

November 23, 2020



Transition Report Ministry of Natural Resources, Environment & Tourism Republic of Palau

Executive Summary

The Ministry of Natural Resources, Environment & Tourism congratulates President-elect, Surangel Whipps, Jr. and the incoming administration. The ministry is further pleased to submit its report to the transition committee and hopes it provides the information needed for the appropriate transfer of work. This report is not a performance evaluation of the work being done by the respective bureaus, programs and projects. Rather, it is focused on ongoing programs and services, status of projects and, in general, the strategic direction of the ministry.

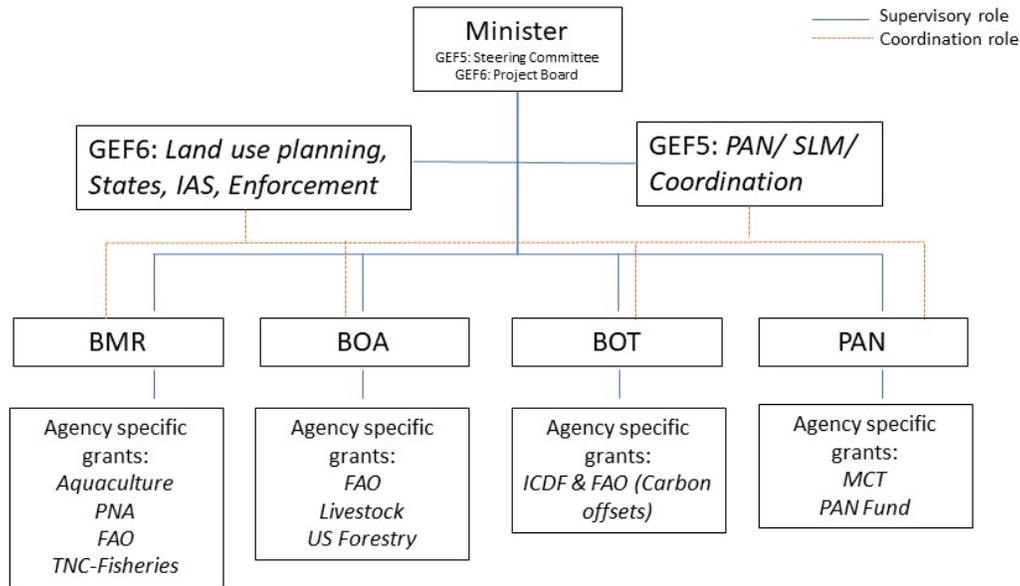
Equally important is the listing of personnel, particularly those who are non-permanent employees, on contract or political appointees whose roles and responsibilities are specialized and/or specific to project outputs.

A key strategic approach to project development is aligning as much as possible to the respective bureau and program mandates and complementing their efforts. One such example that can be seen at the ministry is the integration of project-based personnel within the bureaus and programs and, in some instances, project-based employees functioning as separate units at the ministry level to enhance coordination.

The directors, managers, national focal points and members of commissions, boards, conventions and committees are listed throughout the report and can be contacted for more information. We look forward to working with the transition committee as needed and the incoming administration so that it is in the best position to lead the important work and provide the essential services that are being done in the ministry. Lastly, this report is not all inclusive given the time constraints so inquires and clarifications are welcome.

Ministry Organization Chart

Role of Grants and Special Projects at MNRET



Note: Projects listed here are not all inclusive.

The organization chart shown above notes how projects are managed across the ministry. There are projects that are considered national-level, multi-agency that require dedicated staff to manage and coordinate. These tend to be multi-year portfolios that are implemented through U.N. agencies, in accordance with commitments endorsed at international forums and U.N. conventions.

Also reflected in the chart are projects that are bureau/program specific, some of which are structured to be implemented by existing (permanent) staff, and others that require the hiring of non-permanent staff to effectively manage. Project funds are a significant source of financial support across the ministry as reflected throughout the report. A downside to this approach to institutional strengthening is the risk of losing crucial personnel who are non-permanent status. It is therefore, important to emphasize the need to retain these essential workers and a matter of priority for the transition committee to kindly consider.

Ministry-level Projects

Given the collaborative needs to implement projects at this scale, involving multiple agencies and organizations, it would be appropriate to inform the transition committee of these efforts leading up to efforts at the bureau/program levels.

Project, description	Duration	Budget	Contact Person
Global Environment Facility (GEF) funded, national project with UNEP - to improve the Protected Areas Network, implement key aspects of the Sustainable Land-use Policy and improve cross-coordination between multiple environmental agencies.	4 years - October 2016 to August 2020, with a no-cost extension to August 2021.	\$3,747,706 Remaining: \$841,173.11	Gwen Sisor
GEF funded, national project with UNDP for Integrating Biodiversity Safeguards and Conservation into Development in Palau.	6 years - October 2018 to June 2024	\$4,233,000 Remaining: \$3,353,000	Dolmii Remeliik
Inform Project, to Organize and centralize environmental information in a central database to facilitate sound decisions and contribute to national reporting to the Multilateral Environmental Agreements (MEAs)	4 years – July 2018 to June 2021	\$56,000 Remaining: \$20,000 (paid directly out of SPREP)	Gwen Sisor
GEF funded regional project with UNDP/SPC, Managing Coastal Aquifers	4 years	\$655,433	Leena S.M. Mesebeluu

Project in the pipeline

Project, description	Duration	Budget	Contact Person
GEF funded regional project with World Wildlife Fund/Stanford University, Strengthening and Enabling the Micronesia Challenge 2030; strengthening a domestic fishery for tuna and pelagic species	2 years – under GEF review with tentative inception February 2021	\$300,000 (Palau's share)	King M. Sam

** Projects in early development or with executing agencies outside the ministry are not listed here.

Special Projects/Initiatives (Ministry Level)

Project, description	Status	Contact Person
Promulgating regulations for the Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization – standardizing research permitting procedures across national and state authorities.	Regulations drafted, next step is to publish, build capacity to implement	King M. Sam

National Focal Points, Members of Committees/Conventions

Committee/Convention	Description	Focal Point/Designee
Convention on the International Trade of Endangered Species (CITES) National Focal Points	Authority to permit the export of endangered species, in accordance with relevant laws/regulations	Minister (marine and terrestrial species) Percy Rechelluul (marine) Fred Sengebau (terrestrial)
GEF Political Focal Point	to communicate its government's views/comments/suggestions on pertinent matters to the GEF Secretariat	Minister
GEF Operational Focal Point	to ensure that GEF proposals and activities in the country are consistent with country priorities and the country commitments under global environmental conventions	King M. Sam
Micronesia Challenge Steering Committee, National Focal Point	Represent the interests of the jurisdiction in which they represent, reporting progress to chief executives annually	King M. Sam

Committee/Convention	Description	Focal Point/Designee
GEF Small Grants Programme (SGP) – National Steering Committee	As a beneficiary to nationally allocated funds, members work to align efforts and activities with grantees and project proponents (NGOs, CBOs)	Gwen Sisor King M. Sam
National Commission for the United Nations Educational, Scientific and Cultural Organization (UNESCO)	Administer UNESCO grants and ensure compliance to UNESCO World Heritage requirements	King M. Sam

Bureau of Agriculture

Mandate

The Bureau of Agriculture was established via Presidential executive order no. 203, to be responsible for the promotion, development and conservation of the natural resources of the Republic including forestry, agriculture, mineral and other land-based resources. The director shall be responsible for matters involving animal husbandry, quarantine inspections and enforcement, as well as the Republic's entomological program.

Priorities

Division of Livestock

- Provide livestock technical support to farmers
- Breed chickens and sell chicks to farmers
- Breed pigs and sell piglets to farmers
- Conduct artificial insemination for pigs owned by private farmers

Biosecurity

- Invasive Species Program
 - Implement NISSAP
 - Establish a NISC office and fruit-fly lab
 - Fruit-fly and CRB monitoring, surveillance and management
 - Island-wide invasive species survey (terrestrial and marine)

Mission and Vision

To promote, develop, protect and conserve Palau's land-based natural resources and to assist families to have the skills, resources and opportunities to ensure sustained food production, nutrition, food security and wise stewardship of ecosystems.

Regulations

- RPPL No. 6-37
- RPPL No 7-33
- RPPL No. 7-43
- RPPL No. 9-58
- RPPL No. 10-37
- Executive Order No. 203
- Executive Order No. 283
- Executive Order No. 381

Personnel and Political Appointee Positions

The Bureau of Agriculture contains a total of 40 employees:

- Administration: 6
- Division of Biosecurity: 14
- Division of Forestry: 8
- Division of Horticulture & Extension: 6
- Division of Livestock: 6

Position	Special project
GEF Project Coordinator	Global Environmental Facility Cycle 5 and Cycle 6
Forest Monitoring Coordinator	Global Environmental Facility Cycle 5 (GEF5)

Services and Programs

Division of Livestock

- Provide livestock technical support to farmers
- Breed chickens and sell chicks to farmers
- Breed pigs and sell piglets to farmers
- Conduct artificial insemination for pigs owned by private farmers

Division of Horticulture

- Technical support for local farmers
- Tilling services
- Plant propagation and distribution
- Maintain seed bank for fruit Tree seedlings
- Work with partners to conduct horticulture & best agricultural practices
- Regular extension and farm visits

Division of Forestry

- Reforestation
- Rehabilitation of bad lands
- Seed collection, propagation, maintenance & distribution
- Control on invasive species

Division of Biosecurity

- Issuing of permits & certificates
- Collecting import data
- Clearance of Incoming vessels, aircrafts, cargo, containers & mail
- Incinerate confiscated items
- Control of fruit fly & rhino beetles

Program/service	Brief description	Contact person
Provide Technical support	Proper livestock house design Proper care of animals Prevention of diseases	Kashgar Rengulbai
Division of Forestry Extension services	farm/site visits provide technical assistance on proper tree planting and maintenance	Pua Michael
Division of Forestry	tree planting	Pua Michael
Reforestation/rehabilitation of bad lands		
Division of Forestry Nursery	collection, propagation, maintenance, and distribution of native and fruit tree species	Pua Michael

Division of Forestry Forest Health	control of invasive species	Pua Michael
Division of Biosecurity Certificates & Permits	Phytosanitary, Origin, Treatment, Permits, CITES	Akemi Kaleb Havalei Reched Christa Sikyang
Division of Biosecurity Collecting Data/Statistics	Imported items, Permits, Certificates	Akemi Kaleb Havalei Reched
Division of Biosecurity Information on import/export	Informing customers on daily basis of imported and exported items	Akemi Kaleb Havalei Reched
Division of Biosecurity Clearance of Aircraft, Vessels, Containers	Clear Aircrafts, Vessels, Containers of any plants, insects, or items that do not have any required documents	Chief Devon Andreas Supervisor Raynold Skilang
Division of Biosecurity Mail Clearance	Clearance of any plant or animal product from the Postal Office, and with required documents	Chief Devon Andreas Supervisor Raynold Skilang
Division of Biosecurity Incineration of Confiscated Items	Burning of any items imported without required documents or	Chief Devon Andreas Supervisor Raynold Skilang

	are prohibited items	
Division of Biosecurity Fruit Fly Surveillance	Preventing fruit flies to all fresh produce Setting up traps around the island	Chief Devon Andreas
Division of Biosecurity Coconut Rhino Beetle	Prevent rhino from damaging coconut/palm trees	Chief Devon Andreas

Special Projects

Project	Brief description	Duration	Total budget	Contact person
GEF 5	(A) Improve the Protected Areas Network: (B) Effectively implement Palau's Sustainable Land Management policy: and (C) Ensure integrated coordination, mainstreaming & project management	2017 - 2020	\$ 350,000	Keith Mesebeluu
GEF 6	Is to mainstream biodiversity conservation into integrated land and seascape governance, planning and management in Palau	2019 - 2023		Keith Mesebeluu
Forest Monitoring Program	Survey of forests in all terrestrial PAN sites			
BOA Newsletter Articles	Provide newsletter article to	quarterly		Keith Mesebeluu

	MNRET contact person for the creation of Ministry newsletter that is openly shared to highlight the work done in the MNRET			
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GEF 5 BOA Activities

- Created Sustainable Forest Management strategy (SFM), and Policy to enable implementation of SFM practices
- Developed good practice in agriculture, created training materials that has been used in agriculture training related workshops
- Upscaling the Reforestation and Erosion Control with the help of Ebiil Socitey
- Through the Forestry Division, BOA has been working with PAN office to survey PAN sites forest to get base line data
- Updated the National Invasive Species Strategic Action Plan
- Created an MOU between BOA and BNM to establish a botanical garden at BNM and have supporting nursery members.

GEF 6 BOA Activities Completed

Work

- Through GEF funding, we have hired 3 additional biosecurity officers to build biosecurity capacity
- Created MOU with PCC-CRE PAIR to help with the CRB Sudy and management
- Developed engineering plans to build a biosecurity office with an infumigation room, wash down area, storage area (for confiscated material), animal holding cell, and inspection zones.
- Worked with National Invasive Coordination Office to create a Black and White List for importing and exporting materials
- Identified and acquired necessary tools that will be used for sea port and marine inspection
- Updated the Cost Recovery mechanism that will be included in the regulation once it is updated

Ongoing Work

- In the process of updating the 2016 Biosecurity Regulation
- Creating Risk Assessment for import/export
- Consulting out inter/Island inter/state biosecurity regulation
- Consulting out the development of school lesson plan on IAS prevention and mangement and outreach for MOE

- Developing cross-sector plans, actions, protocols and baselines to improve enforcement, monitoring and management for enforcement of IAS plans and regulations
- Bidding out the construction of the Biosecurity Office
- Marine training for biosecurity officers to enhance marine biosecurity capacity for hull inspections
- Identifying relevant biosecurity training

Future Work

- Help support biosecurity officers and other relevant agency training on the new X-ray machines to be installed after the completion of the new airport and Post office renovations
- Create mapping for IAS through survey and data collection
- Creating Early Detection and Rapid Response (EDRR) team for new IAS
- Creating marine biosecurity protocol

Major Agreements/Outstanding Negotiations

Agreements/negotiations	Brief description	Contact person
Feed Mill/Slaughter House	Breed Pigs & Chicken	Fred Sengebau
	Produce pig & chicken feeds	
	Slaughter pigs	

Contracts, Activities and Tasks

Contracts	Brief description	Contact person
Ebiil Society	Funding from USFS for rehabilitation of Ngiwal and Ngardmau sites	Pua Michael
BOA MOU with PCC-CRE-PAIR	Map out CRB surveyed/test sites and produce a CRB management plan for Palau	Director Sengebau
BOA MOU with BNM	Is to establish roles of BOA and BNM in the efforts to work together to fulfill its respected GEF5 components on identifying a Botanical garden and creating supporting network system of plant nurseries and plant collection	Keith Mesebeluu
BOA MOU with Ebiil Society	This MOU is to create partnership between the two agencies in the effort to	Director Sengebau

	create and upscale an Erosion Control and Reforestation guideline	
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Challenges

Data Collection

- It is hard to gather data collection when there is no centralized data base, and routine data inputs

Staff lacking proper computer skills

- With technology advancement, proper staff should be able to get computer training for work capacity growth

Solutions and Recommendations

Create a centralized data base

- Creation needs to be outsourced
- Proper data collecting and input training

Identifying training course to enhance proper employee skills

Bureau of Marine Resources

Mandate and Priorities

The Bureau shall be responsible for exploring, surveying, developing, managing and conserving all near shore marine resources for the benefit of the people of Palau.

Under the Bureaus mandate it will work in six key areas:

1. policy, institutional and regulatory framework for management of marine resources;
2. management, research and conservation of marine resources through national management and co-management with states;
3. development of a domestic fishery for tuna and pelagic fish species;
4. development and promotion of sustainable aquaculture opportunities;
5. development of near shore fisheries resources; and,
6. collection and analyses of all forms of marine resources and aquaculture data.

Mission

The Bureau of Marine Resources, in collaboration states and other partners, provides support and a favorable environment for the management and sustainable use of marine resources in Palau for subsistence, commercial, aquaculture and recreational fisheries sectors, taking into account the possible effects of climate change and other stressors on the marine environment, for the benefit of the people of Palau.

Enacting Legislation

RPPL No. 4-18: To regulate the taking of certain species of marine and terrestrial organisms, to prohibit or limit certain fishing methods, to repeal RPPL No. 1-9, RPPL No. 3-61, and for other purposes. This Act shall be known and may be cited as the "Marine Protection Act of 1994." The purpose of this Act is to promote sustainably and develop the marine resources of the Republic while also preserving the livelihood of the commercial fishermen of the Republic.

RPPL No. 4-35: To amend RPPL No. 4-18, regarding the taking of certain species of marine and terrestrial organisms, to clarify and strengthen the penalties and enforcement provisions, to require the Minister to promulgate regulations concerning cultured species, and for other purposes.

RPPL No. 7-18: To amend 27 PNC 1203, 1204, 1205, and 1206 to clarify that the prohibitions of the Marine Protection Act apply to activities that take place anywhere within the Republic of Palau and to make possession and receipt violations of the Act; to amend 27 PNC 1209 to provide for maximum criminal penalties for violations of the Act; to amend 27 PNC 1210 to provide for civil penalties for all persons who participate in violations of the Act in any way; and for other purposes.

RPPL No. 9-28: To amend 27 PNC § 1208 and § 1211 to establish a Giant Clam Seed Sustainability Project Fund, and for other related purposes.

RPPL No. 9-50: To control the export of any living resources that primarily inhabit the reefs of Palau, and for other purposes.

RPPL No. 10-54: Banning the export of reef fish.

Regulations

Maine Export Regulation: Notice of adoption of final regulations regarding the reporting and labeling of exports of marine resources - effective January 05, 2005.

Giant Clam Revolving Fund Regulation: Marine export declaration fees, CITES application fee and charges to be collected from clam seedlings distributed to support clam farming industry.

Personnel and Political Appointee Positions

Note, employees listed from (1-16) are permanent.

Position	Job Description
Director (1)	To head and manage the Bureau of Marine Resources of the Ministry of Natural Resources, Environment, and Tourism as mandated by RPPL 7-43, EO 381
Administrative Officer I (1)	The Administrative Officer is responsible for day to day administrative matter affecting the operation and the personnel of the Bureau. Advices the Director on the effectiveness of the programs request, the implications of the funding cuts and priorities
Administrative Specialist II (1)	This position is serves as a resource point for the Bureau's employees requiring a thorough knowledge of the Bureau's programs, functions, and organization structure.
Administrative Assistant (2)	This position will assist daily office operation and related project for the Bureau's administration area.
General Laborer (1)	Performs a variety of semi-skilled manual tasks involved in the maintenance of buildings, facilities' infrastructure, equipment, boats, vehicles and grounds or premises; performs continuous heavy manual work as a major work assignment; performs other duties as requires.
Fisheries Specialist I (1)	This position is responsible to oversee the on-going programs under the Bureau of Marine Resources and report to Director. Assist Director in all aspect of work related including out-going and incoming correspondence and implementation of the programs.
Coastal Fisheries Officer (5)	To monitor and enforce laws relating to the conservation and management of fisheries
Fisheries Technician – Fin fish (1)	To work on a variety of specialized research project of fin fish and invertebrates and other marine organisms from eggs to maturity

Fisheries Technician – Fin fish (2)	This position is responsible for brood stock collection, feed and care of fish and or other species caught from the wild and brought for breed and reproduction.
Fisheries Technician – Invertebrates (8)	The position is responsible for clam farming, monitoring, and cleaning of marine raceway tank and collection of spawners for ocean-base nursery.
Fisheries License & Revenue Officer II (1)	This position will assist the Director in overseeing program activities in the Oceanic Fisheries Management Division of the fishing licenses and revenue and other related matters
Assistant National Tuna Data Coordinator (1)	This position is to assist the Division of Oceanic Fisheries Management in improving national tuna data collection system to meet obligations on data provisions to the Western and Central Pacific Fisheries Commission (WCPFC)
Oceanic Data Entry Clerk I (1)	This position is responsible to collection and entry of data on exports, imports and log books for Tuna Fisheries and other catches on fishing vessels.
Oceanic Fisheries Officer (1)	Performs technical work in the collection of data on all vessel off-loadings, observer and vessel monitoring programs and performs other duties as may be assigned.
Fisheries Extension Officer II (1)	For provision of training and advise on new fishing techniques, gears and fishing boat operation to Palauan Community for the purpose of enhancing subsistence and commercial fishing as well as contribute to economy as a whole
Fisheries Training Technician (1)	The position is to assist organizing for fisheries trainings and meetings, collect, enter and assist in preparation of fisheries data for statistics purpose. Assist in administration work for fisheries development section.
Aquaculture Specialist (1) *Contract position	The position is to provide the capability within the Bureau to conduct aquaculture research and development, produce seedlings and

	fingerlings for partners and States to promote and support sustainable aquaculture in Palau.
Fisheries Compliance Officer * Political appointee	Recently assigned to Division of Marine Law Enforcement under Maritime Operations Center to support joint efforts on monitoring, control and surveillance.

Services and Programs

Service/Program	Description	Contact
Giant Clam Program	Production and distribution of giant-clams to the community	Leon Remengesau
Rabbitfish Program	Production and distribution of rabbitfish to aquaculture farmers	Percy Rechelluul
Fisheries Development Program	Provide capacity building opportunities to fishers on mid-water-fishing techniques, fish handling and sea safety	Fabio Siksei
Fish Aggregating Device (FADs) Program	Construction, deployment and maintenance of FADs	Fabio Siksei
Ice Production Service	Establishing and maintaining ice machines throughout states to support fishers	Erbai Yukiwo
Fishing permits and licensing program	Permitting and licensing local and foreign fishers conducting fishing within the domestic fishing zone	Kathleen Sisor
Research and trading of marine resources	Permitting of research and monitoring the international trading of marine resources	Helena Rebelkuul

Special Projects

Project	Duration	Budget	Contact
Enhancing livelihoods and food security through fisheries with nearshore fish aggregating devices in the Pacific Ocean	April 2019- April 2022	\$4,500,000	Fabio Siksei

Supporting the Pacific to address the vulnerabilities of agriculture and food security to climate change through the Koronivia joint work on agriculture	May 2019-April 2021	\$440,000	Fabio Siksei
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Major Agreements/Outstanding Negotiations

Agreement/Negotiation	Description	Contact
Operationalizing the Micronesia Association for Sustainable Aquaculture	Regional initiative promoting sustainable aquaculture development	Percy Rechelluul
Application for Japan Technical Cooperation	Seeking assistance from Japan for strengthening the FADs program	Fabio Siksei
Application to Japan for assistance for human security program		Fabio Siksei
Negotiations with the National Offshore Tuna Fisheries Association of Japan	For Japanese long-line fishing vessels accessing Palau's domestic fishing zone.	Kathleen Sisor
Negotiations with Japan Far Seas Purse Seine Fishing Association	For fishing in the Domestic Fishing Zone.	Kathleen Sisor
Discussions for partnership with Rare	Initiative to register fishers	Fabio Siksei

Contracts, Activities and Tasks

Contract	Description	Contact
Security service	Security support for BMR facilities/assets/equipment	Leon Remengesau
Rabbitfish pilot project	Small-scale rabbitfish aquaculture	Leon Remengesau
Offshore fisheries development	Deploying (5) FADs throughout western states and provide capacity building	Fabio Siksei

Recommendations

- review organizational structure to realign and focus available resources including local appropriations and external funding facilities to strengthen core functions including enforcement of conservation measures, research and data collection, and extension services;

- in view of the established mandate and ongoing budget constraints, work with the Ministry of Finance and other development partners to develop a corporate plan that prioritizes and focuses available resources to achieve program objectives;
- develop a human resources development plan including full staffing to ensure capacity building particularly for research and data collection;
- review program mandates with a view to strengthen enforcement of conservation measures especially for monitoring the export of near-shore marine species and establish the approval of CITES declaration at the bureau level to ensure continuity and consistency of policy actions;
- update and amend the Marine Protection Act based on current fisheries status and available science;
- review and formulate a strategy to expand strengthened collaboration with other government and other sectors to enhance research and data collection capacity;
- adopt a long-term vision and strategy for ensuring continuous improvements of extension services, particularly for clam farm management, along with ideal annual output, based on demand; and,
- implement a plan to expand revenue generation and cost recovery framework to help finance research and extension services and ensure that programs and service gains are sustainable;
- invest and continue developing of a domestic fishery for tuna and pelagics;
- improve and increase giant clam seedling production;
- improve and increase rabbitfish fry production;

Bureau of Tourism

Mandate and Priorities

The Bureau of Tourism was established in February 2014 via Presidential Executive Order 357, designating the Bureau as the regulatory agency for tourism in the Republic of Palau. It is also tasked to implement the Responsible Tourism Policy Framework and strives to deliver the Pristine Paradise Palau experience for all visitors.

Key priorities are:

- policy and planning – review of tourism legislation and regulations to assure alignment with all other national and state legislation and regulations;
- compliance division – register tour operators issue licenses, monitor and assess industry partners for compliance, maintenance of agency database

Mission

The Bureau of Tourism works with partners to deliver the Pristine Paradise Palau experience through innovation, collaboration and respect for Palau's culture and environment.

Vision

Palau is a destination that meets visitor expectations and delivers community benefits.

Enacting Legislation

- Presidential executive order no. 357 creating the Bureau of Tourism;
- RPPL no. 9-53 (to amend 28 PNC to empower MNRET to establish standards for tourism);
- Presidential executive order no. 391 (Bureau mandate to register and license all tour operators)

Regulations

- tour operators' regulations (effective April 17, 2019);
- Boat Owners Association for Tourism (effective April 17, 2019);
- ban on non-biodegradable plastic bags
- ban on sunscreens harmful to coral reefs
- pandemic safety regulations requiring compliance with international standards (pending at Office of the President)

Personnel and Political Appointee Positions

Position	Job Description
Director (1)	To head and manage the Bureau of Tourism in accordance with RPPL no. 953 and Presidential executive order no. 357.
Administrative Officer I (1)	
Administrative Specialist II (1)	
Administrative Assistant (2)	
General Laborer (1)	
Fisheries Specialist I (1)	

Services and Programs

Service/Program	Description	Contact
Licensing of tour operators	Registration and monitoring of all tour operators	Ray Marino, Endira Apsalom
Licensing boats conducting commercial tours	Licensing commercial tour boats and provide support to BOAT association as secretariat	Ray Marino, Endira Apsalom
Outreach activities	General education/outreach	Dave Orrukem

Special Projects

Project	Duration	Budget	Contact
Strategic plan for Bureau of Tourism (2019-2023)	5 years	\$15,000	Fabian Iyar
Inter-agency tourism task force for monitoring tourism related businesses (established by executive order)	4 years	\$0	Dave Orrukem
Palau Responsible Tourism Policy Framework 2017-2021	5 years	\$415,091	Gwen Sisor
Green Certification Program	Ongoing	\$20,000	Fabian Iyar
Green Boots/Green Fins – best practices for marine/terrestrial tourism	Ongoing	\$8,000/\$7,000	Dave Orrukem
Collaborator with national project for Integrating Biodiversity Safeguards and Conservation into Development in Palau	5 years		

Contracts, Activities and Tasks

Carbon-neutral project, aiming to make Palau the first carbon neutral destination in the world. Contract is between Bureau of Tourism and Ms. Ivory Vogt.

Recommendations

- increase capacity through relevant trainings for current staff and hiring of competent staff;
- afforded enough funds to hire additional and competent staff;
- start talks/seek funding for possible new office space or stand-alone building;
- retain staff via competitive salaries and benefit packages and buy-in to Bureau mandate and related activities;
- be proactive and put the Bureau in the best position to succeed

Protected Areas Network

Mandate

The Republic of Palau established the Palau Protected Areas Network (PAN) through national decree, RPPL No. 6-39 (the PAN Act), in 2003. The PAN is intended to establish and maintain a mechanism for national government support (both funding and technical) for state-owned and managed protected areas and creating a national network of sites that represents Palau’s biodiversity and supports human well-being. The goal of the network and essentially the spirit of the PAN Act was re-articulated by a group of local experts (Refining the Protected Areas Network Design, Victor et al. 2015) as:

Protect rich biodiversity and sustainable resource use to maintain healthy, ecological ecosystems that are resilient to climate change and (1) support community livelihoods (through fishing, tourism, farming, etc.), food security and cultural heritage (i.e. traditional medicines, cultural sites) and (2) fulfil national obligations regarding biodiversity protection of habitats and key species (i.e. rare and threatened species, focal fisheries species).

In 2007, a companion legislation (RPPL No. 7-42) was enacted that imposed a Green Fee on visitors and established the Protected Areas Network Fund to manage and administer the funds. The PAN Fund manages Palau’s invest in the Micronesia Challenge Trust Fund and disburses funds to both PAN Fund office and PAN Office (MNRET), and individual state PAN programs.

The network then consists of entities that work collaboratively to achieve the goals of the intent of the PAN Act. The entities are listed below with a brief description of their role in the national network.

The PAN Office was established within MNRET to fulfill the Ministry’s mandate under the PAN Act and to facilitate national government support to PAN member states in managing protected areas. The Office facilitates assistance to PAN member states from various environmental and natural resource agencies and organizations and develops programs and projects to fill network-wide gaps and other challenges.

PAN Entity	Role in the network
PAN Office (PANO)	Coordinating and evaluating various PAN programs and projects. Housed at MNRET.
PAN Fund (PANF)	Financial trustee of the Green Fee.
PAN Site	State PAN members/program that are responsible for day-to-day management of protected areas that are included in the national network
PAN Technical Committee (PAN TC)	A committee comprised by relevant environmental and/or natural resource agencies and organizations who advise

	the Minister in technical aspects of implementing the PAN Program
PAN Management Committee (PAN MC)	A committee comprised of PAN member State representatives (Governor or designee) who advise the Minister in the strategic direction and of the entirety of the network.

Priorities

- **Integration:** framework and strategies align with national conservation goals (policies and programs) and site level management actions are inclusive of stakeholder input and perspectives, and seeks to optimize for effective and efficient program delivery
 - Developing protected area management plans that are consistent with and operationalizes national environmental policies
 - Develop site annual work plans that align with site management plans
- **Capacity development:** Developing and implementing programs and projects to build capacity both at the state and the network level.
 - Training workshops—tailored to meet specific program needs
 - Encouraging mentorship programs that promote hands-on learning
 - Fellowship program through partnership with Palau National Scholarship Board (PNSB)
 - Scholarship program for individuals currently employed within various PAN entities
 - Development of conservation academy curriculum targeting state PAN rangers
- **Funding:** identify funding priorities based on collective needs and addresses major challenges both at the national or state/site level.
 - Developing grant proposals that revolve around specific program needs
 - Reviewing state quarterly reports in order to identify needs that span the entire network
 - Maintain active participation in local and international networks that may present potential opportunities for funding
- **Information sharing and branding:** develop a centralized information repository to store and/or share data and information relevant to management of PAN sites, communicate key network information and updates to relevant stakeholders, and

increase program visibility through standardization of signs, uniforms and other products.

- Developing a PAN communication strategy
 - Managing information within and access to PAN Office server
 - Community engagement with stakeholders (PAN communities, state leadership, students and others)
 - Maintaining social media presence to highlight PAN activities
 - Providing updates and reports to other programs/agencies and media outlets
 - Standardization of uniforms, road signs, marine markers, capital assets (vehicles and boats) and others through consistent branding.
- Monitoring and evaluation: determine if management actions are achieving goals; whether critical habitats are represented and replicated; identify funding priorities; and conduct formal review of management effectiveness at site level.
 - Review PAN site quarterly reports (financial and narrative)
 - Assisting in the development of site annual workplans and budgets
 - Tracking implementation of site workplans through site visits and engagements with state PAN programs
 - Developing procedures, tools, and processes to maintain consistency in evaluation and monitoring
 - Sustainable financing: explore opportunities for developing site specific sustainable eco- tourism plans and other mechanisms for sustainable financing.
 - Tourism plan for Ngerderar Conservation Area
 - Identify other PAN sites that have potential to incorporate sustainable tourism activities into site management
 - Pilot Investment Partnership Program to encourage sites to create investment accounts similar to MC Trust Fund.

Mission and Vision Statements

The following mission and vision statements are stated in the PAN system-wide strategy.

Mission: Protect Palau's natural and cultural resources ensuring that examples of the full range of biodiversity are preserved in protected areas across the country. And, that

the unique natural beauty and precious resources for which Palau is internationally recognized will not be lost or destroyed.

Medium-term Vision: By 2025, the Palau Protected Area Network is a thriving coordinating platform for effective management of protected areas.

Long-term Vision: By 2050, Palauans conserve a representative array of healthy marine and terrestrial ecosystems, as well as cultural resources across the nation's lands and waters.

Enacting Legislation

RPPL no. 6-39 in 2003, known as the PAN Act; RPPL no. 7-42, the Green Fee sustainable financing mechanism.

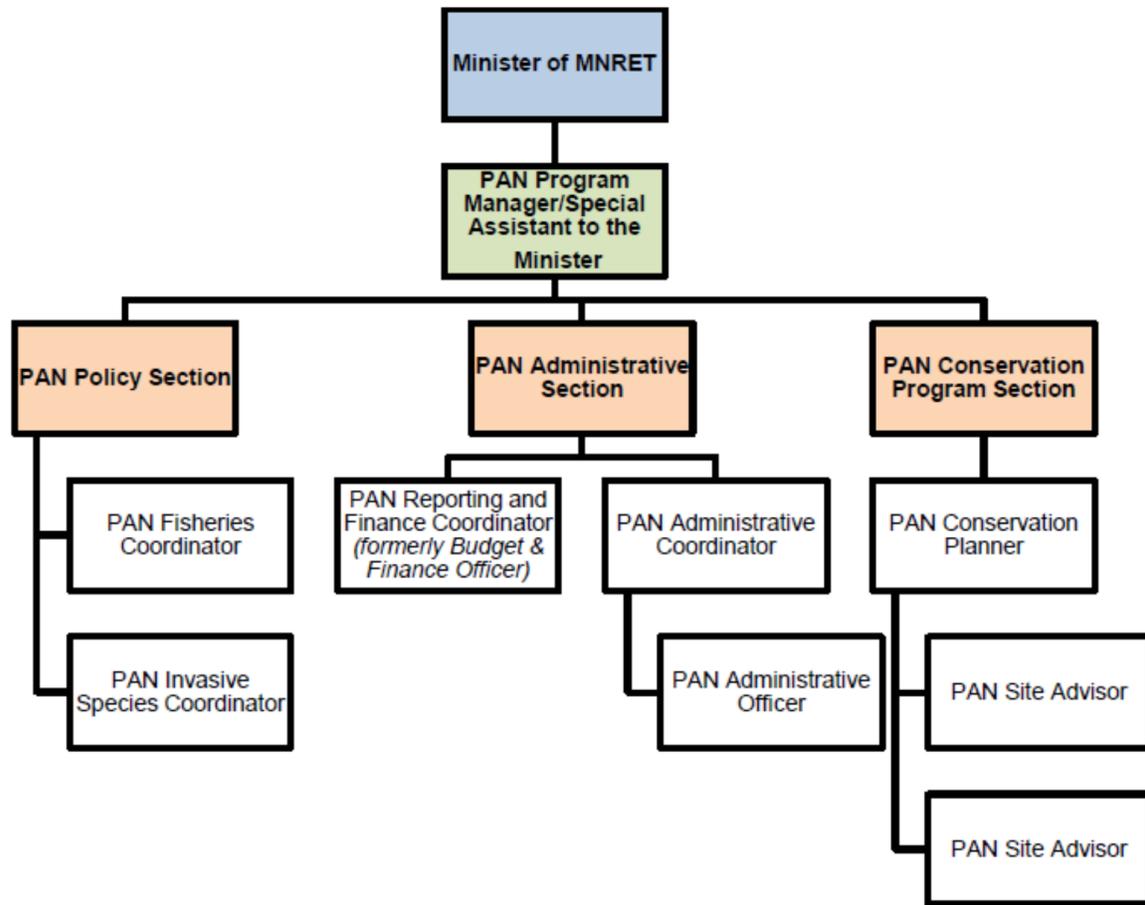
Regulations

Regulations promulgated pursuant to the PAN Act (RPPL No. 6-39 and amendments thereto) codified at Title 24 PNC Chapter 34. Regulations were signed on April 11, 2007.

Personnel and Political Appointee Positions

The PAN Office and its entire staff are based in the MNRET Office at the National Capitol in Ngerulmud. There are currently 9 full-time staff, 5 of whom are funded through PAN Office allocation of the Green Fee and the remaining 4 are funded by grants.

The PAN Office organization chart is presented below and is documented in the current Network Standard Operating Procedures. A formal and signed copy of the organization chart will be submitted by the Ministry of Finance. The operating procedures, including this organizational structure is currently being revised based on an external program assessment that was commissioned in 2018.



The section below is a list of personnel that are otherwise not included in the formal organizational structure of the program. These staff are either political appointees or professional staff hired through special projects and are funded by external grants.

Position	Special project
Applied Scientist (Contract position expiring June 2020)	Developing and implementing a national forest monitoring program for terrestrial PAN sites
PAN Communications Officer (Exempt position. This position is specifically called for in an external program evaluation completed in 2018)	Developing and implementing a network communications strategy
Chief Enforcement Specialist (exempt position)	Coordinating enforcement activities amongst PAN sites and between PAN sites and national enforcement agencies

Position	Special project
PAN Enforcement Officer (exempt position)	Coordinating enforcement activities amongst PAN sites and between PAN sites and national enforcement agencies

Budget

The PAN Office receives annual allocations from the Green Fee that is being administered by PAN Fund. The operational budget has averaged about \$180,000 over the last 3 years. A financial report covering FY 2018-2020 is annexed at the end of this report.

Services and Programs

These programs and services are long-term or routine services or programs that the PAN Office does on a continuous basis. These programs are deemed essential and disruptions to these essential processes would have very detrimental effects, including state programs and the PAN Office running out of money to cover staff payroll and other recurring financial obligations.

Program/service	Brief description	Contact person
Protected Areas Management Planning	Assist states in developing and implementing site management plans. This is usually done by securing funds and a local consultant who will work to draft new management plans or revise existing ones. The consultant works closely with the PAN Office and small planning team designated by the state.	Joyce Beouch
Annual workplanning and budgeting	Developing sites budgets and tracking spending. States are required to develop annual workplans and budgets in order to access Green Fee funds from the PAN Fund. These workplans are completed at the beginning of each new fiscal year based on determined allocations from PAN Fund. It is basically when states and the PAN Office agree on a set of activities that will be implemented at the site and how much money it will require. This is the plan that the state programs will be reporting against throughout the year.	Dilngerii Maech

Program/service	Brief description	Contact person
Reviewing site quarterly reports (financial and narrative)	The Green Fee is allocated at the beginning of each fiscal year. However, the funds are disbursed on a quarterly basis upon the satisfactory review of quarterly progress reports. This applies to all Green Fee recipients including state PAN programs and the PAN Office. The PAN Office reviews state progress reports, whether the activities performed are aligned with the workplan and if the expenses correspond to these activities. The PAN Office may recommend to PAN Fund to disburse the next quarterly disbursement or to withhold disbursement until the state program justifies specific activities or expenses. This process is quite time sensitive as states still need to maintain program activities while these “findings” are resolved.	Dilingerii Maech and Joyce Beouch
Planning awareness and outreach activities	These activities are usually done in collaboration with state programs or with other national agencies that plan national events like the annual Earth Day celebrations, Olechotel Belau Fair, and others. This program also includes other work like contributing stories to the MNRET quarterly newsletter, maintaining the PAN Facebook page, and planning engagement meetings with protected area communities in each state.	Sahar Hanser
Information sharing and reporting	This program is a catch all program that involves sharing PAN-related experience and programs to various agency partners, groups, network and donors. It includes membership in the National Environmental Protection Council (NEPC), the Climate Change National Coordinating Committee (NC4) and the Earth Day Committee. It also includes reporting obligations to donors and potential donors, participating in regional and international meetings and networks, supporting the Association of State Protected Areas Coordinators (ASPC).	Sahar Hanser and various staff depending on network or group

Program/service	Brief description	Contact person
Information management	Maintaining and managing information is an important component of the PAN program. Because it may not be such a visible part of the PAN Office, it is quite important in order to gauge program progress, to document important program developments and to promote accountability. This is maintaining all records of communication, state progress reports and corresponding findings from reviews, and reports or assessments of specific activities and projects, and many others.	Kyarii Kazuma and Shannon Oseked

Special Projects

The following list of projects is not exhaustive but rather, indicative of the range of projects that the PAN Office is currently implementing. They are usually short-term (less than 5 yrs in duration) and are implemented with dedicated funding sources outside of the operational budget from the Green Fee allocation or the cost of such project is simply the staff time dedicated to completing the project. The usual funding sources are grants from external donors and partners or through special project funds allocated by PAN Fund. The projects usually pertain to network level needs or addresses issues that span multiple protected areas.

Project	Brief description	Duration	Budget	Contact person
<p>PAN Enforcement Coordination Project</p> <p>Funding source: PAN Special Project and GEF5</p>	<p>Ongoing, expires Nov 2020 but being extended for 1 year</p> <p>This is a collaborative project between MOJ, PANF, and PANO. The main objectives of the project are:</p> <ul style="list-style-type: none"> • Develop a conservation academy curriculum to complement the existing Police Academy • Trial cross site enforcement between states with national enforcement agencies • Review of legal and regulatory frameworks relevant to enforcement at PAN sites • Develop concrete and actionable recommendations to improve coordination between states and the national government that results in a more streamlined citation and prosecution process. <p>A private, US-based consulting group (WildAid) has been contracted to do specific components of this project but the current travel restrictions have made it impossible to carry out some project activities. Therefore, the partners have agreed to extend this project until Sep 2021.</p>	<p>1 year. 1 year no-cost extension pending</p>	<p>\$115, 154 +\$25,000 staff time</p>	<p>Joyce Beouch and Bradley Kumangai</p>

Project	Brief description	Duration	Budget	Contact person
<p>Capacity Development for Communication</p> <p>Funding source: SPREP–BioPAMA</p>	<p>This is a project aimed at improving how the PAN Office and state programs communicate. The main outputs of the project are: De Communication for 16 states</p> <ul style="list-style-type: none"> • Develop communication plans for each of the 16 PAN states • Provide training on community engagement and facilitation • Developing a set communication campaigns and implementing them <p>Currently finalizing project documents with donor.</p>	<p>1 year from start date</p>	<p>\$80,000</p>	<p>Joyce Beouch and Sahar Hanser</p>
<p>Standardization of site signage and markers</p> <p>Funding source: PAN Fund Special Project and GEF5</p>	<p>One of the recommendation of an external program evaluation was to increase the profile and visibility of the PAN program to the general public and to visitors who pay the Green Fee. This project is part of a larger initiative to standardize certain aspects of work including non-visible things like standardizing management plan templates and then more visible things like ranger uniforms, markings on PAN assets like boats and cars. This specific project is aiming to standardize road signs, directional signs within sites, and boundary markers in protected areas.</p>	<p>Ends June 2020 (GEF5)</p> <p>PAN Fund Special Project: until complete</p>	<p>\$30,000</p>	<p>Sahar Hanser and Dennis Hasinto</p>

Project	Brief description	Duration	Budget	Contact person
<p>Design and implement national forest monitoring program in protected areas</p> <p>Funding source: GEF5</p>	<p>This project is part of the GEF5 project. It required the review of examples of forest monitoring programs and other monitoring programs that exist in Palau. It also required working with US Forest Service statisticians to come up with sampling design and methodologies. Currently, the fieldwork is about 75% complete and the protocol document is being drafted. The scope of this project was increased to include forest outside of protected areas. After this initial project, sustaining the program is the biggest challenge and the cost of continuing the program will need to be covered by the operational cost of either the PAN Office or the Bureau of Agriculture-Forestry Unit.</p>	<p>Ends June 2020</p>	<p>\$50,000 Staff time</p>	<p>Lukes Isechal</p>

Project	Brief description	Duration	Budget	Contact person
<p>Development of forest monitoring database</p> <p>Funding source: US Forest Service through Micronesian Conservation Trust (MCT)</p>	<p>This is a companion project to the one above. The development of the database was contracted to PALARIS but PAN Office and BOA need to continue to invest staff time to populate the database with data from fieldwork. Currently, final refinements to the database, including reconciling species lists from multiple sources and automating some basic calculations and requires substantial input from PAN Office and the forest monitoring team. Much like the forest monitoring program, sustaining the use and continued development of the database would best be integrated into cor operational budgets.</p>	<p>Until June 2020.</p>	<p>\$10,000</p>	<p>Lukes Isechal</p>

Project	Brief description	Duration	Budget	Contact person
Babeldaob Wildfire Project	<p>This is a spin-off of a smaller project funded by GEF5 to pilot the use of fuel breaks and vegetated green belts in the Ngardmau and Melekeok protected areas. After the completion of these fuel breaks, the dry season of 2019 saw a dramatic occurrence of wildfires on Babeldaob. The Governor's Association met with the PAN Office and MOJ to request for assistance in responding to these fires. At around the same time, US Forest Services awarded a grant to Ebiil Society to work on wildfire prevention. These circumstances led to a partnership between PAN Office, Ebiil Society, MOJ-Fire and Rescue and EQPB. The current strategy is to develop a fire prevention and response plan for wildfire season 2020 and then look to developing a more long-term plan for beyond 2020.</p>	3 yrs	Staff time only	Joyce Beouch and Sahar Hanser

Project	Brief description	Duration	Budget	Contact person
<p>Biosphere Reserve Status Update</p> <p>Funding source: UNESCO</p>	<p>This is a small project but is focused on the Ngermeduu Conservation Area. The management of this protected area was historically facilitated by the Bureau of Marine Resources in partnership with the Ngermeduu state (Aimeliik, Ngatpang and Ngeremlengui). This management arrangement has broken down over the years. This assessment involves engagement meeting with Ngeremeduu states and household surveys to explore future management of the site within the context of the PAN framework.</p>	<p>When completed. No solid deadline.</p>	<p>\$5000</p>	<p>Joyce Beouch</p>
<p>Protected Areas Management Effectiveness (PAME) Assessments</p>	<p>Conduct PAME evaluation at all PAN states. This utilizes an evaluation tool that has been developed and has been tested in Palau, and has recently been updated. The tool aims to track management capacity of states to implement certain components of protected areas management and identifies areas which need to be improved. This project is not currently funded and securing funding to do this is a PAN Office priority.</p>		<p>Ends June 2020</p>	<p>Joyce Beouch and Lukes Isechal</p>

Major Agreements and Outstanding Negotiations

The PAN Office does not negotiate or enter into agreement with foreign governments directly. The Micronesia Challenge is the only regional agreement that the PAN Office actively participates in and provides input and update.

Agreements/negotiations	Brief description	Contact person
Micronesia Challenge	Agreement amongst 8 Micronesian jurisdictions to effectively conserve 20% terrestrial and 30% marine habitats by 2020. Palau is represented in the MC Steering committee by the MC Focal Point who is appointed by the Minister. A new MC2030 commitment was approved at the MIF in July 2019 that expanded the challenge to 30% terrestrial and 50% marine resources and included sustainable livelihoods, fisheries management, enforcement capacity, and climate-related disaster risk management as priorities.	King Sam

Contracts, Activities and Tasks

These contracts and associated activities are either work the PAN Office has contracted. These may be contracts with private contractors or in the form of MOUs that the program has entered into with select partner agencies and organizations.

Contracts	Brief description	Contact person
PAN Enforcement Project	This is the same project listed in the previous table	Joyce Beouch and Bradley Kumangai

Contracts	Brief description	Contact person
Eco-tourism planning in Ngerderar	This project was contracted to the Belau National Museum for an amount of \$10,000. The project is developing a eco-tourism component of the Ngerderar Conservation Area management plan. This is a pilot project aimed at exploring opportunities to create revenue streams to support protected areas management. Funds for this project is the local PAN operational budget.	Joyce Beouch and Dilingerii Maech
Analysis of bird survey data	An existing set of bird survey data from 2005 exists that have not been fully analyzed. This contract with the Belau National Museum includes funds to cover cost of an off island researcher to analyze the dataset. It also includes staff time for their bird specialists to work with the Bureau of Agriculture's Forestry Unit. The ultimate goal of this project is to add a bird monitoring component to the national forest monitoring program. And the analysis of the historical dataset will inform the design of bird data collection at permanent forest monitoring plots. Funding source of this contract is the component of the GEF5 project being implemented by PAN Office.	Lukes Isechal
Network Operational Procedures Update Development of network communications strategy	This project was contracted to local private consulted for an amount of \$6000. The scope of the work includes small revisions to the operational procedures, complete an existing draft of a communications strategy and	Sahar Hanser

Contracts	Brief description	Contact person
Production of program annual report	produce an annual report for the network. The PAN staff assigned to this project works closely with the consultant and provide all necessary program information. Funding for this contract is the GEF5 project component under the PAN Office.	
Management plans updates for 4 sites	Protected area management plans in Palau usually have a planning horizon of 5 years. An number of these plans have expired or are expiring. The PAN Office (through PAN Fund) has contracted this work on 4 plan revisions to Palau Conservation Society for a sum of about \$40,000.	Joyce Beouch
Assessment of aerial of PAN network	One output of the GEF5 project under the PAN Office to gauge the coverage of PAN in spatial terms. This work has been contracted to PALARIS for \$25,000 and requires the contractor to ground truth protected area boundaries, generate updated spatial data layers, and estimate change in network aerial cover since 2015.	Lukes Isechal

Challenges

Instability in green fee collections due to the global pandemic—The primary funding for the network originates from the Green Fee imposed on tourist arrivals. With the current flight restrictions, this revenue has seen a dramatic decline and funding for FY2022 and beyond is anticipated to be a serious challenge.

Wide range of management capacity amongst state PAN programs and high staff turnover in state programs—Within the network, state PAN programs are the primary site managers who lead the work on the ground. The capacity of each of the 16 state programs is quite varied, with a few states have high performing staff and others with very limited staff capacity. The programs experience very high staff

turnover rates and therefore capacity is not retained. This wide range of management capacity amongst state programs also presents a challenge to the PAN Office as it develops programs and projects that may be relevant for all states.

Limited internal controls on spending—The state PAN programs, in some cases, have been treated as separate from other state programs, some having their own bank accounts. And oftentimes expending these funds become the sole responsibility of the coordinator with no real oversight from the accountant or Governor who may not be familiar with how funds should be used. In other cases, the Governor will authorize spending which the coordinator knows is not allowed but can't do anything about. The proper use of PAN funds would greatly benefit from strengthened internal controls at the state level.

Increased expectation of the PAN Office with a growing network—The network has grown over the years and is now comprised of all state programs. This growth has also been accompanied by growing expectations of the PAN Office and the variety of programs and services it provides to meet varying management needs. This translates into an increased need for funding and the demand for a number of specialized skills within the PAN Office to respond to those needs.

Organizational structure and place within MNRET—The PAN Office currently is a program under the Minister. It is not a Bureau or integrated into one. This is not necessarily by design but simply out of convenience, especially in the natal stage of the program when it consisted of a single staff who served as a coordinator. And because the funding source of the program is outside the normal government budgeting process, there was no compelling reason. The program has grown and matured and the organizational structure has grown and changed time to reflect that.

Grant financial management—The Ministry of Finance put into place a new financial management system around April of this year. This new system essentially lumped all grants together and managing a single grant became dependent on how other grant managers manage others. This has more than doubled the time PAN Office has spent in the last several months on reconciling expense reports, shifting grant funds to meet changing project needs, and others. This challenge affects both PAN Office's Green Fee allocation from PAN Fund (which is treated as a grant) and other grants.

Solutions, Recommendations

Reconsider 2Mil cap on green fee—subsequent amendments to the PAN Act has put a \$2mil cap on the Green Fee transmitted to PAN Fund to fund network activities. In the past, the excess of \$2mil has been directly appropriated by OEK to the PAN member states with no conditions or requirements for spending or reporting. This removal of the cap has been articulated at a PAN Conference in 2019 and re-affirmed

in the update of the PAN Sustainable Financing Plan finalized this year. This action now may not be so controversial, considering we are not even close to this cap with the travel restrictions, but has potential to benefit the network in the long-term.

Increase PAN cut of green fee (current \$15)—This recommendation also came from the 2019 conference. The \$30 green fee is split in half between PAN and water and sewer. The recommendation specifically is to look into the potential to funnel all of the green fee or some higher proportion to PAN.

Revise Network Operations Procedure—This work will attempt to develop an organization structure that meets current and anticipated network needs and standardize processes and procedure to optimize program efficiency and responsiveness. The structure should accurately represent the breath of the work that the PAN Office implements but also should be flexible enough to accommodate the dynamic nature of the program. Because much of the program not routine, essentially the program needs staff that have a strong core specialty but have multiple skillsets to work proficiently across programs and projects.

Explore opportunities for getting supplemental funding through government budgeting process—This may not need to occur every year but during years when there is instability in the Green Fee collections such as now. And it may be conditional or earmarked for specific projects and programs that have impact and/or benefit beyond protected areas management in areas such as fisheries or water management.

Contracts, Activities and Tasks

Contracts	Brief description	Contact person
GEF 5 MOAs with Project Partners	About 2.9 million of project funds are allocated to 3 State Governments and 8 Agency Partners (BOA, BOT, EQPB, PICRC, BNM, PCS, PAN Office, PAN Fund) to implement specific activities	Gwen Sisor
GEF 6 MOAs with Project Partners	About 3 million of project funds are allocated to 12 State Governments and 10 Agency Partners (BOA, BOT, BMR, EQPB, DFWP, PICRC, BNM, BAGD/MCCA, PCS, PALARIS) to implement specific activities	Dolmii Remeliik

Challenges

- Grants come with external oversight (GEF, UNDP, UNEP) plus Ministerial Oversight, plus MOF oversight, plus Agency oversight – they are over-managed and micromanaged
- Finance – at MNRET, MOF, and UNDP/UNEP – don't align and even when funds are available, activities don't happen because of issues with communication, organization, tracking, cataloguing
 - Finance does not prioritize grant processing
 - Palau Fiscal Year not aligned with Grantee fiscal years and little flexibility
 - Transition to new system (in April 2020) still causing difficulty getting payments to vendors. This limits and/or stops work when RQs and POs cannot be produced.
 - MOF changes procedural rules without informing all grants
- Coordination with other multiple projects at National and State levels
 - Many agencies implement projects and not all projects share information
 - Many projects have similar outcomes
- Co-financing requirements are difficult to meet
- Desire to get grants can lead to an overwhelming number of commitments
- People hired under projects are often pulled onto other projects and work within the Ministry impacting work progress under grants
- Bureaucracy allows for some misuse of grant funds; grants often seen as pot of unlimited funds when most dollars are allocated to specific activities; grants are sometimes called on to solve problems and pay for things after the fact

Solutions

- The biggest thing that needs to be solved is the finance issue. We should have kept our own records from the beginning of grants, and all grants should be able to have software and personnel to track finances.
- Project managers need Ministerial help to work with MOF and resolve issues.
- Training in financial systems is essential, to use MOF's systems, and needs Ministerial help open the door to MOF so communication can be improved
- EPCU should be able to sign off on its own grants and manage it without having to go through Office the Minister
- EPCU needs to be institutionalized and staffed permanently to improve coordination
- Leave grants alone – they are not an unlimited source of funds