

Ministry of Natural Resources & Environment (MNRE)
Capability Plan Implementation – 2008-11

Factors Affecting (Includes competence, specialised skills and factors that provide the Ministry with the ability to perform)

Objectives & Related Outcomes	Factors Affecting (Internal & External)	Capability Gap Identified (WHAT is the capability gap?)	Strategies HOW to address the capability required to deliver the Objective	Intervention type	Responsibility
1. Land Management	Resources Staffing	1.1 Limited qualified staff 1.2 Limited recognition and marketing opportunities for the valuation profession	<ul style="list-style-type: none"> • Recruit qualified staff • Encourage and promote educational courses on land management & valuation. ▪ Staff trainings on valuation techniques 	Staffing Training	ACEO-LM ACEO-CS
To facilitate and implement sustainable land management and administration of land-based resources. Sections: <ul style="list-style-type: none"> ▪ Land Administration ▪ Land Development ▪ Land Registration ▪ Land Valuation 	Competencies Skills	1.3 Limited computer literacy in basics and advanced softwares 1.4 Limited analytical and report writing skills 1.5 Limited capacity of existing staff in environmental/developmental assessment tools 1.6 Limited staff capacity in technical know-how and in reading skills of all land records. 1.6 Limited capacity in land management	<ul style="list-style-type: none"> • Trainings for staff on the use of computer softwares • Trainings for staff on analytical skills and report writing • Staff trainings on policy formulation, environmental assessment tools and analysis, and monitoring and evaluation assessment • Trainings for staff on technical skills of analysing and interpreting information on land records and surveyed plans • Conduct trainings on land management & technical skills 	Training	ACEO-LM ACEO-CS
	Resources	1.7 Lack resources to support action and activities 1.8 Limited local budget and donor-funded support to further undertake preservations of land registration records	<ul style="list-style-type: none"> ▪ Trainings on project identification and proposals to secure funds from donors ▪ Trainings on fund procurement and management of funds for projects 	Resources	ACEO-LM
	Culture	1.7 Limited compliance and	<ul style="list-style-type: none"> ▪ Nation-wide consultations and awareness 		

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	Legislations Market	<ul style="list-style-type: none"> understanding of stakeholders with the Land/Environment legislations, land policies and procedures 1.8 Complex and sensitive nature of customary land tenure 1.9 Lack of community will for change 1.10 Limited recognition of land valuation legislation and guidelines 	<ul style="list-style-type: none"> programmes through use of the media for the general awareness of the public ▪ Course trainings on local relations, conflict resolutions and negotiation skills in relation to lands sensitivities 		
	Stakeholders Government	1.5 Lack consultations with private stakeholders and community	Provide for the sharing of ideas and new initiatives Conduct stakeholders consultation to gain support	Training/Awareness	ACEO-LM
2. Environment & Conservation Sustainable management of terrestrial and marine biological resources and the environment.	Staffing	<ul style="list-style-type: none"> • Shortage of staff to conduct marine & biodiversity field surveys; • Limited technical skills for invasive species identification and analysis; • Lack of qualified waste technicians and staff to implement various waste researches and surveys 	<ul style="list-style-type: none"> • Recruit more staff (under the current structure or casuals etc) • Specialized training on invasive species, identification and analysis; • Waste research survey (workshop/training) 	Staffing/Resources	ACEO-EC
	Resources Insufficient funds	<ul style="list-style-type: none"> • Insufficient funds to implement and sustain marine and terrestrial biological diversity programmes; • Annual local budget provision not sufficient for dog control management programme; 	<ul style="list-style-type: none"> • Increase budget 	Resources	

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		<ul style="list-style-type: none"> • Limited tools/equipment for marine & terrestrial field surveys, etc. • Limited resources to sustain and upgrade reserve facilities and services • Proposed budget for capitals has been seized under local budget and thus the construction of new public toilets has been delayed. • Limited resources for NIP implementation 			
	Stakeholders	<ul style="list-style-type: none"> • Limited knowledge/understanding on biodiversity and conservation, nature and recreational reserves; • Limited cooperation and support for biodiversity work from the relevant stakeholders • Low public priority and appreciation of POPs issues; • Legal process involved is complicated and always take time. • Lack of competitive contractors to effectively and sustainably carry out good services; 	<ul style="list-style-type: none"> • Conduct awareness through consultative workshops, etc; • Increase stakeholders participation in biodiversity conservation activities; 	Awareness	ACEO-EC
	Processes, Systems	<ul style="list-style-type: none"> • Legal process involved is complicated and always take time 	How do u try and resolve this? Eg., conduct an internal session to discuss the procedures etc		
	Stakeholders Market	<ul style="list-style-type: none"> • Lack of competitive contractors to effectively and sustainably carry 			

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		out good services;			
3. Forestry Division To ensure sustainable development and management of forest resources.	Resources Staffing	<ul style="list-style-type: none"> Limited technical knowledge in management of National Parks. Lack of skilled staff in plant biology & ecology. 	Conduct in-house workshop on management of National Parks. Align needs assessments with national training plan (PSC). Recruit qualified staff/overseas expert.	Training awareness programmes	ACEO-F ACEO-CS
	Competencies Skills	<ul style="list-style-type: none"> Limited skills in specialized areas Upgrade management skills to perform duties. 	Conduct in-house training under the ICT Programme.	Training New staff	ACEO-F ACEO-CS
	Resources	<ul style="list-style-type: none"> Limited funding for awareness programmes Lack of resource for operational activities. 	<ul style="list-style-type: none"> Negotiate assistance through projects Coordinate pool of funds with other Divisions Secure savings to cover other costs. Secure funding through projects. 	Resources	ACEO-F ACEO-CS
	Resources	<ul style="list-style-type: none"> Limited resources to secure seedling production. 		Resources	
	Technology	<ul style="list-style-type: none"> Improve knowledge on the use of new technology for forest mapping. 	<ul style="list-style-type: none"> Conduct training on specific areas 	Training	
	Stakeholders	<ul style="list-style-type: none"> Lack of interest and support 	<ul style="list-style-type: none"> Promote awareness and consultation on forest issues. Provide alternatives to forest income generation opportunities. 	Workshop/training/seminar	ACEO-F Forestry staff
4. Technical Services Technical services to support the sustainable development of	Resources Staffing	<ul style="list-style-type: none"> Shortage of qualifying staff 	<ul style="list-style-type: none"> Conduct staff trainings in relevant areas Negotiate and provide for specialized training (overseas) 	Staffing Training	ACEO-TS ACEO-CS
	Competencies Skills	<ul style="list-style-type: none"> Need to upgrade specialise skills of existing staff 	<ul style="list-style-type: none"> Conduct staff trainings in relevant areas Negotiate and provide for specialized training 	Training	ACEO-TS ACEO-CS

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natural resources and the environment	Resources	<ul style="list-style-type: none"> Limited resources to provide services 	<ul style="list-style-type: none"> Better budget bids Negotiate assistance through projects 	Resources	ACEO-TS
	Resources Technology	<ul style="list-style-type: none"> Inconsistencies in methodology and technology application 	<ul style="list-style-type: none"> Review systems and procedures Provide for updated technology Improve networking with private sector 	Resources	ACEO-TS
	Stakeholders Market	<ul style="list-style-type: none"> Not enough surveyors in the private sector 	<ul style="list-style-type: none"> Improve networking with private sector Provide for outsourcing 	Relationship ?	ACEO-TS
	Stakeholders	<ul style="list-style-type: none"> Lack of community support 	<ul style="list-style-type: none"> Provide for the sharing of ideas and new initiatives Conduct stakeholders consultation 	Training Communication	ACEO-TS
5. Meteorology To provide meteorological and geoscience services in support of sustainable development of natural resources	Stakeholders	<ul style="list-style-type: none"> Low level of community awareness and education 	<ul style="list-style-type: none"> Provide for the sharing of ideas and new initiatives Conduct stakeholders consultation Increase awareness programs 	Training Communication	ACEO-M ACEO-CS
	Stakeholders customers	<ul style="list-style-type: none"> Low recognition and awareness of services 	<ul style="list-style-type: none"> Provide for enabling legislations Provide for effective monitoring & compliance processes and systems 	Training/Awareness	ACEO-M ACEO-CS
	Staffing	<ul style="list-style-type: none"> Shortage of qualified staff with mathematics, physics and meteorology background; and proposal writing Lack of qualified staff in the areas of aviation, and electronics, Recruitment of human resources with inappropriate qualification Overloading of current staff 	<ul style="list-style-type: none"> Recruit additional staff with appropriate qualification Conduct staff trainings in relevant areas Negotiate and provide for specialized training in meteorology, aviation, electronics, climatology, seismology and volcanology Fill in existing but vacant positions 	Staffing Training	ACEO-M ACEO-CS
	Customers	<ul style="list-style-type: none"> Limited ability of customers to pay for services 	<ul style="list-style-type: none"> Improve networking with private sector Provide for enhanced public awareness Increase awareness activities 	Awareness Processes	ACEO-M ACEO-CS
			<ul style="list-style-type: none"> 		

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6. PUMA Planning services to support the sustainable planning and development of natural resources and the environment.	Competencies skills	<ul style="list-style-type: none"> Limited technical, administrative, and decision making skills 	<p>Negotiate assistance from Projects and bilateral agencies</p> <p>Conduct technical trainings on:</p> <ul style="list-style-type: none"> EIA review, earthworks management, urban planning and development control, urban design, geotechnical processes and analysis, writing conditions & report writing, policy development, Samoan protocols, soil behaviour, risk management. <p>Administrative processes include;</p> <ul style="list-style-type: none"> managing and improving processes, regulatory compliance program project planning and implementation, effective decision making and conflict resolution time management, administration and filing to establish a Standard Records Management System. 	<p>Technical and seminar courses and training</p> <p>Internal trainings</p> <p>Study tours</p> <p>Secondments</p>	<p>ACEO-PUMA</p> <p>ACEO-PUMA</p>
	Resources	<ul style="list-style-type: none"> Limited physical resources eg laptop, digital cameras, scanner, projector, global positioning system, noise level meters, vehicles, desk tops, photocopy. 	<ul style="list-style-type: none"> Negotiate assistance from Projects and bilateral agencies Budget to target capital procurements 	Procurement	ACEO-PUMA
	Stakeholders	<ul style="list-style-type: none"> Low community awareness of planning requirements of the 	<ul style="list-style-type: none"> Strengthen education and awareness programme Undertake awareness consultation programs 	Media & Consultations	ACEO-PUMA

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		Planning and Urban Management Act 2004. <ul style="list-style-type: none"> Stakeholder compliance to notices and orders 	<ul style="list-style-type: none"> One-on-one discussions and interviews. Increased media information dissemination 		
	Staffing	<ul style="list-style-type: none"> Vacant positions 	<ul style="list-style-type: none"> Recruit new qualified staff in the areas of urban planning, design, environmental science, environmental engineering and resource management Review and propose new positions 	Recruitment and selection process	
	Systems	<ul style="list-style-type: none"> Strengthen legal support for procedures, compliance and enforcement and systems development 	<ul style="list-style-type: none"> Legislative review and regulations impact assessment Development of Regulations as required under the Act. 	Legislative review	
7. Water Resource Division To ensure sustainable development and management of water resources	Staffing Resources	<ul style="list-style-type: none"> Shortage of specialised / qualified staff Limited financial support from MNRE to sustain the WRD 	<ul style="list-style-type: none"> Recruit qualified staff with hydrological, watershed management and policy development skills Conduct staff trainings in relevant areas – basic computing, report writing, etc Local and regional networking 	Staffing Training	ACEO-WRD ACEO-CS
	Competency Skills	<ul style="list-style-type: none"> Limited capacity in water resources management 	<ul style="list-style-type: none"> Conduct trainings on water resources management and protection 	Training	ACEO-WRD ACEO-CS
	Technology	<ul style="list-style-type: none"> Limited monitoring and assessment equipment for analysis and forecasting Limited financial resources 	<ul style="list-style-type: none"> Secure assistance through local, regional and international projects Better budget allocations and bids Sharing resources 	Networking at all levels	ACEO – WRD

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	Legislation and policies	<ul style="list-style-type: none"> Monitoring and Enforcement Policy Development Skills 	<ul style="list-style-type: none"> Review and develop practical legislation, policies and other relevant documents to address all water resources issues Increase public awareness and compliance on water legislation and plans Conduct community / stakeholder wide consultations Conduct evidence or research-based policies Recruit qualified staff for enforcement and monitoring Conduct trainings to improve policy development skills 	Training Awareness Staffing	ACEO – WRD Legal Advisor / AG
	Information system	<ul style="list-style-type: none"> Reliability of information and records on water resources and water related issues Data ownership Accessibility and sharing of information 	<ul style="list-style-type: none"> Information development and management Efficient public access to information and data Improve the sector wide networking approach Training on information development and management Secure resources (financial, human and technical) 	Staffing Trainings Networking	ACEO – WRD IT PHO
	Culture	<ul style="list-style-type: none"> Limited cultural understanding and oratory skills for consultations and -negotiations 	<ul style="list-style-type: none"> Enhance staff cultural understanding on traditions/language/protocols/tacit knowledge through cultural and oratory trainings 	- Consultations - Negotiations - Awareness	ACEO-WRD
8. Legal Services	Staffing	<ul style="list-style-type: none"> Absence of legal career path to recruit legal officers 	<ul style="list-style-type: none"> Recruit graduates with relevant experience/qualifications 	Resources Personnel	ACEO Legal Services ACEO - CB
Legal services to support the sustainable development of natural resources and the	Resources Staffing	<ul style="list-style-type: none"> Limited resources to ensure enforcement of laws etc 	<ul style="list-style-type: none"> Negotiate funding sources within projects 	Resources	
	Systems Processes	<ul style="list-style-type: none"> Inadequate legislation to enforce compliance Limited staff to review regulations/legislations 	<ul style="list-style-type: none"> Establish a fully operational Legal services Recruit qualified staff 	Resources Staffing	ACEO Legal Services ACEO - CB

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environment		<ul style="list-style-type: none"> • Need to upgrade records management • Limited communication to better coordinate Divisional outputs 	<ul style="list-style-type: none"> • Training on records management • Establish a computerised network • In house training • Awareness 	Resources Training	ACEO ACEO - CB
9. Corporate Services Corporate services to support the effective operations of all other divisions	Competencies Skills	<ul style="list-style-type: none"> • Limited skills in resource information management • Upgrade skills in media publications 	<ul style="list-style-type: none"> • Negotiate for specialized trainings and attachments with SPREP PEIN • Negotiate a specialised training for media publications 	Training	ACEO-CS
	Staffing	<ul style="list-style-type: none"> • Staff attitude 	<ul style="list-style-type: none"> • Open dialogue and sound knowledge of PS Code of Conduct, Values & Principles of Employment 	In-house session on Code of Conduct Observance of protocols	
	Systems Processes	<ul style="list-style-type: none"> • Need to review the financial system used and processes for payment • Admin procedures not fully understood and create some delays in processing eg., transportation • PMS not fully operational to link with CP & MP deliverables. 	<ul style="list-style-type: none"> • Conduct an in-house refresher session with Finance Section to streamline processes • Conduct in-house workshop on Administration Procedures & Records Management Guideline • Conduct division workshop on the PMS Guideline and Performance Appraisal formal 	Processes	ACEO-CS
	Resources	<ul style="list-style-type: none"> • Limited resources to conduct workshops for HRD 	<ul style="list-style-type: none"> • Increase budget provisions to cover HRD initiatives • Negotiate funding assistance through projects • Reallocate priorities to complete TNA for Divisions 	Resources Staffing	ACEO-CS
	Resources Products	<ul style="list-style-type: none"> • Limited resources for capacity building • Limited resources to support action 	<ul style="list-style-type: none"> • Increase budget provisions to cover capacity building efforts. • Negotiate assistance through projects • Improve networking with internal and external 	Resources Staffing Relationship	ACEO-CS

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			stakeholders		
10. Renewable Energy Provide the best services to climate change mitigation through energy efficiency and renewable energy for sustainable development of natural resources	Staffing	<ul style="list-style-type: none"> No staff 	4 New positions (2 or 3) established.	Staffing	ACEO-RE ACEO-CS
	Resources	<ul style="list-style-type: none"> No computers software tools No measuring equipments Lack of up to date computer system 	<ul style="list-style-type: none"> Procurement 		
11. GEF To provide a coordinated project base to support sustainable management of natural resources and the environment.	Stakeholders	<ul style="list-style-type: none"> Lack of cooperation and support from implementing agencies and project stakeholders Limited cooperation between sectors and ministries 	<ul style="list-style-type: none"> Workshop to promote understanding & appreciation of on 	Workshop consultations	ACEO – GEF Services
	Staffing	<ul style="list-style-type: none"> Insufficient staff and training (specifically on what training, no staff support) Lack of training support from PSC re Education for Sustainable Development (ESD) 	<ul style="list-style-type: none"> Recruit support staff Provide training on <p>* Coordinate ESD Workshop with relevant partners eg., MESC, UNESCO, SPREP, PSC, UNDP, MoA,</p>	R & S Process Training	ACEO – GEF Services
	Systems Processes	<ul style="list-style-type: none"> Limited harmonization between parallel projects 			Open Dialogue Workshop

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				Consultations	
	Culture	<ul style="list-style-type: none"> ▪ Lack of cultural sensitivity 			ACEO – GEF Services
12. ICT Services to promote effective and efficient information, communications, and technology to support Divisions.	Resources Finance	<ul style="list-style-type: none"> • High cost of ICT services and equipment combined with budgetary constraints 	<ul style="list-style-type: none"> • Conduct trainings on proper use of ICT • Better budget allocations for ICT 	Resources – Equipment, Finance	ICT Staff, Accounts Section
	Resources – Equipment, Finance	<ul style="list-style-type: none"> • Lack of supporting resources and facilities e.g. tools, spare parts. 	<ul style="list-style-type: none"> • Better budget allocations for ICT 	Resources – Finance	ICT Staff, Accounts Section
	Resources – Equipment, Finance	<ul style="list-style-type: none"> • Inconsistencies in methodology and technology application 	<ul style="list-style-type: none"> • Conduct trainings in relevant hardware and software issues • Standardise hardware and software across MNRE • Better budget allocations for ICT 	Resources – Equipment, Finance Staffing - Training	ICT Staff, Accounts Section
	Information System	<ul style="list-style-type: none"> • Information dissemination is difficult because structure for data / information not clear 	<ul style="list-style-type: none"> • Formulate policies to guide ICT usage • Document management solutions to organise and store information 	Resources – Equipment Staffing – Training	ICT Staff, Capacity Building Section
	Resources Staffing	<ul style="list-style-type: none"> • User reluctance to accept new technology 	<ul style="list-style-type: none"> • Conduct trainings on new hardware and software solutions • Promote technology that is easy to use 	Staffing – Training	ICT Staff

- ie., internal - structure, resources, systems, service, culture, leadership, competencies/skills
- ie., external – government, stakeholders, customers, market, business & environmental context