



Government of the Cook Islands



United Nations
Development Programme
Samoa Multi Country Office

Country Programme Action Plan (CPAP)

Between

The Government of the COOK ISLANDS

and

United Nations Development Programme

Samoa Multi Country Office.

The Framework

WHEREAS the Government of the Cook Islands (hereinafter referred to as "the Government") and the UNDP Multi-Country Office based in Apia, Samoa (henceforth referred to as "UNDP") are in mutual agreement to the content of this document and their responsibilities in the implementation of the Multi-Country Programme Document¹ (2008-2012).

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 Country Programme (2003 to 2007),

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

Declare that these responsibilities will be fulfilled in a spirit of close cooperation AND HAVE AGREED AS FOLLOWS:

Part I. Basis of Relationship

1. The Government and UNDP have entered into a commitment to govern UNDP's assistance to the Cook Islands provided under the Special Fund Agreement with New Zealand ("SFA") signed by the New Zealand government on its behalf on 29 June 1963. This Country Programme Action Plan together with the Annual Workplans (AWP), (which shall be deemed annexes to this CPAP) concluded hereunder constitute together the project document as referred to in the SFA.
2. The National Coordinating Authority, the Ministry of Foreign Affairs and Immigration (MFAI), has nominated the Aid Management Division (AMD) of the Ministry of Finance and Economic Management as the Government Cooperating Agency. This programme will be nationally executed by AMD, who in turn will assign Government ministries, NGOs, CSOs, UN agencies including UNDP as Implementing Partners (IPs) as appropriate for each AWP. The AWP's describe the specific results to be achieved, activities to be implemented and the resources to be allocated, and will form the basic agreement between UNDP and each Implementing Partner. The reference to "Implementing Partner(s)" shall include "Executing Agency(ies)" as referred to in the Supplemental Provisions (Annex 3) to the Project Document.
3. This document, together with respective AWP's signed by the Government and UNDP, as well as the Supplemental Provisions together constitute the Project Document.
4. Consistent with the Supplemental Provisions, 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 Cook Islands, Niue, Samoa and Tokelau

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5. 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.
6. 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.
7. 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

8. The Cook Islands, comprising of 15 islands and atolls, is located in an exclusive economic zone spread out in 200 million square kilometres of the South Pacific. Nine islands are of volcanic origin and only 13 are inhabited. The total land mass is 240 square kilometres. The administrative headquarters and capital are in Rarotonga, the largest island where 72% of the population reside. The country is geographically divided into two zones- the Northern and the Southern Groups of islands which differ in economic, social and cultural activities. The country is a self governing state with the Islanders being citizens of New Zealand therefore allowing them to travel freely to New Zealand and Australia. In 2006, the Gross Domestic Product per capita was NZ\$13,158. The gross average annual income from all sources was about NZ\$12,253. For females it was NZ\$10,238.² The current unemployment rate is 13.1%. School enrolment is compulsory with a net enrolment of 92.3% for primary school education. The current spending on health is 3.8% of the GDP. The Ministry of Health has undertaken a major restructuring of its management structure, essential services, equipment and personnel. User charges have been introduced for drug prescriptions, consultations and overnight hospital stays.

Population and Development

9. The population estimate from the recent census in 2006 was 19,569³. The total fertility rate (TFR) of 2.8 in 2005 is a decline from the 3.5 estimate in 1996. In spite of a relatively high TFR, the population growth rate is -1.1% due to emigration. Approximately 72% of the population reside on Rarotonga, 21% in the Southern Islands and 7% in the Northern Group of islands. On Rarotonga, approximately 23.4% of the population are 0-14 years and 47.5% are 15-44 years. In the Southern Group the population is predominantly of the younger and

² Cook Islands Statistical Office, 2007. Census 2006 Report tables

³ Ibid

older age groups. The total number of births in 2006 was 278 with approximately 88% of them occurring in Rarotonga.⁴

Poverty Reduction

10. It is important to note that like other Polynesian societies, there is a general aversion to the term 'poverty' in the Cook Islands as it is associated with widespread shortages of food and more extreme forms of poverty seen in Asia and Africa. Instead, poverty is seen as hardship of opportunity to access resources needed (including cash) to meet the basic needs of the household, obligations to the wider kin network, community and the church. Households with little or no income and those without family are most vulnerable to poverty. Those in the outer islands are highly vulnerable to poverty as they have limited access to employment and income generating opportunities, suffer inferior health and education facilities (in comparison to Rarotonga), which are compounded by high exposure to natural disasters. The challenge for the Cook Islands is to minimise risk or vulnerability to poverty with particular attention to the outer islands.

Governance

11. The Cook Islands National Sustainable Development Plan (NSDP) 2007 – 2010 acknowledges the inadequacies of the current governance structures in ensuring good governance. The gains made in public sector reform during the 1996 Economic Reform Program now require re-examination to ensure accountability and maintain the confidence of the community in the machinery of government. It is evident that strengthening Central Agencies and related legislations, policies and robust monitoring and evaluation systems are necessary.
12. Good governance in the Outer Islands continue to provide some challenges and the need to adopt clear policy direction and frameworks to ensure a devolution model that is suited to the Outer Islands.
13. Various public sector reviews have been recently completed (such as the Police and Ministry of Health reviews) with more planned in the near future.

Crisis Prevention and Recovery

14. The Cook Islands is highly vulnerable to natural disasters and the effects of climate change and therefore the Cook Islands NSDP 2007 – 2010 affirms the importance of establishing effective disaster and crisis preparedness, awareness and response systems to enhance resilience to both natural and man-made disasters. National Disaster Risk Reduction and Disaster Management plans, policies and legislations have been adopted to support the programmes of Emergency Management Cook Islands (EMCI) and other partners. A 'disaster risk management is everybody's responsibility' approach has been adopted by EMCI and other relevant agencies to ensure effective crisis prevention and recovery. Whilst significant progress has been achieved in this area through the establishment of the necessary institutional framework, there is still more to be done with community-based activities to build resilience and capacities in crisis prevention and recovery.

⁴ Ministry of Health, Medical Records Unit, 2007

Environment and Energy

15. The Cook Islands National Sustainable Development Plan (NSDP) 2007 – 2010 states that the natural environment of the Cook Islands provides the foundation for the long term economic and social well being of the country and its people. The NSDP points out the different traditional land tenure system in each island, thus the need to look at these tenure systems within the overall resource management structures and arrangements for each island. An island specific approach would be the most appropriate way to manage resource management issues on the islands. A number of key environmental challenges are identified in the NSDP and these include, waste management, water resource management, community based resource management, weak land use policy, lack of coordinated inter-sectoral management of natural resources and environmental programmes among other key challenges. The National Environmental Strategic Action Framework (NESAF), 2005 – 2009 identifies three broad programmes for Cook Islands and these are: (i) Management of natural resources with an overall goal of enhancing the management, protection and sustainable use of natural resources; (ii) Pollution prevention and waste management with the goal of reduction and prevention of environmental degradation from waste and all forms of pollution; and (iii) Climate change, variability, adaptation and mitigation with the goal of increasing resilience by strengthening national capacities for climate change variability, adaptation and mitigation.

Gender

16. The Constitution of the Cook Islands provides for the equal rights and freedom of all citizens regardless of gender. The Government has established the Gender and Development Division within the Ministry of Internal Affairs. The Cook Islands became a signatory to CEDAW through New Zealand, which signed the Convention on 17 July 1980 and ratified it on 10 January 1985. Cook Islands became a party in its own right to CEDAW on the 11 August 2006, assuming full legal responsibility for the implementation of the Convention from New Zealand. In July 2007, Cook Islands withdrew from all three reservations made to the Convention and have ratified the Optional Protocol to the Convention. The Cook Islands CEDAW report in 2005 states that the Government of the Cook Islands made a number of reservations to the Convention: in relation to article 11(2) (b) which relates to maternity leave and articles 2(f) and 5(a), “to the extent that the customs governing the inheritance of certain Cook Islands chief titles may be inconsistent with those provisions.”⁵ While significant progress has been made in some areas, some key concerns identified relate to the lack of government resources committed to women’s concerns; the lack of recognition of the extent of domestic violence and disparities for those women suffering from disabilities; and economic rights of women.

Part III. Past Cooperation and Lessons Learned

17. Under the 2003-2007 Multi-Country Programme Outline for the Cook Islands, Niue and Tokelau, UNDP supported the integration of the MDGs into its newly approved National Sustainable Development Plan (NSDP), *Te Kaveinga Nui, 2007-2010*. National and community-based programmes were developed and implemented in three related areas: MDG achievement and human poverty reduction, democratic governance, and environment and

⁵ Cook Islands Government State Party Report on the CEDAW Dec, 2005

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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 decentralization in the Cook Islands. UNDP plans on continued work in this political arena, particularly to strengthen national parliaments. UNDP also supported the Outer-islands Devolution Programme (1999-2003), the development of national sustainable development strategies, national MDG advocacy programmes and MDG reports in the Cook Islands. Progress towards the achievement of MDG 6 is mixed in the Cook Islands and will need further attention, particularly in data collection. Strengthening national systems for MDG-based planning, data collection, and monitoring and evaluation will deepen this work.

18. UNDP also supported community development, youth development and gender mainstreaming. It promoted South-South cooperation between Samoa, the Cook Islands, Niue and Tokelau as well as among other Pacific island countries, especially through regional environmental initiatives. There now exists an "environment hub" of international, regional and local experts in the region, particularly within Samoa-based organizations. An Inter-Agency Centre for Climate Change (IACCC) is currently in the process of being established in Samoa on land donated by the Samoa Government for this purpose for the region. 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 IACCC 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 IACCC, in conjunction with national efforts will help the country build upon and scale up community-based environmental activities to include climate change, environment, disaster risk reduction, cultural, economic and MDG linkages.
19. The UNDP management capacity development initiatives for planning, reporting, monitoring and evaluation have been well received by Governments. However, constraints on the capacity for national execution have limited both effectiveness and impact and will be addressed through medium- and long-term initiatives as well as short-term alternatives, including direct execution where appropriate.
20. 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, joint action.

Part IV. Proposed Programme

21. Based on the lessons learned, UNDP would operate within an environment-economic-governance nexus in the Cook Islands. 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/disaster risk reduction, and sustainable environmental management. These are aligned to the priority areas of the UNDAF.

22. 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). The MCPD concentrates on the goals set out below (for details, see the annex, Results and resources framework).
23. 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

24. 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) updated MDG Report for the Cook Islands for reporting to the General Assembly in 2010; (e) human development indices and gender-related development indices produced for the first time for the Cook Islands; (f) human development or other reports providing practical options for population retention, income generation, gender equality and sustainable livelihoods in each country, especially the Outer Cook Islands; (g) eco-cultural tourism project for the Cook Islands focusing on the poor and disadvantaged in the Outer-Islands; (h) best practices and lessons learned documented and disseminated through Information Communication Technology for Development (ICT4D); (i) MDGs advocated through an "MDGs through Sports, Volunteerism and ICT4D" campaign in partnership with development partners, United Nations Volunteers (UNV) and other volunteer organizations; (j) capacities developed of Governments, civil society, the private sector, youth and "MDG volunteers" in strategic planning, leadership and management, programme design, MDG-based data-collection and monitoring and evaluation, gender mainstreaming, and communications; and (k) South-South cooperation enhanced.

B. Good governance and human rights

25. 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) the Cook Islands' self-government status reviewed; (c) decentralized governance enhanced and participatory decision-making effected in the Outer-Islands through an e-governance programme; (d) 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); (e) civil-society capacity developed through the United Nations joint programme for CSOs; (f) best practices and lessons learned documented and disseminated; and (g) South-South cooperation enhanced.

C. Crisis prevention and recovery

26. 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 enhanced.

D. Sustainable environmental management

27. 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 Cook Islands 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

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practices and lessons learned documented and disseminated; and (h) South-South cooperation enhanced.

E. Joint programming

28. 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

29. 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 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

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

the scope of inter-agency cooperation is strengthened to cultivate new programme and geographical convergence.

31. Enterprises Resource Programme (Atlas)⁶ contributes to timely, efficient delivery of activities and more effective financial monitoring will be used in the management of projects and the UNDP programme.
39. All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and UNDP.
40. Cash transfers for activities detailed in AWP's can be made by UNDP using the following modalities:
 1. Cash transferred directly to the Implementing Partner, using existing Government of Cook Islands procedures for the management of finances:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
 2. 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 ;
 3. Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.
41. 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.
42. Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded.
43. 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.
44. Under this programme, audits will be organized as an integral part of sound financial and administrative management and of the UNDP accountability framework. Audit observations/findings will be used together with monitoring, evaluation and other reports to continuously improve the quality of the activities and of management.
45. Results of capacity assessment of Implementing Partners will be used to inform decisions on resource transfer.
46. 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

⁶ UNDP Web-based Programme and Financial Management tool

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government cash counterpart contributions will be undertaken to secure funding for the programme⁷.

Part VII. Monitoring and Evaluation

47. Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF results matrix and monitoring and evaluation plan. The Government and UNDP will be responsible for setting up the necessary M&E mechanisms, tools and conducting reviews, in order to ensure continuous monitoring and evaluation of the CPAP, with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity. The Implementing Partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reporting will be on a basis in accordance with the procedures and harmonized with UN agencies to the extent possible.
48. 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.
49. To facilitate assurance activities, Implementing Partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.
50. 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 Cook Islands 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.
51. Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

⁷ See Framework for Cash Transfers to Implementing Partners.

52. The Millennium Development Goals Report (MDGR) that is developed for the Cook Islands will serve as the primary means for reporting on UNDAF activities, complemented by the Annual Report and Work Plan of the Resident Coordinator. A linkage will be established between the indicators used to measure UNDAF outputs and the contribution of these outputs to the achievement of the MDGs⁸.
53. The Government of Cook Islands and UNDP shall jointly conduct annual planning and review meetings for all programme components. A more comprehensive mid-term programme review, including outcome evaluations, will be held jointly by the Government and UNDP in 2010, and an end-of-programme cycle evaluation will be done in 2012. The Government and UNDP will create an evaluation plan, to be updated in the annual planning reviewing process.

Part VIII. Commitments of UNDP

54. The regular resource allocation for the period 2008-2012 is **\$481,000**, subject to availability of funds. Working with the Government, UNDP will seek financing partnerships to mobilize an estimated additional **\$5,448,050** 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.
55. 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.
56. 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.
57. UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.
58. 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.
59. At the Government's request, UNDP will provide the following support services for activities in the CPAP:

⁸ Pakistan 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

60. 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, Cooperating Agencies and Implementing Partners agree to the following:
61. The Government will honor its commitments in accordance with the provisions of the Special Fund Agreement with New Zealand 29 June 1963 in addition to the provisions of the Supplemental provisions to the project document (Annex 3). 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 and Supplemental Provisions.
62. As a contribution to the programme, Government cost sharing arrangements will be pursued.
63. The Government will be fully committed to support UNDP in playing its mandated roles in the Cook Islands, including those in implementing its technical assistance activities and assisting the realization of the values of the Millennium Declaration and the Millennium Development Goals in the country.
64. The Government will be committed to ensure that counterpart funds, both in-kind and in-cash contributions, will be made available, in a timely and adequate manner, to enable the successful implementation of UNDP-assisted projects.
65. The Government will work closely with UNDP to mobilize non-core resources, including GEF funding, third-party cost-sharing and private sector contributions, to support CPAP implementation.
66. 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, and will ensure that where there is the opportunity to carry out joint

review missions donors, including UN agencies will be requested to do so. 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.

67. 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.⁹ 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.
68. Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWP's only.
69. Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.
70. 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's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds.
71. To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to:
 - a. All financial records which establish the transactional record of the cash transfers provided by UNDP;
 - b. All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.
72. The findings of each audit will be reported to the Implementing Partner and UNDP. Each Implementing Partner will furthermore
 - Receive and review the audit report issued by the auditors.
 - 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).
 - Undertake timely actions to address the accepted audit recommendations,

⁹ The FACE form has been agreed to be used by the three Excomm Agencies namely, UNDP, UNCIEF and UNFPA.

- 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

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

74. IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day, Friday the 30th of May 2008 in Rarotonga, Cook Islands.

For the Government of the Cook Islands.

For the United Nations Development Programme
Multi-Country Office based in Apia, Samoa.

Signature: 

Name: Mr. Michael Mitchell

Date: 

Title: Secretary for Foreign Affairs and
Immigration

Signature: 

Name: Ms. Naheed Haque

Date: 

Title: Resident Representative

Annex 1: Country Programme Action Plan Results and Resources Framework

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

Annex 3: Supplemental Provisions to the Project Document

Annex 1: CPAP RESULTS AND RESOURCES FRAMEWORK FOR Cook Islands

Expected UNDAF outcome #1: Equitable Economic Growth and Poverty Reduction

Cook Islands National Priority - *Te Kaveinga Nui, 2007-2010.*

Goal 3 Innovative and well-managed private sector-led economy.

Goal 8: Strengthened National Coordination and Institutional Support Systems for Development Planning, Evaluation and Monitoring

UNDAF Outcome	MCPD Outcomes	MCPD Expected Outputs	Annualized Outputs, Indicators, Baseline and targets	Implementing Partners	Indicative Resources by programme component (per year, US\$)						
					2008	2009	2010	2011	2012	Total	
1.1. Pacific Island countries prepare and implement regional, sectoral and national plans and sustainable development strategies aligned with MDG goals, targets and indicators linked to national budgets focusing strongly on demographic, disaggregated data and poverty indicators.	<p>1.1.1. Pro-poor national development plans and strategies developed and aligned with MDGs in the Cook Islands.</p> <p>Outcome Indicators:</p> <p>1. National Sustainable Development Plan (NSDP) for Cook Islands is engendered and aligned with the MDGs.</p> <p>Cook Island NSDP Strategic Goal 3: Innovative and well-managed private sector led economy.</p> <p>And</p> <p>Goal 8: Strengthened national coordination and institutional support systems for development planning, evaluation and monitoring.</p>	<p>1.1.1.1. Tools/its on MDG budgeting and costing and aid coordination made available to contribute effectively to deliver of the NSDP.</p> <p>Gender mainstreamed into the Cook Islands National Sustainable Development Plan (NSDP) that is aligned with MDG targets and indicators and linked to national budgets.</p>	<p>1.1.1.1.1. Tools/its on MDG budgeting and costing and aid coordination contributing effectively to the delivery of the NSDP made available.</p> <p>Indicator: 50% of planners in the Cook Islands are trained in MDGs planning, budgeting, data collection and analysis including DEVINFO.</p> <p>Baseline: Limited capacity in the above sectors on MDGs and strategic planning techniques, mainstreaming, aid coordination and resource mobilization; monitoring and evaluation (M&E), & work planning</p> <p>Target: National Strategic planner/MDG Adviser provided for national planning/implementation, policy/programme formulation, gender mainstreaming, and annual MDG-based monitoring and evaluation.</p> <p>Target: Capacity assessment conducted for IPs and capacity development strategy integrated into development plans and implemented as part of the national and outer-islands development goals in the NSDP</p> <p>Target: Annual NSDP review conducted from 2008 onwards on mainstreaming MDGs, gender.</p> <p>Target: Aid coordination and resource mobilization Adviser provided for Aid Management Division, Ministry of Finance and Economic Management (MFEM).</p>	Office of the Prime Minister (CPM)	Regular Resources US\$287,000						
					TRAC1						
					TRAC2&3						
						25,000	30,000				55,000
					Other Resources						

2010

<p>1.2 National and regional statistical information systems and databases are established, strengthened (to support information systems) in monitoring the MDGs, upgraded and harmonized</p>	<p>1.1.1.2 Strengthened and harmonized national and regional statistical information systems and databases, including development information (DEVINFO) focusing on sex-disaggregated data</p>	<p>1.1.1.2.1. Statistical systems incorporate MDGs & HDIs. Indicator: Statistical systems strengthened for monitoring MDGs performance and poverty analyses. Baseline: Weak statistical systems Target: HDI and MDGs statistical indicators aligned to the NSDP and MDG Report and NHDR for the Cook Islands. Target: Poverty and hardship analysis conducted using existing population and other data and collection of data where none exist, to be used in pro-poor policy development in Cook Islands.</p>	<p>Statistics Dept, MFEM</p>	<p>Engenders d NSDP's funded by UNDP Poverty Reduction Thematic Trust Fund (US\$ 42,000) TA from Pacific Centre to institutionalize the MDG costing tools. TA from UNDP Regional Centre in Bangkok (RCB)</p>	<p>42,000</p>				
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<p>1.3. Trade mechanisms, private sector partnerships and employment generation are sustainable, pro-poor and equitable.</p>		<p>1.1.1.3. Cook Island eco-cultural tourism project contributing to economic growth in the Outer-Islands (OIs) as a component of Output 4.1.2.1.</p>	<p>1.1.1.3.1. Profitable village-based eco-cultural tourist outlets increased in the Outer-Islands Indicator: Outer-Islands benefiting from economic growth based on eco-cultural tourism businesses and related development activities. Baseline: Limited resources and partnerships for eco-cultural tourism. Target: Partnerships in sustainable and environmentally friendly eco-cultural tourism developed. Target: Participatory Rural Appraisals (PRAs) conducted in each of the 14 outer-islands based on 10 year development visions by OI dwellers and analysis of OI annual development plans.</p>	<p>Business Trade & Investment Board (BTIB)</p>	<p>2,500</p>	<p>2,500</p>	<p>80,000</p>	<p>66,000</p>	<p>40,000</p>	<p>156,000</p>
		<p>1.1.1.4. National Human Development Report (NHDR) providing practical options for population retention, income generation, gender equality and sustainable livelihoods in the Outer-Islands.</p>	<p>1.1.1.4.1. National Human Development Report for the Cook Islands produced measuring progress on the MDGs and "Sustainable Livelihoods in a Changing Cook Islands". Baseline: NHDR and HDIs and GDIs not available for the Cook Island. Target: NHDR published for Cook Islands comprising a chapter on MDGs indicators comprising a chapter on each island and a chapter on MDG achievement. Target: Capacity Assessment & Capacity Development providing policy framework for Human Resource Development Strategy.</p>	<p>GPM</p>	<p>Other Resources: NZAID</p>	<p>Regular Resources</p>	<p>Other Resources</p>			
		<p>1.1.1.5. Capacities developed of governments, civil society, private sector, youth and "MDG volunteers" in strategic planning/thinking, leadership and management, programme design, MDG-based data-collection and M&E, gender mainstreaming, and communications.</p>	<p>1.1.1.5.1. MDGs advocated through an "MDGs through Sports, Volunteerism and ICT4D" campaign and capacity developed for national and civil society stakeholders and volunteers. Indicator: MDGs popularly known throughout the Cook Islands and strong partnerships in place to implement MDG by end 2012. Baseline: MDGs awareness is low in the Cook Islands. Target: Increased awareness about the MDGs and</p>	<p>Internal Affairs</p>	<p>Regular Resources</p>	<p>Regular Resources</p>	<p>9,000</p>	<p>2,000</p>	<p>11,000</p>	

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<p>1.4 South-South Cooperation and Capacity Development Unit Established.</p>		<p>1.4.1.1. Sub-regional South-South Cooperation</p>	<p>Refer Annex 2 1.4.1.1. Sub-regional South-South Cooperation and Capacity Development Unit established and contributing to the achievement of sustainable human development and the MDGs in Cook Islands and the sub-region. Indicator: The Cook Islands benefiting from and sharing identified best practice with other countries as appropriate through the South-South Cooperation modality. Baseline: High costs of innovation and limited opportunities for overseas training and exposure to the good experiences both in technological and managerial terms, of others. Target: Sub-regional South-South Cooperation and Capacity Development Programme Concept Paper formulated and approved Target: Sub-regional South-South Cooperation and Capacity Development Coordinator recruited Target: Sub-regional South-South Cooperation and Capacity Development Unit established and operational providing opportunities for the formal and non-formal sectors to gain useful knowledge and experience from other developing countries in the Pacific Region and elsewhere and vice versa. Target: Mapping the areas of best practice in the Cook Islands for all 4 CPAP Outcome areas conducted and widely shared.</p>	<p>Aid Management Division, MPEM</p>	<p>2,500</p>	<p>2,500</p>	<p>5,000</p>	<p>10,000</p>	<p>10,000</p>	<p>35,000</p>
				<p>TA from UNDP Pacific Centre. GEF-Small Grant Programme; UN Agencies; SPREP; Government Fully Funded UNV; AYADU VIDA</p>	<p>2,500</p>	<p>5,000</p>	<p>10,000</p>	<p>10,000</p>	<p>35,000</p>	

Expected UNDAF outcome #2: Good Governance and Human Rights												
Cook Islands National Priority - Te Kaveinga Nui, 2007-2010.. Goal 2. A society built on law and order and good governance at all levels.												
UNDAF Outcome	MCPD Outcomes	MCPD Expected Outputs	Annualized Outputs, Indicators, baseline and targets	Implementing Partners (IPs)	Indicative Resources by programme component (per year, US\$)							
					2008	2009	2010	2011	2012	Total		

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<p>2.1 National governance systems that embrace principles of inclusive good governance, transparency and accountability.</p>	<p>2.1.1. Principles of inclusive good governance and human rights are integrated into policy frameworks and decision-making processes.</p> <p>Cook Island NSDP Strategic Goal 2: A society built on law and order and good governance at all levels.</p>	<p>2.1.1.1. Civil Society Organizations (CSOs) capacities in the Cook Islands strengthened on human rights and gender equality through the United Nations Joint Programme for CSOs.</p>	<p>2.1.1.1.1. Human rights awareness increased, including of available mechanisms to claim them. Indicator: CSOs actively raising awareness of the population about human rights abuses and the instruments by which to redress these. Baseline: Limited training among Civil Society Organisations (CSOs) in human rights related instruments and available mechanisms to claim them. Target: Increased level of awareness of the MDGs/MD and relevant human rights instruments, and recognition of its link to poverty reduction, good governance, peace and development shall be pursued. Emphasis shall be given for the advancement of women's rights, women's equality and women's empowerment. Target: CEDAW consistency supported.</p> <p>2.1.1.1.2. Capacity assessment and mapping conducted of all CSOs/Non-Governmental Organizations (NGOs) in the Cook Islands on good governance. Indicator: CSOs/NGOs practicing the principles of good governance surrounding transparency and accountability. Baseline: Capacity amongst CSOs weak. Target: Conduct CSO mapping, information gathering exercise/research on CSO profiles (e.g. areas of focus, scope, etc.) capacity assessment and formulation of capacity development strategies. Target: Trainings/ workshops to improve research and analytical skills of CSOs and increase their capacity to hold government accountable particularly in relation to MD/MDG commitments by 2009. Target: Leadership for development programme in place for CSOs by end 2012. Target: Initiate implementation of Civil Society Index (CSI) in the Cook Islands (CIMCIUS). Target: Establishing monitoring and evaluation mechanisms which include feedback and social audits and builds on Monitoring and evaluation functions already being used by one CSO. Target: UN Joint Programme on CSOs approved.</p> <p>2.1.1.1.3. Best practice database developed capturing developments amongst CSOs/NGOs in the Cook Islands to be shared extensively with others in a sub-regional South-South cooperation and capacity development exchange. (Linked to South-South Cooperation/Capacity Development Unit - Annex 2). Indicator: Best practices documented and shared</p>	<p>CIMNGO & CSOs.</p>	<p>Other Resources: Sub-regional Coping with Violence Against Women Programme funded by UNDP GTTF.</p> <p>TA from the UNDP Pacific Regional Centre GOVPAC programme & Regional CSO Strengthening Programme.</p> <p>UN JP on CSOs.</p>	<p>17,500</p>	<p>17,500</p>
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		extensively among other Pacific island countries (PICs). Baseline: No information documented on best practice amongst CSOs/NGOs in good governance areas. Target: Documentation and dissemination of best practice among four countries and beyond by end 2012	P-OPM Other partners CIMA, Island Administrations	Regular Resources 74,000 164,000	Other Resources																														
2.1.2.1. The successful utilization of ICT as a medium that promotes economic growth and social opportunities for Cook Islands.	2.1.2.1.1. e-Government systems in the Cook Islands fully operational and improving government's ability to practice the principles of inclusive governance, transparency and accountability. Indicator: Outer Islands Island Administrations connected to the e-government WAN and Intranet system. Baseline: Outer Islands Administrations not effectively connected to the Central government system based in Rarotonga for planning, reporting and development purposes. Target: Two e-island pilot projects fully operational by 2010; one in the Northern Group and one in the Southern Group.																																		
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. Number of reported STI and HIV/AIDS cases declining in the Cook Islands. Indicator: At least one STI and HIV/AIDS awareness campaign conducted in Cook Islands by end 2011 Baseline: Sexually transmitted infection (STI) figures high thus increasing risk of HIV/AIDS. Target: National legal frameworks reviewed for consistency with the rights-based approach. Target: CSOs in the Cook Islands raising awareness on STIs and HIV/AIDS.	Ministry of Health & National AIDS committee	Regular Resources	Other Resources																															
Expected outcome #3: Crisis prevention and recovery																																			
Cook Islands National Priority - Te Kaveinga Nui, 2007-2010. Goal 6: A safe, secure and resilient community.																																			
UNDAF Outcome	Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, US\$)																														
3.1 Support effective, integrated and gender-responsive	3.1.1. National capacities and institutional mechanisms strengthened for effective disaster response, plans in place capturing community and CSO	3.1.1.1 National disaster response systems strengthened through national and village-based disaster response drills, and National Disaster Plan reviews.	3.1.1.1. Systems for capacity development, national drills and strengthened response plans available Indicator: Communities responding effectively before, during and after natural disasters.	Emergency Management Cook Islands (EMCI) & CSOs.	<table border="1"> <thead> <tr> <th>2008</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>2012</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td colspan="6">Regular Resources</td> </tr> <tr> <td colspan="6">TRAC1</td> </tr> <tr> <td colspan="6">TRAC2&3</td> </tr> <tr> <td colspan="6">Other Resources</td> </tr> </tbody> </table>	2008	2009	2010	2011	2012	Total	Regular Resources						TRAC1						TRAC2&3						Other Resources					
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<p>disaster risk reduction and management of responses to humanitarian crisis and natural disasters.</p>	<p>participation. Cook Island NSDP Strategic Goal 6: A safe, secure and resilient community</p>	<p>3.1.2.1. Gender-responsive disaster risk management plans at the community levels integrated into National Disaster Plans and United Nations programmes.</p>	<p>3.1.2.1.1. Gender analysis report available on the differential impacts of natural disasters as a contribution to community-based and national disaster management plans for the Cook Islands. Indicator: Women's needs taken into account before, during and after natural disasters. Baseline: No data on impacts of disasters on men and women. Target: Gender analysis conducted in the Cook Islands by 2011.</p>	<p>Emergency Management Cook Islands (EMCI)</p>	<p>TRAC 3 UN Joint Programme on Disaster Risk Reduction/ Disaster Management TA from UNDP Regional Centres in the Pacific & Bangkok AUSAID NZAID & CROP & UN Agencies</p>	<p>Regular Resources TRAC1 TRAC283</p>	<p>Other Resources Refer to PRA – funding from NZAID and Joint Programme</p>
<p>Expected UNDAF outcome #4: Sustainable Environmental Management</p> <p>Cook Islands National Priority - Te Kaveinga Nui, 2007-2010. Goal 4: Sustainable use and management of natural resources and environment.</p>							
<p>UNDAF Outcome</p> <p>4.1. Sustainable use and management of natural resources and the environment.</p>	<p>MCPD Outcomes</p> <p>4.1.1. Strengthened capacity of local institutions and communities to manage the environment and expand environment, climate change and energy services to vulnerable</p>	<p>MCPD Expected Outputs</p> <p>4.1.1.1. Gender analysis on the differential impacts of environmental degradation and climate change on men and women with input from the analysis used to support planning and programming processes (linkage with</p>	<p>Annualized Outputs, Indicators, baseline and targets</p> <p>Output: Gender analysis report available on the differential impacts of natural disasters, climate change, and environmental challenges as a contribution to community-based and national environment, climate change and disaster management plans for the Cook Islands. Baseline: Lack of gender analysis data on impacts</p>	<p>Implementing Partners</p> <p>EMCI and National Environment Services</p>	<p>Regular Resources by programme component (US\$) 30,000</p> <p>2008 2009 2010 2011 2012 Total</p> <p>TRAC1 TRAC283</p> <p>30,000 (implemented together with Outcome 3)</p>	<p>Regular Resources by programme component</p>	<p>Total</p>

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<p>areas and groups.</p> <p>Cook Island NSDP Strategic Goal 4: Sustainable use and management of our environment and natural resources.</p>	<p>Outcome 3 on gender analysis]</p>	<p>of climate change and environmental degradation on women and men. Target: Strengthened capacity on gender specific data collection and analysis to support national climate change and environment challenges in the Cook Islands by 2012. Indicator: Gender analysis undertaken on the differential impacts on men, women and children of environmental degradation and climate change. Indicator: Gender analysis report available on the differential impacts on men and women of environmental degradation provided as an input to local and national Environmental Management Guidelines & Communication Toolkits, also integrating results of the natural disaster gender analysis. 4.1.2.1.1. Strengthened community and institutional planning capacity to implement sustainable development actions that build resilience to environmental, climate change and natural disaster challenges by the end of 2012. Baseline: Limited capacity of communities to integrate adaptation, disaster risk reduction and environmental priorities into community development plans. Indicator: Tools for participatory rural appraisal, gender analysis and MDG based monitoring and</p>	<p>National Environmental Services (NES)</p>	<p>Regular Resources</p>	<p>Refer resources in Outcome 1 on Eco-cultural tourism</p>	<p>Other Resources CSDs and NGOs.</p>
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		<p>evaluation developed. Target: Participatory Rural Appraisals (PRAs) conducted which contribute to village visions and human development profiles on population retention, income generation and sustainable livelihoods, especially in the Outer Islands. Target: Trainings conducted to identify environmental challenges and risks from climate change and natural disasters including a comprehensive methodology for calculating cost benefit analysis of viable solutions. Indicator: PRA Report on environmental challenges Target: Sustainable Land Management capacity development activities implemented. Indicator: Annual Workplan developed and Project Management Unit established. Target: National Implementation Plan for Persistent Organic Pollutants developed. Indicator: Project document developed and approved Target: A partnership with the other Polynesian countries on marine biodiversity explored and developed. Indicator: Concept paper developed.</p>	<p>Energy Division</p>	<p>GEF funded projects - PAACC - Cook Islands component - GEF/SLM project/US \$500,000; GEF/POPs project (US\$170,000). Second National Communications and the Small Grants Programme.</p>	<p>Regular Resources</p> <table border="1" data-bbox="812 105 1079 682"> <tr> <td data-bbox="812 588 860 682">TRAC1</td> <td data-bbox="860 588 909 682"></td> <td data-bbox="909 588 958 682"></td> <td data-bbox="958 588 1006 682"></td> <td data-bbox="1006 588 1055 682"></td> </tr> <tr> <td data-bbox="812 504 860 588">TRAC2&3</td> <td data-bbox="860 504 909 588"></td> <td data-bbox="909 504 958 588"></td> <td data-bbox="958 504 1006 588"></td> <td data-bbox="1006 504 1055 588"></td> </tr> <tr> <td colspan="5" data-bbox="812 420 1079 504" style="text-align: center;">Other Resources</td> </tr> <tr> <td colspan="5" data-bbox="812 105 1079 420" style="text-align: center;">GEF/PIGGAREP (US\$300,000)</td> </tr> </table>	TRAC1					TRAC2&3					Other Resources					GEF/PIGGAREP (US\$300,000)				
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	<p>4.1.3.1 Energy efficiency improved and renewable energy use promoted</p>	<p>4.1.3.1.1 Improved Energy efficiency and renewable energy use promoted in the Cook Islands. Baseline: Limited capacity to promote renewable energy and energy efficiency in the Cook Islands. Target: Renewable energy and energy efficiency mainstreamed into MSDP by end of 2012. Indicator: At least one feasibility study conducted on a potential renewable energy technology through the Pacific Islands Greenhouse Gas Abatement through Renewable Energy Project.</p>	<p>Energy Division</p>	<p>GEF funded projects - PAACC - Cook Islands component - GEF/SLM project/US \$500,000; GEF/POPs project (US\$170,000). Second National Communications and the Small Grants Programme.</p>	<p>Regular Resources</p> <table border="1" data-bbox="812 105 1079 682"> <tr> <td data-bbox="812 588 860 682">TRAC1</td> <td data-bbox="860 588 909 682"></td> <td data-bbox="909 588 958 682"></td> <td data-bbox="958 588 1006 682"></td> <td data-bbox="1006 588 1055 682"></td> </tr> <tr> <td data-bbox="812 504 860 588">TRAC2&3</td> <td data-bbox="860 504 909 588"></td> <td data-bbox="909 504 958 588"></td> <td data-bbox="958 504 1006 588"></td> <td data-bbox="1006 504 1055 588"></td> </tr> <tr> <td colspan="5" data-bbox="812 420 1079 504" style="text-align: center;">Other Resources</td> </tr> <tr> <td colspan="5" data-bbox="812 105 1079 420" style="text-align: center;">GEF/PIGGAREP (US\$300,000)</td> </tr> </table>	TRAC1					TRAC2&3					Other Resources					GEF/PIGGAREP (US\$300,000)				
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Annex 2. Sub-regional South-South Cooperation and Capacity Development Unit

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	
National capacities for monitoring and accountability of development results	<p>Support provided by the Multi-Country Office to the Government of Cook Islands for MCPD/UNDAF programmes in the areas of:</p> <ul style="list-style-type: none"> (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. 	<p>1.4.1.2 Capacity development implemented for the Cook Islands CPAP Implementing Partners through a Sub-regional South-South Cooperation and Capacity Development Unit</p>	<p>1.4.1.2.1. Samoa led Sub-Regional South-South Cooperation and Capacity Development Unit established and operational. Indicative: Concept Paper for Sub-Regional South-South Cooperation and Capacity Development Unit approved. Baseline: No formal system in place for the documentation and sharing of best practice amongst Pacific Island countries. Target: Sub-Regional South-South Cooperation and Capacity Development Coordinator, and Unit personnel recruited. (Includes: MSE Officer, Capacity Assessment/Capacity Development Officer, Results Based Management Specialist, Partnership & Resource Mobilization Specialist, Knowledge Management & Communications Advisor & Assistant). Target: Sub-Regional South-South Cooperation and Capacity Development Concept Paper drafted and approved.</p>	<p>Trac 2</p>								
					Other Resources							
					Trac 2							
					Other Resources							
					Total							
					Trac 2							
					Other Resources							
					Total							
					UNDP Regional Centre Bangkok (RCB) Management Practices, MCF							
					RCB Capacity Development Group, MCF							
					UNDP Evaluation Office and MCF							
					Trac 2							
					Other Resources							
					Total							
					UNDP Regional Centre Bangkok (RCB) Management Practices, MCF							
					RCB Capacity Development Group, MCF							
					UNDP Evaluation Office and MCF							
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					RCB Capacity Development Group, MCF							
					UNDP Evaluation Office and MCF							
					Trac 2							
					Other Resources							
					Total							

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UNDAF Outcome	MCPD Outcomes	MCPD Expected Outputs	Annualized outputs, indicators, baselines and targets	Implementing Partners	Indicative Resources by Programme (per year, USD)					Total
					2008	2009	2010	2011	2012	
			<p>processes and systems harmonized with regional, bilateral and multilateral partners' own M&E processes with support from Monitoring and Evaluation Advisor</p> <p>Target: One mid-term MCPD review conducted in 2010, and final MCPD evaluation conducted in 2012</p> <p>Target: Accountability and control framework for MCPD reviewed and developed through management mission</p> <p>Target: Accountability and control framework for all MCPD activities ensured by Internal Auditor</p> <p>Joint CPAP review process in place within UNDAF framework. Indicator: Joint Government/ UNDP/ partner field visits conducted and development results duly verified Baseline: Target:</p>	<p>UNDP, MCO, MCF, audit office</p> <p>Government, selected stakeholders, CSOs and the United Nations Multi-Country Team</p>						
	<p>1.4.1.5. Accountability and control framework for MCPD in place and MCPD is reviewed, monitored, evaluated and audited with due diligence.</p>		<p>1.4.1 Knowledge products disseminated to potential partners for the delivery of the MCPD CPAP for Cook Islands. Indicator: No. of knowledge products produced including advocacy programme undertaken by Knowledge Manager. Baseline: Lack of information and knowledge products available on results based management. Target: Improved capacity to prepare, produce and disseminate knowledge management products.</p> <p>1.4.1.6. MCPD advocacy messages communicated effectively and resources mobilized for MCPD initiatives</p>	<p>Volunteers for International Development Australia (VIDA) Knowledge Management Adviser</p> <p>Proposed Communications and Partnership Adviser, and IT Officer.</p>						
			<p>1.4.1.6.1. 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 for the Cook Islands. Target: Partnerships Adviser recruited and prepares to Partnership Strategy documentation in an open and participatory manner with national counterparts.</p> <p>1.4.1.6.2. MCPD CPAP review process in place and</p>	<p>MOF, MCO</p>						

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UNDAF Outcome	MCPD Outcomes	MCPD Expected Outputs	Annualized outputs, indicators, baselines and targets	Implementing Partners	Indicative Resources by Programme (per year, USD)						Total	
					Sources	2008	2009	2010	2011	2012		
			<p>agreed with government and other UN Multi-Country Team (UNMCT) members for Samoa.</p> <p>Indicator: MCPD reviewed through quarterly or six-monthly programme reviews in conjunction with review of SDS and UNDAF</p> <p>Baseline: Quarterly reviews meetings of all UNDP projects in the Cook Islands are an institutionalized mechanism in existence.</p> <p>Target: Review meetings held jointly with other UN Agencies with Government of the Cook Islands.</p> <p>Target: Two outcome evaluations conducted.</p>	<p>Samoa, Project Managers and stakeholders, UNMCT Samoa members</p>	Other Resources							
		<p>1.4.1.7. Harmonized Approach to Cash Transfers (HACT) developed to channel UNDP (and United Nations) resources for simplification and harmonization of United Nations policies and procedures to reduce burden on Government of multiple cash transfers.</p>	<p>1.4.1.7.1 Harmonized Approach to Cash Transfers (HACT) developed for the Cook Islands.</p> <p>Indicator: Macro- and micro HACT assessments completed by HACT Advisor</p> <p>Baseline: Assessments already undertaken of national financial structures and systems for some government agencies to manage common project cash transfers amongst UN agencies</p> <p>Target: HACT approach developed and implemented by HACT Advisor and Finance Officer.</p>	<p>KPMG Fiji Consultants, UNDP Pacific Centre, RCB, MCO Samoa, RBAP</p>	Trac 2							
		<p>1.4.1.8. Documentation and dissemination of lessons learnt and knowledge products arising from results and findings of the results based management activities.</p>	<p>1.4.1.8.1 Lessons learned, development results and best practices documented and widely shared as part of the South-South Cooperation modality.</p> <p>Indicator: Lessons learned and best practices shared widely in the Pacific Region and disseminated through UNDP knowledge networks.</p> <p>Baseline: No lessons learned and best practices documented.</p> <p>Target: Knowledge Management Adviser coordinating the documentation of lessons learned and best practices and their dissemination</p> <p>Target: At least one south-South Cooperation exchange arranged for suitable recipients.</p>	<p>Knowledge Management Adviser</p>	Trac 2							
					Other resources:							
					Total							
						Regular TRAC 2 Resources						
						Other Resources						
				TOTAL								

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Annex 3: Standard annex to project documents for use in countries which are not parties to the Standard Basic Assistance Agreement (SBAA)

Standard Text: Supplemental Provisions to the Project Document:

The Legal Context

General responsibilities of the Government, UNDP and the executing agency

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

(a) Participation of the Government

1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.
2. The Co-operating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Co-operating Agency.
3. The estimated cost of items included in the Government contribution, as detailed in the Project



Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.

4. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.

5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.

6. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.

7. The Government shall make available to the project - subject to existing security provisions - any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.

8. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.

9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.

10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.

11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.

2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager a/ who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.

3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.
4. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency¹⁰.
5. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.
6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.
7. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.
8. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.
9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.
10. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

Rights, Facilities, Privileges and Immunities

1. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.
2. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.
3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:
 - (a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;
 - (b) Be immune from national service obligations;

¹⁰ May also be designated Project Coordinator or Chief Technical Adviser, as appropriate.

- (c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;
- (d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;
- (e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.

4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.

5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:

- (a) The salaries or wages earned by such personnel in the execution of the project;
- (b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;
- (c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and
- (d) As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn therefrom upon departure of such personnel.

6. The Government shall ensure:

(a) prompt clearance of experts and other persons performing services in respect of this project;

and

(b) the prompt release from customs of:

- (i) equipment, materials and supplies required in connection with this project; and
- (ii) property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.

7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.

8. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.

9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

Suspension or termination of assistance

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