

Design and analysis issues for ME evaluations

- What are the strengths and weaknesses of quantitative and qualitative data for evaluations? Is one better than the other?
- Should evaluations be carried out for some or all parks in a network? And how does this influence the depth of data collection?
- What are the implications of design on the analysis of data?

Management Effectiveness Evaluation and standards for PA

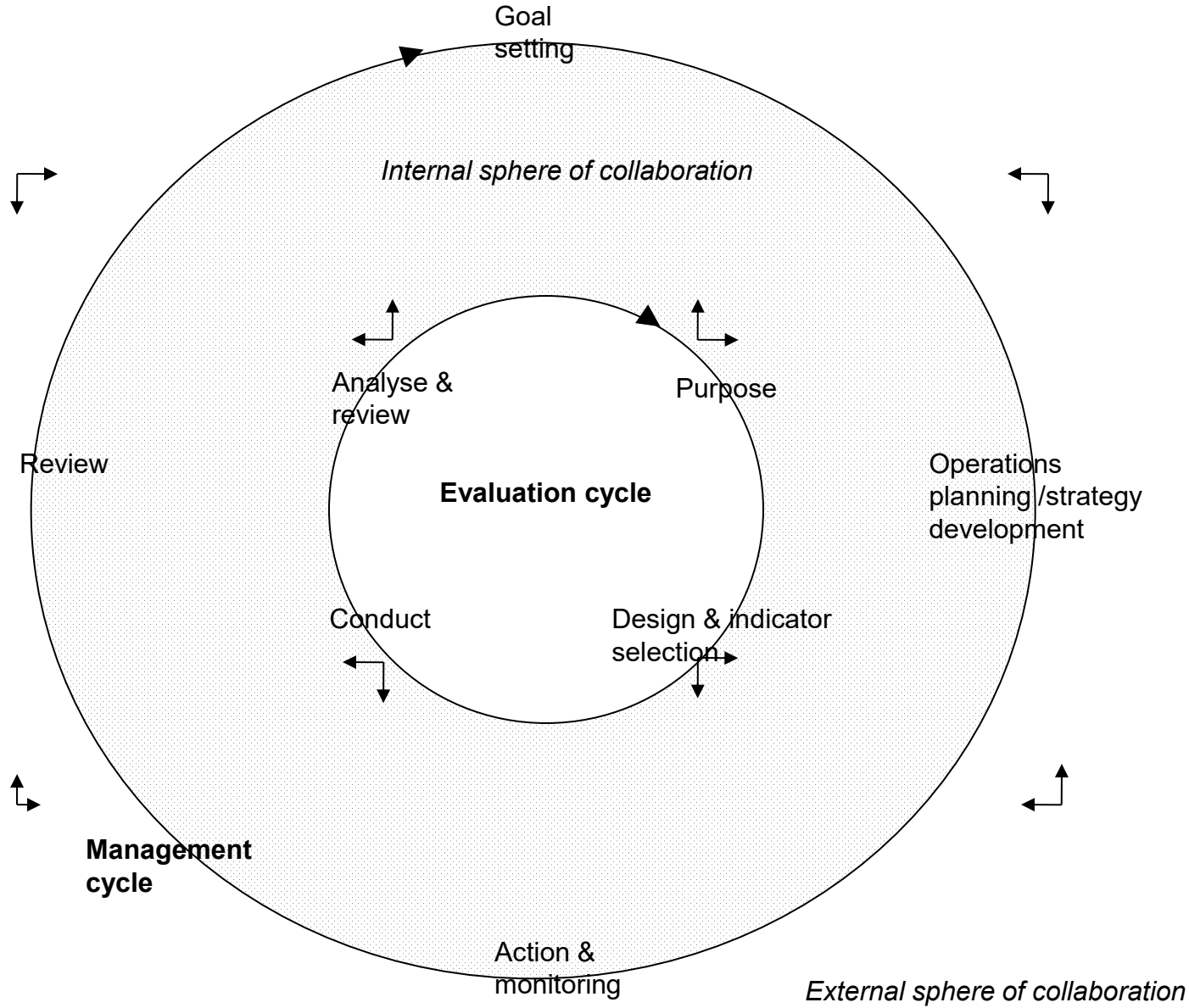
- ❑ Many evaluation systems have been developed and applied in the last decade (Leverington *et al.* 2008)**
- ❑ Most systems assess management using a set of criteria and indicators of performance**
- ❑ In general, indicators are rated according to a scoring system and the highest possible score = ideal scenario**
- ❑ Adequate levels of management effectiveness haven't been established for each indicator. As a result, the ideal scenario works like an implicit standard**
- ❑ But what would explicit standards look like? Would they help PA management? What systems do people use/know about that relate to standards?**

Discussions points for Building institutional capacity for management effectiveness (ME)

- *Why bother? What's in it for me/staff/Executive/stakeholders?*
 - Establishing the imperatives and communicating ME objectives. Costs and benefits.
- *Which framework/approach suits my organisation?*
 - There are many to choose from. Organisational context, requirements, capacity and orientation to values and data.
- *Operationalising the ME program – making it really useful.*
 - Approaches and tools that link and align ME to decision making/review processes.
- *Maintaining corporate enthusiasm for the ME program*
 - Identifying risks, constraints and opportunities. Can you make the ME program part of the preferred way of doing your business?.

Linking evaluation & adaptive management:

- What processes need to occur at each step to ensure evaluation Information gets used? ↻ = ?
- How do we use evaluation to identify where an alternative model of learning is needed?



Links between short-term and longer-term evaluation

- Are our monitoring programs targeted to our management objectives ?
- How successful are we at reporting management outcomes from our monitoring programs?
- Do we have integrated monitoring systems to inform management effectiveness ?
- How can our monitoring frameworks and programs better align with the management effectiveness framework?
- How can we more meaningfully use both quantitative monitoring data and qualitative data (observation/experience) to inform management effectiveness?