

U.S. Institute for **Environmental Conflict Resolution**



Morris K. Udall Foundation

Integrating ECR Evaluation Results into Practice: A Multi-Agency Evaluation Initiative

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The Goals of the Evaluation System and of the Multi-Agency Initiative

Measure and **report on performance** (i.e., the effectiveness of ECR processes),

Determine **what factors influence ECR success** (i.e., the achievement of desired process and agreement outcomes and project impacts), and

Create “usable knowledge” to facilitate **continual learning and improvement.**

The ECR Logic Model: A visual way to depict program theory

Basic Conditions



Expected Process Dynamics



End of Process Outcomes



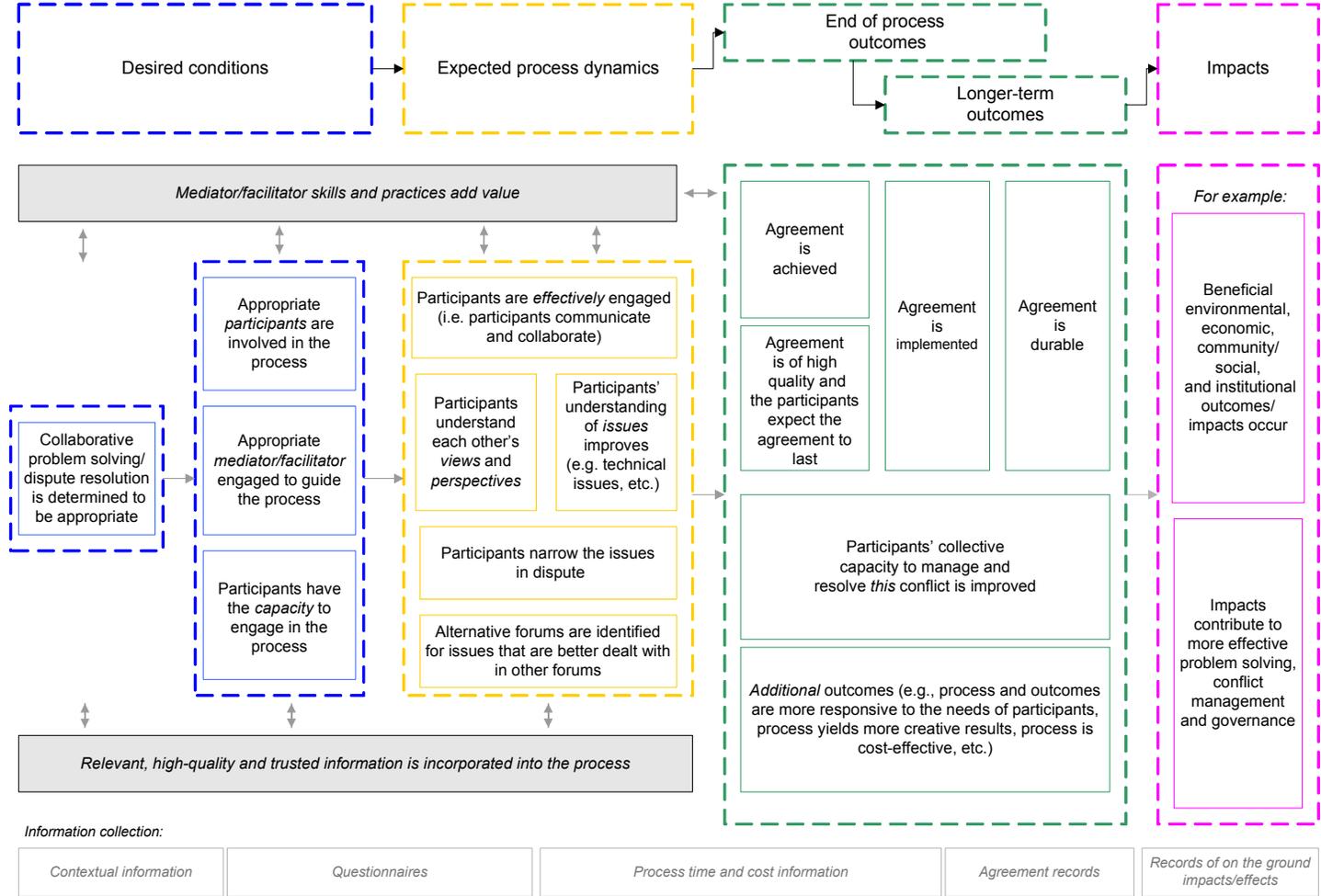
Impacts



Longer Term Outcomes

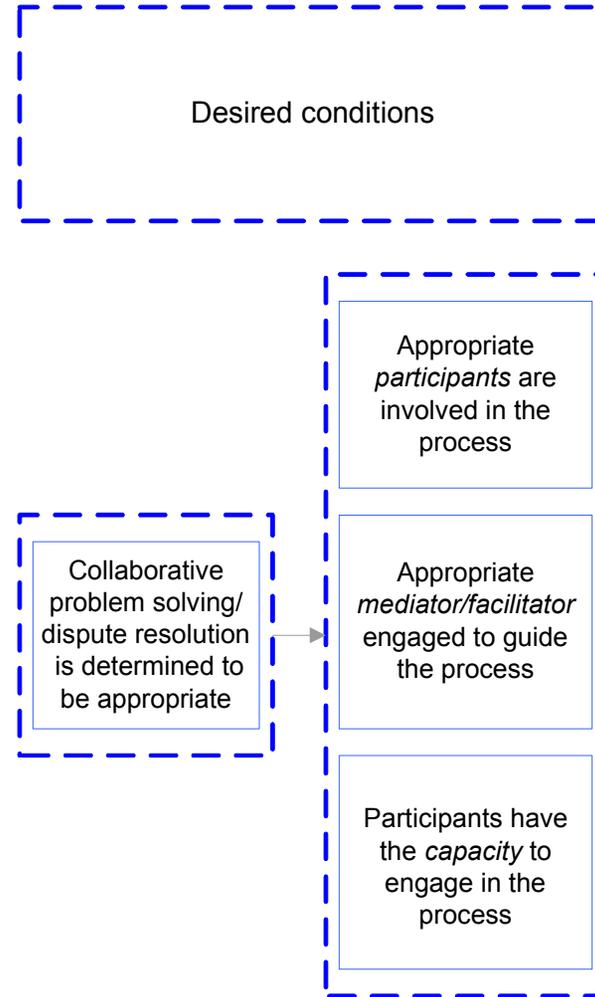


Environmental Conflict Resolution and Collaborative Problem Solving Logic Model



ECR Logic Model

Basic Conditions



 *Mediator/facilitator skills and practices add value*

 *Relevant, high-quality and trusted information is incorporated into the process*

Expected Process Dynamics



Expected process dynamics

Participants are *effectively* engaged
(i.e. participants communicate
and collaborate)

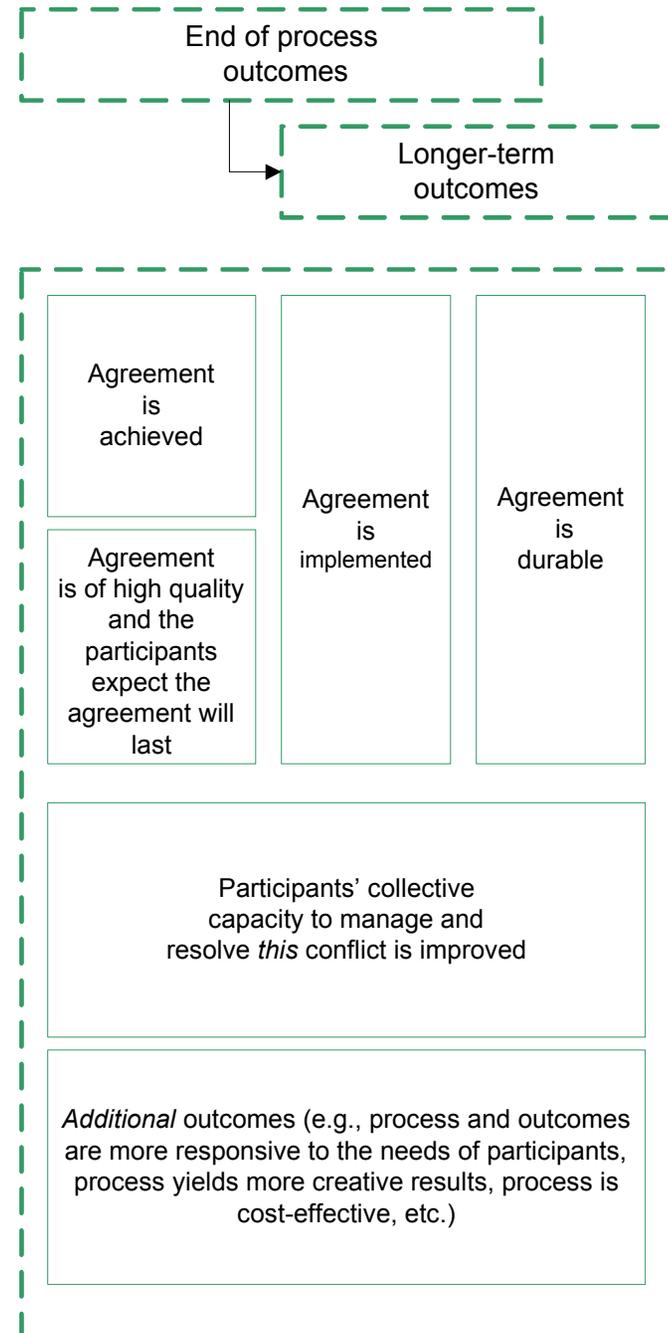
Participants
understand
each other's
views and
perspectives

Participants'
understanding
of *issues*
improves
(e.g. technical
issues, etc.)

Participants narrow the issues
in dispute

Alternative forums are identified
for issues that are better dealt with
in other forums

End of Process and Longer-term Outcomes



Impacts

Impacts

For example:

Beneficial
environmental,
economic,
community/
social,
and institutional
impacts occur

Impacts
contribute to
more effective
problem solving,
conflict
management
and governance



Evaluation Products and Audience

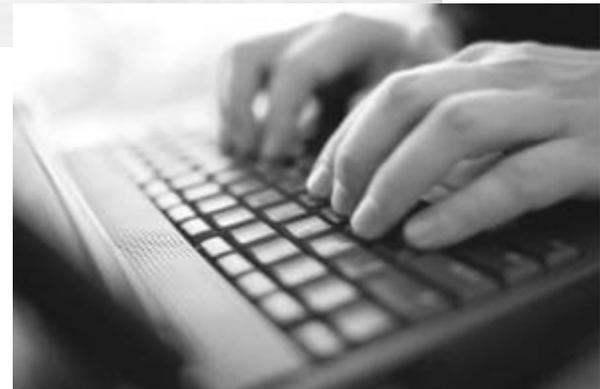
	Case Reports	Agency Reports	Multi-Agency Reports
Process Participants	✓		
Process Mediators/Facilitators	✓		✓
Program Managers/Administrators	✓	✓	✓
Funding Agencies (Office of Management & Budget, etc.)		✓	✓
Prospective Users/Trainers/ Policy Makers, etc.	✓	✓	✓

The Questionnaires and the Data Collection Methods

The Questionnaires

The voluntary questionnaires were designed with a combination of open- and closed-ended questions.

The closed-ended questions include category response questions and fill-in the blanks with a rating on a 0 to 10 scale.



The Respondents

1. Program Manager
2. Mediator/Facilitator
3. Participants
 - a. At the end of the process
 - b. Follow-up after 6-months



Administering the Questionnaires

The questionnaires are administered by **mail** using the Dillman data collection methodology.

The methodology includes **five-compatible contacts**:

advance letter,

questionnaire mailing,

thank you/reminder postcard,

replacement questionnaire,

final reminder by telephone, and a thank you!

Dillman, D.A. *Mail and Internet Surveys: The Tailored Design Methodology* (New York: John Wiley and Sons, Inc., 2000)

The Multi-Agency Evaluation Initiative: Preliminary Findings

The Dataset

Case (N=24) Respondents (N=191)			
Variable	N (%)	Mean (sd)	Range
Number of participants per case	-	12.6 (10.4)	2 - 43
Number of neutrals per case	-	-	1 - 3
Number of sessions held by neutral	-	15.4 (16.1)	1 - 56
Difficulty of developing & implementing effective collaborative process (0 = “easy” to 10 = “impossible”)	-	7.3 (1.7)	3 - 10

Dataset Contributors

Conflict Prevention and Resolution Center (CPRC), U.S. Environmental Protection Agency



Federal Energy
Regulatory
Commission

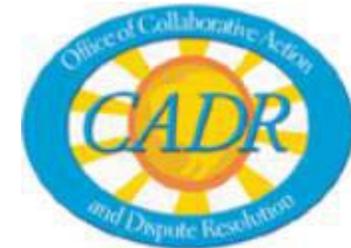
Federal Energy Regulatory Commission (FERC)

Florida Conflict Resolution Consortium (FCRC)



Oregon Dispute
Resolution
Commission

Office of Collaborative Action and Dispute Resolution (CADR), U.S. Department of the Interior



Oregon Dispute Resolution Commission (ORDC)

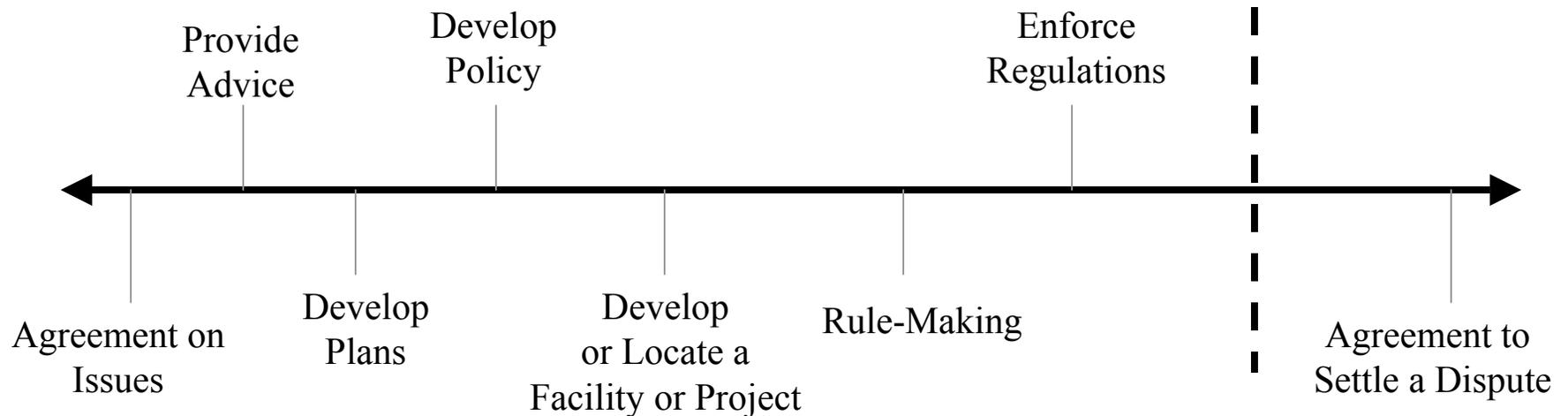


U.S. Institute for Environmental Conflict Resolution (USIECR)



Spectrum of “ECR” Processes (all agreement-seeking processes with mediator/facilitator assistance)

Upstream ————— Downstream



Broadly Defined

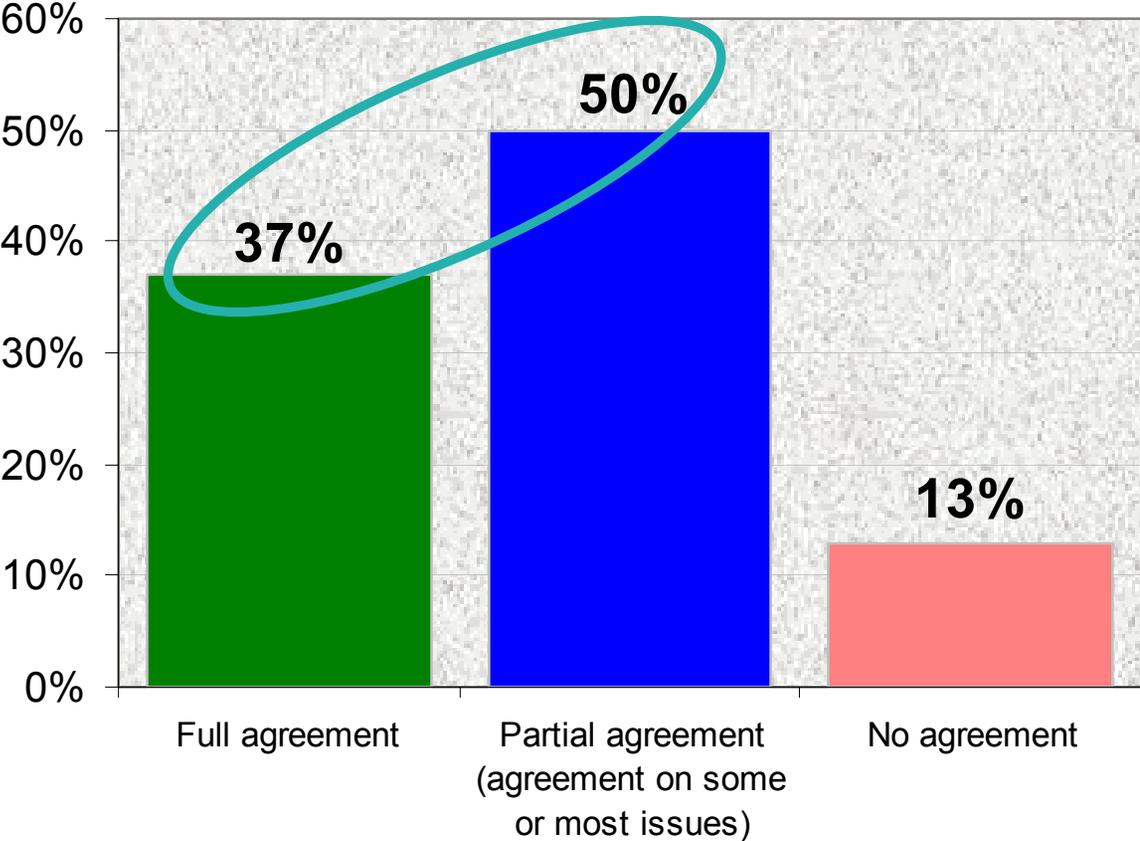
Parties

Narrowly Defined (Litigants)

Agreement Status (n=24)

Agreement Reached
(whether partial or full)
87%

No Agreement
13%



A Cautionary Note:

In quite a number of cases, the majority of respondents indicated that agreement was reached *while* a small number indicated they were continuing to work on differences, had given up or were going to court.

ECR helps participants reach agreements that are implementable

In 89% of cases, the respondents reported that responsibilities and roles were defined to guide the implementation of agreements on resolved issues.

In 91% of cases, the participants feel that the agreements reached can be implemented.

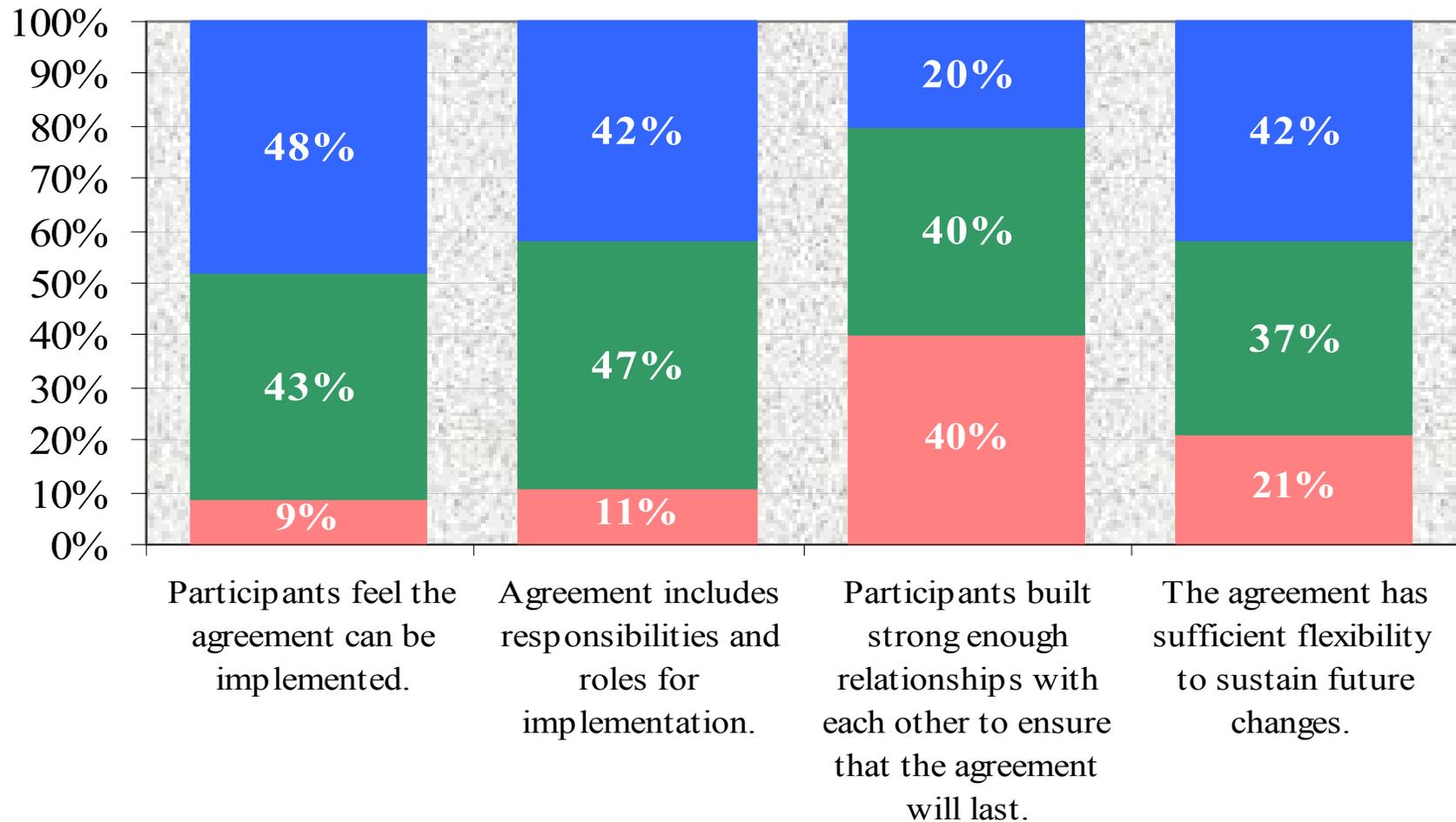
In 72% of cases, the participants *expect* the agreement to be *fully* implemented.

The Rating Scale

Disagreement					Agreement					
0	1	2	3	4	5	6	7	8	9	10
Totally Disagree										Totally Agree
"Low" less than 5.00					"Medium" 5.01 - 7.50			"High" 7.51 - 10.00		

Agreements: A Closer Look

- **High:** Percent of ratings between 7.51 and 10.00
- **Medium:** Percent of ratings between 5.01 and 7.50
- **Low:** Percent of ratings between 0.00 and 5.00



Improved Capacity to Manage and Resolve Conflict

In just over half of the cases evaluated, the respondents reported that:

- (a) they can now **meet** with all of the other participants to discuss issues of concern (60%),
- (a) it is now easier to **discuss** controversial issues with other participants (61%), and
- (b) they can now **work** productively with other participants with whom they have disagreements (64%).



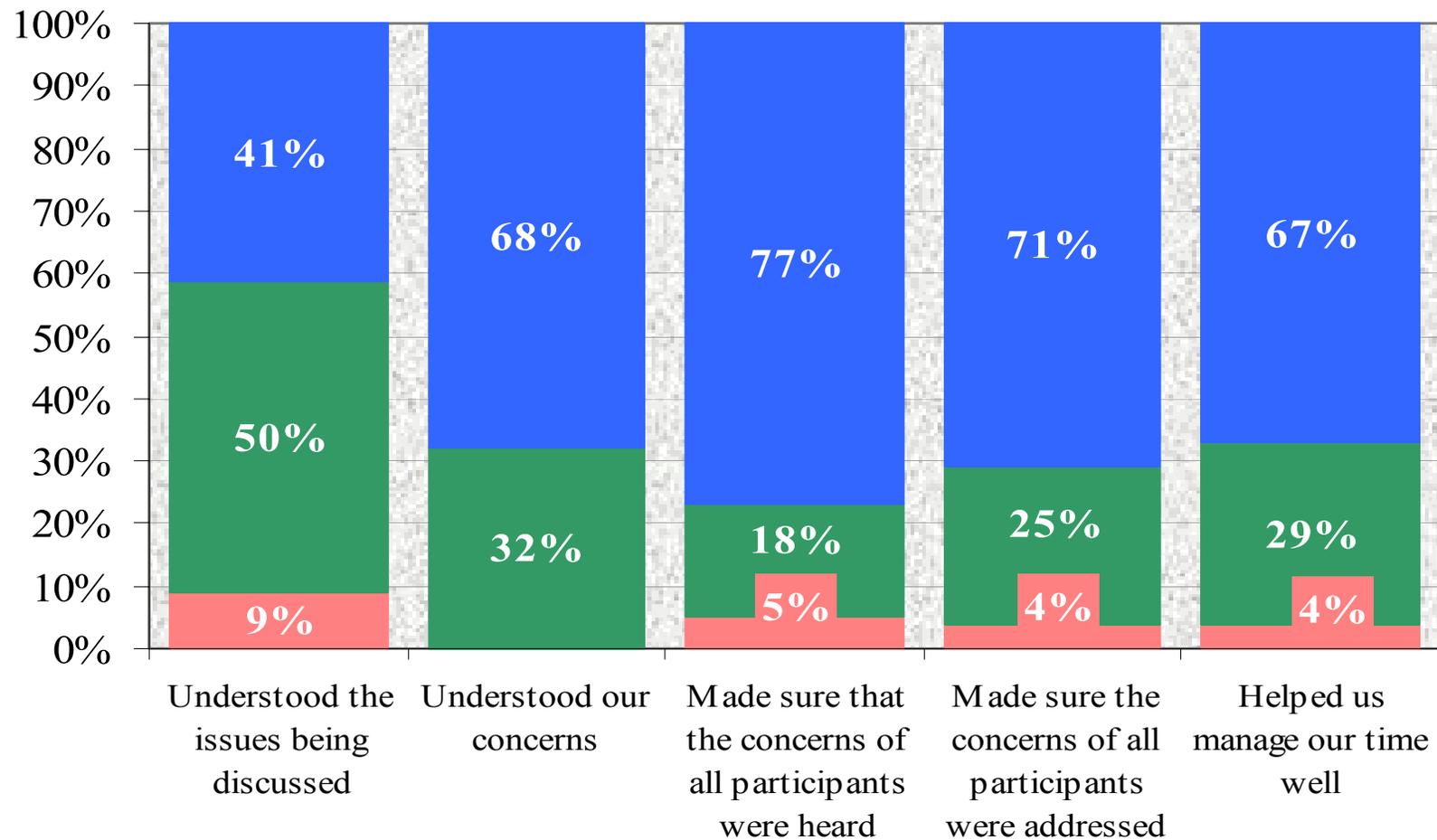
ECR enhances participants' understanding of core issues

In 91% of cases, respondents reported that they had **identified the key differences** that needed to be addressed, in order for the controversies to be resolved.

In 90% of cases, the respondents reported that the process helped them **understand the core of their disagreements** with the other participants.

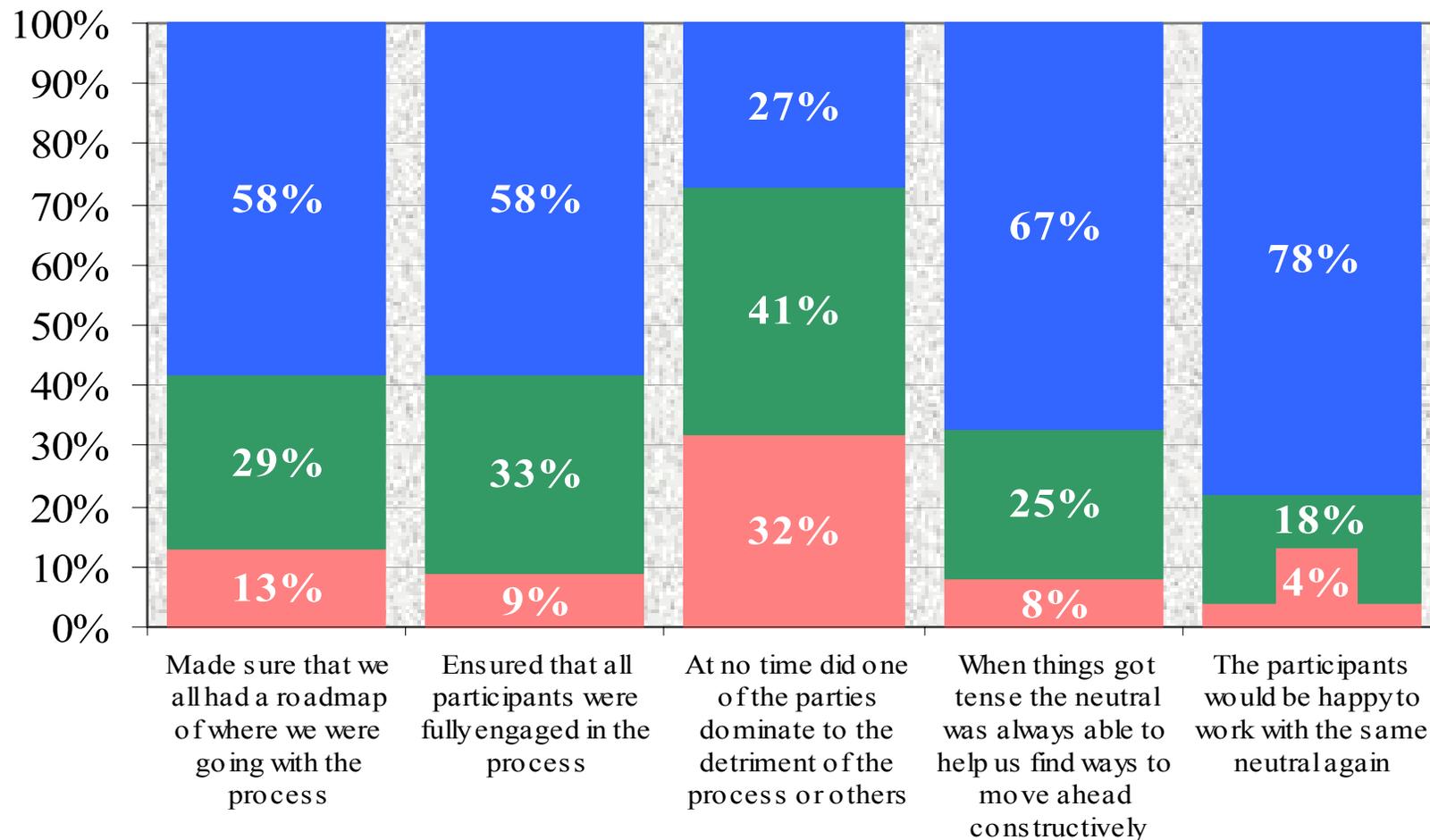
Mediator/facilitator skills and practices

- High: Percent of ratings between 7.51 and 10.00
- Medium: Percent of ratings between 5.01 and 7.50
- Low: Percent of ratings between 0.00 and 5.00



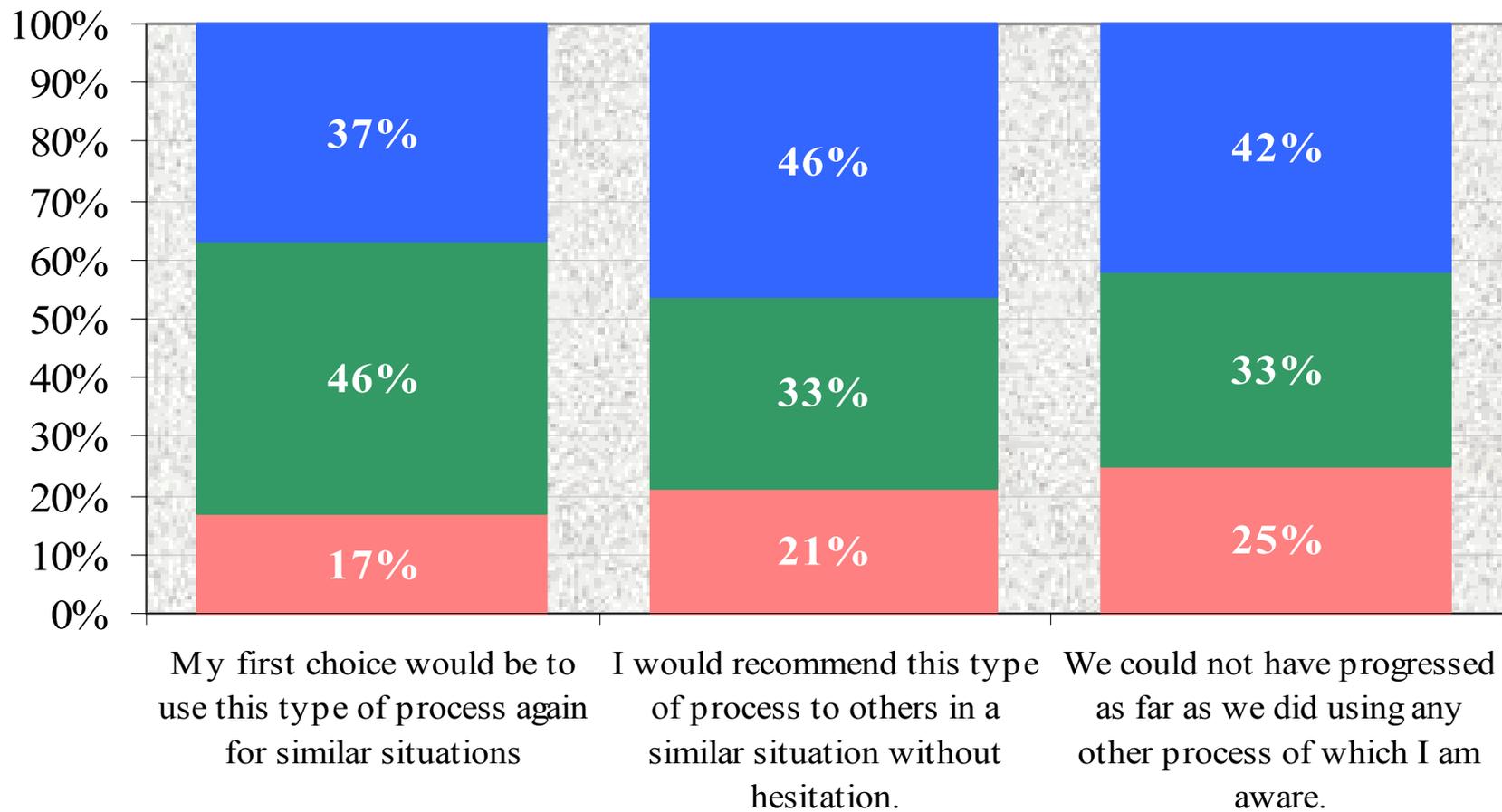
Mediator/facilitator skills and practices (continued)

- **High:** Percent of ratings between 7.51 and 10.00
- **Medium:** Percent of ratings between 5.01 and 7.50
- **Low:** Percent of ratings between 0.00 and 5.00



Respondents' Ratings of the Value of ECR

- **High:** Percent of ratings between 7.51 and 10.00
- **Medium:** Percent of ratings between 5.01 and 7.50
- **Low:** Percent of ratings between 0.00 and 5.00



Additional Benefits to Participating in ECR Processes

“**Litigation (time and cost savings)** avoided, precedence of law penalty published, avoided embarrassment to the federal agency...federal agency has changed policy to prevent reoccurrence.”

“**Becoming part of the solution** instead of viewed as adding to the problems.”

"Compared to the **previous adversarial relationships** between residents, loggers, and environmentalists, this program went smooth and was excellent."

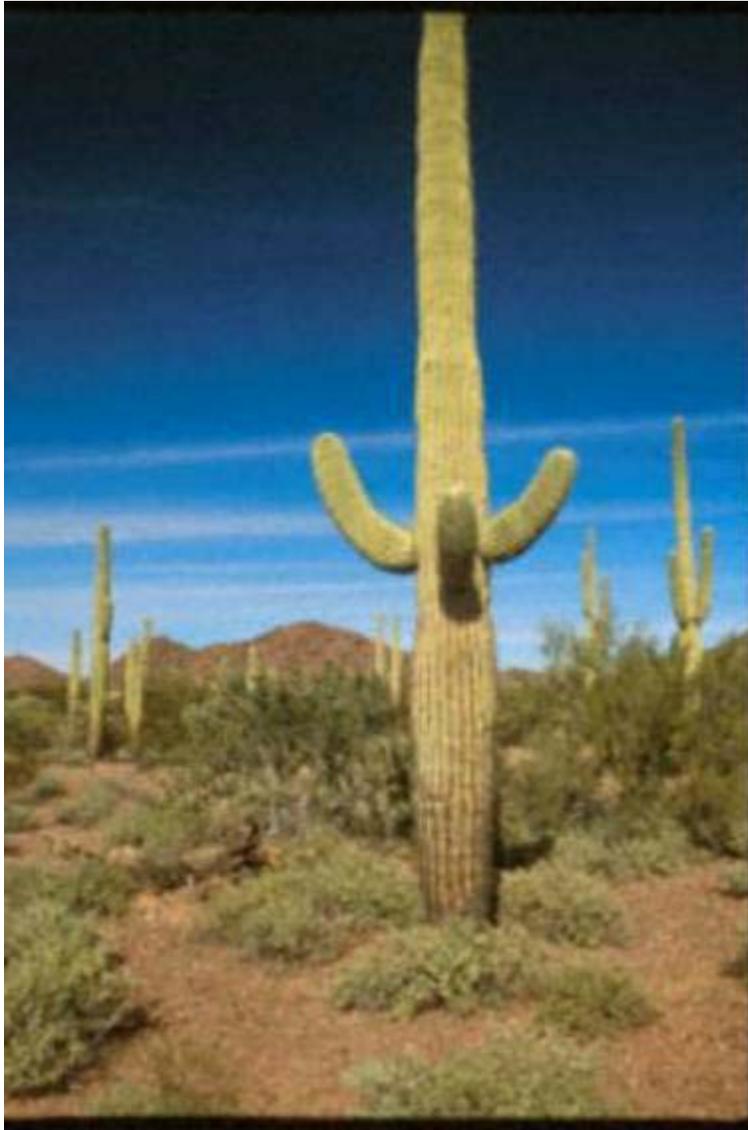
Open-ended Questions

- Respondents' identification of **challenges and criticism** of the processes.
- Respondents' expressions of appreciation and identification of **strengths of the processes**
- Respondents' recommendations on how to **improve** ECR processes.

Encouraging Preliminary Findings

ECR processes are viewed by participants as effective in helping resolve environmental disputes

- In 90% of cases, the agreement reached addressed all of the difficult issues.
- In 87% of cases, full or partial agreement was reached.
- In 75% of cases, the respondents reported they "could not have progressed as far" using any other process.



Questions