

## ANNEX 14.

## Protected Area Administration Capacity Development Scorecard

**Assessment Unit:** Tanintharyi Regional Department of Fisheries

**Date of Assessment:** 26 August 2016

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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	Local communities started to form environmental conservation groups and are still weak to cooperate with government departments. Also cannot practice effectively because of limited rights to do. (Kyunsu T/S - tayawtangyi island; Bokeyyin T/S - Langann island);
		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 agenda	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	According to the Myanmar Marine Fishery Law, section 2, Director General of DoF can issue the instructions, notifications, restrictions and guidelines to protect against the depletion of fish resources and to practice properly and systematically.
		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 areas able to strategize and plan.	Protected area institutions have no plans or strategies;	0	<b>1</b>	<b>3</b>	There are strategies and plans which have been drawn up by local communities themselves and supported by DoF and FFI; namely 1) Linn Lun - Parawwah village, 2) Dun Pale Aw village and 3) Langan village. These are bottom up approach examples involving consultation with local communities.
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					
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	<b>1</b>	<b>2</b>	The requirements are skills, technology, budget, staff and materials.
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			In Tanintharyi Division there are Shark protected area, Crab protected area, Indian Thread Fin protected area and Hard Clam protected area. They are patchy and difficult to administer.
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	This is weak and difficulties are apparent in departments and organizations (Eg for budget, staff and materials)
		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 internalized) ;	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	Protected areas are led by township, district and regional level but not effectively.
		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 effectively	3			
	8. Protected areas have regularly updated, participatorially prepared, comprehensive management plans	Protected areas have no management	0			Previous protected area management plans are weak. But recent 3 LMMAs have been participatorially and scientifically prepared with local communities, department and INGO.
		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 less than	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	1	2	As human resources, local communities and staff are interested but need training in more conservation technologies.
		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	Can not implement properly because of insufficient staff and support.
		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 mandate	Protected area institutions typically are severely underfunded and have no capacity to mobilize sufficient resources;	0			Departmental budget for protected area is not sufficient and cannot support effective implementation.
		Protected area institutions have some funding and are able to mobilize some human and material resources but not enough to effectively implement their	1			

		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 mandate	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			Institutional management is in initial stage and cannot manage effectively.
		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	1	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			Institutions responsible for marine PAs do not yet have funding sources for PA management
		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	1	3	

		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	Institutions are at very beginning stage and do not have clear roles and responsibilities.
		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	Some enforcement of regulations but need to update law, rules, regulations and LMMA instructions. Need to do education, protection of LMMA from fishing nearby villages. Enforcement of existing PAs is lacking just now (shark PA, crab PAs, indian threadfin PA etc)
		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			Career tracks are present and there are departmental trainings for staff but need to support advanced and modern technologies.
		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			Need capacity building for staff, who currently have only some or poor skills.
		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	1	2	
		Individuals are appropriately skilled for their jobs	3			
	18. Individuals are highly motivated	No motivation at all;	0			Staff and local communities have some interest but some do not.
		Motivation uneven, some are but most	1			
		Many individuals are motivated but not	2	1	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			Some training exists but need to support environmental conservation skills.
		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	1	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			Existing environmental conservation policy needs to be updated.

		Some political will exists, but is not strong enough to make a difference;	1	1	3	
		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	Need to educate and organize to get support from public.
		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	Institutions (such as LMMA) need to spread out their mission and definition. Disciplines, roles and responsibilities also need to be practised in a democratic way.
		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 some difficulties to implement conservation activities when cooperating together with district, regional Fisheries Federation and resource conservation
		Some partnerships in place but significant gaps and existing partnerships	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	committee because of their insufficient resource conservation knowledge.
		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	2	Staff are weak in understanding the concepts and practice of environmental conservation.
		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	Existing information are of poor quality and weak in record keeping because of insufficient staff and technologies.
		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			Existing information is of poor quality because of weakness in data collection.
		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 difficulties in teams because of unusual practice to cooperate.
		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	Policy needs to be revised according to the new circumstances.
		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 are some dialogues in LMMAs.
		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 protected	3			
	30. Institutions are highly adaptive, responding effectively	Institutions resist change;	0			There is a need for institutional support in terms of technology, budget and
		Institutions do change but only very	1			

	and immediately to change	Institutions tend to adapt in response to change but not always very effectively or with some delay;	2	1	2	material resources by government and INGOs.
		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 learning;	0	1	2	Monitoring, evaluation, reporting and learning are needed but are weak.
		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			
		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	1	2	Weak in cooperation to implement conservation activities because of insufficient education to local communities by staff.
		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 comprehensive as it	2			
		Performance is effectively measured and adaptive feedback utilized	3			
<b>TOTAL SCORE</b>			<b>96</b>	<b>32</b>	<b>69</b>	
				<b>33%</b>	<b>72%</b>	