



Coaching manual for the Integrated Management Effectiveness Tool

Manual to assess and improve protected area management effectiveness

Carlo Paolini and Domoina Rakotobe



IUCN - CENTRAL AND WEST AFRICA PROGRAMME (PACO)



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PREFACE

The Coaching manual (COMIT) integrates global standards for improving management practices in protected areas. It is mainly organised around the Integrated Management Effectiveness Tool (IMET), which allows an assessment of protected area management effectiveness using an integrated approach. Since its launch in 2015, IMET has aroused considerable interest among protected area managers and administrations that use it, as well as among certain financial partners who encourage its implementation. The feedback on IMET use from the coaches trained in 2015, coupled with the growing interest in this tool, well beyond Central Africa where it originated, have led to improving the instrument by revising its content and design. Today, in 2020, IMET has become one of the most recognised tools and is being adopted by a growing number of protected area management authorities around the world.

The current version of IMET provides essential information for the adoption of Green List standards through a management context analysis, identification and prioritisation of key conservation elements. It also facilitates the exchange of information between regional protected area observatories and local or national management units, by allowing the export, safeguarding and analysis of the data collected.

The target audience for this publication is the diversity of actors involved in protected area management and nature conservation around the world: IMET coaches (trainers of trainers), central government officials, managers and other stakeholders, agents of non-governmental organisations (NGOs), technical and financial partners, etc.

COMIT's added value comes from the fact that its approach, which aims to improve protected area management, combines:

- a broad analysis of the intervention context in order to focus management on results;
- the connection with regional observatories equipped with digital information systems;
- the impetus for Green List standards; and
- capacity building for protected area managers through coaching.

This document is a user guide for the second version of IMET which provides the information and support necessary to complete the tool, to understand the use of additional modules (the fight against poaching, governance of ecosystem services, reporting and initial analyses) and to transfer data to the administrative hierarchy for decision-making.

The manual also deals with aspects related to coaching and support to IMET data analyses. This part is intended for a more informed user audience. The analyses developed concern two areas:

- direct support for management effectiveness assessment; and
- avenues to support decision-making for better governance of protected areas.

This document is the product of a nice and fruitful collaboration between the European Union, the International Union for Conservation of Nature (IUCN), the Joint Research Centre of the European Commission and the national agencies responsible for protected area management.

I hope you enjoy reading this document.

Aliou FAYE

Regional Director

IUCN, West and Central Africa Regional Office (PACO)



EXECUTIVE SUMMARY

The Coaching manual (COMIT) is the manual of the second version of the Integrated Management Effectiveness Tool (IMET) and of coaching or professional support for protected area management teams. COMIT was developed under the programme for Biodiversity and Protected Areas Management (BIOPAMA), whose aim is to improve the long-term conservation and sustainable use of natural resources in protected areas and surrounding communities in African, Caribbean and Pacific countries.

IMET is a decision-support tool intended to develop the planning-monitoring-evaluation process in order to improve protected area management effectiveness. It is suitable for all protected areas, regardless of their management and governance category. IMET comes in the form of a computer application that can be downloaded for free, installed on a PC computer and used with or without an internet connection.

IMET collects, organises and visualises data related to protected areas in order to facilitate analysis and guide decision-making for the planning, management and organisation of operations. It includes several forms to fill out that will ensure the organisation of data from many sources: digital observatories, raw data, information from documents, and personal knowledge of stakeholders such as management teams, scientists and community members bordering the protected area.

IMET is divided into three large, functionally connected modules:

- **The intervention context** helps to collect basic information, gives an in-depth understanding of the situation in which the protected area is evolving and allows the identification of elements that will be the object of attention or priority for management. Completing this part correctly can result in a detailed monograph of the protected area.
- **The management assessment** supports the choice of key elements identified by expanding the intervention context and analysing the management steps according to the six elements of the assessment framework proposed by the World Commission on Protected Areas.
- **The analysis report** allows the compilation of a standardised report on the state and effectiveness of protected area management, with graphic representations of maps, sentinel indicators from digital observatories¹ and the main results and information of the IMET analysis.

To develop its full potential, the use of IMET is supervised by coaches, who are experts trained in the use and analysis of IMET results. The coach intervenes in three spheres:

- at site or protected area level, by strengthening the planning, monitoring and evaluation capacity of teams and institutions in protected area management, based on the IMET tool;
- at national level, by ensuring the link between the interventions and the results in the protected areas, and national recommendations;
- as a link with the protected area observatories or other regional initiatives in favour of protected areas.

For each level of intervention, this manual describes the essential steps to be taken by the coach. It also lists good practices.

This publication embodies the improvements made to the first version of IMET based on the experience in Phase 1 of BIOPAMA, comments from coaches and the IUCN Management Effectiveness Specialist review.

This new version of COMIT includes a fourth part entitled “Additional support”, with chapters on decision support systems and on the link between the Green List of Protected and Conserved Areas and the use of IMET and coaching. COMIT illustrates how a coach can play the role of mentor in the preparation of the nomination of a protected area to the Green List by exploiting IMET information and analysis.

COMIT presents an annex with exercises on the analysis based on the lessons learned during phase 1 of BIOPAMA.

¹ See definition in section III.2 on the analysis report.



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LIST OF ACRONYMS

ACP	Africa, Caribbe and Pacific
BIOPAMA	Biodiversity and Protected Areas Management Programme
CARPE	Central Africa Regional Program for the Environment
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
COMIT	Coaching Manual for the IMET Tool
COMPASS	Community of Protected Areas Sustainability Standards
DOPA	Digital Observatory of Protected Areas
DSS	Decision Support System
EAGL	Expert Assessment Group for the Green List
GIS	Geographic Information System
GLPCA	Green List of Protected and Conserved Areas
IBA	Important Bird Conservation Area
IMET	Integrated Management Effectiveness Tool
IUCN	International Union for Conservation of Nature
LMMA	Locally Managed Marine Area
MAB	UNESCO Man and the Biosphere Programme
NGO	Non-governmental organisation
OACPS	Organisation of African, Caribbean and Pacific States
PACO	Central and West Africa Programme (<i>Programme Afrique centrale et occidentale</i>)
PAMETT	Protected Area Management Effectiveness Tracking Tool
RAPPAM	Rapid Assessment and Prioritisation of Protected Areas Management
REDD	Reduction of Emissions from Deforestation and forest Degradation
SPAMI	Specially Protected Areas of Mediterranean Importance
SWOT	Strengths Weaknesses Opportunities Threats
WDPA	World Database on Protected Areas



INTRODUCTION

This document provides detailed instructions for improving the management effectiveness of a protected area through the Integrated Management Effectiveness Tool (IMET) and coaching. The first edition of this manual, originally entitled **COMIT² : Coach Observatory Mission Integration Toolkit**, was published in 2016 for use by the first experts trained in the IMET tool – called IMET coaches³ – and in the accompanying coaching process, as part of the BIOPAMA programme in West and Central Africa.


With the evolution of IMET and the first coaching experiences in protected area management, a review of the COMIT manual was required. This manual is a key resource for any institution or person (coach, protected area professional, trainer) wishing to use the IMET tool referring to the accompanying coaching. It can also serve as a reference for developing the skills of protected area management staff.

This document is made up of four main parts:

- an explanation of the COMIT approach which combines IMET with coaching (I);
- a detailed presentation of the current version of IMET (II);

- a results analysis (III);
- additional decision support as well as possible integration into the Green List of Protected and Conserved Areas approach (IV).

In each part, boxes and references to the Appendices allow for a deeper understanding of important concepts. Tips and directions for completing their missions are also given to coaches.

The appendices contain nine in-depth worksheets on themes and tools and 20 exercises from real cases that allow coaches (and any reader) to strengthen their analytical skills. Tips, with the icon  or in the form of notes, provide guidance to coaches in carrying out the assessment.



Notes for the coach, indicating the fundamental principles on a precise theme



Trick to accelerate, serve as landmark, draw attention in coaching



A forest elephant in Odzala-Kokoua national park, Congo. - © African Parks & Scott Ramsay

² Initially called Coach Observatory Mission Integration Toolkit

³ In this document, the term “coach” refers to both men and women.





PART I:

COACHING AND IMET

I.1 The COMIT approach

Several methodologies have been developed to assess protected area management effectiveness. In this document, we will present an approach that combines capacity building support for protected area management in the form of coaching with the use of IMET, a tool for assessing management effectiveness. The two elements – coaching and IMET – are referred to in this document as the “COMIT process”.

This part will deal with the IMET tool and the related protected area coaching. The following part of the document will explain how to use IMET.

Throughout this document, the COMIT approach provides guidance to coaches and managers, to stimulate their thinking and encourage in-depth analyses. The worksheets and exercises mentioned in the text are available in the Appendices.

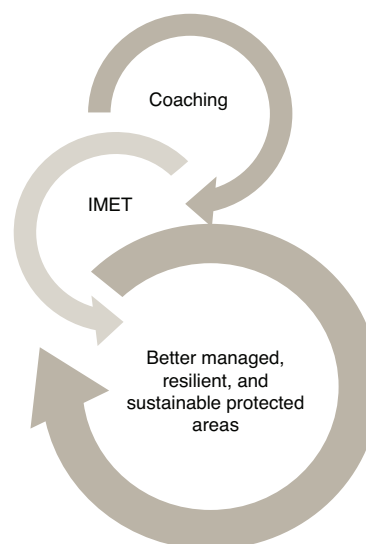


Figure 1 - Graphic representation of the COMIT process.
Source : Compiled by the authors of this report

I.2 Integrated Management Effectiveness Tool (IMET)

IMET was developed as part of the first phase of the BIOPAMA⁴ programme for biodiversity and protected area management, in the West and Central Africa region, in close collaboration with several agencies and administrations in charge of protected areas. It was designed to directly support managers, both in the field and at central level, in improving protected area management effectiveness and, more generally, the conservation of biodiversity. Its first version was launched in 2015, following several tests in protected areas in West Africa, Central Africa and elsewhere.

I.2.1 What is IMET?

IMET is a decision support tool that provides systematic, robust and results-oriented analysis based on information collected on site through participatory methods. IMET is a tool that is used to assess a protected area's management effectiveness. It is suitable for all protected areas, regardless of the management and governance category, but does not concern the adjacent zone

or buffer zone, even if these zones have an impact on the protected area.

As a tool for assessing protected area management, IMET combines an analysis of the intervention context with an assessment of management according to the cycle proposed by the World Commission on Protected Areas (Hockings et al., 2008).

IMET is a downloadable computer application that can be used without an internet connection. IMET collects, organises and analyses data related to protected areas in order to facilitate analysis and informed decision-making for the planning, management and organisation of protected area operations. It includes several sections that organise a range of data from many sources: raw data, information from documents, and personal knowledge of stakeholders such as management teams, scientists and communities around the protected area.

⁴ www.biopama.org



WHAT IS THE ADDED VALUE OF IMET?

IMET provides support for the planning, monitoring and assessment of protected areas on the basis of:

- the organisation of available information;
- the definition of reference levels; and
- the self-assessment of a protected area's management effectiveness.

The resulting analyses can be used at different scales: ecosystem, protected area, regional or national. Thus, the tool promotes a proactive but also adaptive approach, based on the results that facilitate planning, analysis of the state of conservation and visualisation of parameters to assess management effectiveness in terms of achieving conservation goals (see **Box 1 Proactive and adaptive management, a structured approach for decision making**).

Using internal statistical systems, IMET combines information and automatically provides estimates of the degree and quality of management. The values are associated with target results and indicators. Graphs show the relative contribution of each indicator to management effectiveness.

IMET thus provides managers with the necessary elements to collectively analyse the situation, identify strengths and weaknesses, as well as threats, while supporting development of the improvements needed to achieve goals and reach targets.

The results of the IMET assessments not only include the assessment of protected area management effectiveness, but also provide:

- a more in-depth and contextual understanding of management;
- a list of goals and actions built in a participatory process that could be useful in defining a work plan, or even a management plan;
- visualisation aids supporting a proactive results-based approach for the adaptive management of protected areas;
- a complete decision support system for agencies and managers of protected areas; and
- an analysis report with the main data, elements from DOPA Explorer⁵, a SWOT⁶ exercise, operating recommendations, etc.

Box 1 – Proactive and adaptive management, a structured approach to decision-making

Proactive and adaptive management is a systematic approach aimed at improving resource management by learning about the effects and impacts of management. It is rarely implemented, although many resource planning documents recommend it and many resource managers refer to it. Many believe that by following activities and occasionally making changes, they are carrying out adaptive management. Based on the current state of knowledge, a proactive and adaptive approach involves exploring and analysing other means of achieving management goals, predicting

and implementing one or more of these alternatives to achieve results (assessment), monitoring the impacts of management actions (monitoring), and using the results to update and adjust management actions (planning). Proactive and adaptive management focuses on learning and adaptation, through partnerships with managers, scientists and other stakeholders who learn together how to create and maintain sustainable resource systems.

Source: DOI/AMWG (2012).

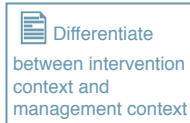
⁵ DOPA Explorer is an online tool that documents more than 40,000 protected areas around the world, covering over 95% of the world's protected surface area. DOPA stands for Digital Observatory of Protected Areas, https://dopa-explorer.jrc.ec.europa.eu/dopa_explorer.

⁶ SWOT: *Strengths Weaknesses Opportunities Threats*



OTHER FEATURES

In addition to being a tool for assessing a protected area's management effectiveness and a tool to support analysis and planning, IMET has other peculiarities:



- **IMET allows the transmission of information to a database** that is organised to secure the information and to facilitate the analysis of a system or network of protected areas.
- **IMET is a checklist.** It covers an exhaustive list of the management elements of any type and category of protected area. Some elements may not relate to the protected area assessed (for example, the marine elements will not be relevant for a terrestrial area or some threats do not exist in the area studied). By methodically reviewing each section, IMET helps ensure that an important element has not been overlooked.
- **IMET has an alert role.** It acts as a flashing light or a warning to the management team concerning forgotten or neglected aspects, certain parameters of which deserve to be monitored in the future.
- **IMET does not have a scientific goal**, but the objective of understanding and assessing management processes.
- **IMET promotes change and evolution of the starting conditions in order to achieve the desired conditions** through improved governance and management. It makes it possible to analyse the potential of a protected area's application to the Green List.

1.2.2 The organisation of IMET

IMET draws on several sources and instruments used for management effectiveness assessment. It is made up of three modules:

- Module 1: Intervention context
- Module 2: Management effectiveness assessment
- Module 3: Analysis report

Module 1: Intervention context

This module collects basic information on the protected area to:

- consolidate all the necessary elements for the analysis of the protected area's management effectiveness;
- have and update a monograph of the site with

important and essential information on the intervention context of the protected area.

The headings are as follows::

- CTX 1. General information on the protected area
- CTX 2. Surface area, limits and shape index, level of control
- CTX 3. Human, financial and material resources
- CTX 4. Key elements
- CTX 5. Pressures and threats
- CTX 6. Climate change and conservation
- CTX 7. Ecosystem services and dependence of communities/society

Module 2: Management effectiveness assessment

Like most management effectiveness assessment tools, IMET organises the elements of the analysis based on the protected area management cycle (Hockings et al., 2008). The management effectiveness assessment is divided into six elements:

- 1. Management context
- 2. Planning
- 3. Inputs
- 4. Process (IMET sub-divides the process into six sub-elements):
 - internal management systems and processes;
 - protection/management;
 - relations with stakeholders;
 - tourism management;
 - monitoring and research;
 - management of the effects of climate change and ecosystem services
- 5. Outputs
- 6. Outcomes



Each module offers a **visualisation** in the form of graphs that synthesise the results of the assessment of the protected area's management effectiveness. The visualisation tools should be used to facilitate reflection around the decisions to be taken and not for a numerical assessment of the protected area's management.



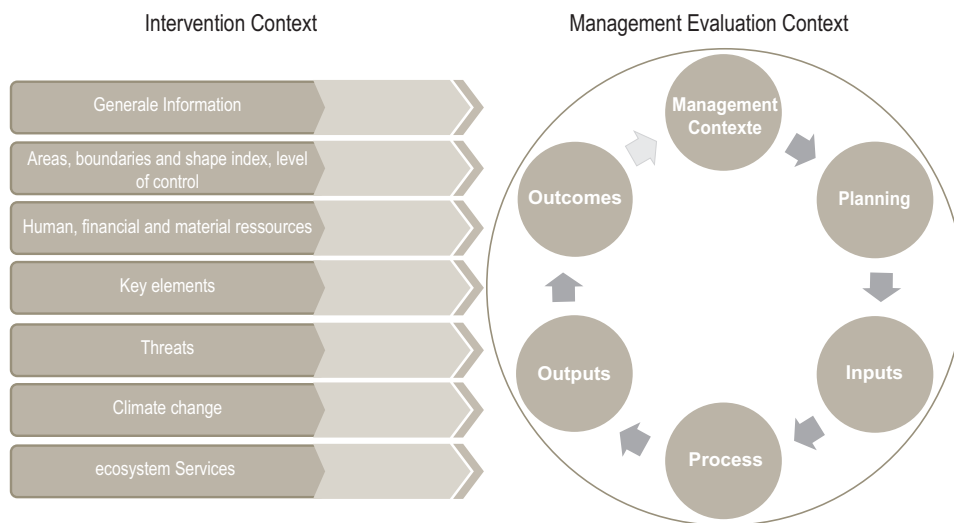


Figure 2 – Link and complementarity between the Intervention context and Management effectiveness assessment modules. Source: Compiled by the authors of this report

Module 3: Analysis report

This module synthesises the main information and the results of the IMET analysis. It combines the information communicated by the protected area management teams with the information from digital observatories (currently by DOPA Explorer and elements of Copernicus⁶ Land Services). The first part of the analysis report presents:

- a map, as well as a representation of the conservation features and threats;
- all the key conservation elements;
- the values of the management effectiveness assessment;
- a SWOT analysis, recommendations and operational priorities; and
- monitoring indicators from digital observatories.

In a nutshell, the IMET exercise makes it possible to analyse the effectiveness of the management cycle and to identify priority interventions in order to achieve the conservation goals of a protected area. Thus, the tool encourages reflection to move from the current state to the favourable or desired state..

1.2.3 Installing IMET 2

IMET can be downloaded from the Internet. Once installed, it does not require an internet connection and can therefore be used anywhere.

IMET is constantly updated to correct PC installation issues and bugs. The latest version allows users to print an analysis report summarising the key elements of the assessment. The report also provides frameworks for carrying out analyses and making recommendations.

Link to download IMET
<https://rris.biopama.org/pame/tools>

⁷ European Union Earth Observatory, <https://www.copernicus.eu/en>.



FIRST INSTALLATION OF IMET ON YOUR MACHINE

If you are installing the IMET Offline Tool for the first time:

Before installation, read the installation manual on the IMET download site and check whether your computer has the minimum configuration required for IMET installation (your computer should currently operate in Windows 10,64 bits)

- 1 Run IMETOfflineTool_setup.exe to install the tool in the default folder / Documents / IMETOfflineTool. Make sure you have permission to run executables from this folder. Otherwise, put it in another folder for which you have the rights.

WARNING:
Installing multiple versions of the IMET Offline Tool on a single PC is strongly discouraged.

- 2 When/Once installation is complete, the programme should start automatically. Installation of the version available on the Internet

INSTALLATION OF THE VERSION AVAILABLE ON THE INTERNET

If you have an old version of IMET on your machine, below are the steps to follow:

- 1 Back up the existing IMET data.
- 2 Close the IMET Offline Tool correctly (using the “Close” button on the home page).
- 3 Uninstall the old version of the IMET Offline Tool.
- 4 Delete any remaining IMET Offline Tool folders. If you receive an error that prevents deletion of some IMET folders, turn off then restart your PC and delete the folder(s) again, until you are sure that you have deleted all pre-existing IMET folders.
- 5 Run IMET OfflineTool_setup.exe to install the new version in the default / Documents / IMETOfflineTool folder.
- 6 Make sure you have permission to run executables from this folder. Otherwise, put it in another folder for which you have rights.
- 7 When installation is complete, the programme should start automatically.

If you have a problem, consult the page listing the problems encountered while loading IMET and the proposed solutions. It is updated regularly.
<https://rris.biopama.org/pame/tools>

Before starting any version of IMET Offline Tool, you must properly close any running version (using the “Close” button on the home page). If you are unsure whether an instance is running in the background, restart your PC.

I.3 Coaching in protected area management

The term “coaching” is used in several activity areas, including sports as well as personal and organisational development. In the environmental field, this term is rarely used. By establishing a coaching system in protected area management in West and Central Africa, the BIOPAMA programme is a pioneer in this area. Coaching makes it possible to help managers of protected areas to strengthen management effectiveness by developing their potential, their know-how and their approaches and attitudes. This section describes the specifics of coaching in protected area management, established under the BIOPAMA programme in West and Central Africa, in connection with the use of the IMET tool.

I.3.1 Being an IMET coach of protected areas

What is a coach and why an IMET coach?

A coach is a protected area expert, trained specifically in the use and analysis of IMET results. He/she provides professional guidance and support to protected area management teams. The term “coachee” refers to the people and teams who benefit from the coaching. It is primarily a team or a management unit at a protected area level. The term “coachee” can also refer to teams that administer and monitor one or more protected areas at central or regional level.



The introduction of IMET coaches took place in 2015 and follows the paradigm shift in capacity building in protected area management. Indeed, faced with the complexity of their work, protected area staff need diverse learning frameworks and formats to ensure the continuous development of their knowledge, skills and attitudes – not just one-off trainings (Müller et al., 2015).

Is the coach a trainer?

To some extent, yes. The coach participates in the capacity building of the coachee, which can be done in a training workshop. However, the coach is not just a trainer, who generally imparts knowledge and techniques to trainees during a specific time period. Compared to a trainer, a coach offers

support over time and stimulates new supportive relationships with the coachee. Furthermore, the coachee will be called upon to work more on himself than the learner would be. Instead of “receiving”, the coachee will “produce”. In protected area management, the coach will help the coachee to produce the necessary data, organise information, analyse conservation states and efforts, as well as propose interventions. The coach will not want the coachee to simply fill out the IMET forms, limiting himself to outputting data or information. He will stimulate the coachee to discuss and analyse the data, even when the information available is not complete. The coaching process seeks to develop other intangible capacities such as critical analysis, problem solving, advocacy, communication and the ability to make informed and analysis-based decisions (see Box 2 – Important capacities).

Box 2 - Important capacities

Less obvious but important capacities for developing Africa’s human potential

The notable ones include the following:

- the ability to provide visionary and strategic leadership;
- the ability to learn, concentrate and develop strategies;
- the ability to exploit and effectively use existing capabilities and forces;
- the ability to retain, hire and effectively use competent and productive staff;
- the ability to make use of underused potential within an organisation;
- the ability to foresee, adapt and respond to a volatile and constantly changing environment;
- the ability to harness creativity and innovation;
- the ability for managers to provide space for staff and the ability for staff to freely and effectively use that space (empowerment);
- the ability to motivate and inspire teams;
- the ability to instil among staff a greater sense of belonging to a group in order to achieve agreed organisational goals;
- the ability to ensure accountability and mutual responsibility;
- the ability to communicate effectively with internal and external audiences;
- the ability to learn and apply lessons learned to improve performance for effective service delivery, and to adjust and take corrective action;
- the ability to monitor and assess the impact.

Le coaching est l’art de poser les questions et de remettre en cause les hypothèses, et non de dire à l’autre ce qu’il doit faire.

Source: African Union and NEPAD (2009). *The AU/NEPAD Capacity Development Strategic Framework. Seeing African People as the true Resource*. NEPAD: Johannesburg.

Coaching principles

Coaching involves close interaction with the coachee. The coach is therefore bound by values which govern his/her rules of conduct. These values may or may not be written. In the case of professional coaching networks or companies, these values are often expressed in the form of a charter – or a code of ethics – developed and validated by the community of coaches in the

sector. This charter formulates ethical benchmarks and constitutes a cohesive tool for the community of coaches.

Coaching is the art of asking questions and challenging assumptions, not telling others what to do.

A first version of an IMET coach charter was presented during the training of coaches in Niger in 2015. It has actually become a reality with the formalisation of the network of coaches in Central and West Africa.



Box 3 – The IMET coach charter for protected areas (2015)

1. **Coaching exercise:** The coach has been mandated by his/her institution to exercise this function based on his training and experience.
2. **Confidentiality:** The coach is bound by professional secrecy. He agrees not to disclose to third parties confidential information to which he may have access during his mission.
3. **Respect for people:** Aware of his position, the coach refrains from exercising any undue influence and adopts the principle of recognition and respect for others.
4. **Responsibility for decisions:** The coach relinquishes all responsibility for decisions to the coachee: namely the curator, his team, his management partners as well as the parent institution.
5. **Protection of people and the organisation:** The coach adapts his intervention while respecting the development stages of the coachee. The coach is attentive to the profession, practices, culture, context and constraints of the organisation to which he is assigned. In particular, the coach maintains a position outside the organisation, does not take a stand, and does not interfere in internal matters.
6. **Balance of the whole system:** Coaching is exercised in the synthesis of the interests of the coachee and his organisation.

Values and assumptions underlying coaching

Coaching is based on the principle that people are competent to find solutions to their own problems. Thus, the coach plays the role of a catalyst by reactivating the resources which the coachees already have. The aim of coaching is to promote the autonomy of the coachees so that they can continue a sort of auto-coaching after the coaching instruction sessions.

There is no single model of coaching. Each case involves a different goal, a specific role for the coach as well as a type of relationship between the coach and the coachee. Technical coaches help master a new technique or process. Some coaches help find a solution to a specific problem. Others will implement self-reflexive practices so that the coachees reflect on their own practices to improve their professional performance. Finally, other coaches can strengthen a team. These forms of coaching are sometimes found together, to varying degrees. They involve the use of a range of techniques, which vary according to the culture and the means available.

Coaching opens up many opportunities, among them to:

- receive support and encouragement from a peer or an expert while assessing experiences,

- discussing feelings, describing frustrations, checking perceptions;
- refine strategies or techniques through information feedback, or technical assistance;
- analyse practices and bring decision-making to a conscious level;
- adapt or generalise skills or strategies taking into account what is necessary to improve results;
- reflect on perceptions and/or the way in which decisions are made, which improves knowledge and understanding of professional practices.

In the COMIT approach, the implementation of coaching has three goals:

- to make the coachee autonomous when using IMET;
- to integrate IMET into his planning and monitoring-evaluation system;
- to stimulate adaptive protected area management.

The coach must trust the judgment and intuition of the curator and his team. However, this should be based on existing documents, including the management and development plan or other objective references to the information provided. The “Comments” fields are used to provide additional information that contributes to a better understanding of the situation in question.



Box 4 – The most effective coaching models

On site: the coachee wants to see the coach do the practice himself, in his workplace, and be convinced that a technique is not only feasible, but well done.

Well balanced: in terms of interventions. The coachee should not feel oppressed or neglected.

Good coaches don't dictate: they make it easy for others to think and take responsibility. They know when to encourage the coachee and when to keep a low profile.

Effective information feedback, in other words information that:

- is descriptive (≠ evaluative);
- is specific (≠ general);
- describes observable events or behaviours, rather than personal opinions;
- focuses on behaviour (≠ the person);
- shares information rather than gives advice;
- explores alternatives instead of gives a solution (or the solution);
- starts with a positive point;
- describes observable relationships between

behaviours or events so that the coachee can himself make the link between cause and effect;

- offers information and gives examples that the interlocutor can use.

Fostering professional reflection by encouraging analyses, self-assessment and discussions with peers or a community of practitioners on issues but not on a particular fact.

Coaches must be well trained: in interpersonal communication techniques, mastery of the subject matter (here protected area management) and coaching techniques.

Collaborative: by allowing collaboration with the coachee, between coaches and with other partners. There is no obligation for the coach to do everything, nor to know everything.

Source: Koh, S. and Neuman, S.B. (2006). *Exemplary elements of coaching*. University of Michigan Research Program on Ready to Read: Ann Arbor (United States).

Who can be an IMET coach?

Within the framework of the BIOPAMA programme, there are two basic prerequisites to become a coach:

- has an extensive experience in protected area management;
- has been trained as a coach.

For the first requirement, it is a question of having proven professional experience, as an actor in direct on-site protected area management (as curator or site manager for example) or in support management (for example within a central administration, an NGO managing a protected area, or as a technical, scientific and/or financial partner, etc.).

The IMET coach training has until now been organised by the BIOPAMA programme in Central and West Africa. Candidates officially selected by the national administrations in charge of protected areas have priority. Successful candidates undergo a fortnight's training which includes the use of IMET, the principles of coaching, and the tools for critical analysis, problem solving and decision-making. So far, two trainings have been carried out in West Africa and in Central Africa.

However, there are some cases where a coach has not had any training courses but, thanks to his/her experience, has mastered this process perfectly.

Box 5 – Criteria for membership in the IMET network of West and Central Africa coaches

- Be in a wildlife conservation institution.
- Work or have worked in West and/or Central Africa.
- Work or have worked in wildlife reserves or protected areas.

- Have an email address and consult it at least once a week.

Source: Status of the IMET network of coaches (2016).



IMET coaches trained in West and Central Africa have quite varied backgrounds. More than half come from national protected area management administrations. Around 40% are attached to a private sector or civil society organisation or cooperation agencies. In all cases, they must have received authorisation from their institution to fill the role of coach. In some cases, they must be approved by the administration in charge of protected areas in view of the sensitive issues that arise during the IMET exercise.

The national pair system

Even if a coach must be autonomous and have a good command of the IMET tool and the resulting support processes, a pair system per country has been established to ensure maximum quality of the interventions. Indeed, the presence of two coaches makes it possible to share the important tasks of preparation, on-site assessment and feedback.

I.3.2 Coaching mission

The coach is called upon to carry out an assessment of one or more protected areas. The request can come from the BIOPAMA programme, in partnership with the protected area networks in a region and the institutions that manage protected areas in a country, or the regional protected area observatories, an institution managing protected areas, or a technical and financial partner of a protected area. The coach will help generate the necessary data, organise information, analyse conditions and conservation efforts and formulate proposals and intervention priorities.

Spheres of intervention and roles

The coach intervenes in three spheres: the site (or the protected area), the central administration (national level) and the regional observatory (regional level).

At site level, the coach's main mission is to strengthen the planning, monitoring and evaluation capacities of protected area management teams and institutions using the IMET tool. Concretely, this entails:

- training the site management team and field workers on assessment issues;
- using IMET, carrying out the management effectiveness assessment of the protected area and the results analysis. This part often takes the form of a workshop generally lasting

three days, including data and information collection with IMET, results analysis, development of proposals to improve management, monitoring and planning in the management plan and operational recommendations for the work plan;

- guiding the development of recommendations to improve the internal or local planning-monitoring-evaluation system;
- providing additional support and advice as requested.

In addition to the elements mentioned above, a coach can also:

- analyse the potential of the Green List approach based on the results of the IMET analysis;
- act as a mentor to support a protected area's application to the Green List (see chapter IV.2).

At national level, with the institution or institutions in charge of managing a protected area network or system, the coach's mission is to:

- introduce the IMET tool to the authorities in charge of protected area management, especially when they are not familiar with IMET;
- train the selected protected area management teams in the use of IMET and the analysis of results for the improvement of management and governance as well as the development of the internal planning-monitoring-evaluation system, when possible;
- participate in the coordination of assessment sessions (or campaigns) at the various sites;
- support the development of management, monitoring and planning improvement proposals (management plan, work plan) for a protected area network or system. Further analysis of the results may be necessary at this stage;
- be available to offer support and advice for the implementation of recommendations at national planning level; and
- participate with the designated resource persons in the preparation of national reports based on management effectiveness analyses.

At regional level, the coach's mission is to:

- contribute to the establishment of functional links between the national institution and any protected area observatories⁸;
- be at the disposal of regional bodies (such as the West African Economic and Monetary Union⁹ and the Central African Forestry Commission¹⁰) in the implementation of their activities;

⁸The BIOPAMA programme has set up or supports observatories in its intervention regions. More information is available at <https://www.biopama.org/en/what-we-offer>.

⁹ www.uemoa.int/

¹⁰ <https://www.comifac.org/>



participate in the exchange network on the use and improvement of IMET and on the implementation of coaching missions.

In more specific terms, in all his/her interventions, coaches will:

- answer the coachee's questions and provide guidance on the use of IMET and the development of their skills;
- familiarise and encourage the coachee in the process of management assessment and analysis, search for solutions and ;
- stimulate an analytical mind in the coachee using factual evidence;
- strengthen team spirit, a culture of accountability and a results-oriented approach when filling out IMET forms and analysing management and governance results;
- ensure equitable interventions between the

- various stakeholders participating in the IMET assessment and the reporting of results;
- develop the ability of the coachee to make decisions based on solid analyses and to react to specific problems of protected area management; and
- promote in the coachee an approach oriented towards research and identification of – practical and operational solutions.

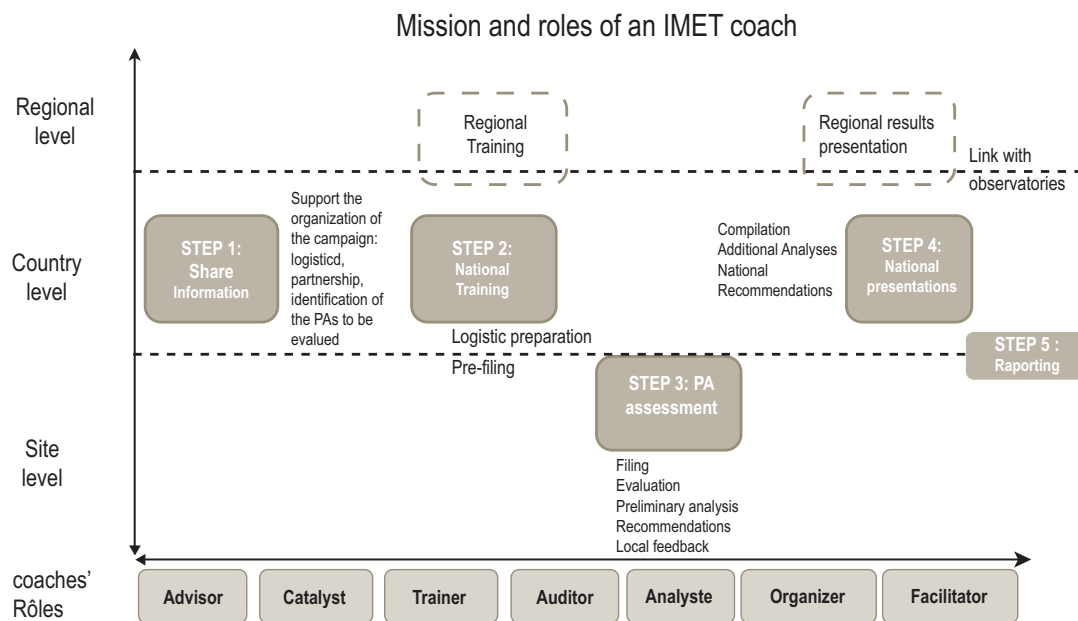


Figure 3 – Mission and roles of the IMET coach. Source: Compiled by the authors of this report

A coaching mission typically includes five steps:

- presentation and information on IMET, on the role of coaches and on coaching;
- training of protected area managers on IMET;

- assessment of protected area management effectiveness using IMET;
- restitution of the missions;
- report.



1. Presentation and information on IMET, on the role of coaches and on coaching

The coach begins this step, within his country/administration, upon returning from his training as a coach. With his/her partner, he/she organises participative meetings and discussions on the COMIT approach. At the end of this step, the administrators and managers of the protected areas concerned should have understood the usefulness and functioning of IMET, as well as the coaching process, and decided together to pursue (or not) a specific action plan. One of the most important decisions to be made in this step is which protected areas to support¹¹.

2. Training of protected area managers on IMET

This step involves training managers of selected protected areas or central government in the use of IMET. The training should cover software, content and interpretation of results. The pair of coaches will provide the training.

In addition to mastering the IMET tool, this training aims to develop a method of acquiring important attitudes (willingness to change, acceptance, results-oriented approach, encouragement to be open to critical analyses, to transparency and to a culture of accountability, etc.), necessary to achieve management improvement goals.

For this purpose, it is essential that coaches use adult learner-centred training techniques (see **Box 6 – Some principles and techniques for making training effective**). These so-called “active” techniques promote the involvement of learners beyond mere listening. Learners participate and are engaged in the activities. They are called upon in complex reflections (analysis, synthesis, evaluation) and considered as full actors in their learning.

The coach is invited to draw on the numerous resources available on adult training techniques. He will choose the most appropriate for the situation (number of learners, profile of participants, available space and time, desired objectives, case studies).



Elephants in Pendjari National Park, Benin. - © African Parks & Marcus

¹¹ In order to initiate the process within the different countries, support of a technical and possibly financial nature can be provided by the BIOPAMA programme or by other programmes funded by the European Union or by other donors.



Box 6 - Some principles and techniques for making training effective

Training is most effective when it takes into account the characteristics of adult learning, or “andragogy”. First, it is important to create a positive climate within the group which will promote better assimilation of the information. The learning environment is an essential component for effective training.

Some important principles

Make sure the training matches the participants’ needs. Adults are aware of their needs and want to share responsibility for their learning. If a training needs assessment exists, it is important to take it into account. However, some needs are not always expressed, although they nevertheless remain important, for example “self-actualisation” (the need for continuous personal development and the implementation of one’s own ideas and skills), the motivation to learn and get ahead, the desire to be accepted in a group, etc.

Techniques: Introduce the training programme in advance. Discuss it at the start of the training.

Make sure you meet immediate needs. Participants will be more motivated if the training seeks to meet their immediate needs.

Techniques: Ask them about their expectations, either before the training or on the first day of the training. Adapt the programme and activities accordingly (staying within the objectives of the workshop).

Encourage the active participation of all participants. Training that is based on experience and action is more sustainable and effective.

Techniques: Diversify the training techniques: role plays, debates, practical exercises, pair work, group work, mini-projects, etc. Be creative, but clear!

Base training on experience. The most effective learning relies on the exchange of personal experience.

Techniques: Allow time for participants to share or use their experiences, to serve as examples or case studies.

Support reflection by giving participants the opportunity to reflect on and learn from the past and also during the course of the training.

Techniques: Plan activities that will allow participants to review what they have done. Encourage reflection on the problems and the strategies used to solve them.

Create a healthy atmosphere by making sure everyone is comfortable. A healthy, collaborative and cheerful atmosphere promotes learning and participation.

Techniques: Provide sufficient time and workshop information, including logistical arrangements. Break the ice and relax the atmosphere at the start and during the workshop. Be nice!

Make sure the environment is pleasant by ensuring that participants are well fed, well rested and in good health in order to learn with maximum efficiency. It is strongly recommended to make the training pleasant and friendly with moments of break and relaxation.

Techniques: Carefully select the training location. Plan a snack during breaks. Take complaints into account.

Encourage feedback by allowing participants to make comments, whether they are positive or negative.

Techniques: Encourage participants to express their views, do not pass judgment on comments.

Sources: Kopylova, S.L. and Danilina, N.R. (2011). *Protected Area Staff Training: Guidelines for Planning and Management*. Gland (Switzerland): IUCN. xiv + 102 pages.

Stone R. (1998). What is your part? Training and its impact on the organisation. Guide for those responsible for training in the management of protected areas. African Biodiversity” Series n° 5. Washington, DC, USA: Biodiversity Support Program. <https://portals.iucn.org/library/node/26144>

3. Assessing protected area management effectiveness using IMET

This step consists of organising an assessment session for the protected area using the IMET tool; the session should take the form of a three-day participatory workshop. It is the coach’s duty to ensure that the dates, logistical arrangements and

participants are clearly identified, and that participants are informed before the session. Coaches should receive in advance the basic documents for the protected area, such as the development and management plan, along with a map of the protected area and its region. Filling in the forms, or even a site visit, can be carried out before this workshop.



Some conditions to be checked by the coach

- Does the list of participants correspond to the management and governance category of the protected area?
- Is the basic equipment available and functional (in particular, a video projector and two data entry computers)?
- Does IMET function correctly on the computers that will be used?
- Is it clear how participants will be managed during the workshop?
- To what extent were the stakeholders in the assessment (such as local communities, traditional authorities, etc.) sufficiently informed about the assessment session?
- Are there courtesy visits to be made, especially if the assessment is being done on site?

The second part of this document explains how to conduct the assessment using IMET. The session is typically divided into three parts:

- data encoding and discussions on comprehension of, notably, the Intervention context part;
- assessment of management effectiveness, led by the two coaches;
- analysis of the results using visualisation elements and other support tools (data from observatories, other reports, etc.), review of the relevance of the solutions proposed and formulation or adaptation of operational recommendations.

In a number of cases, additional analyses were carried out well after the assessment workshop had

taken place. These analyses concern different levels:

- at site level, specific themes (ecosystem services for example) or, on the basis of analyses, the formulation of planning documents and work plans based on objectives and reference levels;
- at the protected area systems level (level equivalent to ecosystems, conservation landscapes, national or regional protected area networks), using the database underlying the IMET system, a compilation, comparison, cross-referencing, and analysis of the assessments of different sites including identification of weak points and strong points of the system/network, identification of common characteristics and possible response typologies by groups of protected areas.

Box 7 – Types of IMET analysis carried out on the 14 protected areas in Burundi (2016)

1. **“Clustering”** of protected areas with homogeneous scores for the six elements of the management cycle.
2. **“Ranking”** to identify targeted benchmarks for specific indicators that should be met or exceeded by protected areas.
3. **“IMET Index”** as the average efficiency across the six elements of the management cycle.
4. **“Average”**, to define for each protected area system the “average” of the IMET scores for the system.
5. **“Non-response indicators”** to determine the difference for each domain between the raw score and the score based on imputed data.
6. **“Specific technical analysis”** for the conservation of biodiversity and natural resources based on the value indicators of the IMET tool.
7. **“Visualisation”**, presentation and understanding of the system.
8. **“Cross-analysis”** to establish consistency across values of the associated indicators.

Source: Compiled by the authors of this report

During an assessment session, the two coaches regularly switch roles between investigator and reviewer.

The investigator coach:

- asks the different questions in IMET.
- explains the different IMET elements.
- fills out the IMET forms.
- encourages exchanges and analyses.

The reviewer coach:

- checks the quality and logic of the exercise, as well as the consistency of the answers provided by the participants;
- helps refocus discussions;
- provides additional information or explanations;
- supports participants in difficulty;
- takes notes if necessary.



4. Restitution of the mission

This step consists in organising and conducting a national or local workshop to present the IMET assessment results to representatives of national administrations and the main partner institutions. This workshop offers the opportunity to generate recommendations for improving protected area management at national level, based on reliable data and information.

In this phase, coaches can also provide institutional support by ensuring that the use of IMET is integrated into the planning-monitoring-evaluation unit of the national institution.

Additional indications on this stage, in particular the formulation of proposals, are given in part III.4.

5. The report

This last step consists of submitting the reports of your interventions to the party mandating the work and the entities concerned, according to the terms

of reference for the coach's intervention. Reports may include those of the national training workshop, of the assessment and support missions to the protected area, and of the restitution mission. This step also involves transferring data and information from assessments to a central system (national or regional), if one exists, which can then carry out analyses at different scales.

1.3.3 Preparing the assessment

THE RESPONSE SCALE SYSTEM

IMET is organised into a series of questions. For each question, IMET provides a scale that allows assessment participants to respond as objectively as possible.

Responses should be provided using simplified scales with values 0 - 1 - 2 - 3 in most cases. Values 0 and 1 relate to negative ratings and 2 and 3 to positive ratings.

	NEGATIVE		POSITIVE	
Rating Scale	0: Extremely/very Negative	1: Negative	2: Positive	3: Extremely/very positive

In the case of trend analysis, the scales can range from values of -3 / -2 / -1 for negative trends, to 0 for stable situations, and +1 / +2 / +3 for positive evolution. The first step is to determine whether the estimate is negative or positive. For the former, it is necessary to determine whether the estimate is highly negative (0) or just negative (1). In the latter case, it is necessary to specify whether the estimate is positive (2) or highly positive (3). The coach is not the decision maker, but he supports – if necessary – the protected area team in its reflection in order to reach a response that is as consensual and objective as possible.

It is important to specify that the values displayed are not absolute estimates, but rather they are representative of the assessment. They make it possible to facilitate the representation of the analyses and the considerations formulated, and should be used as a decision tool (see the next point).

Elements that should not be taken into account in the protected area management under assessment

When an IMET element is not linked to the management of a specific protected area, and therefore should not be taken into account in the analyses, the option "not applicable" (N/A) should be used. Indeed, the value 0 is already used in the analysis and should therefore not be used again to indicate that an element is not relevant for the management of this protected area. Leaving a blank could be misleading, and cause review readers to think that this was an oversight.

PLAN FOR A PRE-FILLING OUT IMET

In the event that IMET is being used as a first exercise in constituting a baseline for the protected area, it is important to prepare the sources of information in advance:

- creation texts;
- the current management plan, but also previous management plans;



- the financial plan and the annual work plan used for the year to be assessed;
- other planning and organisational documents for protected area management at local and national levels;
- the results of studies, research and monitoring;
- reports already drawn up by the national institution, e.g. activity report, research report;
- data from protected area digital observatories such as DOPA, regional observatories, the IUCN global database on protected areas.¹²

When should an IMET assessment be done?
 IMET evaluates a completed year. The frequency of assessments depends on the needs of the manager and his administration.

Pre-filling out the Intervention context module can reduce the assessment time. During the assessment workshop, it will suffice to review these sections quickly with the protected area team to validate them or complete the missing information. For the following years, only an update will be needed, which will provide significant time savings in the filling-out phase (up to one or two days less) in favour of more in-depth analysis and formulation of operational recommendations and initial planning elements.

SETTING UP IMET PARAMETERS

Setting up IMET parameters consists of establishing certain common and specific criteria corresponding to a country's conservation system or a particular region (for example a cross-border area). These may be provisions, names or mechanisms specific to a country, which should then be included as elements to be considered when assessing other protected areas in that country.

How long does it take to do an IMET assessment?
 Usually, it takes three days to complete an IMET assessment, including an analysis of the results. Adequate pre-filling out can reduce this time to two days. In a few rare cases, the assessment has taken four days.

This parameterisation is done during the assessment of the first protected area, ideally during the pre-filling out phase, but it is also possible to do it as the IMET exercise progresses.

IMET's "country" configuration will avoid having to research certain variables again, facilitate the assessment and harmonise the analysis criteria of all the other protected areas in the country. This parameterisation exercise will remain associated with the protected area considered and will not be repeated in the future. When conducting a new IMET exercise in this protected area, the settings will already be available. It will then be possible to limit

oneself to refining it, if necessary, depending on the evolution of the management process.

The parameterisation exercise makes it possible to consider the specificity of each protected area, while facilitating the use of the results of the analyses for decision-making at a higher level (national and regional), as the information collected is structured in the same way. In addition, it is possible to set common results and effects/impacts at national and regional levels, and thus also to set the indicators and reference values (benchmarks) to be attained for the conservation networks. Analysis and assessment of the progress of conservation efforts can be monitored using IMET.

However, it is always possible to insert additional elements specific to the protected area assessed. The spaces allotted to comments allow for providing more details on the protected area or the analysis in progress.

STEP-BY-STEP METHODOLOGY

IMET has 28 sections for the intervention context and 43 in the assessment part. Each section contains questions, the number depending on the parameters set by the protected area team in collaboration with the coaches. Participants may be tempted to skip some of them. It is indeed possible that certain sections do not concern the protected area assessed (for example, specific sections relating to a marine protected area). However, they should be read one by one, in a systematic way, as if it were a checklist. Likewise, if a problem to be solved (or a negative point) is identified, it is better – so as not to get distracted – to complete the analysis of the entire table before formulating the solutions to be adopted.

MANAGEMENT ASSESSMENT

This second step concerns the review and completion of the section on of the intervention context following the pre-filling out exercise – if necessary – and that of the management assessment module. IMET implementation takes place during a workshop with those responsible for managing the protected area and, ideally, a representative of the central administration. Normally, the protected area is represented by its curator and its management team. Representatives of the local populations and partners must participate. However, their degree of participation will take into account the governance typology of the protected area.

¹² www.protectedplanet.net/.



Below are the prerequisites for successfully conducting the assessment session:

- the coaches have made use of the information and data available on the protected area;
- the pre-filling out exercise has been carried out;
- the pair of coaches have visited the site to better understand the realities;
- the protected area management team has been informed beforehand and is prepared to devote three working days to this session;

- a suitable workplace (quiet, air-conditioned or ventilated if necessary) has been identified; and
- the other participants have been informed and are ready to participate in the assessment.

Suggested steps for the exercises

- Suggested steps for the exercises
1. Carefully read the case studies and exercises
 2. Discuss each question one by one with your pair
 3. Note behaviors and questions to ask if a similar case occurs during your mission

General schedule for the first filling-out session

DAY 1	DAY 2	DAY 3
<ul style="list-style-type: none"> • General overview: mission objectives, completed steps, IMET, filling-out methodology, scoring • Intervention context: verification of data and addition of missing information 	<ul style="list-style-type: none"> • Management context • Planning • Inputs • Process • Outputs 	<ul style="list-style-type: none"> • Outcomes • Analysis of the outputs and outcomes of conservation efforts • Formulation of proposals to improve management • Next steps in coaching support



Wildebeest in Liyuwa Plain national park, Zambia - © African Parks & Will Burrard Lucas



PART II:

IMET 2 CONTENT

This part details the content of the IMET tool version 2020.

II.1 Intervention context

II.1.1 List of indicators of the intervention context

The different sections of IMET are presented in code form.



CTX 1.	General information about the protected area
CTX 1.0.1	Persons responsible for compiling the file: Management team and partners
CTX 1.0.2	Persons responsible for compiling the form: External support for analysis and assessment
CTX 1.1	Basic data
CTX 1.2	Governance and partnership
CTX 1.3	Special designations of the protected area (World Heritage, MAB, Ramsar site, IBA, SPAMI, LMMA, etc.)
CTX 1.4	Belonging to a local (buffer zones with a particular status, wildlife reserves, etc.), national, landscape, cross-border, regional or international management network
CTX 1.5	Vision, mission, objectives
CTX 1.6	References from historical, political, legal, institutional and socio-economic contexts as well as other specific elements of the protected area
CTX 1.7	Setting of objectives
CTX 2.	Surface areas, limits and shape index, level of control
CTX 2.1	Localisation
CTX 2.2	Surface areas of the protected area and the conservation context
CTX 2.3	Level of control of the protected area (or by sectors of the protected area)
CTX 2.4	Reference territorial context of the protected area
CTX 2.5	Setting of objectives
CTX 3.	Human, financial and material resources
CTX 3.1.1	Staff size and composition: Protected area staff
CTX 3.1.2	Staff size and composition: Partner staff
CTX 3.1.3	Staff size and composition: Community staff
CTX 3.2.1	Financial resources: Budget and management costs
CTX 3.2.2	Financial resources: Budget available
CTX 3.2.3	Financial resources: Budget lines of the operational plan/work plan budgeted annually
CTX 3.2.4	Contribution of partners to support the protected area
CTX 3.3	Availability of infrastructure, equipment and facilities
CTX 3.4	Setting of objectives
CTX 4.	Key elements
CTX 4.1	Animal species (mammals, birds, amphibians, reptiles, fish): flagship, threatened, endemic, exploited, invasive species, etc. used as indicators of the state of the protected area and requiring monitoring over time



CTX 4.2	Plant species: flagship, threatened, endemic, exploited, invasive species, etc. selected as indicators for the protected area and that should be monitored over time
CTX 4.3.1	The ecosystem and habitats chosen as indicators for the protected area and that should be monitored over time
CTX 4.3.2	Presence, extent and distribution of key habitats and marine stratus
CTX 4.4	Management of land cover, its use and occupation (forest, soil, water, roads, etc.) [for global values, see point 2.2] chosen as indicators for the protected area and that should be monitored over time
CTX 4.5	Setting of objectives
CTX 5.	Pressures and threats
CTX 5.1	Pressures and threats
CTX 5.2	Setting of objectives
CTX 6.	Climate change and conservation
CTX 6.1	Key elements most vulnerable to climate change
CTX 6.2	Setting of objectives
CTX 7	Ecosystem services and dependence of communities/society
CTX 7.1	Ecosystem services and dependence of communities/society
CTX 7.2	Setting of objectives

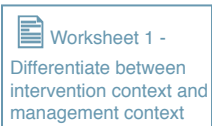
II.1.2 Elements of the intervention context

The first module “Intervention context” provides an in-depth understanding of the situation in which the protected area operates. Completing this part correctly can result in a detailed monograph of the protected area.

At the end of each tab, a section entitled “Setting of objectives” identifies the important elements to be considered in protected area management. Any problem identified or lack of information can be reported in this section, so that it is taken into account. The table of objectives is organised to insert:

- the elements/indicators related to the aspects covered by the current tab;
- the baseline or current state revealed by completing the tab; and
- the objectives or conditions desired or to be achieved: this can be a long-term objective as well as a desired state..

The elements defined in the table can be used for the management and monitoring of protected area activities, more specifically for the following phases: planning, search for resources (inputs), process, determination of results and impact objectives.



GENERAL INFORMATION ABOUT THE PROTECTED AREA

CTX 1.0.1 – 1.0.2 Persons responsible for compiling the file

Persons responsible for compiling the file:
Management team and partners

Persons responsible for compiling the form:
External support for analysis and evaluation
Questions CTX 1.0.1 and 1.0.2 make it possible to identify the representatives of the parties and the internal and external protected area managers who have compiled or provided the information, recorded the date of completion of the filling-out exercise, as well as the duration of the IMET exercise.

- See the link with CTX 1.2. Depending upon the typology of governance, it would be normal for IMET to be completed with the partners involved in the decision-making processes of the protected area..

CTX 1.1 - Basic data

The CTX 1.1 questions allow one to identify and report the essential data of the protected area as well as its attachment to higher-scale ecological units (biome and ecoregion). The information also enables the necessary corrections to be made to databases at national, regional and global levels.

CTX 1.2 - Governance and partnership

The CTX 1.2 questions aim to:

- specify the governance typology according to the reference classification provided by IUCN and, possibly, to underline its specificities; and



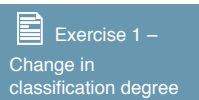
- indicate partnerships in support of the management and governance of the protected area.

For information: the term “governance” in IMET should be understood as the decision-making process in protected area management. The term “partnership” refers only to aspects of collaboration in management activities, a very important aspect in conservation interventions.

CTX 1.3 Special designations of the protected area (World Heritage, MAB, Ramsar site, IBA, SPAMI, LMMA, etc.)

Section CTX 1.3 allows one to specify the classifications and status as well as the designation criteria for the protected area. Certain elements requested are pre-filled in on the basis of data available from the international institutions concerned. The pre-filled information should be verified and modified by the managers of the protected area in case of error.

- *It will be necessary to verify the international sources during the pre-filling out exercise. It may occur that some members of the management team are not aware of all the statuses of their protected area.*



CTX 1.4 Belonging to a local (buffer zones with a particular status, wildlife reserves, etc.), national, landscape, cross-border, regional or international management network

Section CTX 1.4 makes it possible to specify the technical/administrative membership of the protected area in a conservation network. In addition to possibly belonging to official networks (cross-border parks for example) or to a landscape (of the Regional Program for the Environment in Central Africa or CARPE for example), it is important to note here that the protected area belongs to special conservation networks at national and international levels. When the protected area belongs to a conservation network or system, the associated protected areas should be specified.

CTX 1.5 - Vision, mission, objectives

Section CTX 1.5 highlights the vision, mission and long-term objectives of the protected area, which are normally defined in the management plan. The objectives of the protected area can be defined at local level (for example, maintenance of ecosystem services for the benefit of neighbouring populations), at national level (for example, protection of a species, particular habitats or cultural values), or at international level (for example, protection of an endemic species, contribution to the maintenance of a shared heritage).

- *If the vision, mission or objectives are not clearly defined or if they are outdated, make a link with CTX 1.7. Section CTX 1.5 is not the time or place to define the vision, but it should be noted in CTX 1.7 that changes in conservation efforts will need to be considered. Nevertheless, it is possible to draft initial hypotheses concerning the review of the vision, mission or objectives of the protected area, which will be integrated into the management tools.*
- *Another way to define the vision: How do you see the park in 10–20 years?*

CTX 1.6 - References from historical, political, legal, institutional and socio-economic contexts as well as other specific elements of the protected area

Section CTX 1.6 highlights the most important aspects of the historical, socio-economic, political (at country level), legal and institutional contexts, which have (or have had) a significant influence (negative or positive) on the current intervention context, and have therefore influenced or are influencing conservation interventions in the protected area. It is important to include the negative (weak points) and positive (strong points) aspects together with any observations concerning the influence of historical, social and socio-economic, political, legal and institutional elements, etc.

CTX 1.7 - Setting of objectives

At the end of the “General information on the protected area” tab, the table of objectives is organised to insert:

- elements/indicators related to aspects of governance and partnership, status, network of membership, mission, historical, socio-economic, political, legal and institutional contexts, etc.;
- the baselines; and
- the objectives or conditions desired or to be achieved.

SURFACE AREAS, LIMITS AND SHAPE INDEX, LEVEL OF CONTROL

CTX 2.1 - Location

Section CTX 2.1 allows one to specify the existence of official georeferenced boundaries, the geographical and administrative location (province, region, etc.) of the protected area. This information is important to accurately define the georeferenced boundaries for potential conflicts with neighbouring communities and to validate/modify the references of the World Database on Protected Areas (WDPA)¹³ (see next point).

¹³ www.protecteplanet.net.



CTX 2.2 - Surface areas of the protected area and the conservation context

Section CTX 2.2 provides a series of elements on the surface and shape of the protected area. More specifically, the surface values are analysed according to the typology and the networks to which the protected area belongs. The information should allow one to identify the differences – if they exist – between the values of the protected area reported by the different sources of information. Differences in the surface area of the classified domain may be due to transmission errors, or historical estimates compared to those of today which are more precise, etc. This section should also allow the relationships between the surface area of the protected area and the more general conservation context at national and transboundary levels to be determined. Finally, the note should allow the transfer of information related to the existence of georeferenced boundaries (therefore certain and unambiguous) and official GIS¹⁴ data to the WDPA.

CTX 2.3 - Level of control of the protected area (or by sectors of the protected area)

Section CTX 2.3 allows for a reflection on the current level of control of the protected area. Several methods of measuring the controlled area can be used: hectares, km², patrol man-days, percentage of the area or others if necessary. IMET also makes it possible to estimate the level of control by sector if this approach can help in determining the total value or is more useful in terms of organising the management of the protected area. To better specify the level of control, which may vary depending on the specificities of the park, IMET introduces information concerning the surface area subject to ecological monitoring and the values of the legal/illegal use of the protected area (human land use in the case of protected areas with natural resource management¹⁵). The available values are entered beforehand to allow those responsible for the protected area to confirm them.

Section CTX 2.3 also allows one to report essential information on zoning and the main aspects of the various management and conservation sectors of the protected area. The information related to zoning can be used in the intervention context as well as the management effectiveness assessment.

CTX 2.4 - Reference territorial context of the protected area

Section CTX 2.4 allows the protected area's territorial context of interaction to be determined. Knowledge of this context helps to better understand the relationships in terms of governance and intersectoral approach. Likewise, knowledge of the reference territorial context enables a better estimate of the threats and pressures

weighing on the protected area in order to better assess the aspects related to management effectiveness. The available values are entered beforehand to facilitate analysis and allow those responsible for the protected area to verify them.

CTX 2.5 - Setting of objectives

At the end of the "Surface areas, limits and shape index, level of control" tab, the table of objectives is organised to insert:

- elements/indicators related to surface areas, limits and shape index, level of control of the protected area, etc.;
- the baselines; and
- the objectives or conditions desired or to be achieved.

HUMAN, FINANCIAL AND MATERIAL RESOURCES

CTX 3.1.1 – 3.1.2 – 3.1.3 - Staff size and composition

Staff size and composition: Protected area staff

Staff size and composition: Partner staff

Staff size and composition: Community staff

Sections CTX 3.1.1, 3.1.2 and 3.1.3 identify the human resources employed directly in protected area management. The list of staff should include state staff as well as all other human resources employed in the various activities of the park by partners and neighbouring communities. The organisation and classification of park staff positions are normally taken from the protected area planning documents and should be set to match the organisation and supervision of staff by the public administration.

- *The answer to the question "Is there an ideal workforce?" varies according to several criteria: the size of the area, the threats, the issues (status/threats), the funding, etc.*
- *Staff who do not work full-time may be cumulatively included in the number of full-time employees. For example, eight part-time employees correspond to four full-time employees. The adaptation should be entered in the comments column*

CTX 3.2.1 - Financial resources: Budget and management costs

Section CTX 3.2.1 allows the financial estimates derived from the management plan/financial plan to be reported, as well as the operating cost estimates from the operational plan/annual work plan against the available annual budget. Values are reported according to area in order to determine cost per square kilometre per year.

¹⁴ Geographic Information System..

¹⁵ UICN, catégorie 6.



CTX 3.2.2 - Financial resources: Budget available
 Section CTX 3.2.2 analyses the resources actually made available to managers by the various stakeholders and any revenue resulting from the enhancement of biodiversity conservation. This budget is divided into operating and investment budget.

CTX 3.2.3 - Financial resources: Budget lines of the operational plan/work plan budgeted annually
 Section CTX 3.2.3 makes it possible to see the budgeted lines and to make a comparison between the prioritised interventions and the financial resources devoted to them, between interventions, and to assess the use of the different budget lines, etc.

If faced with a reluctance to communicate financial resources, or even an inability to transparently show the level of management, fill in what is possible. Note the actions to be taken to improve the financial and budget situation in the “Objectives”.

CTX 3.2.4 - Contribution of partners to support the protected area
 Section CTX 3.2.4 allows one to ascertain in terms of commitment (period and amount) the resources made available to managers by the various biodiversity conservation stakeholders.

As with the previous question, there may be reluctance or inability to communicate financial resources. Fill in what is possible. Note the actions to be taken to improve the financial and budget situation in the “Objectives”.

CTX 3.3 - Availability of infrastructure, equipment and facilities
 Section CTX 3.3, thanks to a long and very detailed table, makes it possible to analyse the relationship between the need for and the availability of infrastructure, equipment and other means in order to manage the protected area. Protected area managers can use the table as an inventory of the most important material resources and to schedule the construction of the necessary infrastructure. The evaluation grid reports the percentage of what exists and the needs in order to facilitate analysis. For example, value 1 indicates that the means are somewhat inadequate and that the availability covers between 31% and 60% of the needs.

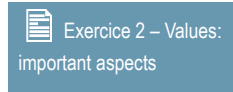
CTX 3.4 - Setting of objectives
 At the end of the “Human, financial and material resources” tab, the table of objectives is organised to insert:

- elements/indicators related to human and financial resources/partnership support and in means in protected area management;

- the baselines for the state of human, financial and material resources; and
- the objectives or conditions desired or to be achieved.

KEY ELEMENTS

For this part, the IUCN Red List of Threatened Species™ and the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) list of protected species can help determine the biological values of the protected area. See www.iucnredlist.org et www.cites.org.



The parameters related to the key elements are to be used for terrestrial, marine and mixed protected areas. For marine habitats, there is a specific table (CTX 4.3.2).

CTX 4.1 - Animal species (mammals, birds, amphibians, reptiles, fish): flagship, threatened, endemic, exploited, invasive species, etc. used as indicators of the state of the protected area and requiring monitoring over time

Section CTX 4.1 seeks both to better target conservation

Section CTX 4.1 seeks both to better target conservation intervention and improve the organisation of the information related to the protected area's key and emblematic animals. Protected area management can achieve better results if conservation intervention can be identified and targeted for the benefit of key animals. The protected area staff should specify in this table the most important species, namely flagship, threatened, endemic, invasive, exploited, etc. It is also possible to characterise the emblematic animals as charismatic, umbrella, conflict and architect species (see below):

- tflagship or charismatic species: used to generate interest and financial support for the conservation of all wild species that share their habitats;
- tumbrella species: their protection guarantees safety for biodiversity in general and for the tourism industry;
- tspecies with human-wildlife conflict and which constitutes an acute problem: to be minimised in order to reduce conflict between parties in the same intervention context;
- tarchitect species: capable of modifying habitats to the advantage or detriment of plant and animal species on a local or larger scale, depending on the nature and extent of the impact.



After identifying the most important animal species, the table proposes to introduce:

- population estimates in relation to a baseline conservation state or baseline level;
- the desired state of conservation in the future.

In some cases, this information is not readily available and is characterised by a low level of reliability. However, analysis is nevertheless important for assessing protected area management effectiveness.

CTX 4.2 Plant species: flagship, threatened, endemic, exploited, invasive species, etc. selected as indicators for the protected area and that should be monitored over time

The determination of these parameters, relating to plant species, can follow the instructions of the previous section (CTX 4.1), even if the concepts of umbrella, conflict and architect species are generally not used for plant species.

CTX 4.3.1 The ecosystem and habitats chosen as indicators for the protected area and that should be monitored over time

Section CTX 4.3.1, related to ecosystems and habitats, may follow the indications of the previous sections (CTX 4.1 and CTX 4.2). Managers, on the basis of parameters related to their specificity, their endemism or their unique or irreplaceable¹⁶ character, must determine the most important terrestrial and freshwater habitats in the protected area. The identification of emblematic or endangered habitats will serve to better target interventions.

CTX 4.3.2 - Presence, extent and distribution of key habitats and marine status

Section CTX 4.3.2 is used to determine the presence, extent and distribution of key marine habitats. Information on habitats should allow the organisation and assessment of marine protected area management.

CTX 4.4 - Management of land cover, its use and occupation (forest, soil, water, roads, etc.) [for global values, see point 2.2] chosen as indicators for the protected area and that should be monitored over time

Section CTX 4.4 aims to determine the condition and evolution of soil cover according to the Land Cover Classification System¹⁷. This section may contain the list and the surface area – or the percentage – of the categories identified for the protected area, this information coming from international institutions. In addition, the protected area team is asked to mention the soil cover according to the classification used for the site. The elements and trends displayed should contribute to determining the protected area management values

CTX 4.5 - Setting of objectives

At the end of the “Key elements” tab, the table of objectives is organised to insert:

- elements/indicators related to key elements: i) flagship, threatened, endemic, exploited and invasive animal and plant species; ii) habitats; iii) changes in land cover; and iv) management of the protected area’s natural resources;
- the baselines for the condition of key conservation elements;
- the objectives or conditions desired or to be achieved.

 **Worksheet 3 - external threats, pressures and support**


PRESSURES AND THREATS


CTX 5.1 - Pressures and threats

Section CTX 5.1 consists of a long table analysing the pressures, threats and vulnerabilities of the protected area. This table is referred to as the Threats Calculator¹⁸ (adapted for the IMET Analysis and Assessment System). The aim is to formulate a detailed threat analysis (this term will be used to represent the pressures, threats and vulnerabilities facing the protected area). In this table, each relevant pressure for the protected area should be noted based on information about:

- the impact/severity;
- the magnitude/extent;
- the duration/irreversibility;
- the trend (estimate based on the number of years);
- the likelihood of the threat in the future.

The results of this analysis will be used to improve the management process which aims to cancel or reduce the impacts of threats on biodiversity. The analysis of threats to the protected area is facilitated by the visualisation of the values using a bar on each category of threat.

 **Exercise 3 – Identifying pressures, threats and vulnerabilities**

 **Exercise 4 – Schematic structuring of threats**

¹⁶ An item of great value, rare or unique, which cannot be replaced.

¹⁷ Di Gregario A. and Jansen L.M. (2005). *Land Cover Classification System: Classification Concept and User Manual*. FAO: Rome, available at www.fao.org/3/x0596e/x0596e00.htm.

¹⁸ The calculator was developed by a working group set up by NatureServe in 2004 (www.natureserve.org/conservation-tools/conservation-rank-calculator). The threat classification was adopted by the World Commission on Protected Areas according to the categorisation of Salafsky et al. (2008). A Standard Lexicon for Biodiversity Conservation: Unified Classifications of Threats and Actions. *Conservation Biology*, volume 22, n° 4, pp. 897–911. <https://www.iucnredlist.org/resources/classification-schemes>.



CTX 5.2 - Setting of objectives

At the end of the “Pressures and threats” tab, the table of objectives is organised to insert:



- elements/indicators related to the pressures and threats weighing on the protected area;
- the baselines for the state of the pressures and threats weighing on the protected area;
- the objectives or conditions desired or to be achieved.

CLIMATE CHANGE AND CONSERVATION

CTX 6.1 - Key elements most vulnerable to climate change

Section CTX 6.1 identifies the elements of the protected area that are currently affected or likely to be affected in the future by climate change, namely: designation, importance and mission of the conservation area, key species, habitats, ecosystem services, etc. This analysis should identify and assess the importance of integrating efforts to adapt to the effects of climate change on the key elements most vulnerable to them into protected area management systems. The approach should also take into account specific analyses, relevant studies, current interventions (e.g. REDD+²⁰).

CTX 6.2 - Setting of objectives

At the end of the “Climate change and conservation” tab, the table of objectives is organised to insert:

- elements/indicators related to the effects of climate change on the conservation of the protected area;
- the baselines for the status of the effects of climate change on the conservation of the protected area;
- the objectives or conditions desired or to be achieved.

Coaches and stakeholders involved in filling in the information can refer to the different models of climate change in their protected area, or in the region, from the various existing national or international websites. The objectives set may relate to the landscape or other neighbouring protected areas.

ECOSYSTEM SERVICES AND COMMUNITY DEPENDENCE

CTX 7.1 - Ecosystem services and dependence of communities/society

Section CTX 7.1 guides protected area managers in identifying the ecosystem services provided by the protected area. It classifies the ecosystem services identified into four main categories specific to the protected area:

- supply;
- regulatory;
- cultural;
- support.

The ecosystem services taken into account by the questionnaire correspond to services provided and their potential to provide these services in the future. For example, a spiritual aspect existing in a protected area constitutes a value; its protection and possibly its enhancement represent an ecosystem service to be protected.

For ecosystem services related to the “supply” category, such as food and water production, it is important to note that the legal or illegal nature of the supply depends on the current legislation in force in the country. Generally, this legislation stems from the national classification category of protected areas in the country and any customary uses tolerated within the classified area.

Regulatory services are the benefits derived from regulating air quality, flood control and disease control²⁰.

The cultural category should take into account the historical, cultural and recreational (including tourist value), spiritual and religious values existing within the protected area.

Support services include nutrient cycles, crop pollination or habitats that provide everything a plant or animal needs to survive: food, water and shelter²⁰. Section CTX 7.1 proposes to identify the existing, valued or potential ecosystem services of the protected area. IMET facilitates the identification of key ecosystem services and the dependence of the local populations/society on these services. IMET also analyses trends in ecosystem services provided by the protected area (quantity or quality). The analysis is facilitated by a table with the most common ecosystem services, although assessors can insert other elements.

¹⁹ Reduction of emissions from deforestation and forest degradation.

²⁰ Detailed information on ecosystem contributions to human well-being is presented in the document “Millennium Ecosystem Assessment”, available at <https://www.millenniumassessment.org/fr/About.html#1>



The analysis should make it possible to promote the integration of these values into the management systems of the protected area in order to ensure the maintenance and enhancement of ecosystem services.

CTX 7.2 - Setting of objectives

At the end of the “Ecosystem services and community dependence” tab, the objectives table is organised to insert:

- elements/indicators related to ecosystem services and the dependence of communities on the ecosystem services provided by the protected area;

- the baselines for the state of ecosystem services and the dependence of communities on the ecosystem services provided by the protected area;
- the objectives or conditions desired or to be achieved.



Giraffes in Akagera national park, Rwanda © African Parks & Scott Ramsay



II.2 Management effectiveness assessment

II.2.1 List of indicators to assess management effectiveness

Management context	
C1	Value and importance
C1.1	Value and importance: Special designations
C1.2	Value and importance: Key species
C1.3	Value and importance: Terrestrial and marine habitats – land cover, use and occupation
C1.4	Value and importance: Climate change
C1.5	Value and Importance: Ecosystem services
C2	External constraints or support
C3	Threats
<i>Setting of objectives (For the specific case of Management context, the setting of objectives is foreseen for each element.)</i>	
Planning	
P1	Adequacy of legal and regulatory provisions
P2	Design and configuration of the protected area
P3	Protected area demarcation
P4	Management plan
P5	Annual or multi-year work/action plan
P6	Objectives of the protected area management plan
<i>Setting of objectives</i>	
Inputs	
I1	Basic information
I2	Staff
I3	Current budget
I4	Securing future funding
I5	Infrastructure, equipment and facilities
<i>Setting of objectives</i>	
Process	
<i>Internal management systems and processes</i>	
PR1	Staff capacities and training
PR2	Human resource management policies and procedures
PR3	Working conditions and staff motivation
PR4	Management orientation of the protected area
PR5	Budget and financial management
PR6	Maintenance of infrastructure, equipment and facilities
<i>Protection and management</i>	
PR7	Management of the values and important aspects of the protected area
PR8	Management of surveillance patrols (law enforcement)
PR9	Intelligence, investigations, case development and legal actions (law enforcement)
<i>Relationships with stakeholders</i>	
PR10	Cooperation with stakeholders
PR11	Appropriate benefits/assistance for local communities
PR12	Environmental education and public awareness
<i>Tourism management</i>	
PR13	Management of facilities and services for visitors

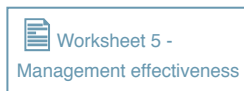


PR14	Managing the impact of visitors
Monitoring and research	
PR15	Monitoring systems for biodiversity and natural and cultural resources
PR16	Long-term ecological research and monitoring
Managing adaptation to the effects of climate change and ecosystem services	
PR17	Managing adaptation to the effects of climate change
PR18	Management of ecosystem services
Setting of objectives	
Results (outputs)	
O/P1	Implementation of the work programme
Effects and impacts (outcomes)	
O/C1	Reaching the management plan's long term conservation objectives
O/C2	Conditions and tendencies of the key conservation elements of the protected area
O/C3	Effects/ Impacts on stakeholder's quality of life

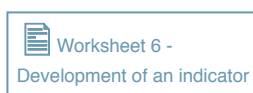
II.2.2 Assessment elements

VERY IMPORTANT

This second module is about the assessment of a protected area's management effectiveness. Most of the questions require judgment from assessment participants, whose views may differ. The role of coaches is to promote open and honest discussions that take into account different points of view as well as the facts, in order to ensure the most impartial assessment possible. As some questions can prove to be complex, assessment participants are encouraged to specify the most important aspects of these questions in the comments area.



Very often, the sections provide a pre-established list of elements to analyse. It is possible to choose, exclude and complete the fields of analysis with specific or necessary indications for the management of the protected area analysed. When an element does not relate to the protected area in question, please put N/A.



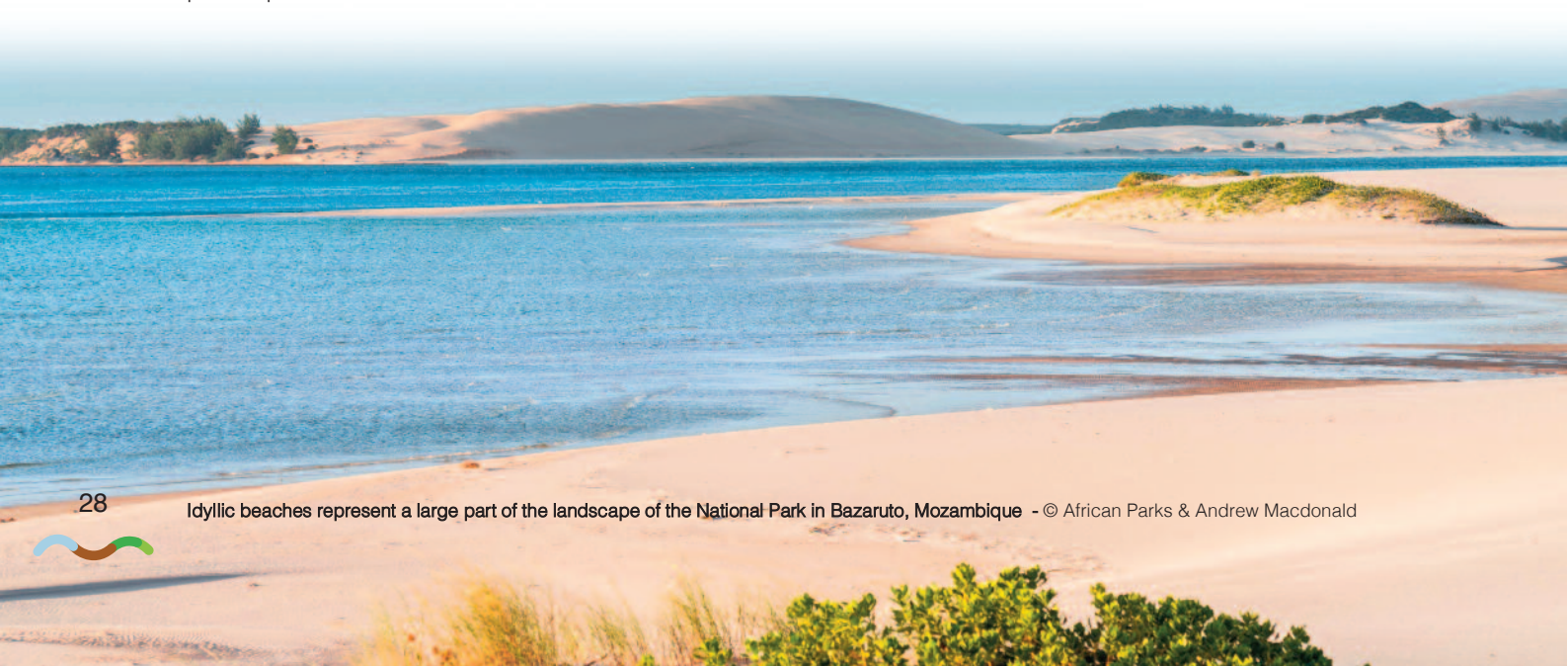
Like the first module, at the end of each tab, a section entitled "Setting of objectives" identifies the important elements to be considered in the management of the protected area. .

Any problem identified or any gap (no information) can be reported in this section, so that it can be taken into account. The table of objectives is organised to insert:

- elements/indicators related to the aspects covered by the current tab;
- the baselines or current state revealed by filling out the tab;
- the objectives or conditions desired or to be achieved; this can be a long-term objective as well as a desired state.


The elements defined in the table can be used to manage and monitor the activities of the protected area, more specifically during the planning, search for resources (inputs), process, determination of results and impacts phases.

Tips ● provide guidance to coaches on how to conduct the assessment.



MANAGEMENT CONTEXT

C1. Value and importance

 Please note that this section usually generates a lot of discussion and can take a long time. It is up to the assistant coach to channel the discussions. It is important to read and discuss the subject using Worksheet 3..

C1.1 Designation

Value and Importance: *Special designations*

Section C1.1 is used to estimate the value and importance of the status(es) granted to the protected area for the benefit of conservation at national, regional or international level. The importance of the designations of the protected area should be based on the national classification and the list (indicative and not exhaustive) of the special statuses identified in section CTX 1.3 of the intervention context and other possible statuses.

- *It is possible to assign a value of 0 when the management of the park does not include the values and importance of a status in its management. For example, the site is designated an Important Bird and Biodiversity Area (IBA), but there is no integration of the values and significance of the designation into the management of the protected area. Please note, this does not mean that the IBA designation is not important for the site, but that no management provision has been taken into account.*

C1.2 Key species

Value and importance: *Key species (flagship, endangered, endemic, exploited, invasive, etc.)*

Section C1.2 allows an estimate to be made about the importance and consideration given to flagship, threatened, endemic, exploited, and invasive species, etc. in the protected area's management process. The representativeness of a key species corresponds to the degree to which it:

- represents an important natural feature of a habitat, ecosystem or biome;
- influences an ecological process or community;
- affects a species-based management policy.

The assessment is facilitated by the automatic insertion of the species identified in sections CTX 4.1 and CTX 4.2. The prioritisation to be assigned to species ensures the assessment of management processes for the conservation elements targeted.

- *Important: the species listed here will be monitored. It should be noted that these are specific actions for the species mentioned.*

C1.3 Terrestrial and marine habitats – land cover, use and occupation

Value and importance: *Terrestrial and marine habitats – land cover, use and occupation*

Section C1.3 makes it possible to estimate the integration of terrestrial and marine habitats as well as land use and cover into the management process of the protected area. The assessment is facilitated by the automatic insertion of the elements identified in CTX 4.3.1 and CTX 4.3.2 of the intervention context. The prioritisation to be assigned to terrestrial and marine habitats as well as to land use and cover ensures the assessment of management processes on the conservation elements targeted.

C1.4 Climate change

Value and importance: *Climate change*

Section C1.4 is used to estimate the degree to which the most significant effects of climate change and the adaptation measures used to adapt to the phenomenon have been integrated into protected area management. The analysis is facilitated by the automatic presentation of the list of categories and the attribution of importance in relation to the protected area of the ecosystem services adopted in section CTX 6.1. The prioritisation to be assigned to climate change adaptation measures ensures the assessment of management processes on the conservation elements targeted.

C1.5 Ecosystem services

Valeur et importance : *Ecosystem services*

Section C1.5 is used to estimate the degree to which the most important ecosystem services have been integrated into protected area management. The analysis is facilitated by the automatic presentation of the list of categories and the attribution of importance in relation to the protected area of the



ecosystem services adopted in section CTX 7.1. The prioritisation to be assigned to the maintenance and enhancement of ecosystem services ensures the assessment of management processes on the conservation elements targeted.

C2 External constraints or support

Section C2 allows one to estimate the constraints imposed or support given by the external politico-institutional and social environment. The analysis is supported by a list of any constraints or external support to protected area management. It is also possible to complete or ignore the elements depending upon the specificity of the protected area. The constraints on or external support to protected area management must be valued, then estimated according to criteria organised on the basis of the indicated scales.

C3 Threats

Section C3 makes it possible to prioritise the most important threats to protected area management according to the analysis carried out in section CTX 5.1. The importance of these threats to protected area management should previously have been identified by using the threat calculator, the most important values being automatically reported in C3. The prioritisation to be assigned to the threats that weigh most heavily on the protected area ensures the assessment of management processes on the conservation elements targeted.

SETTING OF OBJECTIVES

At the end of each element of the “Management context”, the table of objectives is organised to insert:

- elements/indicators related to the management context of the protected area;
- the baselines for the state of conservation;
- the objectives or conditions desired or to be achieved.

PLANNING

P1 Adequacy of legal and regulatory provisions

Section P1 is used to estimate the level of adequacy or relevance of the current regulations for the protection and conservation of values and natural resources (for example, taking out in the protected area. The analysis takes into account protected areas with customary rights and those with natural resource management. The analysis is supported by a list of the most common laws and regulations that intervene

 Exercise 7 Objectives and planning in protected area management

in – or influence – protected area management. Those which do not concern the protected area can be ignored by choosing N/A. It is possible to add other elements depending upon the protected area examined. The adequacy or weakness of the existing regulations in relation to management requirements should be estimated according to the indicated scales.

P2 Design and configuration of the protected area

Section P2 allows one to assess whether the design and configuration of the protected area support the values and important aspects for which it was created. More specifically, there is a need to estimate whether the size and shape of the protected area is sufficient to protect species, habitats and ensure natural functions such as ecological processes, water catchments, etc. The configuration of the protected area is also assessed through the shape index in order to take into consideration the difficulties in ensuring control. The assessments should be based on the analysis of the intervention context in section CTX 2.

The analysis is supported by a list of items relating to the size and shape of the protected area. It is possible to choose, exclude and complete the fields of analysis with specific or necessary indications for the management of the protected area examined. The suitability of the protected area’s design and geophysical characteristics for the management and protection of its values should be estimated according to the indicated scales.

P3 Protected area demarcation

Section P3 analyses the degree of knowledge and signage of the boundaries of the protected area with respect to the management arrangements to be adopted in order to ensure the protection of its values. The analysis concerns:

- the extent to which the boundaries of the protected area are marked (A);
- the adequacy of the demarcation of the boundaries for protected area management (B).

If the managers of the protected area know the exact percentage of the demarcated perimeter of the protected area, this value should be recorded. Otherwise, it is necessary to choose one of the six categories of the relative scale. Analysis B is supported by a list of elements related to the adequacy of the demarcation and knowledge of them by the different actors. The adequacy of natural boundaries can be discussed in this analysis. It is possible to choose, exclude and complete the fields of analysis with specific or necessary indications for the management of the protected area in question.



P4 Management plan

Section P4 analyses the existence and implementation of the management plan for the protected area. The examination is facilitated by the proposal of a triple analysis, with four scenarios for each estimate. The first analysis concerns the existence, updating, approval and implementation of the management plan. The second deals with the adequacy of the vision, mission and objectives set out in the plan with respect to conservation needs. The third concerns the clarity and applicability of the protected area's vision, mission and objectives. It is necessary to choose one of the four categories of the related scale.

- *If the management plan is obsolete, the first analysis will identify this. Indicate in the comments area the reasons for this problem or if initiatives are underway to renew the plan.*

P5 Annual or multi-year work/action plan

Section P5 analyses the existence and implementation of the protected area's work/action plan (annual or multi-year). The examination is facilitated by a triple analysis proposing four scenarios for each estimate. It is necessary to choose one of the four categories of the relative scale. The first analysis concerns status, development, approval and implementation. The second deals with the adequacy of the activities and results of the work/action plan in relation to the objectives of the management plan. The third concerns the clarity and applicability of the activities and expected results of the work/action plan.

P6 Objectives of the protected area management plan

Section P6 assesses whether protected area management is carried out according to the management by objectives approach, correctly identified by indicators and relevant reference values to ensure the conservation of the values of the protected area. Management by objectives requires a proactive approach, i.e. it is designed to achieve a specific set of objectives or desired states of conservation, rather than reactive, i.e. it only responds to the problems that arise. In this tool, we make an important distinction between results and effects/impacts:

- The effects/impacts relate to the desired objectives/states, in other words, the long-term objectives or visions expressed in the management plan and characterising a targeted situation at the end of the designated period. These objectives are usually specific

statements regarding the key values of the protected area (e.g. important species or ecosystem services) or the main areas of management activity (e.g. tourism, education).

- Results/outputs relate to the quantitative short-term (or relatively short-term) targets to achieve the desired long-term objectives/states.

Long-term objectives should be well defined, formulated in such a way as to facilitate their monitoring and relate to the key values of the protected area (e.g. important species or ecosystems) or to the main areas of management activity (e.g. tourism, education). To verify this last point, the correlation between management objectives, programming documents and the context must be analysed. The analysis is facilitated by a list of the key elements of a protected area's management and governance. The proposed fields of analysis can be excluded (by putting N/A) or completed by adding another element.

The existence of many low-level conservation targets is considered to be an obstacle to high conservation performance.

Setting of objectives

At the end of IMET's "Planning" module, a table identifies the elements to be prioritised in the management of the protected area.

The table is organised to insert:

- elements/indicators related to the planning of the protected area;
- the baselines of planning;
- the objectives or conditions desired or to be achieved.

INPUTS

I1 Basic information

Section I1 is used to analyse the level of basic information in relation to the management requirements of the protected area and necessary decision-making. The analysis is facilitated by the automatic transfer of the key management and governance elements prioritised in sections C1.2 to C1.5 and C3 (management context). The quality of data and information is a prerequisite for good analysis. Without information, there can be no good management.



I2 Staff

Section I2 makes it possible to analyse the adequacy of the workforce and their capacities in relation to the management requirements of the protected area. Qualified, competent, committed and sufficient staff is essential to the success of protected areas. Staff requirements are linked to the size and type of the protected area, the density of vegetation and existing pressures and threats. The analysis is facilitated by the automatic insertion of the list of personnel categories adopted in section CTX 3.1.1. The level of adequacy of staff and their capacities in relation to the needs of the protected area must be estimated according to the scales indicated.

I3 Current budget

Section I3 assesses the availability of financial resources in relation to the conservation requirements of the protected area. The assessment is facilitated by the analysis of financial resources carried out in section CTX 3.2. The assessment provides for the analysis of the budget as a percentage of the management needs according to the categories of the relative scale. If protected area managers are aware of the exact availability of financial resources, the adequacy of the available budget in relation to the management needs must be clarified.

I4 Securing future funding

Section I4 estimates the level of security of the budget in relation to the conservation requirements of the protected area. The assessment is facilitated by the analysis of financial resources carried out under sections CTX 3.2.1 to 3.2.4. The assessment provides for the analysis of:

- security of funding;
- the security period of funding for the coming years in relation to the conservation requirements of the protected area.

For the assessment, it is necessary to choose one of the categories proposed in the relative scale in percentage and the security period of future funding (in number of years).

I5 Infrastructure, equipment and facilities

Section I5 assesses the adequacy of infrastructure, equipment and facilities in relation to the management requirements of the protected area. The assessment is facilitated by the automatic insertion of results by category of infrastructure, equipment and facilities analysed in section CTX 3.3. The infrastructure, equipment and facilities are assessed by:

- their suitability (results calculated automatically on the basis of the intervention context analysis, section CTX 3.3);
- the degree of priority of the infrastructure, equipment and facilities in relation to the management requirements of the protected area.

Setting of objectives

At the end of the “Inputs” section, a table identifies the elements to prioritise in the management of the protected area.

It is organised to insert:

- elements/indicators related to the protected area inputs;
- the baselines for the status of inputs;
- the objectives or conditions desired or to be achieved

PROCESSUS

Internal management systems and processes

PR1 Staff capacities and training

Section PR1 assesses the adequacy of the staff capacity-building programme in relation to the management requirements of the protected area. The analysis takes into account the adequacy of:

- the training programme design;
- the staff capacity-building activities for the different categories of staff/functions (for example, thematic managers, forest rangers, etc.).

The analysis is facilitated by the automatic transfer of personnel identified (section CTX 3.1.1) and assessed (section I2) in terms of the adequacy of the number and their capacities in relation to the service position and the most important management themes of the protected area.

PR2 Human resource management policies and procedures

Section PR2 analyses the adequacy of human resource management policies, procedures and guidelines for the recruitment, promotion, remuneration, performance, appraisal and training of staff, their functions and their code of conduct in relation to the management requirements of the protected area. The analysis is based on a list of essential conditions for managing human resources adequately for the needs of a protected area. It is possible to choose, exclude and complete the fields of analysis with specific or necessary indicators for the management of the analysed protected area.



PR3 Working conditions and staff motivation

Section PR3 is used to estimate the degree of motivation or aptitude for work of service personnel in the protected area. Managers and leaders must indeed provide a work environment that creates and maintains staff motivation to achieve retention results. The analysis is supported by a list of suitable measures/approaches/tools to ensure staff motivation. It is possible to choose, exclude and complete the fields of analysis with specific or necessary indications for the management of the analysed protected area. The essential conditions to maintain a good level of staff motivation must be estimated according to the scales indicated.

PR4 Management orientation of the protected area

Section PR4 assesses whether the protected area is managed by adequate guidance and guidelines to undertake and carry out conservation-related tasks. By evaluating management guidelines, it can be determined whether they are still relevant, effective and current, or whether changes are needed. Given the difficulty of this analysis, the assessment includes a double rating according to the scale: 0 – 1 – 2 – 3. More specifically, the section assesses the adequacy of:

- communication from management on the mission and values of the protected area;
- management's results-oriented approach.

- *A slightly tricky topic, because it is the assessment of internal leadership and therefore of the chain of command or decision-making*

PR5 Budget and financial management

Section PR5 makes it possible to analyse the management effectiveness of the budget and financial resources available to cover the essential management needs of the protected area. The analysis is based on a list of criteria to estimate the level of budgetary and financial management and its impact on protected area management effectiveness.

PR6 Maintenance of infrastructure, equipment and facilities

Section PR6 determines the level of attention paid to the maintenance of infrastructure, equipment and facilities as important operations in support of protected area management. The analysis is facilitated by the listing and assessment of the suitability of the infrastructure, equipment and facilities identified in section CTX 3.3. The degree of maintenance of infrastructure, equipment and

facilities in relation to management requirements must be estimated using the criteria organised according to the scales indicated.

Protection and management

PR7 Management of values and important aspects of the protected area

Section PR7 analyses the existence and level of effectiveness of specific measures adopted by the protected area for the active management of species and habitats, ecological processes, natural resources, threats, adaptations to climate change, ecosystem services, etc. The analysis is facilitated by the automatic transfer of the key management and governance elements prioritised in sections C1.2 to C1.5 and C3. For active management, activities other than control, protection, monitoring and research for the benefit of the protected area values are considered. Actions may include the conservation/restoration of animal and plant species or land cover and the management of various threats, for example the construction of water points, response infrastructure (including outside the protected area) such as threat mitigation, etc. on the condition that they are linked to the values and important aspects of the protected area. (For adaptation measures to climate change and ecosystem services management, see PR17 and PR18.)

The analysis covers:

- the adequacy of management measures;
- whether management measures are included in the management plan.

- *Keywords here: active measure, that is, voluntary actions involving the mobilisation of time, staff or resources to ensure the management of the values of the conservation site.*

PR8 Management of surveillance patrols (law enforcement)

Section PR8 allows an analysis of the degree of effectiveness of the protection and conservation of the protected area's biodiversity heritage, values and important elements. The assessment aims to determine the extent to which the management and enforcement of law by patrol officers is adequate and focused on the long-term protection of biodiversity. The analysis is based on a list of organisational criteria and conditions essential to achieving a good level of management of surveillance patrols. It is possible to choose, exclude and complete the fields of analysis with specific or necessary indications for the management of the analysed protected area.



A specific module for in-depth law enforcement analysis is available. The degree of effectiveness in protecting and limiting access to the biodiversity heritage and natural and cultural resources of the protected area must be estimated according to the scales indicated.

PR9 Intelligence, investigations, case development and legal actions (law enforcement)

Section PR9 analyses the extent to which intelligence management, investigations and legal actions are adequate to ensure long-term protection of biodiversity. The analysis aims to determine the adequacy:

- management of information and investigations;
- of evidence processing, case development and legal proceedings.

These analyses are facilitated by a list of organisational criteria and the conditions necessary to obtain information and initiate investigations, case development and the appropriate legal action to achieve the full application of the laws protecting a protected area.

Relationships with stakeholder

PR10 Cooperation with stakeholders

Section PR10 estimates the degree of involvement of local communities, rights holders and other stakeholders in protected area management. The analysis aims to estimate the contribution of stakeholders to management in order to better understand and support achievement of the protected area's objectives. The analysis is based on an indicative list of the most common stakeholders (main beneficiaries, communities, government representatives, donors and NGOs, economic operators and others). Given the diversity of stakeholders or collaborators, it is possible to complete this list. The analysis is based on two assessment points:

- areas of cooperation by stakeholders in protected area management;
- their level of cooperation.

PR11 Appropriate benefits/assistance for local communities

Section PR11 assesses the adequacy of the activities and programmes underway in the protected area that are aimed at benefits or appropriate assistance for the communities bordering the protected area. The analysis is based on a list of the most common activities and programmes initiated by protected areas for the benefit of neighbouring communities.

The activities are divided into two typologies:

- activities linked to the elements of material well-being: production, businesses, jobs, infrastructure, etc.;
- activities related to elements of intangible well-being: health, education, conflict resolution, cultural services, etc.

The appropriateness of the activities and programmes promoted and supported by the protected area, aimed at benefits or appropriate assistance for the communities, must be estimated according to the scales indicated..

PR12 Environmental education and public awareness

Section PR12 assesses the adequacy of awareness raising activities, environmental education (knowledge of nature) and education for the environment (aptitude for sustainable management of natural resources), either generalist or specifically linked to the objectives and the conservation needs and management of the protected area's natural resources. The activities and initiatives of the protected area aim to strengthen human capacities for environmental management and for solving environmental crises and challenges, including climate change. The analysis is based on a list of the most common awareness raising, education and environmental activities related to the goals and needs of natural resource conservation and management. It is possible to choose, exclude and supplement the fields of analysis with specific or necessary programmes and activities of awareness raising, environmental education and the environment of the analysed protected area.

Tourism management

PR13 Management of facilities and services for visitors

Section PR13 analyses the application of the conditions necessary to have adequate facilities and services to benefit tourism and environmental education. The analysis relates exclusively to protected areas that are able to enhance natural heritage. The analysis is based on a list of criteria and conditions necessary to ensure the adequacy of the facilities and services for visitors (tourism and environmental education) in a protected area. The level of conditions to have adequate facilities and services for visitors to the protected area must be estimated according to the scales indicated.



PR14 Managing the impact of visitors

Section PR14 allows for an analysis of the adequacy of the provisions and measures to mitigate the impact of tourism activities to ensure that the values and importance of the protected area are maintained. The analysis is based on a list of criteria and conditions necessary for managing and mitigating the impact of tourist visits to the protected area. It is possible to choose, exclude and complete the fields of analysis with specific or necessary indications for tourism management of the protected area examined.

Monitoring and research

PR15 Monitoring systems for biodiversity and natural and cultural resources

Section PR15 analyses the adequacy of monitoring activities for the protected area's values and important aspects in relation to management efforts and the scale and severity of threats. The analysis is based on a list of the most important criteria and conditions for carrying out relevant monitoring of management efforts and threats to the values and important aspects of the protected area (sections C1.2-1.5, C3).

PR16 Long-term ecological research and monitoring

Section PR16 assesses the adequacy of long-term ecological research and monitoring activities in support of the management of the protected area's values and key elements. The analysis is based on a list of long-term monitoring topics. Evaluators can choose the relevant items and add more.

Managing adaptation to the effects of climate change and ecosystem services

PR17 Managing adaptation to the effects of climate change

Section PR17 assesses the adequacy of the adaptation measures to the effects of climate change. The analysis is based on a list of criteria and measures to adapt to climate change in protected area management.

PR18 Management of ecosystem services

Section PR18 assesses the adequacy of activities and programmes in favour of the conservation and enhancement of the ecosystem services provided by the protected area. This analysis is facilitated by the automatic transfer of the most important ecosystem services prioritised in section C1.5. It is important to note that the legal or illegal nature of the supply

depends on the legislation in force in the country. Generally, this legislation stems from the national classification of protected areas and any customary uses that are tolerated, authorised or legalised within the classified area.

Setting of objectives

At the end of the "Process" section, a table identifies the important elements to be taken into account in protected area management.

The table is organised to insert:

- elements/indicators related to the protected area's management process;
- the baselines for the state of the management process;
- the objectives or conditions desired or to be achieved.

RESULTS (outputs)

The indicators linked to the "Results" element of the management cycle are identified with the acronym O/P for 'outputs'. This choice was made to avoid confusion between the products or deliverables resulting from short-term interventions (outputs) and the desired long-term changes (outcomes).

O/P1 Implementation of the work programme

Section O/P1 allows for an analysis of the level of implementation of the annual or multi-annual work/action plan. The main activities of the work plan are listed to assess their implementation. The best solution is to list the category of activities (e.g. law enforcement, support for development activities in the buffer zone, environmental education, tourism management, etc.) and the related activities envisaged (actions belonging to one of the main categories of activities carried out for a particular purpose) in the work plan. The activities of the work plan must be listed and then estimated on the basis of their implementation according to the scales indicated.

O/P2 Results achieved

The O/P2 section makes it possible to estimate the extent to which the protected area has achieved the main results or outputs of the annual or multi-annual work plan. The questionnaire proposes listing the results of the same categories of work plan activities mentioned in section O/P1 to assess the extent to which results are achieved. In the case of planning coexistence, it is necessary to specify whether the estimated achievement refers to the annual or multi-year planning, as the analysis can take into account only one of the two. Achievement of the work plan



results must be estimated according to the scales indicated. Given the importance and the difference between the two indicators, it is essential to specify that there is a difference between the rate of completion of activities assessed by O/P1 and the level of achievement of results assessed by O/P2. The difference between the two indicators constitutes the hinge between management efforts and the level of achievement of conservation objectives and would help to update and improve planning instruments in many cases.

- *Here is an example to illustrate the difference between O/P1 and O/P2. A protected area had planned to clean up three water sites, which was effectively achieved (O/P1). However, the water sites are still heavily sedimented due to the extent of erosion in the area, resulting in a low result (O/P2).*

O/P3 Domination of the protected area

Section O/P3 is used to estimate the control or safeguarding of the protected area. The assessment uses three analysis criteria:

- the patrol activities corresponding to the surface in which a regular presence is provided to prohibit illegal actions (A);
- the rapid interventions of the patrols (without air support) to reinforce the actions of point A if necessary (B);
- the special means available to reinforce the actions of points A and B if necessary (C).

Si les gestionnaires de l'aire protégée connaissent exactement la valeur du contrôle de la surface de l'aire protégée (voir la rubrique CTX 2.3), cette valeur doit être enregistrée. Dans le cas contraire, il est nécessaire de choisir une des quatre catégories du barème relatif.

EFFECTS AND IMPACTS (outcomes)

The indicators linked to the “Effects and impacts” element of the management cycle are identified with the acronym O/C for ‘outcomes’. This choice was made to avoid confusion between the products or deliverables resulting from short-term interventions (outputs) and the desired long-term objectives (outcomes). However, instead of calling the element of the management cycle “Long-term objectives”, we have chosen to call this element “Effects and impacts” since IMET assesses management effectiveness or, in other words, the contribution of the effects and impacts of the organisation and management interventions to the achievement of objectives. In a similar vein, it should be considered

that the indicator O/C1 (Achievement of long-term conservation objectives of the management plan) requires estimating the achievement of long-term objectives in percentage. Only management effectiveness assessment as a whole, repeated over time, can allow the formulation of considerations on the achievement of long-term objectives/desired states. However, it is essential to measure whether the estimates of effects/impacts are consistent with the other elements of the management cycle such as the identification of key elements of the management context, elements related to planning, availability of inputs, process performance and results achieved against business plans.

O/C1 Achievement of long-term conservation objectives of the management plan

Section O/C1 estimates to what extent the protected area has achieved the objectives of its management plan. The questionnaire proposes listing the main desired states of the management plan, in order to assess the achievement of long-term objectives by the effects/impacts produced by the protected area's management efforts. The best solution would be to report all the long-term objectives of the management plan, along with an estimate of the percentage of achievement of the desired objectives/states compared to a baseline. The analysis requires that the management plan has impact indicators or benchmarks to be achieved. The management plan objectives must be listed. Then, the degree of achievement should be estimated according to the scales indicated.

O/C2 Conditions and trends of the main conservation features of the protected area

Section O/C2 proposes, in addition to the assessment of the achievement of objectives, to estimate the conditions and trends of key elements of the conservation of the protected area. This section provides for the assessment of:

- conditions;
- trends in key conservation elements of the protected area.

The analysis is facilitated by the automatic transfer of the key management and governance elements prioritised in sections C1 (Management context: value and importance), C3 (Threats), PR7 (Management of values and important aspects of the protected area), PR17 (Managing adaptation to the effects of climate change) and PR18 (Management of ecosystem services). This assessment is possible if the planning (management plan or multi-year work plan) reports



the expected reference values over time and the desired long-term state of conservation compared to a baseline state of conservation. The designated values of the protected area must be listed. Then, the state of conservation should be estimated according to positive or negative criteria based on the scales indicated. Given the complexity of the issue, internal assessors are encouraged to specify the most important aspects related to the conditions and trends of key conservation elements of the protected area, in the space relating to the observations. Remember that the conditions and trends of key elements of conservation refer to the value considered at the time of appraisal. According to these criteria, the conservation conditions of a protected area's key elements may have a negative value, but still show a positive trend, and vice versa.

O/C3 Effects/impacts on the quality of life of stakeholders

Section O/C3 analyses the effects and impact of protected area management in terms of the economic advantages and disadvantages on local communities. The analysis is facilitated by the list of activities and programmes most commonly undertaken by protected areas that can generate positive or negative effects/impacts on the quality of life of local populations. These activities and programmes must be estimated according to positive or negative criteria based on the scales indicated.





PARTIE III :

RESULTS ANALYSIS AND FORMULATION OF OPERATIONAL RECOMMENDATIONS

The results analysis consists of a careful observation of the scores obtained during the evaluation, in the various forms and summaries provided by the graphs. The purpose of the simple scoring system (usually 0-1-2-3), similar to that of other assessment tools such as PAMETT²¹ and RAPPAM²², is to understand the management situation in order to better detect threats and weaknesses, as well as opportunities for improvement. The scores awarded provide instant insight into conservation efforts, while simplifying complex issues of protected area management. Nevertheless, an in-depth analysis refers to the big picture, to the visualisations provided by IMET. Sometimes it is necessary to go back to the data and observations to better identify potential management issues, which can be taken into account or even resolved. Considering only the IMET score assigned to the different elements of the assessment when making decisions can lead to misinterpretations and erroneous choices in the management of a protected area.

The assessment of the six elements of the IUCN World Commission on Protected Areas²³ framework provides insight into the extent to which management is achieving its objectives and how effectively the protected area maintains its biodiversity and other intrinsic values. An important part of the analysis is to identify the extent to which expected results are achieved through management activities or through other factors that are (or are not) the responsibility of managers. Thus, it is possible that the biodiversity of a well-managed protected area is constantly decreasing or strongly threatened with disappearance (for example, due to climate change), while conversely, inefficiently managed protected areas may, under certain circumstances, retain their values. It is important to understand the causes of management successes and failures; without this analysis any attempt to improve management would be ineffective.

- *The first assessment of a protected area with IMET helps determine the baseline level of important elements in conservation and the analysis of management effectiveness. A better management effectiveness assessment can be made by comparing the context and current management situation of the protected area against information previously collected. The repetition of IMET over time promotes the collection and organisation of information for the benefit of progressive improvement in management effectiveness assessments.*
- *Review worksheets 4 and 5 to fully understand the conceptual aspects of the analysis of management effectiveness of a protected area.*



Red tail Lepilemur in Zombitse National Park, Vohibasia, Madagascar - © Forum Lafa WCS Madagascar

²¹ *Protected Area Management Effectiveness Tracking Tool.*

²² *Rapid Assessment and Prioritization of Protected Areas Management (évaluation rapide et établissement des priorités de la gestion des aires protégées).*

²³ Context of management, planning, inputs, processes, results, effects and impacts.



III.1 Analysis protocols

Once IMET is fully completed, interpretation of the results can begin. It is important to carry out the analysis in the presence of all the resource persons linked to the management of the park. The following steps are proposed to guide the coach in the analysis:

- Give a brief reminder of the filling-out procedures leading to the final result;
- Display the visualisation of the results: radars and histograms;
- Start with the visualisation of the global radar for a first general analysis. Is there consistency or are there strong differences in values between the elements of the management cycle? What are the concordant and conflicting points? What are the positive and negative elements of the analysis?
- Compare the level of completeness of information available in the intervention context, the management context and the effects/impacts to check whether the management is well oriented on the key values of the protected area.
- Analyse in a more detailed way the salient elements of the assessment: positive and negative values, absence of information and estimation of good management, apparent inconsistency between indicators, balance

between the context of management-planning-input and process-results-effects/impacts, etc.

- Hold a discussion to understand the reasons for the successes and failures of management, or to find the reasons for an apparent inconsistency between values.
- Propose improvements in terms of defining the results and objectives to be achieved, corrections to be made in each element of management and, more specifically, in the most important points of the protected area, opportunities, positive aspects, etc.
- Write an operational note, a summary report or a plea for decision makers, to remember the analysis work and the improvement proposals.

It may be necessary to review some sections and analyse conflicting ratings, but it is absolutely unprofessional to change ratings in order to improve them. Modifications are accepted in the event of an error or inconsistency between the values. These are realisations that can occur after completing a section or all of IMET. In this case, the analysis of a specific subject must be repeated and determined on the basis of the new considerations.

III.2 IMET analysis report

The analysis can then be summarised using the IMET analysis report. The latest version of IMET has an “Analysis report” function (last option after context and assessment). The report is organised to combine information flows from the protected area (bottom-up) with information from digital observatories (top-down) (DOPA Explorer and elements of Copernicus Land Services). The first part of the analysis report presents:

- the basic information of the IMET analysis (name, surface, objectives, etc.) and digital observatories on a map;

- a representation of sentinel indicators concerning the pressures and the importance of the protected area with respect to mammals, birds, etc.

A sentinel indicator is a “substitution” type indicator. It is used not to measure the result of an activity, but rather as a signal indicating a major change in a key element of a complex system (protected area, landscape, biome, etc.). It can lead to more in-depth investigations.



General elements of the protected area

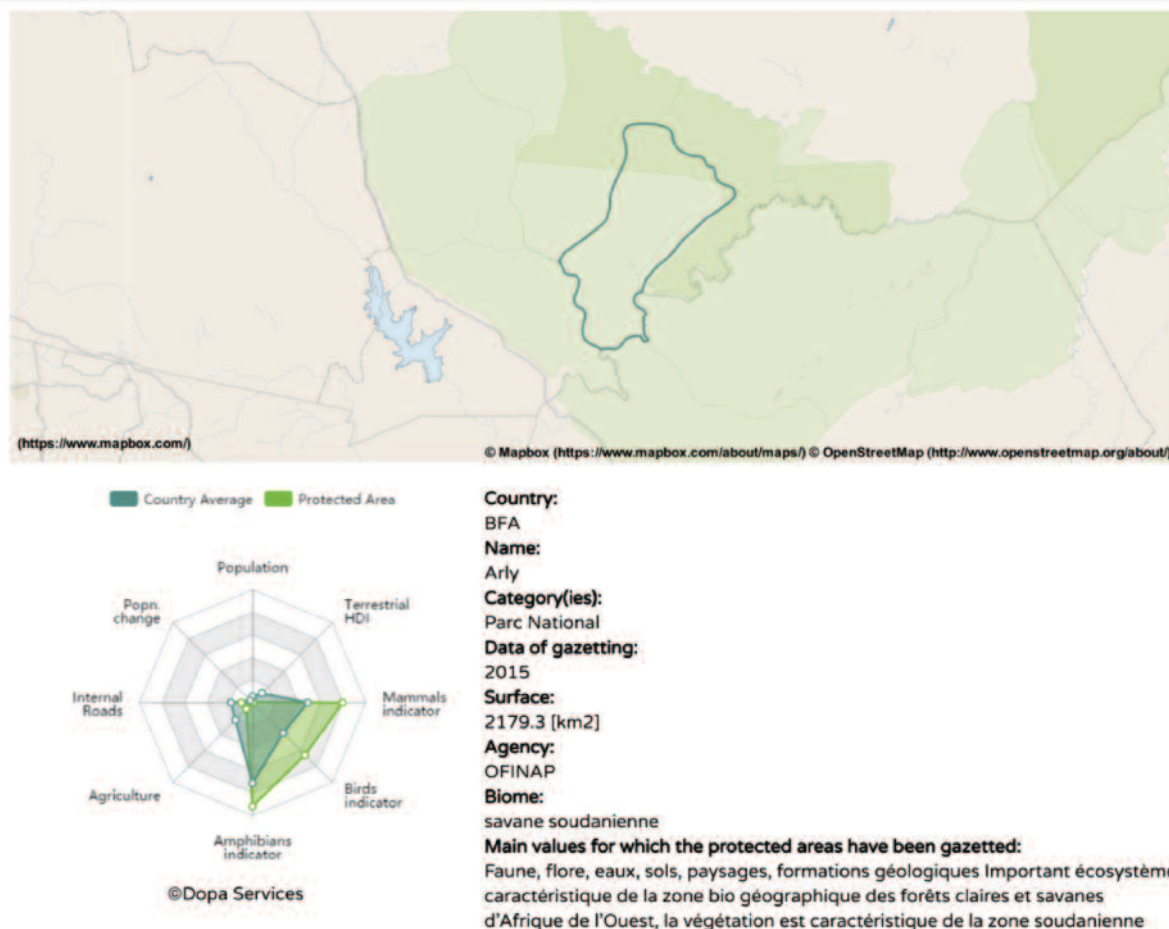


Figure 4. Overview of the IMET analysis report. Source : Compiled by the authors of this report

The second part of the report displays representations of the values of the IMET analysis and the key elements included in the management by the analyses of the management context.

The third part of the analysis report proposes:

- the formulation of the general analysis;
- the development of a SWOT exercise;
- the articulation of recommendations.

The fourth part of the report proposes key questions that can better guide probable support for conservation action:

- What are your management/governance priorities?

- What is your minimum operating budget to ensure the preservation of the values and importance of your protected area?
- In the case of additional funding, what actions do you want to take and for how long?

Finally, the analysis report provides appendices with other sentinel indicators which, for the moment, are limited to forest cover, the amount of total carbon (underground carbon + soil organic carbon + aerial carbon) and the pressure of the agricultural front. The function of sentinel indicators will be constantly developed by the Joint Research Centre²⁴ in relation to periodic updating.

²⁴ Or Joint Research Centre, European Union, <https://ec.europa.eu/jrc/en>.




III.3 Results analysis of the management effectiveness assessment

Coaches are invited to refer to the exercises proposed in the Appendices to carry out the analyses of the different sections of IMET.

III.3.1 Analysis of the management, planning and input context


Intervention context and management context


The intervention context it possible to determine the values of the protected area to be potentially taken into account in protected area management.

 Exercise 8 –
Influence on legislation

If the intervention context makes it possible to identify the important management elements (classification status and designations, species, habitats, changes in land cover, effects of climate change, ecosystem services), it is in the management context that the elements on which to focus the management and governance interventions of the protected area are determined. These key management elements should form the basis of indicators for monitoring and assessing conservation efforts. Therefore, they call for targeted and proactive conservation efforts.

In order to have a complete overview of the intervention situation, the analysis of the management context also takes into account the constraints or support from the external political and civil environment, as well as the threats weighing on the protected area following the analysis carried out in the intervention context.

 Exercise 9 –
Constraint Analysis - Support - Power of actors 2

 Exercise 10 –
Analysis of the management context

The results of the analysis of the different subjects make it possible to determine the management context in relation to the broader analysis of the intervention context.

PLANNING

Based on considerations drawn from the intervention context and the management context, the planning elements analyse:

 Exercise 11 –
- Planning analysis


- the legislative and regulatory provisions, the design and configuration of the protected area which must be taken into account and respected in the programming provisions;

- the specific organisational features of the interventions as defined by the management team for the demarcation, management plan, work plan and objectives of the protected area.

The analysis results of the planning elements make it possible to verify the adequacy of the legislative and regulatory provisions (the legislative and regulatory provisions and the design of the protected area may or may not favour its management and governance), as well as the consideration given by planning instruments to key aspects (the management plan and the annual work plan may for example have identified other aspects in relation to the analysis carried out using IMET, due to the evolution of the context, or more simply an insufficient analysis).

INPUTS

The analysis of the “Inputs” element concerns the various resources available to the protected area to ensure the interventions and the objectives defined by the planning elements.

 Exercise 12 –
Input analysis

The analysis of inputs makes it possible to assess the adequacy between the interventions, the objectives defined in the planning and the resources available to the protected area (basic information, human, financial and infrastructure resources, equipment and facilities).

III.3.2 Analysis of the management process

The management process is certainly the most important part of the management cycle. The previous elements – the management context, planning and inputs – help introduce the different aspects of direct intervention addressed in the management process. The following elements – outputs and outcomes – provide the product values and the impact of the actions of the management process.



Due to the importance of the process in the management cycle, IMET offers several elements of analysis, based on the indications and recommendations of the main references on the subject (notably Leverington et al.²⁵ ; Hockings et al.²⁶). The topics of the management process are classified into six groups:

- internal management systems and processes;
- protection and management;
- relations with stakeholders;
- tourism management;
- monitoring and research;
- management of the effects of climate change and ecosystem services.


The first group (internal management systems and processes) concerns the organisation of management activities. The others deal with various interventions for the benefit of the conservation and enhancement of natural resources and biodiversity.

The results of the analysis of the subjects of the management process make it possible to assess the organisation and progress of conservation interventions related to the aspects identified in the management context, programmed in the planning, and implemented with the means specified in the input section. The interventions and their modalities of application identified in the process must produce the results and the planned and hoped-for effects impacts.

INTERNAL MANAGEMENT SYSTEMS AND PROCESSES

This group makes it possible to analyse six aspects:

- staff capacities and level of training;
- human resource management policies and procedures;
- human resource management systems and processes;
- internal administration and leadership;
- administrative, accounting and financial management;
- maintenance of infrastructure, equipment and facilities.

 **Exercice 13 –**
Analysis of management systems and processes

PROTECTION AND MANAGEMENT


This section analyses the existence and effectiveness of measures adopted for the protection and active management in favour of maintaining species, habitats, ecological processes, sustainable management of natural resources,

reduction of threats, mitigation and adaptation to the effects of climate change, ecosystem services, etc. To do this, four aspects are analysed:

- management of the values and important aspects of the protected area;
- systems for protecting the values and important aspects of the protected area;
- control of the protected area;
- law enforcement.

RELATIONS WITH STAKEHOLDERS

This section attempts to estimate the degree of involvement of the different actors in the management of the intervention context and of the protected area (if applicable), the adequacy and the effects of the interventions aimed at obtaining benefits for riparian communities, including environmental education (knowledge of nature) and education for the environment (ability to sustainably manage natural resources) programmes.

 **Exercice 14 –**
Analysis of the relations with stakeholders


The subjects are analysed according to three aspects:

- the involvement of local communities, rights holders and stakeholders;
- appropriate benefits/assistance for communities;
- relations with the actors.

TOURISM MANAGEMENT


This section makes it possible to assess the adequacy of facilities and services for the benefit of visitors (tourism and environmental education), as well as the provisions for handling and mitigating the impacts of tourism activities, which are appropriate to maintain the values and the importance of the protected area. The analysis is organised into two points:

- management of facilities and visitors;
- management of the impact of tourism activities

 **Exercice 15 –**
Tourism management analysis

MONITORING AND RESEARCH

- systems for monitoring the values and important aspects of the protected area;
- research and ecological monitoring.

 **Exercice 16 –**
Monitoring and research analysis


²⁵ Leverington F., Costa K.L., Courrau J., Pavese H., Nolte C., Marr M., Coad L., Burgess N., Bomhard B., Hockings M. (2010). *Management effectiveness evaluation in protected areas—a global study*. 2e éd. University of Queensland : Brisbane (Australie).

²⁶ Hockings, M., Stolton, S., Leverington, F., Dudley, N. et Courrau, J. (2008). *Effectiveness Assessment: A Framework for Evaluating the Management Effectiveness of Protected Areas*. IUCN: Gland (Switzerland), 2nd edition. xiii + 105 pages.



MANAGING THE EFFECTS OF CLIMATE CHANGE AND ECOSYSTEM SERVICES

The analysis makes it possible to assess the measures taken by the protected area to mitigate and adapt to the effects of climate change, in favour of the conservation and

 **Exercice 17 – Analysis of the management of the effects of climate change and ecosystem services**

enhancement of the ecosystem services provided. The assessment concerns two aspects:


- management of the effects of climate change;
- ecosystem services provided.

III.3.3 Analysis of results and effects/impacts

The elements of the management cycle that analyse the results (outputs) and the effects/impacts (outcomes) are associated since their joint analysis provides an overview of the results of the conservation efforts deployed within a protected area. The analysis of these two elements helps to assess the chain Action – Result – Effect – Impact – Management effectiveness.

RESULTS (OUTPUTS)

The analysis assesses the implementation of the work plan and estimates the extent to which the protected area has achieved the main results of the annual or multi-year programming of conservation efforts. To achieve this, the exercise includes three aspects:

 **Exercice 18 – Results analysis**


- the degree of implementation of the main activities of the annual work programme (O/P1);
- the level of achievement of the main results expected from the annual or multi-year work plan (O/P2);
- the level of domination or control of the protected area (O/P3).

The heart of the analysis is to articulate the first question (O/P1), related to the products provided by the interventions, and the level of implementation (O/P2) of the actions that help generate results. This joint analysis makes it possible to assess the results that the protected area has achieved by focusing on a defined objective, through the implementation of management actions. The O/P3 indicator makes it possible to put these results into perspective, whether they concern all or part of the protected area.

In general, the difficulty in obtaining answers on this subject depends on the logic and organisation of the planning instruments. However, it is important to give maximum attention to this phase of the management effectiveness analysis.

EFFECTS/IMPACTS (OUTCOMES)

The analysis assesses the extent to which the outputs of the protected area management process have had direct effects/impacts and have contributed to achieving the main conservation or governance objectives. Unlike the previous analysis, this one does not assess immediate results but lasting changes. It is indeed fundamental to know whether the hoped-for changes have been achieved because of accountability to local populations, citizens, donors and partners, and public administrations.

 **Exercice 19 – Analysis of the effects and impacts (outcomes)**

This assessment is complex. Three aspects of analysis are therefore planned:

- achievement of the long-term conservation objectives of the management plan;
- conditions and trends of key conservation elements of the protected area; and
- effects and impacts on the quality of life of local communities.

In general, the difficulty in obtaining answers on this subject depends on the application of the principles of setting objectives by the chain shown in Figure 5.



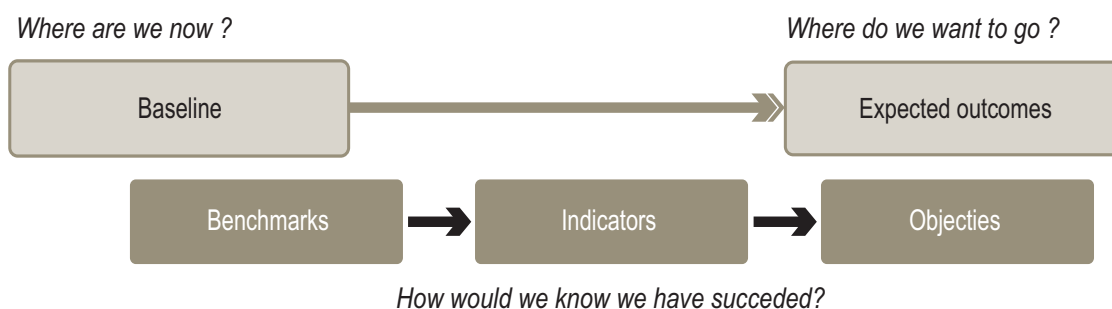


Figure 5 – Simplified results chain. . Source: Compiled by the authors of this report

It is common, in fact, to encounter cases where one of these elements is not clearly formulated or does not correspond to the other elements of the results chain. It is possible that the objectives previously established in the management plan are not

sufficiently explicit regarding the conditions desired at the end of its implementation. Nevertheless, the assessment of effects and impacts helps foster dialogue and communication between the parties involved.

III.4 How to interpret the summary indicators

Throughout the assessment, based on the responses provided, IMET determines the values of the summary indicators on a scale of 0 to +100 using mathematical statistics built into the tool. Statistical formulas determine the average or weighted values of the indicators; they were developed on the basis of criteria determined

following the IMET test phase. Statistical formulas make it possible to provide simplified, objective meaning to a large set of data; in order to facilitate analysis and decision-making, these values are presented in the form of graphs (histograms and radar, see graph below).

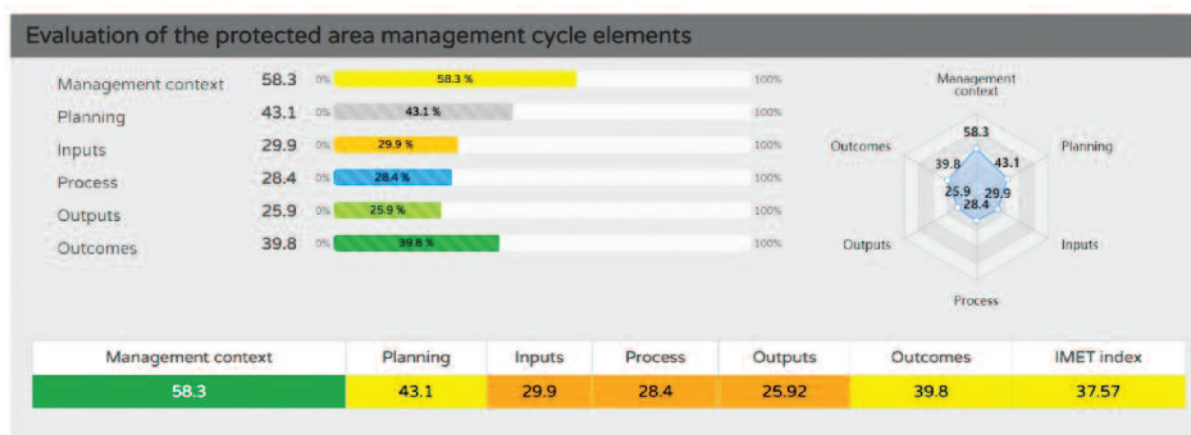


Figure 6 – Sample histogram and radar from the IMET evaluation. Source : Compiled by the authors of this report

The values of the summary indicators should not be interpreted as absolute references, but indicative. For example, for the first IMET scale analyses at the

regional or country level, the interpretation grid adopted is as follows:

0-33%	very low efficiency
34%-50 %	low efficiency
51%-100%	positive efficiency



However, each operator can determine his own assessment grid to determine the different levels of efficiency sought.

The values of the summary indicators of the management context and the effects and impacts are linked to indicators with a negative value (scale from 0 to -100) or which may be negative (scale from +100 to -100). During an IMET exercise, a question often comes up: How do negative indicators contribute to the value of the synthesised indicator?

How to interpret indicators with negative values?

IMET displays negative values for some indicators. It is a visual representation of a situation which should be interpreted as a negative factor, or a “burden” hindering management activities and which should be reduced or eliminated (see the threat indicator in the figure below). The common objective of the visualisation tools and statistical formulas used by IMET is to facilitate the assessment and reading of the management situation and to guide management decision-making.

In the statistical formulas relating to the summary indicators, negative assessments contribute to reducing the value of the summary indicator depending on the case, but without ever bringing it to a negative value. For example, the management context summary indicator assumes a value of zero with the following values $C1 = 0$; $C2 = -100$; $C3 = -100$.

For indicators showing negative values, two statistical formulas apply and can be simplified as follows:

Formula 1: In the case of an indicator with a negative value (scale from 0 to -100). The summary indicator is the sum of the negative value and +100. In the Management Context example below, the Threats indicator -41.3 is converted to the scale of the synthesised indicator with the value +58.7 by the operation of $-41.3 + 100$.

Formula 2: In the case of an indicator varying on a scale of -100 to +100. It is necessary to convert to a scale of 0 to 100. In this case, the value of the indicator is divided by positive 2 and 50 points are added to the result. In the Effects and Impact example below, the Condition and Trends indicator -30.6 is converted to the value 34.7 $[(-30.6 / 2) + 50]$.

The two statistical formulas adopted for the conversion of a negative indicator to the summary indicator make it possible to combine the ease of the field assessment with the rigour of the statistics.

Interpretation of the summary indicator of the Management Context (C)

The Management Context summary indicator calculates the responses of the three main related headings: C1: Value and importance (made up of five sub-indicators); C2: Constraints and external support; and C3: Threats (see figure below).

For C2, three scenarios can arise: 1) a positive value, when the stakeholders in protected area management (e.g. local authorities) exert positive influence and provide support; 2) a negative value, when the protected area does not benefit from support, but rather is faced with constraints, and 3) a neutral value.

For C3, as threats are problems affecting management, the values are always negative in the scale from 0 to -100 and the visualisation clearly shows the level of challenges to be overcome in order to reduce the level of threats that weigh on management.

In the example given in the figure below, the protected area team considers that it has identified and taken into account the important elements of the protected area (86.5%), that it benefits from satisfactory external support (66.0%), but that the protected area is subject to threats that are not excessively restrictive (-47.7%). Due to the large values of C1 (86.2%) and C2 (display 66% converted to 83%) and the low value of C3 (display 47.7% converted to 52.3%), the summary indicator becomes 73.8%, the average of three values (86.2%; 83%; 52.3%).



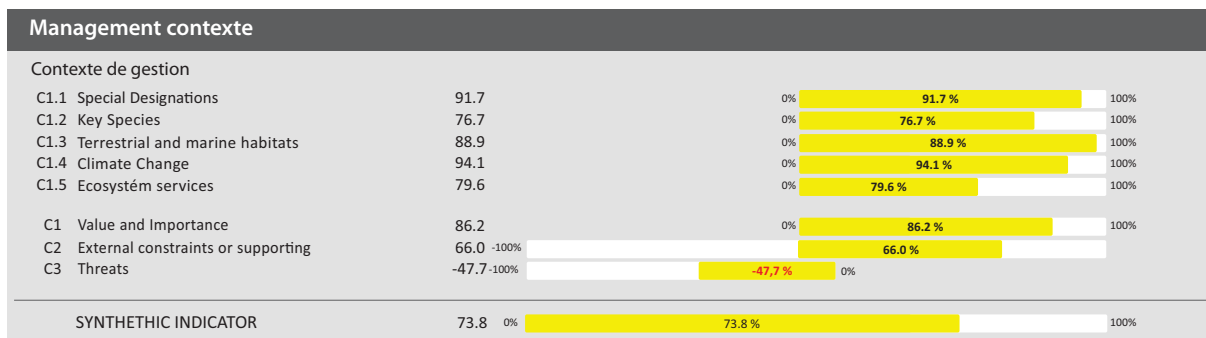


Figure 7 – Interpretation of the summary indicator of the management context (part 1).
Source: Compiled by the authors of the report, extracted from IMET

In the same example, by considerably increasing the value of threats (-94.7%), we notice that the summary indicator declines to the value of 58.2%. The value of the summary indicator thus becomes

the average of C1 = 86.2%; C2 = 83% $[(66 / 2) + 50]$; and C3 = 5.3% $(-94.7 + 100)$ (see figure below).

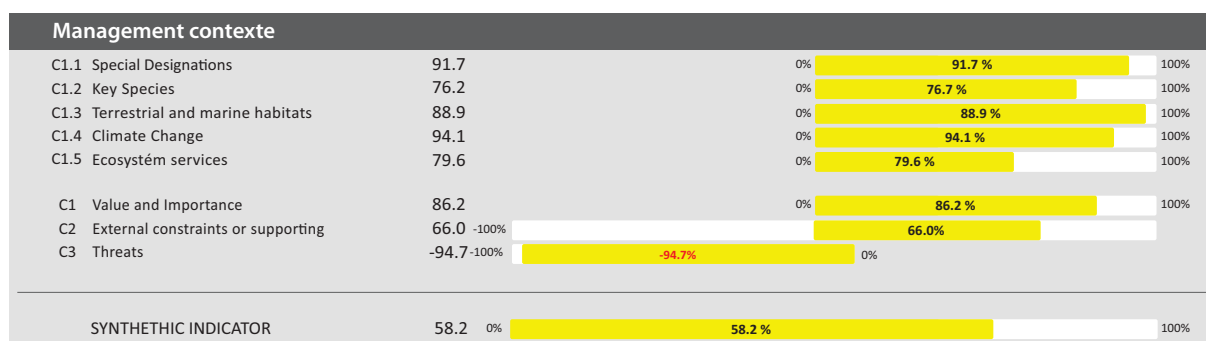


Figure 8 – Interpretation of the summary indicator of the management context (part 2).
Source: Compiled by the authors, extracted from the IMET tool.

It can be noted that in the first case, the influence of the severity of threats on the value of the summary indicator is almost zero, while it is very important in the second example.

Interpretation of summary indicators at Effects and Impacts level (O/C)

As in the previous example, it is also possible to have negative values for two headings of the element “Effects and impacts”, namely O/C2 and O/C3.

As in the previous example, it is also possible to have negative values for two headings of the element “Effects and impacts”, namely O/C2 and O/C3., which concern: i) key fauna and flora species, ii) habitats, iii) threats, iv) adaptation to climate change, and v) ecosystem services. The evaluation scale covers two aspects: the current condition [-3 = very poor to +3 = very good] and the recorded trend compared to a previous analysis [-3 = sharply declining to +3 = sharply increasing]. It is possible that despite conservation efforts some targets show a

decline or remain in a situation of great concern. In the latter cases, the negative value visually exposes a situation to be corrected.

O/C3 Effects/impacts on the quality of life of stakeholders. In the same way as before, the impacts of conservation measures can negatively affect the quality of life of local populations, in areas such as income, consumption of certain resources, well-being. Negative visualisation highlights the need for corrective action.

It is also important to note the statistical weighting adopted for this summary indicator. By considering the mission of the protected area to ensure the long-term conservation of nature, ecosystem services and the cultural values associated with it, as well as its efforts to generate positive effects of conservation on neighbouring populations, O/C2 and O/C3 items have the same weighting on the summary indicator value of the Effects and impacts element.



Like the Threats indicator, the O/C2 and O/C3 indicators always contribute to the value of the summary indicator, even with negative estimates. It is considered that management efforts regarding the Conditions and trends of the main conservation elements and the Effects/impacts on the quality of life of the stakeholders always contribute to improvements or at least to a reduction of the negative effects.

In the theoretical example below, it will be noted that the main elements of conservation show positive values, but very different + 55.6%; 5.6%; 33.3%. The summary indicator is 58.3 as an average of three values: O/C1 = 55.6%; O/C2 = 52.8% $[(5.6 / 2) + 50]$ and O/C3 = 66.7% $[(33.3 / 2) + 50]$.

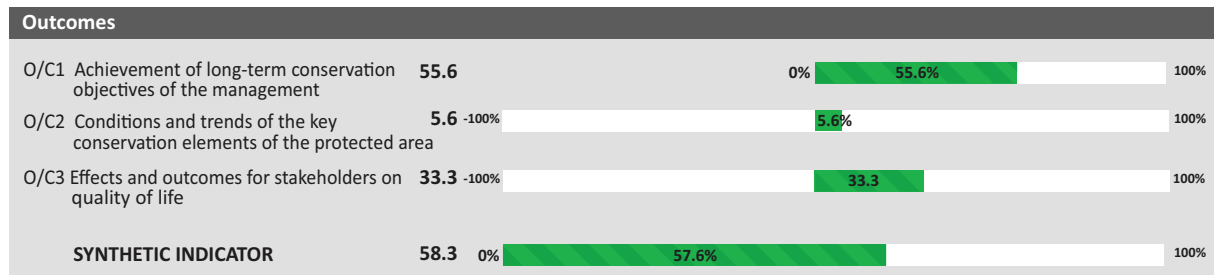


Figure 9 – Interpretation of the effects/impacts on the quality of life of stakeholders (Partie 1). Source: Compiled by the authors of the report, extracted from the IMET tool.

In the theoretical example below, we will notice on the contrary that the indicators display low values (O/C1 = +33.3%) or negative (O/C2 = -77.8% and O/C3 = -33.1%). The value of the summary indicator

is 25.9% as the average of three values: O/C1 = 33.3%; O/C2 = 11.1% $[-77.8 / 2 + 50]$ and O/C3 = 33.3% $[-33.3 / 2 + 50]$.

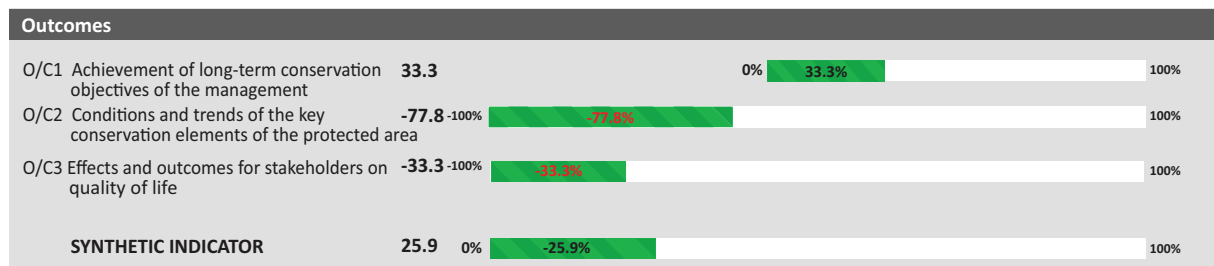


Figure 10 – Interpretation of the effects/impacts on the quality of life of stakeholders (Part 2). Source: Compiled by the authors of the report, extracted from the IMET tool.


We can note the influence of negative O/C2 and O/C3 values on the summary indicator, which can be brought down to zero.

III.5 Formulating improvement proposals

IMET provides support for the collection and organisation of data on the intervention context and the effectiveness of protected areas management. Once the tool displays the results, this data should be analysed to help the entire protected area management team understand the positives and negatives of conservation interventions, draw conclusions and propose improvements.

The analysis should start first from the general radar – which supports a global view and analysis of the situation and management – and then move to more specific aspects, relating to the different stages of

the management cycle and, for each of them, to the different elements assessed. To this end, it should be remembered that at the end of each of the six elements of protected area management, a summary table helps to provide an overview of the situation and, in this specific case, to provisionally set objectives in the form of desired states of preservation. The objectives reported in the table already constitute in themselves proposals for improvement in protected area management.

 **Exercice 20 – Priority elements to manage**



This process of analysis and finding solutions can be supported by critical thinking, problem solving and decision-making tools. Below are some principles of these tools followed by case studies from the test phases.

III.5.1 Proposals: where, for whom, how?

The recommendations are intended primarily for the management team, in order to update the management plan and/or the annual work plan of the protected area. However, it is important to assess to what extent some of these recommendations are urgent and/or need to be discussed more thoroughly at higher levels, or even with external partners, before deciding on their implementation.

There are different methods of communicating results and proposals. The coach should discuss closely with the protected area team, those responsible for the planning, monitoring and evaluation of the protected area (at site and central level), to determine how to present the proposals. This discussion (verbal interaction) can be supported by a PowerPoint document (especially if the audience is large, i.e. more than 20 people) and by written reports, which are essential both for

institutional memory and to serve as a future reference.

III.5.2 Using the Analysis report module provided by IMET

IMET Module 3, or Analysis report, provides a summary document of the assessment and analysis of the management effectiveness of the protected area. It is generated automatically after completing IMET, although a few sections need to be completed at the end of the assessment:

- the SWOT analysis;
- priority operational recommendations;
- management and governance priorities;
- priority financial needs.

Its function is to transmit key information in a form that facilitates both understanding of the management status and reading of the main operational recommendations for the protected area. In the current version (V2.0.9) it can be downloaded by pressing the Print button.

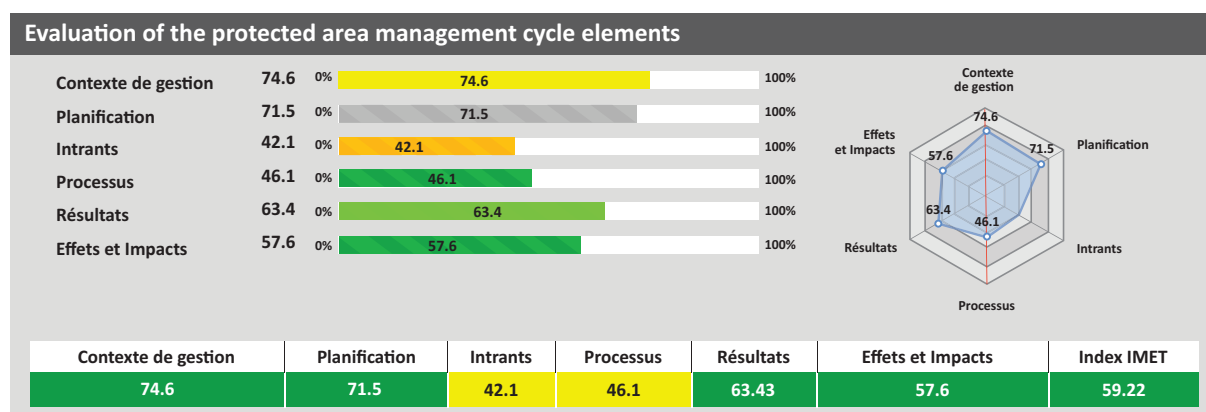


Figure 11 – An overview of a comprehensive IMET assessment. . Source: Compiled by the authors of this report, extracted from the IMET tool.

III.5.3 Organising the feedback report

Official feedback report can be a serious challenge for many protected area managers. Indeed, it can be seen as the announcement of results in front of a group and sometimes in front of the central administration. The coach's mission will be to facilitate this step, in particular by stressing that it is not in any way the evaluation of protected area

managers' performance but an exercise carried out in the interest of all to improve organisation, targeting and work efficiency. It should also create an environment conducive to discussion, reflection and collaboration.

Restitution, whether at site or central level, should include a number of components:



- a brief reminder of the context of the evaluation, why it was carried out, the methodology used and the people consulted;
- a summary of the data and analysis, including radar visualisation;
- a clear analysis and description of the evaluation methodology; and

- detailed and concrete recommendations, easy to understand and share with the audience.

The restitution must allow the public to ask questions and make comments or recommendations. The coach will play the role of facilitator in order to make all points of view heard.

Box 8 - Constructive recommendations

Recommendations should:

- ensure that all advice is clear and specific enough to improve conservation practices and realistic enough to ensure that feasible solutions are found for priority problems;
- understand short- and long-term priorities, time frame and budget (with additional funding needs, if necessary). Short-term activities should be clear, concrete, realistic, achievable on time and with available resources, and prioritised. Long-term recommendations should identify the resource and policy changes necessary for their implementation;
- have a feedback effect on management

systems to influence future planning, resource allocation and activities;

- focus first on the activities of managers and supervisors but, if necessary, also identify the responses required beyond the boundaries of the park;
- be monitored, by annual work plans and by subsequent evaluations, to check whether the activities identified have been carried out and also (not the same) whether they have succeeded in meeting the corresponding challenges.

Source: Hockings, M., Stolton, S., Leverington, F., Dudley, N. and Courrau, J. (2008).



Elephants in Zakouma National Park, Chad - © African Parks & Marcus Westberg



PART IV:

ADDITIONAL SUPPORT

The coaching process helps managers and administrators of protected areas to strengthen their decision support system for more effective management and better governance. This part is intended mainly for coaches, but can also serve to orient any protected area professional. It also provides indications on integrating the IMET tool

with the COMIT approach as part of the process of inscription on the Green List of Protected and Conserved Areas. More information is available in the Appendices.

IV.1 Decision support system for the management and governance of protected areas

The management of protected areas is linked to contexts: political-institutional, socio-economic, socio-cultural and environmental, all of which are already complex in themselves. Management effectiveness can also be affected by poor team decisions as well as a lack of orientation on which direction to take. Complexity can lead to confusion and indecision in decision-making. The Decision Support System (DSS) helps to represent the situation, as well as the interventions and the resulting decisions, as clearly and simply as possible, in order to facilitate more effective management.

A decision support system²⁷ is a tool which allows the organisation of thoughts and which increases the effectiveness of an analysis by offering support for the analysis of a context, the solution of the problems to be overcome and the decision-making when faced with choices to be made, directions to be determined, difficulties or obstacles to overcome, unforeseen events to be overcome quickly, etc. DSS is particularly effective for unstructured and semi-structured issues and issues that can change quickly, are not easily predictable, or need to be anticipated. The main function of a DSS is to facilitate the rapid identification of the best possible solution(s) from a knowledge base or database.

Decision support systems are powerful techniques that save money and time, and build confidence in the management of different activities. They can be based entirely on computer-based tools or on the interactions of men and women who are experts in their fields, or on a combination of the two.

The IMET application has decision support functions. Its configuration is organised in such a way as to provide an opportunity at the end of each tab to reflect on the decisions to be made (see figure 2). A summary tab with synthesised graphs gives decision makers at all levels a quick but comprehensive understanding of the situation that can facilitate, if not accelerate, management and governance decisions. Its "Analysis report" module, linked with the information provided by the DOPA observatory, allows it to focus on important strategic discussions for the protected area.

In order to enhance the results of the IMET filling-out exercise, COMIT offers other elements to support analysis and decision-making. These elements are not specifically dedicated to the analysis of the management and governance of a protected area, but are useful for more in-depth analyses. In this document, the concept of DSS encompasses three interrelated skills that are used to constitute the proposal(s) to improve the management and governance of protected areas:

- critical thinking;
- problem solving; and
- decision support.

These three skills are inseparable. One skill, without the other two, does not, at best, fully exploit or reap the full benefits of a DSS exercise. It is therefore important to use the full potential of DSS, which consists of a wide range of simple yet powerful tools, techniques and methodologies to help adopt critical thinking, solve problems and make decisions, as

²⁷ Often, DSS is understood in the strictest sense to be software capable of extracting information useful for decision-making in a short time and in a versatile manner from a significant amount of data.



well as undertake interventions with confidence. DSS improves these skills to meet day-to-day challenges and gain greater control over the outcomes that are themselves defined through DSS.

Other techniques, systems and tools exist. The DSS approach is constantly evolving. Coaches are encouraged to explore and test other

methodologies to identify the best approach to making the most appropriate decisions for the management and governance of protected areas. This chapter presents the structure of the DSS and the corresponding explanations for each element.

V.1.1 Connection between critical thinking, problem solving and decision-making

The connection between the three elements of DSS is based on the concept that an individual's decision-making:

- involves voluntary and intentional behaviour as a result of reasoning;
- is usually put in place to solve a problem, although there is a difference between making a decision and solving a problem.

As a consequence, and in order to continue adopting a correct approach when using a DSS system, it should be remembered that:

- in problem solving, the decision-making act is always linked to the goal to be achieved;
- while in decision-making, the decision-making act involves reasoning in order to choose the most appropriate alternative among a series of options; and
- critical thinking constantly supports problem solving and decision-making.

The integrated and functional “Critical Thinking – Problem Solving and Decision-making” system can be represented by the figure below.

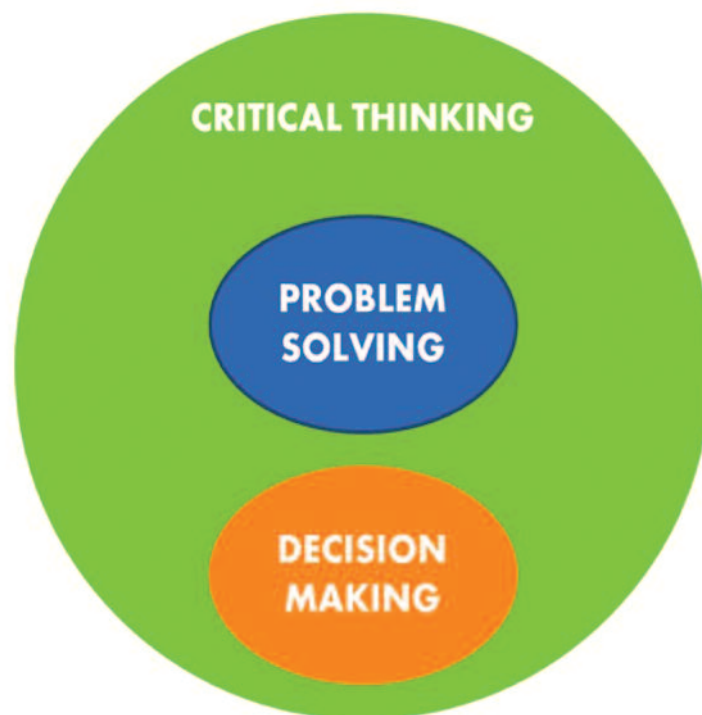


Figure 12 – Integration of the three DSS elements. Source: Compiled by the report authors



IV.1.2 Critical thinking

DEFINITION

Critical thinking can be defined as the ability to make and execute informed decisions by effectively using the knowledge, experience, common sense, reasoning, intuition, feelings and confidence of a lifetime. It is about having a critical attitude towards any assertion or information, as well as the intellectual capacity that makes it possible to reason correctly, and to draw conclusions which are not premature, but considered and supported by arguments.

Critical thinking involves the processes of thinking about tangible and intangible subjects with the goal of forming a solid judgment that balances empirical evidence with common sense. It is based on the attempt to go beyond the partiality of individual, arbitrary and prejudiced subjects.

Critical thinking encompasses much of what we do when we use our brains: reasoning, interpretation, observation, and other aspects such as analysing and evaluating information to make a judgment. There are compelling advantages to adopting critical thinking:

- making informed decisions – the more you are able to tap into your experiences and knowledge, the better your decisions;
- understanding – understanding leads to opinions and decision-making;
- creating, inventing and discovering – everything requires decision-making since decision-making is an integral part of every process;
- providing intellectual autonomy and promoting the ability to make rational decisions.

Critical thinking is a daily activity of human beings. However, it can be stimulated and developed through the use of tools or techniques, and also through special arrangements such as support from coaches.

"Critical thinking is the conscious intellectual process of actively and effectively conceptualize, apply, analyze, synthesize and/or evaluate data collected or generated by observation, experience, reflection, reasoning, or communication, in order to guide convictions and actions."

Source : Fisher A. et Scriven M. (1997).

METHODS AND TOOLS FOR DEVELOPING CRITICAL THINKING

Several methods help to develop critical thinking:

- clear and precise formulation of questions or problems;
- collection of relevant information;
- verification of the credibility of sources;

- cross-referencing of the opinions of specialists or those involved in the reflection;
- identification of presuppositions;
- analysis of the arguments;
- detection and rejection of fallacious reasoning;
- development of conclusions and thoughtful solutions accompanied by logical and relevant criteria.

Critical thinking can be exercised by strengthening the predisposition to reflection and by using specific tools. Below is a list of 10 of the best approaches and attitudes that promote critical thinking.

Worksheets 7, 8 and 9 give detailed indications of the different methodologies and tools illustrated in the following sections. There are many resources available online to further explore them.

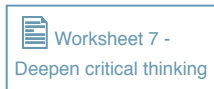


Table 1 – Methods and tools for promoting critical thinking

1. Curious and open mind	This is about avoiding all obstacles to thinking, which can be both ways of thinking and ways of working.
2. Think about the problems	This attitude avoids taking the first solution that comes to mind. It's about going deeper.
3. Don't take things literally	Taking things at face value follows the literal meaning of words, without any effort to question them. This attitude can close the door to broader understanding of the situation.
4. Reflect on the elements of the analysis and ask questions	Asking yourself questions is at the very heart of critical thinking.
5. Pareto principle	This refers to a 20/80 parity principle which holds that the majority of results or problems to be solved come from very few factors. This principle should encourage research into the key factors of the subject to be treated.
6. Use convergent and divergent thinking	This process of reflection allows one to find the best and/or the maximum number of solutions.
7. Lateral thinking	This is a process of thinking from multiple angles rather than focusing on a single approach.
8. Split analyses	This refers to breaking down the elements to analyse.
9. Multiple analyses	This is about analysing problems or issues from diverse perspectives or sectors.
10. Intuitive thinking	An undocumented way of thinking, which comes from

Source: Data compiled by the authors of this report

The use of creative thinking thus makes it possible to undertake management analyses with greater mental openness and, consequently, more innovative and creative thinking



A typical problem-solving situation occurs when a problem needs to be sorted out or a goal achieved but the solution cannot be immediately identified. The ability to understand what is at stake and what rules might be applied is key to solving the problem. Sometimes the problem requires abstract thinking or finding a creative solution.

IV.1.3 Problem solving

DEFINITION

Problem solving is a thought activity that human or artificial intelligence uses to achieve a desired state from a given state. It includes the following processes: finding (or identifying) problems, analysing problems and, finally, solving problems. To try to solve problems, we take into consideration techniques known as “brainstorming”. Brainstorming refers to all group techniques that pool ideas, suggestions, proposals, strategies, etc. Brainstorming is used to generate a large number of creative ideas, to solve problems and to achieve goals. It can be used for decision-making in specific cases. Brainstorming, contrary to popular belief, can take anywhere from a few minutes to a few hours or even a few days. For large issues or projects, which might require multiple sessions, days, weeks, or months, different processes from brainstorming may be advisable.

OVERVIEW OF AVAILABLE TOOLS

Below is a selection of the best tools available and applicable to the management and governance of protected areas.



Table 2 – Methods and tools for problem solving

● Brainstorming	This is a common technique, but it should be practiced according to the rules of the art: all suggestions (even those deemed absurd) are accepted and equal.
● Affinity diagram ● Mind maps	This is about combining ideas or aspects that have common points. Techniques of visualising ideas through diagrams or schemes. Tools like Miradi ²⁸ are generally used to map threats in the management of a protected area.
● Pareto principle	This is the principle that 80% of consequences result from 20% of the causes. It must guide decision-making on the major subjects that influence the expected result or the solution sought.
● Socratic method	Method to generate questions and solutions for oneself.
● Multi-angle reflection frames PEST - PESTLE - PESE - PER - DPSIR / FPEIR²⁹	Analytical frameworks of two types: - by sector (economic, environmental, social, etc.); - by causal relationship (cause, consequence).
● Six Thinking Hats	Methodology for compartmentalising thought into six aspects (or hats): facts, emotions, creativity, pessimism, optimism and organisation.

Source : Compiled by the authors of this report.

IV.1.4 Prise de décision

DEFINITION

Decision-making is the cognitive process that results in choosing among several alternatives. Likewise, it is a process of identifying and choosing alternative solutions based on the values, preferences and beliefs of the decision maker. Decision-making can also be considered as a problem-solving activity, the purpose of which would be to arrive at a solution deemed optimal, or at least satisfactory at a given time. It is therefore a more or less rational process which can be based on explicit or tacit knowledge and beliefs. Ultimately, each decision-making process results in a final choice, which may or may not prompt action.

Logical decision-making is an important part of all scientific professions, where specialists apply their knowledge to a given field to make informed decisions. In the field of conservation, the decision-making process should be considered as an integrated process in continual interaction with the intervention context, namely a political-institutional, socio-economic, socio-cultural and ecological environment, which evolves over time.

Sometimes, due to situations where time constraints, stakes or ambiguities are significant, decision-making in the field of conservation is the fruit of intuition stemming more from the experience of the decision maker than from a structured approach.

METHODOLOGY AND TOOLS FOR DECISION-MAKING

The main steps in effective decision-making are:

- Clarifying the specific decision: We should not stop at the general problem, but focus on the specific problem to be solved. In order to find the appropriate tool to help you make the right decision, it is necessary to clarify the decision that needs to be made.
- Gathering data: A critical step in decision-making is gathering the relevant information. These can be questionnaires, self-assessments, external sources, etc.
- Considering alternative solutions: Testing various decision-making tools (see Table 3) will help you plan alternative solutions to achieve the same goal.
- Weighing all the factors: Take the time to weigh all the critical factors, especially the information you have gathered. This helps point you in the right direction, in accordance with the objectives or challenges to be overcome.
- Choosing the best option: Once all the factors have been identified and various solutions have been considered, it is possible to choose the best option at a given time.

A selection of the best tools to help make decisions in the management and governance of protected areas is presented below

²⁸ <https://www.miradi.org/>

²⁹ These acronyms are explained in worksheet 8.



Table 3 – Methods and tools for improving decision-making

1. Decision matrix	A matrix that takes into account the criteria considered most important, to which each solution will be subjected in order to identify the best one.
2. Cost-benefit analysis	Analysis of costs (or losses) and benefits.
3. T-table	Table of “for” and “against”, to weigh a judgment or a choice.
4. SWOT analysis	Analysis of Strengths, Weaknesses, Opportunities and Threats.
5. Decision trees	Visual method that leads to a structured mapping of cause and effect relationships between problems and solutions.

Source: Compiled by the report authors.

SUGGESTIONS FOR DECISION-MAKING

For decision-making, it will be fundamental to:

- avoid taking hasty or ill-defined/poorly targeted decisions before making the final decision(s);
- not overestimate or underestimate the value of

the information you receive (do not let others influence your opinion);

- keep the opinions of others in perspective and use DSS tools to make your decision;
- be extremely careful about unpopular but necessary decisions;
- leave room for your intuition: you will find that you will make much better decisions in the long term.

IV.2 Green List, IMET and coaching

The Green List of Protected and Conserved Areas (GLPCA) is an IUCN initiative to recognise and celebrate protected areas that achieve good conservation results through effective and equitable governance and management. As the Green List and the COMIT approach have common objectives, this chapter explains how these two approaches can be combined. It is not intended to provide complete information on the Green List but rather to show the links between the Green List, IMET and coaching. Information on the Green List is taken from the website³⁰ developed by IUCN as well as the 2018³¹ User Manual. The reader is invited to refer to these sources.



Figure 13 – The four themes of the global Green List standards. Source: IUCN Green List of Protected and Conserved Areas: User’s manual. Version 1.1. The global standard for protected areas in the 21st century.

IV.2.1 Introduction to the Green List

OBJECTIVES OF THE GREEN LIST

The objective of the Green List is to offer recognition to the best protected areas in terms of natural conservation and sustainable management. The Green List grew out of Recommendation 18 of the Vth World Congress on Protected Areas (2003) and subsequent stages such as the IUCN World Conservation Congress, held in Korea (Jeju, 2012).

³⁰ <https://www.iucn.org/fr/node/26189>

³¹ Manuel disponible sur <https://www.iucn.org/fr/node/26278>.



GLOBAL STANDARDS FOR THE GREEN LIST

IUCN has developed specific standards (Green List Global Standard) for the correct application of the Green List across different nations and protected areas. For a consistent and homogeneous application in each management and geographical context, they can be slightly adapted to local needs. The four thematic areas, or components, of the global Green List standards are summarised in Figure 7, which illustrates how the combination of three factors – good governance, planning and effective management – enables the achievement of natural capital conservation objectives.

Gouvernance – the protected area must demonstrate fair and effective governance:

- the organisation of governance is clearly defined, legitimate and functional, the interests of civil society, rightsholders and stakeholders are guaranteed and represented even in the establishment phase of the protected area;
- decision-making processes are transparent and public, responsibilities are clearly defined and there is an accessible process for identifying, hearing and resolving complaints, disputes or clarifications;
- planning and management are based on the best available knowledge of the social and ecological context of the area, and an adaptive management model is applied so that the decision-making process learns from and responds to change.

Planning – The protected area has clear, long-term conservation objectives and goals, based on a good understanding of its natural, cultural and socio-economic context:

- the main natural values of the area, the main values derived from ecosystem services and the main cultural values of the territory are identified;
- the characteristics of the protected area are such as to ensure the long-term maintenance of the main natural values;
- the threats/opportunities related to the main values of the protected area are described in sufficient detail to allow effective planning and management;
- the social and economic context of the protected area, including the positive and negative social and economic impacts resulting from the existence of the protected area, is foreseen in the planning.

Management – The protected area has adopted a management strategy consistent with its institutional objectives:

- the protected area has developed a long-term strategy that clearly explains the general goals and objectives of management (including the preservation of the main values of the region and the achievement of its social and economic objectives);
 - the management plan (or its equivalent) provides for periodic updates which are carried out on time;
 - the strategies and actions outlined in the management plan (or equivalent) are procedurally appropriate and sufficient to achieve the objectives set for the protected area;
 - the key strategies and associated activities to achieve long-term goals are supported by adequate financial and human resources; competent staff who must be constantly trained; adequate facilities and equipment;
 - management activities can demonstrate that ecological processes aim to maintain key natural values and associated ecosystem services;
 - rights holders and stakeholders are recognised and effectively involved by management, their interests are taken into consideration in a fair and consistent manner with the objectives of the protected area;
 - the social and economic benefits of the protected area are recognised and promoted or, when these interests are incompatible with the maintenance of the natural values of the protected area, the possible constraints are designed and implemented in consultation and preferably with the free, prior and informed consent of rights holders and stakeholders;
 - the pressures and threats weighing on the values of the protected area are the subject of an active and effective response, so that their impact does not irreversibly compromise the maintenance of these values or the achievement of the goals and objectives of the protected area;
 - laws, regulations and standards are applied fairly and effectively at every stage of implementation;
 - activities in the protected area involving the use of natural resources are compatible with the achievement of the conservation objectives of the area, and they are adequately regulated according to the needs of users;
- the management of tourism and visitors is compatible with the achievement of the conservation objectives of the protected area.



Achievements – The protected area must demonstrate the achievement of its objectives:

- monitoring, evaluation and learning must provide an objective basis for determining the minimum objectives to be pursued;
- monitoring and evaluation activities can provide objective data to monitor the level and intensity of threats and the achievement of management objectives;
- the protected area must demonstrate that it works to maintain the key natural values, the main ecosystem services and the essential cultural values.

- the nomination phase, where protected areas provide proof that they meet all the requirements of the Green List standards and are assessed on the basis of the elements provided;
- the Green List phase, during which protected areas pass a mid-term review and a renewal review in order to maintain their Green List status.

A group of national experts, the Expert Assessment Group for the Green List (EAGL), assesses the quality of the protected area file in the different phases.

ASSESSMENT PROCESS

To obtain and maintain Green List status, protected areas must go through a three-phase assessment process:

- the application or request phase, during which protected areas show that they have the basic elements to theoretically comply with the requirements of the Green List standard;

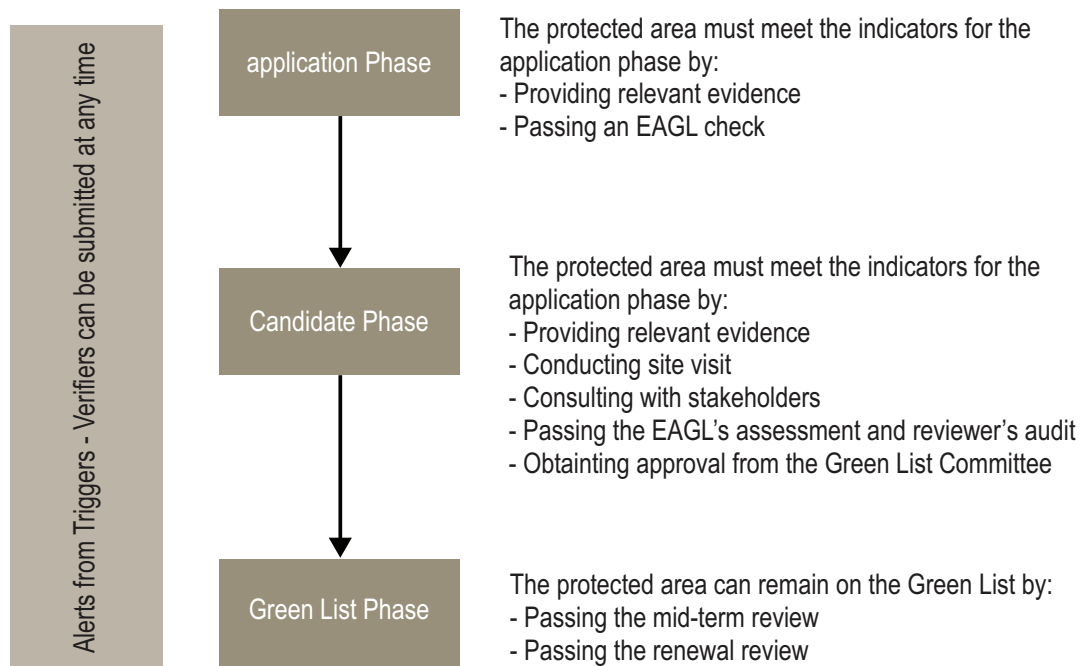


Figure 14 – Green List Process. Source: Compiled by the report authors



Participation in this programme is voluntary. It requires the commitment of protected area officials and the relevant national authority, agency or institution to meet IUCN Green List standards.

In the application phase, the protected area must complete a form³² for admission to the Green List programme. The form includes general information about the site, such as designation(s), governance, etc., and a brief narrative summary. This summary presents the main characteristics of the protected area in relation to the four components of the IUCN Green List standards and describes the main natural values of the site as well as its main ecosystem services and cultural values. The protected area must show that it meets the indicators required for this first phase. This phase also includes the identification and engagement of stakeholders, the definition and implementation of action plans to improve performance, if necessary, as well as the confirmation by the EAGLs and the

reviewer that the adapted indicators of the application phase have been respected. Once this phase is completed, the protected area enters the nomination phase.

During the nomination phase, the protected area must demonstrate compliance with all of the approved adapted indicators of the Green List standard. This phase includes a site visit by EAGLs, stakeholder consultation, examination of the protected area and verification of the process applied by the reviewer/associate reviewer. If the EAGLs find that the protected area meets all relevant indicators, the protected area will be presented to the **Green List Committee's**³³ international expert group. This committee examines the protected area's application and makes the decision about inscription on the Green List. If successful, the protected area will be recognised as a "Green List site".

Box 9 - Bodies, stakeholders and tools of the Green List

COMPASS (*Community of Protected Areas Sustainability Standards*) is IUCN's portal to administer and access data, enable information sharing and communication for the Green List programme. COMPASS holds the GLPCA standard, its generic and adapted indicators, the assessments of protected areas, the protected areas of the Green List, the rules and procedures, as well as the members of the governance bodies of the GLPCA. It is accessible to all participants in the Green List process.

Trigger(s): Triggers can start a review of a protected area's status on the Green List, in addition to the normal review and renewal cycle. Triggers can come from developments that could negatively impact the performance of the protected area, which could result in its non-compliance with the criteria of the GLPCA standard. These developments may be due to changes or to major activities or events in the governance or management of the protected area.

EAGL: Expert Assessment Group for the Green List.

Examiners: GLPCA examiners are independent qualified auditors. Their role is to ensure that the rules and procedures are applied impartially. A GLPCA-approved examiner may be appointed to help verify the consistent and adequate implementation of rules and procedures under the Green List process.

Mentors: Mentors help protected areas measure their performance, identify key areas for improvement and demonstrate their success within the context of the GLPCA standard.

GLPCA Committee: This is the body responsible for making Green List decisions and approving adaptations to generic indicators.

³² <http://iucn.force.com/VerteListe>

³³ Ce comité, appelé parfois panel, est l'organe chargé de prendre les décisions relatives à la Liste verte et d'approuver les adaptations (avancées par les spécialistes EAGL) des indicateurs génériques dans leur région d'attribution.



IV.2.2 Green List and IMET

A SIMILAR RESULTS-ORIENTED APPROACH

Like IMET, the Green List is strongly oriented towards achieving and sustaining results in the governance and management of protected areas. Based on the theory of change (see Box 10 – Theory of Change), the Green List, like IMET, aims to achieve desired conditions, previously identified and supported by good governance, judicious design and planning, as well as efficient management. The IMET exercise also supports the application of the protected area to the Green List.

Indeed, IMET adopts a results-oriented approach. It supports the managers of a protected area (or even a network of protected areas) in an approach which, based on the inventory, analyses the management

effectiveness to be achieved, whether these effects and impacts are immediate or in the medium and long term. The COMIT approach accompanies the assessment phase through to analyses with a view to finding solutions to problems, minimising pressures, transforming threats into opportunities and exploiting the elements that have enabled successful protected area management. The ultimate goal of IMET is to integrate planning with analysis and evaluation to determine the necessary changes in management in order to achieve the desired conditions resulting from a long-term strategy. If a protected area does not have good planning or a long-term strategy, IMET can be used as a sentinel (or alert) system to signal changes that should be adopted and incorporated into the planning in the short and long term. A separate Planning module in IMET is envisioned to facilitate the adoption of long-term management.

Box 10 - Theory of Change

Theory of change is a planning methodology used to combine the necessary prerequisites to arrive at a desired long-term condition. The theory of change, by showing the logical relationships between the stages, helps to develop the process of change necessary to achieve the desired condition. The theory of change is a preliminary and complementary work and cannot be assimilated into a simple strategy planning exercise. It implies that a desired condition (for example the main vital rates for the safeguard of an animal population and the maintenance of an ecosystem service for the benefit of human well-being) is determined first and that then one establishes the means of action to

achieve the desired objective. The theory of change must therefore be applied at the start of interventions or after an evaluation and management analysis exercise in order to constitute a structured and coherent planning exercise. Through an integrated process of evaluation, monitoring and evaluation (as is the case in IMET), managers and stakeholders can periodically refine planning based on developments actually observed on the ground. Likewise, the IMET exercise supports and helps the application phase of the Green List process, by providing relevant evidence of good governance and management effectiveness.

COMPARISON OF GREEN LIST AND IMET CRITERIA AND QUESTIONS

The presentation of the Green List has shown that its main standards, or components, are not far removed from the elements assessed by IMET. Thus, IMET can support the application of a protected area for the Green List label on three aspects:

- design and planning;
- management effectiveness;
- positive conservation results.

Table 4 details how the Green List criteria align with the items assessed by IMET. However, the “Good Governance” component has only been touched on lightly in the current version of IMET.



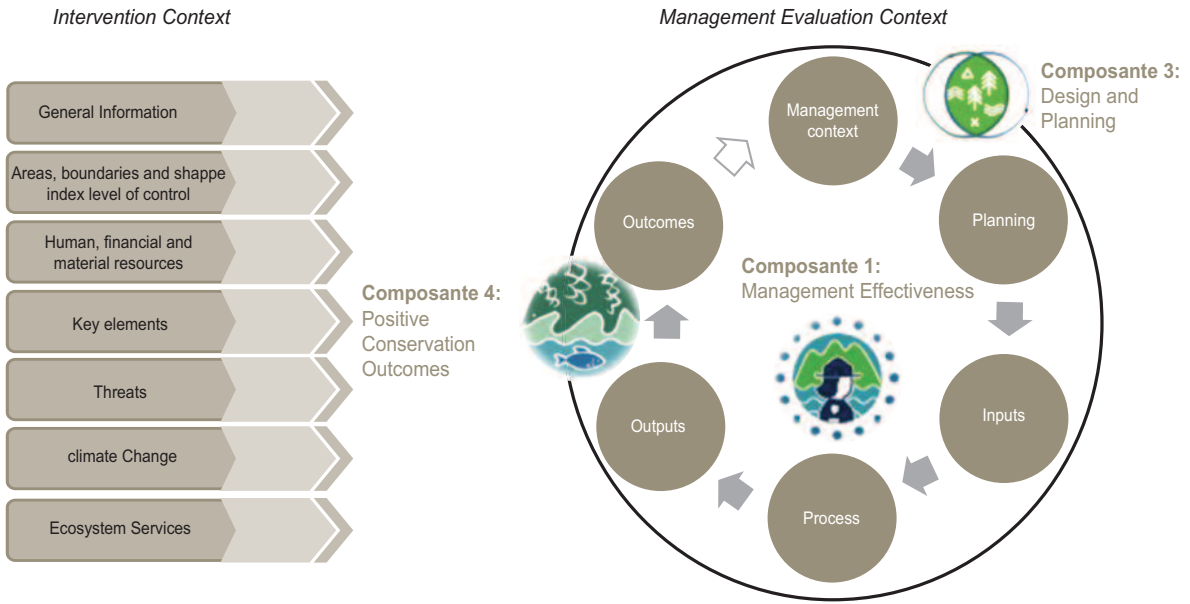


Figure 15 – Integration of Green List components into IMET. Source : Compiled by authors

Table 4 shows how it is possible to meet the Green List assessment criteria through an assessment with IMET. As shown in Figure 9, IMET deals mainly with the last

three components: design and planning, management effectiveness and conservation results.



1430 km² are protected in the National Park of Bazaruto archipelago, Mozambique - © African Parks & Andrew Macdonald



Table 4 - Alignment of Green List criteria with IMET elements

GREEN LIST Component Criteria		Indicators in IMET 1. Context (CTX) 2. Assessment (C, P, I, PR, OP, OC) 3. Analysis report (elements identified as analysis section)
Component 1: GOOD GOVERNANCE		
Criterion 1.1	Guarantee legitimacy and the right to speak	CTX 1.2
Criterion 1.2	Guarantee transparency and accountability	PR10 Governance of Ecosystem Services (module)
Criterion 1.3	Enable the vitality of governance and the capacity for adaptive response	PR4 Governance of Ecosystem Services (module)
Component 2: DESIGN AND PLANNING		
Criterion 2.1	Identify the major values of the protected area	CTX 4.1, CTX 4.2, CTX 4.3 C1.1, C1.2, C1.3, C1.5 Analysis report - Basic data - Management context
Criterion 2.2	Design the protected area to conserve values over the long term	CTX 2.1, CTX 2.2, CTX 2.3 P2 Analysis report - Basic data - General information
Criterion 2.3	Understand the pressures and threats to values	CTX 5.1 C3 Analysis report - Objectives and interventions - SWOT exercise
Criterion 2.4	Understand the socio-economic challenges around the protected area	CTX 1.6, CTX 2.4 C2, C3 Analysis report - Assessment of management effectiveness
Component 3: EFFECTIVE MANAGEMENT		
Criterion 3.1	Develop and implement a long-term management strategy	CTX 1.5 P4 Analysis report - Basic data - General information
Criterion 3.2	Manage ecological aspects	PR7, PR8 Analysis report - Objectives and interventions
Criterion 3.3	Manage in the socio-economic context	PR11 Analysis report - Assessment of management effectiveness
Criterion 3.4	Manage threats	CTX 5.1, CTX 5.2 Analysis report - Assessment of management effectiveness and Objectives and interventions
Criterion 3.5	Effectively and fairly enforce laws and regulations	PR8, PR9 Analysis report - Assessment of management effectiveness and Objectives and interventions
Criterion 3.6	Manage access, use of resources and visits	PR13, PR14, PR18 Analysis report - Assessment of management effectiveness and Objectives and interventions
Criterion 3.7	Measure management progress	O/P1, O/P2, O/C1 Analysis report - Assessment of management effectiveness and Objectives and interventions
Component 4: POSITIVE CONSERVATION IMPACTS		
Criterion 4.1	Demonstrate the state of conservation of major natural values	OC2 Analysis report - Monitoring and indicators
Criterion 4.2	Demonstrate the state of conservation of ecosystem services	CTX 7.1 OC2 Analysis report - Monitoring and indicators
Criterion 4.3	Demonstrate the state of conservation of cultural values	OC2 Analysis report - Monitoring and indicators

Source: Compiled by the report authors

IMET COACHES AS GREEN LIST MENTORS

The Green List process uses multiple resource people. Coaches can potentially be asked to be a member of the expert group or the local team. His role as a coach would align more with that of a mentor. Indeed, when a protected area is accepted as a candidate for the Green List, it can appoint a mentor to support its candidacy. A mentor should be someone competent in the management of protected areas. However, he cannot be a member of the EAGL or any other Green List structure in order to avoid conflicts of interest. The mentor helps the protected area perform the self-assessment on COMPASS for each of the adapted indicators approved in the application phase. An IMET coach can therefore validly act as a mentor and help the protected area by conducting an IMET exercise or by using certain elements of IMET to conduct the internal self-assessment necessary to initiate the Green List process.

In its self-assessment, the protected area must provide arguments and evidence that it meets the indicators defined for its region or country of origin. The process starts from the transmission of the request to the EAGL Group, but several other steps must be taken before reaching the Green List phase. The mentor-coach can also participate in the stages of the Green List process for the improvement of planning in order to achieve and maintain the desired conditions foreseen by the Green List phase.

At first glance, a coach can help start the Green List process for a protected area by:

- identifying the values and elements of the intervention context of the analysed protected area;
- prioritising the key elements of management and some elements of governance;
- supporting the improvement of monitoring and planning to achieve targeted products and results.

Thanks to their regional and national experience, coaches can contribute to the development of standards for each type of management and geographical context. As for the indicators, IMET coaches can also contribute more to the Green List process:

- by familiarising themselves with the benchmark indicators of the region or country of the protected area to better calibrate the IMET analysis against the criteria required by the Green List;
- by identifying common elements from a system analysis (for example the scaling up of protected areas in a country or region) to facilitate the development of specific standards for the Green List.

In the end, a coach can gradually exercise the functions of mentor, examiner (reviewer) and trigger.



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Resources for the coach

EXERCISES AND FORMS IN THIS MANUAL

This manual includes in its annexes 20 exercises and nine enhancing forms available for the coach. They offer the coach an opportunity to reinforce his/her knowledge on protected area management and to fine-tune his/her capacity to analyze. Each exercise suggests a few reflections questions, on a subject or from a given case. We advise coaches to do these exercises, ideally with their pair, before a field mission; the forms further clarify subjects linked to decision and to protected area management. All along this manual, you will find these indications concerning the IMET aspect to which these forms and exercises are related.

CENTRAL AND WEST AFRICA COACH FORUM

Since 2016, coaches trained in the framework of the BIOPAMA program have established on-line exchange platforms to share their experiences and reinforce their expertise. The creation of a practice community is one of the results expected from the campaign. Coaches are encouraged to use the various platforms to :

- share their coaching experiences;
- ask questions and receive information from coaches and experts;
- Reflect on situations they have met thanks to exchanges and advice from other coaches.

One only needs to subscribe to have access to the forum. Each coach can then publish comments or ask questions, receive answers.

ON COACHING

European coaching association :
www.aecoaching.eu.

French coaching association: www.sfcoach.org

International Coach Federation:
www.coachfederation.org

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Useful links

European coaching association
www.aecoaching.eu

French coaching society
www.sfcoach.org

International Coach Federation:
www.coachfederation.org

Link to download IMET

<https://rris.biopama.org/pame/tools>





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