



Project Management Coordination Unit

ANNUAL REPORT 2020 - 2021



DIRECTOR'S NOTE

Fakaalofa lahi atu.

We ushered in our sixth year in operation as the Project Management Coordination Unit (PMCU) in the midst of a global pandemic. Writing this note to reflect upon another year of work is not simple. The annual reporting cycle for 2020-2021 ended with the unprecedented confusion that the coronavirus wrought.

The past 12 months have been a roller coaster ride. The new normal we find ourselves pushed into is unequivocal proof that our efforts to construct a 'just normal' cannot ignore the rise of a digital society.

I have been extremely impressed by what PMCU staff have done to work with our many stakeholders through this period of strain. They have worked with dedication and determination, and they have demonstrated the enduring importance of PMCU's core public service mission of a 'Niue ke Monuina'.

This Annual Report tells the story of a PMCU that has demonstrated its worth through an incredibly difficult period, but also an organisation that knows it must change and is not afraid to take tough choices.

Too often in the past we have tried to cope by doing everything and spreading ourselves too thinly. Instead, set one goal and through this goal set milestone markers and work smart to achieve these markers one at a time.

Our role is simple and that is to help our people, through our people we are building the resilience of our nation. One of PMCU's biggest achievements this year was working with our schools. PMCU was very fortunate to participate in the school's career development programs, climate change work, and waste management programs. A core part of our work that we need to be reminded off is to do more for our younger generation on all our platforms.

I am proud of the progress set out in these pages, and I am aware that none of it would have been possible without the passion and commitment of the people who work here. This year has shown what can be achieved when talented people rise to an unprecedented challenge.

I feel truly honored to lead an organisation with such driven and dedicated people.

Felicia Pihigia Talagi
Director



VISION

A Niue ke Monuina. A Prosperous Niue.

MISSION

To be a high performing cost-effective project management unit that ensures all projects within its responsibility are delivered within the scope of project plans, on time and within budget.

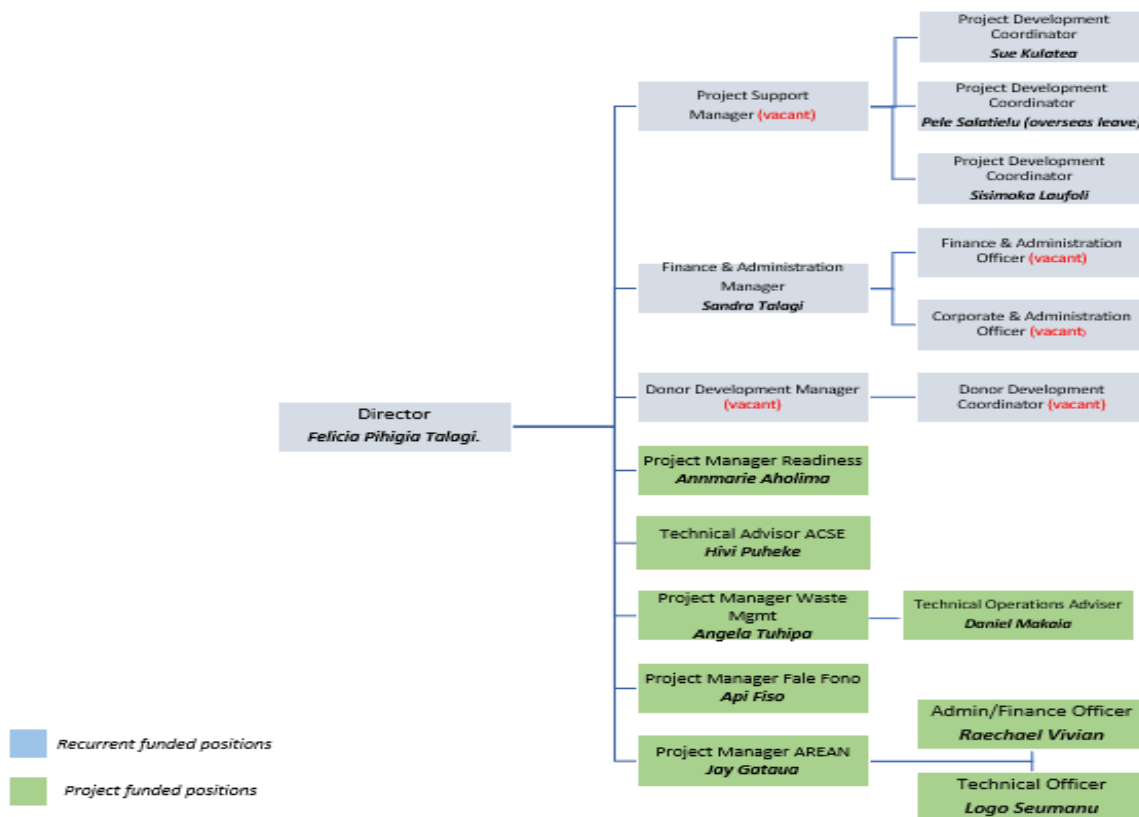
OBJECTIVES

1. Financial Stability - Ensure that sufficient financial resources are secured, and responsible fiscal management is prudent, sustainable and supports healthy development strategies.
2. Governance – Ensure that good governance reflects the principles of transparency and accountability and is practiced at all levels.
3. Economic Development - Maximize benefits from Niue’s resources in a sustainable manner focusing on private sector development, targeting tourism, agriculture and fisheries supported by safe, reliable, affordable healthy infrastructure.
4. Social – Enjoy a harmonious and healthy lifestyle in a thriving, educated and safe community that has access to a wide range of quality social infrastructure, services and healthy development opportunities.
5. Environment - Sustainable management of Niue’s natural resources and environment for present and future generations.
6. External Relationships - stronger working partnerships. Simplified bureaucratic processes for faster access to funding, reporting and implementation. The development background of Niue and the challenges it faces highlight the necessity for long-term strategic planning to guide national development into the future.

GOVERNANCE AND ORGANISATIONAL CHART

The Minister for PMCU is the Honorable Dalton Tagelagi, who is also the Premier of Niue. PMCU sits under the Office of the Secretary of Government. There are 12 staff members in PMCU, five (5) of the positions are funded through the recurrent budget, highlighted in the diagram below. There are eight (8) staff members funded by projects highlighted in green in the below diagram. One project manager is based in New Zealand and works remotely to manage the Fale Fono project.

PMCU was able to recruit two students under the Public Service Commission rotational program, Ms Haven Siosikefu and Mr Justice Poumale. Both students were studying civil engineering in Suva, Fiji at the University of the South Pacific and due to COVID disruptions both students returned home. PMCU was fortunate to benefit from their enthusiastic attitude and creative ideas.



YEAR IN A REVIEW

This year the COVID crisis dominated all our lives. For so many, it was a year of anxiety, grief and distress. The PMCU role was to improve the effective utilization of external resources to support national development objectives as envisioned in the National Strategic Plan to benefit the improvement of living standards for our people of Niue. It was important that we ensure our development partners on the alignment and harmonization of their external assistance to national interests.

The two core areas of influence to achieving the objectives outlined above were teams, activity management and results based.

Teams



Photo: PMCU team. Good communication is vital for a high performing team.

It was important to ensure that positive habits were maintained during the year. Being present, positive and productive was a key message in PMCU team. Pressures brought about from COVID19 meant that teamwork became even more vital.

At the same time it was equally important to acknowledge the achievements of the team and to celebrate these wins. Staff members need to know they are valued and appreciated. Too often we focus on limitations and shortfalls in what we do that it overshadows all the good work the team, our people and the whole of government has achieved.

Quarterly team building sessions were introduced as a way to bring the PMCU team together outside of the office setting. Team building events create the time to focus on the importance of team work and what is needed to make a better team. Learning how to work together effectively will create efficiency and knowledge on how to manage each other's strengths and weaknesses.

Bonding is important as it creates that sense of looking out for each other and helps to build trust amongst the team. It is important in PMCU for team building to reinforce how taking responsibility and providing responsibility are both vital contributors to team performance.

PMCU team building sessions involved each staff member presenting on different elements in activity management from project lessons, to challenges, the different participatory approaches for stakeholder consultations and ways that we can improve and grow as a team.

Different facilitators were invited to conduct some of these sessions, they were Robin Hekau, Heileen Togiamana and Glen Jackson.

Activity Management

There is a sense of uncertainty with COVID, uncertain that development partners may divert their funds elsewhere. It was important for PMCU to ensure that Niue funds for projects are secured and disbursement to Government as per arrangement.

Many projects rely on external technical expertise, with the border restrictions this meant that we needed to find other ways of achieving specific activities assigned for international consultants. Meetings and discussions with many implementing entity that national consultants to absorb activities meant for international consultants.



Photo: PMCU team building. A positive and enthusiastic team will create good morale in the workplace.

It was important that we put in place supporting mechanisms for our national consultants to be able to successfully achieve deliverables. These supporting mechanisms are things such as arranging stakeholder consultations, accompanying national consultant in their assessment work, or providing an office space to be able to convene meetings.



Photo: Niue Power Team in a First Aid Course supported through AREAN project.

Often, we are reminded of communities being over consulted. This was an opportunity where we find creative ways in communicating project messages to our people.



Photo: A poster from AREAN project for community engagement.



Photo: Lalaga Podcast Episode 3. Waste Management Project.

Meetings and workshops remain as traditional forms of engagement with the public but utilizing other popular platforms such as social media, podcasts and game shows became new innovative ways to engagement.

Results Based

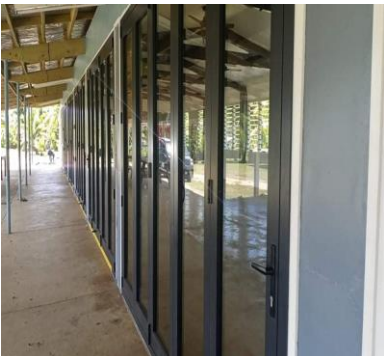
Results based management is a shift from a focus on the inputs and activities to a focus on the outputs, outcomes, and impact. As the results chain indicates, an intervention begins with a set of inputs and activities that result in outputs, outcomes and impacts.

- *Inputs* are used to carry out *activities*
- *Activities* produce specific *outputs*
- *Outputs* produce *outcomes*
- *Outcomes* contribute to *impacts*

PMCU have been instrumental in supporting community and national projects. Some of the projects are:



The Fitikanai Association was successful in their funding application to build greenhouses from the GEF – Small Grants Program.



The village of Hakupu received funding from the Government to refurbish and upgrade its Tuatea community hall.



The Tuapa In Situ Learning Centre project was successful in their request for funding to R2R. Learning centre was opened in April 2021.



The Niue Council of Women Ulufa Project funded through the Small Grants Program.



Avatele Ramp Strengthening Project applied for funding to the Smalls Grant Program under GEF.



The North wall strengthening project.



Senior Home Improvements Project funded by the Government of Niue.

PROJECTS TABLE

#	Project	Donor	Total		
1	Waste Recycling Facility	Aust	\$ 4,051,959.00		
2	Alofi Wastewater Project	EU	\$ 622,639.34		
3	Village Development Project	MFAT	\$ 400,000.00		
4	Aililuki Heritage Project	ROK	\$ 150,000.00		
5	AREAN	GEF	\$ 3,400,000.00		
6	Readiness	GCF	\$ 558,000.00		
7	Preparatory Support Programme NDA	MFAT	\$ 150,000.00		
8	Fale Fono	MFAT	\$ 5,000,000.00		
9	Tuapa In Situ Learning Centre	R2R	\$ 150,000.00		
10	Environment Office Extension	R2R	\$ 150,000.00		
11	Airport Tower Project	MFAT	\$ 295,000.00		
12	Niue Roads	PRC	\$ -		
13	Small Grants Program	GEF	\$ 190,000.00	(9 communities)	
14	Senior Home Improvement Project	GON	\$ 100,000.00	(10 homes)	
15	Tuatea School Building Renovation Project	GON	\$ 50,000.00		
16	Tuapa Church/Hall/Pastors Project	GON	\$ 50,000.00		
18	Wharf Strengthening Project (north wall)	GON/NZ	\$ 2,980,000.00		
19	Vaiea Church Renovations	GON	\$ 35,000.00		
20	Avatele Church Renovations	GON	\$ 100,000.00		
21	Toi Church Renovations	GON	\$ 50,000.00		
22	Supplementary Power House	Aust/NZ	\$ 2,000,000.00		
23	Airport Fencing	NZ	\$ 300,000.00		
24	Wharf Gantry/Wall	NZ	\$ 360,000.00		
25	Health ICU	ADB	\$ 500,000.00		
26	Old Treasury Building	GON	\$ 300,000.00		
			\$ 21,942,598.34		

NEW PROJECTS DEVELOPED

New project proposals		\$\$
1	Readiness 2	\$ 600,000.00
2	Pacwaste Plus	\$ 300,000.00
3	Increasing Resilience of Niue Climate Information	\$ 1,500,000.00
4	Food Security	\$ 10,000,000.00
5	Water Security	\$ 10,000,000.00
6	Invasive Species	\$ 6,000,000.00
7	Enhancing climate information and knowledge services	\$ 150,000.00
8	Coastal and Marine Ecosystem Resilience	\$ 1,500,000.00
9	Adapting Tuna dependent Pacific Island Communities	\$ 1,500,000.00
10	Niue National Adaptation Plan	\$ 3,000,000.00
		\$ 34,550,000.00

FINANCIAL STATEMENTS

Account Code	Description	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
146.3212.000	Revenue from Provision of Services		\$301,000.00	\$52,700.00	\$54,417.00	\$0.00
146.4111.000	Salaries & Wages	\$ 281,000.00	\$ 252,000.00	\$ 293,122.00	\$ 305,000.00	\$ 305,000.00
146.4115.000	Contractors - Cleaners	-	\$ 1,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
146.4116.000	Staff Amenities & Benefits	-	\$ 1,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
146.4217.000	Other Grants	\$ 10,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	\$ 5,000.00
146.4411.000	Maintenance - Landscaping / Gardening	-	\$ 1,000.00	\$ 1,000.00	\$ 6,000.00	\$ 6,000.00
146.4413.000	Maintenance - Site Improvements	-				-
146.4414.000	Maintenance - Buildings	-	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
146.4416.000	Maintenance - Vehicles	\$ 1,000.00	\$ 3,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
146.4417.000	Maintenance - ICT & Other Equipment	\$ 1,000.00	\$ 1,000.00	\$ -	\$ 5,000.00	\$ 5,000.00
146.4431.000	Minor Asset Purchases	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
146.4461.000	Stationery, Office Consumables & Books	\$ 5,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
146.4491.000	Other Supplies	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
146.4531.000	Fuel Consumption	\$ 7,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
146.4611.000	Telephone	\$ 5,000.00	\$ 2,000.00	\$ 2,000.00	\$ 5,000.00	\$ 5,000.00
146.4621.000	Electricity	\$ 3,000.00	\$ 3,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
146.4634.000	Other Professional Fees	\$ 4,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
146.4646.000	Hire, Rent & Lease Expenses	\$ 3,150.00	\$ 1,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
146.4216.000	Support for Events					
		\$ 326,150.00	\$ 287,000.00	\$ 322,122.00	\$ 352,000.00	\$ 352,000.00

CONCLUSION

To conclude, 2020/2021 has been an experience we won't forget. COVID has taught to be innovative and to think outside the box.

We are fortunate to remain COVID free, we are surviving in these unprecedented times but we now need to inject some innovation to be able to achieve an greater resilience. Some strategies to perhaps into is in maximizing external project funds we receive, whereby a small percentage of the overall project envelope is paid to Government. This payment is similar to a management fee that implementing partners receive in projects.

We have a small pool to draw from, therefore we need to utilize experts in a smart manner. A blending mechanism for our public servants where a portion of their salary is paid from project funds. This is an creating an opportunity where public servants are able to take on project activities while still able to conduct their core responsibilities within their departments. Public servants should not be limited to only doing projects that is within their departments. There should also be some flexibility in public servants undertaking consultancy work in projects.

Employee burnout is a worry during these times. A good way to bring everyone together is to have a public servant retreat day where departments are able to carry out fun activities for their teams. It is important that we look after our people.

Finally, we would like to acknowledge all our partners we've worked with during the year. We thank you for your support, and we thank you for your trust. We will continue to work together to build a resilient Niue.

End.