



**THE UNIVERSITY
OF QUEENSLAND**
AUSTRALIA

Linking evaluation to the needs of managers



**Chris Jacobson, The University of
Queensland**



Adapted from presentation to International Symposium
for Society and Natural Resources (Jacobson, Carter
and Hockings) Vermont, USA, June 2008



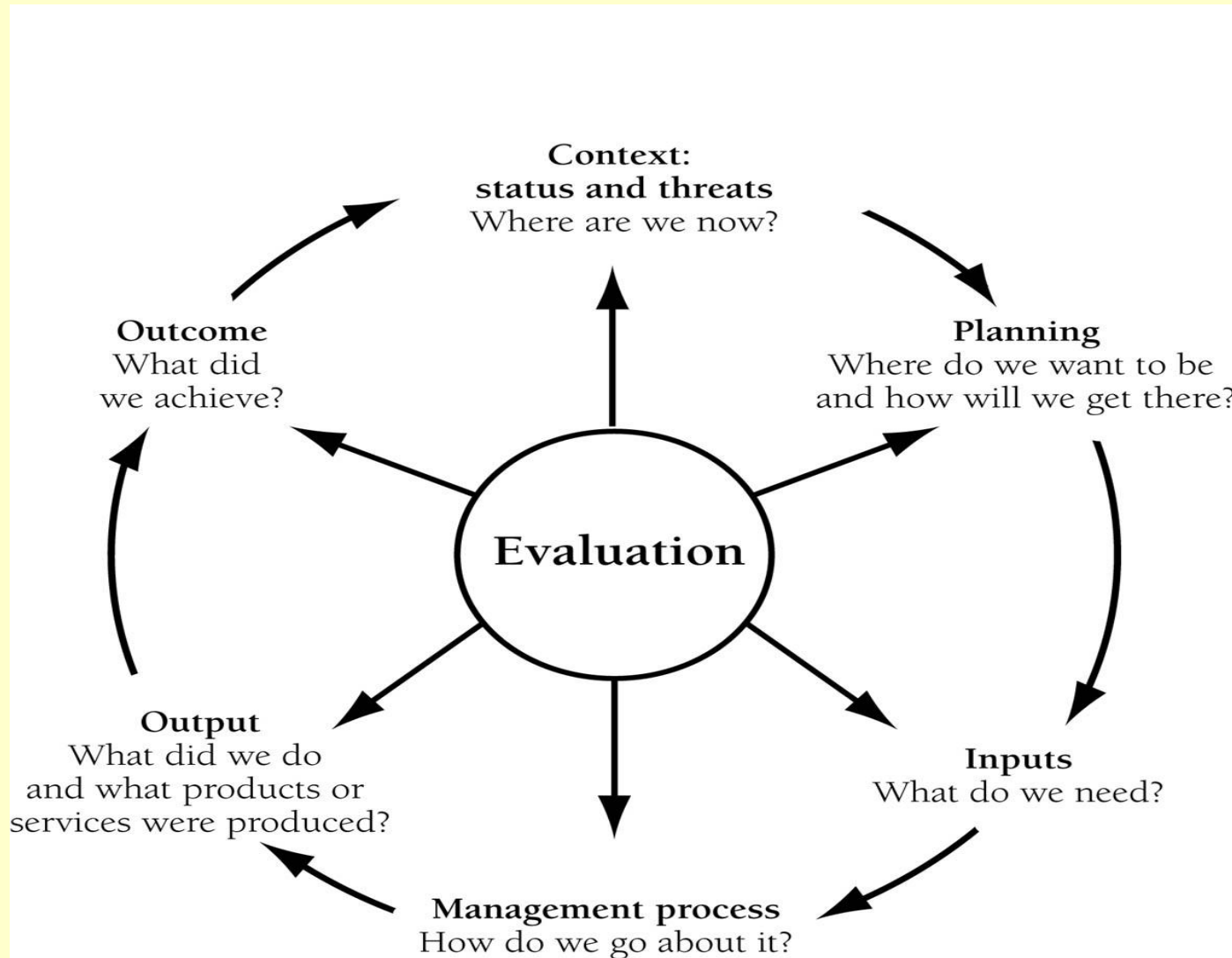
Australian Government

Director of National Parks

Background: NSW State of the Parks

- Emphasis shift from demonstrating accountability to utilisation
- Evaluations conducted by park managers using ratings-based assessment & justification
- Evaluation organised around a range of service areas and related to management cycle steps

700+ parks, 136 key questions, 4 key service areas, conducted in 2004, 2005 & 2007



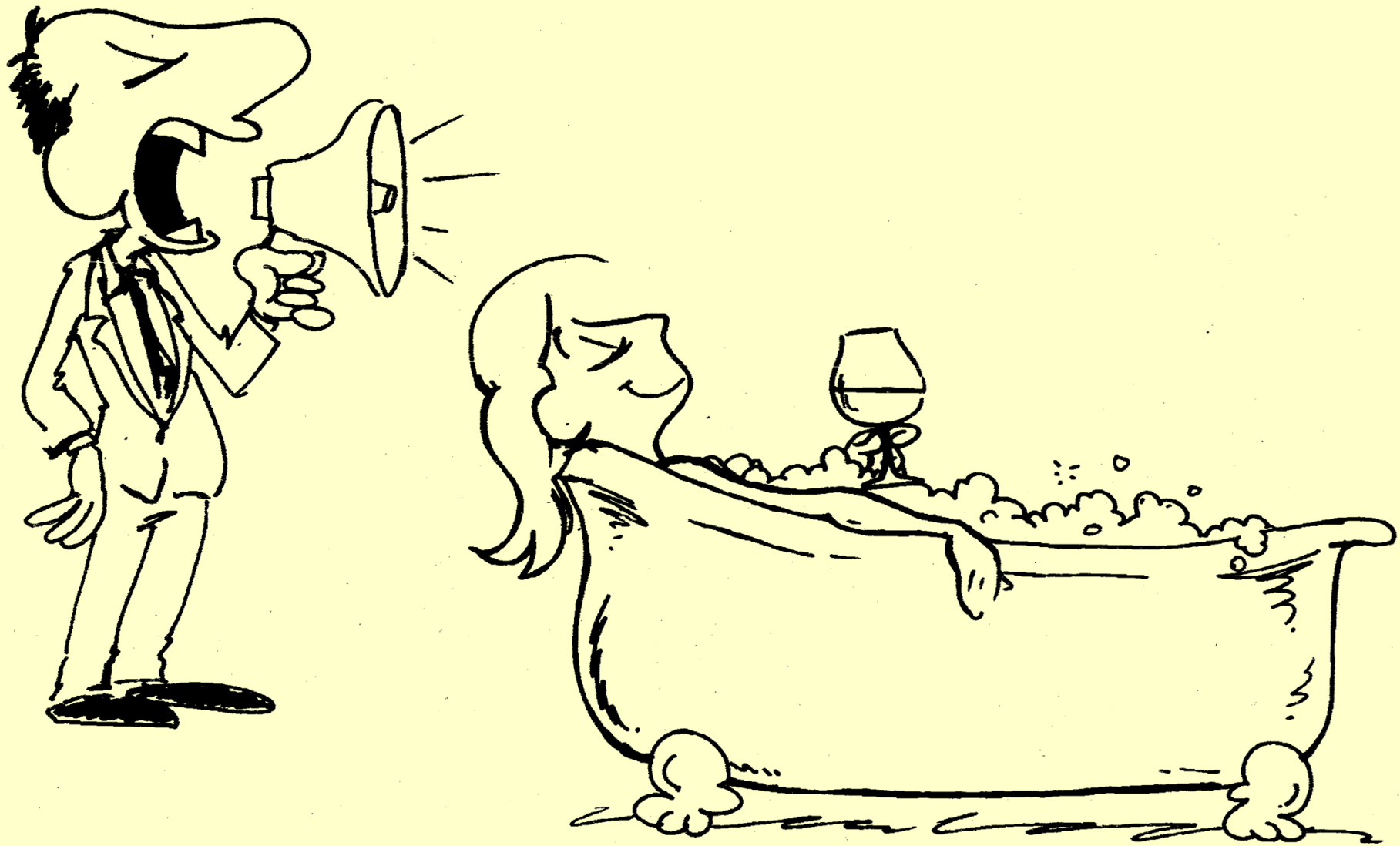
Aim & Outline

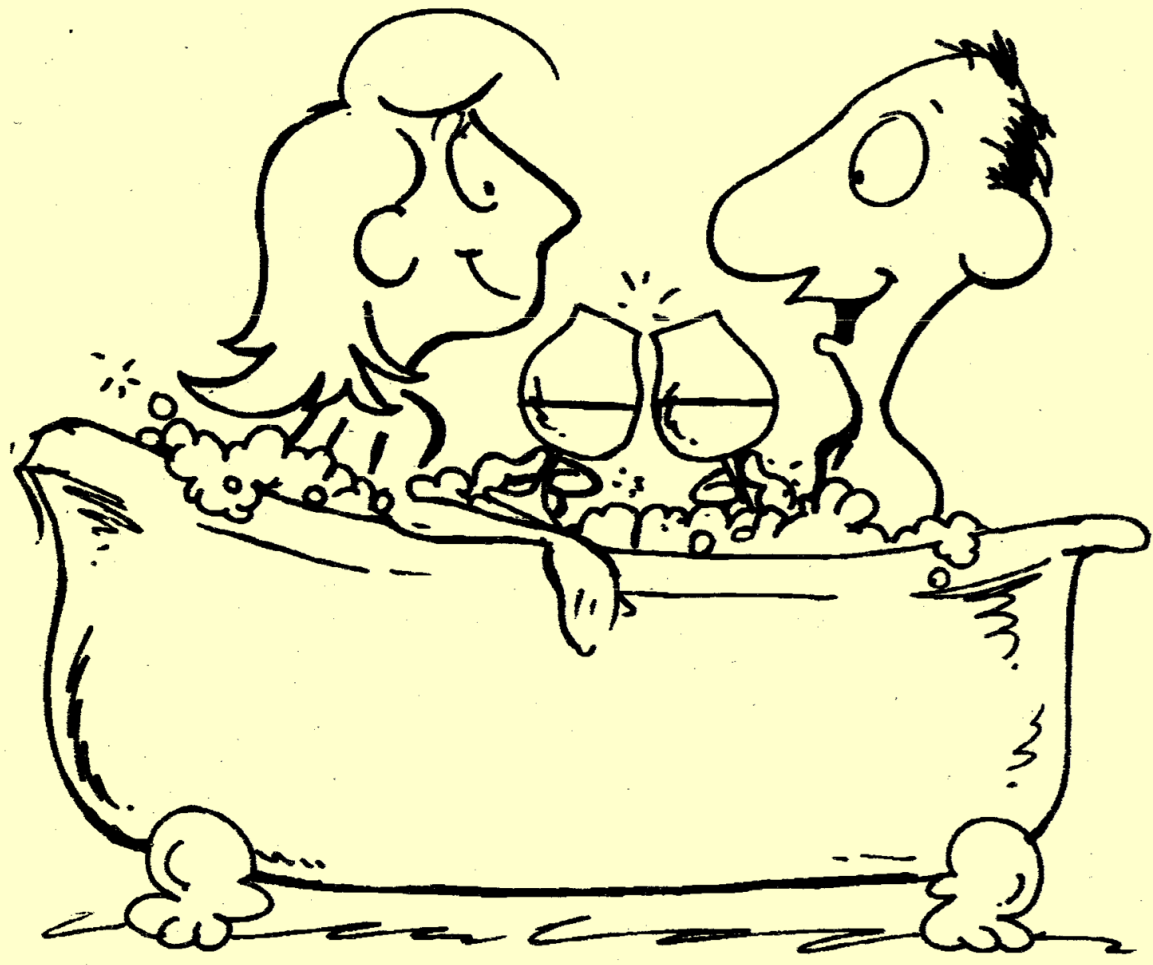
How can information utility be maximised?

- Conceptualising evaluation utilisation - Is there a better way?
- Linking decision mapping and evaluation information
- Conclusion





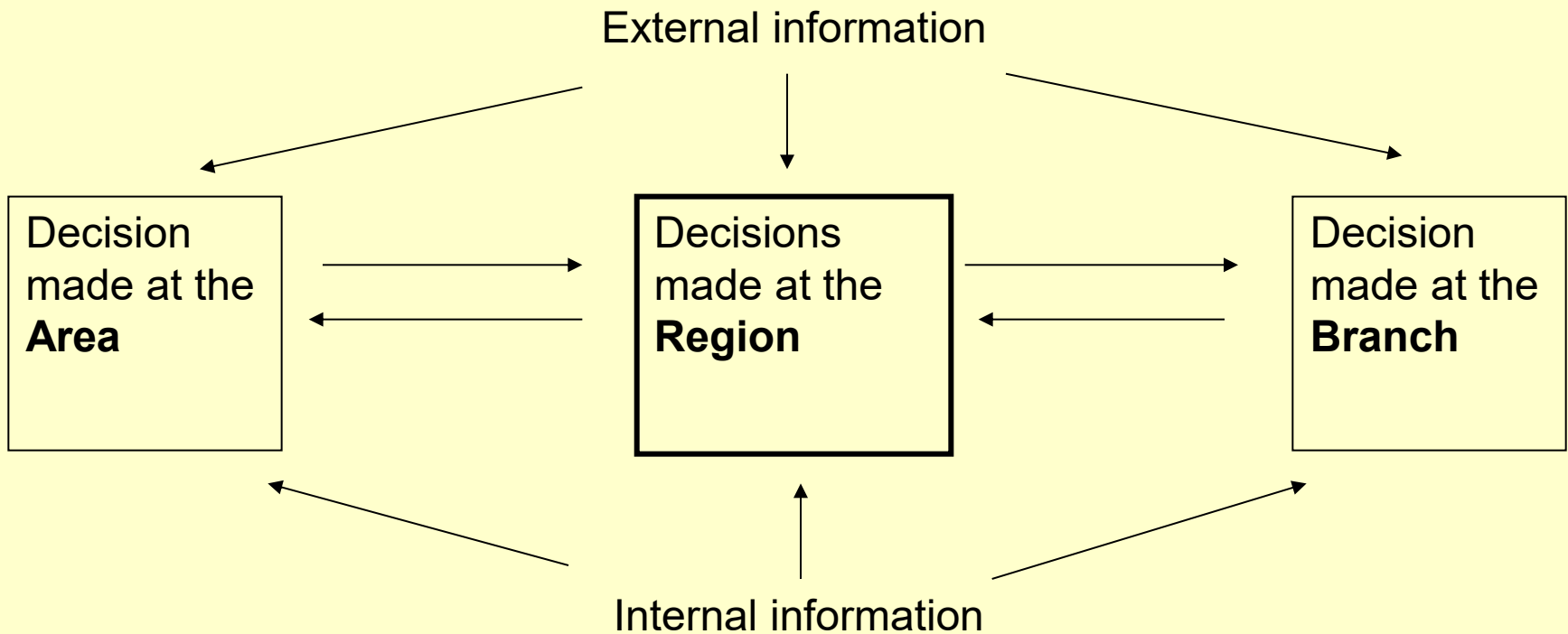




Assertion: Managers will be more responsive to results if results are presented in a way that is cognisant of local context and decision making processes

Response: Work with managers to look at a decisions made, info used & value of it

Decision maps

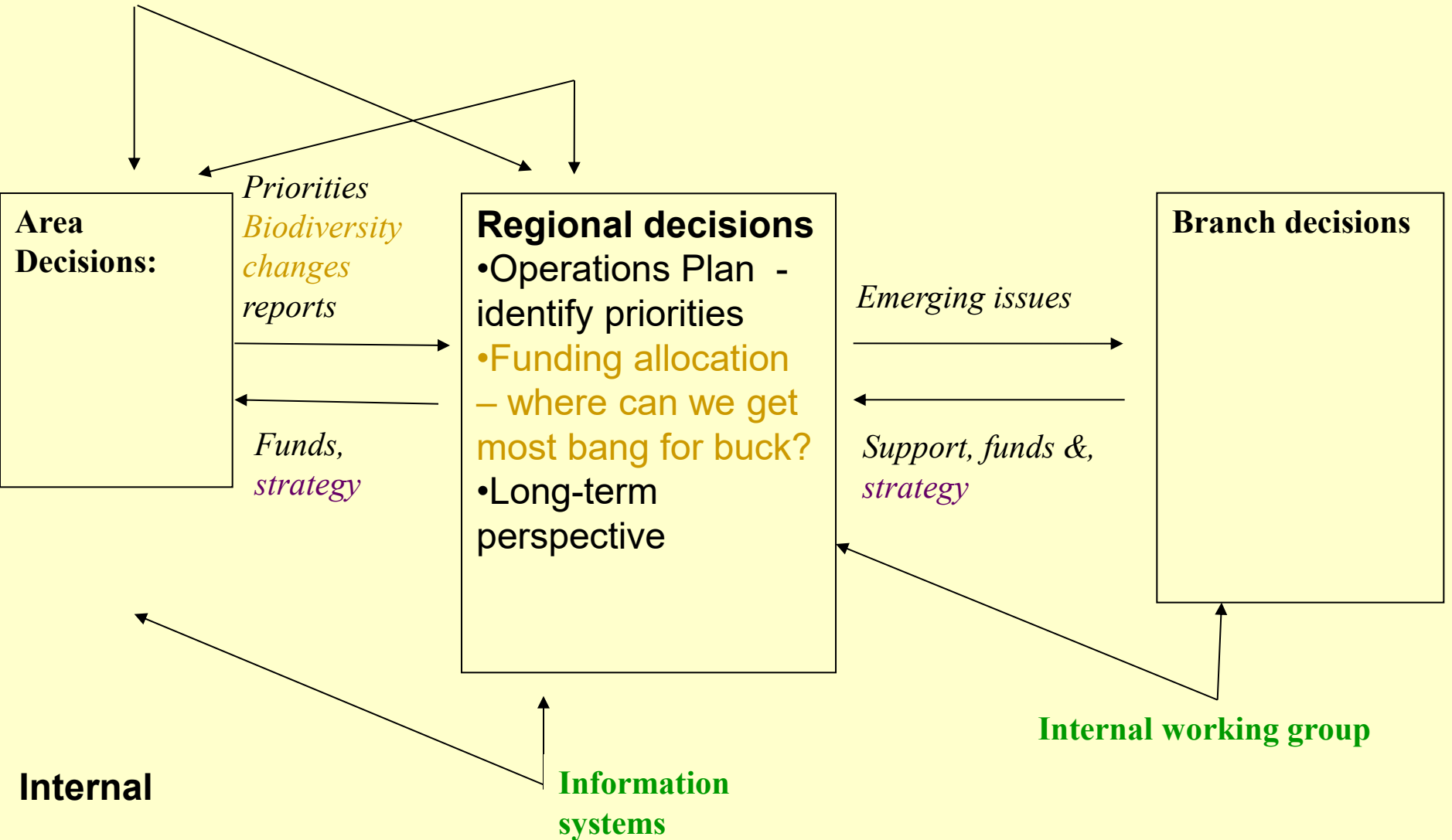


External

Community liaison and relationships

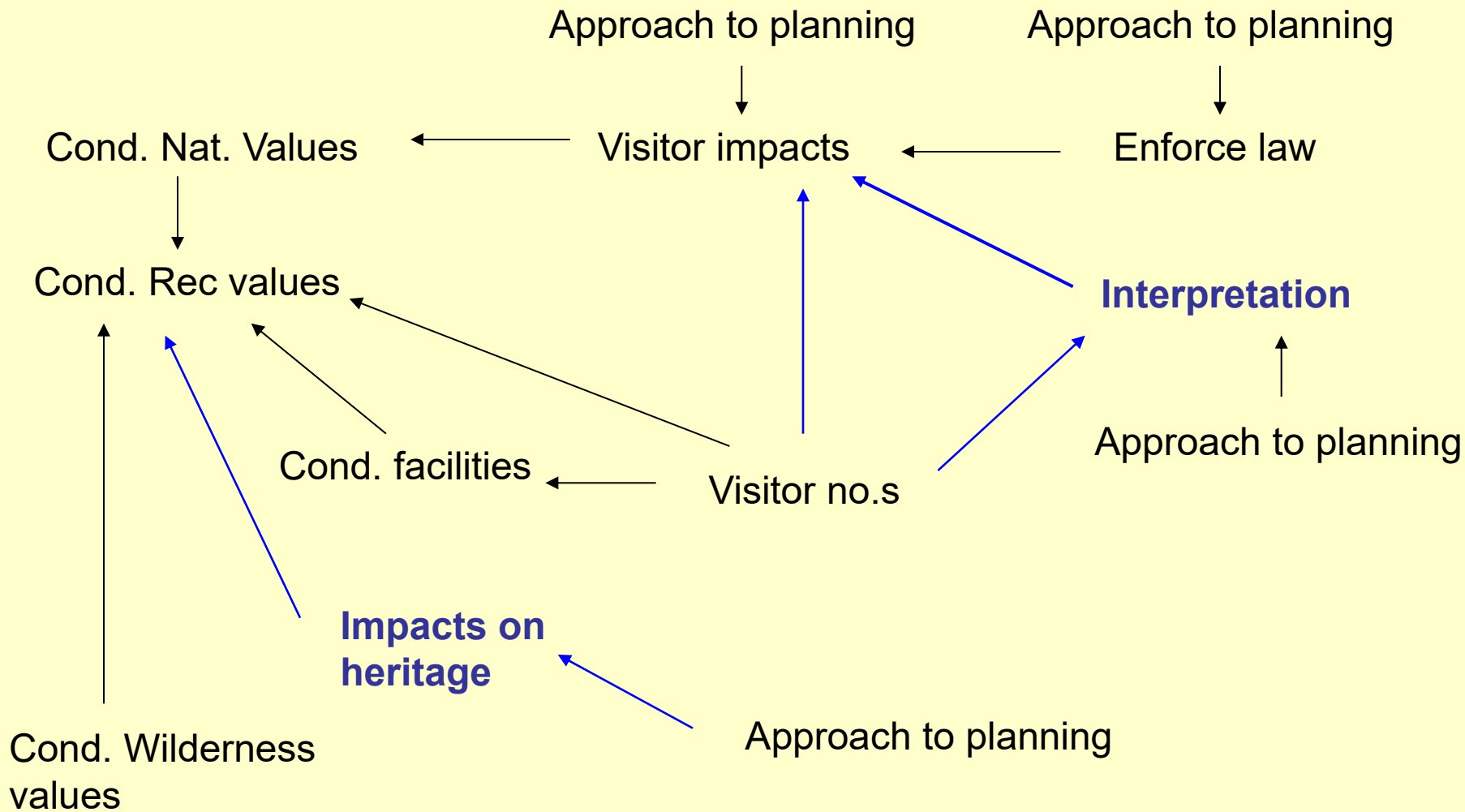
- Some more useful than others

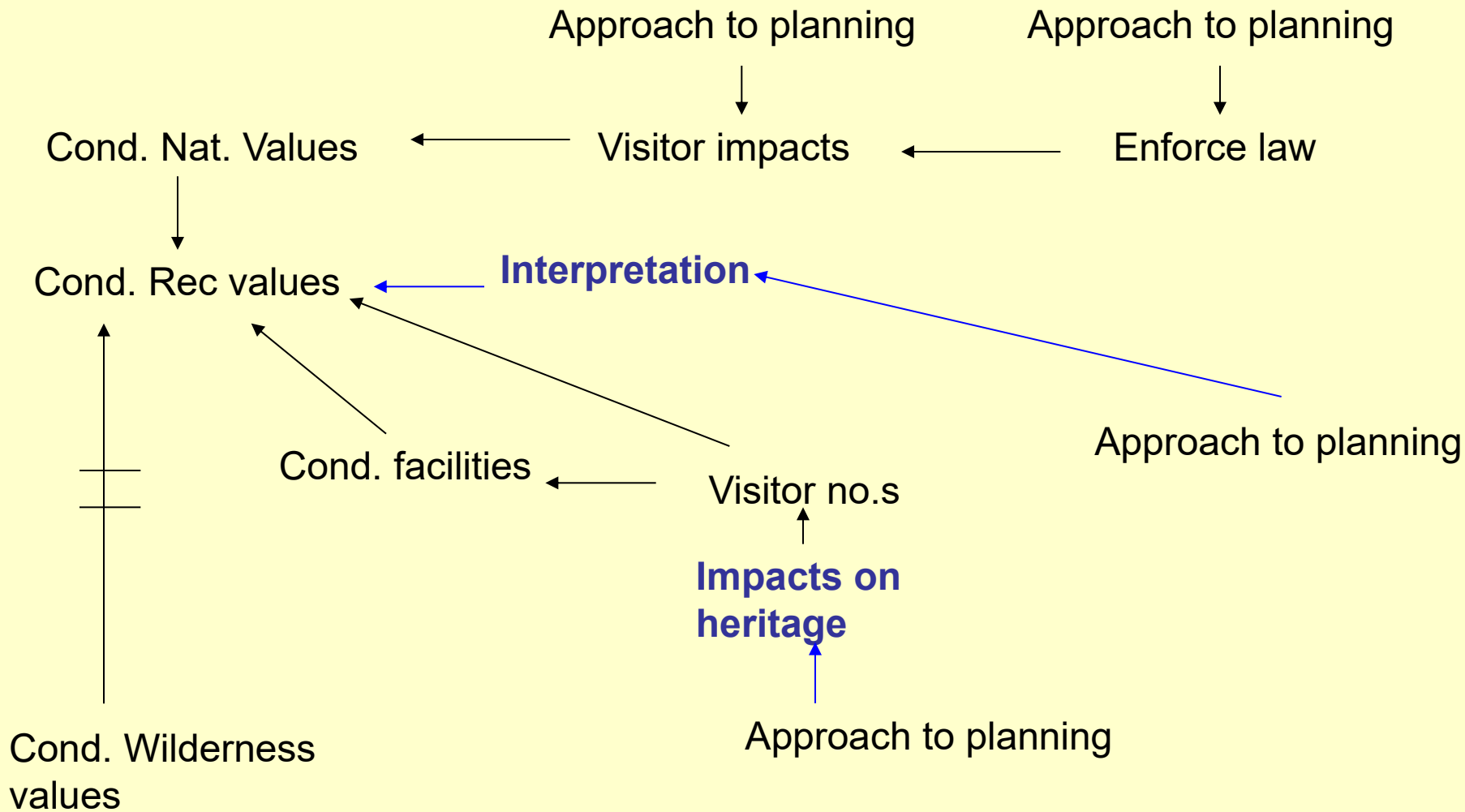
Research projects



We know what they use, but what have we got to offer?







Question: How effective is planning for management?

Question A: Planning	Question B: Threat mgmt	adaptation
Comprehensive planned approach or planned approach taken	Impacts negligible	Great! – but should attention move elsewhere?
	Impacts decreasing	Will this trend continue?
Reactive approach or no management	Impacts unchanged	This threat might need more attention
	Impacts increasing	Why? Does management need to be adapted?

	Impacts negligible	Impacts decreasing	Impacts unchanged	Impacts increasing
Comprehensive approach taken	Is too much effort occurring in this park?	Good, but could resources be spent elsewhere without affecting management success?		Why are results poor? Consider: <ul style="list-style-type: none"> • sufficiency of information for planning & decision making • appropriateness of management methods • level of effort required to get improvement
Planned approach taken				
Reactive approach taken	Management is OK, but could be improved.			This is an emerging issue, and probably not a priority in relation to other threats. Managers should consider if it needs to become a priority.
No mgmt	This is probably appropriate, but needs to be watched.			

Did it work?

- Managers rated increase in perceived value of information:
mean: 3.9, n=21, group range 3.6 – 4
- Managers rated agreement with GIS component increasing potential use of information
mean: 4.3, n=21, group range 3.4 – 4.6
- Managers wanted to add lots of layers depending on how they conceptualised the situation
- Lots of examples where results can be explained by context and lots of examples of anticipated adaptation
- Use appears to vary in relation to local knowledge of manager, no. parks and staff managed and size of parks
- Developing tool for understanding different types of responses and adaptations – will look for examples of adaptation in 2009



Conclusions

- Process has increased perceived usefulness of evaluation
- Process provided insights into uses not previously apparent
- GIS tool for managers to interpret information is considered useful

Concurrent internal response

- Information is available on intranet in line with valued information sources
- Requirement to consider information as part of operational planning

Thanks!

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- Josie Kelman (UQ) for doing a marvellous job with the workshop data and GIS (what a whiz!)
- Bradd Witt (UQ) for the cool cartoons