

**Practical Tools, Techniques &
Experiences for Conducting
Meaningful Evaluation . . .**

Welcome & Introductions

Name	Organization
Jason Chasse	Program Planning & Integration
Thanh Vo	Program Planning & Integration
Bill Popovich	Program Analysis & Evaluation
Susie Holst	National Ocean Service
Liz Davenport	National Ocean Service
Cory Riley	National Ocean Service
Dwight Trueblood	National Ocean Service
Nick Salafsky	Foundations of Success

Agenda

- Welcome & Introductions
- Overview
- Pro/ Con Observations
- Coastal Goal's Initial Planning with Logical Frameworks
- Benefits & Challenges of Evaluation Efforts of CICEET
- Miradi- An open source tool for Adaptive Management- Software utilizing Logic Chains (If Then Statements)
- Questions & Answers

Overview

Benefit of Program evaluations:

- *Ultimately, evaluations can help the Administration determine how to spend taxpayer dollars more effectively—investing more in what works and less in what does not.*
- Evaluations assist agency senior leadership in their decision making processes and extent to which programs achieve intended results.
- A key resource in determining whether Government programs and practices are achieving intended outcomes.
- Help agency decision-makers strengthen the design and operation of programs.

Overview continued

GPRRA requirements:

- A description of the program evaluations used in establishing or revising strategic goals with a schedule for future evaluations.
- Evaluations should go beyond simply listing evaluation topics for planned studies and instead should briefly describe the objectives of planned evaluations and why they are relevant to decision-making.
- Should include in their annual performance reports, information on evaluations, studies, and reports that have been conducted during the current fiscal year.

Pro/ Con Observations of 3 Tools

Tool	Pro	Con	Notes
Logic Models	Widely utilized	Categorization of columns can be constraining to users	Training materials openly available via PPI
Logical Frameworks	1 page snap shot of an issue or grouping from activity to strategic objective	Very high level of materiality, involves skill to package large issues into 1 page	Commonly used as a tool to organize and outline program/ project structure to senior managers
Logic Chains	Powerful visualization and data capture tool	Lessons learned with software suggest dedicating someone's time to developing skill or leveraging persons with prior experience	Software is available as open source at: https://miradi.org



Tools to Create, Validate, and Achieve NOAA's Next Generation Strategic Plan Coastal Goal Objectives and Aligned Priorities

Liz Davenport
National Ocean Service
September 2010



Strategic Planning to Achieve Objectives of the Next Generation Strategic Plan Coastal Goal and National Ocean Policy



NGSP Coastal Goal – Resilient Coastal Communities and Economies Objectives	Align with	Final Recommendations of the Interagency Ocean Policy Task Force – National Ocean Priority Objectives
Resilient coastal communities that can adapt to the impacts of hazards and climate change		Resiliency and adaptation to climate change and ocean acidification
Comprehensive ocean and coastal planning and management		Coastal and marine spatial planning
Safe, efficient environmentally sound marine transportation		Ocean, Coastal, and Great Lakes observations, mapping, and infrastructure
Improved coastal water quality supporting human health and coastal ecosystem services		Water quality and sustainable practices on land
Safe, environmentally sound Arctic access and resource management		Changing conditions in the Arctic: address environmental stewardship needs



Logic Model – Essential Tool to Plan NGSP Coastal Goal



Purpose: Validate NGSP Coastal Goal outcomes as strategic, accurate, and achievable with NOAA-wide team strategic planning workshops

Tool # 1: Logic model framework developed for 5 proposed Coastal Goal objectives to identify:

- Long-, mid-, and short-term outcomes
- Links to National Ocean Policy objectives, overlapping milestones and activities
- Essential partners needed to plan, execute, and evaluate priority outcomes/results
- Milestones and activities for FY 11 and FY 12
- Capabilities and capacities needed (including interdependent services such as fleet and regional)
- Funding analysis
- Gaps (infrastructure, \$, other resources) and analysis for optimal FY 13 budget planning
- Performance management



Engagement Table – Essential Tool to Plan NGSP Coastal Goal



Purpose: Validate NGSP Coastal Goal outcomes as strategic, accurate, and achievable with NOAA-wide team strategic planning workshops

Tool # 2: Engagement Table – Dynamic 1-page EXCEL spreadsheet shows levels of commitment by NOAA LO/SO Program Offices, Regions to achieve NGSP Goal Objectives (4 levels of participation)

– Partners/Sponsors based on mandate or authority



– Participants committed to milestones and activities



– Essential contributors or beneficiaries



– No engagement

Blank



From PPI: SEE Process

Align Organization

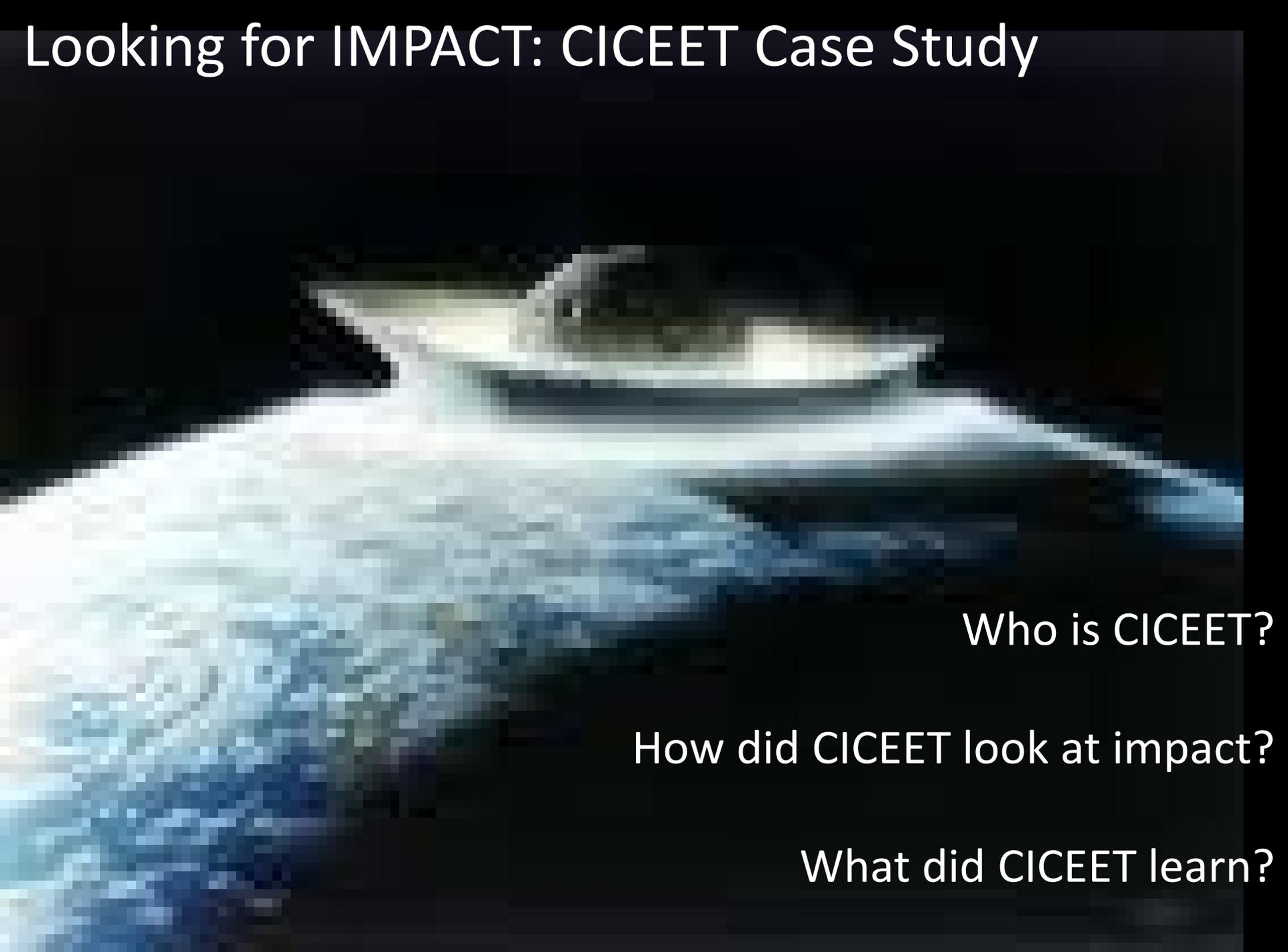
Implementation Plan (IP)



Producer	Assistant Administrators, Staff Office Directors	
Purpose	Outlines performance expectations, resource requirements, and interdependencies by NGSP objective; offers risk-based assessment of choices (base capabilities and gaps). Analogous to Goal Program Plan from PPBES.	
Guidance	AGM; procedural guidance from PPI; current budget, fiscal guidance from Congress, OMB	
Key Inputs	NGSP; LO/SO strategic plans, issue-specific analyses (e.g., fleet, satellite, climate, arctic); most recent budget information; internal LO/SO resource analyses	
Timing (notional)	Start:	Summer 2010
	Internal Consultations:	November 2010
	HQ review:	December 2010
	Finish:	January 2011
Contents	<ul style="list-style-type: none"> • Narrative explanation of requirements and demands • Specification of performance measures, past trends, future targets • Cross-NOAA interdependencies required to achieve objectives • Resources available to achieve objectives (base capabilities) • Gaps and potential solutions, recommendations (within base, with additional resources, innovative organizational or partnership solutions) 	

DRAFT: Pre-decisional; not for distribution

Looking for IMPACT: CICEET Case Study



Who is CICEET?

How did CICEET look at impact?

What did CICEET learn?

Who is CICEET?

And what were they looking for...

- OCRM/UNH Partnership
- Created to develop tools
- Wanted to know about use
- Wanted to comply with NOAA
- Wanted to end strong

CICEET Case Study

We did research on our research

- Is research being applied to solve coastal management problems? Why? Do funding groups have a role to play?
- Interviews, surveys, performance report data
- Key findings: collaboration: funders have a role: So much we do not know!

CICEET Case Study

We reflected on our planning and evaluation

- Strategic planning, logic models, action plans, performance measures, and evaluation research
- Focus group to determine usefulness of each
- Key finding: know what you want to impact:
know who will use each tool

Tool	Pro	Con	Notes
Strategic Plan	Good conversations	Time consuming to create, do not use often	Who are they for! Trying to be all to everyone
Action Plan	Awareness within the organization	Did not help people prioritize	How is it used by management?
Logic Models	Keep sight of milestones, forces analysis of assumptions, forces discussion of outcomes	Need a champion to use it, can be a pain to create, often want to change them	Can they be living documents? Create them for who will use them
Performance measures	Reporting to higher levels	Not useful to the program, inconsistent collection, etc.	Too many! Who are they for!
Evaluation Research	Gives the most useful information	Difficult, time consuming, long term, bang for buck? Internal vs. external?	In many cases best research would involve others

CICEET Case Study

Take away lessons learned (planning and eval)

Use the right tool for the job

- Know what you want your impact to be
- Know what others want from you
- Know the people in your organization

Useful (programs) tools are adaptive tools
(programs)

CICEET Case Study

How CICEET used what they learned

New Program, fresh start:

- Use research results to inform program goals....
- Get everyone on board with those goals...
- Adaptively manage focusing on impact and the people in the organization...
- Emphasize who will use the tool or information and when (decision points)...

People want to do meaningful work. And they want to know if their work is successful. Tap this: do not squelch it.



Adaptive Management Software for Conservation Projects

Overview of Miradi Desktop and Online



About Foundations of Success

Our Structure

- Non-profit organization

Our Mission

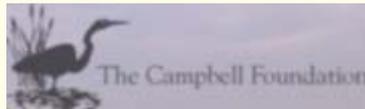
- To improve the practice of conservation

Our Strategy

- Work with practitioners of all kinds to improve the design, management, monitoring, and learning from conservation projects and programs



The Conservation Measures Partnership: Leading Conservation Organizations





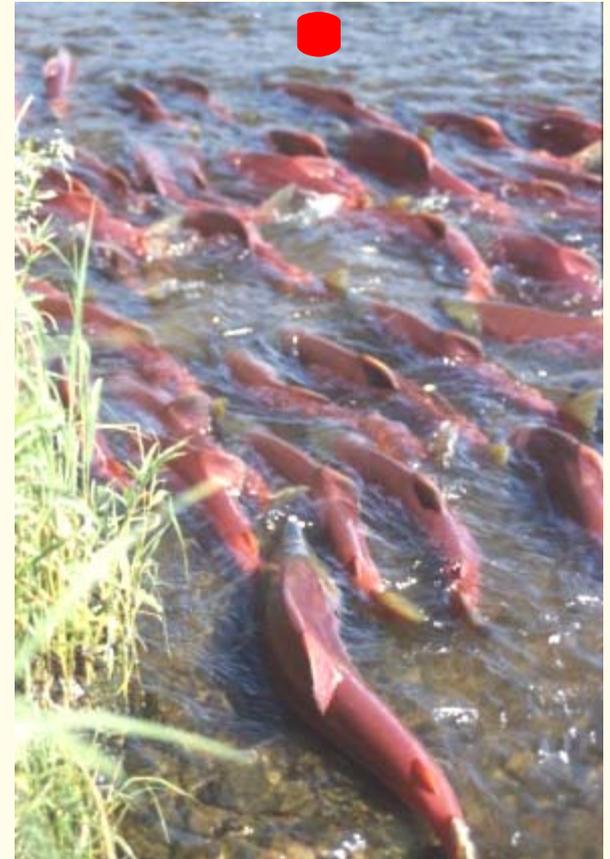
Wildlife & Habitat Conservation Projects Come In All Shapes and Sizes

1. Managing a community fishing ground in Palau
2. A National Park, FWS Refuge, or DoD Installation
3. State Fish & Wildlife Agency funding programs
4. Coordinated efforts to manage state and federal funding for Puget Sound in Washington State
5. Joint US EPA – Canadian management of Lake Ontario



Status Question:

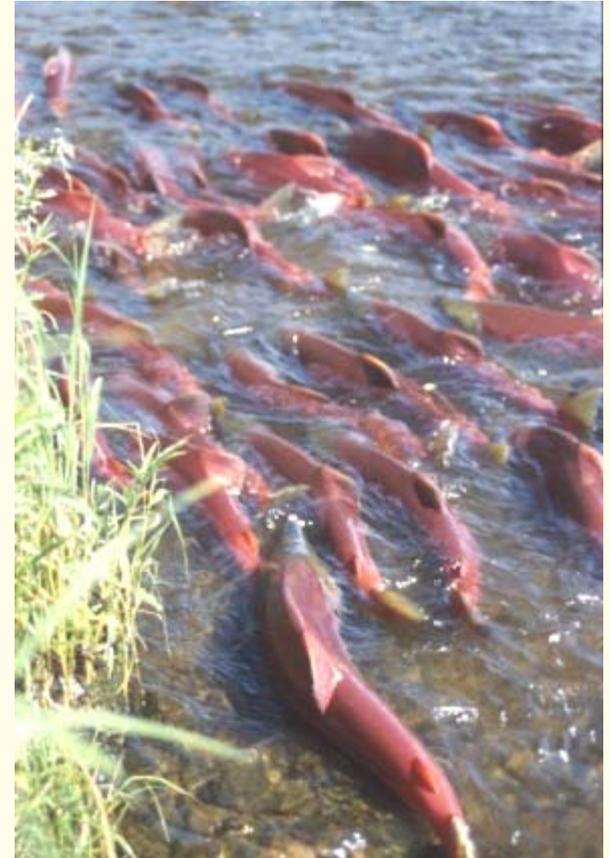
How are Species and Ecosystems Doing?





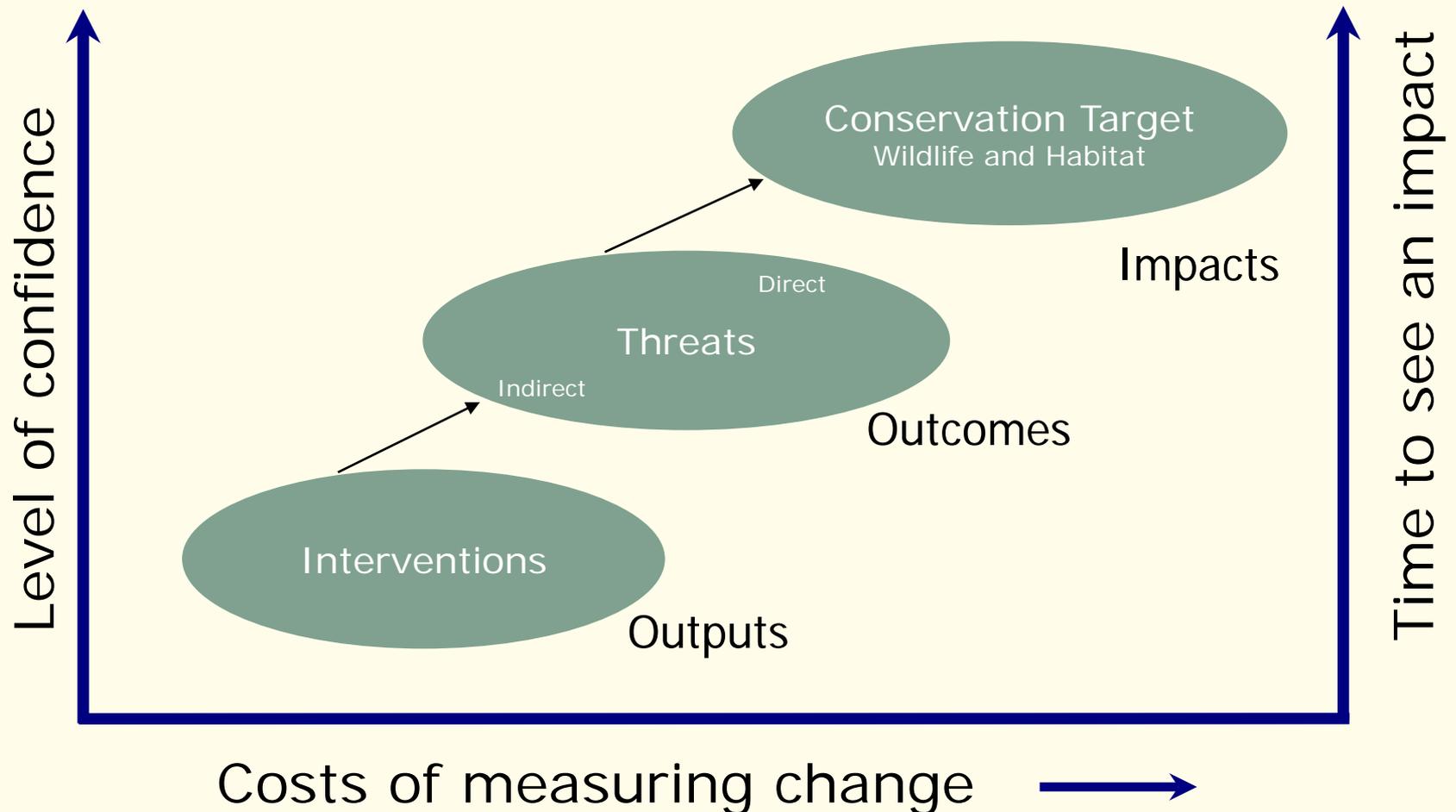
Effectiveness Question

Are Our Actions Leading to Results?



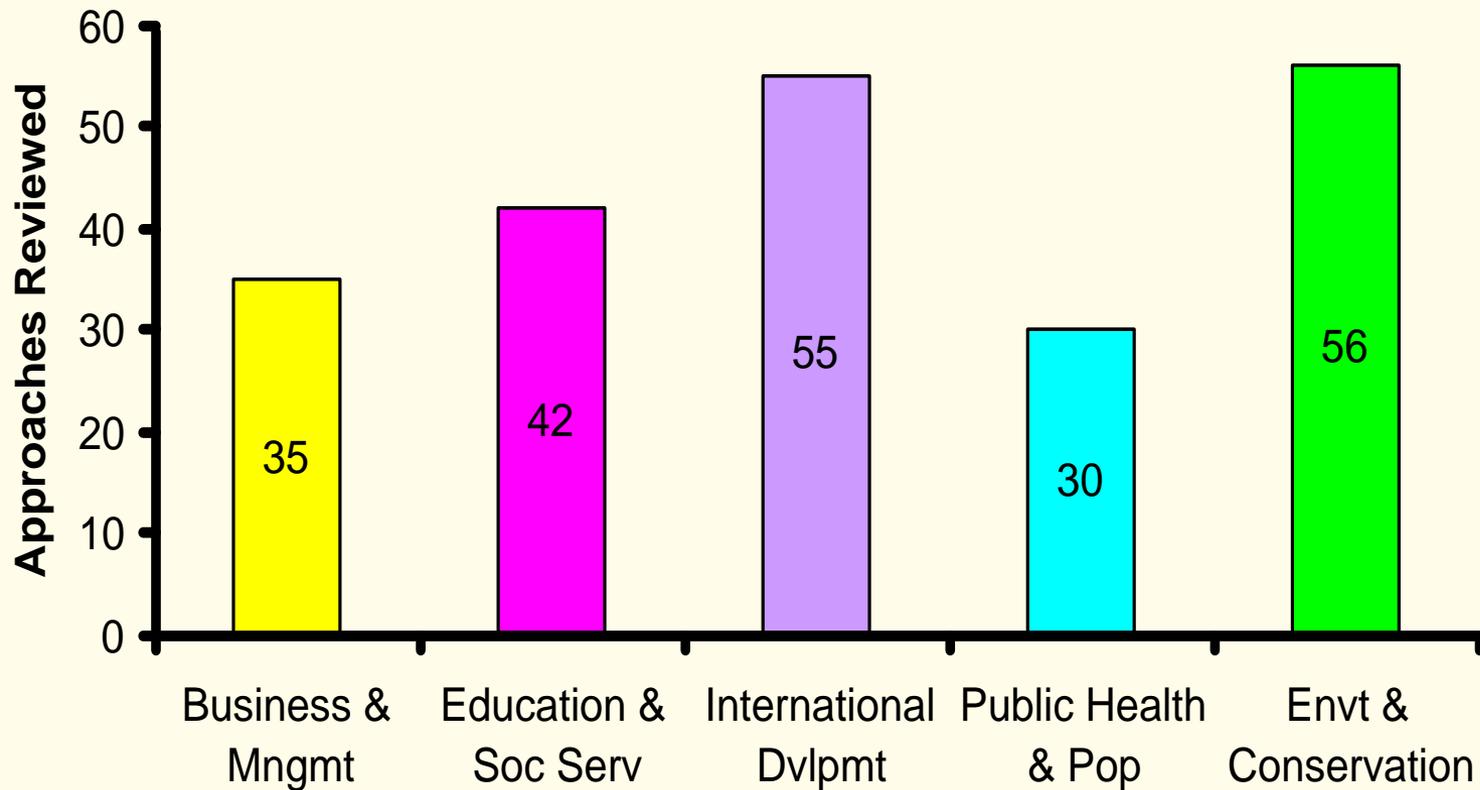


Adaptive Management Requires Linking Actions to Impacts



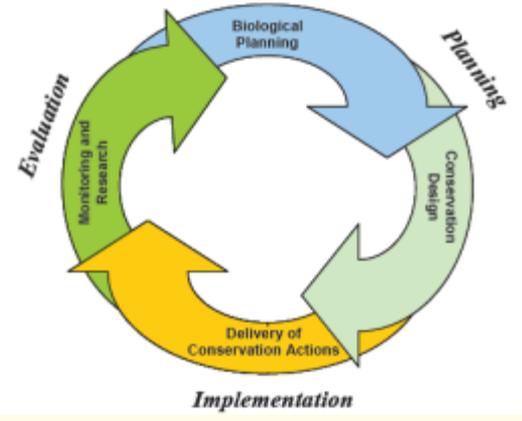
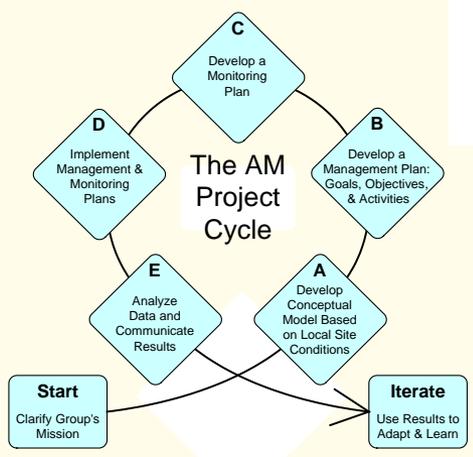
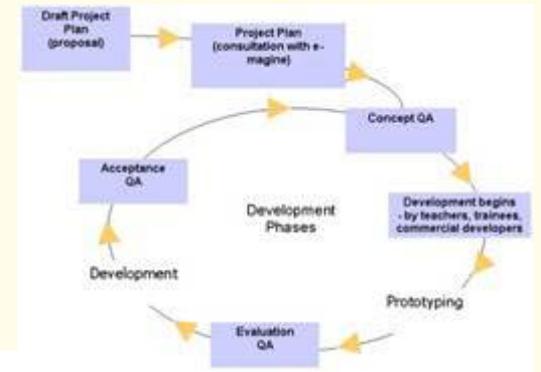
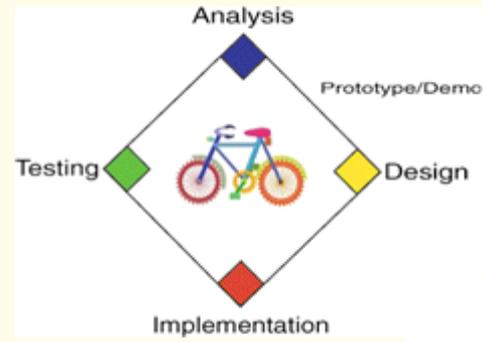
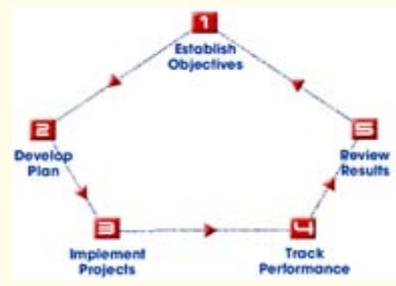
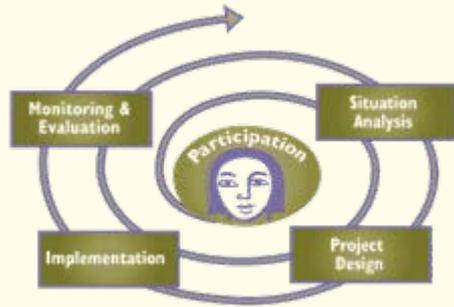
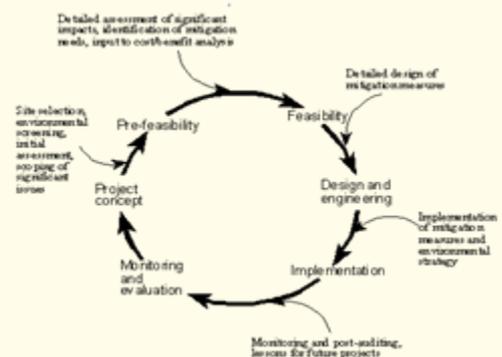


Research On Over 220 Measures Systems in Different Fields





True Effectiveness Measures: A Project Cycle Approach



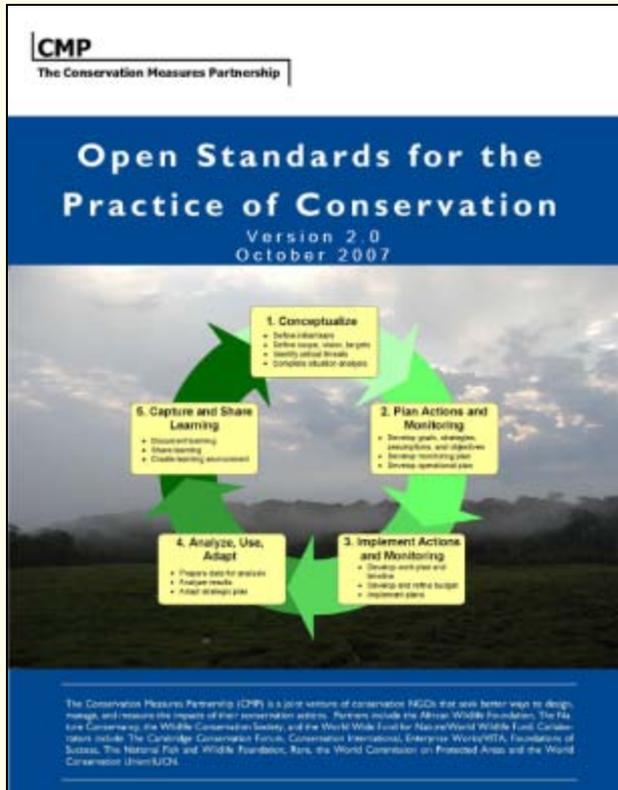


Similar Concepts, Different Words

CMP	AWF	CI	TNC	WCS	WWF
Biodiv Targets	Focal Targets	Conserv Outcomes	Focal Conserv Targets	Landscape Species	Long- Term Goals
Threats	Threats	Pressures	Threats	Threats	Threats
Objectives		Milestones	Objectives	Targets	Project Targets



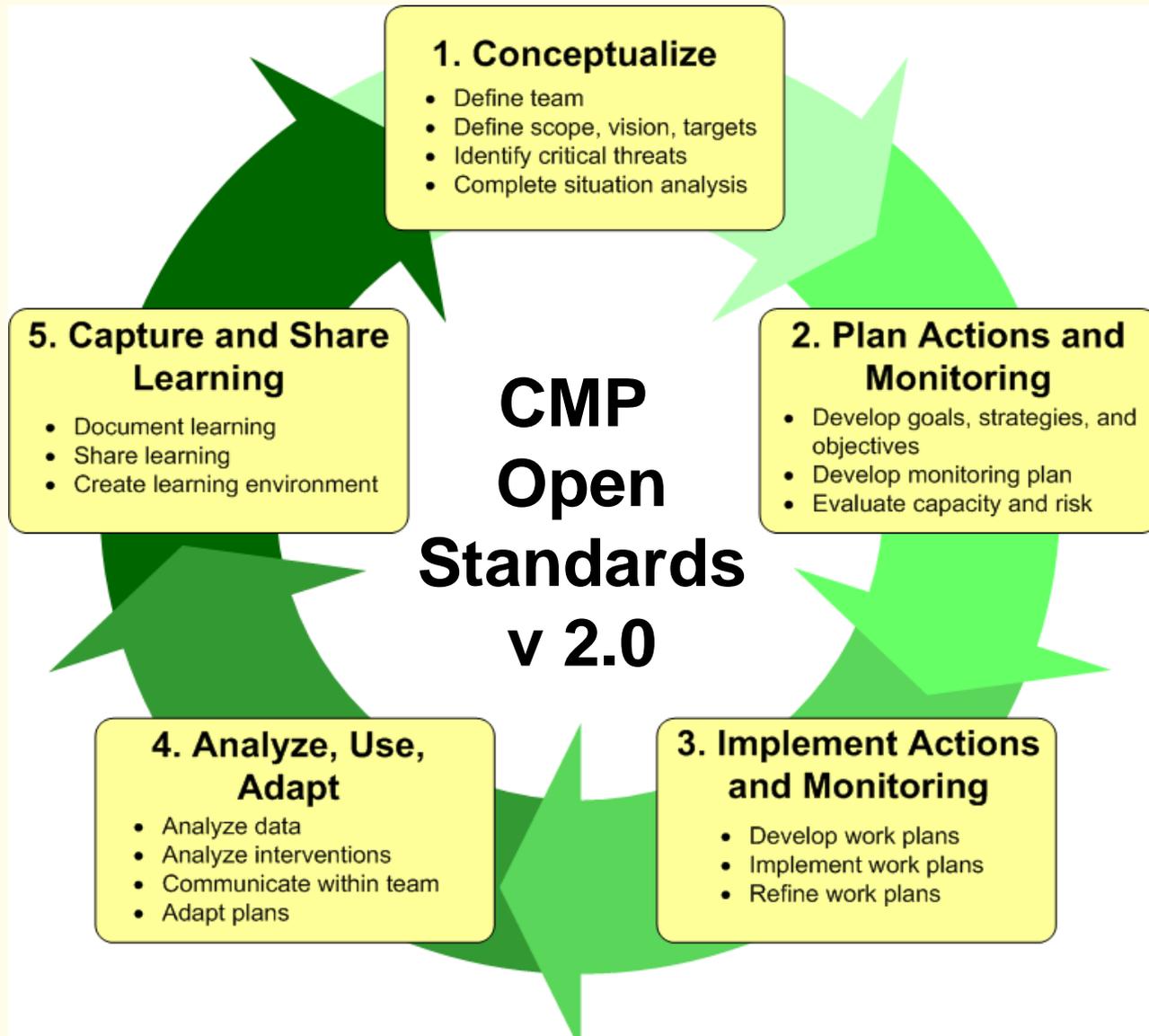
Conservation Measures Partnership's Open Standards



- Developed by leading orgs & agencies
- Draws on many fields
- Open source & common language
- Used around the world



The Open Standards for the Practice of Conservation



Step 1

Define Project Scope



Step 1

Develop Conceptual Model of Your System

Direct Threats

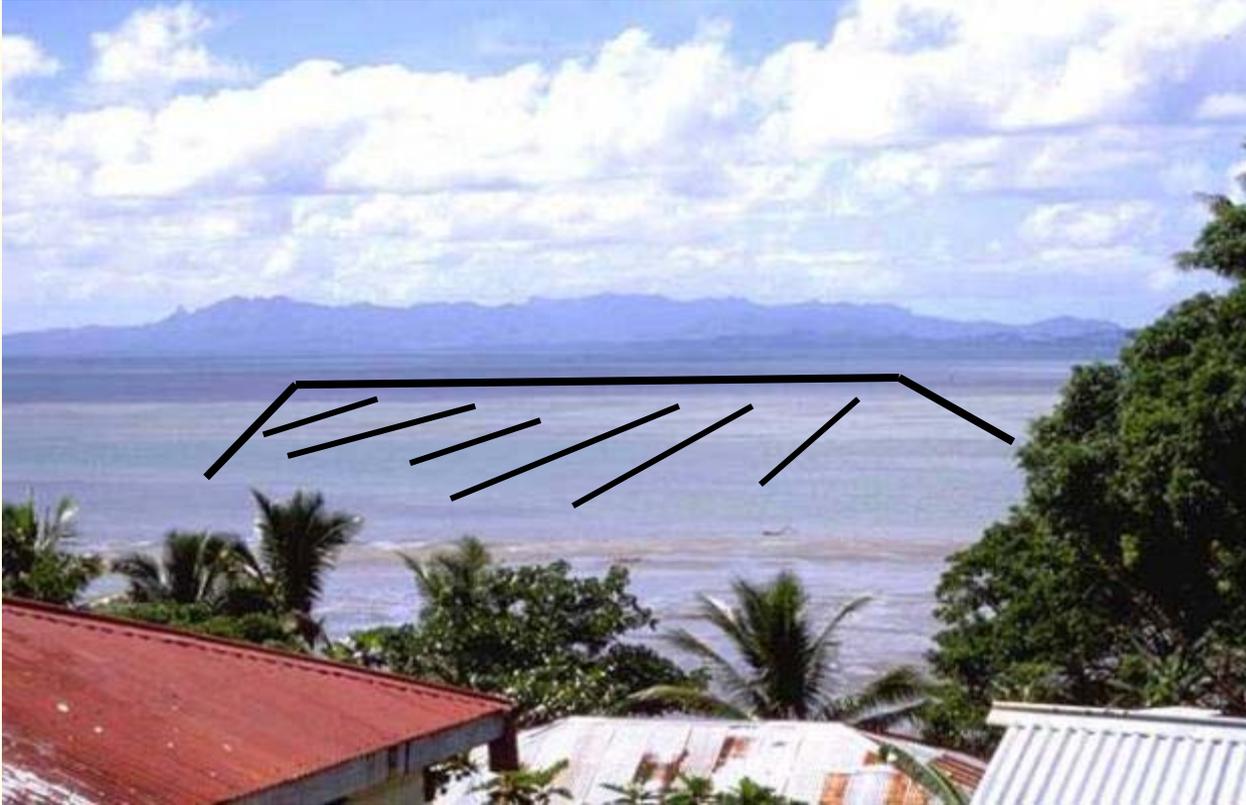


Targets



Step 2

Plan Actions and Monitoring



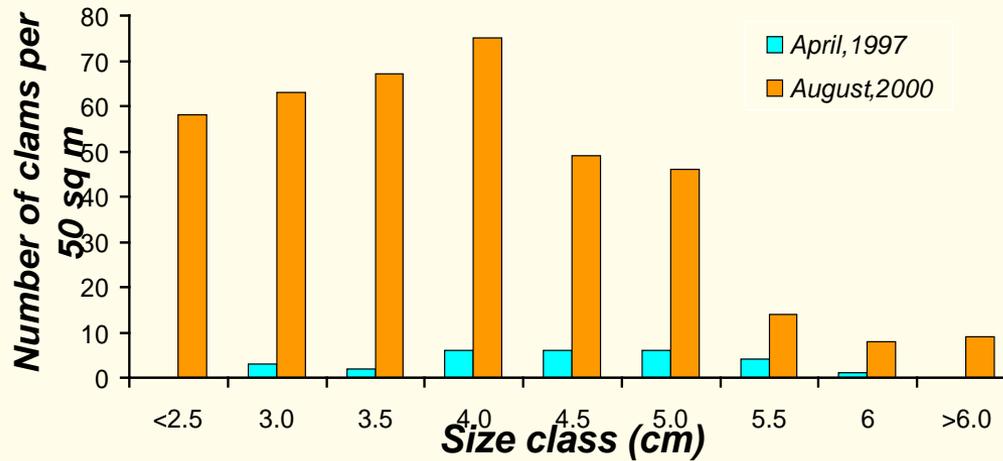
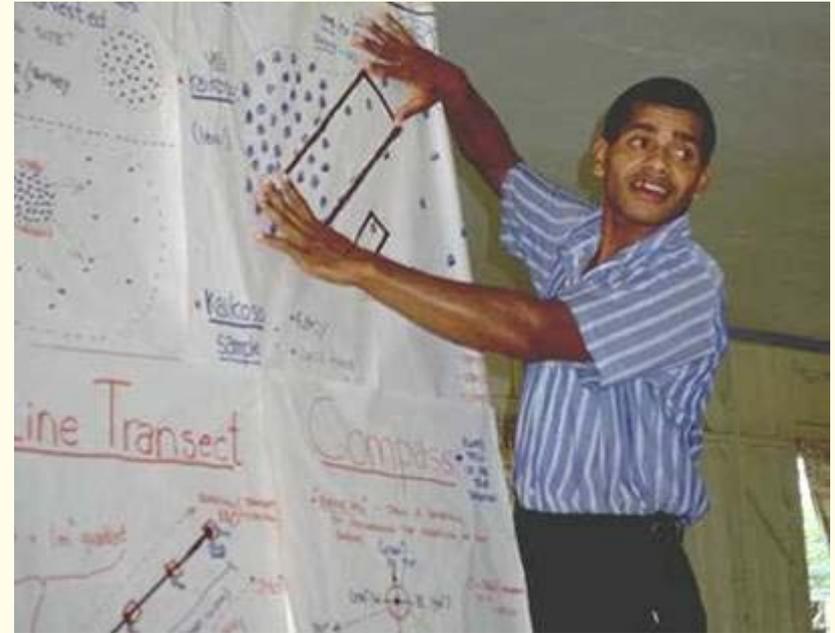
Step 3

Implement Actions & Monitoring



Step 4

Analyze, Use, Adapt



Step 5

Capture & Share Learning



LMMA Network
Improving the practice of marine conservation

Home Who we are What we do Where we work News Resources Contact Us

News Briefs

ASIAN MARINE LOCALITY SERIES
TO BE RELEASED FOR THE MONTH OF APRIL
SUBJECT: ASIAN LOCALITIES

Small image showing people in a boat on the water.

[LMMA Guidebook now available in French](#)

Just released: LMMA Network Community

The Locally-Managed Marine Area (LMMA) Network

We are a group of marine conservation practitioners working in Asia and the Pacific who have joined together to increase the success of our efforts.

Our website is designed to provide information, lessons and stories from communities that are using a [locally-managed marine area](#) approach in the management and conservation of their marine resources.

This website is aimed at practitioners, researchers, students, and anyone else interested in marine conservation. We hope you enjoy your visit and we welcome your feedback.

Member Profiles

Small image showing a person in a boat.

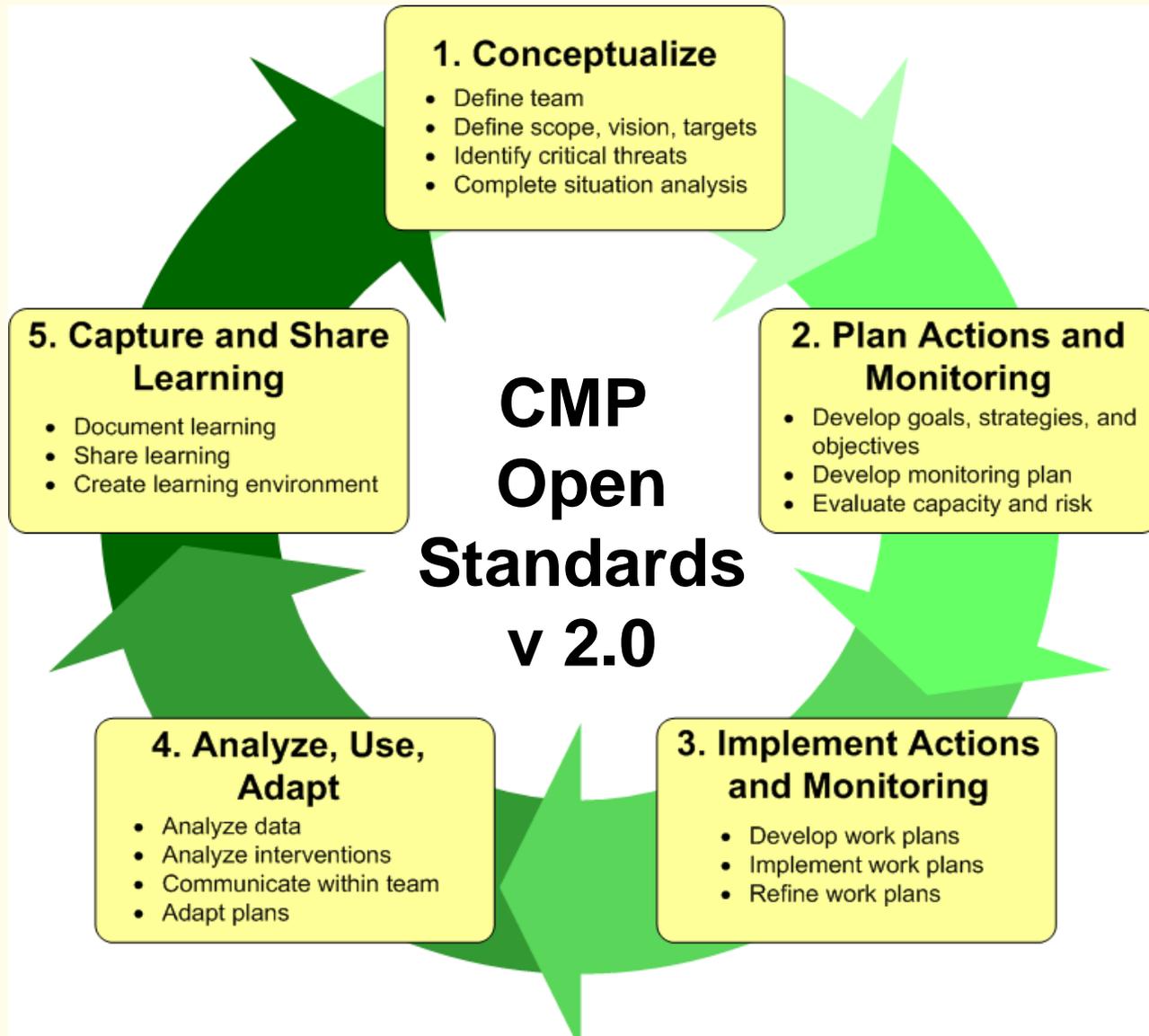
[Read about our members at various LMMA sites](#)

Traditional Practices

Small image showing a traditional boat.

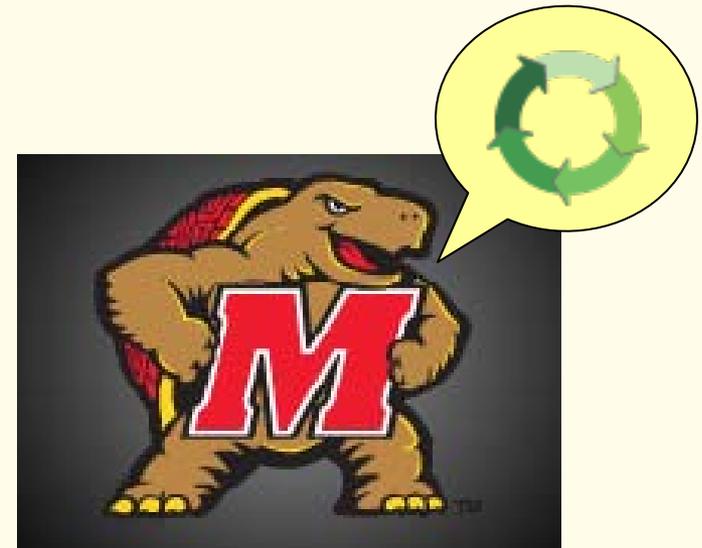
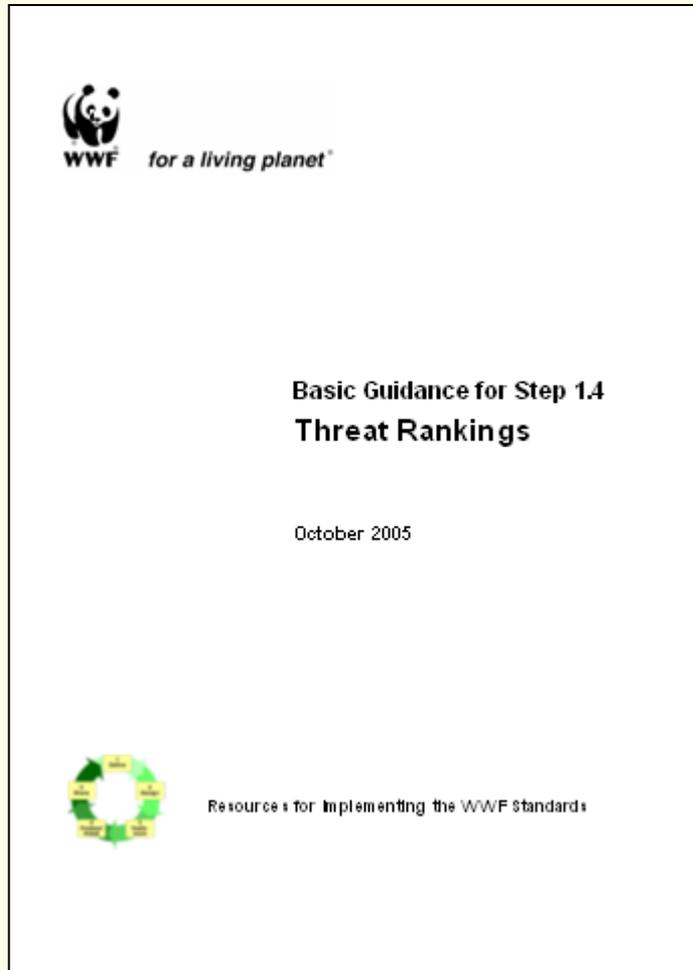
[Read about traditional practices in various countries](#)

Good Effectiveness Measures Require All These Steps



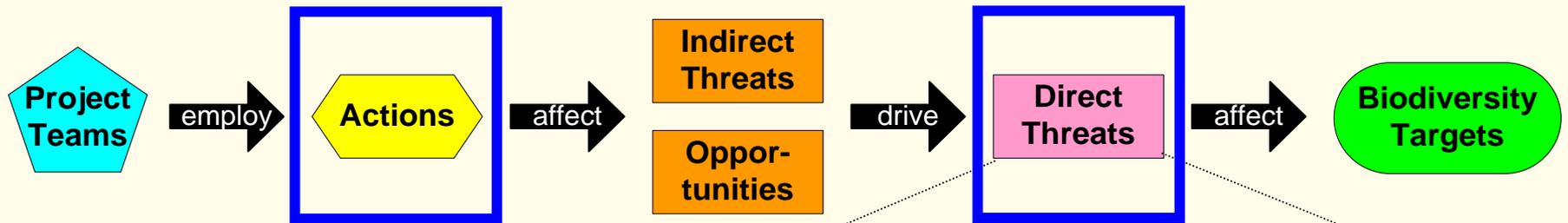


Roll-Out: Training Materials & Workshops





Roll Out: Standard Terms to Describe Conservation

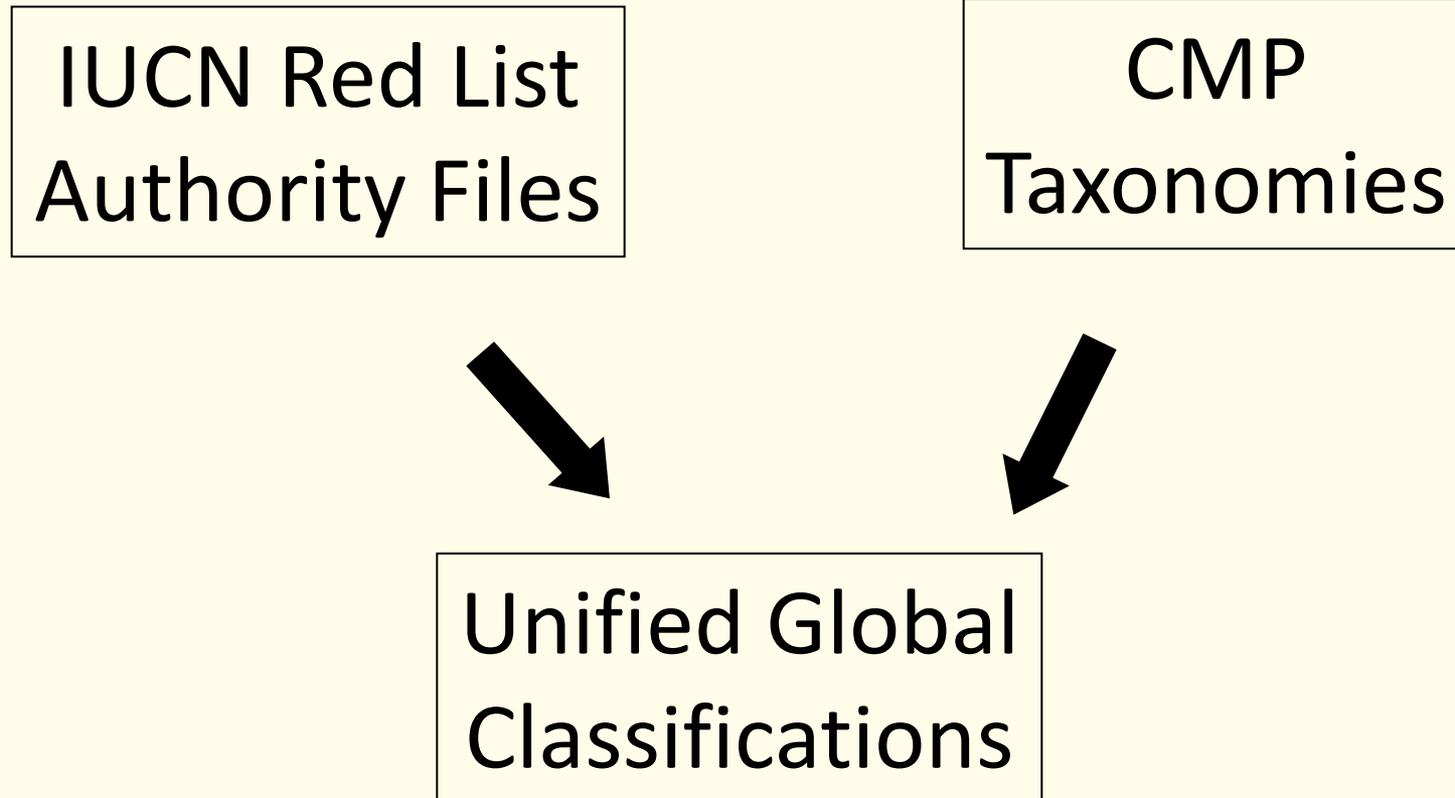


- Cows?
- Cattle?
- Livestock?
- Grazing?
- Ranching?





Two Independent Systems Have Now Been Unified





Roll-Out: Miradi is “Turbo Tax” for Conservation

TurboTax Basic 2003

File Edit View Forms EasyStep Tools Online Window Help

TurboTax Home 1. Personal Info 2. Income 3. Deductions 4. Taxes/Credits 5. Misc. Refund \$0

Which Return Do You Need to File?

Select the type of return to prepare:

- [My 2003 Income Tax Return](#)
- [An Extension of Time to File My 2003 Return](#)
- [An Amended Return for 2003 or a Prior Year](#)

[Back](#)

Form 1040: Individual Tax Return [Go to Forms](#) [Hide](#)

Form 1040	U.S. Individual Income Tax Return	2003
------------------	--	-------------

For the year January 1 - December 31, 2003, or other tax year beginning _____, 2003, ending _____, 20 ____.

Your First Name _____ MI _____ Last Name _____ Your Social Security No. _____

If Joint Return, Spouse's First Name _____ MI _____ Last Name _____ Spouse's Social Security No. _____

Help & Info

Have a question?

Ex: What filing status should I use? [ask](#)

[Help & Info Center](#)
[Talk to a Tax Advisor](#)

Common Questions

[If I file an extension, how much extra time can I get to file my tax return?](#)

[Does an extension give me more time to PAY my taxes?](#)

[For which prior years can I file an amended return?](#)

Start | 3 Micros... | 4 Micros... | 2 Micros... | IUCN - Mo... | presentati... | TurboTax... | 11:26 PM



Step-by-Step Interview

Miradi - MarineExample-2.2.1

File Edit Actions View Step-by-Step Help

Threat Ratings Simple Threat Rating Mode

[More Info](#) [Examples](#) [Workshop](#)

Step 1C. Identify Critical Threats

Rank direct threats: 2) Rate the scope of the threat

Using the scale shown on the right, rate the [scope](#) of the threat on the target.

What is the scope of the threat on the target?

Very High

Scope - Most commonly defined spatially as the proportion of the target that can reasonably be expected to be affected by the threat within ten years given the continuation of current circumstances and trends. For ecosystems and ecological communities, measured as the proportion of the target's occurrence. For species, measured as the proportion of the target's population.

- ◆ **Very High:** The threat is likely to be pervasive in its scope, affecting the target across all or most (71-100%) of its occurrence/population.
- ◆ **High:** The threat is likely to be widespread in its scope, affecting the target across much (31-70%) of its occurrence/population.
- ◆ **Medium:** The threat is likely to be restricted in its scope, affecting the target across some (11-30%) of its occurrence/population.
- ◆ **Low:** The threat is likely to be very narrow in its scope, affecting the target across a small proportion (1-10%) of its occurrence/population.

< Previous Next >

TARGETS						
THREATS	Coral Reefs	Mangroves	Seabirds	Seagrass Beds	Sharks	Summary Threat Rating
Unsustainable Fishing By Locals	V V V Very High			V V M Very High		Very High
Introduced Predators (Rats)			V V H Very High			High
Illegal Shark Finning by Mainland Boats					H V H High	Medium
Global Warming	V H H High					Medium
Sewage		M M L Low	M M M Medium	H L L Low		Low
Diver & Anchor Damage	M M M Medium					Low

Threat: Unsustainable Fishing By Locals

Target: Coral Reefs

Scope
Very High

Severity
Very High

Irreversibility
Very High

Comments: Blast fishing is decimating coral reefs



Results Chains

Miradi - MarineExample-2.2.1

File Edit Actions View Step-by-Step Help

Diagram

More Info Examples Workshop

Conceptual Model Results Chains

Control Bar

Results Chains

RC1. Eliminate Rats from

RC2. Develop Sustainable

RC3. Campaign to Stop

Scope Box

Insert Target

Insert Threat Reductio

Insert Intermediate Re

Insert Strategy

Insert Link...

Target Link

Goal

Objective

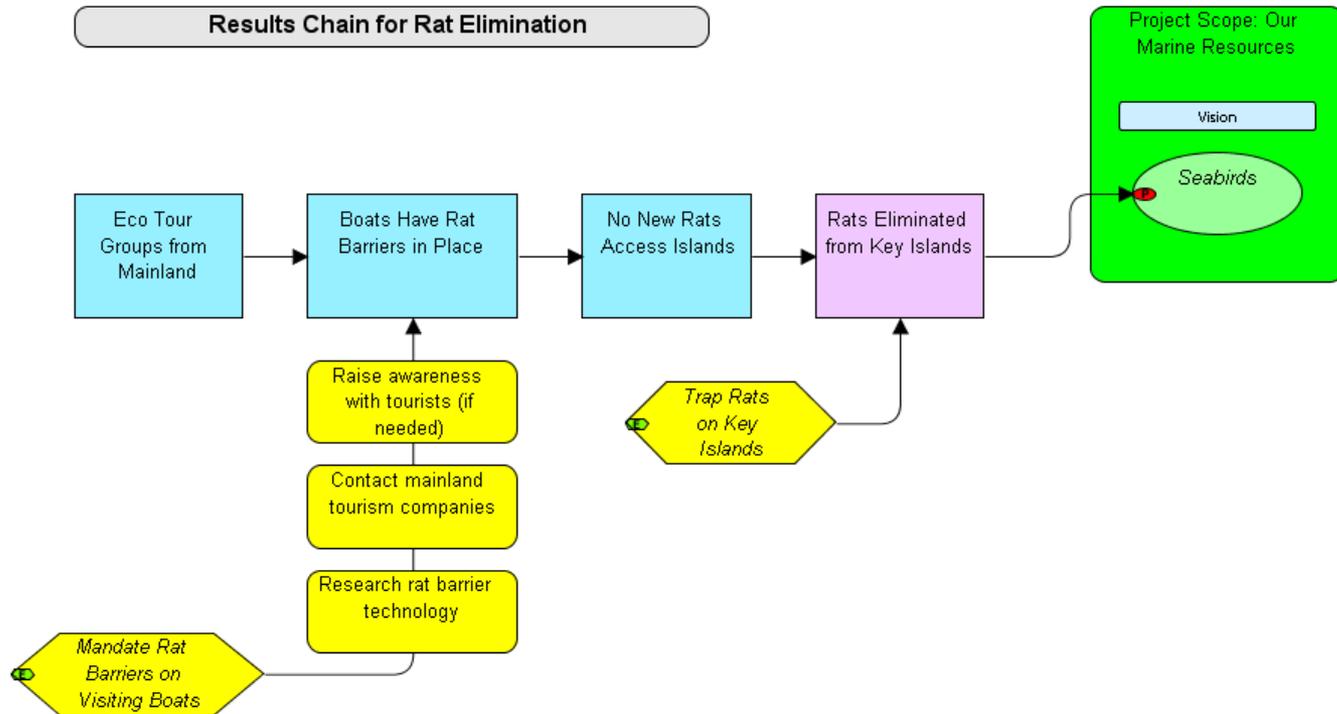
Indicator

Activity

Insert Text Box

Create Group Box

Results Chain for Rat Elimination





Strong Reporting Capabilities

- Easy to export images, tables, RTF documents, or XML links to databases
- Will contain standard templates for major donors and can dramatically reduce transaction costs
- Coupled with pre-loaded threat/action classifications, becomes basis for cross-project learning



TNC's ConPro Database



[need help?](#)



Log-in WITH YOUR TNC CREDENTIALS

Home

Search

Reports

Maps

Add

Contact

Search ConPro

Know what you are looking for?

[advanced search](#)



OR Select from a list of projects:

OR Enter name of project:

Welcome to CONPRO

What is ConPro? ConPro is a searchable repository of over 1000 conservation projects of The Nature Conservancy and our partners. Learn details like the ecological targets being conserved, threats to these targets, strategies being implemented, and what indicator measurements are showing about progress towards achieving the project objectives. [Read more...](#)

© Chris Helzer/The Nature Conservancy

What's New



17 February 2010

We're making

Browse the Map Interface



Featured Projects

Northern Kenya Rangelands

The Northern Kenya Rangelands project covers



TNC's ConPro Database



[need help?](#)



Log-in WITH YOUR TNC CREDENTIALS

Home

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Add

Contact

Conservation Project Search

Search here for Conservation Projects that meet your specific criteria. [More info.](#)

Conservation Region: *

Operating Unit: *

* You may only search one of these two options at a time.

Project Name:

Contact Name:

Ecoregion: All Freshwater Marine Terrestrial

Country:

Initiatives:

Major Habitat Type:

Threat Name:

Threat Taxonomy:

Strategic Action Name:

Strategic Actions Taxonomy:

Focal Conservation Target: **

Target Type: **

** You may only search one of these two options at a time.

Threat: Hunting

Target: Bears



ConPro Finds Projects That Match Criteria



[need help?](#)

Welcome nsalafsky
[logout](#)

Home

Search

Reports

Maps

Add

Contact

Conservation Project Search

Search here for Conservation Projects that meet your specific criteria. [More info.](#)

Threat Taxonomy: Biological Resource Use :: Hunting & Collecting Terrestrial Animals

Focal Conservation Target: ** Bear

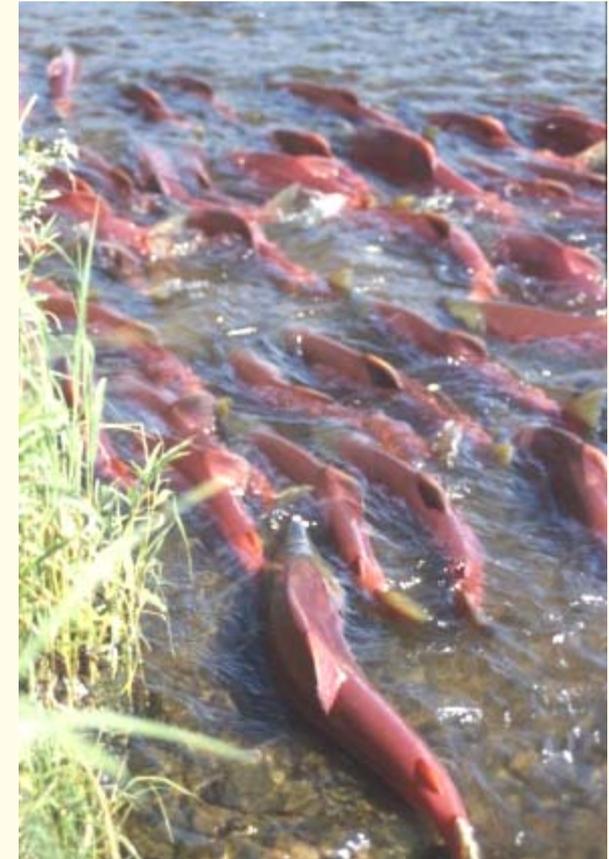
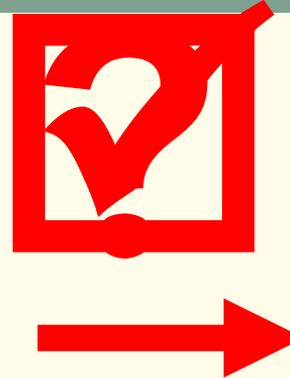
** You may only search one of these two options at a time.

Include nested projects?

Found 14 search results.

Project Name	Project Last Updated	Contact Name	Threat Rank	Viability Rank	Resource Rank
[view] Condor Bioreserve	January 12, 2010	Benitez, Silvia	Very High	Fair	Medium
[view] Rocky Mountain Front	March 14, 2007	Hanna, Dave	Very High	Good	Medium
[view] Gustavus	January 31, 2007	Bosworth, Rob	High	Good	-
[view] Panhandle Longleaf Pine LCA / GCPEP	January 05, 2010	Compton, Vernon	Very High	Fair	-
[view] Upper Wind River Landscape	December 28, 2006	Copeland, Holly	High	Good	-
[view] San Francisco Peaks	September 28, 2008	Turner, Dale	-	-	-
[view] Swan River Watershed	March 14, 2007	Mantas, Maria	Very High	Fair	Medium
[view] Ocala-Wekiva	February 06, 2007	Schue, Keith	Very High	Good	High
[view] Northwest Florida Greenway Project	March 02, 2010	Keller, Deborah	Very High	Fair	Medium
[view] Perdido River Watershed	November 08, 2007	Austill-Lott, Mary	High	Fair	Low
[view]	Hagenstein,

If We Create a Culture of Data Sharing...



Systematic Review #12

Does the Use of In-Stream Structures and Woody Debris Increase the Abundance Of Salmonids?

Available evidence does not demonstrate an ecologically significant impact of engineered in-stream structures on populations of salmonids...

Available evidence suggests that woody debris does increase the population abundance of salmonids...

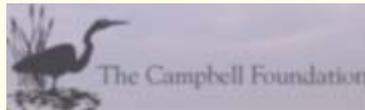


In Summary

- Miradi is the “front-end” tool that will hopefully be implemented by conservation projects around the world
- We are also developing data sharing standards and systems that could be used by all interested organizations



The Conservation Measures Partnership: Leading Conservation Organizations





**For More Info
or for a Free Trial of Miradi**



MIRADI™



Adaptive Management Software
for Conservation Projects

www.Miradi.org or info@Miradi.org

nick@FOSONline.org

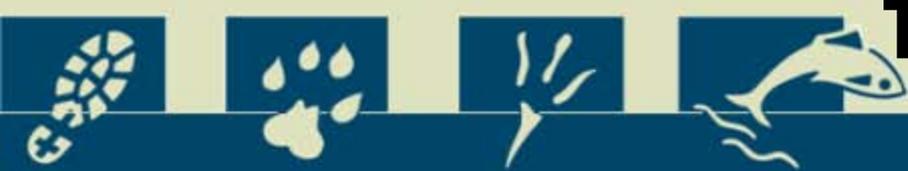
Case Study of Open Standards / Miradi

**National Assessments of
State Wildlife Grants**



Measuring the Effectiveness of State Wildlife Grants and Wildlife Action Plans





The Need for Measures

Question: On a scale of 1 to 10, how important is it that states develop a means of evaluating the effectiveness of projects funded with state wildlife grants?

OMB Answer: 15

Bat Cave Results Chain



Gating caves
and mines

?

Increased
bat
populations

KEY

Action

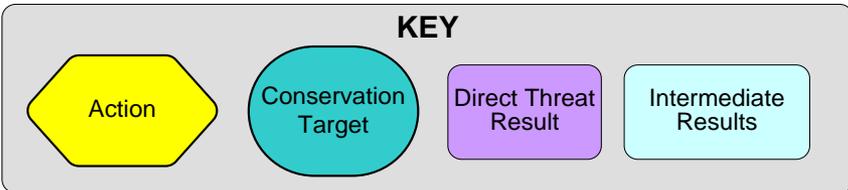
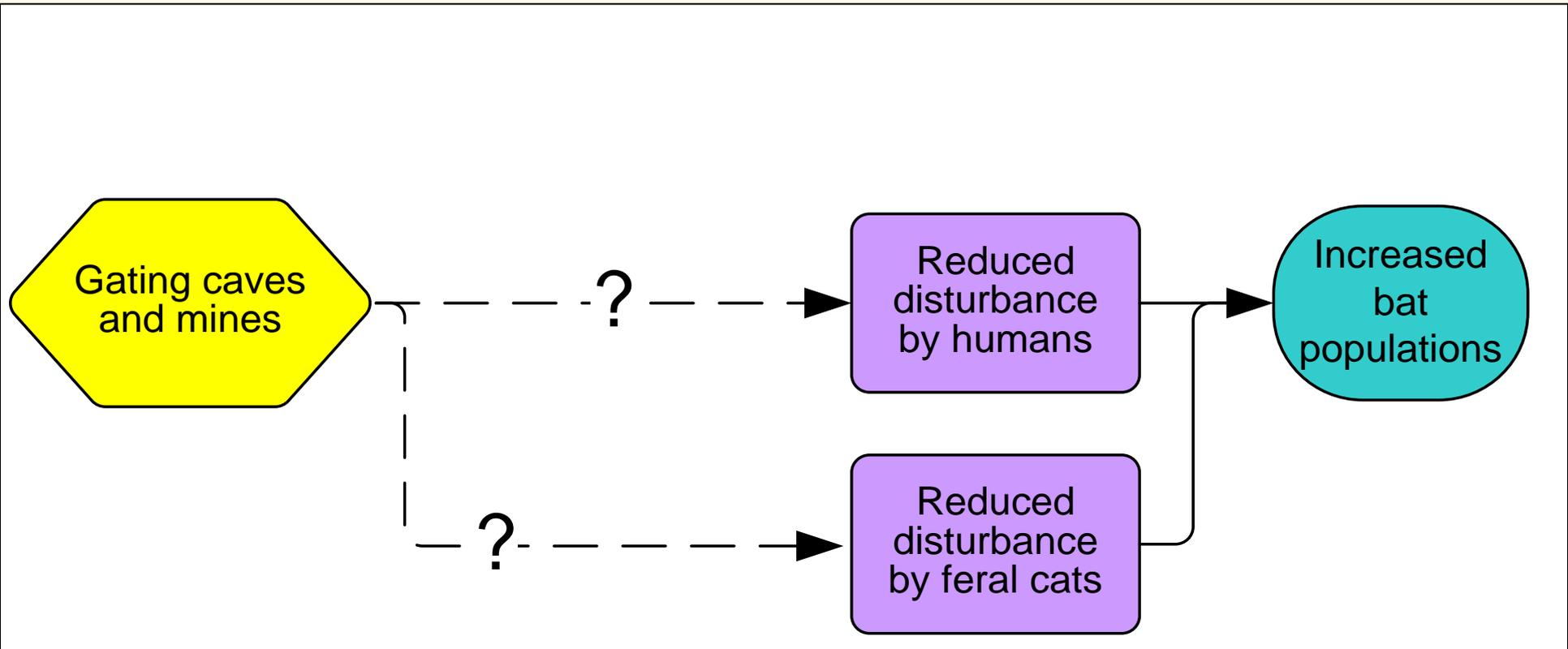
Conservation
Target

Direct Threat
Result

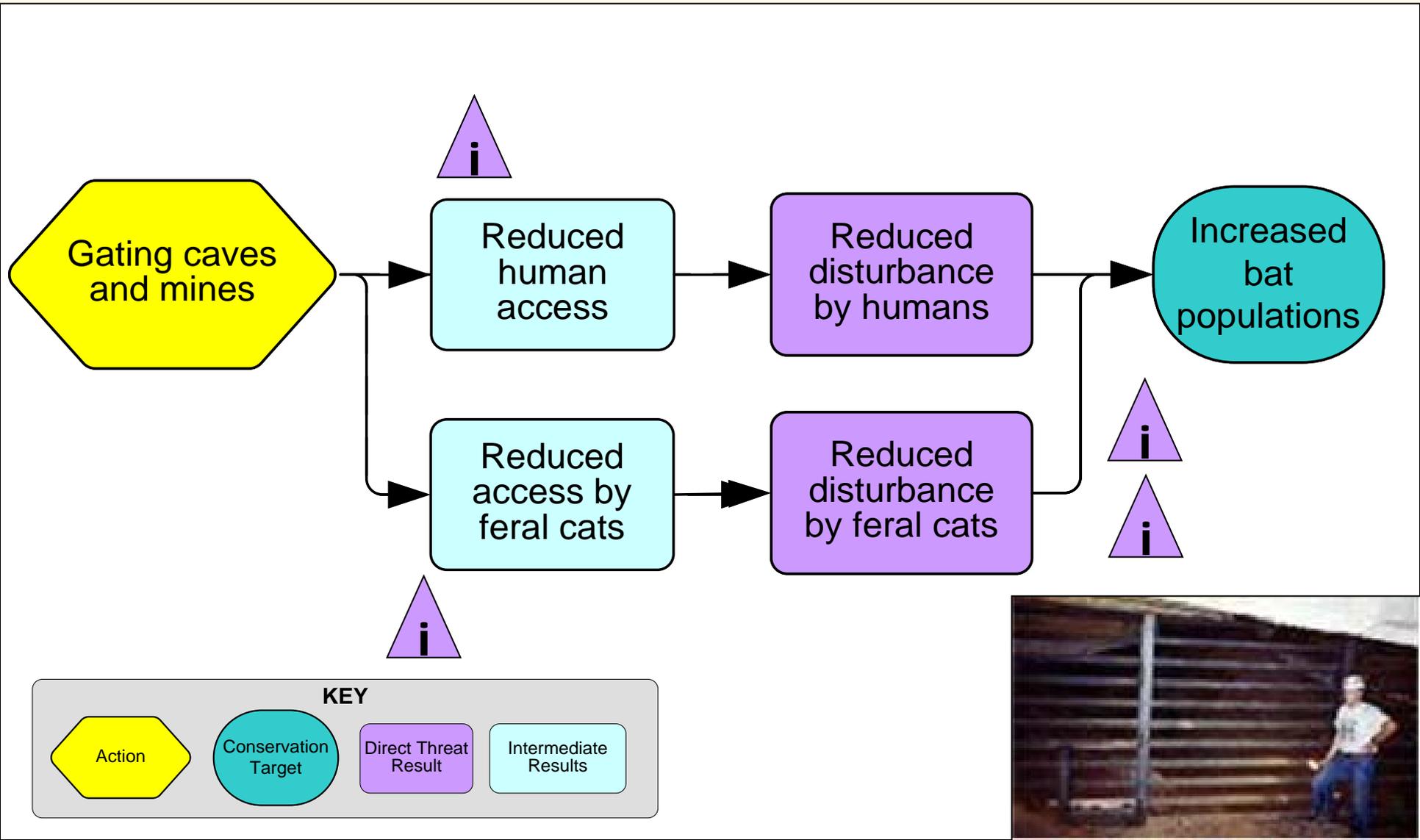
Intermediate
Results



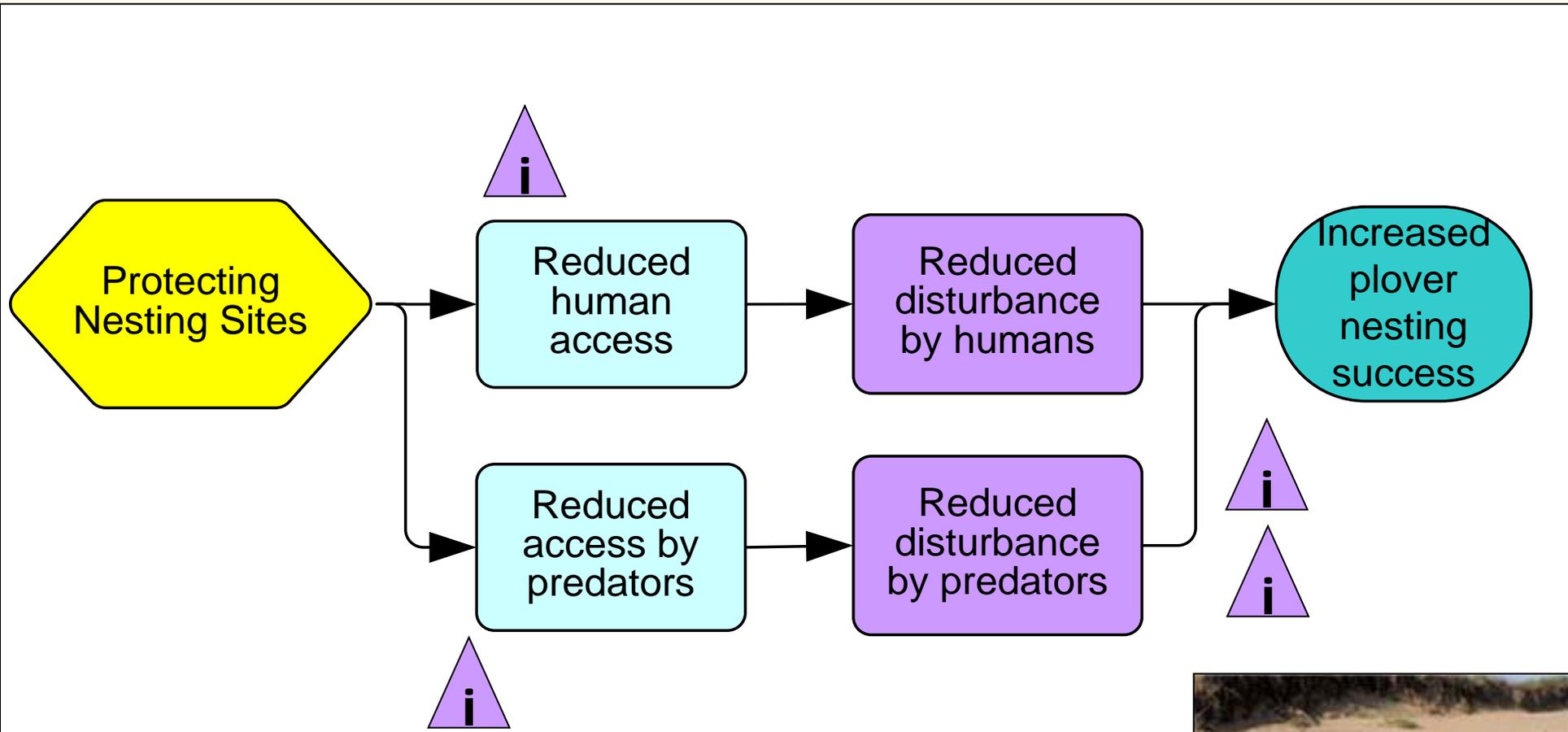
Bat Cave Results Chain



Bat Cave Results Chain



Plover Results Chain

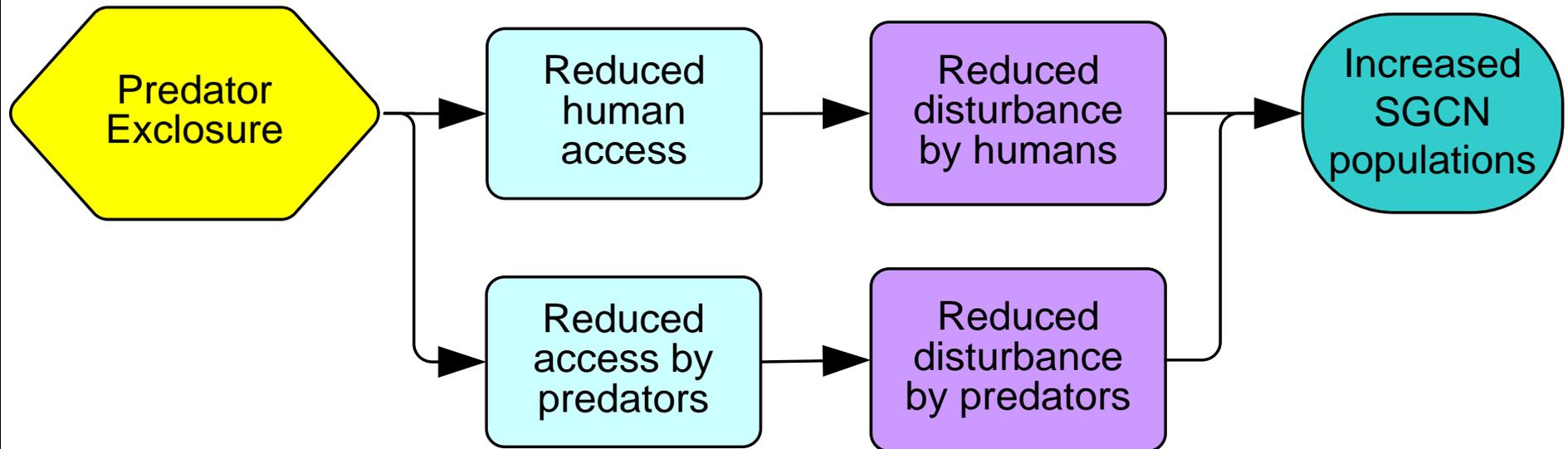


KEY

- Action
- Conservation Target
- Direct Threat Result
- Intermediate Results



Generic Results Chain



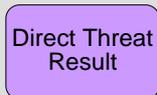
KEY



Action



Conservation
Target



Direct Threat
Result



Intermediate
Results

Mockup of Report



Assessing the Effectiveness of State Wildlife Grants

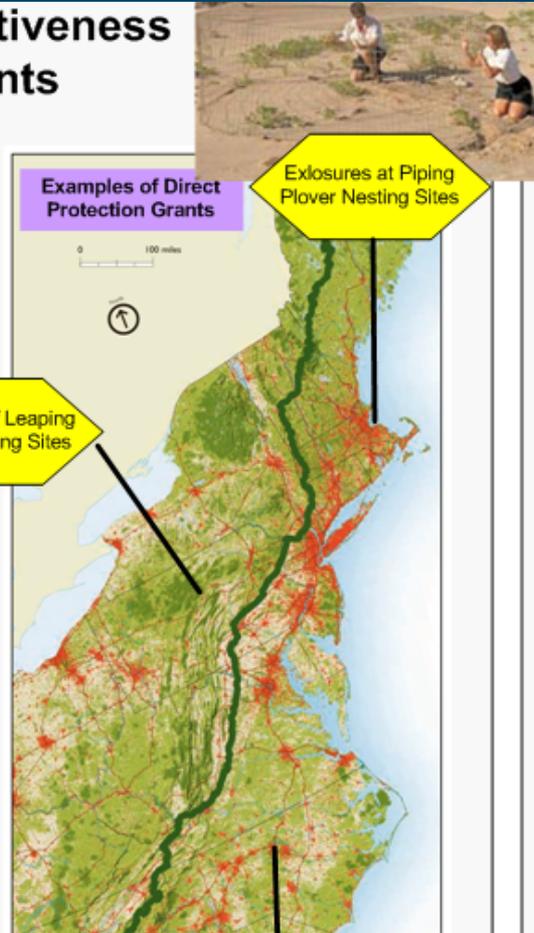
What is Effectiveness?

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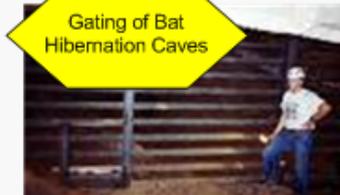
How Do We Measure Effectiveness?

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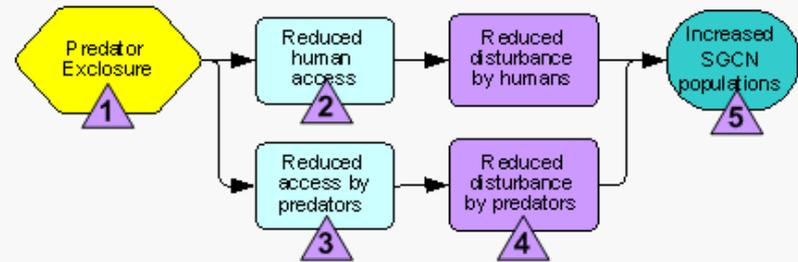
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Gating of Bat Hibernation Caves



A Focus on Direct Protection



37 grants averaging \$70,000 were made for direct protection work in 7 states with species including piping plover, spotted bats, and leaping lemurs. The teams reported the following results based on the above indicators:

- 1 #s of exlosures established = 245
Avg cost per exlosure = \$8,475
- 2 Rate of human access = 78% avg reduction after exlosure built
- 3 Rate of predator access = 34% avg reduction after exlosure built
- 4 Rate of predator disturbance = Data not yet available
- 5 Relevant SGCN populations have increased by 7% at key sites

Go to www.swgdatabase.org/directprotect for full details including state-by-state info

Challenges Ahead

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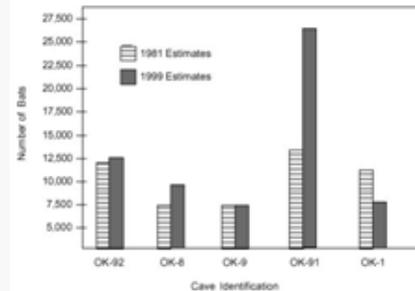


Figure 1. Population estimates of gray bats at five caves before and after they were protected by internal gate/grill systems in Oklahoma. Pre-gating estimates (1981 estimates) are from Grigsby and Puckett (19). Cave OK-1 is inhabited by a bachelor colony. The remaining caves are inhabited by maternity colonies.

Pilot → Implement

- Framework tested with 4 key strategies
- Recommendations to AFWA to develop similar system for common Agency funded actions
- Close ties to developing US Fish and Wildlife Service data management system
- Efforts to “Incorporate measures into regular business processes”