

## **Annex F: Capacity Building Priorities**



**Malo o Samoa**

**Ministry of Natural Resources & Environment**

# **CAPACITY BUILDING**

**June 2003 - 2004**

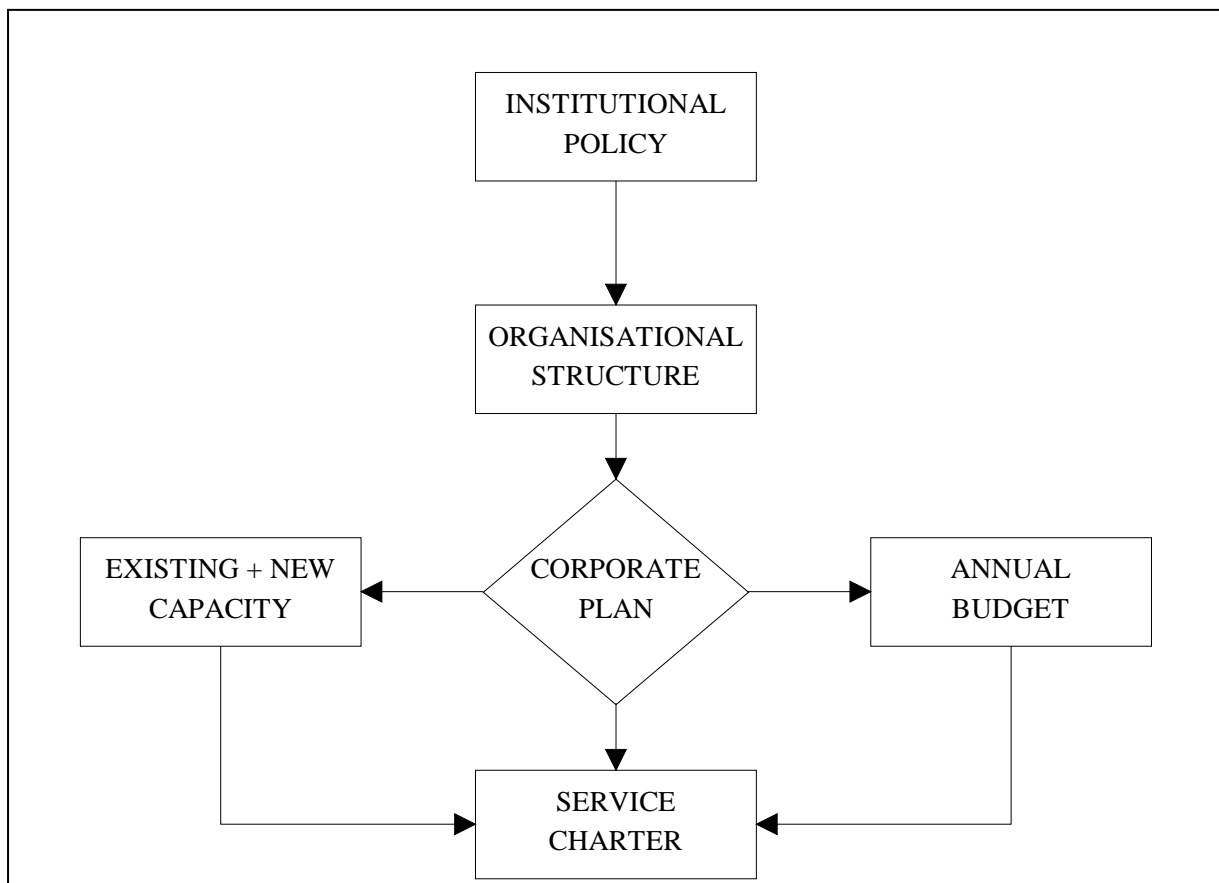
## INTRODUCTION

Capacity building is another important component of the MNRE institutional restructuring project. If adequate capacity is not available then the ministry cannot effectively implement its functions and responsibilities, even with the best institutional policy, organisational structure, corporate plan, budget and service charter. Capacity building involves the improvement of skills and knowledge amongst existing staff, building on existing competence and know-how. But with limited annual budgetary resources it is very difficult to promote capacity building unless funded from external sources. The aim is therefore to take an incremental approach within the MNRE framework for capacity building and to maintain progress in any way possible.

## ASSESSMENT OF CAPACITY

Capacity is directly linked to the other outputs of the project as shown in Figure 1. Starting with the institutional policy which sets out the MNRE functions and responsibilities and the nature of its partnership with the private sector, the next step is to provide an organisational structure with adequate staff to effect the associated programmes effectively. With the necessary structure in place, the next step is to develop a corporate plan that sets out the ministry's work programme. However the implementation of the work programme still depends on the necessary financial resources as provided in the annual budget and the availability of the required capacity amongst staff. The process culminates with the service charter providing the standards for customer service delivery.

**Figure 1: Linkages between capacity and other project outputs**



Each division identified the capacity building needs that will improve the implementation of their own programmes, building on existing capacity. As shown in Attachments 1-5, the divisional needs covered a range of skills and courses from personal to group training including assets to facilitate programmes. Overall the needs addressed a number of areas, affecting the work of staff both within and across divisions.

## CAPACITY BUILDING PRIORITIES

The divisional capacity building needs were assessed by the MNRE management into priorities using the following criteria:

- Areas that immediately and directly affect the quality of services;
- Training to be accessed by as many staff as possible;
- Capacity building programmes to be cost-effective; and
- No individual or personal training

**Figure 2: Capacity building priorities**

Capacity Building Needs	Required Actions	Priority Order	Staff
Customer services	Develop and strengthen skill in public relations, communication and customer services	A1	All
Personal Development	Health and Hygiene, Happy People, Fitness, Nutrition, Staff Relations, Personal Counselling	A1	All staff
Records Management	File Management Movement of Information/Process	A2	Senior Staff
Budget management	Strengthen/upgrade skill in formulation, performance measures, report and monitoring	A3	All
Report writing	Develop/strengthen skills in report structure and composition and style Translation	A4	All
Legislation	Strengthen understanding of the law	A5	All
Basic Computing	Develop and upgrade skills in Microsoft Office e.g. Word, Excel, Access. Advance Computer Programs	A6	New Staff & officers as required
Media production & Article writing	Develop skill in use of programs such as Pagemaker, Publisher and production of script and visual	B1	All staff
Program planning and implementations	Strengthen/develop skills in project formulation, contract management, Procurement, evaluation and use of MS Project, Specific Report writing	B1	Senior staff
Policy development	Develop/strengthen skills in formulation, structure and implementation	B1	Senior staff
Public consultations	Develop skills in conducting meetings, making presentations (Powerpoint),	B2	Senior staff

	facilitating discussions, conflict resolution, diplomatic skills and reporting		
Website development	Develop skills in design, update and information dissemination	B2	All relevant staff
Database design	Develop skills in design, update and use of database programs eg. Access and Excel	B3	Senior staff
Customs and traditions	Folafola Ava, Lauga, Palu ava	B3	All staff
GIS applications		B4	Senior staff
Research & Methodology Skills	Develop skills in researching, surveying, Questionnaire and participatory techniques	B4	Senior staff
Occupational Health & Safety	Working Environment, Work standards	B5	All Staff
Basic Understanding /skills for Non - Practitioners	Surveying, Planning, EIA, GIS, MEA, GPS, Torren Registration Systems Land Use Management	B5	Staff on specific areas
Negotiations skills	Contracts, TORs, MOUs, MEAs, TOA	B5	All relevant staff
Urban and infrastructure design	Develop skills in use of planning and engineering programs e.g. AutoCad	B6	Senior staff

As shown in Figure 2, the capacity building priorities cover staff at all levels from the basic needs to specialised requirements. All will involve the strengthening or upgrading of existing capacity and will impact directly on customer services provided by MNRE. Most may be delivered in group sessions to facilitate wider staff participation services and cost-effectiveness. No personal or individual needs are included as these are covered under the government scholarship scheme.

## CONCLUSION

The implementation of the capacity building needs is incremental and on-going. Training programmes will be conducted either by MNRE staff or those with the relevant skills from other agencies. Only when local expertise is lacking that foreign consultants can be engaged. It is envisaged that capacity building is mainstreamed as an integral part of MNRE operations. With the long-term MNRE goal of becoming a regulatory authority as set out in its institutional policy the priority capacity building needs are mainly focused on improving service and management skills. It is expected to undertake a review of capacity levels in 2005 at the completion of the current corporate plan period.

## **Attachment 1: Capacity building needs, Land Management**

Skills needed in order of priority:

- 1 Computer skills
  - Word processing
  - Spreadsheet
  - Networking
  - Website development
  - Land administration staff need to understand and be conversant with the programs used by the Accounts section so they can apply it to their monitoring role for the monitoring of lease payments.
  - Database design
  - Program planning
- 2 Communication skills
  - Interviewing skills
  - Negotiation & mediation skills
  - Reporting skills
  - Article writing skills
- 3 Customer services skills
- 4 Research skills
- 5 Management of resources inclusive of know-how relating to the conservation and restoration of land records
- 6 Technical skills – relating to ability to read and translate information from plans
- 7 Budget planning skills
- 8 Administration skills

## **Attachment 2: Capacity building needs, Environment & Conservation**

- 1 Training:
  - Financial management
  - Project management & evaluation
  - Policy development and formulation
  - Computer programming
  - Management of parks & reserves
  - Management of water resources
  - Biosafety/biosecurity issues
  - Public awareness campaign methodologies
  - Management of marine resources
  - Bioprospecting
  - Environment impact assessments
  - Economic evaluation
  - Negotiations skills and tactics
  - Project proposals

Note: These trainings are short, medium and long term, depending on their availability and durations. These could also be in-country or overseas.
2. Institutional capacity - urgently needs tables and chairs for its new staff and of course some computers. Space is still a concern and has become a health hazard. Transportation is also a problem for both field activities and the office.
3. Others capacity needs are discussed in our management plan for 2003–2005 corporate plan.
4. The in-country short-term training under various on-going projects will be continued and hopefully be part of a long-term training activities of the Ministry.

### **Attachment 3: Capacity building needs, Technical Services**

#### 1. Long-term training

Overseas specialised training – professional and technical:

- i. Geodetic surveying (geodesy), cadastral surveying
- ii Valuation
- iii Mapping
  - Photogrammetry
  - Remote sensing
  - GIS
  - Cartography

#### 2. Advanced training

- i. Surveying
- ii. Mapping
- ii. Land and asset valuation
  - Land economics
  - Economic valuation in natural resources
  - Advanced valuation of land and civil constructions
  - Infrastructure assets
  - Plant and machinery
  - Insurance valuation

#### 3. Short-term training

- Staff Attachment – overseas institutions (New Zealand and Australia)
- New technology (every field in Technical Services)
- GPS – data collection, analysis and reduction, equipment operation.
- Global mapping
- Global valuation methods
- Infrastructure valuation
- Plant and machinery

#### 4. Training in Policy Development

- Valuation international standards, regulations
- Surveying international standards, regulations
- Mapping international and global standards

#### 5. Systems

- Relevant databases
- Provide appropriate systems to support development (GIS, GPS, Valuation database)
- Human and financial resource management

#### 6. Strategies to build capacity

- Allocation of two government scholarship awards for each of the three fields every year.
- Short term trainings at least 3 months duration either overseas or local
- Attend overseas workshops, seminars, conferences
- Promote career programs to local secondary schools, NUS
- Samoa government under its STSC should allocate at least 2 scholarships awards for staff wishing to pursue further postgraduate/undergraduate studies in the 3 fields (surveying, mapping, valuation)

#### **Attachment 4: Capacity building needs, PUMA**

<u>Skills needed</u>	<u>Required actions</u>
Interpretations of legal instruments that govern the mandate and functions of the ministry particularly those that are directly relevant to PUMA's work.	Skills in interpretation and application of legislation regulations and Cabinet directives.
Presentation preparation and facilitation of workshop and consultation (i.e. training as facilitator)	-Use of MS PowerPoint programme -Professional skills as facilitator
Landscaping design	Skills in landscaping
Risk Assessment	Skills in risk identification, analysis, evaluation and review
Environment assessment reviewing	Skills in screening and review of PEARs, EIAs, SEAs
Urban design principles	Skills in urban design
Freehand drawing/sketching	Use of various freehand drawing tools
Economic evaluation	Skills in economic evaluation techniques

## Attachment 5: Capacity building needs, Corporate Services

Capacity strengthening needs	Types of training to meet needs	Reasons for selection	Relevance to Ministry plans and policies
HRD training for managers	-Customer service and and PR skills -Leadership -Reforms and working conditions -Recruitment and selection	-Identified under capability building plan -Keep base with reforms	-Effective and efficient service delivery -Improved knowledge and skills
HRD programs	-Customer services -Working conditions -Skills related	-Upgrade skills and knowledge -On-going changes	-Effective and efficient service delivery -Improved knowledge and skills
Financial management	Financial reports	-Upgrade skills and knowledge -Financial measures	-As per capability plan
Budget control	-Processing of orders -Financial reports -Performance measures	-Upgrade skills and knowledge -Financial measures	-Improved skills and knowledge
Contract management	-Negotiating and contracting skills -Use of networks and social influence -Political awareness	Understanding and managing contracts	-Effective contract management -Clear, concise, and effective agreements
Media awareness training for project coordinators and senior staff on script writing for TV spots and documentaries	-Format for script writing -Language simplicity -Identify targeted audience	Upgrade writing and presentation skills	-Effective and efficient service delivery -Improved skills
Presentation and report writing	-Standard format and style of report writing -Style of presentation using Power point	Upgrade writing and presentation skills	-Effective and efficient service delivery -Improved skills
Project proposal on how to prepare proposals	Develop and design	Upgrade skills	-Effective and efficient service delivery -Improved skills
Training on how to use programs such as page maker and publisher for preparing newsletters, brochures and other educational materials	Preparation of educational materials	Upgrade skills	-Effective and efficient service delivery -Improved skills



## *CAPABILITY STRENGTHENING FRAMEWORK*

<b>Objective (from Corporate Plan)</b>	<b>Capability Required</b>	<b>Capability As Is</b>	<b>Priority Gap</b>	<b>Strateg Gap</b>

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