An aerial photograph of a vast mountain valley. A winding river flows through the center of the valley, surrounded by a mix of brownish-tan soil and patches of green forest. The valley is flanked by steep, rugged mountains with some snow-capped peaks in the distance. The sky is filled with soft, white clouds. The overall scene is a dramatic and scenic landscape.

Evaluation Process and Findings

Program Activities

300 briefings and presentations

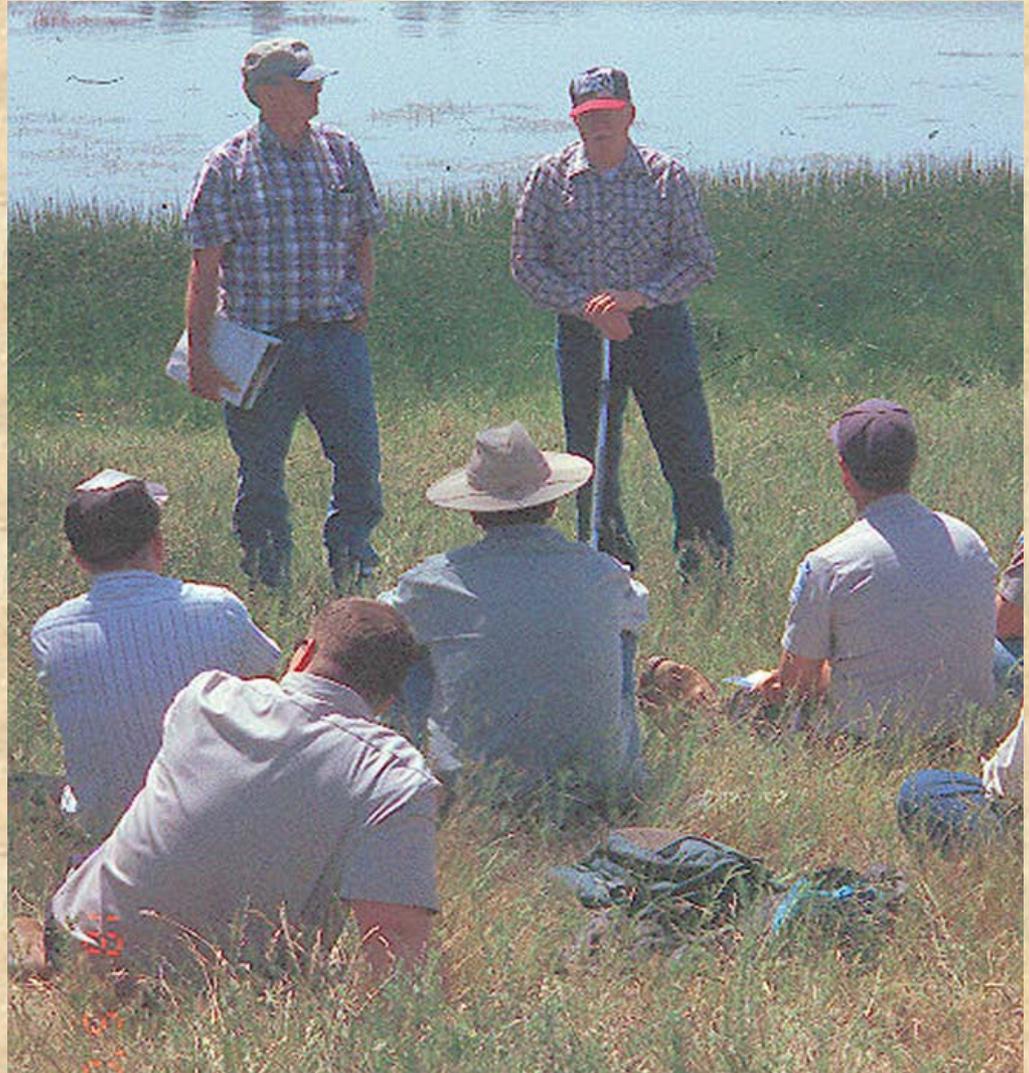
- 10,000 people

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

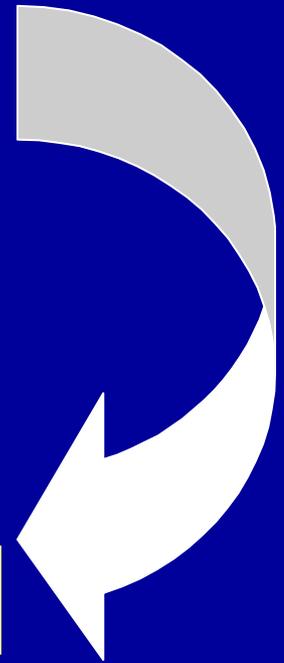
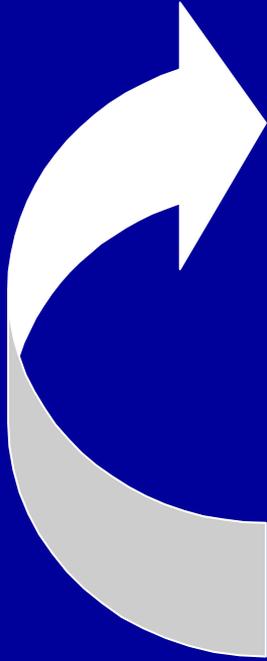


Program Evaluation Framework

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'

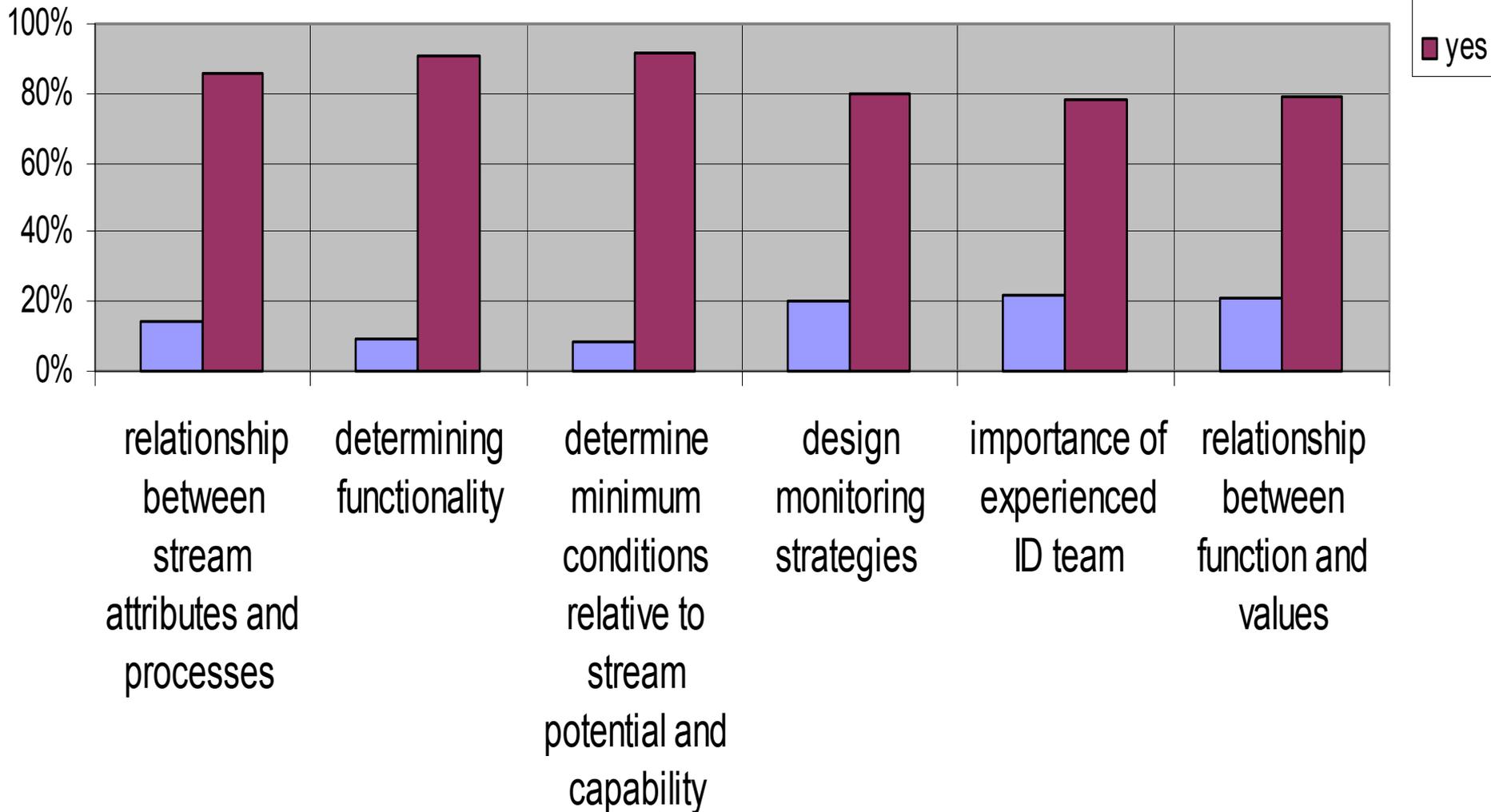
- instructor attributes
- products and services delivered

Some Concern

- availability and flexibility of NRST
- effectiveness of outreach efforts



Did Participant Knowledge Increase?

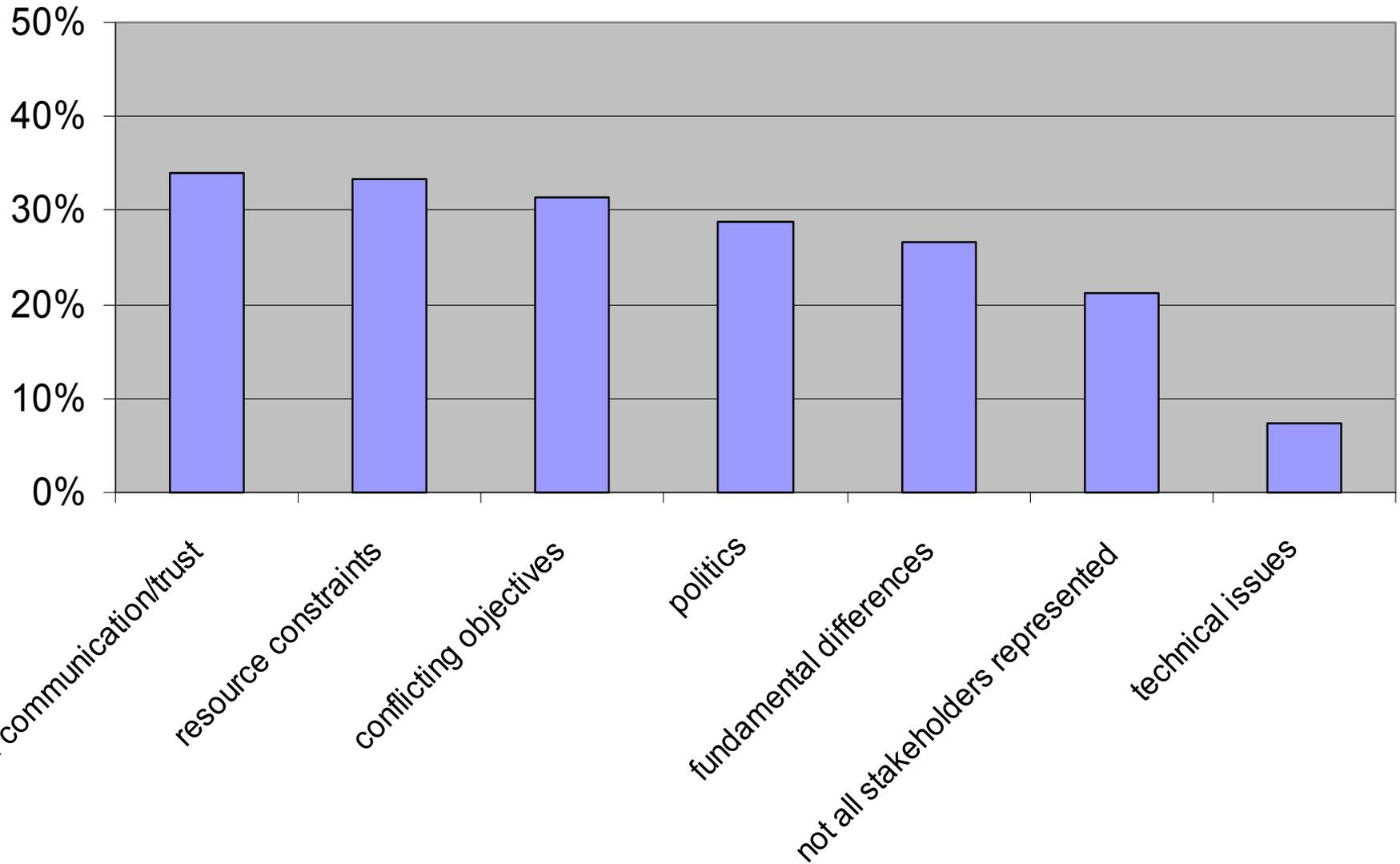


PFC Training Sessions

- ✓ 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...

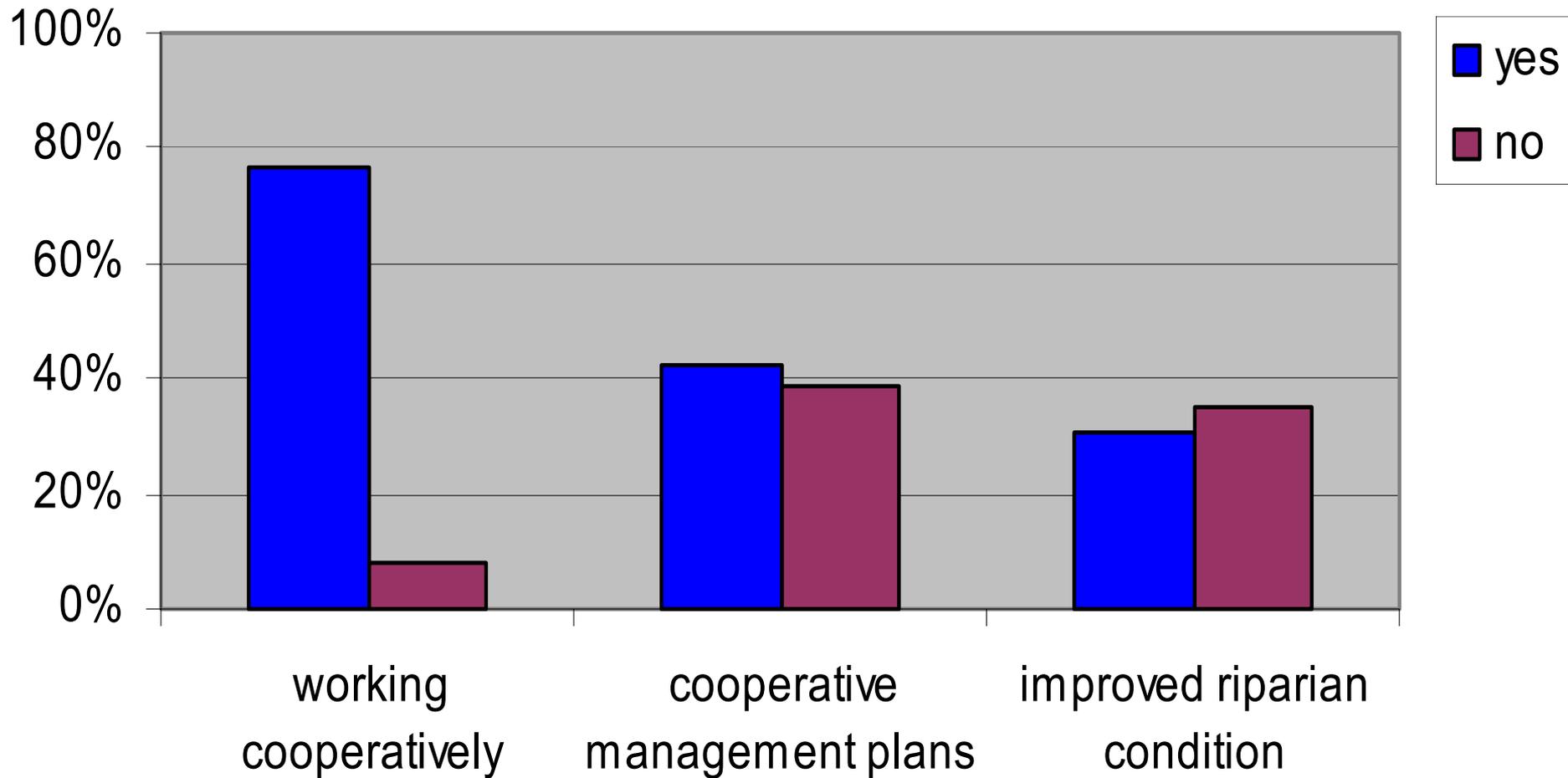


...the initiative's
mission cannot be
fulfilled through
training sessions
alone.

PFC training sessions...

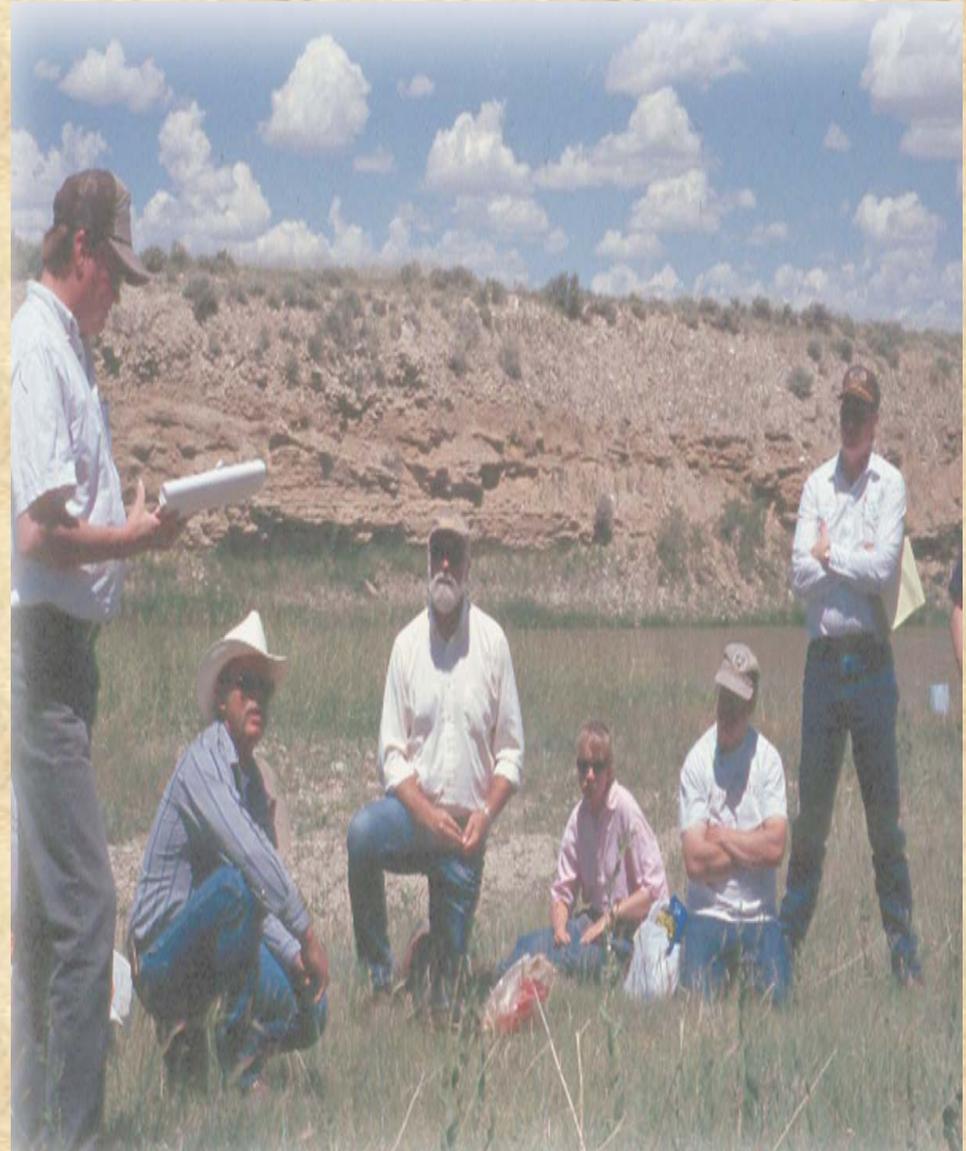
"have been effective in getting the word out, building a common vocabulary and increasing awareness. But, I don't think it has led to as much tangible on-the-ground improvement as envisioned... The knowledge, appreciation, vocabulary and understanding is out there...But, in most cases, it has not been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

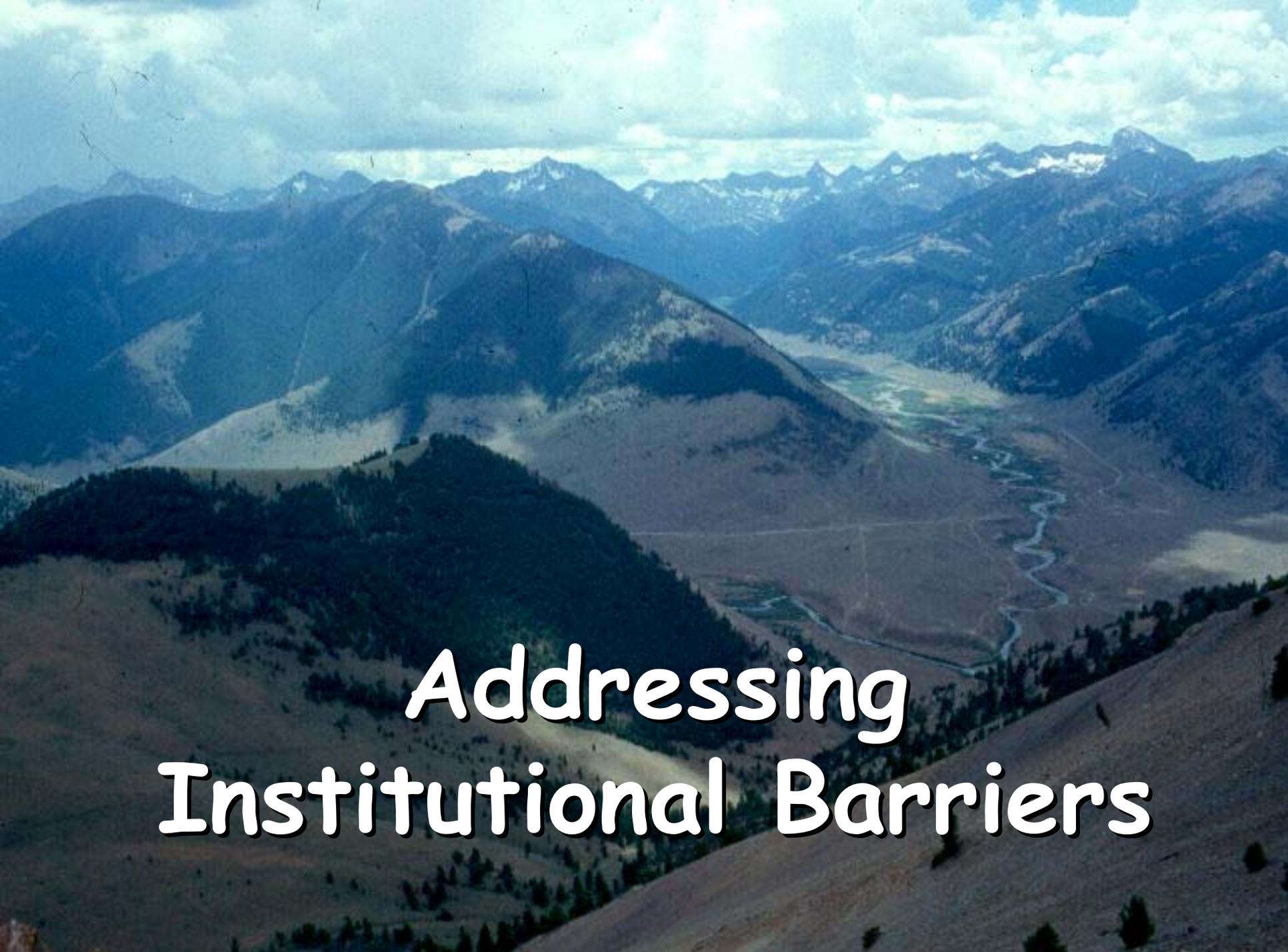
Network...

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

Creeks & Communities

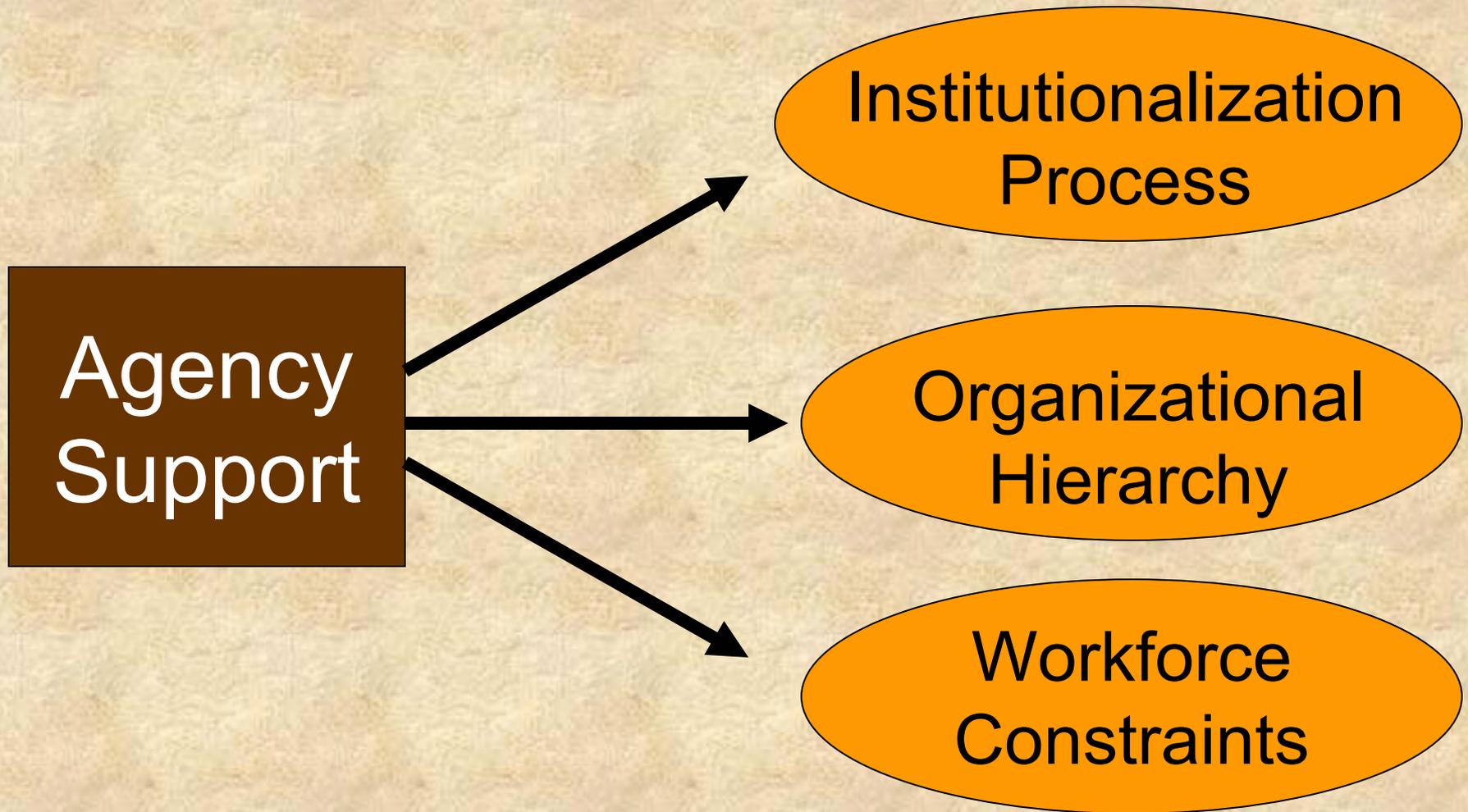
A group of approximately ten people is gathered in a lush, green riparian area. They are standing in a field of tall grasses and shrubs, with a small stream flowing through the foreground. The background is filled with dense trees and foliage, suggesting a natural, wooded setting. The overall scene conveys a sense of community and environmental stewardship.

Develop a critical mass of people with shared understanding of riparian function and sustainability.

An aerial photograph of a vast mountain valley. The foreground shows a steep, rocky slope with sparse vegetation. The middle ground features a winding river flowing through a valley floor, surrounded by dense evergreen forests. In the background, a range of rugged mountains stretches across the horizon under a sky filled with white and grey 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:

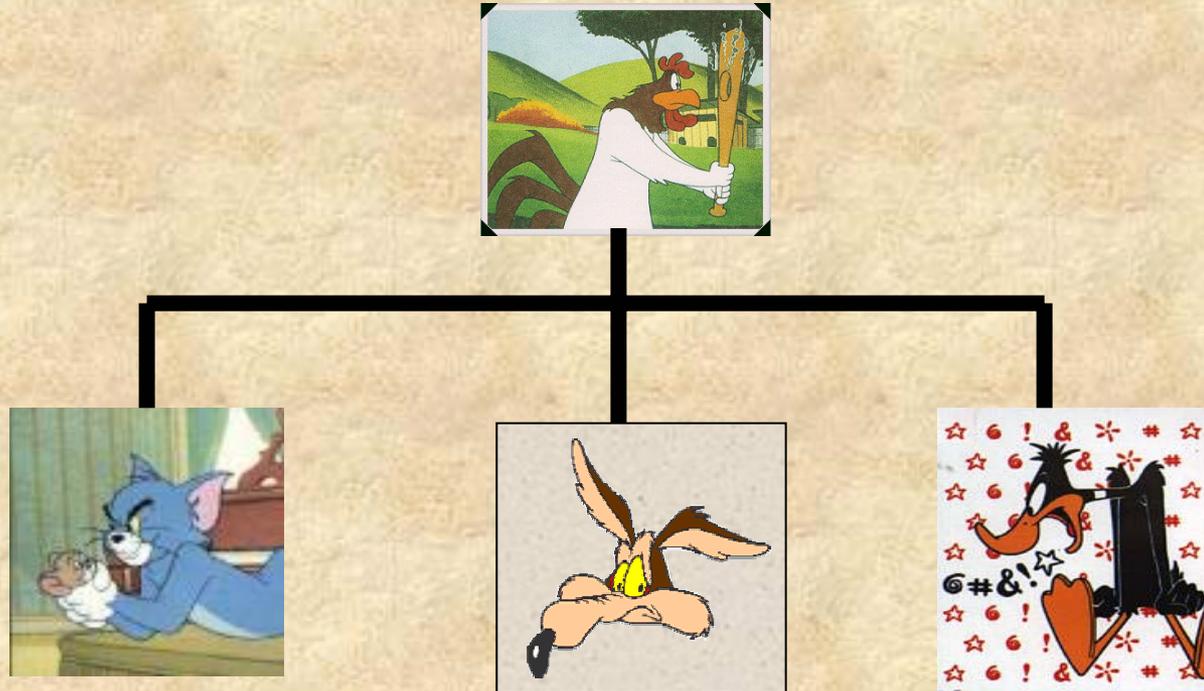
Developing mechanisms for evaluating and reporting accomplishments

- ❖ 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:

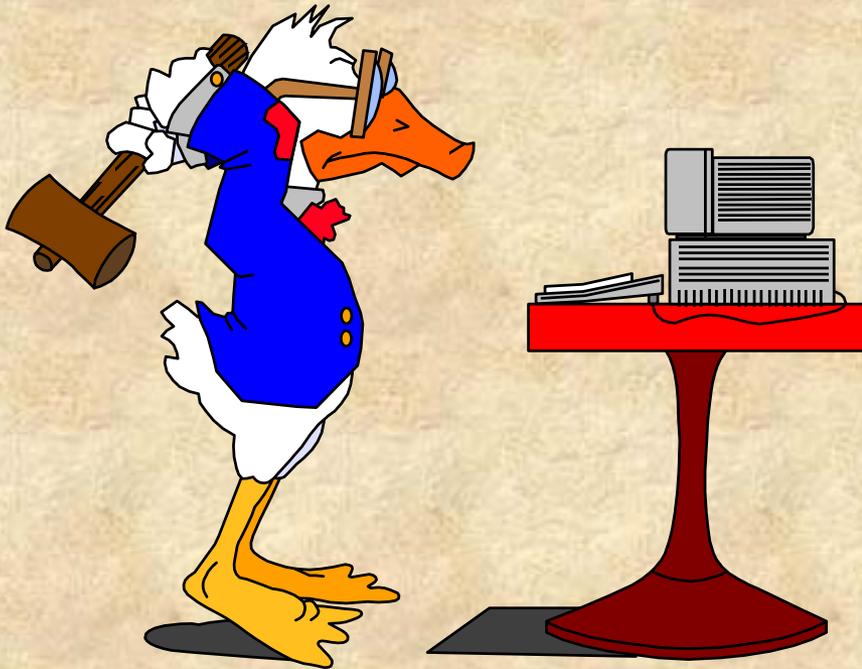
- ❖ Continuing to seek formal commitments of Washington Office support from partnering agencies
- ❖ Working to build line officer support through targeted briefings and training
- ❖ Pursuing on-going activities in the field

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 !

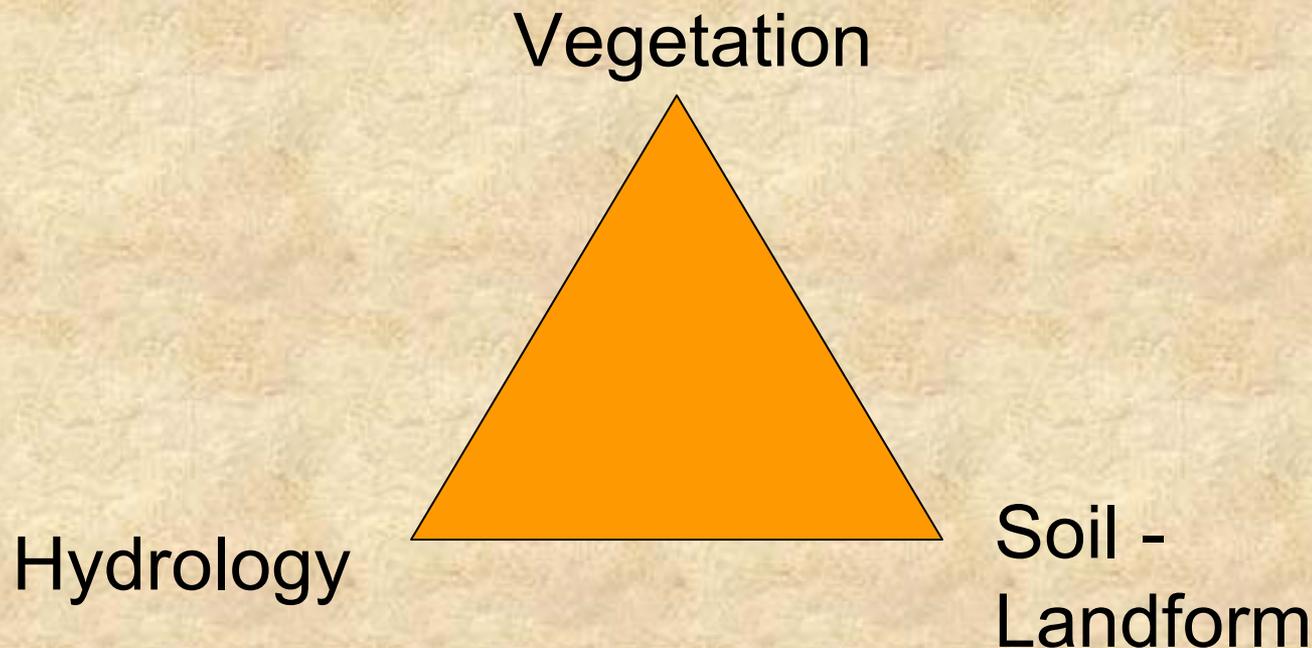


Many agency employees trained in the bio-physical aspects of natural resource management...

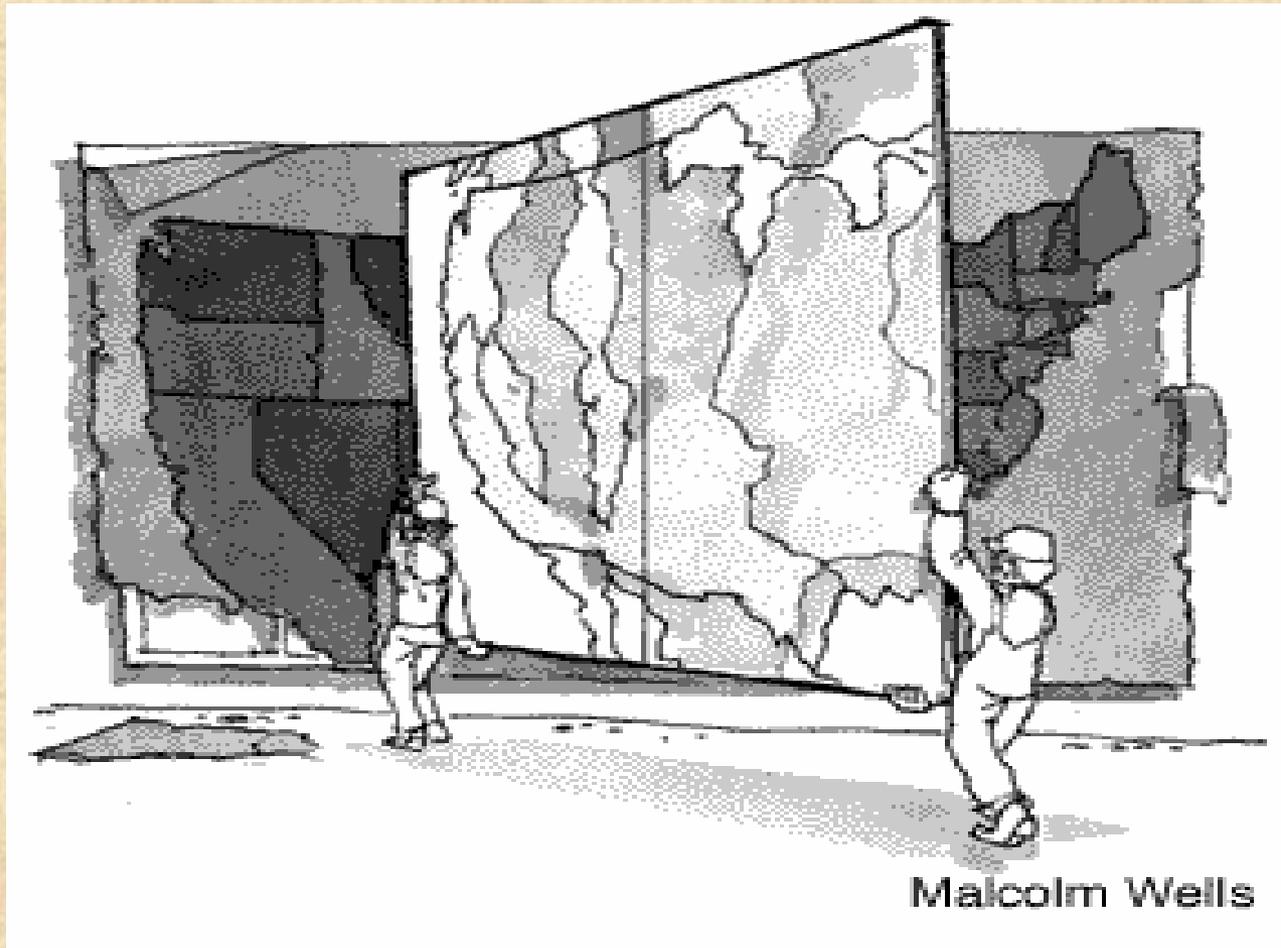


...some are disinterested or lack the skills to address the social dimensions of natural resource management.

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...