

Evaluating Management Effectiveness Workshop Stream 5
Report of Session 2b and 3b Learning from experience: management effectiveness assessment in action.

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Session background

- What lessons have been learnt from experiences with assessment of management effectiveness?
- How can we determine the best approaches in different circumstances?
- How can we continue to exchange and benefit from accumulating experience?

Session Summary

- **Who attended:** Approximately 100 people over the whole session. Ranged from field staff to National Agency CEO, good global coverage – with perhaps the least representation from Asia. Also good gender mix and age mix. Informed audience – who were interested in the topic, could share experiences from all levels and experiences and good sharing of what works and what doesn't work

Key message: Highlighted the interest from congress participants in the issue and reaffirmed the importance of, and interest in, management effectiveness evaluation

- There was a good range of experiences on how to design and implement systems
- Informed discussion from participants in workshop on challenges and lessons learned from field based experience in implementing assessment systems to the challenges of gaining institutional acceptance
- Workshop participants learning and of practical advice and experiences field application

Emerging issues:

- Move development of methodologies and systems to implementation at sites
- Ensure implementation of assessment systems results in improved and adaptive management at site and system level
- Management Effectiveness evaluation is the key to adaptive management
- Evaluation needs to give higher consideration to cultural perspectives
- Practitioners themselves need to be able to increase capacity to evaluate and improve management effectiveness themselves
- **Key outcomes:** WPC Recommendation 18, input into the Durban Accord and Action Plan and into the message to the CBD.

- Information will be used for a book on experiences in Evaluating Management Effectiveness and to also guide the future direction of the WCPA ME theme

Summary of group discussions

Positive lessons:

- Assessments should be lead by managers to ensure park objectives are evaluated not individual project objectives
- Support and active involvement from Agency and stakeholders
- Need to consolidate reporting requirements at site level
- Simple questionnaires are useful – and can be used to collect qualitative information can be gained informally
- To be sustainable assessment need to become part of the ‘core business of the park’, i.e. built in budgets etc.
- High level endorsement and recognition of achievement
- Evaluating management can help break habits of management
- The need to store and retain data and link it to the corporate memory of the park is critical for evaluation to work – and in some case knowledge can be stored in people rather than documents
- It is acceptable for indicators and ways of measuring indicators be very simple and become more sophisticated over time
- Indicators should be long-term (i.e. not linked to short projects)
- Indicators should be scientifically sound and easy to communicate
- Implementation of assessment is aided by an owner of the process within the management agency and that that persons job is secure
- Stakeholders support is critical
- Need to ensure confidence in data and results
- Management Effectiveness evaluation is crucial for adaptive management to learn and improve practices
- Capacity building helps practitioners do their own science
- Skills of the evaluators themselves is the key – especially interpersonal skills so as not to threaten practitioners
- It is ok to begin with simple evaluation systems which increase in complexity over time if necessary and as staff capacity increases
- Should start with focus of adaptive management to achieve accountability rather than the other way around.
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Remaining challenges:

- How to simplify the concept
- Systems should start simply and build and develop – and evolve with staff
- Should there be standards for monitoring practices – as faulty implementation of monitoring can lead to misleading results
- Evaluation objectives should be aligned with stable mandates (i.e. management plans, conventions etc)

- Further develop professional networks for sharing experiences and reducing duplication of effort
- Staff capacities very variable and culturally dependent
- Streamlining reporting
- Challenge of storage of data and knowledge transfer – building evaluation into the corporate memory
- Need to begin focussing on outcomes rather than outputs which is much more difficult