An aerial photograph of a mountain valley. The foreground shows a steep, rocky slope with sparse vegetation and a dense forest of evergreen trees. A winding river flows through the valley floor, which is a mix of brownish soil and patches of green. In the background, a range of rugged mountains stretches across the horizon under a cloudy sky. The overall color palette is dominated by earthy tones and blues.

# Evaluation Process and Findings

# Program Activities

## **300 briefings and presentations**

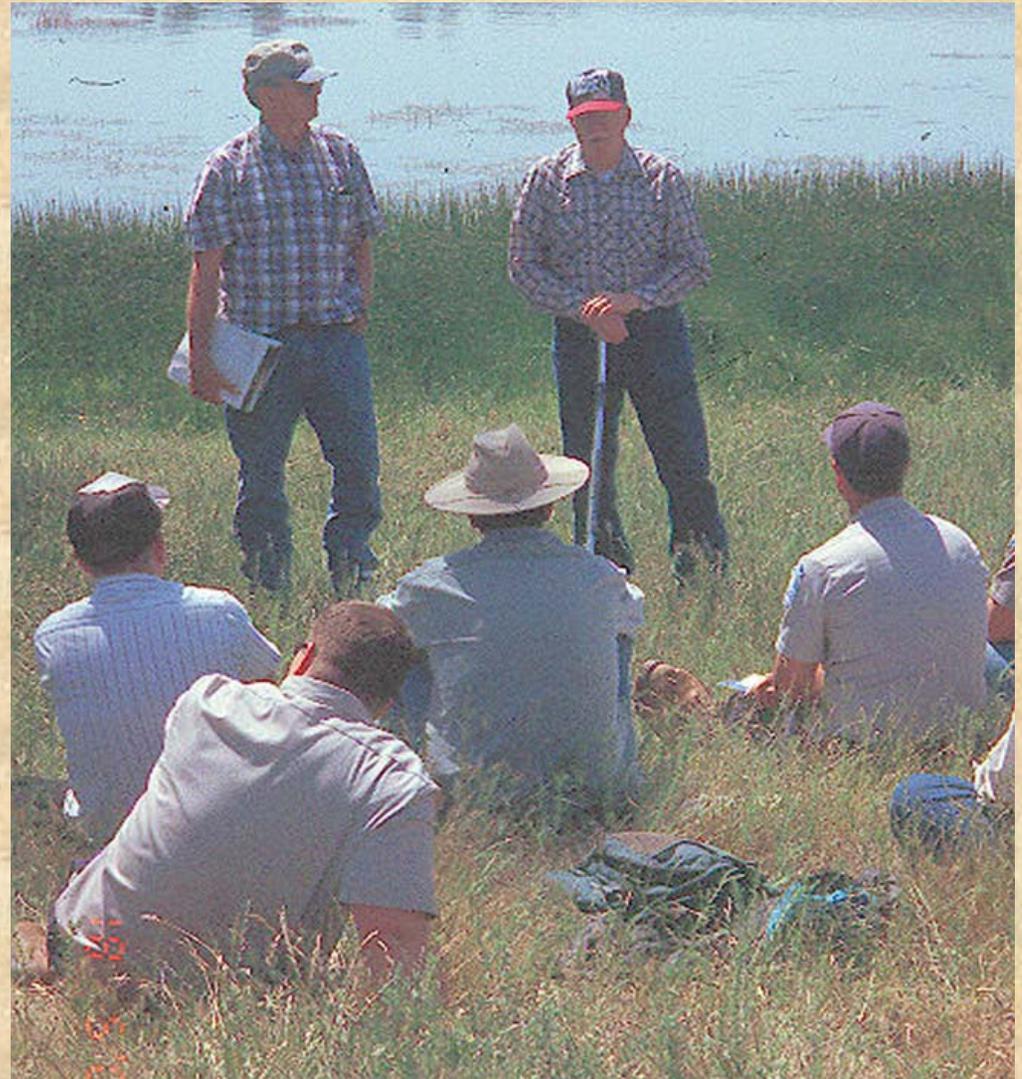
- 10,000 people

## **400 workshops**

- 12,000 people

## **175 service trips**

- 3,000 people



# Program Evaluation

- ✓ Evaluate effectiveness of original strategy
- ✓ Indicate where program improvements could be made
- ✓ Provide information about specific program activities and accomplishments

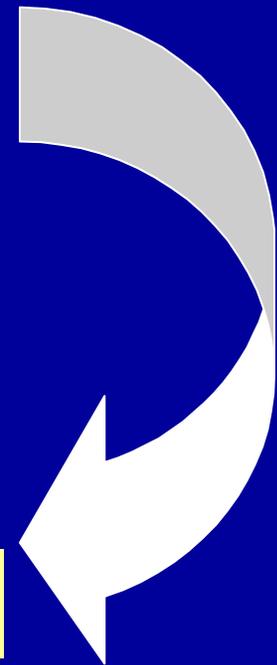
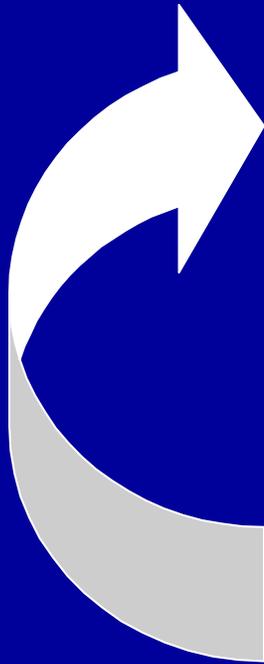


# Program Evaluation Framework

PARTICIPATORY RESEARCH

Refine Program Description

Design Evaluation Approach



# Data Collection

## Surveys of PFC training session and service trip participants

- ❖ *Demographic information*
- ❖ *Levels of satisfaction*
- ❖ *Barriers to success*
- ❖ *Indicators of short & long-term outcomes*

# Data Collection

## Interviews and focus groups with network members

- ❖ *How does the initiative operate?*
- ❖ *What are its advantages and disadvantages?*
- ❖ *How are participants, including interviewees, affected?*
- ❖ *What are the on-the-ground outcomes?*
- ❖ *What are barriers to success?*

# Satisfaction

## 'Extremely Satisfied'

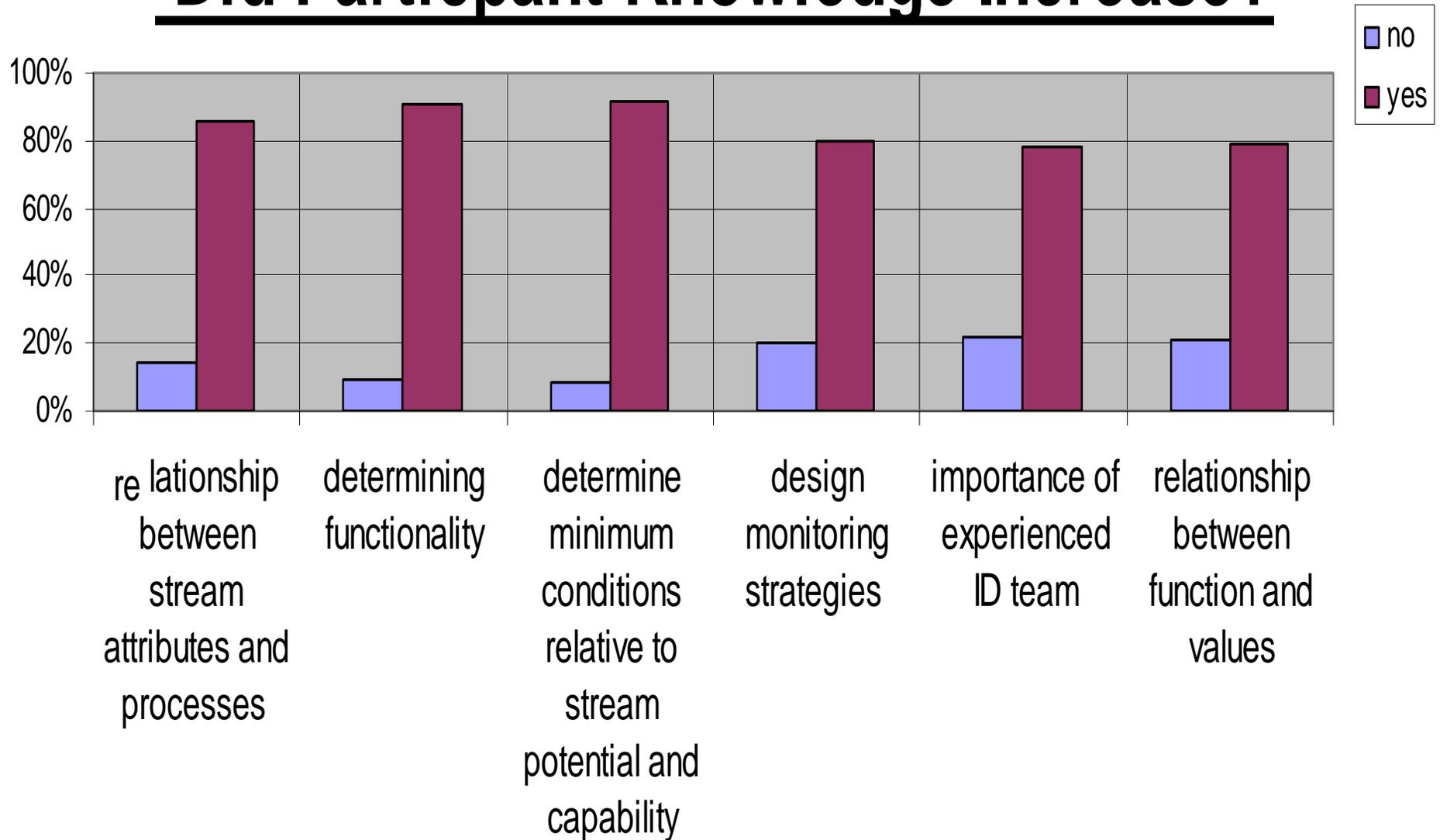
- instructor attributes
- products and services delivered

## Some Concern

- availability and flexibility of NRST
- effectiveness of outreach efforts



# Did Participant Knowledge Increase?

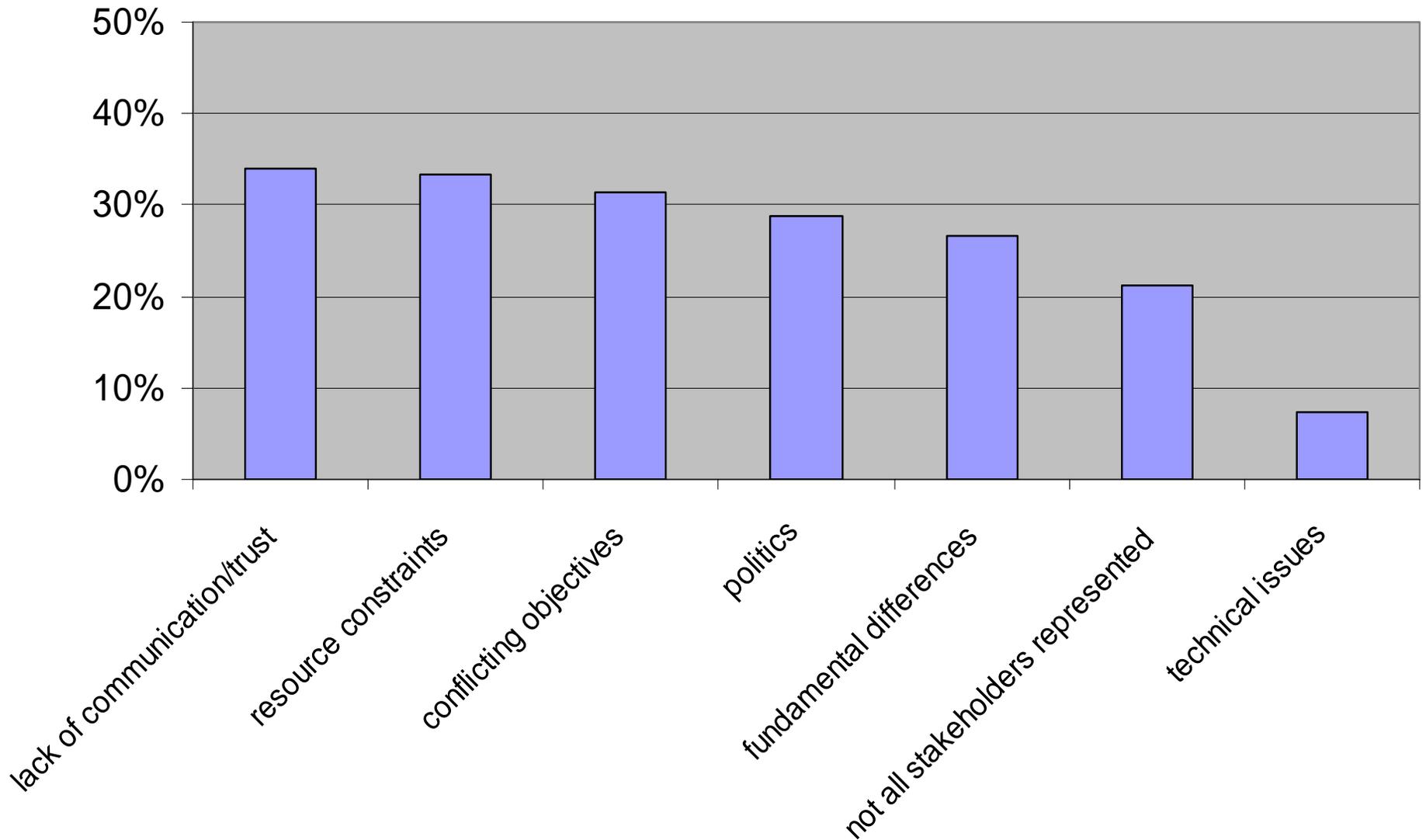


# PFC Training Sessions

- ✓ Lack of diverse participation
- ✓ Limited long-term improvement in cooperation



## Extremely Serious Barriers to Cooperative Riparian-Restoration and Management



Training sessions  
are important to  
building awareness  
and a shared  
understanding...

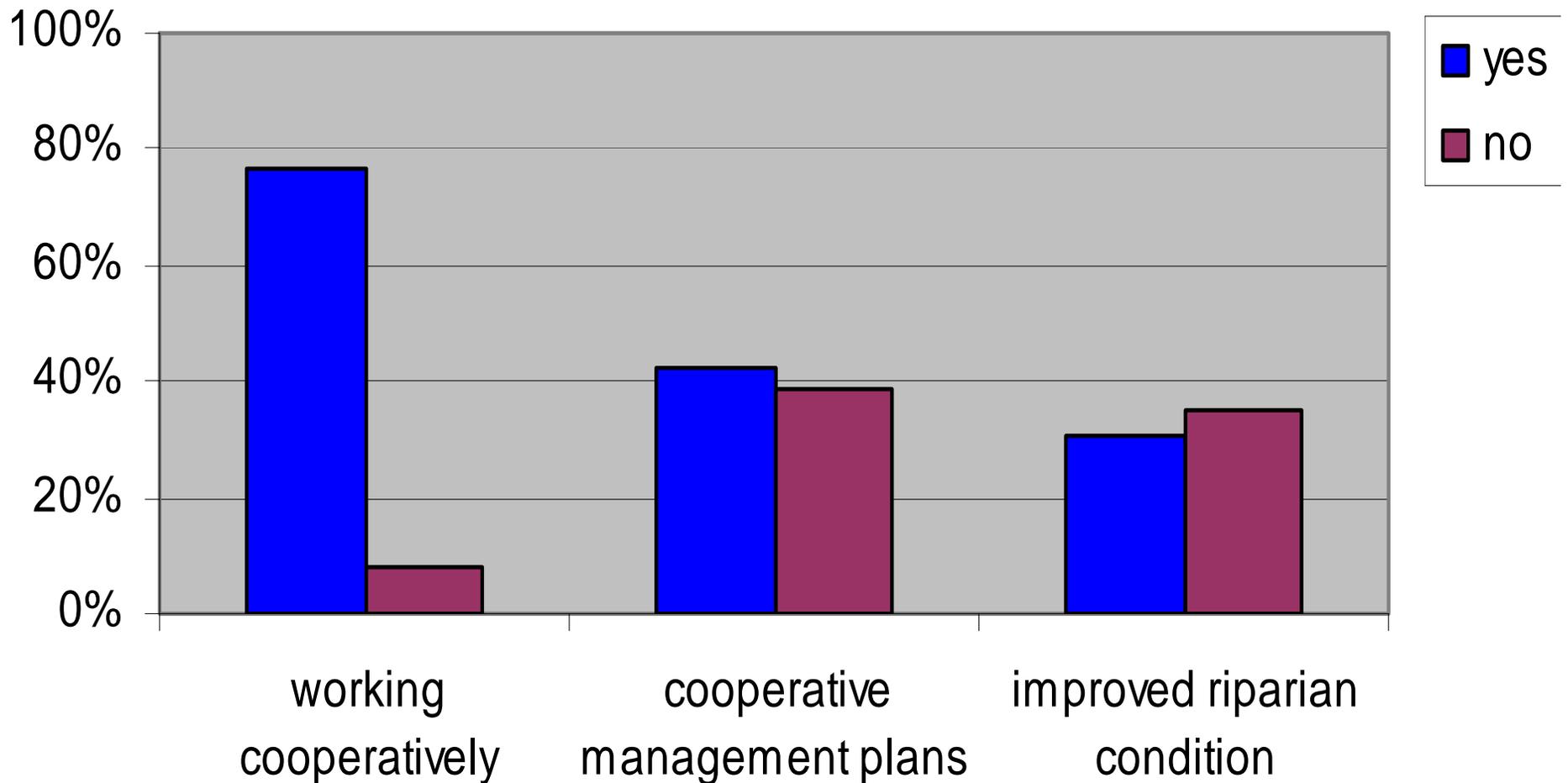


...the initiative's  
mission cannot be  
fulfilled through  
training sessions  
alone.

# PFC training sessions...

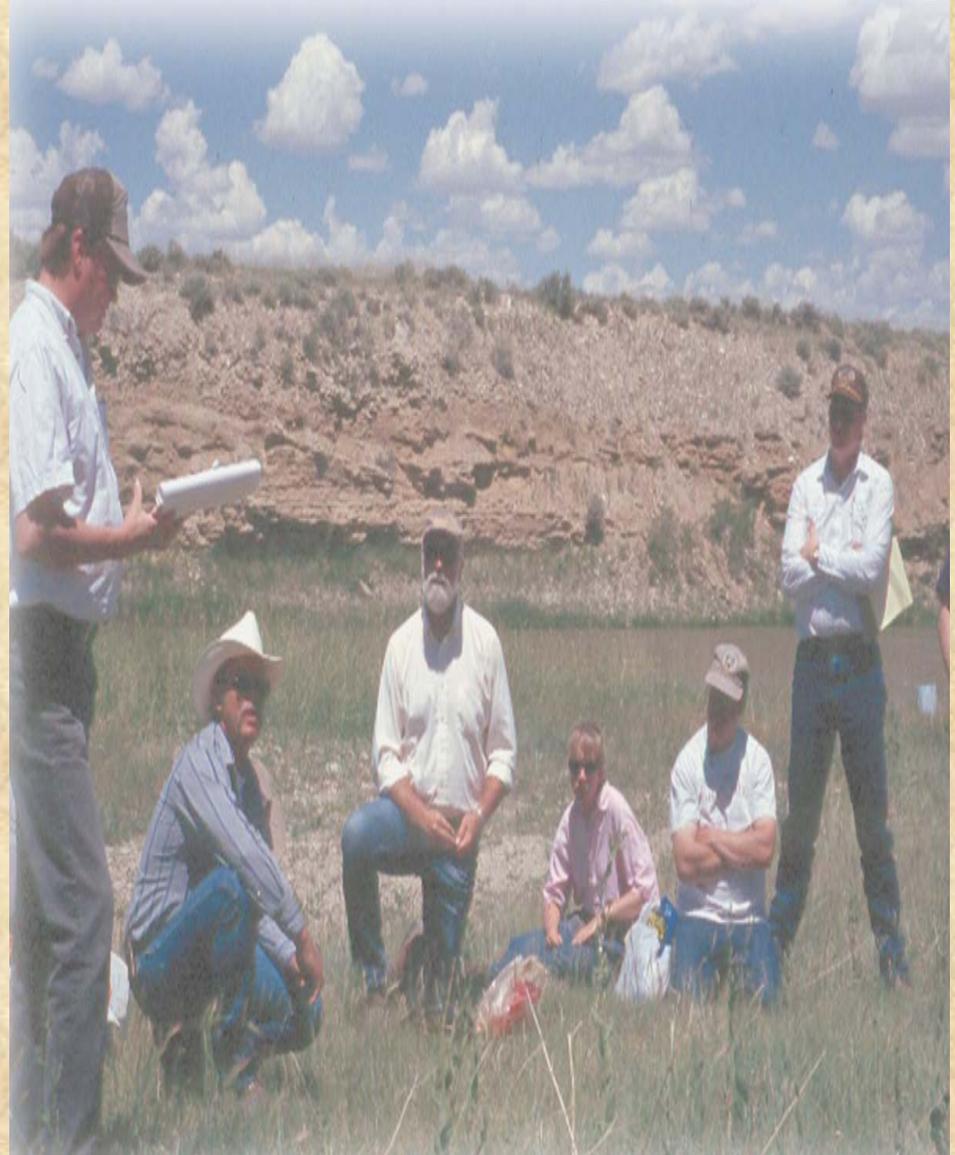
"have been effective in getting the word out, building a common vocabulary and increasing awareness. But I don't think it has led to as much tangible on-the-ground improvement as envisioned... The knowledge, appreciation, vocabulary and understanding is out there...But, in most cases, it has not been taken to that next level..."

# On-The-Ground Improvements Associated with Service Trips



# Lower Rates of Success

- ✓ Lack of up-front participation by all stakeholders.
- ✓ Insufficient opportunities for dialogue and mutual learning.
- ✓ Limited follow-up.



# Recommendations

## **PFC training sessions...**

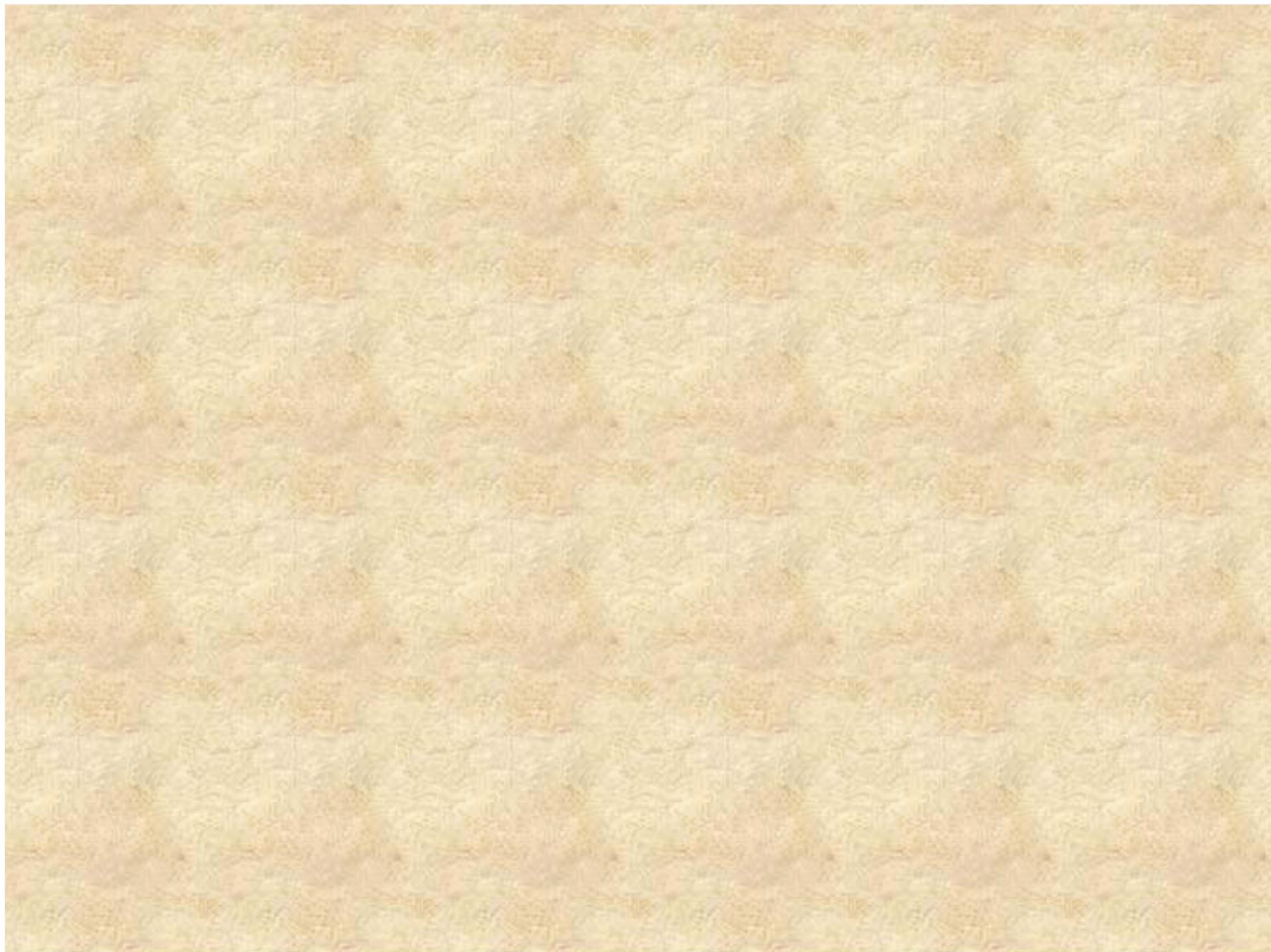
- Engage in deliberate and personal outreach
- Combine training and place-based problem solving

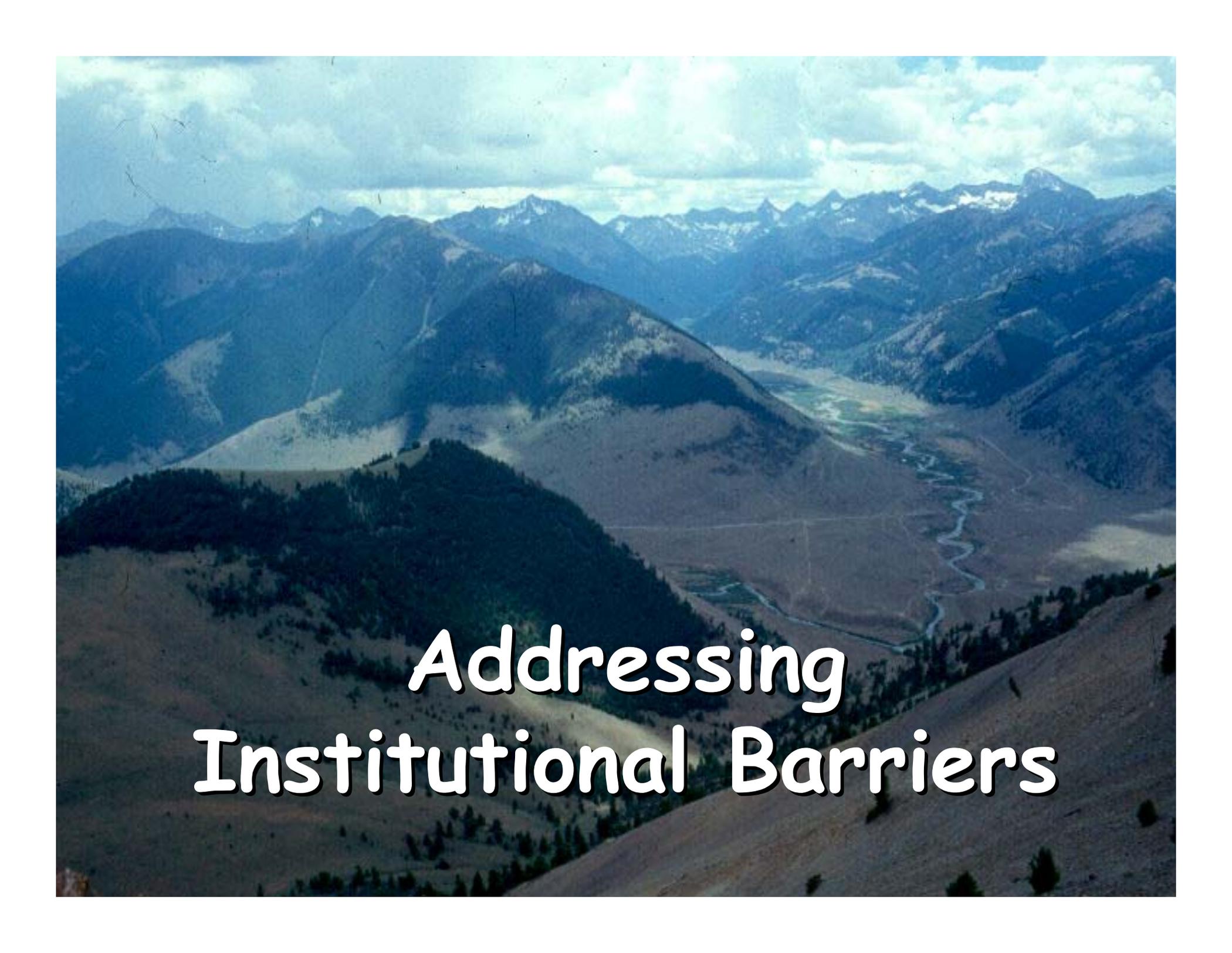
## **Service trips...**

- Use pre-work to encourage up-front participation
- Facilitate opportunities for dialogue and mutual learning
- Engage in follow-up activities

## **Network...**

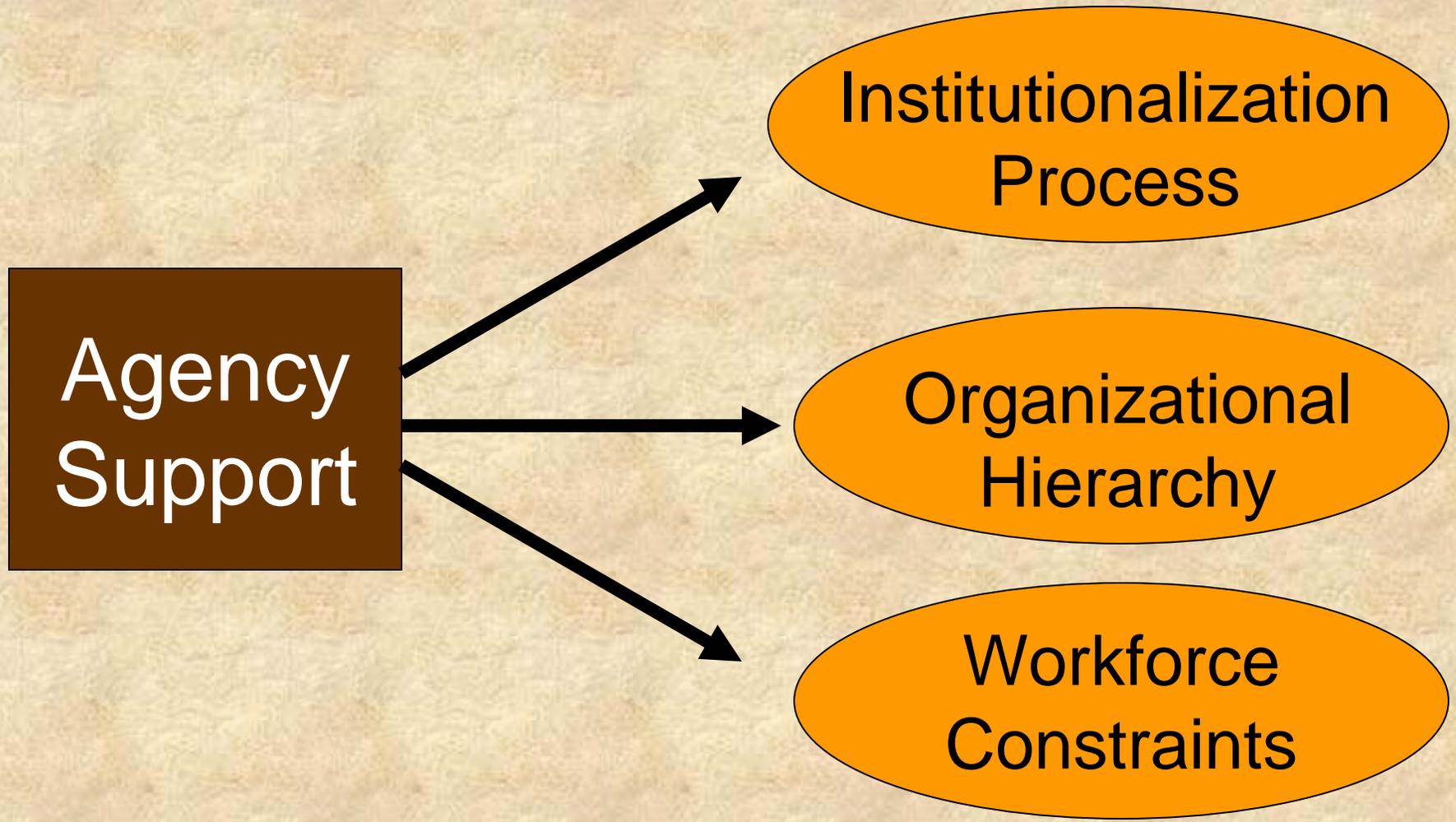
- Increase network ability to respond to a range of community needs



An aerial photograph of a vast mountain valley. The landscape is characterized by rolling hills and mountains, some with patches of snow or light-colored rock. A winding river flows through the valley floor. The sky is filled with soft, white clouds. The overall color palette is dominated by blues, greys, and earthy tones.

# Addressing Institutional Barriers

# Institutional barriers



# Agency Support

- Differing levels of support from partnering agencies and individuals
- Current organizational cultures do not create time and priority for the activities associated with this type of work
- Bureaucracies are naturally resistant to risk taking, innovation and integration

# Institutionalization Process

- Few incentives for acting outside of traditional problem solving approaches
- Few mechanisms for reporting benefits gained by employee participation in this initiative



# **We're working to address this by:**

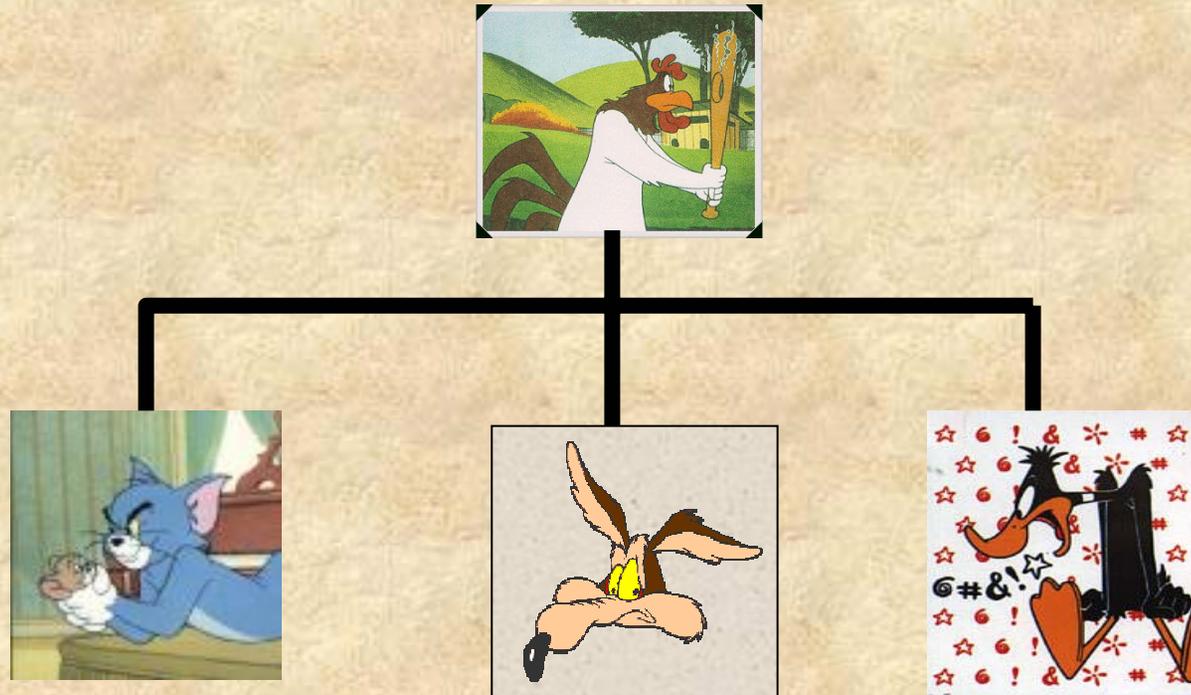
Developing mechanisms for evaluating and reporting accomplishments

- ❖ create operational structure
- ❖ continue evaluation and work to define appropriate performance measures

# Agencies can help by:

- ❖ Identifying appropriate performance standards and developing indicators of short and long-term outcomes
- ❖ Endorsing on-going efforts - recognizing and rewarding success, while sharing experiences and drawing lessons from less successful efforts

# Organizational Hierarchy



Lack of clear and consistent message across all 'appropriate lines of authority' supporting innovative approaches to problem solving has been a barrier to agency support for this initiative

# **We're working to address this by:**

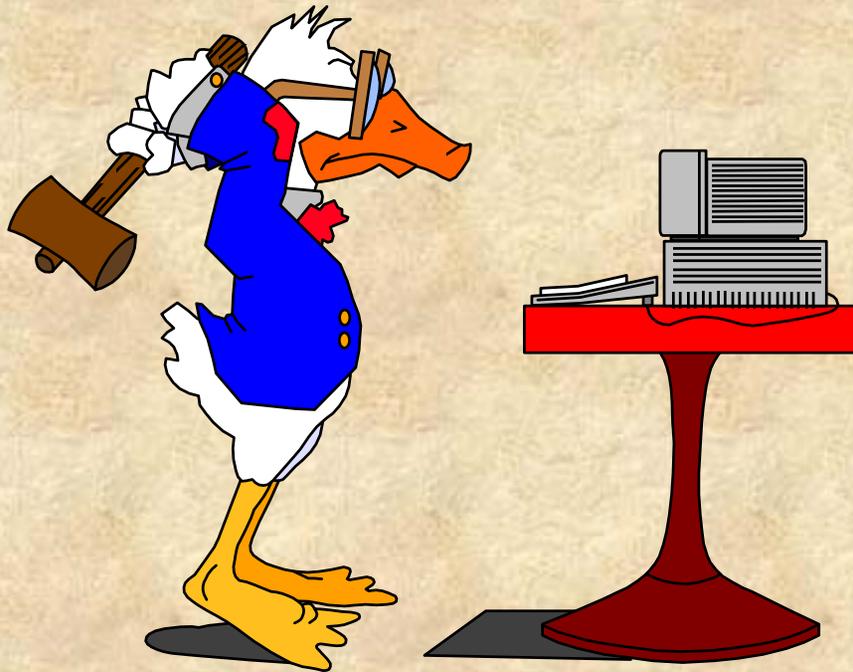
- ❖ Continuing to seek formal commitments of Washington Office support from partnering agencies
- ❖ Working to build line officer support through targeted briefings and training
- ❖ Pursuing on-going activities in the field

# Agencies can help by:

- ❖ Providing a clear and consistent message supporting innovation and cooperation across all organizational levels
- ❖ Continuing to support innovative activities occurring within different levels
- ❖ Encouraging communication and coordination across all levels

# Workforce Constraints

Organizational downsizing  
+ increasing responsibility =  
additional work !

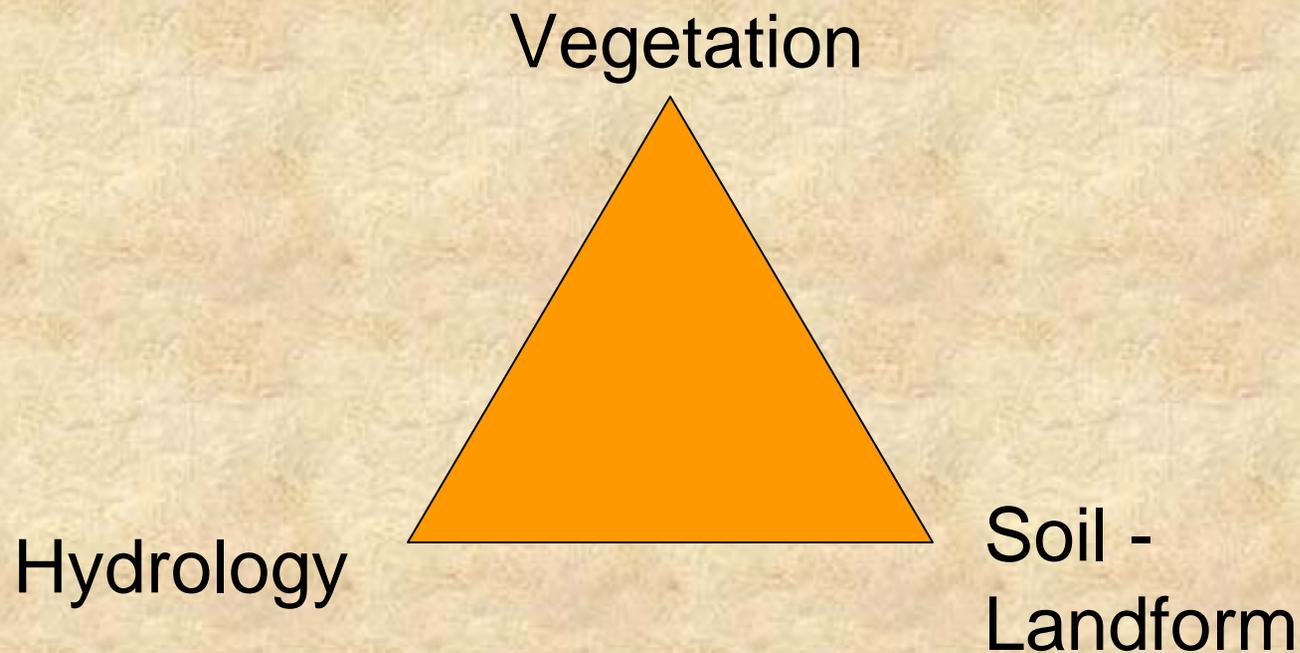


Many agency employees trained in the bio-physical aspects of natural resource management...



...some are disinterested or lack the skills to address the social dimensions of natural resource management.

There are not enough specialists available to participate in the type of interdisciplinary dialogue needed to properly assess specific riparian conditions...



It is often difficult to share resources  
across disciplinary, programmatic and  
jurisdictional boundaries...

# **We're working to address this by:**

- ❖ Demonstrating how participation in this initiative helps employees meet other agency goals
- ❖ Expand Riparian Coordination Network through recruiting new members and diversifying training opportunities
- ❖ Work to partner with diverse organizations - increase flexibility, sharing of resources and our ability to work with private landowners.

# Agencies can help by:

- ❖ Incorporating collaboration as part of job duties and performance packages
- ❖ Encouraging field-based training between more experienced and less experienced ID teams and specialists
- ❖ Enhancing flexibility for sharing resources across disciplines, programs and jurisdictional boundaries

**Wrap up...**