



With the financial support of the European Union and the Organisation of African, Caribbean and Pacific States through the BIOPAMA Programme

IMET ASSESSMENT EXERCISE

NIASSA SPECIAL RESERVE, 10 - 13 NOVEMBER 2021



PROJECT SUMMARY

The Niassa Special Reserve (NSR), located in northern Mozambique, is the country's largest protected area (42,000km²) forming a critical transboundary conservation area with the Selous Game Reserve across the border in Tanzania. The NSR is characterized by Miombo woodlands, granite inselbergs and seasonal rivers and its biodiversity includes globally important populations of large predators (e.g. wild dogs and lions) and elephants as well as a number of endemic species.

NSR is currently co-managed between the National Administration of Conservation Areas (ANAC) in partnership with the Wildlife Conservation Society (WCS). The conservation area is split into 19 blocks that are run by tourism and hunting concessionaires. In addition, an estimated 64,000 local people live within the reserve, primarily within Mecula and Mavago centres.

While ANAC has conducted a number of METT Assessments in the past to monitor protected area effectiveness, with support from BIOPAMA and Space for Giants it is now piloting the new Integrated Management Effectiveness Tool (IMET) in NSR with an aim to roll this tool out on a national scale. The process has been split into two components/trips: 1) IMET Pre-Filling Assessment, 2) IMET with stakeholders from the Niassa Conservation Council.

OBJECTIVES

The objectives of the IMET Assessment was to conduct the following:

- **Conduct IMET Assessment:** Space for Giants was able to successfully deliver the IMET Assessment for Niassa over the 3.5 days available (in addition to the Pre-filling exercise in September 2021). This was only possible due to the attendance of Mr. Carlo Paolini who guided us through the process. This constitutes the first IMET assessment in Mozambique and offers scope for future adoption.
- **Conduct Capacity Building for ANAC and WCS Staff on IMET:** Space for Giants was able to combine the delivery of the IMET alongside the capacity building of both ANAC and WCS staff on how to deliver an IMET. This was extremely useful to ensure that future repeat IMETs can be conducted internally. The following people were re-trained on the delivery of the IMET:
 - Mr. Angelo Francisco, M&E Coordinator, WCS
 - Mr. Antonio Chilengue, Planning Department, ANAC
 - Mr. Augusto Tembe, Planning and GIS Department, ANAC
 - Mr. Cornelio Miguel, Head of Transboundary Department, ANAC
- **Document the IMET process to create a 5-minute Video:** A dedicated videographer joined the entire process and was able to capture the various elements of the IMET process. In addition to really bring the IMET process to life and what it is trying to achieve for a real protected area we attempted to capture footage of all the key elements that are relevant to a protected area (law enforcement, research, community activities in the park, wildlife, infrastructure etc.) that the IMET assesses. We expect this will result in a smart short video.

OBSERVATIONS

The following observations were made:

- **Importance of a fully qualified IMET Coach:** It would not have been possible to carry out the exercise without the presence and guidance of a qualified IMET Coach. This might be an obvious observation - however - it is made in the context of the Mozambican experience whereby a number of staff from ANAC have been trained to some degree on the IMET but require further training to deliver this independently in future. We propose more effort on intensive capacity building amongst ANAC and other private partner stakeholders (e.g. NGOs involved in co-management/delegated management etc.). This will ensure wider uptake in future.
- **Complexity of IMET Language:** My personal view is that the language within the IMET remains too complicated and needs to be simplified dramatically. This will not only speed up the process of the IMET (avoiding lengthy discussions on the definitions of terminology or in what context they are being used, etc.) and make it simpler to digest for the participants. This is the most critical need at this stage - the language is simply too ambiguous and complex to allow simple application.

- **Matrix of stakeholders required at what stage of the process:** One of the challenges we have encountered is that it appears that different types of stakeholders are required during varying stages of the IMET process. This has left some stakeholders wondering why they are being asked to comment on certain elements they are not knowledgeable about. It would appear useful to create a Matrix of Involvement from *CTX 1.0.1 - Analysis Report* indicating when what types of stakeholders are necessary. This would improve the planning and budget planning process dramatically.
- **Automatic Internal Translation Function:** As mentioned previously - an auto translate function within the IMET would help tremendously to avoid needing to make separate duplicate files.
- **Rigidity of fields within IMET:** In some places there are only a limited number of lines/cells/answers that can be put. E.g. under staffing it only allows 14. For our experience, with every intention of doing this exercise comprehensively 14 was insufficient. It may be that the developers need to review a number of organograms and propose overarching categories (e.g. law enforcement, tourism, ecological monitoring, community conservation etc.). This is also true in other sections of the tool.
- **Evaluation Period:** This IMET, conducted in September - November 2021, actually was done to assess the activities done in 2020 which are for many are difficult to recall at this point in time. This activity should be scheduled within the first quarter of the following year when information and memory are readily available.
- **Use of Supplementary Notes:** This should be a compulsory field. A number of times the evaluation team could not recall the rationale behind why a certain rating or inclusion had been made in the Intervention Context and we were able to refer back to this reasoning - especially if repeat IMET are conducted to remember context. It would be good to stress this element.
- **Bugs in the system:** There are still numerous bugs in the system which are affecting use of the IMET (in terms of forcing users to re-enter large amounts of data when changes need to be made) and errors in code/formulas that are affecting results. A few examples listed below but a thorough check needs to be run of functionality (these refer to Version 2.25):
 - **CTX 1.1 Special Designations** - When you attempt to delete a row/entry it deletes from the bottom going up irrespective of the cell/entry you are trying to delete. This forces you to re-enter all the other entries if you are trying to remove one at the top;
 - **CTX 3.2.3 Financial Resources** - The formula calculating per km investment of costs is overestimating by 100 fold.
 Bugs have been found in Version 2.4 also.
- **IMET as a Self Analysis Tool:** The management clearly perceived the IMET to be more akin to an external audit rather than a fully integrated self assessment tool that was led and owned in-house with internally developed recommendations. Instead due to the lack of capacity much was dependent on outside guidance from IMET Coach (Mr. Paolini) and Mr. Schutgens. Upon final presentation of the results a detailed assessment report was requested indicating where the NSR was not meeting the necessary standards. This indicates a serious misunderstanding of the purpose of the IMET and is likely partly a result of the lack of capacity within ANAC and WCS to lead this process. Future training must be prioritised if the IMET is to have merits.

CHALLENGES

The following challenges were encountered:

- IMET Tool Preparation:** Neither ANAC or WCS had been able to update their IMET from Version 2.2.2 to Version 2.3. This was primarily as a result of available laptops being unable to run Version 2.3 (which required Windows 10 running system). Unfortunately this resulted in operational challenges for the actual assessment. There is an ongoing challenge with equipment related to the IMET software with ANAC especially. This needs to be addressed urgently if IMET is going to be relevant in future. Furthermore, it is not without merit that the IMET must be able to work on older operating systems and IOS systems. There are no laptops at NSR installed with Windows 10. This means that IMET adoption is moot at present.
- Translation:** In order to accommodate the majority of the participants we had to carry out the assessment in English with Portuguese translations back and forth. This increased the time of the exercise significantly and resulted in translator fatigue. Coaches from lusophone Africa are desperately needed.
- General:** Participants from local government and concessions arrived late which resulted in lost time during the process.

IMET STAKEHOLDER FEEDBACK

A rapid survey was conducted amongst the IMET participants (n=10) to gauge their experience with the IMET. The results are as follows:

No	Question	Responses				
		Strongly Agree	Somewhat Agree	Neither Agree or Disagree	Slightly Disagree	Strongly Disagree
1	I think the IMET is a useful tool to evaluate the performance of NSR	70%	30%	0%	0%	0%
2	I found the IMET easy to understand and use	22%	78%	0%	0%	0%
3	I feel that the IMET provides me with an opportunity to voice my opinion about how the NSR is managed	67%	33%	0%	0%	0%
4	The IMET covers all the important areas related to the evaluation of the NSR	44%	56%	0%	0%	0%
5	I hope that the Niassa management continue to use IMET in future	60%	40%	0%	0%	0%

In addition the following written feedback was provided:

- “It is necessary to make the next assessment in two years time and to involve additional stakeholders in this process e.g. health department, more hunting block operators and more community members not affiliated with the government”;
- “I would like to see the NSR Management carry out an IMET independently without external experts”;
- “I would like to see two IMETs carried out per year”;
- “The indicators in the IMET need to be calibrated to the reality of the reserve”;

IMET TRAINING FEEDBACK

A rapid assessment of the uptake of the IMET by the target individuals (n=3) who were intended to be trained is presented below:

No.	Question	Responses				
		Strongly Agree	Somewh at Agree	Neither Agree or Disagree	Slightly Disagree	Strongly Disagree
1	I am able to explain the management cycle of a protected area	33%	67%	0%	0%	0%
2	I am able to explain the difference between intervention context and Protected area management context	100%	0%	0%	0%	0%
3	I am able to explain ecosystem services	67%	33%	0%	0%	0%
4	I am able to analyze the results of the analysis of the management effectiveness of a protected area	100%	0%	0%	0%	0%
5	I am able to formulate proposals for improving Protected area management from the results of the form	67%	33%	0%	0%	0%
6	I am able to provide regular support to a colleague to gradually improve their skills in the management of a protected area	33%	67%	0%	0%	0%
7	I am able to put forward proposals in front of a diverse range of actors: senior executives, international and local partners, local communities	67%	33%	0%	0%	0%
8	I am able to advise protected area managers to resolve management issues	33%	67%	0%	0%	0%
9	I am able to distinguish the advantages of IMET over other Protected area management effectiveness assessment tools	67%	33%	0%	0%	0%
10	I am confident I can lead an IMET exercise in future	33%	67%	0%	0%	0%

In addition the following written feedback was provided:

- “The tool demonstrates its effectiveness if it includes all the stakeholders in the assessment”;

- “To improve the translation in Portuguese and coordinate with Portuguese Coaches who have experience with biodiversity conservation. It would also be good to consider the activity plan for the IMET to ensure we only assess relevant content ”;
- “The tool needs to be capable of being installed on normal computers”;

WAY FORWARD

The following agreements were made:

- **IMET Assessment Report:** Space for Giants will draft a report with associated recommendations that can feed into the Work Plan for 2022 and beyond.
- **Video:** Space for Giants will work with the Videographer to tailor an appropriate 5-minute video documenting the IMET.

SCHEDULE

The following schedule was followed for the IMET Assessment:

DATE	DESCRIPTION
8th November	Flight Nairobi - Maputo
9th November	Flight Maputo -> Lichinga. Drive Lichinga -> Mbatamila (7hrs)
10th November	IMET Assessment
11th November	IMET Assessment
12th November	IMET Assessment
13th November	IMET Assessment (half day). Drive Mbatamila -> Lichinga (7hrs)
14th November	Flight Lichinga -> Maputo
15th November	Covid Test
16th November	Flight Maputo -> Nairobi

ATTENDEES

IMET Attendance List				
No.	Name	Organization	Position	Email
1	Carlo Paolini	BIOPAMA - COWI Team	Consultant	carlopaolini@yahoo.it
2	Maurice Schutgets	Space for Giants	Conservation manager	maurice@spaceforgiants.org
3	Angelo M.M. Francisco	WCS - NSR	M&E Coord.	afrancisco@wcs.org
4	Augusto Tembe	ANAC	Planification and GIS	augustotembe269@gmail.com
5	Tiago Nhazilo	WCS - NSR	CBNRM manager	tnhazilo@wcs.org
6	Alberto Siabo Bonomar	NRMC - Mungano	Mecula	-
7	Maria Antonio Wemba	SDAE - Mavago	Extensions Technician	wembamaria2@gmail.com
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9	Antonio Chilengue	ANAC	Planification	antony.chilengue@gmail.com
10	Omar Tambaene	SDAE - Mecula	Wildlife and Forest Dep. Manager	omartambaene@gmail.com
11	Andrew Nkanage	NCP - Mariri	Education manager	andrewnkanage@niassalion.or

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12	Lopes Alimo	Chuilexi Conservation	Community Coordinator	lopesalimo56@gmail.com
13	Peter Trevor	WCS - NSR	Field Operations manager	ptrevor@wcs.org
14	Rainho Rema Mussaia	SPA - Niassa	Wildlife Conservation manager	remamussaia1@gmail.com
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16	Lopes Aride	NRMC - COGEMU	President	-
17	Nilton Cuna	REN	Tourism Manager	ncuna@wcs.org
18	Baldeu Chande	REN	Administrator	baldeu55@gmail.com
19	Alberto Muchanga	WCS - NSR	Data base analyst	amuchanga@wcs.org

APPENDIX



Fig. 1: IMET Assessment taking place at Niassa Special Reserve HQ at Mbatamila, 10 - 13 November 2021

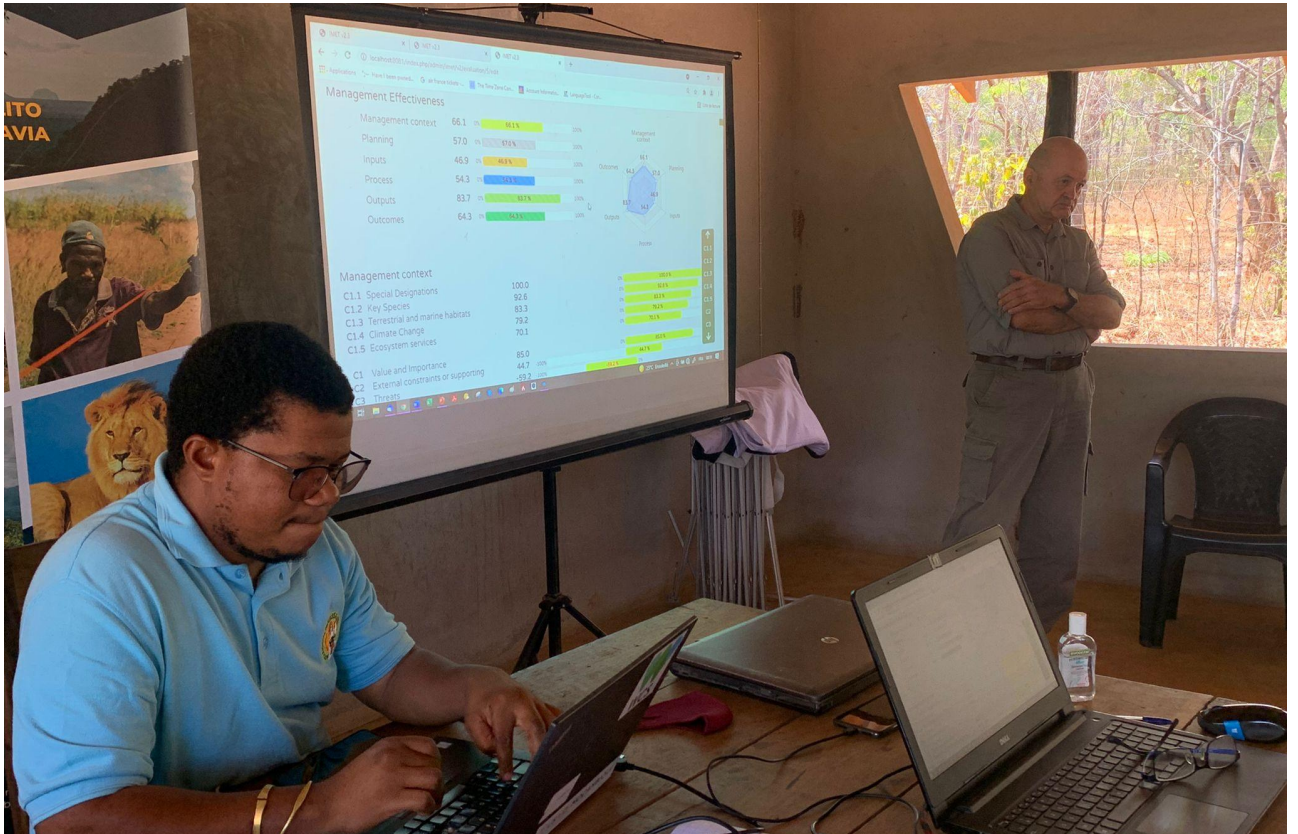


Fig. 2: IMET Assessment taking place at Niassa Special Reserve HQ at Mbatamila, 10 - 13 November 2021



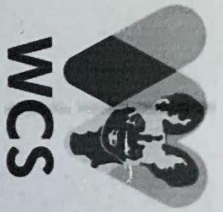
Fig. 3: IMET Assessment Opening Slide, Niassa Special Reserve HQ at Mbatamila, 10 - 13 November 2021



Fig. 4: Final presentation of IMET Scores, Mbatamila, 12 November 2021



Fig. 5: Group Photo, Mbatamila November 2021



IMET Pre-Filling Attendance Form
Niassa Special Reserve, 10 - 13 November 2021

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Fig. 6: Attendance list for IMET Assessment, Mbatamila 10 - 13 November 2021