



Capacity Needs Assessment for Sustainable Management of Coastal and Marine Protected Areas in India

Using a participatory approach

May 2014

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CMPA Technical Report Series No. 37**Capacity Needs Assessment for Sustainable Management of Coastal and Marine Protected Areas in India: using a participatory approach****Authors**

Neeraj Khera, V. B. Mathur, K. Sivakumar, Yugraj Yadava, Darryl D'Monte, S. Gopikrishna Warriar, Sanjay Dave, Rajdeep Mukherjee and Vasanthi Hariprakash

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Indo-German Biodiversity Programme (IGBP),
GIZ-India, A-2/18, Safdarjung Enclave,
New Delhi - 110029, India
E-Mail: biodiv.india@giz.de
Web: www.giz.de

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Responsible

Director, Indo-German Biodiversity Programme

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Dr. Neeraj Khera

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Annex Report 2:**Capacity Needs Assessment for participatory management of coastal and marine protected areas in India: Fisheries Sector.**

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Annex Report 3:**Capacity Needs Assessment for participatory management of coastal and marine protected areas in India: Media sector in Gujarat.**

Sanjay Dave. 2013. CMPA Technical Series No. 26. Indo-German Biodiversity Programme, GIZ- India, New Delhi.

Annex Report 4:**Capacity Needs Assessment for participatory management of coastal and marine protected areas in India: Media sector in Tamilnadu.**

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List of acronyms

ABNJ	Areas Beyond National Jurisdiction
BMC	Biodiversity Management Committees
BMUB	German Federal Ministry for Environment, Nature Conservation, Building and Nuclear Safety
BNHS	Bombay Natural History Society
BOBP-IGO	Bay of Bengal Project – Intergovernmental Organization
CAA	Coastal Aquaculture Authority
CBD	Convention on Biodiversity
CEE	Centre for Environment Education
CIFE	Central Institute of Fisheries Education
CMFRI	Central Marine Fisheries Research Institute
CMPA	Coastal and Marine Protected Area
CNA	Capacity Needs Assessment
CPREEC	C.P.R. Environmental Education Centre
CRZ	Coastal Regulation Zone
CSR	Corporate Social Responsibility
CWLW	Chief Wildlife Warden
DAHD&F	Ministry of Agriculture - Department of Animal Husbandry, Dairying & Fisheries, GoI
DEF-TN	Department of Environment and Forests, Government of Tamil Nadu
DoF-TN	Department of Fisheries, Government of Tamil Nadu
DoT-TN	Department of Tourism, Government of Tamil Nadu
EAF	Ecosystem Approach to Fisheries
EEZ	Exclusive Economic Zone
FAC	Forest Advisory Committee
FAO	United Nations Food and Agriculture Organization
FEJI	Forum of Environmental Journalists in India
FIMSUL	Fisheries Management for Sustainable Livelihoods
FSI	Fishery Survey of India
GIS	Geographical Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GO	Government Organization
GoI	Government of India
GoM	Gulf of Mannar
GOMBR	Gulf of Mannar Biosphere Reserve
GOMBRT	Gulf of Mannar Biosphere Reserve Trust
GOMNP	Gulf of Mannar National Park
GoTN	Government of Tamil Nadu
GUIDE	Gujarat Institute of Desert Ecology
HCD	Human Capacity Development

HRD	Human Resource Development
ICMAM	Integrated Coastal and Marine Area Management
ICMBA	Important Coastal and Marine Biodiversity Areas
ICSF	International Collective Support of Fishworkers
ICZM	Integrated Coastal Zone Management
IIFM	Indian Institute of Forest Management
IUCN-MFF	IUCN Mangroves for the Future (MFF) partnership
LBSNAA	Lal Bahadur Shastri National Academy of Administration
LME	Large Marine Ecosystems Project, Bay of Bengal
MDC	Master of Development Communication
MMCJ	Master of Mass Communication and Journalism
MNP	Marine National Park, Gulf of Kutch
MoEF	Ministry of Environment and Forests
MPA	Marine Protected Area
MPEDA	Marine Products Export Development Authority
MSY	Maximum Sustainable Yield
NBWL	National Board for Wildlife
NEERI	National Environmental Engineering Research Institute
NFDB	National Fisheries Development Board
NFWF	National Fish Workers' Forum
NGO	Non-government organization
NGT	National Green Tribunal
NIO	National Institute of Oceanography
NM	Nautical Mile
PA	Protected Area
PBR	People's Biodiversity Registers
RS	Remote Sensing
SACEP	South Asia Co-operative Environment Programme
SBB	State Biodiversity Board
SIFFS	South Indian Federation of Fishermen Societies
SPCB	State Pollution Control Boards
TISS	Tata Institute of Social Sciences
TN	Tamil Nadu
TNSWD	Tamil Nadu Social Welfare Department, Government of Tamil Nadu
TTDC	Tamil Nadu Tourism Development Corporation
UT	Union Territory
WASMO	Water And Sanitation Management Organization
WB	World Bank
WII	Wildlife Institute of India
WWF	World Wildlife Fund
ZSI	Zoological Survey of India

Executive Summary

The Government of India and the Government of Germany are working together to implement a joint project, 'Conservation and Sustainable Management of Existing and Potential Coastal and Marine Protected Areas' (CMPA). The project is supported by the Federal Ministry of the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), Government of Germany, and implemented by GIZ, India, in partnership with the Ministry of Environment and Forests (MoEF), Government of India.

The project is working in four coastal states of India, viz, Gujarat, Maharashtra, Karnataka and Tamil Nadu and has three main expected outputs to be achieved by the end of the project in July 2017: participatory management of CMPAs; supporting capacity development of key stakeholders; and tools for information, education and communication.

The project aims at contributing to conservation of biodiversity through participatory approaches in the management of existing and potential coastal and marine protected areas in India. By involving concerned stakeholders at the local, state, and national levels, a significant contribution can be made to the conservation of areas rich in biodiversity as well as to sustaining the livelihoods of local communities. The project's activities are being developed on four pillars:

- Participatory management approaches for conservation of sites
- Supporting capacity development efforts of key stakeholders towards sustainable management of CMPAs (Human Capacity Development)
- Information, communication and awareness-raising
- Indo-German scientific cooperation.

GIZ's approach to Human Capacity Development (HCD) puts the individual at the heart of its strategies and measures. To support the capacity development process of the stakeholders relevant to the conservation and sustainable management of coastal and marine protected areas, the first step is to assess what key capacities already exist and what additional capacities might be required in stakeholders.

To develop the Capacity Development strategy and action plan for effective and sustainable management of coastal and marine protected areas in India, a Capacity Needs Assessment (CNA) study was carried out aiming at analysing the gap between the required capacities and existing capacities vis-a-vis sustainable and effective management of coastal and marine protected areas. It assessed the capacity gaps at the four levels (enabling environment, cross-sector and cross-stakeholder cooperation, organizations and individuals) and three dimensions of capacity (knowledge, skills and attitudes).

The development of the overall methodological framework was based on the guidance for capacity development provided in the GIZ project management tool- Capacity WORKS, and the Human Capacity Development approach of GIZ, and existing capacity development measures being implemented in India. The framework was customized for use in Indian conditions and for key sectors.

A team of experts was engaged for the assessment and was drawn from the three sectors most relevant to coastal and marine biodiversity conservation: forests, fisheries and the media.

The expert teams collected, analysed and verified data and information, from relevant stakeholders at the national, state and local level to document the capacity needs of different sectors, as well as of cross-sector issues.

A key aspect of the entire process was a detailed assessment of the capacity needs of stakeholders with regard to cross-sector and cross-stakeholder cooperation.

Some capacity gaps were identified as being generic and applicable to all the coastal states while certain capacity gaps seemed to arise as a result of the form of development specific to a state. However, from the viewpoint of developing a strategy for capacity development at a National level, both kinds of gaps were considered important.

The main capacity gaps at the level of enabling environment include: absence of guidelines and rules on area-based protection approaches in coastal marine ecosystems; multiplicity of acts and rules dealing with coastal and marine ecosystems; insufficient consultation process with stakeholders while creating MPAs under the Wildlife Protection Act; poor understanding the Fishing Regulation Act from an ecosystem perspective; only few studies and little data on impact of policies and activities of key relevant sectors such as fisheries, coastal zone development, tourism etc on biodiversity and *vice-versa*; absence of guidelines and tools for strengthening management effectiveness of coastal and marine protected areas; lack of a

single window for multi-stakeholder and cross-sector dialogue for finding new approaches and new management regime for MPAs.

Inadequate cross-sector coordination, both at the National and state levels, seems to be a major challenge in managing coastal and marine biodiversity. No formal mechanism is currently available for exchanging knowledge among the sectors and among stakeholders working on the same coastal ecosystem. Traditional knowledge on sustainable management of coastal and marine biodiversity is not being documented in a way so as to reach the research community and decision-making bodies. Low levels of awareness among the fish workers on the scope of centrally sponsored and state-based livelihood schemes is a hindrance for them to look for more sustainable livelihood options.

At the level of organizations, gaps lie in the areas of cross-sector learning and exchange networks on ways to generate awareness, cutting edge research on enhancing management effectiveness of MPAs, international cooperation on MPA research and availability of experts on coastal and marine biodiversity conservation and management.

There are inherent blockages in bringing media professionals and media organizations to discuss issues relevant to coastal and marine biodiversity, owing to limited understanding of coastal and marine issues among media professionals, lack of communication between the media and MPA experts, non-availability of platforms for media professional to discuss these issues among themselves, and lack of appreciation of coastal and marine issues as mainstream issue. Looking at the larger picture, these blockages arise due to the fact that the media students in the country do not have coastal and marine biodiversity as part of their curriculum, even in the University and colleges that are situated on the coast.

The trainings provided to the forest officers focus largely on terrestrial ecosystems, with very little attention paid to the coastal and marine ecosystems. The training methods used in the trainings do not provide enough scope for

addressing all the required skills and attitudes among the participants, especially skills relating to leadership, stakeholder consultation, and underwater biodiversity monitoring.

As far as the competence of the personnel is concerned, there are gaps in terms of knowledge on coastal and marine biodiversity and ecosystem services. The gaps are in the areas of knowledge on legal and regulatory frameworks, and understanding of the interrelationship between livelihoods and ecosystem services arising out of biodiversity. The gaps are significant when it comes to the skills required to study and identify coastal and marine species, endangered and scheduled species (these skills are required not only for the MPA managers but also for personnel from customs, marine police etc), skills to effectively communicate conservation information by the managers, leadership and conflict management skills, and ability to engage local community for protected area management. There is one dimension of the competence that has been significantly ignored in the existing framework of capacity development measures, and that is, Training formats and method to inculcate an appreciation and connectedness to nature and biodiversity.

Based on detailed assessments, review and reflections on the gaps, brainstorming and validation by key organizations and experts, following are the suggested strategic goals for capacity development measures for sustainable management of coastal and marine protected areas in India:

Strategic goal 1: Forest officers, both at senior management and front-line, have knowledge and skills for effective and sustainable management of coastal and marine protected areas, and the ability to apply them.

Strategic goal 2: Enhanced understanding and appreciation of coastal and marine biodiversity among key stakeholders to facilitate co-creation of solutions for effective and sustainable management of coastal and marine protected areas.

Strategic goal 3: Enhanced effectiveness in delivery of training measures and efficiency in the overall training management system of training institutes.





Section 1:

Introduction

1.1 Context and background

Capacity Development is a process, which enables individuals, organizations and societies as a whole to shape their own development sustainably and adapt to changing conditions.

In order to trigger sustainable changes in social systems, capacity development always addresses three levels – the individual, the systems of reference, and the systemic level. Systems of reference denote the individual's immediate sphere of influence, and can be an organization, a company, a network or an informal community. Systemic level refers to the enabling environment where the individuals and systems of reference interact and grow.

Delivering capacity development support for individuals, organizations and societies is one of GIZ's core competencies. As one of the world's leading service providers in the field of international cooperation for sustainable development, GIZ is also a leader in designing joint learning processes and developing individual capacities.

GIZ's approach to Human Capacity Development (HCD) puts the individual at the heart of its strategies and measures.

The Government of India and the Government of Germany are working together to implement a joint project, 'Conservation and Sustainable Management of Existing and Potential Coastal and Marine Protected Areas' (CMPA). The project is supported by the Federal Ministry of the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), Government of Germany, and implemented by GIZ, India, in partnership with the Ministry of Environment and Forests (MoEFCC), Government of India.

The project aims at contributing to conservation of biodiversity through participatory approaches in the management of existing and potential coastal and marine protected areas in India. By involving concerned stakeholders at the local, state, and national levels, a significant contribution can be made to the conservation of areas rich in biodiversity as well as to sustaining the livelihoods of local communities.

The project's activities are being developed on three pillars:

- Participatory management approaches for conservation of sites
- Supporting capacity development efforts of key stakeholders towards sustainable management of MPAs (human capacity development)
- Information, communication and awareness-raising

To support the capacity development process of the stakeholders relevant to conservation and sustainable management of coastal and marine protected areas, the first step is to assess what key capacities already exist and what additional capacities might be required by specific stakeholders to contribute to the project objectives.

The Capacity Needs Assessment (CNA) study aimed at analysing the gap between the desired capacities and existing capacities vis-a-vis sustainable management of coastal and marine protected areas, and formulating a Capacity Development strategy that addresses capacity gaps at the three levels (enabling environment, organization and individual) and three dimensions of capacity (knowledge, skills and attitudes).

1.2 Purpose and objectives of Capacity Needs Assessment

To develop strategic orientation for capacity development measures to be undertaken by the Indian institutions in general, and by the CMPA project during 2014-17 in particular. CNA was conducted on the following four pillars:

- enabling environment
- cross-sector and cross-stakeholder cooperation
- organizational capacities
- Individual competence of key stakeholders

Specific objectives of the CNA were as follows:

1. Identify and map key stakeholders (organizations and experts), relevant to coastal and marine protected areas in the selected coastal states, as well as at the national level.
2. Problem analysis 'to identify areas where capacities must be developed so as to facilitate participatory approaches in coastal and marine protected areas.
3. Catalogue on-going capacity development measures on coastal and marine biodiversity conservation, and their approach
4. Identify capacity gaps in skills, knowledge and attitudes of key stakeholders
5. Develop specific strategic goals and action plan for capacity development on coastal and marine biodiversity conservation and MPA management.

1.3 Whose capacities are to be assessed?

As the issue area of the project is coastal and marine biodiversity conservation through establishing marine protected areas, and safeguarding the livelihoods of local populations (especially fishing communities), the two sectors that are at the center stage, i.e. the forest and fisheries sectors.

It is hard to sustain livelihoods while conserving biodiversity unless local communities are aware of the benefits of marine protected areas as well as the challenges that the marine protected areas may bring in the short term. It is here that support from the media, traditional media or new media, is critical in facilitating local communities, governments and businesses to be aware to make informed decisions and engage in a dialogue. Creating awareness and communication channels is one of the three pillars of this project and it was therefore considered important to understand the media's capacity on issues relating to coastal and marine biodiversity.





Section 2:

Framework and Methodology

An overview of the methodological steps

The capacity needs assessment is to be conducted using the following steps below:

1. **STEP 1: Conceptual analysis of the situation**, including Stakeholder analysis, Problem analysis, and identification of capacity gap and possible capacity development interventions
2. **STEP 2: Cross-sector dialogue workshop** to integrate information and perceptions of the other sectors
3. **STEP 3: Identification of data gaps**
4. **STEP 4: Validation of conceptual analysis and plugging data gaps through field visits**, interviews and workshops with stakeholders
5. **STEP 5: Developing a draft capacity development plan with possible scenarios**
6. **STEP 6: Validation of the capacity development plan with key stakeholders**

Capacity Needs Assessment is to be conducted for at least three major sectors, important vis-à-vis coastal and marine biodiversity conservation and MPA management:

1. Forest,
2. Fisheries
3. Media

2.1 STEP 1: Conceptual analysis of the situation

As the first step, a desk study should be conducted to assimilate the existing data and information and streamline it in a systematic framework.

2.1.1 Stakeholder analysis

Stakeholder analysis provides important insights and inputs for the subsequent steps of the CNA.

Stakeholder is a group or organisation or individual who has an interest/ statutory responsibility/ practical role / influence, or who can be positively or negatively impacted by, or cause an impact on coastal and marine biodiversity conservation via protected area in India.

First step is to identify and characterize the stakeholders (using Table 1) for each site / state/ National level, showing their function in the system, their sphere of influence. This is also known as stakeholder landscape.

The construction of the landscape also ensures that the boundaries of the system governing conservation and sustainable management of coastal and marine protected areas will be properly identified and considered.

Following steps will be executed:

- Listing of all stakeholders (organizations/ groups/ individuals) relevant to the conservation of coastal and marine biodiversity in selected states, as well as at regional and National level.
- Classification of all stakeholders with regard to:
 - their existing/ potential support to the conservation of coastal and marine biodiversity via protected areas, in the specific geographical area of reference (site/ state/National/ supranational) [supportive, neutral, hesitant, adverse],

- Their livelihood dependence on different elements of coastal and marine biodiversity or protected areas [negligible, low, medium, high, very high].
- Their power to influence the management of coastal and marine protected areas [strong, reasonable, low].
- Geographical area of influence and engagement (Supra-national, National, Regional, State-specific, local)
- a short summary of their mandate/ contribution/ influence for conservation of coastal and marine biodiversity via protected areas;

Relations between the stakeholders (formal and informal ones, governance, accountability), and also the nature of these relationships (functions, forms, impacts, significance and the quality)

Table 1: Stakeholder mapping and analysis

Stakeholder	Size (approx. No. of organizations or individuals)	Geographical area of influence	Mandate, role, responsibility and function in relation to coastal and marine areas and PAs	Interest in and support to coastal and marine areas and PAs (can be positive, neutral or inhibitive) ¹	Power to influence management of coastal and marine PAs, specific areas of influence	Relationship to other stakeholders, and the nature of the relationship
Sector: FOREST						
Supra National						
....						
Regional						
...						
National						
....						
State						
...						
Site						
.....						
Sector: FISHERIES						
Supra National						
...						
Regional						
....						
National						
...						
State						
...						
Site						
.....						
Sector: MEDIA						
Supra National						
.....						
Regional						
.....						
National						
.....						
State						
.....						
Site						
.....						
State						

1 Includes dependence on coastal and marine areas for livelihood

2.1.2 Problem analysis

As the second step, problems related to conservation and sustainable management of existing and potential coastal and marine protected areas needs to be analysed and summarized. Problem analysis helps in identifying the important gap areas that are currently hindering the achievement of desired

situation vis-à-vis effective and sustainable management of MPAs. For this purpose it is important to first identify and describe the elements and processes, which are relevant for conservation and management of coastal and marine biodiversity and protected areas in India. The following guiding questions might help for a better understanding of each of the dimensions of capacity:

Box 1: Guiding questions for problem analysis

What is being done? What is being achieved?	• Why is it necessary? • What else could be done? • What else should be done?
Who does it? Who is involved? [LINK to stakeholder analysis]	• Why these Institutions/groups? • Who else could contribute? • Who else should be involved?
How is it done?	• Why this way? • How else could it be done? • How else should it be done?

Each of the processes identified shall be analysed and outlined following a standardized scheme given in Table 2

Depending on the situation, and time availability, the assessments can also look deeper by further segregating the dimensions, e.g. “individual capacities” can be looked at from the knowledge, skills and attitudes viewpoint

Table 2: Problem analysis matrix

Dimensions of Capacity (one per line)	Function / purpose	Level of importance	Stakeholders involved	What are the Related problems
Enabling environment: – Policies – Legal frameworks – Implementation strategies – Financing instruments – Research & development – Education and human resource development – Knowledge and awareness generation – Science-policy linkages etc – e.g. effectiveness of Wildlife Protection Act provisions for coastal and marine protected areas	Use this column to provide the relative importance of the process/ framework for ensuring success of conservation and management of coastal and marine protected areas	Provide an estimate of the relative level of importance to the function/ purpose [Extremely high/ high/ medium/low/ very low/ incidental]	Detailed classification of the stakeholder	Problems specific for the process/ stakeholder
Cross-sectoral and cross-stakeholder cooperation: e.g. state-level forum to discuss and take joint action on issues like aquaculture, seawalls, etc., that involve more than one sector/ stakeholder				
Organizations: e.g. available curriculum / andragogy / overall training management system for training to cope with new challenges in coastal marine areas				
Individuals: e.g. technical skills of a forest ranger to conduct marine species assessment; or conceptual understanding of a media professional on coastal and marine protected area management				

2.1.3 Capacity gaps and possible capacity development interventions

The next element of the CNA is to build upon the existing information on the frameworks/ processes, stakeholders and relevant problems to define the desired state of the framework/process, or stakeholder involvement.

Table 3: Capacity gap analysis matrix

Dimensions of Capacity (one per line)	Target situation vis-à-vis dimension of capacity	Capacities to achieve the desired framework/ process		
		Required	Existing	Gaps
Enabling environment:	What should be achieved through the project in terms of processes/ stakeholder involvement?	- Which capacities exist and where? - Processes - Instruments - Resources	Which capacities exist and where?	Which capacities are missing?
Cross-sectoral and cross- stakeholder cooperation:		- Processes - Instruments - Resources - Knowledge - Skills - Attitudes/ values		
Organizations:		- Processes - Resources - Knowledge - Skills - Attitudes/ values		
Individuals:		- Knowledge - Skills - Attitudes/ values		

A very precise conceptual analysis must be done to define the required capacities (for three dimensions). The knowledge and information available with the teams conducting the assessment is used for mapping the gaps at this stage.

This step is crucial for an efficient CNA process. A conceptual analysis before the actual field work enables the assessor in streamlining the available information in a structured way, and also identify

specific data gap and fine-tune the lists of people to meet in field, and design the questionnaire accordingly.

Best is to create an overview of the information required to identify existing capacities and capacity gaps for all the core areas addressed in the tables above. Based on this collection of data and tools to be used can be planned and monitored comprehensively (Table 5).

Table 4: Possible Capacity Development interventions

Target situation vis-à-vis dimension of capacity	Capacity gap	Possible intervention	For whom (target group)	Resource organizations/ persons (providers)	Expected impact	Expected synergies with other dimensions
Enabling environment (write in each row the target situation from table 3) Indicate each possible intervention in a separate row						
...						
...						
Organizational and network capacities						
...						
...						
Cross-sectoral and cross-stakeholder cooperation						
....						
....						
Individual						
....						
....						

2.2. STEP 2: Cross-sector dialogue to integrate information and perceptions of the other sectors

Once the experts / teams have completed their conceptual analysis, the next step is to integrate the information and perception of the other relevant sectors. For this, it is ideal to conduct a brainstorming sessions in the form of a workshop, where all the sector experts can present their findings, and receive feedback from other sectors.

This step is extremely critical when assessing capacity needs for coastal and marine biodiversity and MPA, as the two-ways exchange will help in exchanging knowledge and views in otherwise isolated sectors.



2.3 STEP 3: Identification of data gaps

The checklist in Table 5 helps identify data collection needs. The first step is a clear definition of the gaps in data and information, which is needed to make the assessment. Based on this table, requirement of new data as well as appropriate tools can be planned and monitored.

Table 5: Checklist for CNA data collection

Dimensions of capacity	Stakeholders	Target situation	Issues to be addressed during data collection
Core area 1: Forest and environment			
List all issues included in the tables above one row per issue	Include all stakeholders selected; if required distinguish different functions	What should be achieved by capacity development measures?	Add what you already know, which information is required, and how it can be acquired
Core area 2: Fisheries			
List all issues included in the tables above one row per issue	Include all stakeholders selected; if required distinguish different functions	What should be achieved by capacity development measures?	Add what you already know, which information is required, and how it can be acquired
Core area 3: Media			
List all issues included in the tables above one row per issue	Include all stakeholders selected; if required distinguish different functions	What should be achieved by capacity development measures?	Add what you already know, which information is required, and how it can be acquired



2.4 STEP 4: Validation of conceptual analysis and plugging data gaps through field visits, interviews and workshops with stakeholders

2.4.1 Field visits, interviews and workshops

The next step is to carry out field surveys and interviews, and to collect missing information in the conceptual analysis as well as to reinforce and add to the available information (e.g. a new stakeholder, a new process, new dimension to the relationship between two stakeholders/sectors). Information and data collection for the CNA can be done by interviewing key persons, visits to key institutions to collect primary and secondary data.

Interviews are geared to receive the information that is lacking in the conceptual analysis (table 5) as well as to reinforce and add to the available information (e.g. a new stakeholder, a new process, new dimension to the relationship between two stakeholders/sectors). Interviews should be conducted with key stakeholders in order to find out their (perceived) capacity needs as precisely as possible.

An important step is to cross-reference the capacity needs assessment, information i.e. interviewing stakeholders from the fisheries sector to identify the capacity needs of stakeholders from the forest sector and vice versa [cross-sectoral] as well as interviewing the state level media persons to identify the capacity needs of National level media [cross-stakeholder]. This is especially relevant to assess the capacity gaps at the cross-sector and cross-stakeholder cooperation as well as the attitudes, of stakeholders which are difficult to assess in self-assessment methods.

The process of executing the interviews consist of 4 steps:

1. Identification of interviewees, based on stakeholder analysis
2. Formulation of key questions for each interview, preparation of interview lines and test of the interview structure and questions
3. Execution of the interview
4. Documentation of the interview

Before designing the structure of interviews, a list of key questions for the CNA should be compiled. This list can be based on the findings of the stakeholder analysis, process and problem analysis, conceptual capacity needs assessment and the capacity development approach.

At stakeholder organizations, more than one person from the organization should be interviewed. The interview should be based on the findings of the stakeholder analysis, process and problem analysis, and conceptual capacity needs assessment. So, while it is important to get focus on gathering information indicated in Table 5 (data Gaps), a sample of these interview questions is provided in Appendix 5, 6, and 7. Enough time and staff resources should be allotted for the transcription and evaluation of the interviews.

2.4.2 Documentation

For effective documentation of the interviews, it is advisable to design a standard interview documentation format (appendix xx) under the project. This will help to obtain and extract comparable information out of the numerous interviews to be executed during the assessment process.

2.4.3 Revision of the stakeholder analysis, process and problem analysis tables

Having done these analytical steps problem and stakeholder analysis have to be updated accordingly, and presented as a synthesis report.

The synthesis will discuss the gaps identified in each sector and provide recommendations how to fill the gaps and which interventions would be advisable to do so. The synthesis report shall comprise of the following sections:

- Stakeholder analysis,
- Problem analysis,
- Capacity needs assessment,
- Recommendations and interventions on how to close these gaps.
- Resource organization and individuals and their synergies

2.5 STEP 5: Developing a Capacity Development strategy and action plan

The existing information on potential capacity development activities and potential resource organizations and experts can be updated as per the format in Table 4, and the table can be adapted to a format as shown in Table 6

Table 6: Matrix for Human Capacity Development Strategy and Action Plan

Capacity Development Intervention	Target group	Possible Resource organizations where the intervention can be integrated	Expected impact (i.e. which competence area/s it will address)	Expected synergies with existing efforts	Tentative time-frame and expected frequency

2.6 STEP 6: Validation of the capacity development plan with key stakeholders

The capacity development plan would be implemented at national as well as state level.

Meetings should be organized with potential training partners at the National and state level to receive inputs and insights into the required capacity development strategy and action plan. While it is easy for projects to implement trainings and other capacity development measures as stand-alone activities, a national or state level institution must adopt the capacity development measure for its sustainability, after the project comes to an end.

Therefore, it is important to have a discussion of the draft findings with the institutions and

experts of the three sectors- forest, fisheries and media sector, to understand their willingness to own the specific capacity development measures. To ensure the continued effectiveness in the capacity development measures, it is important that these new measures are in line with the institutional mandate, available human and financial resources, and can be anchored and linked to ongoing long-term programmes and courses. It is equally important that the institute adopting these measures has the overall resources to sustain the implementation of these measures. Table 7 can be used as a format to document the capacities of the resource and training organizations in this regard.

Table 7: Matrix for assessing potential partnership options- Potential resource organizations/ networks/ individuals (providers) for capacity development measures

Name of organization	Type of capacity-strengthening programmes they are engaged in?	Target group	What is their thematic focus?	Geographical focus	Information on the existing training/ capacity building networks they are part of	Support required by the organization itself to sustain its capacity development measures to the other stakeholders			
	i.e. Innovation and Knowledge Networks/ Leadership Development/ Policy Dialogue/ Cross-sector and cross-stakeholder learning / Training / Training of Trainers/ capacity building of training institutions/ research / Fellowships/ exposure visits					Curriculum development	Training system development	Faculty development	others



Important disclaimer:

- The capacity needs assessment results in this report are only meant to be an instrument for further deepening the collective understanding of the organizations/ experts/ governments on capacity gaps vis-à-vis effective and sustainable management of MPAs in India, and subsequently support development of effective and efficient solutions for Capacity Development.
- This Capacity Needs Assessment Framework and methodology is geared at assessing the needs in India vis-à-vis MPAs. It would need to be customized, if used in any other context.
- The results obtained from capacity needs assessment should be used by the project/ organizations/ governments as work-in-progress, and therefore must be updated at appropriate intervals (maybe synchronized with the 5-year plan/ management plan period etc).

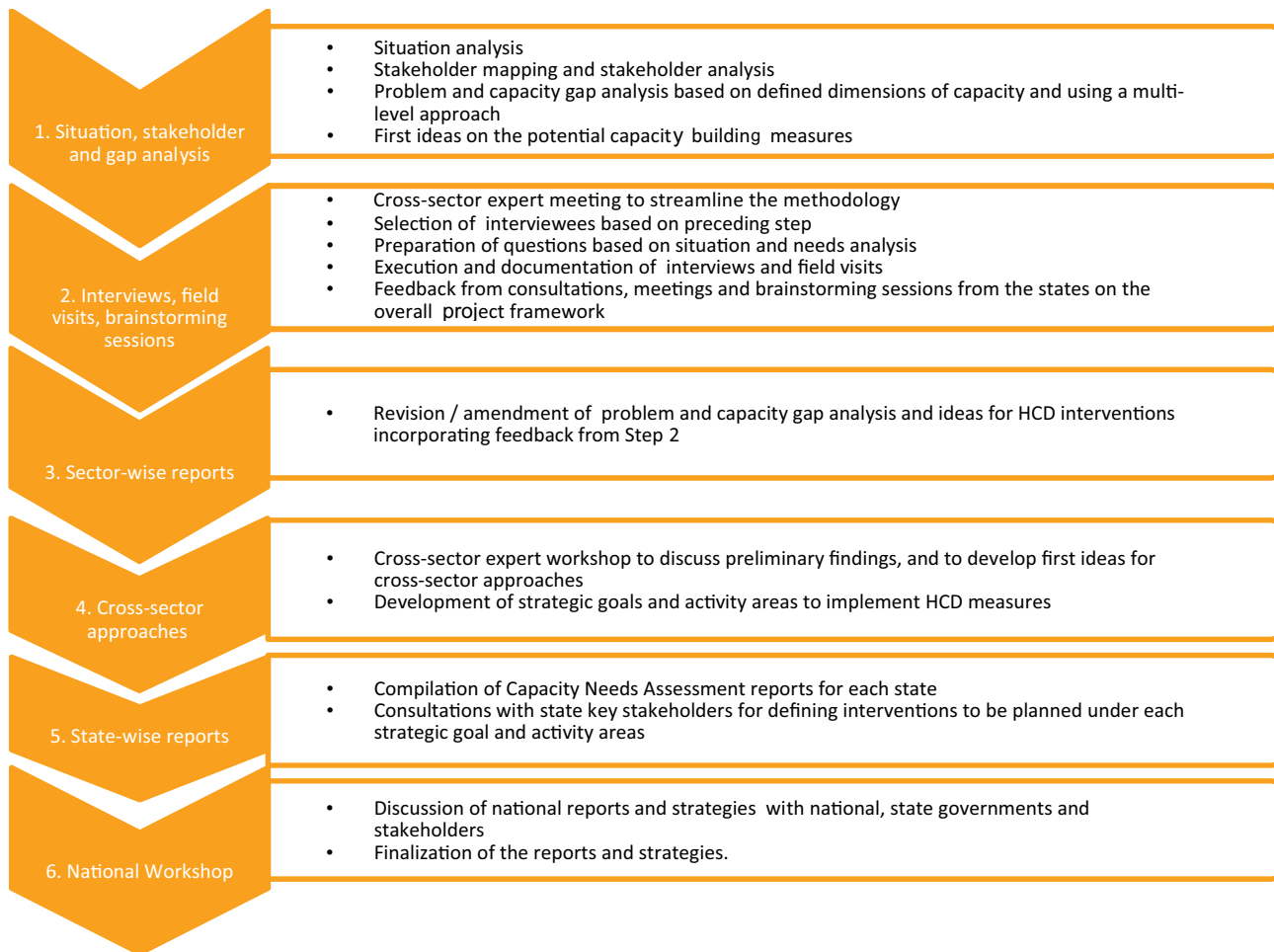


Section 3:

Results

3.1 Methodological steps followed to conduct CNA under CMPA project during 2013-14

The capacity needs assessment was carried out as outlined in Figure 1



3.2 Application of the Capacity Needs Assessment Tool:

1. A kick-off meeting was organized at the GIZ's Biodiversity Programme office in New Delhi on October 11th, 2013, to jointly discuss and develop the methodology for capacity needs assessment.

2. The team that conducted the Capacity Needs assessment was as follows:

Framework and Methodology for Capacity Needs Assessment

- Dr. Neeraj Khera, Senior Advisor, Biodiversity Programme, GIZ India
- Mr Peter Bank (Capacity building expert, Germany)

Forest Sector Capacity Needs Assessment (National + four states)

- Dr V B Mathur, Wildlife Institute of India (Team Leader)
- Dr K Sivakumar, Wildlife Institute of India
- Dr J A Johnson, Wildlife Institute of India
- Dr Gopi G. V. Wildlife Institute of India

Media Capacity Needs Assessment

- Mr Darry D'Monte (Maharashtra)
- Mr. S Gopikrishna Warriar (Tamilnadu)
- Ms. Vasanthi Hariprakash (Karnataka)
- Mr. Sanjay Dave (Gujarat)

Fisheries Capacity Needs Assessment (National + four states)

- Dr Yugraj Yadava, Bay of Bengal Project
- Mr Sharif Uddin, Bay of Bengal Project
- Mr. Rajdeep Mukherjee, Bay of Bengal Project
- Ms. Fahmeeda Hanfee, Bay of Bengal Project

3. The CNA teams reviewed the literature with a view to understand the general situation in the states being considered and to identify stakeholders and problem areas at the national, state and site level. Based

on this information, a draft Capacity Needs Assessment matrix was developed, which was reviewed and discussed within the CNA team to strengthen the cross-sector perspective.

4. The teams then visited field sites in Gujarat, Maharashtra, Karnataka, and Tamil Nadu, interviewing stakeholders and conducting meetings at organizations, to collect data and to validate information. The teams explored the possibility of developing partnerships with local education and training institutes to help in the delivery of capacity development measures.
5. A brainstorming-cum-review workshop was organized by the project in Chennai on December 18, 2013, in which the sectoral reports were discussed with all the experts from different sectors, conducting the CNA studies. The draft reports were updated based on the discussions in this workshop.
6. The CNA concept, approach, methodology and the findings of the CNA study were discussed at a dedicated session during the one-week refresher training course for Indian Forest Service Officers, "Management of Coastal and Marine Biodiversity in India: Challenges and Prospects" during January 20-24, 2014, at Port Blair, Andaman and Nicobar Islands. The training was organized by the Wildlife Institute of India on behalf of the Ministry of Environment and Forests, and was attended by senior IFS officers from the coastal states of India, including Maharashtra, Tamil Nadu, Gujarat and Karnataka.
7. CNA team conducted meetings with potential training partners at the National and state level to validate the findings, proposed strategy, and resource institution structure. This provided further inputs and insights into the required capacity development strategy and action plan.





Section 4:

Summary of findings²

4.1 Stakeholder analysis

The key stakeholders for effective and sustainable management of coastal and MPAs in India are the Ministry of Environment and Forests (for providing a conducive legal and policy framework), the governments of the coastal states (which, inter alia, include the Forest and Fisheries departments), state biodiversity boards, local fish worker communities and their federations/associations and the regional media.

Conservation of coastal and marine biodiversity and management of MPAs come under the purview of the forest sector. Traditionally, fisheries officials are concerned only with conservation of fishery resources from a perspective of achieving the maximum sustainable yield (MSY). The existing fisheries-related laws and acts and allocation of business rules at the state or union level do not give much leverage to the fisheries officials for conservation-related activities. However, with the popularization of the concept of an ecosystem approach to fisheries (EAF), fisheries officials are becoming increasingly aware of the conservation needs. On the other hand, for most fish workers, conservation is usually equated to loss of livelihoods and is, therefore, unpopular. However,

when consulted and educated properly, fish workers have supported conservation measures. One such example is the seasonal closure of marine fisheries in all the coastal states and union territories under their Marine Fishing Regulation Acts.

As the issue of coastal and marine protected areas and biodiversity is in nascent stage in India, many of the protected area managers do not have the required specialized training on technical knowledge and skills in dealing with management challenges in coastal and marine protected areas. Therefore the role of forest training Institutes, where they receive their induction and refresher training, both at the National and State levels, become extremely important. The Forest Training Institutions, therefore, are a key stakeholder in this process. Same goes for the fisheries trainings institutes at the National and state levels.

In the media sector (both print and electronic media), the reporters are a key stakeholder in providing crucial support and filling in the serious gaps in creating awareness on the importance of coastal and marine biodiversity and in facilitating consensus. Also critically important are the news

² Detailed analysis matrix on problems, capacity gaps, potential Human Capacity Development measures and potential resource organizations can be found in the annexed reports by the experts on forest, fisheries and media sector.

gate-keepers (editors, news editors, bureau chiefs). In order to ensure a deep penetration of the awareness on coastal and marine issues, media training institutes become an important stakeholder in this discussion.

4.2 Problem Analysis: Capacity gaps

4.2.1 Enabling Environment

An enabling environment is extremely important for establishment and sustainable management of the coastal and marine protected areas. However, at present, many acts are dealing with various aspects of coastal zones, are not necessarily synchronized. Further, implementation of legal framework in the coastal and marine environment is often too complex, especially with regard to the establishment of new Marine Protected areas. This complexity of the legal frameworks and the perceived difficulty in their application in coastal and marine ecosystems is one of the central problem areas for mainstreaming conservation in the production sector. Further, existing laws relating to protected areas and their management primarily aim at protection in the terrestrial landscape; therefore, challenges are being faced in the coastal and marine environments. The main conflict to be faced by the managers of the MPAs comes from the local fish worker communities.

The existing instruments of protected area management require restrictions/alterations in the fishing practices used by the fish workers in an area, and in some cases no-fishing zones need to be declared to ensure protection of the habitat. This is not a welcome approach for the fish workers as their livelihoods get negatively impacted. However, when consulted and educated properly, fish workers have supported conservation measures. For example, in Chennai, the trawler owners' associations have implemented self-rules putting cap on increase in engine horse power, of fishing vessels and area of fishing. In some other places also, there are tacit agreements within a particular gear-user group (e.g. trawlers) or between two gear-user groups on access to fishing grounds.

There is also a perception among such communities that the stakeholder consultation, which is mandatory under the Wildlife Protection

Act, 1972 for establishment of protected areas, is not duly followed. The multiplicity of acts, and often different interpretations cause conflicting views and actions that have caused much harm to the sustainability of coastal protected areas and MPAs. One of the important ways of resolving this conflict is through a common understanding of the legal provisions applicable to the system. Further, non-availability of studies and data on the impacts of sector-policies and activities (ports and harbours, oil drilling, etc) on coastal and marine biodiversity are some of the major gaps in our understanding of coastal and marine ecosystems.

Lack of prior experience of the implementing agencies in marine conservation is an additional challenge. Further weakening is done by an inadequate database to support legal compliance. There is a lack of common understanding on ecological implications of fisheries regulations. There is no support system for key stakeholders such as fish workers on compliance to fisheries and conservation law, viz. information on the act in simple language, awareness activities, trainings etc

It is now clear that coastal and marine protection essentially is a cross-sector issue involving both forest and fisheries sectors. However, cross-sector cooperation in management of coastal and marine biodiversity and ecosystem services seems to be the biggest challenge in all the coastal states. Conflict of interests (production versus protection) exist, and gaps in understanding ecosystem services being provided by coastal and marine ecosystems and the impacts of human activities compound the problem. Absence of a common platform for knowledge exchange- on a regular basis- among the key sectors and stakeholders working on the same coastal ecosystems is perceived to be one of the key factors widening this gap.

As far as the awareness levels of general public on the coastal and marine issues and role of media towards public awareness is concerned, coastal issues in general are regular topics for the media: acquisition of land for big projects, threats to mangroves, illegal reclamation, erosion, ingress of salinity and its impacts on agriculture/ horticulture and so on. Also covered is the decline in fish catch or pollution of the coasts because

of oil spills or other threats. Animals-whether flamingos, turtles or fish make good stories, which have popular appeal, particularly for the electronic media. However, except for a handful of journalists, the media's interest in general in coastal management issues and biodiversity is limited. Usually, some temporary interest is witnessed during environmental conventions and conferences at the global or national level.

Traditional knowledge about sustainable management of coastal and marine ecosystems is also not often brought to knowledge management platforms and decision-making fora, creating serious gaps in our knowledge base.

Lack of sufficient platforms for discussions and dialogue for finding new approaches and better management regimes for MPAs is perceived as one of the most crucial gaps. Guidelines and tools for strengthening the effectiveness of management of MPAs is an area that has the potential to strengthen capacities of institutions as well as individuals in the process of development and implementation.

4.2.2. Cross-sector network

Cross-sector cooperation on management of coastal and marine biodiversity and ecosystem services seems to be the biggest problem area. Conflict of interests in their respective mandate (production orientation versus protection orientation), absence of a formal forum for knowledge exchange among the key sectors and stakeholders working on the same coastal ecosystems may be some of the reasons for this problem.

A lack of focus on cross-sector research related to emerging issues that are of critical importance for sustainable management of coastal and marine ecosystems is another key challenge.

Insufficient linkage between research organizations and management units of MPAs hinders demand-driven research on coastal and marine issues. Points of entry are extremely limited at state and site level for joint research planning and thinking between government

bodies responsible for managing the protected areas and biodiversity and the scientific and knowledge institutions and experts.

Weak linkages between scientific experts, policy-makers, managers of MPAs and media to exchange knowledge and views on MPAs is a key reason behind lack of awareness among stakeholders on coastal and marine biodiversity issues.

4.2.3 Organizational capacities

Low capacities to conduct research on emerging issues such as climate change, marine invasive species, endangered species management that are of critical importance for sustainable management of coastal and marine ecosystems is another challenge area. Cutting-edge research on developing tools and instruments for facilitating management effectiveness in protected areas is in nascent stages and available only for terrestrial protected areas, creating a huge gap in achieving sustainability in managing MPAs.

The opportunities for integrating coastal and marine biodiversity and fisheries-related issues are insufficient in the curriculum of induction as well as refresher trainings of protected area managers. Field exposure opportunities to learn about issues relevant to MPAs and participatory approaches in managing these ecosystems are also limited.

Further, limited set of training methods and tools are being used by training institutes in their capacity development measures. This does not allow an inclusive approach, i.e. to work upon the knowledge, skill and attitude dimensions of the participants. The conventional methods of training are inadequate for implementing trainings in the field of coastal and marine biodiversity, as the type of skills to be addressed in these trainings, i.e. negotiation, leadership and communication skills, underwater biodiversity assessment cannot be addressed using conventional approach to training. A need to expand the scope of the curriculum, bring in new training and learning methods and tools for more inclusive capacity development is perceived as an immediate need.

Very few institutional knowledge-sharing platforms exist for MPA managers, within India as well as with other countries. Such fora are necessary for exchanging success and failure in protected area management practices, sharing good practices and learning new skills.

4.2.4. Individual competence

When it comes to individual capacities in terms of knowledge, skills and attitudes as well as shared values, limited capacities exist among the key stakeholders vis-à-vis addressing the challenges and problems that coastal and marine biodiversity is facing. In a shifting paradigm, where the protected area management now spans coastal and marine biodiversity apart from the conventionally managed terrestrial resources, it is relevant that the forest sector, responsible for coastal and marine protection, be equipped with the best information about coastal and marine issues, the required technical and leadership skills and the ability to manage the change.

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An ability to appreciate the coastal and marine biodiversity, the ecosystem services arising out of it and the need and importance of protecting it among the key stakeholders, especially in the fisheries sector, is as critical as the legal and financial resources. The need and importance of awareness measures and knowledge management strategies often do not get the desired attention and efforts from development projects and government institutions. Existing efforts to develop awareness are effective, but there is a need to intensify awareness activities and to develop customized packages for bringing together different sectors and stakeholders.

There is a special case for the front-line staff of the forest departments, who is primarily responsible to undertake field-level tasks such as patrolling, monitoring and reporting against poaching etc. This essentially means that they must be able to easily access their respective field areas, and communicate effectively with the local communities. However, most of the front-line staff working in the marine areas is not sufficiently trained for under-water monitoring or for communicating with the local communities

and other stakeholders. There are limited skills and low levels of knowledge on coastal and marine issues among the front-line staff to efficiently implement and monitor management of MPAs.

The communication and cooperation exist on a random and as-and-when-required basis, which does not lead to a long-term partnership. The low level of reporting on coastal and marine biodiversity-related issues in the popular media contributes to the maintenance of the poor awareness levels among the key stakeholders about the relevance and need for coastal and marine biodiversity conservation.

Understanding, among media professionals, of the cause-and-effect linkages in coastal and marine ecosystems is limited. They feel inadequate in understanding and covering the larger picture of which a particular project incident is a part. At times they find it difficult to understand the linkages between local development and policies at the State and the Centre and at international negotiations. They also have difficulty in getting adequate information for understanding cost-benefit trade-offs. Government officials, and most scientists are often hesitant to speak to journalists on emerging issues and research-in-progress.

There are no regular avenues for integration of scientific information, traditional knowledge and social dimensions related to coastal and marine biodiversity and ecosystem services in media reports and other products.

In fisheries science, raising awareness of fish workers and other stakeholders was never a priority, and fisheries scientists by and large also find it challenging to communicate with the media and other stakeholders. The main gap identified with respect to fisheries sector is lack of understanding of the national laws that have a bearing on this sector from an ecosystem perspective. Especially, for fisheries officials, their qualifications for appointment and post-recruitment departmental training programmes do not include familiarization with the acts and laws other than those that are more applicable from the conservation of the biodiversity point

of view. There is also a lack of awareness about international binding and non-binding agreements to which India is a party. Therefore, the possible capacity development interventions include development of a curriculum for a refresher course in national and international laws and their larger implications. For sustainability, this curriculum also needs to be adopted in departmental training facilities.

There is also a need to develop networking and leadership capabilities among fishery and forestry officials aiming at intra-departmental, inter-departmental and department-community interactions.



Section 5:

Way Forward

Based on the above results, and the background knowledge about various capacity development approaches (GIZ, 2011a, 2011b and 2013, MoEF 2013), the capacity gaps identified in the needs assessment process were screened, based on:

- what can be addressed using capacity development measures, i.e. trainable capacity gaps
- what falls within the purview of the Indo-German project objectives, and those that pose serious inhibitions - present and future - in achieving the project objectives and outputs

- what can be achieved during the period of 3 years (2014-17).

Only those who passed the above criteria were considered while formulating the strategy and action plan.

A strategic framework for capacity development towards effective and sustainable management of coastal and marine protected areas in India was developed. The measures proposed are a mix of interventions for supporting capacities for an enabling environment, enhanced cross-sector cooperation, strengthening organizational and network capacities and enabling individuals.

Based on the results of the CNA, three strategic goals and 12 activity areas have been identified to implement Human Capacity Development measures at the national level as well as in selected states:

A. Strategic goal 1

Protected Areas managers have necessary knowledge and skills, as well as the capability to apply those for effective management of coastal and marine protected areas.

- Activity Area 1: Training workshops for Field Staff
- Activity Area 2: Leadership Development measures for Protected Area managers
- Activity Area 3: On-the-job capacity development solutions

B. Strategic goal 2

Enhanced understanding and appreciation of coastal and marine biodiversity among key sectors and stakeholders to facilitate co-creation of solutions for effective and sustainable management of coastal and marine protected areas.

- Activity Area 4: Orientation and sensitization of key sectors and stakeholders
- Activity Area 5: Fellowship to young professionals to work on cross-sector issues
- Activity Area 6: MPA Policy Dialogue

- Activity Area 7: Participatory development of guidelines on management effectiveness of coastal and marine protected areas
- Activity Area 8: Competence development for application of Strategic Environment Assessment tool on MPAs

C. Strategic goal 3

Enhanced effectiveness in delivery of capacity development measures and efficiency in the overall management system of key training institutes.

- Activity Area 9: Developing tools and building expertise on Capacity Needs Assessment, Training Needs Assessment, and monitoring & evaluation for managing trainings
- Activity Area 10: Participatory curriculum development for induction and refresher trainings
- Activity Area 11: Support to faculty and experts in further enhancing their knowledge on coastal and marine issues, as well as sharpening their skills on training tools and training methodologies: e-learning, Role play, simulation, communication and presentation skills, leadership skills etc
- Activity Area 12: Supporting a network of training institutions of National and state level to ensure sustainability of capacity development measures





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Annexure Reports

Annex Report 1:

Capacity Needs Assessment for participatory management of coastal and marine protected areas in India with special reference to Forest Sector and Youth: Situation and Conceptual Analysis. V. B. Mathur, K. Sivakumar, J. A. Johnson, G. V. Gopi, S. Prakash, Deepak Apte, Suvarna Raju 2014. CMPA Technical Series No. 39. Indo-German Biodiversity Programme, GIZ- India, New Delhi. Pp 137.

The study, conducted by the Wildlife Institute of India, customized the existing Capacity Needs Assessment (CNA) tool developed by CMPA project. A situation analysis of the capacity development systems, structures and tools relevant to marine protected areas (MPA's) in India was carried out using conceptual analysis as well as field visits and interviews. The assessment was carried out in the four coastal states Gujarat, Maharashtra, Karnataka and Tamil Nadu to understand the existing capacities available with the forest sector as well as their requirements/needs to participate in the effective management and conservation of coastal and marine protected areas. In addition, the Conservation and Sustainable Management of Existing and Potential Coastal and Marine Protected Areas in India Capacity Needs Assessment for Participatory Management of Coastal and Marine Protected Areas capacity needs of the youths of local populations and fishermen to know the socio-economic status in sustaining the livelihoods.

Annex Report 2:

Capacity Needs Assessment for participatory management of coastal and marine protected areas in India: Fisheries Sector. Yugraj Yadava, Sharif Uddin, Rajdeep Mukherjee, and Fahmeeda Hanfee 2013. CMPA Technical Series No. 40. Indo-German Biodiversity Programme, GIZ- India, New Delhi. Pp 144.

The Ecosystem Approach to Fisheries is gaining currency in the recent times, and fisheries officials are becoming more aware about the conservation needs. On the other hand, for fishers, conservation is usually equated to loss of livelihoods and is, therefore, unpopular; although when consulted and educated properly, fishers have supported conservation measures. There is, therefore, need to systematically assess the perceptions and capacity needs of the fisheries sector stakeholder, to

enable their full participation in conserving coastal and marine biodiversity and MPA management. The study customized the existing Capacity Needs Assessment (CNA) tool developed by CMPA project, conducted by the Bay of Bengal Programme (BOBP). A situation analysis of the fisheries sector in India vis-à-vis capacity development systems, structures and tools relevant to marine protected areas (MPA's) was carried out. The assessment was carried out in the four coastal states Gujarat, Maharashtra, Karnataka and Tamil Nadu to understand the existing capacities available with the fisheries sector as well as their requirements/needs to participate in the effective management and conservation of coastal and marine protected areas.

Annex Report 3:

Capacity Needs Assessment for participatory management of coastal and marine protected areas in India: Media sector in Gujarat. Sanjay Dave. 2013. CMPA Technical Series No. 26. Indo-German Biodiversity Programme, GIZ- India, New Delhi. Pp 31.

The study customized the Capacity Needs Assessment (CNA) tool developed by CMPA project, using which a situation analysis of the capacity development systems, structures and tools relevant to marine protected areas (MPA's) was carried out for media sector assessment in Gujarat. The assessment was conducted by the organization- Charkha, in a total of 10 districts (Amreli, Ahmedabad, Bhavnagar, Gandhinagar, Jamnagar, Kachchh, Navsari, Rajkot, Surat and Valsad) in Gujarat. Media professionals from print media, radio and state level TV channels, particularly local channel owners and website owners were engaged.

Annex Report 4:

Capacity Needs Assessment for participatory management of coastal and marine protected areas in India: Media sector in Tamil Nadu. S. Gopikrishna Warriar. 2013. CMPA Technical Series No. 27. Indo-German Biodiversity Programme, GIZ- India, New Delhi. Pp 31.

The study is part of the overall Capacity Needs Assessment study conducted by the CMPA project during 2013-14 for the forest, fisheries and media sectors. This media study customized the existing Capacity Needs Assessment (CNA) tool developed by CMPA project, using which a situation analysis of the capacity development systems, structures and tools relevant to marine protected areas (MPA's) was carried out for media sector assessment in Tamil Nadu by PANOS South Asia.

Annex Report 5:

Capacity Needs Assessment for participatory management of coastal and marine protected areas in India: Media sector in Maharashtra. Darryl D'Monte. 2013. CMPA Technical Series No. 28. Indo-German Biodiversity Programme, GIZ- India, New Delhi. Pp 20.

The study is part of the overall Capacity Needs Assessment study conducted by the CMPA project during 2013-14 for the forest, fisheries and media sectors. This media study customized the existing Capacity Needs Assessment (CNA) tool developed by CMPA project, using which a situation analysis of the capacity development systems, structures and tools relevant to marine protected areas (MPA's) in India was carried out. This specific study described the results of the capacity needs assessment for media sector in Maharashtra.



About the Study

To develop a Capacity Development strategy and action plan for effective and sustainable management of coastal and marine protected areas in India, a Capacity Needs Assessment (CNA) study was carried out aiming at analysing the gap between the desired capacities and existing capacities vis-a-vis sustainable management of coastal and marine protected areas. The study presents assessment framework and methodology developed under the project, and an overview of the assessment results based on the reports from forest, fisheries and media sector experts who conducted the assessment in four dimensions (enabling environment, cross-sector cooperation, organizational capacities, and individual capacities) and three facets of individual competence (knowledge, skills and attitudes).

The CMPA Project

The Project “Conservation and Sustainable Management of Coastal and Marine Protected Areas” (CMPA) is a project of the Indo-German technical cooperation. It is funded by the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) and implemented by the Ministry of Environment, Forests and Climate Change (MoEFCC), Government of India, and the *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH* on behalf of BMUB.

Established to support the achievement of the Aichi targets of the Convention on Biological Diversity, the Project’s overall goal is to contribute to conservation and sustainable use of biodiversity in selected areas along the coast of India. Taking into consideration the economic importance of the coastal zone for large segments of the population, the Project’s approach is people-centered, thus ensuring the support for conservation by those depending on coastal ecosystems.

Capacity Needs Assessment for Sustainable Management of Coastal and Marine Protected Areas in India

Using a participatory approach

May 2014



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