

**Office of Natural Resources and Environmental Policy and Planning
Regional Environmental Office 8
Provincial Office of Natural Resources and Environment in REO8
Ministry of Natural Resources and Environment
The Kingdom of Thailand**

**The Project for Strengthening
Environmental Management and Linkages
among Central, Regional, Provincial and
Local Levels in the Kingdom of Thailand**

Completion Report

Volume 2: Capacity Assessment Report

February 2016

JAPAN INTERNATIONAL COOPERATION AGENCY

ORIENTAL CONSULTANTS GLOBAL CO., LTD.

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Abbreviations

CA	Capacity Assessment
CD	Capacity Development
CDI	Capacity Development Intervention
EQMP	Environmental Quality Management Plan
JET	JICA Expert Team
JICA	Japan International Cooperation Agency(JICA)
LA	Local Administration
MNRE	Ministry of Natural Resources and Environment
N-EQMP	National Environmental Quality Management Plan
ONEB	Office of Natural Environmental Board
ONEP	Office of Natural Resources and Environmental Policy and Planning
OPS	Office of the Permanent Secretary
P/R	Progress Report
PAO	Provincial Administration Office
PCD	Pollution Control Department
PCM	Project Cycle Management
PDM	Project Design Matrix
P-EQMP	Provincial Environmental Quality Management Plan
PONRE	Provincial Office of Natural Resources and Environment
PP	Pilot Project
QGIS	Quantum Geographic Information System
R/D	Record of Discussion
REO8	Regional Environmental Office 8
SDM	Sub-District Municipality
TAO	Tambon Administration Office
TBD	To be Determined
TFT	Task Force Team
UNDP	United Nations Development Program
WG	Working Group

1. Introduction

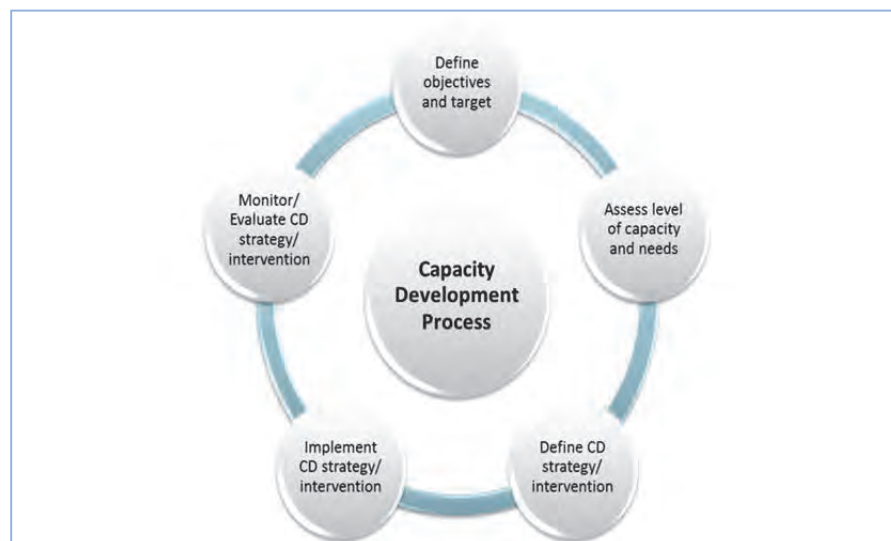
1.1 Background of the Project

The Kingdom of Thailand approved the Enhancement and Conservation of National Environmental Quality Act in 1992. Based on the Act, the Office of National Resources and Environmental Policy and Planning (ONEP) formulated the National Environmental Quality Management Plan (NEQMP) as a framework in managing the environmental quality and was expected to be adopted by the regional, provincial and local levels.

The achievement of Environmental Quality Management Goals and Objectives outline in the respective Environmental Quality Management Plans centered on the capacities and competencies of the organization and its staff. Although financial resources are important, they are not enough to promote sustainable human development. Without supportive policies, strategies and well-functioning organization and skilled people, the basic foundation to plan, implement and review the respective EQMPs will be limited. Hence, it is envisioned that the “Project for Strengthening Environmental Management and Linkages among Central, Regional, Provincial and Local Levels in the Kingdom of Thailand” are able to enhance this foundation through collaboration with counterpart agencies in implementing the project.

In the light of the above, capacity assessment was designed in order to provide understanding of the current level of capacity, clarify the level of relationship at the national, regional, provincial and local levels.

Figure 1 presents the framework used in the capacity development process used by the United Nations Development Program (UNDP) and is adopted as the guiding principle in the implementation of capacity development processes by this Project.



Source: UNDP

Figure 1 Capacity Development Process

1.2 Objective of Capacity Assessment

The general objective of the capacity assessment is to clarify and determine the level of capacity and clarify the gaps between the required capacity and the existing capacity of ONEP, REO8 and the five PONREs in areas of planning, implementation, monitoring and evaluation of an environmental quality management plan. Specifically, the capacity assessment aims:

- To clarify and identify capacity issues capacity constraints;
- To determine the needs to address capacity constraints

During the project period, three major capacity assessment activities surveys were held as indicated below. Results of the each capacity assessment activity were compiled and submitted to counterpart agencies for consideration.

Schedule	Objectives
March 2013	<ul style="list-style-type: none"> • Assess the level of capacity of the counterpart agencies, focusing on counterpart staff • Determine ideal capacity and capacity gaps
November 2014	<ul style="list-style-type: none"> • Follow up first capacity assessment and determine areas needing further interventions • Understand PAO's role and capacity in environmental management
November 2015	<ul style="list-style-type: none"> • To clarify the results, effects and impact of the project to the capacity development in REO8 jurisdiction

1.3 Scope of Capacity Assessment

Considering the purpose, the scope of the capacity assessment covers the following aspects:

- Systemic level, capacity to include:
 - Legal mandate, policy and regulatory framework in relation to the Regional Environmental Quality Management Plan (REQMP) and Provincial Natural Resources and Environmental Management (PNREMP) as well as the Provincial Action Plan
 - Linkage and communication between national, regional, provincial and local levels
- Organizational level, the capacity to include:
 - Organizational performance in relation to the Regional EQMP
 - Collaboration within organizations and within sections
 - Relationship with outside organizations including PONRE and ONEP
 - Information system, infrastructure and equipment to support organization's function

- Individual level, capacity of counterpart staff taken to include:
 - Individual attitudes, knowledge and behavior, understanding and skills on relevant environmental topics
 - Individual performance, including participation, ownership, incentives and work morale.

1.4 Method of Capacity Assessment

The approach to capacity assessment was conducted through interviews, workshops and questionnaire surveys. Follow up activities were conducted to generate results and a conclusion. Refer to Table 1 for the schedule of capacity assessment workshops surveys and Appendix 1 for the questionnaire used during the CA surveys.

Table 1 Schedule of CA Workshops and Surveys

Date	Participants	Venue
March 12, 2013	REO 8	REO 8, Ratchaburi Province
March 15, 2013	REO 8	REO 8, Ratchaburi Province
March 18, 2013	PONRE Ratchaburi	PONRE Ratchaburi
March 18, 2013	PONRE Samut Songkhram	PONRE Samut Songkhram
March 19, 2013	PONRE Kanchanaburi	PONRE Kanchanaburi
March 25, 2013	PONRE Prachuap Khiri Khan	PONRE Prachuap Khiri Khan
March 26, 2013	PONRE Phetchaburi	PONRE Phetchaburi
October 7, 2014	- PONRE Ratchaburi - PAO Ratchaburi	- PONRE Ratchaburi - PAO Ratchaburi
October 9, 2014	- PONRE Samut Songkhram - PAO Samut Songkhram	- PONRE Samut Songkhram - PAO Samut Songkhram
October 15, 2014	- PONRE Kanchanaburi - PAO Kanchanaburi	- PONRE Kanchanaburi - PAO Kanchanaburi
October 16, 2014	- PONRE Phetchaburi - PAO Phetchaburi	- PONRE Phetchaburi - PAO Phetchaburi
October 17, 2014	- PONRE Prachuap Khiri Khan - PAO Prachuap Khiri Khan	- PONRE Prachuap Khiri Khan - PAO Prachuap Khiri Khan
October 22, 2014	ONEP	ONEP, Bangkok
November 10, 2014	REO 8	REO 8, Ratchaburi Province
November 5, 2015	PONRE Ratchaburi	PONRE Ratchaburi
November 11, 2015	PONRE Samut Songkhram	PONRE Samut Songkhram
November 13, 2015	PONRE Kanchanaburi	PONRE Kanchanaburi
November 19, 2015	Pak Tho SDM	Pak Tho SDM ,Ratchaburi Province

Date	Participants	Venue
November 20, 2015	PONRE Phetchaburi	PONRE Phetchaburi
November 20, 2015	Tha Yang SDM	Tha Yang SDM, Phetchaburi Province
November 27, 2015	REO8	REO 8, Ratchaburi Province
December 1, 2015	PONRE Prachuap Khiri Khan	PONRE Prachuap Khiri Khan
December 3 & 4, 2015	ONEP	Bangkok

2. Profile of Target Organization

2.1 Office of the Natural Resources and Environmental Planning (ONEP)

The Office of the Natural Environment Policy and Planning (ONEP) is the responsible agency mandated to formulate and implement the National Environmental Quality Management Plan (NEQMP). This Plan was formulated once every year aimed to contribute to sustainable environmental development.

Generally, ONEP's main function is to integrate policy and plans, provide guidance and appropriate mechanisms for natural resources and environmental management, as well as implement environmental policy and plans that supports the policies embodied in the Enhancement and Conservation of National Environmental Quality Act of 1992. ONEP uses the Environmental Impact Assessment report process to implement, coordinate and monitor development projects. This aims at strengthening the national economy, promoting sustainable development and enhancing quality of life.

In accordance to the Ministry Regulation of 2012, ONEP shall have the following functions:

- Formulate natural resources and environmental conservation management policy and plans.
- Coordinate with related organizations about the natural resources and environmental plan and implement the plan in order to support the Enhancement and Conservation of National Environmental Quality Act and other related laws.
- Study, analyze and set the measurements for the announcement of natural resources and environmental protected areas.
- Monitor and evaluate the achievement of policy and plans implementation, and prepare environmental Quality Situation Report.
- Analyze environmental impacts occurring from Government and private sectors' activities.
- Administer environmental funds effectively, in order to support polices, plans and measurements related to environmental management.
- Propose opinions and suggestions for public land management including policies, land allocation and public land protected areas.

- Propose recommendations for policy and guideline development on land management, land possession planning, land preservation and development for public allocation and public land preservation and prohibition;
- Cooperate with foreign countries and international organizations in the implementation of natural resources and environment conservation and administrative management policies and plans; and
- Perform other functions, as required by law, observing the authority and duty of the Office of the Natural Resources and Environment Policy and Planning or as designated by the Ministry or the Cabinet.

The Office of Natural Environmental Board (ONEB) is a significant Division at ONEP, whose major functions are as follows:

- Review and approve plans for environmental quality management in the province under Section 37S
- Adopt measures to strengthen cooperation and coordination between the public and private sectors in relation to the promotion and maintenance of environmental quality
- Suggest to the Cabinet measures for finance, taxation and investment promotion to comply with policies and plans that will promote and maintain the environmental quality
- Suggest amendments or revision of laws relating to the promotion and maintenance of environmental quality to the Cabinet

The ONEB consists of about 35 staff distributed in five sections namely: Policy and Planning; Action Plan Analysis and Coordination; Strategic Measure Analysis; and General Administration and Secretariat to the ONEB.

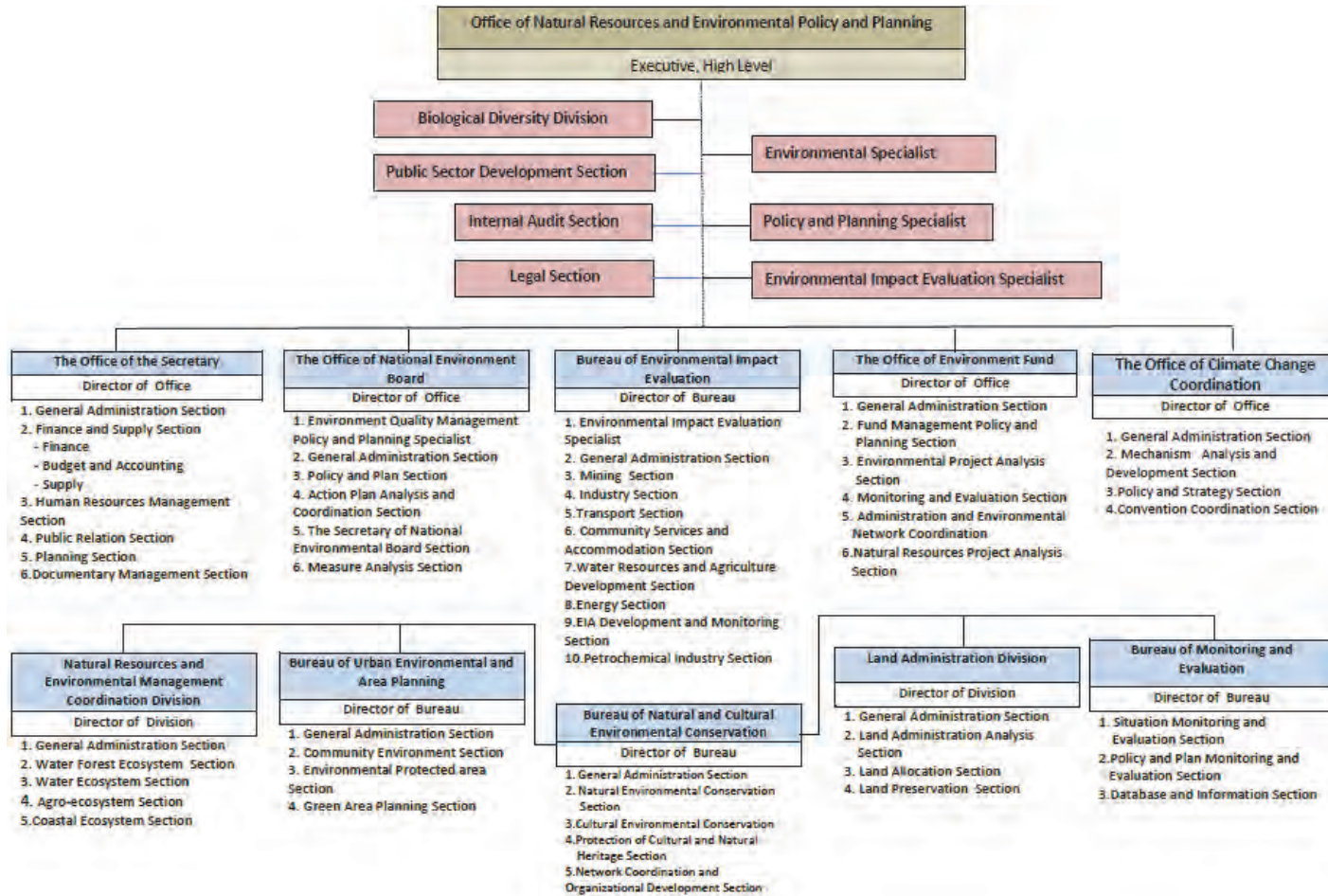
2.2 The Eighth Regional Environmental Office (REO8)

The REO 8 has a total combined land jurisdiction of 37,660 sq. kms and administrative area of responsibility represented by the five provinces of Samut Songkhram, Ratchaburi, Kanchanaburi, Prachuap Khiri Khan and Phetchaburi. Major river basins under the responsibility of REO8 includes the Mae Klong River, the Phetchaburi River and the Coastal Basin in the Western Coast of the Gulf of Thailand.

According to the mandate of the Office of the Permanent Secretary for Natural Resources and Environment, the REO 8 shall have the following functions:

- Formulate the Regional Environmental Quality Management Plan;
- Coordinate the operation, monitoring and evaluation of action plans contained in the Regional Environmental Quality Management Plan;
- Prepare reports on the environmental situation in the region;

- Prepare and develop an environment information system for the region;
- Recommend and provide technical support and environmental measures as well promote the potential of the local government in the implementation of the measures;
- Keep track of environmental quality and surveillance including the conduct of coordinated action for environmental emergency;



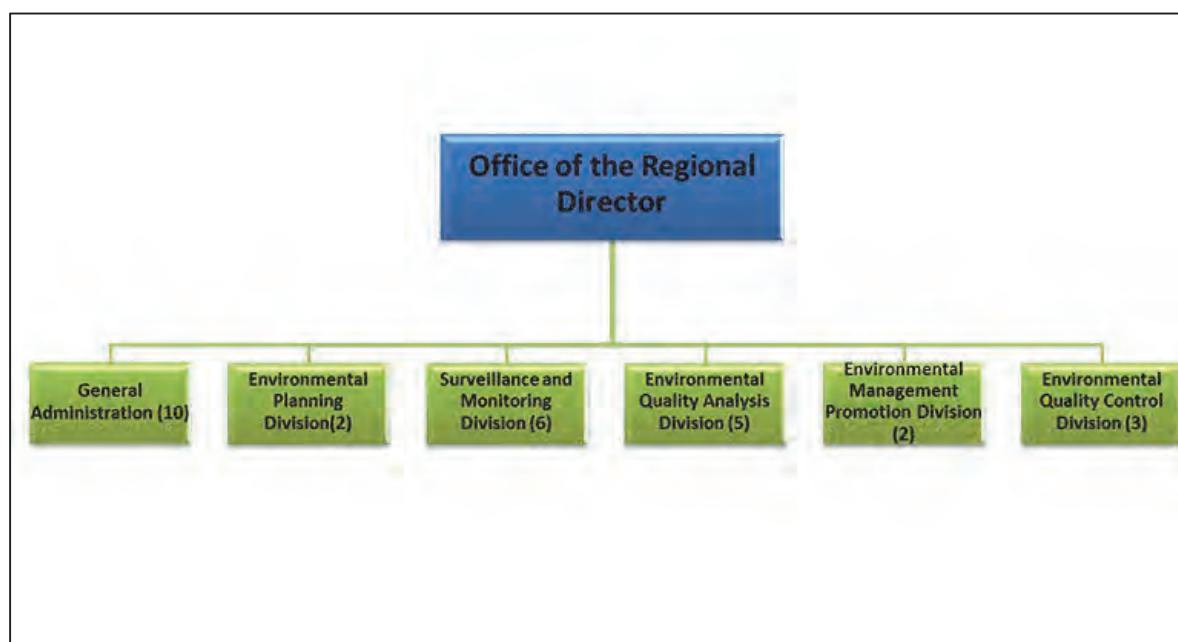
Source: ONEP

Figure 2 Organizational Structure of ONEP

- Support and promote participation of the general public and create a regional environmental network through trainings and the dissemination of environmental information to the public;
- Work in conjunction with, or in support of other relevant agencies.

Given the jurisdiction and the areas of responsibility, REO8 is structured into six divisions as shown in Figure 3. These divisions are manned by 25 permanent personnel and a number of temporary staff. Among its major projects are the following:

- 1) Supporting the Local Administration's Capacity of Hua Hin Municipalities on Community Hazardous Waste Management
- 2) Capacity Enhancement and Support for Community Solid Waste Management System and Hazardous Waste Management in Samut Songkhram
- 3) Watershed Management in Phetchaburi Province
- 4) Formulation of the Central Eastern and Western Region Environmental Quality Management Plan



Source: REO8, 2015

Note: The number in the box indicates the number of staff in each division

Figure 3 Organizational Structure of REO8

2.3 Provincial Office of Natural Resources and Environment (PONRE) and the Provincial Administration Office (PAO)

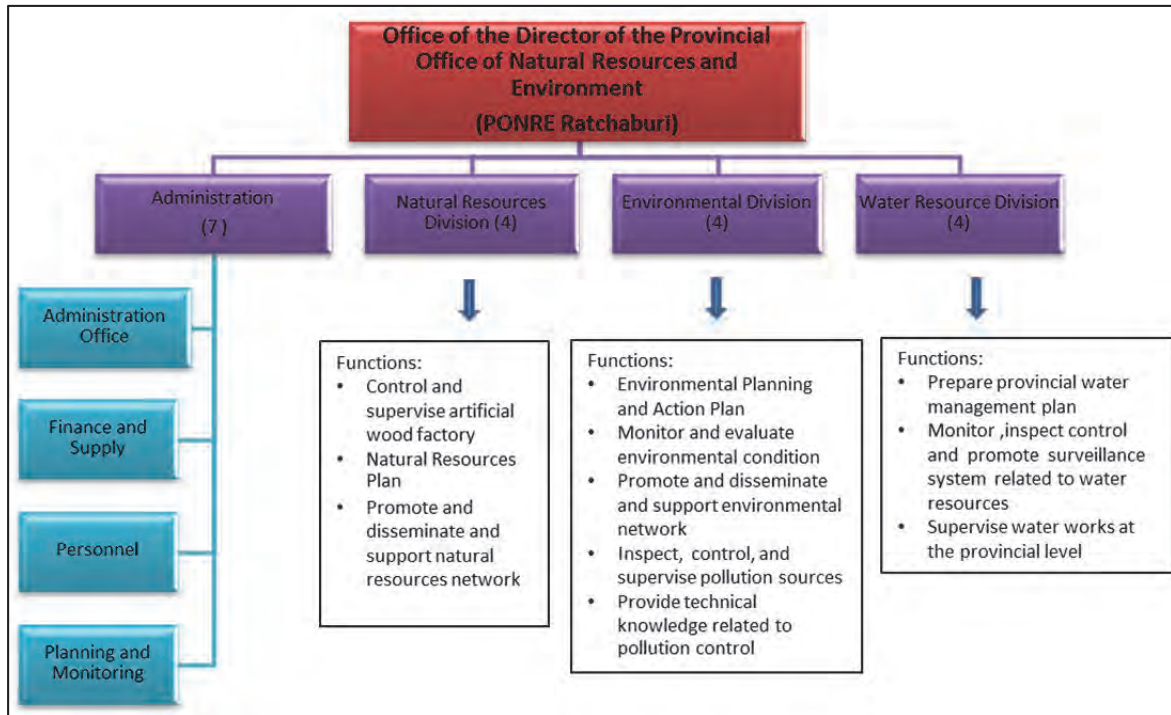
1) PONRE Ratchaburi and PAO

The Provincial Office of Natural Resources and Environment (PONRE) in Ratchaburi has a total of 19 personnel that man four divisions as showed in Figure 4. The following are their functions:

- Formulate the Provincial Natural Resources and Environment Management Plan, and the Provincial Environmental Quality Management Plan
- Conduct evaluation and monitoring of environmental status
- Implement forestry law, preserved forest law, forest park law, motor saw control law, wildlife preservation and protection laws, and other related laws.
- Conduct water resources monitoring, inspection, protection, maintenance and warming system
- Supervision and control of underground water use in accordance with the Underground Water Resource Act of 1977 and Water Supply Act.
- Promote, disseminate and strengthening public participation in the conservation, preservation and rehabilitation of natural resources and environment.

On the basis of its mandate, PONRE responds to various environmental issues and concerns in the province including, but not limited to, forest encroachment, monitoring environmental quality standards of waste water, air, noise and solid waste, among others. In terms of management issues, PONRE identified the lack of skilled personnel to respond to the increasing environmental issues faced by the province, lack of or limited budget and increasing concerns about the coordination and integrations of various plans at the provincial levels.

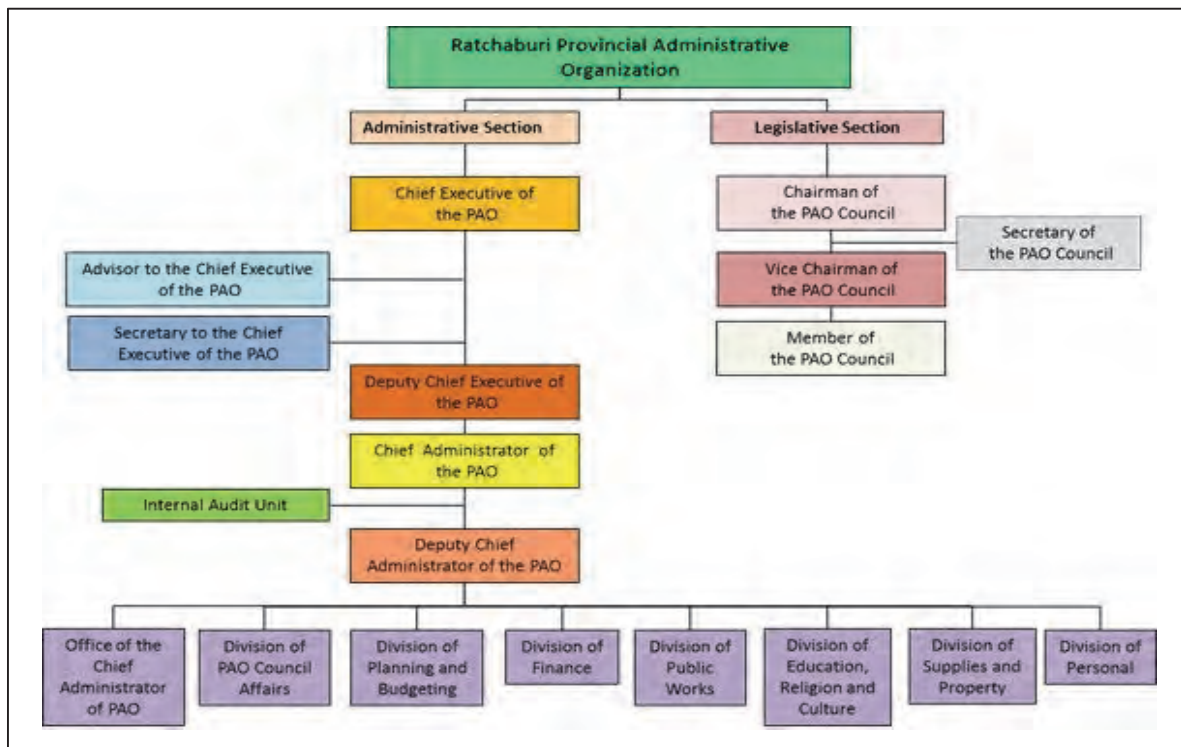
In addition, the PAO in Ratchaburi Province generally works on natural resources and environmental management and solid waste disposal. It provides services such as education to the public related to solid waste management, energy and environment. On solid waste management, PAO provides education to households on how to make organic waste basically to use for agriculture. PAO also raises awareness and provides training in coordination with TAO and the municipality. As to the budget, PAO provides financial support to LAs for projects within 10-30 million Baht, and for the projects more than 50-100 Million Baht, the province will take responsibility in implementing them. The PAO has flexibility in terms of formulating environmental plans since this has been decentralized. However, depending on the scale and magnitude of environmental issues and problems, PAO will conduct planning and implement them.



Source: PONRE Ratchaburi, 2015

Note: The number in the box indicates the number of staff in each division

Figure 4 Organizational Structure of PONRE Ratchaburi

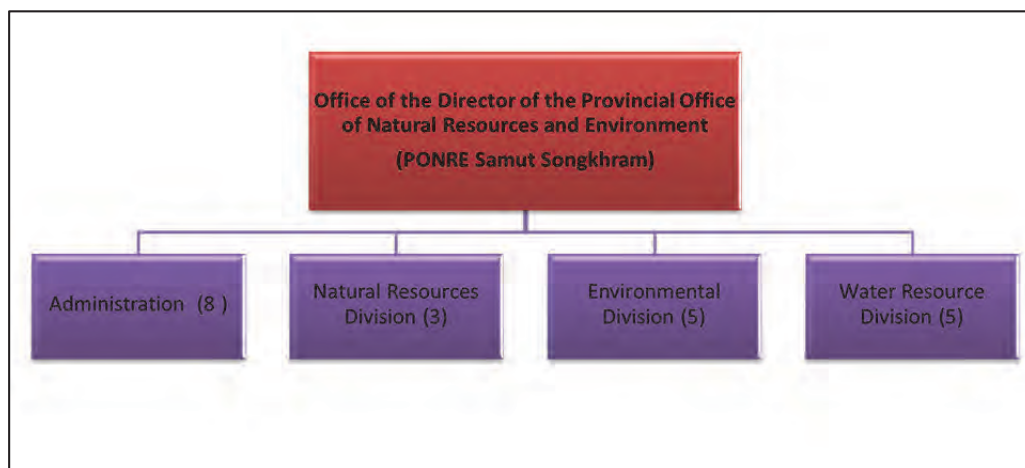


Source: PAO Ratchaburi, 2015

Figure 5 Organizational Structure of PAO Ratchaburi

2) PONRE Samut Songkhram and PAO

There are 21 personnel in the Provincial Office of Natural Resources and Environment (PONRE) in Samut Songkhram manning the four divisions as shown in Figure 6 below. Major environmental issues being managed, implemented and monitored by PONRE includes, but are not limited to solid waste, noise, water and air pollution, as well as coastal related issues.



Source: PONRE Samut Songkhram, 2015

Note: The number in the box indicates the number of staff in each division

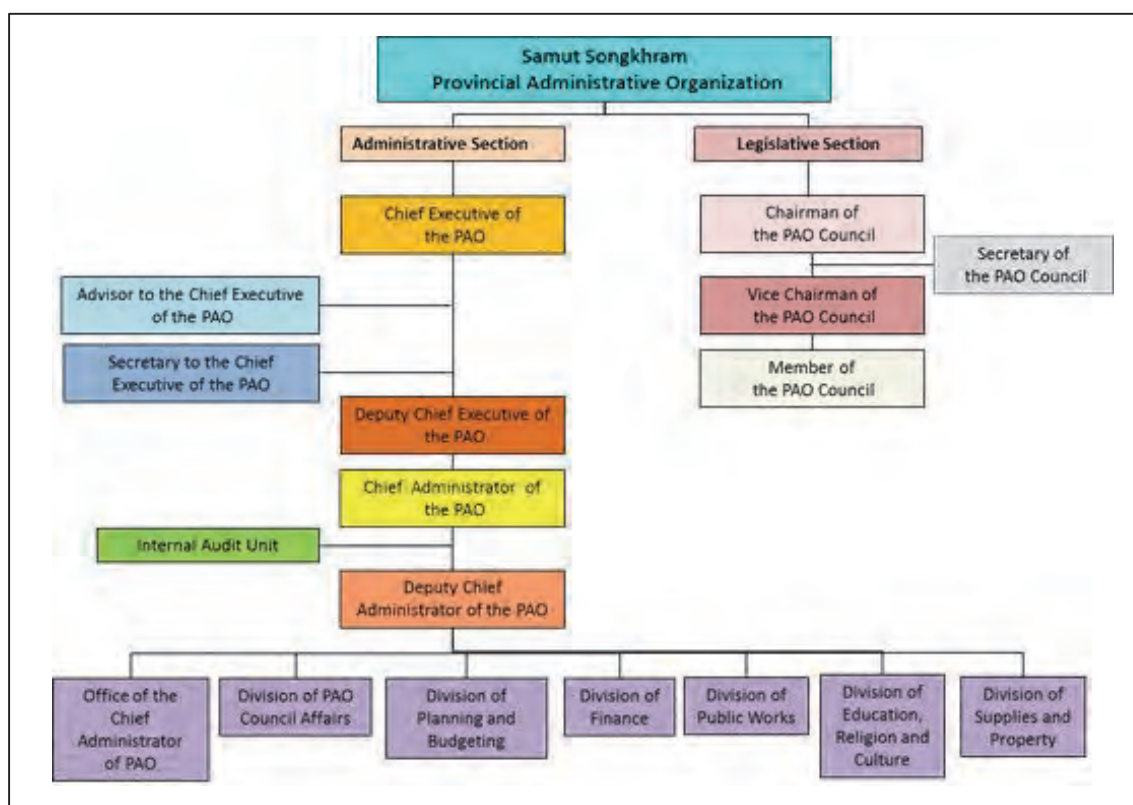
Figure 6 Organizational Structure of PONRE Samut Songkhram

Moreover, the PAO in Samut Songkhram Province is involved in environmental issues particularly water quality and solid waste. Although most of the environmental related responsibilities are decentralized to LAs, PAO established an Environmental Section in order to coordinate environmental related problems and concerns in the different LAs. Coordination with PONREs and REO8 are also undertaken on significant environmental concerns. See Figure 7 for its organizational structure.

3) PONRE Kanchanaburi and PAO

The Provincial Office of Natural Resources and Environment (PONRE) in Kanchanaburi covers a total jurisdiction of 19,483 sq. kms. The province is the country's third largest province after Nakhon Ratchasima and Chiang Mai. The main responsibility of PONRE includes among others the formulation of the Provincial Environmental Quality Management Plan (PEQMP) and the monitoring and evaluation of environmental quality standards in the province, including the following environmental issues and concerns:

- Deforestation and forest encroachment in Thong Pha Phum, Sangkhla Buri Si Sawat areas
- Illegal hunting of wild animals
- Low river quality standards criteria
- Waste management system in the community



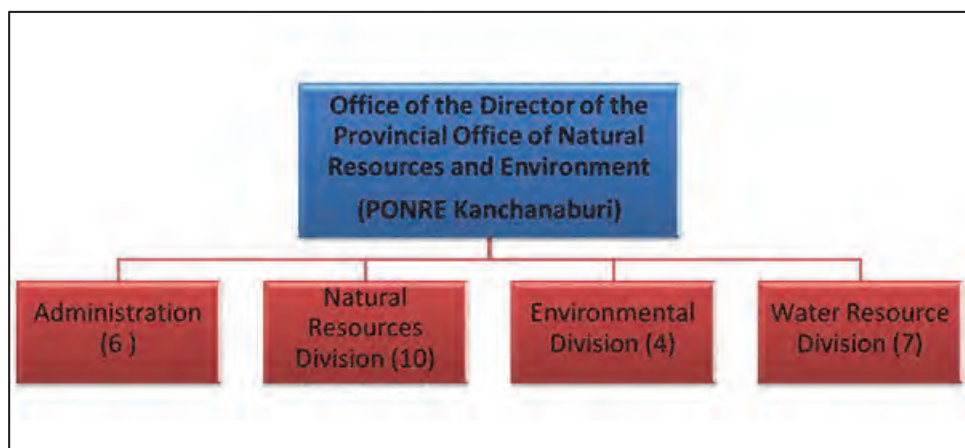
Source: PAO Samut Songkhram, 2015

Figure 7 Organizational Structure of PAO Samut Songkhram

- No community waste management (especially waste water) in urban areas
- Lack of management for hazardous waste, including infection of waste
- Drought in the areas of Huai krachao, Lao khwan, Nongprue,
- Dust problem from mining operations
- Smoke/smog from the burning of sugarcane in stone mills

In order to service the area and respond to various environmental problems in the province, a total of 27 personnel were employed in order to manage four divisions as showed in Figure 8.

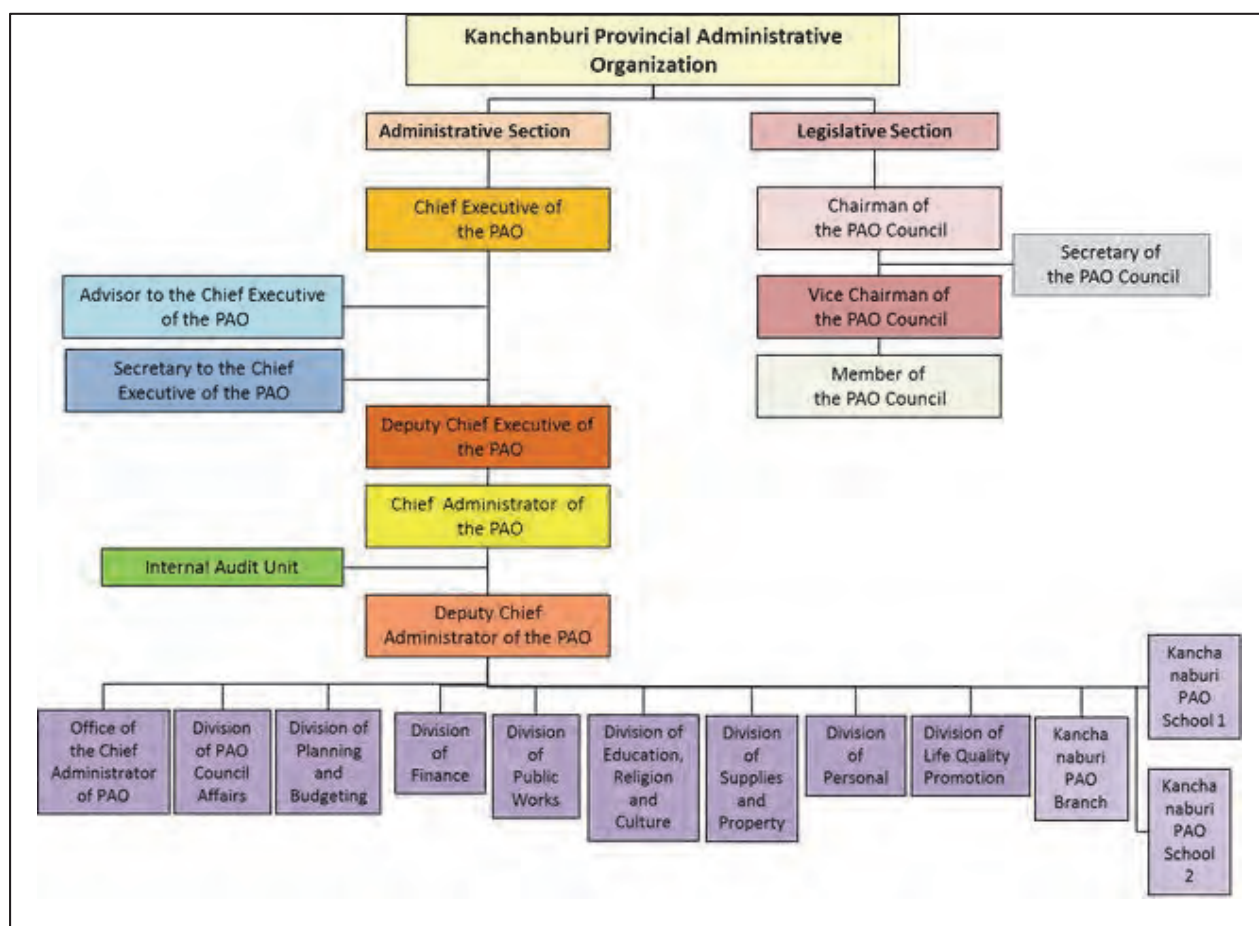
In addition, the PAO in Kanchanaburi Province has decentralized the environmental related management works to TAOs/LAs. Hence, PAO's main responsibility is to coordinate with LAs and provide financial support and assist them in carrying out their work. PAO has an environmental section whose works is mainly related to disaster preparedness and disaster management including flooding, drought and fire; see Figure 9.



Source: PONRE Kanchanaburi, 2015

Note: The number in the box indicates the number of staff in each division

Figure 8 Organizational Structure of PONRE Kanchanaburi

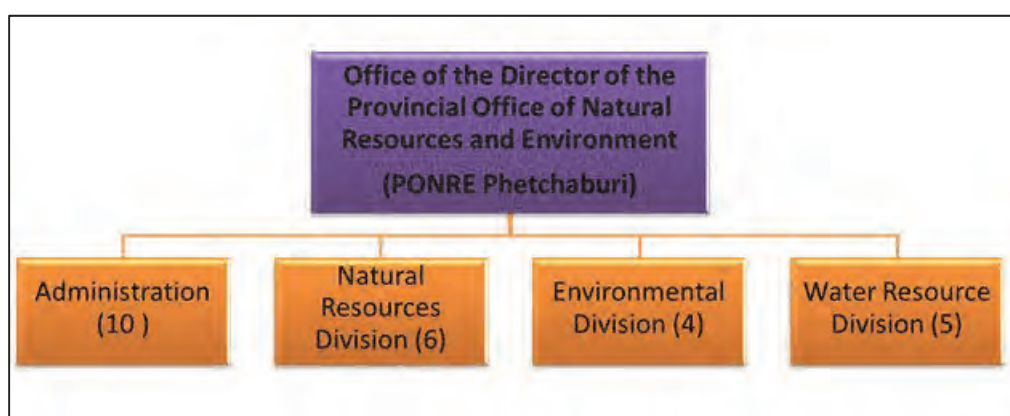


Source: PAO Kanchanaburi, 2015

Figure 9 Organizational Structure of PAO Kanchanaburi

4) PONRE Phetchaburi and PAO

The Provincial Office of Natural Resources and Environment (PONRE) in Phetchaburi has a total of 25 personnel manning the four divisions as shown in Figure 10. The area of jurisdiction of PONRE consists of about 3,000 sq kms, of which Kaeng Krachan National Park, the largest national park in the country occupies about half of the province. One of the major environmental management of concern by PONRE is the water quality of the Phetchaburi River. This river is the main river of Phetchaburi Province supplying water for irrigation to the entire farming community in the province. In recent years, the river is declared by the Pollution Control Department (PCD) of MNRE as a pollution area. Other environmental issues of concern to PONRE include, among others, coastal and beach erosion, land conversion and wetland issues.



Source: PONRE Phetchaburi, 2015

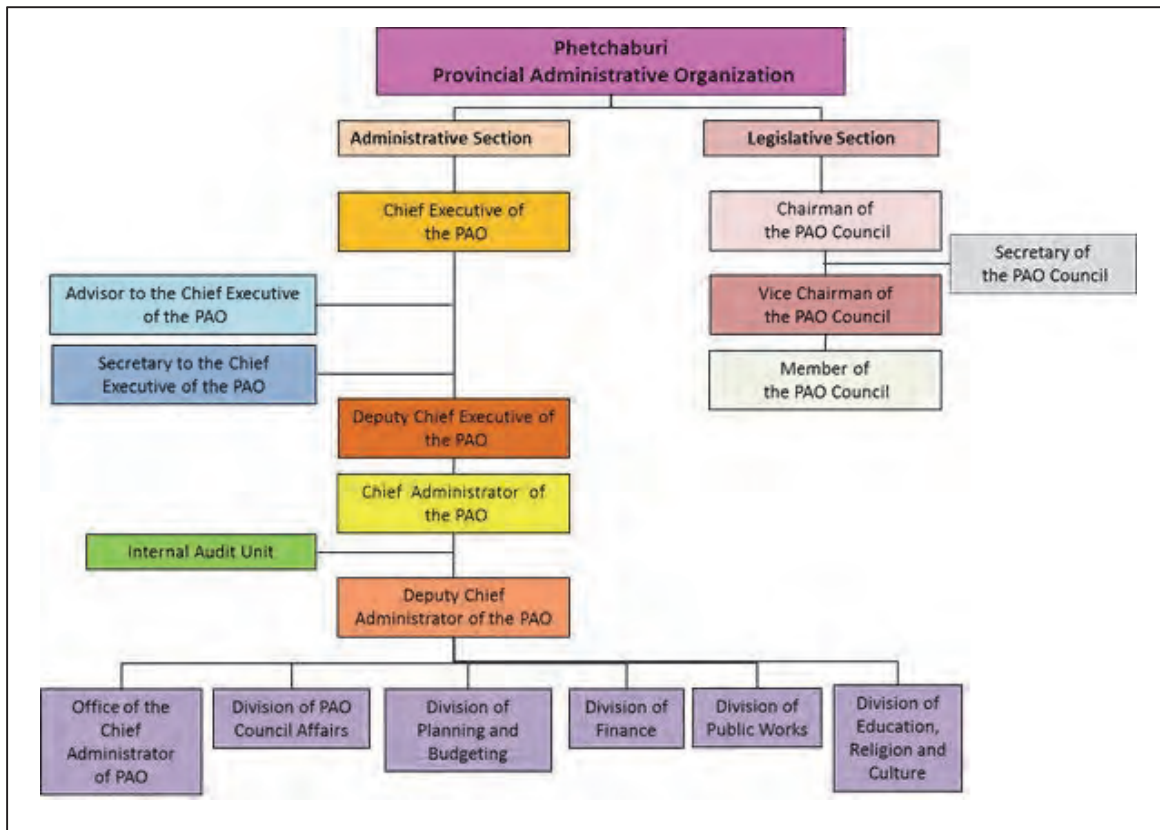
Note: The number in the box indicates the number of staff in each division

Figure 10 Organizational Structure of PONRE Phetchaburi

In addition, the PAO in Phetchaburi has decentralized environmental related works to LAs and municipalities. Coordination and support (financial) are facilitated by PAO. PAO has no Environment Section but it has a section that handles disaster preparedness and management (mostly flooding and fire). Coordination and collaboration with REO8 and PONRE Phetchaburi are passive and are only facilitated on a case to case basis depending on activities and issues (see Figure 11 for its organizational structure).

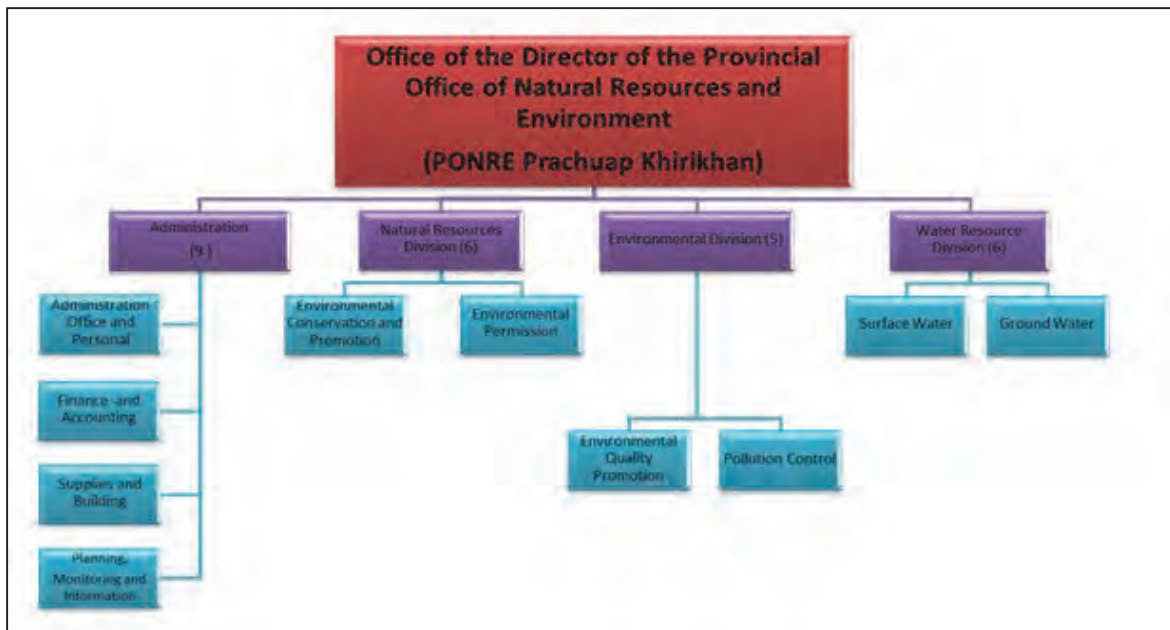
5) PONRE Prachuap Khiri Khan and PAO

The province of Prachuap Khiri Khan has an approximate land area of 19,483 sq. kms, the 3rd largest province in the country in terms of land area. The forest accounts for about 61 percent of the total land area and the agricultural land area covers about 15 percent. With a total of 26 personnel, PONRE in Prachuap Khiri Khan covers the monitoring and evaluation of environmental quality in the province and implementation of major projects and activities that respond to environmental problems such as coastal erosion, forest encroachment, waste water, and air quality, among others. Figure 12 shows the organizational structure of PONRE in Prachuap Khiri Khan.



Source: PAO Phetchaburi, 2015

Figure 11 Organizational Structure of PAO Phetchaburi

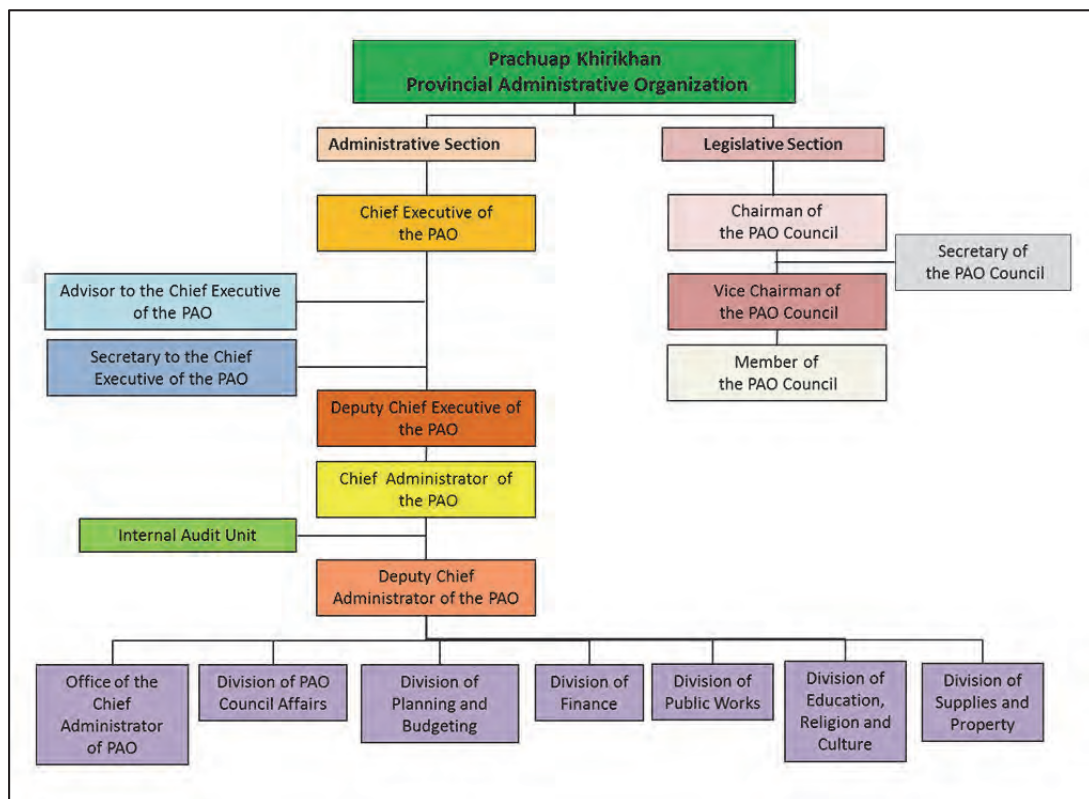


Source: PONRE Prachuap Khiri Khan, 2015

Note: The number in the box indicates the number of staff in each division

Figure 12 Organizational Structure of PONRE Prachuap Khiri Khan

In Prachuap Khiri Khan, the PAO has an Environmental Planning and Policy Section that response to public health related issues and disaster prevention related concerns. This section, the Environment Section works according to the Environmental Strategic Plan of the province.



Source: PAO Prachuap Khiri Khan, 2015

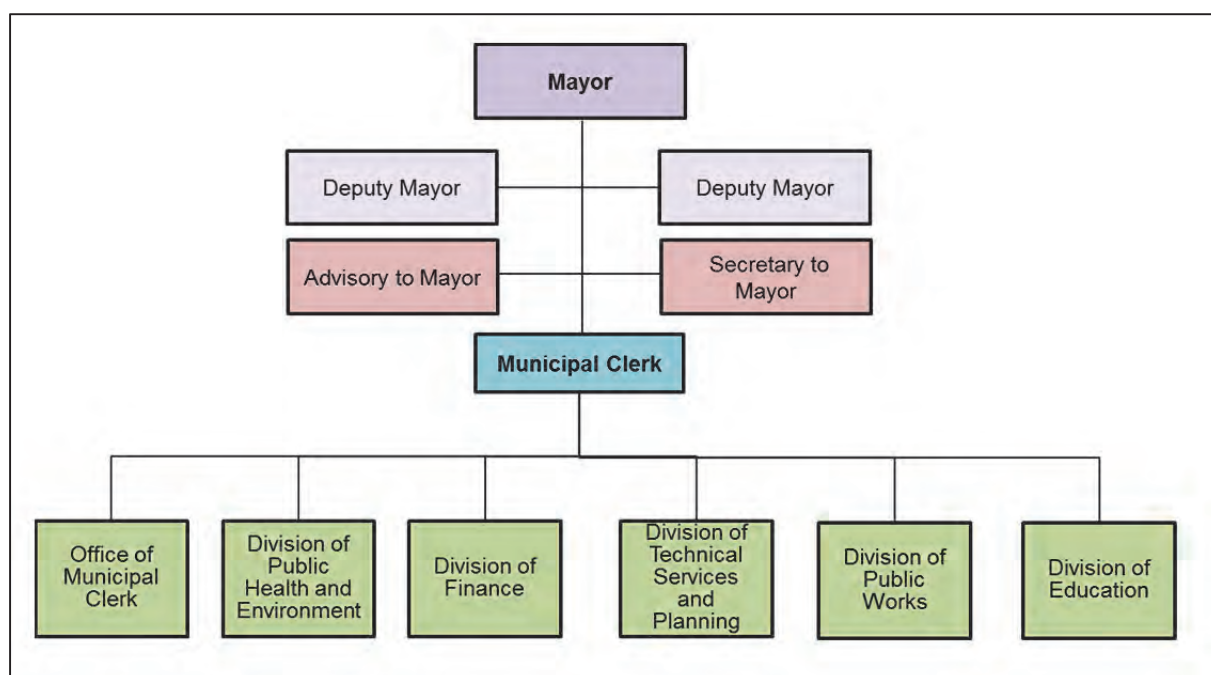
Figure 13 Organizational Structure of PAO Prachuap Khiri Khan

2.4 Pilot Local Administration (LA)

1) Pak Tho SDAM, Ratchaburi Province

Pak Tho SDM has a Public Health and Environment Division which works according to the policy on the management of natural resources and environment, which aims to strengthen and develop Pak Tho to be a clean and pollution-free city, enhance public participation in the conservation of natural resources and environment. Pak Tho SDM has a Strategic Plan to develop natural resource and environmental management and relates to the following:

- The development of the project to increase green space and environmental management
- The development of solid waste management and wastewater drainage system to meet set standards



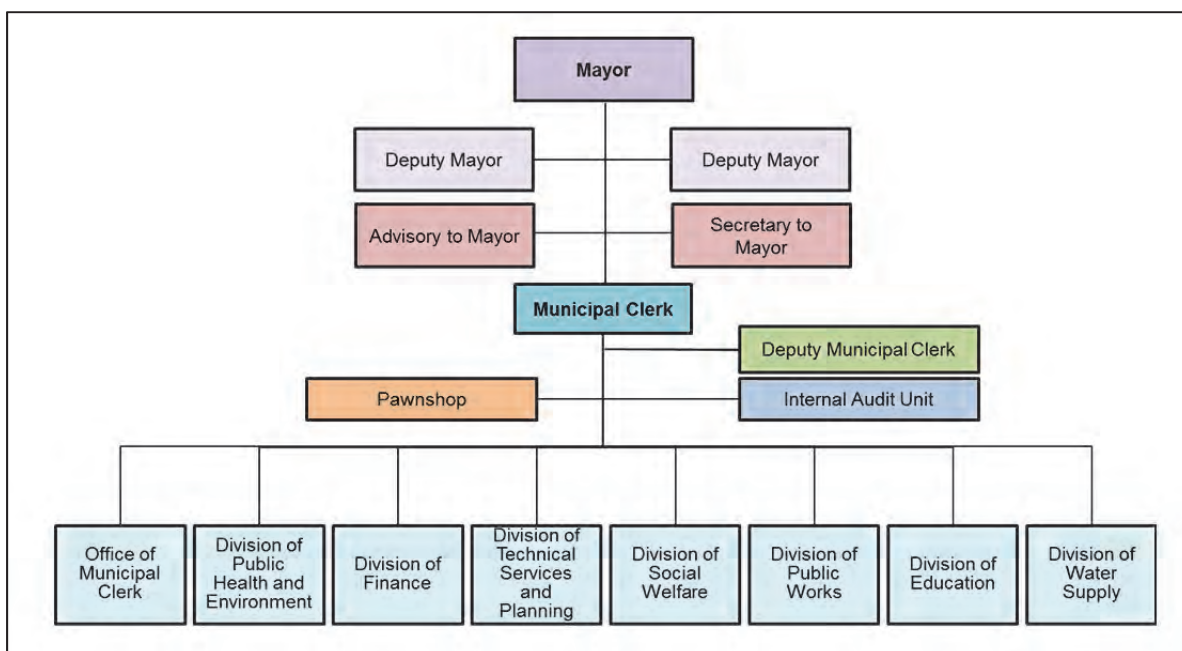
Source: Pak Tho SDM, 2015

Figure 14 Organizational Structure of Pak Tho SDM, Ratchaburi Province

2) Tha Yang SDM, Phetchaburi Province

Tha Yang SDM has a Public Health and Environment Division which works according to the policy on the development of natural resources and environment, which aims to provide an effective solid waste management system, encourage the public to be aware of conservation of natural resources and environment, improve the landscape within the community and provide recreation facilities. According to Tha Yang SDM's Strategic Plan to develop natural resources and environmental management includes:

- The management of natural resources and the environment
- The conservation of natural resources and the environment
- The development of urban landscape and environment



Source: Tha Yang SDM, 2015

Figure 15 Organizational Structure of Tha Yang SDM, Phetchaburi Province

3. Progress of Capacity Assessment Process

3.1 Capacity Assessment 1

As indicated, the first capacity assessment was conducted to look at the capacity level of the counterpart organization. Based on results of analysis, the following were noted:

1) ONEP

(1) Ideal Capacity Analysis

An analysis on the mandates, roles and functions of ONEP showed the following to be the ideal capacity needed to effectively address environmental quality management as provided and envisioned in the Enhancement and Conservation of National Environmental Quality Act of 1992, which also provides the framework for the formulation of EQMP at the national, regional and provincial levels. The ideal capacity includes the following:

- Proper legislation, policy framework and enforcement mechanism
- Sufficient funding to support environmental management implementation at the REO8 and PONRE levels
- Training of staff on environmental management
- Professional skilled human resources
- Sufficient knowledge and skills in working with local administrations
- Structure that would encourage participation and accountability and transparency
- Public awareness schemes and programs
- Enabling political and legal environment
- Adequate infrastructure and equipment
- Motivation of staff at all levels in terms of clear career advancement opportunities and good salary packages

2) Capacity Gap Analysis

At the systemic level, the Enhancement and Conservation of Natural Environmental Quality Act 1992 provides the fundamental mandate to mitigate environmental problems and authorize the formulation of Environmental Quality Management Plans (EQMP). Based on analysis, there is a need for ONEP to deliberately revisit this Act in the context of the Decentralization Policy 1999 and develop appropriate instruments (implementing guidelines that will provide direction to REOs) in order to fully operationalize this act at the REO and PONRE levels.

In terms of organizational levels, linkage and network building at the central, regional, provincial and local levels in general were observed to be weak. This can be attributed by

various factors such as the lack of resources both human and technical, knowledge and awareness in the utilization of indigenous knowledge system available.

At the individual level, most of the competencies present were in the areas of planning and policy but there's no concrete exposure in terms of monitoring and implementation of relevant environmental management plans. Most of those interviewed were lacking experience in working with LAs which were a significant consideration since decentralization has been implemented. Hence, creating linkages and establishing networks were among the key capacities needed.

3) REO8

(1) Ideal Capacity Analysis

Based on the analysis of the mandates, roles and functions of REO8, some ideal capacities to address environmental quality management are namely:

- Sufficient funding for environmental management activities
- Training of staff on environmental management on topics related to solid waste management and water quality
- Sufficient knowledge and skills in working with LAs
- Structure that encourage participation of stakeholders to enhance accountability and transparency
- Enabling political environment
- Strategic leadership
- Communication and linkage with PONRE and other REOs
- Equipment and infrastructure for environmental monitoring and surveillance

(2) Capacity Gap Analysis

At the systemic level, the policies and regulatory framework for environmental management at the central government level were burdened by overlaps, gaps and inconsistencies and it was difficult to keep track of it as expressed by respondents. Implementing guidelines need to be developed, simplified and easy to follow at the regional level in order to keep abreast with the fast changing policies at the national level.

In terms of organization, resources in terms of budget for the implementation, monitoring and evaluation were observed to be a challenge both in terms of technical know-how on monitoring and evaluation and accessing budget for implementation monitoring and evaluation. Respondents indicated the need for sustainable funding sources to follow up the Regional EQMP. Such difficulty and the inadequate mechanisms in accessing budgets were major considerations in the planning, monitoring and evaluation of the Regional EQMPs.

In terms of individual capacities, REO8 incorporates a fairly good balance between technical and non-technical staff, although it was observed that the technical backgrounds of the staff were inadequately diverse. While individual capacities were present, there is a need to develop new capacities that are important in responding to new emerging environmental concerns at the regional level and at the same time respond to the technical requests at the PONRE level.

4) PONREs

(1) Ideal Capacity Analysis

At the PONRE level, analysis of an ideal capacity was analyzed and the observable results were noted such as:

- Sufficient funding for environmental management
- Training of staff on environmental management with consideration of the issues faced by the community
- Sufficient knowledge in working with LAs and PAOs
- Structure that would encourage participation, accountability and transparency
- Public awareness
- Communication and linkage with the national and regional levels
- Awareness and understanding of indigenous knowledge systems through participation with the civic society on environmental management at the local levels

(2) Capacity Gap Analysis

At the systemic level, the absence or the lack of simplified implementing guidelines on environmental management policies in the context of decentralization policy were factors that make law enforcement difficult.

On the level of organization, funding for the implementation of Provincial Natural Resources and Environmental Management Plan (PNREMP) showed significant challenges, combined by human resources to accommodate the requests from the communities and LAs. The respondents indicated the lack of technical know-how and awareness in accessing funding were their major concerns. PONREs also expressed having positive experiences in linkage building and networks within the PONRE levels.

At the individual level, respondents from PONREs indicated a fairly good balance of academic and practical knowledge on environmental related disciplines. Although, it was noted that the technical background of staff in the five PONREs were inadequately diverse to respond to diverse environmental concerns in the province.

In light of the above, the project compiled its findings and the conclusion and recommendation were given to the counterpart agencies for consideration (refer to Appendix 2 for the compiled CA Report 1).

Moreover, the results of the CA were also used to develop strategies and mechanisms during the initial stage of the project implementation and as a basis of introducing the concept of on-the-job training to counterpart staff, and working together with the JICA Expert Team (JET) in implementing project activities. At the on-the-job training, the counterpart staff were provided the opportunities to learn by doing with JICA Expert Team.

In addition, the design and contents of the training in Japan also takes into consideration the results of the CA and tailored the training topics as well as the areas to be visited in Japan to meet the needs of the counterpart staff.

3.2 Capacity Assessment 2

As indicated, the second capacity assessment was designed as a follow up of the first Capacity Assessment targeting the same respondents and participants as the first capacity assessment. During this period, the project expanded its CA target to include the Provincial Administration Office (PAO). The inclusion of PAO was based on the recommendation forwarded by the Joint Coordination Committee during the Meeting held on 10 April 2013 in Bangkok and was approved by JICA for implementation during the Phase 2 implementation of the project. Also, additional respondents at ONEP were also added to include other sections of the Office of National Environment Board (ONEB). It was envisioned that getting the participation and involvement of PAO and ONEB into the mainstream of the project would help in drawing a more solid understanding of the relationships and linkages between and among the agencies.

At the second CA, various capacity development interventions were identified (refer to Appendix 3 for the compiled CA Report 2). Based on the identified trainings sessions and seminars, the project facilitated the preparation of the Capacity Development Intervention Plan and submitted it to the counterpart agencies for consideration (see Table 3).

Moreover, in order to respond to the needs identified during the follow up period, the project further modified the training in Japan design and introduced new topics as well as field exposures related to air and water quality, public awareness, and solid waste management, among others (refer to Volume 1 of the Completion Report for the training in Japan Reports).

In order to support REO8 in the implementation of the Capacity Development Intervention Plan as proposed under Table 3, the project conducted trainings session and seminars as indicated below, in addition to various trainings sessions and seminars held at the level of the pilot projects in Tha Yang and Pak Tho SDMs.

1) Project Proposal Seminar

The seminar was conducted on May 28-29, 2015. During the 2-day activity, the participants were presented with topics namely: 1) Overview of Project Cycle Management, 2) Tools in Project Proposal Development; 3) Tips in Project Sourcing and Fund Accessing; 4) Donors' Perspective and Core Principles; 5) Problem Identification, Setting of Objectives and Results, and 6) Developing Indicators, Monitoring and Evaluation System, Management and Coordination.

During the seminar, the participants drafted three project proposals namely: Clean Hua Hin City, Promote Tourism Revenue Project; Tha Yang Floating Market Development Project, and Waste Millionaires Community Project in Samut Songkhram. The activity gave the participants the opportunity to practice what they have learned as well as received feedbacks from other participants and lecturers about how to further improve their proposals.

2) Water Quality Management System Seminar

The Seminar was held on August 20, 2015 at the REO8 Conference Room and attended by 28 representatives from ONEP, REO8, five PONREs and community working group members from the Pilot Project 2. The topics discussed includes: 1) Pollution control especially on non-point pollution sources; 2) Area-based management with zoning for water resource protection and water resource management; 3) Technology on individual septic tanks, combined treatment tank, etc. and 4) Water quality monitoring by biological indicators. Shown in Table 2 are the details of the seminar.

Table 2 Water Quality Management System Seminar Program of Activity

Program	Main topics
Success experience on water quality monitoring and control in Japan	- Water quality monitoring system and standards - Water quality control policies
Water pollution and pollution sources	- Water quality monitoring system - Water pollution and pollution sources - Water quality monitoring measures - Biological indication
Management measures on water quality control	- Water treatment measures - Water resource protection - Conservation of lakes/marshes - Drinking water protection - Underground water protection
Public participatory water quality control and Introduction of new approach	- Public Awareness, Education - New approach on water quality treatment - Eco system services

Table 3 Capacity Development Intervention Plan

Capacity Needs	Capacity Interventions (S- Short Term /L-Long Term)	CD Tools	Quarterly Target				Expected Outputs	Verifiable Indicators	Agency Involved
			1st	2nd	3rd	4th			
Capacity Development at Enabling Environment Level									
1 Improvement of coordination and communication system between and central, regional, provincial and local levels on environmental management	Initiate and follow up organization of Advisory Group on Environment at REO8 represented by concerned central, regional, provincial and local administrations	Advocacy, Advising & Meetings	○				Formation of Advisory Group on Environment (AGE)	Meeting Memo & Reports	ONEP/REO8/PONREs
	Conduct an orientation seminar on significant environmental laws & regulations relevant to the regional, provincial and local contexts	Advising, Meetings, Seminars		○			Enhanced awareness and understanding of significant env laws and regulations	Seminar Proceeding and Meeting Memo	REO8, PONREs and PAO
	Conduct seminar on environmental laws and regulations enforcement	Advising, Meetings, Seminars		○			Developed skills in env law enforcement	Seminar Proceeding and Meeting Memo	ONEP/REO8/PONREs
Capacity Development at Organizational Level									
1 Human Resource Management (HRM) System	Advocate the establishment of human resource division at REO8 to manage capacity development needs of staff	Advocacy, Advising	○				Established HRM section in REO8	Progress Report	REO8
	Provide technical knowledge on HRM system	Advocacy, Advising Consulting	○	○			Developed HRM system	Progress Report	REO8

Capacity Needs	Capacity Interventions (S- Short Term /L-Long Term)	CD Tools	Quarterly Target				Expected Outputs	Verifiable Indicators	Agency Involved
			1st	2nd	3rd	4th			
2 Improvement of Office Infrastructure	Advocate for additional equipment necessary for env planning, monitoring and surveillance	Meeting & Adivising	○				Purchased of additional equipment for env planning,	Number of additional equipment for env planning, monitoring and surveillance	REO8 and PONREs
3 Improvement in office procurement system	Facilitate orientation seminar on latest procurement system done at the national level	Seminar Meeting & Adivising		○			Strengthened knowledge on latest office procurement procedure	Seminar Proceeding and Meeting Memo	REO8 /PONREs Central Government
4 Improvement of financial resource accessing	Conduct seminar/training on financial resource accessing (i.e project proposal making, FS prep and funding accessing techniques)	Seminar, Training & Adivising	○	○			Developed skills and knowledge on proposal making and funding accessing	Seminar/Training Proceedings and Reports	REO8 /PONREs
Capacity Development at Individual Level									
1 Training and development of functional capacities of key personnel	In-house training and seminar on: a. Communication skills b. Report writing and presentation c. Team building d. Leadership, policy and strategy development	Seminar, Training & Adivising	○	○	○	○	Enhanced the functional capacities of key staff leading to an increased productivity and performance	At least 1-2 trainings/seminars conducted in each quarter Seminar/Training Proceedings and Reports	REO8/PONREs/ and counterpart staff at ONEP
2 Training and development of technical capacities of key personnel	In-house training and seminar on: a. GIS and Sensitivity Mapping b. Solid Waste Management c. Land Use Planning d. Basics of Env Management e. Public Awareness Techniques f. Project/Program Management g. Planning Techniques h. Coastal Management and Zoning j. Water Pollution Control	Seminar, Training & Adivising	○	○	○	○		At least 1-2 trainings/seminars conducted in each quarter Seminar/Training Proceedings and Reports	REO8/PONREs/ PAOs and counterpart staff at ONEP

Capacity Needs	Capacity Interventions (S- Short Term /L-Long Term)	CD Tools	Quarterly Target				Expected Outputs	Verifiable Indicators	Agency Involved
			1st	2nd	3rd	4th			
3 Skills development and technology improvement	Coach and skills transfer from JET thru hands-on experiences	Mentoring Coaching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Improved skills of key personnel	Reports	REO8/PONRE/ PAO
	Foster culture of learning by doing thru primary data collection or supervision of primary data collection	Mentoring Coaching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Developed skills in primary data collection	Reports	REO8/PONRE/ PAO

3) PA Skills Enhancement Seminar

The seminar was held on September 23, 2015, and its aimed was to provide knowledge, techniques and tools about public awareness and public environmental education. Specifically, it aimed to enhance skills, knowledge and orientation of key personnel in the REO8 jurisdiction in undertaking public awareness and environmental education activities; and to provide a venue for the Japan trainees to share information about the public awareness practices implemented in Japan and impart the skills and knowledge learned during the Japan training.

The topics discussed include: approaches, tools and techniques in designing public environmental education and awareness activities; and tools conducting public education including the role of comics and infographics. The panel of speakers includes the Institute of Environmental Development and Technology Transfer of DEQP, Green World Foundation and Charoen Pokphand Group (CP), a private company in Thailand doing successful CSR work with the community. The seminar was attended by 80 participants representing various groups including five PAOs, five PONREs, selected LAs, community volunteer groups and non-government organizations.

4) Geographic Information System Training

The project conducted three GIS training sessions to develop and enhance skills and knowledge on the geographic information system (GIS), held in April 2013, February 2015 and October 2015. Topics included: 1) Introduction to Quantum GIS; 2) Methods of Environmentally Sensitive Zoning, and 3) Data Management (refer to Completion Report Volume 1 for details of the GIS Training conducted).

5) Website Management Training

The training was conducted on October 22, 2014, in cooperation with G7 Communication Design, the company commissioned to design the official website of the project. Two officers from REO8 attended the training. Topics included website maintenance and website management (content editing, image replacement, and adding items in the folder page using Joomla Version 2.5 software).

3.3 Capacity Assessment 3

As mentioned in the previous sections, the third CA was conducted in November 2015 as the end survey of the project. This aimed at clarifying the contribution of the project to the capacity development of the counterparts and to determine areas of improved capacities. A simplified questionnaire survey was developed and distributed to the 45 individuals from ONEP, REO8, five PONREs and LAs (refer to Appendix 4 for the compilation of results).

4. Project's Contribution to the Capacity Development of the Counterparts

Results of the CA questionnaire survey revealed that the Project positively contributed to the overall capacity development of the counterpart agencies. These contributions were manifested in the following:

4.1 Improved Organizational Performance

- 1) Increase in activities initiated with LAs and communities

Feedback from the respondents showed that the experiences gained from their involvement in the project has motivated them to initiate more activities with LAs and communities in areas related to solid waste management and, community-based environmental management. In 2014, the budget allocated for special projects in most PONRE and in REO8 have increased from the previous years.

- 2) Improved quality of services provided to stakeholders

Based on comments received, the quality of services provided to PONRE and LAs by REO8 were improved in areas related to solid waste management and water quality. Coordination has also improved in terms of planning activities and responding to environmental problems in the community. PONRE and LAs also have improved the quality of services in areas related to organizing public education and public participation in environmental activities.

4.2 Increased Individual Competencies

- 1) Enhanced skills in conducting workshops, meetings, raising public participation in environmental management, critical thinking, among others.

The on-the-job training introduced by the project provided the opportunity to master the skills in planning, organizing workshops and meetings. During the project period, the counterpart staff have to act as facilitators and, resource speakers during project activities. This has led them to develop skills in facilitation and in organizing meetings and consultations.

- 2) Attitude adjustment and progressive way of thinking

According to the respondents' feedbacks, the training in Japan has resulted in the positive change of attitudes and way of thinking about community participation; care for the environment and in responding to environmental problems and issues.

- 3) Enhanced motivation to work

Most of the respondents expressed that participation in the project and the trainings sessions have enhanced their motivation in working in environmental management.

As to the impact of the training in Japan, Table 4 below shows the responses generated as to the application of skills and knowledge learned.

Table 4 Application of Skills and Knowledge learned

Organization	Activities/Services done
<p>PONRE 1.PONRE Ratchaburi</p>	<ul style="list-style-type: none"> - Educating staffs in the organization and working committees related to the operation of PONRE Ratchaburi on the issues e.g. solid waste management by participation from the community , the formulation of R-EQMP 2016-2021 - Conducting more activities with the community on the campaign activity for example the project of community model on waste management to zero by 3R concept - Using comics to produce posters or cut outs used in the event and meets the concept of “Fun to Share” participation - Conducting the waste segregation within the organization - There are plans to apply the knowledge to carry out the activity, dissemination of the knowledge to raise awareness to the community
<p>2.PONRE Samut Songkhram</p>	<ul style="list-style-type: none"> - Adopting the concept of public participation and “Fun to Share” to manage the environmental problems of the province - The training activities to educate the public in terms of solid waste management and waste water management as a base to build participation of various sectors in taking care of the environment
<p>3.PONRE Kanchanaburi</p>	<ul style="list-style-type: none"> - Focusing on the existing projects and applies the learning from training to implement the projects i.e. educating the public by presenting the successful case of environmental management of Japan as a guideline for people to manage the environment in their own community - The knowledge from training can be applied as a guideline for the solid waste management roadmap - Raising awareness on solid waste management to the public through the role of speaker for LAs and convey the experiences of training in Japan to participants to know about the environmental operation of Japan - There is plan to improve the environmental database to manage the environmental planning of Kanchanaburi
<p>4.PONRE Phetchaburi</p>	<ul style="list-style-type: none"> - Adopting the concept of public participation and “Fun to Share” to manage the environmental problems of the province - A plan to carry out the project of environmental management to promote tourism on the community level which will focus on waste management issues - Raising awareness of the environment and create the process of voluntary and fun participation to the public (“Fun to Share”) , enabling the public can easily monitor environmental quality by providing academic support, educating people and the youth on solid waste management and building and supporting the network of NGOs in environmental work
<p>5.PONRE Prachuap KhiriKhan</p>	<ul style="list-style-type: none"> - The mediation on environmental disputes - Encouraging the private sector to participate in the management of natural resources and the environment, particularly, maintenance and cleaning the beach, warning on air pollution, haze - Integrated waste management in terms of policy and conversion of the plan into practice as follows : <ul style="list-style-type: none"> • Budget request from the province /provincial cluster to conduct the project of solid waste disposal in tourist attractions in 2016 • Budget request from Environmental Funds to restore old disposal site to meet the academic criteria, amounting to 21 projects • Implementing the project of climate change preparedness by emphasizing participation from all sectors on waste management i.e. recycling waste in households

Organization	Activities/Services done
<p><u>LAs</u> 1.Pak Tho SDM</p>	<ul style="list-style-type: none"> - Campaign project to create awareness on environmental conservation and restoration. - Campaign to reduce the use of plastic bags - Cycling activities to reduce global warming - Strengthening the awareness of environmental communities along the canal for zero waste management - Adopt the principles of environmental planning processes learned from Japan to apply in the projects generated from the community's opinions - Explaining to the people in each community to be aware of environmental issues and to get an idea that led to the environmental project
<p>2.Thu Yang SDM</p>	<ul style="list-style-type: none"> - Conveying the knowledge gained from the training and experience to related parties - Conducting 3 R activities - Educating and raising awareness to students and the public - Coordination and, preparation of a project to improve and extend the lifetime of landfills - Co-operation in environmental protection activities
<p><u>REO8</u></p>	<ul style="list-style-type: none"> - Disseminating information to the public in community waste management of LAs - Applying the knowledge in the planning process, as appropriate - Creating awareness and public participation in the management of natural resources and the environment - Applying the knowledge from site visits and training on solid waste management, landfill knowledge, landfill management when working as a lecturer to educate community/LAs on solid waste management in an area from the source (household management), middle (collecting and transporting) and destination (disposal) - Applying the knowledge of the involvement of community / volunteers by adopting the process and techniques of group members as examples, and alternative approaches to match the context of the community in Thailand - What can be carried out after the training on waste management in daily life, waste segregation, using resources that worth earnestly. The other knowledge will be applied in the right occasion and time - What will be applied to encourage Thai people to have awareness of environmental conservation and appreciation of the value of natural resources and the environment of Thailand even more, is to promote the activities of the Eco-Police Center
<p><u>ONEP</u></p>	<ul style="list-style-type: none"> - Applying the learning to formulate the guideline for public awareness, planning manual for Regional-EQMP and share the knowledge and experience to colleague. In addition, the concept for the formulation of natural resources and environmental management measures are useful to the work of the Ministry of Natural Resources and Environment - The concepts/processes learned on the preparation of policy and planning of Japan are useful to consideration to provide recommendation ,mechanism/ measures for the natural resources and environment management in Thailand - Applying the knowledge of solid waste management in Japan to evaluation of the detailed design of construction projects for solid waste management system at LA levels under the Provincial Environment Quality Management Action Plan - Applying the concept of creating knowledge and understanding through public relations accessible to the public in all target groups for conservation and management of natural resources and environment in Thailand

Organization	Activities/Services done
	<ul style="list-style-type: none"> - Adopting the knowledge, technology, to be used in the determination of system, pattern, practices and guidelines that will be applied to the environmental protection area. - Defining the criteria and design for the project to promote the waste segregation at the source at LA levels that request funding from Environmental Fund - Applying the knowledge of technology ,management approach and concepts and used as the technical information in the preparation of proposed issues to National Environmental Board consideration - To share the technical inputs learned with the other personnel of Office of National Environmental Board and to exchange ideas and learn together. Those knowledge are transferred, disseminated and extended as a policy tool on the natural resources and environmental management <p><u>OPS</u></p> <ul style="list-style-type: none"> - Applying the knowledge from training in Japan in the preparation of the Action Plan of the Ministry of Natural Resources and Environment. In addition, the lecture about the environmental management of the provinces visited provides more understanding on the environmental management and can be used operation to improve performance. - The presentation methods in the training, as well as the easy-to-understand technique to produce document can be applied in the operation of the training programmes. <p><u>PCD</u></p> <ul style="list-style-type: none"> - Integrating operation of pollution control zones between the central agencies such as Pollution Control Department, REO, ONEP , regional agencies, PONREs and LAs including PAO, municipality, TAO, are significant insights gain for effective operations

As to the future capacity development, the respondents identified training sessions and seminars that can be implemented to sustain the skills and knowledge learned. Table 5 contains the recommended capacity needs.

Table 5 Recommended Trainings and Seminars

Organization	Recommended Capacity Needs (Training and Seminars)
<p>PONRE 1.PONRE Ratchaburi</p>	<ul style="list-style-type: none"> • The formulation of strategic plans and planning • Development of database by using GIS • Enhancing coordination and integration skill of natural resources and environmental management by participation from the community • Technique to promote participation and awareness in the conservation of the environment • Raising awareness on environmental conservation • Strategies to promote participation
<p>2.PONRE Samut Songkhram</p>	<ul style="list-style-type: none"> • Enhancing the operational capacity of staffs in PONRE • The database of natural resources and environment i.e. pollution source map • Enhancing the operational capacity of LAs' staffs of the natural resources and environmental section • Purchasing the equipment of monitoring environmental quality i.e. water quality tester • Producing appropriate media for each target group i.e. using cartoon characters to conduct waste segregation campaign
<p>3.PONRE Kanchanaburi</p>	<ul style="list-style-type: none"> • Training for volunteers/people in the area to use environmental monitoring devices • Educating natural resources management to the public • Enabling the private sector to participate more in environmental management • Considering the report of analysis of the impact on the environment • The formulation of provincial natural resources and environmental management plans • Database management and GIS data • Strengthening the participation of the public, companies, and government authorities in environmental management
<p>4.PONRE Phetchaburi</p>	<ul style="list-style-type: none"> • Enhancing the operational capacity of staffs in PONRE • The database of natural resources and environment i.e. pollution source map • Capacity building on the natural resources and environment for LAs' staffs according to the mission transferred • The preparation of media that are appropriate and consistent with each target group i.e. using cartoon characters for waste segregation campaign • The training course on the lecturer of waste management by simple technology • The training course on making environmental media information • Purchasing the equipment of monitoring environmental quality i.e. water quality tester
<p>5.PONRE Prachuap Khiri Khan</p>	<ul style="list-style-type: none"> • Water Pollution Law • Air Pollution Law • The use of information technology to manage local natural resources and environment • Development and updating of a database of environmental situations in continuous monitoring and evaluation • Building the knowledge and understanding to the public and the private sector in order to maintain the orderliness of the country • Preparation of environmental management plans to link with national measures and the situation of local issues • Training in basic computer repairing

	<ul style="list-style-type: none"> • An evaluation of operation and carry out the operation in order to sustain the impact of the JICA Project activities • The presentation of applying JICA's technique 2013-2015
<u>LA</u>	
1.Pak Tho SDM	<ul style="list-style-type: none"> • Raising awareness to the public • Toxic and hazardous waste management • Wastewater management • Waste management by 3Rs • Wastewater management training to the public • Waste management training for the public • Using equipment to measure environmental quality or measurement without tools • Technology to dispose toxic waste • Knowledge of the environment • Knowledge of equipment or tools
2.Thu Yang SDM	<ul style="list-style-type: none"> • Development of management group in the community (the leader) • Raising 3 R awareness to the public ,students • New technologies in management • Educating the community and leadership • Creating knowledge and understanding of continuous thinking model • Training of environmental personnel • Training to the public, schools • New technology innovation • Promoting the school in the community to encourage students to participate in waste segregation • Cooperation in the waste management of stakeholders
<u>REOS</u>	<ul style="list-style-type: none"> • Working as facilitator to formulate environmental quality management plan • Data analysis and synthesis techniques for use in preparation of the plan • Preparation of GIS information to support the formulation of an environmental quality management plan • Forecasting the trend of surface water quality • The capacity to accommodate the dirtiness of the surface water • The development of communication in English for use in the working on environmental quality • Strengthening LAs in environmental management • Industrial wastewater treatment • Environmental law enforcement and other related agencies • The simple process of communication and transferring the knowledge to the community / LAs • The application of technology to manage existing solid waste to be suitable for the area where they are different • Public participation in environmental management • Driving forward the low carbon society • Solid waste management by community • The sustainable management of natural resources and environment • Creating the mutual responsibility of the public
<u>ONEP</u>	<ul style="list-style-type: none"> • Concept/method of the spatial management of natural resources and environment • The formulation of natural resources and environmental management measures • Communication with stakeholders • The development of mechanisms/guidelines and policies into action effectively • Enhancing knowledge of the system design of the waste and waste water management

	<ul style="list-style-type: none">• Environmental Law• The conversion of plan into action• The development of knowledge to keep up with the situation for personnel• Developing a system to provide fast service and increase the channels of participation from all sectors• The management of solid waste and wastewater treatment pond <p><u>OPS</u></p> <ul style="list-style-type: none">• English for work• The law relating to the operation• Guidelines for the management of natural resources and the environment as a result of the entering the ASEAN Community <p><u>PCD</u></p> <ul style="list-style-type: none">• The formulation of a pollution management plan• Pollution management strategy with the participation of all sectors• Decentralization of pollution management
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Appendix 1 - Questionnaire Survey

Capacity Assessment Questionnaire Survey 2013-2014

PART 1. ORGANIZATIONAL CAPACITY ASSESSMENT QUESTIONNAIRE

ORGANIZATION : _____

Name : _____

Position in the Organization : _____

1. Please answer the following questions about your organization's roles and functions

Does REO8/PONRE	Circle One		If "yes", how well? →	1= Not Well (Needs Improvement)			6= Very Well (No improvement Needed)		
	No	Yes		1	2	3	4	5	6
Make plans for environmental quality management?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Coordinate the implementation of plans?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Monitor and evaluate environmental quality management plans?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Make reports and disseminate to public?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Provide technical support to PONRE in planning, implementation, monitoring and evaluation of plans?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Conduct public awareness of significant environmental issues to public?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Involve in the preparation of PONRE's Action Plans?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Monitor significant environmental problems and issues? (air quality, water quality, etc.)	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Support and encourage participation of stakeholders?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Coordinate with other environmental agencies?	No	Yes	If "yes", how well? →	1	2	3	4	5	6

2. Please answer the following questions about your organization's structure and human resources

Does REO8/PONRE . . .	Circle One		If "yes", how well? →	1= Not Well (Needs Improvement)			6= Very Well (No improvement Needed)		
	No	Yes		1	2	3	4	5	6
Have clear organizational structure?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Have clear line of coordination, communication among divisions?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Have job description of staff that describes roles and responsibilities?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Conduct annual performance review of staff?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Develop and manage trainings for staff development?	No	Yes	If "yes", how well? →	1	2	3	4	5	6

3. Please answer the following questions about your organization's ability to monitor, assess and respond to changes in the surrounding environment

Does REO8/PONRE . . .	Circle One		If "yes", how well? →	1= Not Well (Needs Improvement)			6= Very Well (No improvement Needed)		
	No	Yes		1	2	3	4	5	6
Collect feedback from stakeholders/public?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Conduct activities to determine environmental problems and issues?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Have a strong partnership with other agencies or NGOs?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Have a written strategic EQMP?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Have a budgeting process that ensures effective allocation of resources?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Have conducted resource accessing for implementation of EQMP?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Create incentives for public to encourage involvement in environmental management?	No	Yes	If "yes", how well? →	1	2	3	4	5	6

4. Please answer the following questions about your organization's ability to identify and implement steps to reach vision, mission and goals

Does REO8/PONRE . . .	Circle One		If "yes", how well? →	1= Not Well (Needs Improvement)			6= Very Well (No improvement Needed)		
	No	Yes		1	2	3	4	5	6
Have a vision, mission and goal statement and understand them?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Help other staff to improve leadership abilities?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Have a written plan in case of leadership transition or turn over?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Have staff with diverse experiences in environmental management?	No	Yes	If "yes", how well? →	1	2	3	4	5	6

5. Please answer the following questions about your organization's ability to handle day to day operations

Does REO8/PONRE	Circle One		If "yes", how well? →	1= Not Well (Needs Improvement)			6= Very Well (No improvement Needed)		
	No	Yes		1	2	3	4	5	6
Have access to functioning computers?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Use computer software to perform job better?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Keeps records and reports?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Use electronic method of communication, coordination?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Have a website?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Have the necessary equipment to monitor environmental problems and issues?	No	Yes	If "yes", how well? →	1	2	3	4	5	6
Have a good functioning GIS/equipment for data processing and documentation	No	Yes	If "yes", how well? →	1	2	3	4	5	6

6. Other key areas about the capacity building needs of your organization:

Other Key areas	Priority Level (Put a circle in the space provided)			Mechanism to address the capacity needs (training, field exposure, seminars, etc.)
	High	Medium	Low	

2) PERSONAL ASSESSMENT QUESTIONNAIRE

Instruction:

The Personal Assessment Questionnaire is designed to clarify your skills, knowledge and orientation that you already have in the performance of your role. Try to be fair to yourself as you use the rating scale to assess what you know in a given area.

PRACTICAL EXPERIENCE

1 = "I have had no experience"

2 = "I have had some practical experience". You can draw on any experience that you have in any related setting

3 = "I have had experience in this area and can perform this skill adequately."

4 = "I have had a significant amount of experience and can do this well enough to teach others".

This response implies that you are also familiar with the process, methodologies, etc. in the given area.

ACADEMIC EXPERIENCE

Academic experience includes classroom and special trainings and seminars attended. Circle "yes" if you have had coursework or other trainings and "no" if you have had no formal training.

Knowledge in areas of. . . .		Practical Experience				Academic Coursework	
		1	2	3	4	Yes	No
1	Environmental and natural environmental sciences						
2	Environmental laws, acts, degree and policies in Thailand						
3	Knowledge on environmental management						
4	Social and economic knowledge about environmental management						
5	Environmental management analysis tools						
6	Techniques in environmental planning and implementation						
7	Participatory planning						
8	Environmental audit						

Skills in areas of. . . .		Practical Experience				Academic Coursework	
		1	2	3	4	Yes	No
1	Environmental impact assessment and monitoring						
2	Database and data processing						
3	Computer						
4	Analysis of environmental condition						
5	Environmental management planning						
6	Strategic planning						

7	Monitoring environmental issues like air pollution and water pollution, solid waste etc.						
8	Public awareness campaigns						
9	Facilitation in meetings and workshops						
10	Designing and proposal preparation						
11	Presentation of reports and writing						
12	Techniques in environmental management planning and implementation						

Other key areas for capacity building and development

Other Key areas	Priority Level			Mechanism to address the capacity needs
	High	Medium	Low	

Final Capacity Assessment Questionnaire Survey 2015

Final Capacity Assessment Questionnaire Survey for PONREs in REO8 Jurisdiction

Organization : _____
 Name : _____
 Position : _____

Part 1: Organizational Capacity Assessment

Question Item: Organizational roles and functions

1. Did your organizational roles and functions changed from 2013-2015? Kindly circle your answer and provide explanation.

No	Yes	If Yes, please briefly explain.

2. What aspects of your organizational roles and functions that you have seen improvement through your involvement and active participation in JICA Project activities? Kindly rate the level of improvement observed.

Aspects of Improvement	Circle your answer		If "yes", please state the level of improvement		
			1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
Preparing environmental management plans	No	Yes			
Briefly explain your answer:					
Coordinating environmental activities with LAs and communities	No	Yes			
Briefly explain your answer:					
Monitoring of environmental issues and problems using what you have learned from project activities	No	Yes			
Briefly explain your answer:					
Providing technical support to LAs	No	Yes			
Briefly explain your answer:					
Conducting public awareness campaigns	No	Yes			
Briefly explain your answer:					

Aspects of Improvement	Circle your answer		If “yes”, please state the level of improvement		
			1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
Providing/sharing environmental data and information to other agencies and to the public	No	Yes			
Briefly explain your answer:					
Encouraging other stakeholders to participate in environmental activities	No	Yes			
Briefly explain your answer:					
Creating networks with other PONREs and regional offices of MNRE	No	Yes			
Briefly explain your answer:					
Others, please specify:					

3. What recommendation can you provide to improve the overall performance of your organization and in making your roles and functions more effective and efficient

Recommendation in improving organizational performance
--

Question Item: Organizational structure and human resources

1. Is there any changes in your organizational structure from 2013- 2015? Kindly circle your answer.

No	Yes	If Yes, what aspects are changed?	
		<input type="checkbox"/>	New position created
		<input type="checkbox"/>	New division/department created
		<input type="checkbox"/>	Change of division/department name with new mandate and roles
		<input type="checkbox"/>	Others, please specify
		Briefly explain your answer:	

Note: Please provide copy of organizational structure (old and new)

2. How many personnel are there in your organization from 2013-2015?

Section	Permanent staff		Non-permanent staff	
	2013	2015	2013	2015
Administration				
Environmental Division				
Natural Resources Division				
Water Resources Division				
Others, pls specify				

3. How many personnel have attended trainings and seminars in your organization from 2013-2015 sponsored by other organization other than JICA Project?

Year	# of Personnel	Name of Training/Seminar	Sponsoring Organization
2013			
2014			
2015			

Question Item: Improvement in the ability to monitor, evaluate environmental problems and issues

1. What type of environmental problems and issues that your organization monitor and what activities were undertaken to respond to these problems and issues from 2013-2015?

Year	Environmental Issues/Problems	Actions and activities initiated	Status
2013			
2014			
2015			

Note: Select significant environmental issue /problem that your organization has initiated

Question Item: Improvement in the ability to identify and implement activities to improve environmental quality

1. Did your annual operations budget increase or decrease from 2013-2015? What is the rate of increase or decrease?

Budget	2013	2014	2015
Administration			
Operations			
Special Budget*			

Note: Please provide annual budget from 2013-2015

If there is a special budget, please specify for the intention of the allocation

2. Did you noticed any improvement on the ability of your organization to organize and initiate environmental activities using own budget or asking budget from other sources from 2013-2015?

Year	Kindly circle your answer and briefly explain your answer:		
2013	No	Yes	
2014	No	Yes	
2015	No	Yes	

Question Item: Ability to manage daily operations

1. Have you observed any improvement in the ability of your organization to manage and handle day to day operations

Aspects of Improvement	Circle your answer		If "yes", please rate the level of improvement		
			1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
Access to sufficient functioning office computers	No	Yes			
Briefly explain your answer:					
Adequate number of necessary equipment for monitoring environmental problems and issues	No	Yes			
Briefly explain your answer:					
Well-developed website	No	Yes			
Briefly explain your answer:					
Well-developed environmental data and information documentation	No	Yes			
Briefly explain your answer:					
Others, please specify					

Part 2: PERSONAL ASSESSMENT QUESTIONNAIRE

Organization : _____
 Name : _____
 Position : _____

Question Item: Impact of the Project Intervention to Individual Competencies

1. What aspects of your work that you have improved or have noticed some improvements by your active participation in the JICA project activities?

JICA Project Activities	Areas of Improvement/Activity Impact
R-EQMP Planning Workshops	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
In-house Seminars and Trainings	
1) GIS Training (1-2)	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
2) Project Proposal Seminar	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>

JICA Project Activities	Areas of Improvement/Activity Impact
3) PA Skills Enhancement	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
4) Water Quality Management /EMP	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
Pilot Project Implementation and Monitoring	
1) Attendance to Advisory Team Meeting	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
2)On-site PP Activities	
Pilot Project 1	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>

JICA Project Activities	Areas of Improvement/Activity Impact
Pilot Project 2	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
Bi-weekly Meetings with ONEP and REO8	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>

2. To what aspects of your job does the training in Japan contribute in the quality of services provided to your organization's stakeholders? Explain briefly your answer.

5. What recommendation/s can you propose for each organization to undertake in order to sustain the impact of the Project activities:

PONRE
REO8
LA
ONEP

Capacity Assessment Questionnaire for PONREs in REO8 Jurisdiction

Organization : _____
Name : _____
Position : _____

1. To what aspects of your job does the training in Japan contribute in the quality of services provided to your organization's stakeholders? Explain briefly your answer.

2. What kind of activities have you done after your training in Japan? Explain briefly your answer.

3. What other capacity needs (trainings and seminars, etc.) that you think are important to be implemented at least in the next 1-2 years in order to strengthen operational capacity of your organization in providing quality services to stakeholders?

Capacity needs	Level of Priority		
	High	Medium	Low

4. What recommendation/s can you propose for each organization to undertake in order to sustain the impact of the JICA Project activities:

PONRE
REO8
LA
ONEP

Final Capacity Assessment Questionnaire Survey for Pilot LAs

Organization : _____
 Name : _____
 Position : _____

Question Item: Organization and human resources

1. Can you briefly state the roles and functions of your organization?

2. Did your organizational structure changed since 2013? Kindly circle your answer and provide old and new structure.

No	Yes
----	-----

3. How many personnel are there in your organization from 2013-2015?

Section	Permanent staff		Non-permanent staff	
	2013	2015	2013	2015

4. Did your annual operations budget increase or decrease from 2013-2015? What is the rate of increase or decrease?

Budget	2013	2014	2015
Administration			
Operations			
Special Budget*			

Note: Please provide annual budget from 2013-2015
 If there is a special budget, please specify the intention of the allocation

Question Item: Improvement of Individual Capacities

1. What aspects of your roles and functions in your organization that you making any improvements by your involvement and active participation in JICA initiated pilot project?

Aspects of Improvement	Circle your answer		If “yes”, please state the level of improvement		
			1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
Coordinating environmental activities with communities	No	Yes			
Briefly explain your answer:					
Monitoring of environmental issues and problems	No	Yes			
Briefly explain your answer:					
Conducting public awareness campaigns	No	Yes			
Briefly explain your answer:					
Providing/sharing environmental data and information to other agencies and to the public	No	Yes			
Briefly explain your answer:					
Encouraging other stakeholders to participate in environmental activities	No	Yes			
Briefly explain your answer:					
Creating networks with PONRE and other organization regional offices	No	Yes			
Briefly explain your answer:					
Others, please specify:					

2. To what aspects of your job does the training in Japan contribute in the quality of services provided to your organization's stakeholders? Explain briefly your answer.

3. What kind of activities have you done after your training in Japan? Explain briefly your answer.

4. What other capacity needs (trainings and seminars, etc.) that you think are important to be implemented at least in the net 1-2 years in order to strengthen operational capacity of your organization in providing quality services to stakeholders?

Capacity needs	Level of Priority		
	High	Medium	Low

5. What recommendation/s can you propose for each organization to undertake in order to sustain the impact of the Pilot Project activities:

Your Organization
PONRE
REO8

Final Capacity Assessment Questionnaire Survey for REO8

Name : _____
 Position : _____

Part 1: Organizational Capacity Assessment

Question Item: Organizational roles and functions

1. Did your organizational roles and functions changed from 2013-2015? Kindly circle your answer and provide explanation.

No	Yes	If Yes, please briefly explain.

2. What aspects of your organizational roles and functions that you have seen improvement through your involvement and active participation in JICA Project activities? Kindly rate the level of improvement observed.

Aspects of Improvement	Circle your answer		If "yes", please state the level of improvement		
			1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
Preparing environmental management plans	No	Yes			
Briefly explain your answer:					
Coordinating environmental activities with PONRE, LAs	No	Yes			
Briefly explain your answer:					
Monitoring of environmental issues and problems using what you have learned from project activities	No	Yes			
Briefly explain your answer:					
Providing technical support to PONRE, LAs	No	Yes			
Briefly explain your answer:					

Aspects of Improvement	Circle your answer		If "yes", please state the level of improvement		
			1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
Conducting public awareness campaigns	No	Yes			
Briefly explain your answer:					
Providing/sharing environmental data and information to other agencies and to the public	No	Yes			
Briefly explain your answer:					
Encouraging other stakeholders to participate in environmental activities	No	Yes			
Briefly explain your answer:					
Creating networks with other REOs and regional offices of MNRE	No	Yes			
Briefly explain your answer:					
Others, please specify:					

3. What recommendation can you provide to improve the overall performance of your organization and in making your roles and functions more effective and efficient

Recommendation in improving organizational performance
--

Question Item: Organizational structure and human resources

1. Is there any changes in your organizational structure from 2013- 2015? Kindly circle your answer.

No	Yes	If Yes, what aspects are changed?	
		<input type="checkbox"/>	New position created
		<input type="checkbox"/>	New division/department created
		<input type="checkbox"/>	Change of division/department name with new mandate and roles
		<input type="checkbox"/>	Others, please specify
		Briefly explain your answer:	

Note: Please provide copy of organizational structure (old and new)

2. How many personnel are there in your organization from 2013-2015?

Section	Permanent staff		Non-permanent staff	
	2013	2015	2013	2015
Administration				
Environmental Division				
Natural Resources Division				
Water Resources Division				
Others, pls specify				

3. How many personnel have attended trainings and seminars in your organization from 2013-2015 sponsored by other organization other than JICA Project?

Year	# of Personnel	Name of Training/Seminar	Sponsoring Organization
2013			
2014			
2015			

Item: Improvement in the ability to monitor, evaluate environmental problems and issues

1. What type of environmental problems and issues that your organization monitor and what activities were undertaken to respond to these problems and issues from 2013-2015?

Year	Environmental Issues/Problems	Actions and activities initiated	Status
2013			
2014			
2015			

Note: Select significant environmental issue /problem that your organization has initiated

Question Item: Improvement in the ability to identify and implement activities to improve environmental quality

1. Did your annual operations budget increase or decrease from 2013-2015? What is the rate of increase or decrease?

Budget	2013	2014	2015
Administration			
Operations			
Special Budget*			

Note: Please provide annual budget from 2013-2015

If there is a special budget, please specify for the intention of the allocation

2. Did you noticed any improvement on the ability of your organization to organize and initiate environmental activities using own budget or asking budget from other sources from 2013-2015?

Year	Kindly circle your answer and briefly explain your answer:		
2013	No	Yes	
2014	No	Yes	
2015	No	Yes	

Question Item: Ability to manage daily operations

1. Have you observed any improvement in the ability of your organization to manage and handle day to day operations

Aspects of Improvement	Circle your answer		If "yes", please rate the level of improvement		
			1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
Access to sufficient functioning office computers	No	Yes			
Briefly explain your answer:					
Adequate number of necessary equipment for monitoring environmental problems and issues	No	Yes			
Briefly explain your answer:					
Well-developed website	No	Yes			
Briefly explain your answer:					
Well-developed environmental data and information documentation	No	Yes			
Briefly explain your answer:					
Others, please specify					

Part 2: PERSONAL ASSESSMENT QUESTIONNAIRE FOR REO8

Name : _____
 Position : _____
 Division : _____

Question Item: Impact of the Project Intervention to Individual Competencies

1. What aspects of your work that you have improved or have noticed some improvements by your active participation in the JICA project activities?

JICA Project Activities	Areas of Improvement/Activity Impact
R-EQMP Planning Workshops	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
In-house Seminars and Trainings	
5) GIS Training (1-2)	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
6) Project Proposal Seminar	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>

JICA Project Activities	Areas of Improvement/Activity Impact
7) PA Skills Enhancement	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
8) Water Quality Management /EMP	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
Pilot Project Implementation and Monitoring	
1) Attendance to Advisory Team Meeting	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
2) On-site PP Activities	
Pilot Project 1	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>

JICA Project Activities	Areas of Improvement/Activity Impact
Pilot Project 2	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
Bi-weekly Meetings with other counterparts	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>

2. To what aspects of your job does the training in Japan contribute in the quality of services provided to your organization's stakeholders? Explain briefly your answer.

5. What recommendation/s can you propose for each organization to undertake in order to sustain the impact of the Project activities:

REO8
ONEP
PONRE

FINAL CAPACITY ASSESSMENT QUESTIONNAIRE FOR COUNTERPART IN ONEP

Name : _____
 Position : _____
 Department : _____

Question Item: Impact of the Project Intervention to Individual Competencies

1. What aspects of your work that you have improved or have noticed some improvements by your active participation in the JICA project activities?

JICA Project Activities	Areas of Improvement/Activity Impact
R-EQMP Planning Workshops	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
In-house Seminars and Trainings	
1) GIS Training (1-2)	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
2) Project Proposal Seminar	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>

JICA Project Activities	Areas of Improvement/Activity Impact
3) PA Skills Enhancement	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
4) Water Quality Management /EMP	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
Pilot Project Implementation and Monitoring	
1) Attendance to Advisory Team Meetings	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
2) On-site PP Activities	
Pilot Project 1	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>

JICA Project Activities	Areas of Improvement/Activity Impact
Pilot Project 2	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>
Bi-weekly Meetings with counterpart	<u>Skills</u>
	<u>Knowledge</u>
	<u>Attitude/Orientation</u>

2. To what aspects of your job does the training in Japan contribute in the quality of services provided to your organization's stakeholders? Explain briefly your answer.

5. What recommendation/s can you propose for each organization to undertake in order to sustain the impact of the Project activities:

PONRE
REO8
LA
ONEP

FOLLOW-UP SURVEY OF TRAINEES ON THE POST TRAINING IN JAPAN

Organization : _____
Name : _____
Position : _____
Department : _____

1. What is your role/functions in your organization? Explain briefly your answer.

2. To what aspects of your job does the training in Japan contribute in the quality of services provided to your organization's stakeholders? Explain briefly your answer.

Appendix 2 - Capacity Assessment Report 1

Japan International Cooperation Agency (JICA)
Ministry of Natural Resources and Environment (MNRE)

CAPACITY ASSESSMENT
REPORT (DRAFT)

JUNE 2013

*The Project for the Strengthening Environmental Management and
Linkages among Central, Regional, Provincial and Local Levels in the
Kingdom of Thailand*

Oriental Consultants, Co. Ltd.

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PREFACE

Preface

This document reports on the findings of the capacity assessment conducted by the JICA Expert Team in order to determine the current capacity of the organization involved in the planning, implementation and monitoring environmental quality management in REO 8 jurisdictions. The activity is part of the efforts to understand the existing institutional conditions of REO 8 and 5 PONREs covered by the project for the “Strengthening Environmental Management and Linkages among Central, Regional, Provincial and Local Levels in the Kingdom of Thailand”.

This report describes both the process, the results and the findings of the capacity assessment and presents the information and data collected, offers an analysis and puts forth some recommendations in order to improve essential aspects of environmental management quality planning, implementation and monitoring in REO 8 jurisdiction.

ORGANIZATION OF THIS REPORT

This Report consists of eight (8) parts organized in the following manner:

Executive Summary. This section of the report summarizes the highlight of the capacity assessment and presents significant findings, conclusion and recommendation of the capacity assessment. Based on the findings, a draft capacity development strategy will also be prepared integrating general principles of capacity strategy outlined in the Inception Report and Record of Discussion namely on-the-job training, in-house seminars and training in Japan.

Introduction. The introduction describes and explains the rationale for conducting capacity assessment, its objectives, methodology and describe in broad terms the importance and usefulness of the results to the overall implementation of the technical cooperation project with JICA.

Profile of Target Organization. This section provide the context of the basic information about the target organization of the capacity assessment.

Results and Findings. This section of the report presents the significant results and findings of the capacity assessment.

Conclusion and Recommendations. The conclusion summarizes what have been learned reflecting the significant findings about ONEPP, REO 8 and PONREs and presents strategic information about their capacity level and needs. Recommendations, on the other hand, are framed to provide information that can be used in designing capacity development program and strategy which can be manage within the context of the JICA Project.

Lessons Learned. Lessons learned are presented based on specific assessment that supports and establishes general principle that are applicable not only for future capacity assessment but also applicable in general situation as this technical cooperation project progresses.

PREFACE

Future Directions/Next Steps. This section enumerates what are the next steps to be undertaken and describes what activities need to be done in order to respond to the salient findings of the capacity assessment.

Appendices. The appendix contains information used during the overall conduct of the capacity assessment. Photo documentation is also shown taken during the series activities at the regional and provincial levels.

EXECUTIVE SUMMARY

Executive Summary

This capacity assessment is conducted to clarify and determine level of capacity and clarify gaps between the required capacity and the existing capacity of ONEP, REO 8 and the 5 PONREs in REO 8 in the areas of planning, implementation, monitoring and evaluation of environmental quality management in order to design capacity development intervention appropriate for their needs and requirements. Specifically, it aims to clarify and identify the issues and capacity constraints as well as to determine what the capacity needs are in order to address the constraints

The scope of the capacity assessment is geared towards looking at the capacity of the counterpart staff of the JICA project in the areas of planning, implementation, monitoring and evaluation of the environmental quality management plan at the regional and provincial levels. The capacity assessment is divided into three key levels, namely: systemic level, organization level and individual level. These capacity levels provide the scope and focus of the assessment.

Guided by interview, questionnaire and backed by secondary data, collection of information were conducted and analyzed. Based on the data gathered, the following lists the ideal capacity of REO 8 and PONRE for effective environmental management, to wit:

- Proper legislation and policy framework
- Proper regulatory framework and enforcement mechanisms
- Sufficient funding to support environmental management implementation at REO and PONRE levels
- Training of staff on environmental management
- Professional skilled human resources
- Sufficient knowledge and skills in working with local governments
- Structure that would encourage participation of stakeholders and encourage accountability and transparency
- An enabling political and legal environment
- Public awareness schemes and programmes
- Sufficient funding for personnel
- Proper mandates and environmental vision broken down into regional and provincial contexts
- Proper planning and monitoring and evaluation of EQMPs at national, regional and provincial levels
- Adequate infrastructure and equipment
- Motivation of employees at all levels (clear career advancement opportunities and good salaries)
- Political will
- Shared environmental governance with civil society

EXECUTIVE SUMMARY

Data showed that capacity gaps and capacity constraints evolved around the following broad issues:

- 1) Poor horizontal and vertical linkages
- 2) Ineffective implementation of policies
- 3) Inappropriate or harmonized legislation and conflicting policies at the Central level
- 4) Unsustainable funding mechanism
- 5) Inadequate skilled or trained manpower
- 6) Lack or weak mechanism and tools to enable operationalization and enforcement of significant law and regulations
- 7) Inadequate or lack of infrastructure and equipment
- 8) Inadequate awareness and utilization of indigenous knowledge system in order to promote shared environmental governance

Hence, the following recommendations are put forward in accordance to the key level of capacity, to wit:

At the systemic level, the key opportunities include the examination of policies, regulations and regulatory frameworks and establish appropriate instruments. Policies and legal framework at ONEP level should be strengthen so as to provide an administrative tool for REO 8 and PONREs to enforce environmental norms. Instruments such as implementing guidelines needs to be developed to support the current environmental challenges on the ground.

At the institutional level, key opportunities includes mobilizing existing capacities and enhancing existing capacities for developing network. Environmental concerns at REO 8 and PONRE level need to prioritize with substantial resource deployment to address environmental challenges. ONEP, REO 8 and PONRE should consider strengthening partnership with civil society to enhance environmental governance, but retaining its independence. On the other hand, ONEP, REO 8 and PONRE should identify emergency situation in which environmental concerns are involved (i.e. water pollution) and develop the expertise and system to react appropriately. It is noted that capacity exist in REO 8 and PONRE in performing their tasks, however, there is a need to develop new capacity that could be built by putting in place mechanisms that will motivate and increase morale of personnel. There is also a need to devise and implement effective policy mechanism that will ensure inadequate funding mechanisms for the implementation of respective environmental quality management plans and facilitate institutionalization of human resource development at all levels.

At the individual level, creating new capacities will entail development of a series of long-term training courses while enhancing existing capacities will entail a series of refresher and short term specialized training courses for key personnel and identified second liners. Training needs may need to be identified and produce a training plan that will guide current and future requirements to this effect.

There are three key capacity interventions recommended namely on-the-job training, in-house seminars and trainings, and advance seminars and specialized training in Japan.

EXECUTIVE SUMMARY

For on-the job training, areas of concentration will include among others, geographic information system operation and application, environmental monitoring on key significant environmental problems. For seminars and in-house trainings, highly recommended topics on environmental management include Coastal Management, Decentralization Policy in Thailand, Participatory Planning Tools and Techniques, Basic Communication Skills and Techniques, Land Use Mapping, among others. As to the advance seminars and training in Japan, some significant topics recommended include, Environmental Policy and Environmental Management System, Pollution Control and Local Environmental Management, Management and Sustainable Use of National Parks, Wetlands and Protected Areas, Solid Waste Management, among others.

1 INTRODUCTION

1 Introduction

1.1 RATIONALE

The Kingdom of Thailand approved the Enhancement and Conservation of National Environmental Quality Act in 1992. The Act aimed to mitigate environmental problems in the country. Based on the Act, the Office of National Resources and Environment formulated the National Environmental Quality Management Plan as a blue print in managing the environmental quality at the national, regional, provincial levels.

The achievement of Environmental Quality Management Goals and Objectives contained in the respective Environmental Quality Management Plans of national, regional and provincial levels centered on the capacities and competencies of the organization and its staff. Although financial resources are important, they are not enough to promote sustainable human development. Without supportive policies, strategies and well-functioning organization and skilled people, the basic foundation to plan, implement and review the respective EQMPs will be limited. Hence, it is envisioned that the “Project for Strengthening Environmental Management and Linkages among Central, Regional, Provincial and Local Levels in the Kingdom of Thailand” envisioned to help enhance this foundation.

In order to provide understanding of the current level of capacity, the JICA Expert Team conducted the capacity assessment exercise in order to determine and clarify the dynamics of the organizations involved in environmental management in REO 8 jurisdiction. Figure 1 presents the framework used in the capacity development process used by the United Nations Development Program and which is adopted as the guiding principle in the implementation of capacity development process by this project.

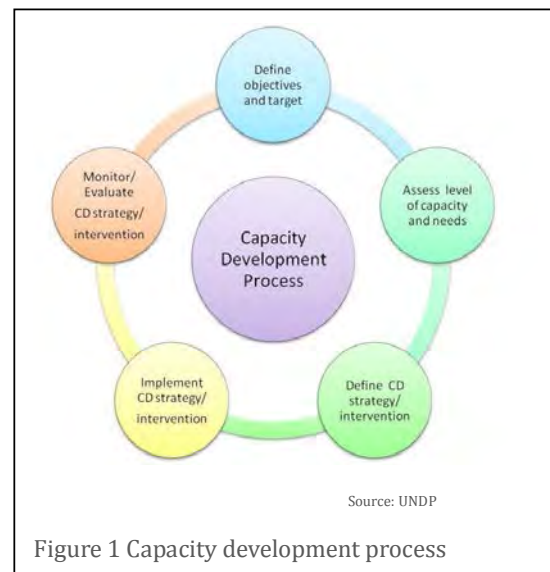


Figure 1 Capacity development process

1.2 OBJECTIVES OF CAPACITY ASSESSMENT

The general objective of the capacity assessment is to clarify and determine level of capacity and clarify gaps between the required capacity and the existing capacity of ONEP, REO8 and the 5 PONRES in REO 8 in the areas of planning, implementation, monitoring and evaluation of environmental quality management in order to design capacity development intervention appropriate for their

1 INTRODUCTION

needs and requirements. Specifically, the capacity assessment aims:

- To clarify and identify the issues and capacity constraints
- To determine what the capacity needs are in order to address the constraints

1.3 SCOPE AND TARGET OF CAPACITY ASSESSMENT

The scope and focus of the capacity assessment is geared towards looking at the capacity of the counterpart personnel of the JICA project in the areas of planning, implementation, monitoring and evaluation of the environmental quality management plan at the regional and provincial levels. The capacity assessment is divided into three key level namely systemic level, organization level and individual level as describe below:

- Systemic level, capacity at ONEP, REO8 and PONRE was taken to include:
 - Enabling environment for example societal support
 - Overall legislative, policy, regulatory framework within the organization which the organization and individual operate
 - Informal communication and collaboration among organizations and individuals
 - Participation of sectors in the society in reaching environmental goals through improved awareness, education and involvement to increased transparency and accountability.
- Organization level, the capacity at REO8 and PONRE was taken to include:
 - organizational structure and process such as mandate and vision, responsibilities, and human resources
 - organization's performance including effectiveness, efficiency and responsiveness to change, implementation of program
 - collaboration among groups, within organization and within division
 - relationship with outside organization
 - information system, infrastructure and equipment to support organization's function
- Individual level, capacity at REO8 and PONRE was taken to include:
 - Ability of individual to manage and protect the environment, working as individual within the organization and in the society
 - Individual attitudes, knowledge and behavior, understanding and skills on relevant environmental topics
 - Individual performance, including participation, ownership, incentives and morale.

The capacity of the Project's counterpart staff in ONEP were also considered in the context of their involvement in the implementation of the JICA technical cooperation project.

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Moreover, in assessing capacity, factors that influence organizational performance of REO8 and PONRE as shown in Figure 2 are sought in addition to the following points:

- Capacity constraints for priority issues and analyzing the causes
- Constraints at the individual and systemic levels
- Level of awareness and understanding within organization concerning their roles and functions
- Relevant technical capacity that exists and the infrastructure available to address environmental objectives
- Individual incentive to acquire new skills and technical capacity
- Knowledge and experience exchange among peers and barriers to communication
- Existence of untapped capacity or existence of capacity that could be used to better effect
- Linkages of capacity development efforts to existing institutional requirements and responsibilities
- Sustainability of capacity intervention built into the environmental management quality plans
























Based on the above, Table 1 showed the target of the capacity assessment:

Table 1 Target of the Capacity Assessment

TARGET ORGANIZATION	RESPONDENTS
Regional Environment Office 8 (REO8)	<ul style="list-style-type: none"> REO 8 Director Environmental Planning Division Environment Promotion Division Environment Quality Control Division Monitoring, Surveillance and Early Warning Division Environmental Quality Analysis Division Administration
Provincial Office of Natural Resources and Environment - Ratchaburi	<ul style="list-style-type: none"> Office of PONRE Director Environment Section Planning Section Natural Resource Section Water Resource Section

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	<ul style="list-style-type: none">  General Administration
Provincial Office of Natural Resources and Environment – Kanchanaburi	<ul style="list-style-type: none">  Office of PONRE Director  Environment Section  Natural Resource Section  Water Resource Section  General Administration
Provincial Office of Natural Resources and Environment - Samut Songkram	<ul style="list-style-type: none">  Office of PONRE Director  Environment Division  Natural Resource Section  Water resource Section  General Administration
Provincial Office of Natural Resources and Environment - Phetchaburi	<ul style="list-style-type: none">  Office of PONRE Director  Environment Division  Natural Resource Section  Water Resource Section  General Administration
Provincial Office of Natural Resources and Environment - Prachuap Khiri Khan	<ul style="list-style-type: none">  Office of PONRE Director  Environment Division  Natural Resource Section  Water Resource Section  General Administration

1.4 METHODOLOGY OF THE CAPACITY ASSESSMENT

The standard approach to capacity assessment is to collect data through interview and questionnaire, and conduct follow up activities with brainstorming sessions to generate conclusions and recommendations. The time limitations and schedule synchronization constraints presented significant challenges for the implementation of this methodology, hence a more practical approach had to be developed to meet the objectives of the capacity assessment without diluting the results.

In order to obtain necessary data and information necessary for the capacity assessment, the following approaches were employed:

1) Background research and initial data gathering

Collection and gathering of secondary data and information were facilitated to provide better understanding of REO8 and the 5 PONREs. These data and information includes, among others, as shown in Table 2:

1 INTRODUCTION

Table 2 List of data requirement

AREA	DATA REQUIRED
Plan, Policy and Strategy	<ul style="list-style-type: none"> ✚ MNRE Development (2012-2016) ✚ ONEP Development Plan and Strategy ✚ Pollution Control Department National Development Plan ✚ Region 8 Environmental Quality Management Plan ✚ Provincial Environmental Quality Management Plan ✚ Local Development Plan on Environmental Management
Environmental Administration	<ul style="list-style-type: none"> ✚ MNRE Organizational Structure and Functions ✚ ONEP Organizational Structure and Functions ✚ REO 8 Organizational Structure and Functions ✚ PONRE Organizational Structure and Functions
Budget and Expenditure for Environmental Management and Administration	<ul style="list-style-type: none"> ✚ REO 8 Annual Budget for EQMP ✚ PONRE Annual Budget for EQMP
Others relevant information	<ul style="list-style-type: none"> ✚ REO 8 Annual Accomplishment Reports ✚ REO 8 EQMP Evaluation Report ✚ PONRE Annual Accomplishment Reports ✚ List of on-going projects and programs ✚ List of partner organizations ✚ Others

2) Design of the capacity assessment implementation plan

Based on the background research and in consultation with REO8, an implementation plan was developed as shown in Table 3. Based on this, initial engagement and arrangement with capacity assessment activities were facilitated.

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Table 3 Capacity Assessment Implementation Plan

PROPOSED ACTIVITIES	OBJECTIVES	PROPOSED SCHEDULE	EXPECTED OUTPUT
1) Consultative Meeting with ONEP and REO 8	<ul style="list-style-type: none"> ✚ To clarify objectives, expectations and priorities of the capacity assessment 	✚ End of February 2013	✚ Common understanding of the objectives and expectations of the capacity development and capacity assessment process
	<ul style="list-style-type: none"> ✚ To discuss assessment design and schedule 	✚ End of February 2013/First week of March 2013	<ul style="list-style-type: none"> ✚ Generate commitment and ownership ✚ Identify potential sources of support ✚ Confirmed the content schedule and process of the capacity assessment
2) Conduct initial diagnostic survey/data collection and stakeholders' engagement	<ul style="list-style-type: none"> ✚ To collect data and information about ONEP, REO 8 and 5 PONRES ✚ Review of secondary data <p><i>Note: Check list of data is attached</i></p>	✚ March 2013	✚ Understanding the general overview of the target stakeholders and its enabling environment
3) Conduct semi structured one-on-one interview, disseminate questionnaires and conduct focus group discussion and workshops	<ul style="list-style-type: none"> ✚ To determine the level of desired capacity ✚ To assess the level of existing capacity ✚ To identify the gaps 	✚ March 2013	<ul style="list-style-type: none"> ✚ Levels of desired and existing capacities are clarified ✚ Determined the gaps
4) Prepare analysis of capacity assessment results	<ul style="list-style-type: none"> ✚ To compile results of the capacity assessment 	✚ May/June 2013	✚ Compilation of capacity assessment results
5) Validation Meeting	<ul style="list-style-type: none"> ✚ To present the analysis of assessment results ✚ To set priorities for follow-up activities 	✚ June 2013	✚ Confirmation of capacity assessment results
6) Preparation for draft capacity development plan and strategy	<ul style="list-style-type: none"> ✚ To develop capacity development plan and strategy 	✚ July 2013	✚ Capacity development plan and strategy

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3) Development of questionnaire

Two sets of questionnaires were designed namely; questionnaire for assessing capacity for organizational level and questionnaire for assessing capacity for individual level (see Appendix 1).

4) Conduct of focus group discussion/workshop

Focus group discussion and series of regional and provincial workshops were facilitated based on the schedule as shown in Table 4 below.

Table 4 Schedule of Focus Group Discussion and Workshop

DATE	ORGANIZATION	TARGET PARTICIPANTS
March 12, 2013	Regional Environmental Office 8	All Staff in REO8
March 15, 2013	Regional Environmental Office 8	Division Head in REO8
March 18, 2013	PONRE-Ratchaburi	Division Head in PONRE Ratchaburi
March 18, 2013	PONRE-Samut Songkram	Division Head in PONRE Samut Songkram
March 19, 2013	PONRE-Kanchanaburi	Division Head in PONRE Kanchanaburi
March 25, 2013	PONRE-Prachup Khiri Khan	Division Head in PONRE Prachup Khiri han
March 26, 2013	PONRE-Phetchaburi	Division Head in PONRE Phetchaburi

5) Interview with key respondents

An interview with key informants were facilitated to provide additional qualitative information on key issues relative to the enabling environment focusing on the policies of the Central Government and ONEP that influenced the outcomes and the performance of REO8 and PONREs. The list of key informants is shown in Table 5.

1 INTRODUCTION

Table 5 List of Key Informants

ONEP	REO 8	PONRE
Deputy Secretary General	REO 8 Director	PONRE Director
Office of National Environmental Board	Division Directors	Section Director
Policy and Planning Department		

PROFILE OF TARGET ORGANIZATION

2 Profile of Target Organization

2.1 OFFICE OF THE NATURAL ENVIRONMENT POLICY AND PLANNING (ONEP)

The Office of the Natural Environment Policy and Planning (ONEP) is the responsible agency mandated to formulate and implement the Natural Environmental Quality Management Plan. This Plan was formulated once every year aimed to contribute to the sustainable environmental development.

Generally, ONEP's main function is to integrate policy and plans, provide guidance and appropriate mechanisms for natural resources and environmental management, as well as implement environmental policy and plans that supports the policies embodied in the Enhancement and Conservation of National Environmental Quality Act of 1992. ONEP uses the Environmental Impact Assessment report process to implement, coordinate and monitor development projects. This aims at strengthening the national economy, promoting sustainable development and enhancing quality of life.

In accordance to the Ministry Regulation of 2012, ONEP shall have the following functions:

- Formulate natural resources and environmental conservation management policy and plans.
- Coordinate with related organizations about the Natural resources and environmental plan and implement the plan in order to support Enhancement and Conservation of National Environmental Quality Act and other related laws.
- Study, analyze and set the measurements for the announcement of natural resources and environmental protected area.
- Monitor and evaluate the achievement of policy and plans implementation, prepare environmental Quality Situation Report.
- Analyze environmental impacts occurred by Government and private sectors' activities.
- Administer environmental fund effectively, in order to support policy, plans and measurements related environmental management.
- Propose opinions and suggestions for public land management including policy, land allocation and public land protected area.
- Propose recommendations for policy and guideline development on land management, land possession planning, land preservation and development for public allocation and public land preservation and prohibition;

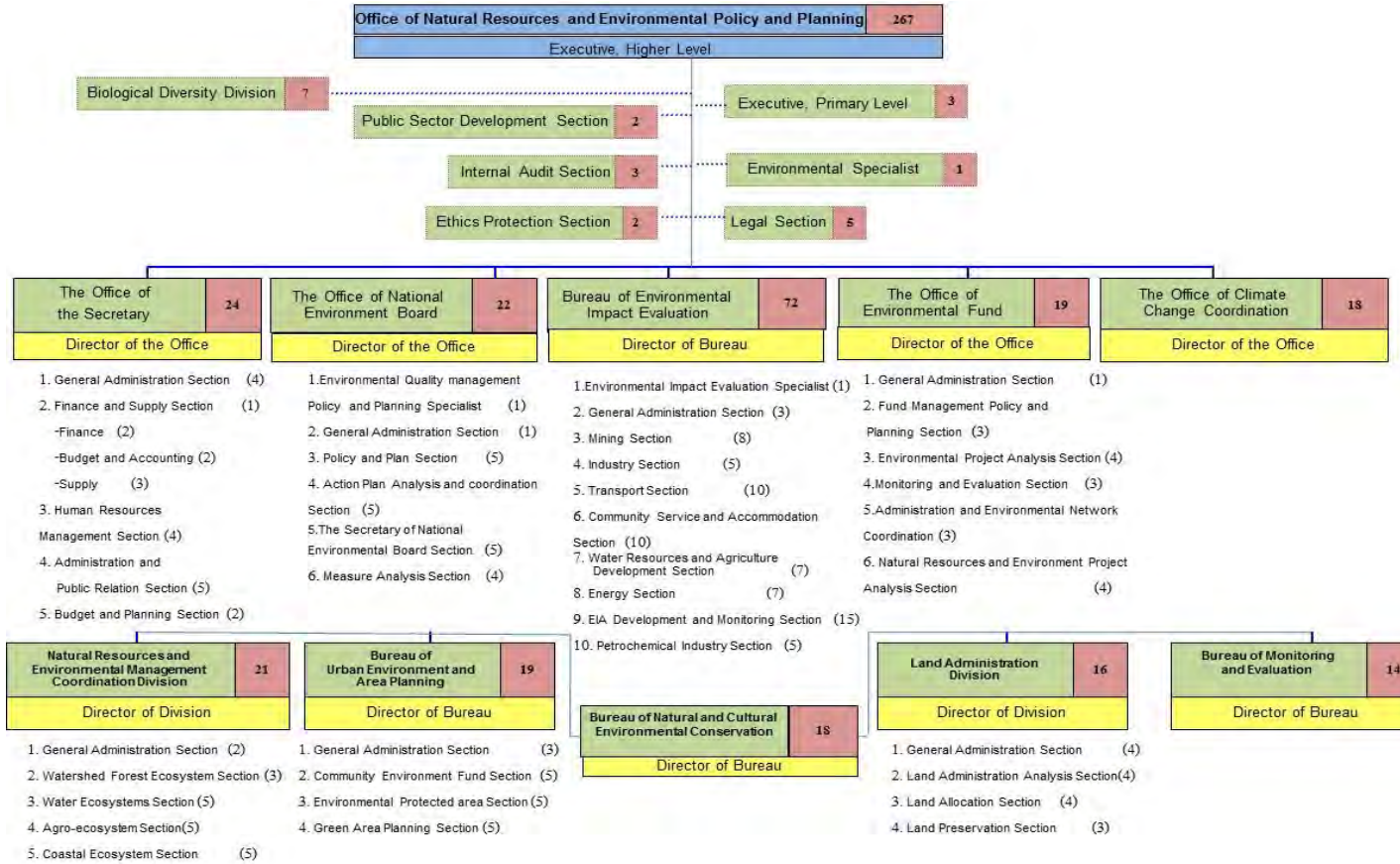
PROFILE OF TARGET ORGANIZATION

- Cooperate with foreign countries and international organizations in the implementation of natural resources and environment conservation and administrative management policies and plans; and
- Perform other functions, as required by law, observing the authority and duty of the Office of the Natural Resources and Environment Policy and Planning or as designated by the Ministry or the Cabinet.

Figure 2 shows the overall organizational structure of ONEP.

As mentioned in the previous section, the target of the capacity assessment at ONEP level is limited to the counterpart staff assigned to this project and focus only to the individual capacities and competencies in the performance of their respective departmental functions. However, additional key informants were interviewed in order to understand institutional related issues that influenced performance at the regional and provincial levels.

PROFILE OF TARGET ORGANIZATION



Source: ONEP

Note: The number in the box indicates the number of staff in each division/section

Figure 2 Organizational Structure of ONEP

PROFILE OF TARGET ORGANIZATION

2.2 REGIONAL ENVIRONMENT OFFICE (REO8)

The REO 8 has total combined land jurisdiction of 37,660 sq. kms and administrative area of responsibility represented by five provinces of Samut Songkram, Ratchaburi, Kanchanaburi, Prachup Khiri Khan and Phetchaburi. Major river basins under the responsibility of REO8 includes the Mae Klong River, the Petchaburi River and the Coastal Basin in the Western Coast of Thailand Gulf.

According to the mandate of the Office of the Permanent Secretary for Natural Resources and Environment, the REO 8 shall have the following functions:

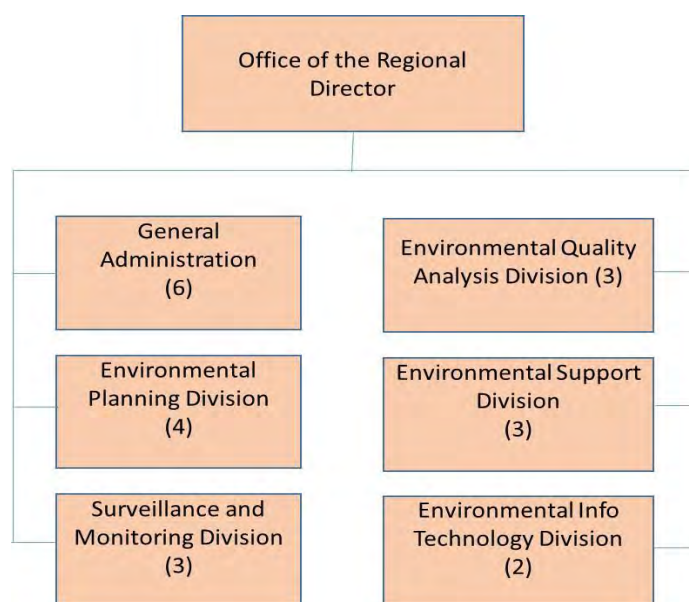
- Formulate Regional Environmental Quality Management Plan;
- Coordinate the operation, monitoring and evaluation of action plans contained in the Regional Environmental Quality Management Plan;
- Prepare reports on the environmental situation in the region;
- Prepare and develop environment information system for the region;
- Recommend and provide technical support and environmental measures as well promote the potential of the local government in the implementation of the measures;
- Keep track of environmental quality and surveillance including the conduct of coordinated action for environmental emergency;
- Support and promote the participation of the general public and create a regional environmental network through trainings and dissemination of environmental information to the public;
- Work in conjunction with, or in support of other relevant agencies.

Given the jurisdiction and the areas of responsibility, REO8 is structured into four (4) divisions as shown in Figure 3. These divisions are manned by 20 permanent personnel and a number of temporary staff.

At present, REO8 is undertaking activities and programs under the Pollution Control Department (PCD) of MNRE. Among its major projects are the following:

- 1) Supporting Local Administration's Capacity of Hua Hin Municipalities on Community Hazardous Waste Management
- 2) Capacity Enhancement and Support for Community Solid Waste Management System and Hazardous Waste Management in Samut Songkram
- 3) Watershed Management in Phetchaburi Province
- 4) Formulation of the Central Region and Eastern Region Environmental Quality Management Plan (2013-2016)

PROFILE OF TARGET ORGANIZATION



Source: REO 8

Note: The number in the box indicates the number of staff in each division/section

Figure 3 Organizational Structure of REO8

2.3 PROVINCIAL OFFICE OF NATURAL RESOURCES AND ENVIRONMENT (PONRE)

1) PONRE RATCHABURI

The Provincial Office of Natural Resources and Environment (PONRE) in Ratchaburi has a total of 15 personnel that manned four (4) divisions as showed in Figure 4. The PONRE Ratchaburi has the following functions:

- Formulate Provincial Natural Resources and Environment Management Plan, Provincial Environmental Quality Management Plan
- Conduct evaluation and monitoring of environmental status
- Implement forestry law, preserved forest law, forest park law, motor saw control law, wildlife preservation and protection laws, and other related laws.
- Conduct water resources monitoring , inspection , protection, maintenance and warming system
- Supervision and control of underground water use in accordance with Underground Water Resource Act of 1977 and Water Supply Act.
- Promote, disseminate and strengthening people participation in the conservation, preservation and rehabilitation of natural resource and environment.

On the basis of its mandate, PONRE responds to various environmental issues and concerns in the province including, but not limited to forest encroachment, monitoring environmental quality

PROFILE OF TARGET ORGANIZATION

standards of waste water, air, noise and solid waste, among others. In terms of management issues, PONRE identified the lack of skilled personnel to respond to the increasing environmental issue faced by the province, lack or limited budget and increasing concerns about coordination and integrations of various plans at the provincial levels.



Source: PONRE Ratchaburi

Note: The number in the box indicates the number of staff in each division/section

Figure 4 Organizational Structure of PONRE, Ratchaburi

2. PONRE SAMUT SONGKRAM

There are 18 personnel in the Provincial Office of Natural Resources and Environment (PONRE) in Samut Songkram manning the four (4) divisions as showed in Figure 5 below. Major environmental issues being managed, implemented and monitored by PONRE includes, but not limited to solid waste, noise, water and air pollution, as well as coastal related issues.

PROFILE OF TARGET ORGANIZATION



Source: PONRE Samut Songkram

Note: The number in the box indicates the number of staff in each division/section

Figure 5 Organizational Structure of PONRE, Samut Songkram

3. PONRE KANCHANABURI

The Provincial Office of Natural Resources and Environment (PONRE) in Kanchanaburi covers a total jurisdiction of 19,483 sq. kms. The province is the country's third largest province after Nakhon Ratchasima and Chiang Mai.

The main responsibility of PONRE include among others the formulation of Provincial Environmental Quality Management Plan (PEQMP) and monitoring and evaluation of environmental quality standards in the province, including the following environmental issues and concerns:

- Deforestation and forest encroachment in Thong Pha Phum, Sangkhla Buri Si Sawat areas
- Illegal hunting of wild animals
- Low river quality standards criteria
- Waste management system in the community
- No community waste management (especially waste water) in urban areas
- Lack of management for hazardous waste, including infection of waste
- Drought in the areas of Huai krachao, Lao khwan, Nongprue,
- Dust problem from mining operations
- Smoke/smog from the burning sugarcane stone mills

In order to service the area and respond to various environmental problems in the province, a total of 19 personnel were employed in order to manage four (4) divisions as showed in Figure 6.

PROFILE OF TARGET ORGANIZATION



Source: PONRE

Note: The number in the box indicates the number of staff in each division/section

Figure 6 Organizational Structure of PONRE, Kanchanaburi

4. PONRE PRACHUP KHIRI KHAN

The province of Prachup Khiri Khan has an approximate land area of 19,483 sq. kms, the 3rd largest province in the country in terms of land area. The forest accounts for about 61 percent of the total land area and the agricultural land area covers about 15 percent. With a total of 19 personnel, PONRE in Prachup Khiri Khan covers the monitoring and evaluation of environmental quality in the province and implementation of major projects and activities that respond to environmental problems such as coastal erosion, forest encroachment, waste water, air quality, among others. Figure 7 shows the organizational structure of PONRE in Prachup Khiri Khan.

PROFILE OF TARGET ORGANIZATION



Source: PONRE Prachup Khiri Lhan
 Note: The number in the box indicates the number of staff in each division/section

Figure 7 Organizational Structure of PONRE, Prachup Khiri Khan

5. PONRE PHETCHABURI

The Provincial Office of Natural Resources and Environment (PONRE) in Phetchaburi has a total of 20 permanent personnel manning the four divisions as shown in Figure 8. The area of jurisdiction of PONRE consist of about 3000 sq kms, of which Kaeng Krachan National Park, the largest national park in the country occupies about half of the province. One of the major environmental management of concern by PONRE is the water quality of the Phetchaburi River. This river is the main river of Phetchaburi Province supplying water for irrigation water to the entire farming community in the province. In recent years, the river is declared by the Pollution Control Department (PCD) of MNRE as a pollution area. Other environmental issues of concern to PONRE include, among others, coastal and beach erosion, land conversion and wetland issues.

PROFILE OF TARGET ORGANIZATION



Source: PONRE

Note: The number in the box indicates the number of staff in each division/section

Figure 8 Organizational Structure of PONRE, Phetchaburi

3 RESULTS AND FINDINGS

3 Results and Findings

1. ONEP

SIGNIFICANT FINDINGS-IDEAL CAPACITY

An analysis of the mandates, roles and functions of ONEP showed the following to be the ideal capacity needed to effectively address environmental quality management as provided and envision in the Enhancement and Conservation of National Environmental Quality Act of 1972, which also provides the framework for the formulation of EQMP at the national, regional and provincial levels. The ideal capacity include the following:

- Proper legislation and policy framework
- Proper regulatory framework and enforcement mechanisms
- Sufficient funding to support environmental management implementation at REO and PONRE levels
- Training of staff on environmental management
- Professional skilled human resources
- Sufficient knowledge and skills in working with local governments
- Structure that would encourage participation of stakeholders and encourage accountability and transparency
- An enabling political and legal environment
- Public awareness schemes and programmes
- Sufficient funding for personnel
- Proper mandates and environmental vision broken down into regional and provincial contexts
- Proper planning and monitoring and evaluation of EQMPs at national, regional and provincial levels
- Adequate infrastructure and equipment
- Motivation of employees at all levels (clear career advancement opportunities and good salaries)
- Political will

SIGNIFICANT FINDINGS-CAPACITY GAP ANALYSIS

(1) Systemic level

Policies, laws and regulatory frameworks in environmental management

The Enhancement and Conservation of National Environmental Quality Act of 1992 provides the fundamental mandate to mitigate environmental problems in the country and authorize the formulation of an environmental quality management plans. There seems to be a need for ONEP to deliberately revisit this Act in the context of Decentralization policy of 1999 and developed appropriate instruments (implementing guidelines that will provide guidelines) that will enable the operationalization of this Act at the REO8 and PONRE level.

3 RESULTS AND FINDINGS

(2) Organizational level

Linkage and Network

Linkage and network building at the central, regional and provincial levels in general is weak as expressed by the key informants during interview. This can be attributed by various factors such as the lack of resources both human and technical resources, knowledge and awareness in the utilization of indigenous knowledge system available by other groups and agencies.

(3) Individual level

Knowledge and specialist skills of counterpart staff

Based on interview conducted, most of the competencies present are in areas of planning and policy but have no concrete exposure in terms of monitoring and implementation of any environmental quality management programmes. Most of the counterpart staff are lacking experience in working with local government or at the community level which are significant factors as an effect of the decentralization policy, whereby coordination and communication with local government and the community are essential elements in effective implementation of programs. Creating linkages and establishing networks are among the key capacities needed in this effect.

2) REGIONAL ENVIRONMENTAL OFFICE (REO 8)

SIGNIFICANT FINDINGS-IDEAL CAPACITY

An analysis of the mandates, roles and functions of REO8 showed the following to be the ideal capacity needed to effectively address environmental quality management as provided and envision in the Enhancement and Conservation of National Environmental Quality Act of 1972, which provides the framework for the formulation of EQMP at the national, regional and provincial levels. The ideal

- Sufficient funding for environmental management implementation
- Training of staff on environmental management
- Professional skilled human resources
- Sufficient knowledge and skills in working with local governments
- Structure that would encourage participation of stakeholders and encourage accountability and transparency
- An enabling political and legal environment
- Public awareness schemes and programmes
- Sufficient funding for personnel
- Strategic leadership
- Political will
- Communication and linkage with PONRE and regional organization
- Equipment and infrastructure for environmental monitoring and surveillance

3 RESULTS AND FINDINGS

SIGNIFICANT FINDINGS- CAPACITY GAP ANALYSIS

(1) Systemic level

Policies, laws and regulatory frameworks in environmental management at the Central Government

The policies and regulatory frameworks of environmental management at the Central government are burdened by overlaps, gaps and inconsistencies i.e Central Region initiatives which makes it hard to keep track. Hence, there is a need to have a deliberate action to develop appropriate instruments (implementing guidelines) that are simple and easy to follow at the regional level in order to keep abreast with the past changing policies at the National level. This will facilitate effective monitoring and surveillance.

(2) Organizational level

Visions, Missions and Goals

Visions, missions and goals are articulated as reflected in the five-year Regional EQMP. However, these seems be a near sighted vision that can be changed every five years along with the new EQMP. Hence, there is a need to clarify a long term vision of environmental quality management that are anchored on longer view of the future rather than near sighted one.

Funding EQMP

Financial resources and budget for the implementation of the EQMP seem to present challenges both in accessing and budget allocation. Respondents indicate the need for sustainable funding for projects and programs contained in the Regional EQMP. Such difficulty and the inadequacy of implementing guidelines in accessing budget at ONEP, making it harder to access. REO8 must develop new funding mechanism and look for innovative fund sourcing.

Human Resources

Human resources are of fall short at the regional level in relation to the scope and coverage of service. Human resource development is also non-existence at the regional level making it difficult to develop second liners. Despite this, most of the human resources at the REO level have adequate capacity to perform their job but there is a need to develop new capacity that can be built by putting in place new mechanism that will motivate and increase morale of the personnel and also geared towards career advancement of the staff. Also, trainings and seminars need to be institutionalized. The number of staff at the REO8 level showed a level of concern in terms of mix with permanent staff and contractual staff as it will not be a sustainable staffing strategy in the long run. In the aspect of funding their projects and programs, there is a need for REO8 to look at the staffing pattern and facilitate promotion of staff who have displayed leadership and develop second liners or middle managers.

3 RESULTS AND FINDINGS

(3) Individual level

Knowledge and specialist skills

REO 8 indicate a fairly good balance between technical and non-technical staff, although it was observed that the technical background of staff are inadequately diverse in aspects of academic and practical background. While it was observed that individual capacity may be present, there is a need to develop new capacities that are important in responding to the new emerging environmental concerns at the regional level.

3) PROVINCIAL OFFICE FOR NATURAL RESOURCES AND ENVIRONMENT (PONRE)

SIGNIFICANT FINDINGS-IDEAL CAPACITY

An analysis of the mandates, roles and functions of PONREs showed the following to be the ideal capacity needed to effectively address environmental quality management as provided and envision in the Enhancement and Conservation of National Environmental Quality Act of 1972, which provides the framework for the formulation of EQMP at the national, regional and provincial levels. The ideal capacity includes:

- Sufficient funding for environmental management implementation
- Training of staff on environmental management
- Professional skilled human resources
- Sufficient knowledge and skills in working with local governments and local authorities
- Structure that would encourage participation of stakeholders and encourage accountability and transparency
- Enabling political and legal environment
- Public awareness schemes and programmes
- Sufficient funding for personnel
- Strategic leadership
- Political will
- Communication and linkage with local and provincial authorities
- Awareness and understanding of indigenous knowledge system thru enhance participation of civic society in environmental management at the local level

SIGNIFICANT FINDINGS- CAPACITY GAP ANALYSIS

(1) Systemic level

Policies, laws and regulatory frameworks in environmental management at the Central Government

The policies and regulatory frameworks of environmental management at the Central government are burdened by overlaps, gaps and inconsistencies i.e as an impact of decentralization policy, which makes law enforcement difficult. There is also a need to have a deliberate action to develop appropriate instruments (implementing guidelines) that are simple and easy to follow at the PONRE level in order to keep track of the many inconsistencies

3 RESULTS AND FINDINGS

of the legal frameworks. Furthermore, it is important to strengthen legal framework as soon as possible to provide administrative tool for PONRE to further enforce environmental norms.

(2) Organizational level

Visions, Missions and Goals

Visions, missions and goals are articulated as reflected in the five-year Provincial EQMP. Most of staff at 5 PONREs knew about their vision.

Funding EQMP

Financial resources and budget for programs, projects and personnel faced with many challenges in the 5 PONREs. Most of them have fall short of staff to accommodate requests from the community and Local Administration and also for environmental monitoring and surveillance. Respondents in the 5 PONREs indicate the lack of technical know-how and awareness in funding accessing is one of the factor.

Human Resources

Staff at the 5 PONREs are limited and fall short in relation to the scope and coverage of their respective services. Human resource development is also a non-existence at the PONRE level making it difficult to develop second liners. Despite this, most of the human resources at the 5 PONREs display adequate capacity to perform their job but there is a need to develop new capacity that are important in order to support current environmental challenges on the ground.

Linkage and Network

It was positively that most the 5 PONREs in REO 8 have a very good network with the Local and Provincial Authorities.

(3) Individual Level

The staff at the 5 PONREs indicate a fairly good balance of academic and practical exposure on environmental related disciplines. Although, it was noted that the technical background of the staff in 5 PONREs are inappropriately diverse. Hence, there is a need to identify potentials emergency situation which environmental concerns are involved and develop the expertise and system to act appropriately.

4 CONCLUSION AND RECOMMENDATION

4 Conclusion and Recommendation

4.1 CONCLUSION

In generally, it can be concluded that in terms of capacity level and constraints, the following are observed:

SYSTEMIC LEVEL

1. There are number of policies/strategies, and legislations at the institutional level is burden by overlaps, gaps and inconsistencies. There is a need to harmonize these gaps and inconsistencies at the same time respond to the need to establish appropriate instruments to effectively operationalize existing policies and regulations in the context of decentralization and new emerging challenges in the region.
2. There is a need to develop appropriate instruments (for example implementing guidelines) in the overall implementation of the environmental quality management plans and program to enable ONEP, REO 8 and PONRE operationalize and enforce environmental law and regulations.
3. Policies at Central level are not properly understood at the local levels
4. Partially developed system and networks of coordination at the local levels

ORGANIZATIONAL LEVEL

1. Absence of performance measurement makes it hard to assess organizational effectiveness
2. Financial viability and sustainability of programs are not well developed
3. Articulation of Regional and Provincial Environmental Management VMGs are absent in all levels
4. Coordination, support and team work at all levels are weak
5. Evidence of partially developed organizational capacities in all levels
6. Sustainability of programs and initiatives are weak

INDIVIDUAL LEVEL

1. Academic background of staff REO8 and PONRE levels are limited however, most of them have practical experience in environmental related fields.
2. Widespread evidence of partially developed capacities but limited to a number of personnel only as there exists a dichotomy of those who have developed individual capacities and those who don't have at all
3. Current educational level and knowledge on environmental and natural resources management are adequate but need to develop new capacities to respond to the emerging environmental problems

4 CONCLUSION AND RECOMMENDATION

It was also observe that the capacity gaps and capacity constraints exist in all levels at ONEP, REO8 and PONRE evolved around the following broad issues:

- 1) Poor horizontal and vertical linkages
- 2) Ineffective implementation of policies
- 3) Inappropriate or harmonized legislation and conflicting policies at the Central level
- 4) Unsustainable funding mechanism
- 5) Inadequate skilled or trained manpower
- 6) Lack or weak mechanism and tools to enable operationalization and enforcement of significant law and regulations
- 7) Inadequate or lack of infrastructure and equipment
- 8) Inadequate awareness and utilization of indigenous knowledge system in order to promote shared environmental governance

4.2 RECOMMENDATION

Based on the previous section, the following recommendations are put forward in accordance to the key level of capacity, to wit:

At the systemic level, the key opportunities include the examination of policies, regulations and regulatory frameworks and establish appropriate instruments. Policies and legal framework at ONEP level should be strengthen so as to provide an administrative tool for REO8 and PONREs to enforce environmental norms. Instruments such as implementing guidelines needs to be developed to support the current environmental challenges on the ground.

At the institutional level, key opportunities includes mobilizing existing capacities and enhancing existing capacities for developing network. Environmental concerns at REO8 and PONRE level need to prioritize with substantial resource deployment to address environmental challenges. ONEP, REO8 and PONRE should consider strengthening partnership with civil society to enhance environmental governance, but retaining its independence. On the other hand, ONEP, REO8 and PONRE should identify emergency situation in which environmental concerns are involved (i.e. water pollution) and develop the expertise and system to react appropriately.

At the individual level, creating new capacities will entail development of a series of long-term training courses while enhancing existing capacities will entail a series of refresher and short term specialized training courses for key personnel and identified second liners. Training needs may need to be identified and produce a training plan that will guide current and future requirements to this effect.

In the context of Project's Inception Report, capacity interventions are divided into three aspects namely: on-the-job training, in-house seminars and trainings, and advance seminars and specialized training in Japan. Hence, on the basis of the results of the capacity assessment, the following are some of the recommended topics are broadly presented:

4 CONCLUSION AND RECOMMENDATION

ON-THE-JOB TRAINING

GENERAL TOPICS	AREAS OF CONCENTRATION
1. Geographic Information System	✚ Knowledge, software and system operations
2. Database Development and Management	✚ Awareness of creating data base, etc.
3. Environmental Monitoring	✚ Air quality, water quality, waste water, solid waste and coastal related problems, etc.
4. Basic Communication Skills and Techniques	✚ Documentation and presentation techniques
5. Problem Solving Techniques	✚ Conflict resolutions, community/stakeholder participation and involvement, etc.
6. Participatory Planning	✚ Facilitation skills, organization and operations of workshops

IN-HOUSE SEMINARS AND TRAINING

GENERAL TOPICS	AREAS OF CONCENTRATION
1. Decentralization Policy/Water Resource and Natural Resources Law and Regulation in Thailand	✚ Common understanding about the decentralization policy and how to capture its benefits ✚ Laws, regulations and policies related to water resources including waste water, coastal waters, etc.
2. Importance of Linkage and Network Building	✚ Awareness and understanding about the importance of linkage and network building and knowledge about establishing sustainable linkage and network building
3. Concept of Land Use	✚ Awareness and understanding land use, as a dynamic concept, use in land management, use in planning and monitoring and as information system.
4. Importance of Team Building	✚ Enhancement of working relationship and team building
5. Tools and Techniques in Environmental Field Survey	✚ Awareness and understanding of the tools and techniques during environmental field survey
6. Importance of Participation and Stakeholders Engagement in Planning and Implementation in Environmental Management	✚ Importance of participation and stakeholders engagement in establishing linkages and networks
7. Participatory Planning Tools and Techniques	✚ Participatory planning tools such as SWOT analysis, stakeholder analysis, problem analysis, environmental scanning, etc.
8. Tools and Techniques in Financial Accessing and Project Proposal Making	✚ Awareness and understanding of the tools and techniques on funding accessing and how to prepare project proposals
9. Database Development and Management	✚ Topics related to protected area management, conservation of forest, socio-economic data, etc.

4 CONCLUSION AND RECOMMENDATION

10. Basics/Advanced Application of Geographic Information System in solving Problems	<ul style="list-style-type: none"> ✚ Environmentally sensitive zoning, environmentally critical area zoning, land use, etc.
11. Water Pollution Monitoring Techniques and Tools	<ul style="list-style-type: none"> ✚ Knowledge and understanding pollution indexes, parameters, etc.
12. Coastal Management	<ul style="list-style-type: none"> ✚ Awareness and understanding about coastal management and its related issues
13. Public Awareness Techniques	<ul style="list-style-type: none"> ✚ Pollution related topics such as water pollution, air pollution, solid waste, waste water, etc. ✚ Environmental education
14. Basic Communication Skills and Techniques	<ul style="list-style-type: none"> ✚ Basic language and communication skills including presentation, etc.
15. Seminar in enhancing Team Building	<ul style="list-style-type: none"> ✚ Strengthen working relationship and team building spirit among division ✚ Enhance coordination and communication among staff members

ADVANCED SEMINARS AND SPECIALIZED TRAINING IN JAPAN

GENERAL TOPICS	AREA OF CONCENTRATION
1. Environmental Policy and Environmental Management System	<ul style="list-style-type: none"> ✚ Comprehensive environmental management planning tools which take account the global environmental frameworks and the concept of sustainable development as well as regionally based strategies to deal with pollution from industry and urban environment. ✚ Case examples in Japan
2. Water Quality Monitoring	<ul style="list-style-type: none"> ✚ Water quality monitoring techniques and tools in determining, predicting water quality ✚ Knowledge and skills in water quality management, etc. ✚ Case examples in Japan with consideration on cross border concerns
3. Pollution Control and Local Environmental Management	<ul style="list-style-type: none"> ✚ Enhancement of local environmental management abilities in dealing with pollution issues with some consideration about participation with community/private sector and border issues (water quality issues) ✚ Case examples in Japan
4. Waste Management for Promoting Recycling	<ul style="list-style-type: none"> ✚ Waste management system with consideration of participatory management
5. Management of and Sustainable Use of National Parks, Wetlands and Protected Areas	<ul style="list-style-type: none"> ✚ Sustainable management of national parks, wetlands and protected areas ✚ Case examples in Japan
6. Solid Waste Management Techniques	<ul style="list-style-type: none"> ✚ Solid waste management system in Japan ✚ Case examples in Japan

5 LESSONS LEARNED

5 Lessons Learned

The lessons learned were documented during the capacity assessment process in order to provide insights that will support and help establish the general principle not only for future capacity assessment but also applicable in general situation. The following lessons learned are highlighted as:

- Collaborative efforts with REO8 and PONREs in terms of advising and supporting the JICA Expert Team in carrying out information collection are important in getting a sound and accurate information.
- Managing “human dimensions” is a critical factor in determining the outcome of the capacity assessment efforts. It is important that obstacles are not allowed to detract from the task-at-hand and the development of meaning capacity assessment results.
- It is important to develop a strategy for meetings and consultations with key stakeholders during the capacity assessment process and stakeholders’ mapping helps to ensure adequate coverage and representations.
- During the capacity assessment process, opportunities for sharing what you have learned (during information collection) should be exploited to build credibility and stronger relationship.
- During the capacity assessment process, it is important to have access to key document as background information or reference document.
- During interview, it is important to clearly identify what needs to done and formulate general, specific and follow up questions.
- Respecting local contexts and being cognizant of the dynamics at play (responsiveness to the implications) is an important consideration. Cultural sensitivity and make accommodations for local belief and customs are basic instrument in getting the work done during data collection.
- During the capacity assessment process, it is important to stay disciplined yet be adoptive, creative and innovative in overcoming some hurdles to keep the capacity assessment process work in track.

6 FUTURE DIRECTION AND NEXT STEPS

6 Future Direction and Next Steps

The following activities shall be initiated by the JICA Expert Team:

- Disseminate/discuss the results and findings of the capacity assessment with the counterpart staff
- Design capacity strategy and draw out capacity development plan considering the recommendations being put forward as a result of the capacity assessment and in the context of the JICA project mandate
- Incorporate, when deem necessary the recommendation into the REQMP implementation plans and schedule of activities JICA Expert Team for Phase 2 implementation
- Facilitate institutionalization of human resource development and relevant recommendations of the capacity assessment into the REQMP 2013-2016.

Appendix 3 - Capacity Assessment Report 2

Office of Natural Resources and Environment for Policy and Planning (ONEP)
The Regional Environmental Office 8 (REO8)
Japan International Cooperation Agency (JICA)

The Project for the Strengthening Environmental Management
and Linkages among Central, Regional, Provincial and Local
Levels in the Kingdom of Thailand

CAPACITY ASSESSMENT REPORT 2

(Draft)

December 2014

Oriental Consultants Global Co., Ltd.

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Abbreviations

CA	Capacity Assessment
CD	Capacity Development
CDI	Capacity Development Intervention
PONRE	Provincial Office of Natural Resources and Environment
ONEB	Office of National Environment Board
REO8	Regional Environment Office 8
ONEP	Office of Natural Resources and Environmental Policy and Planning
JET	JICA Expert Team

1. Introduction

1.1 Background

At the beginning of the implementation of the “Project for Strengthening Environmental Management and Linkages among Central, Regional, Provincial and Local Levels in the Kingdom of Thailand”, the JICA Expert Team conducted a series of Capacity Assessment (CA) workshops in order to clarify and determine the current level of capacity as well as to increase awareness of the characteristics of different organizations (ONEP, REO8 and PONRE) involved in the overall environmental management in REO8 jurisdiction. Importantly, the CA also was conducted to help understand the relationship of agencies in planning, implementation, monitoring and evaluation of Regional EQMP.

The results of the assessment were compiled and submitted in June 2013. Majority of the findings were used as one of the basis of JICA Expert Team’s strategic approach to the project at the time used as the basis in designing the contents of the first batch of counterpart’s training in Japan.

As a follow up of the first Capacity Assessment, the JICA Expert Team conducted a second round of capacity assessment workshops in October 2014 targeting the same respondents and participants as the first capacity assessment, as well as expanding its target to include the Provincial Administration Office (PAO). Additional respondents at ONEP was added to include other sections of the Office of National Environment Board (ONEB). The inclusion of PAO as one of the target organization for capacity assessment is based on the recommendation forwarded by the Joint Coordination Committee during the Meeting held in 10 April 2013 in Bangkok and was approved by JICA for implementation for Phase 2 implementation of the project. While additional respondents at ONEP was posed to include the division that provided assistance to PONREs in the implementation of the Provincial EQMP via its Provincial Action Plans. It is envisioned that getting the participation and involvement of PAO and ONEB into the mainstream of the JICA project will help in drawing a more solid understanding of relationship and linkages among agencies.

Given this, the series of follow up activities were facilitated in Oct and November 2014 and were divided into two: capacity assessment workshops with 5 PAOs and ONEB and capacity development workshops with REO8 and 5 PONREs.

1.2 Objectives of the CA Follow up Activity

The following are the objectives:

Capacity Assessment Workshop with PAOs and ONEB

- To understand the roles and current level of capacity of the Provincial Administration Office in REO8 jurisdiction in environmental management

- To identify areas of coordination and partnership in environmental management efforts in the province
- To deepen understanding of the roles and current level of capacity of the Office of Natural Resource and Environmental Board (ONEB) in their efforts to provide environmental related support and assistance to the region, province and local levels.

Capacity Development Workshop with REO8 and 5 PONREs

- To review and discuss the results of the first capacity assessment and to share areas where improvements are observed
- To map out urgent training needs and other capacity development interventions for possible implementation

1.3 Expected Outcomes of the CA Follow up Activity

The follow up activity is expected to results in the following:

Capacity Assessment Workshop with 5 PAOs and ONEB

- Enhanced awareness and understanding of the roles and functions of PAOs in responding to environmental problems and issues in the province
- Clarified areas for possible collaboration and partnership with together with PONRE

Capacity Assessment Workshop with ONEB

- Enhanced awareness and understanding of the roles and functions of ONEB in assisting REO8 and PONREs in implementing EQMPs
- Clarified areas that will strengthen collaboration, partnership and linkages with REO8 and PONREs

Capacity Development Workshop with REO8 and 5 PONREs

- Reviewed the capacity assessment results and clarify areas where improvements are observed
- Clarified areas needing capacity development interventions and determined training needs
- Come up with capacity development plan indicating doable activities

1.4 Participants and Participants Profile

The series of CA follow up activities were attended by representatives from PAO, PONRE, REO8 and ONEB with the following participants' breakdown in Table 1:

Table 1 CA Follow up Activity Participants' Profile

Representation	Number of Participants	Total Number of Participants
Provincial Administration Office		41
Ratchaburi	12	
Samut Songkhram	8	
Kanchanaburi	6	
Phetchaburi	7	
Prachup Khiri Khan	8	
Provincial Office for Natural Resources and Environment		31
Ratchaburi	7	
Samut Songkhram	6	
Kanchanaburi	4	
Phetchaburi	6	
Prachup Khiri Khan	8	
Regional Environmental Office 8		18
Office of National Environment Board		8
Total Participants		98

The participants from PAO are representatives from the Environmental Sections except for Kanchanaburi, Phetchaburi and Prachup Khiri Khan where the representatives are from the Disaster Preparedness Sections. As for ONEB, participants are representatives from the different Section at ONEB, while participants from REO8 are representatives from the different divisions. PONREs, on the other are represented by the different sections headed by the Environment Planning Chief. Participants from REO8 as well as participants from PONREs have participated the first capacity assessment sessions conducted in Phase 1 of the JICA Project. Some participants from ONEB have also participated during the first capacity assessment, hence, consistency and continuity can be achieved.

2. Results and Findings

2.1 Capacity Assessment with the Office of National Environment Board (ONEB)

2.1.1 Profile of the Office of National Environment Board (ONEB)

ONEB is a significant Division at ONEP, whose major functions are as follows:

- Review and approve plans for environmental quality management in the province under Section 37S
- Adopt measures to strengthen cooperation and coordination between the public and private sectors in relation to the promotion and maintenance of environmental quality
- Suggest to the Cabinet measures for finance, taxation and investment promotion to comply with policies and plans that will promote and maintain the environmental quality
- Suggest amendment or revision of laws relating to the promotion and maintenance of environmental quality to the Cabinet

The ONEB consists of about 21 staff distributed in 6 Sections namely: Environmental Quality and Management; Policy and Planning; Action Plan Analysis and Coordination; Strategic Measure Analysis; General Administration and Secretariat to the NEB.

2.1.2 Results and Findings

Considering the roles and functions of ONEB relative to EQMP, being the Division that evaluates the EQMP and Action Plans prepared by PONREs, as well as provide financial support to PONRE, the capacity assessment discussion proceeded with the focus on individual assessment with the end view of clarifying training needs that are important in order to strengthen capacities of the staff in providing assistance to PONREs. It was also noted that some of the problems that contributes to the delays of EQMP implementation and thus approval of the Provincial Action Plans were the shortage of technical capacity to evaluate plans and projects, not to mention the quality of the proposals, action plans received from the regions and provinces.

Based on the results of the assessment cum training needs assessment, the following were the key areas that the participants think that needs to be strengthened in order to increase performance level.

- Ways to apply computer with the analysis of environmental management
- Environmental knowledge
- Skills to analyze the feasibility of the project related to solid waste disposal system and wastewater system
- Basic knowledge of economic measure , FTA, trade agreement related to environment
- Techniques/ guidelines of measure analysis in order to support natural resources and environment management
- Participatory plan and policy formulation of natural resources and environment

- The adaptation of plan in action
- English skills for communication such as receiving and sharing information of environmental management in international forum to apply those information in national plan effectively
- New knowledge of environmental management , long term plan and policy formulation

As to the specific activities or interventions that are important to improve work performance and increase level of productivity, the following were noted:

Key areas	Priority Level			Mechanism to address these needs
	High	Medium	Low	
• Database design	✓			Database design training with the expert
• Promotion of additional environmental study		✓		Scholarship for further study in master degree or PH.D
• Database process	✓			Needs of systematical information storage
• Analysis of project feasibility (solid waste and wastewater)	✓			Training
• Measure to support natural resources and environmental management and adapt policy into action	✓			Training /workshop
• Necessary Technique and tools to integrate /link National plan to local level	✓			Training /workshop
• Long term natural resources and environment plan and policy o	✓			Intensive course , field exposure
• Technique of plan adaptation in action	✓			Intensive course , field exposure
• Sustainable development policy and practice	✓			Intensive course
• Technic for meeting and presentation in English		✓		Training
• English language training in abroad		✓		Any method that encourage the staff to speak out and communicate
• Technique of wastewater and solid waste management	✓			Training
• Conceptualization of environmental projects/programs for implementation in local and regional level	✓			Training
• Technique of feasibility studies for wastewater and solid waste management project which LAs proposed for the budget implementation.	✓			Intensive course
• Community wastewater and solid waste management	✓			Field exposure/training

2.2 Results of Capacity Assessment with the Provincial Administration Office (PAO)

By law, the environmental management related roles and functions of PAOs have been decentralized to LAs. But in REO8 jurisdiction, structures of environmental related functions of PAOs are very fluid and flexible depending on environmental issues and on leadership of the Governor. Below are brief description of PAOs' efforts on environmental management:

(1) PAO Ratchaburi Province

The PAO in Ratchaburi Province generally work on natural resources and environmental management and solid waste disposal. It provides services such as education to the public related to solid waste management, energy and environment. On solid waste management, PAO provides education to households on how to make organic waste basically use for agriculture. PAO also raise awareness and provide training in coordination with TAO and municipality. As to budget, PAO provide financial support to LAs for project within 10-30 million Baht, and for the projects more than 50-100 Million Baht, the province will take responsibility in implementing them.

The PAO has flexibility in terms of formulating environmental plans since this has been decentralized. However, depending on the scale and magnitude of environmental issues and problems, PAO will conduct planning and implement them.

In terms of linkages with PONRE and REO8, PAO participants expressed that coordination and communication are limited to attendance to workshops and meetings organized by either PONRE or REO8. In some cases, provision or sharing of data are facilitated on significant environmental concerns. Accordingly, efforts to coordinate and link activities with REO8 and PONRE are potential areas that needs strengthening. Mechanisms to strengthen thru more active collaboration in joint activities, and implementing joint projects and programme. The result of the assessment suggest that the potentialities of PAO as an active intermediary between PONRE, REO8 and LAs are so huge because PAO has the command over the province and that channel of budget and funding from the Ministry of Interior can be facilitated thru PAO's intervention.

(2) PAO Samut Songkhram Province

The PAO in Samut Songkhram Province is involved in environmental issues particularly water quality and solid waste although most of the environmental related responsibilities are decentralized to LAs. During the workshop, participants expressed the following problems:

- Major problem in Samut Songkhran is waste water discharged in the canal that causing water pollution
- Degradation of mangrove forest
- Increasing solid waste amount due to tourism activities

- Lack of dumping site area. Samut Songkhram is a small area and is close to the sea. PAO dumped their waste in Ratchaburi.
- Lack of public awareness on solid waste management. Unrecyclable waste rate is 20%, and segregate of waste is poor.
- PAO is studying the feasibility of installing incinerators in each Muban

Although most of the environmental management functions are decentralized to the LAs, PAO established an Environmental Section in order to coordinate environmental related problems and concerns in the different LAs. Coordination with PONREs and REO8 are also undertaken on significant environmental concerns.

(3) PAO Kanchanaburi Province

The PAO in Kanchanaburi Province has decentralized the environmental related management works to TAOs/LAs. Hence, PAO's main responsibility is to coordinate with LAs and provide financial support and assist them in carrying out their work. PAO has an environmental section whose work are mainly related to disaster preparedness and disaster management including flooding, drought and fire.

Recently, with the mandate of the Central Government on Solid Waste Management, PAO has become active in leading the works and discussion about solid waste management. In 2014, consultations were conducted by PAO with LAs on how to improve the system of solid waste management in the province. Such consultations led to mutual cooperative undertakings between PAO and LAs to solve solid waste problems as inspired by the Central Government's solid waste management roadmap.

As to coordination and linkage with PONRE and REO8, results of the assessment suggests coordination and communication are limited to attendance to workshops and meetings organized either by PONRE Kanchanaburi or REO8. However, sharing of environmental data and information between and among PAO, PONRE and REO8 are also undertaken.

As to active collaboration (for instance joint implementation of environmental activities), the results of assessment suggest that this area is a potential initiative to be explored. The JICA project can be utilize as an intermediary between REO8, PONRE and PAO in undertaking activities that are mutually beneficial which may lead to a more sustainable cooperation, thus facilitates more strong linkage among them.

(4) PAO Phetchaburi

The PAO has decentralized environmental related works to LAs and Tessaban. Coordination and support (financial) are facilitated by PAO. PAO has no Environment Section but it has a Section that handles disaster preparedness and management (mostly flooding and fire). Coordination and collaboration with REO8 and PONRE Phetchaburi are passive and are only facilitated on a case to case basis depending on activities and issues.

With the recent mandate of the Central Government to formulate solid waste management plans based on the SWM Road Map, the PAO in Phetchaburi is coordinating with various related agencies (LAs, PONREs, etc) to formulate a Provincial Solid Waste Management Plan. With the formulation of the Plan, the participants of the workshop expressed that other environmental issues related to solid waste and other environmental factors affecting the management of solid waste will be also considered (community participation in solid waste, environmental management)

(5) PAO Prachup Khiri Khan

In Prachup Khiri Khan, the PAO has an Environmental Planning and Policy Section that response to public health related issues and disaster prevention related concerns. These Section. The Environment Section work according to the Environmental Strategic Plan of the province and mostly relates to the following:

- Promote environmental knowledge
- Raise environmental awareness
- Dam construction, wave- prevention seawall in coordination with Public Works
- Environmental training in schools
- Mangrove plantation activities in the national park at Cha-am District every year.
- Disseminate environmental information to the community

According to PAO's 3-Year Strategic Plan, environmental related priority projects and programme includes:

- Construction of coastal protection wall (Budget is allocated by the central government)
- Air pollution - incinerator and crematorium
- Public awareness in youth - promote forest plantation in students grade 1-6.

2.3 Capacity Development Workshop with REO8 and PONRE

2.3.1 Review of Capacity Assessment Results

The capacity assessment results are reviewed focusing on the capacity and performance of the organization and the individual/personal assessment of skills and knowledge about environmental management of staff.

In terms of organization, five categories were used namely:

- Organization's ability to handle day to day operations (indicators include among others, access to functioning office equipment including computers and printers, use and availability of computer software, keeps records and reports, website, equipment for environmental monitoring and response, electronic method of communication within office, functioning data processing and documentation i.e. GIS)
- Organization's ability to identify and implement steps to reach vision, mission and goals (indicators include among others, articulation of VMG, written action plans, leadership skills and orientation, diverse experiences in environmental management)
- Organization's ability to monitor, assess and response to changes in surrounding environment (indicators include among others, feedback from stakeholders, activities to assess, determine and respond to environmental issues, strong partnership with other agencies and groups, budgeting and fund accessing for environmental management, create incentives for public to involve in environmental management activities, etc.)
- Organization's structure and human resources (indicators include among others, clear understanding of the structure, line of coordination and communication, roles and functions of staff, annual performance review of staff, develop and manage trainings for staff development, adequate manpower to handle job)
- Organization's roles and functions in environmental management (indicators include among others, preparation of plans , coordination, monitoring and evaluation of plans, reports to public, technical support to PONREs, support and encourage public participation, etc.)

In order to understand the performance of the organization, individual/personal assessment profiling was facilitated. Competence of the staff were determined by the types and kind of practical experiences and academic professional background they have which ultimately dictates why the organization was performing the way it is performing.

The description below showed the some of the significant results:

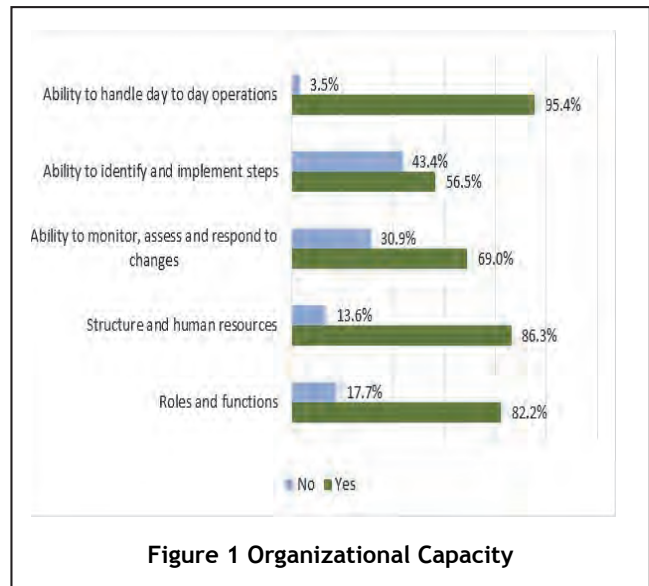
(1) REO8

In terms of organizational capacity, majority of respondents rated positively high on most of the categories mentioned above (see Figure 1). Two prevailing categories are worth noting though namely:

- Ability of the organization to identify and implement steps to reach the vision, mission and goals of the organization
- Ability of the organization to monitor, assess and respond to the changes in the surrounding environment.

While these categories are rated generally positive and garnered high score by majority of the respondents, but those who rated negatively though is also high, represented by 43.4% and 30.9% respectively of the total number of respondents. Factors contributing to the negative responses of respondents are in areas that relates to the following:

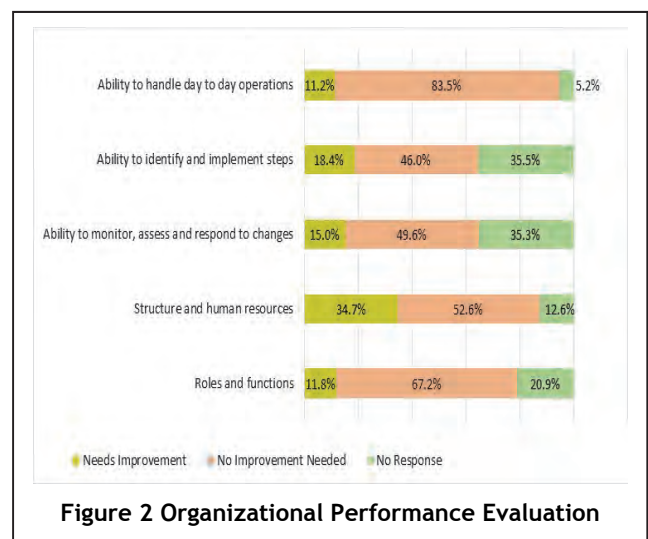
On the ability of the organization to identify and implement steps to reach the vision, mission and goals of the organization, these factors were observed to be rated very low by most of the respondents.



- Staff’s ability to help others improve overall performance
- Leadership skills
- Transition plan in case of leadership turnover
- Staff performance evaluation

As to the ability of the organization to monitor, assess and respond to the changes in the surrounding environment, the indicators for the negative response include the following:

- Budget or resource accessing for implementation of R-EQMP and other related activities and programme for environmental management
- Incentive creation for public sector that will encourage participation in environmental management efforts



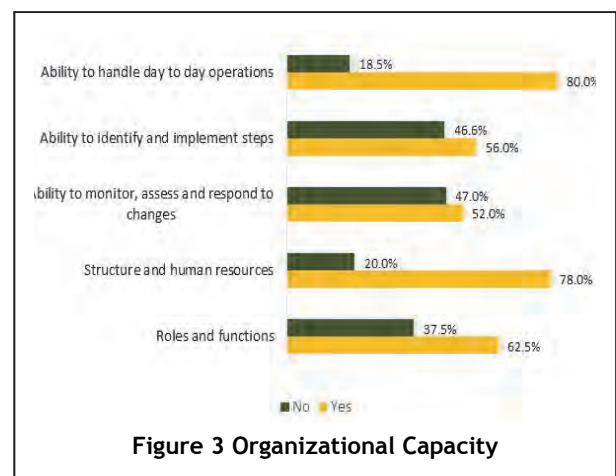
The respondents were also asked to evaluate the performance of their organization, and responses revealed that majority of the respondents feel that the organization has been relatively performing well. But it was quite noting though, that a good number of respondents provided no response to most of the question of how well the organization performed (see Figure 2). Categories where significant no responses are observed are in the areas of the ability of the organization to identify and implement steps to reach VMG as well as on the ability of the organization to monitor, assess and respond to changes in the surrounding environment. Categories where respondents strongly suggest improvement are in areas of organizational structure and human resources (34.7%), ability of the organization to identify and implement steps to reach VMG (18.4%), and organization's ability to monitor, assess and respond to changes in the surrounding environment (15.6%). The results suggest that these areas need to be seriously looked into and measures may need to be undertaken to correct or response to the concerns being raised, particular areas of importance are concerning staff development, funding accessing and additional skilled manpower.

On the personal/individual assessment, respondents indicate a good balance of practical experiences and academic professional background that relates to environmental management represented by 34.9% and 60.8% respectively. While individual capacity maybe present, there is a need to develop new capacities that are important in responding to the new emerging environmental concerns at the regional level. For examples, majority of the respondents mentioned that skills learned are product of constant "trial and error" or mostly product of having learned by doing on the job. Staff development is also a least priority hence, staff are forced to learn by doing most of the time.

(2) PONRE Ratchaburi

In terms of organizational capacity and performance, results of the assessment showed (Figure 3) that the PONRE Ratchaburi that have rated high on most of the 5 categories used for assessment. Three aspects though that should be noted and where improvements in terms of capacity interventions needs to focus, namely:

- Ability to identify and implement steps to reach VMG
- Ability to monitor, assess and responds to changes in the surrounding environment
- Roles and functions



On the ability of the organization to identify and implement steps to reach VMG, majority of the respondents negative responds represented by 46.6% of the total. When asked about

how well the organization perform along this aspect, 39.5% say that there is a need to improve along the aspects of clear understanding of the VMG as well improvement in creating sound leadership to get works done.

In the aspect of the organizations' ability to monitor, assess and responds to changes in the surrounding environment, around 47% say that the organization's capacity is not yet well

established in these areas, indicated by the lack of ability to access funding to support emerging needs, lack of manpower and the incentives that will encourage public participation. When asked how well the organization performed, 28.5% say that this areas needs improvement and a substantive 20% provided no comments.

In terms of the organization's roles and functions, more than 30% of the respondents say that the organization needs to improve along the areas of public awareness, skills in planning and monitoring and evaluation of plans.

Looking at the individual and personal assessment, most of the respondents are less diverse environmental management background either gained from academic profession or from practical experiences (acquired thru trainings and seminars). But most of them learned by doing. Staff development is not given priority because of budget and the lack of manpower in the organization to respond to the needs and demands of the public and attend to trainings. However, some staff have participated in some trainings and seminars organized by MNRE.

(3) PONRE Samut Songkhram

The organizational capacity and performance of PONRE Samut Songkhram have been generally rated positively by most of the respondents (see Figures 5&6). Although, significant aspects are noted namely:

- Organization's ability to monitor, assess and responds to changes in the surrounding environment has been negatively rated by 32.5% of the total and that the organization's performance along this aspect is also high (about 30%). Indicators that

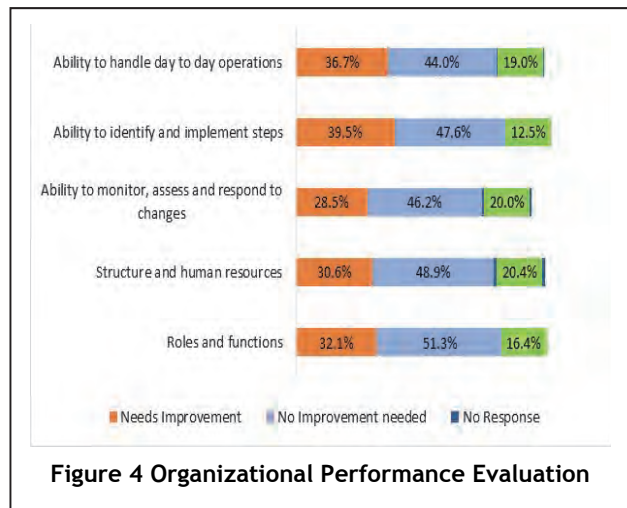


Figure 4 Organizational Performance Evaluation

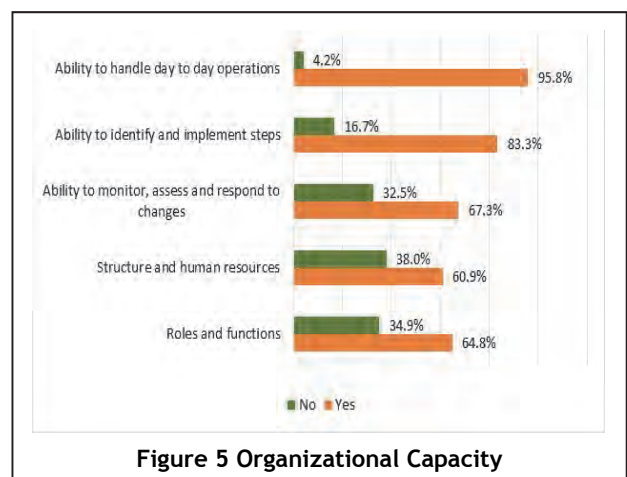


Figure 5 Organizational Capacity

contribute to such negative responses includes the inability of the organization to engage the community in environmental management works, and the lack of manpower.

- Organization's structure and human resource has been rated negatively by about 34.9% of the respondents and however only 10.9% said that the organization needs to improve. Areas that needing improvement in

order to increase its capacity include the development and management of human resources where trainings and seminars for staff development and advancement are establish. Accordingly, no trainings and seminars organized by the organization, however MNRE organized trainings and seminars at the central level which, only the Chief or the Head of Office participated.

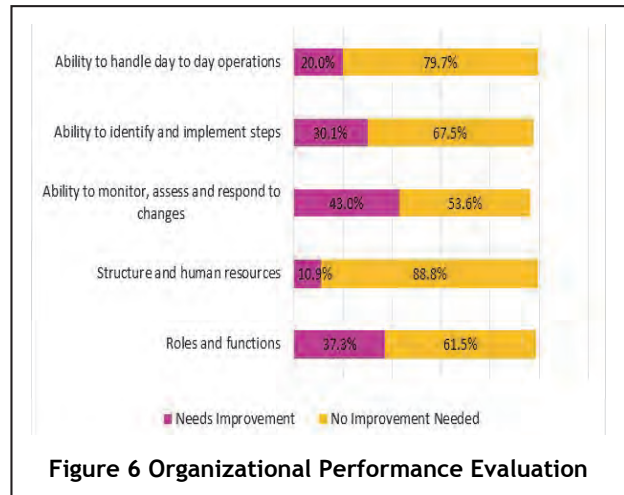
- Organization's roles and functions has been rated negatively by about 37.9% of the respondents and about 37.3% said that the organization needs to improve its performance in fulfilling its roles and functions. Areas that needing improvements include those roles and functions where the PONRE needs to monitor environmental problems and evaluate their respective plans (Provincial EQMP and Action Plans).

In terms of individual and personal assessment, most respondents have diverse environmental management background acquired through practical experiences (47.5%) and academic coursework (52.5%). Practical experiences were acquired thru attendance to trainings and seminars organized by MNRE.

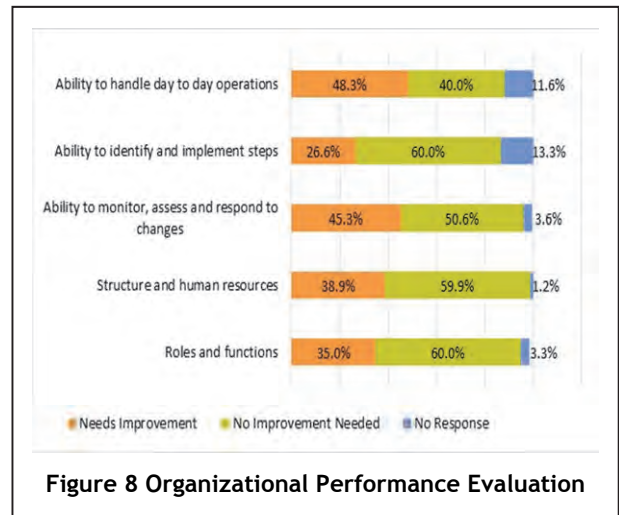
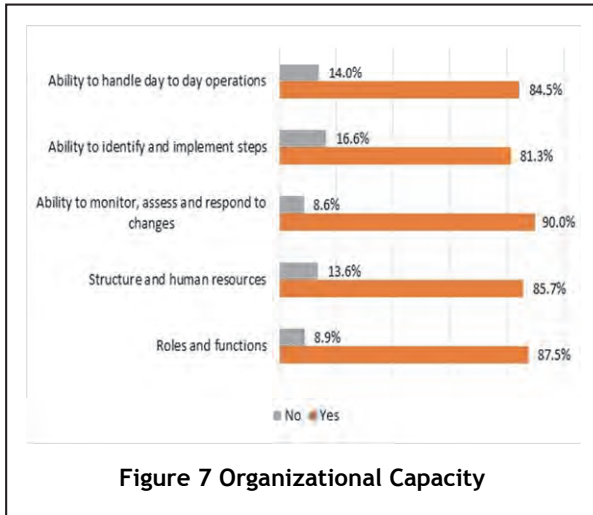
(4) PONRE Kanchanaburi

PONRE Kanchanaburi's organizational capacity has been generally rated positively by most of the respondents (see Figure 7) but most of them have recognized that majority of these capacities needs to be improved (see Figure 8). Major areas for improvement are on the following areas:

- Organizations ability to handle day to day operations indicated by 48.3% of the respondents. These areas are in having to update regularly PONRE's website, access to good and function office equipment, having an equipment for database and documentation.
- Organization's ability to monitor, assess and responds to changes in surrounding environment indicated by about 45.3% of the respondents. Areas that needing improvement are in line with improving budget allocation and funding access for environmental monitoring.



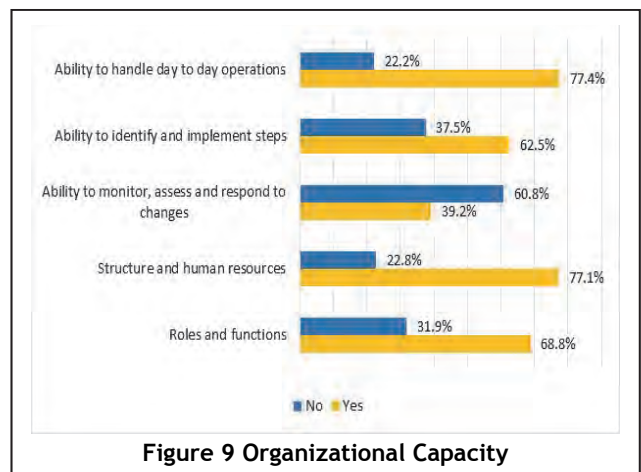
- Organization’s structure and human resources indicated by 38.9% of the respondents. Respondents are concerned about human resources and staff development. These two areas need to be address for PONRE Kanchanaburi to fully perform their mandate and serve the people efficiently.
- Organization’s ability to perform its roles and functions indicated by 35% of the respondents. Areas needing improvements are PONREs functions in planning, monitoring and evaluation of EQMP as well as disseminating environmental information to the public.



In terms of individual and personal assessment, most respondents have diverse environmental management background being acquired through practical experiences (47.9%) and academic coursework (52%). Practical experiences were acquired thru attendance to trainings and seminars organized by MNRE.

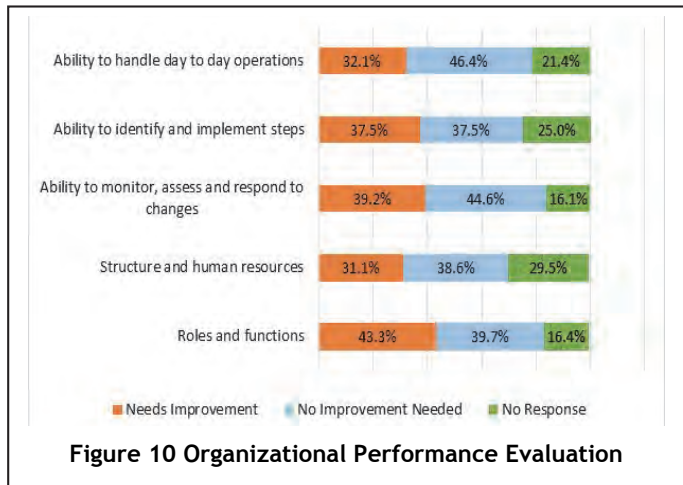
(5) PONRE Phetchaburi

The organizational capacity of PONRE Phetchaburi has been rated positively by majority of the respondents (see Figure 9) on the categories for evaluation. However, significant responses in the aspect of the organization’s ability to monitor, assess and respond to changes in the surrounding environment. Represented by 60.8% over 39.8% who agreed that PONRE has the ability to monitor, assess and responds to changes



in environment. The negative responses by the respondents are indicated by the lack of budget and funding sources of PONRE to response to these emerging changes. Another

significant concern noted is on the organization’s ability to identify and implement steps to reach VMG which is negatively rated (37.5%) and which performance was rated to be improved (37.5%). The ratings is indicated by the ability of PONRE to develop leadership and help others improve leadership skills. Another significant result is the organization’s ability to perform its roles and functions, of which 31.9% has rated it negatively. The negative response is indicated by PONRE’s roles in planning and monitoring and evaluating its plans as well as its roles to increase public awareness in significant environment issues.

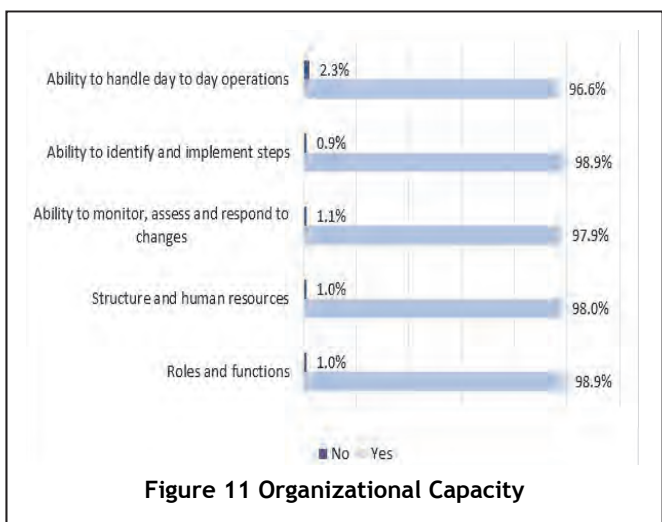


In terms of overall PONRE’s performance, responses have been diverse (see Figure 10) but majority of the respondents have recognize the need to improve performance in most of the categories of the evaluation of which ratings are indicated by factors stated above.

In terms of individual and personal assessment, most respondents have more diverse environmental management background acquired through practical experiences (66%) while 31.5% of the respondents say that knowledge and skills are derived from academic coursework. These practical experiences were acquired thru attendance to trainings and seminars organized by MNRE as well learning by doing thru trial and errors. Staff development is not priority for PONRE because of budget and the lack of manpower to attend to the needs and demands of the work while attending trainings and seminars.

(6) PONRE Prachup Khiri Khan

In general, the respondents have rated positively the capacity of PONRE on all the categories used for assessment (see Figure 11). Despite its very positive rating, a good number of the respondents have agreed that improvements are needed (see Figure xx). Top on the list for performance improvement is the organization’s ability to perform its roles and functions represented by 48.9%. Areas needing major improvements areas of plan implementation coordination, public awareness raising and encourage the public to



participate in environmental management efforts. The second top category for improvement is on the organization's ability to handle day to day operations represented by 35.6%. The areas that needs further improvement are on office equipment particularly on equipment needed for database and documentation purposes, i.e. GIS. The third aspects that needing improvement is the ability of the

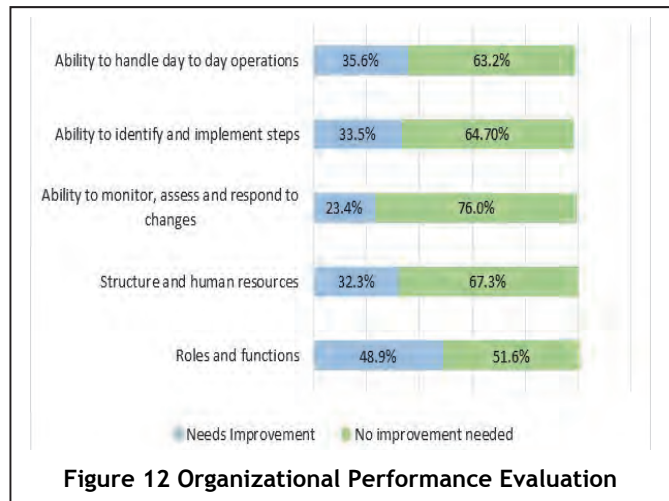


Figure 12 Organizational Performance Evaluation

organization to identify and implement steps to reach VMG. Important factors indicated here is to develop leaders by promoting and helping others become leaders themselves.

In terms of individual and personal assessment, most respondents have more diverse environmental management background acquired through academic coursework (60%) while 40% of the respondents say that knowledge and skills are derived from practical experiences. These practical experiences were developed thru attendance to trainings and seminars organized by MNRE as well learning by doing thru "trial and error". Staff development is not a priority for PONRE because of budget and the lack of manpower to attend to the needs and demands of the office while attending trainings and seminars. This condition becomes complex when respondents say that staff's access to outside trainings are also very limited.

2.3.2 Capacity Development Workshop

The main objective of the capacity development workshop is to clarify factors in the capacity assessment that can be responded by learnings either way thru trainings and seminars or otherwise. Hence, the following capacity development interventions and training needs were identified. Below are brief description:

(1) REOS

During the CD workshop, the participants identified development interventions and training needs in the following areas namely:

1) Management skills and knowledge

- Teamwork techniques// Building relationships in the organization.
- Communication techniques within organization
- Communication skills/Technique of speaking in public /Presentation in Meeting
- Basic English for research and communication/Development of English and Japanese communication skills (Listening Speaking Reading Writing)
- Techniques for Administration

2) Individual skills, knowledge and orientation

- Analytical and management techniques for environment
- Promotion of participatory planning in Environment/Problem analysis and environmental protection
- Environmental Economic/Environmental value assessment
- Restoration of environment from contamination
- Strategic Environmental Assessment (SEA)
- Disaster Management and Emergency Response.
- Solid waste management technology
- Techniques in environment monitoring/ tools for environmental monitoring

(2) PONRE Ratchaburi

Given the results of the assessment, the participants identified trainings that needs to be conducted in order to develop their capacities to improve performance based on their mandate. Capacity factors which can be responded by learning are identified and the following training needs were expressed:

- Strategic Management including strategic planning, monitoring and evaluation of plans and programmes
- GIS training, how to make forest area maps and how to analyze data using GIS
- Field exposure to some areas with water resource projects in order to learn how they can manage water and coastal resource
- Communication skills
- Facilitation skills

(3) PONRE Samut Songkhram

The following are some of the capacity development interventions activities and training needs identified by the participants during the workshop:

- Basic and advance training on GIS
- Community based environmental management
- Techniques in and management of public awareness campaigns
- Communication skills
- Microsoft program training including Excel and Power Point
- Feasibility study preparation
- Leadership training
- Environmental laws and regulations

(4) PONRE Kanchanaburi

The following are the capacity development interventions identified by the participants including training needs:

- Basic and Advance Training on GIS
- Environmental monitoring
- Orientation on environmental laws and regulations
- Para legal trainings to police and enforce environmental laws
- Procurement system

(5) PONRE Phetchaburi

The participants identified the following capacity interventions and training needs to be undertaken:

- Basic training on GIS and database development
- Solid waste management
- Project proposal preparation
- Communication and facilitation skills
- Strategic planning
- Environmental monitoring
- How to conduct environmental education and public awareness

(6) PONRE Prachup Khiri Khan

The following are the capacity development interventions identified by the participants including training needs:

- GIS training for PONRE staff (situation data, natural resources and environmental action plan formulation) and Information Technology (including photography techniques that able to convey and project environmental information)
- Knowledge of water resources, solid waste, coastal erosion and underground water source system
 - Natural resources and environmental knowledge
 - Capacity assessment in Community in terms of environmental management planning (solid waste)
 - Knowledge of Laws, Acts and Royal decree in water/ environmental/pollution and forest resources.
 - Environmental management training
- English skills and language skills training by native speakers/ volunteers
- Public communication
- Budget proposal for work performance related to environment (project proposal , funding access)
- Waste management training by expert (waste management system using incinerator, and/or waste disposal system)
- Interview techniques and methods especially conducting interviews with communities
- Leadership training (for all staff)

3. Conclusion and Recommendation

3.1 Capacity Assessment with ONEB

The result of assessment workshop at ONEB highlights the identification of training needs, especially in the techniques of evaluating projects and feasibility studies related to solid waste management and waste water system. Techniques and guidelines for measurement analysis and determining key performance indicators in formulating National EQMP and Regional EQMPs were also identified. It was also expressed by the participants the need to conduct a follow up activity with ONEB in order to clarify roles and functions of ONEP in relations to providing services to REO8 and PONREs. Hence, it is recommended to consider expanded participation to include other relevant Divisions in ONEP in the discussions. In this manner, services and areas of linkages with REO8 and PONREs can be thoroughly discussed.

Given the results, it is recommended that follow up activities will need to be undertaken, of which JICA Expert Team and ONEP will further discuss the mechanism of the follow up activities.

3.2 Capacity Assessment with PAO

Through the workshop it can be concluded that even though, most of the environmental functions of PAOs were decentralized to LAs, some PAOs in REO8 jurisdiction maintain responsibility in some significant concerns, especially those related to solid waste management. Also it was concluded that structures of environmental related functions of PAOs are flexible depending of the leadership of the Governors, which flexibility can be maximize to create working partnership for REO8 and PONREs.

Since, PAOs have more flexibility in terms of using their financial resources for environmental management concerns, REO8 and PONREs are recommended to exert extra efforts to strengthen collaboration and coordination with them and create avenues for enhanced working relationship to improve environmental quality and sustainable environmental management of its rich natural resources.

3.3 Capacity Development for REO8 and PONRE

Based on the results of the series of workshops conducted with REO8 and PONREs, various development interventions were mapped out, especially in areas where capacities will best respond to training and seminars. Table 2 shows the planned capacity development interventions to be undertaken in 2015.

Table 2 Capacity Development Intervention Plan Matrix for 2015

Capacity Needs	Capacity Interventions (S- Short Term /L-Long Term)	CD Tools	Quarterly Target				Expected Outputs	Verifiable Indicators	Agency Involved
			1st	2nd	3rd	4th			
Capacity Development at Enabling Environment Level									
1 Improvement of coordination and communication system between and central, regional, provincial and local levels on env management	Initiate and follow up organization of Advisory Group on Environment at REO8 represented by concerned central, regional, provincial and local executive officers	Advocacy, Advising & Meetings	○				Formation of Advisory Group on Environment (AGE)	Meeting Memo & Reports	ONEP/REO8/PONREs
	Conduct an orientation seminar on significant environmental laws & regulations relevant to the regional, provincial and local contexts	Advising, Meetings, Seminars		○			Enhanced awareness and understanding of significant env laws and regulations	Seminar Proceeding and Meeting Memo	REO8, PONREs and PAO
	Conduct seminar on environmental laws and regulations enforcement	Advising, Meetings, Seminars		○			Developed skills in env law enforcement	Seminar Proceeding and Meeting Memo	ONEP/REO8/PONREs
Capacity Development at Organizational Level									
1 Human Resource Management (HRM) System	Advocate the establishment of human resource division at REO8 to manage capacity development needs of staff	Advocacy, Advising	○				Established HRM section in REO8	Progress Report	REO8
	Provide technical knowledge on HRM system	Advocacy, Advising Consulting	○	○			Developed HRM system	Progress Report	REO8

Capacity Needs	Capacity Interventions (S- Short Term /L-Long Term)	CD Tools	Quarterly Target				Expected Outputs	Verifiable Indicators	Agency Involved	
			1st	2nd	3rd	4th				
2	Improvement of Office Infrastructure	Advocate for additional equipment necessary for env planning, monitoring and surveillance	Meeting & Advising	○				Purchased of additional equipment for env planning,	Number of additional equipment for env planning, monitoring and surveillance	REO8 and PONRES
3	Improvement in office procurement system	Facilitate orientation seminar on latest procurement system done at the national level	Seminar Meeting & Advising		○			Strengthened knowledge on latest office procurement procedure	Seminar Proceeding and Meeting Memo	REO8 /PONRES Central Government
4	Improvement of financial resource accessing	Conduct seminar/training on financial resource accessing (i.e project proposal making, FS prep and funding accessing techniques)	Seminar, Training & Advising	○	○			Developed skills and knowledge on proposal making and funding accessing	Seminar/Training Proceedings and Reports	REO8 /PONRES
Capacity Development at Individual Level										
1	Training and development of functional capacities of key personnel	In-house training and seminar on: a. Communication skills b. Report writing and presentation c. Team building d. Leadership, policy and strategy development	Seminar, Training & Advising	○	○	○	○	Enhanced the functional capacities of key staff leading to an increased productivity and performance	At least 1-2 trngs/ seminars conducted in each quarter Seminar/Training Proceedings and Reports	REO8/PONRES/ and counterpart staff at ONEP
2	Training and development of technical capacities of key personnel	In-house training and seminar on: a. GIS and Sensitive Mapping b. Solid Waste Management c. Land Use Planning d. Basics of Env Management e. Public Awareness Techniques f. Project/Program Management g. Planning Techniques h. Coastal Management and Zoning j. Water Pollution Control	Seminar, Training & Advising	○	○	○	○		At least 1-2 trngs/ seminars conducted in each quarter Seminar/Training Proceedings and Reports	REO8/PONRES/ PAOs and counterpart staff at ONEP

Capacity Needs		Capacity Interventions (S- Short Term /L-Long Term)	CD Tools	Quaterly Target				Expected Outputs	Verifiable Indicators	Agency Involved
				1st	2nd	3rd	4th			
3	Skills development and technology improvement	Coach and skills transfer from JET thru hands-on experiences	Mentoring Coaching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Improved skills of key personnel	Reports	REO8/PONRE/ PAO
		Foster culture of learning by doing thru primary data collection or supervision of primary data collection	Mentoring Coaching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Developed skills in primary data collection	Reports	REO8/PONRE/ PAO

4. Next Steps

The following activities shall be facilitated in order to follow up the results of the CA/CD conducted:

- Disseminate and discuss results of the CA follow up activity with counterpart agencies
- Determine JICA Expert Team's assistance in the implementation of the capacity development intervention activities contained in the Recommendation of this Report and the role of counterpart agencies in its implementation
- Results of the CA/CD will be used as one of the material in designing the contents of the training for the second Batch Training in Japan
- Plan for the next capacity assessment follow up activity to be undertaken in September/October 2015

Appendix 4 - Compilation of CA 3 Results

Final Capacity Assessment Questionnaire Survey for PONREs in REO8 Jurisdiction

Organization : PONRE Ratchaburi, PONRE Samut Songkhram, PONRE Kanchanaburi,
PONRE Phetchaburi, PONRE Prachuapkirikhan

Part 1: Organizational Capacity Assessment**Question Item: Organizational roles and functions**

1. Did your organizational roles and functions changed from 2013-2015? Kindly circle your answer and provide explanation.

PONRE Ratchaburi	No	Yes	If Yes, please briefly explain.
			-
PONRE Samut Songkhram	No	Yes	- Develop provincial natural resources and environment management plan by using GIS and spatial data - Support information of the solution of solid waste problem in province
PONRE Kanchanaburi	No	Yes	1.The formulation of solid waste management plan of Kanchanaburi 2.Conducting the project of conservation and rehabilitation environmental quality under climate change in the area of Tha Chin River, Mae Klong River and branchcanals to support safe agricultural production by using GIS and Spatial data which can be used in the following operations: 2.1 Compiling the database of pollution source in the areas of Kanchanaburi 2.2 Activities to promote compliance with Pollution Control Law, by monitoring pollution source that required to implement according to ministerial regulations. as stated in Section 80 under the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992)
PONRE Phetchaburi	No	Yes	-
PONRE Prachuapkirikhan	No	Yes	-
TOTAL	3	2	

2. What aspects of your organizational roles and functions that you have seen improvement through your involvement and active participation in JICA Project activities? Kindly rate the level of improvement observed.

Aspects of Improvement	Circle your answer		If "yes", please state the level of improvement		
			1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
Preparing environmental management plans	No	Yes		5	

Briefly explain your answer:

PONRE Ratchaburi

There are more involvement from other divisions and closer cooperation among divisions within PONRE Ratchaburi to prepare environmental management plans for example Environmental Division and Strategic Division work together in order to formulate the provincial strategic plan

PONRE Samut Songkhram

PONRE Samut Songkhram adopts JICA's concept and process of the R-EQMP formulation to apply in the formulation of plans of organization to have more systematic process and procedure

PONRE Kanchanaburi

By applying the concepts and procedures of the R-EQMP formulation in the formulation of organizational plan to be more effective.

PONRE Phetchaburi

Because there is the process of environmental management plan prior to join in JICA Project activities, there are no additional updates.

PONRE Prachuapkirikhan

Aspects of Improvement	Circle your answer		If “yes”, please state the level of improvement		
			1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
Understand the roles of PONRE more particularly on solid waste management					
Coordinating environmental activities with LAs and communities	No	Yes	1	4	
<p>Briefly explain your answer:</p> <p>PONRE Ratchaburi PONRE Ratchaburi has more coordination on environmental activities with Pak Tho SDM, but need further improvement and the clear guideline for the coordination with other LAs and communities, there should have clear guideline after this project end</p> <p>PONRE Samut Songkhram PONRE Samut Songkhram has more coordination on environmental activities with LAs and communities i.e. inviting LAs and communities to participate in the formulation of plan and planning for the projects.</p> <p>PONRE Kanchanaburi PONRE Kanchanaburi has coordinates with LAs and communities in the formulation of the action plan for the management of solid waste of Kanchanaburi and the formulation of solid waste management plan of Kanchanaburi, including meeting, training on waste and water quality management, regularly and continuously.</p> <p>PONRE Phetchaburi Due to PONRE Phetchaburi is the technical agency of natural resources and environment of province, therefore there is coordination with LAs and communities in order to provide consultation to them.</p> <p>PONRE Prachuapkirikhan The local participated in JICA Project activities have more knowledge by considering the talking the implementation of project activities of the natural resources and environmental can achieve the goal and consistent with the situation.</p>					
Monitoring of environmental issues and problems using what you have learned from project activities	No	Yes		5	
<p>Briefly explain your answer:</p> <p>PONRE Ratchaburi PONRE Ratchaburi monitors environmental issues and problems as usual, however, after involvement in JICA Project activities, there is improvement on monitoring of environmental issues because of more participation and collaboration from the community leader on the environmental management and analysis environmental issues</p> <p>PONRE Samut Songkhram Applying the learning from project activities to solve environmental problem i.e. solid waste management and encouraging more participation of community.</p> <p>PONRE Kanchanaburi PONRE Kanchanaburi applies the learning on the resolution of environmental problem by working with LAs and communities in order to solve the problem of waste management and promote the network of monitoring quality of water sources.</p> <p>PONRE Phetchaburi There is still no improvement because of the lack of financial support and staffs</p> <p>PONRE Prachuapkirikhan - The use of knowledge of GIS knowledge to detect location and the pollution origin - Applying the knowledge and equipment in the local to be modified and used in the process to reduce the amount of rubbish, this knowledge gained from Fuji City that using the fabric as packing container</p>					
Providing technical support to LAs	No	Yes		4	1
<p>Briefly explain your answer:</p> <p>PONRE Ratchaburi By working closely with JICA, PONRE Ratchaburi provides more technical support to LAs in order to improve environment, formulate plan and identify environmental problem</p> <p>PONRE Samut Songkhram By lecturing for LAs in the training on the management of solid waste, waste water, provincial natural resources and provides technical guidance to LAs.</p> <p>PONRE Kanchanaburi Introduce the knowledge of waste management and landfill management to LAs so they can apply the knowledge to their landfill.</p> <p>PONRE Phetchaburi PONRE Phetchaburi is the organization that provides technical advice on environmental management.</p>					

Aspects of Improvement	Circle your answer	If “yes”, please state the level of improvement			
		1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)	
PONRE Prachuapkirikhan Identifying the waste composition at waste disposal site by waste segregation which using rope divided into 4 sections to find the waste composition in each section.					
Conducting public awareness campaigns	No	Yes		5	
Briefly explain your answer: PONRE Ratchaburi PONRE Ratchaburi conduct more public awareness campaigns, there are more involvement and participation from community on environmental management PONRE Samut Songkhram PONRE Samut Songkhram applies the participatory process in the working with the community i.e. lecturing ,training program, etc. PONRE Kanchanaburi PONRE Kanchanaburi incorporates with the community model on waste management “Ban Sam Nak Yen”, Pratan SDM, LAs and community leaders to raise public awareness and participatory process to reduce, segregate and recycle waste in order to reduce waste at the source / household. PONRE Phetchaburi Environment Division, PONRE Phetchaburi, has conducted activities to raise awareness on environmental management to the public as usual. PONRE Prachuapkirikhan Transferring knowledge to government agencies, state enterprises, LAs, community leaders, confidently, and monitoring the results more efficiently					
Providing/sharing environmental data and information to other agencies and to the public	No	Yes	1	3	1
Briefly explain your answer: PONRE Ratchaburi PONRE Ratchaburi focuses on providing the environmental data and information to the area of Pak Tho SDM where is in the Pilot Project but the sharing information to other agencies and the public in other areas still need further improvement, so need JICA to help facilitate the handbook or information to PONRE Ratchaburi, so that PONRE Ratchaburi can share and disseminate those to the other agencies and to the public PONRE Samut Songkhram PONRE Samut Songkhram disseminates the information on situation of natural resources and environment in Samut Songkhram Province to other agencies to use and PONRE Samut Songkhram also has information center. PONRE Kanchanaburi Disseminating environmental data and information to LAs, related government agencies and the public to acknowledge and utilize PONRE Phetchaburi PONRE Phetchaburi has disseminated environmental data to related agencies and public networks such as water quality data of Phetchaburi River which is supported by REO8, quarterly and PONRE Phetchaburi disseminate those inspection data to LAs that are in the riverside area of Phetchaburi River. PONRE Prachuapkirikhan Focusing on group process and demonstration by community teaching community more than a lecture, this is a community based solutions to fit their community					
Encouraging other stakeholders to participate in environmental activities	No	Yes		5	
Briefly explain your answer: PONRE Ratchaburi PONRE Ratchaburi encourages other stakeholders, especially stakeholders in area of the Pilot Project to participate in environmental activities in order to solve the environmental problem in their own community PONRE Samut Songkhram PONRE Samut Songkhram invites other stakeholders to participate in environmental activities and the formulation of plan for example the formulation of mandate require the participation from governmental , private, public sector and other related sectors. PONRE Kanchanaburi					

Aspects of Improvement	Circle your answer	If “yes”, please state the level of improvement		
		1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
Inviting related government agencies, private sector ,people to participate in meeting, training and the formulation of plans every times PONRE Phetchaburi There are regular operations, such as the case of a complaint that stakeholders must participate in the solution to the satisfaction of all parties. PONRE Prachuapkirikhan Promoting brother community teaching sister community, brother community is a community who have experienced problems in the community before, and share their experience to the other communities.				
Creating networks with other PONREs and regional offices of MNRE	No	Yes	1	4
Briefly explain your answer: PONRE Ratchaburi PONRE Ratchaburi creates the network with other PONREs in REO8 Jurisdiction based on the clear format of coordination, but creating network with other PONREs outside REO8 Jurisdiction and regional offices of MNRE need to be improved due to lack of clear guideline, ONEP or OPS should provide the guideline for better coordination and networking PONRE Samut Songkhram PONRE Samut Songkhram frequently works with other PONREs i.e. solving the problem of waste water in the area that connect to Samut Sakhon or Ratchaburi and participate in REO8’smeeting to move forward the mutual operation under the MNRE PONRE Kanchanaburi There are frequent and continuous coordination and organizing meeting with other PONREs and REO8 Ratchaburi to implement activities PONRE Phetchaburi Networks with other PONREs already existed by using social network for informal contact. However, the implementation of projects under the JICA cause more contact among PONREs in REO8. PONRE Prachuapkirikhan There is a Line group of PONRE network to inform information, news and knowledge.				

3. What recommendation can you provide to improve the overall performance of your organization and in making your roles and functions more effective and efficient

Recommendation in improving organizational performance PONRE Ratchaburi <ol style="list-style-type: none"> Organizing the lesson learned forum to present the working of the areas under the Pilot Project (Tha Yang SDM, Pak Tho SDM) should be organized to provide and share information to other areas and enables them to learn and apply the learning into their own community, this forum should be hold before the project is completed. In the planning workshops, Chief District Officer or Deputy District Chief and representatives from governmental education institute i.e. Primary Educational Service Area Office should be invited to involve and participate in the workshop so that they can publicize the information about planning in schools and others related government agencies and leads to more partnership in the environmental management. PONRE Samut Songkhram <ol style="list-style-type: none"> There should be a support for the equipment for monitoring environmental problems and issues i.e. water quality tester. Organizing the training to enhance the capacity of staff in order to exchange and learn the operation of each division There should have the operating of GIS on natural resources and environment of Samut Songkhram i.e. pollution source, mangrove areas, etc. PONRE Kanchanaburi <ol style="list-style-type: none"> There should support for increasing the number of environmental personnel due to the number of existing personnel are currently not sufficient to the amount of tasks that need to do. There should be a training and support equipment for operation in order to enhance the performance of personnel PONRE Phetchaburi
--

Since Environment Division is the only division that involves in the activities of JICA and lack of participation from other divisions. Due to PONRE has role on natural resources management such as forest resources, water resources, but the project of JICA focuses on environmental management and the mission of the office. As a result, the remaining sections do not contribute to the activities of JICA, therefore the changes, especially for the whole organization is no difference before and after the implementation of activities of JICA

PONRE Prachuapkirikhan

Staffs should be appointed to the position match to the field of their knowledge and capacity at every level.

Question Item: Organizational structure and human resources

1. Is there any changes in your organizational structure from 2013- 2015? Kindly circle your answer.

PONRE Ratchaburi

No	Yes	If Yes, what aspects are changed?	
		<input type="checkbox"/>	New position created
		<input type="checkbox"/>	New division/department created
		<input type="checkbox"/>	Change of division/department name with new mandate and roles
		<input checked="" type="checkbox"/>	Others, please specify
		Briefly explain your answer: There is closer coordination between Environmental and Strategic Division to work together in order to formulate the provincial strategic plan.	

PONRE Samut Songkhram

No	Yes	If Yes, what aspects are changed?	
		<input checked="" type="checkbox"/>	New position created :General Management Officer Practitioner/Professional Level of Environment Section
		<input type="checkbox"/>	New division/department created
		<input type="checkbox"/>	Change of division/department name with new mandate and roles
		<input type="checkbox"/>	Others, please specify
		Briefly explain your answer: There is a new position which is General Management Officer Practitioner/Professional Level of Environment Section	

PONRE Kanchanaburi

No	Yes	If Yes, what aspects are changed?	
		<input type="checkbox"/>	New position created
		<input type="checkbox"/>	New division/department created
		<input type="checkbox"/>	Change of division/department name with new mandate and roles
		<input type="checkbox"/>	Others, please specify
		Briefly explain your answer:	

PONRE Phetchaburi

No	Yes	If Yes, what aspects are changed?	
		<input checked="" type="checkbox"/>	New position created : Driver position
		<input type="checkbox"/>	New division/department created
		<input type="checkbox"/>	Change of division/department name with new mandate and roles
		<input type="checkbox"/>	Others, please specify
		Briefly explain your answer: Driver position is under Water Resources Division and Administration to facilitate operations especially operations outside office.	

PONRE Prachuapkirikhan

No	Yes	If Yes, what aspects are changed?	
		<input type="checkbox"/>	New position created
		<input type="checkbox"/>	New division/department created
		<input type="checkbox"/>	Change of division/department name with new mandate and roles
		<input type="checkbox"/>	Others, please specify
		Briefly explain your answer:	

Note: Please provide copy of organizational structure (old and new)

2. How many personnel are there in your organization from 2013-2015?

PONRE Ratchaburi

Section	Permanent staff		Non-permanent staff	
	2013	2015	2013	2015
Administration	5	5	2	2
Environmental Division	4	3	1	1
Natural Resources Division	2	3	1	1
Water Resources Division	3	3	1	1
Total	14	14	5	5

PONRE Samut Songkhram

Section	Permanent staff		Non-permanent staff	
	2013	2015	2013	2015
Administration	5	5	3	3
Environmental Division	4	4	-	1
Natural Resources Division	2	3	1	-
Water Resources Division	3	2	2	3
Total	14	14	6	7

PONRE Kanchanaburi

Section	Permanent staff		Non-permanent staff	
	2013	2015	2013	2015
Administration	5	3	5	3
Environmental Division	2	3	3	1
Natural Resources Division	7	9	-	1
Water Resources Division	3	3	2	4
Total	17	18	10	9

PONRE Phetchaburi

Section	Permanent staff		Non-permanent staff	
	2013	2015	2013	2015
Administration	7	7	2	3
Environmental Division	5	4	-	-
Natural Resources Division	4	4	2	2
Water Resources Division	3	2	1	3
Total	19	17	5	8

PONRE Prachuapkirikhan

Section	Permanent staff		Non-permanent staff	
	2013	2015	2013	2015
Administration	6	7	2	2
Environmental Division	2	2	3	3
Natural Resources Division	3	4	2	2
Water Resources Division	2	3	3	3
Total	13	16	10	10

3. How many personnel have attended trainings and seminars in your organization from 2013-2015 sponsored by other organization other than JICA Project?

PONRE Ratchaburi

Year	#of Personnel (Environmental Division)	Name of Training/Seminar	Sponsoring Organization
2013	No data, due to personals attended trainings were transferred to other organizations		

2014	1	Analysis of Environmental Quality	Department of Environment Quality Promotion
	1	Workshop on odor sampling and analysis of smell with by sensory test	Pollution Control Department
2015	1	Training courses of mediation talks for environmental disputes	Department of Environment Quality Promotion
	1	Technique as lecturer solid waste management by community	Department of Environment Quality Promotion
	1	Workshop under the project of design and preparation of the database on Natural Resources and Environment at the provincial level	University of Phayao
	1	Workshop "Application of GIS data with the mission of Provincial Office of Natural Resources and Environment " Fiscal Year 2558 (2015).	Office of Permanent Secretary of Natural Resources and Environment
	1	Training course "English for study and communication for work"	Office of Permanent Secretary of Natural Resources and Environment

PONRE Samut Songkhram

Year	#of Personnel (Environmental Division)	Name of Training/Seminar	Sponsoring Organization
2013	2	Training to develop personnel capacity in the management of solid waste, hazardous waste and infectious waste from the community (For lecturer in the provincial level)	Pollution Control Department
2014	2	Empowering the leadership of changes in the era of eco-friendly growth, 2 nd version	Department of Environment Quality Promotion
		Analytical thinking on environmental work in form of One Stop Service of PONRE	Office of the Permanent Secretary, Ministry of Natural Resources and Environment
2015	2	Workshop "Approaches to convey policy into practice for climate change preparedness by participatory process" (Officer level of Provincial Office of Natural Resources and Environment)	Kasetsart University
		Increasing efficiency of the Annual Action Plan of Province/Province Cluster	The Office of Strategy Management for Lower Central Province Cluster 2

PONRE Kanchanaburi

Year	# of Personnel	Name of Training/Seminar	Sponsoring Organization
2013	7	The formulation of the action plan for environmental quality management in provincial level	ONEP
		The 2013 workshop conference of project of capacity building to supervise the entrepreneurship of groundwater according to Groundwater Act B.E. 2520 (1977)	Department of Groundwater Resources.
		Training to prepare for the ASEAN Economic Community (AEC)	Office of Kanchanaburi Governor
		Training course on environmental study	Department of Environmental Quality Promotion

2014	8	The 2014 workshop conference of project of capacity building to supervise the entrepreneurship of groundwater according to Groundwater Act B.E. 2520 (1977)	Department of Groundwater Resources.
		Guidelines for monitoring and evaluation of government sector	Office of Kanchanaburi Governor
		The studying project for planning to adapt to national climate change	ONEP
2015	8	The environmental law enforcement	-Pollution Control Department
		The 2015 workshop conference of project of capacity building to supervise the entrepreneurship of groundwater according to Groundwater Act B.E. 2520 (1977)	Department of Groundwater Resources.
		Enhancing knowledge about human resources management	Office of Kanchanaburi Governor
		Lessons learned from climate change.	ONEP

PONRE Phetchaburi

Year	# of Personnel (Environmental Division)	Name of Training/Seminar	Sponsoring Organization
2013	1	Training course of community wastewater management	Department of Environment Quality Promotion
2014	1	Training course of techniques for monitoring of environmental quality	Department of Environment Quality Promotion
	1	Training course of Speaker for training course Natural Resources and Environmental Protection Volunteer (NEV) Standards	Department of Environment Quality Promotion
	1	Training course "English for study and communication for work" 7 th version	Office of Permanent Secretary of Natural Resources and Environment
	1	Training course on environmental impact analysis (EIA)	Department of Environment Quality Promotion
	1	Training course on environmental study	Department of Environment Quality Promotion
2015	1	Training courses of mediation talks for environmental disputes	Department of Environment Quality Promotion

PONRE Prachuapkirikhan

Year	#of Personnel	Name of Training/Seminar	Sponsoring Organization
2013	1	Seminar workshop on capacity building of personnel of natural resources and environment on analysis and formulation of action plan of environmental quality management	Office of National Environmental Board
2014	1	The Civil Service Executive Development Program: Visionary and Moral Leadership	Office of the Civil Service Commission
2015	1	The 65 th version of training high level ruler	Ministry of Interior

Question Item: Improvement in the ability to monitor, evaluate environmental problems and issues

1. What type of environmental problems and issues that your organization monitor and what activities were undertaken to respond to these problems and issues from 2013-2015?

PONRE Ratchaburi

Year	Environmental Issues/Problems	Actions and activities initiated	Status
2013	Complaint issues:- -Waste water from factory -Stink of pig farm -Smoke and dust -Noise	-Cooperating with other agencies such as LAs, Provincial Livestock Office, Provincial Health Office to monitoring, evaluate and provide recommendation for the pollution source i.e. pig farm , factory to solve the problem.	- The problems are solved
2014	Complaint issues:- -Stink of pig farm	-Cooperating with other agencies such as LAs, Provincial Livestock Office, Provincial Health Office to monitoring, evaluate and provide recommendation for the pollution source i.e. pig farm to solve the problem.	- The problems are solved
2015	Complaint issues:- -Stink of pig farm	-Cooperating with other agencies such as LAs, Provincial Livestock Office, Provincial Health Office to monitoring, evaluate and provide recommendation for the pollution source i.e. pig farm to solve the problem.	- The problems are solved and perform the follow-up

PONRE Samut Songkhram

Year	Environmental Issues/Problems	Actions and activities initiated	Status
2013	Waste water and solid waste	- Family Love Web Project -Project of promoting and enhancing capacity of LAs to manage solid waste and hazardous waste in the community -Project of encouraging the participation of LAs and community in the natural resources and environmental management (LA21).	-Implementation of the projects is completed
2014	Waste water and solid waste	-Project of the cooperation on natural resources and environment to prepare the climate change -Project of beautiful and non- polluted city -Activity to promote local community to the green society (LA21) -Project in the Action Plan of Samut Songkhram Province -Training on the waste segregation in household -Encouraging the working of LAs and participating as a speaker to educate the youth and people in the area of LAs -Family Love Web Project	-Implementation of the projects is completed
2015	Waste water and solid waste	-The formulation of solid waste management plan of Samut Songkhram Province 2015-2019 -Project “Clean City, Happy Citizen” to celebrate on the Auspicious Occasion of His Majesty the King’s 85th Birthday Anniversary -Project of the cooperation on natural resources and environment to prepare the climate change -Project of beautiful and non- polluted city -Activity to promote local community to the green society (LA21) -Project in the Action Plan of Samut Songkhram Province -Training on the waste segregation in household	-Implementation of the projects is completed

Year	Environmental Issues/Problems	Actions and activities initiated	Status
		-Encouraging the working of LAs and participating as a speaker to educate the youth and people in the area of LAs.	

PONRE Kanchanaburi

Year	Environmental Issues/Problems	Actions and activities initiated	Status
2013	Waste ,waste water	-The project of promoting and capacity enhancement to LAs on waste and hazardous waste management from community -The project of improvement of water source quality in the area of Tha Chin River, Mae Klong River and branch canals to support safe agricultural production.	Implementation is completed
2014	Waste ,waste water	-The solid waste management of Kanchanaburi -The project of creating natural resources and environment cooperation in the area level to prepare for climate change - The project of improvement of water source quality in the area of Tha Chin River, Mae Klong River and branch canals to support safe agricultural production.	Implementation is completed
2015	Waste ,waste water	-The solid waste management of Kanchanaburi -The project of building natural resources and environment cooperation in the area level to prepare for climate change - The project of conservation and rehabilitation environmental quality under climate change in the area of Tha Chin River, Mae Klong River and branch canals to support safe agricultural production	Implementation is completed

PONRE Phetchaburi

Year	Environmental Issues/Problems	Actions and activities initiated	Status
2013	-Cultivating environmental awareness to the youth -Create a learning area for environmental conservation	The project of learning area of NEV network of Phetchaburi Province, building the youth network of Agent Mahingsa, follow Father's step to conserve Forest-Mountain-Phetchaburi River	-Implementation achieved objectives -Have one learning area (the Royal Initiative Forest at Ban Songphinong, KaengKrachan District)
	-The prevention of wastewater	The seminar project on the operation according to Ministerial Regulation issued under Section 80 of the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992)	Implementation achieved objectives
	-Cultivating the awareness of environmental protection	The 2014 contest project of invention from remainder	Implementation achieved objectives
		The meeting project of NEV network of Phetchaburi Province, NongKrapu Municipality, Ban Lat District, Phetchaburi Province	-Implementation achieved objectives -Increase number of member of NEV amount 23 members

Year	Environmental Issues/Problems	Actions and activities initiated	Status
2014	-Cultivating environmental awareness to the youth and create green heart youth leaders	Activity of green learning area, development of learning resources in the Royal Initiative Forest and youth camp for the protection of forest and Phetchaburi River	-Implementation achieved objectives -Have 60 youth leaders.
		The project of learning area of green activities and the Green Heart Agent Mahingsa Youth Camp for the Protection of Petchaburi River (Create man, create area, create innovation)	Implementation achieved objectives
	-Preparedness to cope with climate change	Training program to educate on the community waste management	-Implementation completed in budget year of 2014 -Have community model "Ban HuaThung–ThungPraopattana
	-Cultivating environmental awareness	The 2014 contest project of invention from remainder	Implementation achieved objectives
		The activity "World Environment Day, Phetchaburi province."	Implementation achieved objectives
2015	Preparedness to cope with climate change	-Training program to educate on the community waste management - The establishment of waste recycling banks	-Implementation completed in budget year of 2015 -The establishment of waste recycling banks for 2 communities 2 schools
		The 2015 contest project of invention from remainder	Implementation achieved objectives
	Cultivating environmental awareness	The activity "World Environment Day , Phetchaburi province."	Implementation achieved objectives

PONRE Prachuapkirikhan

Year	Environmental Issues/Problems	Actions and activities initiated	Status
2013	-Solid waste management	Organizing public forum, Training about waste origin, collection, dumping, gathering, transportation, and disposal.	There are participants 1 000 people: 300 people, 60 LA staffs people, 120 governmental agencies, 5 NGOs. Evaluation of the satisfaction level is the most satisfaction level up to approximately 80%
2014	-Solid waste management	Waste segregation campaign, sponsoring antique stores	Antique stores participate in this campaign
		Training on electronic report of wastewater	There are 17 LAs and 73 entrepreneurship of pollution source (Thor Sor 2.) participate in the training, The satisfaction level is 78% of satisfaction
2015	-Solid waste, waste water, forest invasion	The comprehensive waste management project	LAs participate in the project and there are 3 LAs are awarded

Year	Environmental Issues/Problems	Actions and activities initiated	Status
		Monitoring the report of waste water treatment system of pollution sources	There are 37 LAs and 73 entrepreneurship submit the performance report (Thor Sor 2)
		Forest planting campaign	Providing support approximately 3,500 seedlings for reforestation area 180 Rai

Note: Select significant environmental issue /problem that your organization has initiated

Question Item: Improvement in the ability to identify and implement activities to improve environmental quality

1. Did your annual operations budget increase or decrease from 2013-2015? What is the rate of increase or decrease?

PONRE Ratchaburi

Budget	2013	2014	2015
Administration	1,678,760	1,494,364	1,715,480
Operations	633,780	2,572,200	2,055,160
Special Budget* -Provincial Development Budget to implement the reforestation project in area of Ratchaburi province -Provincial Cluster Budget to implement the project of major water resource and main canal development	1,560,000	7,417,000	6,282,000

PONRE Samut Songkhram

Budget	2013	2014	2015
Administration	1,788,210	1,663,293	1,358,818
Operations (only for Environmental Division)	308,000	239,000	611,480
Special Budget* -Provincial Development Budget to implement the Project of Capacity Building for Sustainable Natural Resources and Environmental Management which aim to sustain natural resources and environment in the right condition for the good quality of life of people, tourism and economy of Samut Songkhram, to raise the public awareness and participation in the natural resources and environmental management	-	1,973,000	1,950,000

PONRE Kanchanaburi

Budget	2013	2014	2015
Administration	1,720,410	1,377,672	1,105,123
Operations (only for Environmental Division)	427,000	215,000	850,180
Special Budget* -Provincial Cluster Budget to implement the project of conservation and rehabilitation environmental quality under climate change in the area of Tha Chin River, Mae Klong River and branch canals to support safe agricultural production.	6,900,000	3,400,000	2,900,000

PONRE Phetchaburi

Budget	2013	2014	2015
Administration	2,306,710	1,978,354	1,935,439
Operations	757,300	1,299,000	2,600,239.10
Special Budget*	-	-	-

PONRE Prachuapkirikhan

Budget	2013	2014	2015
Administration	1,996,173	1,686,158	2,222,637
Operations	1,367,020	1,884,550	2,153,680
Special Budget* -The budget according to Provincial Action Plan 2013, Provincial Action Plan 2015 to implement the project of participatory conservation and rehabilitation of natural resources.	4,019,200	-	1,430,000

Note: Please provide annual budget from 2013-2015 If there is a special budget, please specify for the intention of the allocation

2. Did you noticed any improvement on the ability of your organization to organize and initiate environmental activities using own budget or asking budget from other sources from 2013-2015?

PONRE Ratchaburi

Year	Kindly circle your answer and briefly explain your answer:		
2013	No	Yes	<p>1. PONRE Ratchaburi in collaboration with the other PONREs which are PONRE Kanchanaburi, PONRE Suphanburi and PONRE NakhonPathom have joint project to develop major water resource and main canal by focusing on the area of Mae Klong river and Damnoensaduak canal, and activities that are conducted under this projects during 2013 -2015 are as follows:</p> <p>1.1 Conducting public awareness campaigns to care for water resources in the area of Damnoensaduak canal, Wat Pradu canal</p> <p>1.2 Monitoring water quality</p> <p>1.3 Monitoring and providing recommendation to the pollution source in the area such as industrial factory, pig farm</p> <p>1.4The meeting with the community leader on pollution control from the origin in order to educate local people in the community.</p> <p>The implementation of project is in the process but due to PONRE Ratchaburi will not receive budget for 2016 to implement this project, therefore the implementation need to be adjusted and decreased i.e. focusing on the issues that receive complaints, meeting the community leader at other environmental forums instead etc.</p> <p>2. Raising more participation of the community especially in area of the pilot project for example the Project of Village Natural Rescue Volunteer in Photharam District, this is the capacity building project for the community, PONRE Ratchaburi encourage the community leader to identify the activities to improve environmental quality and find the suitable solution to solve environmental problem in their own area. This will lead to "Bottom to Top Policy".</p>
2014	No	Yes	
2015	No	Yes	

PONRE Samut Songkhram

Year	Kindly circle your answer and briefly explain your answer:		
2013	No	Yes	<p>PONRE Samut Songkhram has not been initiated any new environmental activities during 2013-2015 but focusing on the implementation of the existing environmental activities. PONRE Samut Songkhram encourages has improvement on the raising more public participation and involvement in the existing environment activities.</p>
2014	No	Yes	
2015	No	Yes	

PONRE Kanchanaburi

Year	Kindly circle your answer and briefly explain your answer:		
2013	No	Yes	The project of improvement of water source quality in the area of Tha Chin River, Mae Klong River and branch canals to support safe agricultural production.
2014	No	Yes	The project of improvement of water source quality in the area of Tha Chin River, Mae Klong River and branch canals to support safe agricultural production.

2015	No	Yes	The project of conservation and rehabilitation environmental quality under climate change in the area of Tha Chin River, Mae Klong River and branch canals to support safe agricultural production
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PONRE Phetchaburi

Year	Kindly circle your answer and briefly explain your answer:		
2013	No	Yes	Conducting the activity of 5S to organize the workplace to have more suitable conditions for operation
2014	No	Yes	- Conducting the activity of 5S to organize the workplace to have more suitable conditions for operation - Purchasing trashes in order to classify waste of office
2015	No	Yes	Conducting the activity of 5S to organize the workplace to have more suitable conditions for operation

PONRE Prachuapkirikhan

Year	Kindly circle your answer and briefly explain your answer:		
2013	No	Yes	-Campaign of dredging canals -The survey of 60 local waste disposal sites (LAs)
2014	No	Yes	- The contest of green community or low carbon community - Conducting boy scout activities on natural resources and environment
2015	No	Yes	- Training on sources of wastewater pollution - Biogas fermentation system for troubled pollution source - The contest of low carbon LAs

Question Item: Ability to manage daily operations

1. Have you observed any improvement in the ability of your organization to manage and handle day to day operations

Aspects of Improvement	Circle your answer		If "yes", please rate the level of improvement		
			1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
Access to sufficient functioning office computers	No	Yes	2	3	
Briefly explain your answer:					
PONRE Ratchaburi					
- There are 15 computers and 7 Laptops in the office, but most of computers and laptops are old (5-10 years old), cannot install the new program and cause the limitation of database development.					
- Lack of printer for operation room which is necessary for printing map					
PONRE Samut Songkhram					
- Now each section in PONRE Samut Songkhram have sufficient functioning office computers to facilitate and fasten the operation of staffs.					
PONRE Kanchanaburi					
-At present, there are more office computers are provided to staffs for operation but they are still not adequate, old and less efficient.					
PONRE Phetchaburi					
-There are sufficient number of functioning office computers for staff					
PONRE Prachuapkirikhan					
- All staff can access the information at all level and there are sufficient number of computer for staff, however staff have unequal knowledge and understanding to use computer					
-Computer is old version, does not support the new program and has low memory					
Adequate number of necessary equipment for monitoring environmental problems and issues	No	Yes	4	1	
Briefly explain your answer:					
PONRE Ratchaburi					
- There are 10 Dissolved Oxygen Meters (DO Meter) but some need maintenance because are occasionally used, test kit					

more than 10 pieces for field work

- Lack of GPS device to work on identifying pollution source, there is no funding support from government for purchasing device.

PONRE Samut Songkhram

- PONRE Samut Songkhram has no necessary equipment for monitoring environmental problems and issues especially in the case of complaint, therefore PONRE Samut Songkhram need to request assistance from REO to monitor environmental problems and cause the delay i.e. in case of waste water

PONRE Kanchanaburi

-In Environment Section, there are inadequate staffs, vehicle for monitoring complaints of environmental issue and fuel budget for operation.

PONRE Phetchaburi

-There is no budget for purchasing equipment and lack of staff to work in this field

PONRE Prachuapkirikhan

-Using knowledge of IT and GIS to identify an incident spot quickly and transmit data by IT from the field to executives.

Well-developed website	No	Yes	4	1	
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Briefly explain your answer:

PONRE Ratchaburi

-Website contains only necessary information according to the regulation, there is no capacity to develop advance website due to lack of IT staff

PONRE Samut Songkhram

-PONRE Samut Songkhram has website but there is no IT Staff to be responsible for managing website

PONRE Kanchanaburi

-There is a website but it is not enough effective because of using special budget to outsource for creating website and there is no staff to directly responsible for website (Currently, procurement officer is assigned to care).

PONRE Phetchaburi

-PONRE Phetchaburi has website that is developed occasionally and can be used normally

PONRE Prachuapkirikhan

-PONRE Prachuapkirikhan has website and staff to take care it ,however website need continuous development, can use other sites normally like Google

Well-developed environmental data and information documentation	No	Yes	4	1	
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Briefly explain your answer:

PONRE Ratchaburi

- Lack of budget, effective hardware and software to develop database

-Data need to be updated and linked to online system.

- Insufficient staff to work on database and information.

PONRE Samut Songkhram

- PONRE Samut Songkhram has been updated and improved environmental data and information documentation

PONRE Kanchanaburi

-There are information, environmental documents, but not enough because it need to use special budget to produce, if not obtain special budget, so there is no budget to produce those.

PONRE Phetchaburi

-Due to PONRE Phetchaburi does not have equipment for monitoring ,therefore need to obtain measurement data from central or REO8, there are also several areas without monitoring ,however they are a source of dissemination of environmental information of the province .

PONRE Prachuapkirikhan

-Environmental data is under developed by Office of Permanent Secretary of Natural Resources and Environment. There is no place as a center for document storage in PONRE Prachuapkirikhan .

Part 2: PERSONAL ASSESSMENT QUESTIONNAIRE**Question Item: Impact of the Project Intervention to Individual Competencies**

1. What aspects of your work that you have improved or have noticed some improvements by your active participation in the JICA project activities?

JICA Project Activities	Areas of Improvement/Activity Impact
R-EQMP Planning Workshops	PONRE Ratchaburi
	<u>Skills</u> -Coordination skill with all sectors i.e. NGO, people and government sector to invite those sectors participate and involve in the formulation of plan -Collecting important data and problems , analysis and evaluating capacity of area to assess internal and external factor of area - Coordination of local, regional and central operation -Determining the extent of linkage of the budget plan in national, ministerial, regional and local level
	<u>Knowledge</u> -The guidelines of the formulation of natural resources and environmental management plan -The guidelines of integrated planning and coordination on work plan in order to get complete information of problem of the area such as agencies in central ,local and regional level
	<u>Attitude/Orientation</u> -Have a viewpoint about integrating the work of both the natural resources and environment to create linkage -The concept of planning in term of the process of solving problem and method i.e. what, when, where, how, budget to be used, more procedures of work -The concept of making decision, determining goal, project activities, results for determination
	PONRE Samut Songkhram
	<u>Skills</u> - The formulation of plan by the participation of every sector - Encouraging every sector to participate in the formulation of plan
	<u>Knowledge</u> - The reflection on issue/problem of the area - The guideline to solve the problem - An analysis of the condition of the problem of area - Defining the way to solve the problem
	<u>Attitude/Orientation</u> - Adopting the method of R-EQMP formulation to formulate the organizational plan - Identifying the issue/problem to be consistent with the context of the plan and adopting projects/activities that are consistent with the plan to apply in the implementation of organization's projects. - Creating a linkage of the plan at different levels.
	PONRE Kanchanaburi
	<u>Skills</u> -Skills are not consistent with the actual implementation because the planning does not comply with the requirements of the people. -The formulation of plan by the participation of all sectors
	<u>Knowledge</u> -Have more knowledge and understanding about the formulation of R-EQUMP -Learn issues/problem from experiences of other participates -Applying the learning and public participation to formulate solid waste management plan of Kanchanaburi
	<u>Attitude/Orientation</u> -Raising more public participation in the process of formulation of R-EQUMP -Ability to apply the learning and public participation to formulate plan of Kanchanaburi

JICA Project Activities	Areas of Improvement/Activity Impact
	PONRE Phetchaburi
	<u>Skills</u> - The formulation of plan by the participation of all sectors
	<u>Knowledge</u> -Reflecting the issues of the area. - Guidelines of solving the problem.
	<u>Attitude/Orientation</u> - Adopting the method of R-EQMP planning to apply in the formulation of organizational plan. - Proposing the issues to be consistent with the context of plan and adopt projects/activities that are consistent with the plan to apply in the project implementation of organization
	PONRE Prachuapkirikhan
	<u>Skills</u> - Brainstorming/participatory process
	<u>Knowledge</u> -Have a wide knowledge -Determining the success of the plan
	<u>Attitude/Orientation</u> -Have a good orientation on planning -Monitoring and evaluation project continuously
In-house Seminars and Trainings	
1) GIS Training (1-2)	PONRE Ratchaburi
	<u>Skills</u> -Applying to import data, manage data and use data for working on the issues of forestry, environment and water resource (Artesian aquifer), have skills to use each functions of GIS program and spatial analysis for example import, edit , manage ,analysis and present data - According to roles and responsibilities in the organization do not require using GIS Program therefore the improvement of this skill is not well
	<u>Knowledge</u> -Have knowledge on GIS and know the working system that mix between hardware, software and information for example data from the satellite photos , including gathering, managing, analyzing and presenting data on maps. This enable viewing and understanding overall picture that shown on chart, map and report. - The use of GIS to develop environmental database
	<u>Attitude/Orientation</u> -GIS system is high effective IT which facilities viewing the picture of area in every angles very clearly and widely , convenience for operation and easy to analysis areas because there is no need to travel to that area and GIS system also enable travelling to area where is difficult to access or has limitation of time or distance, therefore GIS system help reduce the cost of travelling -GIS Training should be provided to officers/staffs who need to use GIS frequently because they need to practice and regularly learn for effective use of GIS in their operation. Anyway if officers/staffs do not use GIS regularly ,they probably forget how to use it and do not have any improvement on their skill on this area
	PONRE Samut Songkhram
	<u>Skills</u> - Surveying the area for mapping by applying QGIS program - Using GPS tool - Mapping the environment sensitive area - Surveying and collecting data for mapping and using GPS tool - Mapping by using QGIS program - The technique of using QGIS program - The mapping technique in different ways.
	<u>Knowledge</u> - How to use QGIS program

JICA Project Activities	Areas of Improvement/Activity Impact
	<ul style="list-style-type: none"> - The environment sensitive area - QGIS program -The environmental sensitive area such as the criteria for the environmental sensitive area ,area selection
	<p><u>Attitude/Orientation</u></p> <ul style="list-style-type: none"> - Applying the learning to mapping the pollution source and map of natural resource and environment - The idea to define the environment sensitive area i.e. at Don Hoi Lot wetland, Samut Songkhram Province - Preparation of environmental data in map form to see the overall situation and trend analysis of the links between various points. - Applying maps and GIS system in the area management on many issues -Applying GIS system in the natural resources and environmental management which enable seeing an overview area of province including the benefits and impact more clearly.
	PONRE Kanchanaburi
	<p><u>Skills</u></p> <ul style="list-style-type: none"> -Using GPS tools more efficient. - Operation to collect data in real area and use data for mapping by using QGIS Program -Increased skill in the use of the program GIS
	<p><u>Knowledge</u></p> <ul style="list-style-type: none"> -QGIS Program -Have knowledge of GIS mapping which can be used in the following operations: <ol style="list-style-type: none"> 1.Compiling the database of pollution source in the areas of Kanchanaburi 2.Activity to promote compliance with Pollution Control Law, by monitoring pollution source that required implementing according to ministerial regulations. as stated in Section 80 under the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992) 3.Have knowledge about sensitive environmental mapping which can be applied in the operation.
	<p><u>Attitude/Orientation</u></p> <ul style="list-style-type: none"> -Have knowledge of GIS mapping which can be used in the following operations: <ol style="list-style-type: none"> 1.Compiling the database of pollution source in the areas of Kanchanaburi 2.Activity to promote compliance with Pollution Control Law, by monitoring pollution source that required implementing according to ministerial regulations. as stated in Section 80 under the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992)
	PONRE Phetchaburi
	<p><u>Skills</u></p> <ul style="list-style-type: none"> -Collecting data in area for mapping by using QGIS Program -Using GPS tool -Mapping environmental sensitive area -Have knowledge and can use QGIS program -Development of database to be used with the program QGIS
	<p><u>Knowledge</u></p> <ul style="list-style-type: none"> -QGIS Program -Environmental sensitive area such as the area selection, factors to be considered -Using QGIS program -Application of QGIS program in environmental work -The principle and procedure for analyzing environmental sensitive area
	<p><u>Attitude/Orientation</u></p> <ul style="list-style-type: none"> -Apply the learning in order to mapping the pollution source map and significant natural resources and environmental map

JICA Project Activities	Areas of Improvement/Activity Impact
	<ul style="list-style-type: none"> -The concept of mapping environmental sensitive area - The program help solving the environmental problems -The program generates more efficient environmental management planning. - Applying the knowledge and process from learning in order to mapping the natural resources and environmental map i.e. mapping environmental sensitive area
	PONRE Prachuapkirikhan
	<u>Skills</u> <ul style="list-style-type: none"> -Never use so there is no skill improvement
	<u>Knowledge</u> <ul style="list-style-type: none"> - Have more understanding - Increase more knowledge of GIS
	<u>Attitude/Orientation</u> <ul style="list-style-type: none"> -Applying to the work well - It does not match the work in responsibility
2) Project Seminar	PONRE Ratchaburi
Proposal	<u>Skills</u> <ul style="list-style-type: none"> -Project proposal should be based on the fact and the importance of the problem, analyzed and screened data, analysis of return value and in accordance with other strategies. Understanding the principle of project proposal to make project get approval for budget
	<u>Knowledge</u> <ul style="list-style-type: none"> -The good project can respond the demand or solve the problem, has objectives and goal that are practical. Project details are consistency and coherence from the objectives, principles & reasons, method of operation, the duration and the budget
	<u>Attitude/Orientation</u> <ul style="list-style-type: none"> -Public authority (District Office) and educational institution should participate in project proposal seminar - A common problem is inability to write project proposal or writing is not clear, not in accordance with the national strategic policy. Therefore, if there is an understanding in the element of project and how to write a project proposal correctly and comprehensively and can be applied easily.
	PONRE Samut Songkhram
	<u>Skills</u> <ul style="list-style-type: none"> - Writing a good project proposal to make project attractive and receive budget
	<u>Knowledge</u> <ul style="list-style-type: none"> -Principles and concepts of writing project proposal -The procedure of writing project proposal
	<u>Attitude/Orientation</u> <ul style="list-style-type: none"> - Applying the learning to write the project proposal to obtain budget from province and OPS
	PONRE Kanchanaburi
	<u>Skills</u> <ul style="list-style-type: none"> -Writing project proposal to request for budget
	<u>Knowledge</u> <ul style="list-style-type: none"> -Steps to write a project proposal
	<u>Attitude/Orientation</u> <ul style="list-style-type: none"> -Apply to write project proposal to request provincial cluster budget/provincial budget
	PONRE Phetchaburi
	PONRE Prachuapkirikhan
	<u>Skills</u> <ul style="list-style-type: none"> -The preparation of project proposal have more detailed and obvious - Prioritizing project proposals
	<u>Knowledge</u> <ul style="list-style-type: none"> -Have more knowledge in the preparation of project proposals. -The preparation of project proposals in accordance with situation problem

JICA Project Activities	Areas of Improvement/Activity Impact
	<u>Attitude/Orientation</u> - Planning should have the project proposal suggestion which will enable the achievement of the plan more effectively
3) PA Skills Enhancement	PONRE Ratchaburi
	<u>Skills</u> -Raising public awareness requires the continuous process and identifying clear issues/problems to be target of campaigning -The management on brainstorming ideas for mutual resolving the problem
	<u>Knowledge</u> -A case study from different sources, both local and international (Japan) guidelines - Brainstorming ideas from people in the community to identify problems in the community i.e. urgent problem and how to solve the problems. The community fully participate to solve the problems with the support from government agencies, LAs and JICA
	<u>Attitude/Orientation</u> - Applying for working with community in the next project that require brainstorming to solve the problem
	PONRE Samut Songkhram
	<u>Skills</u> -Producing media for public relations
	<u>Knowledge</u> - Using appropriate media for target group and in accordance with the operation - Learning and exchanging the process of other organizations' operation
	<u>Attitude/Orientation</u> - Applying media to be used in the dissemination, campaign, public relation suitable for target group
	PONRE Kanchanaburi
	<u>Skills</u> -Skills are not consistent with the actual implementation, people still lack of awareness due to they focus on their own interest more than mutual interest -Have guidelines to raise awareness to the public on waste management from the source
	<u>Knowledge</u> -Have more knowledge and understanding on PA skills enhancement -Have knowledge of raising awareness to the public and apply the learning in the operation, raising awareness of waste management to the public so that people can reduce and segregate the solid waste in household
	<u>Attitude/Orientation</u> -It is important to raise public awareness ,especially the youth which is an important foundation for the environmental management in the future -Apply as a guideline to raise awareness to the public on waste management from the source
	PONRE Phetchaburi
	<u>Skills</u> -The preparation of media for using in raising awareness to the public. -The presentation process and the style of information presentation to the public is interesting - The preparation of media for public relation
<u>Knowledge</u> -Using media to suit the target group and in accordance with the operation. -Exchanging and learning the operation of other agencies - Adjusting the data or data comparison with what people can imagine so that they can understand the content more clearly -The process and guideline to producing media	

JICA Project Activities	Areas of Improvement/Activity Impact
	- The selection of target group and suitable tool
	<u>Attitude/Orientation</u> -Applying media to be used in the dissemination, campaign and public relations to suit each target group -Data presentation require considering the basic knowledge and age in order to have most effective data presentation -The preparation of media for the dissemination, campaign and public relations
	PONRE Prachuapkirikhan
	<u>Skills</u> -Have increased skill , know techniques to build motivation to people more -Raising awareness of local environmental issues which is close to home and easy to understand
	<u>Knowledge</u> -The way to access to the public is more obvious - The involvement of communities in monitoring water quality
	<u>Attitude/Orientation</u> -A method to have more positive thinking -Working to access and understand the problems and demand of the local
4) Water Quality Management /EMP	PONRE Ratchaburi
	<u>Skills</u> -A Survey of problems and needs by leader of community and representatives from local people -There should have monitoring and evaluation
	<u>Knowledge</u> -There should have alternative technology for troubleshooting so that community have choice to make a decision i.e the case of oil & grease trap - How to make EMP and the benefits of EM Ball
	<u>Attitude/Orientation</u> -Educational institution and LAs should have closer coordination and Mayor should be invited to participate in the planning and campaign -The participation of students and people in the community to work together
	PONRE Samut Songkhram
	<u>Skills</u> -The method of detecting biological indicator in water bodies
	<u>Knowledge</u> -Water quality monitoring system -Successful experience of monitoring and water quality control system of Japan -The management measure and control water quality - Involvement of community on water quality control
	<u>Attitude/Orientation</u> -The concept of involvement of community on water quality control -The concept of preparation and educating about biological indicator
	PONRE Kanchanaburi
	<u>Skills</u> -Water quality monitoring
	<u>Knowledge</u> -Have knowledge of water quality management ,water quality monitoring
	<u>Attitude/Orientation</u> -Apply the knowledge to educate LAs and local to join the network of monitoring water quality of Kanchanaburi
	PONRE Phetchaburi
	<u>Skills</u> -Making EMP from natural materials or agricultural crops

JICA Project Activities	Areas of Improvement/Activity Impact
	<u>Knowledge</u> -Use vegetable scraps, fruit, especially citrus as key ingredients in the multi-purpose EMP that can be used to clean house or washing hair
	<u>Attitude/Orientation</u> -It is very good way to reduce the amount of organic waste and the cost of buying the cleaner to be used in the house
	PONRE Prachuapkirikhan
	<u>Skills</u> -No skill improvement
	<u>Knowledge</u> -Learn various method
	<u>Attitude/Orientation</u> -More understanding on the way of thinking of others in the water quality management
Pilot Project Implementation and Monitoring	
1) Attendance to Advisory Meeting	PONRE Ratchaburi
	<u>Skills</u> -Preparation of issues to be discussed in order to present the issues for Advisory Team's consideration
	<u>Knowledge</u> - Acknowledge the performance of the project.
	<u>Attitude/Orientation</u> - The importance of the discussions to determine the operational guidelines, troubleshooting and monitoring
	PONRE Samut Songkhram
	<u>Skills</u> -The exchange of ideas between practitioners in the area and Advisory Team
	<u>Knowledge</u> -To learn about the results of projects/activities -Monitoring and evaluation of plan
	<u>Attitude/Orientation</u> -Setting up the advisory committee to monitor and evaluate the project -Monitoring and evaluation should be conducted continuously
	PONRE Kanchanaburi
	<u>Skills</u> -Implementation and monitoring and evaluation
	<u>Knowledge</u> -Have knowledge of project implementation and monitoring and evaluation
	<u>Attitude/Orientation</u> -Apply in the project evaluation in Kanchanaburi
	PONRE Phetchaburi
	<u>Skills</u> -Brainstorming and planning to solve the problem and the implementation of project activities. - The process/planning/ implementation/monitoring and evaluation
	<u>Knowledge</u> -Results of operations/project activities -Monitoring and evaluation of the plan - Have knowledge and information of Japan's the waste management and technique of waste management - Exchanging ideas
	<u>Attitude/Orientation</u> - The establishment of the Advisory Committee to monitor and evaluate the project - Monitoring and Evaluation should be carried out continuously

JICA Project Activities	Areas of Improvement/Activity Impact
	- There are several ways to manage the waste problem in which we can apply the method that is appropriate for the community to solve environmental problems
	PONRE Prachuapkirikhan
	<u>Skills</u> -Learn techniques for detecting the composition of waste, waste management in waste disposal site. - Monitoring and evaluation of performance, effectively
	<u>Knowledge</u> -Have more knowledge - Integration of knowledge among central, regional and local agencies
	<u>Attitude/Orientation</u> -Have a good orientation -Publicizing the working process to interested agencies is good approach and should share experiences with the network agencies
2)On-site PP Activities	
Pilot Project 1 (Phetchaburi)	PONRE Ratchaburi
	PONRE Samut Songkhram
	<u>Skills</u> -The accurate procedures of waste landfill
	<u>Knowledge</u> - The solid waste management of Tha Yang SDM - The solid waste management and the improvement of waste disposal site of Tha Yang SDM
	<u>Attitude/Orientation</u> -Collecting solid waste data
	PONRE Kanchanaburi
	<u>Skills</u> -Implementation and monitoring and evaluation
	<u>Knowledge</u> -Have knowledge of project implementation and monitoring and evaluation
	<u>Attitude/Orientation</u> -Apply in the project evaluation in Kanchanaburi
	PONRE Phetchaburi
	<u>Skills</u> -Field survey on solid waste management i.e. the waste collection ,the waste segregation , The correct procedures of waste landfill - Planning and preparation of activities. -Surveying and field survey on solid waste - The process of planning and operation
	<u>Knowledge</u> - The solid waste management of Tha Yang SDM 's area - Have knowledge and information of Japan's the waste management and technique of waste management -Have knowledge of the waste disposal of people in the area and problem that occur -The system of solid waste landfill. Prolonging the lifetime of the waste disposal places. - Raising environmental awareness
	<u>Attitude/Orientation</u> -Collection of solid waste data - It is useful project for local and it should be developed and expanded its area of operations continuously - Applying the knowledge for solid waste management in the area
	PONRE Prachuapkirikhan
	<u>Skills</u> -Very useful - Management of solid waste disposal site

JICA Project Activities	Areas of Improvement/Activity Impact
	<p><u>Knowledge</u></p> <ul style="list-style-type: none"> -Have knowledge of measuring a quantity, way of thinking, management - Waste management technology of Japan
	<p><u>Attitude/Orientation</u></p> <ul style="list-style-type: none"> - Solid waste management must start from the household. -The personnel of the LAs need to have the skills to improve waste disposal site is an important and urgent matter
Pilot Project 2 (Ratchaburi)	PONRE Ratchaburi
	<p><u>Skills</u></p> <ul style="list-style-type: none"> -Coordinating with leader of community in the implementation of project since planning, implementing, monitoring and evaluation -Operation with municipality and the community -Conducting activities that the community can participate
	<p><u>Knowledge</u></p> <ul style="list-style-type: none"> -Raising awareness to the community continuously. -Technique/method to jointly conduct activities with the community , school (students) to raise awareness and participation from the community and youth on environmental management - Environmental management in the community, the form of the waste water treatment tank, and water quality monitoring
	<p><u>Attitude/Orientation</u></p> <ul style="list-style-type: none"> -Campaign and resolution need cooperation from all sectors i.e. community, government sector (District /LAs /PONRE) including monk and academy -Identifying the project to be implemented with the community, consultative meeting with the community need to be conducted firstly to learn the demand for environmental solutions of community -The implementation of project need to have periodic meeting to learn the progress and obstacle that occur for improvement - The unity of the people in the community cooperates in activities
	PONRE Samut Songkhram
	<p><u>Skills</u></p> <ul style="list-style-type: none"> -The process of raising the public participation
	<p><u>Knowledge</u></p> <ul style="list-style-type: none"> -Raising the public participation on environment and waste water
	<p><u>Attitude/Orientation</u></p> <ul style="list-style-type: none"> -The technique of field work and raising the public participation on natural resources and environment management
	PONRE Kanchanaburi
	<p><u>Skills</u></p> <ul style="list-style-type: none"> -Water quality management, monitoring, maintaining water quality and public participation
	<p><u>Knowledge</u></p> <ul style="list-style-type: none"> -Have knowledge about water quality management, monitoring, maintaining water quality and public participation
	<p><u>Attitude/Orientation</u></p> <ul style="list-style-type: none"> -Apply the knowledge to educate people to encourage them to involve in the network of water quality management, monitoring and maintenance of water quality in their area
	PONRE Phetchaburi
	PONRE Prachuapkirikhan
<p><u>Skills</u></p> <ul style="list-style-type: none"> -Learn new methods. - The involvement of the community in waste water management 	
<p><u>Knowledge</u></p> <ul style="list-style-type: none"> -Have knowledge of the biological wastewater management - Water quality measurements using smaller creatures 	

JICA Project Activities	Areas of Improvement/Activity Impact
	<u>Attitude/Orientation</u> -The concept of wastewater management for small community - Generating community to love and cherish the local resources
Bi-weekly Meetings with ONEP and REO8	PONRE Ratchaburi
	<u>Skills</u> -Planning for meeting and identifying issues to be discussed in advance
	<u>Knowledge</u> - Acknowledge the performance of the project.
	<u>Attitude/Orientation</u> -The importance of the discussions to determine the operational guidelines, troubleshooting and monitoring
	PONRE Samut Songkhram
	<u>Skills</u> -Monitoring and evaluation of project
	<u>Knowledge</u> -The results of the meeting from the evaluation of project
	<u>Attitude/Orientation</u> -Bi-Weekly Meetings for monitoring and evaluation of project
	PONRE Kanchanaburi
	<u>Skills</u> -The meeting to follow up the implementation of PONRE Kanchanaburi's projects and discuss with related departments within PONRE Kanchanaburi -Monitoring and evaluation project
	<u>Knowledge</u> -The results of the implementation of the JICA projects including the implementation of related agencies' projects -The results of the project
	<u>Attitude/Orientation</u> -The importance of consultations with all parties involved in the work in order to sustain the implementation of project and mutually solve the problem occurs during the implementation -Apply in the project evaluation in Kanchanaburi
	PONRE Phetchaburi
	<u>Skills</u> -Monitoring and evaluation of the project
	<u>Knowledge</u> -Exchanging the idea -Monitoring and evaluation of the project
	<u>Attitude/Orientation</u> -Monitoring and evaluation of the project by having meeting regularly
	PONRE Prachuapkirikhan
	<u>Skills</u> -Developing skills of communication and periodic monitoring
	<u>Knowledge</u> -Have increased knowledge on environmental management
	<u>Attitude/Orientation</u> -Each area has a difference of time, location, people and the socio-cultural context

2. To what aspects of your job does the training in Japan contribute in the quality of services provided to your organization's stakeholders? Explain briefly your answer.

PONRE Ratchaburi

-The training in Japan contributes greatly to the development of personal skills for operation and providing services in organization. By learning the concept of natural resources and environmental management in regional, provincial and local level which are linked in all dimensions such as law ,academic/ participation /raising awareness/and continuous implementation. Therefore there are systematic development, coordination and integrated planning which is practical

- The training in Japan contribute in the quality of operation especially on the following aspects:

1. The responsibility of entrepreneurs towards the environmental standards and the participation by all sectors, if entrepreneurs strictly follow such standards, it will reduce negative impact on environment within the community and the country or almost no negative impact same as Japan. Therefore it is necessary to create understanding for entrepreneurs in order to enable them to carry out activities that meet the standards as much as possible. The community can also help monitoring environment within the community and this is another way to monitor the operation of factory

2. Working together with the community should be in the form of "Fun to Share" participation which can be applied into conducting campaign activities such as the project of community model , the waste management to zero by 3R concept, activities with the youth in the community and nearby community

- Staffs who attended the training in Japan have knowledge, experience and awareness on environmental conservation, participation and building the environmental network. They viewed the waste segregation which is conducted seriously and orderly.

PONRE Ratchaburi conducts campaigning activity on waste segregation, promote "Natural Resources and Environmental Protection Volunteer Network" ("NEV-Net") including activities that related to environmental conservation but when compare to Japan, giving priority to law enforcement seriously is the part to be successful.

The organization has unclear work scope and only a short-term mission that emphasize on solving problem at hand. There is no concrete measure from government to help moving forward environment as a result, the performance is just conducting the campaign activities, promoting participation, which is quite difficult if there are various type of people therefore law may be used for moving forward the operation.

- Not yet have consequences because just got back. However it should enable faster working and clearer information.

PONRE Samut Songkhram

-The training in Japan contributes in the quality of services provided to organization's stakeholders. According to the learning on the concept of environmental management of Japan which is to encourage stakeholders to involve in the natural resources and environment, raising awareness of people in the country on the environmental management by considering economic growth along with sustainable environmental management. PONRE Samut Songkhram applies the learning in the implementation of projects/activities, formulating plans and encouraging every sector to participate in every activity to propose recommendations and identify the problems which will lead to effective and sustainable solution.

- The training in Japan contributes in the quality of services provided to organization's stakeholders. By listening to information about the operations of agencies at various levels of Japan, it can be seen that there is a focus on monitoring and evaluation the result of programs / projects, operating with the attention to detail at every step including a focus on providing opportunities for all sectors to participate.

This concept can be applied in the operation in term of carrying out planned activities/projects, monitoring and solving pollution problem or environmental complaints which should focus on monitoring, evaluation and the involvement of various sectors to improve operations in the future. This can lead to greater operational efficiency.

PONRE Kanchanaburi

- There is more improvement of skill for operation i.e. conducting workshop, raising more public participation in the environmental management, people will have opportunity to comment, identify problems and propose the solution to environmental issues, applying the knowledge derived from the training to educate communities in environmental management. However, there are difficulties in the operation i.e. the agencies in the area. / people do not cooperate ,lack of budget for operation, PONRE does not have power to order the agencies in the area.

- Personal development for environmental management within the housing and raising awareness in the family.

-Contributing in the quality of services by promoting the related government agencies, private sector and people participate in project activities so that that project can respond the demand and cause maximum benefit to all sectors
-Contributing to the support of environmental information to related organizations to use.

PONRE Phetchaburi

-The training in Japan contributes in the quality of services provided to organization's stakeholders. According to the learning on the concept of environmental management of Japan which is encouraging all sectors to participate in the natural resources and environment, raising awareness of the public in the country on the environmental management by considering economic growth along with sustainable environmental management. This concept is applied into the implementation of projects/activities, formulating plans by encouraging every sector to involve in every activity to enable every sector to propose recommendations and identify the problems which will lead to effective and sustainable solution.

- According to training in Japan, also found differences in the functions of agencies at the provincial level. Japan gives priority to the importance of participation for all stakeholders in the management of environmental issues. PONRE Phetchaburi also gives priority to the participation of stakeholders especially about environmental complaints that require the cooperation from all parties involved to solve that problem effectively and in accordance with the problems occurred.

-Having knowledge from training in Japan on the natural resources and environmental management: policy, applicable law and implementation. All sectors participate and creating understanding to all sector before starting project that will affect the environment, raising environmental awareness since school age, applying technology for the monitoring of environmental quality. PONRE Phetchaburi is not direct service provider but can apply the knowledge for the working on service through the participatory process on natural resources and environment such as the training to educate about the environment.

PONRE Prachuapkirikhan

-Have good experience in the attitude adjustment, the service of the organization, which has a different way of thinking, environment, and expectations, inspiration, can see myself more clearly through the view of the Japanese people.

- The training in Japan contributes in the quality of services provided to organization's stakeholders. By developing the database of stakeholders of agencies in order to coordinate quickly, have effective warning and listen to comments towards environmental plan seriously.

- Obtaining many benefits from training, and transferring the knowledge to the other Heads of government agencies so that they have understanding about the project ,moreover encouraging stakeholders to contribute on the following details:

1. Government sector: encouraging local provincial government involve in waste management, by jointly educating and commanding LAs to conduct the waste management according to the policy of National Council for Peace and Order (NCPO).

2.Public Sector :cooperating with Health Assembly to encourage public sector on waste disposal at origin (household waste)

3. What kind of activities have you done after your training in Japan to apply the learning? Explain briefly your answer.

PONRE Ratchaburi

-Educating staffs in the organization and working committees related to the operation of PONRE Ratchaburi on the issues i.e. solid waste management by participation from community , the formulation of R-EQUMP2016-2021

-Conducting more activities with the community on the campaign activity for example the project of community model on waste management to zero by 3R concept, this project focus on the youth in the community. In the beginning of project, PONRE Ratchaburi educates adult people in the community but not includes the youth. In order to build the linkage within the community, so the activity emphasizes on stimulation and raising the awareness through activities that are interesting for kids such as drawing, composing essay, using question& answer game to educate the knowledge of waste management by 3 R concept, including educating on organic waste management by using earthworm from speaker who is local wisdom /Dr.Earth that participate in the activities of the project from the beginning.

- Using comics to produce brochure, poster or cutout used in the event to attract attention and meets the concept of "Fun to Share" participation.

- Conducting the waste segregation within the organization by providing garbage bins which are separated according to the type of waste in order to segregate waste before disposing according to the type of waste

- There are plans to apply the knowledge to carry out the activity, dissemination of the knowledge to raise awareness to the community, young people in the waste management and the environment in their own community.

PONRE Samut Songkhram

-Now Samut Songkhram is facing the environmental problem on the management of solid waste and waste water. The problems of solid waste management occurs because people do not segregate waste in household and cause large amount of waste, there is no landfill site. The waste water problem is caused by waste water from community and nearby province. Samut Songkhram Province is the location of estuary of Mae Klong River and Don Hoi Lot wetland where is Ramsar Site; therefore will adopt the concept of public participation and “Fun to share” to manage the environmental problem of province, this is expected to reduce environmental problems in the area. A good example of Japan that will be applied in the operation that is database development, if province has well-developed database, those database can be used for analyzing and managing the natural resources and environment in province, accurately and sustainable.

- Since the solid waste problem of Thailand is treated as national agenda that require accelerating troubleshooting, seriously. The main concept that is used is the solid waste management at the source by encouraging people to reduce and segregate waste from households, this approach is consistent with the policy on waste management of Japan which focuses on the building of circulate society based on the 3R principle coupled with the use of technology in waste management in the final stage. However, in the context of Thailand or Samut Songkhram, the public sector and the private sector also give priority to participation in environmental management rather low. In the first stage must focus on creating perception and raising awareness along with the creation of the channel as an opportunity that allows all sectors to involve as much as possible. By starting with the training activities to educate the public in terms of solid waste management and waste water management as a base to build participation of various sectors in taking care of the environment.

PONRE Kanchanaburi

- The operation focused on the existing projects and applies the learning from training to implement the projects i.e. educating the public by presenting the successful case of environmental management of Japan as a guideline for people to manage environment in their own community.

- Proposing that law enforcement and penalty measure should be strengthened both in terms of legal and social measures, for people who violate the law, destroy the environment

-Ability to apply the learning in the environmental management such as solid waste management which PONRE Kanchanaburi is implementing the solid waste management roadmap, the knowledge from training can be applied as a guideline for that implementation, an important approach is raising awareness of waste management to people so they are able to segregate solid waste in household, this will help reduce the number of waste to disposal in the final stage. From this training, realizing that environmental problem occurred is not the duty /burden of people but it is the duty of authorities at all levels to educate people in order to raise public awareness to participate in resolving environmental problems voluntarily by themselves.

-Raising awareness on solid waste management to the public through the role of Speaker for LAs and convey the experiences of training in Japan to participants to know about the environmental operation of Japan

-There is plan to improve environmental database to manage the environmental planning of Kanchanaburi.

PONRE Phetchaburi

-At present, Phetchaburi is facing the environmental problem on the management of solid waste and waste water. The problem of solid waste management happen due to people do not segregate waste in their household and cause large amount of waste, there is no landfill site in their area . The waste water issue is caused by waste water from community and nearby province, therefore if apply the concept of public participation and “Fun to share” to manage and solve the environmental problem of province, this will help reducing environmental problems in the area. A good example of Japan that can be applied in the operation which is database development, if province has well-developed database, those database can be used for analyzing and managing the natural resources and environment in province, accurately and sustainable.

- Activities that are planned to be carried out is a project of environmental management to promote tourism in the community level which will focus on waste management issues. Knowledge derived from training in Japan can be

can be applied especially to share experiences of the waste segregation of Japanese people, the management model of Fuji municipality and the participation of the private sector in the area which is significant concept and method can be applied to solve the waste problem in tourist attraction and community sustainable

- The natural resources and environmental problem in Phetchaburi Province such as the management of solid waste and waste water, the invasion and destroying the natural resources. The main reason is because people lack of environmental awareness. Thus the process to promote the participation of the public on conservation and rehabilitation of natural resources and environment is a role of PONRE which can integrate knowledge from training in Japan to apply in the operation to raise awareness of the environment and create the process of voluntary and fun participation to the public (Fun to Share), enabling the public can easily monitor environmental quality by providing academic support, educating people and the youth on solid waste management and building and supporting the network of NGOs in environmental work.

PONRE Prachuapkirikhan

- The mediation on environmental dispute
 - Campaign activities should use the exhibition which is animated, interactive 2-way and lively
 - Motivation and driving forward the operation of natural resources and environment through ice-breaking, sustainable.
 - Encouraging the private sector participate in the management of natural resources and the environment, particularly, maintenance and cleaning the beach, warning on air pollution, haze

- Integrated waste management in term of policy and conversion the plan into practice as follows :

1. Budget request from the province /provincial cluster to conduct the project of solid waste disposal in tourist attractions 2016
2. Budget request from Environmental Funds to restore old disposal site to meet the academic criteria, amount 21 projects
3. Implementing the project of climate change preparedness by emphasizing participation from all sector on waste management i.e. recycling waste in household 2016

4. What other capacity needs (trainings and seminars, etc.) that you think are important to be implemented at least in the next 1-2 years in order to strengthen operational capacity of your organization in providing quality services to stakeholders?

Capacity needs	Level of Priority		
	High	Medium	Low
PONRE Ratchaburi			
The formulation of strategic plan and planning		✓	
Development of database by using GIS	✓		
Enhancing coordination and integration skill of natural resources and environmental management by participation from community		✓	
Technique to promote participation and awareness in the conservation of the environment.	✓		
Raising awareness on environmental conservation.	✓		
Strategies to promote participation.	✓		
PONRE Samut Songkhram			
Enhancing the operational capacity of staffs in PONRE		✓	
The database of natural resources and environment i.e. pollution source map	✓		
Enhancing the operational capacity of LAS' staffs of the natural resources and environmental section		✓	
Purchasing the equipment of monitoring environmental quality i.e. water quality tester		✓	
Producing appropriatemedias for each target group i.e. using cartoon character to conduct waste segregation campaign		✓	
PONRE Kanchanaburi			
Training for volunteer/people in the area to use environmental monitoring device	✓		
Educating the natural resources management to the public	✓		
Enabling the private sector to participate more in the environmental management	✓		
Considering the report of analysis of the impact on the environment.	✓		

The formulation of provincial natural resources and environmental management plan	✓		
Database management and GIS data.	✓		
Strengthening the participation of the public, companies, and government authorities in environmental management.	✓		
PONRE Phetchaburi			
Enhancing the operational capacity of staffs of PONRE		✓	
The development of database of natural resources and environment i.e. pollution source map	✓		
Capacity building on the natural resources and environment for LAs' staffs according to the mission transferred		✓	
The preparation of media that are appropriate and consistent with each target group i.e using cartoon character for waste segregation campaign	✓		
The training course on lecturer of waste management by simple technology.	✓		
The training course on making environmental media information	✓		
Purchasing the equipment of monitoring environmental quality i.e. water quality tester	✓		
PONRE Prachuapkirikhan			
Water Pollution Law	✓		
Air Pollution Law		✓	
The use of information technology to management local natural resources and environment.			✓
Development and updating of database of environmental situation in monitoring and evaluation continuously	✓		
Building the knowledge and understanding to the public and the private sector in order to maintain orderliness of country	✓		
Preparation of environmental management plans to link with national measure and the situation of local issues	✓		
Training in basic computer repairing		✓	
An evaluation of operation and carry out the operation in order to sustain the impact of the JICA Project activities	✓		
The presentation of applying JICA's technique 2013-2015		✓	

5. What recommendation/s can you propose for each organization to undertake in order to sustain the impact of the Project activities:

<u>PONRE</u>
PONRE Ratchaburi
<ul style="list-style-type: none"> - Organizing meetings/seminars to improve and develop the planning to integrate natural resources and environmental management by participation from community - Organizing forum to be venue for exchanging ideas, raising the awareness to community in the project /important area/risk area - Ongoing providing technical support to LAs - Conducting activity with LAs if there is project that fits the context of the area of those LAs, this is according to the authority of PONRE - Coordinating the cooperation and linkage in each sectors - Monitoring and supporting knowledge to the pilot area.
PONRE Samut Songkhram
<ul style="list-style-type: none"> - There should have sufficient duration for the formulation of plan - Plan should be implemented into action - Focusing on the connection of the plan of each level and the participation of various sectors. - Monitoring and evaluation plan periodically
PONRE Kanchanaburi
<ul style="list-style-type: none"> - Applying the guidelines for implementation of the JICA project activities ; especially, Pilot Project for the environmental management of PONRE

- Motivating LAs to participate in the environmental management
- Raising more public participation in the environmental management
- The formulation of provincial natural resources and environmental management plan
- The formulation of action plan on provincial environmental quality management
- Converting the plan into action on the basis of problems of the area and building the pilot area in the implementation of activities.

PONRE Phetchaburi

- The timing of planning should be clarified
- Implementation of the plan into action
- Activities should be conducted continuously and expanded to cover all municipalities.
- Implementation of the plan into action
- Building environmental network

PONRE Prachuapkirikhan

- There should have continuous capacity development to personnel who have readiness and capacity direct to the field of work
- Award should be given to personnel of environment to encourage and promote them to have advancement in their own field of work higher than personnel from other fields in order to have ongoing operation and not waste time to develop country.
- Joint organizing the meeting / lessons learned between PONRE, REO8 and LAs at least three months/time
- The use of Facebook / website to present the performance of the project activities publicize and receive comments from stakeholders.
- Creating activities in the capacity development of personnel, concretely and interesting
- Summary report of performance to disseminate to LA agencies for acknowledgement.
- Conversion of the JICA Regional Environmental Management Plan into practice at LAs level and sponsored by counterpart, this will be lesson learned from plan for improvement in each year
- Lack of continuous follow-up because of limited budget and number of personnel.
- PONRE should apply the knowledge obtained from JICA to suit the province and in accordance with the condition of the area

REO8**PONRE Ratchaburi**

- Organizing Lesson-learned workshop to formulate integrated environmental plan
- Coordinating to have the formulation of long-term monitoring and evaluation plan for pilot areas
- Promote and disseminate the project activities to network and other REOs for acknowledge
- Coordinating the cooperation and linkage
- Acting as center for PONRE to follow up and cooperate with the local in the pilot project for academic information.

PONRE Samut Songkhram

- There should be a periodic monitoring and evaluation of plan.
- Monitoring and evaluation plan periodically

PONRE Kanchanaburi

- Educating technical knowledge of environment to PONRE i.e. environmental quality measurement
- Joining with PONRE to formulate provincial plan
- Formulating R-EQUMP to be consistent with the provincial plan
- Supporting province on the following issues:
 1. The formulation of provincial natural resources and environmental management plan
 2. The formulation of action plan on provincial environmental quality management
 3. The formulation of 3-year plan on natural resources and environment of LAs
- Supporting environmental knowledge
- Acting as agency that convey policy and plan from central level to regional level

PONRE Phetchaburi

- Monitoring and evaluation of the project periodically
- Activities should be conducted continuously
- Acting as Academic Advisor

PONRE Prachuapkirikhan

- The development to build Science Center to provide operational services in all sectors
- Joint organizing the meeting / lessons learned between PONRE,REO8 and LAs at least three months/time
- The use of Facebook / website to present the performance of the project activities publicize and receive comments from stakeholders.
- Creating activities in the capacity development of personnel, concretely and interesting
- Summary report of performance to disseminate to LA agencies for acknowledgement.
- Conversion of the JICA Regional Environmental Management Plan into practice at LAs level and sponsored by counterpart, this will be lesson learned from plan for improvement in each year
- The coordination may be not smooth because of responsibility for many areas
- Monitoring on the use of R-EQMP and PA of JICA (by following up Provinces ,Tha Yang SDM, Pak Tho SDM)

LA**PONRE Ratchaburi**

- Expanding the activities to other communities
- Formulating environmental quality management plan (including natural resources) by participation of all sectors
- The implementation should be covered all communities including expanding the implementation of the Project activities by dissemination and educating the community and other LAs in nearby area
- Conducting the activity of best practices model of environmental conservation
- Encouraging people in the area to participate
- Cooperating with the community and as consultant ,monitoring project , supporting both the knowledge and the budget to improve waste water treatment system in the Pilot Project 2

PONRE Samut Songkhram

- Plan should be implemented into action by adopting into the 3-year local plan

PONRE Kanchanaburi

- Motivating LAs to participate in the environmental management
- Applying the guidelines for implementation of the JICA project activities; especially, Pilot Project for the environmental management
- The formulation of 3-year plan on natural resources and environment of LAs and can allocate the budget to implement the project of natural resources and environment
- Conducting ongoing activities and expanding the areas of the activity operation and target group of the activity operation

PONRE Phetchaburi

- Plan should be implemented into action by adopting into the 3-year local plan
- Activities should be conducted continuously and expanded to other communities in the municipality.
- Plan should be implemented by local
- The continuous implementation

PONRE Prachuapkirikhan

- There should have personnel of public health and environment who have knowledge and capacity direct to the requirement of position, at least 1 person in the organization.
- The percentage of budget for operational management of natural resources and environment should be adjusted.
- Joint organizing the meeting / lessons learned between PONRE,REO8 and LAs at least three months/time
- The use of Facebook / website to present the performance of the project activities publicize and receive comments from stakeholders.
- Creating activities in the capacity development of personnel, concretely and interesting
- Summary report of performance to disseminate to LA agencies for acknowledgement.

- Conversion of the JICA Regional Environmental Management Plan into practice at LAs level and sponsored by counterpart, this will be lesson learned from plan for improvement in each year
- Lack of continuity if there has been changed new management.
- LA should apply the knowledge obtained from JICA and have periodic monitoring

ONEP

PONRE Ratchaburi

- Improving the guideline of environmental management by focusing the participation of community and support conducting public awareness activity in every projects sponsored by ONEP
- Providing forum for exchanging idea of development on the formulation of environmental quality plan
- ONEP should conclude the result of implementation of project to be a model of development of formulation process of management plan and coordinate with OPS to disseminate or conduct seminar so that PONREs and other agencies in region or central can use as a guideline for improvement of the implementation
- If possible ,ONEP should request JICA to extend the duration of Phase 2 to expand the implementation of the Project activities in pilot LAs to other communities but if not possible ONEP should coordinate with OPS to consider on expanding the implementation in the next 2-5 years so that it can be model of development which can be applied to other provinces
- The result of implementation should be disseminated to other sectors to use as a model of environmental management and integration of operation in the region, province and local.
- Monitoring and reviewing projects, continuously

PONRE Samut Songkhram

- The plan should be integrated in order to facilitate the practical.
- ONEP should find the way to move forward plan into action.
- There should be monitoring and evaluation of the plan.

PONRE Kanchanaburi

- Supporting the operation of PONRE to implement the provincial plan
- Supporting LAs that proposing the project to get budget for the project implementation or encourage other agencies to support LAs
- Should have database development
- Supporting the natural resources and environmental plan in the local, provincial and regional level to obtain budget to implement the project according to the plan
- Supporting operational budget

PONRE Phetchaburi

- The plan should be integrated in order to facilitate the practical.
- Seeking the way to move forward plan into the action
- Monitoring and evaluation of the plan.
- There should have a continuous technical and budget support and expand to other REOs

PONRE Prachuapkirikhan

- There should be clear function and One Stop Service operation.
- Joint organizing the meeting / lessons learned between PONRE,REO8 and LAs at least three months/time
- The use of Facebook / website to present the performance of the project activities publicize and receive comments from stakeholders.
- Creating activities in the capacity development of personnel, concretely and interesting
- Summary report of performance to disseminate to LA agencies for acknowledgement.
- Conversion of the JICA Regional Environmental Management Plan into practice at LAs level and sponsored by counterpart, this will be lesson learned from plan for improvement in each year
- Coordination is still not as good as expected.
- ONEP should have an ongoing project to promote the pilot project to be truly prototype and can create at least 2 networks (for sustainability)

Final Capacity Assessment Questionnaire Survey for Pilot LAs

Organization : 1.Pak Tho SDM
2.Thu Yang SDM

Question Item: Organization and human resources

1. Can you briefly state the roles and functions of your organization?

Pak Tho SDM is responsible for maintaining peace and cleanliness, building and maintaining roads and ports, fire and rescue services, providing education, public health services, social welfare and preserve local culture. SDM also may provide utilities and other public assistances as appropriate

Tha Yang SDM

1. Infrastructure
2. Promoting the quality of life
3. Social organization
4. Promoting the investment, commerce and tourism
5. Natural resources and environment management
6. Promoting religion, culture, tradition, wisdom.
7. Administration to support Government mission and LA

2. Did your organizational structure changed since 2013? Kindly circle your answer and provide old and new structure.

Pak Tho SDM	No
Tha Yang SDM	No

3. How many personnel are there in your organization from 2013-2015?

Pak Tho SDM

Section	Permanent staff		Non-permanent staff	
	2013	2015	2013	2015
Office of the Municipal Clerk	10	11	7	8
Division of Finance	5	6	-	-
Division of Technical Services	1	2	-	-
Division of Education	3	2	2	2
Division of Public Works	2	2	8	8
Division of Public Health	2	1	13	13
Total	23	24	30	31

Tha Yang SDM

Section	Permanent staff		Non-permanent staff	
	2013	2015	2013	2015
Tha Yang SDM	79	82	127	125
Total	79	82	127	125

4. Did your annual operations budget increase or decrease from 2013-2015? What is the rate of increase or decrease?

Pak Tho SDM

Budget	2013	2014	2015
Administration	29,028,995.77	28,414,761.43	29,870,265.02
-Operations (Public Health and Environment)	2,801,880	2,958,320	3,029,320
-General management on public health			
- Service			
- Waste disposal			
Special Budget*	8,370,676	4,944,660	8,691,567.41
	-Allowances for elderly persons	-Allowances for elderly persons	-Construction of collecting and waste

	-Allowances for disabled persons -Small child development center	-Allowances for disabled persons -Small child development center -Treatment of drug addicted persons -Construction of a multi-purpose hall for Pak Tho Kindergarten School -Construction and renovation sport field "One Tambon, One Sport Field"	water treatment system -Building small child development center -Installation of fitness machine -Allowances for elderly persons -Allowances for disabled persons -Small child development center
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Tha Yang SDM

Budget	2013	2014	2015
Administration	26,241,670	30,853,500	31,737,900
Operations	70,183,050	82,573,200	87,415,520
Special Budget* -Repayment -Social security contribution -Government Pension Fundcontribution -The traffic expenses. -Subsidizing pawnshop -HIV/AIDS care allowances	21,615,630	23,043,810	22,137,810

Note: Please provide annual budget from 2013-2015. If there is a special budget, please specify the intention of the allocation.

Question Item: Improvement of Individual Capacities

5. What aspects of your roles and functions in your organization that you making any improvements by your involvement and active participation in JICA initiated pilot project?

Aspects of Improvement	Circle your answer		If "yes", please state the level of improvement		
			1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
Coordinating environmental activities with communities	No	Yes		8	
Briefly explain your answer: Pak Tho SDM -There is much more closer to communities and communities have participation in environmental activities by co-thinking ,co-action and co-responsibility. -There is more coordination with the community, such as in the activity to create the oil grease trap. Pak Tho SDM will process to completion and continue coordinating environmental activities with communities continuously. - There is more coordination with the community in environmental activities. Tha Yang SDM -Coordinating with community leaders and people more - Creating greater interaction with the community leaders and people in the community. -There is a coordinating cooperation between the community about waste segregation/environmental training ,people cooperate more on the waste segregation -The establishment of a group of "Recycle Bank" -Organizing group activities between municipality and community on waste management -The establishment of a group of "Recycle Bank" -Organizing group activities between municipality and community on waste management					
Monitoring of environmental issues and problems	No	Yes		8	
Briefly explain your answer: Pak Tho SDM -Communities are increasingly aware of environmental issues by helping to monitor and initially report then inform municipality including cooperate to resolve. - There is more public participation in monitoring of environmental issues and problems - People in the communities have more participation in monitoring of environmental issues and problems					

Aspects of Improvement	Circle your answer		If "yes", please state the level of improvement		
			1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
<p>Tha Yang SDM</p> <ul style="list-style-type: none"> -People help monitor and cooperate to resolve the issue with the municipality. -The people in the community has greater involvement in solving the problem together with the municipality -There is monitoring when environmental issues occurs such as waste residue , odor etc., there is correction and evaluation, waste water tank is installed according to the instructions, monitoring a pilot community -The community has checking within community -The monitoring and evaluation of the prototype sampling group 					
Conducting public awareness campaigns	No	Yes		8	
<p>Briefly explain your answer:</p> <p>Pak Tho SDM</p> <ul style="list-style-type: none"> -Communities are more alert as a result of having several meetings and activities, including there are staffs from REO8 and PONRE Ratchaburi visit the area, frequently. - The campaign activities are conducted to raise public awareness such as waste recycling, Recycle Bank, EMP and in the future Pak Tho SDM will increase public participation in waste source disposal by working with the community to survey the amount of waste and seek the way to reduce organic waste. - Increasing the conduct of campaign activities to raise awareness to people in communities and people pay attention to participate in activities on the environment more <p>Tha Yang SDM</p> <ul style="list-style-type: none"> - Conducting public awareness campaigns through PR Media, website, voice on line, brochure, newspaper - Visit the community more to educate about awareness - Officers visit the community more often to educate people in the community -Training to community and school continuously, applying the knowledge from training -Conducting Big Cleaning Day activity to campaign on cleanness -Officers perform public relation continuously -Conducting activities that provide people to participate so that they can have understanding and mutual responsibility 					
Providing/sharing environmental data and information to other agencies and to the public	No	Yes		8	
<p>Briefly explain your answer:</p> <p>Pak Tho SDM</p> <ul style="list-style-type: none"> -Communities perceive the environmental news more from the public relation through Municipality's voice on line that is increased and bulletin board which will be installed more. They are more alert as a result of having several meetings and activities, including there are staffs from REO8 and PONRE Ratchaburi visit the area, frequently. - Pak Tho SDM conducts providing/sharing environmental data and information to other agencies and to the public as usual. However, after the participation in Pilot Project of JICA, Pak Thor SDM increases providing the environmental data such as installation of bulletin boards in the communities, informing news via community radio and the voice on line. - Pak Thor SDM increases providing the environmental data such as increasing the installation of bulletin boards in the communities, informing news via community radio and the voice on line to make people acknowledge the useful information in environmental management in the community <p>Tha Yang SDM</p> <ul style="list-style-type: none"> -Increasing the training to educate people - Conducting the training regularly - Conducting training, public relation, distributing leaflets to the public, school received publicity media support. -Exchanging information and visits from other agencies -Have a meeting with the sub working group and community group and notify information that is useful to the group 					
Encouraging other stakeholders to participate in environmental activities	No	Yes		8	
<p>Briefly explain your answer:</p> <p>Pak Tho SDM</p> <ul style="list-style-type: none"> -Communities participate in the process from the beginning by selecting individual as the community committeeman share ideas about the project that will help to solve the environmental problems of the community. Communities participate in implementing the project arisen from their idea and are responsible for operational projects. 					

Aspects of Improvement	Circle your answer	If "yes", please state the level of improvement		
		1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
<p>-Inviting private sector who have never participated in the environment activities to involve in the environmental project, including increasing new target group.</p> <p>-Encouraging all stakeholders to participate in environmental activities by inviting the entrepreneurs who have never attended an environmental activity to participate in environmental projects.</p> <p>Tha Yang SDM</p> <p>-Inquiring comments, listening suggestions, sharing ideas, co working between the municipality, the public and other agencies.</p> <p>-There is talk, comments and suggestions formally and informally, between the communities and the municipality and agencies that participate in the activity.</p> <p>- More coordination between agencies.</p> <p>-The community has managed waste segregation for sale and entrepreneurs purchase those waste</p> <p>-Conducting an activity or project that provides environmental stakeholders to join in the operation and participate in the project</p>				
Creating networks with PONRE and other organization regional offices	No	Yes		8
<p>Briefly explain your answer:</p> <p>Pak Tho SDM</p> <p>-From participation in the project enable the relationship between central, regional, provincial and local agencies have more intimacy. Creating operational network to exchange and learn each other formal and informal, especially the use of social media technologies to communicate with each other via Facebook and Line.</p> <p>- Coordination as usual but increase the relationships with other agencies that attended the training in Japan, there is creating a network of contacts by using social network which is useful for working and coordination. The project of JICA is an important mechanism that assists in the coordination of Pak Tho SDM to raise awareness to the community, create the network with the community.</p> <p>- After attending the training in Japan under JICA project, there is creating a network of contacts between other agencies that participated in the project at Japan through the use of Social Network such as Facebook and Line which facilitate coordination between each other</p> <p>Tha Yang SDM</p> <p>-There are more coordination through official and unofficial communication</p> <p>-There is more coordination</p> <p>- More coordination through official and unofficial communications.</p> <p>-There is a coordination and visits temporarily</p> <p>-There is a coordination and to propose projects that lead to waste management in the community</p>				
<p>Others, please specify:</p> <p>Tha Yang SDM</p> <p>-Personnel.</p> <p>- Budget.</p> <p>-Materials</p> <p>-Equipment</p> <p>-Enhancing the awareness to the public for participation even more</p> <p>-Improvement the method, creating knowledge and understanding about waste to the people</p>				

6. To what aspects of your job does the training in Japan contribute in the quality of services provided to your organization's stakeholders? Explain briefly your answer.

<p>Pak Tho SDM</p> <p>-There is much impact because of having knowledge increased and getting direct experiences. From this training cause the acknowledge of the link overview of the process of environmental management that is linked from the central, regional and local level, the trick is that local think by themselves is an important process, it is depended on the demand of each locality and link to the regulations of the central and regional level, issuing regulations or Municipal Law that can be enforced independently in each locality, neither complicated nor interfere with each other between regional and local agencies, the cooperation of the private and public sectors in compliance with Municipal Law issued by the local authorities.</p>

From the training cause the concepts of local development by cultivating environmental awareness by using handbook of strengthen awareness that created as a tool.

- Learning the planning process of the environment on waste management, water pollution, air, water and ecosystems, that is planned step by step and divides the operation or Division clearly.

Regarding the public participation, learned the public awareness in the participatory process or the expression of opinion on the various projects, suggesting solutions as well as having different opinions from the concept of Government in order to propose ideas that suit their community.

Tha Yang SDM

- Dissemination of experience gained from the training in Japan and adapted to suit the condition of the area.

- Coordination between the central, regional and provincial level have more flexibility

- Training in Japan affect the function clearly because of what learned from the training was successful environmental management of Japan which has clear planning. So the learning can be applied to the activities of the organization

7. What kind of activities have you done after your training in Japan? Explain briefly your answer.

Pak Tho SDM

- The knowledge obtained from the training and the daily life of the Japanese cause concept and motivation in order to promote community participation in solid waste management at the origin at the homes of the community according to the principle of 3R with public relations, creating knowledge continuously, creating a sense of feeling regret, the use of renewable resources for the maximum benefit before dumping, promoting the development of organic waste utilization to reduce the amount of waste generated each day before disposal by adopting the pattern of the joint idea group on waste management of Fuji city community to be applied appropriately to the context of the community in the area, this will affect sustainable waste reduction and better the environment. Examples of activities performed, such as

1. Campaign project to create awareness on environmental conservation and restoration.

2. Campaign to reduce the use of plastic bags

3. Cycling activities to reduce global warming

4. Strengthening the awareness of environmental communities along the canal for zero waste management.

- In December, the municipality is required to prepare a community plan to gather public opinion in the municipality to be proposed as project to the Division of Plan and Policy Analysis to formulate an annual budget plan. The original formulation of plan have three approaches as follows:

1. Projects that exceed the potential of the municipality in term of budget, this concept is from the executive, mainly about public utility system

2. Projects that conducted by Municipality itself, this concept is based on the vision or guidelines of the work of the management. If there is a change management team, the project may be cancelled

3. Projects generated from the community's opinions, this concept is derived from the opinions of people in

each community. But the main idea is about well-being, or public utility system

The operation to adapt to my own work from the training in Japan, after learning about the planning process of the environment that is planned step by step and divides the operation or Division clearly. The public participation, the public awareness in the participatory process or the expression of opinion on the various projects, suggesting solutions as well as having different opinions from the concept of Government in order to propose ideas that suit their community. I will adopt the principles that have trained or learned from Japan to apply in the projects generated from the community's opinions. By explaining the mission of each division in municipality to the public and question the need of people toward each division in order to not get just most idea about public utility system only which is under the responsibility of Division of Technical Services. On the Environment, I will explain to the people in each community to be aware of environmental issues and to get an idea that led to the project on the environment with the division of public health is responsible through the Division of Plan and Policy Analysis to propose executives know the needs of the community.

Tha Yang SDM

- Conveying the knowledge gained from the training and experience to related parties

- Conducting 3 R activities

- Educating and raising awareness to students and the public

-Coordination, preparation of a project to improve and extend the lifetime of landfill

-Co-operation in environmental protection activities

8. What other capacity needs (trainings and seminars, etc.) that you think are important to be implemented at least in the net 1-2 years in order to strengthen operational capacity of your organization in providing quality services to stakeholders?

Capacity needs	Level of Priority		
	High	Medium	Low
Pak Tho SDM			
1. Raising awareness to the public	✓		
2. Toxic and hazardous waste management	✓		
3. Waste water management	✓		
4. Waste management by 3Rs		✓	
5. Wastewater management training to the public.	✓		
6. Waste management training to the public.		✓	
7.Using equipment to measure environmental quality or measurement without tool	✓		
8.Technology to disposal toxic waste	✓		
9.Knowledge of the environment	✓		
10. Knowledge of equipment or tools.	✓		
Tha Yang SDM			
1. Development of management group in the community (the leader)	✓		
2.Raising 3 R awareness to the public ,students	✓		
3.New technologies in management	✓		
4.Educating the community and leadership	✓		
5.Creating knowledge and understanding of continuous thinking model	✓		
6. Training for environmental personnel	✓		
7.Training to the public, schools	✓		
8. New technology innovation	✓		
9.Promoting the school in the community to encourage students to participate in waste segregation	✓		
10.Cooperation in the waste management of stakeholders	✓		

9. What recommendation/s can you propose for each organization to undertake in order to sustain the impact of the Pilot Project activities:

Your Organization

Pak Tho SDM

-The pilot project 2 may not yet impact concrete obviously during the end of the project; however, it is a sign of a good start to the communities and municipalities for having the opportunity to coordinate the cooperation with the central, regional and provincial agencies. Environmental issues have been resolved from co-thinking, co-action and co-responsibility of the community which will result in solving environmental problems, successful, and sustainable in the future. Pak Tho SDM promises to be one of the cogs that help push forward and continue raising awareness into the action for environmental management even though the pilot project 2 is finished

- Pak Tho SDM will continue the Pilot Project initiated by JICA because it is the duty to carry out , however Pak Thor SDM will increase the public participation in the management of environmental quality , raise public awareness so people can propose their opinion on environmental issues , Pak Thor SDM will encourage and support the projects that community need

- Conducting the raining or generating knowledge and understanding on the environment to personnel in the organization and people in the area in order to be aware of environmental issues through public relations in the various channels of the agency or the project.

Tha Yang SDM

- Monitoring and providing assistance to communities and schools continually

- Expanding operations

-PR project.

-Ongoing coordination with community and schools in the area of responsibility

-Creating a network operation to cover the area

- The number personnel are limited and not enough to operate continuously
- Due to municipal area is wide, therefore the operation must be carried out gradually
- The readiness of the community to join the project
- Accelerating coordinating and creating understanding and knowledge to the public in the field of waste management.
- Monitoring and evaluation from the community, and the pilot schools to adopt as approach for expanding the activities to other communities
- Find a way and right approach of waste management in the community

PONRE

Pak Tho SDM

- There should be coordination between Japanese Expert, staffs from REO8 and PONRE in order to assign to continue operating, such as the installation of household wastewater treatment tank that must wait for the decision from the experts alone and cause delay implementation.
- Providing technical assistance and budget to LAs
- Provincial and municipal plans should be consistent.
- Conducting the training or generating knowledge and understanding on the environment to personnel in the organization and people in the area in order to be aware of environmental issues.

Tha Yang SDM

- Providing technical assistance and suggestion to the Municipality including monitoring of the operation
- Supporting the budget
- Assisting the municipality on personnel, speakers, materials and equipment that needed for educating and understanding to the public.
- There is a coordination between the environmental agencies
- Monitoring and evaluation the performance
- Project coordination and support personnel and new technical guidelines for managing the waste

REO8

Pak Tho SDM

- There should be coordination between Japanese Expert, staffs from REO8 and PONRE in order to assign to continue operating, such as the installation of household wastewater treatment tank that must wait for the decision from the experts alone and cause delay implementation.
- Providing technical assistance and budget to LAs

Tha Yang SDM

- Providing technical assistance and suggestion to the Municipality including monitoring of the operation
- Supporting the budget
- Providing technical and personnel assistance including budget for the implementation of environmental activities.
- PR environmental activities
- Supporting various media to the community
- Coordinating with related agencies
- Provide budget support on the waste management

Final Capacity Assessment Questionnaire Survey for PONREs in REO8

Part 1: Organizational Capacity Assessment

Question Item: Organizational roles and functions

1. Did your organizational roles and functions changed from 2013-2015? Kindly circle your answer and provide explanation.

No	Yes	If Yes, please briefly explain.

2. What aspects of your organizational roles and functions that you have seen improvement through your involvement and active participation in JICA Project activities? Kindly rate the level of improvement observed.

Aspects of Improvement	Circle your answer		If "yes", please state the level of improvement		
			1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
Preparing environmental management plans	No	Yes		✓	
Briefly explain your answer: -Coordinating with PONRE about stakeholders to participate in the formulation of plan and applying Q-GIS to present environmental situation in some issues.					
Coordinating environmental activities with PONRE, LAs	No	Yes		✓	
Briefly explain your answer: -A joint coordination with PONRE by meeting together in the early of fiscal year for joint operations and the meeting to monitor the implementation of the solid waste management - There is frequent coordination through the coordination channel via Facebook, Line.					
Monitoring of environmental issues and problems using what you have learned from project activities	No	Yes		✓	
Briefly explain your answer: -GIS tools are used to monitor the problem					
Providing technical support to PONRE, LAs	No	Yes		✓	
Briefly explain your answer: -Provide technical support on solid waste management and hazardous waste community					
Conducting public awareness campaigns	No	Yes		✓	
Briefly explain your answer: -Organizing workshops for LAs in the area of 5 provinces to know the situation of solid waste and hazardous waste community, guidelines for solid waste management by community, including provide guest speakers to educate about solid waste management in household to LAs to educate and create awareness as well as encourage the public participation.					
Providing/sharing environmental data and information to other agencies and to the public	No	Yes		✓	
Briefly explain your answer: -Providing the concept of solid waste management in the community and the management of solid waste disposal area to the management level of the local. -Dissemination / supporting the information of waste management situation, various publications including organizing a joint exhibition on solid waste management and hazardous waste for agencies and the public who request the support as well as outreach information and knowledge through the radio. - GIS Data					
Encouraging other stakeholders to participate in environmental activities	No	Yes		✓	
Briefly explain your answer: Most of operations are conducted in conjunction with PONRE by discussion and planning joint operations, support or perform in the area together as well as monitoring and evaluation to improve and plan the operation for next year.					

Aspects of Improvement	Circle your answer		If "yes", please state the level of improvement		
			1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
Creating networks with other REOs and regional offices of MNRE	No	Yes	✓		
Briefly explain your answer:					

3. What recommendation can you provide to improve the overall performance of your organization and in making your roles and functions more effective and efficient

Recommendation in improving organizational performance

In water quality improvement activities, tool and equipment in the field work to detect the quality together with water device for water sampling collection also have long lifetime functioning, this may affect the reliability of water quality information, also has impact on analysis. REO8 need to review and consider to supply or seek the support from agencies / organizations that are ready to provide contribution, in order to use in a pilot area of Pak Tho SDM.

Question Item: Organizational structure and human resources

1. Is there any changes in your organizational structure from 2013- 2015? Kindly circle your answer.

No	Yes	If Yes, what aspects are changed?	
		New division/department created	
		Change of division/department name with new mandate and roles	
		Others, please specify	
Briefly explain your answer:			

Note: Please provide copy of organizational structure (old and new)

2. How many personnel are there in your organization from 2013-2015?

Section	Permanent staff		Non-permanent staff	
	2013	2015	2013	2015
Director	1	1 (Acting)		
Administration	11	10	1	
Environmental Planning Division	2	2		
Environmental Management Promotion Division	2	2		
Environmental Quality Control Division	3	3		
Surveillance and Warning Division	5	5	2	1
Environmental Quality Analysis Division	2	2	3	3
Total	26	25	6	4

3. How many personnel have attended trainings and seminars in your organization from 2013-2015 sponsored by other organization other than JICA Project?

Year	#of Personnel	Name of Training/Seminar	Sponsoring Organization
2013		<ul style="list-style-type: none"> - Measuring air quality, smog pollution and odor -Pollution Control Officer according to the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992) - Basic GIS technology for the environmental and resources management -Examination, detection and prohibition the use of cars with pollution exceed the standard according to the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992) - The use of Photoshop CS3 program -Emergency response from chemical waste and illegally dumped scrap waste -Using InVEST program to assess the value of ecosystem services 	
2014		<ul style="list-style-type: none"> - Electronic Document Management System - ISO / IEC 17025 Requirements -Interpretation and analysis of the results of calibration for controlling 	

		measurement instrument according to ISO9001:2008 requirement - Calculating the statistical value for analysis - The odor examination - Using modern technology with communication work - Measuring the volume level and volatile organic chemical -Enhancing the enforcement of environmental laws - Emergency response team from the chemicals. - Water quality modeling a one-dimensional MIKE11 WQ Enterprise - Monitoring dust and air quality by a moving vehicle - The use of monitoring instrument and equipment in the air quality monitoring station - Inspection of emergency pollution from chemicals - Technology and solid waste management	
2015		-Guidelines of administrative compulsory measure of Pollution Control Officer - Technology and solid waste management and hazardous waste -Collecting a sample of odor and odor analysis by smelling - The enhancement of the system of waste management, the Pilot Project 1 of JICA - Using a sound level meter, calibration and applying the calibration results - The administrative order and environmental law enforcement - The technique as a lecturer in solid waste management by community - Capacity development for Environment management under the project of Strengthening Environmental Management and Linkages among Central, Regional, Provincial and Local Levels ,Japan	

Question Item: Improvement in the ability to monitor, evaluate environmental problems and issues

1. What type of environmental problems and issues that your organization monitor and what activities were undertaken to respond to these problems and issues from 2013-2015?

Year	Environmental Issues/Problems	Actions and activities initiated	Status
2013	-Water quality -Water quality at Pradu Canal, Damnoensaduak Canal -Waste solid management	- Inspecting the efficiency of the wastewater treatment system of community -Monitoring water quality of both canals - Project of support and capacity building for LAs in the management of solid waste and hazardous waste from the community, Fiscal Year 2013 (2556) - Project of green antique shop,SamutSongkhram, Fiscal Year 2013 (2556) -Project to restore the material aluminum to make royal charity prosthetic leg, Fiscal Year 2013 (2556)	- Completed as planned - Overall, these 2 canals are in the standard of degraded surface water - The project is finished. There is adjustment on detail and style of operation in the following year - The project is finished and no operation in the following year -The project is finished, there are no projects to support activities in the following year but the operation to receive aluminum donation also undertake continuously
2014	-Water quality	-Ensure the law enforcement to the pollution source according to the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992)	- Completed as planned and continue the operation in 2015 - Overall, these 2 canals are in

Year	Environmental Issues/Problems	Actions and activities initiated	Status
	-Water quality at Pradu Canal, Damnoensaduak Canal -Waste solid management	-Monitoring water quality of both canals -Clean & Green City Project, Fiscal Year 2014 (2557) - The Royal Thailand-China Cooperation Project (Eco Village) by HRH Princess Maha Chakri Sirindhorn at Ban Tam Hin, Moo 6 and Ban Klum, Moo 5, Suan Phung District, Ratchaburi Province, Fiscal Year 2014 (2557)	the standard of degraded surface water -The project is finished and ongoing operation in the following year but there may be detailed changes in operation. -The project is finished and ongoing operation in the following year
2015	-Water quality -Water quality at Pradu Canal, Damnoensaduak Canal -Waste solid management	-Ensure the law enforcement to the pollution source according to the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992) -Monitoring water quality of both canals -Clean & Green City Project, Fiscal Year 2014 (2557) - The Royal Thailand-China Cooperation Project (Eco Village) by HRH Princess Maha Chakri Sirindhorn at Ban Tam Hin, Moo 6 and Ban Klum, Moo 5, Suan Phung District, Ratchaburi Province, Fiscal Year 2015 (2558)	- Completed as planned and continue the operation in 2016 - Overall, these 2 canals are in the standard of degraded surface water -The project is finished and ongoing operation in the following year but there may be detailed changes in operation. -The project is finished and no operation in the following year

Note: Select significant environmental issue /problem that your organization has initiated

Question Item: Improvement in the ability to identify and implement activities to improve environmental quality

1. Did your annual operations budget increase or decrease from 2013-2015? What is the rate of increase or decrease?

Budget	2013	2014	2015
Administration	1,289,880	1,441,950	1,580,960
Operations	1,478,308.12	1,593,980.19	1,531,307.19
Special Budget* Budget from the agencies under the Ministry of Natural Resources and Environment for the operation of environmental quality such as sea water, surface water, air, monitoring law enforcement.	628,999.06	763,390.26	884,946.76

Note: Please provide annual budget from 2013-2015

If there is a special budget, please specify for the intention of the allocation

2. Did you noticed any improvement on the ability of your organization to organize and initiate environmental activities using own budget or asking budget from other sources from 2013-2015?

Year	Kindly circle your answer and briefly explain your answer:		
2013	No	Yes	The agency has undertaken the development project of dynamic spatial model to monitor and evaluate water quality situation in the case study of Phetchaburi River, this project is funded by the Office of Environmental Fund, ONEP
2014	No	Yes	
2015	No	Yes	

Question Item: Ability to manage daily operations

1. Have you observed any improvement in the ability of your organization to manage and handle day to day operations

Aspects of Improvement	Circle your answer		If "yes", please rate the level of improvement		
			1= Not Well (Needs further improvement)	2=Well (Needs to be sustained)	3=Very well (No improvement needed)
Access to sufficient functioning office computers	No	Yes		✓	
Briefly explain your answer: -Considering to allocate computers to replace ones which have long lifetime functioning					
Adequate number of necessary equipment for monitoring environmental problems and issues	No	Yes		✓	
Briefly explain your answer: -The allocation of the basic equipment needed to monitor. However, the problem of environmental pollution has changed in terms of pollutants. Therefore, it is necessary to have a tool to monitor pollution according to the current situation, continuously.					
Well-developed website	No	Yes		✓	
Briefly explain your answer: -The operation to improve the agency's website continuously to support the operations of the agency in the public relations, however the information and news needs to be updated regularly including website of JICA Project.					
Well-developed environmental data and information documentation	No	Yes		✓	
Briefly explain your answer: -The storage and development data are carried out continuously. There is a publication of environmental data, such as report of surface water quality, annual operation report, report of environmental quality situation					
Others, please specify					

Part 2: PERSONAL ASSESSMENT QUESTIONNAIRE FOR REO8**Question Item: Impact of the Project Intervention to Individual Competencies**

1. What aspects of your work that you have improved or have noticed some improvements by your active participation in the JICA project activities?

JICA Project Activities	Areas of Improvement/Activity Impact
R-EQMP Planning Workshops	<u>Skills</u> -Participating as a facilitator, increased skills as a speaker for the group. A preparatory meeting for the group to achieve objectives in the process of formulation of the plan. -Analysis of the problem situation. -Analysis of the potentiality -Defining vision/strategy/project plan
	<u>Knowledge</u> -Management plan process -Process, step of participatory planning.
	<u>Attitude/Orientation</u> -Formulation of measures / guidelines in the plan, there is using GIS tools to help in the analysis -Participatory planning/determining roadmap / project
In-house Seminars and Trainings	
1) GIS Training (1-2)	<u>Skills</u> -The use of QGIS Program -GIS spatial analysis -Have knowledge and understanding of GIS, the use of program, the principle of spatial data analysis and the method of data analysis on environmental sensitive area
	<u>Knowledge</u> -QGIS Program -Remote survey -To know the details of GIS, the use of Quantum GIS program, the principle of spatial data analysis and the method of data analysis on environmental sensitive area
	<u>Attitude/Orientation</u> -Open Source GIS program as an alternative for working , it is high talented and continuously developed -Spatial data analysis and analysis of environmental sensitive area are necessary for the environmental operation
2) Project Seminar Proposal	<u>Skills</u> -Presentation of the project to meet the requirement of sponsor who provide budget -Writing project proposal to receive funding -Technique to present the project proposal in order to receive the budget allocation from related agencies or organizations
	<u>Knowledge</u> -Details of the preparation of the project proposal -Technique of writing project proposal -Determining indicators -Demand analysis /writing project proposal -Principles of writing a project proposal and relevant details to request for budget
	<u>Attitude/Orientation</u> -Providing enough information to make a good deal and have a perspective that is different from the experience in the preparation of the project -Writing project proposal to meet the needs of budget sponsor -Writing project proposals need to be appropriate and linked to the strategy, program or main policy in order to receive a budget allocation
3) PA Enhancement Skills	<u>Skills</u> -Raising awareness to the public, it is necessary to have the ongoing operation and must be an activity that make people interested to participate every times -Raising the environmental awareness to the public

JICA Project Activities	Areas of Improvement/Activity Impact
	<p><u>Knowledge</u></p> <ul style="list-style-type: none"> -Applying info graphic media to create awareness. -Methods and tools used in the creation of awareness to the public in each target group which are different -Approach/principle to use media to raising the environmental awareness to the public <p><u>Attitude/Orientation</u></p> <ul style="list-style-type: none"> -Raising awareness to the public in order to make people to participate in activities continuously sometimes it is necessary to have incentives or rewards for participants to attract them to join -Raising the environmental awareness to the public is an effective approach to environment management
4) Water Quality Management /EMP	<p><u>Skills</u></p> <ul style="list-style-type: none"> -Concepts/practices of the monitoring and controlling water quality that is successful in Japan <p><u>Knowledge</u></p> <ul style="list-style-type: none"> -The experience of successful operation in the field of the monitoring and controlling water quality in Japan. -Having knowledge of the system of water quality monitoring (pollution, pollution source and the measures of water quality monitoring) in Japan - Having knowledge of the details of biological indicators in water source of Pilot Project area (Pak Tho SDM) <p><u>Attitude/Orientation</u></p> <ul style="list-style-type: none"> -The operation of monitoring and water quality control in Japan is similar to the operation of Thailand
Pilot Project Implementation and Monitoring	
1) Attendance to Advisory Team Meeting	<p><u>Skills</u></p> <ul style="list-style-type: none"> -The exchange of experiences, comments, suggestions <p><u>Knowledge</u></p> <ul style="list-style-type: none"> -Solid waste management -Strengthen the participation <p><u>Attitude/Orientation</u></p> <ul style="list-style-type: none"> -From the attendance to Advisory Team Meeting. The attitude towards working together with others is more positive, accept different opinions more, listen to more opinions from others, and try to understand the differences that exist in individual more -Advisory Team can help the implementation, monitoring providing suggestion which is very beneficial to the project. But may increase the duration of the project -Working with the specialist who gives recommendations to achieve more success
2)On-site PP Activities	
Pilot Project 1	<p><u>Skills</u></p> <ul style="list-style-type: none"> -Solid waste management -Data collection and analysis waste quantity -The improvement of waste disposal site -Data collection of solid waste management of Tha Yang SDM (the study of route and travelling distance of garbage truck , evaluation the waste quantity at origin and the waste quantity entering into waste disposal site) , determining sampling group for collecting data of solid waste composition in community <p><u>Knowledge</u></p> <ul style="list-style-type: none"> -The solid waste management of community -Solid waste management of the community, waste disposal site management of community, extending the lifetime of the waste disposal site of Japan <p><u>Attitude/Orientation</u></p> <ul style="list-style-type: none"> -Waste management operations in conjunction with the community -Solid waste management of the community, the management can be planned under the resources available on the basis of cultivating the mutual responsibility of people
Pilot Project 2	<p><u>Skills</u></p> <ul style="list-style-type: none"> -Enhancing participation, strengthening the community in environmental management

JICA Project Activities	Areas of Improvement/Activity Impact
	<p>-Creating the public participation in the environmental management of the community is required to provide information to the public / community so as to be aware of the situation of their community in order to plan an operation to solve the problem that is occurring in the area ,accurately and meets the needs of the community</p> <p><u>Knowledge</u></p> <p>-Guidelines on the promotion of participation, and the strength of the community -Tools, techniques and methods used in the promotion and raising the public participation according to the selected target group</p> <p><u>Attitude/Orientation</u></p> <p>-Operation by the community in order to achieve sustainability -Providing the knowledge and information to the public and community in order to increase the potential of the community to define the concept or guidelines for the development and management of the area by community. That will make the community can depend on themselves and have sustainability</p>
Bi-weekly Meetings with other counterparts	<p><u>Skills</u></p> <p>-Planning / conversion plan into action / evaluation</p> <p><u>Knowledge</u></p> <p>- Guidelines for participatory planning - Guidelines for the conversion plan into practice. - Guidelines for monitoring and evaluation</p> <p><u>Attitude/Orientation</u></p> <p>-The attendance to Bi-weekly Meetings with other counterparts generate a good attitude towards participatory working , comments from friends in the working group Can together find a solution or fix for every problem or difficulties occurred . At the same time, learn to manage necessary required to decide in the cases that have very different opinions. -Enabling the operation of the project have continuity, joint discussions of operations should be carried out continuously -Exchange of experience and guidelines for operation</p>

2. To what aspects of your job does the training in Japan contribute in the quality of services provided to your organization's stakeholders? Explain briefly your answer.

<p>-Training in Japan cause awareness and motivation to work which must be coherent, each agency has their role and function to formulate environmental plan and manage environment according to the duties and responsibilities of the agency itself, a good example as seen, the officials have the intention and commitment, coordination, the separation of responsibilities according to the scope of the Agency in Japan. The result of this training cause trainees have the intention to serve stakeholders such as working as a guest speaker to educate, support for environmental information. Including the implementation of environmental management together. The stakeholders are satisfied with the services provided.</p> <p>-Guidelines for the operation of air quality between the province and LAs as a model of collaboration between agencies in area</p> <p>-Guidelines for the operation of the Kanagawa Prefecture Kanagawa Science Center that is similar to the operation of REO which can be applied in the operation as well</p> <p>-The way of the environmental plan of Ministry of environment of Japan which is based on the approach of the co-exist with nature, circular society, low- carbon society that affect the service</p> <p>-The guidelines for the management of natural resources and the environment by formulating national policy / plans and transfer to provincial level. There is conversion plan into provincial practice under the goal of national plan and conversion to local level, including solving the problems occurred within the area by the local authority</p> <p>- Participatory planning process at the provincial level by organizing sub-group meeting to handle the issue and brought into the planning process</p> <p>- The transfer of powers to the provinces to be able to set standard values, appropriate target value that is consistent with the goals of the nation</p> <p>-From participating training in Japan,cause understanding on the format and guidelines, which is the knowledge that can be used as an alternative to be used in encouraging the community /LAs to contribute in the environmental management by pointing out to information of the situation in the area, as well as the trend of the problem if there is no immediate management, including techniques of the participation of the community is required to find leader or volunteer who are willing to sacrifice in order to participate in the area.</p>

-Training in Japan, enabling to learn the conceptual framework/operational model that focuses on the participation of all sectors in environmental management such as solving pollution problems in the area by the stakeholders, jointly find solution together with determine measures /practical guidelines and take into action seriously thus resulting in an effective and sustainable solution. From the mentioned example, if it can be applied to the operations of organization in the process of solving complaint issues, it will be effective and sustainable, no repeat complaint issues anymore

-Training in Japan, enabling to learn the aspect of the coordination of the agencies involved, and in the duties and responsibilities also have same operation as well but there are differences in the administration. Japanese agencies have an administration that is independent of each other under the law on the basis of the environmental situation in the area. Training in Japan, also make know the factors of success of administration and law enforcement of agencies

-From training in Japan, enabling to understand systematic working on the way it should be ,working on the basis of the information, focusing on opinions from service recipients at all levels and stakeholders to apply in the operational planning and improving operational guidelines more efficient. Learning and see examples of these things from Japan. This concept will be developed to improve the services in the promotion of environmental management, proving better service quality by considering comments and demand of service recipients , including attention to detail led to qualified service

3. What kind of activities have you done after your training in Japan to apply the learning ? Explain briefly your answer.

-My training in Japan takes 5 working days, training in respect of structure, policy and management of Japan in the ministerial (central), provincial and city level to provide an overview and a link of the management level. Have an idea on the management and integration of the links between relevant agencies at each level. But after the training has not been applied the learning in any activity

-Disseminating information to the public in community waste management of LAs

-Applying the knowledge in the planning process, as appropriate

-Creating awareness and public participation in the management of natural resources and the environment

-Applying the knowledge from site visit and training on the solid waste management, landfill knowledge, landfill management when working as Lecturer to educate community/LAs on the solid waste management in an area from the source (household management), middle (collecting and transporting) and destination (disposal)

-Applying the knowledge of involvement of community / volunteer by adopting the process and techniques of group members as examples, and alternative approaches to match the context of the community in Thailand

-According to participation in the training in Japan, listening to the lecture, visiting each agency and exchanging experiences between trainees which can generate the concept/principle/methods that can be applied to environmental operation such as efficient waste management starting from the policy of the government transmitting to the public in a systematic way to reduce waste from origin to reduce the load on the destination efficiently. What can be carried out after the training is a waste management in daily life, waste segregation, using resources that worth earnestly. The other knowledge will be applied in the right occasion and time

-Coordinating and monitoring the implementation of the relevant agencies in order to reduce the length of time and increase efficiency of the work

-The exchange of experience, learning from training in Japan, with colleagues to present the concept and systematic working with the attention to every steps and details, including the true intentions, love, unity, commitment to the development of all sectors. Japanese people have those qualifications because they know their duty and be aware of environmental conservation. Therefore, what will be applied to encourage Thai people to have awareness of environmental conservation and appreciation of the value of natural resources and environment of Thailand even more, is to promote the activities of Eco-Police Center

4. What other capacity needs (trainings and seminars, etc.) that you think are important to be implemented at least in the next 1-2 years in order to strengthen operational capacity of your organization in providing quality services to stakeholders?

Capacity needs	Level of Priority		
	High	Medium	Low
-Working as facilitator to formulate environmental quality management plan	✓		
-Data analysis and synthesis techniques for use in preparation of the plan	✓		
-Preparation of GIS information to support the formulation of environmental quality management plan		✓	
-Forecasting the trend of surface water quality	✓		
-The capacity to accommodate the dirtiness of the surface water	✓		

-The development of communication in English for use in the working on environmental quality	✓		
-Strengthening LAs in environmental management	✓		
-The creation of specialized knowledge, such as: Industrial wastewater treatment		✓	
- Environmental law enforcement and other related	✓		
-The simple process of communication and transferring the knowledge to the community / LAs		✓	
-The application of technology to manage existing solid waste to be suitable for the area where are different	✓		
-Public participation in environmental management	✓		
-Driving forward the low carbon society		✓	
-The solid waste management by community	✓		
-The sustainable management of natural resources and environment		✓	
-Creating the mutual responsibility of the public	✓		

5. What recommendation/s can you propose for each organization to undertake in order to sustain the impact of the Project activities:

REOS

- Implementing a successful process of this project to continue the formulation of next R-EQMP
- Presentation of project results to other REOs to acknowledge, exchange and learn each other
- Supporting the preparation of environmental management plan for PONREs and LAs in the area of responsibility
- Ongoing support the implementation of 2 Pilot Projects for sustainable environmental management in the area to achieve results based on objectives
- Creating opportunities for learning and distribute it to other areas
- To ensure continuity of operations, REO8 should implement the environmental management plan along with conduct the promoting and monitoring activities in the original target area and determine new area under existing potential in co-operation with provincial-level agencies in order to comply with the policies of the central agencies
- Development of database of environmental circumstances, the pollution of water ,air and waste for use as data in environmental management plan, including pollution source databases in areas
- REO8 should coordinate continuously with PONRE and target area in order to support planned activities to achieve completion

ONEP

- Considering to disseminate R-EQMP Handbook (JICA version) to REOs for considering to adopt in the formulation of R-EQMP
- Considering disseminating PA guidelines to the relevant agencies
- Supporting budget, technique and guideline required to prepare regional environmental management plan as a tool for the conversion of national plan, the management of natural resource and watershed environment, and the appropriate period of the plan to support local plans
- Supporting, promoting for the ongoing operation
- For the implementation of the central agency. To ensure continuity of operation, it should define a plan/project that is consistent and appropriate for regional or provincial- level agencies to implement in their area seriously and continuous together with periodic monitoring and evaluation

PONRE

- Applying the knowledge gained from the training to formulate plan and manage environment in the area of responsibility
- The use of PA Guideline in actual operations, and support to enhance awareness to LAs in the area
- Should have a budget, activities in the pilot project in area of each PONRE and expand the operation to LA in other areas
- Supporting the activities carried out and creating expansion in the area
- The operation of the provincial-level agencies have a direct role with agencies in the area, to ensure the continuity of operation,PONRE should focus on promoting public relations to agencies in area and the pilot area to implement the roadmap of the project defined, along with periodic monitoring and evaluation
- Enhancing the capacity of law enforcement against pollution source according to the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992)

Appendix 5 - Directory of Participants and Respondents

Capacity Assessment Workshop 2013

(1) REO 8 Capacity Assessment Workshop

	Name	Position
1	Mr. Chakkrit Phosuwan	Environmental Surveillance Division-Environmental
2	Mr. Supphasit Klomtoosing	General Administration Officer
3	Ms. Parntip Wittayapan	Environmental Planning Division-Environmental
4	Ms. Nongluk Prohmsatit	Environmental Management Promotion Division Head
5	Ms. Chaba Kaewphuang	Environmental Management Promotion-Environmental
6	Mr. Prasart Chatchairat	Environmental Quality Control Division-Environmental
7	Mr. Somsak Plaimart	Environmental Quality Control Division-Environmental
8	Ms. Kullada Ekboonchoo	Environmental Quality Control Division-Environmental
9	Ms. Wanna Phulahong	Supply Officer
10	Ms. Kanlaya Kulitti-aree	Environmental Quality Analysis
11	Mr. Teerapong Boontongluan	Environmental Surveillance Division Head
12	Mrs. Walai Jarentongphoon	Administration Officer
13	Mrs. Nootch Jaroonsit	Finance and Accounting Officer in Professional Level
14	Mrs. Yaowanart Plaimart	Environmental Planning –Environmental
15	Mr. Piya Prohmsatit	Environmental Planning Division Head
16	Ms. Gloria E. Sato	JICA Expert Team
17	Ms. Fumio Sugawara	JICA Expert Team
18	Ms. Orathai Pianphukao	Interpreter
19	Ms. Khanitta Chenprakone	Secretary

(2) REO 8 Focus Group Discussion

	Name	Position
1	Mr. Piya Prohmsatit	Environmental Planning Division Head
2	Mrs. Yaowanart Plaimart	Environmental
3	Ms. Nongluk Prohmsatit	Environmental Management Promotion Division Head
4	Mr. Chakkrit Phosuwan	Environmental
5	Mr. Prasart Chatchairat	Environmental Quality Control Division-Head
6	Ms. Buppha Suknoi	Administration Division Head
7	Mr. Teerapong Boontongluan	Environmental Surveillance Division Head

(3) PONRE Ratchaburi

	Names	Position
1	Ms. Unjima Krindhong	Environmental
2	Mr. Kridsanatep Somruang	Planning Staff
3	Ms. Parinun Supasuwan	Environmental
4	Ms. Sunun Ngunpum	Geologist
5	Mr. Susari Pummark	Engineer

6	Ms. Hapumkran Teptip	Administrator
7	Ms. Nuntha Nuntani	Natural Resources Section
8	Mr. Suthep Tepnimid	Senior Forester
9	Mr. Suebpong Rainuu	Environmentalist
10	Mr. Nutthakridtee Kongchup	Water Resources Section Head
11	Mr. Sawong Sudprasert	PONRE Ratchaburi Director
12	Ms. Yaowanart Praimart	REO 8
13	Mr. Teerapong Laopongsran	ONEP
14	Ms. Orathai Pianphunkao	JICA Interpreter
15	Ms. Gloria E Sato	JICA Expert Team
16	Mr. Masahiko Fujimoto	JICA Expert Team

(4) PONRE Samut Songkhram

	Names	Position
1	Mr. Teerapong Loapongpan	ONEP
2	Ms. Wichada Laddaglom	Administrator
3	Mr. Chumpron Tongtae	Forestry
4	Mr. Veerachai Shinmum	Water Resources Section Head
5	Mr. Manop Chanpisitkul	Environment Planning Section Head
6	Ms. Waratsaya Wunmalee	Environmentalist
7	Mr. Chaipadung Promsawas	PONRE Samut Songkhram Director
8	Mr. Kumnuan Rattanasatrian	Natural Resources Section Head
9	Ms. Yaowanaat Praimart	Environmentalist
10	Ms. Orathai Pianphunkao JICA	JICA Interpreter
11	Ms. Gloria E Sato	JICA Expert Team
12	Mr. Masahiko Fujimoto	JICA Expert Team

(5) PONRE Kanchanaburi

	Names	Position
1	Mr. Somyos Kramgaew	Technician in Professional Level
2	Mr. Sinthorn Mareerat	PONRE Kanchanaburi Director
3	Mr. Arnat Sereesakdanon	Natural Resources Section Head
4	Ms. Siriluk Jandtemduang	Administration Section Head
5	Mr. Prayad Jongjingwong	Water Resources Section Head
6	Mr. Prapan Sermthanapan	Forest officer
7	Ms. Pattra Dtangsuksan	Environmental Specialist
8	Mr. Terdtoon Nukbass	Environment Planning Section Head
9	Ms. Pattra Pungthai	Environmental Technical Officer
10	Ms. Punyawee Borisud	General Administration Officer
11	Ms. Pimonpan Haanseuk	Environmentalist
12	Mr. Teerapong Laopongpith	ONEP

13	Ms. Yaowanat Praitmart	REO 8
14	Ms. Chamaipon Nawong	ONEP
15	Ms. Orathai Pianphunkao	JICA Interpreter
16	Ms. Gloria E Sato	JICA Expert Team
17	Mr. Masahiko Fujimoto	JICA Expert Team
18	Ms. Fumio Sugawara	JICA Expert Team

(6) PONRE Prachuap Khiri Khan

Names		Position
1	Mr. Aram Sribprat	PONRE Prachuap Khirikhan Director
2	Mr. Nam Sukpoung	Technician
3	Ms. Pinunya Tongnumwon	Administrator
4	Ms. Pirat Bpratprasert	Environmentalist
5	Mr. Nitat Chantong	Senior Forestry Officer
6	Ms. Punyanuch Poompoung	Administrator
7	Ms. Naowarat Intraradate	Environmentalist
8	Ms. Unchuree Phunuchsarika	General Administrator
9	Mr. Teerapong Laopongpan	ONEP
10	Ms. Yaowanart Praitmart	REO 8
11	Ms. Chamaipon Nawong	ONEP
12	Ms. Gloria E Sato	JICA Exert Team
13	Mr. Masahiko Fujimoto	JICA Expert Team
14	Ms. Orathai Pianphunkao	JICA Interpreter

(7) PONRE Phetchaburi

Names		Position
1	Mr. Pipop Patthanakul	PONRE Phetchaburi Director
2	Mr. Natthapong Homchan	Environmentalist
3	Mr. Nipon Chaisalee	Environmental Planning Section Head
4	Mr. Yudthana Chimsawad	Senior Forestry Officer
5	Ms. Maree Reuangsangarraam	Finance and Accounting
6	Ms. Natthanun Gummayee	Administrator
7	Mr. Sumruay Puangpat	Technician
8	Mr. Varayut Ninpeung	Senior Forestry Officer
9	Mr. Kitipong Pommabpad	Senior Forestry Officer
10	Mr. Teerapong Laopongpith	ONEP
11	Ms. Yaowanaat Praitmart	REO 8
12	Ms. Chamaipon Nawong	ONEP
13	Ms. Gloria E Sato	Exert Team
14	Mr. Masahiko Fujimoto	JICA Expert Team

(8) Key Informants

Names		Position
1	Dir. Pongboon Pongbong	Deputy Secretary General, ONEP
2	Dir. Usa Kiatchaipipat	Director, ONEB
3	Dr. Krisana Cheypun	Director, REO 8
4	Mr. Sawong Sudphrasert	Director, PONRE Ratchaburi
5	Mr. Sinthop Moreerat	Director, PONRE Kanchanaburi
6	Mr. Manop Yanpisitkul	Director, Environmental Planning Section
7	Mr. Phiphop Phatcharapansakun	Director, PONRE Phetchaburi
8	Mr. Chaiphadoong Phromsawas	Director, PONRE Samut Songkhram
9	Mr. Aram Sriprang	Director, PONRE Prachuap Khiri Khan
10	Ms. Nareerat Panmanee	ONEP
11	Mr. Teerapong Laopongpith	ONEP
12	Ms. Pimonpan Harnsuk	ONEP
13	Ms. Supawan	ONEP
14	Ms. Chidanant Boonith	ONEP
15	Ms. Worachina N. Lampang	ONEP
16	Mr. Piya Promphmsatit	REO 8

Capacity Assessment Workshop 2014

(1) PAO Ratchaburi

Names		Position
1	Mr. Nattakit Kongwutt	Finance and Accounting Officer Senior Level
2	Mrs. Sunant Ngerpump	Mineral Resources Officer
3	Ms. Rungthiwa Poomuang	General Service Officer Practitioner Level
4	Ms. Chittima Pakpaing	Director of Planning and Budgeting Division
5	Ms. Phithayaporn Hiranyapan	Deputy Chief Administrator of the PAO
6	Ms. Chaleeya Thuengkham	General Administration Officer
7	Mrs. Naphat Chaikaew	Plan and Policy Analyst
8	Ms. Nathicha Naimraksa	Plan and Policy Analyst
9	Mrs. Kanyarin Wuthisananan	Plan and Policy Administration Officer
10	Ms. Sunee Sangurai	Clerical Officer
11	Mr. Pongphitak Tanchoowong	Lt. Director of Civil Works Division
12	Mr. Payung Sukkasame	Mechanical Technician
13	Mr. Attapon Tophoo	Mechanical Technician
14	Ms. Yaowanart Plaimart	REO8
15	Dr. Akinori Sato	JICA Expert Team
16	Ms. Gloria E Sato	JICA Expert Team
17	Ms. Chanikarn Wanmalikphan	Translator
18	Ms. Khanitta Chenprakhon	Project Secretary

(2) PAO Samut Songkhram

Names		Position
1	Mr. Pisit Suasaming	Administrator
2	Mr. Akarat Katekaew	Director of Engineer Division
3	Mr. Ratchada Puangkhaiw	General Service Officer
4	Mr. Worapot Chutinatharo	Supplies and Property Registration Officer
5	Ms. Yaowanart Plaimart	REO8
6	Dr. Akinori Sato	JICA Expert Team
7	Ms. Gloria E Sato	JICA Expert Team
8	Ms. Chanikarn Wanmalikphan	Translator
9	Ms. Gessarín Gunthawong	Research Assistant

(3) PAO Kanchanaburi

Names		Position
1	Mr. Noppadon Sanguanpan	Administrator of PAO
2	Mr. Warakorn Pratumnant	Director of Engineer Division
3	Mr. Chanroen Khwanmuang	Head of Disaster Prevention and Mitigation Division
4	Mr. Thanabadee Thewarak	Civil Works Technician
5	Mr. Mongkol NinPrapaporn	Director of Environment Section(KB PONRE)
6	Ms. Niparat Tangsuksant	Environmental Practitioner Level(KB PONRE)
7	Ms. Gloria E Sato	JICA Expert Team
8	Ms. Chanikarn Wanmalikphan	Translator
9	Ms. Gessarín Gunthawong	Research Assistant

(4) PAO Phetchaburi

Names		Position
1	Mr. Niyom Singhacharoen	Member from Tessaban Muang Samutsongkhram
2	Mr. Supot Wadwong	Head of Disaster Prevention and Mitigation
3	Mrs. Salakchit Charoensuk	Deputy Secretary of PAO
4	Mrs. Aree Komonhiran	General Service Officer
5	Mrs. Chantima Pinthong	General Service Officer
6	Mr. Boonchote Katekaew	Mechanic
7	Ms. Gloria E Sato	JICA Expert Team
8	Ms. Chanikarn Wanmalikphan	Translator
9	Ms. Khanitta Chenprakhon	Project Secretary

(5) PAO Prachuap Khiri Khan

Names		Position
1	Mr. Wichet Prabansub	Planning and Policy Analyst
2	Mr. Chanon Kaewmeesri	Chief of the Office, Sub-District Administrative Office

3	Mrs. Thasanalai Choomsangri	Planning and Policy Analyst
4	Mr. Paopong Hoythong	Health Promotion Technical Officer
5	Mr. Surawith Pramuanub	Disaster Prevention and Mitigation Officer
6	Mr. Tawatchai Konsue	Public Works Administration Officer
7	Ms. Gloria E Sato	JICA Expert Team
8	Ms. Chanikarn Wanmalikphan	Translator
9	Ms. Khanitta Chenprakhon	Project Secretary

(6) Office of Natural Resources and Environment Board (ONEB), ONEP

	Names	Position
1	Ms. Duangrut Mookmanee	Environmental Professional Level
2	Mrs. Usaras Janpakdee	Environmental Professional Level
3	Ms. Worrachina Na Lampang	Plan and Policy Analysis
4	Mr. Teerapong Laopongpith	Environmental Professional Level
5	Ms. Pramuan Takaew	Environmental Practitioner Level
6	Mr. Wiroon Sumleeraj	Environmental Practitioner Level
7	Mr. Tachawan Pojsompong	Environmental Professional Level
8	Mrs. Katunchalee Thammakul	Environmental
9	Mr. Chanwit Thongsamrit	Environmental Professional Level
9	Ms. Gloria E Sato	JICA Expert Team
8	Ms. Chanikarn Wanmalikphan	Translator

Capacity Development Workshop

(1) PONRE Ratchaburi

	Names	Position
1	Mr. Sawong Sudprasert	Director of PONRE Ratchaburi
2	Mr. Suebpong Lonoo	Forestry Technical Officer Professional Level
3	Ms. Parinan Soopasuwan	Environmental
4	Mrs. Achima Klaihong	Environmental Professional Level
5	Mr. Suchalee Pumnark	Civil Works Professional Level
6	Ms. Yaowanart Plaimart	REO8
7	Dr. Akinori Sato	JICA Expert Team
8	Ms. Gloria E Sato	JICA Expert Team
9	Ms. Chanikarn Wanmalikphan	Translator
10	Ms. Khanitta Chenprakhon	Project Secretary

(2) PONRE Samut Songkhram

	Names	Position
1	Mr. Manop Yanpisithkul	Director of Environment Section

2	Ms. Warasaya Wanmalee	Environmental Practitioner Level
3	Ms. Khwannate Sabaijai	Environmental Professional Level
4	Mr. Weerachai Sinsook	Director of water Resources Section
5	Mr. Kamnuan Ratanasatain	n/a
6	Mrs. Wichada Laddaklom	Director of Executive Service Section
7	Ms. Yaowanart Plaimart	REO8
8	Dr. Akinori Sato	JICA Expert Team
9	Ms. Gloria E Sato	JICA Expert Team
10	Ms. Chanikarn Wanmalikphan	Translator
11	Ms. Gessarin Gunthawong	Research Assistant

(3) PONRE Kanchanaburi

	Names	Position
1	Mr. Mongkol Ninrapaporn	Director of Environment Section
2	Ms. Niparat Tangsooksant	Environmental Practitioner Level
3	Mrs. Manthana Kaewlamyai	General Management Officer Professional Level
4	Ms. Piyanutch Duangkhrut	Finance and Accounting Officer Professional Level
5	Ms. Tidarat Suwanna	General Service Officer
6	Ms. Gloria E Sato	JICA Expert Team
7	Ms. Chanikarn Wanmalikphan	Translator
7	Ms. Gessarin Gunthawong	Research Assistant

(4) PONRE Phetchaburi

	Names	Position
1	Mr. Nipol Chaisalee	Director of Environment Section
2	Mrs. Kanyanat Boonthop	Environment Officer
3	Mr. Kittipong Thomput	Forestry Officer Professional Level
4	Ms. Chanthana Bualom	Environmental Professional Level
5	Mr. Nattapong Homchan	Environmental Practitioner Level
6	Mrs. Duanrung Khamthawee	General Service Officer Professional Level
7	Mrs. Sunadda Doowichain	Finance and Accounting Officer Professional Level
8	Mrs. Somboon Boonrod	General Service Officer Professional Level
9	Mr. Warayuth Ninpueng	n/a
10	Ms. Gloria E Sato	JICA Expert Team
11	Ms. Chanikarn Wanmalikphan	Translator
12	Ms. Khanitta Chenprakhon	Project Secretary

(5) PONRE Prachuap Khiri Khan

	Names	Position
1	Mrs. Jirat Pranprasit	Director of Environmental Section
2	Ms. Naowarat Intaradetch	Environmental Professional Level
3	Mr. Somchai Naksuetrong	Forestry Officer Senior Level
4	Mrs. Pinanya Thongnamwon	General Management officer Professional Level
5	Mr. Nab Sukpuang	Director of Water Resources
9	Mr. Piya Prohmsatit	REO8
10	Ms. Gloria E Sato	JICA Expert Team
11	Ms. Chanikarn Wanmalikphan	Translator
12	Ms. Khanitta Chenprakhon	Project Secretary

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(1) PONRE Ratchaburi

	Names	Position
1	Mr. Sawong Sudprasert	Director of PONRE Ratchaburi
2	Ms. Tikumporn Rattarat	Plan and Policy Analyst Practitioner Level
3	Ms. Parinum Supasuwan	Environmental
4	Ms. Tubtim Limsoontorn	Environmental Practitioner Level
5	Ms. Kanokrat Ketchart	Environmental Practitioner Level
6	Ms. Gloria E Sato	JICA Expert Team
7	Ms. Gessarín Gunthawong	Research Assistant
8	Ms. Tassanee Thanakornsombut	Research Assistant

(2) PONRE Samut Songkhram

	Names	Position
1	Mr. Manop Yanpisithkul	Director of Environment Section
2	Ms. Warasaya Wanmalee	Environmental Practitioner Level
3	Ms. Khwannate Sabajjai	Environmental Professional Level
4	Mr. Chumpon Thongtae	Forestry Technical Officer Professional Level
5	Ms. Tassanee Thanakornsombut	Research Assistant

(3) PONRE Kanchanaburi

	Names	Position
1	Mr. Mongkol Ninprapaporn	Director of Environment Section
2	Ms. Niparat Tangsooksant	Environmental Practitioner Level
3	Mr. Noppachai Songsiang	Environmental Practitioner Level
4	Ms. Tassanee Thanakornsombut	Research Assistant

(4) PONRE Phetchaburi

	Names	Position
1	Mr. Nipol Chaisalee	Director of Environment Section
2	Ms. Chanthana Bualom	Environmental Professional Level
3	Mr. Nattapong Homchan	Environmental Practitioner Level
4	Ms. Tassanee Thanakornsombut	Research Assistant

(5) PONRE Prachuap Khiri Khan

	Names	Position
1	Mr. Aram Sriprang	Director of PONRE Prachuap Khiri Khan
2	Mrs. Jirat Pranprasit	Director of Environmental Section
3	Ms. Naowarat Intaradetch	Environmental Professional Level
4	Mr. Sukontee Seemapanich	Administration Officer
5	Mr. Nuttakij Khongchum	Senior Technician
6	Mr. Jirapon Koysakul	Environmental
7	Ms. Tassanee Thanakornsombut	Research Assistant

(6) Pak Tho SDM, Ratchaburi Province

	Names	Position
1	Mr. Phonthep Wanitthitikan	Deputy Mayor
2	Mr. Rungnirun Saardoad	Public Health Administration Officer
3	Mr. Kitamet Juidee	Community Development Official Professional Level
4	Ms. Tassanee Thanakornsombut	Research Assistant

(7) Tha Yang SDM, Phetchaburi Province

	Names	Position
1	Mr. Rueangsin Hasakun	Director of Public Works Section
2	Ms. Sunee Kultiamsin	Director of the Public Health and Environment Section
3	Mr. Supphawit Sochaemchit	Head of Sanitary Works
4	Ms. Chanthra Mahabenchawong	Head of Public Health Administrator
5	Ms. Waraphon Thawisi,	Registered Nurse
6	Ms. Tassanee Thanakornsombut	Research Assistant

(8) REO 8

	Names	Position
1	Mr. Piya Prohmsatit	Director of REO8
2	Ms. Yaowanart Plaimart	Environmental Professional Level
3	Mr. Teerapong Boontongluan	Environmental Professional Level
4	Mrs. Nongluck Promsatit	Environmental Senior Professional Level
5	Ms. Chaba Gaewpoung	Environmental Professional Level

6	Ms. Kullada Ekboonchoo	Environmentalist Practitioner Level
7	Mr. Jakkrit Prosuwan	Environmentalist Practitioner Level
8	Ms. Tassanee Thanakornsombut	Research Assistant

(9) ONEP

	Names	Position/Organization
1	Ms. Nareerat Panmanee	Environmentalist Senior Professional Level
2	Ms. Duangrut Mookmanee	Environmentalist Professional Level
3	Mr. Teerapong Laopongpith	Environmentalist Professional Level
4	Ms. Usaras Janpakdee	Environmentalist Professional Level
5	Ms. Siwinee Dilokratanapojit	Environmentalist Professional Level
6	Mr. Keatipibool Sangsee	Environmentalist Professional Level
7	Mr. Wiroon Sumleeraj	Environmentalist Practitioner Level
8	Ms. Kanda Chookaew	Environmentalist Senior Professional Level/ OPS
9	Mr. Punntorn Kawyord	Environmentalist Professional Level/ PCD
10	Ms. Tassanee Thanakornsombut	Research Assistant

Appendix 6 - Photo Documentation

Capacity Assessment Workshop 2013



Capacity Assessment Workshop 2014



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