure human security, with a focus on the most vulnerable groups.			
UNDP SP Key Area: UN Development System leadership & coordination (IRRF TIER 3 - Organisational Effectiveness and Efficiency)			
UNDP SP Key Result: Greater progress on coordination, leadership and management of the Resident Coordinator system ensured.			
Programme Outcome: The sustainable development and inclusive economic growth in the Cook Islands and Niue to address the social, economic and environmental vulnerabilities affecting society at all levels and to ensure human security, with a focus on the most vulnerable groups			
Programme Outputs:			
1. Effective coordination, administration and management of UN programme activities in partnership with local stakeholders.			
2. Identification of strategic partnerships and implementation of resource mobilization strategy.			
3. Policy advice, knowledge sharing and capacity development of local stakeholders			
Output Indicators:			
1.1 Joint UN Coordination Officers (UNCO) located and operational in established offices in Cook Islands and Niue.			
2.1 Resource Mobilization Strategies in place and used by the UNCO to actively support resource mobilization and partnerships to ensure sustainability.			
3.1 The 2 UNCOs actively engaged in policy advice, knowledge sharing and capacity development of local stakeholders.			
Partnership Strategy: UNDAF Action Matrices for each country used as a basis for dialogue with potential partners.			
Project title and ID (ATLAS Award ID): UN Joint Presence and Coordination in the Cook Islands and Niue - ATLAS ID			
Intended outputs	Output targets (per year)	Indicative Activities	Inputs
1. Effective coordination, administration & management of UN programme activities in partnership with local stakeholders	Targets 2016: I.1.1. Two UN Coordination Officers recruited and trained I.1.2. Two UNDAF Country Results Matrices reviewed I.1.3. Two annual UNDAF reviews completed I.1.4. Inputs from the two PICTs to the UNDAF terminal evaluation provided	A.1.1. Recruitment of two UN Coordination Officers A.1.2. Inception training in Samoa and Fiji A.1.3. Review of UNDAF Country Results Matrices reviewed	- Monetary and in-kind resources (as defined in the prodoc, AWP and contribution agreements) - Collaboration and support from hosting gov., UN

	Targets 2017-18: TBD	A.1.4. Terminal evaluation of the UNDAF A.1.5. TBD	Coordination Office and UN agencies
2. Identification of strategic partnerships and implementation of resource mobilization strategy	Targets 2016: I.2.1. MoU signed with host government for government's contributions and cost-sharing I.2.2. Cost-recovery agreements approved by the UN Country Team I.2.3. Satisfaction of partners in the two PICTs improved, as measured by the Global Partnership Survey I.2.4. At least four new partnerships established Targets 2017-18: TBD	A.2.1. Preparation and approval of MoU for government's contributions and cost-sharing A.2.2. Establishment of new partnerships A.2.3. TBD	
3. Policy advice, knowledge sharing and capacity development of local stakeholders	Targets: TBD in 2016	A.3.1. TBD	
4. Project management	Targets: I.4.1. Audits successfully completed when required I.4.2. Terminal evaluation successfully completed at the end of the project I.4.3. Quarterly progress reports submitted and approved	A.4.1. Support to audits A.4.2. Preparation and approval of quarterly reports A.4.3. Conduction of project board meetings A.4.4. TBD	

4. Annual Work Plans

The recruitment of the UN Coordination Officers is expected to start as soon as possible and be finalized by Feb-March 2016. In their first month of work, if feasible, they will have an intensive two-week induction in Samoa, in which they will get familiarized with the UN teams, their projects and operations, and the main procedures, policies and regulations.

During their first two months, the new Officers will coordinate, in close consultation with host governments, the Office of Resident Coordinator and participating UN agencies, the preparation of a detailed work plan of activities for 2016.

The review of the progress of the UNDAF in each location and the identification of specific indicators to measure the impact of the JPO system in these 2 PICTs will be completed before the end of the second quarter of 2016.

The negotiation and approval of in-kind contributions from the host governments is planned for the initial 3 months of the project. UNDP financial contribution will cover most of the monetary costs incurred in 2016.

The financial plan for long term sustainability, based on service cost recovery, hosting contributions, new partnerships and resources mobilization, will be defined and approved by April 2016.

A Project Board meeting is planned to take place in the first 3 months of implementation.

In order to facilitate financial monitoring and accountability, the project will be divided in 2 activities in ATLAS, one for each PICT.

Please see Annex 2 for the preliminary AWP.

5. Management Arrangements

5.1. Implementation modality

This project will cover the Cook Islands and Niue and will be directly implemented by the UNDP. Therefore, all aspects of the project will comply with UNDP Guidelines for Direct Implementation Modality (DIM). The UNDP Deputy Resident Representative will be directly responsible for the overall management of the project with day to day supervision of the UNDP Assistant Resident Representative – Programme.

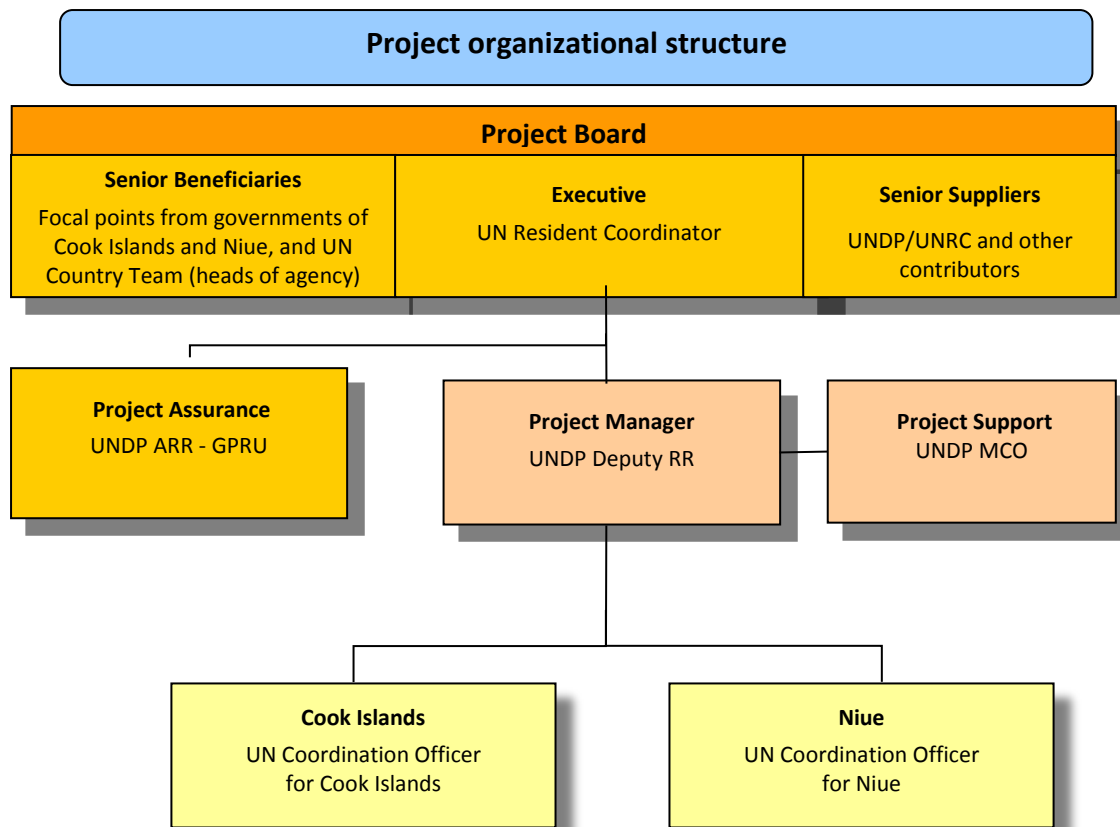
The focal points for the project in the governments are indicated below⁴:

⁴ To be officially confirmed by each hosting government through endorsement letters, to be included in Annex 10.

- Cook Islands: Manager of the Development Coordination Division, Ministry of Finance and Economic Management
- Niue: Establishment Director of the Project Management and Coordination Unit, Office of the Prime Minister

The governments of each country may act as responsible parties for the provision of some administrative services, if needed (e.g. process a payment in advance and get it reimbursed).

5.2. Project organizational structure



Project Board: The Project Board, as outlined in the diagram, will have overall responsibility for providing strategic guidance and oversight to the Project (ToR included in Annex 3). The Project Board is responsible for making consensual management decisions concerning Project issues and risks, and will provide advice and guidance when required. Approval of any significant project revisions and Annual Work Plans (AWP) is also a key role of the Project Board. The Project Board will also be used as a mechanism for leveraging partnerships and mobilization of resources for the implementation of the Project. Project reviews by the Project Board will be made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. The Project Manager will also consult the Project Board for decisions if/when tolerances (i.e. constraints normally in terms of time and budget) have been exceeded. The Board meetings may be divided by country, if found more suitable/practical. In that case, the focal points from the governments will attend the sessions related to their country.

The composition of the Board is as follows:

- The **Executive** is responsible for ensuring that the Board meets regularly and all issues are addressed to ensure all outcomes of the project are achieved to the highest quality. The UN Resident Coordinator based in Apia (Samoa) will play this role.
- UNDP, the UN Resident Coordinator's Office (UNRCO) and any other future partner providing significant support to the project will represent the **Senior Suppliers**.
- The **Senior Beneficiary/s** on the Board will be representative and will be responsible for providing advice on the realization of project benefits from the perspective of project aims. They will be represented by the focal points of each government, as indicated in the section of management arrangements, and the UN Country Team, which includes the heads of UN agencies with presence in the Pacific.

Project Assurance: The UNDP Assistant Resident Representative of the Governance & Poverty Reduction Unit (GPRU) will support the Project Board's Executive by carrying out objective and independent project oversight and monitoring functions.

Project Manager: The UNDP Deputy Resident Representative will play the role of Project Manager and as such will run this project on a day-to-day basis within the constraints laid down by the Board. The Manager's prime responsibility is to ensure that the project produces the results specified in the project document and in the annual work plans, to the required standard of quality and within the specified constraints of time and cost (TOR is attached as Annex 4). He/she will closely work with the UN Coordination Officers, who will manage the implementation in each location. Where issues arise that require more senior level direction, the Project Manager will advise UN Resident Coordinator and UNDP Deputy Resident Representative, which will make decisions to escalate such issues to the Project Board for discussion and direction, if a solution cannot be immediately found.

The Project Manager will prepare the agenda and minutes for the Annual Project Board meetings. The agenda will be circulated at least two weeks in advance of the Board meeting. Minutes of the meeting are to be circulated within two weeks after a meeting is held. The Project Manager may call for special Project Board meetings should the need arise.

Project Support: UNDP Multi-Country Office (MCO) will provide support services for this project, including administrative, procurement, financial and technical services.

UN Coordination Officers: The UN Coordination Officers will implement the activities in each location. They will directly report to the UN Resident Coordinator and will closely work with the UN Coordination Office based in Samoa, the UN Country Team and the focal points of each government. In case the Project Board has separate meetings for each location, the corresponding UN Coordination Officer may prepare the agenda and the minutes of the meeting.

5.3. Financial arrangements

Total budget for UN Coordination Officers in the Cook Islands and Niue is estimated at

US\$160,000 for 2016-2018. UNDP core funds (TRAC1.1) are expected to cover most of the cost incurred in 2016, using the following allocations⁵:

- Cook Islands: US\$ 50,000
- Niue: US\$50,000
- The RC Office will make a contribution of US\$10,000 per country per year.

A detailed budget is included in the Annex 8. UNDP will be responsible for all fiduciary requirements for the project as per standard UNDP DIM financial management rules and regulations.

A financial plan for long term sustainability based on service cost recovery, hosting contributions, new partnerships and resources mobilization, will be defined soon after the recruitment of the UN Coordination Officers and presented to the Project Board for discussion and approval. If agreed, UN agencies and its programmes/projects will pay for the services rendered by the JPO and such payment will be collected separately in Cook Islands and Niue. UNDP Universal Price List (UPL) for services may be used for the cost recovery component. Other frequent services not listed in the UPL will be added in a specific list for the purpose of Pacific JPO use.

6. Monitoring and Evaluation

Monitoring and evaluation will follow DIM guidelines. Work plans, financial reports and other reporting will be prepared accordingly. The UN Coordination Office will share information on the progress of the project, study findings/recommendations, and lessons learned with the Board and, if feasible and advisable, with other relevant partners for purposes of knowledge sharing. In addition, the project will be subjected to UNDP project monitoring and evaluation in line with standard guidelines and procedures, and can be encapsulated in any evaluation initiated by the UNDP Office of Evaluations. The Monitoring and Evaluation Framework is attached as Annex 6.

The **Annual Work Plan (AWP)** and the multi-year work plan will serve as the primary reference documents for the purpose of monitoring the achievement of results. The Implementing Partner (IP), which is UNDP, is tasked with the responsibility of ensuring implementation of the project in accordance with these documents. A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

A **Risk Log** (see preliminary identified risk in Annex 7) shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

A **Project Lesson-Learned Log** shall also be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-Learned Report at the end of the project.

⁵ To be officially confirmed by each hosting government through endorsement letters, to be included in Annex 10. These allocations may be modified during the implementation of the project, subject to written clearance from UNDP and the hosting governments.

Annual Project Review Report: An Annual Review Report shall be prepared by the Project Manager and submitted to the Project Board at its Annual Project Review Meeting (see below). As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Annual Project Review Meeting: Based on the above report, an Annual Project Review Meeting shall be held during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this Review will also be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. Any changes to the budget will be considered at this meeting. The meeting may be divided by country, if found more suitable/practical.

Monitoring: Progress monitoring will be based on the UNDAF Country Matrices and will be conducted on a country-by-country basis. The overall UNDAF review is planned in 2016-2017, and will be also considered a project evaluation. A results measurement and monitoring & evaluation tables for the specific six short-term outcomes and three key outputs will be prepared in due course. Annex 6 provides the M&E Framework for this project.

Audits: This project will follow the audit procedures for DIM projects and may be audited by the UNDP's Office of Audit and Investigation (OAI).

7. Legal Context

This document together with the UNDAF Action Plan, signed by the governments of Cook Islands and Niue and UNDP through the UNDAF Country Result Matrix, which is incorporated herein by reference, constitute together the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto. As such all provisions of the UNDAF Action Plan apply to this document.

UNDP, as the Implementing Partner, shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP will undertake all reasonable efforts to ensure that none of the project funds 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 www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

The implementing partner shall:

- 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;
- Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

Annexes:

1. Supplemental provisions to the Project Document
2. Annual Work Plans
3. Terms of Reference for Project Board
4. Terms of Reference for Project Manager
5. Terms of reference for UN Coordination Officers
6. M&E Framework
7. Risk Log
8. Budget

Annex 1: Supplemental Provisions to the Project Document

Standard annex to project documents for use in countries that are not parties to the Standard Basic Assistance Agreement (SBAA)

General responsibilities of the governments, UNDP and the executing agency

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.
2. The governments shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the governments and the people of Cook Islands and Niue, the governments shall bear all risks of operations in respect of this project.
4. The governments shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the governments' contribution to the project.
5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.
6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co-operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.
7. Part of the Government's participation may take the form of a cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and

facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

(a) Participation of the Government

1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.
2. The Co-operating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Co-operating Agency.
3. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.
4. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.
5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.
6. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.
7. The Government shall make available to the project - subject to existing security provisions – any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.
8. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.

9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.
10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.
11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.
2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.
3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.
4. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.
5. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.
6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.

7. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.
8. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.
9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.
10. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

Rights, Facilities, Privileges and Immunities

1. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.
2. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.
3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:
 - (a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;
 - (b) Be immune from national service obligations;
 - (c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;
 - (d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;

- (e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.
4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.
 5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:
 - (a) The salaries or wages earned by such personnel in the execution of the project;
 - (b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;
 - (c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and
 - (d) As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn therefrom upon departure of such personnel.
 6. The Government shall ensure:
 - (a) prompt clearance of experts and other persons performing services in respect of this project; and
 - (b) the prompt release from customs of:
 - i. equipment, materials and supplies required in connection with this project; and
 - ii. property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.

7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.
8. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.
9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

Suspension or Termination of Assistance

1. The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgement of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.
2. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.
3. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise

Annex 2: Annual Work Plans

Preliminary AWP 2016:

NOTE: The detailed AWP for 2016 and subsequent years will be defined in 2016, once the UN Coordination Officers are on board, and will be attached to this project document. In order to facilitate financial monitoring and accountability, the project will be divided in 2 activities in ATLAS, one for each PICT.

Output Results Including baseline, indicators and targets	Planned Activities	Timeframe				Planned Budget		
		Q1	Q2	Q3	Q4	Funding source	Budget description	Amount (US\$)
<p>Output 1 Effective coordination, administration & management of UN programme activities in partnership with local stakeholders</p> <p>Output indicators:</p> <p>Number of UNCOs recruited.</p> <p>Number of inputs provided by UNCOs to the UNDAF terminal evaluation.</p> <p>Number of country consultations supported by UNCOs to develop the new UNDAF 2018-2022.</p> <p>Baseline:</p> <p>Zero UNCO</p> <p>Zero UNDAF terminal evaluation</p> <p>Zero country consultation to develop the new Pacific UNDAF 2018-2022</p> <p>Target:</p> <p>UNCOs recruited and trained.</p>	Recruitment of two UN Coordination Officers	X	X			TRAC & UNRCO	FTA Salaries	84,000
	Inception training in Samoa and Fiji		X				Travel 71600	5,000
	Terminal evaluation of the UNDAF 2013-2017		X	X	X		Travel 71600	10,000
	Country consultations and preparation of the new Pacific UNDAF 2018-2022		X	X	X		Travel 71635	2,000

<p>Inputs from three UNCOs to the UNDAF terminal evaluation provided.</p> <p>Two country consultations conducted to develop the new Pacific UNDAF 2018-2022</p>								
<p>Output 2: Identification of strategic partnerships and implementation of resource mobilization strategy</p> <p>Output indicators:</p> <p>Number of MoUs signed with host governments for government's contributions and cost-sharing.</p> <p>Number of cost-recovery agreements approved by the UN Country Team.</p> <p>Satisfaction of partners in the two PICTs, as measured by the Global Partnership Survey.</p> <p>Number of new partnerships established.</p> <p>Baseline:</p> <p>Zero MoU</p> <p>Zero cost-recovery arrangements</p> <p>Zero Global Partnership Survey conducted</p> <p>Zero partnership</p> <p>Target:</p> <p>Two MoUs signed with host governments for government's contributions and cost-sharing.</p> <p>Two cost-recovery agreements approved by the UN Country Team.</p>	<p>Preparation and approval of MoUs for government's contributions and cost-sharing</p>	<p>X</p>	<p>X</p>			<p>TRAC & UNRCO</p>	<p>Cost Recovery 73500</p>	<p>10,000</p>
	<p>Preparation and approval of cost-recovery arrangements by the UNCT</p>	<p>X</p>	<p>X</p>				<p>Supplies 72500</p>	<p>10,000</p>
	<p>Launching of selected key events nationally e.g. promotion of the SDGs.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>			
	<p>Establishment of new partnerships</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>			

<p>Satisfaction of partners in the two PICTs improved, as measured by the Global Partnership Survey.</p> <p>At least four new partnerships established.</p>								
<p>Output 3: Policy advice, knowledge sharing and capacity development of local stakeholders</p> <p>Output indicators:</p> <p>Number of trainings on policy issues, knowledge sharing and capacity development activities.</p> <p>Baseline:</p> <p>None at the beginning of the project.</p> <p>Target:</p> <p>At least 2 specific activities per year with satisfactory feedback assessments.</p>	<p>Trainings on policy issues, knowledge sharing and capacity development activities.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>TRAC & UNRCO</p>	<p>Workshops & Training 75700</p>	<p>10,000</p>
<p>Output 4: Project management</p> <p>Output indicators:</p> <p>Submission and approval of quarterly reports</p> <p>Conduction of audits, project board meetings and Annual project review meeting</p> <p>Baseline:</p> <p>Project document</p> <p>Target:</p> <p>Audits successfully completed when required</p> <p>Quarterly progress reports submitted and approved</p>	<p>Support to audits</p> <hr/> <p>Preparation and approval of quarterly reports</p> <hr/> <p>Design and implementation of Monitoring & Evaluation framework defined and implemented</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>TRAC & UNRCO</p>	<p>Contracts, travel, procurement & admin</p>	<p>20,000</p>

Monitoring & Evaluation framework successfully defined and implemented								
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Annex 3: Terms of Reference for Project Board

The Project Board will have overall responsibility for providing strategic guidance and oversight of the programme. The Board is responsible for making consensual management decisions concerning programme issues and risks and will provide advice and guidance when required by the Programme Manager. Approval of budget revisions and approval of Annual Work Plans (AWP) is also a key role of the Project Board. The Project Board will also be used as a mechanism for leveraging partnerships and mobilization of resources for the implementation of the programme.

Programme reviews by the Project Board will be made at designated decision points during the running of the programme, or as necessary when raised by the Programme Manager. The Programme Manager will consult the Project Board for decisions if/when tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.

In particular, the Project Board will:

1. Provide strategic guidance and advice to the Programme Manager on programme related activities particularly on specific problems and issues that may have a bearing on the progress of the achievements of the programme.
2. Review and approve proposed annual work plans for the programme.
3. Help facilitate and ensure that targets identified in the annual work plans are met within agreed timeframes and with given resource allocations and provide alternative remedial solutions where the need arises.
4. Facilitate exchange of information on awareness of programme developments, lessons learnt and best practices
5. Fulfill any other responsibilities that may be identified for the Project Board

Annex 4: Terms of Reference for Project Manager

Overall responsibilities

The Project Manager will be the UNDP Deputy Resident Representative located at the Multi-Country Office (MCO) based in Apia. He will comply with the rules and regulations of UNDP under the overall authority of the UN Resident Coordinator (UNRC) and Project Board. The Project Manager will report directly to the UNRC and, when needed, to the Project Board.

The Project Manager will be responsible for the day-to-day management of the UN Joint Presences and Coordination in the Cook Islands and Niue Project. These responsibilities, which are shared with the UN Coordination Officers, will include:

- Liaison with governments, non-state implementing partners and the beneficiaries of the project activities.
- Monitoring of programme activities in line with agreed work plans, indicators and budgets
- Ensuring programme activities promote gender equality and are inclusive of the specific needs of marginalized youth.
- Communication with governments, donors and stakeholders, on progress of the project and results achieved to date.
- Administration of the programme, including reporting on financial expenditure and progress towards agreed milestones.

The Project Manager's prime responsibility will be to ensure that the project produces the results specified in the programme document, to the required standard of quality and within the specified constraints of time and cost.

Specific responsibilities, which may be shared with the UN Coordination Officers as established in their ToR, would include:

- Building productive working relationships with the project partners (private sector organizations, NGOs etc.), UN agencies and senior officials within the governments.
- Developing and managing work plans and activity budgets.
- Managing the project M&E framework and updating as required ensuring that programme activities and processes are conducted to the highest quality standards and with sensitivity to the specific needs of each country.
- Implementing the project Communication Strategy.
- Supporting resource mobilization for unfunded elements of the programme.
- Liaising with suppliers for the procurement of required goods and services to progress agreed activities, including drafting TORs and work specifications.
- Managing requests for the provision of financial resources, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures).
- Monitoring financial expenditure and report writing that demonstrates ensures transparency, accuracy and reliability.

- Appraising risks to the success and sustainability of the programme, updating the status of the Risk Log accordingly and communicating with the Project Board.
- Preparing Quarterly Progress Reports (progress against planned activities, update on risks and Issues, expenditures) and submitting the report to the Project Board;
- Preparing the Annual Review Report, and submitting the report to the Project Board.
- Based on the review process, preparing the Annual Work Plan for the following year, as well as Quarterly Plans as required.
- Recruitment and staff management of project support team when additional personnel are hired.
- Closing the project: preparing the required final reports and identifying follow-on actions to be submitted to the Project Board; managing the transfer of programme deliverables, documents, files, equipment and materials to agreed stakeholders and beneficiaries.

Annex 5: Terms of Reference for UN Coordination Officers

NOTE: The following ToR are only an indicative example, which specifically refers to the Cook Islands. The final ToR is currently under discussion and will be approved by the UNCT after consultation with the government. The TOR for the Niue UNCO is being prepared along the same lines as the Cook Islands UNCO TOR and will be approved shortly as well by the government.

Summary of Key Functions:

1. Help ensure effective coordination, administration and management of **programme activities** in partnership with the government of the Cook Islands, civil society organisations and other implementing partners.
2. Support the identification and establishment of strategic **partnerships** within and beyond the UN system and implementation of the resource mobilization strategy relating to programmes.
3. Provide technical inputs for quality **policy** advisory services to the Government of the Cook Islands and other national partners; facilitate **knowledge** building and knowledge sharing, and where appropriate support **capacity** development initiatives for government and other counterparts.

Roles and Responsibilities:

1. **Assist in effective coordination, administration and management of programme activities in partnership with the Government of the Cook Islands and other implementing partners**
 - ❑ Report on the development dialogue and political/economic development in the country as well as on achievement of programmes and project results and the effective utilization of financial and human project resources.
 - ❑ Facilitate monitoring and evaluation of the programme impact, including introduction of performance indicators/success criteria, targets and milestones.
 - ❑ Provide support to programme implementation by facilitating payments, issuance of local contracts, follow up on liquidation of advance payments and preparation of quarterly and yearly project expenditure reports.
 - ❑ Facilitate UN joint missions by ensuring proper protocol, setting up meetings and manage other logistical arrangements as necessary.
 - ❑ Support and assist in project implementation, establishing collaborative relationships with implementing agencies, experts, government counterparts and other UN agencies facilitating timely and efficient delivery of project inputs, and oversight of budgets.
 - ❑ Provide inputs from UN agencies for the design and formulation of programmes and translation of UN priorities into local interventions. This includes compilation of relevant information and data and representing UN interests at key meetings with government and donors.

- ❑ Provide inputs and support planning and reporting exercises, including the UNDP Integrated Work Plan (IWP), Integrated Results and Resources Framework (IRRF), Results Oriented Annual Report (ROAR), CO Results Compact, Project Annual Work Plans (AWPs), Project Implementation Reports (PIR), Combined Delivery Reports (CDRs) and project quarterly reports.
- ❑ Assist NIM audit process of projects including monitoring and supporting the implementation of audit recommendations; review of NIM projects Financial Reports ensuring that transactions are correctly recorded and posted in Atlas.
- ❑ Apply effectively Results Based Management and associated tools in programme formulation and implementation.

2. Support in identification and establishment of strategic partnerships within and beyond the UN system and implementation of the resource mobilization strategy relating to programmes

- ❑ Provide strategic liaison between the UN and the host government on national development priorities and programme implementation matters.
- ❑ Support to coordination and management of strategic partnerships amongst UN agencies, government institutions, development partners, private sector and civic societies to address country needs.
- ❑ Identify new opportunities for UN-wide development interventions and design of joint programmes with organizations of the UN system and actively contribution to resource mobilization.
- ❑ Support the coordination and harmonization of analysis and research of information on donors, preparation of donor's profile and database, and establishment of contacts with donor counterparts.
- ❑ Support UNDAF review and M&E.
- ❑ Coordinate and harmonize UN media/press statements and other advocacy materials, preparation of substantive briefs to ensure local (media) coverage and provision of local access to UN information when required.
- ❑ Identify and support partnerships building and resource mobilization initiatives for the UN in the Cook Islands, and support preparation of reports.

3. Provide technical inputs for quality policy advisory services to the Government of the Cook Islands and other national partners, facilitate knowledge building and knowledge sharing, and support to capacity development of the counterparts

- ❑ Identify sources of information related to policy-driven issues, synthesize lessons learnt and best practices in programme and knowledge-sharing within the UN system in the Pacific directly linked to programme policy goals.
- ❑ Assist in development of policies and institutions that address country needs in collaboration with Government and other strategic partners.
- ❑ Support the organization of trainings for implementing partners and their staff on programme management, and support capacity assessments and capacity building strategies.

- ❑ Proactively support development of communities of practice, promote and contribute to South-South, North-South and triangular knowledge sharing and participate in both internal and external national, regional or global meetings as required by the UN.
- ❑ Coordinate, collate and analyse inputs from UN agencies to assist in policy dialogue and the incorporation of these policies into national plans and other planning and development frameworks and strategies.
- ❑ Support UN agencies in the incorporation of gender-sensitive, pro-poor and human rights policies into national plans and strategies, UN system initiatives and development frameworks relevant to the UNDAF; assist in the monitoring and analysis of progress towards SDG achievements and SDG evidence-based planning and policy making.
- ❑ Support the assessment of capacity and identification of technical assistance and capacity development (CD) needs and provision of advice on the suitability of CD programmes and projects to meet country needs; assist the UN systems initiatives and corporate requirements to address capacity needs of country.

Required Qualifications:

Education:

- ❑ University degree in Business Administration, Public Administration, Economics, Political Sciences, Social Sciences, Environmental Sciences or related field.

Experience:

- ❑ At least 8 years of relevant experience at the national or international level in providing development advisory services and programme support services. 5 years of relevant experience is accepted if the incumbent holds a Master's Degree or equivalent.
- ❑ Hands-on experience in design, implementation, monitoring and evaluation of development projects and programmes.
- ❑ Experience in developing and strengthening partnerships between United Nations, government and civil society will be an advantage.
- ❑ Extensive experience, networks and understanding of the reality in the Pacific and the Cook Islands.
- ❑ Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems.

Language Requirements:

- ❑ Fluency in English. Knowledge of the Cook Islands Māori is desirable.

Annex 6: Monitoring and Evaluation Framework

NOTE: The M&E framework will be defined, once the UN Coordination Officers are on board, and will be attached to this project document.

Annex 7: Risk Log

Please find below initial identified risks:

Risk Category	Risk description	Potential Impact	Likelihood	Consequence	Risk Profile	Proposed Risk Management	Responsibility
External	Natural disasters (Tropical cyclones, Earthquakes, tsunamis)	Damages and limited access to premises, potential staff injuries and casualties, disruption of energy supply, communication and deliveries.	Unlikely	Severe	Medium	Identify a safe location (limited exposure and strong structure)	Governments and UN Coordination Office, with support from UN agencies
External	Internet and/or phone outages	Limited communication and no access to email and online management systems (e.g., ATLAS).	Possible	Moderate	Medium	Identify a close hotspot linked to a different internet provider	Governments and UN Coordination Officers
External	Electricity blackout or prolonged electricity failures	Limited communication and potential disruption of deliveries.	Possible	Moderate	Medium	Ensure that a diesel generator and enough fuel are available for emergency electricity supply	Governments and UN Coordination Officers
Organizational	Small labour markets and teams, high migration and limited capacities	Staff turnover, difficulties to fill posts, absences due to participation in regional activities, limited quality of outputs, limited operations capacity...	Likely	Moderate	Medium	Conduct HACT and additional capacity assessments and provide trainings and support services from Samoa MCO	UN Coordination Officers, UN Coordination Office in Samoa and UNDP

Risk Category	Risk description	Potential Impact	Likelihood	Consequence	Risk Profile	Proposed Risk Management	Responsibility
Organizational	Diversity of UN mandates, systems, policies & procedures	Confusion and difficulties to coordinate	Likely	Moderate	Medium	Carry out an intensive induction & trainings, and establish periodic meetings with the UNRC, the UNCT and the involved agencies	UNRC, UNCT, UNDP and UN Coordination Officers

Annex 8: Budget

Activities	Budget description	Cook Islands				Niue				Subtotals			
		2016	2017	2018	Total	2016	2017	2018	Total	2016	2017	2018	Total
Recruitment of UN Coordination Officers	Salaries	42	51	52.5	145.5	42	51	52.5	145.5	84	102	105	291
Office logistics	Equipment, supplies, facilities, communications, utilities, materials	5	5	5	15	5	5	5	15	10	10	10	30
Air/sea transport (within & outside the country)	Travel	20	20	20	60	15	15	15	45	35	35	35	105
Land transport	Vehicle, fuel	1	1	1	3	1	1	1	3	2	2	2	6
Continuous technical advice and operations support	Salaries, contractual services, support services (admin, finance & procurement)	10	10	10	30	10	10	10	30	20	20	20	60
Subtotals		78	87	88.5	253.5	73	82	83.5	238.5	151	169	172	492
Allocation from UNDP (TRAC)		50	0	0	50	50	0	0	50	100	0	0	100
Allocation from UNRCO		10	10	10	30	10	10	10	30	20	20	20	60
Unfunded		18	77	78.5	173.5	13	72	73.5	158.5	31	149	152	332

NOTE: This budget will be updated based on contribution negotiations and emerging needs. The distribution of resources in 2016 is only indicative and will be modified according to the real timeline of the recruitment process of the UN Coordination Officers. The initial TRAC allocations, which may be modified during the implementation of the project to support additional operational and/or technical services, is subject to written clearance from UNDP and the hosting government. In order to facilitate financial monitoring and accountability, the project will be divided in 2 activities in ATLAS, one for each PICT.