

ECR Performance Evaluation



October 12, 2006

Presentation Outline

Overview of an **ECR case evaluation system** currently used by the U.S. Institute and a few state and federal agencies

Respond to questions raised during the September 14 Discussion Group Meeting on ECR Performance Evaluation

Point to **tools and resources** on ECR evaluation

Evolution of the Evaluation System

A **multi-agency evaluation collaborative** working together since 1999,

Reviewed over **150 evaluation criteria** identified from the ADR literature, and

Solicited feedback from **funders, program managers, practitioners, evaluators, and researchers**



Applications of the Instruments

Plans	Proposals/ Recommendations	Procedural Agreements	Assisted Negotiated Settlements
			
FHWA - St. Croix River Crossing (MN, WI)	Department of Defense - Barry M. Goldwater Range Task Force (AZ)	EPA - Oglala Sioux Aerial Spraying (NE, SD)	BLM - Scattered Apples Timber Sale Mediation (OR)

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The Purpose of this *Detailed* ECR Case Evaluation System

- Measure and report on *what is achieved* as a result of using ECR
- Understand *how* ECR practice contributes to these achievements and *why* achievements meet or fall short of expectations
- Determine *when* ECR is most effective so that future applications are improved

Track ➔ Evaluate ➔ Report ➔ Learn ➔ Improve

The Evaluation Audiences



Evaluation Instruments

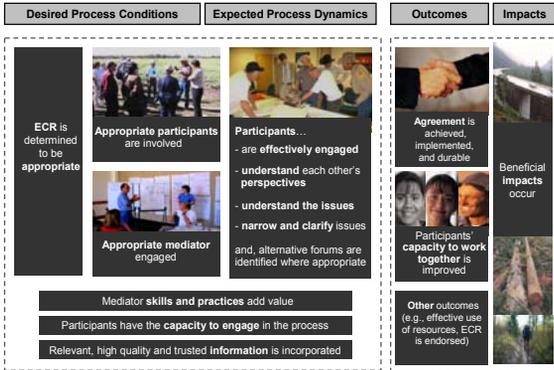
Three questionnaires

- Participant conclusion of process (*when the participants have stopped deliberating whether or not agreement was reached*)
- Participant follow-up between 6 - 12 months after the end of the process.
- Mediator/facilitator conclusion of process



Comprised of open and closed-ended questions

Evaluation Framework



Evaluating Performance: Two Viewpoints



Independent Accomplishments



Relative Merits

St. Croix River Crossing



The Project Context

An aging lift bridge, its closure during floods, and traffic congestion in Stillwater's historic downtown, fueled the need for new bridge.

Problems Encountered

Competing goals of enhancing of transportation services, preserving historic resources, and protection of a wild and scenic river gradually produced gridlock between seven federal and six state agencies. Parties were at loggerheads...tired of a seemingly endless regulatory impasse, etc.

The ECR Solution

Independent Accomplishments

Parties reached agreement
 Parties are confident the agreement can be carried out
 Strong working relationships have been established
 Stakeholders recommend ECR to others
 Stakeholders feel the benefits outweighed the costs



Relative Merits

ECR *more* effectively addressed the issues.
 The results are *less* likely to be challenged.
 Parties are *more* likely to be able to work together
 ECR is endorsed as a *preferred* alternative
 The process cost more, but the extra costs were *worth* the investment.



Dimensions of Performance

	Tangible	Less Tangible	
Short-term	Saved on direct process costs (e.g., the process costs to mediate were less than litigation)	Avoided inflaming relations and escalating the conflict with litigation or unattended conflict	Improved stakeholder commitment to the agreement and its implementation
Longer-term	Likely reduced or avoided the direct cost of appeals (e.g., the solution is less likely to be contested)	Better outcomes were crafted (e.g., less costly settlements, timely project progression, innovative solutions, more efficient monitoring)	Avoided or reduced negative on-the-ground environmental, social, and economic impacts
	Created efficiencies that reduce future indirect process costs (e.g., field staff time dealing with conflict)	Case used as a prototype for resolving other similar problems or conflicts	Created the potential for stakeholders to work together productively on related issues in the future

Evaluation Products

ECR Evaluation Tools and Resources

Tools and Resources:

- ECR Case Evaluation Instruments
- ECR Case-Level Evaluation Report
- Case Briefing
- Overview of the Current Multi Agency ECR Evaluation Study (MAES)
- ECR Evaluation Confidentiality Protocols
- An Inventory of ECR Performance Indicators

Available at: www.ecr.gov

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For more information visit the
U.S. Institute website:

www.ecr.gov



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