

# Training needs assessments – overview of results

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**BIOPAMA**  
From Knowledge to Action for a Protected Planet

# Overview

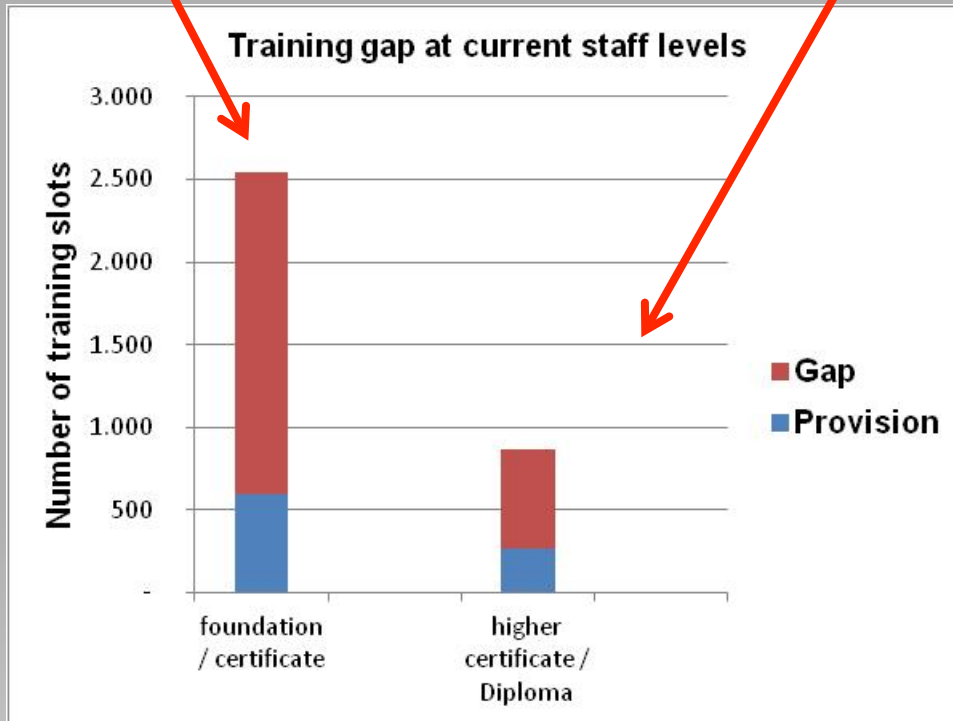
- 1) Results of the KfW training needs assessment
- 2) BIOPAMA regional inception workshop capacity building needs assessment
- 3) Survey monkey results

# Results of the KfW Training Needs Assessment for Wildlife Managers and Rangers for TFCA's in the SADC Region

- Commissioned and endorsed by SADC

+ 5,000 for new positions

+ 400 for new positions



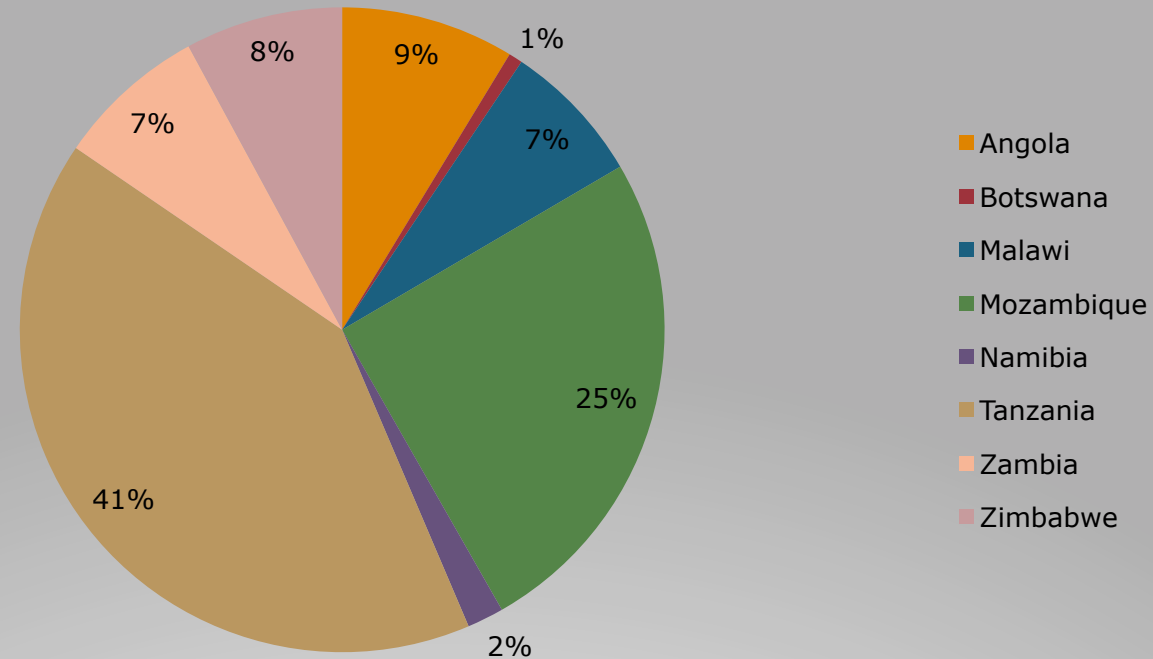
At current staff levels only 30% of training required is delivered

At future staff levels less than 15% of training required is delivered

Estimations refer to the least minimum

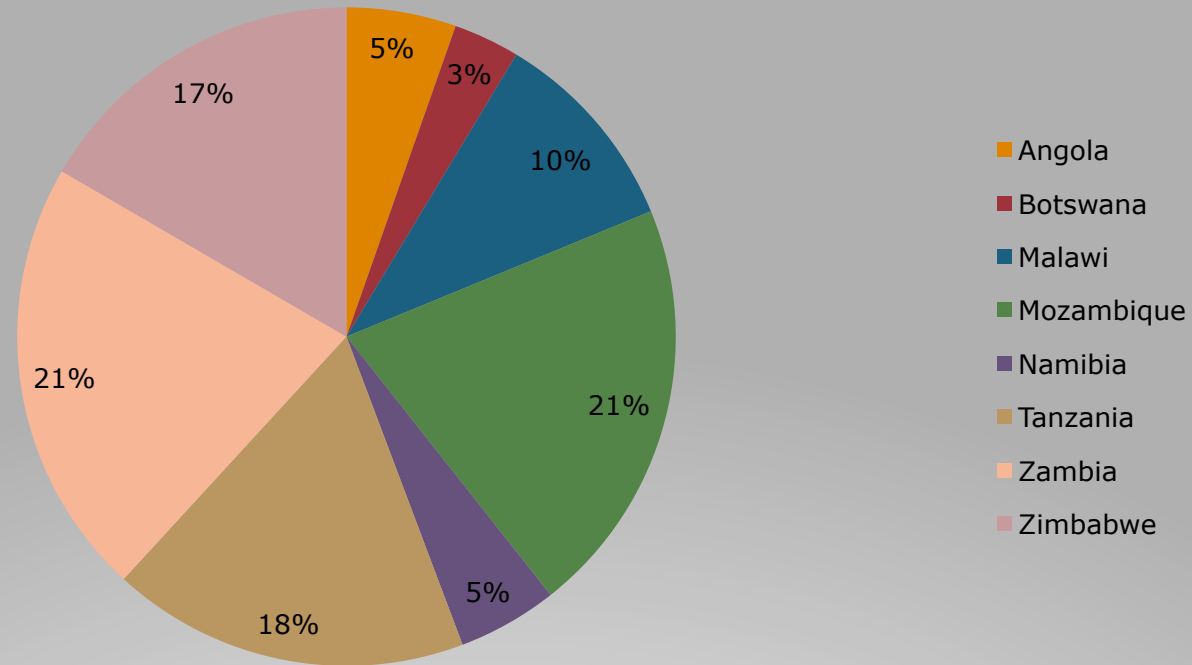
**Justification and purpose of the programme: Quantitative gap**

## % of persons in need of training for upgrade, vacancies, new positions



## Training Needs: Number of Persons in Need of Training (government staff only)

## % of persons in need of training to maintain staff and skill levels



## Training Needs: Number of Persons in Need of Training (government staff only)

- Only Tanzania and Zambia has TIs specifically designed for CBO training in CBNRM
- Many NGOs deliver training but opportunistically and project based
- No training curricula / programme exist for CBOs
- Foundation Certificate for CBO leaders offered in Botswana, Tanzania
- No CBO training yet in Angola, Mozambique

## **Training Gap - Numerical: CBO**

- Biggest beneficiary groups in need of training are:
  - Junior Managers, skilled and semi-skilled employees
  - CBO Managers and CBO game scouts
- Biggest numerical gaps in training slots are:
  - Foundation certificates
  - Short courses (refresher training, specialised training, in-field training)
  - CBO Training
- Needs to fill this gap:
  - Funding for training
  - Trainers in sufficient number and appropriate capacity
  - Equipment and infrastructures for in-field training
  - Appropriate recruitment, staff placement and career development processes in recipient institutions

## **Conclusion: Training Gap in Quantities and Numbers**



Beneficiary groups	Conclusion on gaps in thematic areas and quality	Recommended future training
<b>Skilled employees, semi-skilled employees (Scouts, rangers, CBO members)</b>	<ul style="list-style-type: none"> <li>• Foundation courses exist but need to be upgraded in numbers, delivered work integrated and be more skills oriented</li> <li>• Angola, Mozambique, Zambia, Namibia presently do not have adequate training venues for in-country delivery</li> <li>• Refresher and speciality training often opportunity driven and fragmented</li> </ul> <p><b>Following themes are most needed:</b></p> <ul style="list-style-type: none"> <li>✓ <b>Law enforcement &amp; patrolling</b></li> <li>✓ <b>CBNRM</b></li> <li>✓ <b>Resources management &amp; monitoring</b></li> </ul>	<ul style="list-style-type: none"> <li>• Work integrated foundation certificate training delivered in-country by mobile trainers from adequate TI or recipient institution</li> <li>• Rehabilitate, upgrade, develop appropriate infrastructures for in-field training venues</li> <li>• Ensure adequate availability of trainers in each country</li> <li>• TFCA focused training programs for SC developed</li> <li>• Process oriented speciality training organised by recipient institution (in-house trainers or service providers)</li> <li>• Integrate SCs with Paterson Performance Evaluation System</li> <li>• Mentoring concept for work-integrated learning organised by recipient institution with support from TI</li> <li>• Training of in-house trainers and TI trainers in action research and adult learning approaches</li> <li>• Especially focused effort for luso-phone countries needed</li> </ul>

## Conclusion: Training Gaps in Thematic Areas and Quality

Beneficiary groups	Conclusion on gaps in thematic areas	Recommended future training
<b>Junior Managers</b>	<ul style="list-style-type: none"> <li>• National certificate courses have adequate curricula but throughput is too low</li> <li>• No certificate training existent for luso-phone countries</li> <li>• Learning approaches are too academically oriented (most of the countries)</li> <li>• Work integration too weak (most of the countries)</li> </ul>	<ul style="list-style-type: none"> <li>• Portuguese certificate courses to be offered at appropriate TIs in TFCA area</li> <li>• Develop modular approaches (see Mweka, Mushandike) and appropriate mentoring for in-field training</li> <li>• Enhance training capacity of TIs and bursaries to double throughput of certificate training courses (infrastructure, equipment, bursaries)</li> </ul>
	<p><b>Following themes are most needed:</b></p> <ul style="list-style-type: none"> <li>✓ <b>Law enforcement &amp; patrolling</b></li> <li>✓ <b>Community outreach and communication</b></li> <li>✓ <b>Cooperation with stakeholders and partners</b></li> <li>✓ <b>Resources management &amp; monitoring</b></li> </ul>	<ul style="list-style-type: none"> <li>• Combine with specialist SCs as outlined above under “Skilled Employees”</li> <li>• Offer as SCs to build up credits for higher certificate</li> </ul>

## Conclusion: Training Gaps in Thematic Areas and Quality

Beneficiary groups	Conclusion on gaps in thematic areas	Recommended future training
<b>Middle Managers</b>	<ul style="list-style-type: none"> <li>• Sufficient training slots for Higher Certificate / Diploma / BSc exist but funding is lacking</li> </ul>	<ul style="list-style-type: none"> <li>• Bursaries for Middle managers in line with career path development and identified Key Performance Areas (Paterson)</li> </ul>
	<ul style="list-style-type: none"> <li>• Angola has neither Certificate / Diploma nor BSc and Mozambique only has BSc courses; Both countries have one of the highest needs to upgrade middle managers</li> </ul>	<ul style="list-style-type: none"> <li>• Offer luso-phone certificates at some TIs in TFCA related countries and sufficient bursaries</li> </ul>
	<p><b>Following themes are most needed:</b></p> <ul style="list-style-type: none"> <li>✓ <b>Law enforcement &amp; patrolling</b></li> <li>✓ <b>TFCA stakeholder engagement</b></li> <li>✓ <b>Strategic spatial resources management (e.g. Corridors)</b></li> <li>✓ <b>Planning, budgeting, HR management</b></li> </ul>	<ul style="list-style-type: none"> <li>• TFCA related learning for a with relevant stakeholders on demand driven areas of key processes</li> <li>• Help Desk for standard steering &amp; support processes: planning, budgeting, procurement, HR management (internet based, trainer related)</li> <li>• Establish TFCA based practitioners networks for peer-group learning</li> </ul>

## Conclusion: Training Gaps in Thematic Areas and Quality

Beneficiary groups	Conclusion on gaps in thematic areas	Recommended future training
<b>Upper Management</b>	<ul style="list-style-type: none"> <li>• Sufficient staff with sufficient qualification is mostly available but need to be updated with additional tools in order to master the increased complexity of conservation landscapes and TFCAs</li> <li>• Sufficient slots for MSc, Diploma courses are available, funding is lacking, no PhD course exists</li> </ul>	<ul style="list-style-type: none"> <li>• Provide bursaries for Diploma and MSc courses</li> </ul>
	<ul style="list-style-type: none"> <li>• Existing MSc, Diploma courses are too academically oriented</li> </ul>	<ul style="list-style-type: none"> <li>• Link MSc, Diploma with action oriented applied research projects</li> <li>• Promote TFCA based cross-country higher education</li> </ul>
	<ul style="list-style-type: none"> <li>• Managerial, conceptual and leadership skills needed to adequately operate in complex context</li> </ul>	<ul style="list-style-type: none"> <li>• Job-related SCs in strategic planning, team management, stakeholder engagement processes</li> <li>• Transfer of knowledge and tools needed for adaptive management</li> <li>• Peer based, TFCA focused learning networks</li> </ul>
	<ul style="list-style-type: none"> <li>• Adequate, performance based staff placement strategies needed to use capacities efficiently</li> </ul>	<ul style="list-style-type: none"> <li>• Job related long term upgrade and SCs in performance based human resources management</li> </ul>

## Conclusion: Training Gaps in Thematic Areas and Quality

Beneficiary groups	Conclusion on gaps in thematic areas	Recommended future training
<b>Top Management</b>	<ul style="list-style-type: none"> <li>• Top management engaged with TFCAs need to coordinate extensive policy harmonisation processes</li> <li>• Top management engaged with TFCAs is at the forefront of developing the respective organisational processes needed</li> </ul>	<ul style="list-style-type: none"> <li>• Peer-based exchange on innovations in TFCA management, policies, international developments</li> <li>• Demand driven SCs in organisational development, strategy</li> <li>• Demand driven SCs on latest developments and funding opportunities in the conservation sector</li> </ul>

## Conclusion: Training Gaps in Thematic Areas and Quality

BIOPAMA regional inception workshops for Eastern and Southern Africa – government-identified capacity building needs

# Policy and legislation related to PAGE

- Related to **strengthening policies and legislation** and ensuring implementation
- **Development of, and revisions to,** policy and laws/agreements/protocols
- **Capacity for policy development and revision,** negotiations, management skills, engaging communities, etc.
- **Domestication** of regional and global policy frameworks to national level (human & financial)
- **Law and governance training** – both formal and transferred to the local level (“centres of excellence”)
- Capacity related to the **development and implementation** of PA laws and policies and ways to raise awareness of these with all stakeholders
- **Raising awareness** related to PAGE frameworks, standards, tools, guidelines, policies, etc.

- ▶ • Related to **collecting, analysing and using the data** from assessments for reporting
- **Natural resource accounts** to capture value of ecosystems
- Capacity to **conduct PAME assessments**
- **Strengthen PA staff capacity** on planning, assessment, monitoring, mapping and other technical skills, developing and adapting management plans & community engagement approaches
- Capacity to **use tools and equipment** for monitoring & evaluation assessments for all stakeholders (incl. data capturing, mapping, etc.)



- Capacity for **implementing practical actions**
- ▶ • **PA governance diversity, participatory approaches**, capacity of local communities and governments to manage PAs and understand PAGE (links to other areas of overlap related to building the capacity of communities on PA governance structures, and integrating indigenous knowledge, etc.)
- **Data collection** (at all levels and for different stakeholders) and management, sharing and use for decision-making
- Training related to **systems and tools** for data collection and management
- Capacity to **better understand PAGE** and articulate it better
- Build **capacity of local people** to negotiate on Access and Benefit-sharing (ABS), beyond environmental outreach

- ▶ • **Capacity and competence of PA managers**, e.g. management skills, partnership management, innovative financing solutions
- Strengthen the **capacity of PA managers** for comprehensive and holistic planning, incorporating a results-based approach (for all levels – site to senior)
- Strengthen capacity of PA managers for **development, implementation and adaptation** of management plans (incl. PAME assessment tools)
- **Human and institutional capacity** for local communities to engage PA agencies and vice versa

# Innovative financing solutions and business capacity

- ▶ • Related to **tourism** concessions, budgeting, financial management, business plan development, etc.
- Writing **funding proposals**
- Capacity for **resource mobilisation (different mechanisms) and resource management** (and the use of this for funding)
- Capacity for **benefit-sharing**
- Build in-house capacity for PA agencies and other partners for **resource mobilisation, different mechanisms** (including through tourism concessions) and benefit-sharing
- Develop **capacity for innovative financing and business partnerships** (e.g. concessions)

# SADC TFCA Survey Monkey results

6 responses

- SA College for Tourism
- College of African Wildlife Management, Mweka
- University of Seychelles
- North-West University
- Chinoyi University of Technology
- UEM-FAEF

















With which kind of training/education institution(s) are you interested in partnering and why?

- ❖ **Practitioners** such as NGOs for sharing and learning from practice
- ❖ **Research Institutions** oriented for conservation/environmental conflicts/related areas for sharing and learning from different research experience
- ❖ Those with knowledge in **transfrontier conservation areas**
- ❖ University **student exchange**
- ❖ Government might be keen to offer more **short courses** for capacity development in natural resource protection and planning (terrestrial and marine/Blue Economy)
- ❖ **SAWC**
- ❖ **Protected areas**

Training needs that your organisation requires, for the next 12 months, in order to fulfil your mandate and/or vision

- ✓ **Fundraising** skills course
- ✓ **Engaging and facilitation** process to bridge micro (e.g. communities, protected areas, district government) and macro (e.g. policy and decision makers, donors) dialogue
- ✓ Transboundary protected area **governance**
- ✓ **Conservation-Livelihood nexus** in semi-arids in the context of climate change

## In summary

- Professional short courses, undergraduate training and vocational training
- Training at TFCA level for PA ground staff
- Training related to practical action and innovative financing solutions
- Funding for training

THANK YOU FOR YOUR ATTENTION

