

Guidebook for Supporting Participatory Monitoring and Evaluation of Jointly Managed Parks in the Northern Territory



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FOREWORD

The benefits of successful joint management can be very significant, and the partners in a joint management arrangement have so much common ground. Yet joint management of protected areas can be difficult. Strong joint management partnerships are about all the things that make any relationship successful: trust and mutual respect through open communication; talking through expectations; making assumptions explicit; and more. When these things are in place, working together to achieve real outcomes – the social and environmental benefits of joint management – come more easily. With commitment and a desire for success at every level, joint management can be enriching and rewarding for all concerned.

Monitoring and evaluation may seem from time to time to be an onerous process. However, it is essential that the partners deliberately make time to ask themselves – how are we going? And to unpack that question to get meaningful information that helps the partners spot trouble signs early, make changes for the better and indeed, celebrate success.

This guidebook is but one result of the fine efforts and good will of many people as participants in a multi-year, multi-party project. In setting out in a very easy-to-read way, the key elements of participatory monitoring and evaluation and techniques for doing it well, the project leaders from Charles Darwin University provide an invaluable tool for checking how things are going in a joint management partnership and support adaptive management and continuous improvement.

I congratulate the partners in this project lead by the team at Charles Darwin University, staff of the Parks and Wildlife Service, the Northern and Central Land Councils, and of course our joint management partner - the Aboriginal traditional owners of our jointly managed parks and reserves.

The Parks and Wildlife Service as a division of the Department of Natural Resources, the Environment, Arts and Sport is proud to have been a partner in this project. We believe the model outlined here represents leading edge practice, which will be of interest to others working in joint management elsewhere in Australia and internationally.

Graham Phelps,

Executive Director, Park and Wildlife Service of the Northern Territory

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Thank you to all the traditional owners from the four parks who participated in monitoring and evaluation activities especially: Wardaman Jessie Brown, Lyndsay and Tilly Raymond and all Wardaman traditional owners of Flora River Park; Arrernte traditional owners involved in joint management of East MacDonnell Parks, especially Jeremy Williams, Priscilla Williams, Ernestine Williams, Lionel Buzzacott and Cinthia McMillan and Wulna traditional owners engaged in joint management in Adelaide River region, particularly Robert Browne⁺, Joe Browne, Graham Kenyon and David Kenyon. Thank you also to all Anangu traditional owners of Watarrka, particularly Marjorie Braeden, Julie Clyne and Sadie Williams for their participation.

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⁺ Deceased

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ABBREVIATIONS

CDU	Charles Darwin University
CLC	Central Land Council
CLI	Checking and learning to improve
CwIth	Commonwealth
FEP	Flexible Employment Program
JM	Joint management
JMC	Joint management committee
M&E	Monitoring and evaluation
NLC	Northern Land Council
NRM	Natural resource management
NRETAS	Department of Natural Resources, Environment, The Arts and Sports
NT	Northern Territory
PME	Participatory monitoring and evaluation
NT Parks	Parks and Wildlife Service
TK	Traditional knowledge
TO	Traditional owner

GLOSSARY

Country: for Aboriginal people 'country' refers to their ancestral lands for which they are responsible and phrases such as 'on country' are used to refer to activities on such land.

Evaluation: learning, analysing and discussing what has happened during a specific period of time, and how these lessons can help to improve actions for a similar period in the future.

Good dreaming: refers to the good relationships between the partners towards protecting the park.

Indicator: a 'checking point', something we can check and see if our outcomes are being achieved.

Joint management: *'a partnership by which two or more relevant social actors collectively negotiate, agree upon, guarantee and implement a fair share of management functions, benefits and responsibilities for a particular territory, area or set of natural resources'*¹

Monitoring: checking things you or someone else does over time by collecting information regularly about key things (indicators) on how things are going.

Park: the area of country under joint management. This includes national parks, nature parks, nature reserves, conservation reserves, and conservation areas.

Participation: in joint management refers to equitable inclusion of traditional owners in decision-making and on the ground management activities of the park.

Partners: in joint management partners are the NT Parks and Wildlife Service and traditional owners of each park

Participatory monitoring and evaluation (PME): a partnership approach in which the stakeholders actively engage in developing the evaluation framework and are involved in all phases of its implementation²

PME process: all activities required to successfully complete a monitoring and evaluation.

Traditional knowledge: *'Indigenous traditional knowledge is best understood not as a discrete, stand-alone entity, but rather as tangible systems of knowledge, meanings, values and practices deeply embedded in Indigenous cultures. Indigenous cultural knowledge might be understood as the ways in which Indigenous people regard and act out their relationships with each other, with their lands and environments, and with their ancestors'*³.

Traditional owners: *'local descent group of Aboriginals who have common spiritual affiliations to a site on the land...and are entitled by Aboriginal tradition to forage as of right over that land'* (Aboriginal Land Rights (Northern Territory) Act 1976).

Two way learning: the sharing and application of Indigenous and western knowledge in park management.

¹ Borrini-Feyerabend *et al.* 2004.

² Sithole *et al.* 2007.

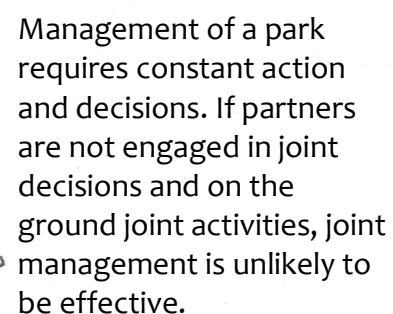
³ Smallacombe *et al.* 2006.

1. INTRODUCTION: THE PURPOSE OF THIS GUIDEBOOK AND HOW TO USE IT

Objectives of the Guidebook

This guidebook on participatory monitoring and evaluation (PME) has been developed to assist partners of jointly managed parks and reserves in the Northern Territory. The objective is to provide guidance to NT Parks, Land Council staff and traditional owners engaged in joint management on how to assess the management of their park across social, economic and biophysical areas of interest in a collaborative, efficient and effective way.

The guidebook is based on our experiences and knowledge gained through the process of developing and carrying out monitoring and evaluation in the four parks. It is hoped that it will be practical and useful and will help improve effectiveness of delivering management outcomes for parks in the NT. In particular we hope it will assist NT Parks rangers, planners and governance coordinators, traditional owners, members of joint management committees and monitoring and evaluation teams, Land Council joint management staff and facilitators. We encourage partners to be creative in the way they use the book, adapting and improving the methods and approaches to fit the local situation.



Management of a park requires constant action and decisions. If partners are not engaged in joint decisions and on the ground joint activities, joint management is unlikely to be effective.

Background to the Guidebook

With the recognition of Aboriginal native title and land rights to parks previously declared by the Northern Territory (NT) Government, in 2005 the *Parks and Reserves (Framework for the Future) Act (2005)* was passed so that outstanding land and native title claims affecting twenty-seven parks and reserves could be settled. Negotiations between the NT Government and traditional Aboriginal owners and their representative bodies brought about the 2005 amendments to the *Territory Parks and Wildlife Conservation Act 2007 (NT)* setting out the principles and objectives for joint management.

In 2005 a draft Joint Management Agreement (currently an advanced draft - June 2010) was developed between the NT Government Parks and Wildlife Service and the Northern and Central Land Councils - as legal representatives of Aboriginal traditional owners of 27 parks and reserves listed in the schedules of the *NT Parks and Reserves (Framework for the Future) Act 2005*.

Although the Joint Management Agreement is yet to be executed, the Parks and Reserves (Framework for the Future) Act 2005 and the Part III (Joint Management of Certain Parks and Reserves) have been instrumental in the implementation of joint management. The legal framework has provided opportunities for training and employment for traditional owners, protection of intellectual cultural property rights and gives preference to traditional owners in the development of new commercial opportunities in parks. The Agreement also provides for the establishment of a program to check the progress of joint management, to learn from this experience and improve joint work and decision-making in the parks. The Land Councils on behalf of the traditional Aboriginal owners and NT Parks agreed that a participatory approach to PME would provide the best opportunities to improve joint management.

The aim of this Agreement is to create an equitable partnership to manage and maintain a comprehensive and representative system of parks in the NT. These parks should benefit Aboriginal landowners, protect biodiversity and provide visitors and the wider community with opportunities for education and enjoyment⁴. Under the Joint Management Agreement partners are required to work together to develop criteria (or indicators) for the monitoring and evaluation of joint management which is to be carried out by the partners.

In 2008, four parks and reserves were chosen to become trial areas for development of a participatory monitoring and evaluation (PME) framework to help measure the progress and success of joint management that would eventually be extended to all current 27 jointly management parks in the NT and others in the future.

The four pilot park areas included were:

- **East MacDonnells** parks (Trephina Gorge and N'Dhala Nature Parks and Corroboree Rock Conservation Reserve)
- **Flora River (Giwining) Nature Park**
- **Adelaide River** reserves and conservation area, future Daminmin National Park (Fogg Dam Nature Reserve, Black Jungle/Lambells Lagoon Conservation Reserve, Harrison Dam Conservation Reserve, and Melacca Swamp Conservation Area)
- **Watarrka National Park**

These PME activities were carried out within a project funded by the Australian Research Council, the NT Parks and Wildlife Service, the Central and Northern Land Council and Charles Darwin University. The project occurred during 2007-2011 and was managed and facilitated by a University research team in conjunction with joint management staff from the NT partner organisations and traditional owners of the four parks.

Obligations and responsibilities for joint management in the Northern Territory

In addition to the Joint Management Agreement (2005), several Acts and Agreements have been pivotal for making joint management happen in the NT, including:

- *Native Title Act 1993 (Cwlth)*
- *Aboriginal Land Rights (Northern Territory) Act 1976*
- *Parks and Reserves (Framework for the Future) Act 2005 (NT)*
- *Territory Parks and Wildlife Conservation Act 2007 (Part III)*
- Indigenous Land Use Agreements (ILUA) - signed in 2005 between the NT Government and Aboriginal groups whose country formed part of 27 parks and reserves; and
- Park Leases for Schedule 1 and 2 parks.

The Northern Territory Parks and Wildlife Conservation Act (2007)⁵, states '*joint management partners are together responsible for the management of the park or reserve*' and that they will perform their functions consistent with the relevant agreements.

Aboriginal traditional owners have a cultural obligation to care for their country for past, present and future generations. Caring for country is a responsibility passed down from ancestors and

⁴ These joint management principles are the same as those outlined in the *Territory Parks and Wildlife Conservation Act 2007*.

⁵ Territory Parks and Wildlife Conservation Act 2007 (Part III), 'Section 25AA: Joint Management Partners'

traditional owners are accountable to those who have passed before them, as well as to their own people today.

The Government (NT Parks) on the other hand are bound by legislation to protect the natural values, wildlife and landscape within parks. The recent joint management legal framework (described above) now also incorporates cultural obligations in the joint management principles⁶ and states that the government must also incorporate opportunities for traditional Aboriginal owners to access parks, improve their management skills, engage in economic activities and work towards improving their livelihood.

Specific responsibilities for the operational side of joint management (governance, management processes and activities) are identified and negotiated by partners with assistance and advice from the Northern and Central Land Councils. Joint management is an ongoing process and a 'learning-by-doing' experience and thus, the partners will need to adjust their responsibilities as joint management develops.

Each park is required by legislation to prepare a joint management plan⁷. The joint management plan of a park is a written tool used to guide the process of joint management and identify major priorities. Partners work together to create the plan in collaboration with the Northern and Central Land Councils. It then goes through a process of public consultation, approval by the Minister for Natural Resources, Environment and Heritage and finally is sent to Parliament for approval to make it legally binding.

Each joint management plan is expected to highlight the importance of participatory monitoring and evaluation processes as a mechanism to assist a flexible and adaptive joint management approach and achieve an equitable partnership.

Structure of this Guidebook

The guidebook has a step-by-step description of the participatory process, and is set out according to the different phases and activities of monitoring and evaluation. We provide practical examples based on the experiences of partners in four parks.

Throughout the book we have used breakout boxes containing information. These offer different types of useful information.



White boxes hold useful definitions, tips and clarifications.



Blue boxes hold examples and explanations from our project.



Orange boxes hold summaries of useful information to help you through the monitoring and evaluation process.

We have also provided a list of useful resources and some annexes to assist in all stages of the monitoring and evaluation process.

⁶ Territory Parks and Wildlife Conservation Act 2007 (Part III), 'Section 25AC: Principles of joint management'

⁷ Territory Parks and Wildlife Conservation Act 2005 (Part III), 'Division 4 Section 25 AD to AK: Joint Management Plans'

2. WHAT IS PARTICIPATORY MONITORING AND EVALUATION?

Participatory monitoring and evaluation (PME) is an inclusive and collaborative monitoring (checking) and evaluation (learning to improve) process where all key stakeholders are actively engaged in all phases of the assessment from development of a monitoring and evaluation framework through to all phases of its implementation.

In this guidebook participatory monitoring and evaluation of joint management of parks in the Northern Territory, refers to the process whereby NT Parks and traditional owners cooperate in ongoing monitoring and evaluation efforts to achieve joint management outcomes for the park. The Northern and Central Land Councils also play an essential role in supporting this process.

Monitoring is an ongoing process of checking what you, or someone else, are doing by collecting information regularly about key things (indicators) over time to see whether the activity or project is achieving the expected results. Regular information on the results helps make better decisions to keep the project or park management on track.

Indicators are 'checking points', something we can check and see if our outcomes are being achieved. For example, we can check (measure) 'the communication between and amongst the partners', or check 'the satisfaction with representation and participation of partners in joint management meetings'.

An **evaluation** is learning whether a project or activity is achieving the expected results over a specific period of time, and how these lessons can help to improve actions in the future. In this context, an evaluation measures whether the park has met its objectives for joint management at a given point in time or over a given time period.

Baseline assessment/evaluation

If a park has never been through a monitoring and evaluation process, then the first evaluation is called the 'baseline evaluation'. This first evaluation provides information before or during the early stages of a project to compare with results of future evaluations, i.e. in 2-3 years' time. In other words a baseline evaluation of joint management may achieve the following:

- Establish a **base of information** (baseline conditions) about certain factors (e.g. governance, communication, decision-making and planning, management of cultural and natural assets), against which change can be measured as part of an **ongoing monitoring program**.
- May help managers to identify problems, solutions and opportunities for better management.
- Once the baseline is established, subsequent assessments identify **trends and changes** which support adaptive management.

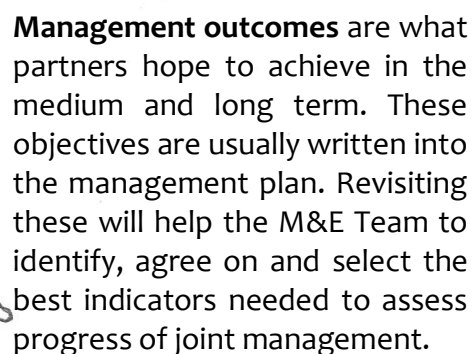
Why do we monitor and evaluate?

There may be many reasons we need to monitor and evaluate projects, programs and activities. The World Commission on Protected Areas⁸ identifies four major reasons for evaluating the effectiveness of park management:

1. To promote accountability and transparency in management of the park
2. To enable and support a 'learning by doing' approach to management
3. To assist in effective allocation of financial and human resources
4. To help involve the Aboriginal community, build constituency and encourage support for a park's values.

Monitoring and evaluation is an essential part of joint management in parks, because it:

- provides partners with opportunities to understand what is happening in regard to management of the park and to determine how joint management outcomes are being achieved.
- allows partners to share information, improve their skills (e.g. research and data collection, monitoring, and building relationships and working in cross cultural teams) and put forward recommendations for improving management of the park.
- provides input to the decision-making process by providing information on how well joint management is being implemented through an agreed participatory process.
- assists in demonstrating progress in joint management to Aboriginal people, the wider community and government, and support efforts for getting future financial and human resource support.



Management outcomes are what partners hope to achieve in the medium and long term. These objectives are usually written into the management plan. Revisiting these will help the M&E Team to identify, agree on and select the best indicators needed to assess progress of joint management.

Monitoring and evaluation allows partners to look at how well they are doing and continuously feed this information back into all stages of the management cycle (Figure 1). The management cycle has 5 stages. This involves checking and learning where we are now (context); where do we want to be? (planning); what do we need to achieve this? (inputs and processes); what are the results (outputs); and what have we achieved? (outcomes). Feeding information from PME into each of these stages encourages a flexible, 'learning by doing' approach for adaptive management.

⁸ Hockings *et al.* 2006

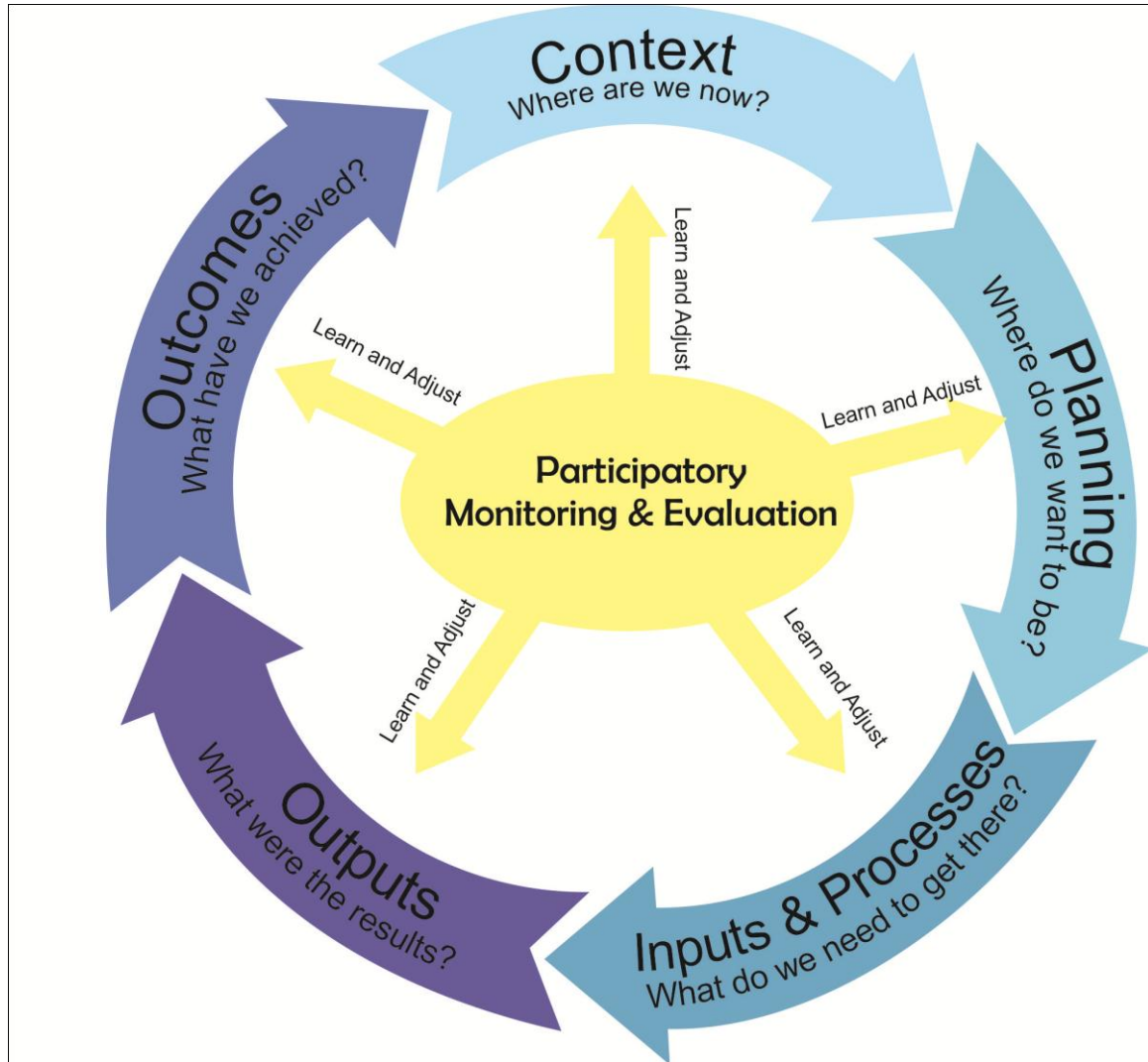


Figure 1: Participatory monitoring and evaluation in the park management cycle (adapted from Hockings et al. 2006)

The assessment of joint management of NT Parks should not be seen as a performance evaluation of any of the partners but instead as an evaluation of effectiveness of making joint management happen⁹.

⁹ Leverington et al. 2008

Phases of Participatory Monitoring and Evaluation

Based on our work in the four pilot areas, we have defined four phases in the PME process (Figure 2). Specific activities within each phase may vary depending on the particular conditions of the park, the capacities of the partners, and the logistics required.

Phase 1 is when the partners agree on processes, agree on the indicators and prepare to carry out the assessment

Phase 2 involves collection of data (interviews and documents)

Phase 3 is when all information and data are jointly analysed, indicators are given values, and the first draft evaluation report is produced

Phase 4 is when results of the assessment are shared with all partners and other stakeholders, allowing them to provide feed-back and recommendations. It is also when results are validated.



Figure 2: Phases of the Participatory Monitoring and Evaluation Process

There are a number of steps to be worked through within each of these phases as shown in Figure 3 below.

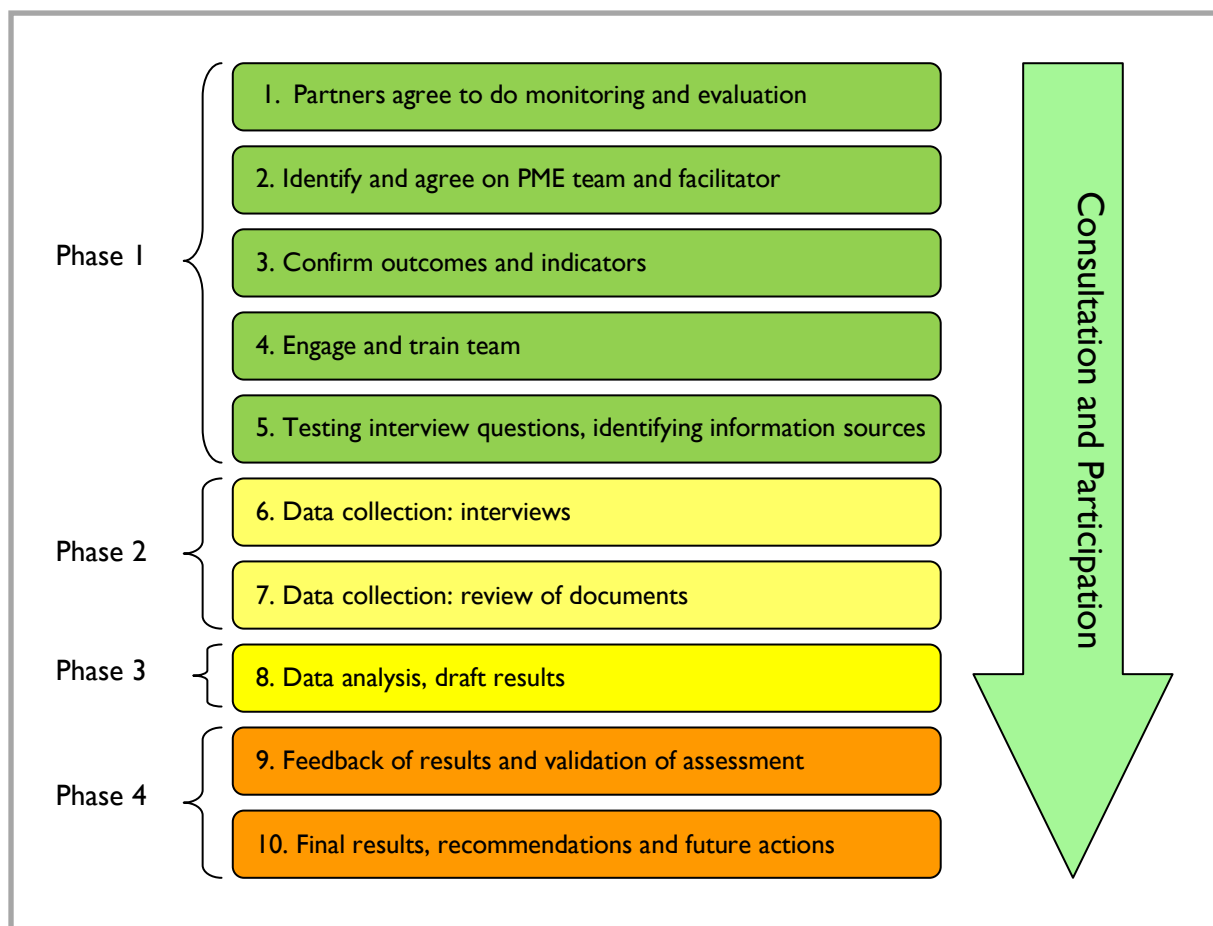


Figure 3: Steps within the four phases of Participatory Monitoring and Evaluation

General Principles

The *Territory Parks and Wildlife Conservation Act 2007* (Part III) includes a set of general provisions that should be applied to joint management. For example the Act notes the importance of:

- a) Recognising, valuing and incorporating Aboriginal culture, knowledge and decision making processes
- b) Utilising the combined land management skills and expertise of both joint management partners
- c) Recognising and addressing the need for institutional support and capacity building of the joint management partners
- d) Recognising that community living areas in, or in close proximity to, parks and reserves are an integral part of the natural and cultural resource management of the parks and reserves

Participatory activities should also follow a set of principles:

Partner focus and ownership – monitoring processes and structures are created to ensure equality among partners in the design, planning and implementation stages. The participatory process allows contributions from all partners in all stages of the process and recognises the importance of knowledge as part of this.

Negotiation – partners are committed to work as a team to decide the focus of the evaluation, how it should be conducted, how the results will be used and what action will be implemented. This will often require negotiating differences in points of view and ways forward.

Learning by doing – partners learn together while undertaking the process to take actions and improve the plans and/or activities.

Flexibility – the approach and methods used are developed creatively to match the needs, skills and resources of the partners.

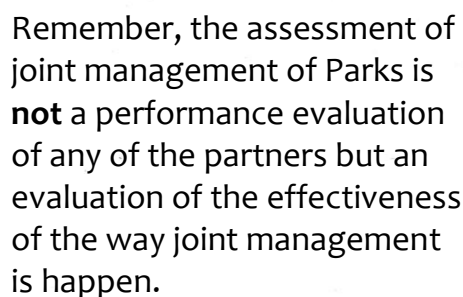
Equitability– all stages of the monitoring and evaluation process should be carried out as an equitable collaboration between partners.

3. GENERAL CONSIDERATIONS FOR THE PME PROCESS

As we mentioned earlier, this guidebook is based on the lessons learnt from an action research project. In order to make these lessons and experiences as applicable as possible to joint management of parks we have made the following general assumptions:

1. That each park/reserve has an established joint management committee, with representatives from the traditional owners, NT Parks and Land Councils.
2. Traditional owners, as members of the joint management committee, are well informed and prepared by the Land Councils before each activity or meeting to support PME activities.
3. The PME process should not take longer than six-months, at each park/reserve, and should commence prior to, or as part of, a major joint management meeting.
4. The regularity of conducting PME will depend on the partners, but it is suggested it is done every two years, and every year once the partners feel more confident in running the process (see more in section 8).
5. The PME process requires a neutral facilitator to assist partners. It may be useful to have a team of two facilitators for the preparation phase, particularly when selecting indicators, planning data collection and training. Other phases require only one facilitator.
6. Traditional owners involved in the PME activities receive some payment for their attendance and participation.

Other specific assumptions have also been made for the different phases of the PME process and are described in the following sections.



Remember, the assessment of joint management of Parks is **not** a performance evaluation of any of the partners but an evaluation of the effectiveness of the way joint management is happen.

4. PHASE I: PREPARATION

Agreement, identifying the team and facilitator

Partners can begin discussions on the need for monitoring and evaluation of joint management at any time. A joint management committee meeting may be the perfect opportunity and partners can formally agree to undertake the PME.

The partners should define the timeframe of the assessment period (e.g. from January 2011 to January 2013 or from January 2011 to Jan 2012) and identify a facilitator to help with the process.

At this stage the partners (through the joint management steering committee) are expected to:

- commit resources and time from both partners and the Land Councils to support the entire PME process.
- be involved in the monitoring and evaluation process, with help from the relevant Land Council
- set a timeframe for PME activities.
- identify and recruit a suitable facilitator. The facilitator should be neutral (i.e. not working for either of the partners) and have experience with participatory monitoring and evaluation in a cross-cultural setting.
- identify an M&E team (among partners and Land Councils) and confirm the roles and responsibilities and communication protocols (including translation needs for written materials and discussions). This team will be responsible for carrying out the PME process and will be accountable to the joint management committee.

Things to consider...

There are several conditions that under-pin the monitoring and evaluation activities in this phase. These include:

- As part of the preparation phase, partners (assisted by the respective Land Council) should hold an initial meeting to discuss the first phase of PME. This could be part of a joint management committee meeting. It is here that M&E team membership can be proposed.
- The number of people in the M&E team is up to the partners but we suggest around four or five people from each partner group (NT Parks, traditional owners and the Land Council) plus the facilitator, is ideal.
- A one-day meeting/workshop will be needed to select a set of indicators and plan for the PME activities.
- Training and engagement of the M&E team should be carried out in a one day workshop. This training should cover confirmation of indicators selected, methods for data collection, development of questions for interviews, how data is analysed and assessed and communication of results to partners.
- If the same people are engaged in consecutive PME processes, the training during the preparation phase does not need to be repeated.

Selecting Themes and Indicators

In the joint management plans of most parks in the Northern Territory there are generally four management themes around which management is discussed and monitored.

- Governance
- Managing Country (Cultural and Natural Heritage)
- Business operations
- Managing visitors.

The four management themes should be thought of as the four main ‘criteria’ under which the indicators will be grouped. These themes identify the key aspects of joint management and are clearly addressed in the management plans of each park or reserve.

The indicators selected will vary depending on what aspect of management the partners would like to check and learn about.

There are a range of indicators we may want to monitor and evaluate in jointly managed parks and these include not only social, cultural and economic and environmental outcomes but the partnership arrangements, governance processes and communication.

To recap an indicator is a ‘checking point’, something we can check to measure if our goals are being achieved.

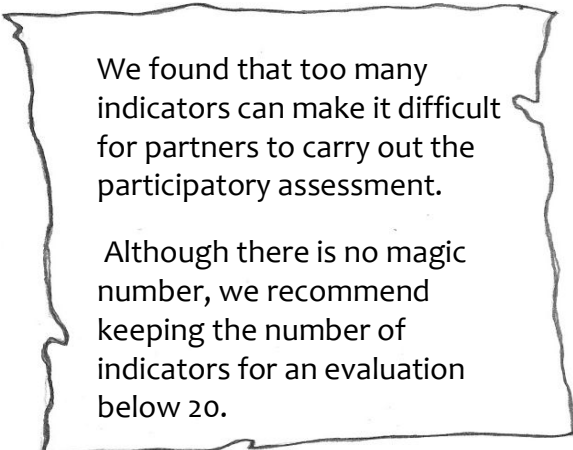
Generally an indicator is related to a management outcome– as well as to a management theme. Each management outcome and management theme may be measured or assessed by more than one indicator. Indicators will generally be interconnected and function as a group, with each indicator influencing the status, condition and values of the others.

Both partners should be involved in the process of selecting indicators and generally it is best to bring in an agreed facilitator to help guide this process. Naturally, if partners decide on an indicator that does not fit into one of these themes, a new theme can be added.

We provide a set of 12 indicators (shown in Table 1) based on common types of indicators identified by NT Parks staff and traditional owners in 4 of the pilot areas. These are only intended as a starting point for consideration and partners can amend, change or add to these to find what works best for them. This will depend on the arrangements, and the desired outcomes from joint management.

How many indicators should there be? We found that in some parks we began with quite a long list of indicators (up to 27), but, as partners moved through the PME process, some were removed and others were combined. Discussing similarities and differences among indicators is a good way to get partners talking and identifying what it is that they would really like to measure to track change over time.

Some researchers suggest that the number of indicators should be determined by the needs or interests of stakeholders¹⁰, while others recommend that partners identify four to six indicators that cover each set of social, cultural, financial, natural, and



We found that too many indicators can make it difficult for partners to carry out the participatory assessment.

Although there is no magic number, we recommend keeping the number of indicators for an evaluation below 20.

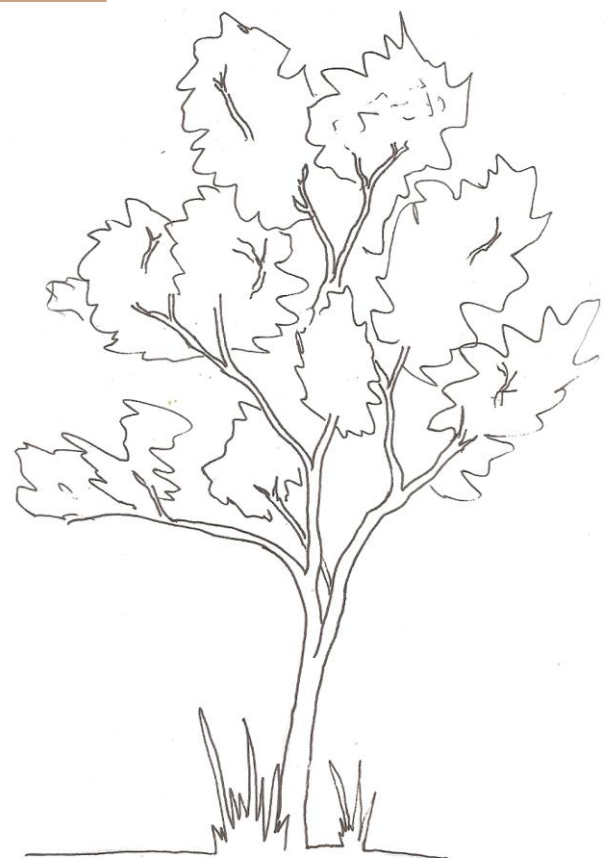
¹⁰ Evans and Guariguata (2008)

physical characteristics as well as four to six conservation indicators¹¹, acknowledging some overlap between these different types of indicators.

There are also trade-offs in monitoring and evaluation. We want to look at partner relationships and capacities in as much detail as possible, but we also need to make sure that the monitoring and evaluation can be done effectively using the human capacity, time and resources available.

Table 1 provides a list of 12 indicators which were 'common' to all four pilot areas during the pilot project. These indicate some of the expectations of joint management which were shared by partners in different contexts across the Northern Territory. While it is up to the partners to identify the best indicators to assess the particular conditions of their jointly managed park, it may be useful for partners to use these indicators as a starting point for discussions.

NT Parks and the Land Councils may wish to compare the situation between parks and reserves throughout the NT to get an overview assessment of joint management. To do this they must use the **same** set of indicators for each park. If different indicators are used in each joint management park, results can only be used to assess the specific park and will not allow comparison between parks.



¹¹ Sayer *et al.* (2007)

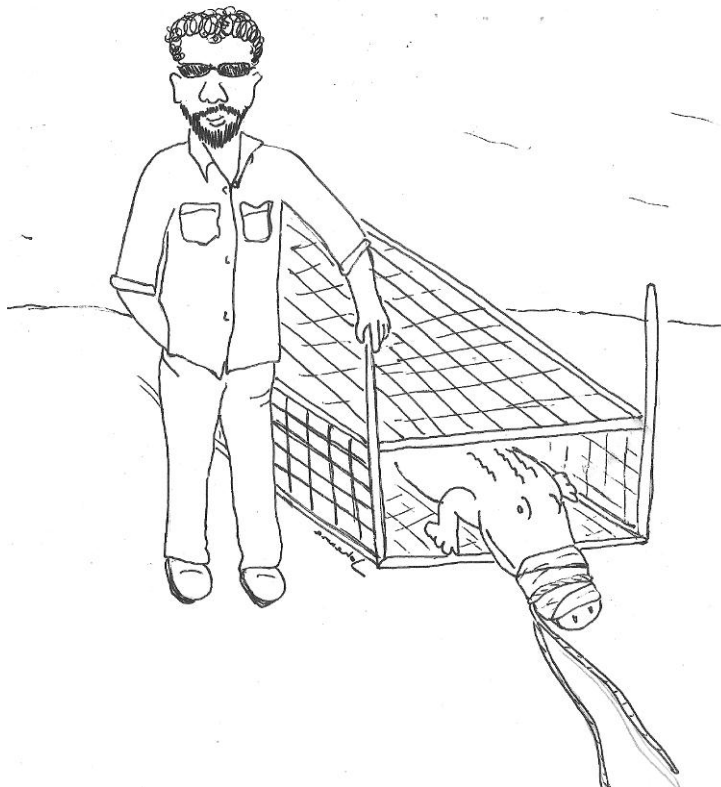
Table 1: Common indicators for monitoring and evaluation of joint management

Joint Management themes	Indicators
Governance	1. Satisfaction with representation and participation in the joint management meetings
	2. Satisfaction with decision-making process and planning
	3. Effective communication: a) between partners b) amongst partners c) with other stakeholders
Managing country (cultural and natural heritage)	4. Satisfaction with the health of country through fire management, weed control, feral animal control, protection of native species
	5. Increased evidence of traditional knowledge together with western knowledge applied to park management
	6. Traditional owners' satisfaction with protection of sites of cultural significance
	7. Opportunities to visit country using joint management programs to support transfer of cultural knowledge to young people
Business operations	8. Applicable training and skill-building opportunities and take up for traditional owners and park staff in relation to: a) governance/decision-making/planning b) park management c) employment and economic business
	9. Employment opportunities available and take up of these by traditional owners in park management as: a) park rangers b) community rangers c) contractors (flexible employment program or other mechanism) d) cultural advisors/mentors
	10. Traditional owners participation in business enterprises associated with the park (e.g. tour guides, cultural dancers, food/beverage vendors, etc.)
	11. Sufficient and efficient use of resources allocated to meet annual operational plan regarding: a) financial b) human c) infrastructure and equipment
Managing visitors	12. Parks, traditional owners and visitors (tourists, hunters, scientists, etc.) are satisfied with information provided (cultural, natural, safety, behavioural)

Criteria for Selecting Indicators

There are various things to consider when selecting indicators to work out how useful and robust (or strong) the indicators are. To help partners select suitable indicators, the following criteria should be considered:

- Is the indicator '**measurable**'? We need to check that the indicator can be measured and analysed with either quantitative (numeric) or qualitative (non-numeric) information. For example, one indicator may be '*Effective communication between and amongst partners*'. This indicator can be measured using qualitative information from interviews with stakeholders to ask them how well communication is being carried out. (For an expanded explanation of qualitative and quantitative data, see 'Data collection methods' on page 16.)
- Is the indicator '**consistent**' over time? The indicator should be defined and measured consistently over time so we can accurately monitor trends. For example, if we take the indicator '*Effective communication between and amongst partners*', we may choose to measure the quality of communication by interviewing partners and asking them about how well they think communication is working. An alternative way to evaluate effectiveness of communication may be to record the frequency of communication.
- Is the indicator '**sensitive**'? Indicators should be able to measure small changes resulting from changes in the condition or item being measured. If we again take the indicator '*Effective communication between and amongst partners*', without further explanation of what we mean by 'effective' we would say that this indicator is NOT sensitive. We can record perceptions and opinions from different people but interpreting what these really show about the effectiveness of the communication requires further analysis.
- Is the indicator '**relevant**'? Indicators should look at information related to outcomes. The indicator '*Effective communication between and amongst partners*' is definitely relevant because it addresses how partners work and make decisions together, which are key aspects of joint management.



We recommend that indicators meet at least three of these four criteria. Nevertheless, ultimately partners should decide whether or not to accept an indicator regardless of these criteria. Annex 1 provides an example of how well the set of common indicators match these criteria.

Defining the assessment scale for scoring indicators

One useful way of measuring how well joint management is working for each of the indicators is to use a colour-based assessment scale. This includes a scoring scheme where each indicator is scored with a colour based on four levels: bad, not so good, good and very good (Figure 3).

The condition of this indicator is VERY GOOD / or the indicator shows a VERY GOOD way of doing things together
The condition of this indicator is GOOD / or the indicator shows a GOOD way of doing things together
The condition of this indicator is NOT SO GOOD / or the indicator shows a NOT SO GOOD way of doing things together
The condition of this indicator is BAD / or the indicator shows a BAD way of doing things together

Figure 4: Colour-based rating scale for assessing indicators

Partners can choose any colours to represent each level. For example, at Watarrka National Park, partners chose to use blue instead of yellow for the 'good level'.

If preferred, partners can use an assessment scale with numbers instead of colours (Figure 5). Replacing colours with equivalent number values does not change the meaning of the assessment or the results but allows partners to do simple calculations to work out how far they are from achieving the highest expected value for an indicator. We provide further explanation and examples of indicator ratings in Phase 3 where we discuss assessing results (see Section 6 below).

We found it best to stick to a four level assessment scale as the even number discourages assessors from choosing a medium value too frequently (e.g. good in a 3 level system of bad, good and very good).

The condition of this indicator is VERY GOOD/ or the indicator shows a VERY GOOD way of doing things together	3
The condition of this indicator is GOOD/ or the indicator shows a GOOD way of doing things together	2
The condition of this indicator is NOT SO GOOD/ or the indicator shows a NOT SO GOOD way of doing things together	1
The condition of this indicator is BAD/ or the indicator shows a BAD way of doing things together	0

Figure 5: Numerical assessment of indicators

Planning for data collection and analysis

Once indicators have been selected and agreed on by the partners, the M&E team needs to prepare for the following three phases of the monitoring and evaluation, particularly planning for data collection and analysis.

We recommend a one-day facilitated workshop specifically to discuss these next two phases. An example agenda for this planning workshop is provided as Annex 2.

During this workshop, partners and the M&E team should:

- agree when and how monitoring and evaluation activities will be conducted
- review the selected indicators
- identify methods to collect data, assess the indicators and prepare materials (e.g. questions for interviews)
- decide when and who will be interviewed
- discuss where the team can find other information (e.g. meeting minutes park reports etc.) about the state of park management
- plan the logistics of undertaking the monitoring activities
- agree on responsibilities of partners and the M&E team during the activities
- discuss how to analyse and present the results of the assessment
- develop a work plan

Data collection methods



Data is another word for 'information'. We need information for each indicator to measure the level of achievement in progressing towards a desired outcome.

There are two types of data: qualitative and quantitative data. The term 'quantitative' implies data which answers questions like – how much, how often and how many? These are generally easier to record and analyse because they involve numbers which can be added, averaged and easily described. The term 'qualitative' refers to data that answers questions such as 'why', 'when', 'who', 'where' and 'which'. This means that data might be in the form of statements (opinions of people) or short stories. Qualitative data can sometimes be 'quantified' for analysis (for example 50% of people talked about the need for closer cooperation) and the analyses can also be supported by quotes from interviewees.

Data can be collected in different ways such as by interviewing people or reviewing documents. For joint management we suggest the following methods are useful for assessing indicators which measure the status of joint management of parks.

- semi-structured interviews (open questions)
 - individual (key informant interviews)
 - group (focus) interviews (four to six people)
- observation of meetings and discussions amongst partners
- secondary data (reports, databases, budgets, park records etc.)

Many of the indicators selected by partners in our four pilot parks required asking the opinions of people involved in joint management. This included NT Parks staff and traditional owners, members of a joint management committee, rangers, other stakeholders such as Land Councils staff, Aboriginal association staff or tourist operators.

INTERVIEWS

An interview is a conversation between two or more people where an interviewer wants to get information from the person being interviewed. The interviewer leads the conversation using a pre-arranged set of questions. We have found that ‘semi-structured’ interviews are most useful when assessing joint management.

What is a semi-structured interview?

This type of interview is flexible and involves the interviewer using a set of guiding themes or questions relating to the indicators rather than a standard set of questions that need to be followed exactly. This format encourages exploration of issues in a structured way while allowing new questions or issues to be raised during the interview as a result of what the interviewee has already said.

Open questions

When assessing joint management it is best to use ‘open questions’. An open question is one that cannot be answered with a simple ‘yes’ or ‘no’, encouraging the person being interviewed to give a longer and more descriptive response. In contrast, a ‘closed question’ is one that leads to a short direct answer such as ‘yes’ or ‘no’.

The semi-structured format can be used for one-on-one or group interviews, where one person interviews a group of four to six people. In all four pilot parks we found that it was best to do both individual and group interviews to gain a selection of responses.

Defining Interview Questions to Measure Indicators

During the planning workshop, participants should separate into small groups to look at each indicator and come up with interview questions which will allow them to assess how well joint management is proceeding according to those indicators.

The questions must be phrased so that can be understood by both NT Parks staff and traditional owners.

Example of interview questions to address an indicator

Common Indicator #8: Applicable training and skill-building opportunities and take up for traditional owners and Park staff in relation to:

- a) governance/decision-making;
- b) park management; and
- c) employment and economic business.

The M&E team of East MacDonnells addressed this indicator using the following interview question:

‘What training and skill building has there been for traditional owners about:

- a) making decisions and planning together,
- b) park management activities and
- c) employment and business?’

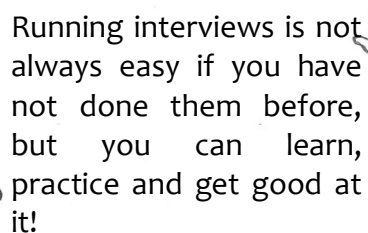
We can see this is an open question, allowing the interviewee to give an extended answer if they want. It also allows the interviewer to ask prompting questions like – ‘Did you attend that training held by Parks on governance last month?’ Also notice that the question uses friendly, non-technical language.

Annex 3 provides examples of the set of questions used to collect information related to the indicators of two parks.

The M&E team needs to allocate specific tasks to individual members when undertaking the interviews: someone to ask the questions, and or someone to translate the questions in Aboriginal language (if necessary) and someone to record the responses.

Practising and testing the interview questions

Before the team commences interviews it is helpful to test the questions to make sure they are clearly understood. This can be conducted in small groups during the workshop. It can also be done after the workshop by selecting a person from NT Parks service and a traditional owner and hold a trial interview. While doing this, the interviewer(s) can take note of possible ways to improve the question(s) if needed. Information provided by the person being interviewed during this trial process can be included as part of the data for further analysis if relevant.



Running interviews is not always easy if you have not done them before, but you can learn, practice and get good at it!

Role play exercises are a good way for the M&E team to practice and learn how to do interviews. This basically means practising to hold an interview, where someone pretends to be the interviewer and someone else is the person being interviewed. These types of activities help the team improve data collection skills, get to know each other and practice working together in these circumstances.

Observation

Observation is a very important tool for the M&E team and this method can provide useful information for the assessment. To observe means to watch carefully for things that are happening or being said. For example, watching joint management meetings and noting what happens and what is said during these meetings. Observations may confirm some of the things the interviewees have said about a particular situation, and provide additional information that might not have been collected during the interviews or in the documents. Observations can be recorded in writing, photographs, or video.

Types of documents: hard and electronic copies

Many different types of documents may be useful for your joint management assessment, for example, reports and minutes from meetings, visitor surveys, park budgets, maps and photographs. Some information is only available electronically on organisations' computers but can usually be printed for the team to examine the information together.

There are usually a range of documents available from NT Parks and Land Council offices. Traditional owner groups, associations, or corporations may also hold relevant information.

The types of documents that may be collected by the team include:

- joint management meetings minutes and reports relating to the current evaluation period.
- annual business plans and budgets
- training reports and contracts
- online information about the park from the Northern Territory Government
- geographical information about the park from online or printed sources

A list of documents used in the evaluation of one of the pilot areas is provided as an example in Annex 4.

Work Plan for Monitoring and Evaluation Activities

The monitoring and evaluation team should sit together to develop a PME plan which sets out a strategy for data collection, analysis, interpretation and validation of results. The plan should be brief and simple (around two pages) and include a timetable of activities and delegation of tasks. Someone should be nominated as the M&E team coordinator to take responsibility for coordinating activities and ensuring ongoing communication between team members throughout the PME process. The team will also need to access communication and logistics resources with support from the Joint Management Committee of the park.

Members of the team will a) identify and agree on the main issues to consider for data collection; b) determine how information will be analysed to produce assessment results; and c) decide how validation of the results will be carried out. It is easier to arrange this information in a table. Further details of what should be included in a work plan are provided below and an example is given in Annex 5.

1. Who is going to do the monitoring and evaluation? When will PME activities happen and how? What resources will be required?

Here the M&E Team should consider their existing commitments, as well as any cultural and social constraints and opportunities. The team should also identify what logistical support is needed such as transportation, communication, accommodation and food.

2. Who is going to be interviewed?

One of the assumptions is that there will be interviews with the members of the Joint Management committee and at least three traditional owners who are not members of the committee. The team will identify the traditional owners, NT Parks and Land Council staff and other stakeholders to be interviewed and identify the potential time and place and logistics for conducting the interviews.

3. Who will provide and collect the documents?

Many useful documents will be held by institutions such as NT Parks, Land Councils, and Aboriginal organisations. The team will identify who will be responsible for collecting documents. Key documents can be identified and listed in the work plan. Any additional documents which are considered relevant may be added to this list throughout the evaluation process. NT Parks and Land Council staff should be responsible for providing these documents to the M&E team.

4. How and when will analysis and validation be done?

The analysis of information collected through interviews and documents requires preparation. Interviews should be compiled into one document with all the answers to each question from the different interviewees collated. One person should be identified to take responsibility for completing this task

5. How will results be communicated with partners?

When presenting results of the assessment, the team must ensure they use language that is appropriate to the audience including the joint management committee or other traditional owners from the park. The use of 'story books' written in plain English quoting relevant passages from the data collected (interviews or documents) and pictures of people being interviewed has proven to be a good method for presenting results to partners.

6. What are the deadlines and responsibilities?

Finally, after the details above have been discussed and finalised, the parties should agree on how much time will be required for each part of the work and target dates for when each activity should be completed. Partners should then agree on who will be responsible for each of the activities and tasks. Annex 5 provides an example of planning timetable and task delegation for assessment activities for one of the four pilot areas of the PME project.

Check List for Phase 1

By the end Phase 1, the following should have been completed:

- Partners have made a commitment to carry out and support a PME process
- M&E team (parks staff, traditional owners, and Land Council staff and facilitator) has been established
- Set of indicators, time period for assessment and method selected
- M&E team trained in PME process, methods and techniques
- Questionnaires for semi-structured interviews developed and tested
- Prepared a plan for phases 2, 3 and 4
- M&E team responsibilities and tasks clearly identified for next phases.

5. PHASE 2: DATA COLLECTION

Conducting interviews

This will generally involve interviews with key people in the joint management partnership (e.g. NT Parks, TOs and others) using the questions prepared by the team in Phase 1.

If there are two or more interviewers, one person should take the lead in asking the questions, and the other(s) assist with note taking and/or translation depending on the circumstances.

Assumptions for Interviews

- Interviews will be conducted with members of the Joint Management Committee; and at least three one-on-one interviews with traditional owners who are not part of the committee.
- Interviews should be conducted with at least three NT Parks staff.
- Interviews with NT Parks staff will be carried out by the facilitator or by an agreed and neutral Parks staff member.
- Interviews with traditional owners will be carried out by the facilitator with the assistance of a staff member from the Land Council and other members of the team where appropriate. Where language difficulties exist, it is essential to have a traditional owner as part of the M&E team or an agreed traditional owner acting as an interpreter.
- If possible, interviews (group or one-on-one interviews) should take no more than one hour.

As far as possible interviews should be done according to the agreed plans but some changes may need to occur if identified interviewees are not available at the scheduled time. If interviewers have already travelled to the interview location (the community or park) they can decide to interview other members of the community related to the jointly managed park. It might be necessary to arrange another time to meet when the person(s) will be available.



Things to think about when planning interviews

Joint management involves a partnership between two groups of people with different cultural and social backgrounds and both partners must be respectful of the other group. Whilst all questions are workshopped and agreed on by partners, there are some additional practical and cultural considerations that should be taken into account when planning and conducting interviews. Some of the hints shared with NT Parks, TOs and Land Councils during the PME training workshops are provided in Annex 6.

Some useful protocols include the following:

- The interviewer(s) should not have any disagreements or cultural impediments to doing an interview with any of the proposed interviewees.
- The M&E team decides who interviews who. Their role is to remain 'neutral' and avoid influencing the answers of interviewees.
- The interview must be carried out with consent from the interviewee.

Confidentiality means that information given during interviews will become part of a set of results used to understand the overall situation. Individual responses will not be linked to that person and names will not be used when discussing the results.

- The interviewer should always explain the purpose of the interview to the interviewee and explain that any information they give will be kept confidential.
- A recording device can be used in addition to written notes but the interviewer must get permission from the interviewee, as some people may feel uncomfortable about this. The same principle applies with photos or video.

Reviewing Documents

Collection of relevant documents should be based on the preliminary list prepared by the M&E team during the PME planning activity in the preparation phase (Phase 1). The person identified to carry out this task will have to locate the documents through cooperation with staff from NT Parks or the Land Council (or from an Aboriginal organisation).

When collecting documents make sure that information is up-to-date and relevant to the agreed time period of assessment (e.g. policy documents which expired in 2004 may or may not be useful in the current situation).

Preparing information for analysis and assessment

The information collected needs to be collated in a way that is orderly and logical.

Documents should be separated according to the type of document, e.g. minutes of meetings, reports, history books, maps, web page print outs, photographs, interviews with NT Parks staff, interviews with traditional owners and with other stakeholders, and interviewers observations. Documents should also be put in order according to date.

All interview notes need to be typed and saved in separate files, e.g. one file for interviews with NT Parks staff, and one for interviews with traditional owners.

This task is not difficult but does require computer skills. The following steps may be useful for doing this:

- Generate two new documents (usually in Word program) and label them (as 'NT Parks interviews' and 'TO interviews' respectively).
- Use a copy of the questions used in the interviews as a template. As you work through your notes, you can insert the answers into the spaces corresponding to each question. You shouldn't identify which individual gave each answer. **Remember that the interviews are confidential.** You can type quotes if you have recorded them during the interview.
- Notes from one-on-one interviews can be combined with data from group interviews.
- Insert interviewer's notes or observations relevant to the question.
- Print the collated interview documents.

Check List for Phase 2

By the end of Phase 2, the following should have been completed:

- Interviews have been completed (group and individual)
- Interview notes have been written up, collated and printed
- Secondary data has been compiled (e.g. reports, maps, factsheets, pictures)
- The M&E team has agreed on a date and location to carry out the analysis and assessment.



6. PHASE 3: ANALYSIS AND INTERPRETION OF THE RESULTS

This step in involves analysing the data collected and identifying the condition or status of each indicator.

Data analysis

Once interview results have been collated (and interview results de-identified for anonymity), we suggest the facilitator reads through collated interview notes and highlights responses which appear repeatedly (usually key words). This helps to identify particular themes or issues being raised by several people. An example is given in Table 2 below showing collated responses from traditional owners and NT Parks staff interviews for a set of questions relating to indicator 'Effective communication between and amongst partners'.

Table 2: Example of collation and highlighting of interview data

1. Are traditional owners talking to Parks and are Parks talking to traditional owners about what is happening in the Park?	
Collated responses from TOs	Collated responses from Parks staff
<ul style="list-style-type: none"> Not really. Sometimes rangers don't talk to us. We ring them, sometimes. They ignore us. We want JM going quicker. Want to be one voice with JM. They got to listen to us. They only come and get those young fellas for weeding, cleaning toilets, little bit burning off. Should come and have a cuppa, not just [to get people for] work, try to sort it out together. 	<ul style="list-style-type: none"> Communication is good when we are catching up with TO's, letting people know what's going on, what's happening on park, Flexible Employment Program projects coming up. Traditional owners are not really contacting us, except when they need help with a broken down car or to get a message to town, etc.
2. How can we (NT Parks and traditional owners) communicate better?	
<ul style="list-style-type: none"> A newsletter or something that tells me what is happening. A summary of what is happening and being done in the park in a weekly basis could help. NT Parks need to listen to us too, what needs to be done then needs action. NT Parks need to talk to local people on the ground more regularly. Big decisions are to go to the JMC. If they come and do a plan they should come and pick us up and talk so we can know what's happening on the park. Once a month [they should come and talk to us] or go look around for kangaroo, turkey, count them. 	<ul style="list-style-type: none"> Perhaps more planned opportunity to catch up with people on the living areas. By developing greater social / working relationships Rangers need to approach Aboriginal residents to develop these links as we are the newcomers. I reckon traditional owners see rangers as a transient group of people that are coming and going all the time - whereas the Aboriginal Mob are residents. Mr.Y from Parks is going to prepare a quarterly newsletter that will have articles about fire, weeds, up-coming FEP projects. It is important that this newsletter is fairly brief and that staff not spend too much time on it. Encourage TO's to approach us, give us a call. All staff need to take the opportunity, for example when going onto the park to drop into one Aboriginal community or driving past the other Aboriginal community to drop in to talk to people, just to say hello.

The M&E team should sit together to analyse the information. The amount of time needed for this process will vary but probably won't take more than one full day. In the example above, we see that there are issues with communication **between** partners as well as issues with communication **within** partner groups that need to be addressed.

Information can also be cross-referenced with documents such as written meeting notifications, minutes, newsletters, emails, photos of field trips.

Draft Results: Assessing joint management effectiveness

Once the M&E Team have analysed and discussed the data for each of the indicators, the team can provide a summary evaluation which includes an assessment score for the condition of each indicator according to the scale chosen by the M&E team (coloured, numeric, or a combination of both), a written summary on the state of the indicator, any recommendations arising and actions to be implemented.

A summary table can be prepared (by the facilitator) during an assessment meeting with the M&E team. We found it useful to enter this information into a prepared electronic matrix (Table 3) which was projected onto a screen during the discussion so that the team could see what was being summarised and the score given to each indicator. An example template for this table is provided in Annex 9.

Table 3: Example of an evaluation matrix

Indicator	Scoring	Summary of the state/condition of the indicator	Recommendations	Actions (what, who, when)
	Very Good Good Not so Good Bad			
Effective communication: a) between partners b) amongst partners c) with other stakeholders.	YELLOW	<p>Communication has occurred in a systematic way during planning process, most of it at Watarrka NP.</p> <p>Six meetings during 2008 (plan of Mgmt)</p> <p>Two meetings in 2009 for Joint Management Committee (one in March and one in December).</p> <p>Communication during planning process has been satisfactory, not perfect, nor systematic.</p> <p>At ground level (operational) there is sporadic communication, not structured. Limitations in PWS staff and time. TOs not always available at the communities.</p> <p>Communication seems to flow amongst TO individual families. Communication within Park staff is ok.</p>	<p>In between JM Committee meetings, NT Parks to prepare a monthly (or as required) information sheet about what will be done and what has been happening. Leave written information at communities and if possible talk to TOs at communities.</p> <p>CLC could help to put up bulletin boards.</p>	<p>ACTION – NT Parks - newsletter every two months</p> <p>ACTION – CLC provide NT Parks with postal addresses</p>

As the M&E team assesses each indicator, they may identify gaps in information. These gaps should be clearly noted in the evaluation matrix. An example of a two column matrix is provided in Table 4. This is a simplified way of presenting the summary assessment results for each indicator without the detailed assessment information.

Table 4: Examples of indicators from Flora River Nature Park showing a colour score given to each

Indicator	Scoring <table border="1" style="float: right; margin-left: 10px;"> <tr><td style="background-color: green;">Very Good</td></tr> <tr><td style="background-color: yellow;">Good</td></tr> <tr><td style="background-color: orange;">Not so Good</td></tr> <tr><td style="background-color: red;">Bad</td></tr> </table>	Very Good	Good	Not so Good	Bad
Very Good					
Good					
Not so Good					
Bad					
Number of meetings held each year					
Good biodiversity outcomes from the operational plan on fire, weeds, and feral animals					
Level of employment of Wardaman in meaningful jobs in the park					
Wardaman satisfied that their concerns are addressed during planning					
Partners are satisfied that messages and images of the park are consistent with the park's values					

It is possible for partners to apply two different scores for one indicator where they feel that the score is different for different aspects of a single indicator. Some examples are given below in Table 5. In this table we can see that the indicator ‘*Satisfaction with decision-making processes*’ was rated as ‘very good’ (green) during the formulation of the management plan where there was a regular and consistent process, but only ‘good’ (yellow) at the joint management committee level.

A similar situation is shown for the indicator ‘*Appropriate and accurate information (natural, cultural, safety and behavioural) provided to visitors and public in general*’. In this case, where the information provided to visitors regarding cultural aspects was assessed as ‘not so good’, but



information regarding the natural, behavioural and safety aspects was rated as 'good'.

Table 5: Example of a single indicator being given more than one score

Indicator	Scoring <div style="float: right; text-align: right;"> Very Good Good Not so Good Bad </div>
Satisfaction with decision-making processes.	While developing the management plan
	Joint management committee
Appropriate and accurate information (natural, cultural, safety and behavioural) provided to visitors and public in general.	Cultural
	Natural, safety and behavioural
Effective communication between partners (TOs and Parks) and among partners.	Formal meetings
	Between meetings
Tourists and other users of the park are well informed about the natural and cultural values of the conservation areas and are provided and complying with clear rules and guidelines.	Tourists and scientists
	Hunters

Colour values given to indicators are an assessment of how the partners are working together in the different aspects of park management. A table of results with a lot of 'green' values suggests that partners are achieving effective results for many aspects of joint management. However, where you have indicator colour values showing a low degree of effectiveness that is where we must really focus our attention. These are the areas that require more consideration in the next business or strategic plans so the conditions assessed as 'orange' or 'red' colour can be improved.

A 'red' value assigned to a particular indicator usually means that the condition or action needs urgent attention, however this may not always be the case. A red value can also mean that a certain condition can no longer be improved despite management efforts (e.g. an exotic pest has taken control of critical areas where native species live and control mechanisms are no longer effective).

Numerical assessment scales

In Section 4 we discussed the possibility of replacing colours with numbers or including numbers in addition to colours when assessing indicators. NT Parks has requested the use of numbers to allow quantitative comparison of joint management between different parks.

By using numbers we can make an assessment based on optimum values for joint management. The overall total reached compared to the optimal value as a percentage, shows the level of management effectiveness of a specific indicator, management theme, the entire park, or the entire system of parks, depending on the extent of the assessment¹².

The use of numbers makes it possible to measure joint management effectiveness of individual parks as well as compare several parks. If we want to compare evaluations over time (e.g. from year to year, or every two years) it is essential to use the same set of indicators.

Using numerical ranking scores to determine score for indicators as a percentage of the optimum

If the management theme 'Governance' has four indicators, the optimum value is 12, since each indicator can have a maximum rating of three. In other words, when carrying out joint management, we assume we want to achieve the maximum value in the assessment scale. If the evaluation of the four indicators of the theme Governance produces a total of eight, but the optimum expected value is 12. This means that the overall value for this management theme is 66% of the optimum.

The following four-level assessment scale with example percentage ratios and a description of each level in terms of management effectiveness may be used (Table 6).

¹² Cifuentes, *et.al* 2000

Table 6: Assessment scale using percentage ratios and a description of each level in terms of management effectiveness

Percentage ratios	Description in terms of management effectiveness
100-81% (VERY GOOD)	The park/reserve has all the elements for efficient joint management in accordance to the current needs. The park/reserve can meet future demands without compromising the conservation of its values (natural and cultural).
80-56% (GOOD)	The factors and means that make joint management possible are being adequately attended. The necessary activities are being developed normally and with good results. The park/reserve values (natural and cultural) are guaranteed because there is a dynamic equilibrium among all the management themes, which means that the management outcomes are in the process of being achieved.
55-31% (NOT SO GOOD)	The park/reserve has some resources and tools that are important for its joint management, but that many elements necessary to reach a minimum acceptable level are absent. Such characteristics make the area highly vulnerable to external or internal threats and consequently there is little guarantee for the long-term achievement of its management outcomes.
<=30% (BAD)	The park/reserve lacks the minimal resources necessary for basic joint management and thus it is unlikely that the long-term outcomes will be achieved.

These percentages are not fixed and partners can change the cut-off points for the different levels. For example, the highest level might be 100-75%, then 74-51%, 50-26% and <=25%.

Using a numeric system like this considers all indicators to be equally important for measuring joint management. Annex 7 presents an example of a management effectiveness matrix for a set of parks/reserves where the colours show the general state of the indicator, but at the same time the equivalent numbers show the relationship between optimum values and optimum values in percentages. This matrix is an instrument that allows the partners to identify promptly the state of the effectiveness of joint management per single park/reserve and as a system of parks/reserves.

The real interpretation of the effectiveness of joint management relies on the information behind the numbers and/or colours and not on the numbers or colours themselves.

Preparing draft results for partner validation

In the planning stages the team will have decided on how they are going to prepare and present the results to accompany the summary evaluation table to the partners whether, for example, in the form of a short report, a 'story book' or large poster. This can include documentation of the monitoring and evaluation activities (how and when the evaluation was carried out and by whom) and more detailed explanation of the results. You should be aware of any potentially culturally sensitive issues when including photographs.

A suggested list of contents for a detailed report is provided below.

Suggested Contents for Monitoring and Evaluation Report

Objective(s): This should explain why the assessment was carried out and why it is important to joint management

How the assessment was carried out: description of all the steps of the process. This does not need to be long or complicated but clear and informative.

- When, where and background on decision to conduct the participatory assessment
- Who was part of the M&E team, who was the facilitator? How was the facilitator identified?
- When was the training of the team done? Who participated? What was covered in the training?
- List of proposed questions for the interviews related to the agreed indicators
- List of documents used as part of the assessment

Results: This should include a list of agreed indicators and themes of management they fall into, a summary description of overall assessment results for each of the management themes according to the set of indicators within each theme. For example, information for the groups of indicators related to the theme 'Governance and Decision-Making' and so on. This description can include a summary assessment matrix (outlining the condition of the indicator, the assessment colour value and recommendations) with more detailed results produced by the M&E team during the day of analysis provided in an appendix.

This section should also provide a summary of recommendations for improving joint management.

Follow up actions: this section describes the actions to complete the assessment process and to implement the recommendations.

Annexes: List of documents/interview questions.

Check List for Phase 3

- Collated interview results
- Printed documents are collated and ordered by management theme (e.g. planning; training; visitor management; meeting minutes and decision making) and date.
- Evaluation matrix with summary condition of the indicator, ranking (either colour, numerical or both) for indicators, and recommendations and future actions.
- Notes on gaps in information should also be included as part of the assessment.
- All data (documents and interviews) filed.
- Draft materials prepared (e.g. report, posters, story book)

7. PHASE 4: COMMUNICATING AND VALIDATION OF RESULTS

This phase involves presenting the monitoring and evaluation results to the joint management committee or an agreed group of representatives from NT Parks and traditional owner groups. This allows them to learn about what has been assessed, the condition of each aspect of joint management and recommendations that have been proposed to improve those conditions. This process enables partners to review the results, comment, make changes or give their approval and hence validate the evaluation results and thus the whole PME process. Communication of evaluation results can also be extended beyond the joint management steering committee. For example, partners (NT Parks and Wardaman) from the Flora River Nature Park have a joint management meeting 'on country' once a year, with invitations extended to other Wardaman families. This has provided a great opportunity to share results with a broader group of traditional owners and improve their understanding of how joint management is being carried out.

The validation phase was carried out differently for each of the four pilot areas, nevertheless the objective was always to inform partners of the evaluation results and generate action on the recommendations to improve joint management. There were differences in: who facilitated the validation session; how the results were presented; the locations where the validation was carried out; and the way the recommendations were acted upon.

We recommend the following mechanisms and methods to communicate the results and recommendations:

- Joint management committee members and/or other agreed participants should come together to share results and make recommendations for improving joint management
- A 'story book' about the PME assessment process should be prepared with pictures and a simplified version of the validation matrix for wider distribution to traditional owners and Parks.

- Display poster-sized print-outs of the coloured assessment scale and copies of the evaluation matrix (with information about the condition of each indicator, its assessment value, and initial recommendations)
- Discuss results with participants and encourage them to make comments and suggest amendments where relevant.
- Results from these discussions are then added to the evaluation matrix (and as separate notes if needed).
- The M&E team should update comments and inputs into the story book and or PME report (which will also contain the validation matrix).
- The story book and/or PME report should be distributed to the M&E team for a final review and then printed and distributed to joint management committee members and others as agreed.
- A copy of documentation produced throughout the evaluation (collated interviews and set of documents such as reports, meeting minutes, training records, etc.) should be filed at the Land Council and NT Parks offices.

How this process is conducted will vary depending on the situation in each park.

A summary of the validation process for the four parks included in the PME project are included in Annex 8 and described in more detail below.

Validation process during the pilot program

Flora River Nature Park

- The facilitator organised the validation session in coordination with the Senior Ranger of Flora River and the joint management officer at the Northern Land Council. It was agreed:
- Print out poster-sized print-outs of the coloured assessment scale and copies of the evaluation matrix.
- The NLC distribute copies of the evaluation matrix and spend time talking through the results with the Wardaman people to help them prepare for the meeting.
- Communication of assessment results to have a one-hour slot during the joint management meeting at Flora River Nature Park.

Once at the campsite at Flora River Nature Park, the assessment scale was put on display so it could be seen by the participants. The facilitator gave a brief summary of the evaluation process, emphasising the participatory process and explaining the results. The facilitator identified members of the M&E team amongst session participants and invited them to add information or clarify anything about the assessment. The facilitator read the column on the condition of each indicator, described the meaning of the colour value assigned to each and then explained the recommendations proposed for improving the condition of the indicators.

Everyone was given the chance to add information or comment on the indicator or recommendation(s). Each result was discussed fairly quickly because the PME process had identified twenty seven indicators, which was almost twice as many as for the other three pilot areas. The facilitator then gave a brief summary of the full evaluation results to show how the indicators help us to understand what is happening with joint management.

After the validation session, the facilitator sat down by the river bank with a group of Wardaman, including Wardaman rangers and NT Parks rangers, and talked more about

conditions of some of the indicators. This informal session was useful for explaining the proposed recommendations in more detail.

Comments were incorporated in the final version of the PME report. Six months later, the recommendations of the assessment were discussed and actions for their implementation were proposed in the next joint management meeting.

Watarrka National Park

Before the validation phase, three senior NT Parks staff in charge of Watarrka, two joint management officers from CLC (some of whom were part of the M&E team) and the facilitator met at the NT Parks office in Alice Springs to discuss the best way to present and validate the results.

At this meeting, the following details were agreed:

- The validation session would be included as part of the general planning meeting at Watarrka National Park
- The planner from NT Parks would facilitate the session with help from the Parks governance coordinator and the joint management officer from CLC.
- A poster-sized version of a modified evaluation matrix would be printed out, without the column summarising conditions of the indicators but would include a column of 'proposed actions' for implementing the proposed recommendations. The facilitators would explain the condition of the indicator to partners by emphasising the recommendations made during the assessment.
- The poster-sized matrix would allow facilitators to write down proposed actions for implementing the recommendations. In this validation phase, the facilitators took a more direct approach to presenting the evaluation results and prepared a set of proposed actions for implementing the recommendations to improve joint management before the session at the park.



East MacDonnells parks

This process was similar to the one at Watarrka and before the validation phase, three senior Parks staff in charge of the East MacDonnells parks, joint management officers from CLC and the facilitator met at the CLC office in Alice Springs to discuss the best way to present and validate results. The following agreements were made:

- The validation session would be inserted as part of the general planning meeting at the CLC office in Alice Springs.
- The CDU facilitator would run the session with help from the NT Park's governance coordinator and senior planner.
- Following the example from Watarrka, a poster-sized version of a modified evaluation matrix would be printed without the column summarising conditions of the indicators but would include a column of 'proposed actions' for implementing the proposed

recommendations. The facilitators would explain the condition of the indicator to partners by emphasising the recommendations made during the assessment.

- The poster size matrix would allow facilitators to write down proposed actions for implementing the recommendations.

The results of the validation phase were incorporated into a final PME baseline assessment report.

Adelaide River parks

The validation phase for this area was quite different from the others parks and gives a good example of possible issues that may occur in evaluations for other parks in the Northern Territory. In the Adelaide River parks, the validation phase was only partially carried out. There were a range of issues around relationships between NT Parks staff and some Wulna traditional owners, and also some issues amongst Wulna families, that meant it was not possible to get NT Parks, Wulna and NLC together to share and validate the evaluation results.

Given this situation, the facilitator, NT Parks staff and NLC joint management officers met at the NT Parks office in Palmerston to discuss the best way to carry out the validation phase. The following plan was agreed:

- One NT Parks staff member in charge of Indigenous affairs, two NLC joint management officers and CDU facilitator would meet at the Parks office in Palmerston to share evaluation results and recommendations.
- This would act as a 'pre-validation' session and those involved would then share results of this meeting with the Adelaide River parks joint management committee once issues of communication and relationships were resolved.

Unfortunately, at the time of writing this guidebook, these issues had not yet been resolved. The recommendations have been passed on to NT Parks and NLC joint management officers for follow-up and implementation when it is possible.

Things for the team and facilitator to consider when planning the validation phase

- How many people will be involved in the session?
- When is a suitable time that allows as many people as possible to participate
 - during the week or on the weekend?
 - avoid clashing with other significant community events
- Where will it be held and what facilities are available?
 - indoors or outdoors?
 - equipment such as a data projector?
- What is the best way to present the results? E.g. in a talk, poster, story books?

Final results, recommendations and actions

Final results of the evaluation of joint management must be documented and made available to both partners and the Land Councils.

A final report documenting the PME activities and final results is an important background document for carrying out future monitoring activities and evaluations.

The recommendations from the evaluation are important for improving many aspects of joint management. Partners should plan and prioritise actions to implement the accepted recommendations.

Actions can be incorporated into the next annual business and operations plans for a park. The proposed actions should have measurable targets with mechanisms to inform partners of whether or not the action was achieved and completed. Actions should have a positive impact on the condition of the indicator that required attention. This can be used by partners to check (monitor) how things are progressing over time and be part of the information for the next evaluation process.

Check List for Phase 4

By the end of Phase 4, the following should have been completed:

- The M&E team have prepared material for communicating and validating the results with the partners.
- Draft participatory monitoring and evaluation results have been presented to the joint management committee and possibly the wider community/stakeholders.
- Results of the communication and validation session are incorporated in the final PME reports/materials for use as part of the next planning meeting for the park.
- Final versions of PME report/material has been completed and distributed amongst partners.

8. FUTURE MONITORING AND EVALUATION ACTIVITIES

It is more effective for joint management if monitoring is conducted regularly – such as every year. However in some cases there may not be resources and commitment to do this and the first baseline or round of monitoring can be more time consuming than subsequent evaluations. Thus assessments may only be able to be done every 18 months to two years. However it might be useful to look at some of the indicators more regularly, particularly those requiring improvement, rather than waiting two years to get information about all aspects of joint management.

In early 2011, the NT Parks and Land Councils have agreed that three indicators related to the 'Governance' management theme will be looked at regularly rather than wait to evaluate progress every year or every two years. These indicators are:

- The effectiveness of communication between and amongst partners
- Satisfaction with representation and participation in the joint management meetings
- Satisfaction with decision-making processes and planning.

These are being checked at quarterly committee meetings to help partners reflect on the way governance is being carried out, how well they are communicating with each other and if their participation, including in planning, is at a satisfactory level.

As mentioned in Section 4, each park can identify their set of indicators for an assessment. This could happen every year if that is what the group decide. However, it is important to remember that, if the parties want to measure progress in joint management, the same indicators must be used each time. There is no way to compare results of different assessments if a different set of indicators has been used. For example, if in year one the partners identified 15 indicators, and in year two they chose to retain 10 of the initial 15, but added (or modified) another five, at the end of the second evaluation, only the 10 common indicators can be compared. The additional five indicators will provide baseline information that could be compared if these same indicators are used again for future evaluations.

Participatory monitoring and evaluation is expected to take place as part of regular planning processes in all jointly managed parks in the NT (and hopefully throughout Australia in the future). PME requires compromise, patience, human and financial resources and institutional support. Management of a park requires constant action and decisions. The best outcomes are achieved when all partners are engaged in decision making and on the ground joint activities.

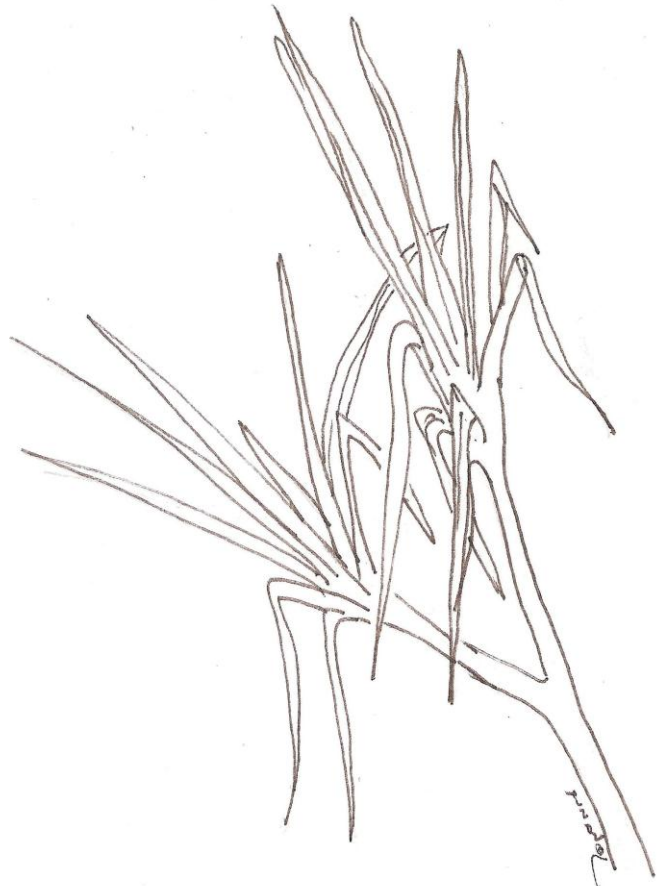
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Annex 1 Indicators and robustness

Each of the following indicators was assessed according to 4 criteria (based on Leverington *et.al* 2008). The criteria are described as follows:

Measurable - Able to be measured and analysed in qualitative or quantitative term

Consistent - Not changing over time so that it always measures the same thing

Sensitive - Able to show changes proportionately in response to actual changes in the condition or item being measured

Relevant - Records information linked to outcomes and objectives

INDICATORS / CRITERIA	Measurable	Consistent	Sensitive	Relevant
1. Effective communication: a) between b) amongst partners c) with other stakeholders.	✓	✓		✓
2. Satisfaction with representation and participation in the joint management meetings.	✓	✓		✓
3. Satisfaction with decision making process and planning	✓		✓	✓
4. Opportunities to visit country using joint management programs to support transfer of cultural knowledge to young ones.		✓		✓
5. TOs satisfaction with protection of sites of cultural significance.	✓	✓	✓	✓
6. Satisfaction with the health of country (park) through fire management; weed control; feral control; protection of native species		✓	✓	✓
7. Increased evidence of traditional knowledge together with western knowledge applied to park management.	✓	✓		✓
8. NT Parks, TOs and visitors (tourists, hunters, scientists, etc.) are satisfied with information provided (cultural, natural, safety, behavioural).	✓	✓	✓	✓
9. Applicable training and skill-building opportunities and take up for TOs and NT Park staff in relation to: a) governance/ decision-making/planning; b) park management; c) employment and economic business.	✓	✓	✓	✓
10. Sufficient and efficient use of resources allocated to meet annual operational plan regarding: a) financial; b) human; c) Infrastructure and equipment.		✓		✓
11. Employment opportunities available and up take of these by TOs in park management as: a) park rangers; b) community ranger; c) contractors (FEP or other mechanism; d) cultural advisors/mentors.	✓	✓	✓	✓
12. TOs participation in business enterprises associated with the park (e.g. tour guides, cultural dancers, food/beverage vendors).	✓	✓	✓	✓

Annex 2 Example of a Monitoring Workshop Agenda

“Name of Park” Workshop for Checking and Learning to Improve Joint Management (Monitoring and Evaluation)

Venue:

Date:

Overall objective:

To engage ‘XXXX’ traditional owners, Parks and Wildlife Service and Land Council in a participatory process to undertake monitoring and evaluation of joint management of XXX Park

Specific objectives:

1. Understand the concept, use and implementation process of PME for Joint Management of ‘Name of Park(s)’.
 2. Identify indicators for assessments and methods for assessment
 3. Identify key questions for measuring indicators (with focus on indicators requiring interviews/group interview)
 4. Learn and carry out a practical exercise for data collection (interviews/group interview, records)
 5. Provide inputs and agree on the proposed process (indicators, data collection, analysis, presentation of results)
 6. Plan for the first base line assessment of ‘Name of Park(s)’.
-

Monitoring and Evaluation Workshop Activities:

- Sessions on key learning topics and skills and practical exercises
- Small group exercises and discussions
- Evaluation of workshop

Participants:

- ‘XXXX’ traditional owners selected by their own people (names to be confirmed)
- Parks staff from ‘Name of Park(s)’ region Land Council staff and ‘other stakeholders

Facilitators:

‘Facilitator 1’ and ‘Facilitator 2’

Sessions	Topics
Start 9:00 Welcome Introductions Housekeeping	<ul style="list-style-type: none"> Welcome and Acknowledgement of 'TO country' Introductions/Ice-breaker by each participant and facilitators Ground rules, housekeeping, logistics
Workshop expectations Workshop Overview: Who? Why? What? How? When?	<ul style="list-style-type: none"> Participants expectations of the workshop Workshop agenda (aims and outputs)
Monitoring and Evaluation (Checking and Learning to Improve) for joint management of 'Name of Park(s)'	<ul style="list-style-type: none"> Why are we here? Summary of the 'Name of Park(s)' PME process and links with the Management Plan 'Name of Park(s)' list of indicators
10:30 Tea break (20 min)	Location
Introduction to Methods for Checking and Learning	<ul style="list-style-type: none"> Methods for checking and learning (base line assessment): Observation, key informant interviews, group interview, reports Role Play on interviewing techniques Personal communication skills Protocols for collecting information: do's and don'ts
Identifying methods to measure Indicators	<ul style="list-style-type: none"> Looking at the 'Name of Park(s)' indicators: grouping indicators, confirming methods of assessment, developing questions for collecting information about indicators
Lunch break (12:30-1:30pm)	Location
Testing the methods	<ul style="list-style-type: none"> Refining questions and testing: interviews / group interviews
3:00pm Tea break (20 min)	Location
How to assess indicators	Identifying method for assessing the status of the indicators (Assessment scale to be use (e.g. colours or numerical)
Building the PME plan: Discussions and brainstorming to plan the generation of base line and first evaluation workshop (action plan)	<ul style="list-style-type: none"> Who collects what data? Who will do the interviews? Who to interview/consult with (list of people to interview)? Who will do the documents reviews? What documents are available? Possible constraints to baseline (e.g. cultural issues) Assistance required Processing the information and presenting results (who should compile the information; storage and access to information; who and how to process the information; how should the results be presented to NT Parks and TOs?) When (timeline)? And pilot testing of questions Next steps
Summary	<ul style="list-style-type: none"> Recap on workshop content
Evaluation of workshop	<ul style="list-style-type: none"> Evaluation of workshop
End of Workshop (5pm)	<ul style="list-style-type: none"> Close

Annex 3 Example of interview questions

Interviewee's Names (if consented):

Number of People Covered in this interview:

Date of Interview:

Location:

Interview Number:

Interviewer's Name:

Giwining (Flora River Nature Park)

Questions for Semi- Structured Key Informant and Group Interviews on Joint Management with traditional owners and Parks and Wildlife Service staff

Hello, my name is (and names of others of the team). We are from (community, institution, etc). We are part of a Project to find out how Joint Management of Flora River (Giwining) is going and how the partnership between Wardaman and Parks is doing. We would like to speak to you about this if you agree. Any information you provide will be **confidential; no name(s) will be mentioned**.

The results of 'Checking and Learning to Improve' Joint Management of Giwining (Flora River) will be presented at the next Flora River Nature Park General Assembly Meeting in June 2009.

We will ask approximately 24 questions. We hope this will take around 30 minutes; it can be longer or shorter if you prefer.

On country meetings

1. What are the good things about [this] on country meetings? Are there enough meetings? Are there too many?
2. What don't you like about [this] on country meetings?

Partnership and relationships in joint management

3. Does being in a partnership help in managing the park/ keeping country healthy? (e.g. What are the benefits of Joint Management to you and your family?)
4. Do people, other than Rangers and Wardaman help manage the park? Who are they (e.g. Government agencies, local groups, organisations etc.)? How strong is the relationship with them?
5. What do you think could make Joint Management stronger?

Participation of partners (TOs and NT Parks) in decision making

6. Are TOs views/opinions being considered in making decisions?
7. How are TOs involved in the annual park planning process and money story? (e.g. TOs invited to planning meetings, informed about what is happening in Park, their views are incorporated in annual plan etc.). Do you think this involvement is adequate?
8. What do you think about how meetings are run? How can we make these meetings better so TOs have more voice?

Two-way learning for park management

9. Do you think NT Parks staff/rangers know enough about Wardaman cultural information? Do Parks staff do cultural training?
10. How are NT Parks mob/staff and TOs managing country two ways (*Muniga* and Wardaman)?
11. Are they talking to each other before doing something together on country (e.g. control burning, spraying weeds, etc.)?
12. Is NT Parks mob teaching something to TOs? If yes, what?
13. Are TOs teaching something to NT Parks mob? If yes, what are TOs teaching?
14. What can TOs and NT Parks mob/staff do to work better together?

Communication and planning for park management

15. Do Wardaman people know what is in the weeds, fire & feral animal action plans for the Park?
16. Are messages getting out about what is happening at Joint Management meetings? (Do you hear about the outcomes?)
17. What ideas or suggestions do you have to improve communication? (e.g. between Parks and TOs, and amongst TOs and amongst park staff)

Caring for cultural sites

18. Are there any sites (e.g. *godjok godjok*) that you think are not being respected properly in the Park (e.g. by visitors, parks staff, scientists, and others)? What's the issue/problem?

Tourism

19. Do Parks or other mob (e.g. tourism) include TO's values for the Park in the information and materials given out to tourists? Have you got any ideas about how the right story for Wardaman culture information can be shared with Parks for visitors?
20. How satisfied are you that the safety of tourists is taken into account at Flora?
21. Is tourist safety getting better or worse?

Employment and enterprises

22. What is your satisfaction with (what can you tell us about) the way these organisations (e.g. Wardaman Corporation, Parks and Wildlife Service, Contract workers) have participated in the delivery of contracts in the park?
23. Do you have any other ideas for employment at Flora River?
24. Has anyone asked you about carrying out an enterprise (i.e. commercial business) in the park? What sort of business would you like to see in the park in the future?

Thank you. The results of the evaluation of Joint Management of Flora River will be prepared and discussed with NT Parks and traditional owners and you will be informed about it.

Annex 4 Example List of Documents

Taken from Monitoring and Evaluation Baseline Report for East Macdonnell Parks (Trepina Gorge and N'Dhala Nature Parks and Corroboree Rock Conservation Reserve)

- PME Engagement Workshop Report, 10-11 September 2009
- Summary of all JM meetings December 2007 to November 2008
- Summary of Trepina and N'Dhala JM meeting, June 11-12 2008 'Ways of caring for country'
- Story book JM Planning meeting 11th December 2007
- Story book Trepina and N'Dhala Gorge Nature Parks Joint Management Planning meeting 23-24/04/08
- Story book Trepina and N'Dhala Gorge Nature Parks Joint Management Planning meeting 12/6/08
- Story book JM Planning meeting 31st of July and 1st of August 2008
- Story book East Macs Junior Ranger Camp 30/9/09 – 2/10/09
- Story book East MacDonnell Ranges Parks 2009. Joint Management Report
- Memo from CLC JM officer to NT Parks planner on Corroboree Rock Reserve's Management Directions from traditional owners 18/12/08
- CLC File Note on FEP at N'Dhala (Buffel spraying) 28/11/2008
- CLC File Note on East Macs JM Planning group, 12/2/08
- CLC File Note on East Macs JM Meeting 9/7/09
- CLC File Note on East Macs PME + JM meeting 30/10/09
- Notes on Trepina and N'Dhala JM meeting 23-24 April 2008
- Money story on East Macs Information about rent money
- East Macs Ranges – Planning priorities. Workshop Reviewing Collating Rangers Contributions (4/6/08)
- On line information on East MacDonnell Ranges <http://au.travel.yahoo.com/guide/australia/northern-territory/eastmacdonnell-ranges>
- On line information on East MacDonnell Ranges <http://en.travelnt.com/library/maps/east-macs.jpg>
- On line information on East MacDonnell Ranges <http://www.nt.gov.au/nreta/parks/find/trephinagorge.html>
- On line information East MacDonnell Ranges <http://www.nt.gov.au/nreta/parks/find/ndhalagorge.html>
- On line information East MacDonnell Ranges <http://www.nt.gov.au/nreta/parks/find/corroboreerock.html>
- NRETAS. 2010a. Corroboree Rock Conservation Reserve Joint Management Plan, Draft October 2010.
- NRETAS. 2010b. N'Dhala Gorge Nature Park Joint Management Plan, Draft October 2010.
- NRETAS. 2010c. Trepina Gorge Nature Park Joint Management Plan, Draft July 2010.
- NRETAS. 2010d. Trepina Gorge Nature Park Joint Management Plan, Draft October 2010.
- NT Parks Trepina sub-district visitor statistics 2008 – 2009

Annex 5 Examples of PME Work Plans (from Watarrka National Park)

WHO WILL DO THE INTERVIEWS?

Parks joint management facilitator and Central Land Council (CLC) joint management officer accompanied by one Anangu woman. CDU facilitator can accompany.

WHO ARE WE GOING TO INTERVIEW?

ANANGU	PARKS
<ul style="list-style-type: none"> Joint Management Committee members (10) Flexible Employment Program (FEP) participants (2) At least two people (family) from each outstation (4) not on Committee. Senior, younger ones. Other traditional owners living outside the Park (5-10 in one or two groups) <p>Planner's suggestion: ask Anangu SC members if they want individual interviews or in group including other members of their families.</p> <ul style="list-style-type: none"> Interpreters for men 	<ul style="list-style-type: none"> Joint Management Committee members (Parks: Chief District Ranger, Senior District Ranger, Senior Park Ranger) CLC: Joint Management Officer, Tourism officer Regional Director Chief Planner Rangers (4) Biodiversity staff (1) FEP coordinator (1)

ASSESSMENT PERIOD: January 2008 to July 2009

DOCUMENT REVIEW: put it in a summary table to be presented to partners.

- NT Parks Senior District Ranger
- CLC Joint management officer
- NT Parks joint management coordinator (coordinating role and pulling the info together)

PROCESSING INFORMATION:

Documents: NT Parks joint management coordinator

Interviews: Interviewers (CLC joint management officer, Parks joint management coordinator, Anangu traditional owners that were trained in monitoring and evaluation.

Support: CDU facilitators

First draft assessment of joint management (processing information, analysis): Facilitator, NT Parks joint management coordinator, and two Anangu traditional owners trained in monitoring and evaluation.

DOCUMENTS NEEDED:

- Meeting notes (minutes)
- Training records
- Booklets, maps, videos/audio
- Research reports (including indigenous component)
- Employment records
- Interpretations information
- Annual/monthly reports
- Weekly, quarterly (CLC)
- Visitor survey 2005- 2009 (ready by end of the year) (peak, shoulder, off peak)
- Emergency response plans
- Permit applications for visitors
- Tourism meetings minutes
- Management Plan (five- year strategies)
- Media reports
- Budget reports (quarterly, monthly, annual)
- Annual plans

FINAL PLAN FOR THE BASELINE OF WATARRKA JOINT MANAGEMENT (JAN 08 - JUL 09)

Activity	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Who is Responsible
Test questions in small groups (for Parks and Anangu)	24-25									Central Land Council joint management officer, Parks joint management coordinator, three Anangu trained in PME. Support from the facilitator if required.
Adjust questions after test: Final questionnaire	26-31									Facilitator (s)
Interviews focusing on group interviews					End of July 'til mid-August					CLC joint management officer, Parks' joint management coordinator, three Anangu trained in PME. Support from the facilitator if required.
First draft of status of joint management of Watarrka NP: analysis of interviews and of primary and secondary information (records), preparation of first draft for presentation to partners.						Mid-end August				CLC, Parks joint management coordinator, Parks Senior District Ranger and Senior Park Ranger. At least one of the three Anangu trained in PME. The facilitator will assist when information has gone through a first screening process, particularly information from records.
Feed-back and validation at GA meeting							Date TBA			CLC, Parks and Anangu. Facilitator to assist
Final report and socialisation between and amongst partners								End GA meeting – end of Nov		Parks, CLC, Anangu traditional owners and facilitator

Annex 6 Tips for conducting interviews

How to Approach People and Introduce yourself

- We should make ourselves available to talk to people.
- Introduce yourself your name, who you work for and why you are there
- Prepare the interviewee; let them know in advance what the interview is about. Be clear about what you will be asking and the purpose of the interview
- Give a clear introduction so you don't create false expectations or worry
- Ask the person if he/she/they have time for the interview - Arrange interview to do the interview straight away if they have time, or arrange another time
- Include some conversation before you start asking questions (make people feel comfortable)
- Let them know how the interview is done (e.g. number of questions, questions included) and how long it will take.
- Let them know that all information is confidential. You will write what they say but won't share information with others not involved in project. You can send them copy of what you record if they want it.
- Remind people that they don't have to respond to any questions
- Leave contact details with people, so people can contact you later on if they like.

Example: *Hello, my name is Arturo Izurieta. I am from Charles Darwin University. How are you? I am in the park as part of an agreement by the members of the joint management committee to talk to people in and around the Park about the management of the park. Would you have time to chat with me about this? It should take about 30mins, but it can be longer or shorter if you prefer. The information will be confidential, this means that your name will not be used anywhere.*

Do's and Don'ts

- Don't rush. Give people time to answer
- Explain or translate words in more detail where needed
- Try to ask questions that probe for real responses rather than settling for simple or clichéd answers
- Be prepared with your questions and any additional materials you might need
- Confidentiality: this word means 'keep it private'. No one's name / no details. Compile with other information share with everything.
- Double check your answers.
- Don't talk too much or too quickly.
- Interview side to side (not face to face).
- Take note of sitting arrangements.
- Be informed beforehand who will do the interview and who will be interviewed
- Have good preparation.
- Ending question: 'Is there anything else?' Allow questions from interviewee.
- Resolving issues and moving on – during or after interviews – scope of JM to resolve other disputes.

Important Things to Remember

- People can control information and how information is used.
- Maps used to assist interviews need to be easy to read
- Particular people may not be able to interview certain family members

What will the informant get for participating?

- Nothing?
- Payment?
- Food?

This must be made clear to all people being interviewed at the time they are invited to participate

Dress Code

- Don't want to offend people
- Joint management hat/cap or name tag
- Be aware of your body language

What to Record

- Do not write what you think people are saying. It is important that you write what people say, you can re-read to people what you have written to check with them that is what they have said to check the accuracy of information
- Take notes during the interview but try not to break the flow of the conversation. It can be useful to jot down additional notes straight after you finish the interview.
- Interview notes (transcripts) will be in English though can be in simple language: 'talk our way.'
- **IMPORTANT** – Sit down in a quiet place after interview and write down notes you may have forgotten to write during interview. If you are using a translator, it is useful to debrief after the interview, and to have an agreement on how you will work together in checking the notes.

Annex 7 Example of evaluation matrix using numeric values


AREA OF MANAGEMENT BEING ASSESSED	JOINT MANAGED PARKS AND RESERVES				OPTIMUM TOTAL	TOTAL REACHED	% OF OPTIMUM
	PARK 1	PARK 2	PARK 3	PARK 4			
GOVERNANCE (PLANNING AND DECISION MAKING)							
Indicator 1	3.0	0.0	3.0	1.0	12.0	7.0	58.3
Indicator 2	2.0	2.0	3.0	2.0	12.0	9.0	75.0
Indicator 3	2.0	2.0	2.0	1.0	12.0	7.0	58.3
TOTAL REACHED	7.0	4.0	8.0	4.0	36.0	23.0	
OPTIMUM TOTAL	9.0	9.0	9.0	9.0			
% OF OPTIMUM	77.8	44.4	88.9	44.4			63.9
CARING FOR COUNTRY (CULTURAL HERITAGE)							
Indicator 1	3.0	3.0	2.0	3.0	30.0	11.0	36.7
Indicator 2	3.0	2.0	3.0	2.0	30.0	10.0	33.3
Indicator 3	3.0	3.0	3.0	1.0	30.0	10.0	33.3
TOTAL REACHED	9.0	8.0	8.0	6.0	90.0	31.0	
OPTIMUM TOTAL	9.0	9.0	9.0	9.0			
% OF OPTIMUM	100.0	88.9	88.9	66.7			34.4
CARING FOR COUNTRY (NATURAL HERITAGE)							
Indicator 1	2.0	3.0	3.0	2.0	30.0	10.0	33.3
Indicator 2	2.0	2.0	3.0	2.0	30.0	9.0	30.0
Indicator 3	2.0	2.0	3.0	1.0	30.0	8.0	26.7
Indicator 4		2.0			3.0	2.0	66.7
TOTAL REACHED	6.0	9.0	9.0	5.0	93.0	29.0	
OPTIMUM TOTAL	9.0	12.0	9.0	9.0			
% OF OPTIMUM	66.7	75.0	100.0	55.6			31.2
BUSINESS OPERATIONS							
Indicator 1	1.0	1.0	2.0	0.0	30.0	4.0	13.3
Indicator 2	1.0	1.0	1.0	1.0	30.0	4.0	13.3
Indicator 3	0.0	1.0	1.0	1.0	30.0	3.0	10.0
TOTAL REACHED	2.0	3.0	4.0	2.0	90.0	11.0	
OPTIMUM TOTAL	9.0	9.0	9.0	9.0			
% OF OPTIMUM	22.2	33.3	44.4	22.2			12.2
MANAGING VISITORS							
Indicator 1	3.0	3.0	3.0	3.0	30.0	12.0	40.0
Indicator 2	2.0	2.0	3.0	2.0	30.0	9.0	30.0
Indicator 3	2.0	2.0	3.0	2.0	30.0	9.0	30.0
TOTAL REACHED	7.0	7.0	9.0	7.0	90.0	30.0	
OPTIMUM TOTAL	9.0	9.0	9.0	9.0			
% OF OPTIMUM	77.8	77.8	100.0	77.8			33.3
OPTIMUM TOTAL	45.0	48.0	45.0	45.0	183.0		
TOTAL REACHED	31.0	31.0	38.0	24.0		124.0	
% OF OPTIMUM	68.9	64.6	84.4	53.3			67.8

Percentage ratios	Description in terms of management effectiveness
100-81% (VERY GOOD)	The park/reserve has all the elements for efficient joint management in accordance to the current needs. The park/reserve can meet future demands without compromising the conservation of its values (natural and cultural)
80-56% (GOOD)	The factors and means that make joint management possible are being adequately attended. The necessary activities are being developed normally and with good results. The park/reserve values (natural and cultural) are guaranteed because there is a dynamic equilibrium among all the management themes, which means that the management outcomes are in the process of being achieved.
55-31% (NOT SO GOOD)	The park/reserve has some resources and tools that are important for its joint management, but that many elements necessary to reach a minimum acceptable level are absent. Such characteristics make the area highly vulnerable to external or internal factors and consequently there is little guarantee for the long-term achievement of its management outcomes.
<=30% (BAD)	The park/reserve lacks the minimal resources necessary for basic joint management and thus there is no guarantee of the long-term achievement of its management outcomes.

Annex 8 Validation Process in Four Parks of Pilot Project

Pilot park/ validation process	Organisation of validation session	Preparation of visual / aid material	Location of validation session	Validation Session Participants	Facilitator for validation session?
Flora River Nature Park	CDU Researcher via phone and email with 1 Park staff + 1 NLC staff	CDU researcher A3 size coloured assessment scale. A4 copies of the preliminary results of the assessment.	Flora River camp ground	Joint management committee members + additional Wardaman people	CDU researcher
Watarrka National Park	Meeting CDU researcher + 3 Park staff + 2 CLC staff	NT Parks produced poster size assessment matrix with recommendations and empty column for actions. A4 copies of the preliminary results of the assessment.	Watarrka National park, picnic area	Joint management committee members	NT Parks planner + Governance Coordinator + CLC officer
East MacDonnells parks	Meeting CDU researcher + 3 Park staff + 2 CLC staff	NT Parks produced poster size assessment matrix with recommendations and empty column for actions. A4 copies of the preliminary results of the assessment.	CLC office in Alice Springs	Joint management committee members	CDU researcher + NT Parks Governance Coordinator
Adelaide River parks	CDU Researcher via phone and email with 1 Park staff + 2 NLC staff	CDU researcher produced A4 size copies of assessment matrix	NT Parks office in Palmerston	CDU Researcher + NT Parks Indigenous Partnership officer + two NLC joint management officers	CDU Researcher

Annex 9 Template for evaluation matrix using common indicators

Indicator	Score 	Summary of the state/condition of the indicator	Recommendations	Actions (what, who, when)
1. Effective communication: a) between b) amongst partners c) with other stakeholders.				
2. Satisfaction with representation and participation in the joint management meetings.				
3. Satisfaction with decision making process and planning.				
4. Opportunities to visit country using joint management programs to support transfer of cultural knowledge to young people.				
5. Traditional Owner satisfaction with protection of sites of cultural significance.				
6. Satisfaction with the health of country (park) through fire management; weed control; feral animal control; protection of native flora and fauna.				
7. Increased evidence of traditional knowledge together with western knowledge applied to park management.				

<p>8. Parks, traditional owners and visitors (tourists, hunters, scientists, etc.) are satisfied with information provided (cultural, natural, safety, behavioural).</p>				
<p>9. Applicable training and skill-building opportunities and take up for TOs and Park staff in relation to: a) governance/ decision-making/planning; b) park management; c) employment and economic business</p>				
<p>10. Sufficient and efficient use of resources allocated to meet annual operational plan regarding: a) financial; b) human; c) infrastructure and equipment.</p>				
<p>11. Employment opportunities available and up take of these by TOs in park management as: a) park rangers; b) community rangers; c) contractors (FEP or other mechanism); d) cultural advisors/mentors.</p>				
<p>12. Traditional Owner participation in business enterprises associated with the park (e.g. tour guides, cultural dancers, food/beverage vendors, etc.).</p>				