

# Introduction to Management Effectiveness Tracking Tool

Caribbean Region Webinar

9<sup>th</sup> October, 2018

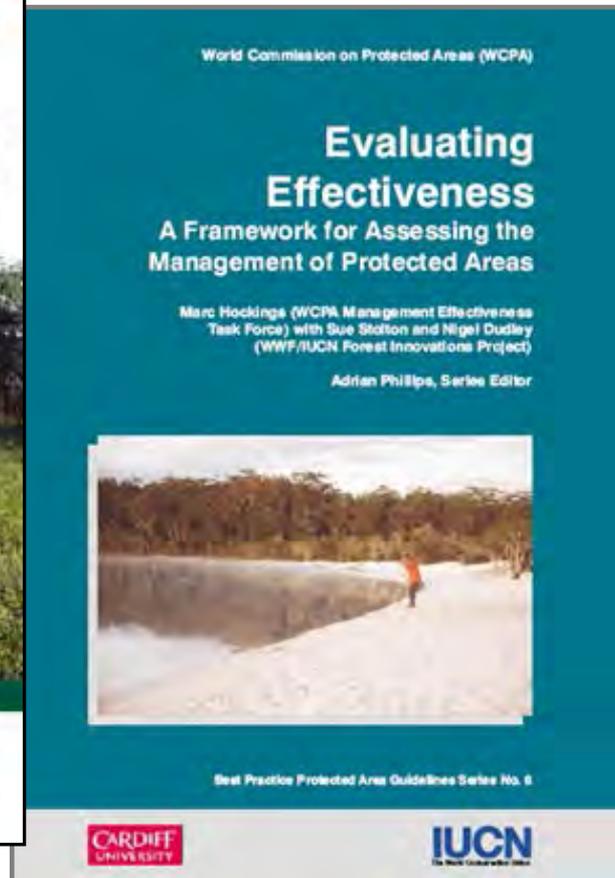
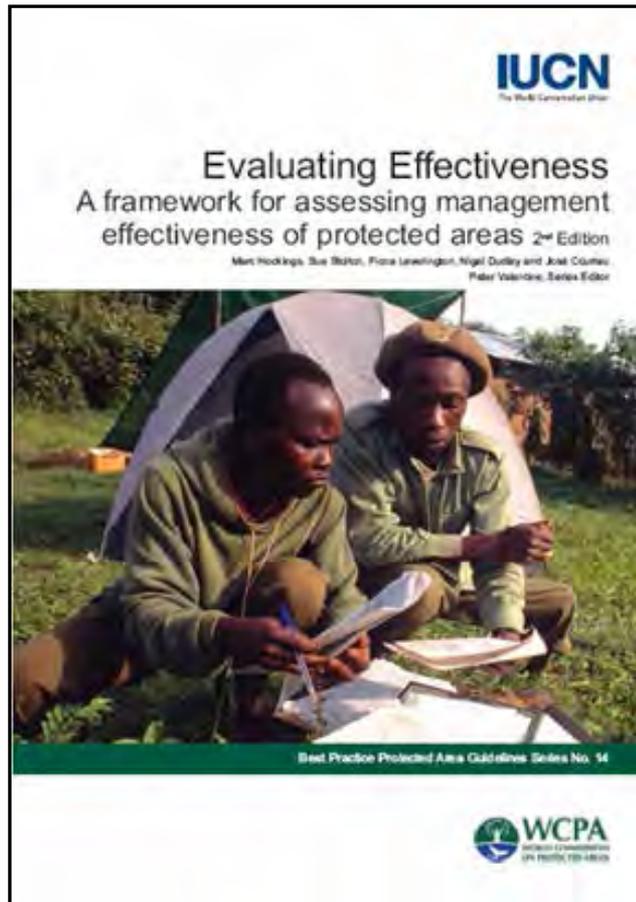
Emeritus Professor Marc Hockings

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Vice-Chair, IUCN World Commission on Protected Areas

# Origins of Protected Area Management Effectiveness Evaluation (PAME)

- Developed in late 1990s to address concerns that simply declaring additional protected areas would not address biodiversity crisis



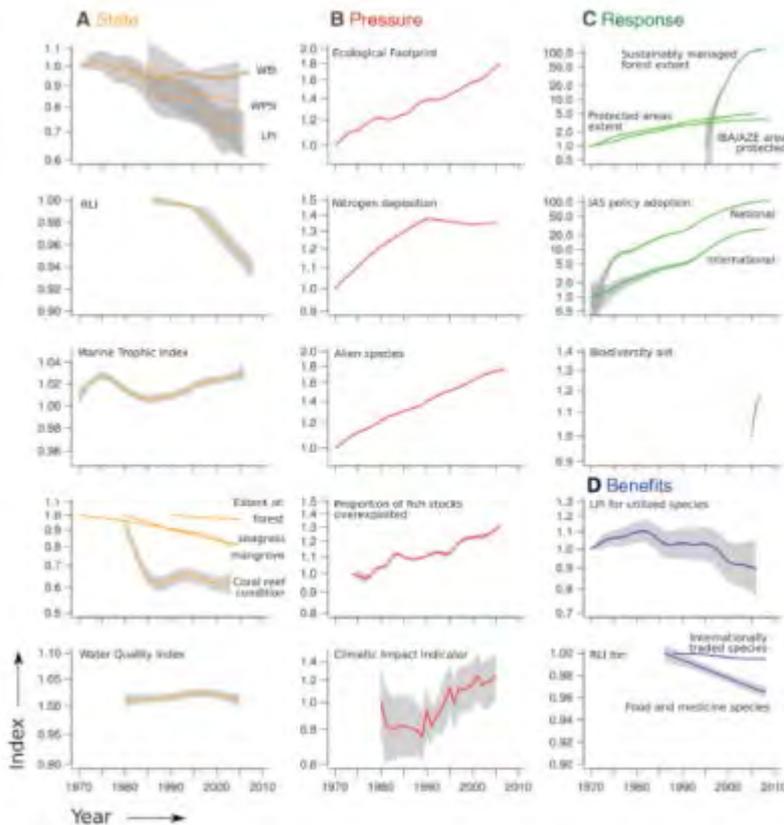
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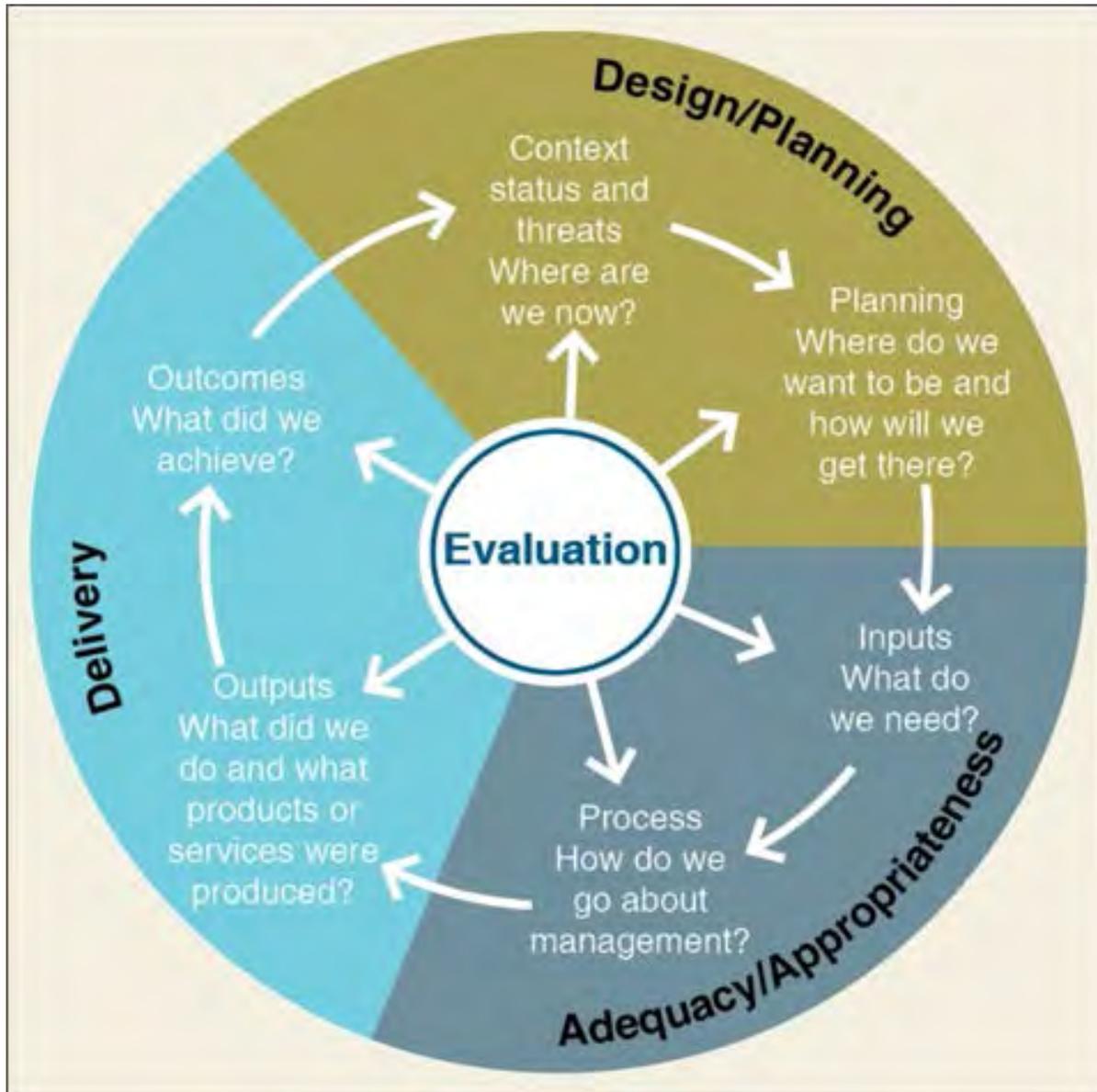
Recognition that we need to focus on **Quality** not just quantity of protected areas

Developed with assistance of small taskforce of WCPA members

Developed as a Framework rather than a single methodology to allow for different global contexts and needs

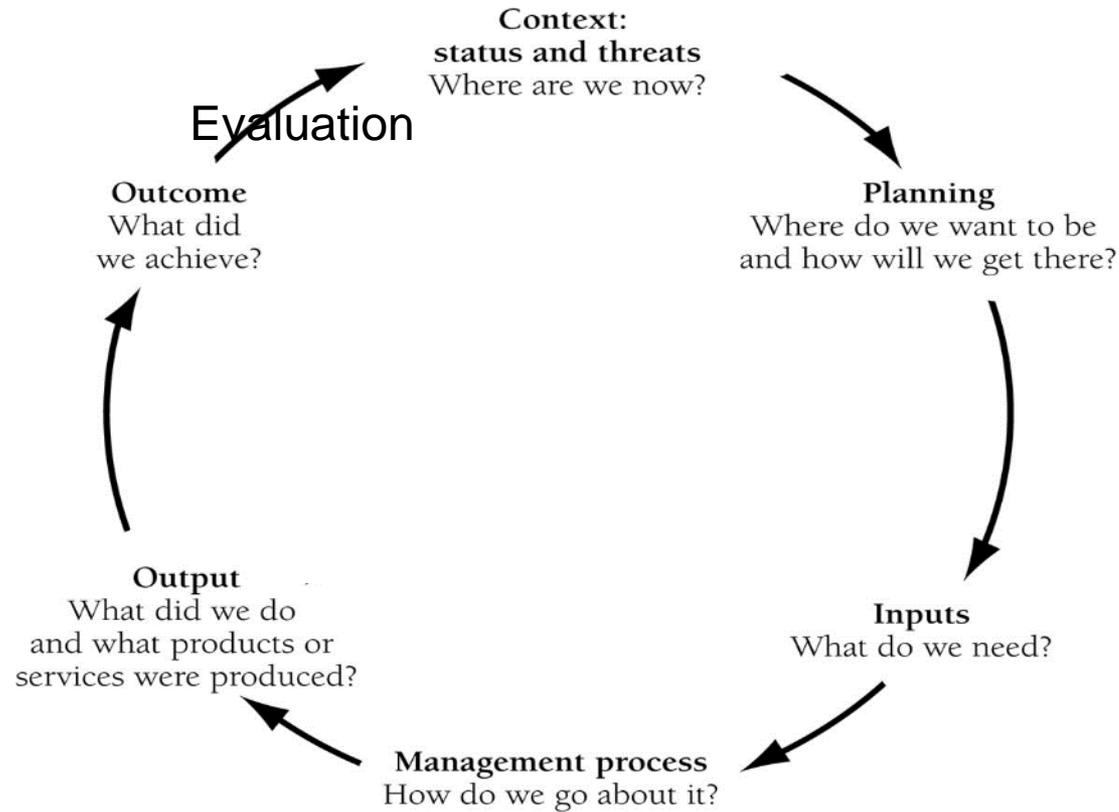


# Evaluation Framework

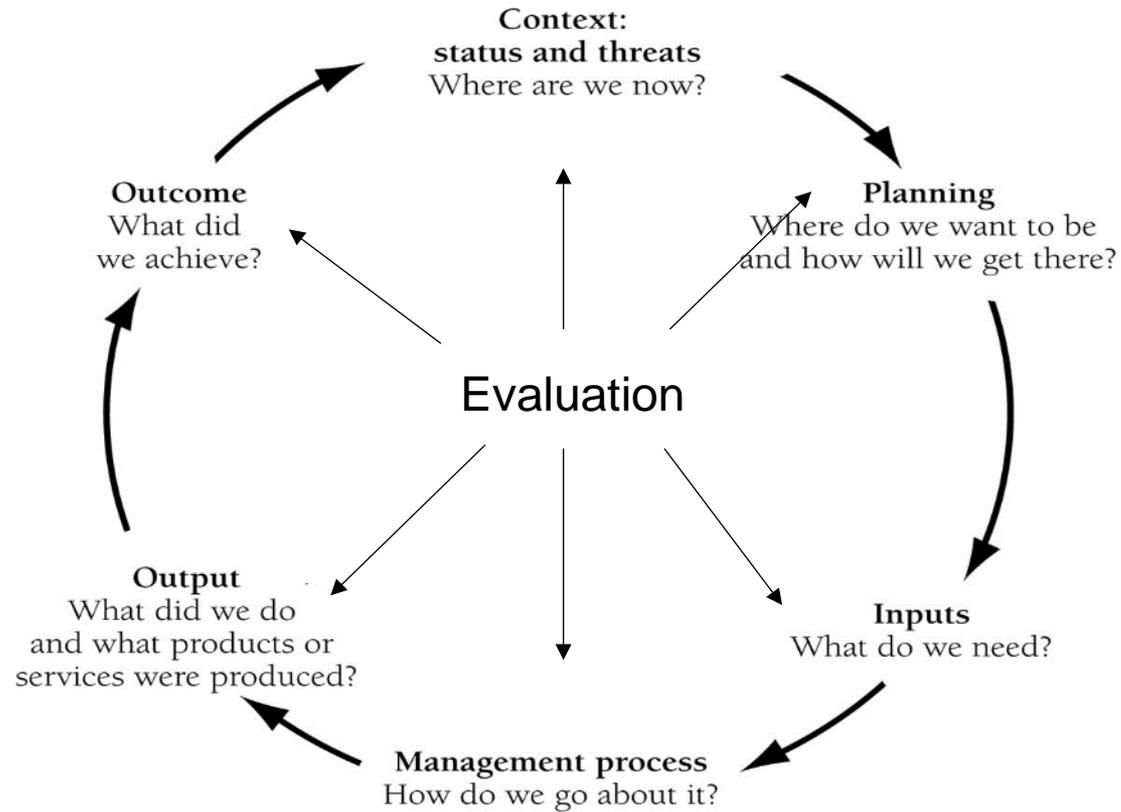


Designed for protected area evaluation but can be applied to any planned activity such as a conservation project or initiative

# Management cycle and evaluation



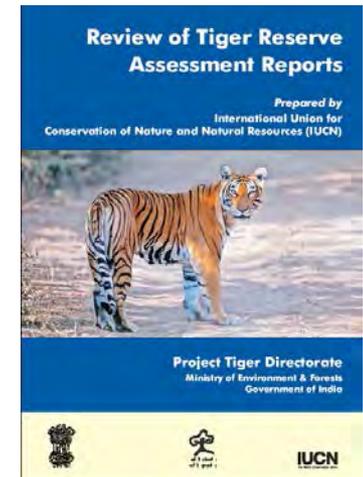
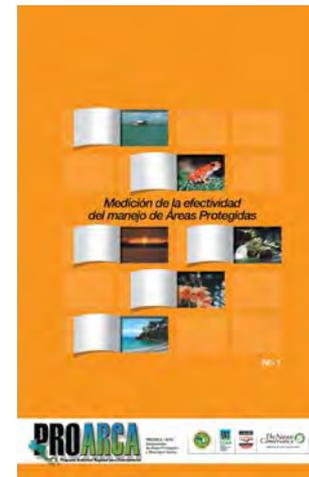
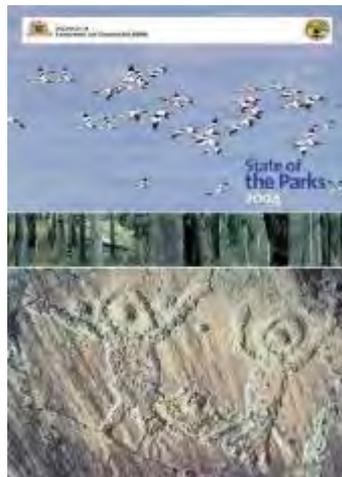
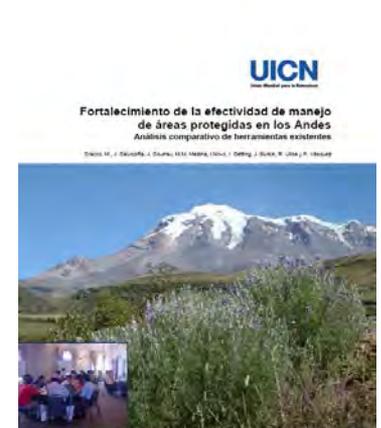
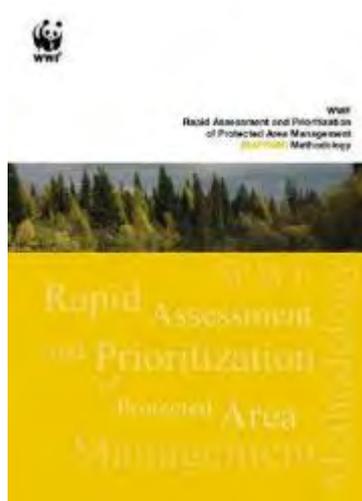
# Management cycle and evaluation



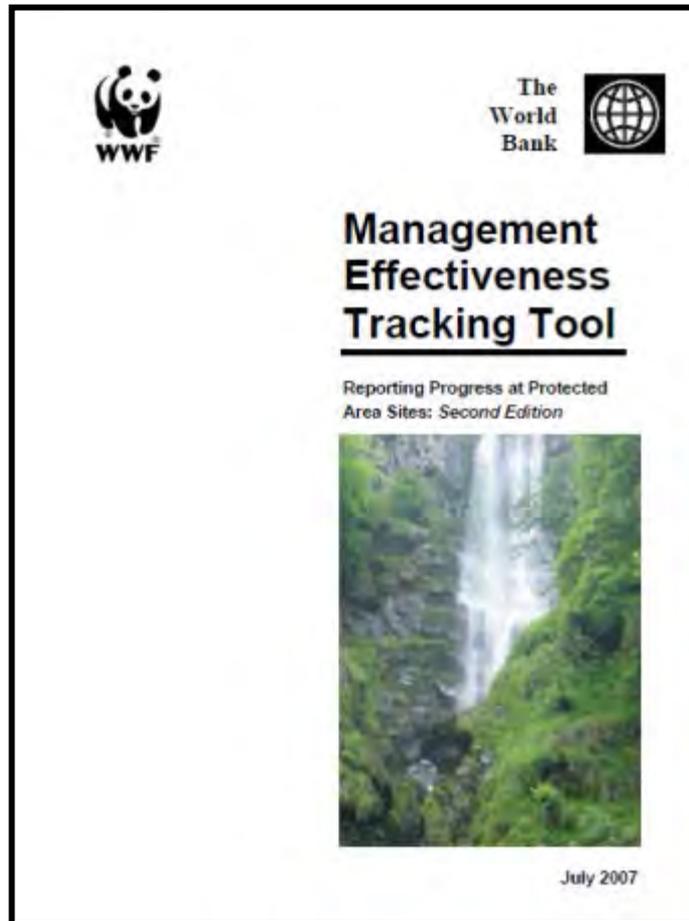
# IUCN - WCPA assessment framework

Elements of evaluation	Context <i>Where are we now?</i>	Planning <i>Where do we want to be?</i>	Inputs <i>What do we need?</i>	Process <i>How do we go about it?</i>	Outputs <i>What were the results?</i>	Outcomes <i>What did we achieve?</i>
Criteria	Values Threats Engagement of stakeholders and partners Policy context	Legislation and policy Management planning	Information People Funds	Suitability of management processes	Work implemented Services and products	Impacts of management in relation to state of values, reduction of threats, achievement of objectives
Focus of evaluation	Status	Appropriateness	Economy	Efficiency	Effectiveness	Effectiveness Appropriateness

# Diverse methodologies



# What is the METT?



# Simple questionnaire - expert judgement

- Self-assessment system
- Protected area managers are asked to complete the tracking tool, ideally with a team of staff and other stakeholders



# Purpose of the METT

- **Capable of providing a harmonised reporting system for protected area assessment**
- Suitable for replication
- **Able to supply consistent data to allow tracking of progress over time**
- Relatively quick and easy to complete by protected area staff, so as not to be reliant on high levels of funding or other resources
- **Capable of providing a “score” if required**
- Based around a system that provides four alternative text answers to each question, strengthening the scoring system
- **Easily understood by non-specialists**
- Nested within existing reporting systems to avoid duplication of effort

# METT development

- Has grown from measuring one project's target to many adaptations and uptake by major funding bodies
- Biggest global data set of protected area effectiveness information using one system
- Improving effectiveness from site level to global level



# Simplicity has limitations

- Not an independent assessment
- Questions are not weighted
- Limited evaluation of outputs and outcomes
- Generic (general not specific) multiple choice questions not always applicable



# Strengths

- Multiple choice allows for some complexity of response
- Enables more consistent analysis of answers over time
- Next steps section provides guidance for adaptive management
- Questions are specifically linked to achievement of objectives
- Short and relatively quick to complete – a good introduction to more detailed assessments
- Standardised language thus easy to translate
- Can be adapted to local conditions

# METT format

- Datasheet: contextual information including objectives and threats
- Questionnaire:
  - Multiple choice questions with four alternative text answers to 30 question and an associated score to summarise progress
  - Supplementary questions which elaborate on key themes in the previous questions and provide additional information and points
- Associated text fields with each question: recording justification for assessment, sources used and steps to be taken to improve the management issue

# Carefully plan the METT implementation

1. *Plan the implementation process.* Review the METT before undertaking the assessment and assess and compile the information available to complete it. Then think about capacity and pre-assessment training needs, adaptation, timing, scope and scale, verification, etc. Identify and invite specialist staff, external experts and key stakeholders to participate in the assessment where possible (see point 7 below).

- 2. *Allow enough time to complete the assessment in full.* A good METT cannot be done in a quick hour; most questions take serious thought. The first METT is likely to take at least a day, probably two. Subsequent repeat METTS may be a little quicker.

# Do it properly and do it all

3. *Complete all the METT including all questions on the datasheets and narrative sections related to the multiple choice questions.* The next steps section is essential as the steps identified create a quick check list of actions which can be taken to improve management.

4. *Use quantitative data wherever available to support assessment.* Quantitative data is particularly important when answering the outcome questions.

# Adapt and translate

5. *Adaptation is encouraged.* The METT is a generic tool designed for global use; thus it is unlikely to fit one protected area (or system, type etc) of area perfectly. Ideally the adaptations keep the basic format of the METT, adding to, rather than changing, the wording of the METT (e.g. providing additional advice on interpretation for local conditions or by additional questions).

Ensure that you can report using the latest form of the METT if required by GEF

Consider using the Advanced METT developed for KFW in Germany

# Repeat the assessment

6. *The METT is designed to track progress over time.* Sites/networks planning to implement the METT should thus aim to repeat the assessments every few years; ideally the METT should be an automatic part of annual planning.

# Consult and get consensus

*7. The implementation of the METT should wherever possible include a wide range of rightsholders and stakeholders to aid insight in the assessment results.* Ideally this should include people living inside and outside the protected area, such as local communities, to bring richer insights to management effectiveness.

# Build capacity and guidance

8. Capacity building is advisable so that all participants understand PAME. Although designed as a simple tool, implementing the METT may be the first time protected area staff and other rightsholders and stakeholders have been involved in assessing PAME.

9. Developing an understanding of the METT and how it can be implemented in a specific jurisdiction will help ensure valid results. As a generic tool the METT questions can be interpreted differently in different situations/jurisdictions, thus reviewing the METT and developing guidance on implementation will help ensure its usefulness.

# Verify results

10. *Verification processes can be useful.* Although designed as a self-assessment tool, METT implementation can involve verification processes; from simple checking of completed METTs by external assessors to more detailed field verification exercises involving data collection.

# Implement recommendations

11. *Using and disseminating the results.* Completing the METT is only the first step of the assessment; the implementation process should include adaptive management (e.g. a plan of action).