Environmental Evaluators Network

2011 Environmental Evaluators Networking Forum

The George Washington University
Washington, D.C.
June 22 – 24, 2011

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Sponsors

Thank you to our sponsors, without whom the Forum would not be possible:

Introduction

The Environmental Evaluators Network (EEN) is hosting its 6th annual Forum in Washington, DC at The George Washington University on June 22-24, 2011. The purpose of the EEN is to advance the field of environmental program and policy evaluation through more systematic and collective learning. EEN participants are gathering together at the 2011 Forum with our peers from across the diverse environmental sector to discuss practical approaches to understanding and navigating complexity in our work.

In an era of accountability and effectiveness, recipients and funders of environmental programs need to know what works, what does not work, and better ways to access and use real-time information for planning and decision-making. We need to know – but our learning is challenged by the interdependencies, feedback loops and uncertainties that characterize our social and environmental systems.

How can we navigate the complexity of our social and environmental systems to improve measurement and evaluation throughout the lifecycle of our programs and policies? In this context, how can we improve our capacity to meet the requirements and desire for accessible, useful and credible evidence of program and policy effectiveness?

The EEN welcomes domestic and international evaluators and users of evaluation from all relevant fields (e.g., conservation, environmental protection, natural resource management and sustainable development) working in government agencies, foundations, consulting firms, non-profit organizations, academia and transnational institutions.

Each year the EEN Forum creates a space for lively, creative, cutting-edge dialogue and EEN participants are always looking for ways to enhance the value of the event and our access to the experience and knowledge of our colleagues. This year we are introducing art (theatre, graphic design, music, film, and photography) to the Forum for the coziness of some, the discomfort of others and to shape a space more conducive to learning, progress and imaginative prognostications for everyone. Here are a few of the art installations that you will find at the 2011 EEN Forum in Washington, DC:

- The Chelimsky Checklist for Navigating Complexity
- The Open Standards
- Forum Evolution (2006-2011)
- Leverage Points in a System
- Key Concepts of Complexity & Cold Photography by Ari Friedlander
- Film Short "What is Environmental Evaluation?" (www.EnvironmentalEvaluators.net)
- Educational Theater by Annelise Carleton-Hug

Acknowledgements

Thank you to our colleagues in evaluation who provided their insights, experience, and time to assist in the development, formation, and planning of this year's Forum:

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It is with enormous gratitude and appreciation that we thank **JDM Associates** for their planning and logistical support to arrange this year's Forum. Be sure to visit their website at www.JDMGMT.com.

Forum Logistics

Forum Participant Biographies

For a complete listing of all of the presenters and attendees at the 2011 EEN Forum:

http://www.EnvironmentalEvaluators.net/2011-een-forum-agenda

Visit the EEN Website

Visit the Environmental Evaluators Network website for more information and interaction.

http://www.EnvironmentalEvaluators.net

Wireless Internet connection

Username: EPA-EEN
Password: spring2011

Join the EEN LinkedIn Group!

Join the Environmental Evaluators Network group on LinkedIn – the EEN's primary online platform for collaboration, discussion, and networking.

http://tinyurl.com/eenlinkedin

Use the EEN Forum Twitter Hashtag

Are you posting to Twitter? Use the hashtag #EENF11 when contributing updates from the conference. Be sure to follow the EEN at:

http://www.Twitter.com/EnviroEvalNet

Area Restaurants

Founding Farmers
(American Bistro and Wine Bar; Free Wi-fi)
1924 Pennsylvania Ave NW
IMF HQ2 Building
(202) 822-8783

Lindy's Bon Appétit
(Burgers, Breakfast/Brunch, Sandwiches/Subs)
2040 I St NW
(202) 452-0055

Kinkead's
(Seafood)
2000 Pennsylvania Ave NW
(202) 296-7700

Prime Rib
(Steakhouse, American, Seafood)
2020 K St NW
(202) 466-8811

Kaz Sushi Bistro
1915 I St NW
(202) 530-5500

Froggy Bottom Pub
2142 Pennsylvania Ave NW
(202) 338-3000

Capitol Grounds Coffee
2100 Pennsylvania Ave NW
(202) 293-2057

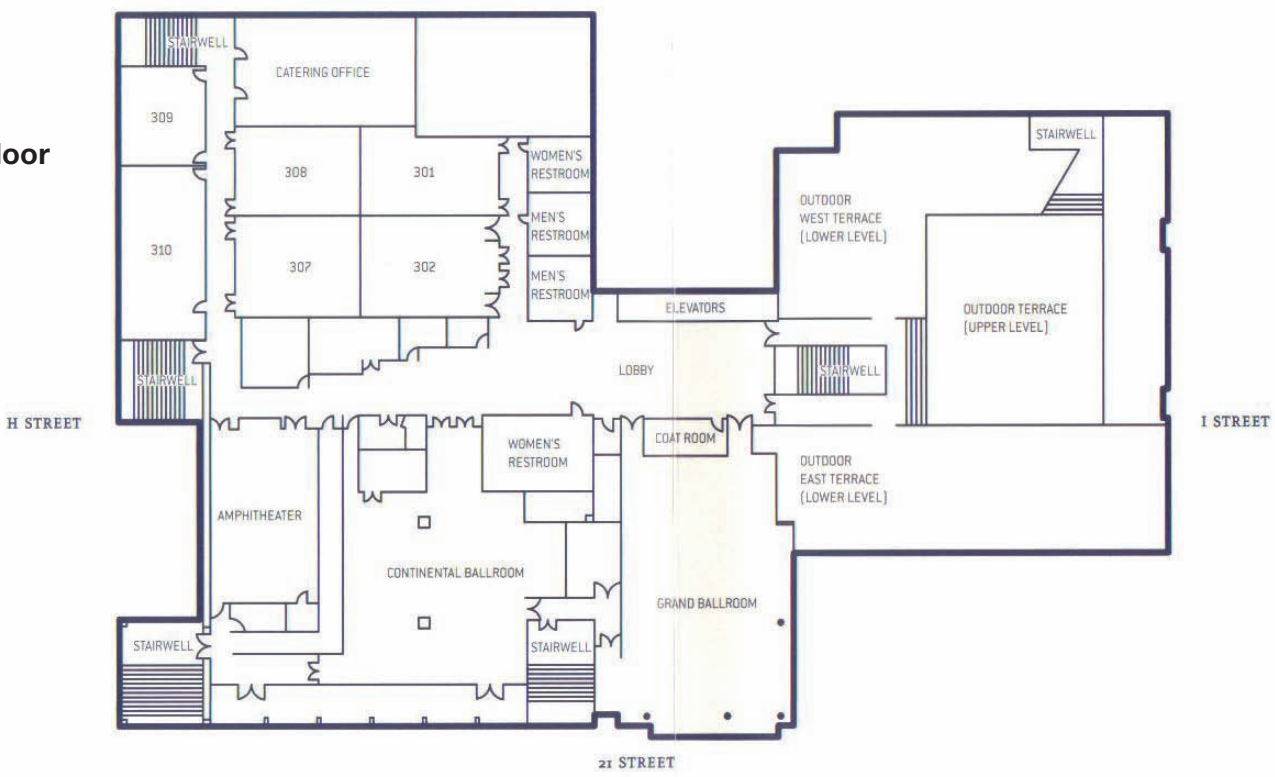
Thai Place
2134 Pennsylvania Ave NW
(202) 298-8204

El Chalan
(Latin American)
1924 I St NW
(202) 293-2765

Bertucci's
(Italian, Pizza)
2000 Pennsylvania Ave NW
(202) 296-2600

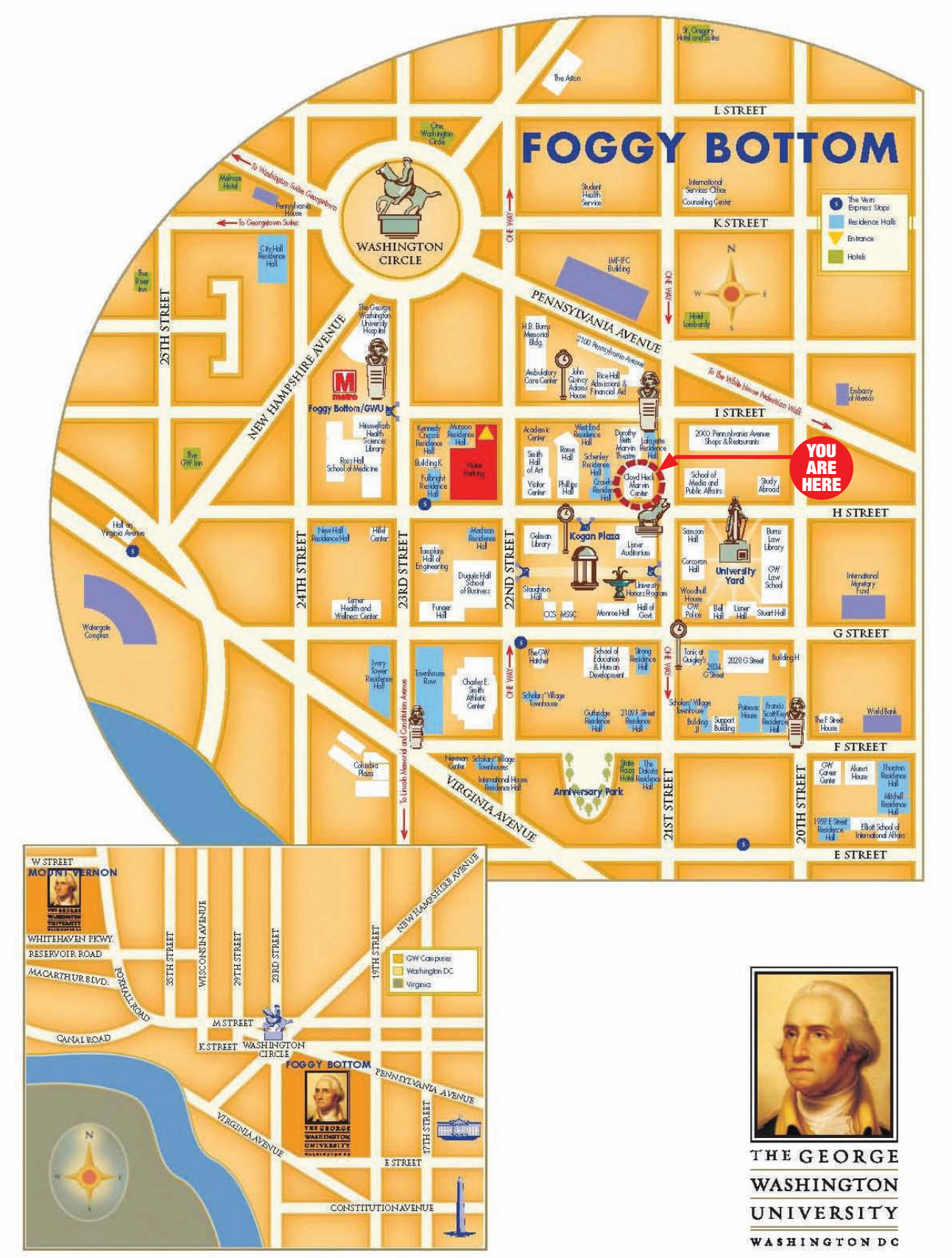
Marvin Center Floor Plan

3rd Floor



4th Floor

Map of Foggy Bottom, Washington, D.C.



THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON DC

Navigating the Forum

As we search for opportunities to learn and improve at the 2011 EEN Forum, our discussions will often involve one or more of the various iterative and overlapping stages in the lifecycle of a program, policy, project or intervention. This graphic is not comprehensive or prescriptive but simply intended to help you navigate your way to the topics and conversations that you and others will find most relevant.

Next to each concurrent session and café table throughout the Forum agenda, you will see one or more of the circular icons below (conceptualization, design, etc.) to indicate an emphasis on those topics. A miniature version of the entire graphic suggests the session may touch on all components of the graphic and approach the discussion from a 'lifecycle' perspective.

Educational Theater
Come enjoy a special presentation with drama!

Conceptualize

- Define scope, vision, mission, targets
- Identify critical threats
- Conceptual model
- Define team
- Situation Analysis
- Stakeholders
- Context

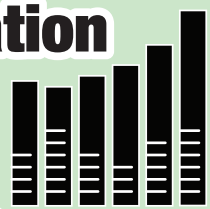
Design

- Goals, strategies, assumptions and objectives
- Measurement, monitoring, performance plan
- Operational plan
- Audiences

Management

- Work plan and timeline
- Budget
- Implement plans
- Data collection and management

Measurement & Evaluation



- Measures
- Evaluation questions
- M&E Methodology
- Prepare data for analysis
- Identify tools for analysis
- Analyze results
- Document analysis, findings, interpretation, recommendations
- Measurement and evaluation policy

Communicate, Learn & Adapt

- Disseminate and use learning
- Implement practices and policy
- Adapt strategy, goals, targets, operations

LIFE CYCLE

Pre-Forum Training/Workshops: Wed, June 22, 2011

8:30am-4pm **Measurement & Evaluation 101**

Program evaluation can help managers and staff identify areas of their programs that need improvement, and whether the program or project is achieving its goals and objects and why. In addition, evaluation results can help managers and staff learn about what aspects of a program worked or did not work; target aspects of programs for improvement;and improve the quality of the program. Through a combination of class instruction and hands-on exercises, workshop participants will learn the basic steps and essential tools needed to conduct an evaluation of their project or program, including understanding the logic of the program, asking the right evaluation questions, identifying information needs, developing performance measures, and identifying the appropriate data collection methods, and reporting results. After completing this course, participants will have: 1) a better understanding of the different types of evaluations; 2) a step-by-step approach/framework for conducting an evaluation; and 3) tips on how to manage the evaluation.

9am-5pm **Adaptive Management – Tools for Planning and Monitoring Your Environmental Conservation Project**

Participants applied innovative planning skills and tools used by leading conservation organizations in the management of their projects. The Conservation Measures Partnership (CMP), a consortium of numerous conservation organizations, serves as a leader in identifying better ways to design, manage, and measure conservation projects. Their Open Standards for the Practice of Conservation and Miradi Adaptive Management (AM) software provide a clear framework, tools, and guidance for applying AM. Attendees had the opportunity to build their own capacity to do good AM. Facilitators introduced concepts behind AM using hands-on exercises to apply key AM tools.

Day 1: Thursday, June 23, 2011 • Short Agenda

7:45 am	**Sign-In and Registration**	**3rd Floor Lobby**
	Networking Meet and Greet	
	Continental Breakfast	**Rm 302**
8:30 am	**Welcome: Overview of 2011 Forum** *Kathryn Newcomer, The George Washington University, Trachtenberg School of Public Policy and Public Administration; Matt Keene, EPA*	**Grand Ballroom**
9:00 am	**Keynote Addresses** *Michael L. Goo, EPA; Shelley Metzenbaum, U.S. Office of Management and Budget; Melvin Mark, Penn State University*	**Grand Ballroom**
10:00 am	**The EEN Morning Show- Navigating Complexity in Our Work**	**Grand Ballroom**
11:00 am	**Break and Refreshments**	**Rm 302**
11:15 am	**Networking Session: Speedy Introductions and a Stroll About**	**Grand Ballroom**
12:00 pm	**Lunch**	**Rm 302**
	Networking	**Grand Ballroom / Terrace**
	Causal Loops and Concept Models: From Complexity to Clarity *Optional* *Jeff Wasbes, University at Albany*	**Rm 310**
1:15 pm	**Concurrent Sessions**	
	1.1: Measuring the Effectiveness of State Wildlife Grants: Developing a Performance Measures System for State and Federal Fish and Wildlife Agencies *Mark Humpert, Association of Fish and Wildlife Agencies; Nick Salafsky, Foundations of Success*	**Rm 403**
	1.2: Embedding Evaluation and Learning Into Organizations • **Lessons Learned Evaluating an Environmental Think Tank/Advocacy Organization** *Johanna Morariu, Innovation Network, Inc.* • **Cohorts, Control Sites, and Conservation Effectiveness: Navigating Complexity with Repeatability** *Amielle DeWan, Rare Conservation*	**Rm 307**
	1.3: Evaluation Frameworks That Take Program Diversity Head On • **An Evaluation Framework for Policy Learning and Transfer: Extended Producer Responsibility Programs** *Panate Manomaivibool, IIIEE at Lund University* • **Beyond Carrots and Sticks: A Burgeoning Evaluation Approach to Address Conservation's Complexity** *Jensen Montambault, The Nature Conservancy*	**Rm 308**
	1.4: What's Complexity Got to Do With It? • **Evaluation in the Face of Uncertainty: Maximizing Methodological Choice when Unpredictable Outcomes are Likely** *Jonny Morell, Fulcrum Corporation* • **Is Evaluation in Resource, Environmental and Conservation Settings Complex?** *Andy Rowe, ARCeconomics*	**Rm 405**
	1.5: The Shape of Targeted Runoff Management: Network Structure as a Program Evaluation Tool *Robert A. Smail, University of Wisconsin*	**Rm 310**
2:15 pm	**Break and Refreshments**	**Rm 302**
2:45 pm	**Concurrent Sessions**	
	2.1: Confusion, Suspicion, and Shattered Dreams: An Evaluation Play in Three Acts *Annelise Carleton-Hug (Trillium Associates)*	**Rm 403**

2.2: NASA Applied Sciences Program & Federation of Earth Science Information Partners (ESIP): "Help! – Where Do We Start With Evaluating Our Projects?" *Carol Meyer, Earth Science Information Partners; Ana Prados, NASA; Lawrence Friedl, NASA* — **Rm 310**

2.3: From Brownfields to Rangelands: Assessing and Attributing Impact — **Rm 308**

- **Impact Evaluation of the Brownfields Grants Program** *Kevin Haninger, EPA*
- **Evaluating the Effectiveness of Community Conservation in Northern Kenya** *Louise Glew, World Wildlife Fund*

2.4: Where's the Room for Improvement for M&E in Conservation? — **Rm 307**

- **Version 3.0: Updating the Conservation Measures Partnership Open Standards for the Practice of Conservation** *Richard Margoluis, Foundations of Success*
- **Building a Framework of Approaches to Monitoring and Evaluation (M&E) in Conservation** *Michelle Thieme, World Wildlife Fund; Andy Rowe, ARCeconomics*

2.5: Complex Systems and Their Evaluations: Navigation Tools for Evaluating the Oregon Paint Recycling Program — **Rm 405**
Lou Nadeau, Eastern Research Group, Inc.; Lauren Jankovic, Eastern Research Group, Inc.; Chris Metzner, Freelance Graphic Designer; Hedrick Strickland, Duke University; Matt Keene, EPA

2.6: Roundtable Discussion: GAO's Report on EPA Measures of Enforcement Effectiveness *Daniel Semick, GAO* — **Rm 411**

3:45 pm **Break and Refreshments** — **Rm 302**

4:00 pm **Concurrent Sessions**

3.1: Evaluating Land Use Initiatives — **Rm 403**

- **Evaluating Ecologic, Temporal, Demographic, and Equity Complexities of Land Use and Growth Management Policies in King County, Washington** *Juan Paulo Ramirez, GIS and Human Dimensions, LLC*
- **Evaluation and GIS through Focal Area Management** *Alexandra Ritchie, Bureau of Land Management; Thomas Bartholomew, Bureau of Land Management*

3.2: Demonstrating Impact in Environmental Evaluation — **Rm 405**
Terell Lasane, EPA, Moderator; Angela Helman, Industrial Economics Inc.; Tracy Dyke-Redmond, Industrial Economics, Inc.; Cynthia Manson, Industrial Economics, Inc.; Andy Rowe, ARCeconomics

3.3: Can Feds Kiss? Creating a Simple and Smart Strategic Execution and Evaluation "System" Despite Complex Mandates and Requirements — **Rm 310**
Elizabeth Davenport, NOAA; Thanh Vo Dinh, NOAA

3.4: Dashboards & Scorecards: Simple Ways to Improve Communication and Align Effort and Impact…Right? — **Rm 308**

- **Deconstructing "Dashboards": Do They Work?** *Richard Margoluis, Foundations of Success*
- **Creating Alignment and Simplifying Decisions through the Balanced Scorecard (BSC) Method** *Daniel Hayden, Rare Conservation*

3.5: Discussion of Evaluation of Urban Ecological Restoration Projects — **Rm 307**
Arlene Hopkins, Arlene Hopkins & Associates

3.6: The Secret to Programs that Work: New Tools for Program Design & Evaluation — **Rm 411**
John Griffith, Center for American Progress

5:00 pm **Catered Reception** *The Terrace, The Marvin Center, The George Washington University*

Day 2: Friday, June 24, 2011 • Short Agenda

7:45 am **Sign-In and Registration** — **3rd Floor Lobby**
Networking Meet and Greet
Continental Breakfast — **Rm 302**

8:45 am **Welcome and Introductions** — **Grand Ballroom**
Christina Kakayannis, National Fish and Wildlife Foundation

9:00 am **Climage Change and Adaptation** *Featured Speaker* — **Grand Ballroom**

9:45 am **The EEN Morning Show – Complexity Personified: Climate Change, Adaptation and a Future of Continuous Improvement** — **Grand Ballroom**

10:45 am **Break and Refreshments** — **Rm 302**

11:00 am **Concurrent Sessions and Roundtable Discussions**

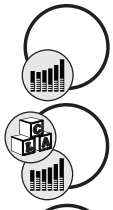
4.1: Measuring & Evaluating Climate Change Adaptation: Diversity, Uncertainty, and Evolution — **Rm 403**
Scott Bowles, EPA; Britta Johnson, EPA; Steve Adams, Climate Leadership Initiative – The Resource Innovation Group

4.2: Methods for Navigating Wicked Terrain — **Rm 402/404**

- **Drilling Down on the Impacts of Hydrofracking: Using Mind Mapping Software to Navigate a Wicked Problem**
  Edward Wilson, The Headwaters Group Philanthropic Services
- **Response to Ecosystem Change: Using a Complexity Lens** *Glenn Page, SustainaMetrix*

4.3: Conservation Investments: Analyses of Returns, Adaptation & Effectiveness — **Rm 413/414**

- **Evaluating the Effectiveness and Adaptability of Conservation Easements in Dynamic Landscapes** *Adena Rissman, University of Wisconsin – Madison*
- **Can We Evaluate Conservation Projects' "Return on Investment"?**
  James Boyd, Resources for the Future



4.4: Energy Efficiency Evaluation: Examples of Balancing Quality and Quickness in a Regulated Environment — **Rm 405**
Kara Crohn, Research Into Action; Ellen Steiner, Energy Market Innovations, Inc.

4.5: Process Complexity and Evaluation Utility — **Grand Ballroom**
Andrew Johnson, William Penn Foundation; Helen Davis Picher, William Penn Foundation; Peter Szabo, Bloomingdale Management Advisors

4.6: Roundtable Discussion: Addressing the Complexity of Integrated Flood Risk Management *Lieven De Smet, HIVA, K.U. Leuven* — **Rm 411**

12:00 pm **Lunch** — **Rm 302**
Networking — **Grand Ballroom / Terrace**
The Chesapeake Bay Partnership's Experience with Evaluation, Adaptive Management, and Accountability *Optional* — **Rm 403**
Michael Mason, EPA

1:15 pm **The Evaluators' Café: A Networking and Capacity Building Session**

1. **Complex Situations and Competing Priorities? A 20 minute Brainstorm on Resolutions**
   Kara Crohn, Research Into Action; Ellen Steiner, Energy Market Innovations, Inc.

2. **Center for Evidence-Based Environmental Policies and Programs (CEEP)**
   Paul Ferraro, Georgia State University – CEEP

3. **Net-Mapping** *Noora Aberman, Consultative Group on International Agricultural Research*

4. **The Checklist: Simplifying the Complex** *Daniel Hayden, Rare Conservation*

5. **Using Measures to Improve Program Results at the U.S. Fish and Wildlife Service Division of International Conservation** *Megan Hill, Fish and Wildlife Service; Matt Muir, Fish and Wildlife Service*

6. **Developing the EEN Website: What can we make it do for you?** *Chris Metzner, Freelance Graphic Designer*

7. **Polishing the Rosetta Stone: Can We Create a Common Lexicon?** *Paul Kocak, Kocak Wordsmiths Ink*

8. **Help Wanted – Cute, Cuddly and a Great Communicator** *Ariela Rosenstein, Rare Conservation; Kevin Green, Rare Conservation*

9. **Building the Capacity of Tomorrow's Leaders – University Courses in Adaptive Management** *Vinaya Swaminathan, Foundations of Success*

10. **The Evaluators' Institute: Building and Supporting Quality in Evaluation Practice** *Ann Doucette, The Evaluator' Institute, The George Washington University; Michelle Baron, The Evaluators' Institute*

11. **Toolkit for Evaluating Impacts of Public Participation in Scientific Research** *Tina Phillips, Cornell University*

12. **GEF & Climate Eval initiative: Sharing Evaluation Best Practice in Climate Change & Development** *Kseniya Temnenko and Andrew Zubiri*

13. **Environmental Education in the Arab World** *Khulood Tubaishat, ArabEnv*

14. **The ICR White Paper: Proposed Options for Demonstrating Program Rigor and Streamlining the ICR Process** *Angela Helman, Industrial Economics Incorporated*

15. **Conservation Measures Partnership (CMP) Results Based Management (RBM) Community of Practice Working Session** *Richard Margoluis, Foundations of Success*

16. **Architecture of Environmental Evaluation** *Kim Damm, Brown University*

17. **EPA Evaluation Interns: What We're Doing and How You Can Help** *Katelyn Cummings, Carnegie Mellon University; Laura Rothlisberger, Brigham Young University*

18. **Let's Get Interactive!...EPA's Brand Spankin' New Online Logic Model Training** *Yvonne Watson, EPA*

19. **NEON's and the emerging Environmental Information Commons** *Brian Wee, NEON*

20. **Behavior Change in the Chesapeake Bay** *Meghan Kelly & Grad Students, Uni. of Michigan*

The following Café tables are available for you to stop by to peruse the items on display and pick up the creators' contact information so you can follow up with them later.

21. **Introduction to Systematic Review** *Materials provided by Jacqui Eales and Andrew Pullin, Center for Evidence-Based Conservation*

22. **NEWS NEWS NEWS: New Reports, Articles and Books** *Materials provided by participants of the Environmental Evaluators Network*

3:15 pm	**Break and Refreshments**
3:30 pm	**The EEN Afternoon Show – Managing the Chesapeake Bay and its Complexity: A Study in Evaluation, Adaptive Management and Accountability**
4:30 pm	**Adjourn and Celebrate!**

Day 1: Thursday, June 23, 2011 • Detailed Agenda

7:45 am **Sign-In and Registration** — **3rd Floor Lobby**

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Continental Breakfast — **Rm 302**

8:30 am **Welcome: Overview of 2011 Forum** — **Grand Ballroom**

Kathryn Newcomer, The George Washington University, Trachtenberg School of Public Policy and Public Administration; Matt Keene, EPA

9:00 am **Keynote Addresses** — **Grand Ballroom**

Michael L. Goo, EPA; Shelley Metzenbaum, U.S. Office of Management and Budget; Melvin Mark, Penn State University

10:00 am **The EEN Morning Show – Navigating Complexity in Our Work** — **Grand Ballroom**

Mel Mark (Host), Penn State University; Jonny Morell, Fulcrum Corporation; Juha Uitto, UNDP; Beverly Parsons, InSites

In an era of accountability and effectiveness, funders of environmental programs and recipients of those funds need to know what works, what does not work, and why. As evaluators, we need to provide that knowledge. We need to do so with good methodology and with effective ways to disseminate our findings, promote understanding, and support decision making.

As evaluators we need to know and we need to teach, but we are challenged by the uncertainties, interdependencies and feedback loops that characterize the social and environmental systems in which we work. In short, the world is complex and our evaluation does not adequately face that reality.

"Complexity" may be understood in its formal sense as a science, or intuitively to connote "complicated, many interacting parts, change over time, and hard to understand". Whichever meaning we choose, current evaluation practice does not fully embrace the implications for methodology, information use, or stakeholder engagement. Approaches for navigating complexity are available to evaluators, but we rarely apply them in our work. As a result, much of our work is better suited to bounded, predictable interventions rather than to our stakeholders' real-life programs and policies.

What are the risks of this mismatch between our practice and our clients' needs? How can we navigate the complexity of our social, environmental and other systems to better measure, evaluate and systematically improve? Can an active approach to 'navigating complexity' help us better meet the demands for accessible, useful and credible evidence of program and policy effectiveness? In answering these questions, guests on the EEN Morning Show will kick off the learning and networking of the 2011 EEN Forum with discussions of their experience and personal approaches to navigating complexity in our work.

11:00 am **Break and Refreshments** — **Rm 302**

11:15 am **Networking Session: Speedy Introductions and a Stroll About** — **Grand Ballroom**

In this facilitated networking session, 15 first-time Forum participants will have 90 seconds to introduce themselves and tell us about one way that they navigate complexity in their work. If you are in the audience, be sure to listen for the individual that says the 'thing' that is most meaningful to you. After the introductions, the audience will have the opportunity to join one of the speedy presenters at a designated area in the Grand Ballroom to continue the discussion and sharing on the way to lunch.

12:00 pm **Lunch** — **Rm 302**

Networking — Grand Ballroom / Terrace

Causal Loops and Concept Models: From Complexity to Clarity *Optional* — Rm 310

Jeff Wasbes, University at Albany

Much work has been done recently on the application of systems concepts to evaluation practice. It is often difficult to operationalize systems theory in evaluation practice because many methods for diagramming system structure and process rely on linear cause effect assumptions and representations. A particularly useful notation for explicating complex system structure is the Causal Loop diagram. Participants will learn the concepts of Causal Loop Diagramming. Drawing from the System Dynamics modeling approach, participants will learn how to expand Causal Loop Diagrams to include stock and flow structure and loop polarity. While exploring simple-to-use diagramming tools, participants will be introduced to other concepts like endogenous causality, link and loop polarity, and concept models. Participants will leave the session with a start on a diagram germane to their own work as well as other resources for further exploration.

1:15 pm Concurrent Sessions

1.1: Measuring the Effectiveness of State Wildlife Grants: Developing a Performance Measures System for State and Federal Fish and Wildlife Agencies — Rm 403

Mark Humpert, Association of Fish and Wildlife Agencies; Nick Salafsky, Foundations of Success

The State Wildlife Grants program is a major vehicle for funding implementation of Congressionally-mandated State Wildlife Action Plans across 56 US States and Territories. These plans are intended to prevent endangered species listings by stepping up conservation for more than 12,000 at-risk species. In this era of increasing budget scrutiny, it is imperative that State Fish and Wildlife Agencies demonstrate short-term performance to decision makers even though it may take decades to achieve results for even a single species (e.g., bald eagle). To this end, the Association of Fish and Wildlife Agencies convened a working group that used the Open Standards for the Practice of Conservation to develop a set of generic results chains, intermediate and long-term objectives, and performance measures for 13 of the most common actions funded by State Wildlife Grants. These measures were then extensively pilot tested, reviewed, and are being rolled out as part of Wildlife TRACS, a new information system being developed by the US Fish and Wildlife Service. The session will review the effectiveness measures, describe how measures are being built into ongoing business processes, and a general discussion about the implications for similar systems in other agencies.

1.2: Embedding Evaluation and Learning Into Organizations — Rm 307

Lessons Learned Evaluating an Environmental Think Tank/Advocacy Organization

Johanna Morariu, Innovation Network, Inc.

Engaging in evaluation and learning can help organizations navigate complexity. Environmentally mission driven organizations encounter complexity in many facets of their work: the interrelated systems (e.g., environmental, political, social) the work is situated in, long time horizons of environmental processes, and selecting and balancing strategies for maximum impact are just a few examples. An embedded organizational evaluation and learning approach will generate high quality information for decision making, provide evidence of progress toward goals, and strengthen strategy creation and adaptation. In 2010 a unique environmental organization—a hybrid organization that functions both like a think tank and an advocacy organization—set out to better clarify and communicate its work and goals. At the end of the process, the organization would have the tools for implementing organizational evaluation and learning: a theory of change and an organizational evaluation approach. The process began with data collection from documentation and (internal and external) stakeholder interviews, and relied exchange between evaluators and staff to iteratively refine approaches and tools. This presentation will share the process, methodology, literature review, approaches, and tools (theory of change, outcomes, indicators, data collection plan) developed for a hybrid environmental think tank-advocacy organization.

Cohorts, Control Sites, and Conservation Effectiveness: Navigating Complexity with Repeatability

Amielle DeWan, Rare Conservation

RARE is a unique conservation organization that trains local conservation leaders all over the world to change the way their communities relate to nature. Our signature method is called a "Pride campaign" – so named because it inspires people to take pride in the species and habitats that make their community unique. Pride campaigns are based in social marketing – the use of private sector marketing tactics to "sell" social change. The Pride approach has demonstrated effectiveness in changing knowledge, attitudes, and behavior change, although numerous previous campaigns were implemented across ecological, sociological, and economic systems. This complexity affects how we evaluate the effectiveness of our campaigns and the social changes we are seeing on the ground. In an effort to refine our understanding of just how effective and repeatable the Rare approach may be, we are reducing the complexity of campaign theme types by implementing a series of up to 100 campaigns in coral reef systems, targeting a particular threat, with the same solution, across 4 continents in 4 languages. This session will discuss the framework for designing the approach, preliminary results, and plans for the future.

1.3: Evaluation Frameworks That Take Program Diversity Head On — Rm 308

An Evaluation Framework for Policy Learning and Transfer: Extended Producer Responsibility Programs

Panate Manomaivibool, IIIEE at Lund University

Extended producer responsibility (EPR) has underpinned recycling programs in many Organizations for Economic Cooperation and Development (OECD) countries, particularly in the area of waste electrical and electronic equipment (WEEE). In principle, greater responsibilities to manage end-of-life products should incentivize the producers to make improvements in product and system designs, which in turn, result in better and easier waste management. In practice, the details of EPR programs vary greatly, even in the European Union where a common legal framework exists in the form of the WEEE Directive. This makes it difficult to evaluate the effects of EPR. A framework is developed based on theory-based evaluation and the concept of policy paradigm to delineate between theory and implementation failures. The framework is not only useful for the evaluation of existing programs in OECD countries but has also a potential to deliver policy lessons relevant to the development of new WEEE programs in non-OECD countries. Selected cases from Europe and East Asia are presented to demonstrate the explaining power and discuss the limitations of the framework.

Beyond Carrots and Sticks: A Burgeoning Evaluation Approach to Address Conservation's Complexity

Jensen Montambault, The Nature Conservancy

Assessing the impact of conservation has always been inherently complex because of the many confounding factors influencing biodiversity's response to management. As conservation moves toward integrating socioeconomic impacts, expansive landscape scales, and partnerships with major stakeholders not traditionally associated with conservation (e.g., chemical manufacturers, natural resource extraction companies), the task becomes yet more complicated. At the Nature Conservancy, a suite of tools combining collaboration and accountability has emerged that help us evaluate our programs' effectiveness in the face of high uncertainty and wide-ranging stakeholder perspectives. The Nature Conservancy's approach begins with an "a priori" assessment of the information needed by managers to adapt our conservation work in a dynamic environment. Priority programs participate in internal and external peer-review, receiving written, virtual (internet-based conversations), and in-person feedback supporting careful articulation of expected results, evaluation and response mechanisms. These programs are then held directly accountable to senior managers, including the chief conservation officer and board of directors, on an on-going basis through business plans, management dashboards, and project abstract review. Special resources are assigned for evaluating programs presenting the greatest potential for risk and leverage. This process emphasizes learning and adapting to benefit the organization and wider community of conservation practitioners.

1.4: What's Complexity Got to Do With It? Rm 405

Evaluation in the Face of Uncertainty: Maximizing Methodological Choice When Unpredictable Outcomes are Likely
Jonny Morell, Fulcrum Corporation

Unintended consequences of program behavior can be arrayed on a continuum from "those which could have reasonably been foreseen" (at least in dim outline), to those which cannot be predicted because they emanate from complex system behavior. Different evaluation tactics are relevant along this continuum. This presentation will begin with an explanation of what makes systems complex, and proceed to a brief overview of evaluation tactics that are useful toward the "unpredictable" end of the continuum. It will conclude with a framework for making methodological choices, given the fact that any tactic implemented may induce new difficulties for conducting an successful evaluation.

Is Evaluation in Resource, Environmental and Conservation Settings Complex?
Andy Rowe, ARCeconomics

The premise that evaluation in resource, environmental and conservation (REC) settings is complex underlies this conference as well as much evaluation discourse in conservation, but the evidentiary and logical underpinnings to substantiate the claim is lacking. This paper uses the Simple-Complicated-Complex characterization of Michael Patton to propose that while evaluation in REC settings is rarely simple, it is usually complicated rather than complex. The nature of evaluation in REC settings with a two-system evaluand (human and natural systems) ensures that it is always hard, but rarely complex. The evidence for this argument will draw on evaluations in REC settings conducted by the author over the past twenty-five years. The claim of complexity appears to have more to do with a wish for special methods and treatment and a "science" culture that seeks greater precision for evaluation judgments than feasible or necessary. However existing evaluation approaches are usually sufficient for the job when adapted for the two-system evaluand. Our biggest problem is an extremely weak intellectual infrastructure for evaluation in REC settings.

1.5: The Shape of Targeted Runoff Management: Network Structure as a Program Evaluation Tool Rm 310
Robert A. Smail, University of Wisconsin

Agricultural production in Wisconsin is significantly structured by a statewide network of agencies and actors promoting farming practices intended to reduce Agricultural Nonpoint Source Pollution (AgNPS). In recent years, targeted runoff projects have been added to this network to achieve reductions of specific pollutants in specific locations. In most cases, these efforts are intended to enhance the capacity of existing policy actors or introduce new actors to deliver financial resources, technical assistance, educational outreach and regulatory enforcement to farmers. Given the inherent difficulties in correlating land use changes to water quality, the effects and benefits of these efforts are often unknown. However, policy network analysis may provide a means by which different projects can both be assessed in relation to the statewide policy network and compared to other types of targeted initiatives. This presentation will provide a brief background on how policy network analysis can assess targeted projects and demonstrate the effects of anticipated project changes.

2:15 pm Break and Refreshments Rm 302

2:45 pm Concurrent Sessions

2.1: Confusion, Suspicion, and Shattered Dreams: An Evaluation Play in Three Acts Rm 403
Annelise Carleton-Hug (Trillium Associates)

This session will tackle the complex interpersonal relationships and negotiations that are central to conducting evaluations by dramatizing three scenes from an evaluation of a conservation program. Each short scene will present an exaggerated compilation of possible pitfalls and challenges involved in evaluations. Three commentators will offer their interpretation of how to overcome or avoid the issues presented in the scene, drawing from their own knowledge and experiences. Audience commentary will be hardily welcomed.

2.2: NASA Applied Sciences Program & Federation of Earth Science Information Partners (ESIP): "Help! – Where Do We Start With Evaluating Our Projects?" Rm 310

Carol Meyer, Earth Science Information Partners; Ana Prados, NASA; Lawrence Friedl, NASA

The NASA Applied Sciences Program funds the utilization of NASA Earth Science data in organizations' policy, business, and management decisions. Applications range from climate adaptation , to agricultural efficiency, to monitoring of air and water pollution with satellite imagery. The Earth Science Information Partners (ESIP) is a network of earth scientists and data providers from across the public, private, and academic sectors working to improve and develop best practices in earth science data and information sharing and dissemination to applied end-users. NASA and ESIP are seeking to integrate evaluation techniques into applied environmental research and data sharing projects as a means to better measure the impact of remote sensing data and information to end-user decision making activities. The discussion session will include Case Studies of evaluation needs for ESIP and current earth science research and data management/sharing projects.

2.3: From Brownfields to Rangelands: Assessing and Attributing Impact Rm 308

Impact Evaluation of the Brownfields Grants Program

Kevin Haninger, EPA

In an effort to better understand and demonstrate program benefits, EPA's Office of Solid Waste and Emergency Response (OSWER) is conducting a national evaluation of the socioeconomic impacts of the Brownfields Program. Using a quasi-experimental design, as well as panel methods to control for unobserved heterogeneity, we are attempting to estimate the effects of Brownfields Assessment and Cleanup Grants by comparing socioeconomic changes in neighborhoods near properties that received this funding with a control group of neighborhoods near properties that applied for this funding but did not receive it. The session will review our efforts to analyze primary and secondary data on several socioeconomic indicators of interest, with an initial focus on estimating an econometric model of changes in local property values that can be attributed to receipt of Brownfields Assessment and Cleanup Grants.

Evaluating the Effectiveness of Community Conservation in Northern Kenya

Louise Glew, World Wildlife Fund

The existence of a linkage between biodiversity conservation and poverty alleviation is contested and the long-standing debate about whether it is possible to achieve "win-win" solutions has progressed little in the absence of empirical evidence. The Northern Rangelands Trust (NRT), an expanding conservancy network in Kenya, facilitates pastoralists to derive poverty alleviation from biodiversity by establishing community institutions. To measure the impact of NRT's efforts, a matched comparison evaluation examined livelihood and ecological outcomes using participatory techniques. Pastoralist livelihoods benefit from conservation through public service provision, transport and security. However, socioeconomic outcomes are complex, varying across different metrics of livelihood, geographic location, as well as individual household demographic and economic characteristics. Evidence from local informants and existing datasets suggests that conservation targets are subject to fewer threats inside NRT areas than non-conserved areas; and that some key species are expanding either in number or range. Other species continue to decline landscape wide. These findings suggest that the current conceptualization of the biodiversity-poverty linkage may be too simple, even at the scale of the individual project. Developing an evaluation framework which recognizes complex outcomes patterns is critical if evaluation is to play a central role in building evidence-based conservation practice.

2.4: Where's the Room for Improvement for M&E in Conservation? Rm 307

Version 3.0: Updating the Conservation Measures Partnership Open Standards for the Practice of Conservation *Richard Margoluis, Foundations of Success*

The Conservation Measures Partnership (CMP) Open Standards for the Practice of Conservation (The "Open Standards") are the product of the best thinking of conservation practitioners from around the world on project/program conceptualization, design, management, and M&E. In effect, they represent a consensus statement of how these practitioners - and the organizations they represent - define quality in conservation

action management. The Standards have influenced the approaches of countless organizations, and these organizations have, in turn, influenced the development of the CMP Standards. This is now your opportunity to provide input into the next version of the Standards, due to be released in the Fall of 2011. Participants in this workshop will be asked to read the Standards before the session and be prepared to provide concrete and constructive suggestions for their improvement. We will work in breakout groups and plenary to address specific steps as well as the overall approach and framework of the Standards. The product of this working session will be presented to the CMP Executive Committee. Please join us and help shape the next version of the Open Standards for the Practice of Conservation!

Building a Framework of Approaches to Monitoring and Evaluation (M&E) in Conservation

Michelle Thieme, World Wildlife Fund; Andy Rowe, ARCeconomics

Scholars and practitioners assess conservation initiatives in widely varied ways, attributable to the great diversity of contexts within which conservationists work and the variety of questions that they need answered. Diverse evaluative approaches have thus emerged, often independently and without coordination among conservationists, leading to a general lack of understanding how these approaches are implemented and used and how they may compliment or diverge from one another. Our lack of knowledge of the relationships and appropriate applications of differing evaluation approaches limits the rigor of evaluation in conservation, ultimately undermining the role of M&E, and restricting its uptake in the field. To address this issue, we review and categorize M&E approaches in conservation based upon the question each approach seeks to answer. In this presentation we identify, characterize and describe five major approaches to M&E in conservation, provide guidance on useful application of the approaches, and identify areas of growth and improvement for M&E in conservation.

2.5: Complex Systems and Their Evaluations: Navigation Tools for Evaluating the Oregon Paint Recycling Program — Rm 405

Lou Nadeau, Eastern Research Group, Inc.; Lauren Jankovic, Eastern Research Group, Inc.; Chris Metzner, Freelance Graphic Designer; Hedrick Strickland, Duke University; Matt Keene, EPA

This session will present some tools that are being used in evaluating the newly-implemented Oregon Paint Recycling program. First, we will discuss the overall evaluation design and how it has incorporated and accounted for complexity. This involves the use of a participatory approach to the evaluation and specific tools to link questions and measures to one another. Second, we'll describe the fuzzy logic model we are using. Logic models are often limited to the immediate stakeholders of a clearly defined program during the initial stages of the evaluation process. A fuzzy logic model embraces fluid and approximate reasoning and varied context to improve the capacity of logic models to navigate non-linearity, feedback loops, and other key concepts of complexity. Integrating web 2.0, graphic design and data visualization with traditional logic models creates opportunities to account for complexity, and it expands access and use of the evaluation process to a greater diversity of stakeholders over a longer period of time. Finally, we'll discuss how GIS has been used to manage some of the program complexity. GIS enables the synthesis and analysis of large quantities of data simultaneously and it enables visualization of the results. In relation to the Oregon program, the capacity allowed by GIS meant that we could examine program convenience at a statewide level, rather than at the county or local level.

2.6: Roundtable Discussion: GAO's Report on EPA Measures of Enforcement Effectiveness — Rm 411

Daniel Semick, GAO

Did you know that pursuing administrative, civil, or criminal action against a suspected polluter is a complex undertaking that often lasts years? EPA's reported outcomes of enforcement efforts help inform Congress, the public, and EPA management about the agency's progress in this arena. In response to a request from the Committee on Energy and Commerce, the U.S. Government Accountability Office examined EPA's enforcement measures and issued a report, Environmental Enforcement: EPA Needs to Improve the Accuracy and Transparency of Measures Used to Report on Program Effectiveness, GAO-08-1111R (Washington, D.C.: Sept. 18, 2008). We will discuss the key findings and recommendations of the report.

3:45 pm Break and Refreshments — Rm 302

4:00 pm Concurrent Sessions

3.1: Evaluating Land Use Initiatives — Rm 403

Evaluating Ecologic, Temporal, Demographic, and Equity Complexities of Land Use and Growth Management Policies in King County, Washington

Juan Paulo Ramirez, GIS and Human Dimensions, LLC

Access to the aesthetic, health, psychological and economic value of tree canopy and areas of ecologic integrity are typically somewhat unevenly distributed in communities, but land use and growth management policies in King County are not intended to create further disparities in proximities and access to 'green infrastructure' over time. To determine the degree that land use and growth management policies may be exacerbating disparities in access to tree canopy and vegetative biomass, several complex dimensions must be reconciled in the evaluation process – temporal, jurisdictional, ecological, and demographic. To feasibly conduct a multi-dimensional environmental equity evaluation, historical spatial data such as satellite imagery is essential in determining how state, county, and local policies impact the environment and various communities. The normalized difference vegetation index (NDVI) uses red and the near infrared spectral bands of commercial satellite images to estimate green biomass. This presentation demonstrates a framework for analyzing changes in communities' proximity to green biomass using NDVI, in a context of rapidly changing community demographics, ecologic variability, and complexities in jurisdictional authorities and policy reach.

Evaluation and GIS through Focal Area Management

Alexandra Ritchie, Bureau of Land Management; Thomas Bartholomew, Bureau of Land Management

Federal agencies and their partners are moving towards focal area management as a means of accomplishing such goals as improving our ecosystems' adaptability, or locating energy development to generate the most energy with the least impact on the landscape environment. But what does this mean for budget processes, evaluations, and land use planning? This session will explore the concept of focal area management, provide two types of visual models (a flow chart and a map) showing how business and scientific data can be integrated for better decision-making and long-term outcomes, and propose a type of evaluation suitable for complex program interventions.

3.2: Demonstrating Impact in Environmental Evaluation — Rm 405

Terell Lasane, EPA, Moderator; Angela Helman, Industrial Economics Inc.; Tracy Dyke-Redmond, Industrial Economics, Inc.; Cynthia Manson, Industrial Economics, Inc.; Andy Rowe, ARCeconomics

Experimental designs are increasingly being raised as the gold standard in environmental evaluations; however, environmental evaluators are seldom able to consistently employ methods that enable definitive causal impact claims. This pressure to reach the gold standard has necessitated evaluators' employment of diverse approaches that approximate impact estimation. In this session environmental evaluators discuss use of innovative alternative approaches that allow statistical estimation of impact. One approach employs a comparison of early joiners and late joiners to measure a "dosage effect." Another discusses a quasi-experimental approach that compares the outcomes of two similarly situated states receiving differential levels of compliance assistance. A third approach explores theoretical limitations of experimental designs in light of economic principles that render these approaches untenable. Additionally, feasible and efficacious technique for identifying a counterfactual for comparison to the intervention is presented. These approaches will be discussed in context of relative value of experimental methods versus non-experimental methods.

3.3: Can Feds Kiss? Creating a Simple and Smart Strategic Execution and Evaluation "System" Despite Complex Mandates and Requirements — Rm 310

Elizabeth Davenport, NOAA; Thanh Vo Dinh, NOAA

Currently, NOAA has started to implement its new Next Generation Strategic Plan (NGSP) with four strategic goals and three enterprise areas. NOAA rolled out a new improved corporate decision making process named Strategic Execution and Evaluation (SEE). Through these two major aspects of NOAA corporate governance, NOAA intends to improve its organizational learning to improve agency performance and provide intended results with the most efficient investments. This session will explore NOAA's real time adaptation of an evaluation framework that complies with new requirements of Government Performance and Results Act Modernization Act (GPRAMA) while growing evaluation as an organic mechanism for NOAA to learn, improve and provide results to the public. How will GPRAMA shape NOAA's evaluation framework? This session will raise challenges common to all agencies, share experiences, and stimulate discussion and advice useful to interested participants.

3.4: Dashboards & Scorecards: Simple Ways to Improve Communication and Align Effort and Impact…Right? Rm 308

Deconstructing "Dashboards": Do They Work? ***Richard Margoluis, Foundations of Success***

Many organizations, agencies, and foundations have recently moved towards using "dashboards" as a way to assess the extent to which their work is having any impact. A dashboard is a user interface that, somewhat resembling an automobile's dashboard, organizes and presents information in a way that is easy to read. In particular, it is a tool for displaying complex sets of indicators in a user-friendly format. On the surface, dashboards seem quite straightforward and easy to do. All you need to do is decide what indicators you wish to follow, organize them in a logical and meaningful manner, collect the appropriate data, and presto, you have your dashboard. In reality, constructing an accurate and useful dashboard is an infinitely more complex task. This session shares the results of a recent evaluation conducted by Foundation of Success. We were asked to examine the dashboard of a major conservation foundation, deconstruct it, and make recommendations for the future. We analyzed the utility, feasibility, and availability of each indicator of the dashboard in order to better understand the conditions under which dashboards work - and don't.

Creating Alignment and Simplifying Decisions through the Balanced Scorecard (BSC) Method ***Daniel Hayden, Rare Conservation***

Organizations have competing demands on their resources and competing priorities. Is it better to work in places where you know you have been successful or places in the most need? Do we invest in people or fundraising? These questions can either pull an organization apart or bring about a unifying organizational strategy. One approach is to build a framework called the Balanced Scorecard that makes explicit these tradeoffs and helps guide decision making. Rare, www.rareconservation.org, uses the balanced scorecard method to drive alignment between central and regions, and is in the process of driving integration to the project level and staff level. This session will discuss how Rare built its Balanced Scorecard, how it use the Scorecard and how it has enhanced organizational alignment. We will also discuss processes to build a case for the Balanced Scorecard and bring about internal alignment necessary for you to develop one for your organization.

3.5: Discussion of Evaluation of Urban Ecological Restoration Projects Rm 307

Arlene Hopkins, Arlene Hopkins & Associates

WHAT: Ecological Restoration is the science and practice of recovering and restoring ecological systems to be functional, self-organizing and self-sustaining. Ecological Restoration is an important means to reverse the destructive impacts of shortsighted land use and land management practices that destroy or degrade living soils, watershed systems and habitat. Ecological Restoration can result in habitat and biodiversity recovery, which in turn can result in halting, if not reversing, life-threatening climate change trends. WORKSHOP / TRAINING: After an introductory overview, workshop / training focus will be on evaluation standards, metrics and practices within the emerging subfield of "Ecological Restoration." Some of the technical material will derive from the 2011 conference of the California Society for Ecological Restoration. (www.SERCAL.org). WHO: Evaluators interested in environmental issues will benefit from learning more about Ecological Restoration. Ecological Restoration will be applicable to independent consulting evaluation, international and cross-cultural evaluation, government evaluation, research on evaluation, advocacy and policy change evaluation, costs effectiveness benefits and economics evaluation, and environmental program evaluation, among others.

3.6: The Secret to Programs that Work: New tools for program design & evaluation Rm 411

AJohn Griffith, Center for American Progress

ABSTRACT: The way public policy is designed today often results in programs that sound good in hearings but don't work in the real world. After consulting about 200 government experts over six months, our recent report diagnoses common design flaws in government programs, and proposes a kind of advance-warning system to help policymakers distinguish between programs with a high chance of success from those likely to run into problems down the line. We also adapted these tools and procedures to evaluate the effectiveness of existing programs. At a time of fiscal austerity, Washington urgently needs a better way to distinguish the most effective programs from those in need of reform—else it risks slashing good programs simply because they have less political support. Our "Reviewing What Works" process evaluates programs across a policy area against outcome-based priority goals, using interagency panels as arbiters of effectiveness.

5:00 pm Catered Reception

The Terrace, The Marvin Center, The George Washington University

Day 2: Friday, June 24, 2011 • Detailed Agenda

7:45 am **Sign-In and Registration** — **3rd Floor Lobby**

Networking Meet and Greet

Continental Breakfast — **Rm 302**

8:45 am **Welcome and Introductions** — **Grand Ballroom**

Christina Kakayannis, National Fish and Wildlife Foundation

9:00 am **Climage Change and Adaptation** — **Grand Ballroom**

Featured Speaker

9:45 am **The EEN Morning Show – Complexity Personified: Climate Change, Adaptation and a Future of Continuous Improvement** — **Grand Ballroom**

Steve Adams, Climate Leadership Initiative – The Resource Innovation Group; Margaret Davidson, NOAA; Jerry Filbin, EPA; Emily Cloyd, National Climate Assessment; Andrew Fahlund, American Rivers

As observable climate impacts continue to accrue, the notion of stationarity, "the idea that natural systems fluctuate within an unchanging envelope of variability," is dead. Even so, stationarity remains a fundamental assumption in long-standing environmental and natural resource management practices and the canon of environmental law that governs federal, state and local programs. From the Endangered Species Act to the Clean Air Act and the Clean Water Act, many of our environmental policies and the programs intended to realize their goals posit some prior condition against which we aspire to return.

Many United States government agencies, philanthropic organizations and non-profits have begun efforts aimed at understanding how to adapt to climate change, but senior leadership, program managers and evaluators are only beginning to understand the new dimension of complexity that climate change brings to their work. For instance, how will we understand the impact of climate change on our environmental and natural resource programs and policies? What is the future of measuring, evaluating and continuously improving climate adaptation initiatives? Through informal discussion, EEN Morning Show guests representing policy makers, program managers, program evaluators and climate adaptation practitioners will begin outlining the key relationships between climate change, adaptation goals and how we measure and continuously improve the performance of existing environmental and natural resource programs.

10:45 am **Break and Refreshments** — **Rm 302**

11:00 am **Concurrent Sessions and Roundtable Discussions**

4.1: Measuring & Evaluating Climate Change Adaptation: Diversity, Uncertainty, and Evolution — **Rm 403**

Scott Bowles, EPA; Steve Adams, Climate Leadership Initiative – The Resource Innovation Group; Britta Johnson, EPA

While the efforts are ongoing to mitigate climate change, simultaneous efforts at the national, regional and local levels are also underway to adapt to a future with a changed climate. A key to ensuring that climate change adaptation planning is effective will be to incorporate performance measurement and program evaluation protocols into these efforts. This roundtable will begin with an overview of experiences around the development of the U.S. Cross-Agency Framework for Adaptation, that includes program evaluation, and EPA's adaptation planning process, as well as to provide a forum for the discussion of the unique set of challenges that climate change and climate adaptation present to evaluators. The session will lay the foundations for the development of a community of practice around climate change adaptation and related fields that will address these and other issues as they emerge. The vision is for this network to develop into a group that can share lessons learned and best practices and come together to address the challenges that come from measuring and evaluating programs in the changing and uncertain world in which we are now operating.

4.2: Methods for Navigating Wicked Terrain — Rm 402/404

Drilling Down on the Impacts of Hydrofracking: Using Mind Mapping Software to Navigate a Wicked Problem

Edward Wilson, The Headwaters Group Philanthropic Services

In this session we will demonstrate the use of "mind mapping" software (Personal Brain) to organize and present information on a complex environmental issue – Marcellus Shale gas drilling in Pennsylvania. Wilson was hired by the William Penn Foundation to conduct a survey of the environmental and community challenges posed by the rapid expansion of gas drilling and hydrofracking – a classic "wicked problem" involving multiple impacts, diverse stakeholders, disputed facts, and competing values. Instead of preparing a conventional written report or PowerPoint Presentation, Wilson chose to organize the information in the form a "mind map" that that allows users to plot their own course through a complex network of ideas, and to access external Web resources for more in-depth information on topics of particular interest. The format presents a useful alternative to conventional linear presentations. This will be an informal session in which Wilson demonstrates the use of the software and then leads participants through a discussion of its advantages and disadvantages and its potential application by environmental evaluators.

Response to Ecosystem Change: Using a Complexity Lens

Glenn Page, SustainaMetrix

Response to ecosystem change is about instigating changes in behavior in how ecosystems are utilized and how conflicts among social groups are addressed - clearly complex terrain. A baseline of governance response to ecosystem change is the foundation for the practice of adaptive ecosystem based management that responds to changes in the condition and functioning of the ecosystems of concern, changes in the governance system and to the program's own learning. A set of methods have been developed to encourage a long-term perspective, and an appreciation of the roles played by civil society, markets and government in adapting to ecosystem change. The methods are designed for use by teams of professionals working to apply the principles of ecosystem-based management in coastal regions. These are typically interdisciplinary groups educated in such diverse fields as the natural and social sciences, law, and business and are designed to engage governmental agencies, businesses, non-governmental groups and academics with an interest in achieving more sustainable forms of coastal development through ecosystem stewardship. An example of this application in the coastal districts of the Western region of Ghana, Africa is presented as a case study.

4.3: Conservation Investments: Analyses of Returns, Adaptation & Effectiveness — Rm 413/414

Evaluating the Effectiveness and Adaptability of Conservation Easements in Dynamic Landscapes *Adena Rissman, University of Wisconsin – Madison*

Evaluating conservation effectiveness requires interdisciplinary research to examine how conservation programs influence human behaviors and environmental conditions. Social science research examines the formal and informal ways that conservation influences the behavior of landowners and other community members. Natural sciences research examines the resulting pattern of species, habitat, and ecosystem protection and restoration. Despite the widespread use of conservation easements, their conservation outcomes are relatively unknown. I will present results from several case studies and national surveys on conservation easements, comparing their research approaches. An alternative scenarios approach with a development growth model revealed that conserving unthreatened landscapes provides minimal gains over the do-nothing strategy. Detailed case studies revealed that creating changes in land management and informal social networks are important, and require fine-scale observation. Complicating assessments, effectiveness is not a fixed target, but is influenced over time by social and ecological landscape change. Conservation easements often promise perpetuity, yet their purposes, rights, and restrictions are individually negotiated for particular parcels, and may not be well tailored for future land use and climate conditions. Adaptive land management poses particular challenges. This presentation will engage participants in examining approaches for evaluating the effectiveness and adaptation of conservation in dynamic landscapes.

Can We Evaluate Conservation Projects' "Return on Investment"?

James Boyd, Resources for the Future

Conservation organizations rarely apply Return on Investment (ROI) analysis to their choices and strategy. This presentation reports on a study of 6 large-scale conservation projects and our current capacity to measure conservation ROI in real places. ROI analysis is meant to be an objective, analytically transparent, and data-driven approach to strategy and evaluation. In this sense, it can be thought of as a science. Inevitably, however, ROI also becomes the art of analyzing complex decisions in a data-constrained environment. The conservation case studies will be used to describe current data and quantitative capabilities applied to conservation investments, the ways they could be used to measure ROI, and monitoring and modeling gaps that, if addressed, would improve capacity to measure the biophysical and social returns to conservation.

4.4: Energy Efficiency Evaluation: Examples of Balancing Quality and Quickness in a Regulated Environment — Rm 405

Kara Crohn, Research Into Action; Ellen Steiner, Energy Market Innovations, Inc.

Energy efficiency evaluation findings are used by utilities and regulators to make multi-million dollar, 10-20 year decisions about how they will provide electrical power to their customers (build, buy, or conserve) and 2-5 year decisions about how best to design conservation programs that can transform purchasing behavior and operational habits. Internal and external evaluators must meet competing demands for highly accurate evaluation data in time to inform planning cycles under regulatory scrutiny. The presenters will discuss examples of balancing priorities, quality and timeliness in the context of regulatory mandates and organizational complexity. In addition, the presenters will discuss common challenges in the energy efficiency evaluation field including: (1) evaluation designs that adequately capture measure effects, program effects, and portfolio-level effects; and, (2) the appropriate attribution of direct and indirect effects to program/portfolio interventions.

4.5: Process Complexity and Evaluation Utility — Grand Ballroom

Andrew Johnson, William Penn Foundation; Helen Davis Picher, William Penn Foundation; Peter Szabo, Bloomingdale Management Advisors

In 2005, the William Penn Foundation evaluated its land protection grantmaking efforts. At the time, the Foundation made one-year block grants to individual land conservation organizations for priority land protection projects in southeastern Pennsylvania and southern New Jersey. By 2011, the Foundation transformed its approach, making a $5.5 million capital fund and technical assistance grant to an intermediary organization to competitively select and protect priority areas within two signature landscapes in the region. Using this case as an example, the session will explore why some evaluations lead to significant changes in strategy and program process and others do not. In particular, the session will explore crucial process complexities which can influence an evaluation's utility, such as:

- Timing of evaluation;
- How evaluation questions are developed;
- Dynamics between central players
- Evaluation sponsor, client, subjects, and consultant;
- Who is involved in design and management of evaluation;
- Factors that increase or decrease evaluation client's willingness to participate in and listen to results of evaluation.

4.6: Roundtable Discussion: Addressing the Complexity of Integrated Flood Risk Management — Rm 411

Lieven De Smet, HIVA, K.U. Leuven

Decisions on measures to fight flooding are based on flood risk modeling. The methods used by water managers are well-established with respect to assessing material flood risk. Intangible flood risk is important, but currently largely disregarded. When flood risk is underestimated the proposed measures may lay the wrong accents and be too limited. The European flood Directive (2007/60/EC) anticipates this problem and requires Member States to go beyond material flood risk and take social, ecological and cultural flood risk into account. Methods have been developed to quantify these risks using various non monetary scales. How to integrate all this complementary information in order to facilitate sound policy decisions? Should a multi-criteria analysis (MCA) be used or is a cost benefit analysis preferred? The latter option requires monetizing intangible, e.g. social, flood risks. Can standard monetary factors be used? An MCA typically provides room for integrating case specific value judgments. Will this not lead to a situation in which results are constantly called into question and thus lengthy decision processes? Quantitative risk information and illustrations (maps) are available of flood risk along the river Dijle in the city of Leuven, Belgium, to introduce and facilitate a semi-structured discussion on this problem.

12:00 pm Lunch — Rm 302

Networking — **Grand Ballroom / Terrace**

The Chesapeake Bay Partnership's Experience with Evaluation, Adaptive Management, and Accountability *Optional* — Rm 403

Michael Mason, EPA

EPA's Chesapeake Bay Program is undergoing numerous organizational and management challenges as it transitions from an historically collaborative, partnership-based ecosystem protection program to a more regulatory-driven water quality focused effort. EPA recently published a TMDL which focuses on reducing the level of nitrogen, phosphorus, and sediment loadings to the Bay watershed through implementation of specific regulatory and best management practices at the state and local level over the next 15 years. This primarily regulatory approach has major implications for the role of EPA and its partners in the watershed, specifically in the role of program evaluation, the meaning of accountability, and how performance information is used for adaptive management. Join us in a discussion on how the concepts and practices of evaluation, accountability, and adaptive management have evolved during this period of transition.

1:15 pm The Evaluators' Café: A Networking and Capacity Building Session

In a sort of "evaluation speed dating," Forum participants will have three 30-minute sessions to visit three different stations, to network, collaborate, and learn from colleagues about a variety of topics from the perspective of different organizations and disciplines. While the topics at many stations are geared toward capacity building for environmental evaluators, some stations may focus on design, development and distribution of products and services.

1. Complex Situations and Competing Priorities? A 20 minute Brainstorm on Resolutions

Kara Crohn, Research Into Action; Ellen Steiner, Energy Market Innovations, Inc.

After the presenters describe an energy efficiency evaluation that required balancing priorities, quality, and timeliness issues, we will conduct a 20-minute brainstorm on ways to handle this complex situation with competing priorities. We will conclude by sharing best practices and eating candy.

2. Center for Evidence-Based Environmental Policies and Programs (CEEP)

Paul Ferraro, Georgia State University – CEEP

The Center for Evidence Based Environmental Policies and Programs is a new initiative at the Andrew Young School of Policy Studies at Georgia State University and is the first US-based partner in the international Collaboration for Environmental Evidence. CEEP assists agencies in the design and analysis of quantitative evaluations of program effectiveness and synthesizes and disseminates evidence on issues of greatest concern to environmental policy and practice through systematic reviews. Come find out more about this initiative and how you can get involved.

3. Net-Mapping

Noora Aberman, Consultative Group on International Agricultural Research

This session examines the use of Net-Map to make sense of complex multi-actor/multi-stakeholder situations. Net-Map is a visual and participatory interview technique that combines social network analysis, stakeholder mapping, and power mapping. Applications of Net-Map from the field of international food policy are used as examples in the session.

4. The Checklist: Simplifying the Complex

Daniel Hayden, Rare Conservation

You wouldn't go to the supermarket without a list, so why would you begin a conservation project without a list? The trip to the supermarket may require buying 50 items, but a conservation project integrates hundreds of activities over many years. Or does it? Based on the research of Dr. Atul Gawande, we believe that any big project can be broken down into smaller sets, and those small steps can be distilled into a list of leading indicators and output assessments, making the complex simple through checklists. This session will discuss the key elements of a good checklist, how to define a process, how to distill best practices and coach staff on those practices.

5. Using Measures to Improve Program Results at the U.S. Fish and Wildlife Service Division of International Conservation

Megan Hill, Fish and Wildlife Service; Matt Muir, Fish and Wildlife Service

Want to learn about how the Division of International Conservation at the USFWS is working to improve program results and adaptive management? We will share with you some of our areas of influence such as the classification of grants based on threats and proposed actions and using results chains to plan programmatic strategy and online trainings. We'll also share an example of a cooperative agreement for a training program forged though the collaborative creation of results chains and objectives plus many other challenges we are working to solve.

6. Developing the EEN Website: What can we make it do for you?

Chris Metzner, Freelance Graphic Designer

Developing a website requires the fusion of functionality, ease of use, interactivity to keep your visitor's interest, and search engine optimization to increase web traffic. Using the new EEN website as a case study, this discussion will give an overview of the goals sought out by the EEN to bring multiple, unique and complex environmental organizations together online and show how the core elements of website development are implemented. We need your help to make this site more useful to you and your organization, so please bring your comments, questions and feedback about the new EEN website to share. We look forward to meeting you!

7. Polishing the Rosetta Stone: Can We Create a Common Lexicon?

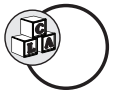
Paul Kocak, Kocak Wordsmiths Ink

The Conservation Measures Partnership (CMP), the International Union for Conservation of Nature (IUCN), and other organizations have made valuable strides toward common nomenclature. What are the benefits of broadening and deepening a common lexicon for environmental evaluation? Is it feasible across diverse sectors? Is the Open Standard model useful for broader application? If there is support for a common, rich, and robust lexicon, what are the best ways to achieve consensus? The discussion will explore these and other questions as they apply to diverse practitioners.

8. Help Wanted – Cute, Cuddly and a Great Communicator

Ariela Rosenstein, Rare Conservation; Kevin Green, Rare Conservation

Rare Conservation's "Pride" Campaign is a model for changing awareness, attitudes, and behaviors toward conservation at the local level. A Pride campaign inspires people to take pride in the natural assets that make their communities special and take action to protect them. A key tool for engaging the community in environmentally sustainable practices is a mascot that is cute, cuddly and a great communicator. We will discuss how to identify what species might make a good messenger, how to create an appealing mascot, and how to use the mascot effectively throughout your campaign.



9. Building the Capacity of Tomorrow's Leaders – University Courses in Adaptive Management *Vinaya Swaminathan, Foundations of Success*

According to research, 65% of conservation NGOs think that lack of training is a major barrier to integrating adaptive management (AM) into their work. By learning and using an AM framework, environmental and conservation practitioners will be better able to confront and address the complexities of stemming biodiversity loss and maintaining ecosystem services for society. We will highlight the importance of building the capacity of conservation professionals to apply AM principles to their work and discuss methods for addressing this gap through graduate coursework. Since today's graduate students are tomorrow's leaders in conservation, why not prepare them now for what they will undoubtedly be tasked with in their future roles? The newly established Teaching Adaptive Management (TAM) Network hopes to capitalize on this opportunity and lead the academic community towards making adaptive management training an essential part of graduate programs. Participants will learn about this network and how it can help them, and if appropriate, to begin a course themselves.

10. The Evaluators' Institute: Building and Supporting Quality in Evaluation Practice

Ann Doucette, The Evaluator' Institute, The George Washington University; Michelle Baron, The Evaluators' Institute

The Evaluators' Institute (TEI) is an internationally recognized and respected provider of high quality evaluation training instruction, which is delivered through a balanced curriculum that emphasizes relevance and real-world experience for practicing evaluators. Come meet the TEI Director and staff and learn about the 38 courses TEI currently offers, the TEI faculty, the upcoming July Institute held in DC, the Certificate Program, targeted consultative and collaborative opportunities that TEI supports.

11. Toolkit for Evaluating Impacts of Public Participation in Scientific Research

Tina Phillips, Cornell University

Public Participation in Scientific Research (PPSR), often referred to as "citizen science," is the intentional engagement of the public in scientific research and/or environmental monitoring. How does the Toolkit for Evaluating Impacts of PPSR, currently being developed by the Cornell Lab of Ornithology, provide project developers and other professionals, especially those with limited understanding of evaluation techniques, with a systematic method for assessing project outcomes? Developers of the toolkit hope it will be widely adopted by evaluators and for projects with limited access to professional evaluators. They encourage professionals to help improve upon the toolkit through use and community experiment to see whether and how development of "standardized" evaluation techniques can improve the effectiveness of projects across the emerging PPSR field.

12. GEF and Climate Eval initiative: Sharing Evaluation Best Practice in Climate Change and Development *Kseniya Temnenko and Andrew Zubiri*

The café session will present a capacity development initiative of the Global Environment Facility Evaluation Office, namely the Community of practice on evaluation of climate change and development – Climate-Eval. The session will give participants an opportunity to connect to climate change evaluators and practitioners from across the globe who are the part of the Climate-Eval community. The session will highlight recent community work on the studies in adaptation and mitigation evaluations and will allow participants to share their experience in evaluating environment programs and policies.

13. Environmental Education in the Arab World *Khulood Tubaishat, ArabEnv*

The research paper is a regional survey of the practices in environmental education (EE) and education for sustainable development (ESD) in the Arabic region. Best practices will be identified and national and regional EE and ESD models will be proposed. This research is based on an overview of a number of well developed policies, action plans and practices currently being enacted at the international level. These provide strong commitments and models for other governments. Case studies from Jordan, Egypt, Saudi Arabia and Lebanon will be discussed.

14. The ICR White Paper: Proposed Options for Demonstrating Program Rigor and Streamlining the ICR Process *Angela Helman, Industrial Economics Incorporated*

Traditionally, OMB has favored the use of experimental designs (randomized control trials) for information collections supporting performance measurement and program evaluation of EPA programs. However, methodological problems often arise when applying experimental designs to EPA programs, especially smaller programs and non-regulatory programs. These methodological problems include infeasibility of random assignment, difficulty in establishing baseline conditions, sample bias, multiple confounding factors, and the inability to capture spillover effects. These methodological problems, combined with delays in obtaining clearance for information collection (ICR clearance), have led to unintended consequences including reducing the availability of measurement and evaluation findings to inform policy-making at EPA. This white paper explores options for demonstrating program effectiveness and streamlining the ICR process. We look forward to discussing options with fellow evaluators and gaining feedback.

15. Conservation Measures Partnership (CMP) Results Based Management (RBM) Community of Practice Working Session

Richard Margoluis, Foundations of Success

This working session is designed to explain the active Initiatives in the CMP Results Based Management (RBM) Community of Practice emerging from the Summit. Each Initiative has developed a draft plan that outlines the problem the Initiative is trying to address and the steps that we collectively are undertaking to solve this problem. We are seeking input and suggestions from EEN participants.

16. Architecture of Environmental Evaluation

Kim Damm, Brown University

Between the years 2000 and 2010 the environmental sector has experienced rapid growth in the fields of monitoring and evaluation. Though the capacity for evaluation within the environmental sector is increasing, the movement lacks coordination, collaboration, and a holistic strategy, resulting in disjointed and duplicative evaluation research, practice, and policy. In an effort to centralize the environmental evaluation movement, Kimberly Damm, recent Brown University Center for Environmental Studies Masters Graduate, and Matt Keene, US EPA Evaluation Support Division, designed a project titled the Architecture of Environmental Evaluation. Through the use of network, citation, and content analysis, this project establishes an adaptive framework and tools for mapping the practice, theory, and policy of evaluating environmental programs, policies, and interventions. This cafe session will focus on the project's first phase, peer-reviewed environmental evaluation literature and will provide a demonstration of the interactive and adaptable tools that will be openly accessibly to the public at www.environmentalevalutors.net. Participants will leave the session with a basic understanding of the following tools: an adaptive and searchable database of journal articles' citation information, a series of interactive network visualizations and Google Earth maps, and an environmental evaluation video compilation.

17. EPA Evaluation Interns: What We're Doing and How You Can Help

Katelyn Cummings, Carnegie Mellon University; Laura Rothlisberger, Brigham Young University

During this session, we will be discussing the two projects that the EPA evaluation interns are currently working on. One involves the legislation that affects environmental program evaluation, and the other entails what online resources and tools evaluators would appreciate on the EPA's Evaluation Support Division (ESD) website.

Program Evaluation Legislation

Statutes affect an agency or organization's ability to conduct program evaluation in a wide variety of policy fields, including the environmental policy field. Legislation often determines what is evaluated, how it is evaluated, and the funding available. We will discuss how current US legislation might support or impede environmental program evaluation in a variety of organizations.

Improving EPA's Evaluation Website

ESD is redesigning the EPA evaluation website this summer. This redesign should not only explain how the EPA uses evaluation but should also create an online space where current and future environmental evaluators can find relevant information on evaluation. We'd like to take this opportunity to hear from you what information, resources, or tools would be most useful to you on our website. We would also like to incorporate a list of resources that you have found helpful, easy to use, informative, or just plain awesome.

18. Let's Get Interactive!...EPA's Brand Spankin' New Online Logic Model Training

Yvonne Watson, EPA

We've often heard it said that a picture is worth a thousand words. Many organizations, programs and projects often run into trouble because they lack a clear understanding of how their programs are supposed to operate and find it challenging to communicate the results of their programs and projects. A logic model is a picture that uses diagrams and text to illustrate the relationships/connection between a program resources, outputs, customers, outcomes, goals and objectives. A logic model can help managers and staff in government, and grantees understand whether their program or project is operating as intended and achieving the expected outcomes, goals and objectives. Complete with imbedded quizzes, this self-paced, web-based, interactive on-line course will provide users with practical instruction and the basic steps needed to develop a logic model. Imbedded quizzes, will help users remain engaged and will help ensure users grasp key concepts such as the core logic model elements, the difference between an output and an outcome, and how to apply these concepts to create a logic model of their program, project or organization.

19. NEON's and the emerging Environmental Information Commons

Brian Wee

The National Ecological Observatory Network (NEON) will collect data across the United States on the impacts of climate change, land use change and invasive species on natural resources and biodiversity. NEON will generate an estimated 180 TB of data annually from over 530 measurements across 60 sites that will be served free to the public. Open data, interoperability, an open and integrated observation infrastructure, public engagement, and a deliberate approach to making sure that research data can be repurposed for operational purposes are the cornerstones of the NEON strategy. These are some of the elements that will enable NEON and its Federal partners to contribute to an emerging national Environmental Information Commons.

20. Behavior Change in the Chesapeake Bay

Meghan Kelly and a graduate student team from the School of Natural Resources and Environment at the University of Michigan

We are working on creating a rapid assessment tool for environmental organizations in the Chesapeake Bay watershed. This tool aims to assess the role of behavior change within community outreach programs. We hope to share our research and experiences in the Chesapeake Bay as well as receive input on this tool from evaluation experts. We would also like to discuss practical evaluation methods appropriate for a diverse range of programs that foster environmental stewardship.

The following Café tables are available for you to stop by to peruse the items on display and pick up the creators' contact information so you can follow up with them later.

21. Introduction to Systematic Review

Materials provided by Jacqui Eales and Andrew Pullin, Center for Evidence-Based Conservation

Systematic Review (SR) stands at the cutting edge of environmental science; there is currently no other reviewing technique that provides the same independent, unbiased and objective assessment of primary evidence. Come learn more about what systematic review is, it's relevancy to policy and informed decision making, and the role it plays in environmental management. Presenters will also discuss the role of the Collaboration for Environmental Evidence (CEE) in providing quality assurance, support and submissions to the online Environmental Evidence library.

22. NEWS NEWS NEWS: New Reports, Articles and Books

Materials provided by participants of the Environmental Evaluators Network

3:15 pm Break and Refreshments

3:30 pm The EEN Afternoon Show – Managing the Chesapeake Bay and its Complexity: A Study in Evaluation, Adaptive Management and Accountability

Katherine Dawes, EPA (Host); Carin Bisland, EPA; Nikki Tinsley, Mosley and Associates; Paul Ferraro, Georgia State University – CEEP; Carl Hershner College of William and Mary

The concepts of adaptive management, accountability and evaluation are prominently featured in President Obama's Executive Order 13508 (EO) to restore and protect the Chesapeake Bay. The Chesapeake Bay watershed is a vast system, encompassing a multitude of political boundaries, cultures, ecological habitats, regulatory and management regimes, and social goals. Like other large aquatic ecosystem management efforts around the world (Puget Sound, Long Island Sound, Gulf of Mexico, Great Lakes), the Chesapeake Bay consists of multiple management initiatives at a number of levels that generate huge quantities of relevant information. One of the most formidable challenges in these efforts is how to effectively organize all the relevant information from across the ecosystem and provide it in a timely and coherent manner to decision makers. EPA and its Chesapeake Bay federal, state, and local partners are currently grappling with how best to design an adaptive management system that uses the most appropriate evaluation methods to assist in making management and resource decisions and holding all partners accountable.

This challenge is complicated by recent developments to the EPA's Chesapeake Bay partnership which is undergoing numerous organizational and management challenges as it transitions from a historically collaborative, partnership-based ecosystem protection program to a more regulatory-driven water quality focused effort. Like redesigning an airplane while in flight, the Bay partnership is struggling with how to construct an adaptive management system amidst evolving goals, legal mandates, and partner roles and responsibilities.

The session will focus on the nature of the Chesapeake Bay effort, the key challenges in developing a program evaluation and adaptive management system and the role of accountability in the partnership. Guests on the EEN Afternoon Show will describe the overall status of Chesapeake management today; discuss the complexity inherent in its management; explore and outline the roles of measurement and evaluation, accountability, evidence-based policy and practice, and adaptive management; and discuss the role of the Chesapeake Bay in providing an example for future ecosystem-based management initiatives worldwide.

4:30 pm **Adjourn and Celebrate!**

Notes

Environmental Evaluators Network

Did you enjoy the forum?

We are always looking to improve the forum for you.
Please complete the 2011 EEN Survey.

http://www.SurveyMonkey.com/s/J6687ZZ