

COVER PAGE

**GOVERNMENT OF COOK ISLANDS, NIUE, SAMOA AND TOKELAU/UN
JOINT COMMUNITY-CENTRED SUSTAINABLE DEVELOPMENT
PROGRAMME (CCSDP)**

Countries: Cook Islands, Niue, Samoa and Tokelau

Programme Title: Community-Centred Sustainable Development Programme (CCSDP)

UNDAF for the Pacific 2008-2012: Outcome 4 - Sustainable Environmental Management

UNDAF Outcome 4 Goal: Improved environmental management and use of resources for sustainable development and a more resilient Pacific region.

Joint Programme Outcomes:

- Pacific communities sustainably using their environment, natural resources and cultural heritage; and
- Environmental sustainability and sustainable energy are mainstreamed into regional and national policies, planning frameworks and programmes.

Programme Duration: 2008-2012

Anticipated start/end dates:

Fund Management Option: Combination

Managing or Administrative Agent: UN Agencies for parallel funding, Participating Governments for pass-through of UNDP Funds

Total estimated budget*: USD 1,600,000

1. UNDP Funded Budget: USD 1,600,000

2. Other UN Agencies: In kind

* Total estimated budget includes both programme costs and indirect support costs

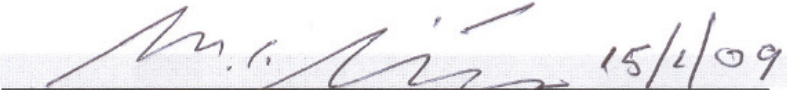
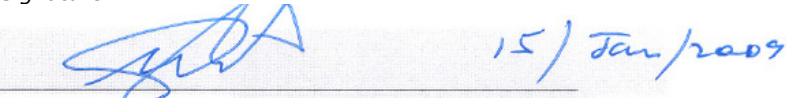




Estimated Sources of funded budget:

- Govt. of Cook Islands _____
- Govt. of Niue _____
- Govt. of Samoa _____
- Govt. of Tokelau _____
- FAO
- ILO
- UNDP TRAC 1: USD 1,600,000
- UNESCO
- UNIFEM
- UNEP
- UNESCAP

Donor:

NAMES and SIGNATURES

By signing this joint programme document, all signatories – national coordinating authorities and UN organizations - assume full responsibility to achieve results identified with each of them as shown in annual work plans.

UN organizations	National Coordinating Authorities
<p>FAO Name of Representative Signature</p>	<p>Replace with: Name of Head of Partner Signature</p>
<p>ILO Name of Representative Signature</p>	<p>Replace with: Name of Head of Partner Signature</p>
<p>UNDP Name of Representative Signature</p>	<p>Cook Islands Foreign Affairs Division Signature: </p> <p>Cook Islands Business, Trade and Investment Board Signature: </p>
<p>UNDP Name of Representative Signature</p>	<p>Niue Community Affairs Division Signature:</p>
<p>UNDP Name of Representative Signature</p>	<p>Samoa Ministry of Finance Signature:  Mr. Tupainatuna Iulai Lavea, Chief Executive Officer of Ministry of Finance</p> <p>Samoa Ministry of Women Community and Social Development Signature: </p>
<p>UNDP Name of Representative Signature</p>	<p>Council of the Ongoing Government of Tokelau Signature: </p>
<p>UNDP Name of Representative Signature</p>	<p>UNDP Resident Representative Signature: </p>

Joint Community-Centred Sustainable Development Programme

<p>UNESCO Name of Representative Signature</p>	<p>Replace with: Name of Head of Partner Signature Name of Institution Date & Seal</p>
<p>UNIFEM Name of Representative Signature</p>	<p>Replace with: Name of Head of Partner Signature Name of Institution Date & Seal</p>
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ABBREVIATIONS and ACRONYMS

ADB	Asian Development Bank
AI	Appreciative Inquiry
AWP	Annual Work Plan
CBA	Community Based Adaptation
CBO	Community Based Organization
CC	Climate Change
CCSDP	Community Centred Sustainable Development Programme
CEO	Chief Executive Officer
CPAP	Country Programme Action Plan
CROP	Council of Regional Organizations in the Pacific
CRP	Climate Risk Profile
DCA	Department of Community Affairs
DMO	Disaster Management Office
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EPC	Electric Power Corporation
EU	European Union
FAO	Food & Agriculture Organization
GEF	Global Environment Facility
GOCKI	Government of the Cook Islands
GON	Government of Niue
GOS	Government of Samoa
GOTOK	Ongoing Government of Tokelau
ILO	International Labour Organization
IPCC	Intergovernmental Panel on Climate Change
IP	Implementing Partner
JICA	Japan International Cooperation Agency
LDC	Least Developed Country
M&E	Monitoring and Evaluation
MAF	Ministry of Agriculture and Fisheries
MCO	Multi Country Office
MDG	Millennium Development Goal
MNRE	Ministry of Natural Resources and Environment
MPA	Marine Protected Area
MOH	Ministry of Health
MOU	Memorandum of Understanding
MWCSD	Ministry of Women, Community and Social Development
MWCSD-IA	Ministry of Women, Community and Social Development's Internal Affairs Division
NAPA	National Adaptation Programme of Action
NDMP	National Disaster Management Plan
NDRMF	National Disaster Risk Management Framework
NEX	National Execution
NGO	Non-Government Organization
NSC	National Steering Committee
NZAID	New Zealand Assistance for International Development
OPM	Office of the Prime Minister
PACC	Pacific Adaptation to Climate Change Project
PC	Pacific Centre
PRA	Participatory Rural Appraisal

Joint Community-Centred Sustainable Development Programme

PIC	Pacific Island Country
SRPSU	Sub Regional Programme Support Unit
SDS	Strategy for the Development of Samoa
SFA	Samoa Farmers Association
SGP	Small Grants programme (UNDP/GEF)
SIDS	Small Island Developing States
SLM	Sustainable Land Management Project (GEF)
SLR	Sea Level Rise
SOPAC	Secretariat of the Pacific Applied Geoscience Commission
SPC	Secretariat for the Pacific Community
SPREP	Secretariat for the Pacific Regional Environment Programme
TOR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNDP-MCO	United Nations Development Programme Multi-Country Office
UNDAF	United Nations Development Assistance Framework
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNIFEM	United Nations Development Fund for Women
UNFCCC	United Nations Framework Convention on Climate Change
USP	University of the South Pacific
WB	World Bank
WHO	World Health Organization
WIBDI	Women In Business for Development Inc.
WMO	World Meteorological Organization

EXECUTIVE SUMMARY

1. The respective Governments of the Cook Islands, Niue, Samoa and Tokelau have identified remote rural communities and Outer Islands as the most vulnerable populations in their respective countries and have agreed that a Joint Community-Centred Sustainable Development Programme (CCSDP) be developed to provide UN system support to the development of these most vulnerable of populations in each country. The CCSDP is a community-centred initiative that enables community members to organize for collective action, by pooling resources and building solidarity towards resolving common problems and achieving a shared vision for community advancement. The programme is intended to facilitate the achievement of the MDGs, the Pacific Plan and the respective Government's National Sustainable Development Plans and related community sector plans under the framework of the **United Nations Development Assistance Framework (UNDAF) for the Pacific 2008-2012 Outcome 4: Sustainable Environmental Management** through a focus on strengthening local governing systems and the promotion of sustainable environmental management at the community-level. The programme focuses on working with communities at village, Outer Island and atoll levels in the Cook Islands, Niue, Samoa and Tokelau, and supporting them in the formulation and implementation of engendered Village Sustainable Development Plans (VSDPs), which effectively places people at the centre of development.
2. A second justification for this joint programme under UNDAF Outcome 4, as portrayed in table 1, is that the Cook Islands, Niue, Samoa and Tokelau are on track to meet some of the Millennium Development Goals (MDGs) by 2015; however, the achievement of MDG 7: Ensure Environmental Sustainability is unlikely to be achieved in Samoa, and may or may not be achieved in the Cook Islands, Niue and Tokelau. Additionally, there has been little progress towards achieving MDG1 on eradicating extreme poverty and hunger and MDG 3 on gender equality.
3. As foreseen in the UNDAF for the Pacific 2008-2012 as one of five United Nations joint programmes, the CCSDP involves a range of UN Agencies and regional partners working together to target assistance to achieving "community visions supported and community-based sustainable livelihoods, environmental conservation and disaster management initiatives scaled up, where possible, to the national programme level."¹
4. The goal of the CCSDP is to make communities more self-reliant, both economically and socially, by improving and supporting livelihood options through the responsible use and management of the environment that are at the same time founded in human rights principles and cognizant of the contributions of and benefits to men and women, boys and girls. The CCSDP's primary objectives are: (1) to build gender-sensitive community capacity to sustainably manage environmental and income-generating initiatives that emanate from and through community-led planning processes; and (2) to support communities in building an eco-friendly economy that incorporates climate change adaptation and risk-reduction measures.
5. The CCSDP is fundamentally linked to the respective Government's National Sustainable Development Plans and UNDAF for the Pacific 2008-2012 Outcomes, and although it falls under Outcome 4 – its programmatic activities encompass the areas

¹ United Nations Disaster Assistance Framework for the Pacific 2008-2012; p.19.

Joint Community-Centred Sustainable Development Programme

covered under the three other UNDAF Outcomes. The UNDAF for the Pacific 2008-2012 has four Outcomes:

- 1) Equitable Growth and Poverty Reduction;
- 2) Good Governance;
- 3) Social Services; and
- 4) Sustainable Environmental Management.

SITUATION ANALYSIS

6. Despite the high per capita foreign aid invested in the Pacific Sub-Region over the past 30 years, economic, environmental and social progress has been slow and uneven. As a result, many of the countries in the region are in danger of missing some MDG targets – particularly MDG 1 related to poverty-reduction, MDG 3 on gender equality and MDG 7 on environmental sustainability.
7. Development in the Cook Islands, Niue, Samoa and Tokelau has been hindered by their small size, isolation from foreign markets, small domestic markets, high living costs, lack of natural resources, periodic devastation from natural disasters, inadequate infrastructure and human capacity constraints. This has contributed to a general lack of opportunity for many youth, which has resulted in an alarming rate of rural to urban migration and out-migration to western countries – mostly to Australia and New Zealand. In response, aid has tended to focus on regional and national level programming with little measured impact at the community level.
8. Contributing to the growing challenges experienced in the Pacific Sub-Region context is the intensification of the adverse effects of climate change and the global economic and financial crisis, which is exacerbating existing vulnerabilities. Climate change and climate variability is intensifying slow onset and extreme weather events resulting in a diverse negative impact on countries in the Pacific Sub-Region. Compounding environmental changes, the recent global economic and financial crisis is putting pressure on already vulnerable markets, which may have far reaching economic and social affects – particularly in rural communities that predominately rely on agriculture, fisheries, small scale tourism and remittances for their livelihoods.

Impact of Climate Change

9. The influence of climate change on the Cook Islands, Niue, Samoa and Tokelau manifests itself in more frequent and extreme rainfall events, longer dry spells and drought events, rising sea levels, extreme winds and extreme high air and water temperatures (Climate Risk Profile, 2007). Best estimates of long-term changes in the average climate for countries in the Pacific Sub-Region indicate that by 2050 the sea level is likely to have increased by 36 centimetres, annual average rainfall by 1.2 %, extreme wind gusts by 7% and maximum ambient surface temperatures by 0.7 °C (Climate Risk Profile, 2007). The increase in the number and violence of cyclones has adversely impacted infrastructure, tourism, food production, and has also had severe social effects in the Pacific Sub-Region. Niue is still recovering from the devastation caused by Cyclone Heta, which destroyed most infrastructures in 2004 – including the only hospital and most of its tourism sector. In all, damages accumulated to over USD \$70 million. This resulted in a mass out migration, which has contributed to a decline in all sectors of economic performance. In the following year (2005), five tropical cyclones caused more than USD \$2 million worth of damage to infrastructures in the Cook Islands, Samoa and Tokelau.
10. The adverse impacts of slow-onset disasters, such as sea level rise, can also be felt. Increasing food insecurities, salt water intrusion into fresh water resources and coastal erosion have made traditional forms of income generation – namely agriculture and fisheries, more time intensive and less profitable. Such impacts also question the long-term viability of small low-lying atoll nations like Tokelau.

11. These changing conditions put significant strain on people's livelihoods and erode their capabilities to deal with extreme events that breach their regular coping ranges, such as illness and disease, crop failure or extreme weather events. More frequent extreme rainfall and flooding events result in large bodies of stagnant water, which in turn lead to the spreading of both human and animal pathogens, increases in vector-borne and diarrheal diseases, typhoid, and gastrointestinal infections. The correlation between increased sea surface temperatures and stress on coral reefs and the already depleted fish stock is resulting in additional cases of fish poisoning and increased threat of malnutrition and/or protein deficiency (Climate Risk Profile, 2007). These impacts are compounded by adverse climate effects on agriculture and food security, which are particularly related to failing crops in conditions of increasing average temperatures and rising groundwater salinity levels. Loss of agricultural and livestock productivity is compounded by the fact that countries in the Pacific Sub-Region do not have extensive irrigation networks or water storage facilities to buffer the effects of drought. Loss of food security reduces the incentives for smallholder farmers to continue working their land, undermining future food security even further.

Impact of Global and Financial Economic Recession

12. Due to the geographical isolation and resource limitations, countries in the Pacific Sub-Region face enormous difficulties in diversifying their economies. Many of these countries do not own sufficient natural resources to develop their industries, and have become reliant on external aid, remittances and small scale tourism as main sources of income. This has also contributed to high rates of out-migration, particularly among disenfranchised youth, and to a deepening of trade deficits in the small open economies inherent to the Pacific Sub-Region.
13. The recent global economic and financial recession can now be felt in the Pacific Sub-Region – with the most vulnerable populations bearing the brunt. The impacts of the global economic and financial recession can be seen to negatively affect all development sectors, and there is real concern that hard fought development gains could be reversed. Samoa's economy, once revered as the jewel of the Pacific, has contracted by nearly 7%² in the last two years, and remittances have declined – in real terms – drastically over the last year. The Cook Islands, which relies heavily on tourism, has seen a decline in tourist arrivals. Collectively, these impacts put pressure on families to cope with rising school fees, rising food costs and relatively new household essential costs such as metered electricity and cell phone costs. The result is larger disparities between rural and urban livelihoods and greater inequalities in the destruction of wealth, which left unchecked, could lead to increased social distress and further exacerbate rural to urban migration.

Progress towards Millennium Development Goals

14. The economies of the Cook Islands, Niue and Samoa have made mixed progress towards achieving some of the MDGs; recent studies show that there has been little to no progress towards achieving MDG 1 on eradicating extreme poverty and hunger, MDG 3 on achieving gender equality and MDG 7 on ensuring environmental sustainability (there are no MDG data for Tokelau). The Cook Islands, Niue and Samoa have already achieved MDGs 4 and 5 on child and maternal health (see table 1 below). However, significant challenges remain in sustaining and improving achievements – particularly in the face of the severe global economic and financial recession. Within these countries, the distribution of development benefits is uneven, especially between urban and rural areas and among the main and Outer Islands.

² Estimates in real terms

About 20 percent of Samoans live below the national poverty line, which has remained unchanged in the last 7 years. However, what has changed is the disparity between rural and urban communities – with more urban households rising above the national poverty line whereas more rural households have fallen below the national poverty line (UNDP PC Household Expenditure Income Survey 2009). Additionally, many youth in the rural areas are disillusioned by the lack of opportunity, and suicide rates are high.

15. Despite progress on gender equality and empowering women (MDG 3), some indicators may not be met by 2015. The Cook Islands and Niue MDG reports show that Indicator 12 -- the proportion of seats held by women in the national parliament -- will not be met by 2015. In all four countries, the lack of sex-disaggregated data and gender indicators is undermining the monitoring of MDG progress. There is no MDG data for Tokelau.

Table 1: MDG Achievement in the Pacific Sub-Region

Progress in achieving Millennium Development Goals, 1990-2006				
MDG	Will goal be achieved by 2015?			
	Samoa	Cook Islands	Niue	Tokelau
MDG 1: Eradicate extreme poverty and hunger	On target	On target	Already achieved	(no data)
MDG 2: Achieve universal primary education	Potentially	On target	Already achieved	(no data)
MDG 3: Promote gender equality and empower women	Potentially	On target	On target	(no data)
MDG 4: Reduce child mortality	Already achieved	Already achieved	Already achieved	(no data)
MDG 5: Improve maternal health	Already achieved	Already achieved	Already achieved	(no data)
MDG 6: Combat HIV/AIDS, malaria and other diseases	On target	On target	Already achieved	(no data)
MDG 7: Ensure environmental Sustainability	Unlikely	Potentially	Potentially	(no data)
MDG 8: Develop a global partnership for development	Potentially	Potentially	Potentially	(no data)
MDG 9: Improved governance (specific to Cook Islands)	[Not applicable]	Potentially	[Not applicable]	(no data)
MDG 9: Population development/ retention (specific to Niue)	[Not applicable]	[Not applicable]	Potentially	(no data)

Sources: Sources: Cook Islands Millennium Development Goals National Report 2005; Niue Millennium Development Goals 2006 Report; "Government of Samoa Millennium Development Goals, First Progress Report 2004" (unpublished); Pacific Islands Regional Millennium Development Goals Report 2004; Niue Sustainable Human Development Report 2002; Samoa National Human Development Report 2006; UNDP; Human Development Report 2006; CEDAW Country Reports (online); CRC Reporting Status (OHCHR online).

PROGRAMME STRATEGY

16. The Governments of the Cook Islands, Niue, Samoa and Tokelau, external donor funding schemes and UN agencies agree that a bottom up, needs-based community-centred development approach is the most strategic and relevant approach to the Pacific context as well as the most effective in achieving the MDGs by 2015. A community-centred approach has also been identified as more effective in strengthening the resiliency of communities to confront climate change and the recent global economic and financial crisis.

Community Centred Development

17. The concept of community centered development emerges from the recognition that a genuine participatory approach to development is essential for success and sustainability. Civil society participation in development efforts is therefore increasingly recognized by development agencies and governments as essential for promoting good governance - improving responsiveness of national policies and programmes to citizens' needs and ensuring transparency and accountability in policy making and implementation processes. Genuine participation of citizens goes beyond dialogue; for it must engage all citizens (women and men, in their various capacities, socio-economic status, affiliations and locations) beyond elections to active participation in making decisions that affect their lives. Engaging people requires strategies and mechanisms that can empower all, but most especially the disadvantaged members of society, to participate effectively in development processes.
18. Community centered development is an approach and tool that enables people to organize for collective action, by pooling resources and building solidarity required to resolve common problems and work towards community advancement. It is an important tool in the poverty alleviation process, as it enables communities and the disadvantaged to actively engage in solving their own problems and effectively tackling all dimensions of poverty. It is a process that empowers women and men to organize their own democratically self-governing groups or community organizations, which enables them to initiate and control their own personal and communal development, as opposed to mere participation in an initiative designed by the government or an external organization.
19. Effective community centered development goes beyond community organizations, harnessing the potential and efforts of government, non-governmental sector and citizens to work towards sustainable social, economic and political development. The benefits of community centered development and its impact locally and nationally can be best sustained within an enabling political, policy and regulatory environment and where mechanisms for linking experiences and lessons at the community level to policy are developed.

Environmental Management

20. Tackling climate change and economic recession requires a mutually reinforcing strategy that will entail looking closely at the relationship between economic growth and sustainable development to ensure that the adverse impacts of climate change are minimized while at the same time meeting the demands for food and energy. From an environmental standpoint, a community-centred approach is more effective in managing and conserving natural resources as well as improving community based

risk management, which experience shows can only be achieved by full and active involvement by the local population. This would be suitable for people in the rural areas of the Cook Islands, Niue, Samoa and Tokelau who rely on natural resources for their livelihood and regard the natural environment as their ultimate source of welfare and security. By involving communities in the decision making process and supporting them in sustainably managing their natural resources and reducing risks, the capacity of local governing systems is strengthened particularly in managing the protection and sustainable use of their resources and avoiding unnecessary set-backs due to poor risk identification. As they are also the ones who will be required to adapt the most to climate change; they are therefore, in a better position to inform policy makers of changes in their environment. By actively involving communities through a bottom-up approach it will also enable more consistent documentation and surveillance of climate-related trends in vulnerable communities and provide a knowledge base to inform policy and investment decisions.

Economic Development

21. From an economic development perspective, community-centred participatory processes encourage social dialogue and help to develop local economies. In strengthening local economies it is essential to create opportunities for public-private partnerships. A Local Economic Development (LED) process enables local stakeholders to jointly design and implement a development strategy that sustainably utilizes and taps local resources and capacities. LED also makes best use of a community's comparative advantages. One example is the "One Village One Product (OTOP)" scheme adopted by APEC economies. As opposed to traditional development policies, **Local Economic Development** strategies:
 - Empower local societies and generate local dialogue - enabling control over the economic activity taking place in their communities, and helps to adopt a more proactive stance in regards to their own future;
 - Contribute to the development of local civil society;
 - Link economic activity to specific economic conditions and comparative advantages of a community, and generate sustainable employment that is more capable of withstanding changes in the global economic environment; and
 - Contribute to a general improvement in the quality of jobs as a result of the involvement of local stakeholders and of the rooting of economic activity in a community.
22. A LED process, therefore, brings about initiatives that reinforce local communities and local markets, thus helping those who are most vulnerable to the recent global economic and financial crisis and also to the adverse effects of climate change. In the process it brings together various local actors who decide on local economic strategies to boost enterprises and create decent jobs that utilize their environment in a sustainable manner – this has the potential of being a dynamic and customized local response to the current economic and climate change crisis.

Link to Government Priorities and UNDAF

23. An analysis of past performances and future needs conducted of the UNDAF for the Pacific 2008-2012, respective UN Country Programme Action Plans (CPAP), Country Documents, National Sustainable Development Plans and Community Sector Plans in the Pacific Sub-Region was conducted and complimented by community-led needs assessments in rural communities in the Cook Islands, Niue, Samoa and Tokelau in order to identify the emerging needs and demands for countries at the community level. As the purpose of the CCSDP is to empower community members in the Pacific Sub-Region, through the support of their Governments, and for them to take ownership over their own development priorities, the programme objectives are aligned to sections of the respective National Sustainable Development Plans for the Cook Islands, Niue, Samoa and Tokelau.
24. The UN has sought “to work as one”, which is globally embedded within United Nations Development Assistance Frameworks (UNDAFs). The UNDAF for the Pacific 2008-2012 takes its strategic focus from national and regional development plans, and is designed to generate national ownership of and commitment to development initiatives. The UNDAF for the Pacific 2008-2012 was developed based on a review of national and regional plans, strategies and policies from 14 PICs and regional bodies, UN mandates, and UN areas of expertise, which led to the identification of four UN priority areas. Particularly important in the analysis was the Pacific Plan, whose objectives closely align with the identified UN priorities. Once it had formulated regional objectives in each priority area, the UN embarked on extensive consultations with Governments in the Pacific Sub-Region at both the regional and national levels, through regional meetings such as the Forum Economic Ministers’ Meeting and as a side event to the Forum Officials Committee meeting, as well as through in-country consultations with PICs, refining the areas of future dialogue and intervention.
25. The CCSDP was foreseen in the UNDAF for the Pacific 2008-2012. It is explicitly referenced on page 18 under Outcome 4: Sustainable Environmental Management under the sub-heading ‘Results and Synergies’:³

The UN will also target the community level, supporting communities to effectively manage and sustainably use their environment and natural and cultural resources. This will be achieved by including indigenous knowledge and practices in local governance systems and decision making processes, and building community capacity to manage and conserve their environment, natural resources and cultural heritage and to prepare adequately for long term threats. UN agencies anticipate a **Joint Programme on the Environment** to coordinate UN efforts, pool together resources and expertise and to work closely with key partners to address key environmental issues in the Pacific, specifically targeting local/communities. The Joint Programme will focus on supporting local governance systems, documenting and sharing local and traditional knowledge and practices, promoting community-managed conservation areas including eco-friendly income generating activities, capacity-building, and knowledge management. These results will be achieved collaboratively by UN agencies working in this area, coordinated by the Outcome Group on Environment.

³ United Nations Development Assistance Framework for the Pacific 2008-2012; p.18.

Rationale and Objectives

26. The Community-Centred Sustainable Development Programme (CCSDP) is a community-centred Joint Government of the Cook Islands, Niue, Samoa and Tokelau/UN initiative that enables community members to organize for collective action, by pooling resources and building solidarity towards resolving common problems and achieving a shared vision for community advancement. The programme focuses on working with communities at village, Outer Island and atoll levels, and supporting them in the formulation and implementation of engendered Village Sustainable Development Plans (VSDPs). It aims to build the capacity of local systems and stakeholders to effectively manage and sustainably use their environment as well as natural and cultural resources to support their livelihoods in a manner that promotes gender equality, gender equity and the achievement of the MDGs. This will be achieved by strengthening community social capital and supporting indigenous knowledge and practices in local governance systems as well as decision making processes, which carefully disaggregates and recognizes the differential roles of men and women. The CCSDP recognizes that it is not the first community-centred initiative in the Pacific; therefore, the pilot phase, and later the full programme, will build on the lessons learned of past and on-going community-centred initiatives in the region.
27. The goal of the CCSDP is to make communities more self-reliant, both economically and socially, by improving and supporting livelihood options through the responsible use and management of the environment that are at the same time founded in human rights principles and cognizant of the contributions of and benefits to men and women, boys and girls. The programme is rooted in achieving the MDGs by 2015 with a focus on marginalized groups (e.g. youth, women, elderly, disabled, etc.) and community-led and owned climate change adaptation activities. The CCSDP's primary objectives are: (1) to build gender-sensitive community capacity to sustainably manage environmental and income-generating initiatives that emanate from and through community-led planning processes; and (2) to support communities in building an eco-friendly economy that incorporates climate change adaptation and risk-reduction measures.

Approach

28. Programmatic initiatives within the CCSDP will be based on a bottom-up needs-based demand and supply driven approach. The CCSDP will work closely with the GEF/UNDP Small Grants Programme (SGP) and the AusAID/UNDP Community Based Adaptation Programme (CBA) to support communities to design and submit proposals based on priorities identified within their respective VSDPs, and contribute in the form of in-kind and financial cost sharing. The CCSDP will also provide a strategic mechanism for the implementation of regional and national level policy/activities at the community level by UN agencies, Governments and partners; for the programme aims to create a village level framework (e.g. infrastructure, governance, plans, budget framework, etc.) to provide an implementing modality for policies, frameworks and strategic partnerships to be channelled to the community level. For example, the CCSDP will provide a mechanism to implement National Adaptation Programme of Action (NAPA) projects that also provides a framework for sustainability. At the same time, the CCSDP will also inform policy makers of on-the-ground lessons learned to better incorporate adaptation/mitigation into national planning processes.

Pilot Village Model

29. The CCSDP will be implemented in select pilot villages in the initial implementation phase of the project. In 2009, 8 pilot villages/islands/atolls were selected, and gender-sensitive participatory consultations were held with the Village/Island

Council/Committee members, community members (men and women's groups), church members and stakeholders in order to define programmatic objectives.

30. The purpose of piloting the CCSDP in the initial implementation phase is to build on existing community-centred models and take lessons learned in order to perfect the model that will be replicated in other villages and islands later on. This requires a trial-and-error approach that works closely and intimately with beneficiaries to identify gaps in village systems with an aim to design capacity-building/training activities that lead to greater levels of success. This approach requires large initial investment both in terms of resources and staff time.

Strategies for Up-Scaling

31. Moving beyond pilot villages and scaling up is contingent on the mobilization of resources – either externally or by Governments. That being said, Village Action Teams have already been trained and will continue to be trained in participating countries to facilitate village planning workshops without external support. Communities will also be trained in the formulation, implementation and monitoring of projects. Part of this training entails establishing contact and building working relationships with national and international partners. Broad time lines for training and upscaling and corresponding resource allocations will be provided in the common UN work plan. Partnering UN Agencies will provide technical assistance in training exercises in sectors related to their mandate. In parallel to implementation of activities in pilot villages a resource mobilization strategy for programme expansion is being designed and will be implemented in due course.

Lessons Learned

32. A look at comparable UN supported projects and programmes such as the GEF funded Small Grants Programme (SGP) and the UN Joint Young People's TALAVOU Programme yields interesting and useful insights. On the positive side it shows that projects at the community level have worked well in all four participating countries, provided a genuine participatory process is followed in their development and implementation. It also shows that in most cases community based organisations possess the capacity to design and implement projects if they are provided with some external support and guidance. Important lessons include the need to (i) bring about a close alignment between national strategies and externally supported programmes; (ii) pay attention to the capacity of implementing partners and strengthen their capacity accordingly; (iii) take steps to ensure consistent representation in National Steering Committees and Technical Working Groups; (iv) pay attention to regular reporting and consistent follow-up by line ministries; (v) involve development partners in steering committees; (vi) develop quantitative and qualitative performance indicators; (vii) develop and implement comprehensive communications strategies to build awareness and understanding of projects and programmes among all stakeholders; (viii) involve Government Line Ministries that work directly with UN Agencies (e.g. FAO and MAF) in formulation of the Joint Programme Document; and most importantly (viii) continually provide feedback and support to communities in the form of capacity building and technical assistance.
33. All of these lessons are being addressed in the design of the full CCSDP programme. Capacity assessments of implementing partners are being carried out in all cases and capacity strengthening steps are being built into the programme. A Sub-Regional Programme Support Unit (SRPSU) will be established in Apia, Samoa at the UN compound in Mata-utu-uta with the specific responsibility to support the coordination of activities, provide support to participating line ministries, formulate and implement

a communications strategy, assist with the establishment and monitoring of baseline data and target indicators and ensure regular reporting. Care has been taken to fully involve line ministries in all steps of programme design.

Human Development Profiles

34. Acknowledging that many countries in the Pacific Sub Region have weak/limited MDG data, including Tokelau which has no MDG data, the CCSDP will also aim to strengthen MDG data using tested PRA methodologies through the establishment of baselines and inputs into human development profiles as well as monitor changes in baseline data in order to enable the participating governments to determine changes in parameters that lie at the root of complex development challenges at village levels, which in turn provides policy guidance to both village and national planners and decision-makers on areas of focus for the VSDPs. Priorities include gender-disaggregated baseline village MDG data linked to national MDG data and micro-economic impact studies of the recent global economic and financial crisis for participating countries using the CCSDP pilot village(s)/island(s) as platforms for data collection.

Communications and Knowledge Management

35. It is critical to quickly capture and document key lessons learned and success stories emerging from the CCSDP. Therefore, communications and knowledge management will be prioritized in terms of initial focus areas. A Communications and Knowledge Management Specialist will be recruited during the start up phase of the programme. This person will be tasked with the formulation and implementation of internal and external communications and advocacy strategies related to the CCSDP, the implementation of the CCSDP publications strategy and plan, creating knowledge management systems and facilitating knowledge building and knowledge sharing.

South South Cooperation

36. As the CCSDP is a regional programme, it offers important South-South Cooperation opportunities for the sharing of knowledge and cross-fertilization of ideas among participating countries and communities. This has happened already between Samoa and Tokelau during CCSDP consultations in Lano Village in Samoa, which representatives from each Tokelauan atoll attended as a learning and experience sharing exercise. Representatives from the four countries involved in implementing the CCSDP will meet at least once per year during the lifetime of the programme to discuss progress, exchange information on best practices and agree on the way forward.

Sub-Regional Practitioner's Network

37. A Sub-Regional Practitioner's Network (SRPN)⁴ will be established to provide overall guidance to the joint programme and Work Plans and Budgets as well as share expertise to advance CCSDP activities on the ground. Members of the SRPN will be comprised primarily of the CCSDP Heads of Lead Implementing Partners in the Cook Islands, Niue, Samoa and Tokelau and Project Coordinators with participation from the Expanded Outcome Group (OG) 4. They will maintain links to the Extended OG 4 and to the Sub-regional Support Unit. The SRPN will also work closely with partnering UN agencies to communicate sectoral needs, and will act as the mechanism that will engage other UN agencies to coordinate the CCSDP activities for collaboration. It is

⁴ See annex II.1 for Sub-Regional Practitioner's Network Terms of Reference.

expected that this network will grow in membership and provide more substantive work to upscale the CCSDP interventions.

38. Meetings of the SRPN shall be held once a year in an alternating location and will be funded under the CCSDP budget. The purpose of annual meetings will be to provide training, capacity building, share and document lessons learned to share with Expanded OG 4 and the SRPSU. The Community Development Specialist (Programme Manager) will serve as Secretary to the SRPN. In this capacity he/she will be responsible for preparing tentative agendas, training materials and organizing and distributing reports that summarize the main outcome of meetings.

Capacity Development

39. The continual building of gender sensitive community capacity is a critical element of the CCSDP and essential for its long-term sustainability. Capacity building of Village Action Teams will be led by the respective lead implementing partners with support from the CCSDP Sub-Regional Programme Support Unit (SRPSU). This will require an approach leading to a clear exit strategy. The steps in the approach of the CCSDP are as follows:

- **Social Organization** - The initial phase of the CCSDP during the consultation process involved the establishment of Village Action Teams that are motivated and trained to implement and sustainably manage initiatives identified in their respective engendered VSDPs.

The continual support and strengthening of Village Action Teams will be integral to success. The Government and UN Agencies will provide Village Action Teams with various forms of technical support (e.g. agriculture technology, environment and climate change related expertise, micro-finance, marketing, business development support, matching grants for local infrastructure rehabilitation and social service delivery, etc.). In countries with a long history of civic engagement and firmly established structures of civil society such as the Matai system in Samoa, social organization will involve working with existing councils, committees and groups to boost their capacity and power in engaging with government and other actors in addressing their common needs and promoting their interests.

Lessons learned have indicated the following factors as essential in promoting effective social organizational development:

- Building organizations based on democratic principles documented by a group or organizational constitution (developed and agreed by all members), reflecting the objectives of the organization and the norms, values and principles by which the group or organization will function. Promoting norms and values such as tolerance, inclusion, cooperation, equality and good practices (e.g. applying principles of effectiveness, efficiency and sound financial management) early on in the organizational building process builds longer-term commitment and prevents diversion of the organization into activities that can destruct the common good;
- Building leadership capacity within the organization – beyond one individual to several members, to avoid dependency and capture;
- Building incentives into the early stages of development process to create interest among community members for organizing;
- Ensuring an inclusive approach (involving all or most community members) in the community mobilization activities to promote equal opportunities and

prevent conflict. A community organization must leave room for new membership; and
Promoting self-reliance, especially of the more disadvantaged members of the organization which will in turn enhance their ability to participate in the organization's affairs on an equal basis.

- **Human Resource Development** – Strengthening community member's skills (primarily managerial, technical and cooperative skills) to enable them to make the best use of available resources in gender-sensitive ways.

Community members will maximize their potential by upgrading their existing skills to better manage new inputs – business and community initiatives and establish effective links with local government and other actors. Lead Implementing Partners will support direct training, exchange visits and other capacity building activities based on needs identified by the members of the community organizations. These will cover: organizational development, leadership, savings and credits programmes, agriculture, environment and natural resource management, and other key areas. Ultimately trained individuals will take up the responsibility to train other community members. Also, specialized agencies of the UN system will play a key role in providing technical training and related advisory services.

- **Access to Financial Resources** – The formation of capital through micro-credit and savings to build initial capital that is equally accessible to men and women, which would form a revolving savings fund for savings and loans. Over time, commercial credit will be introduced.

Capital formation (through mobilization of savings) enhances a community organization's power to realize its full potential. Accumulated savings will be used for internal credit with interest, to enable individual members to engage in income generation activities whilst at the same time, accumulating the organization's capital base. They will also be used for enterprise development at the community level. Savings can serve as the basis for access to external services, for example, micro-finance. They can also form the basis for community organizations' contribution to local development initiatives.

- **Improved Rights-Based Local Governance** – Using a rights based approach to the introduction of improved financial, social, natural and cultural resource management, transparency, inclusive decision making and accountability in Village/Island Councils/Committees. This is an integral component of the CCSDP, and will be linked to initiatives such as the Institutional Strengthening Programme (ISP) in Samoa led by the Ministry of Women, Community and Social Development.
- **Training of Trainers (staff)** – The CCSDP will also support capacity building of all relevant line ministries providing technical assistance and actual implementation to the CCSDP platform both in terms of coordination and implementation of the VSDPs. However, the most intensive capacity building will be targeted at lead implementing partners and undertaken by the SRPSU – as past lessons learned have revealed that lead implementing partners often lack the capacity or the ability to ensure that the line agencies implement the key activities needed/required by the village communities.

Programme Components

40. The CCSDP includes three mutually reinforcing components: (1) Local Economic Development; (2) Sustainable Environmental Management; and (3) Social and Cultural Development.

(i). Local Economic Development (LED)

41. LED initiatives will focus on economic and entrepreneurship development, which will aim to increase productivity leading to greater economic development at the community level. This component will seek to strengthen private-public sector partnerships and have a strong focus on empowerment in order to increase social capital and curb migration. Initiatives in LED within the framework of the CCSDP will focus on: micro and small scale business development; business training; agriculture production, including addressing food security; fisheries; tourism; and relevant infrastructure development (as needed).
42. LED is the spearhead in ensuring communities will be able to effectively and sustainably manage their environment as well as natural and cultural resources. Through an integrated and holistic approach, small business development, increased and diversified agricultural production, fisheries, tourism and infrastructure investments at the community level would enable communities to be more self-reliant. Income-generating activities are initiated and maintained by the community itself, allowing flexibility to changes in the market.
43. CCSDP initiatives under LED will be guided by proven tools and methodologies used by UN agencies including ILO and linked to Samoa's UN Joint Young People's TALAVOU Programme (employment creation component), UNIFEM's Women in the Market Place Programme, ILO's Creative Industries Programme and NZAID/UNDP Private Sector Support Facility (PSSF) as well as other similar initiatives.

(ii). Sustainable Environmental Management

44. Initiatives under this component will compliment LED initiatives through a focus on building a diverse "green economy". This component will aim to improve local environmental management by strengthening local capacity to responsibly adapt to climate change, reduce the risk of disasters as well as minimize the adverse effects of climate change.
45. The CCSDP initiatives will focus on promoting "green jobs" for all employable village residents (both female and male) that have domestic and export potential in agriculture, fisheries and handicraft manufacturing, as well as community-led and owned adaptation measures that contribute to preserving and restoring environmental quality. The programme will also strengthen village system institutional capacities to develop and implement results-driven projects through support to community-driven climate change mitigation and adaptation initiatives.
46. Under TRAC 3 funding⁵, the CCSDP will also aim to strengthen local capacities and institutional mechanisms to support improved community based disaster risk management through awareness, preparedness and response related activities. Key outputs will include village disaster risk management plans that are inclusive to CSO participation that also recognizes gender balance and the needs of youth, the elderly and those living with disabilities. The overall aim of this initiative will be to strengthen

⁵ These funds are specifically allocated for projects involved in reducing the incidence and impact of natural and man-made disasters and for establishing solid foundations for recovery.

the capacity at the local level to cope with natural disasters by well-targeted DRR/DRM adaptation and mitigation initiatives, supported by a practical DRM system linked to the respective national disaster management systems.

47. This component will be closely linked with the AusAID funded Community Based Adaptation (CBA) Programme, the GEF UNDP Small Grants (SGP) Programme, FAO's Telefood Programme and Food Security and Sustainable Livelihood Programmes, UNIFEM's gender and employment schemes, ILO's Green Jobs initiative (Samoa only, but similar model can be used in the Cook Islands, Niue and Tokelau), UNDP's Integrated Framework (IF) Trade Project for Samoa and the NZAID/UNDP PSSF.

(iii). Social and Cultural Development

48. Initiatives under this component will aim to strengthen social and cultural aspects at the village level that are rights-based. This component will aim to enhance livelihoods by addressing challenges in education (primary to adult education, literacy/numeracy, etc), primary health care and in institutionalizing indigenous knowledge of the environment (including traditional conservation practices and local governance in relation to the sustainable use of land), based on the rights of all people to access to information and access to a good quality of life.
49. A sustainable livelihoods approach will also focus on assets based perspectives – building on existing community social, human, financial, natural and physical assets. The strategy will be to maximize the utilization of existing resources and expand its potential.
50. This component will be closely linked to UNESCO, WHO and UNICEF initiatives in primary health care and education as well as initiatives that promote the preservation of cultural heritage.

Cross-Cutting Themes

51. The CCSDP will also include **cross-cutting issues** which will have specific activities reflected within the programme. These specific cross cutting themes include: gender equality; Human Rights Based Approaches (HRBA); and cross cutting issues surrounding the adverse impacts of climate change.

Resource Mobilization and Partnership Strategy

52. Existing and new initiatives of UN agencies and other partners, which are related to village development and/or community-centred human development and MDG achievement and that have potential to support initiatives identified in VSDPs will be linked to the CCSDP under a combination of pooled and parallel funding mechanisms. As the CCSDP progresses and as UN agencies gain experience with cooperation in common geographic areas, it is expected that agencies will become increasingly proactive in forming inter-agency teams to jointly address complex development issues in a synergistic manner. There will be joint resource mobilization strategy for such innovative initiatives, and "pooled" and "pass-through" funding will be considered in this context.
53. In addition to partnerships among UN Agencies, the CCSDP will also seek to create partnerships with CROP Agencies, donor agencies, other development partners and the private sector in order to secure resources and technical assistance to complement resources available from partnering UN Agencies to fully support the implementation of key activities in the CCSDP.

Potential Partners

54. ADB, AusAID, NZAID, JICA, World Bank, Peoples Republic of China, Indonesian Embassy, Government of S. Korea and Canadian CIDA.

RESULTS FRAMEWORK

55. This contains a hierarchy of UNDAF outcomes, joint programme outcomes and joint programme outputs, indicators, baselines and targets. This hierarchy is presented in the format shown in Table 2 "Results Framework". The column entitled "Participating UN organization corporate priority" provides the linkage of this joint programme to UN organizations' corporate priorities and mandates. The results will be articulated in more detail in (annual) work plans and budgets.

**Table 2: Results Framework
Cook Islands**

UNDAF Outcome: Pacific communities sustainably using their environment, natural resources and cultural heritage.										
Joint Programme Component: Local Economic Development										
Outputs	Participating UN organization-specific Outputs	UN organization	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*				Total
						Y1	Y2	Y3	Y4	
	Strengthened and harmonized national and regional statistical information systems and databases, including development information (DEVINFO) focusing on sex-disaggregated data.	UNDP		Office of the Prime Minister	National Strategic Planner to undertake: 1) Prepare roadmaps for formulation of HDI and GDI; and 2) Align HDI and MDGs statistical indicators to the NSDP and MDG Report and NHDR for the Cook Islands.	\$8,000				
	National Human Development Report (NHDR) providing practical options for population retention, income generation, gender equality and sustainable livelihoods in the Outer-Islands.	UNDP		Office of the Prime Minister	Commence the drafting of Island chapters for 2 outer islands (Mauke and Mitiaro) by 4 th quarter 2009.	In kind	In kind			
	TBD				Resources for the purpose of capacity building and island projects as identified by the community VSDP and follow up consultation process		\$25,000			
UN organization 1	Programme Cost **									
	Indirect Support Cost**									
UN organization 2	Programme Cost									
	Indirect Support Cost									
UN organization 3	Programme Cost									
	Indirect Support Cost									
Total	Programme Cost									
	Indirect Support Cost									

Joint Community-Centred Sustainable Development Programme

UNDAF Outcome: Pacific communities sustainably using their environment, natural resources and cultural heritage.										
Joint Programme Component: Sustainable Environmental Management										
Outputs	Participating UN organization-specific Outputs	UN organization	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*				Total
						Y1	Y2	Y3	Y4	
	Gender-responsive disaster risk management plans at the community levels integrated into National Disaster Plans and United Nations programmes.	UNDP		Office of the Prime Minister/EMCI	Conduct gender analysis to identify differential impact of natural disasters on men, women, boys, and girls in Mauke and Mitiaro in collaboration with UN Gender Group and mobilize resources to fund the activity.	In kind	In kind			
	Gender analysis on the differential impacts of environmental degradation and climate change on men and women with input from the analysis used to support planning and programming processes.	UNDP		Office of the Prime Minister/EMCI	1) Develop a TOR for Gender Analysis on the differential impacts of environmental degradation, climate change and natural disasters on men, women, boys and girls in collaboration with UN Gender Group and mobilize resources to fund the activity. 2) Conduct engendered differential impact analysis on environmental degradation and natural disasters	\$1,000	In kind			
	Community and institutional MDG-based planning activities to integrate climate change and environmental challenges, including natural disaster into community development plans (refer to Outcome 1 on Eco-tourism)	UNDP		Office of the Prime Minister/EMCI	Undertake Community AI/PRAs and follow up for VSDP/CCSDP implementation.	\$14,000				
	Energy efficiency improved and renewable energy use promoted.	UNDP		Office of the Prime Minister/EMCI	Conduct gender focused renewable energy analysis and scoping assessment, including a house-hold energy audit	In kind	In kind			
UN organization 1	Programme Cost **									
	Indirect Support Cost**									
UN organization 2	Programme Cost									
	Indirect Support Cost									
UN organization 3	Programme Cost									
	Indirect Support Cost									
Total	Programme Cost									
	Indirect Support Cost									

Joint Community-Centred Sustainable Development Programme

UNDAF Outcome: Pacific communities sustainably using their environment, natural resources and cultural heritage.										
Joint Programme Component: Social and Cultural Development										
Outputs	Participating UN organization-specific Outputs	UN organization	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*				Total
						Y1	Y2	Y3	Y4	
	South-South cooperation enhanced.	UNDP		Office of the Prime Minister	Sub-Regional Practitioners Network (CCSDP Managers initial capacity building and brainstorming meeting to be held in Apia, Samoa)		\$3,000			
		UNDP		Office of the Prime Minister	Develop South-South cooperation database that includes lessons learned from the tsunami, for all the programme areas and share throughout the region.	In Kind	In Kind			
		UNDP		Office of the Prime Minister	Cook Islands Sub-Regional Programme Support Unit Contribution (10% of total cost)	\$2,000	\$7,000			
UN organization 1	Programme Cost **									
	Indirect Support Cost**									
UN organization 2	Programme Cost									
	Indirect Support Cost									
UN organization 3	Programme Cost									
	Indirect Support Cost									
Total	Programme Cost									
	Indirect Support Cost									

Joint Community-Centred Sustainable Development Programme

Niue

UNDAF Outcome: Pacific communities sustainably using their environment, natural resources and cultural heritage.										
Joint Programme Component: Local Economic Development										
Outputs	Participating UN organization-specific Outputs	UN organization	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*				Total
						Y1	Y2	Y3	Y4	
	Strategic planner/MDG Adviser provided for national planning/implementation, policy/programme formulation, gender mainstreaming, and annual MDG-based monitoring and evaluation. Capacities developed of government, 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.	UNDP		Office of the Premier	National Strategic Planner for Government of Niue to complete MDG Report.	\$42,000	\$42,000			
	Second MDG Report for Niue updated and published.	UNDP		External Affairs Office	Review Niue MDG Report from 2007.	In kind	In kind			
	Profitable village-based eco-cultural tourist outlets increased.	UNDP		Department of Community Affairs	Undertake environmentally friendly eco-tourism initiative in Hakapu in collaboration with Niue Tourism Office and other partners as identified in Hakapu Village Sustainable Development Plan.	\$9,000	See below activity			

Joint Community-Centred Sustainable Development Programme

					1) Undertake environmentally friendly eco-tourism initiative in Hakapu in collaboration with Niue Tourism Office and other partners to build on initiatives implemented in 2009 as identified in Hakapu Village Sustainable Development Plan. 2) Hakapu and Tuapa-focused village eco-tourism interactive DVD training tool developed.		\$15,000			
UN organization 1	Programme Cost **									
	Indirect Support Cost**									
UN organization 2	Programme Cost									
	Indirect Support Cost									
UN organization 3	Programme Cost									
	Indirect Support Cost									
Total	Programme Cost									
	Indirect Support Cost									

Joint Community-Centred Sustainable Development Programme

UNDAF Outcome: Pacific communities sustainably using their environment, natural resources and cultural heritage.										
Joint Programme Component: Sustainable Environmental Management										
Outputs	Participating UN organization-specific Outputs	UN organization	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*				Total
						Y1	Y2	Y3	Y4	
	Gender-responsive disaster risk management plans at the community levels integrated into National Disaster Plans and UN programmes.	UNDP		EDPSU/DCA	Conduct gender analysis to identify differential impact of natural disasters on men, women, boys, and girls in Hakupu and Tuapa in collaboration with UN Gender Group and mobilize resources to fund the activity.	\$4,250	\$2,300			
	Strengthened community resilience to adapt to the impacts of climate change, and environmental challenges, including natural disasters.	UNDP		EDPSU/DCA	1) Undertake Community AI/PRA's and follow up for VSDP/CCSDP implementation in Hakupu and Tuapa. 2) Implementation of an integrated capacity building and community based initiative as identified and prioritized by the Tuapa Village Sustainable Development Plan 3) Follow up community AI/PRA's for VSDP/CCSDP prioritization and implementation in Hakupu and Tuapa. 4) Implementation of an integrated renewable energy and capacity building initiative as identified and prioritized by the Tuapa Village Sustainable Development Plan for 2010	12,775	\$9,500			
	Policy advisory and technical support provided on mainstreaming climate change and gender into all relevant national and village level policies, strategies and plans.	UNDP		Niue Power Corporation/EDPSU/DAFF/DoE	1) Prepare Niue Forestry Policy Paper. 2) Conduct Sustainable Land Management (SLM) Regional Workshop for Developing Integrated Financial Strategy for mainstreaming SLM into Niue Integrated Strategic Plan 3) Conduct assessment for maximizing the productive uses of renewable energy in Niue.	\$27,500				
UN organization 1	Programme Cost **									
	Indirect Support Cost**									
UN organization 2	Programme Cost									
	Indirect Support Cost									
UN organization 3	Programme Cost									
	Indirect Support Cost									
Total	Programme Cost									
	Indirect Support Cost									

Joint Community-Centred Sustainable Development Programme

UNDAF Outcome: Pacific communities sustainably using their environment, natural resources and cultural heritage.										
Joint Programme Component: Social and Cultural Development										
Outputs	Participating UN organization-specific Outputs	UN organization	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*				Total
						Y1	Y2	Y3	Y4	
	TBD	UNDP		DCA	Sub-Regional Practitioners Network (CCSDP Project Coordinators) initial capacity building and brainstorming meeting to be held in Apia, Samoa		\$3,500			
	Human rights awareness increased, including of available mechanisms to claim them.	UNDP		DCA	1) Conduct Media Campaigns Workshop to raise awareness on violence against women. 2) Prepare report on participatory needs assessment of the Niue Police and wider community on counseling against violence. 3) Establish referral networks for domestic violence cases. i.e. helpline services	10,000				
	South-South cooperation enhanced.	UNDP		DCA	Develop South-South cooperation database that includes lessons learned from the tsunami, for all the programme areas and share throughout the region.	In Kind	In Kind			
		UNDP		DCA	Niue Sub-Regional Programme Support Unit Contribution (10% of total cost)	\$3,000	\$7,000			
		UNDP		DCA	National Programme Coordinator put in place		\$15,000			
UN organization 1	Programme Cost **									
	Indirect Support Cost**									
UN organization 2	Programme Cost									
	Indirect Support Cost									
UN organization 3	Programme Cost									
	Indirect Support Cost									
Total	Programme Cost									
	Indirect Support Cost									

Joint Community-Centred Sustainable Development Programme

Samoa

UNDAF Outcome: Pacific communities sustainably using their environment, natural resources and cultural heritage.										
Joint Programme Component: Local Economic Development										
Outputs	Participating UN organization-specific Outputs	UN organization	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*				Total
						Y1	Y2	Y3	Y4	
	The <i>Strategy or the Development of Samoa (SDS), 2008-2011</i> aligned with MDG targets and indicators and linked to national budget.	UNDP		MoF	Participation of national planners and policy makers in Pacific Regional MDG workshop on stock-taking, emerging issues and the way forward in Nadi, Fiji	In kind	In kind			
	Toolkits on MDG budgeting and costing and aid coordination contributing effectively to the delivery of the <i>Strategy for the Development of Samoa (SDS), 2008-2011</i> .	UNDP		MoF	Preparations commenced for development of Human Development Profiles incorporating MDGs	\$5,000				
	Strengthened and harmonized national and regional statistical information systems and databases, including development information (DEVINFO) focusing on sex-disaggregated data.	UNDP		MoF	Conduct Poverty analysis based on HIES	In kind				
UN organization 1	Programme Cost **									
	Indirect Support Cost**									
UN organization 2	Programme Cost									
	Indirect Support Cost									
UN organization 3	Programme Cost									
	Indirect Support Cost									
Total	Programme Cost									
	Indirect Support Cost									

Joint Community-Centred Sustainable Development Programme

UNDAF Outcome: Pacific communities sustainably using their environment, natural resources and cultural heritage.										
Joint Programme Component: Sustainable Environmental Management										
Outputs	Participating UN organization-specific Outputs	UN organization	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*				Total
						Y1	Y2	Y3	Y4	
	National disaster response systems implemented and strengthened through national and village-based disaster response drills.	UNDP		MWCSD/NDMO	Conduct Village-based disaster response drills in CCSDP villages as part of the NDMO Village Disaster Response and Management Awareness Programme (VDRMAP) initiative	\$2,500	\$7,500			
	Gender-responsive disaster risk management plans at the community levels integrated into National Disaster Plans and United Nations programmes.	UNDP		MWCSD/NDMO	Develop gender-sensitive disaster management/DRR plans in Lano and integrated into National Disaster Plan as part of the NDMO Village Disaster Response and Management Awareness Programme (VDRMAP) initiative	\$2,500	\$7,500			
	An engendered “environment hub” of international, regional and Samoa-based experts supported to provide coordinated and gender sensitive policy and technical advice on serious environmental challenges facing the Pacific.	UNDP		MWCSD	Undertake engendered desk-top review of VSDP	In kind	In kind			
	Gender analysis conducted on the differential impacts on men and women of environmental degradation and natural disasters.	UNDP		MWCSD/NDMO	Conduct engendered differential impact analysis on environmental degradation and natural disasters jointly with the NDMO VDRMAP workshop and linked to the MWCSD on-going gender-related initiatives.	In kind	In kind			
	Energy efficiency improved and renewable energy use promoted.	UNDP		MWCSD	Conduct gender focused renewable energy analysis and scoping assessment, including a house-hold energy audit	In kind	In kind			
	Protected and conservation area management and governance systems strengthened.	UNDP		MWCSD/MNRE/MAF	Set up Marine & Mangrove Protected Areas for Lano as well as climate change adaptation initiatives as identified in the Lano VSDP Village profile of men and women produced and used in CCSDP VSDPs	\$20,000	\$10,000			

Joint Community-Centred Sustainable Development Programme

		UNDP		MNRE	Construction of climate change coastal protection barrier in Lano.	\$50,000				
		UNDP		MWCSD/MNRE	Implementation of activity (e.g. safe house) as identified in the CIM Plans	\$20,000				
		UNDP		MWCSD/MNRE	In partnership with MNRE and MAF, continue integrated planting of vegetation in coastal areas and protect young plants from damage in pilot villages and select tsunami affected villages		\$5,000			
UN organization 1	Programme Cost **									
	Indirect Support Cost**									
UN organization 2	Programme Cost									
	Indirect Support Cost									
UN organization 3	Programme Cost									
	Indirect Support Cost									
Total	Programme Cost									
	Indirect Support Cost									

Joint Community-Centred Sustainable Development Programme

UNDAF Outcome: Pacific communities sustainably using their environment, natural resources and cultural heritage.										
Joint Programme Component: Social and Cultural Development										
Outputs	Participating UN organization-specific Outputs	UN organization	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*				Total
						Y1	Y2	Y3	Y4	
Engendered MDG-based village and local level sustainable development plans developed and implemented by communities.		UNDP		MWCSD	Conduct MDG based Village Planning using Appreciative Inquiry and Participatory Rural Appraisal methodology.	In kind	In kind			
		UNDP		MWCSD	Prepare TORs, contracts for the formulation team	\$6,875				
		UNDP		MWCSD	Finalize the TORs, Annual Workplan and Budget and ProDoc	In Kind				
		UNDP		MWCSD	Prepare a roadmap and AI/PRA Manual to guide community consultation process	\$10,000				
		UNDP		MWCSD	Prepare TORs and contracts for ISP consultants	In Kind				
		UNDP		MWCSD	Conduct institutional strengthening for Lano Village Council as part of MWCSD Institutional Strengthening Programme (ISP)	\$24,000	\$28,000			
		UNDP		MWCSD	Review of CCSDP strategy and design and implement training for CCSDP Sub-Regional Practitioners Network		\$5,000			
		UNDP		MWCSD	Sub-Regional Practitioners Network (CCSDP Managers & Project Coordinators) initial capacity building and brainstorming meeting to be held in Apia, Samoa		\$5,000			
		UNDP		MWCSD	Village profile of men and women produced and used in CCSDP pilot villages VSDPs	In Kind				
		UNDP		MWCSD	Community AI/PRA and follow up in 2 additional pilot villages		\$10,000			
	South-South cooperation enhanced.		UNDP		MoF/MWCSD	Develop South-South cooperation database that includes lessons learned from the tsunami, for all the programme areas and share throughout the region.	In Kind			
		UNDP		MWCSD	Samoa Sub-Regional Programme Support Unit Contribution (60% of total cost)		\$42,000			

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		UNDP		MWCSD	National Programme Coordinator put in place		\$25,000			
		UNDP		MWCSD	CCSDP Sub-Regional Programme Support Unit & National Project Coordinator travel		\$6,000			
UN organization 1	Programme Cost **									
	Indirect Support Cost**									
UN organization 2	Programme Cost									
	Indirect Support Cost									
UN organization 3	Programme Cost									
	Indirect Support Cost									
Total	Programme Cost									
	Indirect Support Cost									

Tokelau

UNDAF Outcome: Pacific communities sustainably using their environment, natural resources and cultural heritage.										
Joint Programme Component: Local Economic Development										
Outputs	Participating UN organization-specific Outputs	UN organization	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*				Total
						Y1	Y2	Y3	Y4	
	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.	UNDP		Ongoing Government of Tokelau	Preparations commenced for development of Human Development Profiles incorporating MDGs.	\$37,000				
		UNDP		Ongoing Government of Tokelau	Mainstreaming MDGs and NDP.	\$18,500				
UN organization 1	Programme Cost **									
	Indirect Support Cost**									
UN organization 2	Programme Cost									
	Indirect Support Cost									
UN organization 3	Programme Cost									
	Indirect Support Cost									
Total	Programme Cost									
	Indirect Support Cost									

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UNDAF Outcome: Pacific communities sustainably using their environment, natural resources and cultural heritage.										
Joint Programme Component: Sustainable Environmental Management										
Outputs	Participating UN organization-specific Outputs	UN organization	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*				Total
						Y1	Y2	Y3	Y4	
	National and Village Disaster Risk Reduction and Disaster Management Plans reviewed.	UNDP		Ongoing Government of Tokelau	Undertake preparations for a sub-regional gender analysis of the differential impact of natural disasters on men and women, boys and girls.	In kind	In kind			
		UNDP		Ongoing Government of Tokelau	Convene preparations for Tokelau Donor Round Table	\$40,000				
	Strengthened national and community capacity and resilience to climate change, environmental and energy challenges, including natural disasters by end of 2012.	UNDP		Ongoing Government of Tokelau	Implement climate change coastal protection barriers (soft and hard options) and climate change adaptation measures up-scaled in Tokelau.	\$60,000				
		UNDP								
UN organization 1	Programme Cost **									
	Indirect Support Cost**									
UN organization 2	Programme Cost									
	Indirect Support Cost									
UN organization 3	Programme Cost									
	Indirect Support Cost									
Total	Programme Cost									
	Indirect Support Cost									

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UNDAF Outcome: Pacific communities sustainably using their environment, natural resources and cultural heritage.										
Joint Programme Component: Social and Cultural Development										
Outputs	Participating UN organization-specific Outputs	UN organization	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*				Total
						Y1	Y2	Y3	Y4	
	Increased awareness and understanding amongst governance institutions in Tokelau about good governance principles.	UNDP		Ongoing Government of Tokelau	Implement capacity building workshops on all 3 atolls on the Pacific principles of good governance and gender equality based on human rights approaches.	\$37,534				
		UNDP		Ongoing Government of Tokelau	Prepare TORs, contracts for the formulation team	In Kind				
		UNDP		Ongoing Government of Tokelau	Finalize the TORs, Annual Workplan and Budget and ProDoc	\$6,875				
		UNDP		Ongoing Government of Tokelau	Prepare a roadmap and AI/PRA Manual to guide community consultation process.	In Kind				
		UNDP		Ongoing Government of Tokelau	Community AI/PRA in all three atolls of Tokelau.	\$13,280				
	South-South cooperation enhanced.	UNDP		Ongoing Government of Tokelau	Tokelau Programme Support Unit Contribution (20% of total cost)	\$12,811				
		UNDP		Ongoing Government of Tokelau	CCSDP Programme Support Unit travel	\$4,000				
		UNDP		Ongoing Government of Tokelau	CCSDP Atoll Focal Points ⁶	\$6,000				
		UNDP		Ongoing Government of Tokelau	Sub-Regional Practitioners Network (CCSDP Managers & Project Coordinators) initial capacity building and brainstorming meeting to be held in Apia, Samoa ⁷	\$1,000				
	UN organization 1	Programme Cost **								
		Indirect Support Cost**								
	UN organization 2	Programme Cost								

⁶ Atoll Focal Points – 1 in each atoll (3 total).

⁷ TOR to be drafted for CCSDP Sub-Regional Practitioners Network

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	Indirect Support Cost					
UN organization 3	Programme Cost					
	Indirect Support Cost					
Total	Programme Cost					
	Indirect Support Cost					

MANAGEMENT and COORDINATION ARRANGEMENTS

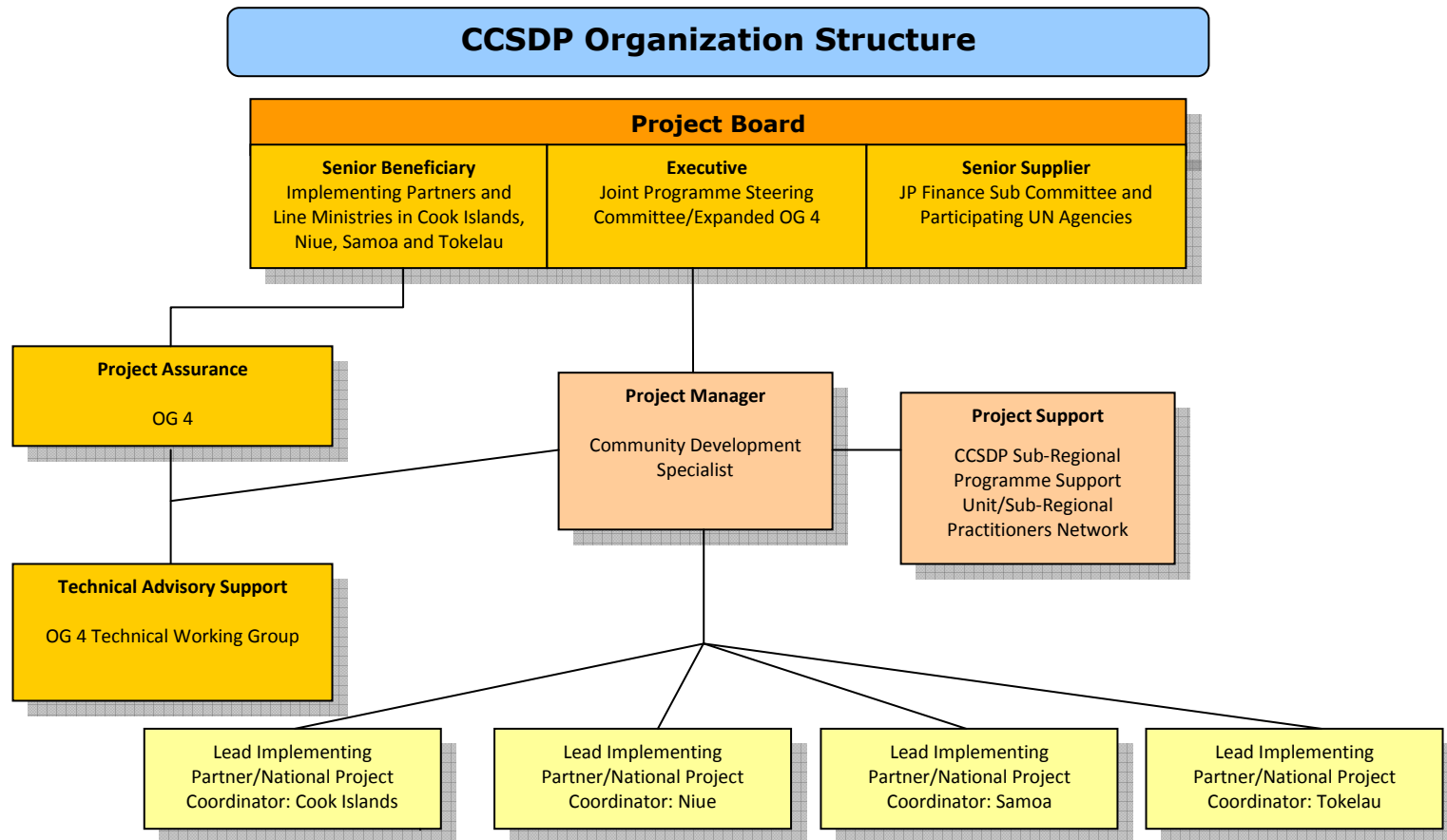
Nature of UN Collaboration

56. The UN System's role in promoting community centered development in the Pacific Sub Region will consist primarily of facilitating vertical and horizontal linkages in bringing all actors together. Vertical linkages can be established between the communities at the village level and policy levels, meanwhile horizontal linkages can be established among different social actors and donors.
57. The UN System will also be an advocate for community centered development at policy levels and will facilitate dialogue and partnership among various actors. The comparative advantage of the UN in this process is its ability to combine funding for technical and managerial aspects of community centered development and advocacy at the policy level. Both actions require long-term commitment to ensure sustainability.
58. In line with the focus of the CCSDP on working with communities and responding to needs identified at the grassroots level, its management structure has to be decentralized and flexible. The participating UN agencies and development partners will support the participating Governments and their communities within their respective mandates and comparative advantages in achieving community intended outcomes and outputs. UN Agency and development partner cooperation will take place using various modalities and link to ongoing national and regional initiatives. The implementation of the programme and prioritization of projects will be guided by the initiatives identified in VSDPs. UN agencies will support implementation through the designated Government line ministries based on their respective mandates and comparative advantage. For example: FAO will support initiatives through the Ministry of Agriculture related to agriculture and fisheries production as well as through linking existing community-based programmes to the CCSDP; ILO will support the creation of employment opportunities and income-generating initiatives through the provision of technical and financial assistance; UNDP will support poverty reduction, climate change adaptation and disaster risk-reduction related activities through identified Government ministries responsible for community development; UNESCO will support knowledge sharing, cultural preservation, education and science related activities; UNIFEM will help genderise programmatic activities as well as support the inclusion of gender in all forms of programme implementation; UNEP will utilize CCSDP pilots to channel programmatic activities within its existing work plans; and UNESCAP will provide support to the establishment of baselines and economic impact analysis. On-the ground implementation and support activities will consist of:
 - the involvement of teams of agencies in the identification of pilot villages,
 - training of facilitators,
 - supporting community planning processes,
 - capacity building,
 - establishment of baseline data (e.g. MDG baselines),
 - provision of technical advice,
 - creating a platform for conducting community level micro-economic studies,
 - monitoring and evaluation,
 - up-stream policy work,
 - follow-up and joint mobilization of resources for joint activities,
 - channeling of community-based activities by UN agencies, Governments and partners, and
 - the provision of relevant technical advisory (TA) services.

Management Arrangements

59. **The Outcome Group 4** (OG 4) will provide strategic guidance for implementation of the Joint CCSDP. The OG 4, aside from fully addressing the issues within its substantive outcome group coverage, will also integrate programmatic cross-cutting issues (issues surrounding the adverse impacts of climate change, human rights based approached and gender).
60. **A Joint Programme Steering Committee** (JPSC) or the **Expanded OG 4** in each of the four participating countries will be co-chaired by Government representatives and by a UNCT member (representing the UNCT). The co-Chairmanship in the JPSC will not imply any charges to the JP budget. The JPSC will include one representative from each participating UN organization and one representative from each participating national partner. In addition, observers by invitation could include up to two representatives of donors, civil society and other partners as suitable. The JPSCs will normally meet every quarter or based upon need and, inter alia, will:
 - a) review and recommend for approval JP documents prepared by the TWGs;
 - b) approve prioritisation of outcomes/outputs, work plans and prioritised resource allocation as required at the JP and Joint Programme Component (JPC) levels;
 - c) oversee advancement of implementation of JPs and make changes if required at the JP levels; and
 - d) review and approve financial progress and standard progress reports at the JP level.
61. A JPSC, through its subsidiary **JP Finance Sub-Committee**, (consisting of the two Co-Chairs of the JPSC and the OGTWG Co-Chairs) and based on recommendations of the OG 4, will take note of donor contributions earmarked to its Joint Programme and make recommendations to the Executive Committee on the allocation of funds to each Joint Programme Component.
 - a) If the Executive Committee endorses the recommended allocation, JPSC communicates this to the Participating Organizations in that JPC.
 - b) If the Executive Committee does not endorse the recommended allocation, it will ask the JPSC to review its recommendation, based on its comments, and re-submit.
62. **The Outcome Group 4 Technical Working Group** (OGTWG) will coordinate the implementation of the Joint CCSDP in collaboration with the Sub-Regional Programme Support Unit (SRPSU). The (OGTWG) consists of representatives of the OG 4, and will remain ready to provide substantive guidance to concerned JPs, ensuring that “delivering as one” happens.
63. The CCSDP will be harmonized and coordinated through a common UN work plan and operationalized by the SRPSU. The programme will be supported in-country by a National Project Coordinator and regionally by the SRPSU located in Samoa. Pool funding will be coordinated and distributed through the SRPSU while parallel funding will be coordinated by the SRPSU and distributed through the participating agency mechanism.

Management Organigram



Role of Sub-Regional Programme Support Unit

62. The purpose of the Sub-Regional Programme Support Unit (SRPSU) is to provide support and guidance to the CCSDP in the Cook Islands, Niue, Samoa and Tokelau as

Responsibilities of the SRPSU will include:

- Training of National Project Coordinators, who will organize village assessment and
- Conduct visioning exercises applying tailor-made AI and PRA techniques as developed by the Formulation Mission and captured in a guide;
- Developing training materials and training of trainers in the formulation of project proposals applying different templates for cooperation with a range of development partners;
- Providing ad hoc hands-on support in the formulation of project proposals as needed;
- Functioning as a clearing house for the identification of needs for technical advisory services by UN agencies and other partners;
- Preparing printed and audio-visual materials for the sharing of knowledge;
- Mobilizing resources for CCSDP from bilateral and multilateral donors;
- Initiating and monitoring the collection of base line data linked to the MDGs;
- Monitoring reporting by participating governments and preparing consolidated annual reports on the overall progress of the Programme;
- Reporting to and Preparing annual work plans for review and approval by the National Steering Committees and Sub-Regional Practitioners Network; and
- Organizing annual meetings of the Sub-Regional Practitioners Network in different locations on a rotating basis including preparation of agendas, writing of meeting reports and making logistical arrangements.

well as coordinate inputs from partnering UN Agencies. The SRPSU will officially commence as soon as the Project Document is signed by participating Governments and UN Agencies. The SRPSU will be staffed by a Community Development Specialist (Programme Manager). In 2010, the SRPSU will aim

to include a National Programme Specialist (Programme Officer), an Administrative Assistant and a Communications and Knowledge Management Officer.

Role of National Project Coordinator

63. A National Project Coordinator for each participating country will also be staffed within the appropriate office of the Government. This post will be funded under the CCSDP and will serve as the internal focal point for CCSDP communication with other stakeholders in participating countries.

Village Development Arrangements

64. As mentioned in the section on capacity development, Village Action Teams were formed during the initial consultation process in the pilot villages/islands. Village Action Teams are comprised of community members with common skills, knowledge and interests in a particular sector (i.e. education, agriculture, fisheries, etc.). Village Action Teams will be responsible for the identification, formulation and submission of proposals to Village/Islands Councils. Village/Island Councils will appraise, prioritize and submit project proposals to the appropriate line ministry through an appointed Village CCSDP Focal Point. The National Project Coordinator and the SRPSU will assist Village CCSDP Focal Points in ensuring high level proposals are submitted to the appropriate line ministry.

65. National Project Coordinators will assist their counter-parts, with technical assistance from the RSPSU, will also identify and work with key line Ministries who have the capacity and the comparative advantage to appraise project proposals and submit them to the JPSC with copies to the SRPSU. Where applicable, the SRPSU may be solicited to provide technical and substantive input into the appraisal process as an added value to ensuring high quality proposals are submitted to JPSCs.

66. With the intention of streamlining management arrangements and avoid the proliferation of small projects, partnering UN agencies may decide to include under the broad administrative umbrella of the CCSDP a number of activities that will benefit from their association with the village planning process and links to the community level. Such activities and related outputs will be reflected in annexes to the project document describing the contributions and initiatives of the respective agencies.

FUND MANAGEMENT ARRANGEMENTS

67. Existing and new initiatives of UN agencies and other partners, which are related to village development and/or community-centred human development and MDG achievement and that have potential to support initiatives identified in VSDPs will be linked to CCSDP under a combination of Parallel, Pooled and Pass Through Funding.

Parallel Fund Management

68. Existing programmes of key partners related to village development and/or community-centred human development and MDG achievement and that have potential to support initiatives identified in VSDPs with direct links to the outcomes and three components and outputs of the CCSDP will be linked through the parallel funding mechanism. Parallel funds will be managed solely by the responsible key partners. However, there will be collaboration with these responsible partners and the SRPSU in that when needed, the coordinating of activities under this fund may be carried out by the SRPSU. The SRPSU will also play a role in the monitoring of these activities by working in collaboration with responsible partners to collate a report on the said activities and report to oversight committees regarding progress or lack thereof.

Pooled Fund Management

69. Where possible and where funding, programmes have not yet been committed to current and future programmes of the respective Governments, new funds will be pooled in one fund for the CCSDP. Where there is pooled funding, the UNDP will act as the Managing Agent and where there is pass through funding, the respective aid managing division within the Finance ministries of the respective Governments will act as the Administrative Agent.

Pass-through Fund Management

70. As CCSDP progresses and as UN agencies gain experience with cooperation in common geographic areas, it is expected that agencies will become increasingly proactive in forming inter-agency teams to jointly address complex development issues in a synergistic manner. There will be joint resource mobilization for such innovative initiatives, and "pass-through" funding will be considered in this context. In the event that additional funds from other development partners are mobilized, they will be managed through the pass through funding mechanism.
71. The fund management options mentioned above and the templates of instruments have been approved by all UNDG members. Their use in operationalizing joint programmes without alterations does not require further approvals from headquarters. UNCTs therefore must endeavour to use the standard instruments. If for any reason the standard instruments cannot be used, HQ has to be consulted on alternative options. The instruments and operational details on each of the fund management options can be found in the [Guidance Note on Joint Programming](#).

Transfer of cash to national Implementing Partners

72. Cash transfer modalities, the size and frequency of disbursements, and the scope and frequency of monitoring, reporting, assurance and audit will be agreed prior to programme implementation, taking into consideration the capacity of implementing partners, and can be adjusted in its course in accordance with applicable policies, processes and procedures of the participating UN organizations. For the ExCom

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agencies, the provisions required under the [Harmonized Approach to Cash Transfers](#) (HACT) as detailed in their CPAPs or in other agreements covering cash transfers will apply.

MONITORING, EVALUATION and REPORTING

73. The CCSDP will be monitored by the respective Governments and OGTWG. Performance monitoring will utilize a fully participatory approach that will engage key Programme staff through regular country/field visits, stakeholder’s meetings and systematic reporting including inspection of all capital items bought under the Programme. Performance indicators in the log frame and work plan will be the basis for monitoring and reporting on a quarterly basis to the OGTWG and on a biannual basis to the respective JPSC. These reports will be based on reports of programmes/activities implemented by key line ministries and non-governmental organisations.

Table 3: Monitoring and Evaluation

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
From Results Framework (Table 1)	From Results Framework (Table 1) Baselines are a measure of the indicator at the start of the joint programme	From identified data and information sources	How is it to be obtained?	Specific responsibilities of participating UN organizations (including in case of shared results)	Summary of assumptions and risks for each result

LEGAL CONTEXT

74. This Programme Implementation Document (PID) shall be the legal instrument for the management of all the Programme activities and UN funding. The following revisions may be made to the PID with the concurrent signatures of all signatories:
- (i) Revisions in or additions of any of the programme annexes
 - (ii) Revisions which do not involve significant change to outputs or activities but are caused by the rearrangement of inputs already agreed to or by costs due to inflation; and
 - (iii) Mandatory annual revisions, which rephrase delivery of, agreed programme inputs, increased expert costs due to inflation or take into account agency flexibility.

WORK PLANS and BUDGETS

75. The following work plans detail the activities to be carried out within the JP and the responsible implementing partners, timeframes and planned inputs from the participating UN organizations. The basis for all resource transfers to an implementing partner should be detailed in the work plans, agreed between the implementing partners and participating UN organizations. According to the Harmonized Approach to Cash Transfers (HACT), the work plan should be signed by the implementing partners receiving cash (except NGOs and CSOs). In case the implementation authority is delegated to a national/sub-national institution, the respective institution should be specified in the AWP. When partnering with NGOs CSOs, the participating UN organizations sign legal instruments in accordance with their procedures. Any additional management arrangements that may be set up by participating UN organizations to achieve results under their respective responsibility may be detailed in annexes as needed.
76. A revised work plan and budget will be produced subsequent to the decisions of the annual/regular reviews. The new work plan is approved in writing by the joint programme Steering Committee. The joint programme document need not be signed after each periodic review as long as there is written approval of it by all partners at, or following the annual/regular review. However, any substantive change in the joint programme scope or change in financial allocations will require revision of the joint programme document and signature of all parties involved.
77. The work plan should be attached as an Annex to the joint programme document and should follow the format represented in the table below.

Table 4: WORK PLANS and BUDGETS

JP Outcome:										
UN organization-specific Annual targets	UN organization	Activities	TIME FRAME				Implementing Partner	PLANNED BUDGET		
			Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
JP Output 1:										
(of UN organization 1)										
(of UN organization 2)										
(of UN organization 3)										
JP Output 2:										
(of UN organization 1)										
(of UN organization 2)										
Total Planned Budget										
Including *	Total UN organization 1									
	Total UN organization 2									
	Total UN organization 3									

ANNEX I: UN AGENCIES' CONTRIBUTIONS

1. UNDP's CONTRIBUTION

a. Cook Islands

EXPECTED CPAP OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME 2009				RESPONSIBLE PARTY	PLANNED BUDGET		
		1 st	2 nd	3 rd	4 th		Source of Funds	Budget Description	Amount (USD)
Expected UNDAF Outcome 1: Equitable Economic Growth and Poverty Reduction Te Kaveinga Nui, 2007-2010 Goal 3: Innovative and well-managed private sector-led economy Goal 8: Strengthened National Coordination and Institutional Support Systems for Development Planning, Evaluation and Monitoring									
1.1.1.2 Strengthened and harmonized national and regional statistical information systems and databases, including development information (DEVINFO) focusing on sex-disaggregated data. Indicator: Statistical systems strengthened for monitoring MDGs performance and poverty analyses. Baseline: Weak statistical systems CPAP Target: HDI and MDGs statistical indicators aligned to the NSDP and MDG Report and NHDR for the Cook Islands. 2009 Targets: 1) Roadmaps developed for formulation of Human development indicators and Gender development indicators for Cook Islands; and 2) MDG indicators integrated into national development plans for Cook Islands.	National Strategic Planner to undertake: 1) Prepare roadmaps for formulation of HDI and GDI; and 2) Align HDI and MDGs statistical indicators to the NSDP and MDG Report and NHDR for the Cook Islands.			X	X	UNDP MCO	TRAC	CI National Strategic Planner	\$8,000

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<p>1.1.1.4 National Human Development Report (NHDR) providing practical options for population retention, income generation, gender equality and sustainable livelihoods in the Outer-Islands.⁸</p> <p>Indicator: N/A</p> <p>Baseline: NHDR and HDIs and GDIs not available for the Cook Islands.</p> <p>CPAP Target: NHDR published for Cook Islands comprising a chapter on MDGs indicators for the Cook Islands.</p> <p>2009 Target: Draft preliminary chapters of NHDR prepared for Cook Islands comprising a chapter on MDGs indicators, comprising a chapter on each island and a chapter on MDG achievement.</p>	<p>Commence the drafting of Island chapters for 2 outer islands (Mauke and Mitiaro) by 4th quarter 2009.</p>				X	UNDP MCO/ Pacific Centre	In-Kind		In-kind
<p>Expected UNDAF Outcome 2: Good Governance and Human Rights <i>Te Kaveinga Nui, 2007-2010</i> Goal 2: A society built on law and order and good governance at all levels</p>									
<p>3.1.2.1 Gender-responsive disaster risk management plans at the community levels integrated into National Disaster Plans and United Nations programmes.</p> <p>Indicator: N/A</p> <p>Baseline: No data on impacts of disasters on men and women.</p> <p>CPAP Target: Gender analysis on the differential impacts of natural disasters as a contribution to community-based and national disaster management plans for the Cook Islands.</p> <p>2009 Target: N/A</p>	<p>Conduct gender analysis to identify differential impact of natural disasters on men, women, boys, and girls in Mauke and Mitiaro in collaboration with UN Gender Group and mobilize resources to fund the activity.</p>			X	X	UNDP MCO/EMCI	In-Kind		In-Kind
<p>Expected UNDAF Outcome #4: Sustainable Environmental Management <i>Te Kaveinga Nui, 2007-2010</i> Goal 4: Sustainable use and management of natural resources and environment.</p>									

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<p>4.1.1.1 Gender analysis on the differential impacts of environmental degradation and climate change on men and women with input from the analysis used to support planning and programming processes.</p> <p>Indicator: Gender analysis report available on the differential impacts on men and women of environmental degradation provided as an input to local and national Environmental Management Guidelines & Communication Toolkits, also integrating results of the natural disaster gender analysis</p> <p>Baseline: Lack of gender analysis data on impacts of climate change and environmental degradation on women and men.</p> <p>CPAP Target: Strengthened capacity on gender specific data collection and analysis to support national climate change and environment challenges in the Cook Islands by 2012.</p> <p>2009 Target: Strengthened capacity on gender specific data collection and analysis to support national climate change and environment challenges in the Cook Islands by 2012.</p>	<p>Develop a TOR for Gender Analysis on the differential impacts of environmental degradation, climate change and natural disasters on men, women, boys and girls in collaboration with UN Gender Group and mobilize resources to fund the activity.</p> <p>Conduct engendered differential impact analysis on environmental degradation and natural disasters</p>			X		<p>UNDP/EMCI and UNIFEM as Chair of the UN Gender Group</p> <p>X</p>	<p>PRTTF</p>		<p>\$1,000</p>
<p>4.1.2.1 Community and institutional MDG-based planning activities to integrate climate change and environmental challenges, including natural disaster into community development plans (refer to Outcome 1 on Eco-tourism)</p> <p>Indicator: N/A</p> <p>Baseline: Limited capacity of communities for adaptation activities and reducing disaster risks.</p> <p>CPAP Targets: Tools for participatory rural appraisal, gender analysis and MDG based monitoring and evaluation developed; and Participatory Rural Appraisals (PRAs) conducted which contribute to village visions and human development profiles on population retention, income generation and sustainable livelihoods, especially in the Outer Cook Islands.</p> <p>2009 Target: PRAs conducted in at least one of the outer islands in the Cook Islands by the end of 2010.</p>	<p>Undertake Community AI/PRAs and follow up for VSDP/CCSDP implementation.</p>	X	X	X	X	<p>Formulation Team, UNDP MCO</p>	<p>TRAC</p>	<p>International Consultants 71200</p> <p>Travel 71600</p>	<p>\$6,875</p> <p>\$7,125</p>

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<p>4.1.3.1 Energy efficiency improved and renewable energy use promoted.</p> <p>Indicator: At least one feasibility study conducted on a potential renewable energy technology.</p> <p>Baseline: Limited capacity to promote renewable energy and energy efficiency in the Cook Islands.</p> <p>CPAP Target: renewable energy and energy efficiency mainstreamed into NSDP by end of 2012.</p>	<p>Conduct gender focused renewable energy analysis and scoping assessment, including a household energy audit</p>				X	UNDP MCO	In kind		In Kind
<p>CCSDP Formulation Initiation Activities 2009</p>	<p>Prepare TORs, contracts for the formulation team</p>	X				UNDP MCO	In Kind		In Kind
	<p>Prepare a roadmap to guide community consultation process</p>	X				Formulation Team, UNDP MCO	In Kind		In Kind
	<p>Prepare CCSDP Resource Mobilization Strategy</p>			X		CCSDP PSU	XB UNDP MCO	Service Contracts 71400	\$5,000
	<p>Follow-up CCSDP/VSDP Resource Mobilization</p>			X	X	CCSDP PSU	TRAC	Service Contracts 71400	\$3,012
	<p>Cook Islands Programme Support Unit Contribution (10% of total cost)</p>			X	X	Programme Support Unit	TRAC	Service Contracts 71400 Travel 71600 Operational costs	\$2,000 \$1,988
	<p>Undertake capacity assessment of Implementing Partners by the UNDP/GoCKI National Strategic Planner</p>					Gov't CKI/UNDP MCO	XB UNDP MCO	Service contracts 71400	\$5,000

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	Initial resources for the purpose of capacity building and 1 community project as identified by the community consultation process		X	X	X	Formulation Team, UNDP MCO	TRAC		\$5,125
TOTAL TRAC									\$34,125
PRTTF									\$1,000
UNDP Other Resources (XB)									\$10,000
TOTAL									\$45,125

b. Niue

EXPECTED CPAP OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME 2009				RESPONSIBLE PARTY	PLANNED BUDGET		
		1 st	2 nd	3 rd	4 th		Source of Funds	Budget Description	Amount (USD)
Expected UNDAF Outcome #1: Equitable Economic Growth and Poverty Reduction Niue National Priority: Maximise benefits from Niue's resources in a sustainable manner.									
<p>1.1.1.2 Strategic planner/MDG Adviser provided for national planning/implementation, policy/programme formulation, gender mainstreaming, and annual MDG-based monitoring and evaluation. Capacities developed of government, 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.</p> <p>Indicator: MDG Reporting on target for Niue.</p> <p>Baseline: Low capacity in the above sectors on MDGs and strategic planning techniques, mainstreaming; aid coordination and resource mobilization; monitoring and evaluation (M&E), and work planning.</p> <p>CPAP Target: 50% of planners in Niue trained in MDGs planning, budgeting, data collection and analysis including DEVINFO</p> <p>Target 2009: National Strategic Planner recruited.</p>	Recruit National Strategic Planner for Government of Niue.			X	X	UNDP MCO	PRTTF	Service Contract 71200	\$42,000
<p>1.1.1.3.1. Second MDG Report for Niue updated and published.</p> <p>Indicator: MDGs reporting on target for Niue.</p> <p>Baseline: First MDG Report published in 2007.</p> <p>CPAP Target: Updated Niue MDG Report published by 4th qtr 2008.</p> <p>2009 Target: Updated Niue MDG Report compiled.</p>	Review Niue MDG Report from 2007.			X	X	UNDP MCO			In-Kind

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<p>1.3.1.1 Profitable village-based eco-cultural tourist outlets increased.</p> <p>Indicator: Village-based eco-cultural tourism contributing to increased employment and sustainable livelihoods in Niuean communities.</p> <p>Baseline: Limited resources and partnerships for eco-cultural tourism.</p> <p>CPAP Target: Partnerships in sustainable and environmentally friendly eco-cultural tourism strengthened.</p> <p>2009 Target: Partnerships in sustainable and environmentally friendly eco-cultural tourism developed in Hakupu.</p>	<p>Undertake environmentally friendly eco-tourism initiative in Hakapu in collaboration with Niue Tourism Office and other partners as identified in Hakupu Village Sustainable Development Plan.</p>			X	X	UNDP MCO/DCA/ Hakupu Village Committee	TRAC		\$9,000
<p>Expected UNDAF Outcome #2: Good Governance and Human Rights. Niue National Priority: Provide governance that is stable, transparent and accountable.</p>									
<p>2.1.2.1 Human rights awareness increased, including of available mechanisms to claim them.</p> <p>Indicators: Greater awareness of human rights in Niue.</p> <p>Baseline: Limited training among CSOs</p> <p>CPAP Target: Capacity development for women and youth in human rights conventions carried out by end 2010.</p> <p>2009 Target: Capacity development for women and youth in human rights conventions carried out.</p>	<p>1) Conduct Media Campaigns Workshop to raise awareness on violence against women.</p> <p>2) Prepare report on participatory needs assessment of the Niue Police and wider community on counseling against violence.</p> <p>3) Establish referral networks for domestic violence cases. i.e. helpline services</p>	X				UNDP MCO/DCA	GTTF		10,000
<p>Expected UNDAF Outcome 3: Crisis Prevention and Recovery Niue National Priority: Provide governance that is stable, transparent and accountable.</p>									

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<p>3.1.1.1 Gender-responsive disaster risk management plans at the community levels integrated into National Disaster Plans and UN programmes.</p> <p>Indicator: Gender analysis report available on the differential impacts of natural disasters as a contribution to community-based and natural disaster management plans.</p> <p>Baseline: No gender disaggregated data or report available.</p> <p>CPAP Target: Gender analysis conducted in Niue by 2011.</p> <p>2009 Target: Gender analysis conducted in Niue.</p>	<p>Conduct gender analysis to identify differential impact of natural disasters on men, women, boys, and girls in Hakupu and Tuapa in collaboration with UN Gender Group and mobilize resources to fund the activity.</p>			X	X	UNDP MCO/EDPSU/DCA	TRAC		\$4,250
<p>Expected UNDAF Outcome #4: Sustainable Environmental Management National Priority: Sustainable management of Niue's natural resources for future generations.</p>									
<p>4.1.1.1 Policy advisory and technical support provided on mainstreaming climate change and gender into all relevant national and village level policies, strategies and plans.</p> <p>Indicator: Tools to analyze gender information on the differential impacts on men and women of environmental degradation, energy utilization, climate change and natural disasters provided as an input to formulating national policies, plans and strategies.</p> <p>Baseline: Lack of gender analysis data on the benefits and impacts of environmental and energy issues on men and women.</p> <p>CPAP Target: 1) Tools developed to analyze gender information on the differential impacts on men and women of environmental degradation, energy utilization, climate change and natural disasters provided as an input to formulating national policies, plans and strategies; and 2) Climate change documentary on Niue produced for the Pacific Leaders Forum</p> <p>2009 Targets 1: Niue Sustainable Forestry Policy Prepared. 2009 Target 2: SLM Regional Workshop on Developing Integrated Financial Strategy for SLM mainstreaming into NISP undertaken.</p> <p>2009 Target 3: Assessment for maximizing the productive uses of renewable energy undertaken in Niue.</p>	<p>Prepare Niue Forestry Policy Paper.</p>			X	X	UNDP MCO/DAFF/DoE	UNDP GEF SLM	71400 Contract Services	\$5,000
	<p>Conduct Sustainable Land Management (SLM) Regional Workshop for Developing Integrated Financial Strategy for mainstreaming SLM into Niue Integrated Strategic Plan</p>			X	X	UNDP MCO	UNDP MCO XB	71600 Travel	\$2,500
	<p>Conduct assessment for maximizing the productive uses of renewable energy in Niue.</p>			X	X	UNDP MCO/ Niue Power Corporation/EDP SU	UNDP GEF PIGGAREP	Contract Services 71400	\$20,000

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<p>4.2.1 1. Strengthened community resilience to adapt to the impacts of climate change, and environmental challenges, including natural disasters.</p> <p>Indicator: No. of capacity building adaptation activities implemented.</p> <p>Baseline: Limited capacity of communities to implement adaptation activities and to reduce disaster risks.</p> <p>CPAP Target: Strengthened community capacity and resilience to climate change and environmental challenges, including natural disasters through village development planning by end of 2012.</p> <p>2009 Target: Village Sustainable Development Plans produced for Hakupu and Tuapa.</p>	1) Undertake Community AI/PRAs and follow up for VSDP/CCSDP implementation in Hakupu and Tuapa.	X	X	X	X	UNDP MCO Formulation Team/DCA	TRAC	Travel 71600	\$5,875
	2) Implementation of an integrated capacity building and community based initiative as identified and prioritized by the Tuapa Village Sustainable Development Plan			X	X	UNDP MCO/DCA/ Tuapa Village Committee	TRAC	International Consultants 71200	\$6,875
CCSDP Formulation Initiation Activities 2009	Prepare TORs, contracts for the formulation team	X				UNDP MCO	In Kind		In Kind
	Prepare a roadmap to guide community consultation process	X				Formulation Team, UNDP MCO	In Kind		In Kind
	Niue Programme Support Unit Contribution (10% of total cost)			X	X	Programme Support Unit	TRAC	Service Contracts 71400	\$3,012
								Travel 71600	\$3,500
							Operational costs	\$1,988	
							Documentation of knowledge sharing	\$1,500	
	CCSDP National Project Coordinator recruited			X	X	CCSDP Project Coordinator	TRAC	Service contracts 71400	\$6,000
TOTAL TRAC⁹									\$51,000
PRTTF									\$42,000
GTTF									\$10,000

⁹ The TRAC allocation of US \$51,000 is subject to the finalization of the Government of Niue's total TRAC allocation for 2009 and may change based on core resource allocation from UNDP headquarter.

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UNDP Other Resources		\$27,500
TOTAL		\$130,500

c. Samoa

EXPECTED CPAP OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME 2009	RESPONSIBLE PARTY	PLANNED BUDGET
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	List activity results and associated actions	1 st	2 nd	3 rd	4 th		Source of Funds	Budget Description	Amount (USD)
Expected UNDAF Outcome #1: Equitable Economic Growth and Poverty Reduction									
Samoa National Priority: Sustainable economic development that creates employment and investment and supports sustainable livelihoods.									
<p>1.1.1.1 The <i>Strategy or the Development of Samoa (SDS), 2008-2011</i> aligned with MDG targets and indicators and linked to national budget.</p> <p>1.1.1.1.1 Toolkits on MDG budgeting and costing and aid coordination contributing effectively to the delivery of the <i>Strategy for the Development of Samoa (SDS), 2008-2011</i>.</p> <p>Indicator: 50 percent of government planners trained in annual MDG-based monitoring and evaluation, aid coordination and resource mobilization</p> <p>Baseline: Alignment with the MDGs not clearly reflected in the <i>Strategy for the Development of Samoa (SDS), 2008-2011</i>.</p> <p>CPAP Target: Strategic planners/MDG advisers provided by MCO for national planning/implementation, annual MDG-based monitoring and evaluation, aid coordination and resource mobilization.</p> <p>2009 Target:</p> <ol style="list-style-type: none"> Government Representatives receiving technical knowledge on policy options to improve performance towards the achievements of the MDGs. Desktop analysis on Human Development Profile Report prepared. 	Participation of national planners and policy makers in Pacific Regional MDG workshop on stock-taking, emerging issues and the way forward in Nadi, Fiji	X				UNDP Pacific Centre/GoS MoF	Regional Project		In kind
	Preparations commenced for development of Human Development Profiles incorporating MDGs			X	X	UNDP MCO	In kind		In kind
							PRTTF		\$5,000
<p>1.2.1.1 Strengthened and harmonized national and regional statistical information systems and databases, including development information (DEVINFO) focusing on sex-disaggregated data.</p> <p>Indicator: Statistical systems strengthened for monitoring MDGs performance and poverty analyses.</p> <p>Baseline: HDI and MDGs statistical indicators not matched in NHDR 2006.</p> <p>CPAP Target 1: HDI updated for Samoa by end 2010.</p> <p>CPAP Target 2: Household and Income and Expenditure Survey (HIES) 2007 analyzed and national poverty lines and report on poverty incidence produced.</p> <p>2009 Target: Poverty Analysis Report Produced.</p>	Conduct Poverty analysis based on HIES			X		UNDP MCO/ UNDP Pacific Centre/GoS MoF	Regional Project		In kind
Expected UNDAF Outcome #3: Crisis Prevention and Recovery									
Samoa National Priority: Support effective, integrated and gender-responsive disaster risk reduction and management of responses to humanitarian crisis and natural disasters.									

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<p>3.1.1.1. National disaster response systems implemented and strengthened through national and village-based disaster response drills.</p> <p>Indicator: Strengthening Gender Responsive Disaster Risk Reduction and Mitigation Programmes in Communities and Amongst Civil Societies.</p> <p>Baseline: Weak community based and CSO/NGO DRR and DRM systems as well as weak coordination of disaster response systems.</p> <p>CPAP Target 1: Project formulation undertaken in first 6 months.</p> <p>CPAP Target 2: Systems for capacity development, national drills and response systems in place and operational by 2012.</p> <p>CPAP Target 3: Systematic review and testing systems in place in at least two communities in Samoa by 2011.</p> <p>2009 Target: Village based Disaster Response Drills in Lano conducted.</p>	<p>Conduct Village-based disaster response drills in Lano as part of the NDMO Village Disaster Response and Management Awareness Programme (VDRMAP) initiative</p>			X		<p>MWCSD/NDMO/UNDP MCO</p>	<p>TRAC</p>		<p>\$2,500</p>
<p>3.1.1.2 Gender-responsive disaster risk management plans at the community levels integrated into National Disaster Plans and United Nations programmes.</p> <p>Indicator: Gender analysis report available on the differential impacts of natural disasters as a contribution to community-based and national disaster management plans.</p> <p>Baseline: No data available on the impact of natural disasters on men and women.</p> <p>CPAP Target 1: Gender analyses conducted in Samoa by 2011</p> <p>Indicator: Best practices shared among other PICs.</p> <p>Baseline: Accessible database on best practice in disaster risk reduction and disaster risk management in Samoa not available.</p> <p>CPAP Target 2: Documentation and dissemination of best practice among four countries and beyond by end 2012.</p> <p>2009 Target: Draft Engender Disaster Management Plan for Lano prepared.</p>	<p>Develop gender-sensitive disaster management/DRR plans in Lano and integrated into National Disaster Plan as part of the NDMO Village Disaster Response and Management Awareness Programme (VDRMAP) initiative</p>			X		<p>MWCSD/NDMO/UNDP MCO</p>	<p>TRAC</p>		<p>\$2,500</p>
<p>Expected UNDAF Outcome #4: Sustainable Environmental Management Samoa National Priority: Sustainable use and management of natural resources and the environment.</p>									

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<p>4.1.1.1. An engendered “environment hub” of international, regional and Samoa-based experts supported to provide coordinated and gender sensitive policy and technical advice on serious environmental challenges facing the Pacific.</p> <p>Indicator: No. of joint activities and meetings of the environment hub implemented.</p> <p>Baseline: Lack of a coordinated approach to bring key environment partners in Samoa together.</p> <p>CPAP Target 1: Strengthened coordination and joint activities amongst key environment partners and practitioners based in Samoa.</p> <p>2009 Target: Updated Engendered Village Sustainable Development Plan for Lano.</p>	Undertake engendered desk-top review of VSDP	X	X	X	X	UNDP MCO	In Kind		In Kind
<p>4.1.1.3 Gender analysis conducted on the differential impacts on men and women of environmental degradation and natural disasters.</p> <p>Indicator: Gender analysis report available on the differential impacts on men and women of environmental degradation and natural disasters provided as an input to local and national environmental management guidelines and communication toolkits.</p> <p>Baseline: Lack of gender analysis data on impacts of environment degradation on women and men.</p> <p>CPAP Target 1: Strengthened capacity in gender- specific data collection and analysis for national environment programmes/plans by end 2012.</p> <p>CPAP Target 2: Gender-sensitized environmental sector plans mainstreamed into NDPs/ NSDPs in Samoa</p> <p>2009 Target: Gender analysis conducted on the differential impacts on men and women of environmental degradation and natural disasters.</p>	Conduct engendered differential impact analysis on environmental degradation and natural disasters jointly with the NDMO VDRMAP initiative			X		MWCS/ NDMO/ UNDP MCO	In Kind		In Kind
<p>4.1.1.4. Energy efficiency improved and renewable energy use promoted.</p> <p>Indicator: One renewable energy and/or energy efficiency initiative undertaken in Samoa.</p> <p>Baseline: Limited capacity to promote renewable energy and energy efficiency in Samoa.</p> <p>CPAP Target 1: Renewable energy and energy efficiency mainstreamed into national plans by end 2012.</p> <p>CPAP Target 2: Capacity Development for Effective Sustainable Environment and Energy Management (proposed project)</p> <p>2009 Target: Analysis Report produced on options for Renewable Engendered Renewable Energy and Energy Efficiency.</p>	Conduct gender focused renewable energy analysis and scoping assessment, including a household energy audit				X	UNDP MCO	In kind		In Kind

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<p>4.2.1.1. Protected and conservation area management and governance systems strengthened.</p> <p>Indicator: Participatory Rural Appraisals (PRAs) conducted which contribute to village visions and human development profiles on population retention, income generation and sustainable livelihoods.</p> <p>Baseline: Lack of an integrated approach to natural resource and environmental management.</p> <p>CPAP Target: Strengthened village capacity of men and women to plan and implement village sustainable development priorities by end 2012.</p> <p>2009 Target:</p> <ol style="list-style-type: none"> Village Sustainable Development Plan that builds on the equal roles of men and women for Lano produced. Engendered Marine and Mangrove Protected Areas for Lano proposal submitted to Village Council for endorsement. Coastal Protection Barrier constructed and launched. Capacity Building Training on Good Governance in Lano conducted. 	<p>Set up Marine & Mangrove Protected Areas for Lano as identified in the VSDP</p> <p>Village profile of men and women produced and used in VSDP</p>			X	X	MWCSD/ MNRE /UNDP MCO	TRAC		\$20,000	
	<p>Construction of coastal protection barrier in Lano.</p>	X					MNRE	GEF/SLM		\$50,000
	<p>Conduct institutional strengthening for Lano Village Council as part of MWCSD Institutional Strengthening Programme (ISP)</p>			X	X		MWCSD/UNDP MCO	TRAC		\$24,000
<p>4.2.2.1. Engendered MDG-based village and local level sustainable development plans developed and implemented by communities.</p> <p>Indicator: Increased number of village sustainable development activities addressing climate change and environmental challenges including natural disasters.</p> <p>Baseline: Limited capacity of communities on sustainable management of natural resources.</p> <p>CPAP Target: Strengthened community capacity and resilience to environmental challenges.</p> <p>2009 Target: Village Sustainable Development Plan for Lano produced.</p>	<p>Conduct MDG based Village Planning using Appreciative Inquiry and Participatory Rural Appraisal methodology.</p>	X	X	X	X	UNDP MCO	In kind		In kind	
Total Village-Focused Outputs (TRAC):									\$49,000	
Other:									\$55,000	
Village-based Planning and Formulation										
	<p>Prepare TORs, contracts for the formulation team</p>	X				UNDP MCO	In Kind		In Kind	
	<p>Finalize the TORs, Annual Workplan and Budget and ProDoc</p>	X	X	X		Formulation Team, UNDP MCO	TRAC	International Consultants 71200	\$6,875	

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	Prepare a roadmap and AI/PRA Manual to guide community consultation process	X				Formulation Team, UNDP MCO	In Kind		In Kind
	Community AI/PRA and follow up in Lano and possibly 1 more village	X	X	X	X	Formulation Team, UNDP MCO	TRAC	Travel 71600	\$10,000 ¹⁰
Village Sustainable Development Plans – Total									\$16,875
CCSDP Programme Support Unit Breakdown									
	Samoa Programme Support Unit Contribution (60% of total cost)			X	X	MWCSD/UNDP MCO	TRAC	Service contracts 71400	\$22,000
	National Programme Coordinator ¹¹			X	X	MWCSD/UNDP MCO	TRAC		\$7,000
	CCSDP Programme Support Unit travel				X	UNDP MCO	TRAC	Travel 71600	\$5,000
	Administration costs for project initiation costs for Internal Affairs Division			X	X	UNDP MCO	TRAC		\$10,000
	Sub-Regional Practitioners Network (CCSDP Managers & Project Coordinators) initial capacity building and brainstorming meeting to be held in Apia, Samoa ¹²				X	UNDP MCO	TRAC	Travel 71600 Training/capacity building Documentation	\$500 \$2,000 \$5,000
Total PSU Cost									\$51,500
TOTAL TRAC									\$ 117, 375
OTHER									\$55,000

¹⁰ The total amount available is \$5,000 as \$5,000 was already allocated for the CCSDP formulation mission to the pilot village of Lano in Savai'i

¹¹ National Programme Coordinator to be placed within MWCSD - Internal Affairs Division.

¹² TOR to be drafted for CCSDP Sub-Regional Practitioners Network

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TOTAL		\$172,375
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d. Tokelau

EXPECTED CPAP OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME 2009				RESPONSIBLE PARTY	PLANNED BUDGET		
		1 st	2 nd	3 rd	4 th		Source of Funds	Budget Description	Amount (USD)
Outcome 1: 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									
<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: 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>2009 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>CPAP Target: Annual NDP review with an MDG-lens conducted from 2009/10 onwards on mainstreaming MDGs, M&E, work planning, aid coordination and resource mobilization.</p>	Preparations commenced for development of Human Development Profiles incorporating MDGs.		X	X	X	O.Govt TOK/UNDP MCO	PRTTF/TRAC	Service contracts 71400	\$37,000
	Mainstreaming MDGs and NDP.	X	X	X	X	O.Govt TOK/UNDP MCO	TRAC		\$18,500 ¹³

¹³ Unreported funds re-phased with the Ongoing Government of Tokelau from 2008.

Outcome 2: Good Governance and Human Rights									
Tokelau National Priority (from Tokelau NSDP): Priority 1 Village Development									
<p>2.2.1.1.1. Increased awareness and understanding amongst governance institutions in Tokelau about good governance principles.</p> <p>Indicators: Governance institutions in 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>2009 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>2009 Target: Young Tokelauans leadership and governance capacity increased.</p>	Implement capacity building workshops on all 3 atolls on the Pacific principles of good governance and gender equality based on human rights approaches.	X	X	X	X	O.Govt TOK/UNDP MCO	TRAC		\$37,534 ¹⁴
Outcome 3: Crisis Prevention and Recovery									
Tokelau National Priority (from Tokelau NSDP): Priority 1 Village Development and Priority 6 Economic Development									

¹⁴ Unreported funds re-phased with the Ongoing Government of Tokelau from 2008.

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<p>3.1.1.1.1. National and Village Disaster Risk Reduction and Disaster Management Plans reviewed.</p> <p>Indicator: Gender analysis report available on the differential impacts of natural disasters as a contribution to community-based and national disaster management plans.</p> <p>Baseline: No data on impacts of disasters on men and women.</p> <p>CPAP Target: Gender analysis conducted by 2011.</p> <p>2009 Target: Resource mobilization opportunities for all issues surrounding the adverse impacts of climate change in Tokelau tested through Round Table Meetings with donors.</p> <p>2009 Target: National and community-level disaster risk reduction and disaster management plans reviewed and implemented to reflect gender responsiveness.</p>	Undertake preparations for a sub-regional gender analysis of the differential impact of natural disasters on men and women, boys and girls.					UNDP MCO/UNIFEM/Gender Group	In kind		In kind
	Convene preparations for Tokelau Donor Round Table			X	X	O.Govt TOK/UNDP MCO	PRTTF TRAC		\$15,000 \$25,000
Outcome 4: Sustainable Environment Management									
Tokelau National Priority (from Tokelau NSDP): Priority 1 Village Development and Priority 6 Economic Development									
<p>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.</p> <p>Baseline: lack of capacity to sustainably manage and use environment and natural resources and to adapt to the impacts of climate change.</p> <p>Target 1: Gender analysis report available</p>	Implement climate change coastal protection barriers (soft and hard options) and climate change adaptation measures up-scaled in Tokelau.			X	X	O.Govt TOK/UNDP MCO	TRAC		\$60,000

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<p>on the differential impacts on men and women of environmental degradation.</p> <p>2009 Target 2: AI/PRA tools and methodologies developed to assist with capacity assessment and community planning and management.</p> <p>2009 Target 3: Increased # of community-based adaptation activities to build resilience and capacities to deal with climate change and environmental challenges, including natural disasters.</p> <p>2009 Target 4: Technical Assistance provided to assist and develop modalities and adaptation matters relating to Climate Change.</p> <p>Target 5: Technical Assistance Develop gender-sensitive disaster management and disaster response plans.</p> <p>2009 Target 6: Mitigation/adaptation to impact of sea level.</p> <p>2009 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>2009 Target 8: Engendered MDG-based village and local level plans developed by communities.</p>									
Total									\$156,034
CCSDP Formulation Initiation Activities 2009									
	Prepare TORs, contracts for the formulation team	X				UNDP MCO	In Kind		In Kind
	Finalize the TORs, Annual Workplan and Budget and ProDoc	X	X	X		Formulation Team, UNDP MCO	TRAC	International Consultants 71200	\$6,875

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	Prepare a roadmap and AI/PRA Manual to guide community consultation process.	X				Formulation Team, UNDP MCO	In Kind		In Kind
	Community AI/PRA in all three atolls of Tokelau.	X	X	X	X	Formulation Team, UNDP MCO	TRAC	Travel 71600	\$13,280
CCSDP Formulation Initiation Activities 2009 Total Cost									\$20,155
CCSDP Programme Support Unit (PSU) Breakdown									
	Tokelau Programme Support Unit Contribution (20% of total cost)			X	X	O.GovtTOK /UNDP MCO	TRAC	Service contracts 71400	\$12,811
	CCSDP Programme Support Unit travel				X	UNDP MCO	TRAC	Travel 71600	\$4,000
	CCSDP Atoll Focal Points ¹⁵			X	X	MWCSD/UNDP MCO	TRAC		\$6,000
	Sub-Regional Practitioners Network (CCSDP Managers & Project Coordinators) initial capacity building and brainstorming meeting to be held in Apia, Samoa ¹⁶				X	UNDP MCO	TRAC	Travel 71600	\$1,000
PSU Total Cost									\$24,000
Contingency Funds									\$15,000
TOTAL TRAC									\$200,000
TOTAL PRTTF									\$52,000
TOTAL									\$252,000

¹⁵ Atoll Focal Points – 1 in each atoll (3 total).

¹⁶ TOR to be drafted for CCSDP Sub-Regional Practitioners Network

ANNEX II: TERMS OF REFERENCE

1. SUB-REGIONAL PRACTITIONERS NETWORK

Purpose:

The purpose of the Sub-Regional Practitioner's Network (SRPN) is to provide overall guidance to the joint programme and Work Plans and Budgets as well as share expertise to advance CCSDP activities on the ground. The SRPN will also work closely with partnering UN agencies to communicate sectoral needs, and will act as the mechanism that will engage other UN agencies to coordinate the CCSDP activities for collaboration. It is expected that this network will grow in membership and provide more substantive work to upscale the CCSDP interventions.

Composition:

Members of the SRPN will be comprised primarily of the CCSDP Heads of Lead Implementing Partners in the Cook Islands, Niue, Samoa and Tokelau and Project Coordinators with participation from the Expanded Outcome Group (OG) 4. They will maintain links to the Extended OG 4 and to the Sub-regional Support Unit.

Meetings:

Meetings of the SRPN shall be held once a year in an alternating location and will be funded under the CCSDP budget. The purpose of annual meetings will be to provide training, capacity building, share and document lessons learned to share with Expanded OG 4 and the SRPSU. The Community Development Specialist (Programme Manager) will serve as Secretary to the SRPN. In this capacity he/she will be responsible for preparing tentative agendas, training materials and organizing and distributing reports that summarize the main outcome of meetings.

Responsibilities of the SRPN will include:

Training of local counter-parts who will assist in village assessments and activities;

Exchange training materials and conduct training of trainers in the formulation of project proposals;

Provide overall guidance to the joint programme and Work Plans and Budgets as well as share expertise to advance CCSDP activities on the ground;

Work closely with partnering UN agencies to communicate sectoral needs, and will act as the mechanism that will engage other UN agencies to coordinate the CCSDP activities for collaboration;

Monitoring reporting by participating governments and preparing consolidated annual reports on the overall progress of the Programme; and

Attendance of annual meetings of the Sub-Regional Practitioners Network in different locations on a rotating basis.

2. SUB-REGIONAL PROGRAMME SUPPORT UNIT

Purpose:

The purpose of the Sub-Regional Programme Support Unit (SRPSU) is to provide support and guidance to the CCSDP in the Cook Islands, Niue, Samoa and Tokelau as well as coordinate inputs from partnering UN Agencies. The SRPSU will officially commence as soon as the Programme Document is signed by participating Governments and UN Agencies.

Core Staff:

The SRPSU will be staffed by a Community Development Specialist (Programme Manager). In 2010, the SRPSU will aim to include a National Programme Specialist (Programme Officer), an Administrative Assistant and a Communications and Knowledge Management Specialist. An International Management Advisor with extensive international experience in community-centered sustainable development will be recruited on a part-time basis to provide overall policy guidance, support and monitoring of the programme at strategic points in time, as well as resource mobilization advice.

Additionally, National Project Coordinators in Niue, Samoa and Tokelau (Atoll Focal Points) will be integral members of the SRPSU, and will act as the national liaison/focal point in each country.

Responsibilities of the SRPSU will include:

Training of National Project Coordinators, who will organize village assessment and conduct visioning exercises applying tailor-made AI and PRA techniques as developed by the Formulation Mission and captured in a guide;

Developing training materials and training of trainers in the formulation of project proposals applying different templates for cooperation with a range of development partners;

Providing ad hoc hands-on support in the formulation of project proposals as needed;

Functioning as a clearing house for the identification of needs for technical advisory services by UN agencies and other partners;

Preparing printed and audio-visual materials for the sharing of knowledge;

Mobilizing resources for CCSDP from bilateral and multilateral donors;

Initiating and monitoring the collection of base line data linked to the MDGs;

Monitoring reporting by participating governments and preparing consolidated annual reports on the overall progress of the Programme;

Reporting to and Preparing annual work plans for review and approval by the National Steering Committees and Sub-Regional Practitioners Network; and

Organizing annual meetings of the Sub-Regional Practitioners Network in different locations on a rotating basis including preparation of agendas, writing of meeting reports and making logistical arrangements.

a. Terms of Reference for CCSDP National Project Coordinator: Niue

Title:	CCSDP National Project Coordinator, Department of Community Affairs
Type of contract:	Principle Officer Level
Project:	UN Joint Community Centred Sustainable Development Programme (CCSDP)
Duty Office:	Niue Department of Community Affairs Office
Reporting to:	Director, Department of Community Affairs

Background: The National Project Coordinator (NPC) will be responsible for the implementation of the UN Joint Community Centred Sustainable Development Programme (CCSDP), including the mobilization of all project inputs and coordination of project proposals in CCSDP pilot village(s). The NPC will assist the Department of Community Affairs in coordination with the Community Development Specialist, UNDP Multi-Country Office Samoa with community Capacity Building activities as well as the facilitation of village workshops. Under the direct supervision of the Director of the Department of Community Affairs and in coordination with the Community Development Specialist, the UN Office of the Resident Coordinator, the NPC will act as the National Focal Point of the CCSDP and assist in the satisfactory execution of the entire project in Niue. The NPC will work closely with the Sub-Regional Programme Support Unit (PSU) to be located in the UN Compound in Apia, Samoa, and be a representative on the Sub-Regional Practitioner's Network for the Cook Islands, Niue, Samoa and Tokelau. The NPC shall perform a liaison role with government, UN Agencies, and all stakeholders involved with the project.

Duties and Responsibilities: The National Project Coordinator (NPC) will be contracted by the Department of Community Affairs and hosted in the Department of Community Affairs Office. This position will be fully funded by the CCSDP. Under the direction of the Department of Community Affairs and in consultation with the UN Office of the Resident Coordinator, the NPC shall carry out the following tasks that would be assigned to him/her:

- Serve as the technical focal point for all project-related activities of the CCSDP within the Department of Community Affairs Office;
- Responsible for the day-to-day management and implementation of all project activities;
- Responsible for the formulation and preparation of annual and quarterly work plans and budgets;
- Ensure the achievement of project objectives in accordance with the UN Programme Document and the Niue-specific annual and quarterly work plans;
- Assume overall responsibility for all the reporting obligations of the project to the Department of Community Affairs Office and the Sub-Regional Programme Support Unit, including annual work plans and budgets, quarterly progress and financial reports;
- Ensure an effective coordination of all CCSDP activities with all UN programme partners, particularly those who are implementing and/or funding co-financed activities in Niue;
- Coordinate and monitor the CCSDP activities described in the work plans;
- Responsible for all village consultation workshops/meetings including;
- Serve as a representative to the annual meetings of the Sub-Regional Practitioner's Network;
- Manage all necessary nationally-managed contracts and consultancies in the project, including reviewing consultancy reports;
- Ensure regular and timely receipt of progress reports on the various parallel funded activities of the project at the national level;
- Provide guidance to contractors and consultants;
- Facilitate liaison and networking between and between the Department of Community Affairs and the Sub-Regional Programme Support Unit;
- Foster and establish strong links with all national co-financing activities;
- Assume responsibility for the widespread dissemination of the CCSDP best practices and experiences as well as highlighting UNDP's roles in the project; and
- Ensure that the CCSDP activities are consistent with national policies and strategies.

Deliverables: The NPC is responsible for the submission of the following deliverables, among others:
a) Project Progress and where required, financial reports; b) village meeting and training workshop reports; c) reports on all nationally-managed projects and consultancies; and d) progress reports on the various parallel funded activities of the CCSDP project.

Qualifications & Experience: The NPC shall have the following basic required qualifications and expertise:

- An university degree or equivalent in administration, development, environment or a related field;
- At least 5 years of project management/coordination experience;
- Excellent understanding of Niue Culture and Tradition;
- Proven track record of project management/coordination experience with UN-funded projects or similar national projects;
- Ability to coordinate the work of consultants/sub-contractors;
- Proven ability to work as part of an interdisciplinary team;
- Ability to meet project deadlines;
- Excellent planning and budgeting skills;
- Practical experience with community-based projects/programmes;
- Excellent interpersonal skills; and
- Excellent working knowledge of English and Niuean.

b. Terms of Reference for CCSDP National Project Coordinator: Samoa

Title: CCSDP National Project Coordinator, Ministry of Women, Community and Social Development

Type of contract: Principle Officer Level

Project: UN Joint Community Centred Sustainable Development Programme (CCSDP)

Duty Office: Ministry of Women, Community and Social Development – Internal Affairs Division (MWCS D)

Reporting to: CEO, Ministry of Women, Community and Social Development
ACEO, Ministry of Women, Community and Social Development – Internal Affairs Division (MWCS D-IAD)

Duration of Contract: 1 year with likely extension

Background: The CCSDP National Project Coordinator (NPC) will be responsible for the implementation of the UN Joint Community Centred Sustainable Development Programme (CCSDP), including the mobilization of all project inputs and coordination of project proposals in the CCSDP pilot village(s). The NPC will assist the ACEO of MWCS D-IAD in coordination with the Community Development Specialist, Office of the UN Resident Coordinator with community Capacity Building activities as well as the facilitation of village workshops. Under the direct supervision of the ACEO of MWCS D-IAD and in coordination with the Community Development Specialist, Office of the UN Resident Coordinator, the NPC will act as the National Focal Point of the CCSDP and assist in the satisfactory execution of the entire project in Samoa. The NPC will work closely with the Sub-Regional Programme Support Unit (PSU) to be located in the UN Compound in Apia, Samoa, and be a representative on the Sub-Regional Practitioner’s Network for the Cook Islands, Niue, Samoa and Tokelau. The NPC shall perform a liaison role with government, UN Agencies, and all stakeholders involved with the project.

Duties and Responsibilities: The CCSDP National Project Coordinator (NPC) will be contracted by the MWCS D and hosted in the Internal Affairs Division. This position will be fully funded by the CCSDP. Under the direction of the MWCS D and in consultation with the Office of the UN Resident Coordinator, the NPC shall carry out the following tasks that would be assigned to him/her:

- Serve as the technical focal point for all project-related activities of the CCSDP within the MWCS D;
- Responsible for the day-to-day management and implementation of all project activities;
- Responsible for the formulation and preparation of annual and quarterly work plans and budgets;
- Ensure the achievement of project objectives in accordance with the UN Programme Document and ensure alignment with MWCS D specific annual and quarterly work plans;
- Assume overall responsibility for all the reporting obligations of the project to the MWCS D and the SRPSU, including annual work plans and budgets, quarterly progress and financial reports;
- Ensure an effective coordination of all CCSDP activities with all UN programme partners, particularly those who are implementing and/or funding co-financed activities in Samoa;
- Coordinate and monitor the CCSDP activities described in the work plans;
- Responsible for all village consultation workshops/meetings including;
- Serve as a representative to the annual meetings of the Sub-Regional Practitioner’s Network;
- Manage all necessary nationally-managed contracts and consultancies in the project, including reviewing consultancy reports;
- Ensure regular and timely receipt of progress reports on the various parallel funded activities of the project at the national level;
- Provide guidance to contractors and consultants;
- Facilitate liaison and networking between and between the MWCS D and the SRPSU;
- Foster and establish strong links with all national co-financing activities;

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- Assume responsibility for the widespread dissemination of CCSDP best practices and experiences as well as highlighting the UN's role in the project; and
- Ensure that the CCSDP activities are consistent with national policies and strategies.

Deliverables: The NPC is responsible for the submission of the following deliverables, among others: a) Project Progress and where required, financial reports; b) village meeting and training workshop reports; c) reports on all nationally-managed projects and consultancies; and d) progress reports on the various parallel funded activities of the CCSDP project.

Qualifications & Experience: The NPC shall have the following basic required qualifications and expertise:

- An university degree or equivalent in administration, development, environment or a related field;
- At least 5 years of project management/coordination experience;
- Excellent understanding of Samoan Culture and Tradition;
- Proven track record of project management/coordination experience with UN-funded projects or similar national projects;
- Ability to coordinate the work of consultants/sub-contractors;
- Proven ability to work as part of an interdisciplinary team;
- Ability to meet project deadlines;
- Excellent planning and budgeting skills;
- Practical experience with community-based projects/programmes;
- Excellent interpersonal skills; and
- Excellent working knowledge of English and Samoan.

c. Terms of Reference for CCSDP Atoll Focal Point

Title:	CCSDP Atoll Focal Point
Type of contract:	Initially Part-time with likely Full-time in 2010
Project:	Community Centred Sustainable Development Programme (CCSDP)
Number of Positions:	3
Duty Office:	The Council of the On-Going Government of Tokelau
Duty Station:	Atafu (1), Fakaofu (1), Nukunonu (1)
Reporting to:	General Manager, Tokelau National Public Service

Background: The CCSDP Atoll Focal Point will be responsible for the implementation of the Community Centred Sustainable Development Programme (CCSDP), including the mobilization of all project inputs and coordination of project proposals in his/her atoll of responsibility. The CCSDP Atoll Focal Point will assist the Council of the On-Going Government of Tokelau in coordination with the Community Development Specialist, UNDP Multi-Country Office Samoa with community Capacity Building activities as well as the facilitation of village workshops. Under the direct supervision of the General Manager, Tokelau National Public Service and in coordination with the Community Development Specialist, UNDP Multi-Country Office Samoa, the CCSDP Atoll Focal Point will act as the point of contact of the CCSDP on his/her atoll and assist in the satisfactory execution of the entire project in Tokelau. The CCSDP Atoll Focal Point will work closely with the Sub-Regional Programme Support Unit (SRPSU) to be located in the UNDP Multi-Country Office in Samoa, and be a representative on the Sub-Regional Practitioner's Network for the Cook Islands, Niue, Samoa and Tokelau. The CCSDP Atoll Focal Point shall perform a liaison role with On-Going Government of Tokelau, UNDP and all stakeholders involved with the project.

Duties and Responsibilities: The CCSDP Atoll Focal Point will be contracted by the Council of the On-Going Government of Tokelau and hosted in the Atafu, Fakaofu or Nukunonu Office. This position will be initially cost-shared by the CCSDP and the On-Going Government of Tokelau with the potential of being fully funded by the CCSDP in 2010. Under the direction of the On-Going Government of Tokelau and in consultation with the UNDP MCO Samoa, the CCSDP Atoll Focal Point shall carry out the following tasks that would be assigned to him/her:

- Serve as the technical focal point for his/her responsible atoll and all project-related activities of the CCSDP on his/her atoll in coordination with the On-Going Government of Tokelau;
- Responsible for the day-to-day management and implementation of all project activities;
- Responsible for inputs and preparation of annual and quarterly work plans and budgets;
- Ensure the achievement of project objectives in accordance with the UNDP Project Document and the Tokelau-specific annual and quarterly work plans;
- Assume overall responsibility for all the reporting obligations of the project to the Office of the On-Going Government of Tokelau and the Sub-Regional Programme Support Unit, including annual work plans and budgets, quarterly progress and financial reports;
- Ensure an effective coordination of CCSDP activities on his/her responsible atoll with all UN programme partners, particularly those who are implementing and/or funding co-financed activities in Tokelau;
- Coordinate and monitor the CCSDP activities described in the work plans;
- Responsible for all village consultation workshops/meetings;
- Serve as a representative to the annual meetings of the Sub-Regional Practitioner's Network;
- Ensure regular and timely receipt of progress reports on the various parallel funded activities of the project at the national level;
- Provide guidance to contractors and consultants – when working on his/her atoll;
- Assume responsibility for the widespread dissemination of CCSDP best practices and experiences as well as highlighting UNDP's roles in the project; and

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- Ensure that the CCSDP activities are consistent with national policies and strategies.

Deliverables: The CCSDP Atoll Focal Point is responsible for the submission of the following deliverables to the Office of the On-Going Government of Tokelau for consolidation, among others: a) Project Progress and where required, financial reports; b) village meeting and training workshop reports; c) reports on all locally-managed projects and consultancies; and d) progress reports on the various parallel funded activities of the CCSDP project.

Qualifications & Experience: The CCSDP Atoll Focal Point shall have the following basic required qualifications and expertise:

- An university degree or equivalent in administration, development, environment or a related field;
- At least 3 years of project management/coordination experience;
- Excellent understanding of Tokelau Culture and Tradition;
- Proven track record of project management/coordination experience with UNDP-funded projects or similar national projects;
- Ability to coordinate the work of consultants/sub-contractors;
- Proven ability to work as part of an interdisciplinary team;
- Ability to meet project deadlines;
- Excellent planning and budgeting skills;
- Practical experience with community-based projects/programmes;
- Excellent interpersonal skills; and
- Excellent working knowledge of English and Tokelauan.

d. Terms of Reference for CCSDP Community Development Specialist

Title:	CCSDP Community Development Specialist
Type of contract:	Service Contract
Project:	UN Joint Community Centred Sustainable Development Programme (CCSDP)
Duty Station:	Apia, Samoa (with some travel to select Pacific Island Countries)
Reporting to:	UN Resident Coordinator in Samoa via the Office of the UN Resident Coordinator

Background: The CCSDP Community Development Specialist (CDS) will be responsible for the implementation of the Joint UN Community Centred Sustainable Development Programme (CCSDP), including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. The (CDS) will manage the Capacity Building of the CCSDP and will be fully accountable to the UN Resident Coordinator in Samoa and under the direct supervision of the Programme Coordinator. The CDS will act as Secretary to the National Steering Committees (NSC) and seek policy direction from the respective 4 NSCs in Niue, Cook Islands, Tokelau and Samoa for the satisfactory execution of the entire project and will be responsible for meeting government obligations under the Project, under the national execution modality. The CDS will be the head of the central Sub Regional Programme Support Unit (SRPSU) to be located in the UN Compound in Apia, Samoa. The SRPSU will have operational and financial support from the UNDP Multi-Country Office in Samoa. The CDS shall perform a liaison role with government, UN Agencies, and all stakeholders involved with the project.

Duties and Responsibilities:

1. Overall management of the UN Joint CCSDP programme;
2. Supervise and coordinate the production of project outputs as per the programme document;
3. Ensure the technical coordination of the programme;
4. Mobilize all project inputs in accordance with UN procedures for nationally executed projects;
5. Prepare and finalize the ToR for the consultants and subcontractors;
6. Coordinate the recruitment and selection of project personnel;
7. Supervise and coordinate the work of all consultants and sub-contractors;
8. Work closely with project partners to closely coordinate all the actors involved with achieving Project Outcomes, Outputs and Activities;
9. Supervise the work of all SRPSU staff, including national staff;
10. Prepare and revise project work and financial plans, as required Government and the UN;
11. Manage procurement of goods and services under UN Joint Programme guidelines and oversight of contracts;
12. Ensure proper management of funds consistent with UN requirements, and budget planning and control;
13. Establish project monitoring and reporting as stipulated under the Monitoring and Evaluation Framework;
14. Coordinate audit of all project accounts for each fiscal year as and when required by UN rules;
15. Prepare and coordinate timely submission of quarterly FACE reports, quarterly progress reports, mid-term reports, and other reports as may be required by UN;
16. Disseminate project reports to and respond to queries from concerned stakeholders;
17. Report progress of project to the Expanded UNDAF Outcome Group 4 and OG 4 TWG;
18. Oversee the exchange and sharing of experiences and lessons learned with relevant development projects at the national, regional and international level;
19. Work with the CCSDP Village Action Teams to prepare a detailed annual work plan for the project;
20. Coordinate inputs from key UN agencies and relevant stakeholders into the CCSDP programme; and
21. Undertake any other activities that may be assigned by the respective National Steering Committees.

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Further, the CDS will undertake the following additional **activities**: *Technical and Policy Advisory Services to the UNDP Samoa MCO*

1. Support in the development and implementation of resource mobilization strategies relating to the programme including the preparation of donor briefings. This is likely to involve the coordination of consultation processes with key with international development partners such as NZAID, AusAID, EU, Japan and others;
2. Assist the Samoa MCO in partnership building and knowledge sharing;
3. Provide programmatic preparatory support to Samoa MCO for fielding technical missions;
4. Coordinate technical support from UNDP Pacific Centre; and
5. Provide technical assistance and support as and when required by the Samoa UN Resident Coordinator.

Qualifications:

The Community Development Specialist should have:

1. Advanced university degree in social sciences or discipline relating to international development would be highly desirable;
2. At least 7 years of international development experience in programme design, management and implementation; proposal writing and resource mobilization;
3. Technical expertise in one of following areas: Disaster Risk Management, Adaptation to Climate Change, Poverty Alleviation and MDG Achievement and Gender and Development;
4. Experience in the development of community level development projects, particularly focusing on poverty reduction and the achievement of MDGs;
5. Significant experience in Participatory Rural Appraisal, Vulnerability and Capacity Assessment or similar participatory methodologies;
6. Knowledge and experience of working in the Pacific and in particular in Samoa, Cook Islands, Niue and Tokelau contexts highly desirable;
7. Previous experience with UNDP or another UN Agency, working on MDGs related programming;
8. Demonstrable familiarity and understanding of UNDP's programme cycle and Project Document format, preferably with experience in drafting UNDP/UN agencies projects and policy documents;
9. Good knowledge and understanding of the UN, its values, priority goals and systems and procedures will be a definitive asset;
10. Effective interpersonal and negotiation skills proven through successful interactions with all levels of project stakeholder groups, including senior government officials, business executives, farmers and communities;
11. Ability to effectively coordinate a complex, multi-stakeholder project;
12. Ability to lead, manage and motivate teams of international and local consultants to achieve results;
13. Good capacities for strategic thinking and planning;
14. Knowledge of UNDP project implementation procedures, including procurement, disbursements, and reporting and monitoring highly preferable;
15. Excellent communication skills; and
16. Excellent written and spoken English.

Duration of the assignment: Project implementation is for a period of 4 years, starting on the 1st January 2010. Continuity of staff during this time will be crucial for effective implementation.

e. Terms of Reference for CCSDP Programme Specialist (Optional)

Title:	CCSDP Programme Specialist
Type of contract:	SSA
Project:	UN Joint Community Centred Sustainable Development Programme (CCSDP)
Duty Station:	Apia, Samoa (with some travel to select Pacific Island Countries)
Reporting to:	UN Resident Coordinator via the CCSDP Community Development Specialist

Background: The CCSDP Programme Specialist will assist in the implementation of the UN Joint Community Centred Sustainable Development Programme (CCSDP), including the mobilization of all project inputs and coordination of project proposals in the CCSDP pilot village(s). The Programme Specialist will assist the Director of the Office of the Prime Minister in the Cook Islands, the Director of Community Affairs in Niue, the ACEO of MWCSO-IAD in Samoa and the Council of the Ongoing Government of Tokelau in coordination with the CCSDP Community Development Specialist, Office of the UN Resident Coordinator with community Capacity Building activities as well as the facilitation of village workshops. Under the direct supervision of the Director of the Office of the Prime Minister in the Cook Islands, the Director of Community Affairs in Niue, the ACEO of MWCSO-IAD in Samoa and the Council of the Ongoing Government of Tokelau and in coordination with the Community Development Specialist, Office of the UN Resident Coordinator, the Programme Specialist will assist the National Focal Point of the CCSDP and assist in the satisfactory execution of the entire project in all four countries. The CCSDP Programme Specialist will be an integral member of the Sub-Regional Programme Support Unit (SRPSU) to be located in the UN Compound in Apia, Samoa, and provide inputs to the Expanded OG 4. The CCSDP Programme Specialist shall perform a liaison role with government, UN Agencies, and all stakeholders involved with the project.

Objectives and Outputs/Activities: Under the direct supervision of the Community Development Specialist, UN Resident Coordinator and in matrix supervision with respective Heads of UN Agencies, the Programme Specialist will be responsible for supporting the UN Joint Community Centred Sustainable Development Programme, related work plans and develop resource mobilization strategy. The Programme Specialist will also provide programme assistance to Heads of UN Agencies and their respective units through technical expertise, administrative support and other inputs as necessary in the development of the programme.

The following responsibilities of the Programme Specialist will be asked:

- Team member for the Sub-Regional Programme Support Unit;
- Coordinate inputs from missions on the needs assessment performed in Samoa, Cook Islands, Niue and Tokelau;
- Coordinate inputs with partnering UN agencies and relevant external stakeholders;
- Contribute to design and develop project proposals and associated work plans for the UN Joint CCSDP;
- Assist in the development and implementation of resource mobilization strategies relating to the CCSDP. This is likely to involve the coordination of consultation processes with key international development partners such as NZAID, AusAID, EU, Japan and others;
- Support, facilitate and where possible provide leadership in community consultations to undertake key Appreciate Inquiry and Participatory Rural Appraisal Methodology as designed for each country;
- Establishing e-networks for communicating best practices and lessons learned arising from the formulation of the CCSDP programme among participatory countries; and
- Other matters as deemed necessary by CCSDP Community Development Specialist and UN Resident Coordinator.

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Further, the Programme Specialist will undertake the following additional **activities**: *Technical and Policy Advisory Services to the UN Agencies and the UNDP Samoa MCO through the following services;*

6. Support the Expanded OG 4 in the development and implementation of strategies for resource mobilization including the preparation of donor briefings;
7. Assist the Expanded OG 4 in partnership building and knowledge sharing;
8. Provide programmatic preparatory support to the SRPSU for fielding CCSDP-related missions;
9. Support and where possible lead the collation of relevant MDG and NSDP data for desktop analysis of national development context for Niue, Samoa, Cook Islands and Tokelau in areas of Democratic Governance, Environment and Energy, Sustainable Livelihoods / Poverty Reduction and Crisis Prevention & Recovery for infusion into the CCSDP programme;
10. Provide sound up-stream and down-stream policy advice on linking on-the-ground investment work with national development reporting and MDG reporting;
11. Provide technical backstopping to the SRPSU in Enhanced Result Based Management for effective programme/project management advisory services and where possible training for local communities under the CCSDP banner; and
12. Provide technical assistance and support as and when required by the UN Resident Coordinator.

f. Terms of Reference for the CCSDP Knowledge and Communications Specialist (Optional)

Title:	CCSDP Knowledge and Communications Specialist
Type of contract:	SSA
Project:	Community Centred Sustainable Development Programme (CCSDP)
Duty Station:	Apia, Samoa (with some travel to select Pacific Island Countries)
Reporting to:	UNDP MCO Samoa Programme Coordinator

Background: Under the overall guidance of the UNDP Multi Country Office (MCO) Programme Coordinator and with support from the CCSDP Development Specialist, the Knowledge and Communications Specialist will provide communications and knowledge management support services ensuring high quality, accuracy and consistency of work related to the Community Centred Sustainable Development Programme (CCSDP). The Knowledge and Communications Consultant will work in close collaboration with the Office of the UN Resident Coordinator, programme and project staff in the UNDP MCO in Samoa and the CCSDP Sub-Regional Programme Support Unit as required to exchange information and support programme delivery. He/she will also work closely with the Programme and Operations teams in the MCO, staff of other UN Agencies, UNDP HQs staff (Communications Office) and Regional Communications Advisor, Government officials, media, multilateral and bilateral donors and civil society.

The CCSDP Knowledge and Communications Specialist will be expected to provide **communications and knowledge management support to the CCSDP Programme Support Unit** focusing on the achievement of the following results:

- Support the formulation and implementation of communications and advocacy strategies to increase the standing and awareness of the CCSDP with partners, the media and the public;
- Responsible for a communications and resource mobilization strategy for the CCSDP tightly linked to the CCSDP priorities; and
- Support in coordination, planning and implementation of the 1st Tokelau Donor Round Table at a date and venue to be determined.

Summary of Key Functions:

- Support to formulation and implementation of internal and external communications and advocacy strategies related to the CCSDP;
- Support the elaboration and implementation of the CCSDP publications strategy and plan;
- Support to the maintenance of websites, databases and knowledge management systems; and
- Facilitation of knowledge building and knowledge sharing.

The CCSDP Knowledge and Communications Specialist will provide support to the **formulation and implementation of the CCSDP internal and external communications and advocacy strategies, supports business development** focusing on achievement of the following results:

- Preparation and conduct of communications needs assessments for the CCSDP;
- Provision of information for elaboration of the CCSDP communications and outreach strategy based on the corporate communications strategy;
- Development of CCSDP communication materials for marketing and awareness-raising campaigns, including briefing materials and press releases in coordination with the UNDP MCO Programme Coordinator;

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- Organization of roundtable discussions to take place for Tokelau, press conferences, briefing sessions, interviews related to the CCSDP;
- Provision of inputs and researched information in programme formulations to integrate advocacy and communication strategies into all aspects of the CCSDP;
- Review of reference materials, identification of reference materials for retention. Maintenance of information database and photo library related to the CCSDP;
- Organization and implementation of joint UN information campaigns related to the UNDP MCO and more specifically to the CCSDP and the Tokelau Donor Round Table;
- Preparation of inputs for the CCSDP Resource Mobilization Strategy, including the concept note, and other documents.
- Ensures the design and regular maintenance of the CCSDP profile on the UNDP web site; and
- Organization and conduct of training and workshops on communications for development as appropriate.

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Advocates and promotes the vision, mission, and strategic goals of UNDP; and
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Functional Competencies:

- Ability to implement communications and publications strategies;
- Ability to perform a wide range of varied, inter-related complex services;
- Ability to extract, interpret and analyze data and resolve operational problems;
- Ability to work with minimum supervision;
- Ability to supervise and train support staff;
- Ability to plan and organize work;
- Communicates sensitively and effectively across different constituencies; and
- Demonstrates strong IT skills.

Management and Leadership:

- Focuses on impact and result for the client;
- Consistently approaches work with energy and a positive, constructive attitude;
- Ability to write and communicate orally with accuracy and professionalism;
- Builds strong relationships with clients and external actors;
- Ability to remain calm, in control and good humored even under pressure and tight deadlines; and
- Demonstrates openness to change and ability to manage complexities.

Recruitment Qualifications:

- Secondary education. University degree or equivalent desirable, but it is not a requirement;
- 5 to 7 years of relevant experience at the national level in providing communication packages to promote the activities of international development organization;
- Experience in the usage of computers and office software packages (MS Word, Excel, etc.). Experience in handling of web-based management systems; and
- Fluency in English and Samoan is essential.

g. Terms of Reference for CCSDP Programme Associate (Optional)

Title:	CCSDP Programme Associate
Type of contract:	ICS-7
Project:	UN Joint Community Centred Sustainable Development Programme (CCSDP)
Duty Station:	Apia, Samoa (with some travel to select Pacific Island Countries)
Reporting to:	CCSDP Community Development Specialist

Background: Under the overall guidance of the Community Development Specialist, the Programme Associate provides programme support services ensuring high quality, accuracy and consistency of work related to the UN Joint Community Centred Sustainable Development Programme (CCSDP).

The Programme Associate works in close collaboration with the operations, programme and project staff in the UNDP MCO in Samoa and the Sub-Regional Programme Support Unit as required to exchange information and support programme delivery.

Provide **administrative support to the Programme Support Unit** focusing on achievement of the following results:

1. Preparation of both PO and non-PO vouchers for development projects;
2. Maintenance of the internal expenditures control system including timely corrective actions on un-posted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers;
3. Creation of requisitions in Atlas for development projects, register of goods receipt in Atlas;
4. Making budget check for requisitions, POs and vouchers;
5. Manage office stationary and Asset Inventory;
6. Assist with monitoring and updating of the Balance Scorecard and the Financial and Project Management Dashboard; and
7. Organize and provide secretariat support for meetings pertaining to the CCSDP.

Skills and Qualifications:

- Demonstrates commitment to UN’s mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Shares knowledge and experience;
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills;
- Ability to perform a variety of standard tasks related to Results Management, including screening and collecting of programme/ projects documentation, projects data entering, preparation of revisions, filing, provision of information;
- Ability to provide input to business processes re-engineering, implementation of new system, including new IT based systems;
- Focuses on result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Preferably a Secondary Education in Finance or Administration would be desirable, but it is not a requirement.
- 3 to 5 years of relevant communication, administrative or programme experience is required at the national or international level. Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages, experience in handling of web based management systems.
- Fluency in English and Samoa required.