

COMIT – BIOPAMA Campaign 2016

Capacity development for protected areas managers



A summary of activities of the BIOPAMA Central and West Africa programme applying the IMET tool and the COMIT coaching approach

Compiled by Domoina Rakotobe & Sébastien Regnaut

BIOPAMA

www.biopama.org



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About BIOPAMA

The Biodiversity and Protected Areas Management (BIOPAMA) Programme aims to address threats to biodiversity in African, Caribbean and Pacific (ACP) countries, while reducing poverty in communities in and around protected areas. It is financially supported by resources from the intra-ACP envelope of the European Commission's (EC) 10th European Development Fund (EDF). BIOPAMA combines improving data availability with capacity development to strengthen protected area management. It has two main components: one concerning protected areas, jointly implemented by the International Union for Conservation of Nature (IUCN) and the EC's Joint Research Centre (JRC), and another dealing with access and benefit sharing (ABS), implemented by the Multi-Donor ABS Capacity Development Initiative managed by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

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Compiled by Domoina Rakotobe & Sébastien Regnaut

February 2017

PREFACE



You will find in this report an assessment and analysis of an example of adaptation of the strategic framework for capacity development of professionals in the management of protected areas. The specific tool (COMIT), all features of which you will find in the introduction to the present document, innovates in two folds: first, the tool establishes a direct link between protected area management planning and the mobilization of skills by managers. The monitoring/ planning exercise and the trainings are not conducted in silos anymore, but undertaken simultaneously, based on a practical approach supported by theory, by directly confronting managers with results and expectations.

Second, the tool triangulates several methods: classical, such as face-to-face training; modern, such as the online technical exchange forum; and new, such as the skill-based approach.

The implementation of the tool, as you will see, has mobilized 40 professionals from 20 institutions or independents. It covered 13 countries, approximately 350 professionals and a thousand stakeholders.

The approach was favoured by several countries, regional networks, and by organisations such as UNDP, GIZ, AWF. This plebiscite is of course due to the quality of the tracking tool (IMET), as well as to the level of commitment of the team of professionals that I had the pleasure to coordinate during these two years. The success and exceptional results of this campaign, however, depended greatly upon the ability to link existing tools, users' needs and experts' skills to effectively respond to a real need.

Dr. Sébastien REGNAUT

Coordinator, IUCN Programme for Protected Areas and Biodiversity in West and Central Africa



As the global network of protected areas expands and evolves, the capacity of individuals and institutions to ensure effective management and oversight becomes an ever greater challenge. Yet capacity is fundamental to the success of protected areas. A recent study of global marine protected areas found that those with adequate staff capacity had ecological effects almost three times those of areas with inadequate capacity.

The work undertaken under the COMIT approach builds on professionalisation tools developed by the World Commission on Protected Areas that emphasizes the importance of competence-based planning and implementation. A focus on clarifying the skills, knowledge, abilities, and behaviour (competences) needed to undertake a particular role within a protected area system helps both the individual in that role and that person's supervisor manage expectations and develop strategies for building appropriate capacity. This initiative emphasizes the importance of strengthening professionalisation in protected areas around the world.

Dr. Eleanor STERLING

Chief Conservation Scientist, Center for Biodiversity and Conservation, American Museum of Natural History and IUCN WCPA Deputy Vice Chair for Capacity Development

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INTRODUCTION

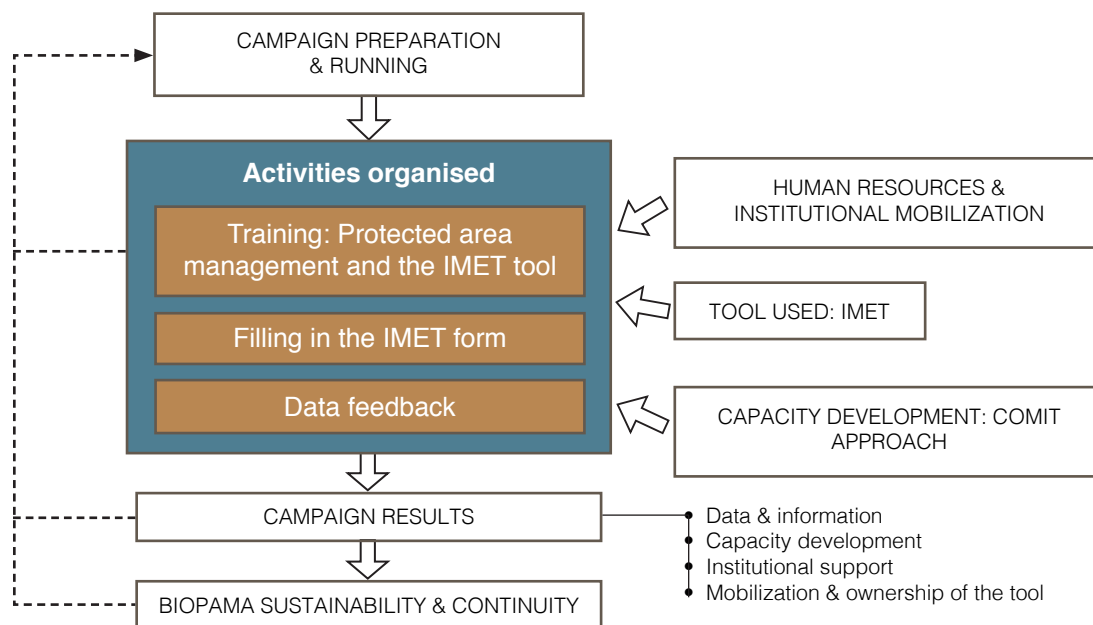


This document was designed to take stock of the implementation of the Capacity development in West and Central Africa component of the BIOPAMA programme in 2016, and to share recommendations from lessons learned. It complements the campaign's annual report and database. An advanced draft of this review was presented to the coaches in preparation for the regional analysis workshop which took place from 17 to 19 November 2016 in Douala, Cameroon.

The capacity building component is not a standalone one. It is inseparable from the organisation of missions by IUCN-PACO, the Integrated Management Effectiveness Tool (IMET), as well as the willingness and availability of coaches and partners. This report therefore incorporates these aspects to present a fairly comprehensive assessment of the campaign.

The information presented in this document is drawn from several sources:

- Participants in the IMET trainings, who responded to the evaluation questionnaires distributed at the end of each training.
- Evaluations of the coaches (18/28 responded) and beneficiaries (27% of responses) carried out during October 2016. For the sake of transparency, we have left the responses unedited in this assessment.
- The mission monitoring database, including the supported protected areas and the attendance records for each activity.
- The reports from the missions carried out by the coaches.
- The report of the assessment workshop by the coaches, from 17 to 19 November 2016, and the recommendations from resource people.



The assessment of the impacts of the programme is still premature as this report was written less than a year after the start of the campaign. Similarly, it focuses on all aspects of capacity development with IMET and the COMIT approach, leaving aside other features of the programme. Finally, this document is not scientific in nature but tries to measure perceptions, opinions and recommendations to evaluate the 2016 campaign. It concludes with suggestions for improvements for the future.

THE BIOPAMA
REGIONAL STRATEGY
FOR PROTECTED AREA
MANAGERS' CAPACITY
DEVELOPMENT



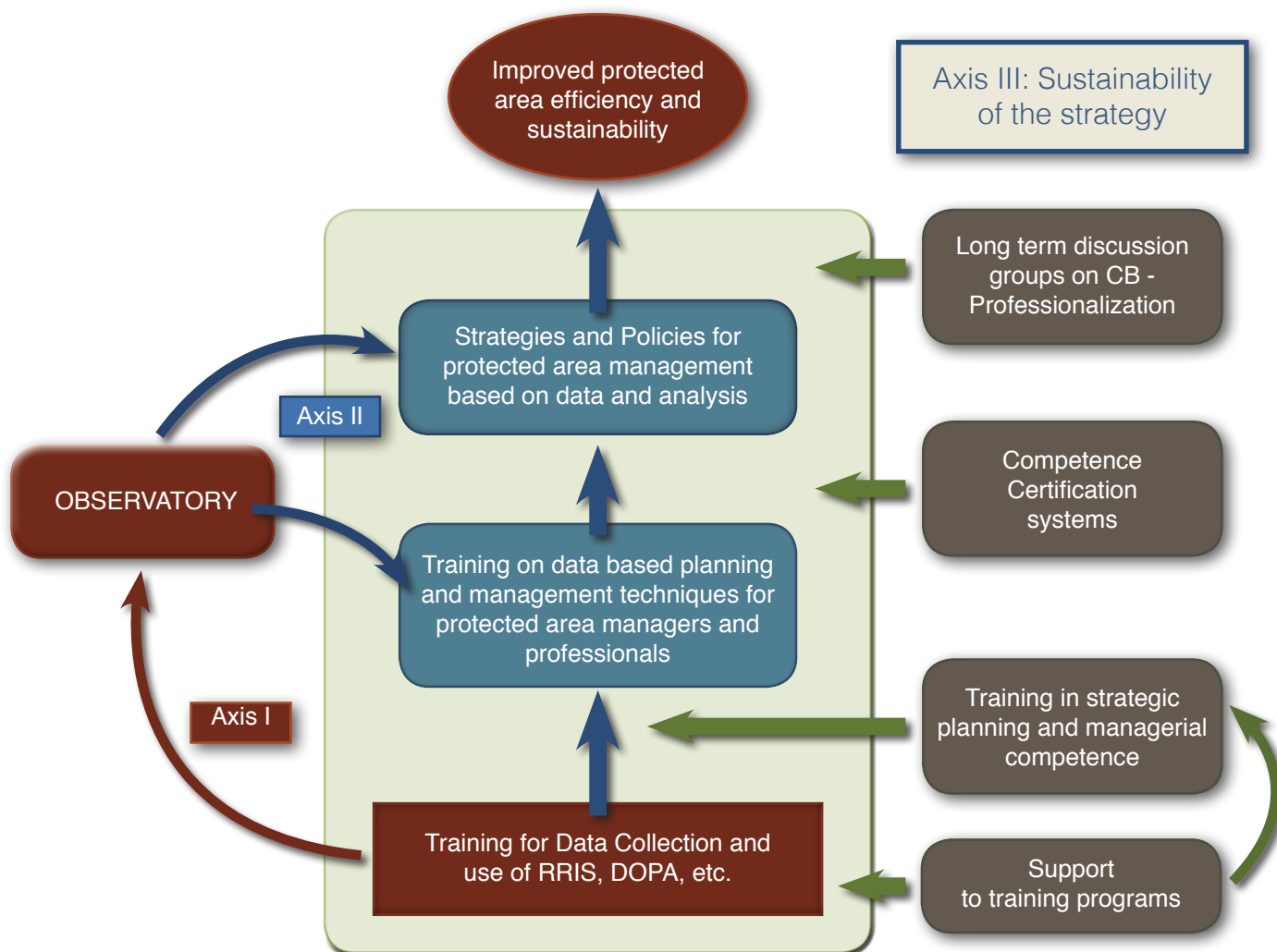
In 2014, Mr. Abibou Ciss and Ms. Domoina Rakotobe developed a comprehensive approach in three folds (see figure below) in order to bring conservation area managers and networks the benefits of the IUCN World Commission on Protected Areas' work. In particular, the Protected Area Management Effectiveness (PAME) framework and studies related to the strategic framework for capacity development of protected area managers were to be articulated with preliminary findings on the region's needs (Hausser 2013 and Laugenie 2013, available at papaco.org).

Moreover, an advanced and planning-oriented PAME tool was under development by Mr. Carlo Paolini under the authority of the Observatory of Central Africa's Forests (OFAC).

Thanks to the cooperation of many experts, both the OFAC's PAME tool and Mr. Ciss and Ms. Rakotobe's approach were incorporated into a set of integrated tools: IMET and COMIT. The IMET/COMIT approach therefore combines a suite of tools that allows the user to improve site and network management through mobilizing and using information, developing skills among the teams, prioritizing, and monitoring results.

This approach is based on the triangulation of three methods: training, coaching, and follow-up through an on-line forum, and it gives the user a complete set of guides, manuals, as well as a network of experts and web sites supporting him at all times when using of the tool, interpreting results, or making decisions.

The present report refers to the deployment of this method on 69 sites in 2016.




HIGHLIGHTS OF THE CAMPAIGN



The BIOPAMA campaign 2016, with the IMET tool and the COMIT approach, is undeniably a success towards the objective of improving the management of the protected areas in the West and Central Africa region.


The figures speak for themselves: 69 protected areas supported in 11 months, 11 countries covered, 735 people working in or for protected areas benefited from capacity-building. Strengthened partnerships at the level of countries and of two regions, improved individual and institutional skills, and a better visibility of the programme are among the additional tangible benefits of this campaign.

The recommendations found at the end of this document are mainly intended to offer suggestions for improvement of the capacity development component of the programme for the next phase.



Protected area coverage
69 protected areas covered


- 30 in West Africa, and 39 in Central Africa
- 52 directly implemented by the national administrations and IUCN-PACO (100% in Central Africa), and 17 regardless of direct technical support from IUCN



Country coverage
11 countries

- West Africa (7): Mauritania, Senegal, Guinea-Bissau, Burkina Faso, Niger, Benin
- Central Africa (4): Cameroon, Gabon, Burundi, Congo

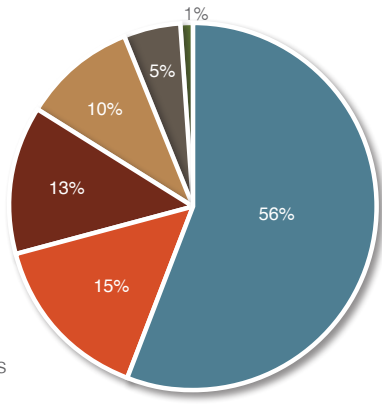
** English-speaking test phase: Uganda & Kenya*




People involved
735 (attendance sheets received for 65 identified activities, BIOPAMA Team not included)

**Typology of participants
BIOPAMA/IMET Campaign 2016**

■ Protected area staff
■ Local communities
■ Central administrations
■ Technical & Financial partners
■ Decentralised authorities & services
■ Unknown






Institutions involved


National protected area supervisory administrations or agencies:

- Mauritania: PND, PNBA, Ministry
- Senegal: DPN, DAMCP
- Guinea-Bissau: IBAP
- Burkina Faso: DFC
- Niger: DFCAP
- Benin: CENAGREF
- Cameroon: DFAP
- Congo: ACFAP
- Gabon: ANPN
- Burundi: OBPE

Regional institutions: RAMPAO, RAPAC, OFAC, UEMOA/BCG
Other financial partners: UNDP, PRCM, GIZ



Coaches involved
20/28



Organisers
IUCN-PACO Team: PAPB Regional Coordinator, 2 Technical & 1 Financial Assistants
2 resource-persons (consultants)
Others closely involved: IUCN Country Teams, OFAC.

ORGANISATION OF THE CAMPAIGN



4.1 RUNNING OF THE CAMPAIGN

4.1.1 ORGANISATION PROCEDURES

	Approaches	Who	Duration	Consultant's notes
PREPARATION	Protected area selection, timeline, budget	National Agency (+ OFAC in Central Africa)	2 weeks to 2 months	Decision making can be slow if a senior local officer is not involved. The links between coaches and central administrations are decisive.
	Mobilisation of the coaches	Consultant	2 weeks	Sometimes the coaches are not available, because information for an assignment is given with too short a deadline.
	TORs, budget, list of participants	IUCN	2 to 3 weeks	Communication with the national administration may be slow. At the level of IUCN, the role of technical assistants is important for follow-up. The procedure can be vastly improved (see recommendations in the consultant's activity report).
	Training plans & processes	Coaches, Resource person	1-2 days before training	Experienced coaches really only need a refresher.
DEPLOYMENT	Planning and organisation of missions <ul style="list-style-type: none"> • Either during the preparation phase of the training, • or agreed by the end of the mission. 	Coaches, Protected area administrators	Less than a day	The main difficulty is to combine the availability of the coaches with that of the administrators.
	Provision of funds, 3 options: <ol style="list-style-type: none"> 1. Management by the IUCN Technical Assistant; 2. Made available to the coaches: either directly or through an IUCN agency; 3. Collaboration agreement with the national agency. 	Technical Assistants, IUCN Finance, Coaches, National Agency	Highly variable	Option 1: case of Niger, Côte d'Ivoire Option 2: case of Burundi, Niger, Côte d'Ivoire, Mauritania, and Senegal Option 3: case of Congo, Gabon, DRC, Burundi Each option has its limits. We noticed that the more intermediaries, the longer the process.
	Activities: Training workshops; Form-filling workshops; Feedback workshops.	Coaches	Variable	Duration still highly variable. We tried to adapt to the circumstances and concerns of countries and coaches.
MONITORING	Technical reporting	Coaches (+ follow-up by Reg. Director)	1 week to 1 month	Training, mission, feedback reports IMET data (dB)
	Financial reporting	Coaches, Technical Assistants	1 week to 1 month after	

Table 1: Approaches taken during the campaign.

4.1.2 FEEDBACK RECEIVED ON THE ORGANISATION & RUNNING OF THE CAMPAIGN



Positive...

- It was very good.
- Very pleased with urgent responses to all of our messages during the preparations for the training and form-filling.
- The preparations were made according to the COMIT guidelines.
- Logistical preparation was always made by partners in protected areas where the campaign took place. Technically, we made our contribution.
- Training 5/5. With regard to the feedback workshop, I think everything went very well and each stakeholder was able to actually grasp the relevance and importance of the IMET tool for improving planning and management.
- Pretty good overall. The Director's commitment made it easier.
- The technical preparation and logistics of the campaign was made in close collaboration between the central administration and IUCN, in general through its staff who spared no effort for the mission to be a success.

To be improved...

- Delay in disbursements.
- The logistical and technical preparation essentially depends on funds being made available on time, which BIOPAMA didn't do.
- Training time seemed short given the remoteness of some of our protected areas.
- Technical and logistical preparations did not follow the requirements laid down in the basic COMIT document. The most striking example was the TIME allocated for the preparation of the campaigns.
- Logistics could not be more uncertain and not transparent at times. In conclusion one should remember that the programme should improve transparency on logistics and take sufficient time for preparing the missions.
- The issue of form-filling time remains to be solved because the preparatory phase was not done by stakeholders themselves and this influenced the form-filling phase a lot, which resulted in us working until very late at night. In fact, documentation is still not available, anyway! The organisation of the pre-training phase and of the pre-filling needs to be rethought.
- The campaign could be improved by working with a country-based structure which, after approval of the work plans, would carry out the activities. The current formula disrupts the rhythm heavily. We also need to include the participation of central governments who sometimes hold essential management data, especially for the investment parts.
- Involve the administration in charge of protected areas at all stages (training, form-filling and feedback).

Table 2: Comments from the coaches on the general running of the campaign.

Remarks on logistics collected in Douala

Coaches have been involved differently in the campaigns' logistics. Some have been at the very centre of preparations, others have benefited from the support of IUCN's technical assistants, and others were not at all involved in the logistics. All agreed that financial management is the heaviest task during missions. In Burundi and Cameroon, a person has been fully assigned to this task. The support of Technical assistants can also alleviate coaches' burdens who can then focus on technical support.

4.2 COMMITMENT OF THE COACHES

4.2.1 CONDITIONS & COMMITMENT OF THE COACHES

Reminder about the simplified Terms of Reference of the coaches:

- Preparation and running of the IMET training workshop
- Point of contact between the teams, in the field, central governments and IUCN
- Supervision of field teams for completing the IMET: coaching on the tool, the principles of protected areas management, the analysis of results and the development of recommendations
- Supervision of the curators for feeding results back to the supervisory administration and partners
- Financial management (as the case may be)
- Development of training, site visits and feedback reports, as well as financial report if necessary.

Financial conditions:

- Per diem for coaching: CFA20,000 per day of active presence
- Contribution to expenses: CFA100,000 per protected area

Douala recommendations on mission costs:

The coaches' mission costs, considered too low for this campaign, were heavily discussed. The recommendations are:

- To improve the rates either by using the standard IUCN scale for missions, or through a single rate of CFA80,000 including fees, per diem and accommodation.
- To take into account preparation and reporting time in coaching fees. For the 2016 campaign, the coaches were paid per day of actual field work (3 days) while they also spend time on preparing and drafting reports. One group proposed CFA1,000,000/coach/PA considering 13 days of work per PA: from preparation to feedback, including travel.
- This amount wouldn't be paid in full, but a remaining (e.g. 20%) would be paid at the end, once all reports have been fully delivered.
- To keep the bonus system as a motivation for the coaches.

Commitment:

Of the 28 coaches trained in La Tapoa, 20 participated in the campaign, i.e. a 71% engagement rate.

The eight (8) persons not at all involved in the 2016 campaign are located in countries where the campaign has not (yet) started:

- Chad (2 coaches): one of the coaches became Director General of the Environment.
- Togo (2 coaches): one coach had a very serious accident and the other went to Egypt to do a Master's degree on protected areas management.

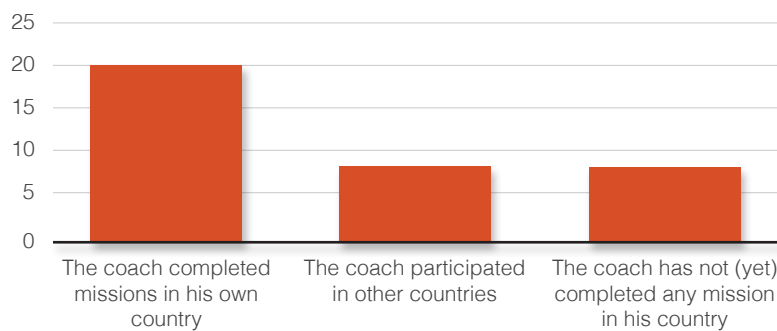


Figure 1: Commitment of the coaches towards the missions.

Douala recommendations on the status of the coaches

A channel between central governments, site managers, regional networks or institutions, and IUCN, the status of coaches is expected to be strengthened. Two proposals were received:

- Official attachment of the coaches to regional networks such as RAMPAO, RAPAC. The word “official” would imply that the coaches would be recognised as resource persons within these networks through letters of designation from IUCN and their home institution. In turn, these networks would inform protected areas supervisory administrations in the countries of the sub-region to solicit their engagement and would organise their missions to specific sites or countries. This proposal would give coaches an accreditation to work in support of protected areas in the countries of the region.

The risk is that the network might not be fully functional, as it was the case this year. The workload would determine if the coaches can be posted (for example, if they have to work more than six months in support missions).

- Accreditation at the national level. This would mean that the coaches are recognised by the protected area supervisory central administration as well as by IMET and protected area management technical and financial partners and experts in their country.

These two options can also complement each other, thus providing a basis to the coaches' status at regional and national levels. Skills recognition systems, such as letters of merit, can also be developed to increase the coaches' reputation among countries and to motivate them.

4.2.2 SATISFACTION OF THE COACHES



- We were well trained in La Tapoa.
- Thanks to BIOPAMA, I know how to prioritise protected area management. Data collection certainly takes a lot of time.
- Benefits: knowledge of the issues around protected area management in my country
- The benefit I have had as a coach is the constant capacity building that I get through the exchanges I have to make in my role as coach. In financial terms, the benefits remain very low. Difficulties are especially organisational because our activities strongly depend on other actors, including governments and the BIOPAMA Team who sometimes impose their programming.
- Benefits of belonging among the stakeholders, as the coach is not seen as a “foreign body”. On the other hand, the workload and the level of “earnings” are not in phase.
- This training as a coach allowed me to get more organised in my work as a manager, by becoming interested in everything and by archiving everything for future need.
- Good, difficult to operate in a complex political context
- Benefits: Proficiency with the IMET tool; Better knowledge of protected areas;
- Challenges: Understanding of some concepts; computer bugs; French translation of the form to be improved
- Strengthening capacity of the coaches has been a real plus for me
- As we implement the IMET, we see ourselves more responsible in our mission to lead the stakeholders in charge of effective management of our protected areas in the medium and long term, through the use of IMET. With respect to the challenges, I think that in addition to the issues of time, work conditions in the field, etc., the little problems that still persist at the level of the tool need to be fixed.
- Being personally aware of the usefulness of the IMET tool for improving protected area management, we were very committed despite some small difficulties related to the fact that the time allotted for the first missions was very limited (three days per protected area)
- I believe that the commitment of the coaches with whom I talked is total and definitive. It is simply a matter of confidence building.
- The implementation of the IMET form allows coaches to understand better the planning, monitoring and evaluation frameworks for biodiversity conservation and the holistic and integrated management of protected areas.
- The main difficulty lies in the risks they take while travelling (roads often very dangerous, destabilised countries, etc.)
- As coaches, our commitment is to act as a link between the Observatory, the national institution and relevant protected area management teams. Strengthen our capacity to measure in order to favour a good management of our protected areas. We decide to soak up the IMET tool and to exchange with the network of protected areas in ACP to improve the situation as much as it is necessary. With the ownership of the IMET tool by central governments and managers, each year we will have a common vision of the state of our protected areas.
- Challenges: some protected areas have outdated or no management plans and no budget for the implementation of the work plan, because the work plan goes hand in hand with the management plan. The budget, once available, also needs to be secured.

Table 3: Benefits received by the coaches through their missions.

4.3 STAKEHOLDER ENGAGEMENT

In this section, the stakeholders include IUCN, national administrations in charge of protected areas, regional protected area networks, and technical and financial partners involved in the campaign.


- 
- Good
 - Given the perilous state of protected areas in Burundi, the BIOPAMA programme was welcomed
 - Scepticism and lack of commitment/involvement of administrations if the process is not well presented upstream by the BIOPAMA Team. Delays in the provision of funds and low consideration of the coaches by the BIOPAMA Team.
 - Reactions are not those you want because often the other partners do not participate in feedback sessions because there is no clear line of activities with communication channels that would allow you to highlight this initiative as important. State authorities still see the BIOPAMA programme as a small initiative that comes to provide small support and do not measure its potential or its future.
 - At each level, stakeholders have completed their commitment by answering the call in no time.
 - Good
 - Quite good
 - IUCN has always provided logistical and technical organisation. Administrations have always been involved. However, the level of representation could be improved in the future. Managers and all the participants at the form-filling workshops took ownership of the tool quickly.
 - At all levels stakeholders made firm commitments, but conditioned them to the availability of financial resources
 - In Senegal, both the central administrations and the managers show commitment and enthusiasm for the campaign. The best evidence of this is the fact that the Sangomar MPA vehicle has been mobilised for all missions.
 - In general, all managers who were reluctant before the implementation of the IMET tool (because of the multitude of management effectiveness assessment tools) became passionate as soon as they started gaining confidence after filling in the form.
 - While the IMET form is still in construction, it seems to be already appreciated by stakeholders. So much that they do not hesitate to engage in the planning, monitoring and evaluation process for their respective protected areas.
 - All stakeholders have decided to take the lead for the continuation of the programme. Thanks to the training and form-filling facilitated by the coaches, central administrations, managers, and neighbouring populations, all have understood that "WHO CAN MEASURE CAN MANAGE". With support from IUCN and even other organisations interested in protected area management in the country, centralised administrations impatiently expect the image of the country's protected areas to be comparable to international protected areas of the same category, in a few years.

Table 4: Perception of the coaches on stakeholders' commitment during the campaign.

GENERAL RESULTS OF THE CAMPAIGN

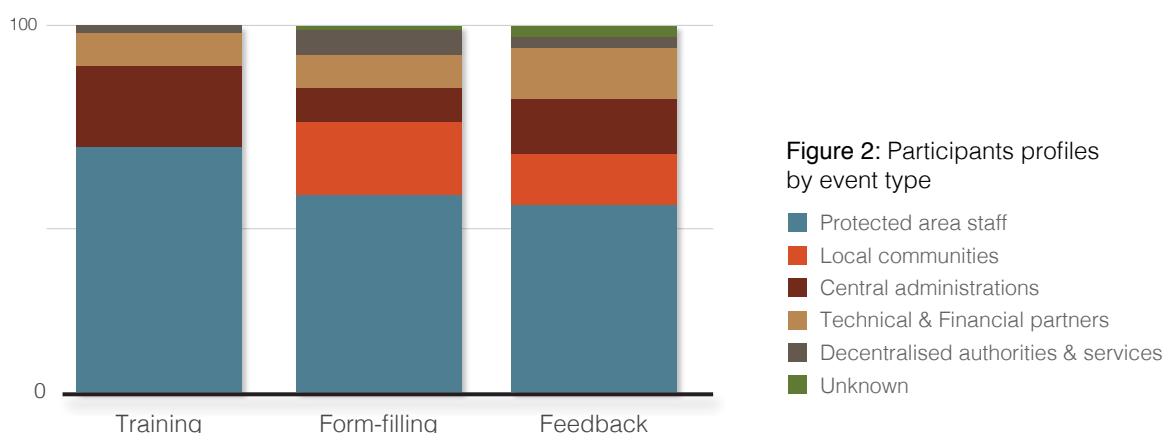


Attendance sheets received by 31 October 2016 reported that 809 people (including coaches and organising teams) participated in BIOPAMA activities, with:

- An average of 16.6 participants in training workshops
- An average of 14.7 participants in form-filling workshops
- An average of 22.7 participants in feedback workshops

The following figure shows the profile of these participants, coaches and BIOPAMA staff excluded.

5.1 PARTICIPATION



5.2 TIMELINE OF THE CAMPAIGN

		Country	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	# PA
WEST AFRICA	Burkina Faso														3
	Giunea-Bissau														3
	Mauritania														3
	Niger														3
	WAP (Benin, BFA, Niger)														5
	Senegal														9
	Cote d'Ivoire														4
CENTRAL AFRICA	Burundi														14
	Cameroon														6
	Congo														5
	Gabon														14
	DRC														

Table 5: Timeline of the campaign

■ Start of the campaign ■ Duration

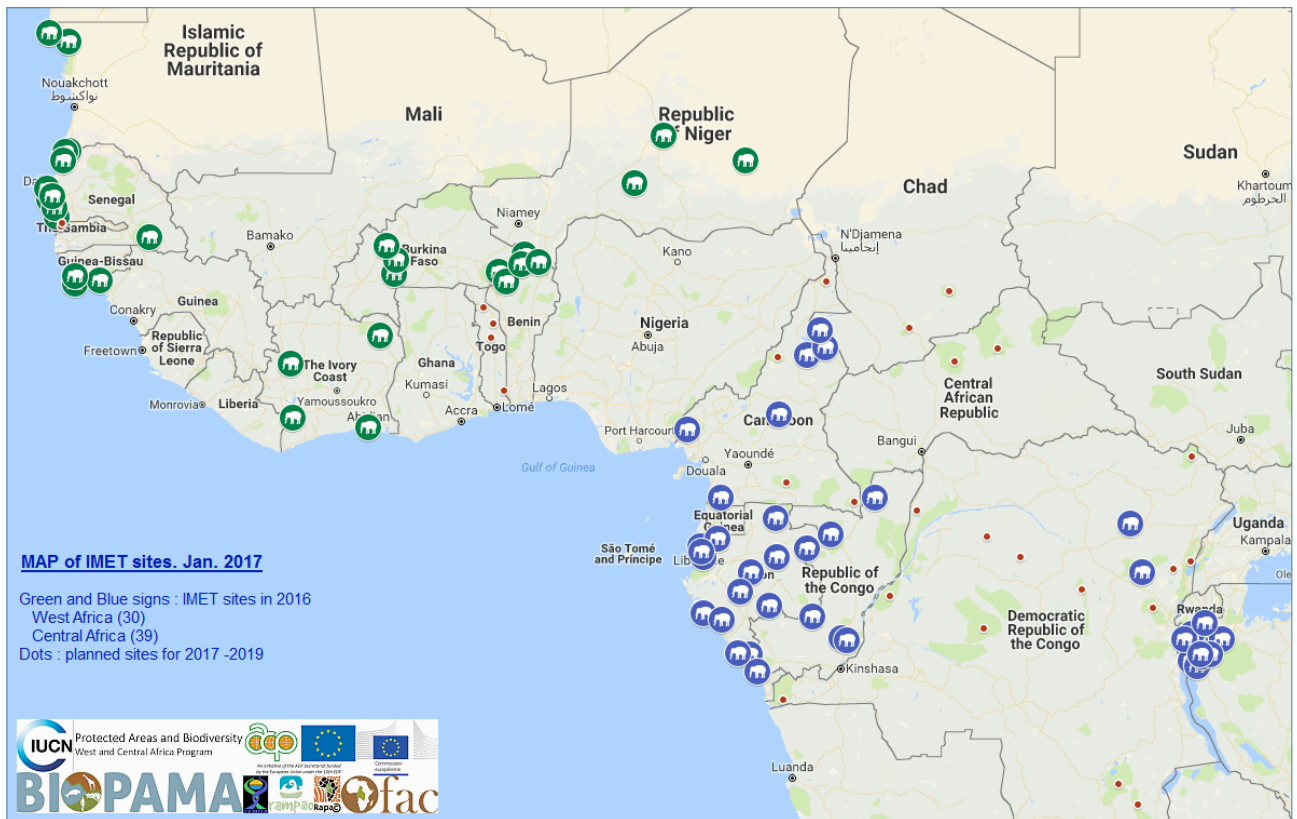
It should be noted that West African countries have started earlier, with the exception of Burundi.

5.3 LIST OF SUPPORTED PROTECTED AREAS

Country / Protected area	#PA	Country / Protected area	#PA
CENTRAL AFRICA	39		
Burundi	14	Congo	5
Ruvubu National Park	1	Conkouati Douli Park	1
Kibira National Park	1	Tchimpounga Park	1
Rusizi National Park	1	Lesio-Louna Park	1
Bururi forest nature reserve	1	Odzala-Kokoua Park	1
Gisagara protected landscape	1	Lefini Park	1
PAPN (Rwihinda)	1		
Vyanda Nature Reserve	1	Gabon	14
Rumonge Nature Reserve	1	Lopé National Park (Pilot RAPAC)	1
Kigwena Nature Reserve	1	Minkébé National Park (Pilot RAPAC)	1
Makamba Protected Landscapes	1	Loango National Park (Pilot RAPAC)	1
Karera falls	1	Akanda National Park (Pilot RAPAC)	1
Nyakazu fault	1	Pongara National Park (Pilot RAPAC)	1
Malagarazi Nature Reserve	1	Batéké Plateaux National Park (Pilot RAPAC)	1
Monge Nature Reserve	1	Birougou Mountains National Park (Pilot RAPAC)	1
Cameroon 1	3	Crystal mountains National Park (Pilot RAPAC)	1
Sena Oura National Park	1	Mayumba National Park (Pilot RAPAC)	1
Benue National Park (Pilot RAPAC)	1	Ivindo National Park (Pilot RAPAC)	1
Bouba Ndjida National Park (X - ECOFAC)	1	Moukalaba-Doudou National Park (Pilot RAPAC)	1
Cameroon 2	3	Mwagne National Park (Pilot RAPAC)	1
Korup National Park	1	Waka National Park (Pilot RAPAC)	1
Campo-Ma'an National Park (Pilot RAPAC)	1	Raponda W Arboretum	1
Mbam and Djerem National Park (Pilot RAPAC)	1		
WEST AFRICA	30		
Mauritania	3	WAPO Complex	5
Banc d'Arguin National Park (RAMP AO)	1	Park W (Burkina Faso)	1
Cap Blanc Satellite Reserve (RAMP AO)	1	Park W (Benin)	1
Diawling National Park (RAMP AO)	1	Park W (Niger)	1
Senegal	9	Arly Park (Burkina Faso)	1
Somone Nature Reserve	1	Pendjari Park (Benin)	1
Popenguine Nature Reserve (RAMP AO)	1	Côte d'Ivoire	4
Joal-Fadiouth Marine Protected Area (RAMP AO)	1	Tai NP	1
Kayar Marine Protected Area (RAMP AO)	1	Comoe NP	1
St. Louis MPA (RAMP AO)	1	Sangbe Mountains NP	1
Saloum Delta National Park (RAMP AO)	1	Banco NP	1
Niokolo Koba NP	1	Burkina Faso	3
Palmarin Community Nature Reserve	1	Bassam	1
Djoudj National Bird Sanctuary	1	Complex 2 Bale	1
Guinea-Bissau	3	Tisse Oualou	1
Orango (RAMP AO)	1	Niger	3
Urok (RAMP AO)	1	Termit	1
Cantanhez	1	Air	1
		Gadabedji	1

Table 6: List of supported protected areas.

Table 6 (above) lists protected areas which have been supported by IUCN through the BIOPAMA programme until December 2016. Burundi and Gabon are the two countries which have completed the evaluation of all their protected areas. Country-level results are not yet available at this time. A test exercise on country-level analysis has been undertaken during the coaches' workshop in Douala, but the results have yet to be analysed.



THE IMET FORM



Offline IMET was used for the first time in the countries this year. A first version was used during the early trainings: WAP (February 2016), Burundi (February 2016) and Côte d'Ivoire (April 2016). After this first experience, recommendations were compiled to develop an improved version used from April. The comments below relate the use of the improved version.

Responses gathered in this section come mainly from the questionnaires sent to the coaches and the beneficiaries. They are based on assumptions about the benefits of IMET, and allow to gather ratings from users for this first year of wider use.

6.1 GENERAL APPRECIATION OF THE TOOL

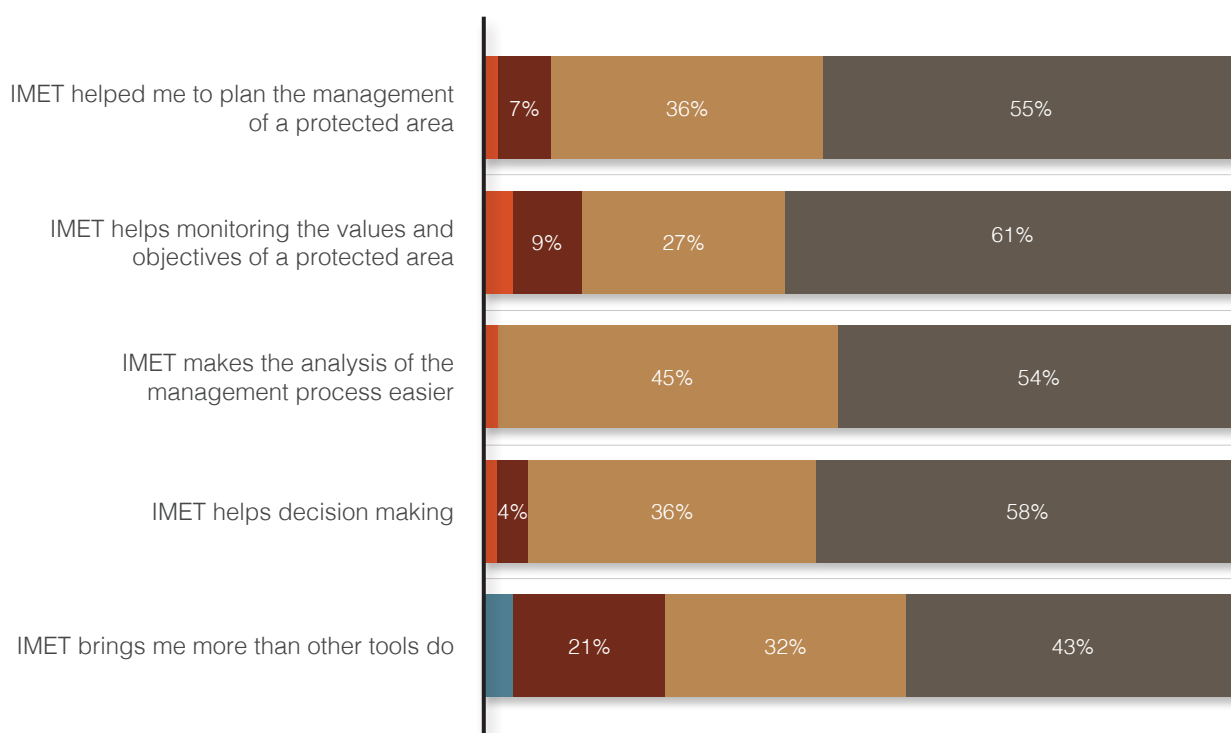


Figure 3: Perception of IMET's usefulness by beneficiaries

■ Totally disagree
 ■ Slightly agree
 ■ Rather agree
■ Agree
 ■ Totally agree

6.2 TECHNICAL ASPECTS

This section provides a **summary** of the queries on technical aspects of the IMET tool identified by the coaches. Another file includes very detailed suggestions of improvements to the content of the IMET tool, and has been handed over to the consultant Carlo Paolini.






	Completion rate 100%: all forms were filled in to the end.
	Most difficult parts to fill in (data, understanding and length issues) <ul style="list-style-type: none">• CTX 3.2 Budget• CTX.2.2 protected area and conservation context area / shape index• CTX.2.5 protected area territorial context of reference• Process: 19 queries• Benchmark, Identification of objectives
	Parts with lowest degrees of reliability <ul style="list-style-type: none">• Land cover persistence CTX 4.4• Climate change: CTX 6.1 - CTX 6.2 - E/I 5• Ecosystem services: CTX 7.2 - E/I 6• R2 results
	Identified errors <ul style="list-style-type: none">• Repeated or erroneous scales• Grammar, spelling, and syntax errors• Unstable display issues• Unstable automatic calculation
	Other queries <ul style="list-style-type: none">• Statistical weighting check and simplified guide of the statistics used• Automatic pre-fill of certain parts of the assessment based on elements of the operational context (especially for the key elements)• Presentation of issues (repetitions)• Length of the questionnaire

Table 7: Improvements of the technical aspects of the IMET tool.

6.2 IT ASPECTS



Databases

- Updated links with WDPA global database and links with DOPA. All protected areas worldwide available (especially Africa).
- Updated links with the database of animal species



Rendering and sequence of the form

- Logo for Central and West Africa
- Clarification pop-up for ambiguous parts
- Additional and improved graphics with captions



Application

- Stabilisation with different Internet browsers
- MacOS application



Computer bugs

- Use of 'semicolon' or 'zero' create errors
- Backup error



Download and extraction

- Rendering of PDF files: format (some pages are difficult to read or empty), some machines do not extract in PDF, add graphics
- Extraction and data transmission



Combination and form-filling follow-up

- Repeatability over several years for a periodic follow-up (ex: 2016, 2017, 2018)
- Visualisation of previous years' results for a same protected area
- Addition of new files to the same form installed on a machine
- protected area networks or country-level scaling-up visualisation and/or analysis

Table 8: IMET IT aspects improvements.

6.3 IMET DEVELOPMENT

Several IMET development schemes have been proposed for discussions with the coaches (see proposal in the Douala workshop report). These include the addition of a governance module, the integration or improvement of the planning features, monitoring and reporting, and finally, setting up links with the Green List of protected areas.

Douala recommendations on IMET development

Overall, the coaches did not voice any objection to the proposed changes to IMET. All agreed that a shift towards features facilitating planning, reporting and monitoring was necessary and urgent. For planning, one suggestion was to start by exploiting the last sheet of the form in which management improvement objectives are stated to allow for their sorting either by topic, by emergency or other. Countries obligations to report on their progress towards the objectives of the Convention on Biological Diversity make these features very relevant. On the other hand, a feature should be incorporated to allow for an analysis of protected area networks for these national reports.

One of the concerns raised was to see if these major IMET changes could not be anticipated, given that we are only starting to the tool and currently getting used to it.

DATA GOVERNANCE



At this time, we are not in a position to report on progress made, this year, by the BIOPAMA programme on data governance aspects, as these are rather a matter of institutional framework agreements. This, however, is an important aspect to clarify and improve. We can see, from the responses below, that data governance is linked to several aspects: the IMET tool, capacity building, communication, and data sharing legislation or conventions.

The concerns raised on this matter in Douala (Nov 2016) were:

- How to improve data quality on the ground? How to validate data? What tools or techniques to use when there is no information or data? How to use the lack of information?
- How to ensure that the data collected translates into reliable information? The statistician could, for example, work with staff in the field (coaches) to improve the statistical weightings and formulas of the form, or links could be established between IMET and other databases
- Improve communication on the BIOPAMA programme and the Observatory with a wider audience: senior decision-makers, but also administrative staff (not only technical) in charge of protected areas.

The following figure shows the coaches' proposals on this matter (Questionnaire Oct 2016)

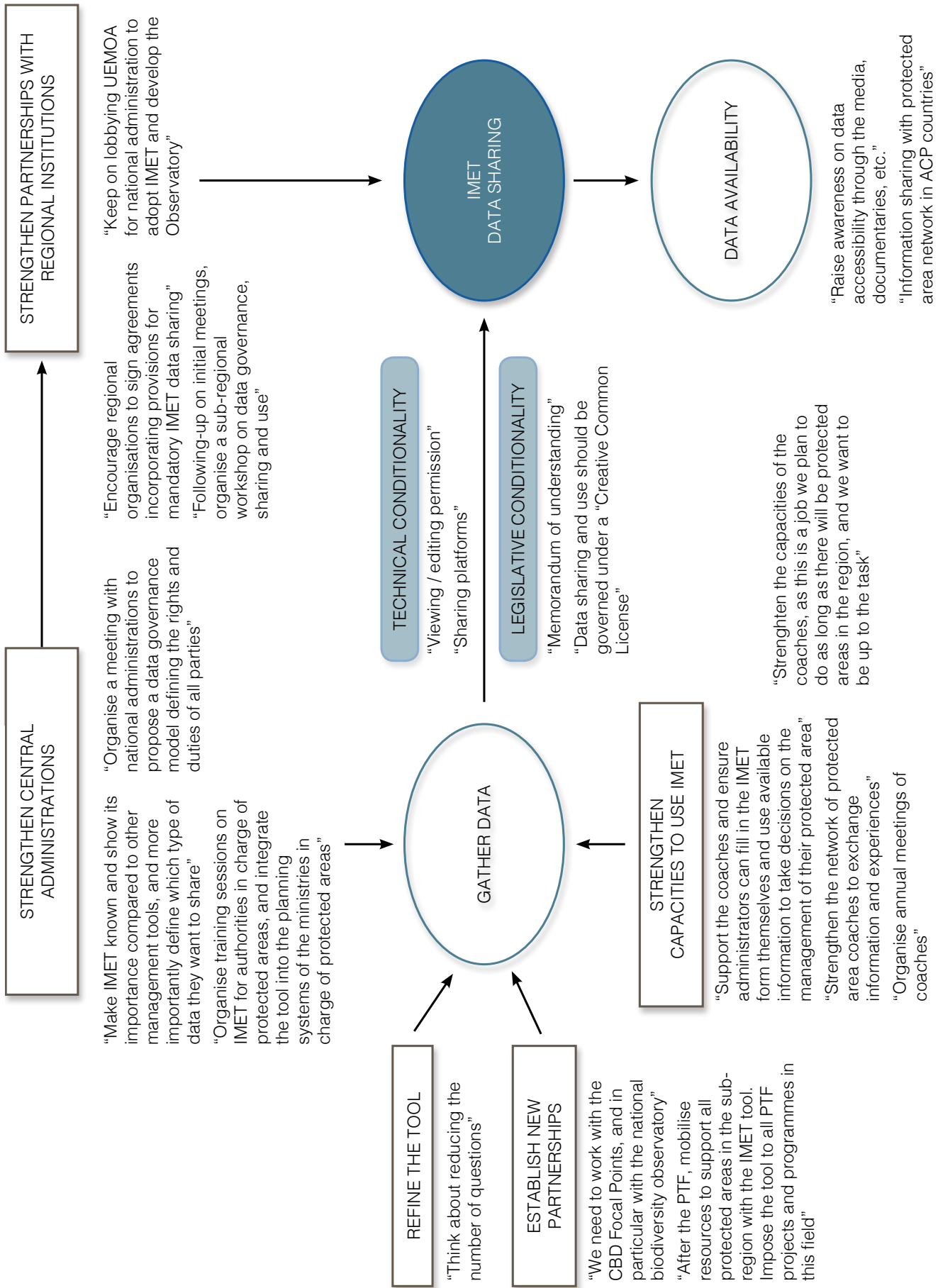


Figure 4: Coaches' proposals on necessary conditions for sharing IMET data for the Observatory.

CAPACITY BUILDING



8.1 EVALUATION BY BENEFICIARIES

Ideally, the evaluation of a capacity-building action (training, coaching) should take into account four levels, according to the Kirkpatrick model¹:

- Response: the extent to which participants appreciated the training or support
- Learning: the degree to which participants acquired knowledge, skills or new attitudes
- Application: the extent to which participants apply what they have learned
- Results: that is, changes or improvements in ways of working, products and services through the application of new skills.

Given that this evaluation of the campaign is taking place a few months or even weeks after the activities, it would be premature to try to identify all the applications and results.

8.1.1 REACTIONS

This section is taken from the evaluations made at the end of the training workshop. An evaluation sheet is distributed to the participants and filled out anonymously to collect their first assessments.

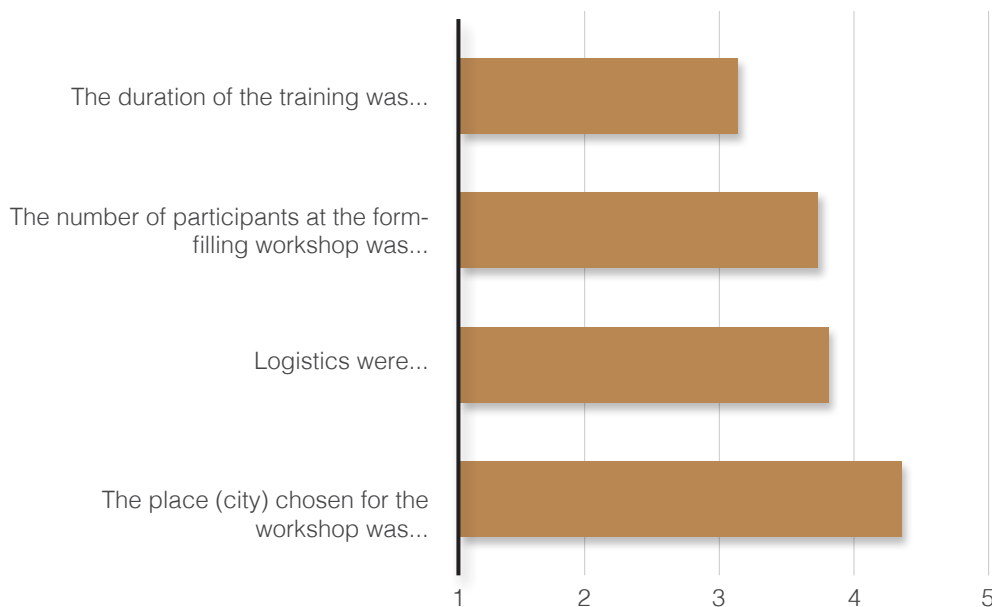


Figure 5: Assessment of the trainings' logistics by participants
1: Insufficient / very low ----- 5: Excellent

¹ Kirkpatrick (1994) *Evaluating training programmes*. San Francisco: Berrett-Koehler. 229 pp

In your opinion, what was the most important or useful part of this training?		What would you have liked to learn in more detail during this training?	
Radar analysis and interpretation	31%	Radar analysis and interpretation	20%
Definition of objectives and recommendations	10%	Definition of objectives and recommendations	13%
Evaluation of management effectiveness	10%	Specific topics of the form	17%
Filling in the form	21%	IT and statistical aspects of the form	20%
Other (context, decision-making, planning, etc.)	28%	Other	30%

Table 9: Aspiration of participants

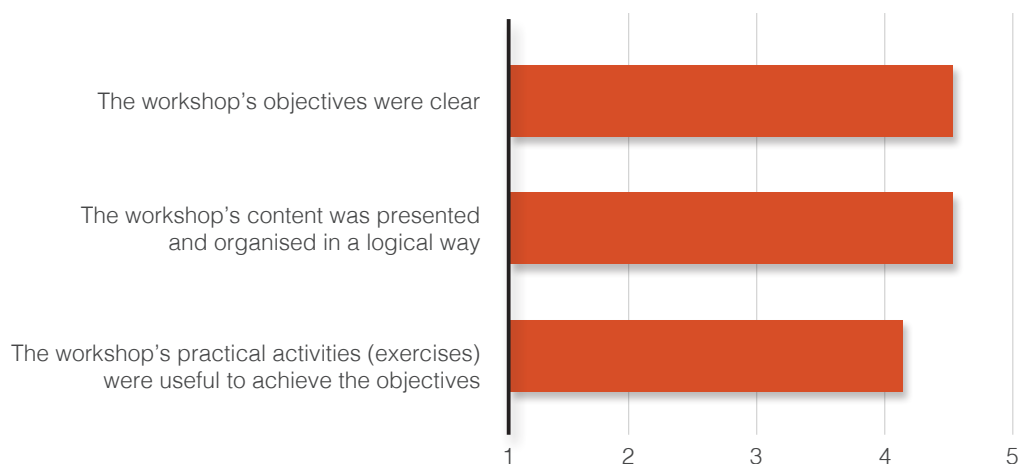


Figure 6: Assessment of the content and running of the training workshop
1: Insufficient / very low ----- 5: Excellent

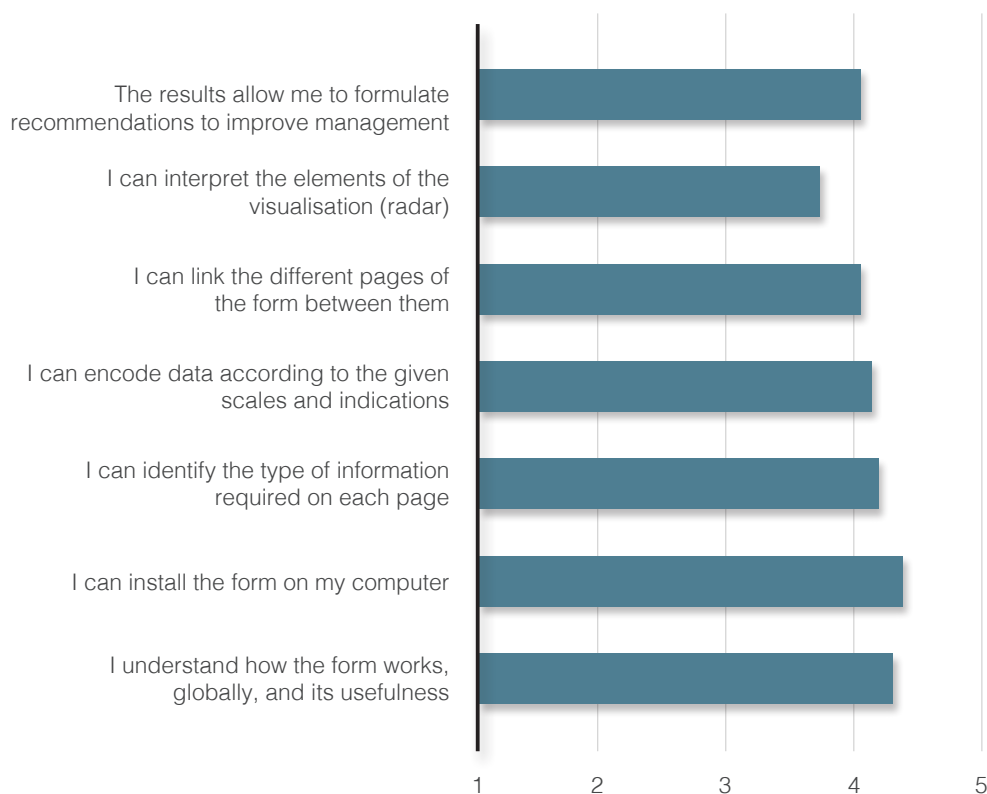


Figure 7: Learning during the training workshop
1: Not at all capable ----- 5: Perfectly capable

8.1.2 LEARNING

This section reports on beneficiaries' impressions through an online questionnaire. We considered the campaign as a whole: training, form-filling and feedback.

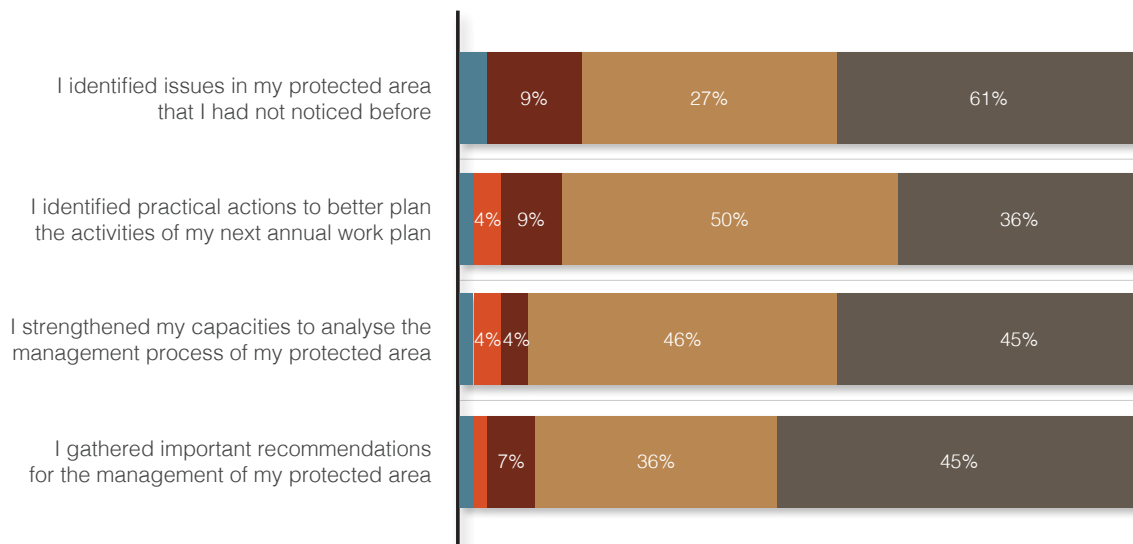


Figure 8: Benefits received through the campaign (Questionnaire Oct. 2016)

■ Totally disagree ■ Slightly agree ■ Rather agree
■ Agree ■ Totally agree

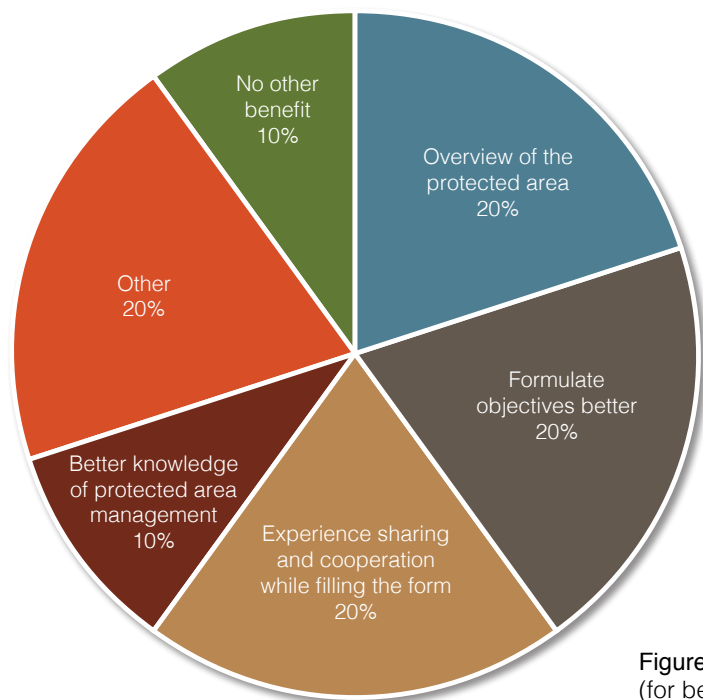


Figure 9: Other benefits of the campaign (for beneficiaries Oct. 2016)

8.1.3 APPLICATION

In practice, all protected areas attending training sessions in town participated in the campaign and agreed to go through the IMET exercise. All protected areas have been able to achieve results (radar, improvement targets and recommendations).

The implementation of recommendations has not yet been evaluated, as in general, these are reforms to be incorporated into the next Annual Work Plan. On the contrary, participants in the campaign already have a fairly clear perception of the obstacles they will face.

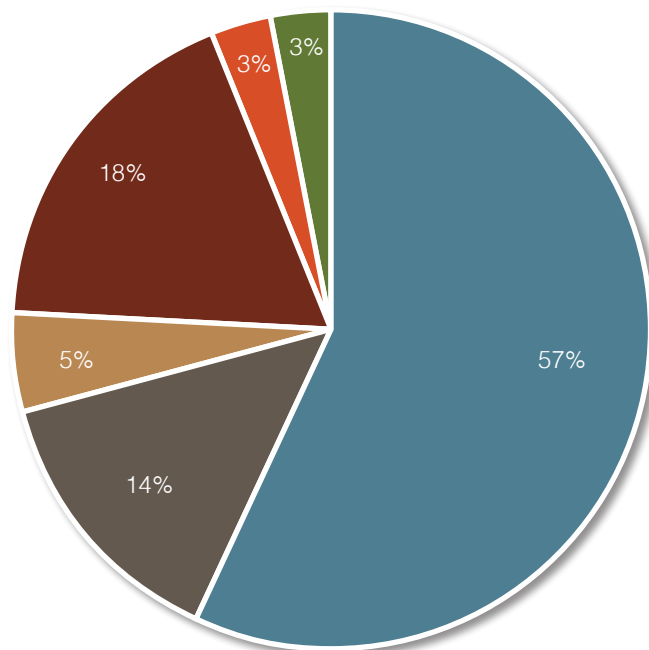


Figure 10: Perceived obstacles to improvements in protected area management by the recipients of BIOPAMA support

- Lack of financial, material and human resources
- Lack of capacity
- No real willingness from decision-makers
- Organisational and structural issues
- Related to the IMET tool and approach
- Other

8.2 COACHING APPROACH

8.2.1 EVALUATION OF THE COACHES BY BENEFICIARIES

8.2.1.1 TRAINER QUALITIES

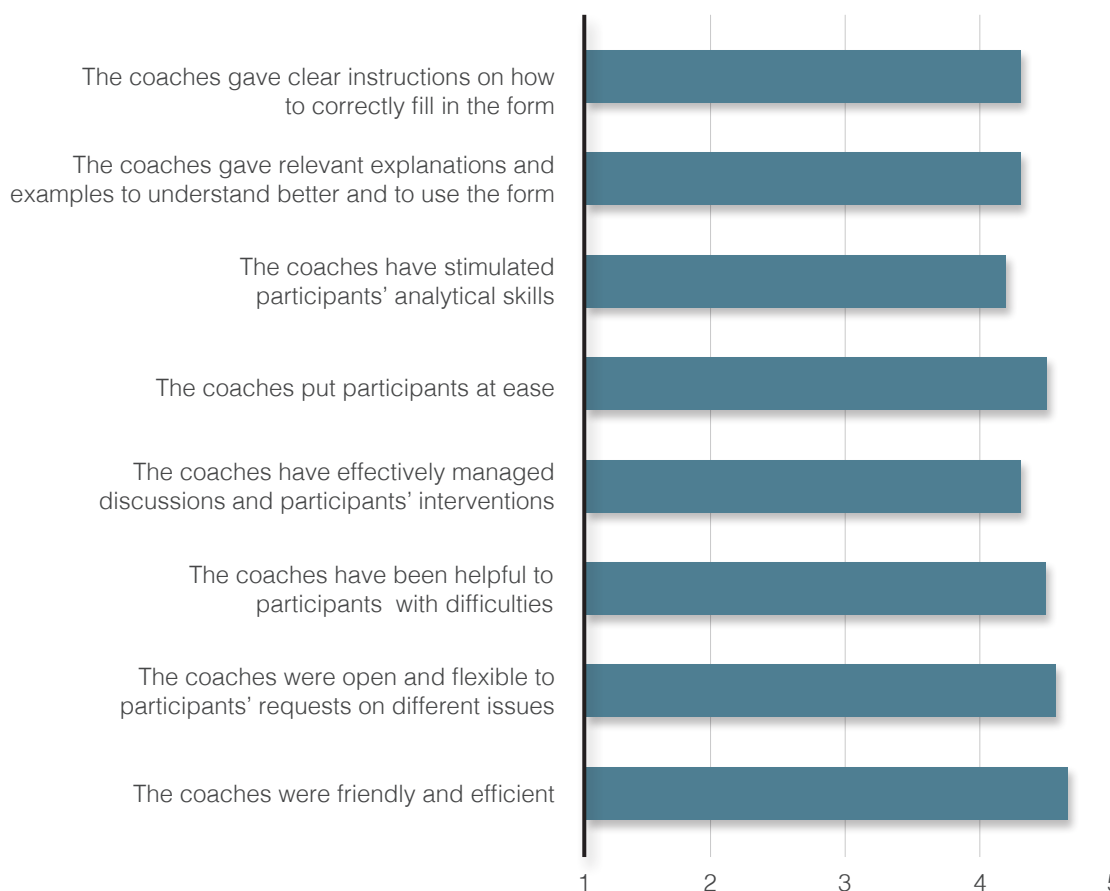


Figure 11: Evaluation of the coaches during training workshops
1: Do not agree at all ----- 5: Totally agree

8.2.1.2 COACHING / SUPERVISING SKILLS

Specific capacities to be strengthened:

- Analysis of the tool's charts.
- Analysis and interpretation.
- Evaluation of protected area management effectiveness and decision support.
- Identifying objectives.
- Proficiency with evaluation tools.
- Regional data gathering.



Refreshers:

- Perfect proficiency with the tool. (4)
- Better understanding of certain aspects. When filling in the form, in the field, it seemed as though the coaches did not master certain aspects of the form. In fact, for some questions we asked the coaches, the answers were not explicit enough. (3)
- On-going training to continue to support us.
- Regular refreshers over a sufficient period of time.
- The coaches are great, but strengthening their abilities is always good.

Congratulations:

- It's okay, nothing to say.
- They do an excellent job.
- I congratulate them, because at first, I did not know what this was all about, but afterwards I felt totally involved and, above all, they explained things clearly. I would have liked to participate in the training, or to attend other sessions in the future.
- These people know what they are talking about.

Other remarks about the coaches:

- Must receive substantial financial support: extending the duration of training and form-filling sessions for a good analysis.
- Keep on overseeing protected area managers and other forest managers.
- Continue technical support. (2)
- Train other coaches to avoid unavailability sometimes reported.
- More availability and patience.

Other comments:

- Provide ongoing training on the tool and its applications.
- Strengthen the capacities of task forces at national and sub-regional levels.

Table 10: Recipients' comments on the coaches during the campaign.

8.2.2 SELF-ASSESSMENT OF THE COACHES

8.2.2.1 CAPACITY ASSESSMENT AND PROFESSIONAL DEVELOPMENT

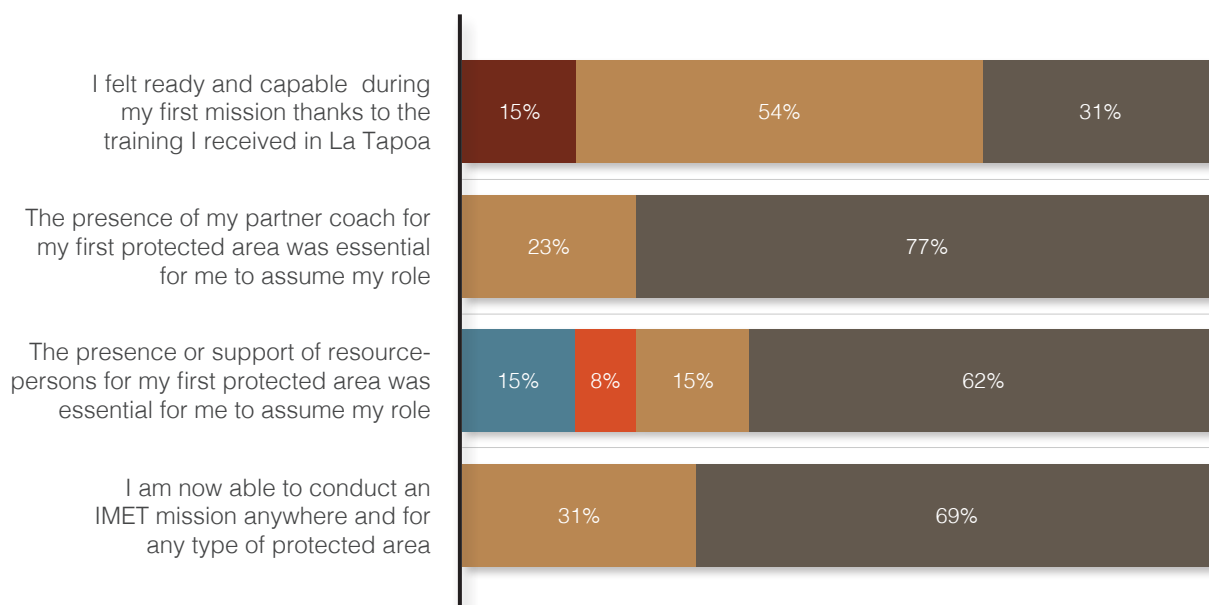


Figure 12: Self-assessment by the coaches of their abilities before and now

■ Totally disagree
 ■ Slightly agree
 ■ Rather agree
■ Agree
 ■ Totally agree

Of the 13 coaches who participated in the campaign and covered at least 2 protected areas, nine expressed other capacities to be strengthened to better assume their coaching role. The responses were rather diverse.

Regarding the IMET tool:

- Analysis of results. (2)
- Training of managers on IMET including the part on formulating objectives with indicators, valuation of benchmarks, formulation of the desired state and feedback with radar analysis. (1)

Related to participants coaching:

- Principles and methods of teaching. (1)
- Remote collaborative work. (1)

Specific themes:

- Biodiversity conservation (1)
- Current Topics (Climate Change, Ecosystem Services). (1)

Other:

- Experience in another country or other protected areas. (1)
- Data Integration. (1)
- Communicating IMET. (1)



Table 11: Self-Assessment of capacities to be strengthened.

Douala recommendations on the status of the coaches

When asked about the capacities to be strengthened, the coaches identified climate change as the main issue, in particular, for assessing the effects on species as well as integrations into planning and management methods of a protected area.

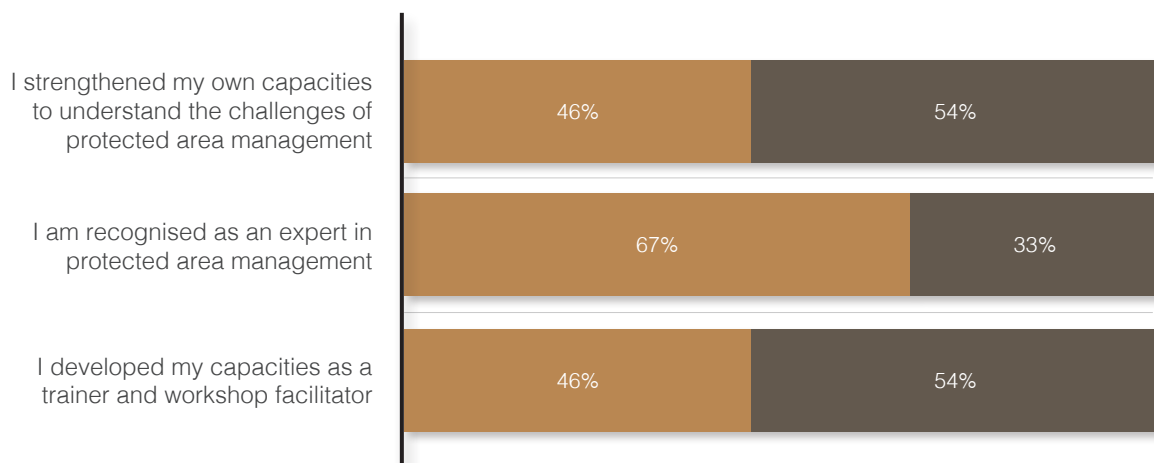


Figure 13: Professional development perceived by the coaches through the BIOPAMA / IMET campaign

■ Totally disagree ■ Slightly agree ■ Rather agree
■ Agree ■ Totally agree

8.2.2.2 OTHER GAINS OR BENEFITS OF BEING A COACH

Capacity building for protected area management:

- “Better understanding the complexity of managing a protected area”
- “Comprehensive assessment of the management of a protected area”
- “Improving knowledge on the management and governance of biodiversity and protected areas”
- “Understanding regional contexts (legislation, recruitment, staff training, financial management, etc.)”
- “Strengthening my capacity to analyse protected area issues”
- “As a protected area manager, IMET has allowed me to step back and improve my management approach”
- “Getting a better picture of our protected areas through radar and diagrams helps us decide what to do and how or by what means”

Exchanges and shares:

- “Travel, new knowledge, new contacts, etc.”
- “Exchange between manager and other conservation actors”

Other capacities strengthened:

- “Time management; consensus building; discussion management”
- “The ability to support managers to the use of the form”
- “Organisation of information”
- “Capturing data on protected areas in the sub-region”

Other:

- Self-assessment of the central government to strengthen the sector.



8.2.2.3 TO BETTER PLAY THEIR ROLE IN THE FUTURE

Douala recommendations on capacities to be strengthened

When asked: “If there was an area where you (coaches) feel the least comfortable, which would that be? “, 7 out of 12 coaches responded “climate change”.

Need for Capacity building / Refreshers:

- Coaching trainings.
- A deeper and accelerated training on coding, to better appreciate certain scales and issues.
- On-going capacity development.
- Small modular training on themes such as Climate Change would be important to support managers.
- Permanent exchange of information and knowledge.
- More explicit formulation and understanding of indicators.
- At the same time that we are supported by IUCN, I developed my capacity as facilitator and trainer and have understood the challenges of managing a protected area.
- Knowledge of the issues that affect protected area management, the La Tapoa training.
- Better understanding of objectives and actions over time.



Organisational Improvements:

- The possibility of systematically visiting the protected area before filling in the form to better appreciate certain data.
- Increase the number of coaches per country.
- Get a mandate from UEMOA, AU or IUCN, as external human resources of the institution.
- An online exchange platform.
- Trust from the BIOPAMA programme managers would help to support the work of trainer-coach.

Others:

- Technical support from IUCN.
- Support from all conservation enthusiasts.
- To be part of a coherent programme with autonomous management as well as a communication component with a clear vision towards an improvement of the national protected area management strategy.

8.2.3 ROLE OF THE COACHES AND COACHING IMPROVEMENTS

Expected roles, as described in the COMIT	Real roles
Contact point for all stakeholders	Not necessarily. There are cases where the coach is just a contact person and another administrative person makes the connection with the teams on the ground.
Trainer	Systematically (but sometimes, not creating the training materials
Team supervisor before (pre-form-filling), during (form-filling) and after the mission	Not enough time to do a proper coaching and unclear conditions for this kind of support
Supervisory administration and partners' support	Widely depending on the country and the position held by the coaches
Financial management (as the case may be)	Depending on the case. Financial and logistic difficulties encountered in cases of disbursement problems.

Table 12: Expected vs. real roles of the coaches

Douala recommendations on improving coaching

Among the best practices to develop, the coaches proposed:

- Developing ownership by beneficiaries by preparing them before training, distributing roles during form-filling and mentoring administrators to send feedback themselves;
- Better time management: practical > theoretical, management of discussions, having clear milestones;
- Dedicate or reserve more time for analysis and recommendations.

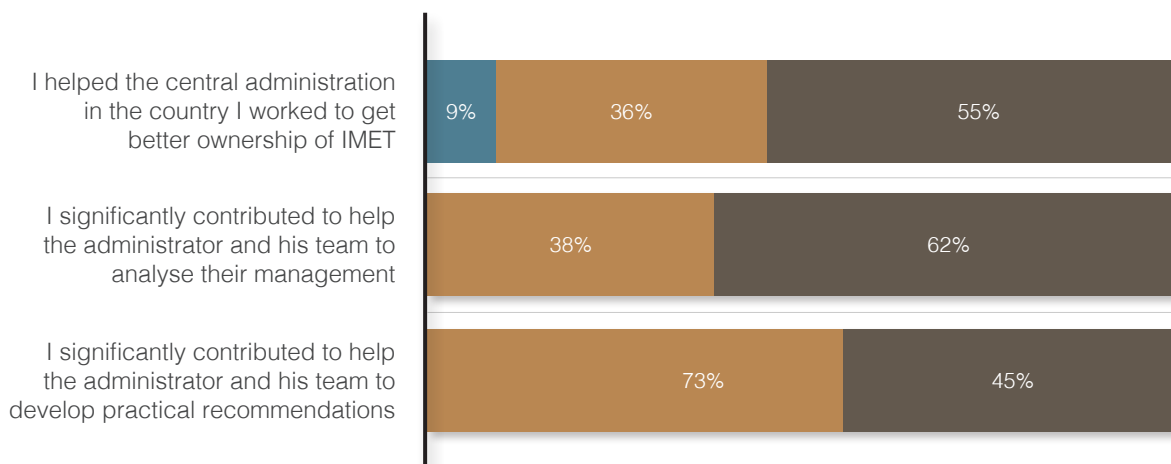


Figure 14: Contributions of the coaches to the beneficiaries

■ Totally disagree ■ Slightly agree ■ Rather agree
■ Agree ■ Totally agree

8.3 COMIT AND OTHER TOOLS

8.3.1 USE OF THE TRAINING KIT

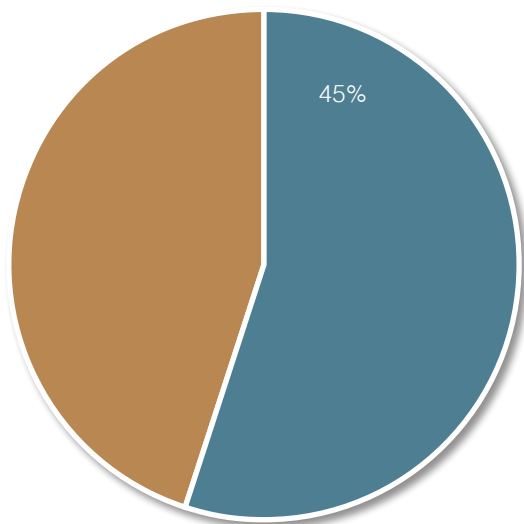


Figure 15: The COMIT teaching kit has been very useful to understand the IMET and guide me in my mission

■ Rather agree ■ Totally agree

8.3.2 IMPROVEMENTS TO BE MADE

The coaches, main users of the COMIT, did not comment much on the proposals for improvement (7/13). Their main comment was the improvement of the level of detail of explanations related to ambiguous questions (such as the description of indicators). It seems that a new version is not necessary in the near future. One coach, who had supervised 5 protected areas, said “It is important to practice a lot before thinking about a new version of the COMIT”. Another said that “the COMIT is a very good document that engages several institutions. Its implementation would require a MoU between the different parties involved in the trainings, filling in and sending back the duly completed forms to the Regional Observatory”.

8.4 CAPACITIES TO BE STRENGTHENED AMONG BENEFICIARIES

	Protected area managers (administrators and staff)	Supervisory administration	PTF	Neighbouring populations
CAPACITIES OR THEMES TO BE STRENGTHENED	Definition of objectives and baseline	Fundraising techniques		Importance of ecosystem services in protected areas
	Collect and archive data on their park	Importance of assessing the effectiveness of protected area management		Environmental education
	Linking the context of intervention to management effectiveness	Monitoring and evaluation of protected areas		
	Make the link between all the pages and their influences			
	Identify and list the elements to inform the context of intervention and the evaluation of protected area management			
	Protected area management cycle			
OTHER ASPECTS TO BE STRENGTHENED OR CONSIDERED	Learning time for protected area staff	Organise an information session for the benefit of supervisory ministries and inform PTFs about the added value of IMET compared to other tools (protected area METT, etc.)	Importance of technical and financial support for a protected area	Diversify income-generating activities
		Financing management and work plans and securing the budget	Strengthen collaboration	Valuing ecosystem services for their benefit
		Central decision-makers, technical partners and communities should be sufficiently aware and supportive of the cause of conservation		

Table 13: Capacities to be strengthened among beneficiaries according to the coaches (Oct. 2016).

RECOMMENDATIONS ON CAPACITY DEVELOPMENT



Several proposals have already been highlighted in this document, starting with the coaches' evaluation of the campaign workshop in Douala. The following recommendations try to bring coherence to the proposals of the coaches, based on facts, evaluation findings and lessons learned.

9.1 RECOMMENDATIONS ON THE ORGANISATION

The coaches, as well as all the partners, recognised the complexity of organising a campaign in such a vast region, with different institutional structures and sometimes difficult conditions depending on the country. The success of the campaign was largely based on the collaboration between the BIOPAMA Team, coaches, national administrations, regional networks and IUCN country offices. However, this success was tarnished by organisational weaknesses in almost all missions. Partners complained about inadequate communication, inadequate exchanges on the implementation of activities, administrative and financial mechanisms that were often slow (variable pay-out system, late release of funds or of repayments). The availability of technical assistants has clearly helped in the start-up of the campaign. The consultants' support was crucial but sometimes created cuts or postponements of activities because of their unavailability.

We recommend:

- **Setting up of a small permanent and full-time team for BIOPAMA comprising:** a manager responsible for the planning, implementation and monitoring of operations; a technical assistant who directly supports the coaches in terms of planning and reporting; and a financial officer (at least 75% of whose time is devoted to the programme).
- **A closer partnership between the different IUCN offices, especially in countries where IUCN is established,** in order to streamline exchanges with local partners, to adapt quickly to the context and improve logistics.

9.2 RECOMMENDATIONS ABOUT BIOPAMA COACHES

Coaches are the pillars of the campaign, and have been key to the success of this year's campaign. They were the transmission link between IUCN, the sites, central administrations and other local partners. They were the face of IMET and BIOPAMA to the protected area managers. They played a fundamental role in strengthening managers' capacities and in obtaining quality data and information to improve decision-making.

In terms of skills, all coaches who participated in the campaign delivered the results expected and recognised that they too have gained a lot of experience through this campaign. The scores obtained by the coaches in the evaluations by participants confirm their satisfaction and recognition of the importance of their role. But their skills must be strengthened, since these are currently mainly related to the establishment of an IMET baseline for the year 2016. Correcting IMET issues (with the questions' wording, bugs or computer errors, misleading terms) should already address much of this year's difficulties. But other capacities will be required in the follow-up. The coaches recognised the need to strengthen their capacities on cross-cutting themes (analytical techniques, problem solving, advocacy techniques and communication) and on specific issues, in particular assessing the effects of climate change and integrating responses to climate change in protected area planning and management. Finally, it should also be remembered that each coach also has his own strengths and weaknesses, which must be identified and corrected.

Their status, and therefore their treatment, needs to be reviewed. Too much frustration was received from them on the treatment they received from IUCN on per-diems and coaching fees, these being considered too low. The Douala recommendations (Nov 2016) already give some ideas for the future. This status requires a lot of thinking, particularly in relation to the new expectations of BIOPAMA's second phase.

We recommend:

- **To keep the coaching approach as defined in the COMIT** as it proved useful and effective for the beneficiaries of BIOPAMA support, and allowed the contractor (IUCN-PACO) to work simultaneously in many countries.
- The development of an internal capacity-building mechanism for coaches in order to maintain their skills through the evolution of use of the IMET tool and through local needs. Apart from the traditional training workshops, progressive, individual and customisable, distance-learning refreshers could be envisaged using suitable means or through an active network of coaches acting as a community of practice. The certification of skills would be a way to motivate coaches to keep up. It would also follow up on the evolution of skills.
- **A refresher for trainer coaches** on a few key topics: analysis and problem solving techniques, integration of IMET results in planning, monitoring IMET results, and climate change. Training on planning and management support tools in the context of climate change, such as the CRiSTAL Tool (<http://www.iisd.org/cristaltool/>) would be highly beneficial for coaches and managers.
- The adoption of mechanisms that would motivate coaches, but would give guarantees on the quality of their contributions to IUCN (and to governments). Mechanisms for skills recognition (certification, letter of merit), motivational approaches based on results, non-monetary benefits (training abroad, participation in conferences, etc.) may be among possible options. These may also be implemented in partnerships with the coaches' supervisory institutions.

9.3 RECOMMENDATIONS ON INSTITUTIONAL ASPECTS

The sustainability and impacts of the BIOPAMA programme highly depend on existing and future institutional arrangements. The institutional context for protected areas is very different between West and Central Africa. The role of regional networks, the number and dynamism of stakeholders, as well as IUCN's history of partnerships with countries and organisations are all factors increasing disparities between the two sub-regions.

Part of the success of the 2016 campaign is based on significant flexibility (and diversity) in the forms of partnerships with the countries. Close collaboration with regional protected area networks has always been considered a strong approach, given their already recognised institutional base. They are also a good platform for coaches to intervene in the network's protected areas and support decision-makers at a national level. However, the experience of the campaign by November 2016 has shown that this is still a delicate point, since both RAMPAC and RAPAC have not been able to participate fully in the activities as both have been undergoing restructuring. Future institutional arrangements (protocols between IUCN and the networks and/or countries) cannot slow down the machine or hinder the dynamism that has risen this year.

Finally, it is important to recognise the particularity of each country. We noted that the experience with Burundi differs much from that of Gabon or Senegal. The coaches were best placed to tell us how to intervene.

We recommend:

- Strengthening the partnership with regional protected area networks to ensure the credibility and legitimacy of the programme. However, it would be necessary to identify and negotiate their resource and capacity needs in order for them to fully assume their interface role.
- To continue to communicate directly with national administrations, at the highest level of ministerial authorities or national agencies, including with directors who have already expressed interest in the programme and want to be more involved. The coaches and local IUCN teams are essential in this approach.

9.4 RECOMMENDATIONS ON CAPACITY DEVELOPMENT FOR BENEFICIARIES

Feedback received from the campaign showed both the IMET tool and the support of the coaches were very well received. This first year helped to lay the foundations. The evaluations have shown that capacities at the end of the training were strengthened by the participatory form-filling and feedback on site. The challenges for the next phase are to maintain the interest, build capacity so that they translate into skills, and meet new expectations like integrating results in protected area management and monitoring changes.

We recommend:

- To continue supporting the same protected areas to expect real measurable change in their management. Proposed assistance would be spread over three years:
 - 1st year (2016): training + 1 form-filling (baseline) + feedback
 - 2nd year (2017): follow-up on integration of the recommendations by national coaches
 - 3rd year (2018): form-filling with analysis of changes + feedback on new results. Coaching should extend to advocacy and policy development techniques for a national strategy for protected area management.

This recommendation does not preclude new protected areas to be supported. It can be integrated with the proposal to establish Action Funds based on IMET results, planned for the second phase.

- **To support national administrations' institutional capacities**, in particular the integration of IMET decision support tool in decision-making, planning and monitoring protected areas management mechanisms. Specific trainings for management planning, monitoring and evaluation units in protected area national agencies and supervisory ministries are encouraged.

9.5 RECOMMENDATIONS ON COMIT

As a reminder, COMIT (Coach Observatory Mission Information Toolkit) is designed, first and foremost, to help coaches to organise their mission on behalf of the Observatory. It includes several tools, such as a teaching kit, allowing coaches to plan, organise, answer questions and evaluate their mission.

Part 3 of the document (on IMET) was the most used part, because it is central to the missions. Recommendations for improvement of COMIT's formulations and explanations actually relate to improvements of the IMET.

In most cases, the instructions given in the COMIT were followed and allowed for a homogenisation of the three typical interventions: training, completion of IMET and feedback. On the other hand, the five-day duration for training sessions indicated in the document was reduced to three. However, both coaches and managers' feedback suggest to keep a five-day training and to increase the number of participants. In regard to form-filling, three days are not enough to allow an in-depth analysis, which suggests an increase to at least four days. Exercises and support documents appear to not have been exploited fully by the coaches. But it is premature to undertake major reforms of the COMIT as we count only with less than a year of its full use.

We recommend:

- To continue using COMIT to maintain homogeneity in the approach in such a vast region and diverse protected area categories.
- **To collect good coaching practices to add to the toolkit.** Establishing an exchange platform, such as a forum, or using social networks could be a good way and it aligns with the recommendations on capacity-building for the coaches.
- **To align changes to the IMET with a future update of the COMIT.** As a matter of fact, some IMET improvements made during 2016 have not yet been integrated in the current COMIT.

CONCLUSION

10

This report was made to assess the implementation of the BIOPAMA programme in West and Central Africa in 2016. Although not exhaustive, and not assessing the effects and impacts of the programme, it outlines the main activities carried out.

- The programme, as a whole, was well received by the beneficiaries. The interventions of the coaches were very satisfactory and beneficiaries perceived learning and capacity gains through the programme.
- For such a short timeframe (early February to late October 2016 considered in this document, i.e. 9 months), the results are rather impressive with:
 - 69 protected areas supported, including 47 directly by IUCN-PACO
 - 12 training courses carried out
 - 11 feedback sessions organised
 - 686 people involved (not counting the BIOPAMA Team and coaches), benefiting from capacity-building support
- The coaches were also the first beneficiaries of the campaign, by developing their expertise and enjoying other benefits thanks to BIOPAMA. A core group of coaches, now experts in IMET and in supporting protected area managers, was formed. They contribute, in turn, to strengthening the capacity of their home-institutions.
- Many ideas for improvements have been collected.

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