



## CEPF Final Project Completion Report

<b>Organization Legal Name</b>	Lao Biodiversity Association
<b>Project Title</b>	Strengthening the Capacity of the Lao Biodiversity Association, for Long-term Sustainability
<b>CEPF Grant or Number</b>	CEPF-054
<b>Date of Report</b>	30th April 2017

**CEPF Hotspot:** Indo-Burma

**Strategic Direction:** SD8: "Strengthen the capacity of civil society to work on biodiversity, communities and livelihoods at regional, national, local and grassroots levels". Particularly Investment Priority 8.2 "Provide core support for the organizational development of domestic civil society organizations".

**Grant Amount:** \$19,897

**Project Dates:** 1<sup>st</sup> May 2016 to 30 April 2017

### PART I: Overview

#### 1. Implementation Partners for this Project (*list each partner and explain how they were involved in the project*)

In implementing this project, LBA worked closely with the following partners:

- the Learning House Development Association (LDA), who provided key strategic input in terms of management and coordination;
- Enterprise and Development Consultants Co., Ltd. (EDC), a private company, who involved with us in preparing capacity building materials, and provided tailored training courses;
- and the National University of Laos (NUoL), who provided technical information about forest management, biodiversity, and protected area management through organizing short training courses.

#### 2. Summarize the overall results/impact of your project

The overall aim of this project was to develop the human resources of LBA to become a sustainable, capable organization, through the development of knowledge. Greater understanding about project development and operations regarding the implementation of projects, especially with foreign donors, requires the improvement of organizational capabilities. To work more efficiently in the implementation of project activities, and to overcome the current limited Human Resources capacity, LBA staff took part in a range of training courses. The main results of the project were improvements in the areas of organizational development, Project Cycle Management (PCM), proposal writing and report writing, administrative finance systems (Quickbooks), English language skills, and technical skills related to Natural Resource Management (NRM), including GIS and Protected Area Management.

### 3. Briefly describe actual progress towards the overall project goal

*Goal:* LBA is a significantly stronger and more sustainable organisation as a result of staff development

*Progress:* LBA staff members have increased capacity for managing projects, managing finance systems, communication with donors, and Project Cycle Management. LBA staff members have the necessary skills to be trainers in natural resources management, including forest and biodiversity management.

### 4. Describe the success or challenges of the project toward achieving its overall goal

All planned activities were carried out as planned, within the specified timeframe, and with the expected quality.

Under Objective 1, all planned training events were completed. The LBA staff obtained the desired capacity, understanding, and skills that are critical to the strength of the organization. This capacity represents an important foundation for the organization to seize opportunities in terms of operations, communications with governments, partners, and donors, effectiveness of project implementation, and of helping the organization translate its mission into action.

- ***English language skills for better communication:*** with improved language skills, staff have greater confidence in communicating with partners, greater access to opportunities for contributing to projects, and greater opportunities for learning (through being able to attend training seminars and conferences held in English).
- ***Proposal writing, Project Cycle Management and report writing:*** LBA's key staff were exposed to techniques for successful proposal writing. The staff members' level of understanding about project management and reporting writing has been significantly increased, which will have a direct impact on their work.
- ***Financial management training:*** this greatly helped LBA's financial management be clearer and more efficiently managed. Staff now have better understanding and guidelines for financial management.
- ***Strategic planning training:*** this was extremely valuable because LBA now has a clear vision and mission, and we know how to get there (in terms of duration, timeframe, capacity, finance, etc.). This training and the organizational strategy helped unite LBA, setting staff at all levels on the same page, with a common understanding how to pursue our vision.

Under Objective 2, the technical knowledge and information gained is of great value for all our technical staff, as a biodiversity-focused organization. With this technical knowledge, we can now reduce our reliance on external sources for technical input. We will be able to utilize this technical capacity to diversify our sources of funding.

- ***Biodiversity conservation and Protected Area management training:*** this helped strengthen LBA's technical knowledge and exposed our staff to updated information, which directly benefited LBA's core project activities.
- ***Training on ArcGIS V.10:*** this was the first time that LBA staff has access to this technology. This will greatly help make LBA's work more effective and efficient, especially in Phongsaly province.
- ***Supported internship students from the Forestry Faculty, National University of Laos:*** the students were of great value to LBA, as they represent our future human resources, bringing motivation, innovation, and new ideas. LBA benefited from this support a great deal, including support for community mobilization, and studies on community participation in protected areas.

Challenges the project faced towards achieving its goal:

1. Proposal writing: this requires specific skills (advanced level of English, comprehensive understanding of the subject matter, project management, and recognizing what donors are looking for). These skills take time to acquire and master. The staff who received this training must also attend future relevant training events, if possible, and receive additional coaching or guidance from experienced persons, if they are to master these skills.
2. Budget: due to the limited budget, and limited time for project implementation, the number of training events we could hold was limited. However, LBA's limited number of staff, limits the amount of training they can absorb within one year, while also doing their day-to-day work.

**5. Were there any unexpected impacts (positive or negative)?**

None

## **PART II: Project Objectives and Activities/Deliverables**

### **6. Objectives and Deliverables**

<b>Objective 1: LBA staff have stronger skills in writing proposals and reports, project management, financial management, and communication (both internally, and with partners).</b>		
<b>Activity description</b>	<b>Deliverable(s)</b>	<b>Summary of actual progress/results for this activity</b>
<p><b>Activity 1.1</b> Three LBA staff members take a three-month English language communication course at Viengchanh College, Singapore Business College or a similar education center (choice of course and college dependent on current level of language proficiency).</p>	<p>Three LBA staff complete course, and receive certificate.</p>	<ul style="list-style-type: none"> <li>▪ The English training course was provided to 5 LBA staff members by the Youth College between August and October 2016.</li> <li>▪ The trained LBA staff members have been equipped with strong English skills, and are now able to deal with day-to-day communications, and basic reporting with partners and donors. The trained staff consider that they are now more knowledgeable about basic English writing and reading.</li> <li>▪ Upon completing the course, these staff members are able to understand the process of proposal writing.</li> </ul>
<p><b>Activity 1.2</b> Two LBA staff members attend a three-four day training course in proposal writing, Project Cycle Management, and report writing, organized by LDA, TACDO, or MDF.</p>	<p>Two LBA staff complete course, and receive certificate.</p>	<ul style="list-style-type: none"> <li>▪ The training in Project Cycle Management and report writing took place in Sept 2016 by LDA and GIZ.</li> <li>▪ The trained LBA staff have a greater understanding and technical knowledge about Project Cycle Management and successful project proposal development, which is directly relevant to their role and daily work.</li> </ul>
<p><b>Activity 1.3</b> Two or three LBA staff attend a 15-day training event on financial management systems (include Quickbooks), given by a trainer from Village Focus International (VFI), LDA, or ARMI.</p>	<p>LBA staff complete training, and receive certificate.</p>	<ul style="list-style-type: none"> <li>▪ Between 26th Sept and 7th Oct 2016, 4 LBA staff members (Administration Unit) attended a Financial Technical workshop, organized in Vientiane by Ms. Thoumy Dethavongsay, the financial consultant. A detailed training report has been submitted separately.</li> <li>▪ The participating LBA staff now have a much better understanding about Accounts, Financial Management Essentials, and possesses knowledge about how to use QuickBooks accounting software, that directly applies to the LBA financial system.</li> <li>▪ After completing the course, the LBA financial and cashier officer started working to update all the necessary records of LBA's financial management.</li> <li>▪ Between the 27th June and 1st July 2016, the LBA accountant attended training on the QuickBooks accounting system, supported by LDA.</li> </ul>
<p><b>Activity 1.4</b> Two LBA staff members attend a three-day training event on Strategic Planning, and a three-day training event on Organization Management / Office Management skills, given by LDA, TACDA, or MDF.</p>	<p>LBA staff complete training events and received certificates.</p>	<ul style="list-style-type: none"> <li>▪ Training on the improvement of the LBA strategy, HR strategy, and finance strategy was conducted in a series of discussions, brainstorming and coaching events between Oct and Dec 2016, with support from GIZ.</li> <li>▪ Training on IT was conducted between the 23rd and 26th Aug 2016, with support from LDA.</li> </ul>

<b>Objective 2:</b> LBA staff have stronger skills in management of natural resources, forests, and biodiversity.		
<b>Activity description</b>	<b>Deliverable(s)</b>	<b>Summary of actual progress/results for this activity</b>
<p><b>Activity 2.1</b> One LBA staff member attends a 14-day training event (including classroom and field-based elements) on biodiversity conservation and Protected Area management, organized by NUoL/WCS.</p>	<p>LBA staff completes training, and receives certificate.</p>	<ul style="list-style-type: none"> <li>▪ A training on Protected Area and Wildlife Management, attended by 2 LBA staff members, took place between the 16th and 23rd Mar 2017, organized by the Faculty of Forest, National University of Laos.</li> <li>▪ Another training event (training of trainers) took place between the 14th and 16th June 2016, supported by GIZ, and covered focused on collaborative management.</li> </ul>
<p><b>Activity 2.2</b> One LBA staff member receives seven days of training on (Advanced) ArcGIS V.10. from Mr. Soulixay Inthstone, Head of Sciences Research &amp; Academic Service Division, Faculty of Environmental Sciences, NUoL.</p>	<p>LBA staff completes training, and receives certificate.</p>	<ul style="list-style-type: none"> <li>▪ A training on ArcGIS V.10 (Advanced) was delivered to 2 LBA staff by the Science, Research and Academic Service Division, Faculty of Environmental Science, National University of Laos, between the 21st and 28th January 2017.</li> </ul>
<p><b>Activity 2.3:</b> Three final-year NUoL Faculty of Environmental Science and Faculty of Forestry students carry out internships with LBA, including research projects on topics such as community forestry and environmental conservation.</p>	<p>Three internships completed. Three research reports drafted.</p>	<ul style="list-style-type: none"> <li>▪ Internship students from the Faculty of Forestry, University of Laos, were collected data to do research between the 6th and 17th March 2017.</li> </ul>

**7. Please describe and submit any tools, products, or methodologies that resulted from this project or contributed to the results.**

None

**PART IV: Lessons, Sustainability, Safeguards and Financing**

**Lessons Learned**

**8. Describe any lessons learned during the design and implementation of the project, as well as any related to organizational development and capacity building.**

Project Design Process (*aspects of the project design that contributed to its success/shortcomings*)

- The project design was based on the training needs assessment of LBA staff. This project was in accordance with LBA's Organisational Strategy (2017-2019) – building capacity of human resources and organizational capacity for better organizational sustainability. All the issues regarding capacity required for staff is considered to strategically put the organization in a better position and ensure its capability to serve its mission. During the project development, LBA discussed with potential training providers, to explore a range of available training courses – whether they meet our needs, and how they meet our needs.
- Two shortcomings have been identified – the duration of the project and the approach of the project. The project duration was quite short, as building staff capacity takes a long time, and requires a series of training events to ensure that staff is sufficiently capable to fulfill their roles and responsibilities. As mentioned in the project proposal, human resources is the key element of the organization that help the organization implement its mission toward its goal and vision. Regarding the project approach, we found that although one-off training events is a good approach, they do not entirely ensure that the desired capacity has been developed.

Project Implementation (*aspects of the project execution that contributed to its success/shortcomings*)

- During project implementation, having an activity plan across the whole organization was critical. All planned training events and hours had to be carried out strictly without effecting both sides – the current project activity implementation and the training.
- This initiative received full support from our Board, and strong encouragement from our president. This support and encouragement was an important factor motivating staff to actively participate in and successfully complete the training events

Describe any other lessons learned relevant to the conservation community

- It is important to track the application of knowledge obtained through training.
- Individual staff training development plans are useful tools for capacity building.
- Trained staff can serve as trainers for other staff.
- It is useful to share and exchange lessons, knowledge and technical experience with other organizations working in the same field.

## Sustainability / Replication

9. Summarize the success or challenges in ensuring the project will be sustained or replicated, including any unplanned activities that are likely to result in increased sustainability or replicability.

Success in ensuring the project will be sustained or replicated:

- Capacity building needs to be planned in a systematic manner, with clear and measurable expected results (outputs and outcome). That is why a training needs assessment is very important. It serves as a foundation for capacity building for the organization. When the needs are strategically met, the organization's strengths and capacity is truly successfully.
- On the other hand, training providers are critically important to the success of the capacity building for the organization. Before planning for capacity building activities, both the organization and training providers must at least have a brief discussion about the objectives and measurable expected results, as well as delivery methods. Training providers must be able to tailor their training programs, including methods and materials, to serve the objectives and expected results.
- Unplanned activities that are likely to result in increased sustainability include the motivation that staff received from their management. Motivated staff feel that they are an important part of the organization, that they can build a better future for the organization, that their careers are secure, and that they have opportunities to growth within the organization. It is really important that training attendees are active, willing and truly want to improve their knowledge, skills and understanding.

## Safeguards

10. If not listed as a separate Project Component and described above, summarize the implementation of any required action related to social or environmental safeguards that your project may have triggered.

This project did not trigger any safeguards.

## Additional Funding

11. Provide details of any additional funding that supported this project and any funding secured for the project, organization, or the region, as a result of CEPF investment

- a. Total additional funding (US\$)

None

- b. Type of funding

Please provide a breakdown of additional funding (counterpart funding and in-kind) by source, categorizing each contribution into one of the following categories:

Donor	Type of Funding*	Amount	Notes
N/A			

## **Additional Comments/Recommendations**

### **12. Use this space to provide any further comments or recommendations in relation to your project or CEPF.**

- Project implementation duration: capacity building requires long-term investment to ensure that those who receive training are able to effectively fulfill their mandate, role and responsibilities, or at least achieve their desired level of capacity. Therefore, follow-up training or refresher training is needed, based on systematic assessment of staff performance.
- Capacity approach: this project used a series of one-off training events. It would have been better if the capacity building consisted of a mixture of approaches, for instance, training, performance observation, mentoring, exchange or exposure.
- Development capacity-building library or kit: having a capacity-building library or resources in place, the organization will achieve long-term capacity building in a more strategic and systematic way. Otherwise, although staff have been exposed to various different capacity building events (training, seminars, conferences etc.), reference documents can get lost, or be not fully or effectively utilized. Similarly, these reference documents are rarely shared among the organization staff, limiting their effectiveness. By having resources or kits in place, all staff, including new staff, can access and utilize them as needed.
- Establishment of trainers: the organization and donors shall plan to build a team of trainers who can provide training in the most needed aspects of capacity of NGOs in Laos (management, finance, technical, IT, English, communications, etc.).
- Provision of grants: there should be a continuation of funding provided to the organization, and if all possible the funding should be made longer-term.

## **PART IV: Impact at Portfolio and Global Level**

CEPF requires that each grantee report on impact at the end of the project. The purpose of this report is to collect data that will contribute to CEPF's portfolio and global indicators. CEPF will aggregate the data that you submit with data from other grantees, to determine the overall impact of CEPF investment. CEPF's aggregated results will be reported on in our annual report and other communications materials.

**Ensure that the information provided pertains to the entire project, from start date to project end date.**

### **Contribution to Portfolio Indicators**

### **13. If CEPF assigned one or more Portfolio Indicators to your project during the full proposal preparation phase, please list these below and report on the project's contribution(s) to them.**

<b>Indicator</b>	<b>Narrative</b>
n/a	



## Contribution to Global Indicators

Please report on all Global Indicators (sections 14 to 21 below) that pertain to your project.

### 14. Key Biodiversity Area Management

#### **Number of hectares of Key Biodiversity Areas (KBA) with improved management**

Please report on the number of hectares in KBAs with improved management, as a result of CEPF investment. Examples of improved management include, but are not restricted to: increased patrolling, reduced intensity of snaring, invasive species eradication, reduced incidence of fire, and introduction of sustainable agricultural/fisheries practices. Do not record the entire area covered by the project - only record the number of hectares that have improved management.

If you have recorded part or all of a KBA as newly protected for the indicator entitled “protected areas” (section 17 below), and you have also improved its management, you should record the relevant number of hectares for both this indicator and the “protected areas” indicator.

Name of KBA	# of Hectares with strengthened management	Is the KBA Not protected, Partially protected or Fully protected? Please select one: NP/PP/FP
n/a		

### 15. Protected Areas

#### **Number of hectares of protected areas created and/or expanded**

Report on the number of hectares of protected areas that have been created or expanded as a result of CEPF investment.

Name of PA*	Country(s)	# of Hectares	Year of legal declaration or expansion	Longitude**	Latitude**
n/a					

### 16. Production landscape

Please report on the number of hectares of production landscapes with strengthened biodiversity management, as a result of CEPF investment. A production landscape is defined as a landscape where agriculture, forestry or natural product exploitation occurs. Production landscapes may include KBAs, and therefore hectares counted under the indicator entitled “KBA Management” may also be counted here. Examples of interventions include: best practices and guidelines implemented, incentive schemes introduced, sites/products certified and sustainable harvesting regulations introduced.

#### **Number of hectares of production landscapes with strengthened biodiversity management.**

Name of Production Landscape*	# of Hectares**	Latitude***	Longitude***	Description of Intervention
n/a				

### 17. Beneficiaries

CEPF wants to record two types of benefits that are likely to be received by individuals: formal training and increased income. Please report on the number of men and women that have benefited from formal training (such as financial management, beekeeping, horticulture) and/or increased income (such as tourism, agriculture, medicinal plant harvest/production, fisheries, handicraft production) as a result of CEPF investment. Please provide results since the start of your project to project completion.

**17a. Number of men and women benefitting from formal training.**

# of men benefitting from formal training*	# of women benefitting from formal training*
4	5

*\*Please do not count the same person more than once. For example, if 5 men benefited from training in beekeeping, and 3 of these also benefited from training in project management, the total number of men who benefited should be 5.*

**17b. Number of men and women benefitting from increased income.**

# of men benefitting from increased income*	# of women benefitting from increased income*
n/a	

*\*Please do not count the same person more than once. For example, if 5 men benefited from increased income due to tourism, and 3 of these also benefited from increased income due to handicrafts, the total number of men who benefited should be 5.*

**17c. Total number of beneficiaries - Combined**

Report on the total number of women and the number of men that have benefited from formal training and increased income since the start of your project to project completion.

Total # of men benefiting*	Total # of women benefiting*
4	5

*\*Do not count the same person more than once. For example, if Paul was trained in financial management and he also benefited from tourism income, the total number of people benefiting from the project should be 1 = Paul.*

### 18. Benefits to Communities

CEPF wants to record the benefits received by communities, which can differ to those received by individuals because the benefits are available to a group. CEPF also wants to record, to the extent possible, the number of people within each community who are benefiting. Please report on the characteristics of the communities, the type of benefits that have been received during the project, and the number of men/boys and women/girls from these communities that have benefited, as a result of CEPF investment. If exact numbers are not known, please provide an estimate.

#### 18a. Please provide information for all communities that have benefited from project start to project completion.

Name of Community	Community Characteristics (mark with x)							Type of Benefit (mark with x)							# of Beneficiaries			
	Subsistence economy	Small landowners	Indigenous/ ethnic peoples	Pastoralists / nomadic peoples	Recent migrants	Urban communities	Other*	Increased access to clean water	Increased food security	Increased access to energy	Increased access to public services (e.g. health care, education)	Increased resilience to climate change	Improved land tenure	Improved recognition of traditional knowledge	Improved representation and decision-making in governance forums/structures	Improved access to ecosystem services	# of men and boys benefiting	# of women and girls benefiting
n/a																		

\*If you marked "Other" to describe the community characteristic, please explain:

#### 18b. Geolocation of each community

Indicate the latitude and longitude of the center of the community, to the extent possible, or upload a map or shapefile. Give geographic coordinates in decimal degrees; latitudes in the Southern Hemisphere and longitudes in the Western Hemisphere should be denoted with a minus sign (example: Latitude 38.123456 Longitude: -77.123456).

Name of Community	Latitude	Longitude
n/a		

### 19. Policies, Laws and Regulations

Please report on change in the number of legally binding laws, regulations, and policies with conservation provisions that have been enacted or amended, as a result of CEPF investment. “Laws and regulations” pertain to official rules or orders, prescribed by authority. Any law, regulation, decree or order is eligible to be included. “Policies” that are adopted or pursued by a government, including a sector or faction of government, are eligible.

#### 19a. Name, scope and topic of the policy, law or regulation

No.	Name of Law, Policy or Regulation	Scope (mark with x)			Topic(s) addressed (mark with x)														
		Local	National	Regional/International	Agriculture	Climate	Ecosystem	Education	Energy	Fisheries	Forestry	Mining and Quarrying	Planning/Zoning	Pollution	Protected Areas	Species Protection	Tourism	Transportation	Wildlife Trade
1	n/a																		

19b. For each law, policy or regulation listed above, please provide the requested information in accordance with its assigned number.

No.	Country(s)	Date enacted/amended MM/DD/YYYY	Expected impact	Action that you performed to achieve this change
1	n/a			

## 20. Best Management Practices

Please describe any new management practices that your project has developed and tested as a result of CEPF investment, that have been proven to be successful. A best practice is a method or technique that has consistently shown results superior to those achieved with other means.

No.	Short title/ topic of the best management practice	Description of best management practice and its use during the project
1	n/a	

## 21. Networks & Partnerships

Please report on any new networks or partnerships between civil society groups and across to other sectors that you have established as a result of CEPF investment. Networks/partnerships should have some lasting benefit beyond immediate project implementation. Informal networks/partnerships are acceptable even if they do not have a Memorandum of Understanding or other type of validation. Examples of networks/partnerships include: an alliance of fisherfolk to promote sustainable fisheries practices, a network of environmental journalists, a partnership between one or more NGOs with one or more private sector partners to improve biodiversity management on private lands, a working group focusing on reptile conservation. Please do not use this tab to list the partners in your project, unless some or all of them are part of such a network / partnership described above.

No.	Name of Network/ Partnership	Year established	Country(s) covered	Purpose
1	No new network			

## Part V. Information Sharing and CEPF Policy

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned, and results. Final project completion reports are made available on our Web site, [www.cepf.net](http://www.cepf.net), and publicized in our newsletter and other communications.

Please include your full contact details below:

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