

Capacity Development Strategy Hin Nam No Co-management unit in relation to the broader Capacity Needs Assessment of the Forestry Sector, Lao PDR

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The development of capacities in the Forestry Sector is needed on all levels (central, provinces and districts) to manage changes (e.g. decentralisation/Sam Sang; division of tasks between MONRE and MAF). *The focus should be on the provincial level which is captured well in the Hin Nam No Co-management unit capacity development strategy.*

Capacity development calls for multiple approaches, depending on the type of needs:

- For technical knowledge and skills
- For leadership and other soft skills
- For organisation and system level needs
- For support in applied project/investment implementation

For technical knowledge and skills specifically for the management of conservation areas

- Management and annual planning (setting of goals; zoning; inventory; identify threats and opportunities per zone and make management rules per zone; elaboration of monitoring system; incentive system)
- Pools for specialists for animals and plant species
- Income generation for protected areas

A detailed capacity needs assessment was conducted in this regard using the ASEAN standards for protected area management. The following 41 capacity needs were identified for the 6 sub-units of the Hin Nam No co-management unit. The priority capacity needs were linked to capacity development interventions planned in the operational work plan 2014 of the “Integrated Nature Conservation and Sustainable Resource Management in the Hin Nam No Region” project implemented by GIZ. In total 39 out of the 41 priority capacity needs are addressed via the Hin Nam No operational work plan 2014 i.e. 95%. There is substantial budget under each activity to cover capacity development for permanent government staff, government volunteers and villagers. For the government volunteers an additional compensation will be paid upon performance on regular activity planning, budgeting, accounting, monitoring, and maintenance of equipment.

No.	41 Priority Capacity Needs for the 6 sub-units of HNN co-management unit (from higher to lower)	Operational Work Plan Code 2014	Total Local Subsidy in Kip for activity under Work Plan Code 2014
1	Create and administer web pages and sites	3.1.2.1 & 2.5.1.5	0 + 10 million
2	Enable community inputs to planning, decision making and management	5.2.2 & 5.2.3	20 + 70 million
3	Locate, mark and inspect boundaries in the field	2.1.1	110 million
4	Operate and maintain computer for advanced functions	2.2.2	30 million

5	Operate GIS systems	2.2.2	30 million
6	Plan, supervise and evaluate management of physical landscape	2.1.2	60 million
7	Deliver formal and informal interpretive/ awareness/ educational presentations	2.5.1 & 5.4	20 + 90 million
8	Maintain computers	2.2.2	30 million
9	Plan awareness and education activities	2.5.1 & 5.4	20 + 90 million
10	Collate and present evidence of expenditure	On the job via local subsidies and with help of project admin officers	Performance-based
11	Plan and organise logistics for field trips, surveys and patrols	2.2.3	20 million
12	Produce technical drawings and maps	2.2.2	30 million
13	Recognise common and typical vegetation and habitat types, plants and animal species	2.2.1.3	30 million
14	Work in compliance with instructions, briefings, regulations and procedures	5.2.1	20 million
15	Operate and maintain computer for basic functions	2.2.2	30 million
16	Analyse and present survey data.	2.2.1	90 million
17	Communicate in other languages and/or dialects	2.5.1.1	20 million
18	Deliver structured adult/ community awareness programmes	2.5.1 & 5.4	20 + 90 million
19	Fight fires	2.1.2?	60 million
20	Guide, assist and regulate visitors on site	3.3	110 million
21	Keep accurate and orderly records	2.2.2	30 million
22	Liaise with community groups	4.2 & 4.3	52 + 150 million
23	Manage library, archives and other information resources	5.1.2.3	Performance-based
24	Negotiate local agreements to support management of the protected area	5.5	150 million

25	Plan and facilitate training events	?	
26	Prepare written accounts of work activities	5.1.2.3	Performance-based
27	Recognise tracks and signs of key animals	2.2.1.3	30 million
28	Work in compliance with instructions, briefings, regulations and procedures	5.2.1	20 million
29	Write technical reports/papers	1.4.1.	20 million
30	Identify potential recreation impacts and design impact monitoring systems	3.4.2	8 million
31	Negotiate community conservation and management agreements	5.5	150 million
32	Provide advice/guidance on community funding.	4.4	10 million
33	Collect information about visitors and activities	3.4.3	Performance-based
34	Manage stores of equipment and supplies	5.1.2.4	Performance-based
35	Record and report survey and monitoring data.	1.4 + 2.2.1.5 + 2.2.1.6 + 2.2.1.7	Performance-based + 20 + 0 + 0 million
36	Analyse, interpret and present survey and monitoring data	1.4 + 2.2.1.5 + 2.2.1.6 + 2.2.1.7	Performance-based + 20 + 0 + 0 million
37	Demonstrate a positive and confident personal attitude to work	5.1.2	30 million
38	Maintain confidentiality of sensitive information	5.1.2	30 million
39	Plan, coordinate and facilitate community development activities	4.2 & 4.3	62 + 150 million
40	Prepare and deliver formal lectures	1.1 & 1.3	30 + 60 million
41	Prepare, deliver and assess vocational training	?	

Additionally an external two-week certificate course in 'biodiversity conservation and protected area management in Laos' is planned for the heads of each sub-unit of the co-management unit given by the National University of Laos in cooperation with the Wildlife Conservation Society. This course is given in the Lao language and adapted to the Lao situation.

Leadership and other soft skills

The direct provincial counterparts of PONRE (deputy head of PONRE Khammouane and the deputy head of the Forest Management Section of PONRE) are supported by GIZ Hin Nam No Technical Cooperation module with their **MSc Degree** in Thailand including on-the-job-training in the project.

For managerial staff of the provinces and in the ministries **English language** is essential. They should be able to follow the international forest policy discussions, to access international forestry research and to communicate with the representatives of donors and of development partners. Networking on regional or even global level and accessing up-to date international forestry knowledge only with Lao language are not possible.

- English courses should be booked at local specialised teaching institutions.
- For upgrading studies abroad only programmes in English should be selected.

One of the direct provincial counterparts of PONRE (deputy head of PONRE Khammouane) is already quite good in English as well as the national counterpart of the Department of Forest Resource Management, MONRE.

The leaders of the sector have to communicate with their own staff as well as with persons of other administrations, of the private sector and of donors/projects. **Communication skills** cover inter alia:

- Listening skills
- Speaking skills
- Assertiveness
- Facilitation
- Negotiation
- Report writing
- Presentation

Options to gain communication skills are seminars in Laos or abroad or to bring in international experts to implement seminars.

It is envisaged for the direct provincial counterparts of PONRE to participate in national (sub-sector working and working groups, cooperation with other organisation such as NUOL, IUCN, WCS , and others), regional (ASEAN Heritage parks and Phong Nha-Ke Bang cooperation) and international seminars (World Park Congress; UNESCO). In addition it could be envisaged for the provincial and district leaders to follow a specialised training on communication skills.

General skills to manage public administration

- Organisational development (*TORs for sub-units and management unit of the Hin Nam No co-management unit are drafted with assistance of National University of Laos*)
- Human Resource Development (*Capacity development per unit and on-the-job training*)
- Project management (*on-the-job training with support of advisors and admin officers*)
- Change management (*delegation of tasks to villagers; TOR for PONRE/DONRE HNN co-management unit*)
- **Financial management** (*on-the-job training of accounting of local subsidies by admin officers of the project*)

Special focus on:

- Preparation of terms of reference for each unit of the provincial offices (*draft TOR for HNN co-management units available and start of formal approval process*)
- Preparation of job descriptions for the employees

- Preparation of human resources development plans for the employees (*capacity development needs assessment done for each unit of HNN co-management unit; most needs that were identified are covered by the work plan for the HNN co-management unit*)
- Monitoring and evaluation of activities and personnel (transparency) (*result-based monitoring system will be set-up*)
- Performance-based incentive system (*is proposed for Government volunteers based upon regular activity and budget planning; activity and budget reporting; result-based monitoring; maintenance of equipment, etc.*)

Database and reporting to central level

Each PoNRE needs a data management system with trained staff and adequate soft- and hardware. The system should comprise administrative as well as geospatial data. Administrative data means reports, work plans, terms of reference, job descriptions, qualification and performance of personnel, calendar with availability of the employees, financial plans and lists which show how much money is available for a certain group of activities and how much was spent already, etc.; many things that traditionally were stored as hard copy files and which are inevitable to manage an organisation (*via Hin Nam No co-management database unit which will be sufficiently equipped*).

Awareness raising

Via PROCEED project and in GIZ HNN TC Module Work Plan

Sustainable financing

Via ASEAN Heritage Parks and regional exchange

Via World Heritage Site initiative and UNESCO

Tourism development

Additional interventions for organisation and system level needs

Additional identified capacity needs for organisation and system levels were linked to capacity development interventions planned in the Strategic Plan 2014-2016 of the “Integrated Nature Conservation and Sustainable Resource Management in the Hin Nam No Region” project implemented by GIZ (see below).

No.	Additional identified needs on an organisational and system level	Strategic Plan Code 2014-2016	Total Local Subsidy in Kip
1	Good governance of protected area principles	1.1	30 million
2	Transboundary & International networks (ASEAN; UNESCO; PNKB)	1.3	60 million
3	Linking to other stakeholders (communities; other line agencies; on provincial/national level)	5.2.3	210 million
4	Sustainable financing & benefit sharing	5.3	Covered under tourism; ASEAN, UNESCO and others

Concluding remarks

The Hin Nam No_II Technical Cooperation Module has been structured in such a way that most priority capacity development needs are being addressed on the various levels (see diagram below).

