

United Nations Development Programme

Country: Tokelau



Empowered lives.
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Project Title: Tokelau Good Governance Initiation Plan (TGG-IP) Phase.

UNDAF Outcome 5: Governance and Human Rights

Outcome 5.1: Regional, national, local and traditional governance systems are strengthened and exercise the principles of good governance, respecting and upholding human rights, especially women's rights, in line with international standards.

Expected Tokelau UNDAF Result Matrix Outcome 3: Community involvement (youth, community based organisations), capacity development and culture integrated across all program activities including an integrated capacity building program.

Expected Output(s):

1. Implementation of Good Governance Training for the *Taupulega* (main government entity on each atoll) and Communities in Tokelau in order to promote good governance principles and practices.
2. Formulation of the full Capacity Development for Ongoing Improvements in Basic Social Services Delivery in Tokelau Project completed and approved.

Implementing Partner: UNDP Multi-Country Office Samoa.


Responsible Parties: Office of the Council of the On-Going Government of Tokelau, Apia.

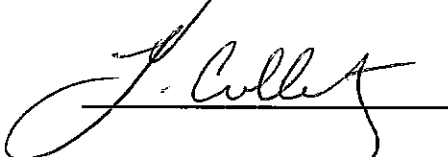
Brief Description:

At the request of the Office of the Council of the On-going Government of Tokelau, this Initiation Plan Phase Project seeks to begin the process of improving the transparency, accountability and efficiency of the public sector in Tokelau. Improvements in governance systems and processes will help ensure the effective delivery of basic public services on the atolls. A human rights based approach will be applied in the design and implementation of this project. The two project components are (1) Implementation of Good Governance Training of Trainers and training for the Government and other key stakeholders using the Governance training manual developed by Massey University; and (2) Formulation of a longer term Capacity Development programme on good governance for Tokelau that is aligned with the proposed Tokelau Change Plan (2014). The project will work closely with the target groups, the villagers and public servants, who will serve as agents of change in Tokelau. While this project focusses on promoting good governance principles, with a focus on service delivery, it will have an impact on all aspects of life Tokelau. It is expected to bring enhanced decision making, more transparent processes in working with development partners and in the performance of all partner-supported programmes, including those in energy and environment currently supported by UNDP.

Programme Period	2014-2015
Key Result Area: (Strategic Plan)	Area of Work 1: Sustainable development pathways - Advocacy & Analysis.
Atlas Project ID	00085077
Start Date	17 November 2014
End Date	31 June 2015
Management Arrangements:	UNDP as Implementing Partner, with Office of the Council of the On-going Government of Tokelau

Total budget	US\$ 93,660
Resources Allocated:	
UNDP TRAC 1	US\$ 93,660 ¹
Tokelau Government	In-Kind: US\$13,578

Approved on behalf of Government:  Date: 05/12/14

Approved on behalf of UNDP:  Date: 02/12/14

¹ USD 7,060 will be utilised for the formation of the Full Capacity Development for Ongoing Improvements in Basic Social Service Delivery under Output 2. The source of funding of this amount is from a separate TRAC project titled 'Capacity for Results Support Project,' and will be external from the USD 93,660 total budget.

Purpose

Tokelau is a micro-state that is made up of three atolls, *Atafu*, *Fakaofu* and *Nukunonu*, and has a population of 1,143.² It is a non-self-governing territory of New Zealand and has been under New Zealand administration since 1926.³ As a result, New Zealand and Tokelau share a close relationship through the Administrator's Office of Tokelau, which is part of the Special Relations Unit within the Ministry of Foreign Affairs and Trade in Wellington. This Office oversees the relationship between New Zealand and Tokelau.⁴ The current Administrator is Jonathan Kings.⁵ There is also a Tokelau Apia Liaison Office (TALO), based in Samoa that is headed by General Manager, Mr. Jovilisi Suveinakama. This office acts as the liaison office between the Government and overseas development partners and has a primary role in ensuring effective communications and transport between Tokelau and Samoa, with sea transport the key method for accessing Tokelau.

Tokelau operates a system that has been described as 'coral up' government. Under this system, Taupulega (village councils of elders) are the ultimate source of authority on each atoll. Each atoll Taupulega directs village activities while delegating their authority to the General Fono (parliament) to deal with issues that are of relevance nationally or to all of Tokelau.

The General Fono is the highest forum of Tokelau and involves delegates from each atoll, including three Faipule (Government Ministers) who rotate the leadership of the country plus three Pule (Village Mayors). The leader of the General Fono is known as the Ulu o Tokelau (Titular Head of Government). The General Fono usually sits three times a year.

The three Faipule, along with another three delegates from the Taupulega (usually but not always the Pule, or village mayors) comprise the Tokelau's Council for the Ongoing Government or Cabinet. When the General Fono is not sitting, the Council for the Ongoing Government continues the business of the Government of Tokelau.

Tokelau has held two referenda on the Treaty of Free Association with New Zealand. They were held in 2006 and 2007, with funding support of UNDP and the political backing of the New Zealand Government and the UN Decolonization Committee of 24. On both occasions the required threshold of a two third majority convincing vote for independence was not met and thus Tokelau maintains its current status as a territory.⁶

In order to address ways to promote improved governance within the island-based public sector, a joint venture between Tokelau and Massey University (New Zealand) was formed in 2013 which resulted in a Governance Development Programme Training Manual.⁷ This manual sets out guidelines on how to govern well and includes a potential governance framework. The manual and the week long Governance Training of Trainers course that was held as part of the development of the document, created a rudimentary understanding of the complex issues if effective governance is to be sustained within Tokelau. There is a need to maintain the momentum created by the Massey University work.

In the consultations held with Government officials and UNDP commencing in April 2014 in Apia, the Government identified that there was a priority to strengthen public sector management via the *Taupulega* Offices on each atoll with a view to more effectively implementing *General Fono* decisions and in doing so creating an enabling

² http://www.ws.undp.org/content/samoa/en/home/countryinfo/about_tokelau.html

³ <http://www.mfat.govt.nz/Foreign-Relations/Pacific/Tokelau/>

⁴ <http://tokelau.org.nz/About+Us/Government/Administrators+Role.html>

⁵ <http://www.mfat.govt.nz/Foreign-Relations/Pacific/Tokelau/>

⁶ United Nations Multi-Country Office Samoa, '*Tokelau Country Programme Action Plan 2008-2012.*' Version 4, 30th April. P. 3.

⁷ Lockhart, J. & Allen, P. '*Tokelau Good Governance Training Manual.*' University of Massey. 2014.

environment for efficient basic social service delivery on each of the atolls. Efficient service delivery hinges on strong governance structures in the public sector and community groups as noted in the recent reviews of the delivery of education and health services. There is also a need to take into account of the recommendations of the Change Management Team that is currently developing a Change Plan to address the service delivery functions of the public service and to design appropriate standards of essential service delivery in Tokelau. Once the Change Plan is completed and approved by the *General Fono*, a longer-term UNDP supported project will be formulated to support the implementation of the Plan.

It is envisaged that the training curriculum will be enhanced through the use of the recent review of the education services as a concrete example of how improved governance can bring about a better delivery of education services. This will require the trainers to examine the programme entitled *Services to Transform Basic Education in Tokelau* and to see how improved governance can ensure the best outcomes in the implementation of a long term plan for education services on Tokelau. This is a five year programme which will commence on the ground in November 2014.

Main Groups:

The key groups are the *Taupulega*, the *General Fono*, the Council for the Ongoing Government, the public servants and office-bearers of *Community-Based Organisations* who will be the main recipients of the Good Governance Training as established in the Training Manual created in conjunction with Massey University. These target groups are central to the development of the country and the direction in which it will head and therefore need as much support and capacity development opportunities as is feasible.

However, while these are the key target groups in this project it is also important to recognize the role of other stakeholders in public service delivery and in ensuring community development, peace and security. Community based organisations such as the *Fatupaepae* (Women's Group), *Aumaga* or *Taulelea* (Men's Group), Youth and Sports groups are well organised with different functions that add value to the communal way of life on Tokelau and were key to the success of the Community Centred Sustainable Development Project (CCSDP) that was piloted in Tokelau in 2011, but never completed due to technical issues.

The CCSDP provided a very useful mechanism for identifying issues and information that was gained through village consultations that will be important in the design of the training and follow-up action. For example, ideas from the three different atolls were centred on health, education and economic development, especially within the agriculture and fisheries sector. What is also important to note is that women also held separate meetings and pinpointed health, education and economic self-reliance as issues that they would like to see addressed.⁸

Even though women and youth are marginalised groups within the community, there is a National Policy for Women of Tokelau 2010-2015.⁹ This policy highlights the positive steps made in terms of women's involvement in political matters and also underlines the fact that women are central to enabling sustainable development and growth.¹⁰ At the political level this can be seen through the inclusion in National policy, that "of the 20 General Fono Delegates, 3 are women. Women therefore constitute 15% of the representation at the highest national forum of Tokelau."¹¹

In education more scholarships are awarded to females than their male counterparts. However, potentially of most importance to this project is the fact that in the Tokelau Public Service, "women comprise 81% of senior management positions."¹² This carries more importance when matched with the fact that in 2004 many of the public service responsibilities were devolved to the villages. This meant that the separate villages were now responsible for

⁸ Gouri, 'Community Centred Sustainable Development Project and Early Recovery Project.' Evaluation Report 2009-2011. Samoa 2011. pages 39-44.

⁹ National Policy for Women of Tokelau 2010-2015.

http://tokelau.org.nz/site/tokelau/files/TOKELAU%20AFFAIRS_National%20Policy+Plan%20of%20Action%20for%20Women-ENGLISH%20VERSION.pdf

¹⁰ Ibid. Page 2.

¹¹ Ibid. Page 6.

¹² Ibid. Page 6.

functions such as education, hospitals and electricity as well as policing and human resourcing, among others. For this the *Taupulega* was strengthened and each had a general manager appointed.¹³ The National Policy for Women also points to the fact that each village already has an existing *Fatupaepae*, which is a women's organisation.¹⁴ The work of these organisations at the village level is of central importance to the country going forwards. However the main part of the policy that would be of interest to this project is the Tokelau National Women's Council. Since the endorsement of the Tokelau National Policy for Women, the Tokelau Women Council has met regularly especially during the General Fono meetings. One of the main goals of the National Women's Policy is the strengthening of this Council.¹⁵ There is also a Youth Council currently in Tokelau which has links to and is a part of the Pacific Youth Forum.¹⁶

Strategy

The TGG Initiation Plan Phase is in line with the Regional UNDAF 2013-2017, through Outcome 5.1: Regional, national, local and traditional governance systems are strengthened and exercise the principles of good governance, respecting and upholding human rights, especially women's rights, in line with international standards. This correlates with the Tokelau UNDAF Results Matrix, Output 3.4: Strengthened capacity of community based organizations to play an increased role in national development through improved project management and reporting skills in nutrition, sexual and reproductive health, disaster preparedness and family violence programmes; and Output 3.5: Culture and tradition integrated into all activities. Good Governance practices will assist in improving decision making not only in the political and social spheres but also in energy and environment projects supported by UNDP, and others, as well. This in turn would be expected to help in achieving the goals set in the Tokelau Country Results Matrix.

The Good Governance Training Manual, which was formulated by the On-Going Government of Tokelau in collaboration with Massey University, takes into account these important cultural aspects. It looks to work through and with the culture in order to generate knowledge on good governance practices. Therefore it is of utmost importance to incorporate into any public sector review, or governance training program, culture and traditions. In keeping with the request of the Tokelau Government, UNDP, as the Implementing Partner for the project will designate a Responsible Party to carry out the GG Training as per the Training Manual. In this case the Office of the On-Going Government of Tokelau will be the responsible party for the implementation of the Good Governance training.

A rights based approach will be used as an overarching approach to the implementation of the project. This approach recognizes the rights of both claim holders and duty bearers. Non-transparent and unaccountable governance systems in the public sector result in the inefficient provision of services as well as blockages and limitations. Also, citizen's often do not realize their rights as claim holders to the quality services they are entitled to under the Constitution. This project will lead to improved transparency and accountability through good governance practices on the part of the duty bearers with a view to enhancing service delivery.

As with every training initiative it is important to put in place measures to promote both individual learning as well as institutional sustainability. It is critical in the longer term that the adoption of learning from the training leads to the development and implementation of systems and processes that go beyond that learned by the individuals involved. This approach will hopefully avoid the loss of capacity as individuals move on or leave the Government or Tokelau. The monitoring and evaluation framework of the proposed Change Plan will be an important tool in helping ensure this occurs. Furthermore the information gathered through the Change Plan's monitoring and evaluation framework and feedback and evaluations carried out by the National Good Governance Team on the training itself will be the baseline for a full Capacity Development for Ongoing Improvements in Basic Social Services Delivery project.

¹³ Ibid. Page 6.

¹⁴ Ibid. Page 2.

¹⁵ Ibid. Page 10.

¹⁶ <http://www.pacificyouthcouncil.org/>

The Change Plan and initial training will assist the project design by also identifying which basic social services the project should give specific focus and the key issues to be addressed for improving the delivery of services on each of the atolls. UNDP will work with Tokelau and other partners to develop the longer term Good Governance Project, utilising the Capacity Development Project funds (20% Tokelau contribution).

Description of Activities

Outcome 1: Strengthening of the National Governance System.

Output 1: Implementation of Good Governance Training for the Government using the Training Manual produced for the Government by Massey University.

Activity 1.1: GG training programme established.

The key activities will involve the identification and training of trainers of a team of trainers and a Team Leader and the conducting of training of key Government and other personnel. The training will be focused on familiarization of training manual with a focus on ensuring all those trained are made fully aware of their role in promoting good governance and improved service delivery for all Tokelauan people.

The Training Manual has already generated a lot of interest and momentum and this project will help reinforce this. The GG Training Team Leader will be an experienced external consultant whom the Government will hire using its own procedures. (UNDP will sign a Letter of Agreement designating the Office of the Ongoing Government of Tokelau as the Responsible Party for this component.) Reference Annex 1 for LOA and TOR for consultant.

Activity 1.2: Implementation of Training of Trainers.

The training programme will include seven components. The first component will comprise of a training refresher for the trainers who had their initial training session with an external consultant in April, 2014. This activity will also lead to the translation of the manual and a timetable for implementation of the training across the three atolls.

Activity 1.3: Training in Tokelau of Government and other Personnel.

The next three components will be the training for the *Taupulega* on the three atolls, *Fakaofu*, *Nukunonu* and *Atafu*. The fifth component is the training for the Council in Tokelau with this being followed by the consultations for the *General Fono* delegates in Tokelau. Finally, there will be the training for the Council in Samoa. These training activities will complete the support provided under this Initiation Plan Project

Activity 1.4: Training Evaluation.

An evaluation to gather baseline information will include both the trainers and participants. For the trainers this information will be gathered prior to their refresher training session and gauge their knowledge prior to the training-of-trainers session and then at the conclusion of the refresher session. The evaluation to gather baseline data for participants will be carried out at the commencement of each training session for the *Taupulega*, Council and *General Fono*. There would also be an evaluation carried out after the final workshop has taken place encompassing the whole exercise.

Included in the training activities will be at least two discrete outputs included as targets to be achieved by the completion of Activities 1-3. This is important as it will provide the opportunity to assess the effectiveness of the trainers, the workshops and whether the participants understand the good governance principles and how they will put this knowledge into action immediately following the workshop. Furthermore, it will help to gain some sense of the long term changes that this training will enable and the impact it will have on the community and the participants alike. It will be key to the implementation of Output 2 described below.

Output 2: Formulation of the full Capacity Development for Ongoing Improvements in Basic Social Services
Delivery project completed and approved.

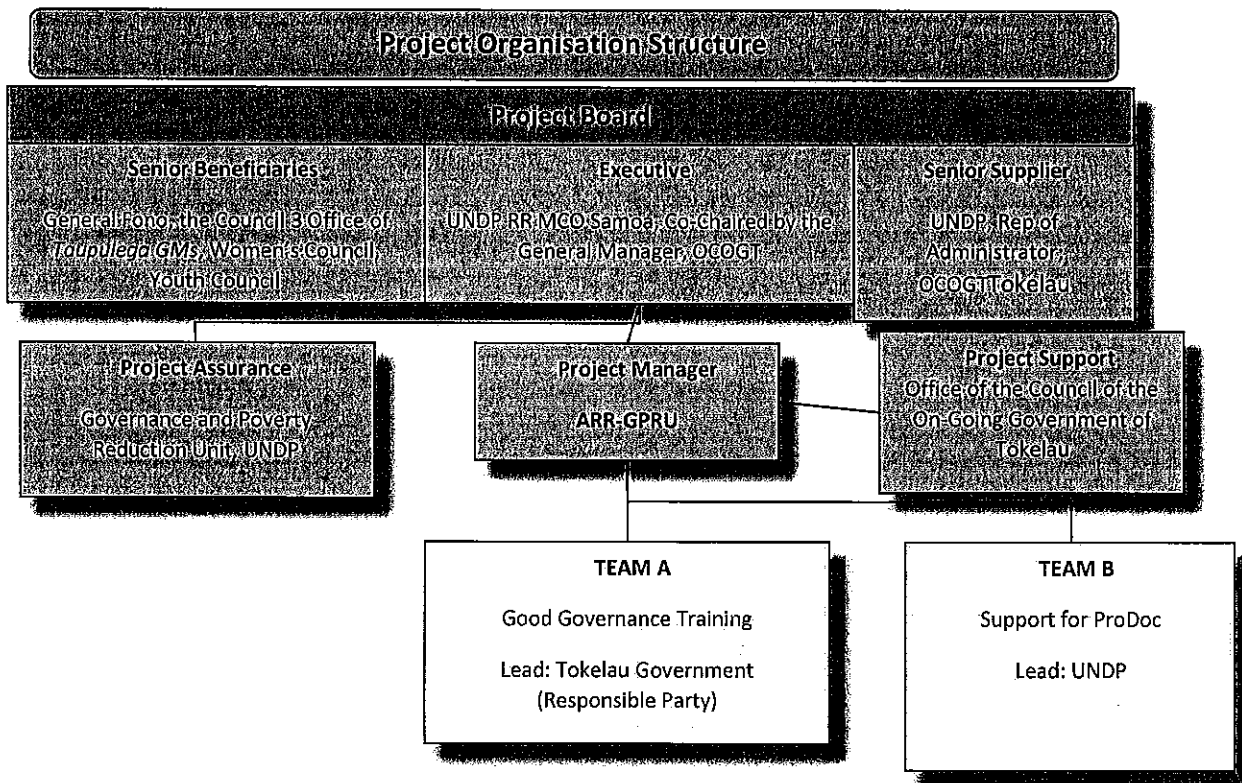
This output will be achieved through close consultation with key Tokelau partners and other development partners (including the Government of New Zealand, EU and other UN agencies).

Monitoring and Evaluation:

This 8 month initiation phase (17 Nov 2014 –30 June 2015) project will be subject to standard M&E requirements of UNDP under the POPP. However, given its short life span, it will not be subject to audit or evaluation requirements.

Management Arrangements:

The Initiation Plan Phase will have UNDP Multi-Country Office in Samoa as the Implementing Partner with the Office of the On-Going Government of Tokelau in Apia serving as Responsible Party (RP). This project will be implemented using the Direct Implementation Modality (DIM). Under the DIM arrangement, the project will be directly executed by UNDP and UNDP will be responsible for the achievement of all expected outputs and outcomes of the Initiation Plan Phase. UNDP will work closely with the RP in making sure that all the necessary logistical and administrative arrangements for the Good Governance Training, including contracting of local and international consultants and communications and advocacy, are implemented quickly and according to high standards. UNDP will also conduct training for the RP on the financial reporting templates (FACE form) for transfer of funds and expenditure reporting and be responsible for maintaining proper accountability for project funds as per standard UNDP Programme and Operating Policies and Procedures with regards to advances and direct payments. UNDP will work in conjunction with the Project Board as outlined below.



The *General Fono* will serve as the Outcome Board, while the Office of the Council of the On-Going Government of Tokelau (OCOGT) will act as the Project Board for the purposes of the UNDP Programme and Operating Policies and Procedures.

The UNDP RR will form the Executive with the General Manager of the OCOGT acting as Co-Chair. The Senior Supplier will be UNDP and a representative of the Administrator's office and Tokelau Ongoing Government. The Senior Beneficiaries will be a representative of the *Taupulega* on each atoll, members of the *General Fono*, the women's council and the youth council.

The UNDP Assistant Resident Representative (ARR) of the Governance & Poverty Reduction Unit (GPRU) in UNDP will play the role of Project Manager of the Initiation Plan Phase. The Office of the Ongoing Government will be the Responsible Party for leading Team A as highlighted in the Project Board structure above under a Letter of Agreement with UNDP. An estimated budget for the training is attached in Annex 3 for preliminary planning purposes.

The UNDP Multi-Country office in Apia will coordinate the Initiation Plan Phase project implementation. Progress on the work plan will be presented regularly to the Project Board for discussion and decision-making. The risk log for this Initiation Plan is attached as Annex 2.

EXPECTED OUTPUTS And baseline, indicators and targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount USD
		<p>Output 1: Implementation of Good Governance Training for the Government using the Training Manual produced for the Government by Massey University.</p> <p>Baseline: Good Governance Training Manual created in collaboration between Massey University and the Government of Tokelau</p> <p>Indicators: Number of successful training workshops held and completed.</p> <p>Target: Successful completion of the Good Governance Training Manual and the 6 workshops.</p>	<p>Activity 1.1: GG training programme established: International Consultant subcontracted for oversight of training.</p> <p>UNDP will conduct training for the RP on the financial reporting templates (FACE form) for transfer of funds and expenditure reporting and be responsible for maintaining proper accountability for project funds as per standard UNDP Programme and Operating Policies and Procedures with regards to advances and direct payments.</p>					X	<p>Responsible Party – Office of the Council of the Ongoing Government of Tokelau (OCOGT)</p> <p>UNDP MCO Samoa</p>
	<p>Activity 1.2: Implementation of Training of Trainers GG Trainers' refresher – confirm translation of Manual, organise schedule and training teams for each village during GF on Atafu Nov. 2014.</p>				X	<p>Responsible Party - Office of the Council for the Ongoing Government of Tokelau</p>	TRAC 1	2 trainers from 2 villages (4) travel and accommodation on Atafu for 3 nights 4*3*60	720
		SubTOTAL							38,408
		Total 2014							58,408

¹⁷ All exchange rates are based on the UN exchange rate. For this project the exchange rate between the NZD and the USD has been utilised, this being 1.194.

Annual Work Plan 2015

EXPECTED OUTPUTS And baseline, indicators and targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount USD
	Activity 1.3: Training in Tokelau of Government and other Personnel.	X	X			Responsible Party – Office of the Council of the Ongoing Government of Tokelau (OCOGT)	TRAC 1	Travel costs and DSA for Consultant (71600) Supervision of Trainers on atolls	7,386
								Training for the 3 atolls	12,172
								71600 Travel+Per-Diem	4,662
								74500 Sundry	4,527
								Training for the Council in Tokelau	1,032
								71600 Travel+Per-Diem	9,468
								Consultation with General Fono Delegates in Tokelau	1,554
								71600 Travel+Per-Diem	8,417
								74500 Sundry	
								Training for Council in Samoa	1,034
								71600 Travel+Per-Diem	2,500
								74500 Sundry	
								Communication and Advocacy	

	Activity 1.4: Training Evaluation.	X	X			National Good Governance Team	GG Team time		0
<p>Output 2: <i>Formulation of the full Capacity Development for Ongoing Improvements in Basic Social Services Delivery project completed and approved.</i></p> <p>Baseline: <i>Recommendations highlighted in Change Plan (New Zealand Government and On-Going Government of Tokelau initiative)</i></p> <p>Indicators: <i>Formulation, completion and approval of full 3 year project.</i></p> <p>Target: <i>Full Capacity Development for the Ongoing Improvements in Basic Social Service Delivery document completed and approved.</i></p>	<p>This output will be achieved through close consultation with key Tokelau partners and other development partners (including the Government of New Zealand, EU and other UN agencies).</p>	X				UNDP Regional Centres Governance Specialists/ MCO	<p>TRAC 1. USD 7,060 will be sourced from the 20% earmarked for Capacity for Results Support Project, within UNDP provided by Tokelau. This funding is external to the total budget and is not the in-kind contribution from Tokelau.</p>	<p>Technical Advisory Services</p>	0
<p>Monitoring and Evaluation</p> <p>Direct Project Charging MCO Cost Recovery</p>	<p>Site visit from UNDP and/or Project Manager to ensure the Initiation Plan is progressing as required. Processing payments. Any reports or report writing that may be needed. To compensate for time spent on the writing of the documents.</p>		X			UNDP MCO	TRAC 1	<p>Travel</p> <p>Communications & Advocacy</p>	<p>1,000</p> <p>1,500</p>

Sub-Total 55252
Total 2014-2015 93660

STANDARD LETTER OF AGREEMENT BETWEEN THE UNITED NATIONS DEVELOPMENT PROGRAMME AND THE COUNCIL OF THE ON-GOING GOVERNMENT OF TOKELAU ON THE IMPLEMENTATION OF THE TOKELAU GOOD GOVERNANCE INITIATION PLAN (TGG-IP) PHASE.

WHEN UNDP SERVES AS IMPLEMENTING PARTNER

Your Excellency,

1. Reference is made to the consultation between officials of the United Nations Development Programme (hereafter referred to as 'UNDP') in Samoa and officials of the Office of the Council of the On-Going Government of Tokelau (OCOGT) with respect to the realization of the activities by *the Office of the Council of the On-Going Government of Tokelau* in the implementation of the project ID no: 00092848, Tokelau Good Governance Initiation Plan Phase, as specified in Attachment 1: Project Document, to which UNDP has been selected as the implementing partner.
2. In accordance with the Project Document and with the following terms and conditions, we confirm our acceptance of the activities to be provided by the Council of the On-Going Government of Tokelau towards the project, as specified in Attachment 2: Description of Activities (hereinafter referred to as 'Activities'). Close consultations will be held between *The Office of the Council of the On-Going Government of Tokelau*, hence forth referred to as *OCOGT*, and UNDP on all aspects of the Activities.
3. The OCOGT shall be fully responsible for carrying out, with due diligence and efficiency, all Activities in accordance with its Financial Regulations and Rules.
4. In carrying out the activities under this Letter, the personnel and sub-contractors of the OCOGT shall not be considered in any respect as being the employees or agents of UNDP. UNDP does not accept any liability for the claims arising out of acts or omissions of the OCOGT or its personnel, or of its contractors or their personnel in performing the Activities or any claims for the death, bodily injury, disability, damage to property or other hazards that may be suffered the OCOGT, and its personnel as a result of their work pertaining to the Activities.
5. Any subcontractors, including NGOs under contract with the OCOGT shall work under the supervision of the designated official of the OCOGT. These separate contractors shall remain accountable to the OCOGT for the manner in which assigned functions are discharged.
6. Upon the signature of this Letter, UNDP will make payments to the OCOGT according to the schedule of payments specified in Attachment 3: Schedule of Activities, Facilities and Payments.
7. The OCOGT shall not make any financial commitments or incur any expenses which would exceed the budget of the Activities as set forth in Attachment 3. The OCOGT shall regularly consult with UNDP concerning the status and use of funds and shall promptly advise the UNDP any time when the OCOGT is aware that the budget to

carry out these activities is insufficient to fully implement the project in the manner set out in Attachment 2. UNDP shall have no obligation to provide the OCOGT with any funds or to make any reimbursements for the expenses incurred by the OCOGT in excess of the total budget set forth in Attachment 3.


8. The OCOGT shall submit a cumulative financial report each quarter (31 March, 30 June, 30 September, 31 December). The report will be submitted to the UNDP through the UNDP Director or UNDP Resident Representative within 30 days following these dates. The format will follow the standard UNDP expenditure report (a model copy of which is provided as Attachment 4. UNDP will include the financial report by the OCOGT in the financial report [*number and title of project*]).
9. The OCOGT shall submit such progress reports relating to the Activities as may be reasonably required by the project manager in the exercise of his or her duties.
10. The OCOGT shall furnish a final report within 12 months after the completion or termination of the Activities, including a list of non-expendable equipment purchased the OCOGT and all relevant audits or certified financial statements and records related to such Activities, as appropriate, pursuant to its Financial Regulations and Rules.
11. Equipment and supplies that may be furnished by the UNDP or procured through UNDP funds will be disposed as agreed, in writing, between UNDP and the OCOGT.
12. Any changes to the Project Document which would affect the work being performed by the OCOGT in accordance with Attachment 2 shall be recommended only after consultation between the parties.
13. For any matter not specifically covered by this Letter, the Parties would ensure that those matters shall be resolved in accordance with the appropriate provisions of the Project Document and any revisions thereof and in accordance with the respective provisions of the Financial Regulations and Rules of the OCOGT and UNDP.
14. The arrangements described in this Letter will remain in effect until the end of the project or the completion of the activities of the OCOGT according to Attachment 2, or until terminated in writing (within 30 days notice) by either party. The schedule of payments specified in Attachment 3 remains in effect based on continued performance by the OCOGT unless it receives written indication to the contrary from UNDP.
15. Any balance of funds that is undispersed and uncommitted after the conclusion of the Activities shall be returned within 90 days to UNDP.
16. Any amendment to this Letter shall be effected by mutual agreement, in writing.
17. All further correspondence regarding this Letter, other than signed letter of agreement or amendments thereto should be addressed to Mr. Stephen Rodrigues, UNDP *RR a.i./ Officer* in Charge, in Apia, Samoa.
18. The OCOGT shall keep the UNDP Resident Representative fully informed of all actions undertaken by them in carrying out this Letter.
19. UNP may suspend this Agreement, in whole or in part, upon written notice, should circumstances arise which jeopardize successful completion of the Activities.
20. Any dispute between the UNDP and the OCOGT arising out of or relating to this Letter which is not settled by negotiation or other agreed mode of settlement, shall, at the request of either party, be submitted to the Tribunal of the three arbitrators. Each party shall appoint one arbitrator, and the two arbitrators so appointed shall appoint a

third arbitrator, who shall be the chairperson of the Tribunal. If, within 15 days of the appointment of two arbitrators, the third arbitrator has not been appointed, either party may request that the President of the International Court of Justice to appoint the arbitrator referred to. The Tribunal shall be borne by the parties as assessed by the Tribunal. The arbitral award shall contain a statement of the reason on which it is based and shall be final and binding on the parties.

21. If you are in agreement with the provisions set forth above, please sign and return to this office two copies of this Letter. Our acceptance shall thereby constitute the basis for your OCOGT's participation in the implementation of the project.

Yours Sincerely,

Signed on behalf of UNDP



Lizbeth Cullity

UNDP Resident Representative/ UN Resident Co-ordinator

December 2014



Signed on behalf of the Office of the Council of the On-Going Government of Tokelau

Jovilisi Suveinakama
General Manager

December 2014

Attachment 1

Project Document.

Attachment 2

Description of Activities

Project number:
Plan Phase (TGG-IP)

Project Title: Tokelau Good Governance Initiation

Results to be achieved by *the Office of the Council of the On-Going Government of Tokelau (OCOGT)*.

Provide a summary of results to be achieved by the Office of the On-Going Government of Tokelau (OCOGT) particularly the outputs they are expected to produce:

1. International and national GG training consultants contracted to carry out the Good Governance Training as per agreement/approval of UNDP and ToR attached.
2. Good Governance training conducted as described in the Project Document.
3. Provide administrative support to all TGG-IP Project board meetings during the training phase of the project.

Work to be performed by the Office of the Council of the On-Going Government of Tokelau (OCOGT).

1. Advertise for and completed contracting processes for the International and national GG trainer consultant positions in the standard manner used by the *Office of the Council of the On-Going Government of Tokelau (OCOGT)* in procurement processes for hiring of consultants.
2. Support the consultant trainers towards the successful completion of the Good Governance Training as described in the Project Document.
3. Process request for advances using FACE form with support documentation, such as ICE form and official request letters with proposed budget and other relevant supporting documentation.

Work to be performed by UNDP MCO Samoa.

1. Process advances and direct payments as per standard UNDP Programme and Operating Policies and Procedures.
2. Undertake all relevant procedures under Monitoring and Evaluation such as site visits by UNDP and/or the project manager and writing of any reports that may be needed.

Descriptions of inputs:

1. Terms of Reference prepared and agreed by the Project Board for the International and national GG consultant trainers.
2. Contracts prepared and issued to the international and national GG trainer consultants
3. Local venues and supplies for the Good Governance training on each atoll made.
4. Invitations to participants made in sufficient time to ensure maximum participation.
5. Media release prepared and shared about the training during its launch.
6. Reporting to UNDP at the end of the training as per Annex 4 of the LOA.
7. Submission of quarterly Face Forms (FF) to UNDP for advance of funds and reporting of expenditures by FF.

Attachment 3

Schedule of Activities, Facilities and Payments

Year 2014

Expected Outputs	Planned Activities List of all activities to be undertaken during the year towards stated outputs	Timeframe				Planned Budget USD	Schedule of payments by UNDP (USD)						
		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4			
Tokelau													
Advertise for and contracting of the International Consultant	Advertise for the international Consultant position. Issue Contract to selected candidate				X	International Consultant Fees 37,688							37,688
Tokelau version of Training Manual confirmed and GG Trainers up to speed with first workshop programme	Review and refine translated Training Manual Refresh GG Trainers in use of Tokelau Manual Confirm programme for first workshop for Villages				X								720

<p>Process request for advances using FACE form with support documentation, such as ICE form and official request letters with proposed budget and other relevant supporting documentation.</p>				<p>X</p>			
<p>UNDP Samoa Process advances and direct payments as per standard UNDP Programme and Operating Policies and Procedures.</p>			<p>X</p>				
				<p>Total:</p>		<p>38,408</p>	

Total 2014-2015	93,660
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Attachment 4

MODEL UNDP EXPENDITURE REPORT

Period _____

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities to be undertaken during the year towards stated outputs</i>	Planned Budget in USD		Payments and Expenditures		
		Budget Description	Amount	Payments received	Expenditures	Balance
		Total				

Annexes:

Terms of Reference International Consultant.

Annex 2: Risk Log

Risk ID	Description	Date	Programme	Probability on a scale from 1 (low) to 5 (high)	Impact on a scale from 1 (low) to 5 (high)	Mitigation	Responsible	Status
1	In-sufficient technical support in the long term to ensure that the leaders have a backstop with which they can consult on future issues that may arise regarding good governance.	7 th October 2014	Programme	Probability on a scale from 1 (low) to 5 (high) = 3	Impact on a scale from 1 (low) to 5 (high) = 4	Ensure that the On-Going Government can maintain a close contact with UNDP Samoa and draw on their expertise within Governance for further guidance.	UNDP MCO	
2	Difficulties regarding the Boat and transport. There may be a need for more time and or funds so as to charter the boat.	23 rd October 2014	Financial/ Time	Probability on a scale from 1 (low) to 5 (high) = 4		Ensure clear channels of communications with the Department of Transport to prioritise workshop schedule is fulfilled. Rearrange Training Team so that trainers from each Village carries out training with support from small National Team (3) Explore other possible avenues to access extra funding to potentially cover the cost of chartering the boat for the	Tokelau	

Annex 3:

Budget for training:

GOOD GOVERNANCE TRAININGS

1	Training for Fakaofu Taupulega		
	Boatfares = (NZ\$100.00 x 3)	300.00	
	Airfares for consultant from Wellington	1,470.00	
	Per Diem – Apia (NZ\$225 x 5)	1,125.00	
	Per Diem –Tokelau (NZ\$90 x 3 x 6 days)	1,620.00	
	Participants’ Allowance (NZ\$20 x 30 x 3 days)	1,800.00	
	Professional fees	5,000.00	
	Miscellaneous (stationeries/morning/afternoon teas/lunch)	1,855.00	13,170.00
2	Training for Nukunonu Taupulega		
	Boatfares = (NZ\$100.00 x 3)	300.00	
	Airfares for consultant from Wellington	1,470.00	
	Per Diem – Apia (NZ\$225 x 5)	1,125.00	
	Per Diem –Tokelau (NZ\$90 x 3 x 6 days)	1,620.00	
	Participants’ Allowance (NZ\$20 x 30 x 3 days)	1,800.00	
	Professional fees	5,000.00	
	Miscellaneous (stationeries/morning/afternoon teas & lunch)	1,855.00	13,170.00
3	Training for Atafu Taupulega		
	Boatfares = (NZ\$100.00 x 3)	300.00	
	Airfares for consultant from Wellington	1,470.00	
	Per Diem – Apia (NZ\$225 x 5)	1,125.00	
	Per Diem –Tokelau (NZ\$90 x 3 x 6 days)	1,620.00	
	Participants’ Allowance (NZ\$20 x 30 x 3 days)	1,800.00	
	Professional fees	5,000.00	
	Miscellaneous (stationeries/morning/afternoon teas, lunch)	1,855.00	13,170.00
4	Training for Council in Tokelau		
	Boatfares = (NZ\$100 x 3 + NZ\$50 x 4)	500.00	
	Airfares for consultant from Wellington	1,470.00	

Per Diem – Apia (NZ\$225 x 5)	1,125.00	
Per Diem - Tokelau (NZ\$90x7x6days)	3,780.00	
Professional fees	10,000.00	
Miscellaneous	1,232.00	18,107.00

5 Consultations for General Fono delegates in Tokelau

Boatfares = (NZ\$100.00 x 3 + \$50 x 14)	1,000.00	
Airfares for consultant from Wellington	1,470.00	
Per Diem – Apia (NZ\$225 x 5)	1,125.00	
Per Diem –Tokelau (NZ\$90x17x6days)	9,180.00	
Professional fees	10,000.00	
Miscellaneous	1,855.00	24,630.00

6 Training for Council in Samoa

Boatfares = (NZ\$100.00 x 6)	600.00	
Airfares for consultant from Wellington	1,470.00	
Per Diem – Apia (NZ\$225 x 7 x 6)	9,450.00	
Professional fees	10,000.00	
Miscellaneous	1,233.00	22,753.00

Total **105,000**