

VI. RECOMMENDATIONS

It is recommended that:

1. A detailed work plan should be drawn up immediately covering all of the activities required through to completion of the project. This should include a breakdown of all of the actions to be taken within each of the activities given in the Project Document, along with an allocation of responsibilities, expected completion dates, and the expected costs. This level of planning should also be required for the work sub-contracted to PECL.
2. A formal system of project progress monitoring should be implemented immediately within MNRE. At a minimum this should consist of weekly checks on progress by the Project Manager (using the detailed work plan noted above), monthly checks by the Assistant CEO, and quarterly checks by the CEO in conjunction with the routine reporting to the National Task Team and UNDP.
3. MNRE should undertake an urgent review of the current contract with PECL, to identify the most effective way of incorporating appropriate monitoring procedures into the consultancy work. Discussions should also be initiated with PECL on the potential for greater involvement of National Task Team members in the work covered by the contract (eg, through formation and use of sub-task teams), and the potential for incorporating capacity building activities into the work.
4. The National Task Team should carry out a review of the current level of understanding of individual members regarding the nature and scope of the project, and the role of the NTT. They should then formally revisit the activities described under components A2 and A3 of the Project Document and agree on future roles and responsibilities for NTT members and other stakeholders. This should include consideration of the need for additional NTT members, and the potential for participation in any sub-task teams that may be formed in accordance with activities D1 and F1.
5. A formal assessment of capacities and needs should be carried out by MNRE in accordance with activity A5, followed by development of an agreed programme of capacity building activities to best utilise the available funds and capitalise on the opportunities presented by this project.
6. The current work programme for component D of the project (POPs inventories) should be reviewed by MNRE, the NTT and the consultants, to ensure that all aspects specified in the Project Document (D2 to D8) will be adequately addressed.
7. A Project Advisory Team should be established within MNRE to assist with the activities noted in 1, 3 and 5 above, and in the design and implementation of all future project activities. The membership of this Team should draw on the wide range of skills and capabilities available within the Ministry, as appropriate for the project needs (eg. capacity building, communications, legal, finance, and technical personnel).
8. UNDP should seek clarification from MNRE of the various financial issues noted in section IVB above.
9. The request by the Government of Samoa for a time extension through to the end of 2004 should be supported by UNDP, subject to satisfactory evidence that the above recommendations will be actioned without undue delay.