COMPETENCE ASSESSMENT TOOL

UP Marine Science Institute
East Asia Seas Congress
27-30 November 2018
SMARTSeas PH – UP MSI Objectives

1. Development of Monitoring & Evaluation (M&E) System (i.e. ecological, governance, socio-economic) to assess and evaluate the benefits of Marine Protected Area Networks (MPANs);

2. Development of competence standards for MPA/N Managers, which include level of skills and competence

3. Updating and enhancing of MSN Database.
Goal 1: Sustain healthy ecosystem goods and services

- Sustained MPA management
- Conservation of coastal and marine habitats, and threatened species
- Sustainable use of coastal and marine resources

Goal 2: Ensure resilience of socio-ecological systems

- Institutionalized functional network management systems
- Enhanced ecosystem resilience
- Building resilient communities

Individual MPAs contributing towards a common goal

Collective and long-term benefits from synergy in networking
MPA Management Assessment Tools

- Can be used to identify gaps in the governance aspects

### MEAT level

<table>
<thead>
<tr>
<th>Number of MPAs</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>63</td>
</tr>
<tr>
<td>2</td>
<td>125</td>
</tr>
<tr>
<td>1</td>
<td>65</td>
</tr>
<tr>
<td>0</td>
<td>261</td>
</tr>
<tr>
<td>No MEAT</td>
<td>1249</td>
</tr>
</tbody>
</table>
Hypothesis:
As competency of MPA managers increases, MPA management effectiveness also increases.

Results:
Generally, MPAs with high MPA MEAT Levels have higher competency scores than MPAs with lower MPA MEAT Levels.

Conclusion:
Generally, MPAs with high MPA MEAT Levels have higher competency scores than MPAs with lower MPA MEAT Levels.
The Competence Assessment Tool

- an instrument that aims to assess the current competencies of the managers and practitioners working for the MPA/N
- aids in identifying capacity or training needs of an individual by identifying areas of competencies, or lack thereof
- part of the M&E System; a complementary tool to other assessment tools e.g. MEAT
Development of the Tool

- Literature review
- Development of the list of competencies, criteria & guide questions
- Consultation activities
- Pre-testing of the tool
- Refinement
- Finalization of the tool
Elements of the Tool

Main components based on MPA/N-related roles and responsibilities

- Consists of 40 competencies & 236 criteria categorized under:
  - 5 main components based on MPA/N-related roles & responsibilities – planning, financing, communications, enforcement and monitoring & evaluation
  - 3 main criteria – the knowledge, skills and attitude
## Who can use the Competence Assessment Tool?

<table>
<thead>
<tr>
<th>Personnel Category</th>
<th>Typical Title</th>
<th>Roles &amp; Responsibilities</th>
<th>Sample Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A</strong> Executive</td>
<td></td>
<td>• Direction and management of large organizations</td>
<td>Regional Director, Governor, Mayor, Sangguniang Bayan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Involve in policy development, spatial and strategic planning.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Cross sectoral coordination</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Direction of complex programs and plans.</td>
<td></td>
</tr>
<tr>
<td><strong>B</strong> Senior</td>
<td>manager</td>
<td>• Direction and management of medium sized organizations.</td>
<td>PA Superintendent, MPA Coordinator, MAO, MENRO,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Planning and management of projects and programs within strategic frameworks.</td>
<td>Fisheries Office, CRM Office</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Conducting and leading complex and technical programs (based on specialty).</td>
<td></td>
</tr>
<tr>
<td><strong>C</strong> Technical</td>
<td>specialist</td>
<td>• Management, organization and leadership of technical sections and teams implementing</td>
<td>Admin Officer, Head Ranger/Enforcer, M&amp;E Specialist,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>plans and projects.</td>
<td>PO Officers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Completing specific and complex technical assignments (according to technical specialty).</td>
<td></td>
</tr>
<tr>
<td><strong>D</strong> Skilled</td>
<td>worker</td>
<td>Completing practical tasks under continuous supervision.</td>
<td>Junior Technician, Admin Aide, Bantay Dagat, PO Members</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The Toolkit:  
A. Instruction & Personal Data Sheet

Dear SIR/MADAM,

GREETINGS!

You have been requested to answer this questionnaire because you are doing an important job for your Marine Protected Area (MPA)/MPA Network (MPAN). Whether you are new or have been doing it for a long time, you probably know that there are no small tasks when it comes to managing the marine resources since it requires, not only considerable knowledge and skills, but also essential work attitudes that enable you to do your work effectively and efficiently.

This Competence Assessment Tool aims to help gauge your current level of knowledge, skills and attitudes in performing your assigned duties and responsibilities for the MPAN. More importantly, this assessment is being done to help determine and design future trainings and other capacity building activities, and enable you to perform your best in your designated position and contribute to the achievement of the vision, goals and objectives of your MPAN. Thus, the objective is NOT to evaluate or rate your performance, but rather to determine ways to enhance your knowledge and skills. There is no “passing grade.”

You may answer in any language or dialect that you think would best reflect your ideas. Please go over the questions carefully and answer them as honestly as you can. Rest assured that all your answers will be treated with confidence.

Thank you very much for your time and patience.

Sincerely,

FACILITATOR

Name: ___________________________________________  No. of Years in Service: ______

Office/Designation: ________________________________

Name of MPAN being managed: _______________________

_________________________________________________________________

Specific tasks related to MPAN management: ____________________________

_________________________________________________________________

My work (100%) can be divided into:  Planning ___%  Financing ___%

  Communications ___%  Enforcement ___%  Monitoring and Evaluation ___%  

Educational level:

  ___ Elementary level  ___High school level  ___ High school graduate

  ___ College level  ___ College graduate  ___ Post-graduate

Name of last training attended: _________________________________________

When was it conducted: _____________________________________________

Date accomplished: _________________________________________________

Facilitator’s Name (if applicable): _________________________________
The Toolkit:
B. Self-Assessment Form

PERSONNEL CATEGORY D

Please rate your work attitudes by ticking/checking on the boxes on the right. Tick/check only one answer per item.

<table>
<thead>
<tr>
<th>Work Attitudes</th>
<th>Rating (SCORE)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Not at all</td>
</tr>
<tr>
<td>I am honest and truthful in all my dealings.</td>
<td></td>
</tr>
<tr>
<td>I am approachable and easy to talk with.</td>
<td></td>
</tr>
<tr>
<td>I am willing to learn new ideas and skills.</td>
<td></td>
</tr>
<tr>
<td>I contribute ideas and make suggestions based on facts.</td>
<td></td>
</tr>
<tr>
<td>I am diligent and work hard to accomplish the objectives of our MPA.</td>
<td></td>
</tr>
<tr>
<td>I strive to perform my duties and responsibilities to the best of my abilities and without any vested interest.</td>
<td></td>
</tr>
<tr>
<td>I adhere to the standards of transparency and accountability in keeping financial records.</td>
<td></td>
</tr>
<tr>
<td>I can do my financial and administrative duties in a systematic and efficient manner.</td>
<td></td>
</tr>
<tr>
<td>I am meticulous and I always see to it that the funds are spent wisely and frugally, and liquidated properly and on time.</td>
<td></td>
</tr>
<tr>
<td>I am always courteous and respectful when communicating with everyone regardless of their rank, position, condition, gender and beliefs.</td>
<td></td>
</tr>
<tr>
<td>In the performance of my duties on enforcement I am always respectful of people and their rights.</td>
<td></td>
</tr>
<tr>
<td>I am fair and honest in enforcing the law.</td>
<td></td>
</tr>
<tr>
<td>I am courageous and mindful of the law when conducting enforcement activities.</td>
<td></td>
</tr>
<tr>
<td>I am observant and conscientious in adhering to the procedures of enforcement.</td>
<td></td>
</tr>
<tr>
<td>I am a team player and can work in collaboration with other enforcement groups.</td>
<td></td>
</tr>
<tr>
<td>I am organized and have a system of keeping data, records and information properly and readily accessible.</td>
<td></td>
</tr>
</tbody>
</table>
The Toolkit: C. Evaluation Results Sheet

SUMMARY OF COMPETENCE ASSESSMENT RESULTS

Name: ___________________________ No. of Years in Service: ________
Office/Designation: ___________________________
Name of MPA/N being managed: ___________________________

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Total Score</th>
<th>Competence Level*</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skills</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attitude</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Component | Knowledge (K) | Skills (S) | Attitude (A) |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Planning</td>
<td>10</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>2. Financing</td>
<td>4</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>3. Communications</td>
<td>2</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>4. Enforcement</td>
<td>18</td>
<td>7</td>
<td>15</td>
</tr>
<tr>
<td>5. Monitoring and Evaluation</td>
<td>14</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>Total Score</td>
<td>48</td>
<td>31</td>
<td>30</td>
</tr>
</tbody>
</table>

Attitudes (General) 18
Positivity to Work (All Work Attitudes) 48

Recommendations: ________________________________________________________

*Total score (COMPETENCE LEVEL):
  - KNOWLEDGE: 0-16—LOW, 17-32—MODERATE, 33-48—HIGH
  - SKILLS: 0-10—LOW, 11-20—MODERATE, 21-31—HIGH
  - ATTITUDE: 0-16—LOW, 17-32—MODERATE, 33-48—HIGH
# The Toolkit:
## D. Guide to Administering the Tool & Scoring

### PLANNING

### 1. Competency: Contribute to the development of the MPA/N management plan

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Guide Questions</th>
<th>Tips on how to ask/ Expected answers</th>
<th>Scoring</th>
</tr>
</thead>
</table>
| **P1-K1. State and importance of coastal and marine resources** | What is the state of marine resources in your areas? What is the importance of managing these marine resources important? | Describe the state of coastal and marine resources (seagrass/ mangrove/ coral reefs/ fisheries etc.) of the area:  
• Where are they located?  
• Can you estimate their size (hectares), cover (percent, lush, thick, etc.) and condition (poor, good, excellent)?  
• How about the fish catch of fishermen—what is the average fish catch?  
Knows importance of marine resources such as:  
• Provisioning – source of food (fish, shellfish, seaweed, timber, drugs, etc.)  
• Regulating – coastal protection, prevention of erosion, water purification, carbon storage  
• Cultural, spiritual, beauty | 2=can describe status of resources 1=can describe at least 1 (plus “1”, if knows importance) (Max=3 points) |
| **P1-K2. MPA/Network management plan** | What is your contribution to the development of the MPA/N management plan? What are some of the contents of the MPA/N management plan? | Involvement in the development of MPA/N management:  
• Highly involved (and can describe process of development)  
• Moderately involved  
• Little involvement (e.g. signing invitation letters, etc.)  
• No involvement at all  
Has an idea of the general contents of the MPA/N management plan such as:  
• Rationale and purpose of MPA/N or Vision, Mission and Goal setting  
• Present condition of marine resources  
• Legal framework  
• Organizational structure of the management body  
• Roles and responsibilities  
• Strategic action plans (for M&E, Enforcement, etc.)  
• Roles and responsibilities  
• Penalties and fines  
• Other | 2=Highly involved 1=moderately involved 0=No answer (plus “1”, if knows contents of plan) (Max=3 points) |
How to use the tool?

1. Look into the Organizational Structure
2. Determine Personnel Category
3. Identify roles & responsibilities to MPA/N
4. Conduct Competence assessment
5. Feedback & Intervention
## Scoring & Sample Output: Davao Gulf – Category A

<table>
<thead>
<tr>
<th>Component</th>
<th>Knowledge</th>
<th>Skills</th>
<th>Attitude</th>
<th>Total Available Points</th>
<th>Actual Score</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Planning</td>
<td>100%</td>
<td>90%</td>
<td>67%</td>
<td>10</td>
<td>9</td>
<td>90%</td>
</tr>
<tr>
<td>2. Financing</td>
<td>86%</td>
<td>60%</td>
<td>67%</td>
<td>7</td>
<td>6</td>
<td>60%</td>
</tr>
<tr>
<td>3. Communications</td>
<td>100%</td>
<td>100%</td>
<td>67%</td>
<td>4</td>
<td>4</td>
<td>100%</td>
</tr>
<tr>
<td>4. Enforcement</td>
<td>76%</td>
<td>75%</td>
<td>67%</td>
<td>3</td>
<td>3</td>
<td>67%</td>
</tr>
<tr>
<td>5. Monitoring &amp; Evaluation</td>
<td>69%</td>
<td>100%</td>
<td>67%</td>
<td>13</td>
<td>13</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Total score</th>
<th>Competence Level*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge</td>
<td>42</td>
<td>High</td>
</tr>
<tr>
<td>Skills</td>
<td>27</td>
<td>Moderate</td>
</tr>
<tr>
<td>Attitude</td>
<td>37</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

Total score: 51

Attitudinal (general): 24
Positivity to Work (all work attitudes): 57

Knowledge: 42
Skills: 27
Attitude: 37

Total available points: 51
Actual score: 42
%: 82%

Total available points: 12
Actual score: 8
%: 67%

Total available points: 3
Actual score: 2
%: 67%

Total available points: 6
Actual score: 4
%: 67%

Total available points: 9
Actual score: 6
%: 67%

Total available points: 33
Actual score: 22
%: 67%
Scoring & Sample Output: Davao Gulf – Category A

Sample recommendations:

- **Knowledge:** Attend seminars, trainings, conferences, events focusing on adaptive management and best practices / incentive systems / best practices
- **Skills:** Attend trainings on financial management
- **Attitude:** Team building activities, character development
Scoring & Sample Output: Tanon Strait – Category C

Competence Assessment of two PA Rangers

- Targets two separate individuals
- We expect that PA Rangers have high knowledge and skills in enforcement
Scoring & Sample Output: Local MPA in Davao – Category B

Competence Assessment Tool
(Individual MPA Manager)

MPA Management Effectiveness Assessment Tool
(Management Body)
Goal 1: Sustain healthy ecosystem goods and services

- Sustained MPA management
- Conservation of coastal and marine habitats, and threatened species
- Sustainable use of coastal and marine resources

Goal 2: Ensure resilience of socio-ecological systems

- Institutionalized functional network management systems
- Enhanced ecosystem resilience
- Building resilient communities

Individual MPAs contributing towards a common goal

Collective and long-term benefits from synergy in networking
THANK YOU. 😊