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Introduction

1.1 What's in this chapter?

This chapter introduces the purpose and scope of this report, provides a brief description of the Tasmanian Wilderness World Heritage Area, its management objectives and arrangements, and outlines the rationale and methodology for this evaluation.

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1.2 About this report

1.2.1 What's this report for?

This report presents the findings of an evaluation of management effectiveness for the Tasmanian Wilderness World Heritage Area. The focus of this report is on management under the first (1992⁵) statutory management plan for the area, which covered the years 1992–1999 (Department of Parks, Wildlife and Heritage, 1992).

The main purposes of this report are:

- to provide a structured evidence-based account of how management of the TWWHA performed over the period 1992–1999 in achieving its objectives under the overall obligation of the World Heritage Convention—to identify, protect, conserve, present, transmit to future generations and, if appropriate, rehabilitate the World Heritage values of the property;
- to provide informed feedback that guides future management to better achieve objectives and deliver identified desired outcomes;
- to increase the transparency and public accountability of management for the TWWHA; and
- to establish a reference platform of data against which to evaluate management effectiveness under the 1999 and subsequent management plans for the TWWHA.

1.2.2 Who's this report for?

The target audience for this report is everyone who has responsibilities or interests in the management of the Tasmanian Wilderness World Heritage Area. This includes the managing agencies and committees for the TWWHA; State and Commonwealth governments; international bodies with interests in World Heritage Areas (such as the UNESCO World Heritage Committee, IUCN (the World Conservation Union) and ICOMOS (the International Council on Monuments and Sites); the scientific community and others with professional interests in the natural and cultural heritage of the TWWHA; the Tasmanian Aboriginal community; visitors and other on-site users of the TWWHA; interested members of the Tasmanian, national and international public; and those with professional responsibilities for protected area management everywhere in the world.

1.2.3 What's in this report?

The scope of this report includes presenting information and evidence about the results (or 'outcomes') that were delivered under the 1992 management plan; presenting assessments and critical comment on management performance for the TWWHA by key stakeholders; and identifying opportunities and proposed actions for improving management performance. The emphasis of this report is on presenting evidence of management effectiveness rather than activities undertaken by management.

In presenting the above information, this report provides a comprehensive overview of the current state of the TWWHA, identifies key management issues facing the area and reveals changes that have occurred over the term of the first management plan. More specifically, this report:

- presents detailed data on performance indicators related to the objectives of management;
- identifies existing and emerging threats and pressures to the natural and cultural heritage of the TWWHA;

⁵ And subsequent amendments to that plan in 1997.

- establishes a structured format for reporting on the monitored condition of significant natural and cultural values of the TWWHA (including the rehabilitation of degraded values) and for reporting on the management of threats and pressures on values;
- documents the findings of public opinion polls and visitor surveys;
- presents key stakeholders' assessments and critical comments on management performance across the range of management responsibilities; and
- provides an entry point for readers to more detailed sources of information and data related to management of the TWWHA.

1.2.4 Structure of this report

CHAPTER 1 of this report provides the introduction and methods for this evaluation.

CHAPTERS 2–6 report the findings of the evaluation for the major areas of management responsibility for the TWWHA.

CHAPTER 2 reports on the effectiveness of general management and arrangements for the TWWHA including factors that are critical to the success of management (e.g. public acceptance of management, and appropriate legislation and enforcement arrangements that support management); and also reports on general responsibilities such as community engagement and public health and safety in the TWWHA. This chapter provides a context for the subsequent chapters, which report on the more specific obligations of management under the World Heritage Convention.

CHAPTERS 3–6 present evidence of the effectiveness of management in fulfilling the major obligations of management under the World Heritage Convention viz. identification of the natural and cultural heritage (Chapter 3), protection of the natural and cultural heritage (Chapter 4), conservation and rehabilitation of the natural and cultural heritage (Chapter 5), and presentation of the natural and cultural heritage (Chapter 6).

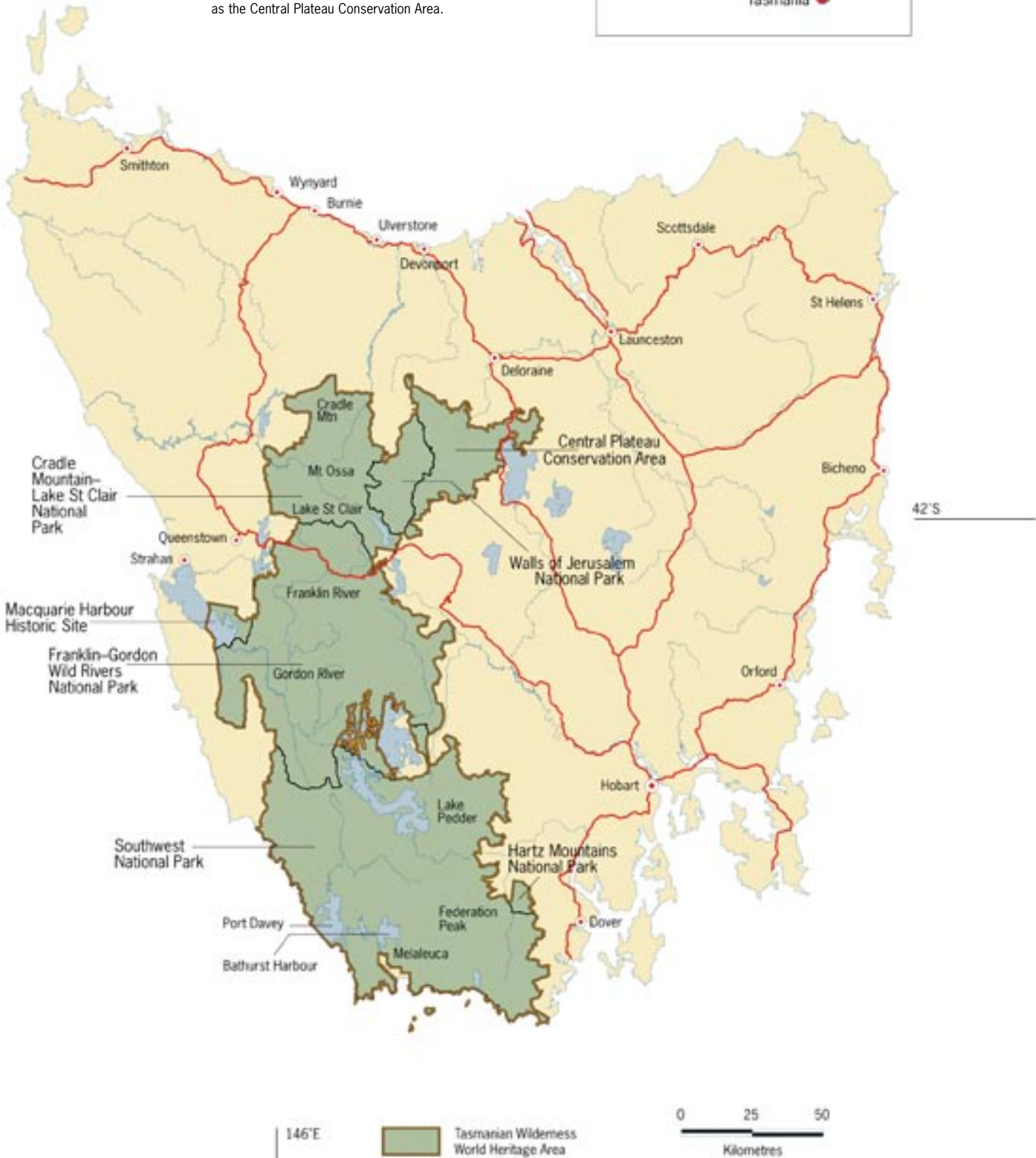
Within each of these chapters, evidence of management effectiveness is reported against the Key Desired Outcomes of Management (KDOs) specified in the 1999 management plan. (Note that KDOs were not identified in the 1992 plan.) In most cases, these KDOs provide a satisfactory basis for reporting on management effectiveness under the 1992 plan since the overall management objectives have remained similar (see Section 1.3.4 'What are the management objectives?'). However, specific cases where the KDOs of the 1999 plan were not addressed by the 1992 plan are indicated in the relevant section of the report. The use of the KDOs as the framework for reporting provides for future continuity in reporting on management effectiveness under the 1999 plan.

CHAPTER 7 presents key stakeholders' assessments and critical comment on management performance, including suggestions for improving management performance.

CHAPTER 8 presents the conclusions of the evaluation, including an indication of the overall effectiveness of management under the 1992 management plan, and identified opportunities for improving management, together with proposed actions for addressing these opportunities.

Figure 1
Locality map, Tasmanian Wilderness World Heritage Area

The Tasmanian Wilderness World Heritage Area in southwest Tasmania comprises approximately 1.38 million hectares (about 3.41 million acres), which represents about 20% of the island state of Tasmania. The area includes the national parks of Cradle Mountain–Lake St Clair, Franklin–Gordon Wild Rivers, Southwest, Walls of Jerusalem, and Hartz Mountains, as well as the Central Plateau Conservation Area.



1.3 About the Tasmanian Wilderness World Heritage Area

1.3.1 The Tasmanian Wilderness World Heritage Area

The Tasmanian Wilderness World Heritage Area is a vast area of protected temperate wilderness in southwest Tasmania, Australia. The area covers approximately 1.38 million hectares (or about 3.46 million acres) and represents about 1/5 of the area of the island state of Tasmania (see Figure 1). The area includes the national parks of Cradle Mountain–Lake St Clair, Franklin–Gordon Wild Rivers, Southwest, Walls of Jerusalem, and Hartz Mountains, as well as the Central Plateau Conservation Area.

The area is formally recognised through World Heritage listing as being part of the natural and cultural heritage of the world community. The core area was inscribed on the World Heritage List in 1982 on the basis of all four natural criteria and three cultural criteria⁶, and an expanded area was accepted for listing in 1989.

The TWWHA protects vast tracts of high quality wilderness, which harbours a wealth of outstanding natural and cultural heritage. For further information about these values see Appendix 5.

1.3.2 Who is responsible for managing the TWWHA?

The Tasmanian Wilderness World Heritage Area (TWWHA) is managed by the Tasmanian Parks and Wildlife Service (PWS) in association with others, under joint Federal–State arrangements. A statutory management plan provides the policy framework for management, prescribes the management actions that are to be undertaken, and guides day-to-day management of the area.

During the 1992–1999 period, the Parks and Wildlife Service⁷ was the managing agency for the majority of land within the TWWHA. Forestry Tasmania⁸ managed three forest reserves, and Hydro Tasmania⁹ administered several small areas of land associated with hydroelectric power generation activities. Following proclamation of three cave sites in the TWWHA as Aboriginal Land in 1995, these sites became the responsibility of the Aboriginal Land Council of Tasmania and were managed on a day-to-day basis by the Tasmanian Aboriginal Land Council. Other freehold land was the responsibility of the landowner.

The TWWHA is managed under joint Commonwealth and State government arrangements. A Council of Ministers (the Tasmanian World Heritage Area Ministerial Council) comprises Ministers from the Commonwealth and State governments. The Ministerial Council advises and makes recommendations to both governments on management plans and requirements, annual and forward programs of expenditure, and scientific studies. A Standing Committee of government officials was established to advise the Ministerial Council and oversee policies, programs, funding arrangements and administration and preparation of management plans.

A 15 member Consultative Committee of scientific and community representatives meets regularly to provide advice to the Ministerial Council and Standing Committee on matters relating to the development and management of the TWWHA. Membership of the Consultative Committee is broadly-based and includes members from the scientific community, recreational interests, local government, conservation interests, tourism industry, and Aboriginal community. Half the members of the Committee are appointed by each of the State and Commonwealth governments, with the Chair being appointed by Ministerial Council.

Appendix 1 provides details of the respective Ministers, agencies and office-holders for the TWWHA during the term of the 1992 management plan.

6 For further information about these criteria see Section 4.2 'What is the natural and cultural heritage of the TWWHA?'

7 And its former entities. See Appendix 1 'Responsible Ministers and agencies for the TWWHA, 1992–1999'.

8 Formerly the Tasmanian Forestry Commission

9 Formerly the Hydro-Electric Commission

1.3.3 How is the area managed?

A statutory management plan provides the policy, strategic and operational framework for management of the TWWHA. The first (1992) management plan covered the period 1992–1999. The second (1999) management plan came into force in 1999 for a 10-year period, with a minor review scheduled at the 5-year point (scheduled to commence in 2004). The 1999 TWWHA management plan (Parks and Wildlife Service, 1999) is available for purchase¹⁰ or can be downloaded free of charge from the Parks and Wildlife Service website at: <www.parks.tas.gov.au> (and follow the links to Visitors' Guides/TWWHA/Management Matters).

Funding and other resources for managing the TWWHA are outlined in Appendix 2 'Funding and other resources for management'.

1.3.4 What are the management objectives?

Management objectives for the TWWHA are founded on the following management obligations:

- obligations of the World Heritage Convention concerning the Protection of the World Cultural and Natural Heritage. These include the identification, protection, conservation, rehabilitation and presentation of the natural and cultural heritage.
- legal obligations related to relevant national and state legislation and common law. For example, the majority of land within the TWWHA is reserved under the *Nature Conservation Act 2002* and is required to be managed in accordance with the *National Parks and Reserves Management Act 2002*. Similarly, the managing authorities are responsible for exercising due care with regard to public health and safety.
- operational and administrative responsibilities e.g. achieving community acceptance and satisfaction with the standard and practice of management for the area.

The articulation of management objectives in the statutory management plan brings the above obligations into a single framework that guides operational management of the TWWHA. The table below presents the management objectives of the 1992 and 1999 management plans respectively. Minor shifts and refinements in the management objectives between the management plans reflect the ongoing evolution of management thinking and/or changing emphases over time. For example, the more recent plan reflects a closer linkage between the management objectives and the obligations of the World Heritage Convention.

¹⁰ Copies of the TWWHA management plan can be purchased from the Parks and Wildlife Service, GPO Box 1751 Hobart Tasmania 7001 Australia.

Management objectives for the TWWHA

1992 TWWHA MANAGEMENT PLAN	1999 TWWHA MANAGEMENT PLAN
<p>OVERALL OBJECTIVE FOR MANAGEMENT: To protect, conserve, present and, where necessary, rehabilitate the natural and cultural heritage. (Cross reference to Objective 1, 1999 plan)</p> <p>OBJECTIVES OF PROTECTION, CONSERVATION AND REHABILITATION:</p> <ol style="list-style-type: none"> 1. Protect the natural diversity of the WHA and maintain and restore its natural ecological processes and systems. (Cross reference to Objective 4.1, 1999 plan.) 2. Maintain and enhance wilderness quality. (Cross reference to Objective 4.2, 1999 plan.) 3. Maintain viable populations of all native species. (Cross reference to Objective 4.1, 1999 plan.) 4. Maintain and enhance scenic and environmental quality. (Cross reference to Objective 4.3 and 4.4, 1999 plan.) 5. Protect and conserve cultural heritage. (Cross reference to Objective 4.5, 1999 plan.) 6. Develop, through research, a better understanding of natural and cultural values, processes and impacts. (Cross reference to Objectives 2 and 10, 1999 plan.) <p>OBJECTIVES OF PRESENTATION:</p> <ol style="list-style-type: none"> 7. Promote community awareness, acceptance, understanding and appreciation of the concept of World Heritage and the values of the Tasmanian WHA. (Cross reference to Objective 5, 1999 plan.) 8. Assist visitor appreciation and enjoyment by developing and promoting an appropriate range of opportunities and facilities for public recreation and tourism both in and adjacent to the WHA. (Cross reference to Objective 6, 1999 plan.) 9. Enrich the experience of visitors through education and interpretation. (Cross reference to Objective 5, 1999 plan.) 10. Develop public understanding of the principles and values of conservation. (Cross reference to Objective 5, 1999 plan.) 11. Improve the basis for management through a better understanding of visitor use, expectations, satisfaction and community attitudes. (Cross reference to Objective 10, 1999 plan.) <p>ADDITIONAL OBJECTIVES RELATED TO OTHER DEPARTMENTAL AND STATUTORY RESPONSIBILITIES AND THE POTENTIAL CONFLICT BETWEEN THE PRIMARY OBJECTIVES:</p> <ol style="list-style-type: none"> 12. Minimise the adverse impacts on values and recreation of management programs, permitted uses, activities, facilities and developments. (Cross reference to Objectives 3 and 4, 1999 plan.) 13. Minimise, or contain within acceptable levels, hazards to human life and property. (Cross reference to Objective 9, 1999 plan.) 14. Ensure that policies, actions and practices achieve management objectives and are cost-effective. (Cross reference to Objective 10, 1999 plan.) 	<p>OVERALL OBJECTIVE OF MANAGEMENT</p> <ol style="list-style-type: none"> 1. To identify, protect, conserve, present and where appropriate, rehabilitate the World Heritage and other natural and cultural values of the WHA, and to transmit that heritage to future generations in as good or better condition than at present. <p>IDENTIFY VALUES</p> <ol style="list-style-type: none"> 2. To identify and more fully understand the World Heritage and other natural and cultural values of the WHA, their significance, and their management requirements. <p>PROTECT, CONSERVE AND REHABILITATE VALUES</p> <ol style="list-style-type: none"> 3. To identify and take appropriate protective action to prevent, mitigate or manage within acceptable limits, adverse impacts on, or threats to, the World Heritage and other natural and cultural values of the WHA. 4. To conserve the values of the WHA in a manner consistent with their World Heritage and other natural and cultural significance, and where appropriate, feasible and sustainable, to rehabilitate or restore degraded values. In particular to: <ol style="list-style-type: none"> 4.1 maintain or restore natural diversity and processes; 4.2 maintain or enhance wilderness quality; 4.3 maintain or enhance environmental quality; 4.4 maintain or enhance scenic quality; and 4.5 protect and conserve historic and Aboriginal heritage (in partnership with the Aboriginal community). <p>PRESENT VALUES AND ENGAGE THE COMMUNITY</p> <ol style="list-style-type: none"> 5. To present the WHA in ways that foster community understanding and appreciation of its World Heritage and other natural and cultural values, and that maximise support for the area's conservation. 6. To assist people to appreciate and enjoy the WHA in ways that are compatible with the conservation of its natural and cultural values, and that enrich visitor experience. 7. To foster the role of the WHA as an integral and valued component of community life, and to involve the community in the area's conservation. 8. To identify, protect, conserve and, where appropriate, present Aboriginal values of the WHA in partnership with the Aboriginal community. <p>Manage public health, safety and assets</p> <ol style="list-style-type: none"> 9. To minimise, or contain within acceptable levels, hazards to human life and property. <p>Manage with excellence</p> <ol style="list-style-type: none"> 10. To manage the WHA with excellence, and to progressively improve the basis for, and practice of, that management in accordance with the above objectives.

1.4 About this evaluation

The role of evaluation in adaptive management

Evaluation of management performance is an integral component of best practice environmental management systems e.g. AS/NZS ISO 14004:1996. As such, evaluation of management performance is an essential component of sound protected area management.

Evaluation of management effectiveness provides a means of allowing managers and stakeholders to see what management is doing and what is being achieved. This provides informed feedback that allows everyone to see what worked, what didn't, and to suggest ways of improving ongoing management to better achieve objectives and deliver the desired outcomes.

The ability to demonstrate the results or outcomes of management offers many potential benefits including:

- providing feedback to management about the extent to which actions are achieving management objectives;
- providing the opportunity to learn from past management experience and so progressively improve management performance;
- providing an informed basis from which to make sound management decisions and to best allocate and prioritise management effort and resources;
- providing a necessary link in accountability to the public and to those funding management by demonstrating the outcomes for expenditure on management of the area.

1.4.2 History of the evaluative approach for the TWWHA

When the 1992 TWWHA management plan was being developed, the Parks and Wildlife Service recognised that a system of monitoring and evaluation would be required in order to determine whether management under the plan was achieving its objectives. The Parks and Wildlife Service decided to develop an 'outcomes-based' approach to evaluating management performance on the basis that if the fundamental purpose of management is to achieve objectives, then the principal measure for evaluating management performance should be the extent to which those management objectives are achieved.

A consultant with expertise in evaluation (Dr Helen Hocking¹¹) was engaged in 1993/94 to work with staff of the managing agency to develop a framework for evaluation that focussed on the achievement of management objectives, rather than simply on the implementation of actions. A collaborative approach between the consultant and staff was used in developing the evaluation framework in order to achieve the dual purposes of identifying appropriate outcomes and indicators and, at the same time, developing within the agency a critical approach to its management activities and a culture whereby evaluation became embedded in the agency. The process for developing the evaluation framework entailed 'unpacking' the objectives of the 1992 plan to derive specific statements of desired outcomes and identifying a range of associated performance indicators. Several projects were commenced to address the identified gaps in baseline/reference data, especially in the area of social indicators e.g. through public opinion polls and visitor surveys.

When the 1999 TWWHA management plan was being prepared, statements of Key Desired Outcomes were developed against each of the management objectives. These clear statements of desired outcomes were formally endorsed through the approval process for the management plan. Prescribed actions in the plan detail requirements for monitoring, evaluation and reporting on management effectiveness. This State of the TWWHA Report is the first major report on the effectiveness of management for the TWWHA.

11 Now Dr Helen Dunn,
School of Geography and
Environmental Studies,
University of Tasmania, GPO
Box 252-78 Hobart, Tasmania
7001. Email: hdunn@inet.net.
au

1.4.3 The management evaluation system for the TWWHA

Evaluation of management effectiveness has been integrated into the overall management cycle for the TWWHA (see Figure 2). The management evaluation system relies on articulating tangible goals or 'key desired outcomes' against each of the management objectives, and then monitoring selected performance indicators to reveal the extent to which these desired outcomes have been achieved over a period of management. This approach to evaluation goes beyond simple auditing of implementation of management actions and attempts to answer the far more important question, 'how effective was management in achieving its objectives?'

The starting point in the management cycle is the development of clear management objectives. The next step is to articulate these objectives in terms of tangible goals or 'key desired outcomes' to clarify what on-ground results would be expected if the objectives were fully realised. The inclusion of statements of key desired outcomes against the management objectives in the management plan ensures that these outcomes are subject to extensive public consultation and are formally endorsed as part of the plan.

Once the key desired outcomes have been determined, a range of potential performance indicators is identified that could be measured to reveal whether management is working well (i.e. delivering the desired outcomes) or not performing well (i.e. not delivering the desired outcomes or delivering undesired outcomes). Monitoring programs are then established for the highest priority performance indicators, and the findings of these programs are collated and reported in 'State of the TWWHA Reports'.

Outcomes-based evaluation of management performance provides a 'navigation system' that enables managers, funders and other stakeholders to see where management is in relation to its goals, and so to adjust or correct ongoing management actions as needed to ensure that the desired outcomes are achieved. Application of this adaptive management system provides for informed and transparent management of protected areas and can be expected to lead to better delivery of desired outcomes (see Jones & Dunn 2000, Jones 2000, Jones in press, and Jones in prep.)



Dr **Helen Dunn** (formerly Helen Hocking of Landmark Consulting) first drew the Parks and Wildlife Service's attention to the need for evaluating management effectiveness for the TWWHA. Helen worked with agency staff during the early 1990s to develop a framework for evaluating management effectiveness for the area. Helen's work laid a strong foundation for the management evaluation system that is now integrated into management of the TWWHA.

Photo by L. Dunn



Glensys Jones (PWS Planning Section) was responsible for integrating performance evaluation into the 1999 management plan for the TWWHA, coordinating the evaluation that informed this report, and preparing this report. Glensys also prepared the first site plans for the Visitor Services Zones at Cradle Valley and Lake St Clair, and contributed to the preparation of the 1992 and 1999 TWWHA management plans.

Photo by Keith Sainsbury

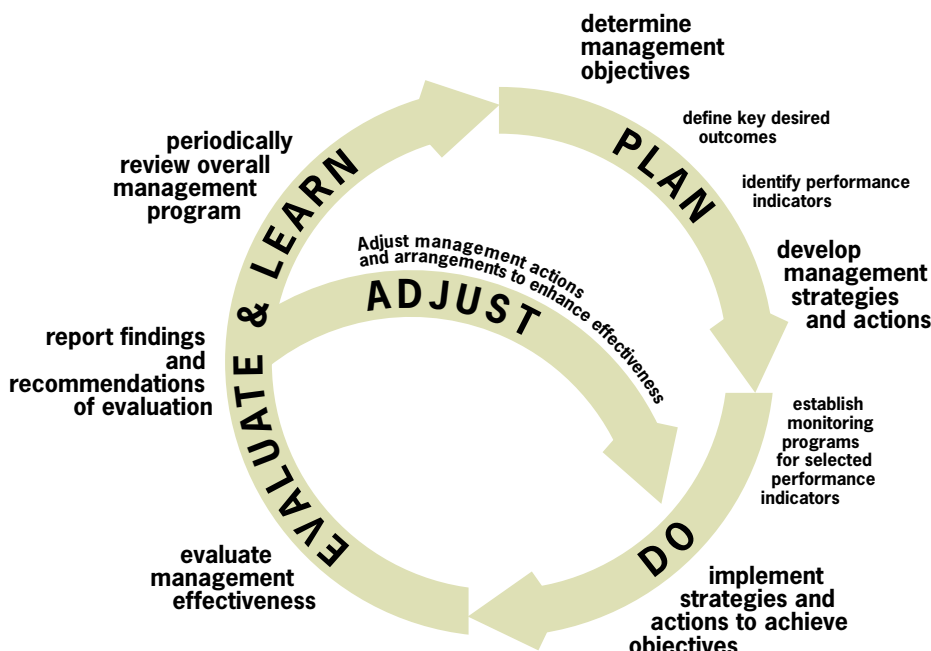


Figure 2

The management cycle developed for the Tasmanian Wilderness World Heritage Area, with integrated evaluation and adaptive management

The integration of performance monitoring, evaluation and reporting into the cycle of management for the Tasmanian Wilderness World Heritage Area generates informed feedback that enables managers to learn from and improve on past management approaches and so progressively improve management effectiveness.

Source: Jones (in press)

1.4.4 How is management performance judged?

WHAT ARE THE CRITERIA FOR JUDGEMENT?

The management objectives specified in the management plan for the TWWHA provide the fundamental criteria against which management effectiveness for the area must be judged. The articulation of statements of 'Key Desired Outcomes' against each objective of management (as in the 1999 TWWHA management plan) provides a practical interpretation of what the objectives are intended to deliver in terms of on-ground results. These statements of Key Desired Outcomes provide a more explicit set of criteria against which management effectiveness can be judged.

In future, as knowledge and experience of the management system for the TWWHA increases, it is anticipated that targets and/or limits for specific performance indicators will increasingly be able to be set which in turn will enhance and further clarify the criteria against which management effectiveness should be judged.

WHO ARE THE JUDGES OF MANAGEMENT PERFORMANCE?

This report presents detailed evidence and information about the effectiveness of management for the TWWHA which provides a basis for all readers to form their own views about the performance of management for the TWWHA and the acceptability of that standard.

The first formal level of assessors of management performance for the TWWHA are the land owners and managers with direct responsibility for management of the TWWHA. These are:

- Parks and Wildlife Service, which manages 99.86% of the area of the TWWHA;
- Forestry Tasmania, which manages three small Forest Reserves (Liffey, Drys Bluff and Meander) which comprise 0.05% of the area; and
- the Tasmanian Aboriginal community, which owns three cave sites within the TWWHA (Kutikina, Wargata Mina and Ballawinne) which comprise 0.03% of the area.

Other agencies with management responsibilities in tandem with the primary managers and owners are:

- Nature Conservation Branch of the Department of Primary Industries Water and Environment—for flora, fauna and earth science management issues;
- Tasmanian Heritage Office and Aboriginal Heritage Office of the Department of Tourism, Parks, Heritage and the Arts for cultural heritage management issues;
- Inland Fisheries Service for fisheries management issues; and
- Local Councils for development applications.

All the above managers have direct responsibility for aspects of the day-to-day management of the TWWHA and have the greatest ability to change how the TWWHA is managed.

The second level of assessors of management performance for the TWWHA are those who have ultimate management responsibility for the TWWHA. These are:

- the State Minister responsible for administering the *National Parks and Reserves Act 2002*; and
- the Federal Minister responsible for World Heritage matters and for administering the *Environment Protection and Biodiversity Conservation Act 1999*.

These two Ministers, and on occasions others, form the TWWHA Ministerial Council, which has the ultimate managerial responsibility for the TWWHA. Ministerial Council approves the annual budget for the TWWHA and has a role in major management issues such as development proposals in the TWWHA.

Ministerial Council is supported by a Standing Committee of State and Commonwealth officers, and by a 14 member World Heritage Area Consultative Committee of scientific

and community representatives, which provides broad ranging advice on all TWWHA management issues.

A third level of assessors of management performance includes a broad range of stakeholders with varying levels of interest and focus in the TWWHA. Groups include recreation groups, volunteer groups (e.g. WILDCARE), tourism organisations, and conservation groups. There are also a variety of experts in various matters related to the TWWHA and many individuals with a wide range of interests in the TWWHA. These stakeholders most often engage directly with those with direct management responsibility for the TWWHA and on occasions also with those with ultimate management responsibility.

In addition to the above stakeholders, the Tasmanian and Australian public also give voice to their judgement of management performance for the TWWHA via direct feedback¹² to those responsible for management or via indirect feedback through the media and other socio-political processes.

A fourth and final tier of assessors of management performance for the TWWHA is the international community. The UNESCO World Heritage Committee, IUCN (the World Conservation Union), ICOMOS (International Council on Monuments and Sites), and other bodies or forums with responsibilities or interests in World Heritage management may also voice their views about management for particular protected areas.

In addition to the above assessments of management performance, judgement will also be made of the process used for this evaluation and of the content of this report—in particular, its relevance, credibility, and usefulness to ongoing management. For any evaluation, perhaps the most important test is the extent to which the findings of the evaluation are ‘picked up and used’ in ongoing management processes to deliver real improvements in on-ground results for the TWWHA.

1.4.5 How was this evaluation conducted?

WHO CONDUCTED THE EVALUATION?

The Parks and Wildlife Service conducted this evaluation under the coordination of Glenys Jones (Policy and Planning Branch). A wide range of staff and stakeholders contributed to the evaluation (see Acknowledgments).

For any evaluation, there arises the question of who should conduct the evaluation. There are advantages and disadvantages with using either internal or external sources, and with using those with professional expertise in subject matter versus expertise in evaluation process.

Points in favour of the managing agency taking responsibility for the evaluation relate primarily to practical considerations regarding the ongoing nature and scope of the task. For example, in Tasmania’s case, the managing agency can more readily:

- understand the management context, issues and the operational constraints of management and so tailor and integrate a practical program of performance monitoring and evaluation into ongoing management for the area;
- establish long-term monitoring programs for performance indicators which provide for more informed evaluations;
- maintain close ongoing liaison with managers, scientists and other specialists within the managing agency who hold most of the measured data and other information relevant to evaluation and who contribute directly to the preparation of the State of the TWWHA Report;
- access the professional and technical support available within the managing agency to collate and present the findings of the evaluation e.g. GIS data manipulation and preparation of maps;

12 Feedback in relation to this report may be directed as indicated in the front matter of this report.

- liaise regularly with key external stakeholders closely involved in management of the TWWHA (e.g. the World Heritage Area Consultative Committee and Department of the Environment and Heritage);
- develop in-depth detailed knowledge of the TWWHA, its management issues and its management system and arrangements;
- ensure that data sets are maintained over the long-term;
- facilitate uptake of the findings and proposed actions from evaluation into ongoing management of the TWWHA, e.g. through revision of successive management plans; and
- ensure long-term continuity and adaptation of the overall program of performance monitoring, evaluation and reporting for the TWWHA.

Points in favour of using external sources to conduct the evaluation relate primarily to the objectivity and/or credibility of the findings. For example, independent evaluators can more readily:

- be more openly critical of the way an agency has performed. Government agencies can find this particularly difficult, especially in the event that the evaluation reveals that performance has been poor across several areas of management responsibility.
- bring new or broader comparative perspectives from their more diverse experience in evaluation, which can be beneficial.
- perform an audit-like function of overall management standards—something that is not possible from within a management agency.

The management evaluation system for the TWWHA attempts to optimise the use of both internal and external sources to deliver a rigorous, credible and practical evaluation of management effectiveness. The evaluation that informed this report was coordinated by the managing agency; however, potential concerns about the objectivity and credibility of the evaluation were addressed in the following ways.

- Extensive use was made of external sources closely involved in management of the TWWHA to provide independent assessments and critical comment on management performance (see Chapter 7). These sources included the World Heritage Area Consultative Committee (an external committee of scientific and community representatives); Department of the Environment and Heritage (the federal agency with responsibilities for World Heritage management); and the Tasmanian Aboriginal Land Council (the representative organisation of the Aboriginal community).
- Independent consultants or market research firms were engaged to conduct surveys which directly measured public and/or on-site visitors' views and opinions about management performance (e.g. telephone surveys of randomly selected Tasmanian residents were undertaken by a market research firm to measure changes in public awareness and support for the TWWHA; and on-site visitor surveys were undertaken by consultants to measure visitor satisfaction with their experience in the TWWHA).
- The World Heritage Area Consultative Committee was closely involved during the whole process of evaluation and development of this report, including being provided with successive (confidential) drafts of the report.

In practice, the use of external sources for assessments and critical comment on management performance for the TWWHA proved to be a valuable and important source of complementary inputs to those provided from within the managing agency. In some cases, the inclusion of external sources resulted in the capture of views and insights that might not have been readily sourced from within a managing agency.

Future State of the TWWHA Reports will take account of feedback¹³ and suggestions about the evaluation process and content of this report.

13 A feedback form is enclosed with this Report.

Main inputs to the evaluation

The main inputs to the evaluation that informed this report were:

- scientific data and other measured evidence about performance indicators (especially in relation to the management objectives for protecting, conserving and rehabilitating the natural and cultural heritage);
- information and professional opinions provided by experts (especially natural and cultural heritage specialists);
- the views of the general public and on-site visitors (especially in relation to the management objectives for presenting the natural and cultural heritage); and
- assessments and critical comment on management performance by internal and external stakeholders closely associated with management of the TWWHA.

Data and other inputs to this evaluation were gathered via targeted questionnaires to those who could provide relevant data and information about the relevant performance indicators and/or who could play a legitimate role in providing informed and credible assessments and critical comment on particular aspects of management performance.

Individual questionnaires or surveys were developed to tap the data, knowledge and/or views of the following sources:

- staff within the then managing agency with professional expertise and/or management responsibility for the relevant topic—to gather measured data and other information about performance indicators, and to provide assessments and critical comment on management performance in their particular field;
- current and former members of the Tasmanian World Heritage Area Consultative Committee—to gather independent community assessment and critical comment on management performance for the TWWHA;
- the World Heritage Division of the Department of the Environment and Heritage—to provide a national perspective on overall World Heritage Area management performance;
- the Tasmanian Aboriginal Land Council (TALC)—to represent the Tasmanian Aboriginal community regarding management of Aboriginal heritage;
- on-site visitors to the World Heritage Area—to gather feedback about visitor satisfaction with on-site facilities, services and presentation of the World Heritage Area; and
- the Tasmanian public (through telephone surveys of randomly selected residents by a market research firm on behalf of PWS) to assess public attitudes, knowledge and views about the World Heritage Area and its management.

See also Section 7.2 'How were stakeholders' assessments gathered?'

