

ANNEX 12 Protected Area Administration Capacity Development Scorecard

Assessment Unit: Tanintharyi Regional Forest Department

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Strategic Area of Support	Issue	Outcome Indicators	Baseline Score:	Target Score	Evaluative Comments for the Score	
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	1. The protected area agenda is being effectively championed / driven forward	There is essentially no protected area	0	1	2	Insufficient staff to implement PA management. Some areas are insecure. Local communities are less understanding and interested because of language barriers.
		There are some persons or institutions actively pursuing a protected area agenda but they have little effect or	1			
		There are a number of protected area champions that drive the protected area agenda, but more is needed;	2			
		There are an adequate number of able "champions" and "leaders" effectively driving forwards a protected area	3			
	2. There is a strong and clear legal mandate for the establishment and management of protected areas	There is no legal framework for protected areas;	0	1	2	It needs to be revised and supplemented. Provisions for community management should be reviewed and strengthened as appropriate. It needs to reach the target of Myeik/Kawthoung 10 years Forest Management Plan for the establishment and management of protected area.
		There is a partial legal framework for protected areas but it has many	1			
		There is a reasonable legal framework for protected areas but it has a few weaknesses and gaps;	2			
		There is a strong and clear legal mandate for the establishment and management of protected areas	3			
	3. There is an institution or institutions responsible for	Protected area institutions have no plans or strategies;	0			There are responsible institutions for PAs, but they are weak in consultation. FD,

	protected areas able to strategize and plan.	Protected area institutions do have strategies and plans, but these are old and no longer up to date or were prepared in a totally top-down fashion;	1	2	3	NWCD is the responsible national institution for PAs. To date, Myanmar has designated 39 PAs and out of that 20 PAs are under NWCD management. For example in Tanintharyi region, Lampi Marine NP is under the management of NWCD and Moscos is under regional FD. Tanintharyi should have a PAs Strategy by end of Project to mainstream landscape and R2R approaches and apply lessons learned
		Protected area institutions have some sort of mechanism to update their strategies and plans, but this is irregular or is done in a largely top-down fashion	2			
		Protected area institutions have relevant, participatorially prepared, regularly updated strategies and plans	3			
2. Capacity to implement policies, legislation, strategies and programmes	4. There are adequate skills for protected area planning and management	There is a general lack of planning and management skills;	0	1	2	Some skills exist. These need to be enhanced and become more comprehensive within Tanintharyi Region by end of Project.
		Some skills exist but in largely insufficient quantities to guarantee effective planning and management;	1			
		Necessary skills for effective protected area management and planning do exist but are stretched and not easily	2			
		Adequate quantities of the full range of skills necessary for effective protected area planning and management are	3			
	5. There are protected area systems	No or very few protected area exist and they cover only a small portion of the habitats and ecosystems;	0			Existing PAs system in Tanintharyi is largely only proposed; proposed PAs need to be gazetted and management & business plans developed and a comprehensive PA systems plan developed for the Region.
		Protected area system is patchy both in number and geographical coverage and has many gaps in terms of	1			

		Protected area system is covering a reasonably representative sample of the major habitats and ecosystems, but still presents some gaps and not all elements	2	1	2	
		The protected areas includes viable representative examples of all the major habitats and ecosystems of appropriate geographical scale	3			
6. There is a fully transparent oversight authority (there are fully transparent oversight authorities) for the protected areas institutions		There is no oversight at all of protected area institutions;	0	1	2	Need to cooperate among related departments. Multi sector approach needs to be enhanced and become pilot mechanism within Tanintharyi Region by end of Project.
		There is some oversight, but only indirectly and in a non-transparent	1			
		There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is	2			
		There is a fully transparent oversight authority for the protected areas	3			
7. Protected area institutions are effectively led		Protected area institutions have a total lack of leadership;	0	1	2	There are weaknesses in leadership. Human Resource Development and Capacity building needed to promote sustainability.
		Protected area institutions exist but leadership is weak and provides little	1			
		Some protected area institutions have reasonably strong leadership but there is still need for improvement;	2			
		Protected area institutions are	3			
8. Protected areas have regularly updated, participatorially prepared, comprehensive management plans		Protected areas have no management	0			Fairly weak. Lampi marine protected area only has management plan while Moscos has no activities.
		Some protected areas have up-to-date management plans but they are typically not comprehensive and were not participatorially prepared;	1			

		Most Protected Areas have management plans though some are old, not participatorially prepared or are	2	1	2	
		Every protected area has a regularly updated, participatorially prepared, comprehensive management plan				
	9. Human resources are well qualified and motivated	Human resources are poorly qualified and unmotivated;	0	0	2	There are some limitations or difficulties to motivate and need to organize. The continuation of the staff service and incentives are essential to qualify and motivate staff.
		Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated;	1			
		HR in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently	2			
		Human resources are well qualified and motivated.	3			
	10. Management plans are implemented in a timely manner effectively achieving their objectives	There is very little implementation of management plans;	0	1	2	Management plans can be implemented except for some difficulties. Limited qualified staff and budget. The 20 PAs under NWCD management have an average annual budget of about US\$ 55,000; seven of these receive less than US\$ 30,000 per year. By comparison, some large PAs in Thailand have annual budgets close to US\$ 1 million. In addition to funding gaps, there is a critical need for
		Management plans are poorly implemented and their objectives are	1			
		Management plans are usually implemented in a timely manner, though delays typically occur and some	2			
		Management plans are implemented in a timely manner effectively achieving their objectives	3			
	11. Protected area institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their	Protected area institutions typically are severely underfunded and have no capacity to mobilize sufficient resources;	0			See above - it is needed in order to have sufficient funding and human resources to implement effectively.
		Protected area institutions have some funding and are able to mobilize some human and material resources but not enough to effectively implement their	1			

	mandate	Protected area institutions have reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective implementation of their mandate;	2	1	2	
		Protected area institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their	3			
	12. Protected area institutions are effectively managed, efficiently deploying their human, financial and other resources to the best effect	While the protected area institution exists it has no management;	0	2	3	As above - PA management has been implemented with available resources and budget but these are not yet sufficient.
		Institutional management is largely ineffective and does not deploy efficiently the resources at its disposal;	1			
		The institution(s) is (are) reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient	2			
		The protected area institution is effectively managed, efficiently deploying its human, financial and other	3			
	13. Protected area institutions are highly transparent, fully audited, and publicly accountable	Protected area institutions totally untransparent, not being held accountable and not audited;	0	2	3	Although PA institutions are regularly audited, the results have not been publicized. The system also is not fully transparent.
		Protected area institutions are not transparent but are occasionally audited without being held publicly accountable;	1			
		Protected area institutions are regularly audited and there is a fair degree of public accountability but the system is not fully transparent;	2			

		The Protected area institutions are highly transparent, fully audited, and publicly accountable	3			
14. There are legally designated protected area institutions with the authority to carry out their mandate		There is no lead institution or agency with a clear mandate or responsibility for protected areas;	0	1	2	There are fairly clearly defined responsibilities, but still some gaps and overlaps. FD, NWCD is the responsible institution with the authority to carry out its mandate but have limited staff and budget.
		There are one or more institutions or agencies dealing with protected areas but roles and responsibilities are unclear and there are gaps and overlaps in the	1			
		There are one or more institutions or agencies dealing with protected areas, the responsibilities of each are fairly clearly defined, but there are still some gaps and overlaps;	2			
		Protected Area institutions have clear legal and institutional mandates and the necessary authority to carry this out	3			
15. Protected areas are effectively protected		No enforcement of regulations is taking	0	1	2	There are security concerns for PA staff in some areas. Some of the Proposed Protected Areas are under the control of Karen ethnic groups and need to enhance their consensus for effective protection. Apart from that, it needs to have sufficient manpower and financial support to implement.
		Some enforcement of regulations but largely ineffective and external threats	1			
		Protected area regulations are regularly enforced but are not fully effective and external threats are reduced but not eliminated;	2			
		Protected Area regulations are highly effectively enforced and all external threats are negated	3			
16. Individuals are able to advance and develop professionally		No career tracks are developed and no training opportunities are provided;	0			There are weaknesses in HR management - no proper training at regional level.
		Career tracks are weak and training possibilities are few and not managed transparently;	1			

		Clear career tracks developed and training available; HR management however has inadequate performance measurement system;	2	1	2	
		Individuals are able to advance and develop professionally	3			
	17. Individuals are appropriately skilled for their jobs	Skills of individuals do not match job requirements;	0	1	2	It is important to meet optimum match with job requirements. Enhanced capacity building is needed to have skilled staff.
		Individuals have some or poor skills for their jobs;	1			
		Individuals are reasonably skilled but could further improve for optimum match with job requirement;	2			
		Individuals are appropriately skilled for their jobs	3			
	18. Individuals are highly motivated	No motivation at all;	0	1	2	Staff need encouragement and incentives such as decentralization, power distribution, promotion, subsistence allowance and transport facilities.
		Motivation uneven, some are but most	1			
		Many individuals are motivated but not	2			
		Individuals are highly motivated	3			
	19. There are appropriate systems of training, mentoring, and learning in place to maintain a continuous flow of new staff	No mechanisms exist;	0	1	2	Such systems need to be developed more. The existing mechanism for training and learning in the region is attending workshops, meetings and training conducted by INGOs. There are training centers at Yangon and Naypyidaw only. Myeik University mainly focuses on marine science and research activities. There is a possibility to utilize the resource persons and on the job training/research activities at Myeik University for land/seascape
		Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed;	1			
		Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required;	2			
		There are mechanisms for developing adequate numbers of the full range of highly skilled protected area	3			
3. Capacity to engage and build consensus among all stakeholders	20. Protected areas have the political commitment they require	There is no political will at all, or worse, the prevailing political will runs counter to the interests of protected areas;	0			Regional govt. level has political will. But regional, district and down to township level FD have limited capacity to engage

		Some political will exists, but is not strong enough to make a difference;	1	1	3	and build consensus among all stakeholders especially ethnic community and KNU.
		Reasonable political will exists, but is not always strong enough to fully support protected areas;	2			
		There are very high levels of political will to support protected areas	3			
	21. Protected areas have the public support they require	The public has little interest in protected areas and there is no significant lobby for protected areas;	0	1	2	There is very limited interest and participation of local people and it takes time to organize public support. Transparency and consultation are still needed to achieve public support, co-management and community conservation agreements.
		There is limited support for protected	1			
		There is general public support for protected areas and there are various lobby groups such as environmental NGO's strongly pushing them;	2			
		There is tremendous public support in the country for protected areas	3			
	22. Protected area institutions are mission oriented	Institutional mission not defined;	0	1	2	There is a fairly defined mission but weak to prioritize local community requirements.
		Institutional mission poorly defined and generally not known and internalized at all levels;	1			
		Institutional mission well defined and internalized but not fully embraced;	2			
		Institutional missions are fully internalized and embraced	3			
	23. Protected area institutions can establish the partnerships needed to achieve their objectives	Protected area institutions operate in isolation;	0			There are very few success stories. The Project needs to demonstrate some effective partnerships - such as multi-sector coordination at landscape level
		Some partnerships in place but significant gaps and existing	1			

		Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of	2	1	2	producing strong partnerships.
		Protected area institutions establish effective partnerships with other agencies and institutions, including provincial and local governments, NGO's and the private sector to enable achievement of objectives in an efficient	3			
	24. Individuals carry appropriate values, integrity and attitudes	Individuals carry negative attitude;	0	1	3	The majority have such qualities. It is needed to prepare a capacity development plan which will cover all stakeholders, such as regional government, line department staff, NGOs, CBOs and communities.
		Some individuals have notion of appropriate attitudes and display	1			
		Many individuals carry appropriate values and integrity, but not all;	2			
		Individuals carry appropriate values, integrity and attitudes	3			
4. Capacity to mobilize information and knowledge	25. Protected area institutions have the information they need to develop and monitor strategies and action plans for the management of the protected area system	Information is virtually lacking;	0	1	2	Although there are regular activities for collecting data and information, there are still some gaps to have good and reliable quality data.
		Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access;	1			
		Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and	2			
		Protected area institutions have the information they need to develop and monitor strategies and action plans for the management of the protected area	3			
	26. Protected area institutions have the information needed to do their work	Information is virtually lacking;	0			it is necessary to update information or data as there remain some gaps. It is unlikely that the GEF project will be able to fill all info gaps for the Region.
		Some information exists, but is of poor quality and of limited usefulness and difficult to access;	1			

		Much information is readily available, mostly of good quality, but there remain some gaps both in quality and quantity;	2	1	2	
		Adequate quantities of high quality up to date information for protected area planning, management and monitoring is widely and easily available	3			
	27. Individuals working with protected areas work effectively together as a team	Individuals work in isolation and don't	0	1	3	There are some difficulties to achieve effective work - it needs trust building and team work among govt. staff, NGOs, CBOs and communities.
		Individuals interact in limited way and sometimes in teams but this is rarely effective and functional;	1			
		Individuals interact regularly and form teams, but this is not always fully effective or functional;	2			
		Individuals interact effectively and form functional teams	3			
5. Capacity to monitor, evaluate, report and learn	28. Protected area policy is continually reviewed and updated	There is no policy or it is old and not reviewed regularly;	0	1	2	There might be some reasons to review and update the PA policy. Review and updating is done by Central Govt. but it needs to consult down to grass roots level.
		Policy is only reviewed at irregular	1			
		Policy is reviewed regularly but not	2			
		National protected areas policy is reviewed annually	3			
	29. Society monitors the state of protected areas	There is no dialogue at all;	0	1	3	There is no dialogue for some restricted areas concerned with security.
		There is some dialogue going on, but not in the wider public and restricted to specialized circles;	1			
		There is a reasonably open public dialogue going on but certain issues	2			
		There is an open and transparent public dialogue about the state of the	3			
	30. Institutions are highly adaptive, responding	Institutions resist change;	0			It will take time to be adaptive to changes depending on situation and location. The
		Institutions do change but only very	1			

	effectively and immediately to change	Institutions tend to adapt in response to change but not always very effectively or with some delay;	2	1	2	Project needs to demonstrate mechanisms and some effective partnerships - such as multi-sector coordination at landscape level producing strong partnerships.
		Institutions are highly adaptive, responding effectively and immediately	3			
	31. Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	There are no mechanisms for monitoring, evaluation, reporting or	0			It needs time to improve institutional effectiveness. The Project needs to introduce some standard tools such as the Spatial Monitoring and Reporting Tool (SMART) to be used by PA managers to plan, evaluate and implement activities.
		There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak;	1			
		Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be;	2	1	3	
		Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	3			
	32. Individuals are adaptive and continue to learn	There is no measurement of performance or adaptive feedback;	0			It is directly related to skills, experience and time duration. The Project needs to evaluate human resources and career development opportunities related to PA management.
		Performance is irregularly and poorly measured and there is little use of	1			
		There is significant measurement of performance and some feedback but this is not as thorough or	2	1	3	
		Performance is effectively measured and adaptive feedback utilized	3			
TOTAL SCORE			96	34	73	
				35%	76%	

