

**Niue National Lessons Learnt Meeting**  
**Global Climate Change Alliance: Pacific Small Island States project**

**Talo's Restaurant**

**3<sup>rd</sup> December 2015**

**Workshop Objectives**

1. To share information about Niue's GCCA: PSIS project's key result areas and exit strategy.
2. To discuss successes and challenges faced in implementing the coastal protection project and technical assistance activities in Niue.
3. To develop recommendations for improving future projects and discuss ways of sharing these nationally.

**Workshop Chair:** Mr Sauni Tongatule, Director, Department of the Environment

**1. Opening, Welcome and Introductions**

The chairman opened the meeting and explained its purpose. The workshop agenda is presented as Annex 1.

Gillian Cambers, SPC Project Manager, described how this workshop fits into the overall project's aim to share lessons learnt.

**2. Viewing of Niue's Lessons Learnt Video**

This video was shown to present the project background.

**3. Discussions**

Due to the small size of the group it was decided to discuss all the questions in one group. The key questions were:

- What would we do the same
- What would we do differently
- What are we most proud of
- What did not go as planned
- How to share the lessons nationally

***3.1 Technical Assistance Activities***

- Two trainings in proposal preparation using the logical framework approach (LFA) were conducted. Both were very useful and the participants have put the training to good use since the training.
- In particular, the training helped everyone understand the process of project development and how it is related to national priorities and should reflect national conditions.

- One of the comments made by the Chamber of Commerce after the first training was that NGOs and Village Councils should have been involved, so they were invited to the second training, but they did not attend which was disappointing.
- The trainers were very good and experienced in the Pacific. During the second training the group worked on a specific proposal relating to energy and this was useful.
- There is always a need to practise and there is a need to establish a group of practitioners; contractors and the private sector should be involved.
- Niue may consider using the same trainers when they have to prepare a proposal in the future.
- There is a need to do more training on monitoring and evaluation (M&E). The training demonstrated the importance of M&E and how it is crucial for the success of the project.
- This lesson has been learnt to some extent in that the Ridge to Reef project will recruit dedicated M&E and Finance Officers.
- A crucial element of proposal preparation and LFA is having baseline data. Having the Cost Benefit Analysis (CBA) prepared for this project was extremely useful in this regard.
- During the preparation of the institutional framework for the Climate Change Division it was useful and interesting see the different perspectives from Environment, Disaster, Infrastructure and Crown Law and their capabilities in the field of climate change.

### ***3.2 Climate Change Adaptation Project***

#### *Design and procurement*

- There were serious problems with procurement, particularly the level of authority. The project team had to convince Cabinet to build the moulding facility in Niue. One of the lessons was to get politicians involved from the start and to keep them informed of developments.
- Cost benefit analysis (CBA) should be included in future proposals and projects. The CBA together with the technical report gave a very good foundation for the project. This was the first time a CBA had been done for a project in Niue.
- Initially the design had been for a 10m<sup>3</sup> tank for each household but the CBA provided the justification for a 5,000 litre tank per household (large households could buy an extra tank if they wanted).
- There is now a tender committee but the terms of reference need revising.
- There was some confusion at the start as to whether the goal of the project was climate change adaptation or disaster risk management.
- The existence of the household tanks allows for the disconnection, maintenance and flushing of the reticulated system without serious inconvenience.
- This project was the first time that first flush devices had been used in Niue.

#### *Public perception*

- People wanted things done immediately and some expected everything to be done for free. This perception needs to be addressed with future project design.

#### *Administration*

- There was a disconnection with the Public Service Commission (PSC). It took 2 years to recruit the National Coordinator. The PSC saw project positions as “double dipping” and did not understand the extra work that was involved in implementing the project.
- The National Coordinator needs to be in place at the beginning of the project.
- The Public Coordination and Management Unit is recruiting staff outside of the PSC.
- It is important for the PSC to develop a policy for hiring project staff and keeping them within the government service. The policy should address issues such as levels of

remuneration, entitlement leave, superannuation etc. and include mechanisms such as “top-up” and secondment. Attempts have been made to do this in the past and could provide a starting point for moving forward.

- The four day work week caused serious problems, even though the project team was told to work the full 5 week days, this proved impossible because other government departments e.g. Treasury were not open on Fridays.
- The government transformation process with the associate ministers added a new layer of reporting.
- Key staff needed for future projects are manager and/coordinator, technical officer, finance officer, communications and M&E

#### *Communications*

- Many activities, e.g. communications, could only be conducted outside working hours when householders were at home.
- TV advertisements were too expensive so it was found that a good way to get the message out was to sponsor national events, e.g. rugby matches and then the promotional messages would be played several times.

#### *Operational*

- Need to acquire proforma invoices when dealing with the private sector.
- Transportation needs to be properly planned and budgeted in future projects.
- In future liaise directly with suppliers and not through 3<sup>rd</sup> parties.
- Careful selection and purchase of tools and equipment is needed to speed up implementation
- If repeating the project everyone would be supplied with just one gutter, this would avoid the household contributions which have proved so difficult and time consuming for about a third of the installations. But on the other hand there is the need to discourage people from expecting everything to be provided for free by the government.
- Micro loans are available from the Niue Development Bank
- There is now a new regulation in the Building Code (presently being finalised) that every new house has to have a water tank and a septic tank included.
- A business plan needs to be developed for the tank moulding facility.
- Need to keep a careful record of clients and the materials that have been supplied to each client.
- It is important to have experienced technical support overseeing the project e.g. making sure no air bubbles are trapped in the cement tank bases.
- Challenges included dealing with householders who wanted to change the position of their tanks; and people returning from overseas who were not eligible for tanks.

### **3.3 Key Highlights of the Project**

- Tanks have been supplied to every inhabited household in all villages and more than 60% of the 420 households have been connected.
- Having a tank moulding facility in Niue and the skills in country to mould tanks for different uses.
- Partnerships involving all levels of society and with several regional/international development partners
- Leadership of the Project Management Unit (which included the Department of the Environment and the Infrastructure Department)

- Demonstration of the project to other countries e.g. in 2014 at the GCCA: PSIS Steering Committee meeting, which was held in Niue, and in 2015 at the SPC annual general meeting which was also held in Niue. After each of these meetings other countries expressed interest in having similar moulding facilities in their countries and information has been shared with these countries.

### **3.4 Next Steps**

- Take pride in the project's achievements.
- Prepare a business plan for the tank moulding facility (approach the EU-GIZ-ACSE project for funding support for the business plan preparation)
- Complete the rest of the installations (possibly approach NZAid for financial assistance)
- Meet with the PSC to discuss a policy for retaining government staff in project implementation in a fair and equitable manner
- Encourage new staff members who have been involved in the project to move up into coordination and management positions.

### **4. Conclusion**

Overall the lessons learnt meeting was extremely useful but it was disappointing that other departments such as the Treasury and PSC did not take part.

## Annex 1 Agenda



# Agenda

## Niue National Lessons Learnt Meeting

### Global Climate Change Alliance: Pacific Small Island States project

Funded by the European Union &  
Implemented by the Secretariat of the Pacific Community  
December 2015

#### **Objectives:**

1. Share information about Niue's GCCA: PSIS project's key result areas and exit strategy.
2. Discuss successes and challenges faced in implementing the water security project and technical assistance activities (proposal preparation training & TA for climate change institutional structure) in Niue.
3. Develop recommendations for improving future projects and discuss ways of sharing these nationally.

Time	Topic
10.00–10.15am	<b>Opening and Welcome Introductions</b>
10:15-10:30am	<b>Viewing of Niue's Lessons Learnt Video: "Rainwater capture and storage systems- Partnerships to strengthen Niue's water security"</b>
10:30-11:15am	<b>Group work session 1:</b> <b>Water project and technical assistance (TA) - proposal training and institutional strengthening TA</b> <ul style="list-style-type: none"><li>• What would we do the same?</li><li>• What would we do differently?</li></ul> Report back in plenary Discussion
11:15-12:00pm	<b>Group work session 2:</b> <ul style="list-style-type: none"><li>• What are we proud of?</li><li>• What did not go as planned?</li></ul>

Time	Topic
	Report back in plenary Discussion
12:00-12:45pm	<b>Group work session 3: How to share the lessons nationally?</b> Report back in plenary Develop Action plan
12:45-1:00pm	<b>Closing and Evaluations</b>
1:00-2:00 pm	Lunch

## Annex 2 List of Participants

<b>Name</b>	<b>Gender</b>	<b>Agency</b>	<b>Email</b>
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