BIOPAMA
From Knowledge to Action for a Protected Planet

INTEGRATED MANAGEMENT EFFECTIVENESS TOOL TRAINING WORKSHOP

04th – 6th FEBRUARY 2020
KIGALI, RWANDA

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1 List of acronyms

AC	Action Component
ACP	African, Caribbean and Pacific
BIOPAMA	Biodiversity and Protected Areas Management Programme
CBD	Convention on Biological Diversity
DOPA	Digital Observatory on Protected Areas
EC	European Commission
EoH	Enhancing our Heritage
ESARO	Eastern and Southern African Regional Office from IUCN
EU	European Union
GAPA	Governance Assessment for Protected Areas
GD-PAME	Global Database on Protected Area Management Effectiveness
GEF	
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GPAP	Global Protected Area Programme
IMET	Integrated Management Effectiveness Tool
IUCN	International Union for Conservation of Nature
JRC	Joint Research Centre
METT	Management Effectiveness Tracking Tool
PA	Protected Area
PAGE	Protected Area Governance and Equity
PAME	Protected Area Management Effectiveness
RRH	Regional Resource Hub
RRIS	Regional Reference Information System
SADC	Southern African Development Community
SAGE	Social Assessment for Governance and Equity
WCPA	World Commission on Protected Areas
WCS	Wildlife Conservation Society

2 OVERVIEW

The three-day training workshop took place on 4th, 5th and 6th February 2020, at ONOMO Hotel in Kigali, Rwanda.

The Biodiversity and Protected Areas Management (BIOPAMA) Programme aims to improve the long-term conservation and sustainable use of natural resources in African, Caribbean and Pacific (ACP) countries, in protected and conserved areas and surrounding communities. BIOPAMA is an initiative of the ACP Group of States funded by the 11th European Development Fund, jointly implemented by the International Union for the Conservation of Nature (IUCN) and the Joint Research Centre of the European Commission (JRC). Building on the first five years of activities funded by the 10th European Development Fund, the second phase of BIOPAMA offers tools for data and information management, services for the improvement of knowledge and capacities for protected area planning and decision-making, and funding opportunities for specific local actions - www.biopama.org

The programme focuses on two aspects for promoting more effective and sustainable protected and conserved area management and governance. The first is the establishment of Regional Observatories (Regional Resource Hubs) to facilitate the provision of relevant information and data to support policies and guide more effective decision-making on protected and conserved areas. The second is the capacity development of managers and decision makers of protected and conserved areas to build regional capacity to effectively use the data and information. In order to support protected area planning and decision-making, the BIOPAMA programme is providing assessment tools that respond to the specific needs in data collection, information management, protected area management effectiveness, governance and social assessments and others. One such tool which can be used to gather information and assess management effectiveness of protected and conserved areas is the Integrated Management Effectiveness Tool (IMET).

The aim of the training was to provide information about the IMET tool, how it can be used for decision making in the management of a protected area, what type of information it can provide, etc. to conduct a practical example, as well as to inform participants on the skills required to do an IMET assessment at site or network level. This training included not only representatives from the public administrations, but also academics, NGOs, private sector and some independent consultants (see fig.1). The information provided in this training paved way for national stakeholders to determine whether or not they would like further coach training in order to adopt the IMET tool in their various institutions and roll out the IMET assessments across their protected and conserved area network. Following this training phase, IMET campaigns will be implemented according to the priorities established by national and regional decision-makers.

Mrs Maria Fernanda Treffner was the workshop facilitator. Mrs Bertille Mayen, GIZ Cameroon, and Mrs Domoina Rakotobe, WCS Madagascar, were the lead trainers. They were supported by the IUCN team: Mrs Dede Amah, Mrs Evelyn Chivero, Mr Jean Paul Ntungane, and by JRC colleague, Dr Lucy Bastin. In total, 40 participants from 23 countries participated in the training.
To speed up understanding and handling of IMET in a limited timeframe, the trainers and the facilitator chose training techniques that promote collaborative learning, direct exploration of the tool, and practical case studies.

Figure 1 – Profile of participants

3 INTRODUCTIONS AND OVERVIEW

3.1.1 Official opening and introductive session

The workshop began with a welcome remark by Dr Alain Ndoli, Senior Program Officer, from the International Union for Conservation of Nature (IUCN), Kigali Office. Maria Fernanda, the workshop facilitator, explained the goal and objectives of the workshop and ended by presenting an overview of the agenda.

3.1.2 Workshop objectives

At the end of the training, participants will have sufficient knowledge and skills to present IMET to their organization to decide whether or not they would like further IMET coach training in order to institutionalize IMET and roll out IMET assessments across their protected and conserved area network
Specifically, the training aimed to:

- Provide an understanding of the six elements of the framework for assessing the management effectiveness of protected areas namely: context, planning, inputs, processes, outputs, outcomes and impacts; and how these are incorporated into the IMET
- Demonstrate what IMET is, how it works and how it is different from other tools;
- Provide information on assessment, monitoring and planning and decision making in the management of protected areas;
- Discuss the capacity, skills and funding required to implement IMET at an institutional and site level;
- Understand the use of IMET at the protected area level but also at the landscape and/or national level.

3.1.3 Training sessions and agenda

The training included eight sessions, with specific training objectives.

	Sessions	Content
DAY 1 AM	**Opening Session**	• Official opening • Training objectives and expectations • General information • Presentation on BIOPAMA
	SESSION 1 - Protected Area Management Effectiveness (PAME)	• What is management effectiveness? What is the difference between evaluating "effectiveness of management" and "evaluating management" • The management effectiveness evaluation framework (IUCN) • Overview of PAME tools used worldwide • Why evaluate management effectiveness?
DAY 1	**SESSION 2** - Install	• Introduction to IMET: Why a new tool? For

PM	and explore IMET	whom? For what? Main features • Key principles in using IMET • Preliminary exploration
	SESSION 3 - Understanding context of intervention and its links to management	• Understanding context of intervention and context of management • Difference between context of intervention and context of management • Completing the context of intervention
DAY 2 AM	**SESSION 4** - Evaluating effectiveness of management in IMET	• Encoding principles • Evaluating the effectiveness of management
DAY 2 PM	**SESSION 5** - Analyzing IMET results	• Understanding the elements of visualization • Possible discrepancies
	SESSION 6 - Use of IMET results	• Use of IMET results for planning at site level (Cameroon) • Use of IMET results for planning at national level (Burundi)
		Open discussions on IMET
DAY 3 AM	**SESSION 7** - IMET and the other tools and standards	• IMET: what's the added value of IMET as a tool and as a process • IMET and other PAME Tools • IMET and the IUCN Green List
	SESSION 8 - Organizing an IMET assessment/ campaign	• Organising an IMET assessment, what does this approach entail in practical terms? • Implementing an IMET campaign: Coaching, Observatory, Campaign
DAY 3 PM	**Closing session**	• Organization of an IMET campaign • Next steps for participants • Resource Hub and Action Component of BIOPAMA • Training evaluation • Way forward

The detailed workshop agenda is provided in annex 1. All presentations are available on https://biopama.org/node/365.

3.1.4 Presentation on BIOPAMA

Dede Amah, Technical Assistant for BIOPAMA in West and Central Africa, presented the programme, which she explained as an initiative of the African, Caribbean and Pacific (ACP) Group of States financed by the European Union (EU) 11th European Development Fund, and jointly implemented by the International Union for Conservation of Nature (IUCN), and the Joint Research Centre of the European Commission (JRC).

The overall objective of the BIOPAMA programme is to contribute to improving the long-term conservation and sustainable use of biodiversity and natural resources in protected areas and surrounding communities through better use and monitoring of information and capacity development on management and governance.

The BIOPAMA programme involves various actors at different levels (local, national, regional and global level), and provides unique and tailored support to protected area authorities in the ACP countries to address their priorities for improved management and governance of biodiversity and natural resources. The BIOPAMA Strategy (2017 – 2023) includes three major components: the Regional Observatory or Resource Hub, the Regional Reference Information System and the Action Component, with capacity building as a cross-cutting activity.

Figure 2 – BIOPAMA Strategy

4 KEY RESULTS OF THE WORKSHOP

As mentioned above, this workshop aimed to provide information about the IMET tool, how it can be used, what information it will provide, etc. and also to conduct a practical example, as well as to provide information on the skills required to do an effective IMET assessment.

To assess if we had reached our objective, we used different evaluation forms:
(i) the evaluation of knowledge and skills on IMET,
(ii) use of IMET after the training.

4.1 The evaluation of knowledge and skills on IMET

Participants were asked to fill an online evaluation form at the beginning and at the end of the training. Graphs below show a significant increase on knowledge of IMET at the end of the training.

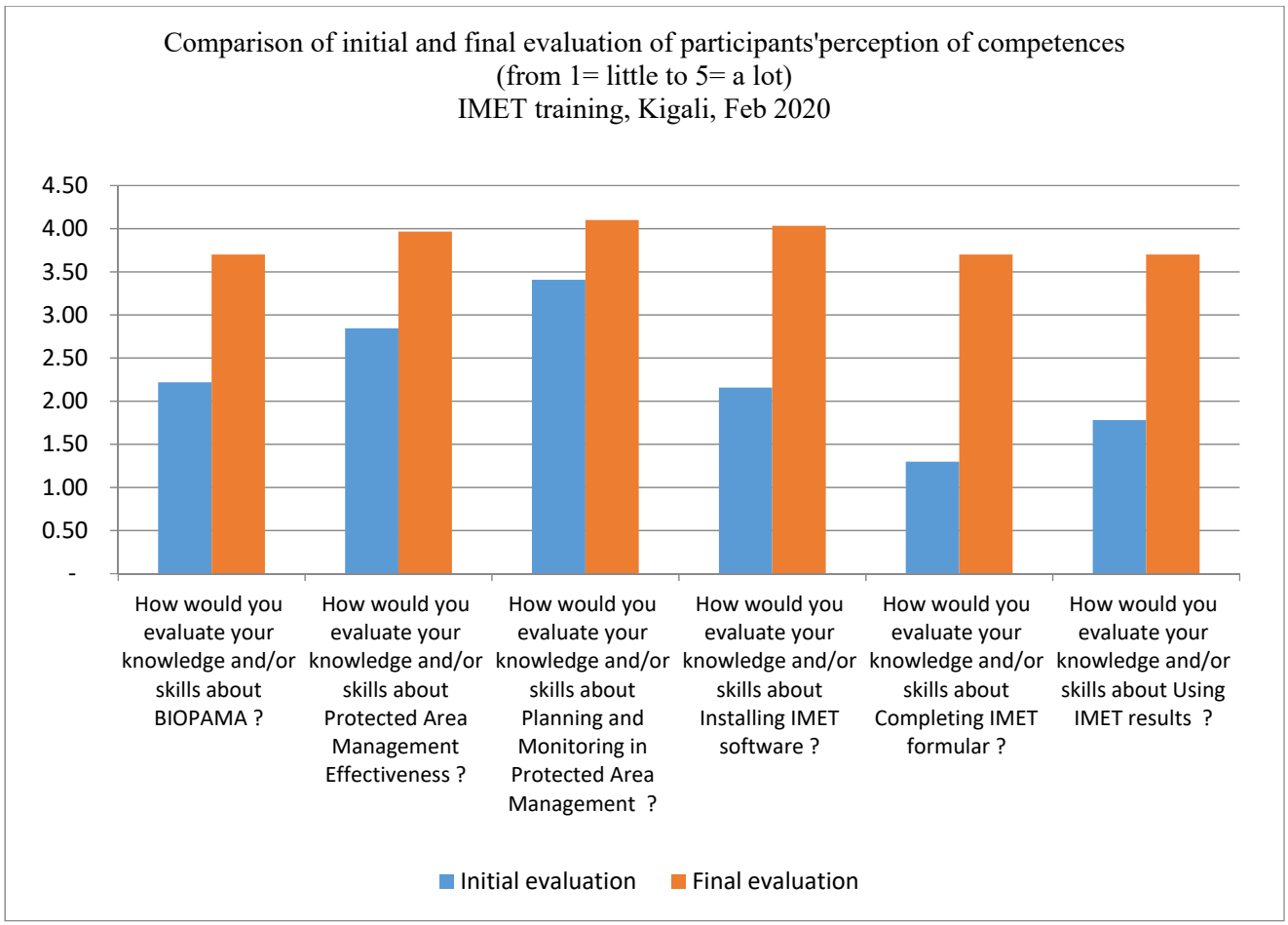


Figure 3 – Comparison of initial and final evaluation of perception of competences

The next figure shows the evolution of right answers of participants based on a small quiz on IMET.

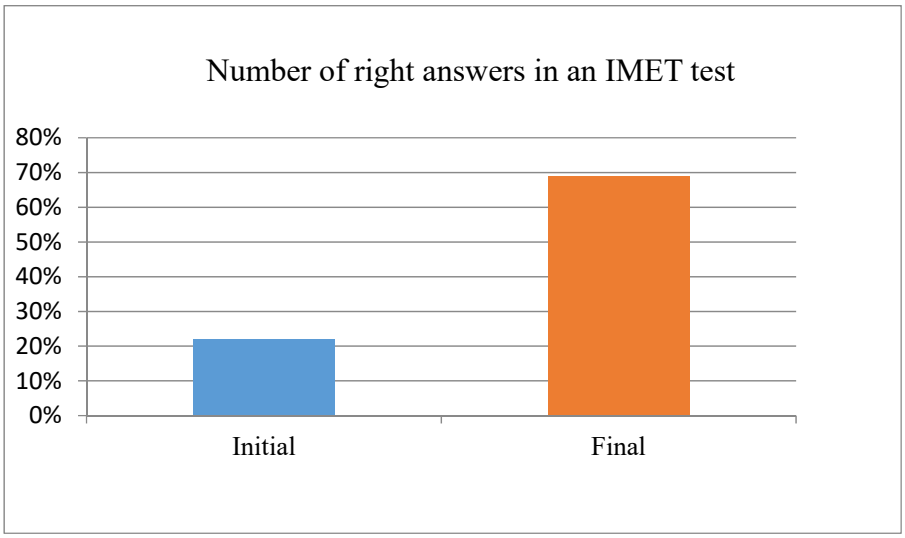


Figure 4 – Comparison between initial and final evaluation on an IMET quiz

4.2 Use of IMET after the training

At the end of the training, participants were asked to fill in a form where they described their next steps.

All participants (100%) would recommend IMET to their organization.
Site-based PA managers were able to name specific PAs where IMET could be used whereas participants from government or funding agencies mentioned their interest in more general terms. However, it appears that IMET has great potentials in countries represented at the workshop. Most of the available resources are in terms of facilities, vehicles, staff time, and would require additional technical and financial support.

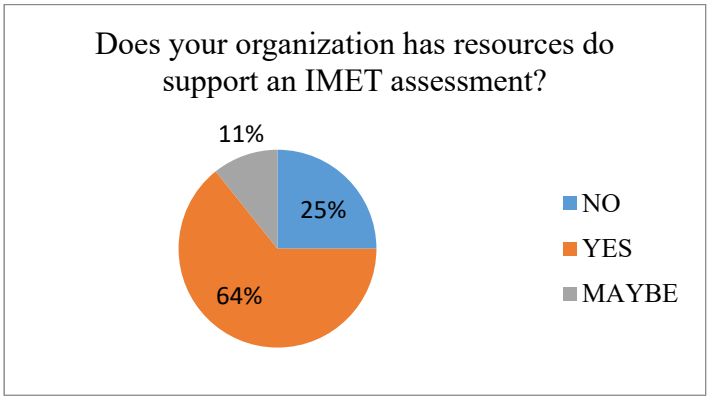


Figure 5 – Organization potential support to an IMET assessment

93% of participants are interested in becoming an IMET coach. However the levels of competences are not all the same.

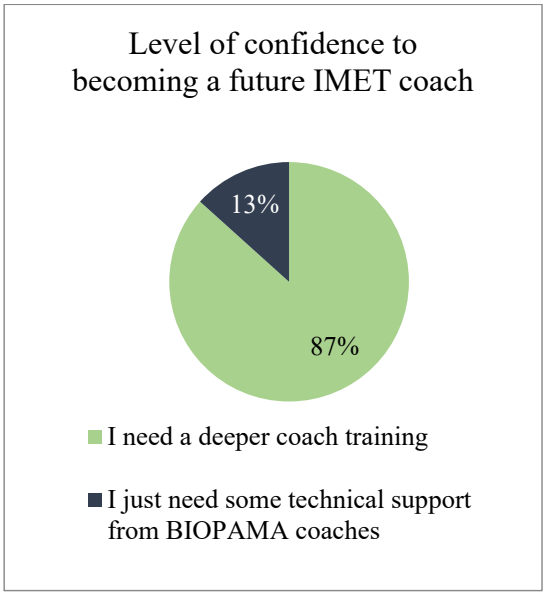


Figure 6 – Level of confidence to becoming a future IMET coach

5 SESSION 1 – Protected Area Management Effectiveness

5.1 Objectives of the session

This introductive session aimed to set the framework and the basis of the evaluation of effectiveness of protected and conserved area management.
At the end of the session, participants were able to:

- Explain why evaluating effectiveness of management is critical
- Cite and explain the six elements of the management effectiveness framework

5.2 Key points

- Protected Area Management effectiveness evaluation is defined as the assessment of how well the protected area is being managed – primarily the extent to which it is protecting values and achieving goals and objectives (Hockings et al, 2006)
- Evaluating management effectiveness is very important because it helps:
    - Promote accountability and transparency
    - Maintain the value of the PA
    - Enable support and adaptive management
    - Better assist in resource allocation
    - Help involve various stakeholders

Figure 7 – IUCN WCPA PAME Framework

- However, evaluating effectiveness is very complex, and despite efforts to make it impartial and transparent, biases and ambiguity can happen. That is why, the World Commission of Protected Areas had developed a Framework to assess management effectiveness. The Framework is based on the principle that good protected area management should follow a cyclical process with six stages or elements.
- The six elements are:
    - Management context
    - Planning
    - Inputs
    - Processes
    - Outputs
    - Outcomes
- Exercise: **Jigsaw**

- This activity was a collaborative exercise that helped learners explore one topic and learn from others about other topics. Participants were divided into 6 groups; each group learned about one of the 6 elements of the PAME framework. Then, they were further divided into new groups in which they presented what they learned and did listen to other's presentations on the other elements of the PAME framework.

- There are more than 70 PAME methodologies and tools used in the world. The Campese and Sulle (2019) study found out that in Eastern and Southern Africa region, most assessments are from South Africa, Madagascar and Tanzania. They are mostly conducted in state-governed protected areas (95%). The Management Effectiveness Tracking Tool (METT) is the most used tool in the region. This report is part of Eastern and Southern Africa BIOPAMA knowledge product and can be found here.

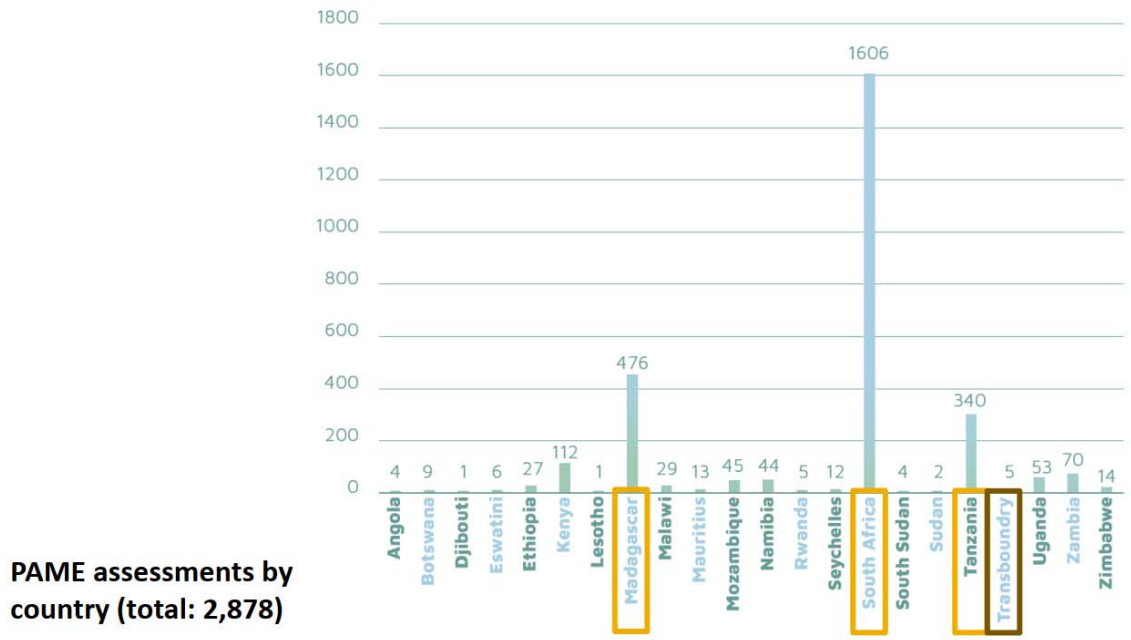


Figure 8 – PAME assessments by ESA countries (Campese and Sulle, 2019)

6 SESSION 2 – Install and explore IMET

6.1 Objectives of the session

This session was a preliminary exploration of IMET.
At the end of the session, participants were able to:

- Install IMET on their computers in an autonomous way
- Understand how IMET works
- Demonstrate links between various elements of IMET

6.2 Key points

- IMET is a PAME tool , but it is also a tool to support decision-making processes. It can be downloaded at https://rris.biopama.org/pame/tools
- Initially IMET was developed by BIOPAMA for the West and Central Africa region. The first version which was on an Excel sheet format. has evolved over the years to become more and more user-friendly and fine-tuned to fit into all categories of PAs.
- Exercise:
    - **Installation: special care was provided to** participants who had not yet install IMET on their computers, to do it.
    - **Mind Map:**, They were asked to explore IMET individually for 15 min and then for 20min with their peers, to draw an initial mind map together per group. Groups presented their maps in plenary session.

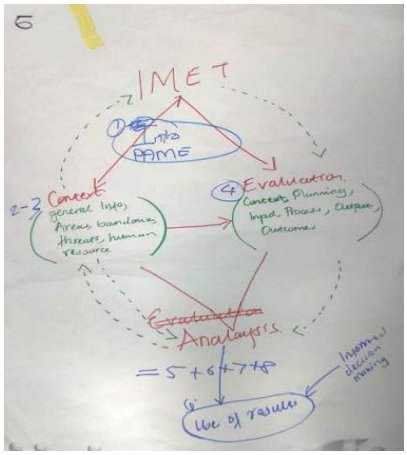


Photo 1 – An example of a mind map

Issues while installing IMET

In several cases, downloading IMET was difficult for participants due to poor internet connection. In a few cases, it needed to be done manually with a stick drive. IMET could not open in Mac computers (2 participants).
Navigating between the three different tabs of IMET (Context, Management, Analysis Report) was also difficult at the first glance, until we discovered it only requires a double click on the selected icon.

7 SESSION 3 – Understanding context of intervention and its links to management

7.1 Objectives of the session

This session introduced the first component of IMET: the context of intervention.
At the end the session, participants were able to:

- Explain what the intervention context is and its content
- Distinguish the differences between context of intervention and context of management;
- Demonstrate links between context of intervention and management of a protected areas.

7.2 Key points

- The IMET Context of Intervention gives a broad-scale context of the protected area. It is a descriptive approach of the protected area and its surroundings. It provides detailed information on the protected area and an in-depth understanding of various aspects of the protected area and its surroundings, as well as past information. These elements have positive and negative influence on the PA's activities.
- The context of intervention contains seven major headings:
    - General information
    - Areas, boundaries, shape index, level of control
    - Human, financial and material resources
    - Key elements (or conservation targets)
    - Threats
    - Climate change and conservation
    - Ecosystem services and community dependence
- Exercise: Individual exploration of 'Key elements' and 'Threats' - How to enter a key element (or conservation target), and how to assess threats.

Story Telling
In an interview setting, Bertille Mayen explained why she used IMET in her work in the Northern region of Cameroon and the South East region of Chad. She explained that IMET helped her to have a good grasp of the issues related to the management effectiveness of the PA assessed. , She mentioned that it is a great tool to bring stakeholders together at the same table of discussion and to promote information sharing. The amount of information collected through the IMET campaign is of great value, giving that IMET is not just about a tool, it is also a process which bring people at the same level of understanding. IMET provided her with a strong baseline for planning and monitoring as a Technical Advisor for the GIZ/BSB Yamoussa Project and for the management team. Regarding local communities, the participatory process has helped them understand the various management challenges for the PA Manager such as the budget, the insufficient number of Park Rangers to adequately protect the resources of the PA. It really changed the community views in the sense that IMET Campaigns were an eye opener on how PA are and should be managed, it also pave way for sensitization. The first year was very difficult, but throughout the four years of implementing IMET, there was a progressive opening and transparency over some sensitive aspects both from PA management team and local stakeholders. Her final advice is: "Use IMET without any preconceived ideas! Its values are far beyond the informatic aspects of it". Bertille's full story can be found on https://biopama.org/fr/node/346

8 SESSION 4 – Evaluating effectiveness of management in IMET

8.1 Objectives of the session

This session was the heart of the IMET training. Participants were able to go thoroughly through the questions for clarification and better understanding.
At the end of the session, participants were able to:

- Demonstrate an understanding of how the six elements are being assessed with IMET
- Identify necessary steps to perform a Management Evaluation with IMET.

8.2 Key points

- The Evaluation of Management section is the main assessment part of IMET and it is organized into six headings corresponding to the six elements of the WCPA PAME Framework. Focus of the evaluation are divided into three main aspects: design (context and planning), appropriateness/ adequacy of resources and organization (inputs and process), and finally delivery (outputs and outcomes).
- Management effectiveness measures to what extent the outputs of a process led to direct outcomes (effects/impacts) & outcomes contributed to achieving the objective (management objective).
- Key principles of IMET encoding are :
- To be systematic. The Context of Intervention needs to be thoroughly filled in order to assess the management adequately. All the questions need to be asked, and answered. Use N/A when non-applicable.
- To read the rating scale carefully. Zero has a value.
- Exercise: **Step-based exploration of the Management section**
- Trainers presented the six elements of the Management Evaluation section one by one. Participants had 15 min to explore each of the section, and received additional inputs based on their feedback.

9 SESSION 5 - Analyzing IMET results

9.1 Objectives of the session

This session was an overview of the different types of analysis that could be done from IMET results. At the end of the session, participants were able to:

- Examine meanings of graphs and histograms in IMET
- Identify key aspects for analyzing IMET results
- Discuss possible scenarios of IMET results

9.2 Key points

- The goal of the result analysis is to identify important aspects / red flags to inform decision-making process for improving the management of the PA
- The Management Effectiveness dashboard – with all the visualization aids – allows you to do:
- Rapid assessment and quick overview of 6 elements of the PA management cycle;
- Visualization, interpretation of the score;
- Spot red flags and probe deeper into understanding the scores;
- Cross analysis: differences and similarities between the various elements of the PA management cycle

- Result is what is achieved by acting toward a defined goal & contributes to generating an effect. Results are presented at two levels:
    - Global results showing scores of the six elements of a PA management cycle;
    - Specifics scores on each area of assessment

10 SESSION 6 - Use of IMET results

10.1 Objectives of the session

This session gave examples of how IMET results could be and have been used to improve planning at site and at country level.
At the end of the session, participants were able to:

- Recognize various uses of IMET results for planning
- Define processes to integrate IMET results into planning

10.2 Key points

- IMET results can be used for different purposes depending on the level of intervention.
- At site level, results are for PA managers and stakeholders to define steps to move forward and management objectives to improve operational management.
- At landscape and regional level, results are for partners, regional bodies with the aim of harmonizing policies, strategic planning and action plan
- At national and landscape level, results are for line ministries, donors, PA head offices of PA managing institutions, key partners to develop national strategies and policies, and monitor the PA system
- They can also be used for other purposes
- Peer Reviewing to ensure data credibility & buy in
- Reporting: bridge the gap between data & action;
- Policy – advocacy: inform decision makers
- Two cases of the use of IMET results were presented.
  Case study in Cameroon in which repetitive assessments of three protected areas has allowed to follow trends in quality of management and take appropriate measures to improve the PA management is key.
  Case of Burundi in which all the PAs of the country were evaluated with. Results of IMET were analyzed in eight different methods, which helped develop a national conservation strategy.

11 SESSION 7 – IMET and other tools and standards

11.1 Objectives of the session

This session gave a clear understanding of how IMET is different or complementary to other evaluation tools.
At the end of the session, participants were able to:

- Understand the differences and similarities of IMET with other PAME tools

- Distinguish how IMET could contribute to the Green List process and standards

11.2 Key points

- IMET is very similar to other PAME tools, mainly in the sense that they are all built according to the IUCN PAME framework. They are used for different purposes.

Table 1 – Comparison of different PAME tools

Tools	METT Management Effectiveness Tracking Tool	RAPPAM Rapid Assessment and Prioritisation of Protected Area Management	EoH Enhance our Heritage Toolkit
Focus / objectives	Assess current state of management effectiveness and track over time	Identify major trends and prioritize issues and allocate resources to improve ME in **a system of group of protected areas**	assessing various components of World Heritage site management effectiveness that together build a picture of how well a site is being managed and achieving its objective
Scope / Applicability	Site –level terrestrial protected area	PA system or groups	World Heritage sites (and other protected areas, with adaptations)
Framework	Consistent with WCPA PAME Framework		
Process/ Method	Multiple choice (0 to 3 scale) questionnaire with 30 questions. Results in aggregated score but disaggregated scores can be made available.	Five step process: scope, existing information, questionnaire, findings, next steps and recommendation	Includes 12 tools and accompanying worksheets to compile the analysis
Typical time required	Varies from about 1 to 3 days.	3 days	3-4 days for 1st assessment and two to 3 days for subsequent assessments, excluding time to collect information
Strengths	Simple, adaptable, relatively low-cost, replicable over time, questions fairly comprehensive	Simple, adaptable, relatively low-cost, system-level	Adaptable, can be integrated with existing monitoring system, in-depth, comprehensive, process can result in capacity strengthening
Key limitations	relatively surface-level assessment, scoring process fairly subjective,	not designed to provide in-depth outcome measure, or site-level information, inclusiveness varies with some region being done without community input	Relatively costly and time consuming, requires adaptation to context

- There are other tools that can be complementary to assess governance and equity, such as: Social Assessment of Protected Areas (SAPA), Governance Assessment of Protected Area(GAPA), Social Assessment, Governance and Equity (SAGE), the Protected Area Benefits Assessments Tool (PA-BAT), the Necessity Basic Survey

(NBS); but also in law enforcement such as the Spatial Monitoring and Reporting Tool (SMART)

- The **Green List of Protected and Conserved Areas** is a certification process to recognize good governance, sound design and planning, effective management and successful conservation outcomes. As Standards, the Green List verification process is the key difference with PAME tools. For more information, please check here https://www.iucn.org/theme/protected-areas/our-work/iucn-green-list-protected-and-conserved-areas
- IMET can help in the Green List process in the evaluation of management effectiveness and the conservation outcomes. However, to assess the aspect of good governance, it needs to be associated to other governance, social and equity assessment tools.

12 SESSION 8 – ORGANIZING AN IMET ASSESSMENT AND CAMPAIGN

12.1 Objectives of the session

At the end of the session, participants were able to:

- Identify key steps and requirements to implement an IMET assessment or a campaign
- Understand roles of coaches, IUCN and national stakeholders in an IMET campaign

An **IMET coach** is a protected area expert who has received an intensive training on IMET, particularly on the analyses and use of IMET as a decision support tool.

12.2 Key points

- An IMET assessment requires at least 3-4 days evaluation of a protected area in a workshop setting. Usually there are a dozen of participants that are representatives of the PA key stakeholders. An IMET campaign consists of a series of IMET assessments. It can be done for a group of PA (such as transfrontier sites), a landscape or all the PAs of a country.
- Typically, an IMET campaign includes several steps
- Expressing an interest into organizing IMET assessments for a defined number of PAs. This can be made by government agencies, NGOs or even cooperation agencies.
- A country or a region can request a coach training
- IMET assessments are conducted at PA site level by the coaches. Duration is 3 to 4 days. It is important that site-based managers are prepared with all relevant information.
- A validation workshop is organized to present and discuss the results. Scale and participants selection depend on what is expected after the workshop.
- If needed (mainly in the case of a conservation strategy development), further analysis is made.
- There is not a strict budget, because it depends on various factors such as remoteness, number of participants. However, experiences in West Africa have shown that an average of 5,000 Euro for an IMET assessment can be budgeted. But usually, these costs are shared between stakeholders.

13 Additional presentations

13.1 Regional Resource Hub

Dr Lucy Bastin, from the Joint Research Centre, presented on the BIOPAMA Regional Observatories and its Reference Information Systems:

13.1.1 Key points

- The observatories are to support data sharing, but also sharing of best practice and experience, networking between practitioners, and communication of what works and does not work in conservation.
- The PAME module of the RRIS gives access to information on all tools, and links to IUCN's GD-PAME database to show what kinds of assessments have been carried out, and where. More information can be found on the link: https://biopama.org/node/365
- IIED will be subcontracted under the E/S African RRH contract to work on SAPA and GAPA tools, and the use of key results in combination with IMET and other PAME assessments.
- The regional State of Protected Areas reports has been extremely useful for identifying gaps and inconsistency in data.

13.1.2 Comments and questions from the participants:

- The numbers in IMET/METT are not meaningful in themselves, they have been designed to be a consistent scale within the park, and scores are well explained, but it is inadvisable to use them for comparison, and statistical inference should be cautious. The participant mentioned the South African experience, where protected areas were ranked and rated against one another in terms of success, when in fact the local contexts made this inappropriate.
- The variety and patchiness of data across the continent was mentioned: there are very different national regulations on data sharing. Wherever possible, BIOPAMA will link to authoritative national data portals.
- Dr Tiwonge Gawa from Malawi mentioned that interactive visualisation of her analysis within the RRIS had raised huge interest from the national ministry of Environment, and that this information had since been re-used in a wide range of presentations and reports.
- Participants from Nigeria and other countries mentioned the frustration of seeing inaccurate PA boundaries in WDPA and IBAT but being unable to update it because they are not the recognised national representative. Improvement of the WDPA is a key priority for BIOPAMA, and the regional officers will actively work with WCMC to speed up the validation and mapping workflow. Some mapping has been carried out with Open Street Map, however, updating PA boundaries by this method is not possible because of the accepted chain for signing off national statistical information.
- In response to requests from stakeholders, Hay Tao in Madagascar are developing a portal documenting the different legal and governance instruments for very specific

local contexts. This is the kind of resource to which the observatories must link in order to get a full picture of biodiversity protection, livelihoods and benefit sharing.

- Participants asked how they can get their data into the BIOPAMA observatories. They should liaise with Beryl Nyamgeroh, Technical Officer for BIOPAMA Regional Resource Hub she can assist.
- It was mentioned that BIOPAMA should use global datasets from NASA, Google, drone campaigns etc to get a big picture for conservation. We already have a strong link to the COPERNICUS programme, and are following innovative work such as Zanzibar drone mapping and the African Data Cube. These can be extremely useful to identify physical changes in the environment and encroachments. However, we still need local information to tell us about the experience of stakeholders on the ground: for example, on invasive species, water quality, protected area governance, challenges in enforcement etc.

13.2 BIOPAMA Action Component

Jean Paul Ntungane, Project Office for BIOPAMA Action Component, briefly presented the Action Component of BIOPAMA.
The objectives of the Action Component are to:

- Enhance the management and governance of Protected and Conserved Areas in Priority areas.
- Strengthen the legal framework required to achieve effective biodiversity conservation.
- Support local communities' initiatives aiming to enhance the livelihoods of local people while contributing to protected areas management.

The total budget is 21 Million Euros, with 3 million for each of the seven BIOPAMA regions. There are three types of grants:

- Small Technical Grants ≤ €50,000
- Small Grants > €50,000 and ≤ €100,000
- Medium grants > €100,000 and ≤ €400,000) with various duration.

More information can be found at https://action.biopama.org/

14 Way forward

Way forward by Amah Dede, BIOPAMA team

1) If you are ready and passionate about becoming a coach → there will be a call for expression of interest through BIOPAMA websites, emails, newsletter to which you can apply.
2) Mapping existing stakeholders, as well as coaches, financial and technical partners on the ground to support the IMET campaigns we want to hear from you, to identify where the opportunities are and where BIOPAMA can support
3) If you need more information, contact Tanya Merceron for West and Central Africa and Leo Niskanen for Eastern and Southern Africa

15 Closing Remarks

On behalf of the IUCN-BIOPAMA Team, Jean Paul thanked everyone for their time and active partition in the workshop. He also thanked the facilitators for their positive energy and knowledge shared, the organisers for their support and getting everyone to the workshop, Rwanda Development Board for their support and hosting the workshop in Rwanda. Lastly, he urged all participants to apply back home the knowledge acquired during the workshop and to keep in touch on YAMMER. He wished everyone a safe travel back home.

Photo 2 – Group picture at the end of the training

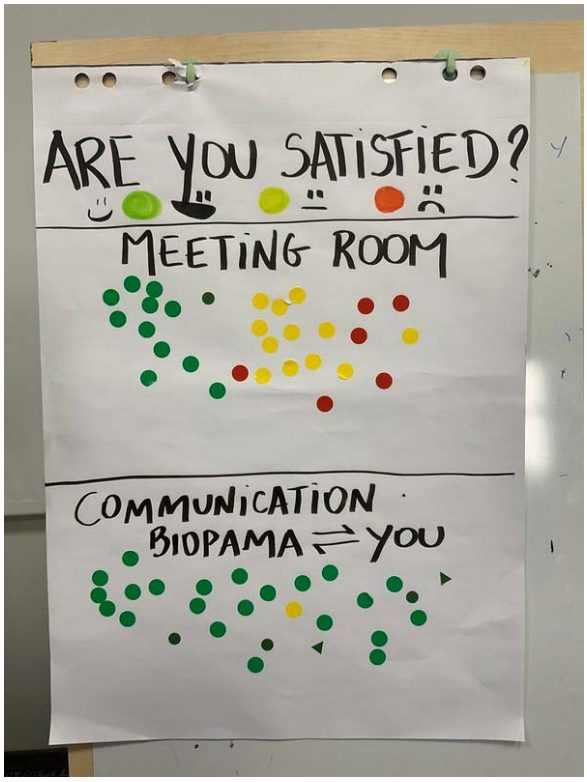
16 ANNEXES

16.1 Detailed agenda

Monday 3rd			
17.00	18.30	Early registration	Evelyn Chivero
		Installation of IMET in participants' computer (highly recommended)	Domoina Rakotobe & Bertille Mayen
Day 1			
Tuesday 4th			
7.30	8.30	Registration	Evelyn Chivero
		Installation of IMET in participants computer	Domoina Rakotobe & Bertille Mayen
8.30	10.30	Official opening	Alain Ndoli
		Introduction of the workshop and the participants	Maria Fernanda
		Presentation on BIOPAMA	Dede Amah
		Training objectives and expectations	Maria Fernanda
		Group photo	
10.30	10.45	Coffee break	
10.45	12.45	**SESSION 1** - Protected Area Management Effectiveness (PAME)	Domoina Rakotobe
12.45	14.00	Lunch	
14.00	15.30	**SESSION 2** - Install and explore IMET	Bertille Mayen
15.30	15.45	Coffee break	
15.45	17.15	**SESSION 3** - Understanding context of intervention and its links to management	Domoina Rakotobe
Day 2			
Wednesday 5th			
8.30	8.45	Reflections on Day 1 and overview of Day 2	Maria Fernanda
8.45	9.15	*Story Telling: Bertille Mayen*	Maria Fernanda
9.15	10.30	**SESSION 4** - Evaluating effectiveness of management in IMET	Bertille Mayen
10.30	10.45	Coffee break	
10.45	12.45	**SESSION 4** - Evaluating effectiveness of management in IMET	Domoina Rakotobe
12.45	14.00	Lunch	
14.00	15.30	**SESSION 5** - Analyzing IMET results	Bertille Mayen
15.30	15.45	Coffee break	
15.45	17.15	**SESSION 6** - Use of IMET results	Domoina Rakotobe
		Case of Cameroon	Bertille Mayen
		Case of Burundi	Domoina Rakotobe
Day 3			
Thursday 6th			

8.00	8.20	Reflections on Day 1 and overview of Day 2	Maria Fernanda
8.20	9.15	**SESSION 7** - IMET and the other tools and standards	Domoina Rakotobe
9.15	10.15	BIOPAMA Regional Information System and Regional Resource Hub + Q&A	Lucy Bastin, JRC
10.15	11.00	**SESSION 8** - Organizing an IMET assessment/ campaign	Domoina Rakotobe
		Experiences in West and Central Africa	Dede Amah
11.00	11.20	Coffee break	
11.20	11.45	BIOPAMA Action Component + Q&A	Jean Paul Ntungane, IUCN
11.45	12.45	Individual evaluation: Interest from countries and participant next steps	Maria Fernanda
12.45	13.45	Lunch	
13.45	14.30	Evaluation of the workshop	Maria Fernanda
14.30	15.00	Way forward Official closing	Dede Amah Jean Paul Ntungane
15.00		Coffee break	

16.2 Evaluation of the workshop



16.3 List of participants

Item	Name	Country	Institution	Designation
1	Ms Joyce Janota	Angola	National Institute of Biodiversity & Protected Areas	Technician
2	Ms Maria Fernanda	Burkina Faso	Consultant	Consultant
3	Ms Bertille Mayen	Cameroon	GIZ	Senior IMET Coach
4	Mr Sandile Gumedze	Eswatini	Eswatini National Trust Commission	Senior Ecologist
5	Mr Nuha Jammeh	Gambia	Department of Parks and Wildlife Management	Cadet Wildlife & Conservation Officer
6	Mr Senyo George Owusu	Ghana	Centre for Remote Sensing and Geog Information Service	Technical Services Manager
7	Dr Lucy Bastin	Italy	JRC-EU	Developer /Analyst
8	Mr Jackson Kipkoech Komen	Kenya	Lake Baringo conservation area -County Government of Baringo	Warden Lake Baringo Conservation Area
9	Ms Faria Tarus	Kenya	Kenya Wildlife Conservancies Association	Project Officer
10	Mr Michael E. Taire	Liberia	Society for the Conservation of Nature of Liberia (SCNL)	Program Manager
11	Ms Evangeline Nyantee	Liberia	Forestry Development Authority	Protected Area Manager
12	Mr Abednego Gbarway	Liberia	Forestry Development Authority	Warden
13	Ms Randriamiarina Harivola Rindrasoa	Madagascar	Ministry of the Environment and Sustainable Development	Responsible for the process of creation, management and evaluation of protected areas
14	Ms Tiana Rahagalala	Madagascar	USAID Hay Tao Program	Marine Capacity Development Specialist
15	Ms Domoina Rakotobe	Madagascar	Wildlife Conservation Society	Coordinatrice du Forum Lafa
16	Dr Tiwonge Ivy Gawa	Malawi	Malawi University of Science and Technology	Lecture in Ecology
17	Mr Murray Tindall	Namibia	NamibRand Nature Reserve	Control Warden
18	Mr Abideen Adedamola Ogunsesan	Nigeria	Nigerian Conservation Foundation	Project Manager, Lekki Conservation Centre
19	Mr Asibong Sonigitu Ekpe	Nigeria	Ministry of International Development Cooperation	Acting Director (Scientific)
20	Mr Eugene Mutangana	Rwanda	Rwanda Development Board	Head of Department Conservation-RDB

21	Mr Abel Musana	Rwanda	Rwanda Development Board	Research and Monitoring Warden – Volcanoes National Park
22	Mr Télesphore Ngoga	Rwanda	Rwanda Development Board (RDB)	Conservation Analyst
23	Dr Alain Ndoli	Rwanda	IUCN	Senior Programme Officer
24	Mr Jean Paul Ntungane	Rwanda	IUCN	BIOPAMA Action Component Project Officer
25	Mr Prosper Uwingeli	Rwanda	Volcanoes National Park	Chief Park Warden
26	Mr Andrew Kobogo	Rwanda	University of Rwanda	Lecturer
27	Mr Pierre Ntihemuka	Rwanda	Nyungwe National Park	Chief Park Warden
28	Ms Dede Amah	Senegal	IUCN	Technical Assistant BIOPAMA, Protected Areas Programme PACO Regional
29	Mr Alfred Tejan Jondie	Sierra Leone	Environment Protection Agency (EPA-SL)	Manager, Natural Resource Management
30	Ms Yatta H. Kamara	Sierra Leone	National Protected Area Authority	Wetlands and Marine Area Manager
31	Mr Peter John Mills	South Africa	Game Rangers Association of Africa	Chairperson
32	Ms Evelyn Chivero	South Africa	IUCN	Programme Administrator – Conservation Areas and Species
33	Mr Joseph Lam Achaye	South Sudan	Ministry of Environment and Forestry	Director General of Wetlands and Biodiversity
34	Mr January Ndagala	Tanzania	Mafia Island Marine Park	Senior Marine Conservation Warden
35	Mr Zacharia Wambura	Tanzania	Ministry of Natural Resources and Tourism	Protected Areas and Environment Assessment Coordinator
36	Ms Lilian Susan Namuli	Uganda	Uganda Wildlife Authority	Monitoring and Evaluation Manager
37	Mr Paolyel Onencan	Uganda	Buliisa Initiative for Rural Development Organisation (BIRUDO)	Executive Director
38	Mr Dickson Langoya	Uganda	JC Holdings Limited	Managing Director
39	Ms Chisha Moseni	Zambia	Department of National Parks and Wildlife	Natural Resources Planner
40	Mr Togarasei Fakarayi	Zimbabwe	Birdlife, Zimbabwe	Programme Manager - Important Bird and Biodiversity (IBA)