2009 Environmental Evaluators Networking Forum

"Integrating Evaluation into a Program's Design"

The George Washington University
Trachtenberg School of Public Policy and Public Administration

Design for Evaluation:

Gordon & Betty Moore Foundation's Andes Amazon Initiative

Luis A. Solórzano & Jared Hardner

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Gordon and Betty MOORE FOUNDATION

Overview of Andes Amazon Initiative

- Gordon & Betty Moore Foundation is a science-based, results-driven philanthropic organization. The Foundation operates proactively in three specific areas of focus: environmental conservation, science, and the San Francisco Bay Area. Distinct Initiatives have been created within these three Program areas. An Initiative employs a portfolio of grants that are expected to help achieve targeted, large-scale outcomes in a specific time frame.

- Andes Amazon Initiative (AAI) is the largest private donor for conservation in the Andes and Amazon Basin. Its goal is to maintain sufficient natural habitat to preserve climate function and biodiversity in the region. AAI is currently engaged in a refresh of its strategic plan for the coming five years, with an expected budget of approximately $176-180 million.

Outcome Statement: Unconstrained

- Net loss of forest cover in the Basin is reduced to zero or even reversed.

- Climatic function of the biome is secured by ensuring that 60-80% of forest cover in each ecoregion is maintained in appropriate land uses.

- Representative biodiversity at the ecoregional level is maintained by ensuring that at least 10% of each ecoregion is effectively managed as IUCN Category I-III protected areas.

Outcome Statements: Constrained 2010-2014

Achieve the unconstrained outcomes for priority landscapes (a subset of ecoregions) within the Basin, while at the same time addressing issues that will benefit conservation across the basin over the longer term.

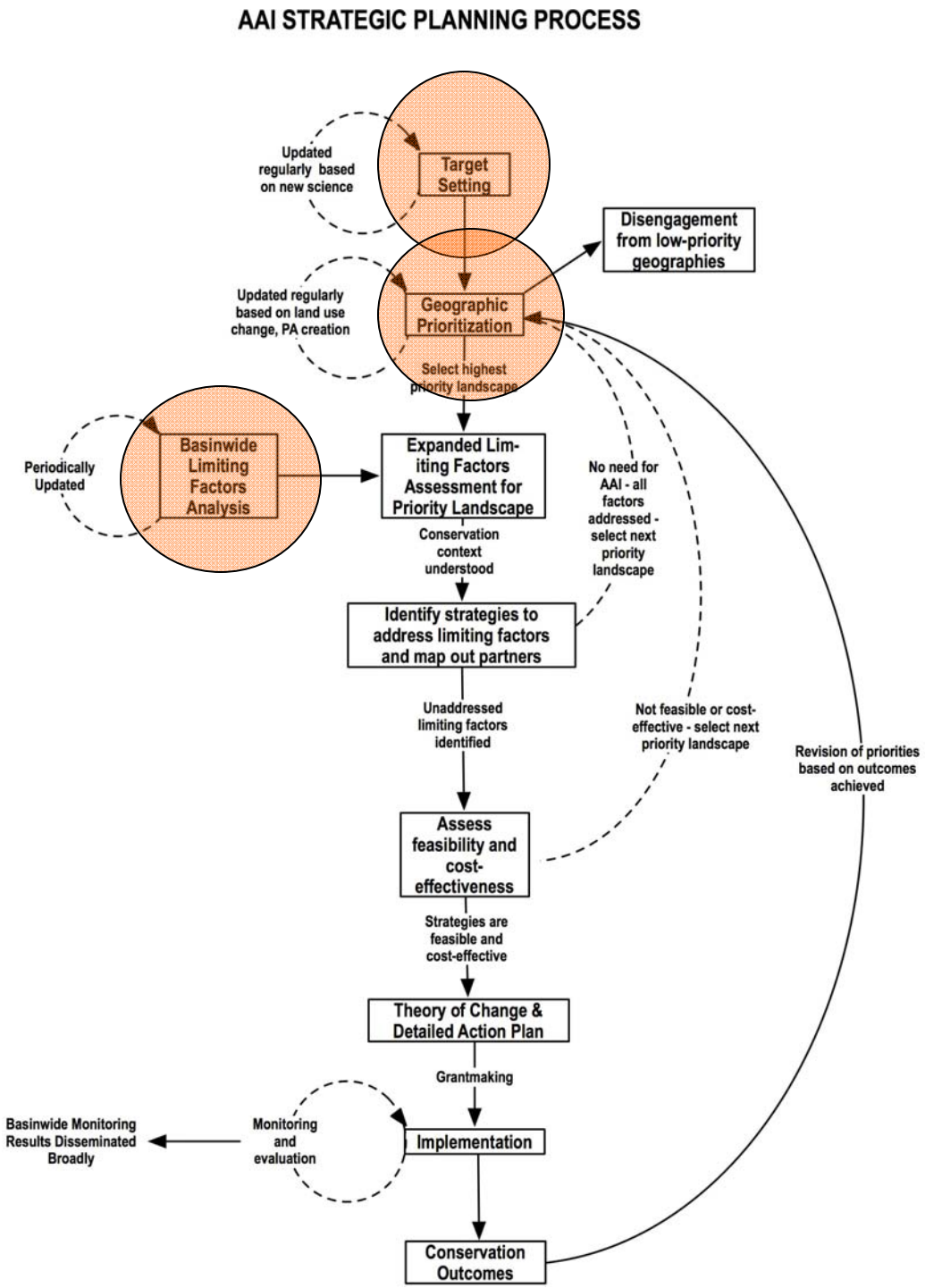
Designing for Evaluation

Through design, we attempt to address the most common problems we encounter in conservation programs. These are problems with design, and subsequently create problems for evaluation of performance:

- Prioritization of resource allocation
- Necessary *and* sufficient interventions
- Meaningful measures of performance
  - Concrete outcomes
  - Interim measures of progress
  - Progress against baseline & counterfactual
  - Attribution

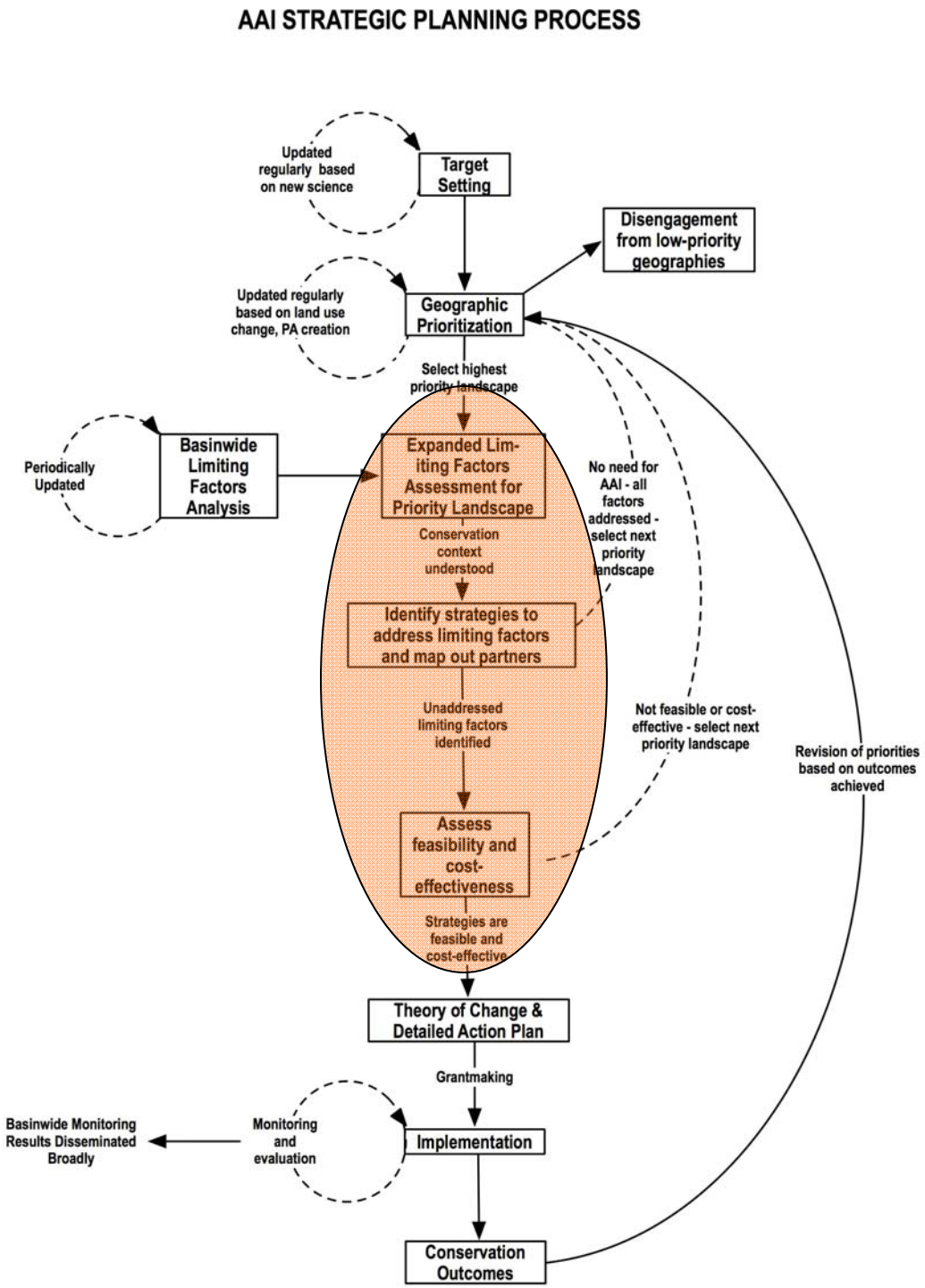
Plan Structure

Understanding context



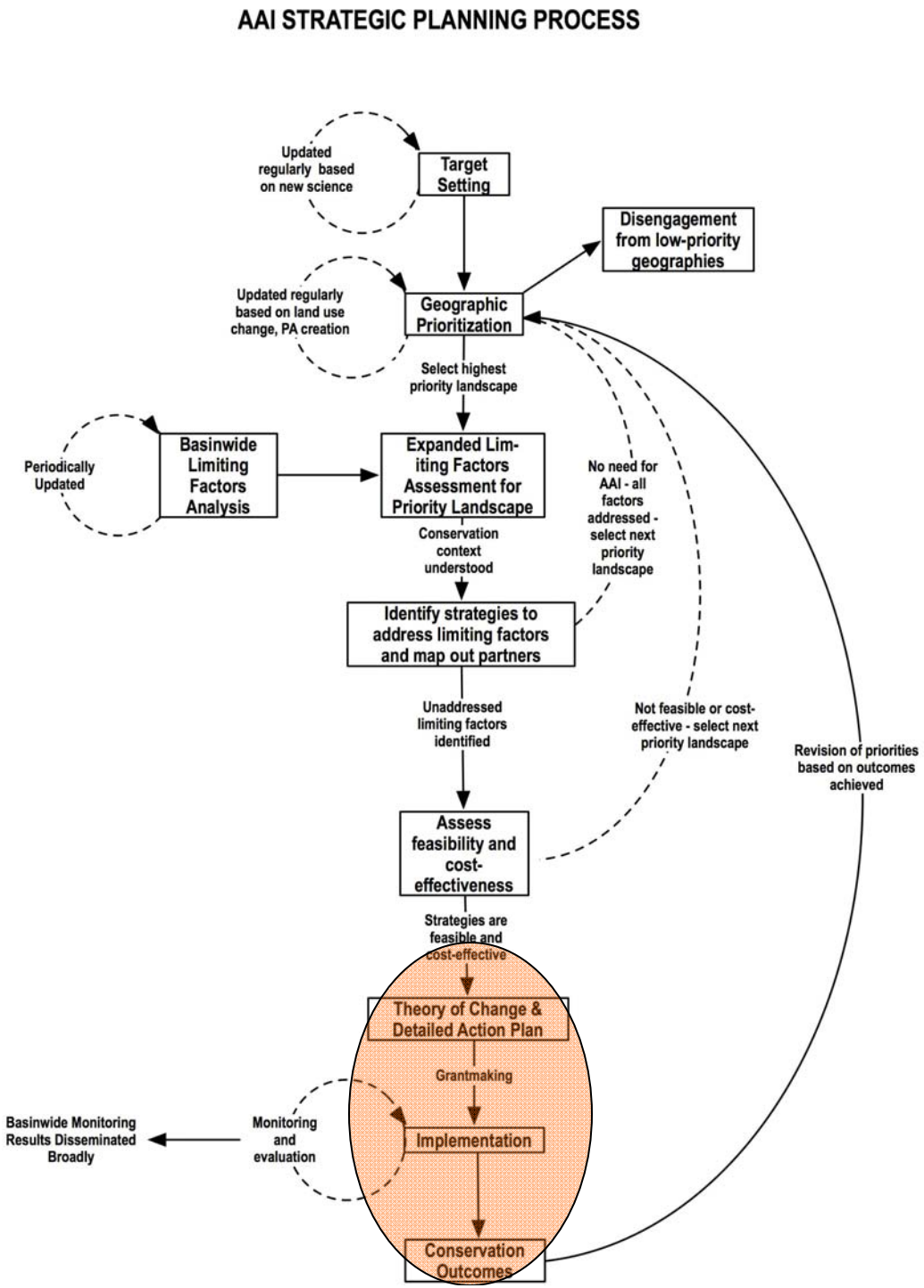
Plan Structure

Detailed assessment of priority ecoregions and development of strategies



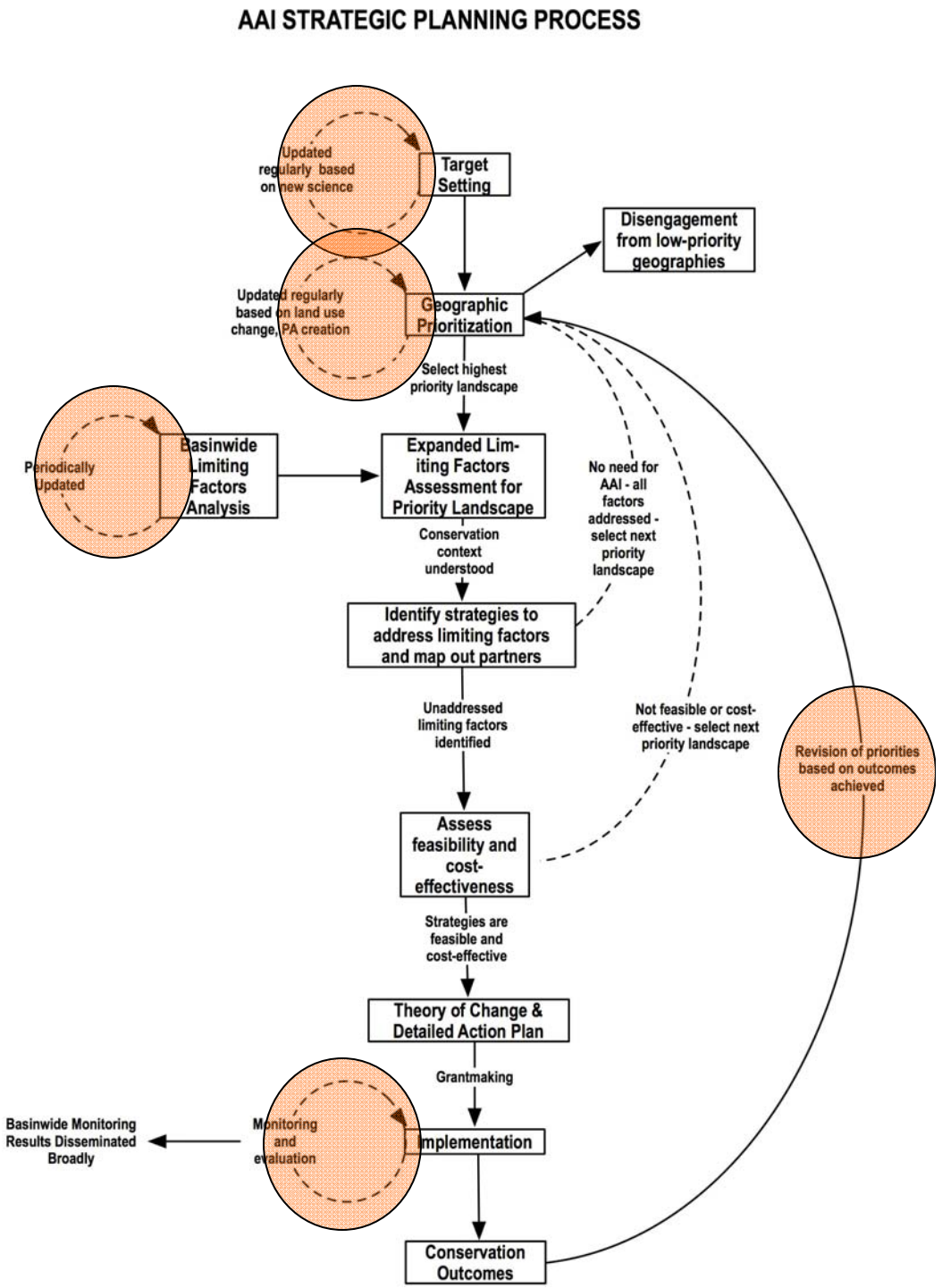
Plan Structure

- Final selection of priority landscapes
- Theory of change
- Action plan
- Implementation



Plan Structure

- Ongoing revision of targets
- Monitoring and evaluation
- Revise strategies as needed
- Select new geographies based on progress

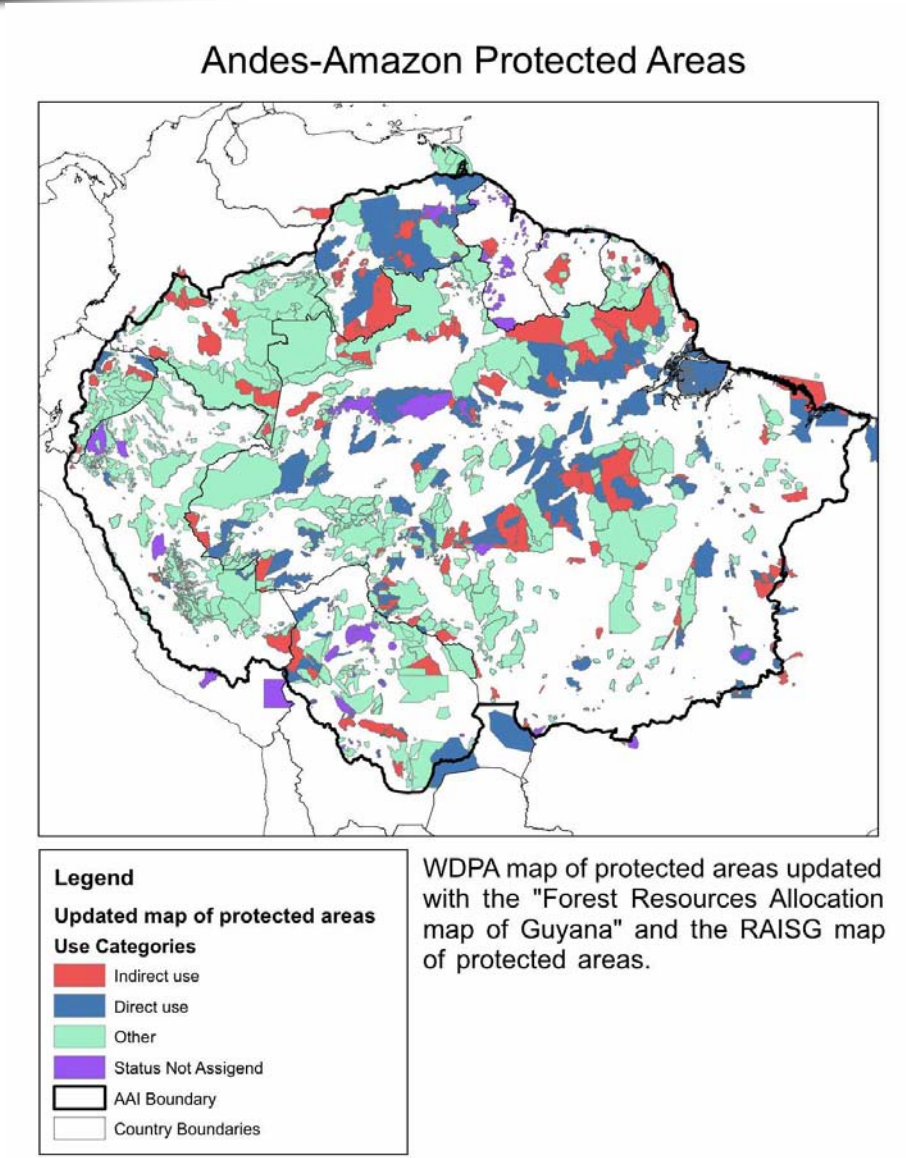


Target Setting

- **Maintain climatic function**
  - 60-80% forest cover target (each ecoregion)

- **Maintain representative biodiversity**
  - Default target is 10% of each ecoregion in IUCN Category I-III Reserves (Convention on Biological Diversity Commitment)

Progress towards Targets



WDPA map of protected areas updated with the "Forest Resources Allocation map of Guyana" and the RAISG map of protected areas.

Progress Towards Climate Targets

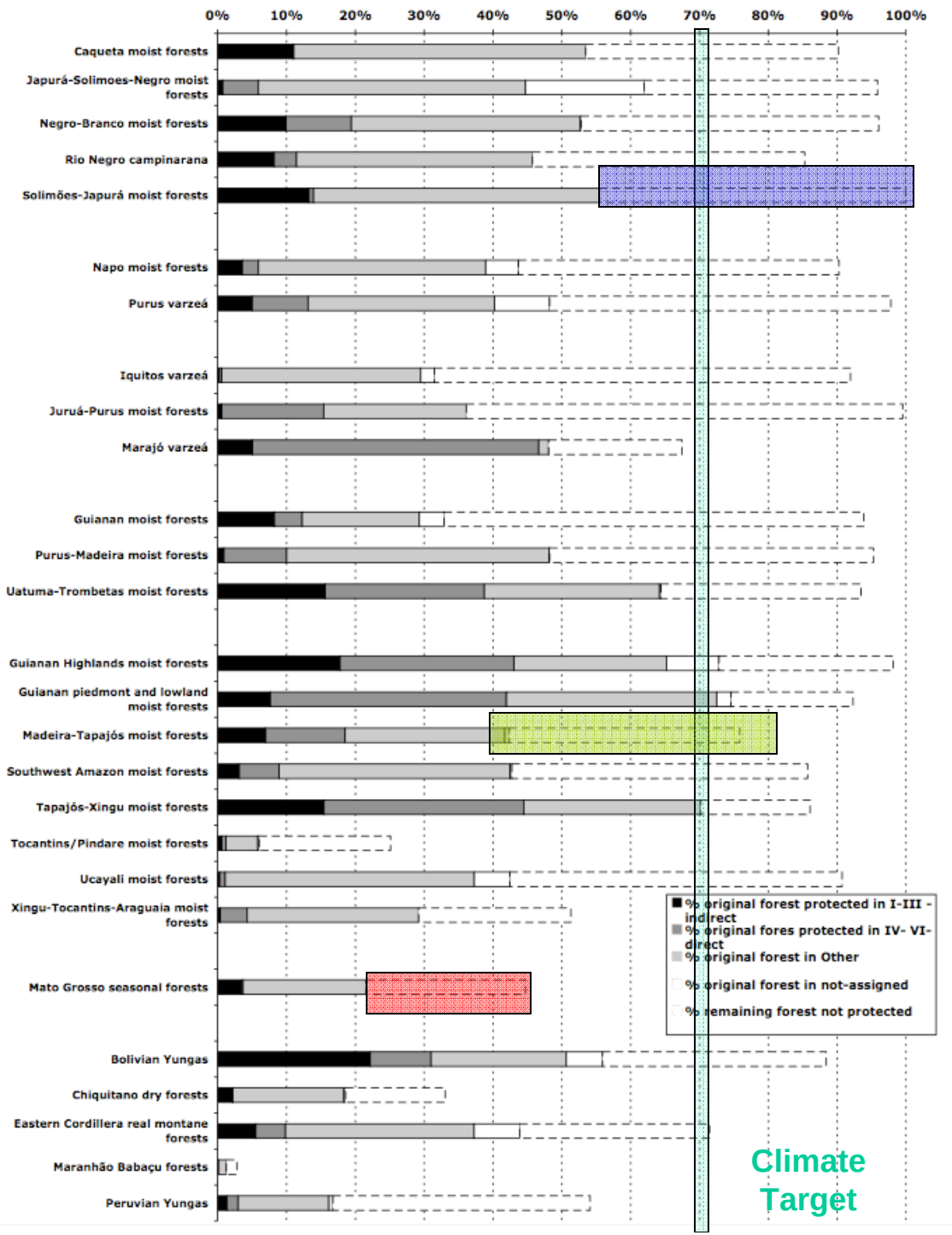
Many Options

Options for achieving targets differ drastically among ecoregions

Few Options

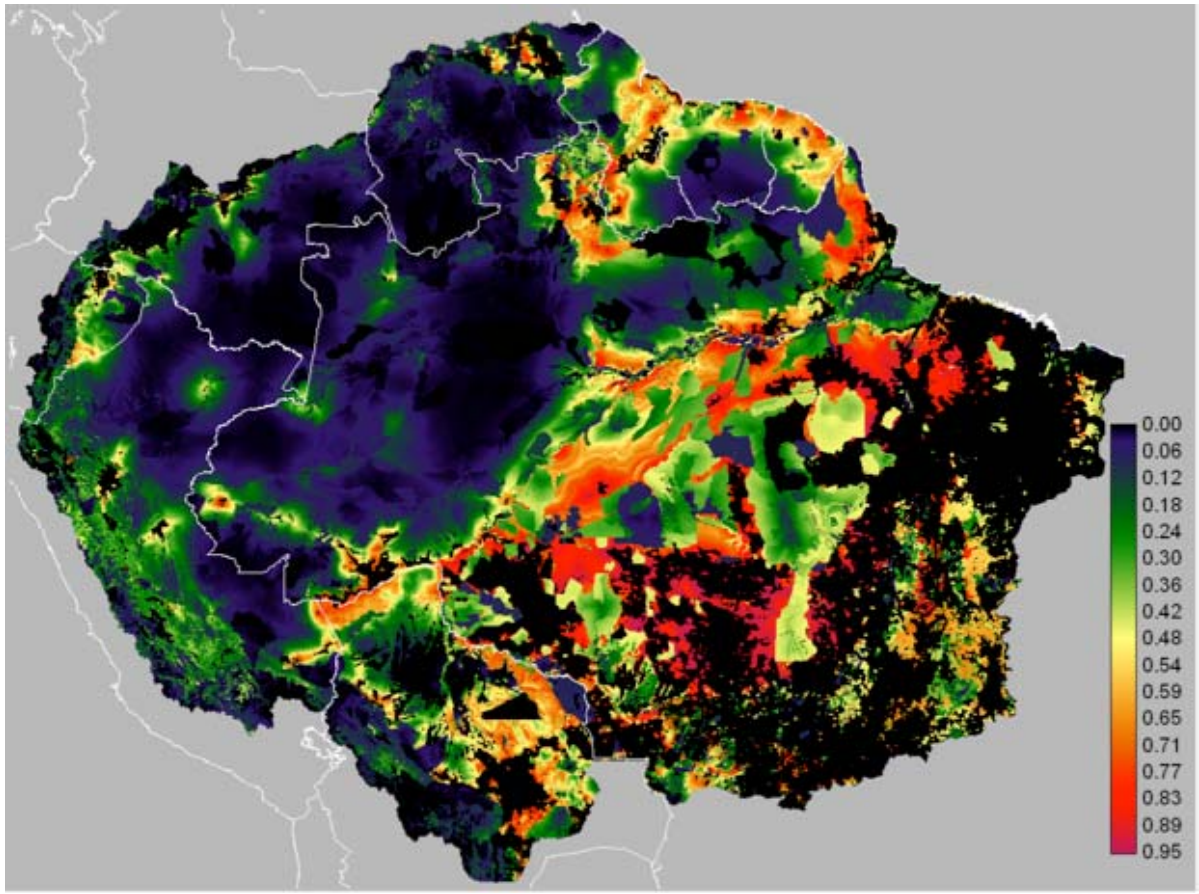
No Options

(Without Restoration)

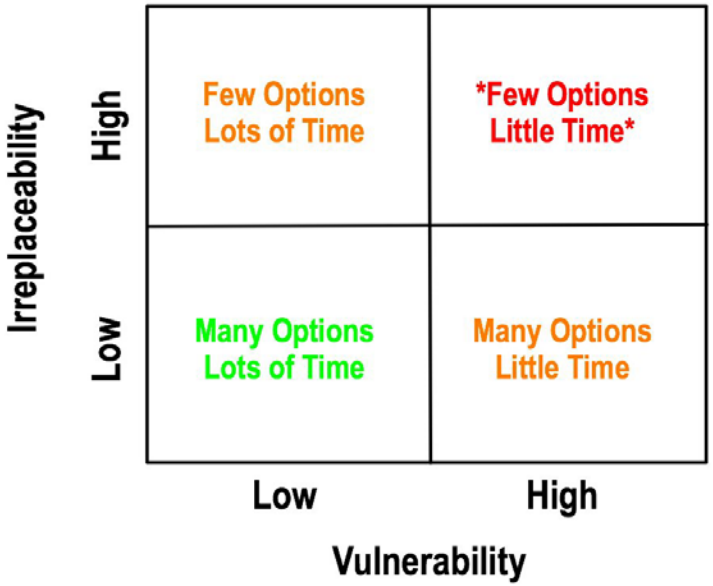


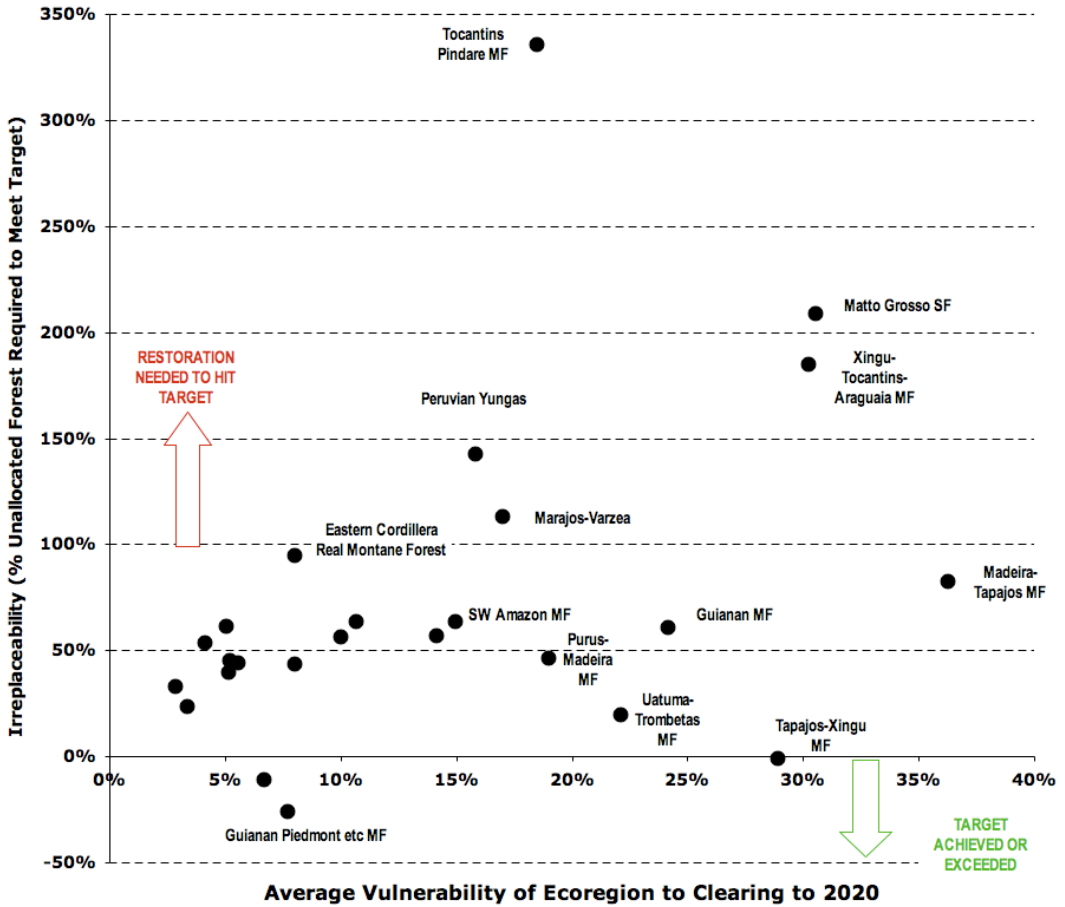
Vulnerability to Deforestation

Deforestation risk varies across basin

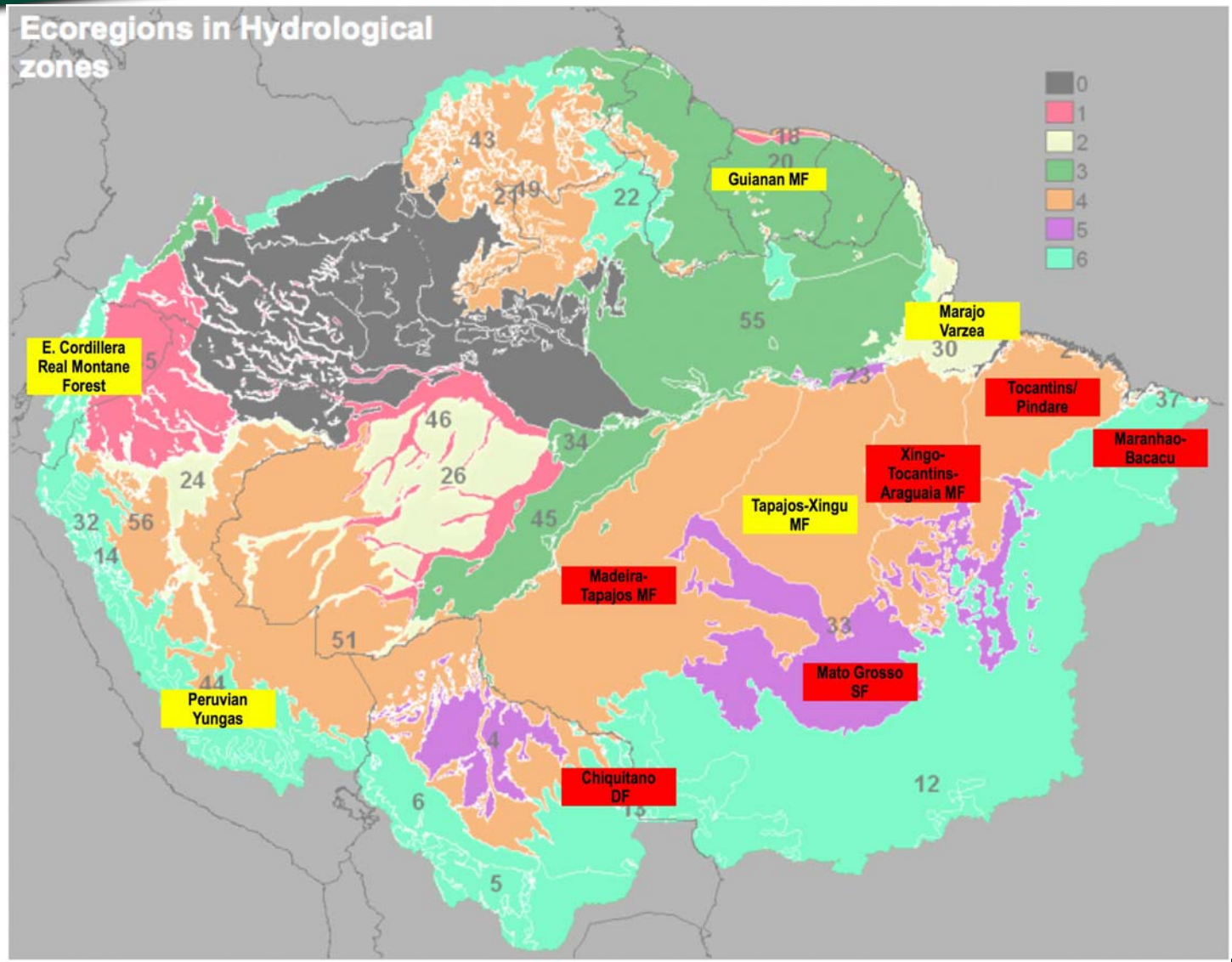


Prioritization





Top Ten Ecoregions



Limiting Factors

- **Measures presence/absence of factors that threaten conservation, but vary according to geography**
  - Examples
    - Economic: Agro-industry expansion, logging
    - Public Policy: IIRSA (roads, dams)

- **Identifies and measures criteria *necessary* and *sufficient* to achieve conservation**
  - Example
    - Strategy to address logging exclusively via Forestry Certification may miss essential complementary issues such as enforcement of environmental laws for those not persuaded by market incentives

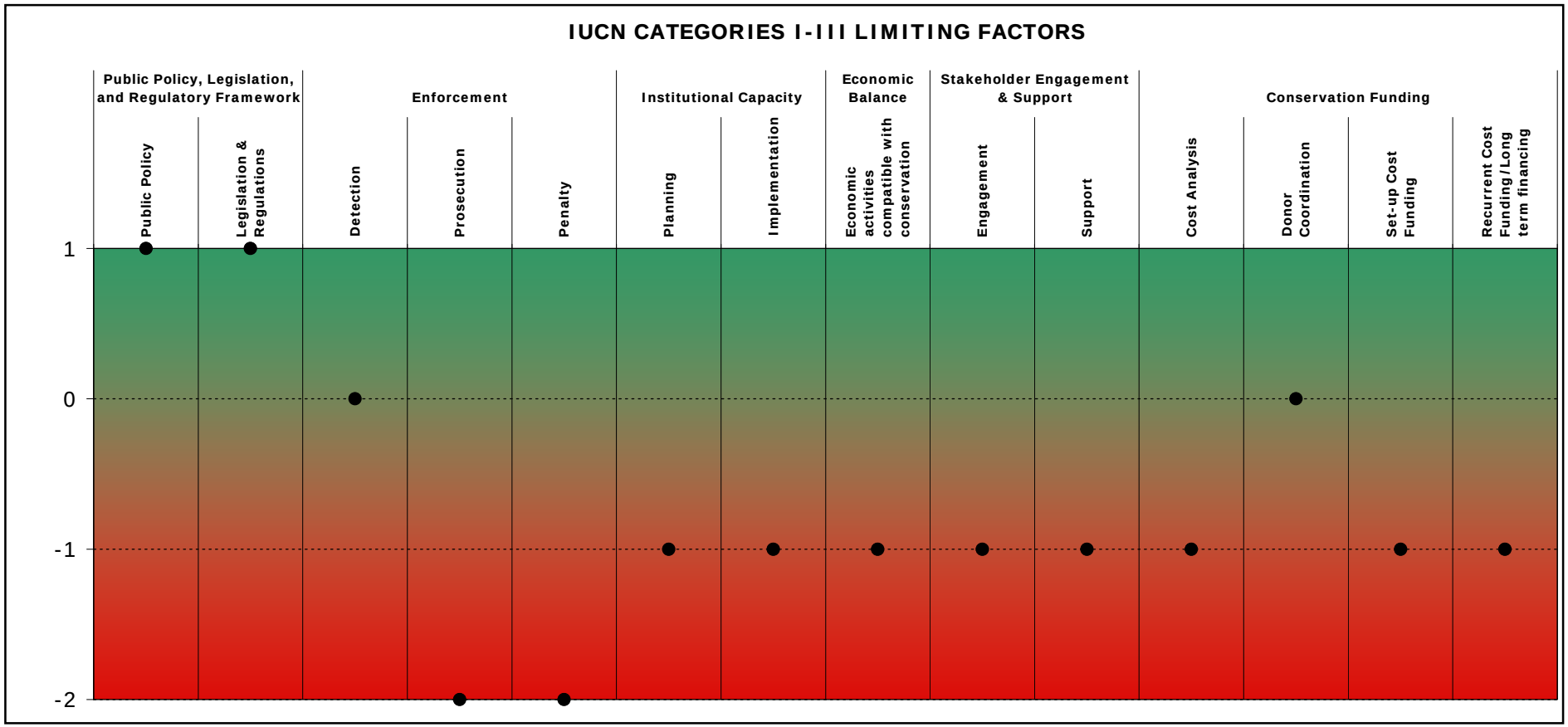
- **Provides common basis to measure progress towards longer term outcomes, such as reduced deforestation**

Limiting Factors

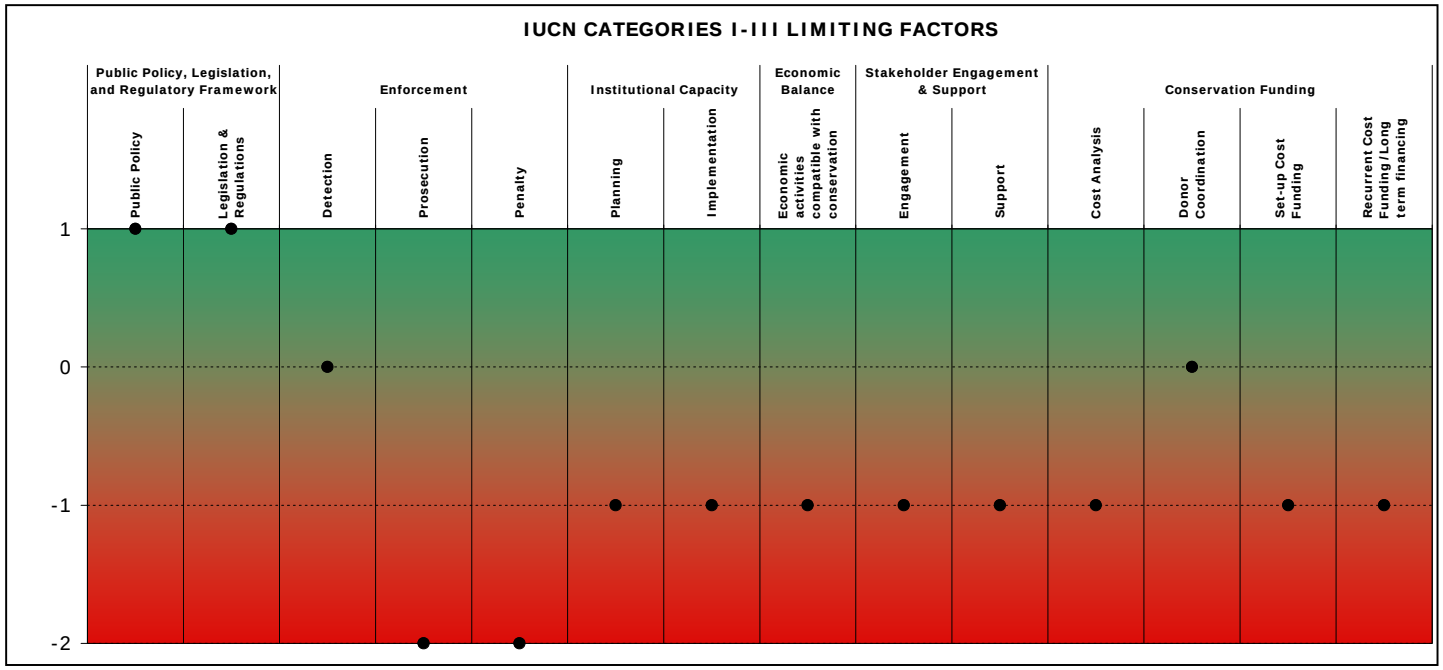
Example of limiting factor scoring…

Limiting Factor	-2=Prevents	-1=Limiting	0=Not Limiting	1=Enabling
Enforcement -Penalty	pDetection x pProsecution x Penalty = 0 -- no deterrence on illegal behavior violations occur with high frequency	pDetection x pProsecution x Penalty < Benefits of illegal activities -- insufficient as deterrent and violations occur with moderate frequency, limiting conservation	pDetection x pProsecution x Penalty > Benefits of illegal activities -- sufficient as deterrent and violations occur with low frequency, not limiting conservation	pDetection x pProsecution x Penalty > Benefits of illegal activities -- sufficient as deterrent and violations do *not* occur, enabling conservation

Limiting Factors Scores



Which Strategies are Needed?



SE Amazon

Local Strategies:

- **Planning**
- **Implementation**
- **Stakeholder Engagement**
- **Stakeholder Support**
- **Cost Analysis**
- **Set up Costs**

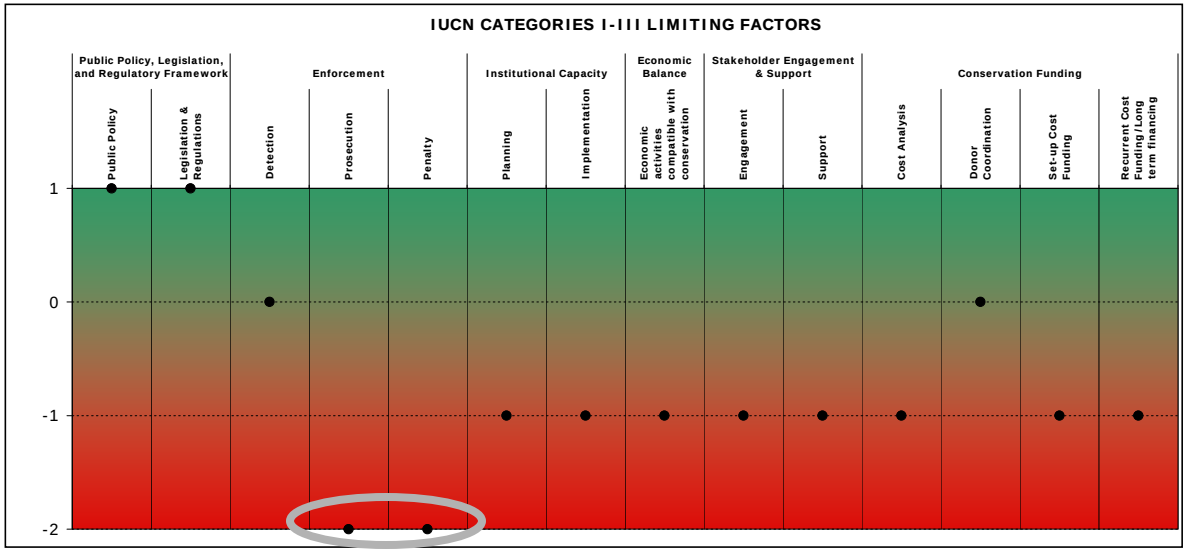
National Strategies:

- **Prosecution**
- **Penalty**

Global Strategies:

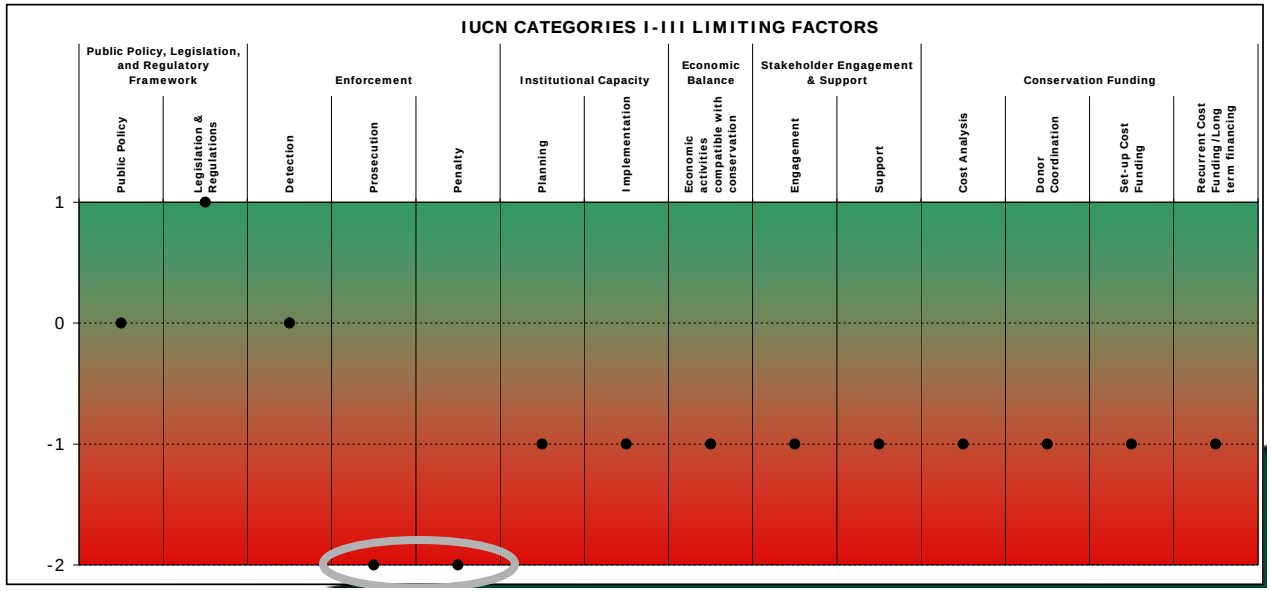
- **Economic incentives**
- **Long-term funding**

Which Strategies are Needed?



SE Amazon

Brazilian Amazon



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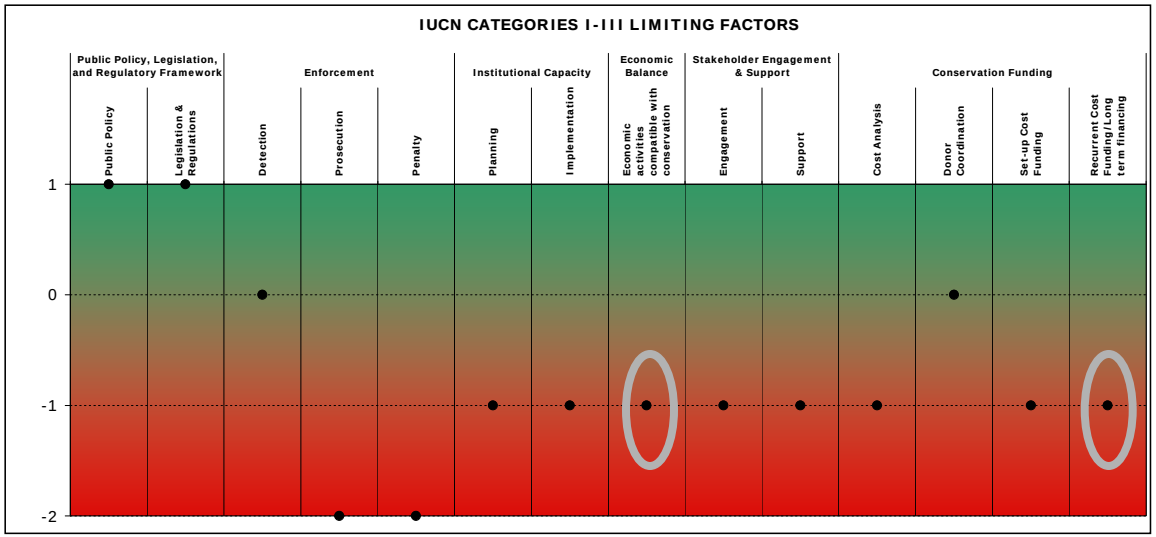
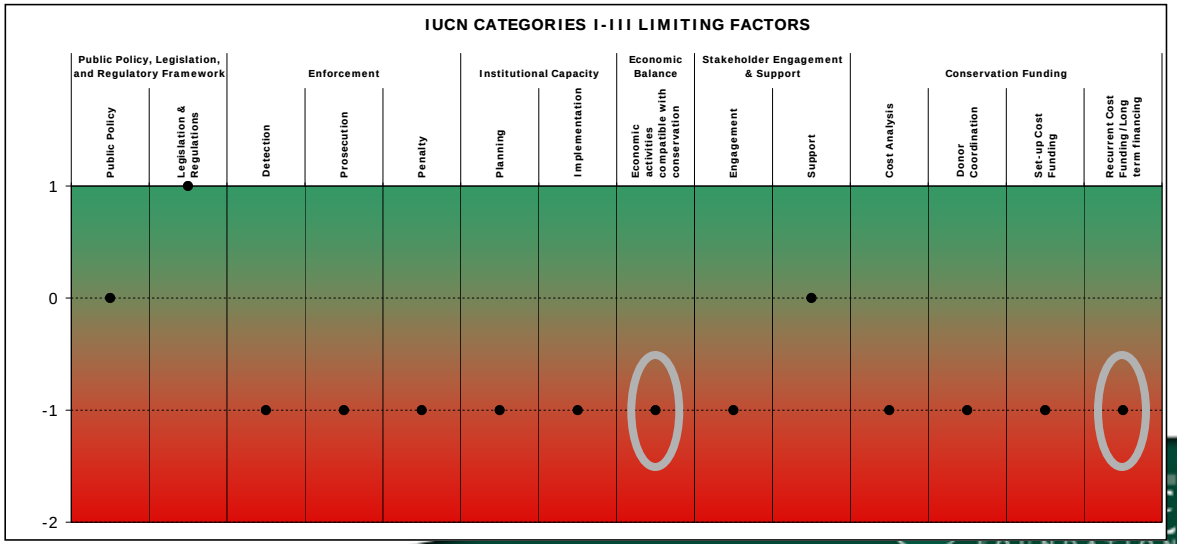


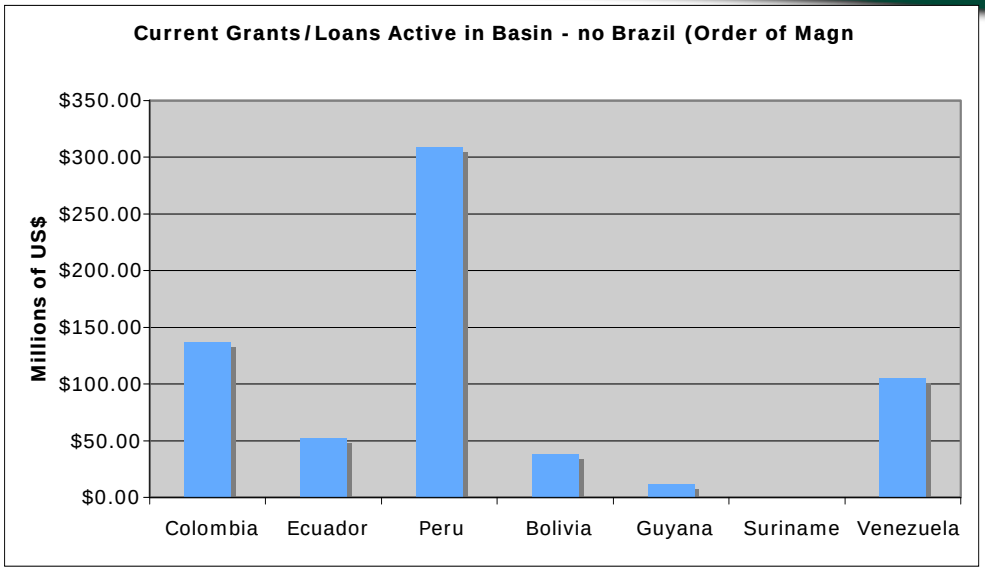
SE Amazon

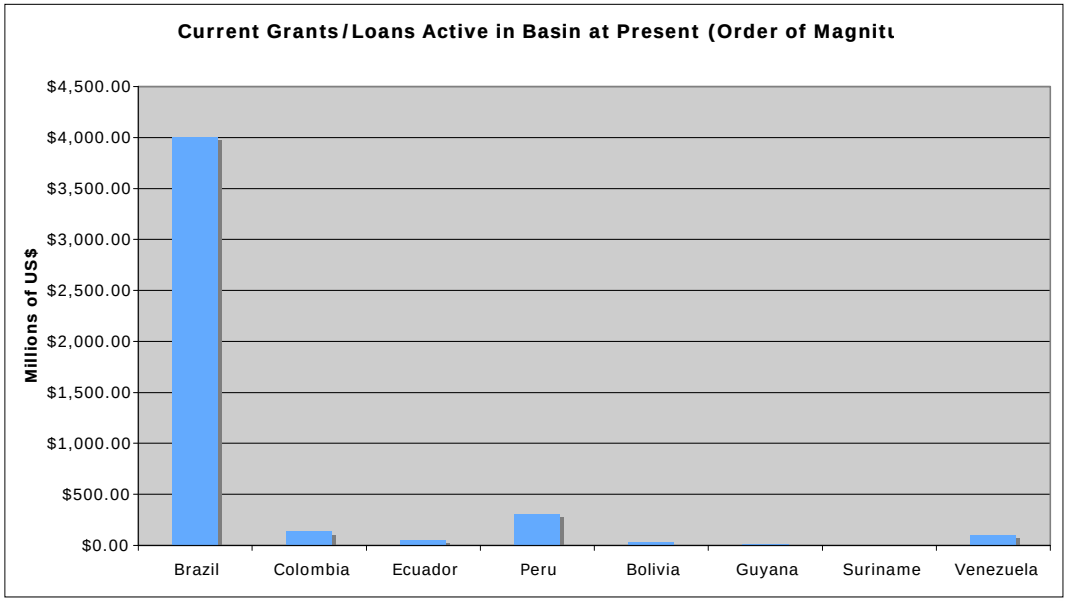
Amazon Basin



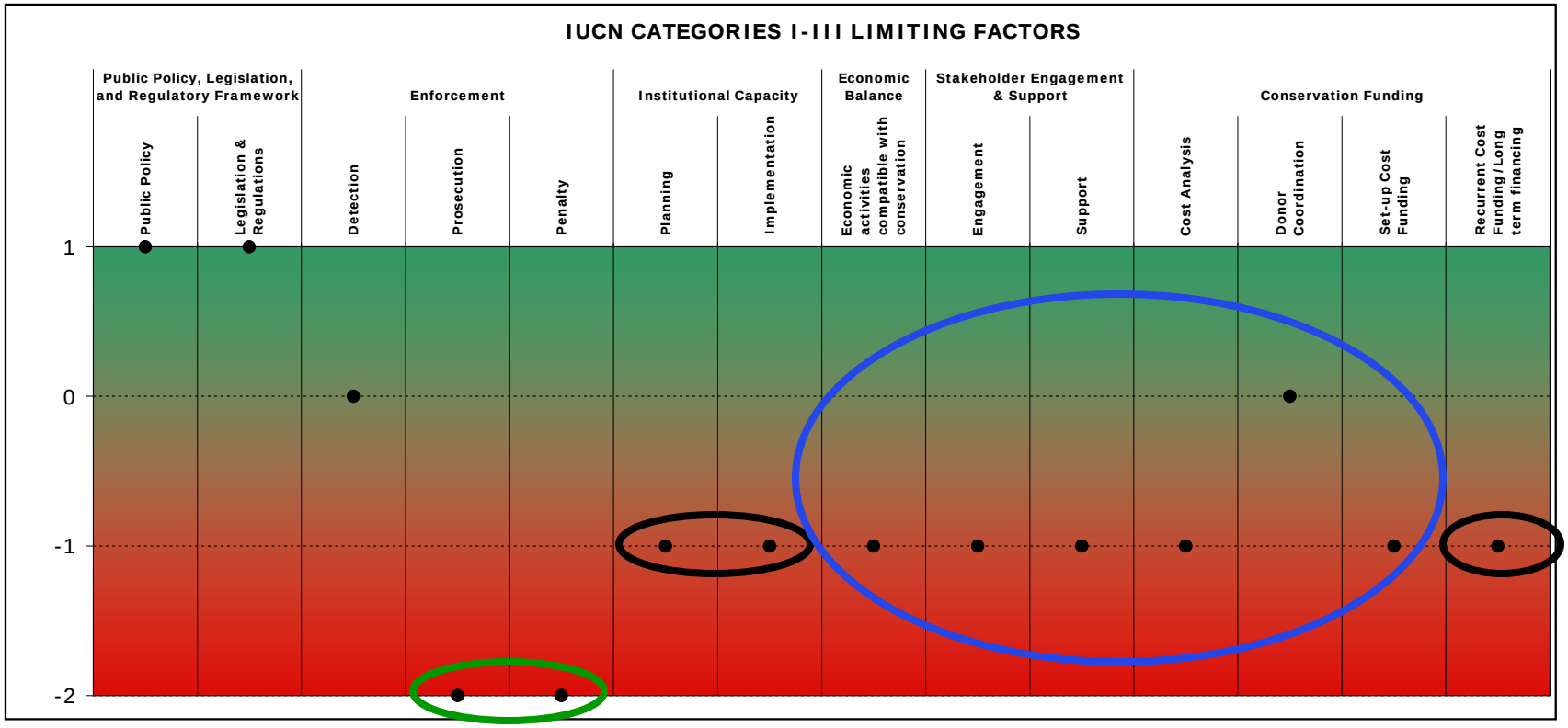
Who Funds Strategies?

- **Donor mapping**
  - Donor database(s)
- **Donor collaboration**
  - Formal vs Informal



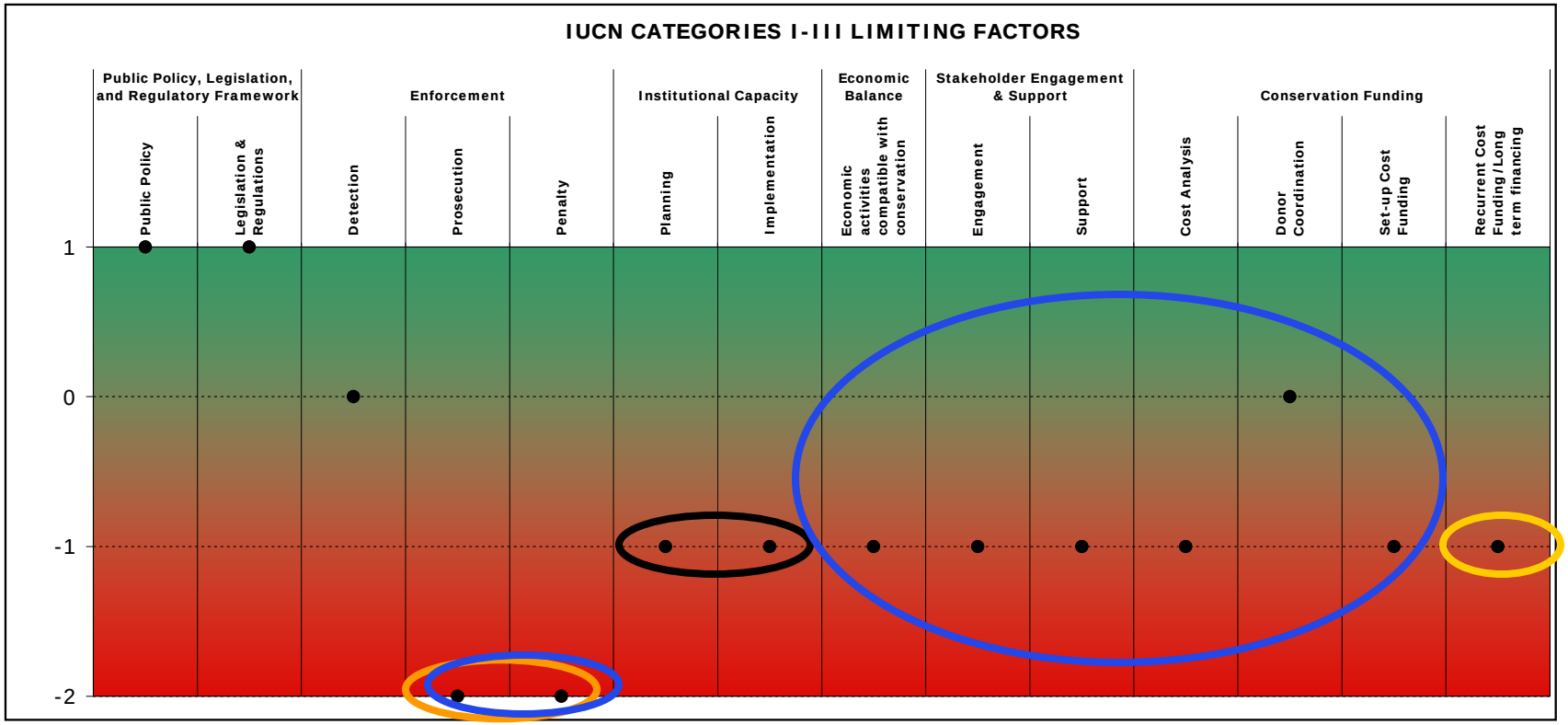


Who Funds Strategies?



- **Donor mapping & collaboration**
  - Addressed by others (World Bank & Gov't of Norway)
  - Addressed by Moore & others
  - Unaddressed

Who Implements Strategies?



- **Donor mapping & collaboration**
  - State Government
  - Federal Government
  - NGO 1… n

Theory of Change

- **For each priority geography, an explanation of:**
  - How selected strategies address ***all*** relevant limiting factors
  - How strategies are funded
  - Who implements strategies

Monitoring & Evaluation

- **Outcome Metrics**
  - Net deforestation (target = 0%)
  - % forest cover (target = 60-80%)
  - % natural habitat in IUCN Cat I-III (target = 10%)

- **Interim Metrics**
  - Change in *limiting factors* (target = TBD by region, nation, basin)

- **Metrics include 4 elements**
  - Baseline (via land use analysis, LF analysis)
  - Counterfactual (via land use change models, LF analysis)
  - Current status (via land use analysis, LF analysis)
  - Attribution (via donor mapping and systematic collaboration)

Monitoring & Evaluation

Baseline

(2009)

Interim Metrics:

Change in *limiting factors*

Counterfactual

(2014)

Attribution:

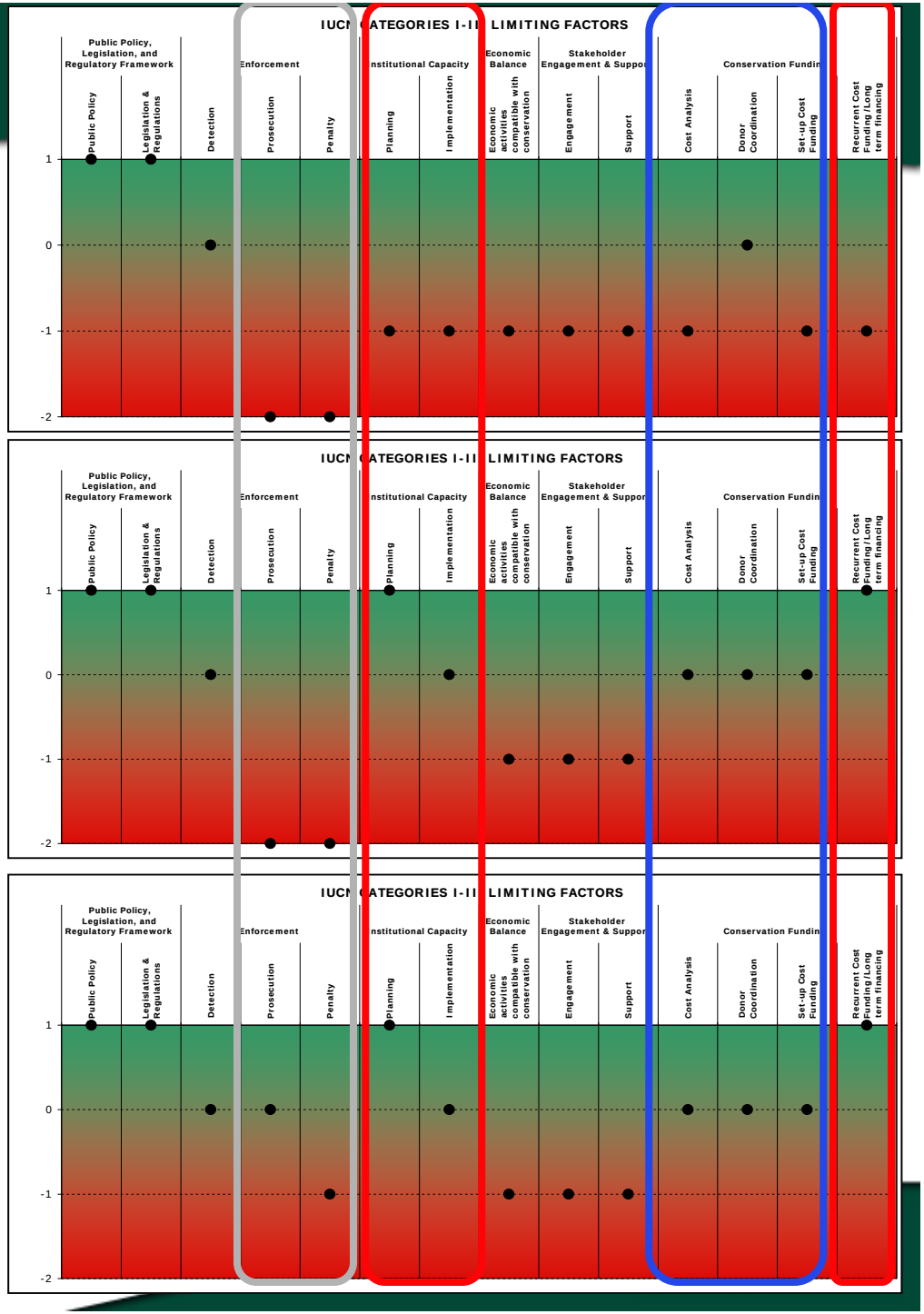
Major Role

Partial Role

No Role

Actual

(2014)



Monitoring & Evaluation

Outcome Metrics:

- **Forest cover maintained (all land categories)**
- **Habitat conserved (IUCN Cat I-III)**

Attribution:

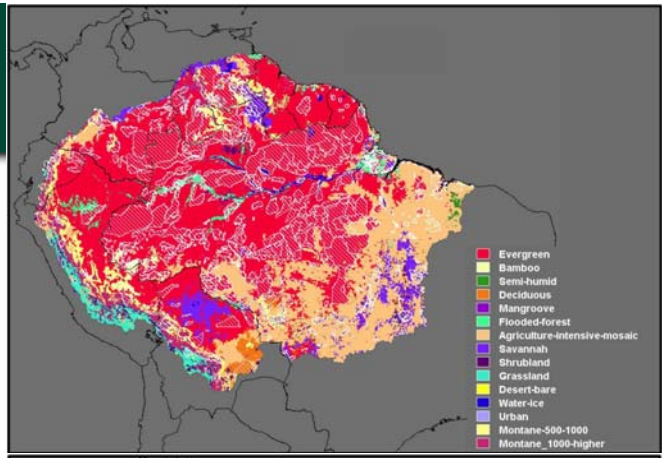
Major Role

Partial Role

No Role

Baseline

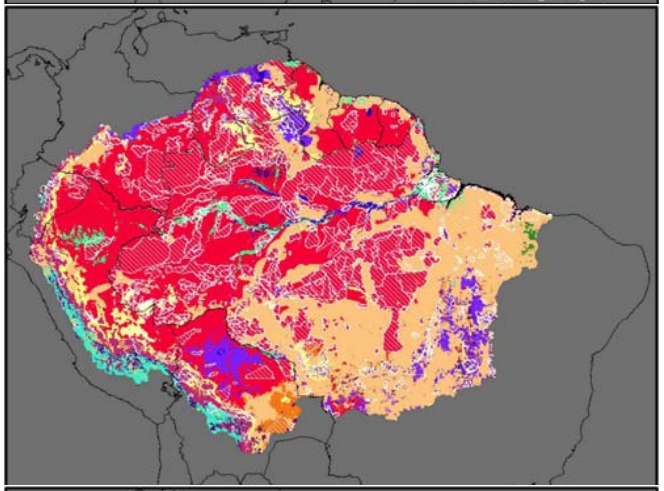
(2009)



Counterfactual

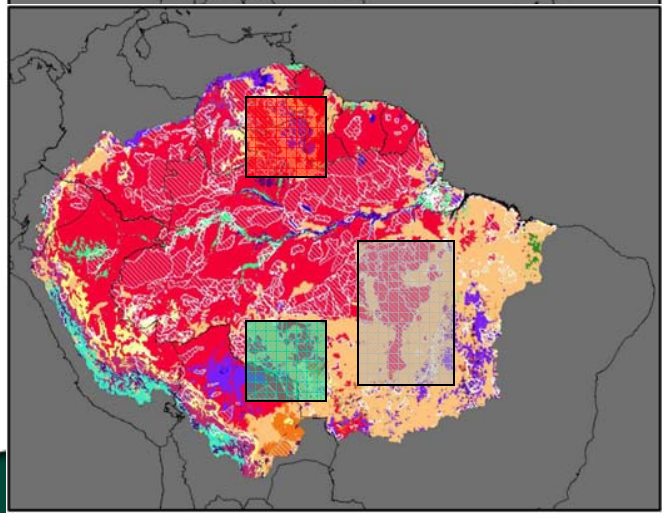
(2014)

Land use change modeling



Actual

(2014)



Concluding Remarks, Questions, Suggestions…