



UNDP Multi-Country Office for Samoa, Cook Islands, Niue and Tokelau

Results Oriented Annual Report 2008

2008 ROAR – Samoa – 1.1. Overview of Development Trends

The following provides an overview of the key development trends in the Cook Islands, Niue, Samoa and Tokelau, the four countries under the Samoa MCO: The heavy reliance on imported oil leaves Pacific Islands open and vulnerable to external price volatility. High food prices have strained coping capacity, especially of the poor and vulnerable. Socio-economic changes in the Samoa are visible such as an increase in number of children on the streets selling flowers and other goods. In Samoa, the impact of the financial crisis saw redundancies of 80 staff of a major exporter/employer (assembler of automotive wires for Ford and GM Australia). In early 2009, to avoid further redundancies, the company instituted shorter working hours for staff. The Central Bank of Samoa indicators show inflation doubling in a year to 10.4%, caused mainly by the impact of the fuel/food crisis. Crime – including thefts and murders – are making front page news. There are increased reports of violence against women and children. The elections in Niue in 2008 saw a new government and leadership in place hosting a successful 39th Pacific Islands Forum hosted by Niue in August 2008.

2008 ROAR – Samoa – 1.2. Overall Progress

The Country Programme Action Plans (CPAPs) for the Cook Islands, Niue, Samoa and Tokelau (2008-12) were developed and signed in 2008. The CPAPs operate within an “economic-governance-environment nexus” which includes the upscaling of the UNDP/GEF Small Grants Programme to a new sub-regional Community Centred Sustainable Development Programme (CCSDP) to transform communities’ on-the-ground environmental management and sustainable livelihoods initiatives into large-scale MDG achievement and positive environmental impact.

(i) The CCSDP and the South South Cooperation and Capacity Development Programme are two flagship sub-regional programmes conceptualized in the second half of 2008 to support the “nexus” framework. Preparatory missions undertaken for the CCSDP are providing an excellent rallying point or “platform” for interested UN agencies to work together.

(ii) A substantial amount of non core resources were mobilized from the GEF and AusAID to support climate change programmes in the region and in Samoa. A total amount of US\$13.5 million has been mobilized.

(iii) UNDP is taking the lead in developing aid coordination systems in the Cook Islands and Niue in collaboration with the UNDP Regional Centre in Bangkok. National Strategic Planners have been/are being placed in each country to support the MDG mainstreaming into National Development Plans. The National Strategic Planner in the Cook Islands is already making an impact at the national planning level by integrating MDG monitoring and evaluation frameworks into the Cook Islands’ National Development Plan. The Niue Government has requested the services of the Cook Islands Planner to do the same for the Niue National Development Plan in collaboration with its National Strategic Planner. The Planners also liaise/will liaise with the Governments on UN/UNDP’s behalf, thus representing a fledgling in-country “presence” in the Cook Islands, Niue and Tokelau. An MDG Planning and Budgeting Workshop was held in the Cook Islands in May 2008 for Polynesian countries to further develop MDG mainstreaming capacity.

(iv) In Samoa, preliminary steps were taken to develop a National Volunteer Scheme in

collaboration with UNV's PRODEFA scheme and the UN Joint Young People's Programme (TALAVOU). Support for Samoa's Sector Wide Approaches (SWAPs) and donor harmonization was provided by UNDP, EU, NZAID and AusAID through the establishment of the Private Sector Support Facility (PSSF), and a harmonized fund for private sector development.

(v) The MCO played a key role in the UNDAF 2008-2012, taking a lead role as Chair of the Programme Steering Committee as well as the Chair and Secretariat of the UNDAF Outcome Group on Sustainable Environmental Management. Key results achieved include an Inter-Agency Climate Change Centre (IACCC) concept note shared at the 39th Pacific Leaders Forum in Niue in August 2008. The IACCC received the UN Secretary General's endorsement in his message to the Pacific Leaders Forum as the UN's contribution in addressing climate change issues and impacts in the Pacific. Pacific Island Countries on the occasion of the Pacific Climate Change Round Table in Apia in October expressed interest in the IACCC and requested the UN to explore the options of scaling up UN support for climate change. The UNDAF Outcome Group in collaboration with the Niue Government also produced a film on climate change (funded by UNDP) shown at the Leaders' Forum, Pacific Environment Film Festival and at Poznan in December 2008. The film has become a popular advocacy tool on climate change in the Pacific.

(vi) For the first time UNDP, together with all the UN agencies with programmes in Samoa, conducted a joint UN/Government of Samoa UNDAF Implementation Plan review. The UN's Implementing Partners (lead Government agencies) chaired the four UNDAF Outcome Groups, a clear demonstration of national ownership and leadership in making the UNDAF relevant to Samoa's development priorities. The UNDAF's 2008 progress was reviewed, implementation challenges/issues were discussed constructively, proposals were made for the way forward, and 2009 priorities were collectively and collegially agreed. Regular quarterly reviews of the UNDP programme in Samoa with the participation of all stakeholders has been instituted, but will soon merge into UNDAF Implementation Plan 6-monthly reviews in partnership with other UN agencies, Government, civil society, private sector and trade unions.

2008 ROAR – Samoa – 1.3. Contribution to Capacity Development

Capacity development needs have been identified in Annual Work Plans (AWPs) signed by all countries, and Samoa has already begun to draw down programme funds for several South South attachments.

At the macro (programme) level, HACT assessments of the Cook Islands and Samoa financial management systems were carried out to ascertain key national capacities that need to be strengthened for HACT roll out in 2009. Capacity gaps identified in Samoa include deficiencies in the Accounts Division, internal control framework, liability management, cash management, reconciliations and financial reporting, and understanding/management of "Finance One" accounting software. These will require further technical assistance. Capacity for environmental management was undertaken in the Cook Islands and Niue to assess institutional, systemic and individual capacity to implement obligations under the Multilateral Environmental Agreements ratified/acceded by the two countries. Action Plans were developed as the basis for future capacity development responses to strengthen environmental management.

Action Plans for Capacity Development in the Cook Islands and Niue on environmental management outlined key actions and indicators to assess progress towards achieving the set targets for the next 3 - 4 years. The Action Plan will be monitored as part of the National Environmental Management Plans i.e. the Cook Islands NESAF and the Niue Integrated Strategic Plan. The Samoa experience shows that a full set of comprehensive development strategies for the environment sector is well reflected in the recently launched Strategy for the Development of Samoa (SDS) 2008-2011 whereas the previous SDS 2004-2007 showed none.

2008 ROAR – Samoa – 1.4. Contribution to Gender Equality and Women's Empowerment in line with UNDP's Gender Equality Strategy 2008-2011

Gender Equality Strategy 2008-2011

Through the Gender Thematic Trust Fund, the capacity of the MCO was enhanced through the recruitment of a MDG and Gender M&E Officer to spearhead the MCO's initiatives in this thematic cross-cutting area. An Australian Volunteer In Development Assistance (VIDA) was instrumental in fulfilling some of the residual activities of the Gender Mainstreaming Initiative (GMI) particularly in finalizing the MCO's Gender Mainstreaming Strategy and conducting gender mainstreaming training for all UNDP staff. The sub-regional Coping with Violence Against Women and the Girl Child Programme is ongoing in the 4 countries.

2008 ROAR – Samoa – 1.5. South-South Solutions

AWPs were developed for the Cook Islands, Niue, Samoa and Tokelau to capture the approach and strategic direction for the sub-regional South South Cooperation and Capacity Development Programme (SSCCDP). The AWP reflects a shift from the traditional TCDC approach to one that encapsulates the key principles of South South cooperation and capacity development. It is envisaged that SSCCDP will broadly cover knowledge management and capacity development specifically aligned to key CPAP outputs. Although the SSCCDP is still in formulation stage, it is important to acknowledge South South related results achieved through on-going programmes/projects. Some of these include the following: (i) The Small Grants Programme (SGP) conducted a regional workshop and training for all participating Pacific countries. The MCO shared lessons from the Samoa SGP that were well acknowledged by participants. The Samoa SGP is the most advanced in implementation in the Pacific and plays a key role in helping other countries through knowledge and expertise sharing, particularly in areas where Samoa has a comparative advantage such as in Marine Protected Areas, SGP Advocacy, Communications and Resource Mobilization; (ii) The PACINET Conference held in the Cook Islands, organized and partly sponsored by the UNDP e-Government project, brought together over 500 participants and professionals from the Pacific and globally to share best practices in the use of Information and Communications Technologies for Development (ICT4D). ICT4D is a development tool used by the MCO in all its initiatives to foster the sharing of knowledge and best practices amongst the 4 countries and further afield; and (iii) In collaboration with the UNDP Pacific Centre in Fiji, an MDG Planning and Budgeting Workshop in the Cook Islands in May 2008 brought together national planners from Polynesian countries to receive training in the MDGs-based costing, budgeting and planning toolkits. The participants requested more training in sector-based MDG planning and in-country training to give them more confidence in the use of the MDG toolkits.

2008 ROAR – Samoa – 1.6. Overall Lessons Learnt

Use the space below to outline any lessons learned from programming activities during the course of the year, and opportunities to improve or strengthen performance in the coming year. Please include challenges and lessons learnt related to integrating capacity development and gender equality into your programmes. Also, please also refer to any findings from evaluations.

Lack of absorptive capacity and qualified nationals continue to be challenges which impact on national development and CPAP/AWP progress and delivery. Capacity deficits cut across national and local/village/atoll levels. Weak technical and project management capacities are particularly discernible at the community level through initiatives such as the Small Grants Programme (SGP). Many communities do not have the capacity to prepare grant implementation reports, which often results in funding delays. To address this, the SGP National Steering Committee has recommended more streamlined and simpler reporting formats and the incorporation of capacity building activities into grants. At the national level, particularly the smaller countries of Cook Islands, Niue and Tokelau, there are insufficient and inadequate human resources to support programme/project implementation, leading to delays e.g. in Tokelau, UNDP funded projects often compete with national and atoll priorities and, due to low population, there are very few people to share the workload. CCSDP will hopefully unveil innovative ideas and practical mechanisms to address capacity development and population

retention in the four countries.

2008 ROAR – Samoa – 1.7. Summary of Progress for WSM_OUTCOME28

Programme expenditure in US\$		WSM_OUTCOME28 description
2009	-5,268	Pro-poor national development plans and strategies developed and aligned with MDGs
2008	240,842	Annual Rating of progress On track
2007	161,277	
2006	207,210	
2005	81,735	
2004	66,566	
<i>Cumulative</i>	752,361	

Outcome Indicator	Baseline	Target	Outcome Indicator Status at end of 2008
First MDG Report for Tokelau prepared and MDG reports updated for the Cook Islands, Niue and Samoa Indicator: HDI and GDIs collated for countries.	2008 - HDIs and GDIs not available for Tokelau, Niue and the Cook Islands.	Human development indicators updated as part of strengthening national statistical capacities for the monitoring the MDGs; statistical systems harmonized with relevant agencies and DEVINFO by 4th qtr 2009.	In progress; being collected through ongoing PRAs
South-South cooperation enhanced. Indicator: South-South cooperation database developed for all the programme areas and shared extensively.	2008 - No database readily available to be shared.	Databases developed and shared.	In progress through formulation of sub-regional South South Cooperation and Capacity Development Programme
MDG volunteer corps" established Indicator: 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. ,MDG volunteer corps" established	2008 - Low capacity in the above sectors on MDGs and strategic planning techniques	MDG volunteer corps" established by mid-2011.	Informal "MDG volunteers corps" as well as a formal national volunteers scheme explored by Nov/Dec 08 scoping missions & reports available
Indicator: 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.

Gender mainstreamed into national development plans (NDPs)/national sustainable development strategies (NSDSs) that are aligned with MDG targets and indicators and linked to national budgets

Indicator: NDPs are engendered and aligned with MDGs.

Strategic planners/MDG advisers provided for national planning/implementation, policy/programme formulation, gender mainstreaming, and annual MDG-based monitoring and evaluation, aid coordination and resource mobilization

Indicator: MDGs reporting on target for four countries.

MDGs advocated through an "MDGs through Sports, Volunteerism and ICT4D" campaign and capacity developed for national and civil society stakeholders and volunteers

Indicator: 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.

2008 - Gender mainstreaming and alignment with MDGs missing in NDPs/NSDPS.

Annual NDP/NSDPS reviews conducted from 2008 onwards on mainstreaming MDGs, gender mainstreaming; monitoring and evaluation (M&E), work planning, aid coordination and resource mobilization

MDG Planning and Budgeting Workshop for Polynesian countries organized in May 2008; MDG-based M&E framework developed for the Cook Islands NDP

2008 - No MDG report for Tokelau.

Target 1. Tokelau MDG report published by 4th qtr 2008.
Target 2. United Nations joint programme on MDG Achievement implementation started by 1st qtr 2009

In progress; being collected through ongoing PRAs

2008 - Low capacity in the above sectors on MDGs and strategic planning techniques

Target 1. Increased awareness in these sectors about MDGs and strategic planning techniques by end 2012.
Target 2. MDGs popularly known throughout the four countries through sporting events and strong partnerships in place to implement MDG by end 2012.

MDGs advocated through an "MDGs through Sports, Volunteerism and ICT4D" Campaign during South Pacific Games and 4000 volunteers trained on MDGs

View 2008 progress and financial data for output projects related to this outcome

OUTPUT PROJECTS	Indicator	Target	Progress	Programme financials in US\$	
				Budget	Expenditure
00053355 - Education of young people.				84,559	8,938
00053356 - Human development for young people				101,400	3,488
00053357 - Employment & income gen.	1) Number of environmental programmes	Capacity of young people improved through decision-	1) Advocacy of MDGs through sports implemented during	92,215	10,008

	<p>accessed by young people.</p> <p>2) Percentage of young people participating in local, national, regional and international decision making processes on youth related issues.</p>	<p>making and leadership training for undertaken nationally, regionally and internationally.</p>	<p>the Samoa National Youth Week 2008. Banners illustrated 8 MDGs by sports teams. Inclusion of young people with Special Needs.</p> <p>2) Samoan translations of MDGs pull-up banners produced.</p> <p>3) National volunteerism situation analysis completed as a first step towards establishing Samoa National Volunteerism Programme, initially targeting youth.</p> <p>4) The National Peer Education Refresher training on HIV/AIDS&STIs workshop implemented with 4 CSOs. 39 peer educators participated, and more peer educators are being recruited.</p> <p>5) One youth group was given funding to implement HIV/AIDS&STIs Community Awareness programme in 15 villages.</p> <p>6) A youth drop-in-centre was established with access to various resources, including library and counseling services. A Safe Clinic was launched for STI and HIV/AIDS testing for the public.</p> <p>7) 4 months pilot rehabilitation programme for young women inmates at a prison was implemented.</p>		
00053358 - Strengthened capacity of DFY	1) Percentage of young people accessing business skills	Technical support provided to national institutions with a specific focus	A local NGO monitors the Second Chance Education, the SCE course modules, and	181,826	43,208

training courses.	on the reintegration	the training of SCE
2) Number of	of school drop outs	Facilitators as the
young people	into formal and non-	National
participating in	formal education	Coordinator. The Life
second-chance	initiatives through	skills coaches
education	the second-chance	training started in
courses.	education	November.
	programme.	

Overall Progress and Achievements for this outcome

Slow progress of this outcome in Samoa was due to slow submission of Annual Work Plans, especially for the UN Joint Young People's TALAVOU Programme. A mid-term evaluation of TALAVOU in 2008 recommended more support to increase project management and reporting capacity, including reporting on the NZAID cost-sharing contribution. The Private Sector Support Facility was launched in June 2008. The Deputy Prime Minister lauded it as "one of the most significant contributions by the donor community to Samoa". The Integrated Framework for Trade Project was approved and a Team Leader was selected. Capacity development for the Implementing Partner, the Ministry of Foreign Affairs and Trade, continued through the initiation phase of the project.



2008 ROAR – Samoa – 1.7. Summary of Progress for WSM_OUTCOME29

Programme expenditure in US\$		WSM_OUTCOME29 description
2008	204,875	Principles of inclusive governance and human rights are integrated into policy frameworks and decision making processes
2007	416,380	Annual Rating of progress On track
2006	464,044	
2005	387,525	
2004	134,243	
<i>Cumulative</i>	1,607,067	

Outcome Indicator Baseline Target Outcome Indicator Status at end of 2008

View 2008 progress and financial data for output projects related to this outcome				Programme financials in US\$	
OUTPUT PROJECTS	Indicator	Target	Progress	Budget	Expenditure
00052494 - ICT for Development in Samoa	1) Number of E-Government strategic publications made available to key stakeholders				
	2) Percentage of corporate government website templates and set standards for website presentation established	Improve the awareness and capacity of the MCIT & public service to implement the E-Government Strategy.	Well underway	110,849	116,924
	3) Ministry of Communication, Information and Technology (MCIT) project unit is created and fully operational				

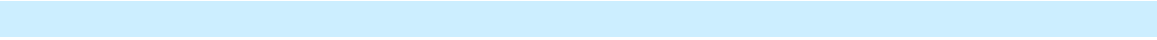
Overall Progress and Achievements for this outcome

Please use this section to provide an update on the progress made against this outcome and the contribution made by UNDP supported outputs. Was there progress on the outcome? Were the planned outputs achieved? Did they contribute to the outcome? What effect or impact did project activities and outputs have during the year?

The Niue ICT4D Project has put e-Government infrastructure in place; has an effective on-line computer literacy programme with 70 people enrolled; and has put in an online tourist booking system that is being increasingly used by tourists. The PACINET Conference in the Cook Islands organized and partially sponsored by the e-Government project attracted over 500 ICT practitioners and led to increased ICT4D advocacy and tourism revenue. In the Samoa IC4TD Project, direct outputs such as the establishment of websites, the building of awareness and a momentum for e-Government is very much in the early stages, characterized by minimal traffic on websites from persons able to use them for information purposes. The MDG Scoreboard set up as an ICT4D tool to promote MDGs in Samoa during the South Pacific Games needs to be revisited to ensure that it is fully utilized and is still relevant to meet its initial goals of MDG advocacy and awareness raising. At the outcome level, the recent ICT4D evaluation has pointed out that it is premature to measure the success of the ICT4D project outputs against the UNDP intended outcome of poverty reduction.



Please check this box if an outcome evaluation was undertaken for this outcome.



2008 ROAR – Samoa – 1.7. Summary of Progress for WSM_OUTCOME30

Programme expenditure in US\$		WSM_OUTCOME30 description
2008	166,311	National Capacities and institutional mechanisms strengthened for effective disaster response; plans in place capturing community and CSO participation
2007	350,043	
2006	80,296	Annual Rating of progress On track
2005	18,947	
2004	49,875	
<i>Cumulative</i>	665,472	

Outcome Indicator Baseline Target Outcome Indicator Status at end of 2008

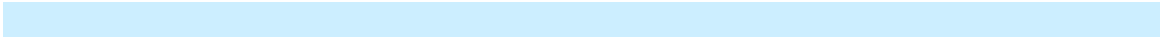
View 2008 progress and financial data for output projects related to this outcome				Programme financials in US\$	
OUTPUT PROJECTS	Indicator	Target	Progress	Budget	Expenditure
00043721 - Tokelau Seawall & Storm Surges	1) Number of upgrading to existing gabion Seawalls for all three Atolls 2) Number of activities linked with implementing a long term approach to reducing both cyclone related inundation risks and the potential impacts of future climate change and sea level rise 3) Number of awareness programmes on each Atoll on disaster risk management and Seawall maintenance 4) Number of long term risk reduction strategies in place for each Atoll including the integration of mitigating measures in national plans and budgets	1. Improve capacity and awareness of the impacts of human activities and effectiveness of the natural coastal defenses on each Atoll. 2. Strengthen ownership and sense of responsibility for the long term implementation of risk reduction measures amongst members in the Atoll communities. Note: continued TRAC3 funding for this project cannot be rolled over to 2008. A request from the TKL Govt. Will need to be sent via UNDP Apia to BCBR.	The seawall project in Tokelau was operationally closed in the first quarter of 2008.	56,378	56,378
00050312 - e-Government Initiatives in Co	1) Number of public awareness campaigns regarding ICT and the role of the national IT Committee	Strengthen capacity of national IT committee and establish a responsible agency for the management of	In the Cook Islands, the ICT4D project has assisted 11 ministries and 8 agencies/SOEs in the design, implementation and early maintenance of	201,000	105,741

<p>2) Establishment and implementation of web-based feedback mechanism on delivery of public services</p> <p>3) Number of people who can access educational information on the remote islands through IT usage</p> <p>5) Improve internet capability for all outer islands</p>	<p>website and systems administration between Government units inline with the ICT Strategic Framework.</p>	<p>their websites and has trained relevant staff to operate and maintain their e-government orientation. It has put a virus protection system in place for the government system and is preparing an anti-virus policy for government. It has also prepared the specifications for a call for proposal for the development of the government's web portal – an all in the space of 12 months of project execution.</p>
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Overall Progress and Achievements for this outcome

Please use this section to provide an update on the progress made against this outcome and the contribution made by UNDP supported outputs. Was there progress on the outcome? Were the planned outputs achieved? Did they contribute to the outcome? What effect or impact did project activities and outputs have during the year?

The seawall for Tokelau, funded under TRAC3 was completed in the 1st quarter and will lead to a much stronger protection of the coastal areas of Tokelau susceptible to high tides and wave actions. The Niuean Government completed a number of initiatives under its TRAC3 allocation to update and consolidate its National Disaster Plan, conducted training in disaster preparedness and response systems, and strengthened village evacuation centres in all the villages. These centres are mostly in school buildings and easily identifiable and accessible. A system for replenishing emergency supplies at a depot in Alofi has also been established. UNDP provided strong support to the UN Disaster Management Team as well as to the OCHA-led Pacific Humanitarian Response Team in its monitoring/response to a forest fire in Savaii, the largest island in Samoa. The event was declared a national emergency by the Government's Disaster Advisory Committee but no international humanitarian assistance was required. The exercise provided a good opportunity for the DMT to test its United Nations Humanitarian Assistance and Coordination Plan (UNHACP).



2008 ROAR – Samoa – 1.7. Summary of Progress for WSM_OUTCOME31

Programme expenditure in US\$		WSM_OUTCOME31 description
2009	5,825	The environment-economic-governance nexus demonstrated through community-based natural resource management and use that supports implementation of gender-sensitive national policies as well as the mainstreaming of environment into national plans
2008	1,674,317	
2007	1,833,942	
2006	2,833,580	
2005	2,180,578	
2004	2,544,694	
<i>Cumulative</i>	11,072,936	

Annual Rating of progress

On track

Outcome Indicator Baseline Target Outcome Indicator Status at end of 2008

View 2008 progress and financial data for output projects related to this outcome				Programme financials in US\$	
OUTPUT PROJECTS	Indicator	Target	Progress	Budget	Expenditure
00043651 - SAM 3403 LD Sam Land Mngt	A proportion of stakeholders actively involved in land management having a good understanding of the principles of sustainable land management.	1. Sustainable Land Management Information produced and disseminated to key stakeholders. 2. Technical reports produced to assist with the identification of degraded sites 5. Review of relevant national policies on land management initiated.	1. Selection of Lano Village in Savaii focusing on coastal erosion as the major cause for land degradation affecting the Lano Village. 2. Technical Assessment Reports for Lano is completed and endorsed by both the Project Management Unit and National Steering Committee. 3. Prioritization of recommended solutions reflected in the Technical Assessment Report.	100,000	45,030
00044093 - NIU3400 LD PDFA Niue Land Mngt	Percentage of national and local stakeholders in Niue with a good understanding and appreciation of sustainable land management practices.	1. Advocacy and capacity building programmes implemented at the national and local levels to raise awareness and understanding on sustainable land management practices and approaches. 2. Sustainable land management practices adopted at the Mutalau pilot site.	Compost Facility Set Up, GIS Training for Land Information System integrating SLM, Mutalau Soil Testing for baseline soil quality, Knowledge Sharing and Educational Materials used for Raising Public Awareness on the SLM project.	100,000	87,658
00052573 - PIMS 3462: PIGGAREP				561,000	505,309

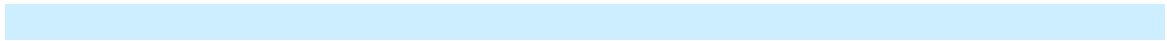
00054575 -
GEF (SGP)
and NZ AID
Pacific R

333,588 294,499

Overall Progress and Achievements for this outcome

Please use this section to provide an update on the progress made against this outcome and the contribution made by UNDP supported outputs. Was there progress on the outcome? Were the planned outputs achieved? Did they contribute to the outcome? What effect or impact did project activities and outputs have during the year?

The MCO has made significant progress to advance the “economic-governance-environment-nexus” articulated as an integrated development approach in its MCPD and CPAPs. Community capacity was strengthened through existing and new projects approved in 2008. Community-based marine conservation was the most successful, including coastal management and biodiversity conservation. These marine protected areas have integrated eco-tourism as an integral part of sustainable livelihoods, particularly in Savaia Village. The first Community Based Adaptation project at Vaovai was approved in 2008 and implementation has started, which makes it one of the only two CBA projects implemented globally. The Vaovai CBA focuses on building community resilience to the impacts of climate change. Gender aspects have been considered in all new projects. Governance issues continue to be a key factor in all community-level projects. The Village Council plays a key part all community level projects, particularly to facilitate their integration into overall village development activities.



2008 ROAR – Samoa – 2.1. Progress in Implementing Management Workplan

This section provides management and staff with the opportunity to comment on their unit's management performance against their balanced scorecards and other priorities expressed in their management workplans. In completing this section, managers should review their unit balanced scorecards (linked below for reference), to see areas of strength and weakness. The section should also address UNDP's overarching priorities such as Accountability and Risk Management, as well as other important factors such as GSS follow up, critical issues on HR, procurement, and lessons learned.

Comments should be made as applicable under the following major Results Based Budgeting functional groupings and planned results therein:

[Corporate Support \(RBB functions 1, 6, 14, 15\)](#)
[Programme Support \(RBB functions 2, 3, 4\)](#)
[Management Support \(RBB functions 5, 10, 11, 12, 13\)](#)
[Security Support \(RBB functions 16\)](#)
[Partnership Support \(RBB functions 7, 8, 9\)](#)
[UN Coordination Support \(RBB functions 17\)](#)
[Other Support \(RBB functions 18, 19\)](#)

View this unit's Balanced Scorecard

The MCO's effectiveness to meet all its BSC targets and indicators is hindered by the nature of its operations as a Multi-Country office with widely dispersed programme countries e.g. Cook Islands and Niue are only reachable from Apia (location of MCO) through New Zealand, and Tokelau is a 36 hour boat ride each way. Their remoteness and isolation are challenging in terms of communications, transportation and monitoring costs.

Results achieved on key management priorities:

(1) Programme alignment with strategic plan: As indicated in the BSC, the MCO has successfully aligned its programmes and projects with the development focus areas in the strategic plan

(2)Accountability embedded in UNDP: Risk control: Key risks identified and progress made include:

ICT Infrastructure and back up planning – The MCO has finalised a phased plan to implement the roll out the new UNDP e-mail platform and spread the cost over 2 year period. Back up data is stored on CDs and placed in an iron safe in the Finance Unit.

(i)Audit Risks – The MCO has implemented all the follow up actions on findings identified in its 2005 management audit.

(ii)Procurement Capacity – Seven staff members are certified in procurement in 2008 compared to none in 2007.

(iii)Prior Years financial errors in Atlas – The initial plan for a headquarters mission to address this did not take place. The MCO started the cleaning up itself towards year end with existing finance staff, and is targeted for completion in early 2009.

(iv)Overdue NEX Advances – The MCO with the assistance of OFA/NY, has reviewed and addressed prior year errors which caused concern for NEX advances. The MCO is also implementing the 80% rule for utilization of advances before issuing further advances to reduce the risk of aging advances.

(3) Programme monitoring and oversight: This is being strengthened through quarterly review meetings with Governments which for Samoa will soon be integrated with the six-monthly and annual UNDAF Implementation Plan Review. Three monitoring missions were undertaken to the Cook Islands and Niue, with on-going discussions with Tokelau Government based in Apia. In addition, teleconferencing, emails and Skype meetings were utilized for monitoring. The use of ATLAS for project monitoring is still lagging.

(4) Quality of programme is enhanced: A participatory and integrated approach has been used in formulating new sub-regional programmes. Local Project Appraisal Committees (LPACs) are effective as a mechanism to assess the quality of programmes and projects. LPACs involve key stakeholders from Governments, UN agencies and regional organizations such as SOPAC and SPREP, and are organized both through face-to-face and teleconferencing arrangements given the dispersed location of partners.

(5) Costs for monitoring non-core are fully recovered: Full recovery of costs from non core

resources is yet to be realized. A full and systematic cost apportionment needs to be carried out, in addition to full utilization of ATLAS features.

(6) Ensure UNDP has competent, qualified and motivated staff: A capacity assessment and capacity development exercise was conducted with RBAP/RCB's support to identify key areas for staff capacity development and to motivate and reaffirm staff commitment to UNDP and the MCO. A common vision and mission was approved by staff and management. The office has approved and is implementing a Work-life Policy with flexible and compressed working hours. On staff learning, 7 staff are certified in Procurement, 1 has successfully completed the CPA degree, 5 have completed the Results Based Management training, and 90% have completed the Ethics, Gender, and HIV/AIDS training. The PSU Officer went on a detail assignment to UNDP Nepal and he Human Resources Associate went on a detail assignment to UNDP Malaysia to develop their capacities. Other senior, mid-level and general service staff went on overseas training, including to the Covey Seven Habits of Success Training.

(7) Achieve gender parity: In 2008 the MCO had 4 female national officers, 1 female international officer and 1 male national officer. The MCO has recruited a second male National Programme Officer, which should help with gender parity at the management level. The MCO has approved the Gender Mainstreaming Strategy outlining some of the possible options for a way forward to ensure gender parity. The MCO is now considering in all new vacancy announcements to encourage men to apply, and to adopt a male preference where the merits of top candidates are considered equal.

(8) Effective management of talent: The MCO has tried to develop back-up arrangements for all staff as a strategy to provide existing staff with training/learning opportunities and undertake detail assignments to enhance career development. This will also enable staff to perform higher level responsibilities in the MCO and to prepare them for international jobs within the wider UNDP. The issue of staff retention remains challenging given the comparatively lower salaries in the UN than at the national level. The office lost some of its key staff in 2008 to other local and overseas based organizations offering higher salaries and attractive remuneration packages.

Please provide an account of UNDP Support to the UN System Results during the reporting period (functions 17-19)

The MCO coordinated the UN Operations Management Team and substantively contributed to the 4 UNDAF Outcome Groups on Economic Growth, Governance, Equitable Social Services and Environmental Management. The MCO took a lead role as chair of the UNDAF Outcome Group on Sustainable Environmental Management with staff from the UNDP Environment and Energy Unit providing Secretariat support for the Outcome Group. The MCO also chairs the Crisis Prevention and Recovery sub-group under the UNDAF Good Governance and Human Rights Outcome Group.

The MCO was instrumental in organizing and providing substantive input and assistance with logistics and administrative support to the joint UN/Samoa Government UNDAF Implementation Review. For the first time, UNDP together with all the UN agencies with programmes in Samoa conducted a joint UN/Government review of the UNDAF Implementation Plan for Samoa.

2008 ROAR – Samoa – 2.2. Progress on institutional results to promote gender equality and women's empowerment, in line with UNDP's Gender Equality Strategy 2008-2011

Please respond to the following brief questions.

In 2008, did your unit...

1. ...have a gender advisor? **yes**
2. ...have an established gender focal point team led by a senior manager? **yes**

3. ...allocate resources (core and non core) that specifically target women (women's empowerment)? **yes**

If yes, how much (include resources for gender advisors)? **US\$ 250000**
Was this an increase or decrease from last year? **increase**

4. ...undertake measures to build capacity of staff on gender mainstreaming? **yes**

If yes, what measures? Comment on impact and gaps.

The MCO developed a Gender Mainstreaming Strategy through an inclusive and participatory approach to encourage ownership and build staff capacity o look at gender dimensions as an integral part of programming and management activities. The Gender Focal Point conducted a series of gender focused learning activities for the MCO, which included a Gender Quiz at the MCO retreat and 2-3 hours training sessions every Friday for 4 consecutive weeks specifically on gender mainstreaming. This helped to raise awareness and understanding within the MCO on gender issues and strategies and how these could be mainstreamed into all the activities of the MCO.

5. ...undertake measures to ensure gender parity and promote work-life balance? **yes**

If yes, please provide details.

The MCO approved and implemented a Work Life Balance Policy that incorporates activities such as flexible work arrangements benefiting both genders when needed by their families, arrangements with a local medical centre for staff and dependents in financial hardship. This includes utilising the medical advance facility with full reimbursement by MIP and/or salary within the month.

2008 ROAR – Samoa – 3.1. Innovative Initiatives

This is an optional section where units can share information on innovative internal or external initiatives which they are involved in, e.g. programme to green their office, improve health of staff, or build partnerships and mobilise resources etc.

The MCO approved and implemented its Work Life Balance Policy in 2008. This Policy was prepared as a joint initiative by the Staff Association and the management team. The main provisions of this policy of significant relevance to staff includes the implementation of flexible hours by staff members who need it for their families, condensed work hours allowing staff to work longer during the week from Monday to Thursday and finishing early on Friday, and encouragement to pursue physical fitness programmes. As a result staff members have formed a fitness group with a daily fitness activity after work and mountain climbing every Friday afternoon. The group has been able to attract other staff members and organises Yoga sessions during the first 30 minutes of the lunch hour. The Work Life Balance Policy has also arrangement with the leading local medical centre to allow staff members and dependents treatment at the centre utilising the medical advance facility, with full reimbursement from MIP and/or salary within the month.
