

UNEP/GEF REVIEW OF CLIMATE CHANGE ENABLING ACTIVITIES

**NIUE: PREPARATIONS OF INITIAL NATIONAL COMMUNICATIONS FOR THE
IMPLEMENTATION OF THE UNITED NATIONS FRAMEWORK
CONVENTION ON CLIMATE CHANGE (GF/2200-97-47)**

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List of abbreviations

GEF	Global Environment Facility
IPCC	Intergovernmental Panel on Climate Change
PICCAP	Pacific Islands Climate Change Assistance Programme
SPREP	South Pacific Regional Environment Programme
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNITAR	United Nations Institute for Training and Research
WMO	World Meteorological Organization

Executive summary

1. The present evaluation report comprises an in-depth evaluation of the United Nations Environment Programme/Global Environment Facility (UNEP/GEF) project, Niue: Preparation of Initial National Communications for the Implementation of the United Nations Framework Convention on Climate Change (GF/2200-97-47). The evaluation was prepared under the guidance of the Chief of the Evaluation and Oversight Unit and in close collaboration with the UNEP/GEF Executive Coordinator and the UNEP Task Manager for climate change enabling activities.
2. The scope of the evaluation covered the activities undertaken by Niue to execute the project, with technical assistance provided by UNEP. The planned outputs of the project were compared to the actual outputs and the actual results assessed to determine the impact of the project. The lessons learned from the implementation of the project that would improve the implementation of future projects in the area of climate change and the appropriateness of the project in meeting the longer term objectives of UNEP, GEF and the United Nations Framework Convention on Climate Change were assessed.
3. The evaluation reviewed the key objectives, outputs and activities of the project, as well as the roles played by UNEP and the Government of Niue. In addition, the roles, levels and types of participation of government agencies, non-governmental organizations and other stakeholders were assessed. The report discusses the influence of the project on capacity-building which was achieved through public awareness, training, education, empowerment and participation.
4. The project has realized a number of achievements, ranging from building of national capacities, completion of technical and policy-based studies and finalization of the initial national communications to the Conference of the Parties to the Convention on Climate Change. Most objectives were met within a reasonable time frame and reportedly within budget. Established institutional structures, trained nationals and the capacity to undertake such projects without relying on expensive offshore consultants now exist. Moreover, national policies and plans related to climate change are being integrated into national sustainable development plans.
5. Niue has been able to participate in, and hence benefit from, the capacity-building activities of the Pacific Islands Climate Change Assistance Programme (PICCAP), including participation in training workshops and the use of training and information resources. Indirectly, it has also been the beneficiary of training materials and tools prepared directly by, or under the auspices of, the Climate Change Training Programme of the United Nations Institute for Training and Research (UNITAR).
6. The project underscores the need for capacity-building, and is integral to non-Annex 1 Parties fulfilling their obligations under the United Nations Framework Convention on Climate Change. The need to enhance capacity includes the need for institutional strengthening, human resources development, increased availability of and access to information, heightened awareness and enhanced empowerment and participation in addressing climate change and related issues.
7. The project was implemented without the use of international consultants and predominantly through the efforts of national consultants and government employees. Where regional consultants have been used, for example for vulnerability and adaptation assessment, they have been required to work with national counterparts and transfer knowledge and expertise in ways that enhance human resources in a sustainable manner. This has resulted in the creation of a pool of national expertise in vulnerability and adaptation assessment. In addition, at least one person has completed the training course in vulnerability and adaptation assessment offered by the University of the South Pacific.
8. The strategy of building national expertise has led to some dilution in the rigour of technical assessments. Prior to the start of the project, there was limited awareness of climate change in Niue, and a dearth of technical and policy experts in climate change. Nevertheless, considerable progress can be attributed to the project, given that the starting point was an almost non-existent human resources base. The achievement over the relatively short period of the project is indeed noteworthy.

9. Awareness raising activities under the project have been particularly significant. The project helped overcome critical gaps in basic information and raised awareness and mobilized action in the community, Government and the private sector. The small population and the close-knit community structure of the Niuean society was obviously an advantage in that regard. It was easy to target the only two schools (one secondary and one primary) in efforts to incorporate climate change issues in the formal education curricula.

10. A persistent gap is the paucity of targeted research and the associated shortage of relevant data and other information to lay the foundation for developing and implementing effective responses to climate change issues. Niue, like other small island developing States, lacks the resources (infrastructure, institutions and human and financial resources) required to foster research internally. However, greater efforts could be made to foster this through the University of the South Pacific, which has a centre on Niue, and other institutions in New Zealand and Australia. The Niue Meteorological Service is a key member of the regional meteorological fraternity and can invoke its association to carry out cooperative research.

11. Niue is currently engaged in the development of a national implementation strategy in regard to climate change. There are already instances where activities and outputs have contributed to policy development, including integration of climate change concerns in sectoral planning activities, for example in energy and forestry. The coordinator of the project played an active role in the Convention on Climate Change negotiations, on both technical and policy issues.

12. The technical studies, particularly the preliminary work on policy development and awareness raising activities, have laid a strong foundation for the development of comprehensive and integrated policies related to climate change. The lack of capacity had previously prevented any major strides in this area, and the project has been a significant step to overcome some of these constraints.

13. Climate change enabling activities assist countries to implement the Convention on Climate Change, specifically article 4 relating to commitments of the Parties and article 12 on communication of information related to implementation. Non-Annex 1 Parties expect that they will be assisted in addressing climate change and to accelerate their sustainable development. Activities following on from this enabling activity are designed to implement national projects in key areas such as technology transfer and adaptation. However, implementation of the South Pacific Regional Environment Programme (SPREP) Regional Framework for Action on Climate Change, Climate Variability and Sea Level Rise, and its national equivalents (the national implementation strategies), will go a long way toward addressing current concerns.

14. Reporting, monitoring and evaluation have taken place during the project, although the feedback on technical issues could have been strengthened. For example, the national greenhouse gases inventory and the vulnerability and adaptation assessments could have been undertaken to ensure quality control. Moreover, insufficient time was available for the findings of the greenhouse gases inventory to be taken into account for the other components, such as on mitigation, of the national communications.

15. Problems and events that altered project results and/or delayed progress of activities are identified and elaborated on in the report. These include a lengthy project start up phase, the lack of national capacity, the functioning of country teams, the timing of activities related to the national communications and logistical difficulties.

16. The project has laid an excellent foundation for the national response to climate change issues. Overall it has been rated as “very good”, in the context of the unique circumstances in which it was completed.

17. The following recommendations, divided into four broad categories and based on the lessons learned, are made for subsequent phases:

(a) The project underscores the need for good data collection and data management. For a small country like Niue, this should not be too difficult, if the activities are coordinated across sectors and integrated with routine processes carried out by the statistics office or the census division. Data requirements are as follows:

- (i) Emphasis should be placed on achieving quality outputs and sustained outcomes, rather than meeting the basic requirements listed in a project document;
- (ii) There is a need to improve availability of and access to data and other information that is essential for development and implementation of policies that address climate change issues;
- (iii) A database that will allow easy updating of information on a regular basis must be established.

(b) Much of the methodology and tools currently available are not appropriate for a small country like Niue. It is important, therefore, that future studies recognize this constraint and steps are taken to overcome these deficiencies. This will require concerted and deliberate action on the part of the international community. Future research should take into account the following requirements:

- (i) More focused research in specific areas, for example, local emission factors, resilience of the local coral limestone materials in terms of storing carbon dioxide, etc.;
- (ii) Completion of technical studies, for example downscaling relevant models for use in climate change impact studies on Niue;
- (iii) Implementation of adaptation and, where appropriate, mitigation projects, rather than preparatory studies;
- (iv) More simplified and relevant methodology to conduct national assessments and studies;
- (v) Use of indigenous knowledge and practices, in combination with transferred knowledge and technologies.

(c) It is clear that Niue has a unique situation in terms of its small and decreasing population. The continual process of building capacity, retaining expertise and ensuring participation by all segments of society takes on a special significance in the case of a small, isolated island. Institutional requirements are as follows:

- (i) Inclusion of the private sector and civil society in climate change activities rather than preoccupation with the involvement of the government sector;
- (ii) Enhanced transparency, more effective communication at all levels, and increasing political participation and support;
- (iii) Specific initiatives and training programmes, which ensure that the coordinators and team members have the knowledge and skills to fulfil their responsibilities, rather than relying on pre-existing abilities and on-the-job learning;
- (iv) Continued use of in-country expertise (for example, graduates of the training course in vulnerability and adaptation assessment);
- (v) More opportunities for participation by team members in relevant workshops and meetings;

- (vi) Institutional strengthening at the regional level, through establishment of a research, advisory and resource centre (based in an existing institution, such as the University of the South Pacific, or organization) to service national needs related to information, human resources development and institutional strengthening;
- (vii) Building a broad base of human expertise, rather than emphasis on one person in each country.

(d) The Niue project serves to illustrate the merits of the national rather than regional approach as adopted by most other countries of the Pacific region. The findings of the project are more targeted and relevant to the specific situation in Niue. This is of particular significance for subsequent phases and follow-up activities in sectors such as vulnerability assessment and adaptation strategies. Regional and international cooperation should focus on:

- (i) Country-specific responses to national and local needs, rather than a regionally uniform approach;
- (ii) Access to a regional network of expertise and database for quick and easy consultations;
- (iii) Meeting national needs while still fulfilling international obligations.

I. INTRODUCTION AND OBJECTIVES

18. This evaluation of the Niue UNEP/GEF project is part of the comprehensive review of climate change enabling activities funded by UNEP/GEF. The scope of the evaluation covers the activities undertaken by UNEP to implement the project on preparation of initial national communications. The review compares the planned outputs of the project to the actual outputs and assesses the actual results to determine the impact of the project. The report also highlights the lessons learned from the implementation of the project that would improve the implementation of future projects in the area of climate change, as well as assesses the appropriateness of the project in meeting the longer term objectives of UNEP, GEF and the Convention on Climate Change.

19. In October 1997, UNEP approved a project entitled "Niue: Enabling activities for the preparation of initial national communications related to the United Nations Framework Convention on Climate Change." The immediate aim of the project was to enable Niue to meet its reporting obligations as required by articles 4.1 and 12.1 of the Convention, especially the preparation and reporting of its initial national communications, as required by article 12, paragraph 1(a), (b) and (c) of the Convention, based on the guidelines adopted by the Conference of the Parties at its second session for the preparation of initial communications from Parties not included in Annex 1 of the Convention.

20. The objective of the present study is to undertake a detailed review and evaluation of the UNEP/GEF project. The terms of reference for the evaluation are provided in Annex I. The project was approved by GEF on 29 September 1997 and sent to Niue for signature in UNEP format on 27 October 1997. UNEP received a signed copy on 12 November 1997 and the first cash advance was sent on 26 November 1997. Owing to delays in finalizing the actual dates for the in-country consultations (which were dependent on the availability of the consultant, the key personnel in Niue and travel schedules), the timetable and schedule of work were modified.

21. UNEP plays a key role in GEF, catalysing the development of scientific and technical analysis and advancing environmental management in GEF-financed activities. UNEP provides guidance on relating the GEF-financed activities to global, regional and national environmental assessments, policy frameworks and plans, and to international environmental agreements. The UNEP/GEF Action Plan on Complementarity provides the framework for the UNEP strategy for GEF project interventions. The strategy respects the strengths of the other GEF implementing agencies and specialized executing agencies and exploits gaps in

the existing GEF portfolio. The strategy is also responsive to the recommendations of the various conferences of parties to relevant conventions and their associated scientific and technical advisory bodies. The strategy acknowledges that the GEF family of implementing and executing agencies are now operating in a resource-constrained environment. Numerous agendas must now compete for a limited pool of financial resources which is not growing at a rate consistent with the additional financial demands placed on GEF by new environmental conventions and subsequent decisions and protocols. Finally, the strategy can only be proactive to a certain extent in that the GEF project process must be country driven.

22. Given the above recognized role of UNEP, it is clear that the project is an excellent example of the climate change activity it is expected to implement. This enabling activity, which is designed to assist Niue to meet its commitments under the Convention, should serve as a forerunner to other related climate change activities such as capacity-building, vulnerability and adaptation, etc. It compliments activities in other areas such as biological diversity, international waters and the ozone layer.

II. BACKGROUND

23. The project was a two-year project that officially commenced in October 1997. The UNEP/GEF trust fund provided US\$ 296,000, with the project being implemented by UNEP and executed by the Niue Meteorological Service. The Niue Government counterpart financing amounted to US\$ 60,000.

24. The project comprised nine planned activities:

- Activity 1 Establishment of the Project Management Team and the National Study Team;
- Activity 2 Greenhouse gases inventory;
- Activity 3 Programmes to address climate change and its adverse impacts, including abatement and sink enhancement;
- Activity 4 Policy options for monitoring systems and response strategies for impacts;
- Activity 5 Policy framework for implementing adaptation measures and response strategies;
- Activity 6 Building capacity to integrate climate change concerns into planning;
- Activity 7 Programmes related to sustainable development, research, public awareness, etc.;
- Activity 8 Provision of other information;
- Activity 9 Preparation of initial national communications.

25. Niue employed a country team approach in recognition of the fact that the various tasks required a collaborative effort and of the linkages between different sectors, departments and ministries. The management structure of the project within Niue is shown at annex II. This approach involved the national Government designating the Niue Meteorological Service as the primary executing agency and the following as collaborating agencies: External Affairs Office; Department of Agriculture, Forestry and Fisheries; Environment Unit, Community Affairs Department; Environment and Physical Planning Unit, Department of Justice, Lands and Surveys; Economic Planning and Development Unit, and representatives from non-governmental organizations. A National Climate Change Coordinating Committee was formed to guide the implementation of the project and provide overall policy advice. This high-level committee was chaired by the minister in charge of climate change within the Premier's Office and included a designated, full-time coordinator for the project, representatives from the Environment and Physical Planning Unit, as well as

representatives from the private sector and non-governmental organizations. The work was carried out in six teams, each with a chair or leader. The teams were responsible for:

- (a) Greenhouse gases inventory;
- (b) Mitigation;
- (c) Vulnerability and adaptation impact assessment
- (d) Capacity-building;
- (e) Education, training and public awareness;
- (f) National communications.

26. The project also benefited from regular participation in and interaction with PICCAP activities, a US\$ 2.44 million regional project involving 10 countries,¹ implemented by UNDP and executed by SPREP.

27. The project was implemented in three phases:

- (a) Establishment of the country team and enhancement of awareness of climate change issues;
- (b) Analyses of climate change issues and completion of activities specified in the project document leading to the preparation of the initial national communications as required under article 12 of the Convention on Climate Change;
- (c) Policy development and enhanced public participation.

III. KEY OBJECTIVES, OUTPUTS AND ACTIVITIES

28. Table 1 below presents the key objectives and activities and planned and other material outputs of the project. It should be noted that although the proposed commencement date for the project was indicated as October 1997, no work was done for a period of one year and the project effectively began in early 1999. This was not wasted time but a period when the process of sensitizing key people from the relevant ministries and departments, raising public awareness for the project and building national capacities was begun. It is noteworthy that all aspects of the work were undertaken nationally and utilized national experts. It has been a learning-by-doing exercise, and significant local capacity was developed in the process. The project was completed within budgetary limits and the agreed timeframe once the work actually commenced. Most of the formal requirements were met, and a sustainable system of national assessment and reporting has been established in the form of officially recognized institutional structures and trained nationals. Moreover, the country now has a workable structure, with endorsement from the highest level (the Premier's Office) to pursue subsequent activities.

¹ Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia (Federated States of), Nauru, Samoa, Solomon Islands, Tuvalu and Vanuatu.

Table 1: Project objectives and current status and level of achievement

Objective	Status	Level of Achievement
Establish Project Management and National Study Teams and National Climate Change Coordinating Committee.	Project Management and National Study Teams and National Climate Change Coordinating Committee established with a full-time project coordinator. The National Study Team comprised teams in greenhouse gases inventory, mitigation, vulnerability and adaptation assessment, capacity-building, education, training and public awareness and national communications.	All teams made up of nationals and through this process not only completed their respective activities, but developed tremendous capacity to undertake similar activities in the future.
Produce national greenhouse gases inventory.	National greenhouse gases inventory based on 1994 data, using 1996 Intergovernmental Panel on Climate Change (IPCC) guidelines.	Nationals trained in inventory information for key sectors, e.g., energy and transport; deficiencies in IPCC guidelines identified; "Moui Olaola" project initiated. No database developed. No final workshop.
Identification of mitigation options.	Five sectors considered: energy and industry; transport; forestry; waste management; and water resources.	Options identified, with focus on demand and supply side management of energy sector and use of renewables.
Assess vulnerability to future climate change and sea level rise.	Report on biodiversity conservation, forestry and integrated coastal management.	Nationals trained in vulnerability and adaptation assessment.
Identify options for monitoring systems and response strategies (adaptation) to climate change.	IPCC technical guidelines adopted. Key sectors for adaptation activities and stage 1 options identified.	Nationals trained; preliminary qualitative assessments undertaken. Detailed research and establishment of baselines based on technical assessments weak owing to lack of scientific/technical expertise.
Capacity-building for climate change integration into planning.	Enhanced capacity of decision makers to integrate climate change issues.	Good awareness of issues amongst policy makers, via national workshops and regular updates to cabinet.
Sustainable development, research and public awareness.	Systematic observations considered through the regional framework developed by the meteorological directors, and via the Global Climate Observation System. Leaflets, brochures and publicity materials. Climate change issues in the formal education sector.	Project with New Zealand Meteorological Service to address issue of data gaps and observation systems. A much more enlightened community on climate change issues. Established mechanisms for community awareness programmes.
Provision of other information.	Much of the work is scheduled for the next phase of the project. Emission trends not calculated.	Details of the work for the next phase more clearly understood and focused.
Communicating information as required by article 12 (initial national communications).	Initial national communications submitted at the seventh session of the Conference of the Parties.	First national communications identify the shortage of expertise and methodologies in key areas. No independent technical expert review of the initial national communications.

29. Niue, with its unique demography, has a limited human resource base, and it is significant that much of the skills developed during this phase of the work has been retained. The significant investments made by Niue and UNEP/GEF have laid a solid foundation for more in-depth analyses and integrated assessments. These have the potential to inform policy makers further and provide the basis for substantive and meaningful responses to climate change at the national level.

30. The summary of the current status and level of achievement provided in table 1 above indicates that the overall objectives identified in the project proposal have been largely attained. Moreover, the project has identified the particular needs and problems in Niue, given its unique status as a small, isolated, island developing State.

IV. ROLES, LEVELS AND TYPES OF PARTICIPATION

31. Annex III provides a summary of the roles and levels of support provided by the different players in the implementation of the project. Further opportunities for more targeted work through research organizations, mainly those situated in Australia and New Zealand, could not be pursued during the project because of lack of time. These could be considered during future work in the context of longer-term strategies. Similarly, given the small number of non-governmental organizations in Niue, the skills and energy of such groups, particularly in their role of advocacy, had a limited impact. Moreover, the members of the non-governmental organizations are mainly government workers, performing this role after working hours. The small population base and limited number of civil and community groups had its advantages in terms of coordination of awareness programmes, however. In addition, the two schools on the island were usefully involved in the furtherance of education and training with respect to climate change.

32. The limited human resources meant that most government people were involved with the project, either directly or indirectly. The overlapping roles assisted in the realization of the project outcomes in the broader context of national development. This was a major factor in the project enjoying such a high profile in Niue, and the enhanced awareness of climate change issues.

V. INVOLVEMENT OF OTHER ORGANIZATIONS AND PROGRAMMES

33. The project benefited significantly from the GEF/United Nations Development Programme (UNDP) funded PICCAP project executed by SPREP, and indirectly from the UNITAR Climate Change Training Programme. Niue was invited to and participated in almost all regional activities, including workshops, training programmes and preparatory meetings conducted under PICCAP. The UNITAR programme was not particularly visible in the region despite the existence of a memorandum of understanding with PICCAP. Moreover, there was a general lack of information on the potential synergy with other programmes in the region such as the United States Country Study Programme and UNEP/GEF Economies of Greenhouse Gases Limitation Project. As such, the relevance of these programmes to the Niue study is not immediately obvious, and this was not therefore felt to be a major omission. Nevertheless there is scope for the provision of more information on other relevant activities such as workshops, training programmes, etc., convened by other organizations that could be of benefit to members of the various teams making up the National Study Team.

VI. INFLUENCE OF THE PROJECT ON CAPACITY-BUILDING

34. Capacity-building is an integral component of the obligations of the Parties to the Convention on Climate Change. The requirement to enhance capacity includes the need for strengthening of institutions, human resources development, increased availability of and access to information, heightened awareness, and enhanced communication, empowerment and participation in relation to addressing climate change and related issues. The resulting challenges are being met in a variety of ways as follows:

(a) Institutional strengthening. The principal mechanism has been the establishment of multidisciplinary and multisectoral country teams. Other initiatives such as formalizing procedures for the gathering and transfer of data and other relevant information have been nationally driven and responsive to local needs.

(b) Training. Short training courses have been conducted mainly by PICCAP at the national and regional levels, as appropriate, addressing topics such as national greenhouse gases inventories and preparation of national communications. Longer-term training has been provided in relation to vulnerability and adaptation assessment, for which a training course is now offered by the University of the South Pacific. A representative from the Niue Meteorological Service has completed the course.

(c) Education. National workshops on climate change and the Convention have been conducted for key stakeholders from government, civil society and the private sector, with participants coming from a range of agencies. The project has involved relevant staff from the primary and secondary schools, and facilitated the inclusion of climate change curricula through the preparation and dissemination of resource materials, for students as well as teachers.

(d) Availability of and access to information. Preparation of the preliminary inventories and assessments has been instrumental in identifying the numerous information gaps and the serious shortcomings in procedures for storing, retrieving and sharing information. While there is considerable room for further improvement, the fact that these were conducted by members of the local country team, means that considerable knowledge and skills have been developed within the country. This augurs well for future work. There is need, however, for support to enable the establishment of a central databank and to acquire relevant data in a systematic and regular fashion.

(e) Research. While little research was possible within the project, the possibility exists to undertake target studies through a number of regional and international organizations. The Niue Meteorological Service has access to a good network through the World Meteorological Organization (WMO) and organizations such as the National Institute of Water and Atmosphere in New Zealand, the Commonwealth Scientific and Industrial Research Organization in Australia, and tertiary institutions such as the University of the South Pacific. There is scope, for example, for Niue, through its own University of the South Pacific Centre, to encourage studies in the various sectors. This could also be supported through postgraduate training programmes by provision of scholarships.

(f) Awareness raising and enhanced communication, empowerment and participation. Brochures and other materials have been prepared, often in the vernacular, and distributed to community groups and other organizations, as well as to individuals. Activities such as a poster competition and talent quests among school children also helped to raise awareness about climate change. Such efforts have often been complemented with items prepared for the written media, radio and television. This has been a major achievement of the project. With the advantage of a small population on a small island, the coordination of awareness raising and campaign activities was carried out effectively. The level of awareness on climate change issues is very impressive on Niue, and leads to obvious advantages in carrying out related activities.

35. There is always a trade-off between building of national capacity and completing technical work in a limited time span. This is especially so when the starting point is almost negligible awareness of climate change issues, not to mention the non-existent expertise in related technical areas. In the case of Niue, the situation is exacerbated by the movement of qualified people to New Zealand. As mentioned earlier, there may have been some compromises in the technical investigation. However, this has been more than offset by the development of considerable national capacity to tackle climate change issues. Niue is justifiably proud to have completed the project without the use of expensive off-shore consultants, and it has been an excellent learning experience for everyone involved. The project coordinator, through participation in many regional and international activities on a regular basis has amassed considerable expertise in climate change negotiations and many scientific and technical aspects. There is scope for greater awareness of specific sector activities and the direct participation of other country team members, although it is appreciated that this is not always practical in the case of Niue given the limited availability of people.

36. In terms of sustainability, the project has developed a critical mass of local expertise and confidence to pursue other similar projects. In some ways the not-uncommon feeling that such work cannot be undertaken without the use of foreign consultants has been put to rest through this project. It is nonetheless important to be aware of the needs in specialist key areas that would require outside input. As long as these are targeted and useful also for training local counterparts, such flexibility will ensure quality and sustainability. Moreover, the unique character of Niue in terms of “islandness” (as exalted by the Acting Prime Minister) has been maintained.

VII. REPORTING, MONITORING AND EVALUATION

37. Monitoring and evaluation of the project has been accomplished by means of regular reports, directly to the UNEP Task Manager and the Fund Management and Budget Section of the United Nations Office at Nairobi. This included the financial aspects, mainly the expenditure of accounts, with further disbursement of funds being contingent upon submission of satisfactory reports. In addition to financial reports and requests, the reports assembled information on activities undertaken, significant developments in terms of problems and solutions thereto, planned activities and a work plan for the following quarter. It seems only three quarterly reports were actually submitted, however.

38. The National Climate Change Coordinating Committee was also expected to meet on a regular basis to review project implementation and provide scientific, technical, policy and strategic guidance. Whilst such exchange of information and consultations did take place regularly, no formal record was made. Such a requirement may seem somewhat bureaucratic and time consuming, but is nevertheless a useful practice and leads to better accountability in terms of progress.

39. The requirement for “quarterly” reports was not adhered to strictly. This does not seem to have caused any major difficulties in relation to disbursement of funds and the execution of the project. There was a feeling that the quarterly reporting requirement was too frequent, which appeared to be acknowledged by UNEP, as it did not make it a precondition to the continuation of further work. It seems the reports were submitted following the completion of significant components of the project, rather than strictly on a three-monthly basis irrespective of whether or not anything was achieved during the period. Compilation of such reports is a major task and it seems the time was well spent in the project execution.

40. It may have been useful, for UNEP to provide more technical input or advice on the various scientific and technical aspects of the work as it progressed using these mechanisms. However, when input was sought, it was provided. For example, UNEP technically reviewed the greenhouse gases inventory through its message dated 30 March 1999.

41. While evaluation of the national greenhouse gases inventories and vulnerability and adaptation assessments have been undertaken, insufficient time was available for the findings to be used by the other national groups, such as the one looking at mitigation options, or for the overall improvement in the quality of the national communications.

42. A draft of the initial national communications was submitted to UNEP in August 2000, presumably for feedback and technical comments. UNEP provided technical comments on sectoral reports as well as the draft national communications in November 2000. The final document, “Niue Island Initial Communications,” was submitted to the seventh session of the Conference of the Parties to the Convention, held in Morocco in October 2001.

43. The level of assistance provided by UNEP was a careful balance between spoon-feeding, and being too open-ended. The impression given was that the interventions and assistance provided were generally adequate for the progress of the work. This assisted Niue in gaining the necessary confidence and building capacity to undertake similar activities.

VIII. ORGANIZATIONAL STRUCTURE, MANAGEMENT AND FINANCIAL SYSTEMS

44. Niue's project is the only climate change enabling activity funded by GEF that has been implemented by UNEP in the Pacific region. Notwithstanding the fact that there is no subregional UNEP office, the coordination of the project from UNEP headquarters in Nairobi, Kenya, did not cause any major difficulty. From all reports, the relevant authorities in Niue were impressed with their first project with UNEP, and expressed the hope that there will be other opportunities to work with UNEP in the future.
45. Annex II shows the project management structure within the country. The project has political support from the highest office – the Premier's. The various teams that comprised the National Study Team were composed of experts with good knowledge, which showed in their ability to work together.
46. Financial prudence seems to have been observed in the implementation and execution of this project, with no major anomalies detected. UNEP placed a lot of trust in the local authorities and this seems to have been well vindicated. The absence of micromanagement and of formidable layers of bureaucracy, gave a feeling of being treated more maturely, and this was appreciated by the authorities.

IX. PROBLEMS AND EVENTS THAT ALTERED PROJECT RESULTS OR DELAYED PROGRESS OF ACTIVITIES

47. The project was originally planned to commence in 1997, but the start was delayed by about a year. As a result, completion of the project was scheduled for 2000. However, it took about a year to have the initial national communications printed and the document was only just returned in time for its submission to the Conference of the Parties at its seventh session. Niue does not have a local printing facility and relies on some of the larger neighbouring countries such as New Zealand for these services. Other logistical difficulties faced by Niue, given its remoteness and the difficulties in communication including infrequent airline and shipping schedules, exacerbate problems of limited national capacity. Significant delay occurred owing to difficulties in initiating activities at the national level; in particular, consultations, endorsement, work plans and budgets related to the establishment and operation of the country teams took up to one year.
48. Like most countries in the Pacific, Niue was constrained because of lack of capacity to address climate change issues in terms of people, institutional arrangements and the availability and accessibility of good-quality information. These shortcomings have been a major problem for the project, which has gone a long way in addressing them over the project cycle.
49. While much of the success of the project can be attributed to the effective work of the country team, problems have been experienced. Most relate to the diverse roles and responsibilities the team members must fulfil. This was particularly so for a small country like Niue, which is faced with a critical shortage of human resources. The demographic structure of Niue reveals that there is a net movement of people, especially those with skills and qualifications, to New Zealand. Hence many of the people working for the Government carry several responsibilities, and their duties as a member of the respective climate change team was additional to their normal workloads. Thus, this work was sometime not accorded the same priority. While human capacity is a problem generally, there are specific constraints in relation to lack of scientific and technical capacity.
50. Niue participated in the regional mitigation workshop, organized by PICCAP, which adopted a regional approach to projects. Many of the recommendations, such as emphasis on renewables, energy efficiency and conservation, were also suggested by the team working on mitigation options. National level mitigation activities are now being captured in national strategies such as by the power authority.
51. During the project cycle, Niue experienced a change of Government, and while the strong support from the Government has continued, there was some uncertainty during the initial period as information on the position of the incoming Government was awaited.

52. The time involved in the formal start of the project was utilized in building the necessary awareness for climate change issues and support for the project. The project was designed and implemented taking into account the capacity limitations at the national level, and has done much to address these within the available time frame and resources. The effective functioning of the teams depended on people and their personalities, as well as a combination of other factors. Flexibility, within the constraints of the project document, was a key attribute of the project. While there was some delay in the final submission of the initial national communications, in many ways this was fortunate as the project was able to learn from the experiences of many of the PICCAP countries, some of which, in their rush to submit their communications early, may have compromised emphasis on key issues. However, logistical delays could have been avoided through better planning. For example, the search for a printing company could have been initiated earlier, while the work was in progress. In hindsight, key capacity constraints in specific technical areas such as vulnerability and adaptation, greenhouse gases inventory, etc., should have been recognized early on and possible options discussed. This would have assured good quality control and the necessary early intervention to prevent inordinate delays.

X. NATIONAL POLICY MAKING AND PLANNING

53. Niue is currently engaged in the development of national implementation strategies on climate change. These are being prepared in a fully participatory manner and the completed strategies will benefit from the technical studies, related policy development, and enhanced awareness among politicians, senior government officials and opinion leaders in the community. Once formally approved by the Government, the strategies will help ensure that Niue undertakes appropriate and timely actions to enhance greenhouse gases sinks and reduce both greenhouse gases emissions and, as a priority, the adverse impacts of climate change, consistent with national sustainable development.

54. The initial national communications contain indicative policies related to addressing climate change, particularly at a sectoral level. There are already examples where activities and outputs have contributed to policy development, including integration of climate change concerns in sectoral planning activities at the national level. These examples include:

(a) Giving credence to climate change and related issues and planned activities identified in the previously developed national environmental management strategies;

(b) The bottom-up approach, which ensures participation by relevant sectors in technical studies and fosters wide consultation prior to the development of policy responses; moreover, the activities in climate change have helped catalyse substantive improvements in environmental policies overall;

(c) The project coordinator continues to play an active role in the Convention on Climate Change negotiations, on both technical and policy issues, and has developed tremendous knowledge and capacity in climate change issues as a whole.

55. Niue actively participated in the Regional Conference on Climate Change, Climate Variability and Sea Level Rise, the final regional activity organized under PICCAP. This activity was undertaken jointly between SPREP and the National Tidal Facility. The conference theme of linking science and policy, the involvement of key players and stakeholders at national and regional levels, and the development of a draft Regional Framework for Action on Climate Change, Climate Variability and Sea Level Rise meant that the conference took on regional equivalency to the development of a national implementation strategy.

56. The technical studies, preliminary work on policy development, and awareness raising activities have laid a strong foundation for the development of comprehensive and integrated policies related to climate change. A major impediment to more rapid development of appropriate policies has been the lack of capacity at the national level. Preparation of the initial national communications was a useful exercise in terms of raising awareness on climate change issues and building capacity and laid the foundation for more

specific studies envisaged in the subsequent phases. In many ways this preoccupation with an international obligation meant that the national action plans have been delayed. However, the work gives added justification and incentive for national programmes. Like all non-Annex 1 Parties, Niue has the expectation that it will be assisted by the international community, both in addressing climate change and to accelerate its sustainable development. The assistance could take many forms, including adapting to climate change, disaster preparedness through early warning systems, capacity-building and through targeted research and development.

57. Implementation of an agreed Regional Framework for Action on Climate Change, Climate Variability and Sea Level Rise, and its national equivalent (the national implementation strategies), will go a long way towards addressing concerns related to the international focus of the project and the emphasis on preparatory studies rather than implementation of specific mitigation and adaptation projects.

XI. CONTRIBUTION OF THE PROJECT IN FURTHERING OBJECTIVES OF RELEVANT GLOBAL, REGIONAL AND NATIONAL ACTIONS, INCLUDING THE CONVENTION ON CLIMATE CHANGE

58. Niue is a signatory to other global environmental treaties such as the Convention on International Trade in Endangered Species of Wild Fauna and Flora, the United Nations Convention on the Law of the Sea, and the United Nations Convention to Combat Desertification in those Countries Experiencing Serious Drought and/or Desertification, particularly in Africa. At the regional level, Niue is a party to the Convention on Conservation of Nature in the South Pacific, the South Pacific Nuclear Free Zone Treaty, the Convention for the Protection of the Natural Resources and Environment of the South Pacific Region and treaties on fisheries. Niue has also participated in many of the regional initiatives, such as the Regional Framework for Action on Climate Change, Climate Variability and Sea Level Rise, preparatory and planning meetings for the various conferences of the parties, preparations for the World Summit on Sustainable Development, and other activities convened under the auspices of the Council of Regional Organizations of the Pacific.

59. There can be no arguments about the potential contributions of this project to other action plans and frameworks. The synergies between the various initiatives is well recognized, and in the case of Niue, given that there is considerable overlap of individuals mandated under these tasks, the overall impact on the objectives is likely to be significant. In the case of the Convention on Climate Change, this project has resulted in achievement of one of the key obligations of Parties to the Convention, that is, preparation of its initial national communications. More importantly, the experience has been important in determining the directions of future work, in reviewing guidelines for the different components of the work and assisting in global efforts to combat climate change.

XII. LONG AND SHORT TERM RESULTS

60. The project has given impetus to Niue's long term policies in various sectors. In particular, the sectoral policies and legislation outlined below have implications for potential climate change scenarios and greenhouse gases emissions.

(a) National energy policy. The overarching national policy is to reduce dependence on petroleum products by encouraging conservation and efficiency and promoting renewable sources of energy. The options for greater efficiency in the electricity generating and transportation sectors are being investigated. The potential for renewables such as sustainable biomass, wind and solar power are also being considered.

(b) National forestry policy. Some of the guiding principles in the national forestry policy, which is awaiting Cabinet approval, include sustainable resource use and forest conservation and protection. Individual and group responsibilities in forest management are stressed while respecting the "magafaoa"

(extended family) ownership of the land and resources. The national goal of the Department of Agriculture, Forestry and Fisheries is environmental sustainability. The Health Department regulates litter and waste disposal; sanitation of buildings and dwellings; village cleanliness and sanitation and water supply. These sectors will be critical for Niue in terms of impacts of climate change, and the project has provided useful pointers for long-term policies and planning.

XIII. GENDER CONSIDERATIONS

61. This was not an issue in the project as the selection of country team members was based on qualifications and skills in particular areas, and availability of people. In the final analysis, the country teams enjoyed a good balance of men and women. All the teams, apart from the one on greenhouse gases inventory had between 20-40 per cent women members, while the National Communications Team was composed entirely of women. The Government is perceived to have a liberal and enlightened view on participation by all sections of the community, and this was clearly evidenced in the implementation of the project.

XIV. RECOMMENDATIONS

62. The project has laid an excellent foundation for national responses to climate change issues, but the main benefits are yet to be realized. For subsequent phases, the lessons learned outlined above would suggest more focus on:

- (a) Meeting national needs while still fulfilling international obligations;
- (b) Improving availability of and access to data and other information that is essential for development and implementation of policies that address climate change issues;
- (c) Establishment of a database that will allow easy updating of information on a regular basis;
- (d) Achieving quality outputs and sustained outcomes, rather than meeting the basic requirements listed in a project document;
- (e) Implementation of adaptation and, where appropriate, mitigation projects, rather than preparatory studies;
- (f) More focused research in specific areas such as local emission factors and resilience of the local coral limestone materials in terms of storing carbon dioxide;
- (g) Completion of technical studies, for example downscaling relevant models for use in climate change impact studies on Niue;
- (h) More simplified and relevant methodology to conduct national assessments or studies;
- (i) Inclusion of private sector and civil society in climate change activities rather than preoccupation with the involvement of the government sector;
- (j) Use of indigenous knowledge and practices, in combination with transferred knowledge and technologies;
- (k) Institutional strengthening at the regional level, through establishment of a research, advisory and resource centre (based in an existing institution, such as the University of the South Pacific, or organization) to service national needs related to information, human resources development and institutional strengthening;

- (l) Building a broad base of human expertise, rather than emphasis on one person in each country;
- (m) Specific initiatives and training programmes which ensure that the coordinators and team members have the knowledge and skills to fulfil their responsibilities, rather than relying on pre-existing abilities and on-the-job learning;
- (n) Continued use of in-country expertise (for example, graduates of the training course in vulnerability and adaptation assessment);
- (o) Country-specific responses to national and local needs, rather than a regionally uniform approach;
- (p) Enhanced transparency, more effective communication at all levels, and increasing political participation and support;
- (q) Access to regional networks of expertise and database for quick and easy consultations.

XV. ACHIEVEMENT OF RESULTS AND OBJECTIVES

63. Table 2 below summarizes the ratings for achievements of results and objectives of the project. Overall, the achievement is rated as “very good,” given the context of the implementation and the unique national circumstances.

Table 2. Ratings for achievements

	1	2	3	4	5
Timeliness			x		
Attainment of outputs		x			
Completion of activities		x			
Project executed within budget	x				
Impact created by project	x				
Sustainability		x			
Overall		x			

Key

- 1 = Excellent (90-100% achievement)
- 2 = Very good (75-89% achievement)
- 3 = Good (60-74% achievement)
- 4 = Satisfactory (50-59% achievement)
- 5 = Unsatisfactory (40% and below)

XVI. ACKNOWLEDGEMENTS

64. The cooperation and assistance of members of the country team, many of whom took time off their busy schedule to discuss the aspects of the project with me during the in-country consultations, greatly facilitated my work. A list of people consulted during the visit to Niue is attached at annex IV. My visit was coordinated by the Climate Change Coordinator, Mr. David Pohiga, who set up interviews and provided all the necessary logistical support as well as clarifications on the project. I extend my thanks to him as well as to Mr. Ravi Sharma, Ms. Mela Shah and other members of the relevant units at UNEP for their support and guidance in carrying out this review.

Annex I

TERMS OF REFERENCE FOR THE EVALUATION OF THE UNEP/GEF PROJECT “NIUE: PREPARING INITIAL NATIONAL COMMUNICATIONS FOR IMPLEMENTATION OF THE UNITED NATIONS FRAMEWORK CONVENTION ON CLIMATE CHANGE”(GF/2200-97-47)

Under the guidance of the Chief of the Evaluation Unit and in close collaboration with the UNEP/GEF Executive Coordinator and the UNEP Task Manager responsible for climate change enabling activities, the evaluator shall undertake a detailed review and evaluation of the UNEP/GEF project “Niue: Preparation of Initial National Communications for the Implementation of the United Nations Framework Convention on Climate Change” (GF/2200-97-47). This evaluation will be conducted during the period August to September 2001.

I. BACKGROUND

The project to be evaluated has been implemented internally by the UNEP Task Manager responsible for climate change enabling activities, currently located in the Division of Policy Development and Law, and externally by the executing agency in Niue, the Niue Meteorological Service. This project provided financial assistance necessary for Niue to update the greenhouse gases inventory based on the United States of America Country Studies Programme, identify and assess mitigation options, develop a comprehensive vulnerability assessment for various sectors, identify stage one adaptation options, build capacity to integrate climate change concerns into planning, and generate public awareness and other information.

II. SCOPE OF THE EVALUATION

The scope of the evaluation will cover the activity UNEP undertook to implement the project. The consultant will compare the planned outputs of the projects to the actual outputs and assess the actual results to determine the impact of the project. The consultant will also highlight the lessons learned from the implementation of the project that would improve the implementation of future projects in the areas of climate change and assess the appropriateness of this project in meeting the longer term objectives of UNEP, GEF and the Convention on Climate Change.

III. TERMS OF REFERENCE FOR THE EVALUATOR

The evaluator shall:

1. Determine the appropriateness of the project to the core programmes of UNEP, how it compliments other UNEP activities in the area of climate change and whether it is consistent with the identified role of UNEP as a GEF implementing agency.
2. Analyse the quality and usefulness of the project outputs and determine how these contribute to the attainment of results and overall objectives identified in the approved project proposal, and determine whether the project has been able to answer the identified needs and problems in Niue.
3. Measure the contribution of the results of the first efforts to prepare the initial national communications to the Convention on Climate Change. This should also include a determination of the usefulness of the results of the project to GEF.
4. Assess the level of stakeholder involvement in the implementation of the various projects components, identify the lessons learned and provide recommendations on how such involvement could be improved in future projects.

5. Assess the impact of the project in building the capacity of the participating national institutions in the area of climate change and assess the long term sustainability of the benefits of this capacity-building.
6. Determine the effectiveness of the assistance provided by UNEP, identify the lessons learned and provide recommendations that might improve the delivery of similar assistance in similar projects.
7. Ascertain to what extent the project's implementation benefits from the United States Country Studies Programme, the UNITAR Climate Change Training Programme and the UNEP/GEF Economies of Greenhouse Gases Limitation Project, the scientific community and other donor sponsored climate change programmes and indicate how such potential synergy may have been achieved.
8. Review the adequacy of the monitoring and evaluations system developed to supervise and implement the project and, based on the lessons learned, provide recommendations that could improve current procedures related to monitoring and evaluation.
9. Review the effectiveness of the organizational structure, management and financial systems established to implement the project. This will be completed by investigating the staffing, administrative arrangements and operational mechanism with an emphasis on coordination within and outside of UNEP. The evaluator will solicit the views of relevant UNEP and GEF staff members on the usefulness of the project in enhancing the work of both UNEP and GEF in the area of climate change.
10. Identify any technical and/or operational constraints encountered during project implementation, including those that contributed to delays in implementing the approved work plan. Examine the actions taken by UNEP and the national executing agency to overcome those constraints and the lessons learned, and suggest appropriate alternative measures that could have been taken.
11. Identify and assess any measures that national institutions have initiated to integrate the results and recommendations of the initial national communications into national policy making and planning. The evaluator should also make specific recommendations regarding potential follow-up evaluation measures that would enable UNEP and GEF to gauge the longer term benefits and sustainability of project activities.
12. Determine the potential contribution of the project to further the objectives of the relevant global, regional and national environmental assessments, policy frameworks and action plans, and to strengthen the United Nations Framework Convention on Climate Change.
13. Evaluate whether the actual results of the project compare with the long term and short term results identified in the project document.
14. Determine the extent to which gender considerations were incorporated into the various technical and operational aspects of the project.
15. Propose concrete suggestions or recommendations which may benefit future UNEP/GEF projects.

IV. EVALUATION REPORT FORMAT

The report shall:

- (a) Contain a concise summary (4 pages);
- (b) Contain a detailed evaluation of not more than 30 pages addressing points 1 to 15 above;
- (c) Rate the implementation success of the project on a scale of 1 to 5, with 1 being the highest rating and 5 being the lowest. The following will be considered for rating purposes:

- (i) Timelines: How the project met the schedules and implementation timetable cited in the project document.
- (ii) Achievement of results/objectives.
 - a. Attainment of outputs.
 - b. Completion of activities.
 - c. Project executed within budget.
 - d. Impact created by the project.
 - e. Sustainability

Each of the items should be rated separately and then an overall rating given. The following rating system is to be applied:

1 = Excellent	(90% - 100% achievement)
2 = Very good	(75% - 89% achievement)
3 = Good	(60% to 74% achievement)
4 = Satisfactory	(50% to 59% achievement)
5 = Unsatisfactory	(40% and below)

V. SCHEDULE OF THE EVALUATION

The evaluation should begin on 13 August and end on 23 September, for 3 weeks spread over 6 weeks and include travel to Niue for five working days. The consultant will discuss aspects of the project with the national project coordinator and selected members of the National Climate Change Coordinating Committee and with the staff of the climate change project in Niue.

The Consultant will present a draft of the final evaluation by 9 September 2001. UNEP staff responsible for climate change enabling activities in the Division of Policy Development and Law and the UNEP/GEF coordination unit will provide written comments on the draft evaluation report to the consultant through the UNEP/Evaluation and Oversight Unit to the consultant by 16 September 2001.

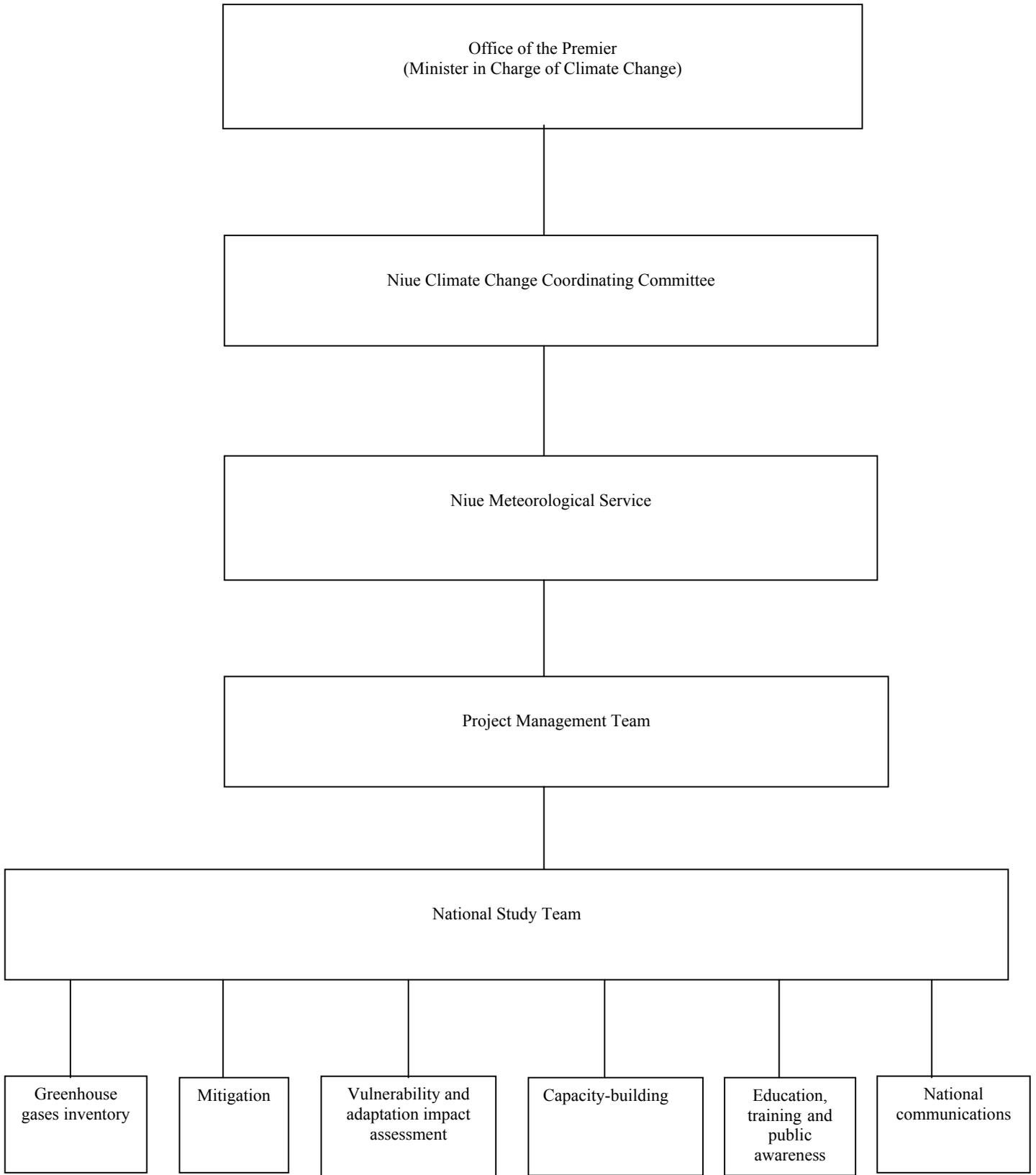
The consultant will incorporate these comments and present a final version of the evaluation report to UNEP in English by 23 September 2001. The report should be presented in written form and on diskette in MS Word format. All annexes should be typed. Consultants will be penalized if they do not meet the dates of submission of the draft and final report, unless they request for an extension of the contract giving valid reasons and showing that the delays were beyond their control.

VI. CONSULTANT

The consultant should preferably be on the GEF/STAP roster of experts, have an advanced university degree in a relevant discipline and have demonstrated expertise in the area of climate change and GEF projects. Previous experience in the evaluation of United Nations programmes will be an advantage. The candidate should have at least 10 years experience in the field of climate change or in a related activity

Annex II

Project management structure



Annex III

ROLES AND LEVELS OF SUPPORT TO PROJECT

Grouping	Participation			
	Examples	Roles	Levels	Type
Governmental				
National	<ul style="list-style-type: none"> • Niue Meteorological Service • Environmental and Community Affairs • Ministries and other agencies of government (officials and politicians), directly through national country team, and indirectly through awareness raising programmes • National Study Team 	<ul style="list-style-type: none"> • Technical studies • Policy and planning • Consultation • Funding • Advice on project design and implementation • Gathering and transfer of technical information • Inclusion of climate change issues in policies, plans and decision-making • Coordinating and implementing technical studies and facilitating policy development 	<ul style="list-style-type: none"> • Senior policy makers and planners • Politicians, including Prime Minister • Officials in technical ministries 	<ul style="list-style-type: none"> • Membership of country team • Sources of information • Dissemination of information • Integration of climate change across government agencies and across sectors • Facilitators of policy-making and planning related to climate change • Advice and decision-making

Regional (intergovernmental)	<ul style="list-style-type: none"> • SPREP/PICCAP • Council of Regional Organization of the Pacific e.g., South Pacific Applied Geoscience Commission, Secretariat of the Pacific Community 	<ul style="list-style-type: none"> • Project design and execution, plus in-kind supportive assistance • Project implementation, reviews and evaluations • Facilitating inputs to project • Technical assistance, training, policy guidance 	<ul style="list-style-type: none"> • Senior level management to project-based staff • Project management and oversight • Senior policy advisers to technical personnel 	<ul style="list-style-type: none"> • Regional coordination and cooperation • Linking national and international activities • Harmonizing both regional and national initiatives
International (intergovernmental)	<ul style="list-style-type: none"> • GEF • UNEP • UNITAR • Convention on Climate Change secretariat 	<ul style="list-style-type: none"> • Funding • Linking with other international projects and programmes • Provision of standardized training methods and materials • Guidance and facilitation of international negotiation 	<ul style="list-style-type: none"> • Senior programme officers • Professional trainers and senior programme managers 	<ul style="list-style-type: none"> • Transfer of resources • Project oversight • Facilitation of preparation and transfer of training resources • Oversight of training programmes and provision of advice • secretariat
Non-governmental				
International and/or regional	Scope for many regional non-governmental organizations, but not realized	<ul style="list-style-type: none"> • Advocacy 	<ul style="list-style-type: none"> • Senior staff • Campaign staff 	<ul style="list-style-type: none"> • Awareness raising and information transfer • Networking • Lobbying
National/civil society	Community, church, youth and village groups	<ul style="list-style-type: none"> • Awareness campaign 	<ul style="list-style-type: none"> • National • Community (village) 	<ul style="list-style-type: none"> • Interpreting technical information for lay persons • Liaison

Educational institutions	<ul style="list-style-type: none"> • Schools, colleges etc. • University of the South Pacific (campuses and national centres) 	<ul style="list-style-type: none"> • Human resources development • Advice and guidance 	<ul style="list-style-type: none"> • Teachers • Academic staff • Technical staff 	<ul style="list-style-type: none"> • Training tools and packages • Awareness raising • Education • Professional training • Technical assistance • Advice and guidance
Private sector	Limited scope in the context of Niue	<ul style="list-style-type: none"> • Key players in mitigation strategies • Beneficiaries of proactive planning on climate change 	<ul style="list-style-type: none"> • Environmental managers • Environmental economists 	<ul style="list-style-type: none"> • Members of national country team • Advice and guidance • Voluntary responses • Information transfer
Media	<ul style="list-style-type: none"> • Newspapers • Magazines • Television • Radio 	<ul style="list-style-type: none"> • Interpret and transfer technical information to stakeholders 	<ul style="list-style-type: none"> • Producers and editors • Writers • Presenters • Distributors 	<ul style="list-style-type: none"> • Regular programmes • News items, interviews with experts • Awareness raising

Annex IV

LIST OF PEOPLE CONSULTED

- ◆ Hon. Young Vivian, Acting Prime Minister
- ◆ Mr. David Poihega, Project Coordinator and Group Leader, Capacity-Building Team
- ◆ Mr. Crossley Tatui, Deputy Secretary to Government, and Group Leader, Vulnerability and Adaptation Team
- ◆ Mrs. Sisilia Talagi, Secretary to Government, Premier's Department
- ◆ Mr. James Poihega, Head of Science, Niue High School, and Chair, Greenhouse Gases Inventory Team
- ◆ Mr. Ernest Nemaia, Senior Research Officer, and Group Leader, Mitigation Team
- ◆ Mr. Sionetasi Pulehetoa, Manager, Niue Meteorological Service, and Group Leader, Education, Training and Public Awareness Team
- ◆ Mrs. Phyllis Richmond Rex, Director, Department of Environment and Community Affairs, and Group Leader/Editor, National Communications Team
- ◆ Mrs. Felicia Nemaia, Chief Editor, Office of External Affairs, Premier's Department
- ◆ Mr. Speedo Hetutu, Director, Niue Power Corporation
- ◆ Mr. Poi Okesene, Livestock Officer, Department of Agriculture, Forestry and Fisheries
- ◆ Mr. Tom Misikea, Senior Livestock Officer, Department of Agriculture, Forestry and Fisheries
- ◆ Rev. Hawea Jackson, Niue Ekalesia Church
