

OFFICE OF THE COUNCIL FOR THE ONGOING GOVERNMENT OF TOKELAU

STATEMENT OF INTENT 2016-2020
ANNUAL WORK PLAN 2016 – 2017



Prepared by OCOG, May 2016
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FOREWORD

It is my pleasure to present the Office of the Council for the Ongoing Government of Tokelau (OCOG) Statement of Intent 2016 – 2020 (SOI) and its first Annual Work Plan (AWP) 2016-2017. The SOI aims to inform stakeholders and guide staff on the key strategic areas that the department will focus on during the 2016 – 2020 period as it commits to improving the quality of service delivery and its contribution to accelerating the enhancement of the quality of life in Tokelau.

The SOI is closely aligned to the Tokelau National Strategic Plan 2016 – 2020 and emphasises the importance of quality advice, reliable support and effective coordination on informed decision making by the Council for the Ongoing Government of Tokelau and the General Fono. While the SOI outlines the five policy outcomes that OCOG will focus on the AWP will provide the accompanying details on how and where the Department will engage in order to achieve these policy outcomes. The AWP will be the basis of the Departments budget submissions each financial year.

While we should recognise the many challenges that continue to influence the delivery of service to our people we also need to acknowledge the numerous opportunities that lie ahead and need to be seized in order to accelerate the quality of life on the atolls. The use of this SOI and accompanying AWP over the next four years will set out targets that need to be met by the various units within the Department and will contribute to achieving national priorities. These targets will form part of the Department's performance review and will be regularly monitored and reported on.

I encourage the staff to excel in your individual areas of work but at the same time work collectively towards effectively achieving our goals. I look forward to your collaborative efforts to implement the SOI and accompanying AWP and believe that this will contribute to enhancing delivery of services to our people in Tokelau.

God bless

Aliki Faipule Afega Gualofa

Ulu o Tokelau

OCOG Statement of Intent 2016-2020

Rationale:

The Office of the Council for the Ongoing Government of Tokelau (OCOG) Statement of Intent 2016-2020 (SOI) is designed to guide OCOG Annual Work Plans for the intended period (2016-2020). The SOI is intended to keep the Department's focus aligned to the nation's mission and vision. The change of term from OCOG Strategic Plan to OCOG SOI allows users to provide more clear distinction of the documents noting that the term Strategic Plan is commonly used throughout various levels of planning at sectoral and national level. The SOI is aimed to inform the Minister for OCOG (Ulu o Tokelau) and Staff on the key strategic focus of the Department for 2016-2020.

Key roles:

The OCOG provides advice and support to the Ulu o Tokelau and the Council for the Ongoing Government. Through the extension of this key function, OCOG also provides support to the General Fono (GF) and the Taupulega of Atafu, Nukunonu, and Fakaofu through the Secretariat and the Offices of the Taupulega, respectively. OCOG coordinates and advice the work of other government departments and agencies, so that decision-making takes account of all relevant viewpoints and the advice is as coherent and complete as possible. OCOG key roles include:

1. Supporting the Council and the Ulu o Tokelau;
2. Supporting the General Fono (GF) and Secretariat;
3. Bringing Sectors together;
4. Bringing Development Partners together;
5. Liaising and engaging with the Office of the Administrator on behalf of the Council.

Strategic direction:

OCOG's mission is to support our leaders and departments achieve national development, resulting in a good quality of life for all our people without compromising their values and future viability. OCOG will achieve its mission by ensuring that:

1. Our leaders make decision in accordance with the principles of good governance and with respect to our culture;
2. All Villages (nuku) and Departments work together to achieve Tokelau's vision and objectives under the Tokelau Development Platform 2016-2020 and beyond;
3. Tokelau's relationship with New Zealand will be managed in accordance with the Joint Principles of Partnership;

4. All national activities will continue to be implemented in a manner that is respectful of our communities and their culture and environment;
5. Tokelau values and principles are upheld. These values and principles include:
 - Tokelau is founded on God;
 - Respecting the uniqueness of each of the three nuku;
 - The nuku are the foundation of the nation;
 - The Tokelau Office in Apia provides services to all the people of Tokelau;
 - Value honesty and integrity;
 - Value each other and working colleagues;
 - Commitment, consistency, transparency, and accountability;
 - Respect and value Tokelau language, culture, and religious beliefs;
 - Value efficiency and timely delivery of services;
 - Timely and accurate reporting;
 - Coordinate efficient, effective advice;
 - Value critique and constructive feedback.

The Government's strategic vision is to build healthy and active communities with opportunities for all. For this reason the key strategic priority for the next decade (2016-2025) is to focus on self-reliance and self-determination in a manner that could support a satisfactory quality of life in Tokelau.

OCOG has identified five key policy areas to focus on to achieve self-reliance and self-determination in a manner that could support a satisfactory quality of life in Tokelau. The 5 key policy areas are as follows:

1. *Well informed and supported decisions*
2. *Effective coordination for positive results*
3. *Strategically creating opportunities for Tokelau*
4. *Improving products and services*
5. *Be a High-Performance Service Provider*

National Strategic Vision: *Improved Quality of Life with Opportunities for All*

Policy Outcomes:

1. *Well informed and supported decisions*
2. *Effective coordination for positive results*
3. *Strategically creating opportunities for Tokelau*
4. *Be a High-Performance Service Provider*
5. *Improving products and services*

Contributing to Policy Outcome 1: *Well informed and supported decisions*

The Council is the 'Executive Government'. In chairing the Council, the Ulu o Tokelau leads, implements and coordinates the work of the Government, when the GF is not in session. OCOG's focus is to bring together support from the respective departments and nuku, to ensure that Ministers of the Council make informed decisions that would support their contribution and engagement in Council.

OCOG will achieve this through close consultation with the Senior Management Team (SMT) and the Director, General Manager (GM), and Coordinator of the three Offices of the Taupulega. Likewise the GM, Apia will work closely with the Administrator of Tokelau to ensure that the New Zealand Government (NZG) is able to contribute to the issues at hand. As focal point for all foreign entities, OCOG's role is to ensure that key information is provided to support the Ulu o Tokelau and Council make fully informed decisions.

Contributing to Policy Outcome 2: *Effective coordination for positive results*

A great deal of OCOG's activities focus on facilitating government decision-making at a strategic and policy level. To achieve this, OCOG relies on close relationships with other departments and agencies and – depending on the issue – with Taupulega, Community Based Organisations (CBOs), and the wider community.

OCOG will achieve this through strategic engagement with SMT and development partners in regard to the Tokelau Development Platform 2016-2020. The encouragement is to ensure that 'everyone' is working from the National Plan. Through its coordination role, OCOG promotes effective planning by working together with other departments and agencies that have operational responsibilities. OCOG also has a centre-of-government function in overseeing the preparation of overarching national strategies, in providing support and leadership for relevant policy and legal development, and coordination work.

Contributing to Policy Outcome 3: *Strategically creating opportunities for Tokelau*

OCOG is strategically placed within the Government's structure to be able to engage information; process this to address a whole set of issues across the board; and in working closely with SMT, explore opportunities through positioning, alignment, and partnership.

OCOG will achieve this through working closely with SMT and Development Partners in developing a National Plan that is aligned to systems and processes that can provide 'an advantage' in promoting a satisfactorily quality of life in Tokelau. OCOG engages with NZG and Development partners to ensure 'differential responsibility' and opportunity.

Contributing to Policy Outcome 4: *Improving products and services*

Improving products and services is crucial to benchmarking a satisfactory quality of life in Tokelau. OCOG is strategically placed within the Government's structure to be able to evaluate and monitor products, and provide service by the delivery of these products.

OCOG will achieve this by working closely with SMT through coordination, planning, performance review, monitoring and evaluation. While it is pertinent that products should be driven by the needs of the people of Tokelau in the villages, it is imperative that products are packaged and delivered in a manner that is equitable and sustainable within Tokelau's planning, budget and legal framework.

Contributing to Policy Outcome 5: *Be a High-Performance Service Provider*

The Tokelau Public Service aims at being a high-performing, trusted and accessible mechanism for delivering public services for Tokelau. Each sector has its own set of skills and key responsibilities. OCOG plays a key leadership and coordination role in aligning the activities of the public service with the Government's priorities and in making sure that the Council and the GF receives the best possible advice before making decisions.

OCOG will achieve this by sharing information and integrating aspects of planning, financing, and development. Key areas already identified as contributing to high performance service provision includes further strengthening of ICT, availability of quality statistics and sound management of human resources. OCOG will work with SMT to develop joint views on where priority issues lie and coordinate resources in the Government's highest-priority policy areas.

Capabilities and Capacity to Deliver:

OCOG's top priority is action to improve whole-of-department performance. OCOG has significant responsibilities in leadership, coordination, implementation and advice. The key capabilities needed to achieve OCOG's outcomes and ensure delivery include:

- high-performing staff;
- good networks and working relationships;
- effective infrastructure;
- effective leadership;
- strong performance management.

OCOG will continue to focus on the management and enhancement of its capability in several priority areas. These would be based on an overall assessment of the department's requirements and business risks.

Budget 2016-2020:

OCOG is targeting to decrease its budget to NZ\$2.0m from a bid of NZ\$2.5m for 2015/16. The Budget Forecast is driven through a combination of institutional strengthening and units operating more

autonomous within OCOG. Units such as Human Resources, Planning & Monitoring Unit, Legal, Statistics, and Climate Change may eventually be operating as semi-autonomous programmes rather than a core function under OCOG.

Financial Year	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast	2019/20 Forecast
Funding Bid	NZ\$2.0m	NZ\$2.0m	NZ\$2.2m	NZ\$2.5m

Increase in funding towards the 2018-2020 period anticipates further work on self-determination.

Operating Environment – Focus and Change:

OCOG is a family of leaders in their own respective areas of work and operate in a constantly changing environment. The Department is focused on providing the “best environment” within the confines of established policies and guidelines to allow heads of units to take responsibility of change while taking ownership of the Department’s mandate. Flexibility is designed to allow alignment and partnerships with opportunity to provide better value and quality of life in Tokelau.

SUMMARY OF OCOG STATEMENT OF INTENT 2016-2020

Vision: The vision of Tokelau for 2016-2020
Currently the vision is “to build healthy and active communities with opportunities for all”. (Subject to national consultation on vision 2016-2020). This allows OCOG to keep focus on the national vision for Tokelau and ensure its outcome contributes towards it.
Mission: How OCOG will work towards to achieve the vision of Tokelau.
OCOg’s mission is to support our leaders and departments achieve national development, resulting in a good quality of life for all our people without compromising their values and future viability.
Strategic Priority 2016-2020:
<ol style="list-style-type: none">1. Self Reliance2. Self Determination
Strategy:
OCOg strategy to address priorities are: <ul style="list-style-type: none">• Our leaders make decision in accordance with the principles of good governance and with respect to our culture;• All Villages (nuku) and Departments work together to achieve Tokelau’s vision and objectives under the Tokelau Development Platform 2016-2020 and beyond;• Tokelau’s relationship with New Zealand will be managed in accordance with the Joint Principles of Partnership;• All national activities will continue to be implemented in a manner that is respectful of our communities and their culture and environment;• Tokelau values and principles are upheld.
Key Policy Areas for Strategic Engagement:
<ol style="list-style-type: none">1. Well informed and supported decisions2. Effective coordination for positive results3. Strategically creating opportunities for Tokelau4. Improving products and services5. Be a High-Performance Service Provider
Delivery Capacities & Capabilities
<ul style="list-style-type: none">• High-performing staff;• Good networks and working relationships;• Effective infrastructure;• Effective leadership;• Strong performance management.• ICT• Quality Statistics• Sound management of human resources

Tokelau mo te Atua!

Office of the Council for the Ongoing Government of Tokelau (OCOG)

Annual Work Plan 2016/17 FY

T: Target; B: Baseline

OCOG Policy Outcome 1: Well informed and supported decisions			
TNSP 2016-2020 Policy Outcome: Good Governance			
Goal: To provide Council with consistent support that will enable them to have constructive engagements during council meetings and make informed decisions for the benefit of Tokelau.			
Activities:	Indicators:	Targets:	Budget
Conduct regular NZ/Tokelau officials meetings to discuss issues of mutual interest and provide NZ with the opportunity to contribute to issues at hand.	<p># of officials meeting</p> <p>Record of meetings documented and communicated</p> <p>Length of time issues between NZ /Tokelau remain outstanding</p> <p>Implementation of meeting outcomes</p>	<p>T: At least 1 meeting per fortnight B: when needed</p> <p>T: Records of meeting (with agreed outcomes) to be finalised and communicated to officials within 3 days following meeting B: none official</p> <p>T: Issues addressed within agreed timeframe. B: currently not monitored</p> <p>T: Meeting outcomes implemented within agreed timeframe B: not officially monitored</p>	\$122,434
Develop and implement framework for submissions to Council (including review of template, SMT reviewing submission, training on template etc)	<p>Progress of reviewing submission template</p> <p>%age of submissions reviewed by SMT before being tabled with Council.</p>	<p>T: Submission template reviewed to include all relevant sections by Dec 2016 B: Current [u1] Template for Council Submission in the Council for the Ongoing Government of Tokelau: Guidelines for Public Servants</p> <p>T: At least 95% of submissions (other than closed session submissions) to be reviewed by SMT 5 days prior going to Council.</p>	\$3,726

	# of days meeting papers submitted to Council/GF prior meeting.	B: zero being reviewed as a collective T: All of meeting papers submitted 10 days prior meetings of General Fono and at least 3 days prior to meeting of the Council B: Less than 50%	
Review or drafting of laws to provide appropriate legal framework for decisions making by General Fono , Council and Board and implementation	Progress of a schedule of laws to be reviewed	T: Schedule to be developed by Dec 2016 and implemented within identified timeframe B: 2015/16 FY 3 laws endorsed	\$70,726
Coordinate and facilitate Council, GF and Board meetings	# of Council meetings held per month # of GF sessions held per Calendar year A complete agenda signed off and circulated prior meetings	T: At least 2 Council meeting per month B: At least 1. Currently restricted by sectoral submissions T: At least 2 GF sessions held each Calendar year B: 2015 – 2 GF sessions held: Feb 2015 and Oct 2015 T: Meeting agendas signed off a week before the meeting and circulated together with relevant meeting papers B: agenda signed off by Council at beginning of each session	\$307,824
Conduct ongoing governance and leadership programmes to enhance decision making	# of good governance sessions for Council , GF members, GF Committees # of good governance sessions for each of the Boards # of good governance sessions for public service # of good governance sessions	T: At least 1 session each per Council, GF and GF Committees(or Taupulega) for 2016/17 FY B: 2015 2 sessions for Council, 1 session for GF T: At least 1 session per Board for 2016/17 FY B: 2015 2 sessions Board of Teletok, Board of Tokelau Government Property T: At least 1 session for the public service for 2016/17 FY B: 2015 2 sessions for Public Servants Apia, 1 session for Education Committee,	\$103,762

	for NGOs committees %age of GG session attendees who found training relevant/useful (M/F)	T: At least 1 session for NGO Committees for 2016/17 FY B: 2 session for Youth, 2 session for Sports T: At least 80% of all attendees found training relevant/useful (M/F) B: 20 participants minimal per session and evaluation fee back provided through completed evaluation forms[u2]	
Sub-total			\$608,472

Policy Outcome 2:Effective coordination for positive results			
TNSP 2016-2020 Policy Outcomes: Good Governance / Human Development			
<i>Goal: To facilitate government decision making through effective coordination of the Tokelau Public Service as well as Development Partners</i>			
Activities:	Indicators:	Targets:	Budget
Conduct regular Senior Management Team Meetings and OCOG Staff Meetings	# of SMT and OCOG meetings. Record of meetings documented and communicated to all staff %age of GF/Council decisions implemented and reported on.	T: At least 1 SMT and 1 OCOG meeting per month B: when needed T: All meetings have documented minutes that are communicated to all staff 5 days following meetings B: None official T: At least 60% of decisions implemented by due date B: Currently not monitored	\$10,145
Engagements with development partners to discuss aspects of Tokelau Development Platform 2016 – 2020.	# of engagements with development partners. TAs secured with Development	T: At least 1 meeting per development partner for FY2016-2017 B: May 2016 2 at present” 1 with NZ Police; 1 with PJSI T:Appropriate TA in place when needed for 2016-2017	\$406,103

	<p>Partners when needed for implementation of Tokelau Development Platform 2016-2020. What is current revenue from Devt Partners and what would be target for increase.</p> <p>Status of development partner's funding matrix</p>	<p>period B: Resourcing through national budget for TA been restrictive to implementation</p> <p>T: Institutionalise Development Partner's Funding matrix and updated on a quarterly basis. B: May 2016 Matrix developed</p>	
Support Departments and Villages in developing their respective Strategic / Development Plans	<p>Template for Department/Village Plans</p> <p>Template for AWP reviewed</p> <p># of Strategic Planning Training/Workshops per Nuku and Dept</p> <p># of Monitoring & Reporting training/workshops per Nuku and Dept</p>	<p>T: Template for Department/Village plans developed and circulated by Dec 2016 B: May 2016 No standard template in place.</p> <p>T: AWP template reviewed and circulated by Dec 2016 B: 2015 AWP Template</p> <p>T: 1 Planning Training/Workshop for each Nuku/Dept B: 2015 No training/workshops took place.</p> <p>T: 1 Monitoring & Reporting Training/Workshop for each Nuku/Dept B: 2015 No training/workshop took place</p>	\$58,876
Council, GF and Board decisions are circulated to SMT with appropriate follow up for implementation	<p># of Council, GF and Boards decision documented and circulated</p> <p># of Council, GF, Board decisions implemented within timelines given by</p>	<p>T: All GF/Council and Boards decisions documented and to be circulated within 2 weeks following meetings B: Currently not monitored</p> <p>T: All GF/Council/Board decisions to commence implementation within 1 month following meetings. B: Currently not monitored</p>	\$5,145

	Council/GF/Board with appropriate progress reports on implementation.	T: All Council reports to each GF to include implementation progress for all approved activities. B: 6 monthly consolidated reporting	
Coordinate alignment and implementation of SDGs and National Priorities	# of SDGs integrated into the National Strategic Plan, village and department plans, # of SDGs indicators incorporated into the National Strategic Plan, village and department plans	T: All SDGs integrated into the National Strategic Plan, village and department plans July 2016 and incorporated in the Tokelau 6 monthly progress reports B: TNSP2010-2015 incorporated MDGs T: At least 2 SDG indicators (per SDG) incorporated into the National Strategic Plan, village and department plans July 2016 and incorporated in the Tokelau 6 monthly progress reports B: May 2016 TNSP 2016-2020 yet to be finalised. Once final mapping of SDGs against National priorities will take place.	\$72,621
Sub-total			\$552,800

Policy Outcome 3:Strategically creating opportunities for Tokelau			
TNSP 2016-2020 Policy Outcomes: Good Governance / Human Development/Sustainability			
<i>Goal: To engage information across all sectors to explore opportunities through positioning, alignment and partnerships.</i>			
Activities:	Indicators:	Targets:	Budget
Strengthen partnerships and explore new partnerships with development partners for sustainable development and raising the quality of life.	# of indicators in TNSP that inform development partner’s frameworks Reporting on progress of indicators to development partners – that satisfy Tokelau’s reporting requirements. Annual Tokelau/Devpt Partner Forum/Summit # of regional and international	T: All relevant indicators/targets in development partner’s framework informed by TNSP indicators and included in Tokelau’s reporting framework. B: TNSP 2010-2015 included relevant MDGs and UNDAF/SPC indicators T: Annual Forum/Summit held by	\$708,647

	<p>meetings/forums that Tokelau participates in.</p> <p>Payment status of membership fees</p> <p># of new projects/programmes funded by development partners as a result of engagement.</p> <p>Progress of Climate Change Strategy</p>	<p>June 2017 B: 2015 no annual Tokelau/Devpt Partner</p> <p>T: Attend annual CROP meetings B: Only 1 missed in 2015</p> <p>T: Attend annual Forum Leaders, PLG, CANCC, CEDAW and PJSI meetings B: 2015 Attended PIF, PLG & CANCC</p> <p>T: Annual talks with Realm Countries B: 2015 Every opportunity taken when leaders are attending same forum. Zero formal arrangements</p> <p>T: At least 3 climate change (Post COP21) meetings attended B: Feb – Sept 2015 11 CC meetings attended by Tokelau and reported.</p> <p>T: All membership fees are paid on time B: 2015 membership fees /pledges to 9 (out of 10) Organisations paid on time</p> <p>T: At least 1 new project per year B: 2015 UNDP funded 2 projects (TESS & GG) and SGP funded 1</p>	
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		<p>project (Youth Keyhole Gardens)</p> <p>T: Climate Change Strategy developed, endorsed and resources identified by Dec 2016 B: Sept 2011 Draft Climate Change Strategy 2012-2017</p>	
Support intergenerational sustainable development platforms and initiatives	<p># of TTF meetings attended</p> <p>%age of annual yield in TTF</p> <p># of EEZ meetings/forums attended</p> <p>%age of annual yield for fisheries</p> <p>Implementation of Tokelau Development Bank</p> <p>Growth rate/proportion of income from stamps & commemorative coins</p> <p># of other investment arrangements/contracts realised</p>	<p>T: All TTF meetings attended B: 100%</p> <p>T: At least 10% annual yield in TTF B: 2015 annual yield of 6%</p> <p>T: All EEZ meetings/forums attended by Tokelau B: Less than 50% by OCOG. 100% by Tokelau</p> <p>T: Maintain 2015 level of fisheries income B:2015 income NZD17M</p> <p>T: Tokelau Development Bank fully functional by June 2017 B: Provision for seed capital made by GF</p> <p>T: At least 1% increase in revenue from stamps by end of June 2016 B: NZD20 revenue received in 2015</p> <p>T: At least 10% increase in revenue from commemorative</p>	\$154,235

		<p>coins. B: USD50 revenue received in 2015</p> <p>T: At least 1 additional investment contract arrangement in place during the FY. B: 2015, 2 contract arrangements in place (NZ Post and Treasure of Oz)</p>	
Provide effective support to CBOs to enhance opportunities for the communities	<p># of CBO meetings organised, facilitated and attended.</p> <p># of CBO projects/programmes</p> <p># of capacity development workshops organised and facilitated for CBOs</p> <p># of national events attended by CBO members</p> <p># of regional and international events attended by CBO members</p>	<p>T: At least 2 CBO meeting per FY B: 2015; 2 face to face meetings, 2 teleconferences</p> <p>T: At least 1 new project/programme per FY B: 2015 1 new programme-Small Grant Climate Change Adaptation Project plus 3 ongoing Programmes for Fatupaepae</p> <p>T: At least 1 workshop per village per FY B: 2015 2 workshops_[U3]</p> <p>T: At least 2 national events attended per FY B: 2015_[U4]; 2 events attended</p> <p>T: At least 2 international events attended per FY B: 2015_[U5]; 2 events attended</p>	\$17,262
Sub-total			\$880,144

Policy Outcome 4: Be a high performance service provider			
TNSP 2016-2020 Policy Outcomes: Good Governance / Human Development/Sustainability/Infrastructure			
Goal: To be a high performing, trusted and accessible mechanism for delivering public services for Tokelau.			
Activities:	Indicators:	Targets:	Budget
Strengthen capacity and capability to coordinate, implement and monitor compliance	Progress of National Human Resource Capacity Development Plan (NHRCDP).	T: NHRCDP commence implementation by Dec 2016 B: May 2016 HRCDP being developed and expected to be approved by GF in July 2016.	\$183,442
Strengthen the organisation with core supporting processes	Level of methodological sound population and economic statistics available Progress of 2017 National Elections Progress of staff performance agreements	T: Tokelau 2016 Census on Population and Dwellings Project to be completed by June 2017 B: 2011 Census on Population and Dwellings T: Consumer Price Index (CPI) data published within month of each quarter to which it relates B: Quarterly CPI releases published since late 2012 T: Completion in 2016 of the Household Income and Expenditure Survey (HIES) conducted in 2015/16 B: No HIES has previously been done for Tokelau T: 2017 National Elections successfully completed with official results published in February 2017 B: 2014 National Elections successfully completed.	\$409,786

	<p>Progress of staff 360 performance reviews</p> <p>Professional development of staff following performance review</p> <p>Development of client satisfaction survey</p>	<p>T: Staff performance agreements to be implemented at second tier of TPS by March 2017 B: 2015 Staff Performance agreements for Directors only</p> <p>T: Staff performance reviews for all national second tier of TPS to be implemented by April 2017 B: 2015 Staff performance reviews for Director only</p> <p>T: Professional development plan in place for staff 4 weeks following performance review and implemented along agreed timelines. B: Kele</p> <p>T: Client satisfaction survey developed and utilized before the end of FY. B: 2015 No client satisfaction survey in place.</p> <p>T: At least 50% of clients (who take the survey) satisfied with services they received. B: 2015 No client satisfaction survey in place.</p>	
Encouraging a supportive working environment for staff to excel in performance	Progress of annual staff satisfaction survey(scorecard)	T: Annual staff satisfaction survey (scorecard) developed and	\$145

	Level of staff satisfaction	<p>commenced use by June 2017. B: 2015 No annual staff satisfaction survey in place.</p> <p>T: At least 50% of staff satisfied with the working environment as per annual staff satisfaction survey (scorecard). B: 2015 No annual staff satisfaction survey in place.</p>	
Enhancing communication with stakeholders	<p>Progress of a national communications strategy</p> <p># of news articles produced</p> <p>Quality of Tokelau National Website</p>	<p>T: National communications strategy to be in place by June 2016 commence implementation by June 2017 B: 2015 No National Communications Strategy in place</p> <p>T: At least 6 news article per month B: May 2016 6 news articles on national website</p> <p>T: The website contains only relevant, regularly updated, and correct information B: lapi</p>	\$30,534
Sub-total			\$623,907

Policy Outcome 5:Improving products and services			
TNSP 2016-2020 Policy Outcomes: Good Governance / Human Development/Sustainability/Infrastructure			
<i>Goal: To monitor and evaluate products and services for continuous improvement in the delivery of quality of public services.</i>			
Activities:	Indicators:	Targets:	Budget
Develop a monitoring and reporting framework for new TNSP	Progress of monitoring and reporting framework for TNSP 2016 – 2020.	<p>T: At least 2 consolidated progress reports per FY. B: 2015 2 Consolidated progress reports (Jan – June 2015 & July – Dec 2015)</p>	\$99,621

	<p># of national indicators monitored and reported against.</p> <p>Judicial Annual Report published</p> <p># of national and relevant regional indicators monitored and reported against.</p>	<p>T: All indicators monitored and reported against. B: TNSP 2010 – 2015 Results Framework to monitor all indicators. 6 monthly reporting by Departments/Villages. 6 monthly consolidated progress reports produced.</p> <p>T: Judicial Annual Report Published for 2015/2016 FY B: 2013/2014 Judicial Annual Report</p> <p>T: All TNSP 2016-2020 and relevant regional indicators monitored and reported against. B: All TNSP 2010 – 2015 (incl JcFD indicators) and relevant regional (incl UNDAF/SPC/MDGs) indicators monitored and reported against in Sector Progress Reports.</p>	
Strengthen TPS capacity to deliver services	<p>Progress of establishment of TPS Commissioner's office.</p> <p># of staff professional development initiatives in place.</p>	<p>T: Office of TPS Commissioner established and fully functional by June 2017. B: May 2016 TPS Commissioner position being advertised.</p> <p>T: All departments to have in place professional development plans for staff based on the HRCPD. B: May 2016 HRCPD being drafted.</p>	\$8,895
Continuous improvement in information management systems – e governance.	Progress of development and implementation of Green Tree system	<p>T: System in place and actively used by all 3 villages plus Apia office by June 2017 B: May 2016 Green Tree under development</p>	\$145,242
Sub-total			\$253,758
TOTAL			\$2,919,081