

Community Centered Sustainable Development Project

&

Early Recovery Project



Evaluation Report

2009 - 2011



Gouri

Acknowledgements

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Samoa, 2011

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Acronyms

AI	Appreciative Inquiry
ARC	Aitutaki Recovery Committee
AWP	Annual Work Plan
CBA	Community Based Adaptation
CBO	Community Based Organization
CCSDP	Community Centered Sustainable Development Programme
CEO	Chief Executive Officer
CIANGO	Cook Islands Association of NGOs
CPAP	Country Programme Action Plan
DCA	Department of Community Affairs
DMO	Disaster Management Office
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EMCI	Emergency Management Cook Islands
EWS	Early Warning System
GEF	Global Environment Facility
GOCKI	Government of the Cook Islands
GON	Government of Niue
GOS	Government of Samoa
GOTOK	Ongoing Government of Tokelau
IP	Implementing Partner
M&E	Monitoring and Evaluation
MAF	Ministry of Agriculture and Fisheries
MCO	Multi Country Office
MDG	Millennium Development Goal
MNRE	Ministry of Natural Resources and Environment
MOU	Memorandum of Understanding
MWCSD	Ministry of Women, Community and Social Development
NDMP	National Disaster Management Plan
NGO	Non-Government Organization
NSC	National Steering Committee
NUANGO	Niue Association of NGOs
NZAID	New Zealand Assistance for International Development
OPM	Office of the Prime Minister
PC	Pacific Centre
PRA	Participatory Rural Appraisal
PIC	Pacific Island Country
SPBD	South Pacific Business Development
SPEC	South Pacific Entrepreneurship Consultants
SPREP	South Pacific regional Environment Program
STA	State Tourism Authority
SUNGO	Samoan Umbrella of NGOs
TOR	Terms of Reference
UNDP-MCO	United Nations Development Programme Multi-Country Office
UNDAF	United Nations Development Assistance Framework
UNESCO	United Nations Educational, Scientific and Cultural Organization
WIB	Women in Business

1. Methodology

Participatory Evaluation of Community Centered Sustainable Development Project (CCSDP) and Early Recovery Project (ERP) were facilitated in March - April 2011. It was a Participatory Evaluation and Learning exercise and was a joint effort of the community, government counterparts, CBOs, CSOs and UNDP MCO. The evaluation was carried out in keeping with the Project Outputs as outlined in the Log frame (RRF) in the CCSDP and ERP Prodocs.

Evaluation followed an **intensive process** detailed below:

1. Intensive desk review of the project related documents including the Prodoc, Quarterly Progress Reports, Criteria for identification of Pilot Villages, Village Sustainable Development Plans (VSDPs), Training Reports, Strategic documents on Gender, Governance, Country Strategies, Mission Reports. Financial Documents, AWP, Face Forms etc
2. Multi Stakeholder Consultations and Focus Group Discussions were held in project villages (village names in the table below), with CSO/ CBO, Government Officials, New Zealand Aid, CCSDP/ ERP Focal points, Ministers, Red Cross, UNDP MCO etc.
3. Individual Interviews, Consultations, Questionnaires were used for eliciting information.

The detailed time line of the evaluation is as follows:

March 13	Arrival from India
March 14	<ol style="list-style-type: none"> 1. Introduction with UNDP MCO Staff 2. Meeting/ Briefing with Resident Representative/ Resident Coordinator 3. Introductory Meetings with Program/ Project Personnel 4. Meeting with ARR and Human Development Policy Advisor 5. Meeting with Monitoring and Evaluation Specialist/ PSU
March 15	<ol style="list-style-type: none"> 1. Collection and Streamlining of Documents
March 15, 16, 17	<ol style="list-style-type: none"> 1. Document Review – Prodoc, Progress Reports, Country Reports, Strategy documents, UNDAF, CPAP, VSDPs 2. Finalisation of Evaluation of Tools 3. Finalisation of dates for Country Missions with Project Staff
March 18 - 23	<ol style="list-style-type: none"> 1. Questionnaires/ Checklists/ Format for providing information on case studies to Country Offices/ Focal points. 2. Interactions in Apia with relevant Stakeholders. 3. Document Review <p>Field Visits in Samoa</p> <ol style="list-style-type: none"> 1. CCSDP - Apia, Manono-Tai (Apai Faleu Lepuiai Saleuia) and Lano 2. ERP - Apia, Manono-Tai (Apai Faleu Lepuiai Saleuia), Poutasi, Lalomano, Saleapaga, Ulutogia and Mutitale (for both CCSDP pilot & ERP). 3. Tokelau - Liaison office in Apia
March 24 – 31	<p>Niue</p> <ol style="list-style-type: none"> 1. CCSDP - Alofi, Tuapa and Hakupu
April 01-08	<p>Cook Islands</p> <ol style="list-style-type: none"> 1. CCSDP - Rarotonga, Mitiaro and Mauke Islands 2. ERP - Rarotonga, Aitutaki Island
April 11-22	<p>Samoa</p> <ol style="list-style-type: none"> 1. Financial Review/ MIS system, Discussions with Donors/ other relevant

	Stakeholders, Quarterly Review Tokelau 1. Consultations with Project Personnel in Apia
April 13	Presentation of Mid-evaluation findings to UNDP staff
April 29	Submission of first draft report for comments

The evaluation in Cook Islands entailed detailed discussions with CIANGO, National Council for Women, Office of the Prime Minister, Ministry of Education, Health, Planning and Infrastructure, Environment Services, Finance – Aid Management; community/ CBOs, Island Council and Island Administration in Mauke, Mitiaro and Aitutaki Islands, NZAID; Project Management Cell in Aitutaki, Red Cross, Aitutaki Recovery Committee Members.

In Niue consultations were held with CSOs, NUANGO, government departments – Community Affairs, Treasury, External Affairs, Agriculture, Tourism; Chamber of Commerce, NZAID; beneficiaries, CBOs, Village Councils, women groups, youth groups in Hakupu and Tuapa villages

The evaluation of Tokelau was conducted through desk review and consultations with Tokelau officials at the Tokelau Liaison office in Apia.

In Samoa discussions were held with Ministry of Finance, Natural Resources and Environment, Tourism, Women, Community and Social Development, CSO Facility at Ministry of Finance, NZAID, SUNGO, Red Cross; Community, CBOs, Church Groups, Women’s groups, youth groups, Village Councils in sample CCSDP and ERP villages; NGOs – SPBD & SPEC and UNDP MCO.

2. Findings

2.1 Community-Centered Sustainable Development Project (CCSDP)

The concept of Community Centered Sustainable Development Project (CCSDP) was embedded in the UNDAF for the Pacific 2008-2012 - Outcome 4 - Sustainable Environmental Management. CCSDP emerged from the recognition that a genuine participatory approach to development is essential for sustainability. The project was implemented under the National Implementation Modality by UNDP MCO in the four countries of Cook Islands, Niue, Tokelau and Samoa. The total allocated amount for the Project was USD 1,700,000

Goal

“To make communities more self-reliant, both economically and socially, by improving and supporting livelihood options through the responsible use and management of the environment”

Objectives

1. to build gender-sensitive community capacity to sustainably manage environmental and income-generating initiatives that emanate from and through community-led planning processes and
2. to support communities in building an eco-friendly economy that incorporates climate change adaptation and risk-reduction measures.

Approach

- i. Incorporation/ inclusion of grassroots planning into national planning processes.
- ii. Initial implementation in select pilot villages
- iii. Involvement of Community, Village Level Institutions/ Community Based Organisations (CBOs), Local/ Traditional Governance Systems in the micro-planning process
- iv. Involvement of Civil Society Organisations (CSOs), Training Institutions as partners in implementing the project
- v. Involvement of the governments of program countries as implementation partners
- vi. Establishing partnerships with relevant networks, UN Agencies, Donors and UNDP Pacific Centre for providing technical backstopping

Components

1. *Local Economic Development (LED)*-focused on
 - a. economic and entrepreneurship development, which aimed to increase productivity leading to greater economic development at the community level.
 - b. strengthening private-public sector partnerships and have a strong focus on empowerment in order to increase social capital and curb migration.
 - c. development of micro and small-scale business development; business training; agriculture production, including addressing food security; fisheries; tourism; and relevant infrastructure development.

2. *Sustainable Environmental Management* that

- a. complimented LED initiatives through a focus on building a diverse “green economy”.
- b. improved local environmental management by strengthening local capacity to responsibly adapt to climate change, reduce the risk of disasters as well as minimize the adverse effects of climate change.
- c. focused on promoting “green jobs” for all employable village residents in agriculture, fisheries and handicraft manufacturing, as well as community-led and owned adaptation measures that contribute to preserving and restoring environmental quality.

3. *Social and Cultural Development* component

- a. aimed to strengthen the local governance systems
- b. focused on enhancing livelihoods by addressing challenges in education (primary to adult education, literacy/ numeracy etc), primary health care and in institutionalizing indigenous knowledge of the environment (including traditional conservation practices.
- c. facilitated equity and gender mainstreaming at the local level.

2.1.1 Cook Islands

1. Country:	Cook Islands
2. Project Title:	Community Centered Sustainable Development Project (CCSDP)
3. Period under review:	March 2011 – May 2011
4. Year of the Project Initiation:	2008
5. Year of Completion:	2012
6. Responsible Sector/Division	UNDP MCO
7. Implementing Partner	Office of the Prime Minister, Cook Islands
8. Total Allocated Budget (NIM)	USD 200,000
9. Total Expenditure	USD 64,400

In Cook Islands, CCSDP was implemented through 2008-2012; initially on a pilot basis in two south islands of Mitiaro and Mauke. In Aitutaki Island, where Early Recovery Project was implemented; the VSDP preparation will begin in May 2011. The total allocated amount for the Project was USD 1,700,000; of which USD 200,000 was allocated to Cook Islands; the total expenditures was USD 64,400.

Evaluation Findings and Discussion

CCSDP in Cook Islands was implemented in the two south islands of Mitiaro and Mauke. The CCSDP planning and VSDP preparation in Aitutaki Island, which is of the Early Recovery Project is expected to begin in May 2011.

The discussions with Donors, Government Officials, Island Councils, Island Administrations, Community, VLIs revealed that CCCSDP has been able to strengthen the community involvement and given a fillip to the micro-planning approach. The document 'VSDP' is like a 'development ready reckoner' for any agency/ government department that goes to the Islands.

I. Project Components

1. Social and Cultural Development

Selection of Pilots

CCSDP pilots were the two Southern Islands of Mitiaro and Mauke. They were selected as they are more accessible than the north islands; Island Council in both Islands is very active and development focused and there is a good relationship between the Island Council and Island Administration. The profile of the two islands follows in the subsequent paragraphs.

In terms of both relevance and needs, the pilot selection is justified in context of the selection criteria mentioned above. However, for any future project or even for replication, the more vulnerable and remote north islands must also be included.

Village and Island consultations (VICs) and VSDP Development

Mitiaro Island has four villages Atai, Auta, Takaue and Mangarei with a total population of around 270 people. Mauke has three villages-Kimiangatua, Ngatiarua and Areora-Makatea with a population of around 300 people. Both the Islands have developed Island plans incorporating the development priorities of each village and arriving at consolidated priorities. Their main priorities are reflected below as per the respective VSDPs:

Mauke Island	Mitiaro Island
<p>I. Agriculture and Fisheries</p> <ul style="list-style-type: none"> • To encourage the people of Mauke to be self-sustainable in food production in the short term and the long term progressing into production for cash. • Food security for the people of Mauke by 2020. <p><u>Short term (3 months)</u></p> <ol style="list-style-type: none"> 1. Organize public meetings to advertise “action plan” 2. Organize workshops 3. Crop inspection (tutaka) 4. Plant vegetables and root crops 5. Varietal collection 6. Planting and propagating 7. Land preparation 8. Marine – develop a guideline or calendar in accordance with our traditional customs and modern techniques <p><u>Long term (12 months)</u></p> <ol style="list-style-type: none"> 1. Plant and propagate fruit trees, root crops, etc. 2. Upgrade harbour for fishing boats 3. Upgrade airport 4. Upgrade plantation and coastal roads 5. Obtain tractors and other machinery 6. Fish aggregate devices 7. Research station 8. Marine officer <p>WHO NEEDS TO BE INVOLVED</p> <ul style="list-style-type: none"> - Local government - Island administration - Aid assistance - Invite them by correspondence, e-mail <p>II. Revitalizing tourism</p> <ul style="list-style-type: none"> • Turn Mauke into an eco-tourism destination. • to increase tourism to Mauke, which will also generate income and create employment. • Identify key people on island, e.g., tour guides • List accommodation options • Entertainment craft groups 	<p>Priority 1: Renewable Energy</p> <ul style="list-style-type: none"> • Goal 1: Adopt a renewable energy strategy in order to cut down energy consumption by \$77,400.00 NZ by 2015 • Goal 2: Recruit expert advice, consultations and conduct community trainings regarding renewable energy • Goal 3: Adopt alternative power sources (e.g. wind, solar, etc.) • Goal 4: Each household has the right to obtain their own solar system • Goal 5: Construct a community wind-mill <p>Priority 2: Economic Development</p> <ul style="list-style-type: none"> • Goal 1: Technical skills obtained through training • Goal 2: Project management capacities improved, including project monitoring and evaluation • Goal 3: Mitiaro-specific marketing strategies improved • Goal 4: Recruitment of a UNV for improved project management capacity for all Mitiaro development initiatives <p>Priority 3: Infrastructure</p> <ul style="list-style-type: none"> • Goal 1: Harbor completed • Goal 2: Airport infrastructure improved • Goal 3: Road infrastructure improved, including new access road to hospital • Goal 4: New power station constructed • Goal 5: Storage unit for heavy machinery constructed • Goal 6: Fresh water project completed <p>Priority 4: Social Development</p>

<ul style="list-style-type: none"> • Set up fishing tours • Transportation options-bikes, motorbikes <p>WHO NEEDS TO BE INVOLVED:</p> <ul style="list-style-type: none"> - Tourism office - Air Rarotonga, Air New Zealand - Travel agents <p>III. Education To conserve the Maori language and culture on Mauke.</p> <p>IV. Infrastructure Development To support social and economic development.</p> <p>1. <u>Rebuild harbour</u></p> <ol style="list-style-type: none"> 1. Ensure that harbour project becomes a priority again 2. Secure commitment for resources and funding 3. Work closely with engineers, etc. to rebuild harbour 4. Cost \$2.8 million 5. 12 months <p>2. <u>Tarseal airport runway and roads</u></p> <ul style="list-style-type: none"> - Contract a private company to tarseal with conditions for labour use on island - Cost \$1.45 million (\$1.2 million for airport, \$250,000 for road) - 9 months <p>3. <u>Water system</u></p> <p>4. <u>Disaster risk management</u></p> <ul style="list-style-type: none"> - Obtain VHF radios for emergency communications - Conduct annual simulation exercises for cyclones and tsunamis - Provide disaster risk awareness education to community, in coordination with national Emergency Management Office - Appoint assistant to island disaster risk focal point, to help with planning, mapping and monitoring of threats <p>V. Health</p> <ul style="list-style-type: none"> • To benefit the whole community of Maukeans locally, and other visitors. • Entails purchase of ambulance and staffing of service with qualified paramedics. <p>VI. Youth Development</p>	<ul style="list-style-type: none"> • Goal 1: Improved education standards on Mitiaro • Goal 2: Recruit better teachers and improve teacher delivery through training • Goal 3: Tailor educational curriculum to the Mitiaro context and needs • Goal 4: Secure more resources for the island school (e.g. books, learning tools, etc.) <p>Priority 5: Sustainable Environment</p> <ul style="list-style-type: none"> • Goal 1: Develop a proper waste management strategy and action plan for Mitiaro • Goal 2: Expand septic tank system capacities from a 2 year to a 10 year capacity • Goal 3: Awareness program on improper burning launched prior to dry periods • Goal 4: Domestic animals (i.e. pigs) fenced
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The priorities in VSDPs had the distinctness in preparation and presentation that is evident from the table above which reflects that there was inbuilt flexibility for presentation.

The Island level consultations in Cook Islands started by a joint meeting to share the project objective and purpose subsequently, the detailed discussions were held in each village. AI and PRA were used and village specific needs were identified and prioritized. The discussions were held in all the villages simultaneously and at the end of the third day everyone got together to develop the Island Plan. The Island council, the women groups, youth groups, church based committees, CBOs and Island

Administration were part of the discussions. The Island Secretary and the Mayor together coordinated the entire exercise.

This process was greatly appreciated by the community as it gave them an opportunity to reflect and think about their village and its priorities. It also gave them a feeling of pride that they were contributing to the process of development of their 'own' village.

The process of VSDP preparation was appreciated by the community, CSOs, government and the project personnel at UNDP. VSDP development process provided a forum for the community to come together and discuss their development priorities and envision the growth of their village. The process was found to be intensive and interesting by the community. They felt proud that they got an opportunity to articulate their needs and provide plausible solutions. The VSDP, which is now with the community, is 'their own document' and even the government owns the VSDP. The Government National Plan in Cook Islands has incorporated the village priorities enlisted in VSDPs as National Development Focus.

Governance - Involvement of Village Councils, VLIs and CSOs

The Island councils were involved in the consultative and planning process and the village action teams that were constituted comprised members from all VLIs. In fact the entry of CCSDP was through the Island Council Meeting and the traditional Kava Ceremony. It was in this meeting that the project was introduced and then taken to the community. Separate meetings were then held with women groups, youth groups, church based committees to explain the project and its objectives. As the process grew, the project specific committee interchangeably called Village Development Committee/ Village Action Team was formed. This committee/ team comprised representation from the various VLIs at the village level and the Mayor was usually the Chairperson. Later this committee got divided into activity specific groups like fishing, eco-tourism, composting etc. Both men and women were members of these groups

Gender

Women and men were involved fully in the consultative processes and VSDP development. Women held separate meetings in their groups and enlisted health, education, economic self reliance as important activities under the project. They also participated in the community meetings, attended the AI & PRA orientation sessions and in the Council meetings. As a strategy on inclusive and gender sensitive consultative process, the participation can be cited well focused. But beyond participating in meetings and articulating the needs and supporting the development of VSDPs the entire component on promoting economic self reliance of women through environmentally supportive green enterprises remained unaddressed.

It is therefore important that the next steps towards strengthening economic self-reliance of women through micro-credit/ micro finance, income generation trainings be initiated at the earliest under CCSDP. Thus there is immediate need for actualization of a comprehensive gender strategy focusing on both involvement of women in decision making at the grassroots and economic self reliance.

Among the focus areas under social and cultural component, the component on facilitating equity and gender mainstreaming at the local level was achieved as the project did ensure that men, women, boys, girls, elderly, handicapped, poor, untitled men and women all participated in the planning process and developed their VSDP. The component of strengthening the local governance systems was partially achieved. The entry in the village through the Council, ensuring the Council's representation in the

village development/ action teams, ensuring meetings between VLIs and the Village Councils, conducting local governance trainings focusing on roles and responsibilities of the Councils, familiarization with AI, VSDP development were some efforts made by the project to strengthen local governance systems.

Based on the evaluation findings, it is important that concerted efforts be made to strengthen the local governance systems through trainings on motivation, leadership, decision making, gender sensitization, conflict resolution, communication to enable and policy level advocacy to facilitate changes in the Village Councils to include women, poor and disadvantaged sections.

This component on Social and cultural development was the one that was highly appreciated by the community, VLIs, CSOs, government counterparts and donors. This component has been able to initiate bottom-up planning at the village level, gave the community a forum to sit together and plan their own development process. Village Councils, women groups, youth groups, church based organizations, CSOs, government functionaries all sat together to listen to what the people had to say about their village and what according to them were the priorities for development.

2. Local Economic Development

LED in CCSDP focused on economic and entrepreneurship development to increase productivity for facilitating economic development at community level strengthening private-public sector partnerships and have a strong focus on empowerment in order to increase social capital and curb migration; development of micro and small-scale business development; business training; agriculture production, including addressing food security; fisheries; tourism; and relevant infrastructure development.

Consultations and interactions in Mauke revealed that there is an old fishing club which got a new lease of life as a result of the project. This fishing club used to be quite active but with the youth migrating to Rarotonga and New Zealand, the fishing activity was almost negligible. People would only go out for fishing for home consumption. When fishing was identified as an important area for development, through CCSDP they got fishing kits comprising hooks, net, lead, safety equipments, life jacket etc. This provision of fishing equipment has motivated youth to increased interest in fishing. The radio sets have helped in exploring the deeper seas for fishing, but there has been no substantial increase in income from fishing as the present haul is majorly used for consumption and distribution among the friends and family. Through the inputs project has been able to revive fishing as an activity in the island. Through the fishing group and the infrastructure group, there are plans to rebuild the harbor and reviving the canoe making in the island. All these plans are on the anvil and discussions are ongoing. There is need for working on grading, packaging and marketing strategies to develop fishing as a profit making activity.

However plans are in the offing for strengthening the Maire lace making industry. The Maire Industry where significance of the plant is for garlanding purposes in the Cook Islands is located on the islands of Mangaia, Mauke, and Mitiaro and it is these three islands that supply a high percent to the Hawaiian market. Group discussions with the women have confirmed that being involved in this industry provides financial security to the women each season. During the 6 months of harvesting, depending on quotas and their meeting those weekly quotas, the women are able to plan their revenue received around household, school and community requirements and obligations.

As a group, women have been able to develop their skills in harvesting, plaiting and preparing the maire for transporting to the offshore market. All the women take turns each week to quality check the total

consignment sent, so quality control levels remain very high among the team. The executive members of the team are versed in the keeping of records and accounts, and the women have elected two young women to look after the accounts and records of the maire mama grouping. Sharing this responsibility has allowed these young women to grow and develop their skills in this area.

Given the fairly sizeable amounts received in recent seasons, it is clear that this product provides a sizeable input into the economy of Mitiaro, in terms of what they spend for their families and what they contribute within the community.

During the discussions it was shared by the village council, women groups and the village elders that this activity has been a traditional one and has been providing a source of steady income. But due to the market competition from Hawaii and the migration of families from the island the activity scale is declining. Hence scope lies through CCSDP to promote strategic interventions like scaling up and marketing.

3. Sustainable Environment Management

The three sub components of Sustainable Environment Management - compliment LED initiatives through a focus on building a diverse “green economy”, improve local environmental management by strengthening local capacity to responsibly adapt to climate change, reduce the risk of disasters as well as minimize the adverse effects of climate change and focus on promoting “green jobs” for all employable village residents in agriculture, fisheries and handicraft manufacturing, as well as community-led and owned adaptation measures that contribute to preserving and restoring environmental quality; were addressed to some extent in Cook Islands.

In Mitiaro, in the financial year (2010) the Island Council and Administration constructed connecting roads from the coastal villages towards the middle inland part of the island. This road project was made on priority after the tsunami warning experienced earlier this year; only then people realized lack of connecting roads to flee inland to the highest part of the island. This got the connecting roads project ahead of renewable energy programs and the wharf project. The roads were made in two stretches of 900 m and 750 m each. About 40 people from the island contributed as labour. The road has been able to connect the coastal areas with inlands, all villages are now interconnected. The school and the hospital have also become more accessible. The proposal is now to set up a hurricane central location by the roadside to provide shelter to people if any disaster does strike. These connecting roads have also cut back the time to travel to the harvesting grounds inland.

II. Management and Financial Issues

In Cook Islands, the Office of the Prime Minister was the implementing partner. The Project Coordinator of CCSDP was working with OPM but was paid by the Project.

The CCSDP was a NIM modality project and therefore the implementation was the responsibility of OPM, UNDP was responsible for oversight, technical backstopping and monitoring and evaluation of the project. The OPM representatives were of the opinion that there should have been more support from UNDP MCO in terms of technical guidance and more frequent visits.

The discussions during evaluations about the costs and broad expense incurred during project implementation revealed that

- I. Initially Cook Islands used to receive their funds in USD, but later on they requested for the funds to be given NZD. The reason was that the conversion rate of USD to NZD was adverse on their fund receipt.
- II. The Aid Management Cell was the coordinating agency for receiving, disbursement and reporting.
- III. The local staff had difficulty in filling the face forms and developing the AWP.
- IV. There was delay in disbursement of funds from UNDP due to late submission of face forms and subsequent processing for disbursement.

A total of USD 200,000 allocated to Cook Islands in CCSDP; USD 64,400. Of this USD 39,043 (61%) was spent on program implementation and USD 25,357 on administrative costs.

III. Highlights of CCSDP

1. The island consultation teams are in place in all pilots comprising men, women, youth, Island Council/ Mayor are represented in each team.
2. VSDPs developed for both pilots – Mitiaro and Mauke. VSDP is available with the community and they are familiar with it.
3. CCSDP acted as a catalyst for strengthening community participation. Noteworthy was the involvement of the disadvantaged and vulnerable sections in the planning process especially women.
4. Through CCSDP bottom up and people centered planning has been strengthened that has brought focus on the real development needs of the community which are being used in national strategic plans as well.
5. CCSDP has been able to strengthen cross-practice among the various government departments and has facilitated initiation of integrated approach in the government function.
6. The road constructed under the project in Mitiaro is an exemplary example of tangible disaster risk reduction measures.

IV. Constraints/ Challenges

1. The process of developing VSDPs through PRA was a commendable exercise; however the project did not go beyond this.
2. CCSDP had a pilot and an up-scaling phase as highlighted in the project document. However, the project was implemented only in the pilots and there was no visible up scaling as the implementing partners shared that they were given to understand that the entire project is a pilot.
3. The CCSDP Project Coordinator had a good understanding of project implementation and had a good rapport with people; however she had little guidance from UNDP particularly after July 2010. This was a critical period of providing technical guidance as the next steps of the project needed to be planned and implemented.
4. Women were considered important in the project in the participation processes, in ensuring their participation in consultations, in inclusion of their priorities in the VSDPs and in organizing free health clinics for them. But beyond that, women involvement was hardly there in the project.
5. LED component did not go beyond the initial start up mobilizing activities, as livelihoods approach was missing and hardly any sub-sector studies were conducted to identify the feasible and viable green enterprises for economic development especially focusing on vulnerable sections including poor and women.

V. Recommendations

1. The CCSDP project has been a flagship project for UNDP. In Cook Islands, it was instrumental in providing the community to come together to discuss their development needs and prepare a plan for their own development. The inclusion of vulnerable sections was an important effort for strengthening participation based on equity and gender in the planning process. However, there needs to be greater focus on LED and sustainable environment components.
2. It is also important at this stage in project to share the VSDP priorities with other Ministries, for exploring funding as well as for sustainability purposes. Women were expected to have key role in the project in the three project components. It is imperative that keeping the gender strategy in mind, focused interventions need to be planned to ensure participation of women. To begin with at the island level - a list of vulnerable villages, the existing women groups, ensuring substantial representation and participation of women in island Councils and identification of viable income generation activities need to be enlisted and appropriate follow-ups done. At the country levels, a comprehensive gender strategy be followed in terms of developing gender disaggregated data for every sector and every development initiatives; strengthening women groups, women councils, women commissions; initiating gender budgeting and gender audit at national level.
3. CCSDP worked through the community and did work closely with the Island Councils in Cook Islands - the main local governance structure. The relationship between these structures and the village development committees or the village action teams was not however, institutionalized. Therefore, it is recommended that through CCSDP, effort is made for capacity building and greater involvement of these traditional and important local government structures.
4. The monitoring and evaluation system in the project needs to be streamlined. Efforts have already begun towards this but it is important to have gender disaggregated data for each village/ interventions, assimilation and systematization of the data at the project level is very important.
5. A project like CCSDP, which is community oriented needs to involve CSOs for community mobilization, facilitate participatory processes, carry out household survey, and create awareness about the project, capacity development. It is recommended that in this last year of the project, more CSOs be involved, especially those working in the areas of community participation, gender, environment, livelihoods to support the implementing partners in withdrawal from the project villages and provide the sustainability link to the project.
6. CCSDP has positive and noteworthy effect (due to community mobilization and strengthening bottom up planning) on the lives of people, therefore it is important that the best practices, innovative strategies and even constraints faced need to be documented. This qualitative documentation can be in the form of process documentation and case studies including audio-visual formats.
7. To increase awareness and sensitization on gender, environment, climate change, EWS, DRR, micro-planning, strengthening local governance etc; IEC material in the form of posters, banners, pamphlets, games, AV CDs etc. should be developed and disseminated.

8. For all multi-country projects, there needs to be a provision of experience sharing and learning through workshops and exchange visits, so that the project implementing teams can learn from each other's efforts and innovative approaches. Exposure and exchange visits among the project countries may also be organized.
9. CCSDP prodoc did not have an exit strategy. It is essential that in the project a withdrawal plan be developed for ensuring ownership, transfer of assets created, sustainability and establishing replicable models.
10. It is important that UNDP has an official based in Cook Islands who provides technical oversight and monitoring support to the implementing partners. S/he will also provide the much needed liaison between UNDP and the partners.

2.1.2 Niue

1. Country:	Niue
2. Project Title:	Community Centered Sustainable Development Project (CCSDP)
3. Period under review:	March 2011 – May 2011
4. Year of the Project Initiation:	2008
5. Year of Completion:	2012
6. Responsible Sector/Division	UNDP MCO
7. Implementing Partner	Department of Community Affairs, Niue
8. Total Allocated Budget (NIM)	USD 200,000
9. Total Expenditure	USD 83, 567

The total allocated amount under CCSDP for Niue was USD 200,000 was allocated to Niue of which USD 83,567 was spent

Evaluation Findings and Discussion

The evaluation findings revealed that the Department of Community Affairs in Niue was able to implement CCSDP in its true spirit. Most outstanding was the internalization of the project ideology of participation and bottom up planning by the government, Village Councils and community. Since Niue is a small country with a population of only 1,500 people, the community, irrespective of equity and gender considerations, participated actively in developing their own Village Sustainable Development Plan (VSDP).

Selection of Pilots

Hakupu and Tuapa were the two pilots selected on the basis of the following criteria:

1. gender inclusive and participatory
2. supported the “Taoga” Niue culture & heritage
3. equal distribution of benefits for men, women, boys and girls
4. community was willing to develop their plan in a way that the development priorities were directly included in the Niue National Strategic Plan 2009-2013
5. showed some promise of sustainability
6. showed national and village ownership
7. potential for developing partnership – being able to link with other donor projects
8. VSDP would include sustainable environmental management, climate change and is renewable energy inclusive.

I. Project Components

1. Social and Cultural Development

Village consultations and VSDP Development

In Niue, the village consultations began in selected pilot villages Tuapa and Hakupu with village council, women groups, youth groups, church based committees and CBOs. Community meetings were organized with the purpose to introduce the project to the community and familiarize them about its goals and steps. The Village Action Teams were then formed and the process of micro-planning – VSDP preparation began. Appreciative Inquiry and PRA were used for the planning process.

Interaction with the community and the review of VSDPs revealed that the approach adopted was systematic and from the beginning, the community and Department of Community Affairs (DCA) wanted to look at the process step by step. The table below shows how they went about the process of village consultation and planning, the criteria was developed together by the community of the villages and the DCA staff facilitating the process.

Criteria	Tuapa	Hakupu
Dynamic and suitable local leadership	President – Salamarina Ikitule Village Council to assist Youth	Leki Kalauni
There needs to be one or two community leaders who can be the champion for this project	Rev Poumale, Fisa Pihigia (MP), Mata Okesene/ Kulupa Ikihele	Michael Jackson (Patron), Young Vivian (MP), MP, Crossley Tatui (Chair for Village Council)
Existence of ongoing successful project(s) that could be linked to CCSDP	Production of a Niue Cultural Performances CD, participate in the Niue Youth Council HIV awareness	Strong Cultural Performing Arts Group, HAVE (Woman's Group – Green Houses, Saturday Village Market)
Enthusiasm in cooperating with the project	Estimated 25 members but happy to work together with another youth group in a project	This is the biggest Youth Group in Niue, very experienced with Young Farmers project, Youth Campsite, Huvalu Forest Conservation, Sea track, Heritage Park, strong rapport with Village Council
Needs that lend themselves to support by the project, in particular environment-related needs that would qualify for SGP funding	Fatuaua Heritage Park – owned by traditional Chiefs parliament	There are range of biodiversity projects in the village, marine protected sites, burial caves on the Heritage Park
Availability of social capital or potential to create the social capital required for the envisaged project approach	Dedicated Youth, good partnership with Village Council, Women's Group and the Ekalesia, first Smoke-Free village in Niue, graduates in the field of Law, Commerce, Economics, Lab Technician, Agriculture, Sociology	The Youth works very well with the Village Council, Women's Group and the Ekalesia, strong record in terms of project implementation, graduates in the field of Health, Commerce, Teaching, Dental, Agriculture
Suitable accessibility/cost of transportation	Tuapa is the second village from town going north	Hakupu is 10 minutes drive from town
Levels of poverty and deprivation (lack opportunity of employment)	Need to engage youth or they will seek better opportunity elsewhere	The Youth needs to be well occupied otherwise they leave for further opportunities overseas

Overall potential for success	Great potential	Great potential
Possibility to link to other villages	Very keen to pursue this arrangement on behalf of neighbouring villages of Makefu, Namukulu and Hikutavake	Works well with Vaiea and other villages on the southern side of the island
Village population/ youth population	Total population - 120 / Village Youth – 25 key graduates who can write and implement the plan, all working high up in Government, lawyer, Economist, Community Development Officer for Women, Youth and NGOs. Agriculture & horticulture being the main activity	Total population - 162 / Youth – 50 including 15-50 age range, key graduates who can write and implement the plan, all working high up in Government, Agriculture, Treasury, Dental, Nurses, Paramedic etc. Eco-tourism & horticulture being the main activity

Discussions in both Hakupu and Tuapa village with community, women groups and Mayor revealed that the consultation and VSDP preparation was an engrossing process that went on continuously for five days. During these five days, the meetings were held separately with each community group to enable them to share their development priorities; these priorities were then translated into consolidated village priorities and on the basis of the identified priorities, the VSDPs were developed incorporating the strategies and activities to address these priorities.

1. In Hakupu village, the VSDP priorities were listed as following:

I. Promoting agriculture

- Establish Group under Men Council
 - o Hakupu Farmers/Fishermen Association
 - o Hakupu Local Market Association
 - o Hakupu Young People Fellowship Inc.
 - o Talatalai
 - o Constitution for Men Council
 - o Plan of Action/Activities on yearly basis, up to 2020
 - o Open a bank account under Men Council
- Women's Group – engaged and four shade houses/greenhouses operating well in the four zones in the village, growing vegetables and flowers. These zones are located on the map and are as follows;
 - Tuatea/Tamani Zone – Tatui Land
 - Central/Tuhia Zone – Alapaki Land
 - Southern Zone – Mati Zone – Jackson Land
 - Northern Zone – Malakava/Huvalu – Mitikea Land
- Planting of fruit trees such as pineapples, oranges, lychees – proposal in progress for funding from FAO Tele-food program. Proposal already submitted to Department of Agriculture, Fisheries and Forestry but no response to date. Agreed to re-submit to suit CCSDP criteria.
 - o Establishment of Luku (Fern Leaf) Farms
 - o Traditional Medicinal Herbs for commercial production

II. Livestock

- Piggery, poultry, cows, goats

- Poultry Units - Hakupu Council of Women. Application has been submitted for UNDP SGP. 5 potential sites have been allocated and project proposal also submitted, MOA signed but funds yet to come. Will revamp for consideration under the CCSDP.
- Upgrading Piggeries – was submitted under the Operation Program (P) 6 in promoting renewable energy and Biogas production. This also comes under the Infrastructure Development & Renewable Energy.
- Bird Sanctuary

III Fisheries

- Yearly action/activities
- Improve sea tracks/sea landing areas
- Obtain canoes/dinghies – Canoe project in progress
- Crabs Sanctuary – to farm uga and other land crabs as a tourist attraction feature and enhance their conservation within this sanctuary

IV Ecotourism

- Maintain and promote our village, scenic sites and spiritual mana (miracles).
- Give priority to develop modern accommodation and business facilities to generate income.

V Infrastructure development

- To provide support and coordinate infrastructure development and ensure all economic, agricultural, and tourism activities are sustainable.
 1. Water - Rainwater harvesting: household, irrigation, piggery purposes
 2. Public water supply: household services and activities
 3. Renewable energy: lights for household activities & street lights
 - o Biogas – proposal in progress using pig manure
 - o Solar
 - o Wind
- Construction of household needs (pig pens, green houses)
- Tuatea sports grounds/stadium.

VI Youth development

1. Hakupu Learning Centre
 - Renew equipments/computers
 - Establish library
 - Night study for school students
 - Publish historical chronicles
2. Recreation facilities
 - Fun park (rainbow end)
 - Obstacle course (4-5 km)
 - Renew gym equipments
 - Musical equipments
 - Upgrade Tuatea grounds
3. Business ventures
 - Taxi services
 - McDonald's
 - Car repairs/tyres, etc.
 - Accommodations

- Game machines
- Gambling machines

2. In Tuapa village, the VSDP priorities were listed as following:

I. Trade & Economic Development

I. Tourism Specific:

- Strategy 1: Development of tourism products (i.e. restoration of historical sites, increased production of handicrafts)
- Strategy 2: Increased level of awareness of Tuapa's tourism sites and Tuapa-focused marketing strategies
- Strategy 3: Increased private sector development through local-level education on lending policies

2. Agriculture Specific:

- Strategy 1: Alternative methods of agriculture production
- Strategy 2: Local investment in sustainable agricultural production (i.e. nonu, vanilla, coconut etc.)
- Strategy 3: Increased levels of self-sufficiency through increased community-based agricultural production
- Strategy 4: Introduction of land ownership policies that allow for shared revenue distribution

3. Infrastructure (utilities) Specific:

- Strategy 1: National and local investments in roads
- Strategy 2: Local-level investments in solar and renewable energy

II. Climate Change Adaptation & Renewable Energy

Climate Change Adaptation Specific:

- Strategy 1: Regularly review and updated disaster preparedness/management plans
- Strategy 2: Begin relocation of family dwellings to higher ground
- Strategy 3: Regulate effective building regulations
- Strategy 4: Adoption of a regular land-clearing program through capital investments (i.e. bulldozer) to improve food security

Renewable Energy Specific:

- Strategy 1: Introduction of an integrated community based renewable energy system (i.e. solar, bio-fuels, wind)
- Strategy 2: Adopt more organic farming methods

III. Social Development

Health Specific:

- Strategy 1: Improved community awareness on nutrition and healthy living
- Strategy 2: Continue to link to national health programmes (i.e. smoke free village, aerobics programmes, etc.) to community-based programmes

Beautification Specific:

- Strategy 1: Introduce family to family beautification schemes (i.e. up-keep of uninhabited homes through renting)
- Strategy 2: Increased support from the Village Council on village beautification

Education & Heritage Specific:

- Strategy 1: Encourage family members to pass down historical stories
- Strategy 2: Find a balance between the outside world influence and Niuean (Tuapan) culture
- Strategy 3: Chronicle the Niuean history into easily referenced history books
- Strategy 4: Continue to raise awareness on gender-equality and encourage more opportunities for women in leadership roles

IV. Population Development

- Strategy 1: Population retention – Look after the current population
- Strategy 2: Strengthen links with the Tuapa Community Abroad
- Strategy 3: Tuapa re-population policy generated (i.e. repatriation scheme, sponsorship agreements increased with PICs, adoption, agreements with PICs to relocate climate change refugees, etc)

Discussions in Tuapa with Village Council Members, community, women representatives, village action teams, youth groups revealed that they arrived at these four major priorities after a lot of discussions during the VSDP preparation. Once the VSDP was ready and the community was familiarized with the same; the process of actualizing the VSDP started.

The process of VSDP preparation was appreciated by the community as it gave them an opportunity to reflect and think about their village and its priorities. It also gave them a feeling of pride that they were contributing to the process their 'own' village development.

It is noteworthy that the VSDP priorities are being reviewed every quarter in the meetings of the Village Action Teams and the village councils. In Niue, the community is aware of the VSDPs and its priorities. They participate in the meetings and take stock of the situation. Everyone in the village knows about the VSDP and the key priorities listed therein, the progress made and the problems being encountered. The community has complete ownership of the plan; they designed their own 'Hakupu Village Development Logo' and an anthem to motivate the community for working continuously towards the development process.

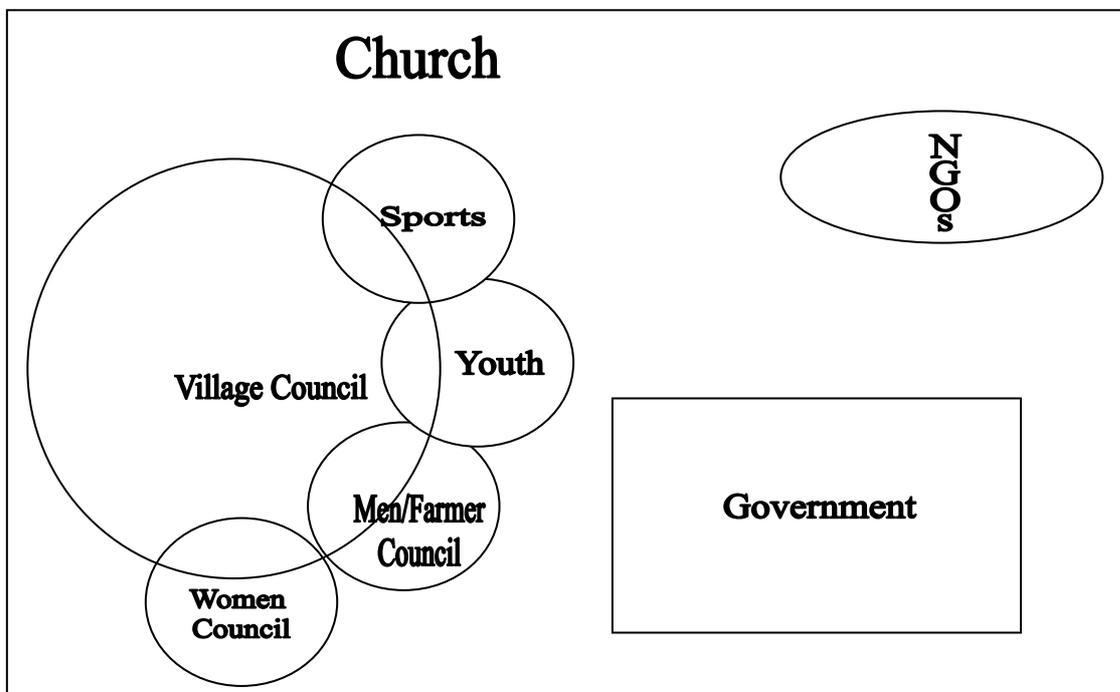
During discussions the villagers shared that, it was decided in Tuapa to focus first on energy conservation and so as a first step, all bulbs and lights in the villages were changed to low energy consumption ones. The Village Action Team took the responsibility of changing the first lot of bulbs in homes, schools, community centers, churches; but after that any expense towards bulbs replacement was the responsibility of the individuals. The idea was to promote the usage as well as to enable the population to understand a simple energy conservation measure like using halogen bulbs.

Governance - Involvement of Village Councils, VLIs and CSOs

In both Hakupu and Tuapa, the Village Councils were involved in the consultative and planning process and the village action teams thus constituted had representatives from all village institutions. For

example in Hakupu, the Mayor makes it a point to participate in each and every meeting and personally monitors the progress of the work undertaken as per VSDP. In Hakupu the responsibility of taking forward the VSDP priorities have been given to specific groups like health group looks after health issues including MCH, referrals, immunization; women development group looks into women issues like health, social problems, development of handicrafts etc; the youth group focuses on youth development with special focus on recreation and health life style promotion, exploring skill training options, retaining the youth in the country etc; the infrastructure and village beautification group looks after issues of rainwater harvesting, making Hakupu an “e-village”, promoting plantation of fruit trees, maintenance of village roads n parks.

During the PRA exercise in evaluation, interrelationship among various village level institutions (VLIs) was assessed using the venn. For everyone in Hakupu, Village Council was the most important institution because the Mayor was always there for people and tried to address any of their problems. Also the Mayor took active interest in the CCSDP interventions and was involved in every aspect of planning and executing.



As seen in the figure above, all village level institutions are considered the part of village council and the Mayor leads from the front. The Church was seen as an overall institution that people looked up to and that was ‘always there for them’. Government was close to the people and provided the much needed support in development issues. The role of NGOs was cited as the weakest, people knew that NUANGO exists and there are other NGOs too, but they hardly had any role to play as there was no strategy to involve them in the implementation of the project.

In Tuapa, however, the interaction between the Village Council and the village action team was not so strong. The village council members did participate in the meetings but because the Mayor was not supportive, therefore the role of village council leadership in supporting the project activities was found wanting. Niue was a good example where one gets to see the importance of good leadership and how it impacts the development process and cohesiveness among the community.

The component of village consultations, involvement of VLIs, appreciative inquiry, VSDP development was highly appreciated by the stakeholders.

Gender

Women and men were involved in the consultative processes and VSDP development. Women held separate meetings in their groups and enlisted health, education, economic self reliance as important activities under the project. They also participated in the community meetings, attended the AI and PRA orientation sessions and in the Council meetings. As a strategy focusing on inclusive and gender sensitive consultative process, the participation can be rated high-quality. But beyond participating in meetings and articulating the needs and supporting the development of VSDPs; the entire component on promoting economic self reliance of women through environmentally supportive green enterprises remained unaddressed.

Among the focus areas under social and cultural component, the component on facilitating equity and gender mainstreaming at the local level was achieved as the project did ensure that men, women, boys, girls, elderly, handicapped, poor participated in the planning process and developed their VSDP. Entry in village through the Village Council, ensuring Council's representation in the village development/ action teams, ensuring meetings between VLIs and the Village Councils, conducting local governance trainings focusing on roles and responsibilities of the Councils, familiarization with AI, VSDP development were some efforts made by the project to strengthen local governance systems.

Based on the evaluation findings, component of strengthening the local governance systems, was partially achieved as it is important that concerted efforts be made to strengthen the local governance systems through trainings on motivation, leadership, decision making, gender sensitization, conflict resolution, communication to enable; policy level advocacy to facilitate changes in the Village Councils to include women, poor and disadvantaged sections, institutional and financial management trainings could have helped in developing ownership and resource development and management aspects. This could be done well through exposure visit to similar projects elsewhere.

2. Local Economic Development

LED in CCSDP has focused on economic and entrepreneurship development to increase productivity at community level. Under this component, discussions with the community revealed that they wanted support in increasing agriculture production, supporting fisheries, local handicrafts development, training youth in skills like plumbing, motor boat engine repairing, sewing etc. The plans for facilitating these trainings were made by the project personnel along with the community, but these trainings were not conducted till the time of evaluation.

The evaluation findings, revealed that this component of the project was somewhat addressed in the form of initiation of the Fine-o-Fales in Hakupu Village.

Eco-tourism was an important priority listed in the Hakupu VSDP has been initiated as part of the project strategy on promoting green enterprises and strengthening linkages between the community and the donors where this intervention was supported by NZ Aid. Two Fales have been built to promote eco-tourism, one is a one bedroom Fale and the other is two bedrooms Fale. The cost of building the Fales was NZD 120,000 that seems to be a good investment considering the locale and the potential for eco-tourism. The Fales are completely furnished and equipped with a kitchenette and a shower/ WC. The quality of material used is satisfactory as are the furnishings and furniture. It is rented out @

NZD 40 per night. Two tourists have so far rented it out for short duration. The Village Council has decided to ask the guests their requirements and provide vegetables and fruits on payment basis, so that the tourists can cook themselves. The Fales are more or less complete except for the solar panels that need to be installed for hot water supply for the visitors.

The land on which the Fales have been built has been taken on a 30 years long lease. It is worth mentioning that the management of these Fine-o-Fales has been entrusted to a Board of Trustees nominated by the Village Council. The Board looks after the routine maintenance, establishes linkages with tourism department, develops the business development plan, selects the manager and reports the progress and updates to the Village Council. The Village Council itself takes keen interest in the overall growth of the Fales.

This is an important activity that has been initiated under the livelihood component of the project. However, this is just one activity, more of similar activities need to be identified and developed. There is ample scope for developing bush trails and forest treks, the project can explore the various possibilities with the village committees in both Hakupu and Tuapa

3. Sustainable Environment Management

During the village consultations for VSDP preparation, measures to promote sustainable ecosystem services such as replanting trees and protecting coastal areas from further erosion were discussed and people during the initial consultations were told to conserve the environment and keep it clean and green. But no specific efforts have been done in the project for promoting this component.

The three sub components of Sustainable Environment Management - compliment LED initiatives through a focus on building a diverse “green economy”, strengthening capacity to adapt to climate change, and reducing the risk of disasters, needs strategic focus to make impact in the limited one year project period.

II. Management and Financial Issues

The CCSDP was a NIM modality project and therefore the implementation was the responsibility of DCA, UNDP was responsible for oversight, technical backstopping and monitoring and evaluation of the project. Department of Community Affairs was the implementing partner in the project. The Project Coordinator of CCSDP is an employee of the Ministry. He and his team are committed to the project but need technical guidance regarding the project implementation and support in improving the AWP and filling the face forms.

The Prodoc did not provide for a Steering Committee, however in Niue there is a National Steering Committee headed by the Director DCA as the Chairman. The Steering Committee is comprised of officials from the departments of Community Affairs, Environment, PWD, Tourism, External Affairs and Agriculture. Earlier this Committee used to meet frequently, however now it meets just once a year for review and endorsements. There was always a UNDP Samoa personnel who participated in the in the Steering Committee Meetings.

The Project Manager, CCSDP had contributed greatly to implementation of the project, however, being a government employee the orientation about the UNDP mandate, policies and perspectives was limited. Therefore, for any future UNDP projects, the government staff being partners of UNDP should be trained in understanding the mandate and perspective of UNDP as well.

The discussions with the project personnel based at DCA revealed that the project got off to a good start and there was strong technical backstopping from UNDP for developing VSDPs, AI, PRA, developing AWP's etc. However, with the passage of time, the only interaction that remained with UNDP was submitting the face forms and AWP's. The perception was the staff turnover at UNDP made it difficult for them to build rapport with one staff as they were frequently interacting with different staff. Every new person who came on board had a different understanding and it took a while to develop a working rapport with that person. This was even more critical as Niue was far from Samoa and they had no technical support to fall back on.

The evaluation findings also revealed that out of the total allocated budget of USD 200,000; USD 83,567 was spent as of May 2011. Of this total expenditure USD 22,853 was spent on administrative costs and USD 60, 714 was spent on program implementation- which shows that 73% of the expenditure was on programs.

III. Highlights of CCSDP

1. The village consultation teams are in place in all pilots comprising men, women, youth from village level institutions like women's groups, youth groups. Village Council/ Mayor are represented in each team. The Hakupu village used the Hakupu Village Council as the implementing agency, whereas Tuapa village set up separate VCSDP Committee to implement the project.
2. VSDPs developed for both pilots, the community completely owns the VSDP as well as the process of consultation and feels responsible for developing their villages.
3. CCSDP acted as a catalyst for strengthening community participation. Noteworthy was the involvement of the disadvantaged and vulnerable sections in the process especially women.
4. Through CCSDP bottom up and people centered planning has been strengthened.
5. CCSDP has been able to strengthen cross practice among the various government departments and has facilitated initiation of integrated approach in the government through the Steering Committee constitution.
6. Fineone fales in Hakupu village have provided opportunities for promoting eco-tourism and green enterprise.
7. Every year the village of Tuapa initiate their village project on a yearly basis which are drawn and prioritized from their four (4) priority areas. For 2009 the village focused on energy efficient in trying to reduce power consumption within the village, through purchasing of energy saver light bulbs and timers for the refrigerators/deep freezers. 2010 was focused on the Mixed Crop Farming Project with the selection of 10 core farmers. This year (2011) is focused of carrying out a Feasibility Study for the Solar Energy options for the village of Tuapa.

IV. Recommendations

1. Niue is a small country and had only two villages to pilot the project. The project team including the implementing partner-DCA have been actively involved and performed their responsibilities in implementing the CCSDP; however it is important that the project moves beyond the VSDP development and consultation phase to really have a visible impact in terms of the project investments. Time bound action plan for implementation of the LED and sustainable

environment management needs to be developed by project team and DCA and shared at the earliest with UNDP.

2. Women played an integral role as project personnel and as active village committee members in the project. The role of Men as 'planners' and Women as 'doers' contributed to a balanced gender approach in the project. However, development of a holistic gender strategy will further strengthen the role of men and women in all development projects.
3. There has to be a strategic focus on identification and promoting viable green IGAs especially involving women.
4. Due to geographical distance of Niue from Samoa, DCA was implementing the project on its own with some inputs here and there from UNDP in the form of planning the next steps and developing AWP; but it is important that UNDP has a staff posted in Niue to provide support to the DCA in the form of technical backstopping and oversight. This staff can also monitor other projects of UNDP as well as help in developing a good rapport with government and donors in Niue. Alternately, the Project Manager, could be indoctrinated through integrating and orienting on the UNDP policies and procedures so that s/he also acts for image building of the UNDP as its representative.
5. CCSDP was a multi-country project and every country implemented it within the same framework but in a different situations. It is therefore recommended that there are frequent capacity building events or sharing workshops along with visits to other project countries be planned as a sustainability strategy where the project teams get opportunity to interact with each other and facilitate cross-learning.
6. The process that went into the development of VSDPs and village consultations were very intensive, it is therefore recommended that such processes are captured through documentation and video films in the form of case studies for wider sharing and replication of the experiential learning processes.
7. The monitoring and evaluation system in the project needs to be streamlined. Efforts have already begun towards this, but it is important to have gender disaggregated data for each village/ interventions, assimilation and systematization of the data at the project level.
8. A project like CCSDP, which is community oriented needs to involve CSOs actively as part of project for community mobilization, facilitate participatory processes, carry out household survey, and create awareness about the project, capacity development. It is recommended that in the last year of the project, it is important to involve the CSOs working especially in the area of community participation, gender, environment and livelihoods to support the implementing partners in withdrawal from the project villages and provide the sustainability link to the project.
9. CCSDP prodoc did not have an exit strategy. It is essential that every project document has inbuilt provision of baseline, monitoring and evaluation and exit/ withdrawal strategy. In the last year, project should move as per a quickly worked out exit/ withdrawal strategy for ensuring sustainability of the interventions.
10. There is a need for installing stringent Monitoring and Evaluation Systems in the project. Collection, consolidation, compilation of information from government counterparts, partners,

donors, CSO partners etc. from the field is very important. Together with data collection, the MIS, reporting systems (monthly quarterly progress reports, handover notes etc., regular meetings (staff, units, inter-unit), meeting with partners, donors, other stakeholders, missions to countries all need to be systematized and strengthened through capacity building interventions of the project staff in different country programs.

2.1.3 Samoa

1. Country:	Samoa
2. Project Title:	Community Centered Sustainable Development Project (CCSDP)
3. Period under review:	March 2011 – May 2011
4. Year of the Project Initiation:	2008
5. Year of Completion:	2012
6. Responsible Sector/Division	UNDP MCO, Samoa
7. Implementing Partner	Ministry of Women, Community and Social Development (MWCSD), Samoa
8. Total Allocated Budget (NIM)	USD 500,000
9. Total Expenditure	USD 245,385

In Samoa, CCSDP is being implemented through 2008-2012, initially on a pilot basis in three villages and up-scaled to cover more villages with a total allocated budget of USD 500,000 of which USD 245,385 was spent. The three pilots were Manono-Tai – Apai, Faleu, Lepuia, Saleilua; Savaii - Lano and Upolu - Mutiatele/ Malaela for a population of 5000. In 2009 when Tsunami struck Samoa, as the UNDP MCO led humanitarian and relief efforts were underway, the Early Recovery Project (ERP) was launched to strengthen the early recovery efforts in the 20 worst affected villages. The focus was on rehabilitation of livelihoods, disaster risk reduction & climate change adaptation and strengthening early recovery coordination.

Since both CCSDP and ERP were closely related in terms of focus on livelihoods, DRR, climate change and environment, a strategic decision was taken to upscale the CCSDP in the 20 ERP villages and thus the total number of villages covered under CCSDP increased from 3 pilots to a total of 23. The micro-planning process in the form of Village Sustainable Development Plans became the entry point for the ERP villages.

Evaluation Findings and Discussion

The evaluation findings revealed that CCSDP had been able to mobilize the community to come together and discuss their development priorities and needs. The community, irrespective of equity and gender considerations, participated actively in articulating their own village development priorities and translating these consultations into a holistic and integrated document called the Village Sustainable Development Plan (VSDP).

Selection of Pilots

The very first step was the selection of initial pilots (3 villages) in the project where the project was implemented with the view to learn in a small sample; then scale-up and replicate the successful models in the remaining villages. The pilot villages were identified based on their socio-economic and

politico-cultural milieu, the responsiveness of the governance structures, the vulnerability of the village, and cohesiveness among the community. The three pilots were Manono -Tai-Apai Faleu Lepuiai Saleilua, Lano and Mutiatele/ Malaela for a population of 5000.

I. Project Components

1. Social and Cultural Development

Village consultations and VSDP Development

Village Consultations began by a one time five to seven days consultation process that entailed interacting with the village council, the women groups, the youth groups, the education committees, the church based committees and CBOs. Community meetings were organized with the purpose to introduce the project to the community and familiarize them about its goals and steps. The Village Action Teams were then formed and the process of micro-planning i.e. VSDP preparation began.

Discussions in the Manono-Tai villages and Lano with the community, women groups and Mayor revealed that the consultation and VSDP preparation was a process that went on continuously for five days. During these five days, the meetings were held separately with each community group to enable them to share their development priorities; these priorities were then translated into consolidated village priorities and on the basis of the priorities, the VSDPs were developed incorporating the strategies and activities to address these priorities. Some of the main priorities that have been reflected in the VSDPs were:

- I. Health
- II. Education
- III. Sanitation
- IV. Tourism
- V. Agriculture
- VI. Fisheries

VSDP development was an intensive process of consultation using ‘Appreciative Inquiry’ and ‘Participatory Rural Appraisal’; the techniques that were community inclusive and enabled the community to be the key discussants in the process of their ‘own’ planning. This process was greatly appreciated by the community as it gave them an opportunity to reflect and think about their village and its priorities. It also gave them a feeling of pride that they were contributing to the process for their ‘own’ village development.

Discussions and observations in Lano in Savaii revealed that maximum activities under the project were taken up there. Therefore Lano had a VSDP, a fully equipped school turned safe house, bio-shield, agricultural tools and citrus saplings. The community was found to be appreciative of the participatory consultations, the safe house and the bio-shield.

In Mutiatele/ Malaela pilot, the VSDP was in place and discussions revealed that the community had been thinking of converting the school building in Lotopua into a safe house/evacuation centre as it was strategically located between the two. It is important here to mention that Mutiatele/ Malaela are two separate villages but have one Village Council and are therefore considered as one village. In between the two is Lotopua which is a separate village and has a separate village council. Thus the issue of safe

house had to be discussed between the two councils. Meanwhile in Manono-Tai, community was discussing with project authorities the possibility of installing four water tanks in school for all the four villages. While these discussions were going on, the tsunami struck the south eastern coast of Samoa and caused massive devastation and even as relief and humanitarian work was ongoing, the ERP was planned and launched to cover the 20 worst affected villages.

The CCSDP supported VSDP development in these villages became the entry point of ERP in these 20 villages. The process was similar in the sense that CCSDP facilitated the development of VSDPs and ERP facilitated the taking up of activities like rehabilitation of livelihoods, DRR & strengthening early recovery coordination.

The process of VSDP preparation was appreciated by the community, CSOs, government and the project personnel at UNDP. VSDP development process provided a forum for the community to come together and discuss their own development priorities and envision the growth of their village. The process was found to be intensive and interesting by the community. They felt proud that they got an opportunity to articulate their needs and provide plausible solutions. The VSDP, which is now with the community, is 'their' document' and even the government owns the VSDP. In fact the government National Plan in Samoa has incorporated the village priorities as important national development focus.

The consultations and VSDP preparation also led to women, untitled men & women, youth, elderly, handicapped and even children to participate and sit together with the "village elite" for planning. This will go a long way in mainstreaming the equity and gender at the grassroots in Samoa. The efforts of both MWCSO and UNDP need to be lauded.

However, it is important that the whole village be made familiar with the VSDP and its contents and that the VSDPs are frequently reviewed and its priorities be modified as per the development needs. The frequency of review could be decided by the community. This will go a long way in ensuring that VSDP is a live document that community, government, CSOs, donors can refer to whenever any project/ program is planned for the village.

Governance - Involvement of Village Councils, VLIs and CSOs

The Village Councils and the Island councils were involved in the consultative and planning process and the village action teams that got made comprised from members from all the institutions. In fact the village entry was through the Village Council Meeting and the traditional Kava ceremony. It was in this meeting that the project was introduced and then taken to the community. Separate meetings were then held with women groups, youth groups, church based committees to explain the project and its objectives. As the process grew, the project specific committee interchangeably called Village Development Committee/ Village Action Team was formed. This committee/ team comprised representation from the various VLIs at the village level and the Mayor was usually the Chairperson. Later this committee got divided into activity specific groups like fishing, eco-tourism, composting etc. Both men and women were members of these groups

This component on Social and cultural development was the one that was highly appreciated by the community, VLIs, CSOs, government counterparts and donors. This component has been able to initiate bottom-up planning at the village level, gave the community a forum to sit together and plan their own development process. Village Councils, women groups, youth groups, church based organizations, CSOs, government functionaries, UNDP all sat together to listen to what the people had to say about

their village and what according to them were the priorities for development. A documentary was also prepared under the project on governance.

Gender

Women and men were involved fully in the consultative processes and VSDP development. Women held separate meetings in their women groups and enlisted health, education, economic self reliance as important activities under the project. They also participated in the community meetings, attended the AI and PRA orientation sessions and in the Council meetings. As a strategy focusing on inclusive and gender sensitive consultative process, the participation can be marked as good. But beyond participating in meetings and articulating the needs and supporting the development of VSDPs, the entire component on promoting economic self reliance of women through environmentally supportive green enterprises remained unaddressed.

It is therefore important that the next steps towards strengthening economic self-reliance of women through micro-credit/ micro-finance, income generation trainings be initiated at the earliest under CCSDP. The ERP has been able to initiate some of these activities. But, what is needed is the actualization of a comprehensive gender strategy focusing on both involvement of women in decision making at the grassroots and economic self reliance at the earliest.

Among the focus areas under social and cultural component, the component on facilitating equity and gender mainstreaming at the local level was achieved as the project did ensure that men, women, boys, girls, elderly, handicapped, poor, untitled men and women all participated in the planning process and developed their VSDP. The component of strengthening the local governance systems was partially achieved. The entry in the village through the Village Council, ensuring the Council's representation is the village development/ action teams, ensuring meetings between VLIs and the Village Councils, conducting local governance trainings focusing on roles and responsibilities of the Councils, familiarization with AI, VSDP development were some efforts made by the project to strengthen local governance systems. The components of enhancing livelihoods by addressing challenges in education (primary to adult education, literacy/ numeracy etc), primary health care and in institutionalizing indigenous knowledge of the environment (including traditional conservation practices) are the areas where the project needs to work on.

Based on the evaluation findings, it is important that concerted efforts be made to strengthen the local governance systems through trainings on motivation, leadership, decision making, gender sensitization, conflict resolution, communication to enable; policy level advocacy to facilitate changes in the Village Councils to include women, poor and disadvantaged sections.

2. Local Economic Development

The Local Economic Development (LED) under CCSDP focused on economic and entrepreneurship development, which aimed to increase productivity leading to greater economic development at the community level; strengthening private-public sector partnerships and have a strong focus on empowerment in order to increase social capital and curb migration; development of micro and small-scale business development; business training; agriculture production, including addressing food security; fisheries; tourism; and relevant infrastructure development. The evaluation findings, however, revealed that plans for facilitating related trainings were made by the project personnel along with the community, but these trainings were not conducted till the time of evaluation, this entire component of the project was found unaddressed in the implementation.

The main reason cited was, the coming in of the ERP and the consequent shift of focus towards it. The component of promoting income generation activities, imparting business trainings, promoting eco-tourism etc were taken up under ERP.

3. Sustainable Environment Management

As part of environmental sustainability component of the CCSDP villages, bio-shields and coastal plantations were promoted in Lano; agricultural tools and lime saplings were also given. During the village consultations for VSDP preparation, environmental issues like coral rehabilitation, coconut tree plantations, fishing equipments, sea walls, bio shields were discussed and people during the initial consultations were told to conserve the environment and keep it clean and green. The issue of provision of water tanks was also raised in Manono-Tai for providing safe and clean drinking water in school. However, the four tanks provided here were under ERP and not under CCSDP.

The three sub components of Sustainable Environment Management - compliment LED initiatives through a focus on building a diverse “green economy”, improve local environmental management by strengthening local capacity to responsibly adapt to climate change, reduce the risk of disasters as well as minimize the adverse effects of climate change and focus on promoting “green jobs” for all employable village residents in agriculture, fisheries and handicraft manufacturing, as well as community-led and owned adaptation measures that contribute to preserving and restoring environmental quality; were also not addressed in the project implementation.

The fact that CCSDP/ ERP were being implemented in the same villages and similar strategies and due to the close linkage between the two; many activities enlisted in CCSDP were not taken up; but similar activities under ERP were implemented to some extent.

Therefore, though CCSDP and ERP are two different projects with different implementation modalities, both UNDP and the government can think of looking at the 23 villages in Samoa not as CCSDP and ERP villages separately; but as two projects that complimented each other for the development of these villages.

II. Management and Financial Issues

In Samoa, Ministry of Women, Community and Social Development (MWCSO), is the implementing partner. The Project Coordinator of CCSDP is an employee of the Ministry but is paid under the Project.

The CCSDP was a NIM modality project and therefore the implementation was the responsibility of MWCSO, UNDP was responsible for oversight, technical backstopping and monitoring and evaluation of the project.

In UNDP, the Environment and CPR Unit provides oversight to CCSDP. The ARR of the Unit is the overall in charge of the project. ARR is supported by the Programme Officers and International UNVs of UNDP.

The discussions during evaluations about the costs and broad expense incurred on different components during project implementation revealed that:

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| <ul style="list-style-type: none"> i. On an average the entire VSDP development process including its printing and consultation costs was around 5000 USD per village. This included the Kava ceremony, catering, accommodation, chairs, travel, honorarium to facilitators, electricity, stationery, communication and miscellaneous expenses ii. The fully equipped safe house at Lano costed USD 30,000 iii. Agriculture tools given to Lano costed USD 5000 iv. FFE costs including two laptops, vehicle, screen, projector, furniture, PC, Air conditioner, photocopier + the cost of consultants, travel, costs for international workshops on Appreciative Inquiry in Nepal and Australia, Gender and Environment workshop in New York; made up the maximum expenditure incurred in the project. |
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As of April 2011 of the total USD 500,000 allocated to Samoa in CCSDP; USD 245,385 was spent, a utilization of 49.07 %

III. Highlights of CCSDP

1. The village consultation teams are in place in all pilots comprising men, women, youth from village level institutions like women's groups, youth groups. Village Council/ Mayor are represented in each team.
2. VSDPs developed for all pilots, the Samoan version available with community, and the English translation needs to be done for outsiders and the donors who come to the village to enable them to understand the village priorities.
3. CCSDP acted as a catalyst for strengthening community participation. Noteworthy was the involvement of the disadvantaged and vulnerable sections in the process especially women.
4. Through CCSDP bottom up and people centered planning has been strengthened.
5. CCSDP has been able to strengthen cross practice among the various government departments and has facilitated initiation of integrated approach in the government. For example in Samoa, the MWCS, MoF, MoT, Ministry of Fisheries and Agriculture, MNRE are working closely with each other. The facilitators who were key persons in village level consultations and VSDP preparation were drawn from various Ministries for the government.
6. As a follow-up to priorities of VSDPs, the project staff facilitated the organizing of the one day free health clinic in Manono-tai. These were one day camps and specialist doctors and Nurses from Apia participated. The camps were funded by NZAID, AUSAID and National Health Services. This can be cited as a good example by the project for facilitating activities with other departments based on VSDP priorities.
7. As part of CCSDP, Disaster Risk Reduction drills were organized in the pilots along with NDMO (MNRE) for enhancing the information of the community in DRR.

IV. Constraints/ Challenges

CCSDP, being a community centered project did facilitate and strengthen community participation at the village/ island level. The community was enthusiastic and looking forward to taking forward their "own CCSDP", but unfortunately due to several challenges the project was unable to deliver beyond

community participation processes. Some of the main constraints/ challenges faced that limited the implementation of the CCSDP was:

- I. The facilitators who were used by the project in Samoa were from various departments like agriculture, MNRE, MWCSD, MoF etc. These were staff of ministries that were involved to support with the village consultations and VSDPs development. But they went back as soon as the VSDPs were developed. Therefore there was no follow-up to the processes that were initiated under the project.
- II. Women were considered important in the project in the participation processes, in ensuring their participation in consultations, in inclusion of their priorities in the VSDPs and in organizing free health clinics for them. But beyond that, women involvement was hardly visible in the project. There was no strategic intervention to integrate them.
- III. Linkage with Village Council was more on an individual basis than institutionalized. Where the Mayor was positive and more development oriented than political, the Council was involved but not beyond that.

V. Recommendations

- 1) The CCSDP project has been a flagship project for UNDP. It was instrumental in providing the community to come together to discuss their development needs and develop a plan for their own development. The inclusion of vulnerable sections was an important effort for strengthening participation based on equity and gender. However, the momentum and the initial thrust on involving community lost its edge when no one went back to the project area for follow-ups with community and participatory processes. Therefore as a first step, it is recommended that immediate field visits be made to the project villages to follow-up on LED and sustainable environment sustainability interventions.
- 2) A community oriented project like CCSDP pre-assumed regular and frequent presence of project staff in all the project sites, therefore regular field visits be undertaken by the staff henceforth.
- 3) Since nothing much happened beyond VSDP preparation; therefore it is recommended that no more funds be spent on developing VSDPs, rather on LED and sustainable environment management.
- 4) It is also important that the VSDPs are shared with the Ministries and the donors to ensure that the developmental priorities reflected in them (but are not part of the project) are addressed.
- 5) Women were expected to have key role in the project in the three project components. It is imperative that keeping the gender strategy in mind, focused and planned interventions need to be planned to ensure participation of women. To begin with it is recommended that:
 - a. at the village level - a list of vulnerable villages, the existing women groups, ensuring substantial representation and participation of women in Village Councils and identification of viable income generation need to be enlisted and appropriate follow-ups done.
 - b. at the country level, a comprehensive gender strategy be followed in terms of developing gender disaggregated data for every sector and every development

initiatives; strengthening women groups, women councils, women commissions; initiating gender budgeting and gender audit in all the four countries

- 6) CCSDP worked through the community and did work closely with the Village Councils in Samoa which is the main local governance structure. The relationship between these structures and the village development committees or the village action teams was not however, institutionalized. Therefore, it is recommended that through CCSDP, effort is made for capacity building and greater involvement of these traditional and important local government structures. Also it is important for the donors to think of working through the village councils and/or other existing VLIs like women groups, youth groups rather than create separate project based ad-hoc community structures which are unsustainable and die at the end of the project.
- 7) The monitoring and evaluation system in the project needs to be streamlined. Efforts have already begun towards this but it is important to have gender disaggregated data for each village/ interventions, assimilation and systematization of the data at the project level is very important. The PSU at UNDP along with the project team could look into how to simplify reporting and systematize the data bank and the availability of information.
- 8) A project like CCSDP, which is community oriented needs to involve CSOs for community mobilization, facilitate participatory processes, carry out household survey, and create awareness about the project, capacity development. It is recommended that in the last year of the project, it is important to involve the CSOs working especially in the area of community participation, gender, environment and livelihoods to support the implementing partners in withdrawal from the project villages and provide the sustainability link to the project.
- 9) CCSDP has positive and noteworthy effect on the lives of people as it gave them opportunity to be part of planning the activities for the development of their villages, therefore it is important that the best practices, innovative strategies and even constraints faced need to be documented. This qualitative documentation can be in the form of process documentation and case studies.
- 10) To increase awareness and sensitization on gender, environment, climate change, EWS, DRR, micro-planning, strengthening local governance etc; IEC material in the form of posters, banners, pamphlets, games, AV CDs etc should be developed and disseminated. Thematic newsletters on DRR/ DRM/ EWS, gender and climate change/ environmental sustainability could also be initiated.
- 11) For all multi-country projects, there needs to be a provision of experience sharing and learning from each workshop, so that the project implementing teams can learn from each other's efforts and innovative approaches. Exposure and exchange visits among the project countries may also be organized.
- 12) CCSDP prodoc did not have an exit strategy. It is essential that in every project document, provision of baseline, monitoring and evaluation and exit/ withdrawal strategy are inbuilt.
- 13) It is important at this stage in CCSDP, to take stock of the situation as it exists, relook at the project document as part of midcourse modifications in implementation strategies and

subsequently plan for a withdrawal phase so that the expected outcomes are visible by the end of the project.

- 14) The CCSDP is housed in the Environment and CPR Unit. CCSDP being a community oriented projects with focus on income generation activities, UNDP may think of housing it with GPRU. This will also facilitate convergence of project objectives and MDGs.
- 15) There is a need for installing stringent Monitoring and Evaluation Systems in the project. Collection, consolidation, compilation of information from government counterparts, partners, donors, CSO partners etc from the field is very important. Together with data collection, the MIS, Reporting system (monthly quarterly progress reports, handover notes etc), regular meetings (staff, units, inter-unit), meeting with partners, donors stakeholders, missions to countries all need to be systematised and strengthened.
- 16) At UNDP, the process to strengthen the Program Management is already underway and this is supportive to CCSDP as well. It is however recommended that to further hone the monitoring and evaluation and project management skills of the project staff, trainings and exposure visits to similar projects be organized.

2.1.4 Tokelau

1. Country:	Tokelau
2. Project Title:	Community Centered Sustainable Development Project (CCSDP)
3. Period under review:	March 2011 – May 2011
4. Year of the Project Initiation:	2008
5. Year of Completion:	2012
6. Responsible Sector/Division	UNDP MCO
7. Implementing Partner	Office of the Ongoing government of Tokelau
8. Total Allocated Budget (NIM)	USD 800,000
9. Total Expenditure	USD 210,509

The total allocated amount for Tokelau was USD 800,000 of which USD 210,509 was spent till the time of evaluation.

Evaluation Findings and Discussion

Selection of Pilots

The CCSDP pilots were the three atolls of Atafu, Fakaofu and Nukunonu comprising a population of 1466 people. Tokelau comprises of three atolls and the villages are co-terminus with the atolls. Therefore the entire country was covered by CCSDP and CCSDP was not just a pilot but a project that covered the whole country.

1. Social and Cultural Development

Village consultations and VSDP Development

The village consultations began with village council, the women groups, the youth groups, the church based committees, men's groups and CBOs. Community meetings were organized with the purpose to introduce the project to the community and familiarize them about its goals and steps. The Village Action Teams were then formed and the process of micro-planning – VSDP preparation began. Appreciative Inquiry and PRA were used for the planning process.

Review of VSDPs and discussions with the staff revealed that the approach adopted was systematic. The table below shows the main priorities that were highlighted by the community in their VSDPs:

Atafu Atoll/ Village	Fakaofu Village	Nukunonu Village
<ol style="list-style-type: none"> 1. Health Care 2. Education and Culture 3. Economic Development 4. Environmental Management prohibiting the practice of sand mining and coral mining for construction. Adopt sustainable fishing practices design and implement alomea eradication program. Implement National Waste Management Strategy Plant one tree for every tree removed. Waste classification system Eliminate over-water toilets along the coast. Technical assistance on how to disinfect and cleanse drinking water. Promote return to traditional dietary habits, such as drinking 5. Disaster Risk Reduction 6. Women's Issues 7. Elderly Issues 8. Youth Concerns 	<ol style="list-style-type: none"> 1. Health 2. Education Specific: 3. Culture and Customs specific 4. Agriculture and Fisheries 5. Replanting of sea shells 6. Economic Development & Handicrafts 7. Infrastructure including Water Catchments 8. Renewable Energy 9. Background: Except for that part of the electricity supply provided by Solar 10. Information and Communication Technology 	<ol style="list-style-type: none"> 1. Education 2. Health 3. Agriculture, Fisheries & Environment 4. Transport, Infrastructure, Communications and Workforce 5. Good Governance <p>Background: Tokelau's traditional source of authority is each village's Council of Elders or Taupulega. Each three years see the election of a Village Head or Faipule. An elected mayor, the Pulenuke, directs village activities. Members of the General Fono or National Assembly are elected at three-year intervals to deal with national issues. The Ulu-o-Tokelau is the Head of the national government and the position rotates annually among the three Faipule.</p> <ol style="list-style-type: none"> 6. Economic Development and Ecotourism 7. Culture and Language 8. Power 9. Emergency Management & Disaster Response Capability

The above table highlights the issues that were important to the people of Tokelau. From amongst the priorities, health and education were given priority and as of now a hospital and two schools are in the process of being constructed with support of NZAID, which is a good reflection of using the plans as part of prioritizing funding from the donors. In Tokelau, efforts have also been made to improve the quality of education by ensuring that there are teachers in all schools, the Village Education Committees and the Parent Teachers Associations have also been revived, the curriculum has been reviewed and the Village Council will now closely monitor the quality of education in each of the three atolls. The project has supported in facilitating the linkages through the processes initiated as part of planning process.

Governance - Involvement of Village Councils, VLIs and CSOs

In all the three villages, the Village Councils were involved in the consultative and planning process and the village action teams thus constituted had representatives from all village institutions. The Mayors participated in each and every meeting and personally monitored the VSDP preparation process.

Training on good governance was organized by the project for Tokelau and was much appreciated. The participants included atoll councils, CBOs, church, government field officials etc.

The women's committee called the Fatupaepae, the men's committee called the Aumaagaa, the group of elders called the Tino Matutua, the PTA, youth clubs are some village level institutions that work very closely with the village council and provide support to the council in terms of raising issues specific to the group, brainstorming on solutions and arriving at decisions and action plans. The decision is however taken by the Village Council.

Being remote and inaccessible makes the Village Council even more important for the community as it along with the government looks after their welfare.

Gender

Women and men were involved fully in the consultative processes and VSDP development. Women held separate meetings in their women groups and enlisted health, education, economic self reliance as important activities under the project. They also participated in the community meetings, attended the AI and PRA orientation sessions and in the Council meetings. As a strategy focusing on inclusive and gender sensitive consultative process, the participation was good. But beyond participating in meetings and articulating the needs and supporting the development of VSDPs; the entire component on promoting economic self reliance of women through environmentally supportive green enterprises remained unaddressed.

Under social and cultural component, the component on facilitating equity and gender mainstreaming at the local level was visible as the project did ensure that men, women, boys, girls, elderly, handicapped, poor participated in the planning process and developed their VSDP. The component of strengthening the local governance systems was addressed to some extent through the good governance training. The entry in the village through the Village Council, ensuring the Council's representation is the village development/ action teams, ensuring meetings between VLIs and the Village Councils, conducting local governance trainings focusing on roles and responsibilities of the Councils, familiarization with AI, VSDP development were some efforts made by the project to strengthen local governance systems.

The discussions during the evaluation suggested that the local governance systems could further be strengthened through trainings on motivation, leadership, decision making, gender sensitization, conflict resolution, communication to enable; policy level advocacy to facilitate changes in the Atoll Councils to include greater focus on women, poor and disadvantaged sections.

2. Local Economic Development

LED focus in CCSDP was on economic and entrepreneurship development to increase productivity for facilitating economic development at community level. Under this component, discussions with the community revealed that they wanted support in increasing agriculture production, supporting fisheries, local handicrafts development. The strategies for the same were developed but were not implemented.

3. Sustainable Environment Management

The three sub components of Sustainable Environment Management - compliment LED initiatives through a focus on building a diverse “green economy”, improve local environmental management by strengthening local capacity to responsibly adapt to climate change, reduce the risk of disasters as well as minimize the adverse effects of climate change and focus on promoting “green jobs” for all employable village residents in agriculture, fisheries and handicraft manufacturing, as well as community-led and owned adaptation measures that contribute to preserving and restoring environmental quality could not be addressed in the project implementation.

One of the main focuses of the CCSDP in Tokelau is climate change adaptation and disaster risk reduction, ensuring EWS. As part of linkages, the Community Based Adaptation (CBA) Project is also in the process of developing a Country Program Strategy to assist in bottom up-needs based adaptation in Tokelau. However, the CBA has also had difficulties in moving forward.

UNDP has also been working with South Pacific Regional Environment Program (SPREP) on the Tokelau National Climate Change Policy.

II. Management and Financial Issues

Office of the ongoing government of Tokelau implemented CCSDP in Tokelau, where the main coordination of the project happens. The CCSDP was a NIM modality project and therefore the implementation was the responsibility of the government, UNDP was responsible for oversight, technical backstopping and monitoring and evaluation of the project.

The discussions with project personnel at the liaison office in Apia revealed that, the project started quite optimistically and there was strong technical backstopping from UNDP for developing VSDPs, AI, PRA, developing AWP's etc. However, with the passage of time, the only interaction that remained with UNDP was submitting the face forms and AWP's. The perception was the staff turnover at UNDP made it difficult for them to build rapport with one staff. Every new person who came on board had a different understanding and it took a while to develop a working rapport with that designated nodal person. This was even more critical as Tokelau is remote and reaching there is not easy. The frequent monitoring visits could have given more insights into the other issues affecting the project implementation.

The Tokelau officials felt that they are a small country, already having many donors providing support. But this poses a problem to the already limited number of staff to report and send advance/reimbursement requests. They felt that for Tokelau, there should be a consortium of donors and the funds should be delivered through a single window operational mode.

The evaluation findings also revealed that out of the total allocated budget of USD 800,000, USD 210,509 was spent. Of this total expenditure USD 22,853 was spent on administrative costs and USD 163,840 spent on program implementation- which shows that 78% of the expenditure was on programs.

III. Highlights of CCSDP

1. The village consultation teams are in place in all pilots comprising men, women, youth from village level institutions like women groups, youth groups. Village Council representatives are part of each team.
2. VSDPs developed for all three pilots, the community feels responsible for developing their villages.
3. CCSDP acted as a catalyst for strengthening community participation. Noteworthy was the involvement of the disadvantaged and vulnerable sections in the process especially women.
4. Through CCSDP bottom up and people centered planning has been strengthened and has been appreciated by the community as well as the government.
5. The most important contribution of CCSDP has been the development of the Tokelau National Strategy Plan (TNSP) based on the VSDPs. This plan is the guiding principle for the government of Tokelau and they feel it would not have been so realistic if the VSDPs did not exist and if the government officials had not participated in the village consultation and planning process. This is a big achievement of the CCSDP.

IV. Constraints/ Challenges

CCSDP in Tokelau was launched in 2008, same as in other countries; but in Tokelau it formally took off in 2009. However, the outputs and delivery have been a major area of concern. Detailed discussions were held with the project coordinators to try and understand the scenario at their liaison office in Apia during the evaluation.

The major constraints faced by the government in implementing the project were firstly, the remoteness and inaccessibility of the country. Tokelau remains inaccessible even today; a boat leaves Samoa every fortnight and takes 42 hours to reach there. As a result very few monitoring visits could be made to assess the progress and review and develop an alternate strategy. However, the Apia office of Tokelau Government was available to provide the necessary updates through other communication channels like internet and telephone to CCSDP.

Secondly in 2009 with the outbreak of H1N1, Tokelau sealed its borders thus no one could go to Tokelau. This ban severely affected the visits even by the Tokelau government staff and delivery of material to the island.

Thirdly, as soon as the borders opened, an accident occurred in which some youth died and and few went missing. As a result the services of the once in fortnight ship service form Samoa to Tokelau was also affected.

Fourthly, when Tokelau was trying to get the project going, UNDP suffered a major setback in July 2010 when the program manager left and those who came in after him were not able to provide the desired technical backstopping support and did not even once visit the country.

V. Recommendations

- 1) Tokelau is a small country and comprises three atolls. The atolls are coterminous with the three villages. Through CCSDP, bottom-up planning was initiated. However, it is important to keep

the momentum going and not let it die by taking the process forward through quick strategic review and working on the last year plans as part of exit strategy.

- 2) Tokelau being very remote and inaccessible, it is important that UNDP hires a staff specifically to be based in Tokelau or has a nodal person based there or alternatively use the already existing systems. The staff should be someone who is well conversed with the issues in PICs, willing to live in Tokelau, has good experience of working in MDGs, environment & climate change issues, gender and governance.
- 3) CCSDP was a multi-country project and every country implemented it within the same framework but in a different situation. It is therefore recommended that the project teams get an opportunity to interact with each other and visit the other project countries to learn from each other. A visit of all country project teams to Tokelau must be organized and similarly the project beneficiaries and implementers also get to visit other countries.

Since accessibility of Tokelau is a big limitation; effective use of communication technology in the form of group emails and teleconferences to network with project managers and coordinators could be strengthened.

- 4) The process that went into the development of VSDPs and village consultations were very intensive, it is therefore recommended that such processes are captured in the form of case studies and video films for replication.
- 5) A project like CCSDP, which is community oriented, needs to involve CSOs for community mobilization, facilitate participatory processes, carry out household survey, and create awareness about the project, capacity development. It is recommended that in the last year of the project, it is important to involve the CSOs working especially in the area of community participation, gender, environment and livelihoods to support the implementing partners in withdrawal from the project villages and provide the sustainability link to the project.
- 6) The last year of the project needs strategic focus on the implementation of activities under LED and Sustainable Environment Management components so as to have real impact reflected as in final outputs and impact after the project closure.
- 7) CCSDP prodoc did not have an exit strategy. It is essential that in every project document, provision of baseline, monitoring and evaluation and exit/ withdrawal strategy are there.
- 8) There is a need for installing stringent Monitoring and Evaluation Systems in the project. Collection, consolidation, compilation of information from government counterparts, partners, donors, CSO partners etc from the field is very important. Together with data collection, the MIS, Reporting system (monthly quarterly progress reports, handover notes etc), regular meetings (staff, units, inter-unit), meeting with partners, donors stakeholders, missions to countries all need to be systematized and strengthened.

2.2 Early Recovery Project (ERP)

The Early Recovery Project (ERP) was implemented in two Pacific Island Countries, Samoa and Cook Islands by UNDP MCO Samoa.

In Samoa it was initiated as a response to the devastating tsunami that struck the southern coast of Samoa in the early hours of September 29, 2009. At 6.48 am on 29 September 2009, an 8.3 Richter scale earthquake struck south of Samoa and generated tsunami waves that impacted the southern coast of Samoa. 143 deaths (10 tourists) and 5 missing were reported. 5,274 people were directly affected from a resident population of 12,406 in 19 villages in the affected areas.

In Cook Islands, tropical cyclone Pat passed through the southern Cook Islands in the early hours of February 10, 2010 (Cook Islands time), and Aitutaki Island was seriously affected. At its height Tropical Cyclone Pat was classified as a category 3 cyclone bringing destructive wind gusts of over 100 knots. The entire Aitutaki population was either directly or indirectly affected across all 8 villages. The most significant impact was on housing with approximately 78% of homes being affected. Damage to livelihoods varied by sector although it is recognized that the local agriculture sector was completely destroyed. There was severe damage and destruction of the local food supply and food security.

Both ER projects were “response to the event” projects for Tsunami/ Cyclone. In both however, the sequence of response was same - humanitarian and relief work followed by recovery. The recovery phase in both Cook Islands and Samoa focused mainly on:

1. Coordination of Early Recovery Efforts
2. Rehabilitation of Livelihoods
3. Disaster Risk Reduction
4. Strengthening Local Governance Systems

Total allocated budget for Early Recovery Project in Samoa was USD 500,730 and for Cook Islands the budget was USD 100,000.

2.2.1 Cook Islands

1. Country:	Cook Islands
2. Project Title:	Early Recovery Project (ERP)
3. Period under review:	March 2011 – May 2011
4. Year of the Project Initiation:	2009
5. Year of Completion:	2011
6. Responsible Sector/Division	UNDP MCO, Samoa & Office of the Prime Minister Cook Islands
7. Allocated Budget (DIM)	USD 100,000
8. Expenditure	USD 33,015

Backdrop

Tropical Cyclone Pat passed through the Southern Cook Islands in the early hours of February 10, 2010 (Cook Islands time), and Aitutaki island was seriously affected. It was classified as a category 3 cyclone bringing destructive wind gusts of over 100 knots. On the same day itself, the Prime Minister of the Cook Islands declared a 'State of Disaster' for Aitutaki. Given the scale of the resulting damage it was somewhat miraculous that there were limited casualties and no deaths reported, although the entire Aitutaki population was either directly or indirectly affected across all 8 villages. The most significant impact was on housing with approximately 78% of all homes being affected.

As a response to the cyclone, UNDP MCO implemented the ERP in Cook Islands with the allocated budget of USD 100,000 and of this the expenditure was USD 33,015

The ERP in Cook Islands had the following four components:

- i. Strengthening Early Recovery Coordination
- ii. Disaster Risk Reduction
- iii. Restoring Livelihoods
- iv. Strengthening Local Governance

1. Strengthening Early Recovery Coordination

In Cook Islands, the Aitutaki Recovery Committee (ARC) was constituted, organized and coordinated by UNDP MCO. It is an effective committee meeting almost every week and reviewing the progress and setting next targets. It comprises of members from NZAid, office of the Prime Minister, Red Cross, Police department, Ministry of Infra structure, Aid Management, Ministry of Internal Affairs etc; the committee coordination is done by the UNDP MCO supported individual. It was formed immediately after the cyclone and continues to meet regularly every week.

The main functions of the ARC were to:

1. Provide oversight on implementation of the plan, by assigning responsibilities to key technical line agencies;
2. Manage funding mechanisms assigned for the recovery process, including resource mobilization efforts where necessary;
3. Conduct systematic monitoring of progress in relation to the implementation of all components of the recovery plan and
4. Provide technical support to Project Manager in Aitutaki on all aspects relating to housing recovery, by drawing on technical expertise from within the committee, the line Ministries and Agencies, and elsewhere as and when necessary.



During evaluation, it was decided to participate in the scheduled meeting of ARC to observe and discuss. The meeting was well attended, and was chaired by Viane Teokotai, the UNDP supported Project Coordinator (ER). The main agenda for discussion in that meeting was to solve the issue of providing more water tanks on the island. Since NZAid funds those tanks, they had some procurement compliance and cost issues that needed clarification. The group therefore decided to talk to the concerned supplier as well as reassess the number of tanks that are still needed.

Interactions were held with the members of ARC and all were of the opinion that the ARC has been an important forum through which recovery efforts have been coordinated very well. However, there is an issue of concern here that, the ARC members did not know that ARC was constituted at UNDP's initiative and that the Member Secretary or the Chair of the ARC is funded by UNDP. They said that they only knew of UNDP's effort as UNDP PC's role in developing the ARP. This is an important issue as the main committee that was actually coordinating the entire effort was constituted and coordinated by UNDP MCO but the persons representing UNDP MCO there did not make UNDP visible and did not inform about UNDP MCO's role, neither did the staff from UNDP MCO on missions made this clear. It is therefore extremely important that for any future projects of UNDP in any country outside Samoa, concerted efforts will need to be made to make UNDP's role more visible.

It was interesting to discuss how the members envision ARC in the post project period. Most members said this was an ad-hoc committee and as soon as the recovery and rehabilitation work finishes, it will die. However, no one was worried about how the DRM/DRR process will continue. The Emergency Management Cook Islands (EMCI) is the nodal agency in the Office of Prime Minister (OPM) that is responsible for DRR/ DRM and everyone believes that it will continue to provide support. The EMCI is also represented in the ARC and has participated in every ARC meeting. It is therefore felt that since the ARC and MCI have same members, therefore it is just that in the post project period the name ARC will not be used but the good work initiated through ARC will continue.

Assessing the components of Early Recovery coordination, it was seen under following parameters as satisfactory:

i. Constitution of ARC	Satisfactory
ii. Composition of ARC	Satisfactory
iii. Bye-laws/ meetings/ minutes	Satisfactory
iv. Leadership of ARC	Satisfactory
v. Visibility of UNDP MCO as the nodal agency coordinating ARC	Needs to work on

2. Disaster Risk Reduction

As part of the DRR, the focus was on to equip the community and the government agencies in DRR/ DRM and establishing effective EWS.

In Aitutaki, the recovery work is slated to be completed by June 2011. Once that is complete the VSDP will be prepared through CCSDP. It is envisioned that this VSDP in addition to highlighting the development priorities and solution thereof for all the 8 villages on the island; will also incorporate the DRR plan for Aitutaki Island. This DRR plan will look identify the strength and weakness of the Island to

face a disaster and what are the requirements to increase the disaster preparedness of community, Island Council and Island Administration.

Discussions with community corroborated that they do need a plan to deal with disaster and will need to undergo any special trainings that better equip them to deal with disaster. The EMCI also corroborated that based on the ARP and the DRR plan of Aitutaki, they will begin the capacity building and information dissemination efforts. The EMCI is sensitive to the importance of DRR drills and having evacuation plans in place and are making efforts to actualize them. In fact they want to do it for all the outer islands, including the northern islands, in Cooks. The northern islands especially, are more vulnerable since they are remote, have poor transportation facilities. Emergency Management Cook Islands and the Cook Islands Red Cross are attending to the emergency management and planning matters including first aid.

The existing EWS are the church bells and traditional symbols and signs of nature that warn the community of the impending disaster. Detailed discussions with community revealed that as of now, there are not many early warning systems in places. The EMCI has plans of making available the radios and sirens, and some have been made available too, but radios do not work when the weather is stormy. Therefore to compliment the existing EWS, the EMCI has also made a documentary on traditional EWS and will now use it in all their training programs. This will be especially useful for the community to refresh their EWS as well as acquaint the youth with the traditional EWS. UNECSO Regional Office in Samoa has agreed to fund the documentation of more of these traditional EWS. UNOCHA is also interested in supporting this for the entire Pacific.

Community Level Risk Management is being implemented with NZAID funding and this programme is under implementation by Emergency management Cook Islands.

Following steps were taken up under Disaster Reduction and Adaptation Measures:

- The hazard assessment undertaken immediately after the Cyclone.
- The reconstruction of homes in Aitutaki included both the compliance to the National Building Code (it is understood that the actual reconstruction undertaken exceeded the building code, particularly in the category 4 houses built) as well as the training of local builders. The whole reconstruction programme was undertaken as a local programme which had a positive effect on the overall Aitutaki economy.

The component of enhanced capacity of local governance structures on DRR and DRM are still wanting. The EMCI understands the importance of the Island Councils having a strong knowledge base in DRR and DRM issues and also the skills to respond to any disasters. Plans are there to soon initiate DRR/ DRM trainings for Island Councils and Island Administration Staff.

3. Restoring Livelihoods

There were certainly small businesses including stall holders at the local market that required assistance to stay in operation in the aftermath of the cyclone. However, things have evolved since. No funding was received for Restoring existing sources of livelihoods as Small Grants and Marketing to promote Tourism. Aitutaki has since formed a "Tourism Council" and has been working with Tourism Cook Islands to market and promote the destination.

New and Alternative Livelihoods / Adapting Livelihoods:

- The Bone Fishing venture was a joint effort between the Ministry of Marine Resources and the Aitutaki island Council with the industry launched earlier this year. Marketing is being included within the tourism promotion for Aitutaki.
- Clean up of historical sites has been carried out by landowners with some assistance from tour operators whilst the National Environment Service working with the Island Administration is attending to the biodiversity issues on the island, including replanting as necessary.
- A Feasibility study has been planned for the Orongo Centre site in the township of Arutanga which will assist in opening up opportunities for the population to extend the local market and other related business opportunities. Other sub-projects in ERP Work Plan did not happen due to short fall of funding at the project level.

4. Strengthened Local Governance Systems

The node of all relief/ response/ humanitarian aid and recovery process was the Island Council and the Island Administration. This had several advantages in terms of convergence of efforts, authentic identification of people who were affected and prioritizing the beneficiaries that were to be supported.

The scenario however at the grassroots was not so systematic. When cyclone Pat struck Aitutaki Island there was an outpour of Aid – government, CSOs like ADRA, Peace Corps, CINGO, government departments, UNDP, UNOCHA, SOPAC, the military etc. The people were firstly traumatized by the calamity and now by the Aid providers. Mostly, every aid provider had their own mandate and they wanted to provide benefits “visibly”. There was coordination at the country level, but at the local level, everyone was doing their own effort in isolation. In the island council, it was only the Mayor who was involved in identification of beneficiaries who were to be given houses. There was a power tussle in terms of who was more important – the Island Council or the Island Administration, during the relief operations. The government wanted to work through the Island Administration, while people were closer to the Island Council.

Discussions with the former Mayor, current Mayor, Council Members and Island Secretary and his staff revealed that there was no problem till relief and humanitarian effort was underway; as everyone wanted that affected people were helped and cared for. It was only after the basics were in place and identification of beneficiaries, distribution of Aid, material etc was in progress that the power tussle began. The Mayor was an influential person and made a lot of efforts to get support for people and even in mobilizing resources, but since the government had more faith in the Island Administration that there were usual problems.

The local governance structures including the administration, council, VLIs like the youth groups, women groups were all there in any case helping out, providing food, water, clothes donated by Aid agencies. However, at the local level, it is both local governance and Island Administration that are important and are the combined node for any island in Cook Islands; therefore it is mandatory that all support/ Aid/ Program/ Projects should take both the Island Council and Island Administration together.

The village planning process is yet to be undertaken as part of putting together a Sustainable Strategic Plan for Aitutaki.

Recommendations

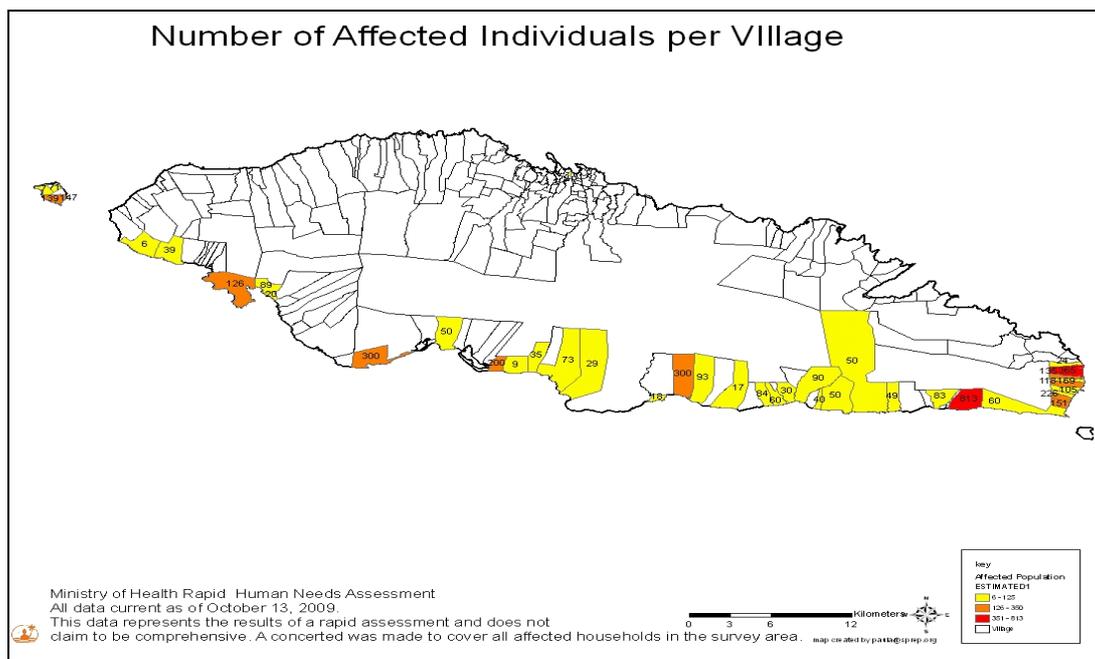
1. The ERP was an initiative to support the communities after the cyclone; UNDP took a lead in coordinating the recovery process but it is important that the efforts of UNDP are more visible.
2. To increase awareness and sensitization on gender, environment, climate change, EWS, DRR, micro-planning, strengthening local governance etc; IEC material in the form of posters, banners, pamphlets, games, AV CDs etc. should be developed and disseminated. Since EMCI is already developing IEC materials under the NZAID supported Institutional Strengthening and Awareness Generation Project; therefore EMCI could also take a lead in developing the IEC materials. Thematic newsletters on DRR/ DRM/ EWS, gender and climate change/ environmental sustainability could also be initiated.
3. Since community, local village institutions, CBOs, CSOs are the first responders to disaster, therefore it is imperative that there is increased focus on their capacity building on EWSs, preparation of village specific DRR plans, first aid, developing and using evacuation routes. The trainings should also be supported by relevant IEC material for increased awareness and dissemination. The revised and improved Aitutaki Disaster Recovery Plan (ADRP) and The DRM Institutional Structure are some steps that have already been initiated to strengthen the DRM initiatives in Aitutaki, however the community needs to be more familiar with the ADRP.
4. In view of the vulnerability to disasters DRR/ DRM should be an overarching issue in all future projects in all the outer islands in Cooks. Gender, environment sustainability, climate change adaptation are other overarching issues that are important to be incorporated in all ongoing and future projects of UNDP.
5. For all multi-country projects, there needs to be a provision of experience sharing workshops and learning from each, so that the project implementing teams can learn from each other's efforts and innovative approaches.
6. It is recommended that the implementation of this project, for practical purposes, be made on a Grant basis to the Aid Management Department of the Ministry of Finance, similar to other UNDP (and other donors for that matter) funded projects. Financial reports will then be submitted by that Department.
7. DRR/ DRM projects should be planned for all the four countries as they are all vulnerable and need to be prepared and well equipped, should a disaster strike. UNDP along with UNOCHA can prepare a multi pronged DRR/ DRM strategy for all the four countries.

2.2.2 Samoa

1. Country:	Samoa
2. Project Title:	Early Recovery Project (ERP)
3. Period under review:	March 2011 – May 2011
4. Year of the Project Initiation:	2009
5. Year of Completion:	2011
6. Responsible Sector/Division	UNDP MCO, Samoa
7. Allocated Budget (DIM)	USD 400,000
Samoa Early Recovery UNV Component	USD 100, 730
Total Allocated Budget	USD 500,730
Expenditure Samoa	USD 267, 567
Expenditure UNV Component	USD 51, 367
Total Expenditure	USD 318,934

Backdrop

At 6.48 am on 29 September 2009, an 8.3 Richter scale earthquake struck Samoa and generated tsunami waves that impacted the southern coast of Samoa. 143 deaths (10 tourists) and 5 missing were reported. 5,274 people were directly affected from a resident population of 12,406 in 19 villages in the affected areas.



The early recovery project (ERP) was implemented in Samoa as a response to this devastating tsunami. UNDP MCO spearheaded the relief and humanitarian efforts and alongside initiated the recovery interventions too. The total allocated Budget was USD 500,730 and the total expenditure was USD 318,934

In Samoa, the CCSDP had already initiated work in the three pilots of Manono-Tai, Lano and Mutiatale/ Maleala in 2008 and was in the process of scaling up to more villages. Therefore, when tsunami struck Samoa, a strategic decision was taken that the worst affected 20 villages would be covered under ERP for early recovery inputs and in all the 23 villages (3 pilots under CCSDP+20 ERP), CCSDP will input in the form of village planning and long term sustainable development.

The ERP in Samoa had three main components namely

1. Rehabilitation of livelihoods
2. Disaster Risk Reduction and Climate change Adaptation
3. Strengthening Early Recovery Coordination

1. Rehabilitation of Livelihoods

The component of livelihoods in the project needs to be viewed as a process of supporting the affected people through which they got back on track to start earning again after having lost their business and village infrastructure.

Cash for work

One of the initial activities was the introduction of the sub-component of 'Cash for work'. This component was introduced with the view to clear the debris left behind by the disaster caused by tsunami like mangled remains of the buildings, solid waste, uprooted trees, sand, rocks etc.

Through this component the objective was two fold – one was cleaning the debris and beautification of the villages, the second was to provide the community with "cash in hand". This cash in hand enabled the community to buy necessities for their families. On an average, the community was paid at the rate of SAT 20 per day. The discussion with the community revealed that the income they earned through cash for work was spent on buying food, clothes for children, paying fee for the children etc.

A noteworthy aspect was that the Mayors, Village Council Members and Churches ensured that everyone in the village got an opportunity to participate in the cash for work thereby ensuring that atleast a small amount reached every family. The cash for work program was appreciated greatly by the community.

Involvement of CSOs

Two CSOs – SPBD and SPEC were involved in the project for assisting the project in facilitating cash for work, supporting women groups and for skill building and promoting green enterprises respectively.

SPBD has been working since 2006 in the area of micro-finance and promoting small income generation activities for improving "lifestyles". They also provide loans for building houses. SPBD was

selected in the project to provide support for cash for work and promoting livelihoods especially among women.

Discussions with SPBD personnel and observations of their inputs in the project villages revealed that their contribution in the project was mainly for facilitating 'cash for work' component, initiating women groups in the villages to get together and contribute on a monthly basis and supporting women to initiate small income generation activities.

The micro-finance activity has resulted in women getting together for the purpose of contributing a regular amount on a monthly basis. The rate of contribution varies between 5-10 Tala and is decided by the group. These monthly contributions then get deposited in a group fund account in the Samoa Commercial Bank. SPBD maintains the records and deposits and withdraws the money from the bank. The group fund is also used for inter-loaning among the members. The loans were taken by the members for paying school fees for their children, children's uniforms, renting the fishing kits and fishing boats, starting bakeries, small retail shops, making ice cakes, pancakes, food stores etc. The loans are given by SPBD either for 17 weeks @ 9% interest rate or for 52 weeks at 27% interest.

The concept of micro-finance introduced by SPBD has taken roots in the project villages but there are some inherent limitations to SPBD managed this component. Firstly, they have been able to initiate women into monthly contributions, but the 'group meeting' happens only when SPBD staff come to the villages; secondly, the records are maintained by the SPBD staff and thirdly, the group bye-laws are also made by SPBD.

These limitations affect the ownership of the women to the activities of the group. Focus group discussions with women corroborated this aspect that their meeting is organized by the SPBD staff; the staff has all records of their savings and inter-loaning details. SPBD's contribution to facilitating the coming together of these women needs to be appreciated; however it is equally important that women are motivated to take initiative and ownership of their group.

For example, during meetings and consultations with women in Salua, and Faleu village it was found that through the SPBD initiative, the women's group had a reason now to come together "as a group" every month for organizing the meetings. In Salua village, there are three women groups named Kapisi, Maukeni and Pi having 5, 5 and 4 members respectively. This raises question in terms of why three groups when one group could have been more viable, secondly the monthly contributions are monitored and the records are maintained by the CSO.

The model of micro-finance has been initiated, but in terms of women taking the initiative and managing their own finances, the situation is not very encouraging. There is too much dependency of women on the CSO, they come together in a meeting only when the CSO visits. The women have not really internalized the importance of sitting together and attending the meeting; for them it is just an activity through which they are able to save some money and use that for taking loans for petty activities. If women are not motivated enough to come to meetings regularly, they don't have issues to discuss in meetings, they don't control their own finances, they don't maintain records themselves, they don't have group byelaws, they are not inter loaning on their own; then the entire strategy adopted by SPBD for promoting micro-finance for women needs to be reviewed. The oversight and monitoring by UNDP on this aspect should have been stricter in explaining to SPBD that promoting micro-finance among women groups is a way towards empowerment and economic self-reliance of women.

Another CSO called SPEC was involved in imparting business trainings in the project villages with the view to promoting green enterprises especially among women. However, SPEC limited itself to just providing business trainings. These five days trainings for a cluster of 5-7 villages are organized usually at a central location. Interactions with Rosa and Senele of SPEC revealed that the 5 day training course comprises of following contents:

Day I	awareness about business, identification of opportunities and available skills
Day II	development of a business plan of the key activity identified by the participants
Day III	costing of the project including cash flow
Day IV	developing the budget/ financial outlays for the proposed project
Day V	presentation of the business plan developed to the other participants

Observation of a SPEC Business Development training program at Poutasi village revealed that there were 65 participants from 7 villages of Poutasi, Satalo, Matatufu, Sapoe, Utulaele, Salani and Sapunaoa. Of these 65 trainees, 50 were women. The training content was quite comprehensive, methodology was participatory, trainers were good and the proposals developed were also satisfactory. The proposals were made on opening retail shops, handicraft making, fishing, promoting eco-tourism by making beach Fales etc. The role of SPEC finished there.

The follow-up for refining the projects, assessing the viability and feasibility of the projects, establishing linkages with financial institutions and marketing are missing. The role of SPEC as a training giving institution is good, but they have not been able to help establish linkages for funding of the proposals, marketing, value addition etc. The foresight and inputs from UNDP were also missing beyond this stage.

While the cash for work component was underway; some of the key activities that could immediately help the community were identified.

		Affected Zones	Fishing Kits	VSD P	Fishing Boat	Organic WIB	Composting	Water Tank	Tar o Export	Beautification	D R R	Agri . Tools	Sewing Kit	CF W	Small Business	Fa le /I CT	Bio shie Id
1	Apia (Manono-Tai)	4	1	1	1	1	1	1	1			1		1			
2	Faleu (Manono-Tai)	4	1	1	1	1	1	1	1			1		1			
3	Lepulai (Manono-Tai)	4	1	1	1	1	1	1	1			1		1			
4	Salua (Manono-Tai)	4	1	1	1	1	1	1	1			1		1			
5	Lotoque	1	1	1		1		1				1		1			
6	Mutiatale	1	1	1	2	1		1	1	1	1			1			
7	Malaala	1	1	1	2	1		1	1	1	1			1			
8	Satitoo	1		1								1		1			

9	Sale'au a	1		1							1		1	1		
10	Utafaalaf a			1	1						1					
11	Ulutogia	2		1							1	1				
12	Vailoa	2		1							1					
13	Lalomanu	2		1							1				1	
14	Lepa	2		1							1					
15	Saleapaga	2		1							1					
16	Aufaga	2		1							1					
17	Matatufu			1							1			1		1
18	Sapoe/ Utulaelae			1							1			1		
19	Salani	3		1							1			1		
20	Salesatele	3		1							1			1		
21	Sapunaoa	3		1							1			1		
22	Poutasi	3		1							1			1		
23	Satalo										1			1		

The table above shows the various activities that were undertaken in the villages as part of ER. The colours in the table reflect the zones. The villages were divided among four zones on the basis of devastation and destruction caused by the tsunami. Zone 4 and 1 were the ones where the support was initiated as these were the worst affected. This was followed by interventions in zone 2 and 3.

As seen in the table above, the communities across the 23 affected villages were provided support as part of ER. 7 fishing kits and fishing boats were provided, agriculture tools were provided in all villages, sewing kits and ICT support were given in one village each. 4 water tanks were provided in Manono-Tail Island.

In Manono-Tai, the boat engines provided under ERP were used for plying boats more frequently and thus ferrying young boys and girls to schools and colleges and people coming to work in Apia. They charged in the range of SAT 10-15. The provision of these boat engines supported the boat owners economically and also helped the students and people working in Upolu to reach on time from Manono-Tai to Apia.

The provision of boat engines along with the fishing kits enabled the fishermen to scale up their fishing. The boats were usually taken on rent from the VC by paying a user fee of 100 SAT/ week. The combination of boat engine and fishing kits enabled the fishermen to go out farther into the sea and increase the fish catch.

Linkage was established between the Project and Women in Business, Ministry of Agriculture and Fisheries and Samoan Tourism Authority to share VSDP priorities, identify villages level activities and provision of fishing kits, agricultural tools and for promoting eco-tourism. The interaction was more activity based rather than strategic, therefore it did not result in any strategic focus on these activities but just as a response to VSDP priorities – an activity was initiated.

Assessing the first component of the ERP- rehabilitating the livelihoods among the communities and individuals affected by Tsunami may be rated as average as these were not planned strategically. There were no sub-sector studies done, feasibility and viability studies were not undertaken, backward and forward linkages especially for institutional finance, quality control, cost benefit, marketing were not explored. Though cash for work, micro finance, business trainings, project development, support in terms of providing agricultural tools, fishing kits, sewing kits composting, ICT etc are there; but in the absence of a strategic livelihood cluster approach, the up-scaling sustainability of these activities does not seem very promising.

2. Disaster Risk Reduction and Climate Change Adaptation

As part of the DRR and Climate change Adaptation component, the focus was on conducting the DRR trainings and establishing effective EWS. The DRR focus entailed firstly on development of DRR plans at the village level; secondly imparting DRR trainings and thirdly installing effective EWS.

The VSDPs prepared in the 23 villages reflect that DRR was the first priority listed in Manono-Tai and Mutiatiale, 2nd priority in Ulotogia, 3rd priority in Saleapaga and 7th priority in Saleasatele. The ERP achievements show that DRR drills were done in 2 villages of Mutiatiale and Malaela. It is important here to mention that both these villages were pilot villages of CCSDP. Also important is the fact that these two villages have one Village Council and are technically one village. Given this background, the DRR trainings were thus done in only 'one' village.

Discussions with community corroborated these findings that the DRR drills were something that they all needed to be better prepared to face disasters; however there were no trainings done. Both in Lalomanu and Manono-Tai Island villages falling in zone 2 and 4 respectively, the community, church representative, women groups, Village Councils felt that they are still very vulnerable if a disaster strikes. They did say that they had come to know that NDMO was helping prepare evacuation plans and conducting disaster drills, but no such drills had been conducted so far for them.

Discussions with Faafetai, the woman who owns the famous Taufua Beach Fales in Lalomanu, revealed that their area was the one of the worst affected by Tsunami. She was badly injured, lost her children, lost her business and she had to start from the scratch to restart her life both personally and economically. She said that they really need to have a clearly laid out evacuation plan and need to undergo disaster drills to better prepare the community, but no such measures were undertaken in their village.

When these discussions were shared with NDMO, their response was that they have initiated the preparation of disaster plans in the villages and have also informed the Mayors of each village to finalise the dates for disaster drills. But this raises a few questions that had no substantive answers from both ERP and NDMO - in how many and which villages are the DRR plans in place? Are the NDMO priority villages different from the villages in ERP? What were the criteria for identifying the villages for DRR drills by the NDMO? If the Mayors were informed, why did they not get back to NDMO to conduct trainings? Why was there no follow-up by NDMO with Mayors to ensure DRR drills? In the absence of convincing answers to these questions, both UNDP and NDMO need to sit together, discuss, take stock and define a road map for taking forward the DRR component. Samoa, does have a Disaster Management Plan of 2006 and the latest one is in the process of finalization, maybe the latest one answers some of these questions.

The NDMO understands the importance of DRR drills and having evacuation plans in place and are making efforts to actualize them. One of their priorities is to discuss with MWCSO the process of dovetailing the DRR plans in the project supported VSDPs as well as the overall development plan for Samoa. Since MWCSO is the focal Ministry for Village Councils and Village Councils are the focal points for NDMO to actualize DRR and DRM, therefore it is important that they work together and develop their timelines and milestones for reflecting better achievements.

The existing EWS are the church bells and traditional symbols and signs of nature that warn the community of the impending disaster. Detailed discussions with community revealed that as of now, there are not many early warning systems in places. The 2011 tsunami in Japan corroborated this. The community representatives said that they came to know about the tsunami and the warning in the whole Pacific through the people who had access to Sky TV, the national channel was able to telecast the news after almost 12 hours. When this issue was raised at NDMO, the response was that they had enough time to release the warning as the Japanese tsunami was unlikely to have any impact on Samoa, as the waves weaken by the time they reach here. The logic is probably correct in terms of technical specifications but the issue is how well prepared is Samoa should a disaster strike?

The NDMO has plans of making available the radios and sirens, and some have been made available too (how many, which villages - the data was not available). NDMO also plans for collaborating with SamoaTel to send text messages to all people warning of an impending disaster. This discussion is almost in the final stages and the agreement will soon be signed.

Given this scenario of EWS, it becomes clear that the likely response to the tsunami being event focused; the situation even now seems ad-hoc. The holistic vision and plans are there, but unless they are actualized and reach the community, it is difficult to measure their effectiveness and utility.

Given the fact that Samoa is vulnerable to such natural disasters, it is important that NDMO, UNDP, MWCSO, Ministry of Health, Infrastructure, and Fire & Emergency come together and get things moving on the ground. Almost 3% of the total Samoan budget is allocated to DRR and DRM, therefore it becomes even more important to assess the effective utilization of the same.

The component of coastal area re-plantation with climate resilient species has not really taken off except for Matatufu, where there is a bio-shield developed, in no other villages were these planted. One of the reasons is that the community prefers concrete sea walls to these bio-shields and secondly in the project bio-shields were not promoted adequately. To avoid the potentially negative impacts of bio-shields, there is need for policy makers to ensure that policies produce realistic and sustainable outcomes. For example, if a bio-shield is to be planted then it must be effective against extreme events at the planned site, it should cause no damage to native ecosystems and it should not be used to justify the absence of emergency procedures for extreme events.

The component of enhanced capacity of local governance structures on DRR and DRM are wanting. The NDMO, MWCSO, UNDP, Red Cross, ADRA, SPREP, SOPAC, other Ministries in Samoa understand the importance of the Village Councils having a strong knowledge base in DRR and DRM issues and also the skills to respond to any disasters. Plans are there. But it is important that not just the Village Councils, but the women groups, youth groups, CBOs at the village level are imparted DRR/ DRM trainings. Disaster drills be facilitated for the community and EWS in place, evacuation routes be marked, evacuation centres be equipped. This has to be done on a priority otherwise the entire DRR/ DRM approach in Samoa will continue to have a 'response to an event approach'.

3. Early Recovery Coordination

The component of strengthening early recovery coordination was effective in the hindsight when UNDP coordinated the entire humanitarian and relief response. An important activity was the activation of Samoan Tsunami Cluster under the leadership of the UN RC and support of UNDAC/OCHA.

Following seven Clusters activated on the 1st October.

- | |
|--|
| <ol style="list-style-type: none">1. WASH: SWA / UNICEF / OXFAM2. HEALTH: MOH / WHO (UNICEF for Nutrition)3. PROTECTION: MWCSO / OHCHR4. EDUCATION: MISC / UNICEF/ SAVE THE CHILDREN5. EARLY RECOVERY: MOF / UNDP6. LOGISTICS: NDMO / WFP7. INFORMATION MANAGEMENT: NDMO / UNOCHA |
|--|

The seven cluster approach was appreciated by all stakeholders and they found that the cluster approach helped in avoiding duplication of efforts and clarifying roles and coverage of the agencies as well.

But beyond that, the component was not strengthened through the ERP. The NDMO has an Advisory Committee, an Advisory Council, a facilitation team comprising representatives from the ministry of Agriculture, Infrastructure, MWCSO, Transport, Fire/ Emergency at the village level; therefore having teams in place is there. But it is equally important if not more that these committees have to ensure that things happen at the grassroots and effective measures are in place.

UNDP and NDMO together with MoF could strengthen the early recovery coordination and capacity building mechanisms through:

- i. Ensuring regular meetings of the Committees
- ii. Ensuring the conduct of disaster drills in all villages
- iii. Ensuring the development of IEC materials for awareness generation
- iv. Ensuring the installation of EWS
- v. Ensuring that DRR/ DRM plans are made/ dovetailed in existing VSDPs
- vi. Providing technical backstopping wherever needed
- vii. Ensuring the DRR/ DRM trainings are held at village level for Village Councils, Women groups, Youth groups, CBOs etc

Analyzing the ERP as per the log frame, it was found that the cash for work and some component of small income generation activities were found positive. All the other components need a lot of focus and effort to get them going. The following table looks at the intended output, targets and achievements of ERP at a glance. The ranking done of the various targets is on a scale of 1 to 3, where 1 is not

achieved or where the project has not done well, 2 is where the project has made efforts and 3 is where the target was achieved. The last column on comments/ justification cites supporting reasons for the ranking.

Intended Output	Target	Achievement	Ranking	Comments
1. Rehabilitation of Livelihoods among individuals and communities affected by Tsunami	1.1 Women, men and youth actively participate in the early recovery cash for work initiative	Achieved to some extent - youth, women and men participated in cash for work program	2	Most of the community participated in the cash for work program. But the component was implemented in only 9 villages
	1.2 Community members learning eco-skills and starting new green small enterprises	Achieved to some extent - Business development trainings were imparted but were not exclusively focused on promoting green enterprises. - Composting, vegetable gardens were some activities - ICT support was provided in one eco-tourism resort	2	i. The reason being that business trainings were imparted but there was no specific focus on promoting green enterprises and women were not the important target group. ii. The trainings just stopped at proposal writing. ii. Hardly any green enterprises were started
2. Improved disaster risk management and climate change adaptation at community level	2.1 Disaster preparedness and recovery training programs conducted for the target groups in the communities	Achieved to some extent - The NDMO has developed a detailed disaster preparedness training plan and shared with Village Councils. - But actual trainings have only been done in limited villages	2	There is hardly any translation of plans at the grassroots.
	2.2 Reliable and effective early warning information systems set up for local communities	Achieved to some extent - Radio, TV, Internet EWS being accessed by NDMO and by community. - Sirens purchased for distribution in villages, have been distributed in few (number not available) villages. - Discussions in final stages with SamoaTel to flash EW messages to all mobile users in the event of any impending disaster	2	Strategy for EWS available in NDMO, dissemination needed
3. Strengthening early recovery coordination and capacity building	3.1 Comprehensive system for managing the early recovery coordination project	Achieved to some extent - the early recovery coordination by UNDP was effective. - Cluster approach was appreciated by all stakeholders - Working of NDMO strengthened	2	i. Good coordination of tsunami response (but that was before ERP) ii. Advisory Committee, Council in place, village level committees in place but the roles/ functions and effectiveness was not visible ii. Capacity building has been the weakest area. Detailed DRR/DRM capacity building plans needs to be in place and implemented
	3.2 National Recovery Preparedness plans and policy for Samoa	Achieved to some extent The national disaster management plan is in place	2	Having the Plan in place is a first step but is not enough. It needs to be translated into actions

Recommendations

1. The ERP was an important response initiative to support the communities after the tsunami in Samoa; the relief and coordination work done by UNDP was highly appreciated, however UNDP needs to take a lead in coordinating the DRR/ DRM program in Samoa on long-term strategy.
2. To increase awareness and sensitization on gender, environment, climate change, EWS, DRR, micro-planning, strengthening local governance etc., IEC material in the form of posters, banners, pamphlets, games, AV CDs etc. should be developed and disseminated.
3. Thematic newsletters covering DRR/ DRM/ EWS, gender and climate change/ environmental sustainability could be initiated for updates, awareness building and image projection by UNDP.
4. Since community, local village institutions, CBOs, CSOs are the first ones who had to face the disaster and are the first responders, therefore it is imperative that there is increased focus on their capacity building on EWS, preparation of village specific DRR plans, first aid, developing and using evacuation routes. The trainings should be greatly supported by relevant IEC material for increased awareness and dissemination.
5. DRR/ DRM should be an overarching issue in all future projects in the region in view of the vulnerability to disasters of Samoa, Cook Islands, Tokelau and Niue. Gender, environment sustainability, climate change adaptation are other overarching issues that are important to be incorporated in all ongoing and future projects of UNDP.
6. For all multi-country projects, there needs to be a provision of experience sharing workshops and learning from each, so that the project implementing teams can learn from each other's efforts and innovative approaches. These needs to be well documented and video graphed for lesson learnt and dissemination.
7. DRR/ DRM projects should be planned for all the four countries as they are all vulnerable and need to be prepared and well equipped, should a disaster strikes. UNDP along with UNOCHA can prepare a multi pronged DRR/ DRM strategy for all the four countries.

3. Conclusions

3.1 CCSDP Synthesis

CCSDP is a multi-country project with focus on Sustainable Development. It had three components of **Local Economic Development, Social and Cultural Development and Sustainable Environment Management** in CCSDP that are complimentary to each other and interlinked.

CCSDP was implemented in the four countries of Samoa, Tokelau, Cook Islands and Niue with a total allocated budget of USD 1700,000 of which USD 603,861 was the expenditure, which means a total of 35.5% was spent.

The country wise allocation and expenditure is as shown below. Tokelau was allocated the maximum budget of USD 800,000 but its utilization remained the lowest owing to low level of implementation due to several constraints faced in terms of transportation, scarcity of manpower, closing of borders in 2009 due to H1N1, accidents etc.

Countries	Total Allocation (USD)	Percentage of Total Budget (USD1700,000)	Total expenditure (USD)	Percentage
Cook Islands	200,000	11.8	64,400	32.2
Samoa	500,000	29.4	245,385	49.1
Niue	200,000	11.8	83,567	41.8
Tokelau	800,000	47.1	210,509	26.3

Samoa's expenditure was maximum (49.1%) due to increased cost on program (23 villages – maximum among all countries), equipments, consultants/ specialists, refurbishing PMU, purchase of vehicles, staff salaries etc.

The evaluation findings revealed that the performance of the project was best in the community mobilisation, consultations and VSDP processes under the Social and Cultural Development Component. It goes to the credit of UNDP MCO Samoa and the Implementing Partners (Office of the Prime Minister in Cook Islands, Department of Community Affairs in Niue, Office of the Ongoing Government of Tokelau and Ministry of women, Community and Social Development in Samoa) that **CCSDP has played an instrumental role in strengthening the process of community participation at the grassroots and giving a fillip to people centered planning**. Noteworthy manifestation is that, the village development priorities highlighted in the **Village Sustainable Development Plans have been incorporated in the National Strategic Plans** of the project countries.

The matrix below shows the scoring against each component and subcomponent of CCSDP. The ranking done of the various targets is on a scale of 1 to 3, where 1 is not achieved or where the project has not done well, 2 is where the project has made efforts and 3 is where the target was achieved.

As is seen in the matrix given below, sub component 3.3 of Social and Cultural Development component has scored the highest followed by 3.1. The reason being that through the village consultation process all sections of the community especially women and disadvantaged sections got

an opportunity to participate in developing their development plans. The project has shown good beginning that is commendable.

Components	Sub Components	Country wise Grading (1-3) (1 being lowest and 3 being highest)			
		Cook Islands	Niue	Samoa	Tokelau
1. Local Economic Development (LED)	1.1 economic and entrepreneurship development, which aimed to increase productivity leading to greater economic development at the community level.	(2) Not promoted so far	(2)	(2)	(2)
	1.2 Strengthening private-public sector partnerships and have a strong focus on empowerment in order to increase social capital and curb migration.	(2) Discussions ongoing to evolve a concrete work plan	(2)	(3) STA, WIB, MAF supported in agriculture tools, fisheries, composting (integrated with ERP; VSDPs in same villages through CCSDP)	(2)
	1.3 Development of micro and small-scale business development; business training; agriculture production, including addressing food security; fisheries; tourism and relevant infrastructure development.	(2) Road Project Fishing Kits provided	(2) Eco-tourism	(2) Business Trainings by SPEC, but limited to training	(2)
2. Sustainable Environmental Management	2.1 Complimented LED initiatives through a focus on building a diverse “green economy”.	(2)	(2) Eco-tourism	(2) Discussions ongoing but concrete outputs needed	(2)
	2.2 improved local environmental management by strengthening local capacity to responsibly adapt to climate change, reduce the risk of disasters as well as minimize the adverse effects of climate change.	(2)	(2) Energy conservation measures	(2) Disaster preparedness drills done in few villages; Plans for Coral rehabilitation	(2)
	2.3. focused on promoting “green jobs” for all employable village residents in agriculture, fisheries and handicraft manufacturing, as well as community-led and owned adaptation measures that contribute to preserving and restoring environmental quality.	(2)	(2)	(2)	(2)

3. Social and Cultural Development component	3.1 aimed to strengthen the local governance systems	(2) Active Involvement of Island Councils	(2) Active involvement of Village Councils	(3) Active involvement of Village Councils Local governance trainings held	(3) Active involvement of Village Councils Local governance trainings held
	3.2 focused on enhancing livelihoods by addressing challenges in education (primary to adult education, literacy/ numeracy etc), primary health care and in institutionalizing indigenous knowledge of the environment (including traditional conservation practices.	(2)	(2)	(2)	(3)
	3.3 Facilitated equity and gender mainstreaming at the local level.	(3) Only in village consultation and VSDP development	(3) In village consultation and VSDP development Women leading two action teams – health, women issues (including exploration of IGAs for women)	(3) Only in village consultation and VSDP development	(3) Only in village consultation and VSDP development

The component of LED focusing on promoting green enterprises, establishing public-private partnership, facilitating business trainings gets the score of 2. There are several reasons for this; firstly in terms of concrete outputs, there were hardly any tangible and visible green enterprises that got initiated; secondly, the business trainings were facilitated in Samoa, but they stopped at project development, there were no linkages established for marketing, funding etc; thirdly partnerships were initiated with WIB, STA etc. but they were for one off activity, no long term partnership strategy was worked out (here it is important that the entire component of livelihoods in Samoa was done through ERP and not through CCSDP). Therefore, due to lack of strategic focus on livelihood promotion, the LED component suffered adversely and could do better in the concluding year implementation.

The fate of Sustainable environment Management with focus on promoting green jobs, climate change adaptation and disaster preparedness was also in the stage where the initiatives have just begun or in planning stage. The entire component was rated as 2 as again a strategic focus was lacking and achievements in terms of impact are yet to be seen; a few disaster drills here and there, supporting a beach fale, building a fale etc. cannot be ignored but these one off examples, needs a well planned implementation strategy to really make a dent.

The third component of Social and Cultural Development was both the highlight and the saving grace of the project. The most effective aspect was that the village consultation and VSDP preparation process was equity and gender sensitive, the main local governance structure – Village/ Island/ Atoll Councils were involved from the very beginning, this automatically gave credence to the initiative within the community and soon everyone joined in this community participation process. A few trainings on good governance in Tokelau, Samoa, Cook Islands initiated the process towards strengthening LSG, however more trainings were needed across all Councils. Since both UNDP and the Implementing Partners still have a year to plan and implement midcourse strategic modifications to strengthen the weak components of Sustainable Environmental Management and Local Economic Development.

The participatory process went well due to UNDP's effective technical guidance by way of inputs to implementing partners (IPs) on Appreciative Inquiry, PRA and ABCD. IPs along with UNDP personnel took forward the process of intensive village consultation and VSDP development.

CCSDP as a program was also assessed under the five evaluation parameters of Relevance, Efficiency, Effectiveness, Replicability and Sustainability. The scoring in the matrix below is based on the consolidation of the responses of the community, Implementing Partners, CSOs and UNDP Project Staff against each of these parameters. The log frame was taken as a base for facilitating all discussions.

It is important here to mention that the respondents gave their responses after having accepted that 'only the village consultation and VSDP preparation sub component of the project actually took place'.

	Evaluation Parameters	Country Wise Grading (1-5) (where 1 is the least and 5 is the maximum)			
		Cook Islands	Niue	Samoa	Tokelau
CCSDP	Relevance (Importance in country contexts and potential of component, significance)	5	5	5	5
	Efficiency				
	Role of Implementing Partners	3	3	3	2
	Role of UNDP MCO	3	3	3	3
	Competence of UNDP Staff	3	3	3	3
	Competence of IP's Staff	3	3	3	3
	Reporting – QPRs, AWP's,	3	3	3	2
	Technical Backstopping,	3	3	3	2
	Monitoring Visits	1	1	1	1
	Steering Committee	2	2	-	-
	Management & Financial Systems	3	3	3	3
	Effectiveness (Value/ worth/ usefulness of the Project)	3	3	3	3
Replicability (Has great potential because still one year of project remains to intensify implementation & scaling up)	4	4	4	4	
Sustainability In terms of continuity, ownership & long term strategic impacts	3	3	3	3	

All stakeholders across the four countries believed that CCSDP and its components were relevant to their problems and needs. Bottom-up planning, environment sustainability and promotion of livelihoods were cited as important project components that the respondent felt were important.

Role of Implementing Partners, Role UNDP MCO, Competence of UNDP Staff, Competence of IP's Staff, Reporting – QPRs, AWP, Technical Backstopping, Monitoring Visits were rated as average and satisfactory – a score of 3. The reason why they were not given a scoring above 3 was that firstly, the implementing partners felt that they were lost on how to move ahead once the VSDPs were in place; they kept waiting for technical inputs from UNDP; secondly, UNDP staff felt that everything was detailed out in the prodoc and once the VSDPs were in place, the next logical step was taking up the priorities and addressing them; thirdly the community representatives felt that there was good momentum in the project till the VSDPs were made, after that there was a kind of quiet period. These perceptions combined with the fact that the project did not move beyond the stage of consultations and VSDP preparation brought the score down to an average of 3.

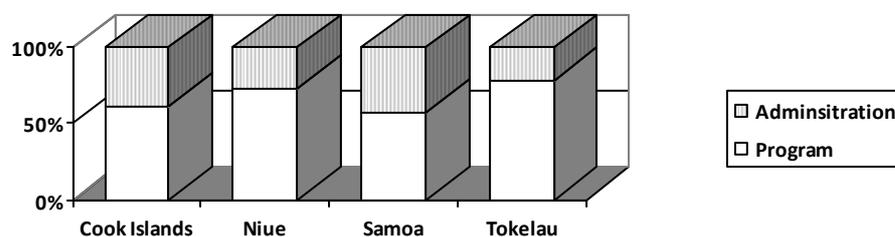
There is ample scope in the last year for showing good results in terms of scaling up the planned activities and making innovations in implementation strategies because the environment is well set along with a good combination of the competent teams for excellent implementation.

Steering Committee and Management & Financial Systems were some other parameters against which the efficiency of the project was assessed. Steering Committee worked well in Cook Islands and Niue but needs to be institutionalized as the sustainability of the project will ultimately be dependent on the structure that continues the mechanisms and provides a link to the processes initiated during the current project for replication in left out or new areas.

The management and financial systems are well laid in the project, but extra focus on the monitoring systems supported by more frequent visits for monitoring and technical back stopping would certainly increase the efficiency and effectiveness of the project implementation.

The project spending needs to be reviewed and monitored closely with expediting timely releases, follow up reminders for delayed submissions of action plans and reporting would strengthen the final year implementation.

Administration and Program Cost in CCSDP



Out of the total allocated budget of USD 1700,000 till the time of evaluation USD 603,861 was spent, that comes to a total of 35.5% indicating that 64.5% budget still available for utilizing on the project implementation. This is an opportunity to revisit the project implementation strategy and developing an exit plan and if need be an extension for scaling up could be thought for another one year during which the exit strategy could be implemented focusing on project impact stabilization and handing over.

Replicability, especially while looking at it from the point of view of the potential that the project has still to deliver was rated as 4. The reason being that there is still one year with the project where the project can share the VSDPs with line departments and agencies for exploring funding; identify areas of public private partnerships; based on the VSDPs, some sub-sector studies for promoting livelihoods could be taken up and mechanisms be established to try the models created during the current implementation phase in new areas.

In terms of sustainability, again the scores go down as the continuity will depend on how the project performs in this last year of implementation. However, looking at continuity from the point of view of a sequel to CCSDP, the scoring was between 4 to 4.5, the reason being that this phase of CCSDP has been able to create a conducive environment for taking up the next components of the project and scaling it up with the developed resource and capacity.

Therefore, CCSDP has been instrumental in strengthening the participatory processes in the program countries; however, it is imperative that in this last year of project, mid-course modifications in strategy in terms of scaling-up, strengthening the livelihood focus, focusing on issues of environmental sustainability & climate change adaptation, are thought of. It is also important that CCSDP has an exit strategy in place as early as possible. Alongside, efforts are needed for proposing for an extension and/or sequel to the CCSDP.

3.2 ERP Synthesis

The Early Recovery Project (ERP) was implemented in two Pacific Island Countries, Samoa and Cook Islands by UNDP MCO Samoa. Both ER projects were “response to the event – Tsunami/ Cyclone. In both however, the sequence of response was same - humanitarian and relief work followed by recovery.

Total allocated budget for Early Recovery Project in Samoa was USD 500,730 with an expenditure of USD 318,934. ERP in Cook Islands with the allocated budget of USD 100,000 and of this the expenditure was USD 33,015.

As part of the DRR, the focus was on to equip the community and the government agencies in DRR/ DRM and establishing effective EWS. The component of enhanced capacity of local governance structures on DRR and DRM are still being strengthened in the project. Efforts on restoring livelihoods are in the process, while few activities have been initiated with the networking of other agencies and donors.

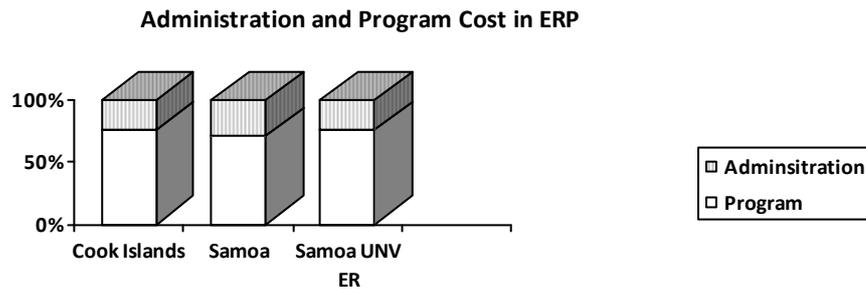
The matrix below shows the scoring against each component and subcomponent of ERP. The ranking done of the various targets is on a scale of 1 to 3, where 1 is not achieved or where the project has not done well, 2 is where the project has made efforts and 3 is where the target was achieved.

Project	Evaluation Parameters	Country Wise Grading (1-3) (1 being lowest and 3 being highest)	
		Cook Islands	Samoa
ERP	Relevance (importance in country contexts and potential of component, significance)	3	3
	Efficiency Role UNDP MCO	2	2
	Competence of UNDP Staff	3	3
	Reporting –QPRs, AWP, Technical Backstopping,	3	3
	Monitoring Visits	2	2
	Management & Financial Systems	3	3
	Effectiveness (efficacy-value/ worth/ usefulness; efficiency-competence)	3	3
	Replicability (Disaster Preparedness/ disaster drills, EWS, DRR/DRM)	3	3
	Sustainability Continuity	3	3

The ER project has seen to be relevant in the context of preparedness and response to the tsunami and cyclones in two countries and considering the regional disasters. It has a great significance in

developing the EWS, developing the capacities of government and local stakeholders too in addressing the emergencies hence rated 3.

The implementation during the cyclone and tsunami was efficient considering the size of programme of UNDP and the rating of 2 for role, technical back stopping and monitoring visits is in the context of it being a coordinating agency for the relief and humanitarian support during the disasters. In terms of coordination of recovery programme, the role of UNDP has been satisfactory but efforts need to be made to ensure that the NDMO/ EMCI plans get actualized timely at the local level.



The administrative and program costs as shown in the figure picture reflects proportionate spending in both the heads in both Cook Islands and Samoa. A total of 58% was spent in ERP (Cook Islands+Samoa+UNV component), 42% of the funds still remain. The expenditure on program has been to the tune of 75% and the remaining 25% on administration.

The project has come to an end but another three months could be utilized for consolidation of interventions and strategically address the issues of governance, disaster preparedness and livelihood promotion. It is an advantage for UNDP MCO that in both the ERP countries, the CCSDP interventions can be dovetailed to provide for strategic direction for sustainable development. In Aitutaki, ERP has ended, but CCSDP planning process will now start. Similarly, in Samoa, in all ER villages, the planning process was through CCSDP. Therefore as a strategy, CCSDP can now provide long term sustainability to the ERP.

4. Annexures

Annexure I

UNDP MCO Samoa

UNDP works in 166 countries through a network of 135 country offices worldwide and aims at working with these countries on their own solutions to global and national development challenges.

UNDP MCO was officially set up on 1st July 1979 and covers four (4) Pacific Island Countries (PICs) in the South Pacific Polynesian sub-region. These are the Cook Islands, Niue, Samoa and Tokelau. The UNDP Multi Country Office (MCO) aims to “making a difference in Pacific people’s lives” by supporting countries to accelerate progress on human development. This means that all UNDP policy advice, technical support, advocacy, and contributions to strengthening coherence in global development finance is aimed at one end result: real improvements in people’s lives and in the choices and opportunities open to them. The MCO works closely with the four Governments and Non Government Organisations on development programmes in the areas of: Democratic Governance, Sustainable Livelihoods/ Poverty Reduction, Crisis Prevention & Recovery, Environment and Energy and Gender Mainstreaming. The MCO Samoa has 26 staff members, headed by Ms. Nileema Noble, Resident Coordinator/ Resident Representative.

Vision

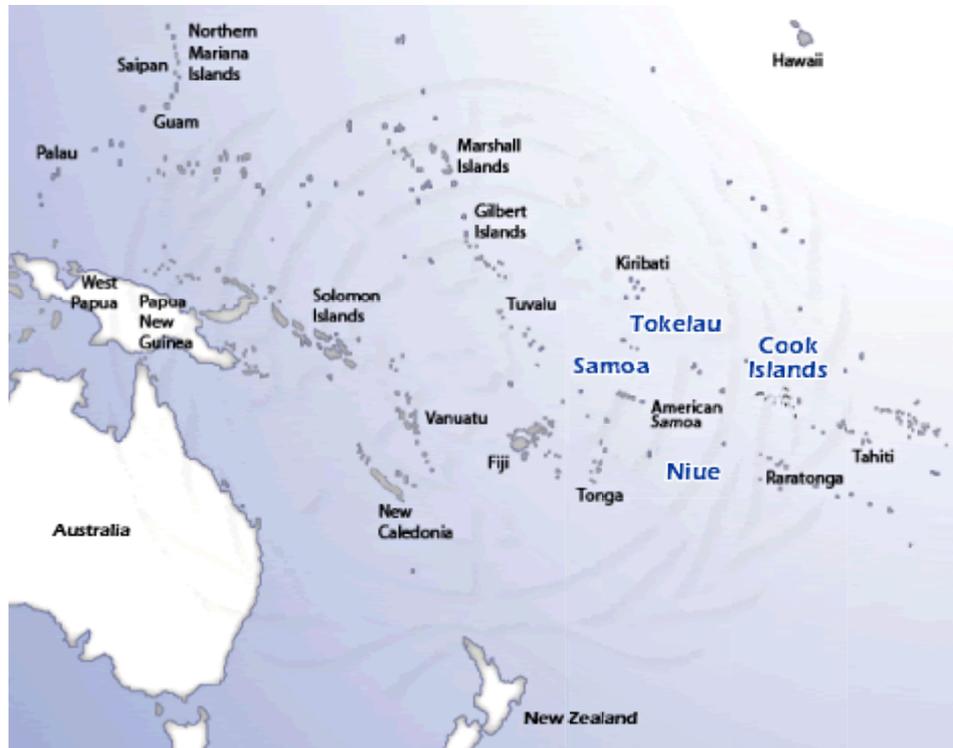
Pacific peoples living in prosperous, secure and peaceful communities empowered to create sustainable livelihoods while embracing the uniqueness of their cultures and natural environments in a changing world.

Mission

The UNDP Multi-Country Office in Samoa supports the Cook Islands, Niue, Samoa and Tokelau and the greater Pacific community to achieve their national development priorities, including the Millennium Development Goals. Drawing on partnerships, global networks and local knowledge, it works with partners towards poverty reduction, good governance, human rights and environmental sustainability while building the resilience of communities to the impacts of climate change and natural disasters.

Country Profiles

Pacific Map

**Cook Islands** Capital City: Rarotonga

Population: 21,750 (July 2007 est.)

Geography: With a total area is 240 square kms, the Cook Islands consist of many low coral atolls in the north and volcanic hilly islands in the south.

Economy: Like many other South Pacific island nations, the Cook Islands' economic development is hindered by the isolation of the country from foreign markets, lack of natural resources, periodic devastation from natural disasters, and inadequate infrastructure. Agriculture provides the economic base with major exports made up of copra and citrus fruit. Manufacturing activities are limited to fruit processing, clothing, and handicrafts. Trade deficits are made up for by remittances from emigrants and by foreign aid, overwhelmingly from New Zealand. Efforts to exploit tourism potential, encourage offshore banking, and expand the mining and fishing industries have been partially successful in stimulating investment and growth.

Niue Capital city: Alofi

Population: 1,492 (July 2007 est.)

Geography: With a total area of 260 square km, Niue is one of the world's largest coral islands with the terrain comprised mostly of steep limestone cliffs. There has been increasing attention to conservationist practices to counter loss of soil fertility from traditional slash and burn agriculture.

Economy: The economy suffers from the typical Pacific island problems of geographic isolation, few resources, and a small population. Government expenditures regularly exceed revenues, and the shortfall is made up by critically needed grants from New Zealand that is used to pay wages to public employees. Niue has cut government expenditures by reducing the public service by almost half. The agricultural sector consists mainly of subsistence gardening, although some cash crops are grown for export. Industry consists primarily of small factories to process passion fruit, lime oil, honey, and coconut cream. The sale of postage stamps to foreign collectors is an important source of revenue. The island in recent years has suffered a serious loss of population because of migration of Niueans to New Zealand.

Tokelau **Capital City: Each atoll has its own administrative center**

Population: 1,449 (July 2007 est.)

Dependency: Self-administering territory of New Zealand; note - Tokelauans are drafting a constitution and developing institutions and patterns of self-government as Tokelau moves toward free association with New Zealand

Geography: With a total area of 10 square km, Tokelau consists of three low-lying atolls, enclosing large lagoons. Current environment issues include the very limited natural resources and overcrowding, which is contributing to emigration to New Zealand.

Economy: Tokelau's small size (three villages), isolation, and lack of resources greatly restrain economic development and confine agriculture to the subsistence level. The people rely heavily on aid from New Zealand - about \$4 million annually - to maintain public services, annual aid being substantially greater than GDP. The principal sources of revenue come from sales of copra, postage stamps, souvenir coins, and handicrafts. Money is also remitted to families from relatives in New Zealand.

Samoa **Capital City: Apia**

Population: 214,265 (July 2007 est.)

Geography: With a total area of 2934 square km, Samoa is an island archipelago with the two main islands of Upolu and Savaii. The terrain consists of narrow coastal plains with volcanic, rocky, rugged mountains in interior.

Economy: The economy of Samoa has traditionally been dependent on development aid, family remittances from overseas and agricultural exports. Agriculture employs two-thirds of the labor force, and furnishes 90% of exports, featuring coconut cream, coconut oil, and copra. The manufacturing sector mainly processes agricultural products. The decline of fish stocks in the area is a continuing problem. Tourism is an expanding sector, accounting for 16% of GDP; about 85,000 tourists visited the islands in 2000. The Samoan Government has called for deregulation of the financial sector, encouragement of investment, and continued fiscal discipline. Foreign reserves are in a relatively healthy state, the external debt is stable, and inflation is low.

Source: The World Fact book 2008

CCSDP Evaluation Questionnaire for IPs, CSOs, UNDP

Components	Sub Components	Key Questions
1. Local Economic Development (LED)	economic and entrepreneurship development, which aimed to increase productivity leading to greater economic development at the community level.	<ol style="list-style-type: none"> 1. What do you understand by LED and its sub components? 2. What steps did you take to implement these in your country/ project area/ How did you implement these components 3. What according to you were the more relevant components and why? 4. Which agencies/ stakeholders did you interact with and what was their role in the project? 5. What special efforts did you make to achieve the targets under this component? 6. How do you view your and UNDP's efforts in the project? 7. What according to you were the highlights of the project? 8. What were the constraints/ Challenges faced in implementing the project? 9. What are your suggestions for making CCSDP more effective 10. What are your suggestions for any future project in your country 11. Please add some case studies highlighting the achievements/ constraints/ challenges
	Strengthening private-public sector partnerships and have a strong focus on empowerment in order to increase social capital and curb migration.	
	development of micro and small-scale business development; business training; agriculture production, including addressing food security; fisheries; tourism; and relevant infrastructure development.	
2. Sustainable Environmental Management	Complimented LED initiatives through a focus on building a diverse "green economy".	<ol style="list-style-type: none"> 1. What do you understand by Sustainable Environment Management and its sub components? 2. What steps did you take to implement these in your country/ project area/ How did you implement these components 3. What according to you were the more relevant components and why? 4. Which agencies/ stakeholders did you interact with and what was their role in the project? 5. What special efforts did you make to achieve the targets under this component? 6. How do you view your and UNDP's efforts in the project? 7. What according to you were the highlights of the project? 8. What were the constraints/ Challenges faced in implementing the project? 9. What are your suggestions for making CCSDP more effective 10. What are your suggestions for any future project in your country 11. Please add some case studies highlighting the achievements/ constraints/ challenges
	improved local environmental management by strengthening local capacity to responsibly adapt to climate change, reduce the risk of disasters as well as minimize the adverse effects of climate change.	
	focused on promoting "green jobs" for all employable village residents in agriculture, fisheries and handicraft manufacturing, as well as community-led and owned adaptation measures that contribute to preserving and restoring environmental quality.	
3. Social and Cultural Development	aimed to strengthen the local governance systems	<ol style="list-style-type: none"> 1. What do you understand by Social and Cultural Development and its sub components?

component	<p>focused on enhancing livelihoods by addressing challenges in education (primary to adult education, literacy/ numeracy etc), primary health care and in institutionalizing indigenous knowledge of the environment (including traditional conservation practices.</p>	<ol style="list-style-type: none"> 2. What steps did you take to implement these in your country/ project area/ How did you implement these components 3. What according to you were the more relevant components and why? 4. Which agencies/ stakeholders did you interact with and what was their role in the project? 5. What special efforts did you make to achieve the targets under this component? 6. How do you view your and UNDP's efforts in the project? 7. What according to you were the highlights of the project? 8. What were the constraints/ Challenges faced in implementing the project? 9. What are your suggestions for making CCSDP more effective 10. What are your suggestions for any future project in your country 11. Please add some case studies highlighting the achievements/ constraints/ challenges
	<p>facilitated equity and gender mainstreaming at the local level.</p>	

ERP Evaluation Questionnaire

Focus Area	Key Questions
1. Rehabilitation of Livelihoods among individuals and communities affected by Tsunami/ Cyclone Pat	<ol style="list-style-type: none"> 1. What do you understand by this component? 2. What steps did you take to implement these in your country/ project area/ How did you implement these components 3. What according to you were the more relevant components and why? 4. Which agencies/ stakeholders did you interact with and what was their role in the project? 5. What special efforts did you make to achieve the targets under this component? 6. How do you view your and UNDP's efforts in the project? 7. What according to you were the highlights of the project? 8. What were the constraints/ Challenges faced in implementing the project? 9. What are your suggestions for making ERP more effective 10. What are your suggestions for any future project in your country 11. Please add some case studies highlighting the achievements/ constraints/ challenges
2. Improved disaster risk management and climate change adaptation at community level	<ol style="list-style-type: none"> 1. What do you understand by this component? 2. What steps did you take to implement these in your country/ project area/ How did you implement these components 3. What according to you were the more relevant components and why? 4. Which agencies/ stakeholders did you interact with and what was their role in the project? 5. What special efforts did you make to achieve the targets under this component? 6. How do you view your and UNDP's efforts in the project? 7. What according to you were the highlights of the project? 8. What were the constraints/ Challenges faced in implementing the project? 9. What are your suggestions for making ERP more effective 10. What are your suggestions for any future project in your country 11. Please add some case studies highlighting the achievements/ constraints/ challenges
3. Strengthening early recovery coordination and capacity building	<ol style="list-style-type: none"> 1. What do you understand by this component? 2. What steps did you take to implement these in your country/ project area/ How did you implement these components 3. What according to you were the more relevant components and why? 4. Which agencies/ stakeholders did you interact with and what was their role in the project? 5. What special efforts did you make to achieve the targets under this component? 6. How do you view your and UNDP's efforts in the project? 7. What according to you were the highlights of the project? 8. What were the constraints/ Challenges faced in implementing the project? 9. What are your suggestions for making ERP more effective 10. What are your suggestions for any future project in your country 11. Please add some case studies highlighting the achievements/ constraints/ challenges

Photo Documentation

Annexure IV

References

1. Quarterly Progress Reports of Samoa, Cook Islands, Tokelau and Niue
2. Annual Work Plans Samoa, Cook Islands, Tokelau and Niue
3. Face Forms
4. Atlas Formats
5. Handover Notes by Justin Locke
6. Mission Reports
7. Village Sustainable Development Plans
8. National Strategic Plans
9. CPAPs – Samoa, Niue, Tokelau and Cook Islands
10. Improved Local Governance for Sustainable Community Development in Samoa – Ernesto Bautista, UNDPPC
11. Feasibility Study for Civil Society Support Program for Samoa
12. CCSDP Project Document
13. ERP project Documents – Cook Islands and Samoa
14. NESAF Final Draft
15. ROAR 2009
16. MCPD Document, Samoa
17. UNDP Strategic Plans
18. CBA Project Document
19. Disaster and Emergency Management 2007
20. Approved NDMP
21. Cyclone PAT Recovery and Reconstruction Plan
22. Red Cross Report – Cook Islands & Samoa
23. GoS Tsunami Response Report
24. Aitutaki Draft Needs Assessment Report
25. GoS-UNDP ERP Strategy

List of Persons Contacted

S.No	Country	Persons Met
1	Cook Islands	<ol style="list-style-type: none"> 1. Mac Mokoroa - Office of Prime Minister 2. Elizabeth Koteka - Office of the Prime Minister 3. Dianne Charlie - Office of the Prime Minister 4. Marianna Bryson - Aid Management Office 5. Maara Tetava - Commissioner of Police, Police HQ 6. Otheniel Tangianau & Donye Numa - Ministry of Infrastructure Planning 7. Nikki Rattle - Secretary General, Cook Islands Red Cross 8. Russell Thomas - NZAID 9. Sabati Solomona - Island Secretary Aitutaki 10. Joseph Akaruru, Project Manager, Housing Project 11. Peter Scantlebury, Quality Assurance TA 12. James Gosselin – Ministry of Foreign Affairs 13. Vaitoti Tupa - Director YES 14. Vaine Wichman – Project Coordinator CCSDP 15. Vaine Teokotai – Project Coordinator ERP 16. Lloyd Miles – CIIC 17. Miki – CIIC 18. Joseph – CIIC 19. Tai Herman – Former Mayor, Aitutaki 20. Sabati Solomona – Island Secretary, Aitutaki 21. .Representatives of Women Groups, Youth Groups, Church based organisations, Island Council, Island Administration, CCSDP/ Action Teams 22. ARC Members
2	Niue	<ol style="list-style-type: none"> 1. Hon. Premier Toke T. Talagi Jamal Talagi 2. Diamond Tauevihi - Department of Community Affairs (DCA) 3. Toe Tukutama - DCA 4. Bertha - - 5. Richard Hipa - SOG 6. Christine Ioane - Head of External Affairs 7. Hon. Togia L. Sioneholo - Minister for Community Affairs Dept - 8. Tauaasa Taafaki - New Zealand High Commission Commissioner 9. HOD Sauni Togatule - PACC Focal Point 10. Harden Talagi PACC Project Coordinator 11. Natasha Toeono – Tohovaka Department of Youth Affairs 12. Hakupu Village CCSDP Committee 13. Tom Misikea (VC Chairperson) 14. Natasha Toeono-Tohovaka 15. Crossley Tatui 16. Rossy Misiepo 17. Taumalua Jackson 18. Niu Tauevihi 19. Michael Jackson 20. Andre Siohane 21. Hon. Young Vivian 22. Ahohiva Levi

		<ul style="list-style-type: none"> 23. NGOs & CSOs Representatives 24. Samoa Togakilo (Niue Council of Women Treasurer) 25. Inangaro Vakaafi (Niue Youth Council Chairperson) 26. Pastor Ray Pasene (Niue Council of Churches) 27. Alan Tano (NISANOC) 28. Sioneheke Leolahi (NIUANGO Secretary & NIFA rep) 29. Gabe Vaera (Niue Chamber of Commerce rep) 30. Charlie Tohovaka (Makefu Village Council rep) 31. Ahohiva Levi (NIUANGO Chairperson) 32. Rev. Nuka Tauevihi (Vaiea Pastor) 33. Tuapa CCSCDP Committee 34. Fisa I. Pihigia (Chairperson) 35. Jay Eveni-Gataua 36. Doreen Siataga 37. Pokau Sionetama 38. Pihigia (Chairperson) 39. Doreen Siataga – Treasury Representative 40. Treasury Representatives - Mrs Doreen Siataga, 41. Charlene Tukiuha – DCA 42. Representatives of Women Groups, Youth Groups, Church based organisations, Village Council, CCSDP/ Action Teams
3	Samoa	<ul style="list-style-type: none"> 1. Le'apai Tu'ua 'Ilaoa Asofou So'o – Vice Chancellor, National University 2. Su'a Julia - ADRA 3. Filomena Nelson – NDMO @MNRE 4. Senele Tualailale - SPEC 5. Rosa Toese- SPEC 6. Ken - SPBD 7. Nanai S. Agaiava - CCSDP/ERP Project Coordinator 8. Susan Vize – UNESCO 9. Kevin Petrini – UNESCO 10. Mathew Tofilau – CSSP@MoF 11. Laifa Asovale – CSSP@MoF 12. Kilali Alailima – CSSP@MoF 13. Roina Vavtau – SUNGO 14. Christine Saaga – NZAID 15. Peter Zwart – New Zealand Aid Program 16. CEO,ACEO of MNRE, MWCSO MoF, 17. Representatives of Representatives of Women Groups, Youth Groups, Church based organisations, Village Council, CCSDP/ Action Teams
4	Tokelau	<ul style="list-style-type: none"> 1. Ake Puka-Manga (Tokelau Project Coordinator) 2. Jovilisi Suveinakama (Tokelau Project Manager) 3. Lili Tuiofi – Education Adviser 4. Lise Hope Suveinakama – Legal Adviser