



Government of Niue



United Nations
Development Programme Samoa Multi-
Country Office

Country Programme Action Plan (CPAP)

2008-2012

between

The Government of Niue

and

United Nations Development Programme

Samoa Multi-Country Office

The Framework

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

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

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

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

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

Part I. Basis of Relationship.

1.1 WHEREAS the Government of the Niue (hereinafter referred to as "the Government") and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a commitments to govern UNDP's assistance to Niue provided under the [Special Fund Agreement with New Zealand](#) signed by the Government of New Zealand on its behalf on 29 June 1963. This CPAP together with the AWP's (which shall be deemed annexes to this CPAP, and incorporated herein by reference) concluded hereunder constitute together the project document as referred to said agreement.

1.2 This document together with the associated respective Annual Work Plan (AWP) signed by the Government and UNDP which is incorporated by reference constitute together the instrument envisaged in Special Fund Agreement with New Zealand. Consistent with the agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

1.3 The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

1.4 The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm> . This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Part II. Situation Analysis

A. Socio-economic and governmental features

Population and Welfare:

The indigenous Niuean people are of Polynesian descent and are thought to originate from the neighbouring islands of Tonga, Samoa and Pukapuka Island of the Cook Islands, as all share strong cultural and language similarities. In contrast to many developing countries, Niue has a declining population mainly due to emigration to New Zealand and Australia. The population has steadily declined from 5,296 in 1969 to 1707 in 2002. Prior to 1969 the population was relatively stable fluctuating between 4,000 and 5,000. A number of governmental measures have been put in place to counteract this trend, with limited success. Niue has a high literacy rate of 99% with free access to primary and secondary schools. The education curriculum is based on the New Zealand system with mandatory attendance up until 14 years of age. There is also a satellite University of the South Pacific, offering extension courses at the diploma level, and the first two years for degree level students, in addition to vocational and community level programs.

Economy:

Although there are no formal regular estimates of GDP; the GDP for Niue in 2002 was \$14.2 M of which New Zealand Overseas Development Aid accounts for \$6.25M, the remainder is sourced via Australia Aid, International Business Company Registrations, currently under review due to international pressure, and the allocation of fishing licenses to fish within Niue's EEZ. Niue's economy is dominated by the public sector accounting for approximately 59% of the total local employment (2005 Employment Statistics) whereas the private sector accounts for the remaining 41%. Government administration and essential services are funded by New Zealand aid. The economy is supplemented by subsistence agriculture, fishing and eco-tourism. Current development policy focuses on eco-tourism and private sector development through increased employment opportunities and agricultural production as mechanisms to reduce aid dependency, the majority of which are directly linked to the nation's ecosystem services.

Cyclone Heta 2004, significantly impacted Niue's economy with an overall estimated damage of US \$60M. Damage was sustained to properties, agriculture, government and industry infrastructure, which in turn has led to the relocation of infrastructure, including a downscaled version of the original hospital; and private dwellings to higher inland areas deemed low risk from the effects of a cyclone and resultant oceanic wave surges. This has resulted in an increase and relocation of water bores in an attempt to avoid contamination to the water lens; during normal climatic conditions, the water table constantly flushes itself by draining into the sea – this flushing of contaminants may not be as effective with inland settlements as opposed to the previous coastal settlements, or in periods of drought.

B. Progress towards Millennium Development Goals

Niue's progress to achieving the Millennium Development Goals has been steady. The commitment shown by the Government of Niue has enabled the achievement of 6 of the 8 goals enshrined in Niue's MDG Report 2006. These are MDG 1: eradicate extreme poverty and hunger; MDG 2: achieve universal primary education; MDG 3: promote gender equality and empower women; MDG 4: reduce child mortality; MDG 5: improve maternal health; and MDG 6: combat HIV/AIDS and non-communicable diseases. The overall result for achieving sustainable development shows that every Niuean citizen has access to basic essential services such as running water, power, roads, education, medical care, housing, telephone, television and internet services. Despite the current efforts to sustain development growth at the backdrop of MDG achievement, Niue faces massive human resource depletion as a direct result of depopulation and this has put a huge strain in the Government's development efforts. The 2006 census recorded a total population of a mere 1625 with a 10% decline of 163 people leaving for further prospects in New Zealand.

According to the Poverty Analysis Report 2004, Niue has successfully completed MDG 1 and declares a total absence of extreme poverty and hunger within Niue. However, hardships are still experienced among small groups of people. The present land tenure allows for agricultural development based on small scale commercial basis but more predominant is the use of lands for subsistence living. Niue's land tenure allows almost all to enjoy free access to land and sea for use.

The education standards in Niue are high and with a total primary enrollment of 100%. Transport to schools are provided for free which all attributed to having fully achieved MDG 2.

Women continue to enjoy equal opportunities afforded to all Niuean citizens and are encouraged to live lifestyles of their choice. Both men and women are given equal rights to participating in all sectors of the economy without prejudice including the legitimate right to participate in Niue's democratic parliamentary elections.

Health care standards remain considerably high and free to all Niueans. A new national hospital constructed with the assistance of the New Zealand Government has meant a fully equipped and modern medical facilities and treatment are made available in-country. Infant mortality is rare with the occasional premature births however, there has been no case reported of maternal mortality during births.

HIV/AIDS and Malaria are not prevalent however, MDG 6 reporting is extended to include non-communicable diseases as this is regarded as the main health threat to people arising from their lifestyle choices. At the time of writing the MDG Report, data for indicators in target 8 of MDG 6 was not made available to enable proper analysis of the status quo.

Sustainable environmental management is a national priority and adequately reflected in the Government's Integrated Strategic Plan. At the international front, the Government of Niue is a signatory to Multi-lateral Environmental Agreements and Conventions both within the UN and the Pacific Region. Limited waste management continues to plague the small island however, the MDG report states in 2006 that fresh efforts were undertaken to develop a national waste management plan to address both solid and health care wastes that range from hospital wastes, car batteries, organic rubbish, and others.

Part III. Past Cooperation and Lessons Learned

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

3.2 UNDP also supported community development, youth development and gender mainstreaming. UNV Programme, a volunteer arm of the United Nations and administered by UNDP, rendered its support to development especially but not limited to these areas by mobilizing volunteers for a greater community participation and inclusion of the most marginalized segments of communities. It promoted South-South cooperation between Samoa, the Cook Islands, Niue and Tokelau as well as among other Pacific island countries, especially through regional environmental initiatives. There now exists an "environment hub" of international, regional and local experts in the region, particularly within Samoa-based organizations. A UN Resource Centre for Climate Change (UNRCCC) is currently in the process of being established in Samoa on land donated by the Samoa Government for this purpose. The UN, agencies in the Pacific, through the UNDP Multi-Country Office, will work closely with the Ministry of Natural Resources and Environment, and other key Ministries of the Government of Samoa, UNDP Headquarters, UNDP Regional Centers and relevant CROP institutions to realize the vision for a Centre and in doing so accelerate support to climate change adaptation and mitigation initiatives in Samoa and the Pacific Region. The UNRCCC would provide the opportunity for the United Nations system to focus its resources and initiatives in the areas of climate change adaptation so that it is more coordinated and coherent, including providing

coordinated policy and technical advice to help address the serious environmental and climate change challenges facing the Pacific. The Global Environment Facility Small Grants Programme has demonstrated the critical role that committed communities can play in sound environmental management. The UNRCCC, in conjunction with national efforts will help the country build upon and scale up community-based environmental activities to include climate change, environment, disaster, cultural, economic and MDG linkages.

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

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

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

Part IV: Proposed Programme

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

4.2 UNDP is guided by the human rights principles of participation, accountability, empowerment, gender equality and non-discrimination. Promoting human rights and protecting the dignity and integrity of men, women and children, particularly their protection from HIV/AIDS infection, cut across the programme objectives and results areas. The UNDP Multi-country Office, guided by the UNDP Gender Mainstreaming Initiative, prepared a gender-mainstreaming strategy through which gender will be mainstreamed into all programme design, implementation, monitoring and evaluation and reporting. Capacity development in sex-disaggregated data collection and analysis, gender mainstreaming, gender budgeting and auditing will be provided to Governments, CSOs and the United Nations multi-country team, with advice from the United Nations Development Fund for Women (UNIFEM).

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

A. Equitable Economic Growth and Poverty Reduction

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

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

B. Good Governance and Human Rights

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

C. Crisis Prevention and Recovery

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

D. Sustainable Environmental Management

4.7 Through its national, regional and global partnerships for sustainable development, UNDP would help to achieve MDG 7 (environmental sustainability) through the following results: (a) “environment hub” of international, regional and Samoa-based experts supported to provide coordinated and gender-sensitive policy and technical advice collectively to address the serious environmental challenges facing the Pacific, particularly natural disasters and climate change, and to achieve joint impact and results; (b) community-based environmental management and disaster risk reduction activities supported and scaled up in the Niue through a United Nations joint programme on environmental management, sustainable livelihoods and eco-cultural tourism; (c) MDG-based village- and local-level plans developed by communities to envision their future and deal with their environmental, livelihoods, energy and social challenges in a gender sensitive manner while maintaining their culture and traditional governance systems; (d) community resilience and capacities increased to deal with environmental challenges and natural disasters; (e) energy efficiency improved and renewable energy use promoted; (f) gender analysis conducted on the differential impacts on men and women of environmental degradation and natural disasters and provided as an input to formulating national policies, plans and strategies; (g) best practices and lessons learned documented and disseminated; and (h) South-South cooperation and capacity development enhanced.

E. Joint Programming

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

Part V. Partnership Strategy

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

Part VI. Programme Management

6.1 The programme will be nationally executed under the overall coordination of the Office of External Affairs (Government Coordinating Agency). Government ministries, NGOs, IGOs, UN agencies including UNDP will implement the programme activities, where requested and appropriate. The Government Coordinating Agency will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP assisted AWP. The AWPs describe the specific results to be achieved and will form the basic agreement between UNDP and each implementing partner on the use of resources.

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

6.3 At the national level, capacity development efforts will aim to provide an enabling environment to support gender responsive human development, and the mainstreaming of MDGs into national sustainable development plans, through high level policy advice. Technical support will be provided to assist countries with data collection and analysis on human development indices, MDG monitoring and at the community level, capacity development interventions will focus on small-scale gender responsive MDG implementation. Further, adaptation project interventions will be supported to improve community resilience to climate change and sea level rise. Integral to all the proposed interventions is the promotion of the principles of good governance, human rights and gender mainstreaming. South-South Cooperation and

knowledge management are two key modalities that will be used to support the sharing of experiences, knowledge and information between communities and among the four countries under the Samoa MCO parish.

6.4 Atlas contributes to timely, efficient delivery of activities and more effective financial monitoring will be used in the management of projects and the UNDP programme.

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

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

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

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

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

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

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

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

Part VII. Monitoring and Evaluation

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

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

- i. Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,
- ii. Programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring,
- iii. Special or scheduled audits. UNDP, in collaboration with other UN agencies (where so desired: and in consultation with the [coordinating Ministry]) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

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

7.4 The government will take responsibility for the audit of nationally executed projects in accordance with UNDP requirements. Subject to assessment of the Public Financial Management (PFM) system confirming that the capacity of the national audit authority is sufficient to conduct scheduled and special audits, the Niue government may undertake the audits of government Cooperating Agency and the Implementing Partners. If the government's capacity is insufficient or chooses not to undertake the audits of specific implementing partners to the frequency or scope required by UNDP, UNDP will commission the audits to be undertaken by private sector audit services.

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

Part VIII Commitments of UNDP

8.1 The regular resource allocation for the period 2008-2012 is US\$**293,000** subject to availability of funds. Working with the Government, UNDP will seek financing partnerships to mobilize an estimated additional **US\$5,323,050** in non-core resources, subject to interest by funding partners. These resource allocations do not include emergency funds that may be mobilized in response to any humanitarian or crisis situation. These resource allocations will be utilized for policy advice, technical assistance, capacity building, systems development and knowledge generation and sharing.

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

8.3 In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Coordinating Authority; or to vendors or third parties for obligations

incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment within 5 working days.

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

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

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

- i) Identification and assistance with and/or recruitment of project and programme personnel; procurement of goods and services in accordance with the UNDP regulations, rules, policies and procedures;
- ii) Identification and facilitation of training activities, including fellowships and study tours;
- iii) Access to UNDP-managed global information systems, the network of UNDP country offices and specialized information systems, including rosters of consultants and providers of development services;
- iv) Access to the support provided by the network of UN specialized agencies, funds and programmes.

Part IX Commitments of the Government

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

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

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

9.4 As part of the UN reform process and upon implementation of the Harmonized Cash Transfer (HACT) Framework, a standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by the Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received.¹ The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

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

9.6 Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of

¹ The FACE form has been agreed to be used by the three Excomm Agencies namely, UNDP, UNCIEF and UNFPA.

all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.

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

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

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

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

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

Part X. Other Provisions

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

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

For the Government of Niue

For the United Nations Development Programme

Signature:



Signature:

Date: 29 July 2008

Date: 15 August 2008

Name: Richard Hipa

Name: Naheed Haque

Title: Secretary for Government

Title: Resident Representative

Annex 1: CPAP RESULTS AND RESOURCES FRAMEWORK FOR NIUE

Expected UNDAF outcome #1: Equitable Economic Growth and Poverty Reduction Niue National Priority: Maximise benefits from Niue's resources in a sustainable manner.												
UNDAF Outcome	MCPD Expected Outcomes	MCPD Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, US\$) UNDP Core resources as per MCPD US\$73,000							
					2008	2009	20010	2011	2012	Total		
1.1 Pacific Island countries prepare and implement regional, sectoral and national plans and sustainable development strategies aligned with MDGs goals, targets and indicators linked to national budgets..	1.1.1 Pro-poor national development plan and strategies developed and aligned with MDGs in Niue.	1.1.1.1 Gender mainstreamed into the <i>Niue Integrated Strategic Plan</i> (NISP), 2009-2013, that is aligned with MDG targets and indicators and linked to national budgets.	<p>1.1.1.1.1 The <i>Niue Integrated Strategic Plan</i> (NISP), 2009-2013, engendered and aligned with the MDGs.</p> <p>Indicator:</p> <p>Target: Aid coordination systems strengthened in the External Affairs through training and suitable attachments in a sub-regional South-South Cooperation programme in selected well-performing countries from among PICs and/or beyond.</p> <p>Baseline: Limited capacity for aid coordination, M&E and communications, (Note: This was not included in the MCPD for Niue but viewed as a top priority by Government & stakeholders given critical population depletion rate).</p> <p>Baseline: Gender mainstreaming and alignment with MDGs is missing in <i>NISP</i> (current) .</p> <p>Target: MDGs capacity development and statistical systems harmonized with relevant agencies and DEVINFO by 4TH qtr 2009.</p> <p>Target: An annual review conducted of the <i>Niue Integrated Strategic Plan</i> (NISP) from 2008 onwards, on mainstreaming MDGs, gender mainstreaming; climate risks monitoring and evaluation (M&E), work planning, aid coordination and resource mobilization.</p>	Niue Economic and Planning Services Department.	TRAC 1							Other Resources:

		<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>1.1.1.2.1 Increased awareness in these sectors about MDGs and strategic planning techniques by end 2012. Indicator: MDG Reporting on target for Niue. 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. Target: Capacity assessments conducted and capacity development strategies formulated to meet the CD needs and integrated into the Human Resource Plan for Niue. Target: 50% of planners in Niue trained in MDGs planning, budgeting, data collection and analysis including DEVINFO (Note: This was not included in the MCPD for Niue but viewed as a top priority by Government and stakeholders given critical population depletion rate).</p>	<p>Niue Economic and Planning Services Department.</p>	<p>Regular Resources TRAC 1</p> <p>Other Resources: Engendered National Sustainable Development Plans Project # 00058807</p>	<p>42,000</p>				<p>42,000</p>	
<p>1.2 National and regional statistical information systems and databases are established, strengthened</p>		<p>1.1.1.3. Second MDG Report for Niue published.</p>	<p>1.1.1.3.1. Second MDG Report for Niue updated and published. Indicator: MDGs reporting on target for Niue. Baseline: First MDG Report published in 2007. Target: Updated Niue MDG Report published by 4th qtr 2008.:</p>	<p>Niue Economic and Planning Services Department.</p>	Regular Resources						
						<p>TRAC1 TRAC2&3</p>					
						Other Resources					

(to support information systems) in monitoring the MDGs, upgraded and harmonized data and poverty indicators.	equality and sustainable livelihoods in Niue; and Human Development Indices produced for policy development.	report and other reports published for Niue. Target: Human development indices (HDIs) and gender-related development indices (GDIs) produced for first time for the Niue. <i>(Note: This indicator is shown as an output in the MCPD, but it will be produced as part of the HDR).</i>								
	1.2.2.1 Engendered Human Resource Plan for Niue aligned with the <i>Niue Integrated Strategic Plan (NISP), 2009-2013, Niue Private Sector Development Strategic Plan, 2007-2010</i> , in the population context, mapped out. <i>(Note: This was not included in the MCPD for Niue but viewed as a top priority by Government & stakeholders given critical population depletion rate).</i>	1.2.2.1.1. A plan for the development of an engendered Human Resource Plan enabling realistic and practical approach to public and private sector manpower needs in Niue, adopted by the government for implementation. Indicator: Baseline: No formally adopted Human Resource Plan or Strategy to meet the HR needs of Niue's limited public and private sectors. Target: Engendered Human Resource Plan scoped out and widely consulted and IPs identified.	Public Service Commission (PSC)	<i>Regular Resources</i>						
				TRAC1 TRAC2& 3						
				<i>Other Resources NZAID</i>						
	1.2.3.1 MDGs advocated through a "MDGs through Sports, Volunteerism and ICT4D"	1.2.3.1.1 MDGs widely known and implemented in Niue. Indicator: No. of key initiatives involving MDGs advocacy using sports, volunteerism and ICT4D.	Community Affairs Department (tbc)	<i>Regular Resources</i>						
TRAC1 TRAC2& 3										
			<i>Other Resources</i>							

		<p>campaign and capacity developed for national and civil society stakeholders and volunteers.</p>	<p>Baseline: Low capacity in the above sectors about MDGs and strategic planning techniques Target: MDGs popularly known throughout Niue and strong partnerships in place to implement MDG by end 2012.</p> <p>1.2.3.1.2 Volunteerism promoted and strengthened for development in Niue. Indicator: Legislative review and feasibility study on volunteerism in Niue available and utilized for the establishment of a suitable scheme for Niue. Baseline: Niuean overseas experts database developed for use as national consultants or volunteers. Target: "MDG volunteer corps" established; by mid-2011.</p>		<p>NZAID</p>					
<p>1.3 Trade mechanisms, private sector partnerships and employment generation are sustainable, pro-poor and equitable.</p>		<p>1.3.1.1 Profitable village-based eco-cultural tourist outlets increased.</p>	<p>1.3.1.1.1 Niue eco-cultural tourism initiative contributing to economic growth in Niue. Indicator: Village-based eco-cultural tourism contributing to increased employment and sustainable livelihoods in Niuean communities. Baseline: Limited resources and partnerships for eco-cultural tourism. Target: Partnerships in sustainable and environmentally friendly eco-cultural tourism developed. Target: Key linkages to the <i>Taoga Niue</i> initiative strengthened to ensure a holistic approach to the cultural aspects of eco-cultural tourism activities undertaken. Target: Support to the private sector through the private sector development plan provided.</p>	<p>Niue Tourism Office (NTO)</p>	<i>Regular Resources</i>					
						<p>TRAC1 TRAC2& 3</p>				
<i>Other Resources</i>										

leadership and accountability		and represent women and disadvantaged.	<p>Target: Study on options conducted by end 2011.</p> <p>Target: Parliamentary and leadership training provide to Niuean youth.</p>	Community Affairs Department	TA from Pacific Centre Regional GOVPA C programme on Parliamentary strengthening in the Pacific.					
					Sub-Regional Young Parliamentarians Project funded by UNDP Democratic Gov. Thematic Trust Fund (DGTTF)	50,000				50,000
		<p>2.1.2.1 Human rights awareness increased, including of available mechanisms to claim them;</p>	<p>2.1.2.1.1 Human rights awareness increased in Niue.</p> <p>Indicators: Greater awareness of human rights in Niue.</p> <p>Baseline:</p> <p>Target: Capacity development for women</p>			<i>Regular Resources</i>				
					TRAC1 TRAC2& 3					
					<i>Other Resources</i>					

			and youth in human rights conventions carried out by end 2010. Baseline; Limited training among CSOs		Sub-regional Project to Cope with Violence Against Women and the Girl-Child Project funded under UNDP Gender Thematic Trust Fund (GTTF) Project # 0000601 03	17,500				17,500
		2.1.3.1 HIV/AIDS awareness improved and gender-sensitive national policies, plans, programmes and capacities in place to strengthen commitment to action at all levels to effect behaviour changes that ensure cost-effective and efficient care, treatment and support.	2.1.3.1.1 UN Joint Programme on HIV/AIDS in place. Indicator: Baseline: Target 3.1.1: At least one STI and HIV/AIDS awareness campaign conducted in Niue by end 2011. Target 3.1.2: HIV/AIDS data reported for Niue by 2012 in a MDGs Progress Report with recommendations for national efforts to continue monitoring and reporting. Baseline: Sexually transmitted infection (STI) figures high thus increasing risk of HIV/AIDS.	Ministry of Health (TBC)	<i>Regular Resources</i>					
					TRAC1 TRAC2& 3					
					<i>Other Resources</i>					
					UN Joint HIV/AIDS programme					
	2.2.1 CSO capacities in Niue strengthened on human rights and gender through the UN Joint programme for CSOs	2.2.1.1 Civil society capacity developed through the United Nations joint programme for CSOs;	2.2.1.1.1. Leadership for development programme in place for CSOs by end 2012. Indicator: Baseline: United Nations joint programme provides training and advocacy support to CSOs in four	NIUANGO	<i>Regular Resources</i>					
					TRAC1 TRAC2& 3					
					<i>Other Resources</i>					

			countries by end of 2009. Target: Staffing provided to NIUANGO for 2 years to support capacity development of NIUANGO for effective implementation of their programmes.		UN Joint CSO programme GEF Small Grants Programme for strengthening capacity of NIUANGO							
MCPD Outcome: Crisis Prevention and Recovery												
Niue National Priority: Provide governance that is stable, transparent and accountable.												
UNDAF Outcome	Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, US\$) UNDP Core resources as per MCPD US\$73,000							
3.1 Disaster risk reduction and management of responses to humanitarian crisis and natural disasters are effective and integrated into all forms of development. (No. 2.4 of UNDAF Outcome 2).	3.1.1 National capacities and institutionalized mechanisms strengthened for effective disaster response plans in place capturing community and CSO participation.	3.1.1.1 Gender-responsive disaster risk management plans at the community levels integrated into National Disaster Plans and UN programmes.	3.1.1.1.1 Indicator: Gender analysis report available on the differential impacts of natural disasters as a contribution to community-based and natural disaster management plans Baseline: No gender disaggregated data or report available. Target: Gender analysis conducted in Niue by 2011.	National Disaster Management Office	TRAC1							
					TRAC2&3							
		<i>Other Resources</i>										
		<i>Regular Resources</i>										
		3.1.2.1 Village-based disaster preparedness activities, adaptation to climate change measures and response drills, strengthened	3.1.2.1.1 Systems in place for capacity development, national drills and response plans available for Niue. Indicator: Target: Systematic review and testing systems in place in at least 3 communities in Niue. Baseline: Limited systematic testing and review of national and community disaster plans.	National Disaster Management Office	TRAC1							
					TRAC2&3							
		<i>Other Resources</i>										
		<i>Regular Resources</i>										

Expected UNDAF outcome #4: Sustainable Environment Management

National Priority: Sustainable management of Niue's natural resources for future generations.

UNDAF Outcome	MCPD Expected Outcomes	MCPD Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, US\$) UNDP Core resources as per MCPD US\$74,000					
					2008	2009	2010	2011	2012	Total
4.1 Environmental sustainability and	4.1.1 The environment-economic-governance nexus demonstrated through community-based	4.1.1.1 Policy advisory and technical support provided on	4.1.1.1.1 Engendered and climate proofed environmental and sustainable energy policies and programmes reviewed and updated.	Niue Department of Environment	Regular Resources US\$ 74,000					
					TRAC1					
					TRAC2&3					
<i>Other Resources</i>										

<p>sustainable energy are mainstreamed into regional and national policies, planning frameworks and programmes.</p>	<p>natural resource management and use that supports implementation of gender-sensitive national policies as well as the mainstreaming of environment into national plans.</p>	<p>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. Baseline: Lack of gender analysis data on the benefits and impacts of environmental and energy issues on men and women. Target: 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. Target: Climate change documentary on Niue produced for the Pacific Leaders Forum</p> <p>4.1.1.1.2 Sustainable use of indigenous energy resources and renewable energy technologies promoted (implemented through the Samoa component of the Pacific Islands Indicator: Greenhouse Gas Abatement through Renewable Energy Project Baseline: Limited capacity to promote renewable energy and energy efficiency in Niue. Target: Renewable energy and energy efficiency mainstreamed into <i>NISP</i> by end of 2012.</p> <p>4.1.1.1.3 Sustainable land management practices and policies formulated and endorsed by Government Indicator: Sustainable Land Management guidelines and tools developed. Baseline: Lack of information on sustainable land management practices. Target: Sustainable land management practices and policies formulated and endorsed by Government.</p>		<p>(PIGGAR EP) as well as national level interventions</p>					
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		<p>4.1.2 A Polynesian sub-regional challenges established for marine biodiversity</p>	<p>Indicator: A formal expression of interest from the Government of Niue to participate in the Polynesian Challenge for marine biodiversity Baseline: There is no formal arrangement for Niue to collaborate with other Polynesian countries on marine biodiversity Target: Strengthened marine biodiversity management and collaborations with Polynesian sub-region.</p>	<p>Niue Department of Environment Services</p>	<i>Regular Resources</i>					
		<p>TRAC1 TRAC2&3</p>								
					<i>Other Resources</i>					
		<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. Baseline: Limited capacity of communities to implement adaptation activities and to reduce disaster risks. Target: Strengthened community capacity and resilience to climate change and environmental challenges, including natural disasters through village development planning (refer 1.3.1.1.1 eco-cultural tourism) by end of 2012.</p>	<p>Niue Department of Environment Services</p>	<i>Regular Resources</i>					
					<p>TRAC1 TRAC2&3</p>					
					<i>Other Resources</i>					
					<p>TRAC1 TRAC2&3</p>					
					<i>Other Resources</i>					

Annex 2: Sub-regional South-South Cooperation Policy and Capacity Development

UNDAF Outcome	MCPD Outcomes	MCPD Expected Outputs	Annualized outputs, Indicators, baselines and targets	Implementing Partners	Indicative Resources by Programme (per year, USD)						
					Sources	2008	2009	2010	2011	2012	Total
1. National capacities for monitoring and accountability of development results	Support provided by the Multi-Country Office to the Government of Niue for MCPD/UNDAF programmes in the areas of: (a) policy and programme formulation and implementation; (b) MDG small grants for community-based sustainable development initiatives; (c) management-capacity development; (d) planning, coordination, monitoring and evaluation and auditing; and (e) Documentation of good practices/ lessons, communications and advocacy.	1.1 Government counterparts trained in the Projects in Controlled Environments (PRINCE 2) and RBM	<p>1.1.1 Projects in Controlled Environments (PRINCE 2) and RBM training for government counterparts and Project Managers. Indicator: No. of counterparts fully certified in PRINCE 2 by RBM Advisor Baseline: Limited number of PRINCE 2 and RBM certified practitioners Target: Strengthened capacity on internationally recognized project management approaches</p> <p>1.1.2 Indicator: Capacity assessments completed Baseline: Target:</p>	RCB Management Practice, MOF	TRAC 2						
					Other Resources						
					Total						
		1.2 Results based management tools developed to support planning, budgeting and programming	1.2.1 RBM toolkits developed and training in RBM principles. Indicator: RBM toolkits developed and appropriate training conducted by RBM Advisor Baseline: Lack of RBM tools available to support the CPAP implementation Target: Strengthened capacity on RBM	UNDP Evaluation Office and MOF	TRAC 2						
					Other Resources						
					Total						
		1.3. Accountability and control framework for MCPD in place and MCPD is	1.3.1 Accountability and control framework for MCPD in place. Indicator: National monitoring and evaluation processes and systems	UNDP MCO, MOF, audit office	TRAC 2						
					Other Resources						

UNDAF Outcome	MCPD Outcomes	MCPD Expected Outputs	Annualized outputs, Indicators, baselines and targets	Implementing Partners	Indicative Resources by Programme (per year, USD)						
					Sources	2008	2009	2010	2011	2012	Total
		reviewed, monitored, evaluated and audited with due diligence.	harmonized with regional, bilateral and multilateral partners' own M&E processes with support from Monitoring and Evaluation Advisor Target: One mid-term MCPD review conducted in 2010, and final MCPD evaluation conducted in 2012 Target: Accountability and control framework for MCPD reviewed and developed through management mission Target: Accountability and control framework for all MCPD activities ensured by Internal Auditor		Total						
			1.3.2 Joint CPAP review process in place within UNDAF framework. Indicator: Joint Government/ UNDP/ partner field visits conducted and development results duly verified Baseline: Target:	Government, selected stakeholders, CSOs and the United Nations Multi-Country Team	TRAC 2						
					Other Resources						
					Total						
		1.4 MCPD advocacy messages communicated effectively and resources	1.4.1 Knowledge products disseminated to potential partners for the delivery of the MCPD CPAP for Niue. Indicator: No. of knowledge products produced including advocacy programme	Volunteers for International Development Australia	TRAC 2						
					Other resources: VIDA Scheme						

UNDAF Outcome	MCPD Outcomes	MCPD Expected Outputs	Annualized outputs, Indicators, baselines and targets	Implementing Partners	Indicative Resources by Programme (per year, USD)								
					Sources	2008	2009	2010	2011	2012	Total		
		mobilized for MCPD initiatives	<p>undertaken by Knowledge Manager. Baseline: Lack of information and knowledge products available on results based management. Target: Improved capacity to prepare, produce and disseminate knowledge management products.</p> <p>1.4.2 Partnership Strategy developed. Indicator: Advocacy, communications and partnership strategy developed and implemented by Communications and Partnerships Advisor and IT Officer Baseline: Lack of partnership strategy is a serious impediment to resource mobilization efforts by the MCO for the MCPD CPAP or Niue. Target: Partnerships Adviser recruited and prepares to Partnership Strategy documentation in an open and participatory manner with national counterparts.</p>	(VIDA Knowledge Management Adviser Proposed Communications and Partnership Adviser, and IT Officer.	TRAC 1								
			<p>1.4.3 MCPD CPAP review process in place and agreed with government and other UN Multi-Country Team (UNMCT) members for Niue. Indicator: MCPD reviewed through quarterly or six-monthly programme reviews in conjunction with review of SDS and UNDAF Baseline: Quarterly reviews meetings of all UNDP projects in Niue are an institutionalized mechanism in existence. Target: Review meetings held jointly with other UN Agencies with government of Niue. Target: Two outcome evaluations conducted.</p>	MOF, MCO Niue, Project Managers and stakeholders, UNMCT Niue members	TRAC 2								
					Other Resources								
					Total								
		1.5 Harmonized Approach to Cash Transfers (HACT) developed to channel UNDP (and United Nations) resources for simplification	<p>1.5.1 Harmonized Approach to Cash Transfers (HACT) developed for Niue. Indicator: Macro- and micro HACT assessments completed by HACT Advisor Baseline: No assessment undertaken of</p>	KPMG Fiji Consultants, UNDP Pacific Centre,	TRAC 2								
					Other resources								

UNDAF Outcome	MCPD Outcomes	MCPD Expected Outputs	Annualized outputs, Indicators, baselines and targets	Implementing Partners	Indicative Resources by Programme (per year, USD)							
					Sources	2008	2009	2010	2011	2012	Total	
		and harmonization of United Nations policies and procedures to reduce burden on Government of multiple cash transfers.	national financial structures and systems to manage common project cash transfers amongst UN agencies. Target: HACT approach developed and implemented by HACT Advisor and Finance Officer.	RCB, MCO Niue, RBAP	Total							
		1.6. Documentation and dissemination of lessons learnt and knowledge products arising from results and findings of the results based management activities.	1.6.1 Lessons learned and best practices documented and widely shared as part of the South-South Cooperation modality. Indicator: Lessons learned and best practices shared widely in the Pacific Region and disseminated through UNDP knowledge networks. Baseline: No lessons learned and best practices documented. Target: Knowledge Management Adviser coordinating the documentation of lessons learned and best practices and their dissemination. Target: At least one south-South Cooperation exchange arranged for suitable recipients.	Knowledge Management Adviser	TRAC 2							
	Other resources:											
	Total											