Tipping the Scale:

Measures that work for management in the Eastern New York (ENY) Chapter & Caribbean Challenge

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Eastern New York Chapter
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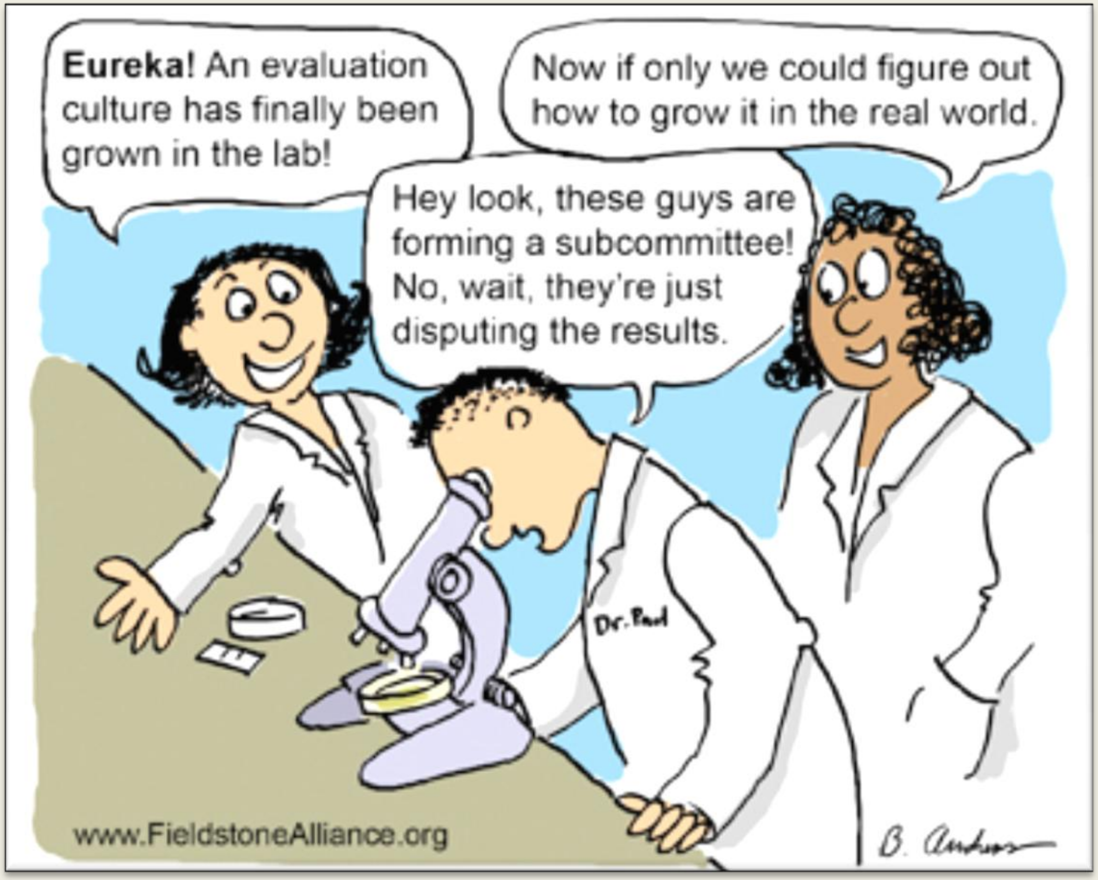
Background



The pure and simple truth is rarely pure and never simple!
- Oscar Wilde

Assumption(s)

We collect information on nearly every project or strategy on which we work.

→

Leadership, Supervisors, Project Managers and Scientists make an array of decisions for each project or strategy

→

We don’t consistently use the information we already have (or need) to make decisions

→

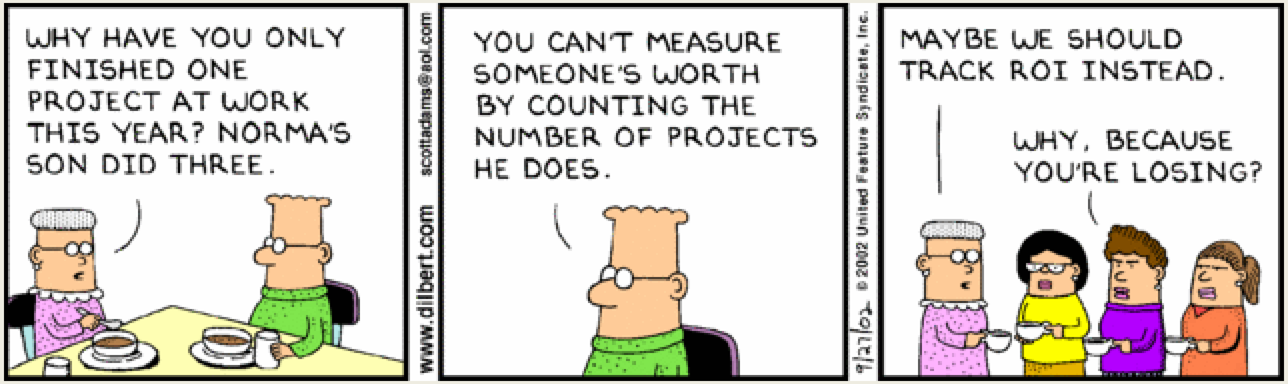
We lack a regular approach and system for using measures consistently across the Chapter*

**rather than lacking “measures”*

Developing A Foundation

We needed to **identify several key** elements:

1. **Who** uses measures information?
2. **What** questions or decisions do they need to make?
3. **What** specific information do they need?
4. **How** do they use it?
5. **When** do they need it?

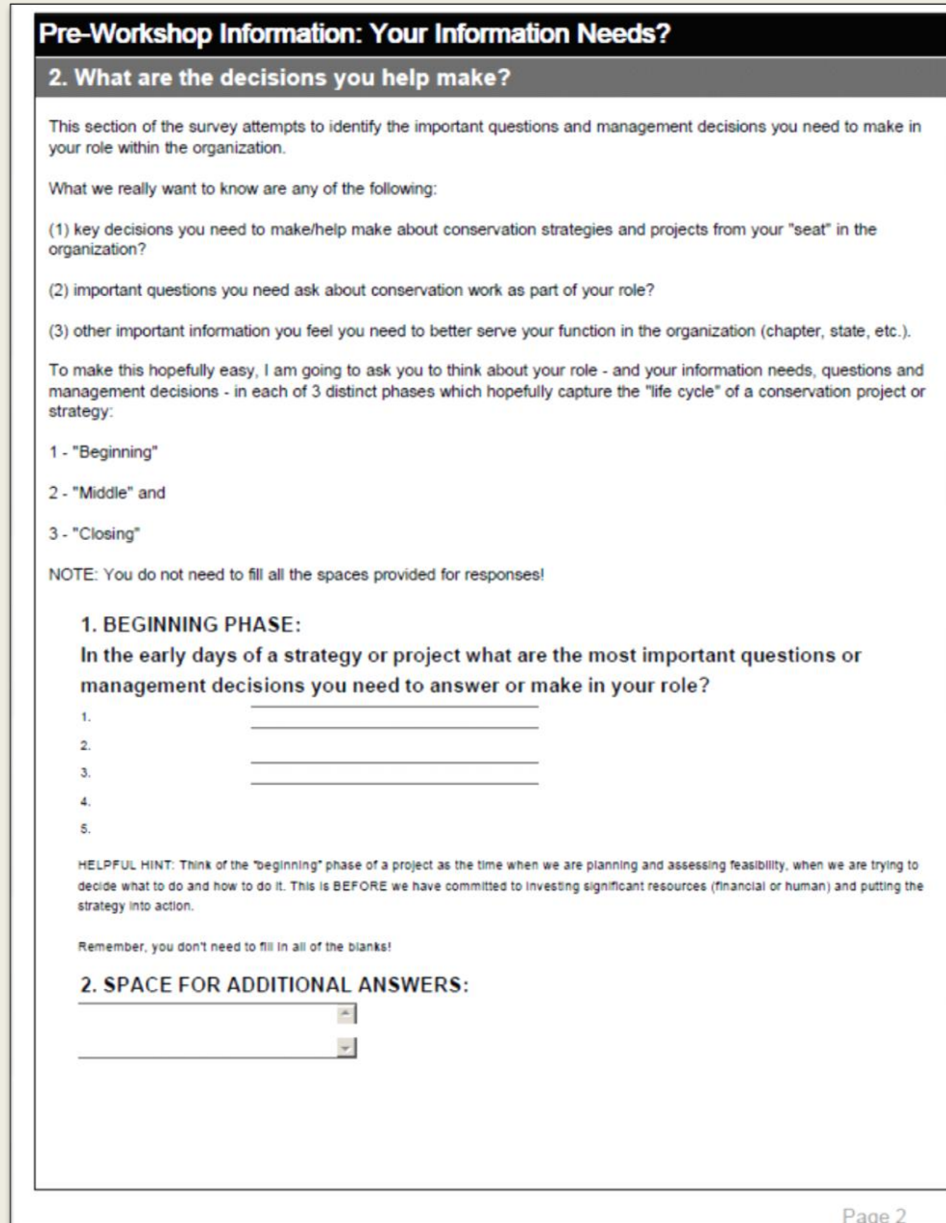


Gathering Data

To assemble this information:

- Gathered critical information by **online survey**
- Planned a **workshop** for staff, leadership and management.

Nearly **30 staff** and trustees from **ENY** and the **New York State Office** took the survey, providing a good cross-section of roles and responsibilities.



Pre-Workshop Information: Your Information Needs?

2. What are the decisions you help make?

This section of the survey attempts to identify the important questions and management decisions you need to make in your role within the organization.

What we really want to know are any of the following:

(1) key decisions you need to make/help make about conservation strategies and projects from your "seat" in the organization?

(2) important questions you need ask about conservation work as part of your role?

(3) other important information you feel you need to better serve your function in the organization (chapter, state, etc.).

To make this hopefully easy, I am going to ask you to think about your role - and your information needs, questions and management decisions - in each of 3 distinct phases which hopefully capture the "life cycle" of a conservation project or strategy:

1 - "Beginning"

2 - "Middle" and

3 - "Closing"

NOTE: You do not need to fill all the spaces provided for responses!

1. BEGINNING PHASE:
In the early days of a strategy or project what are the most important questions or management decisions you need to answer or make in your role?

1.
2.
3.
4.
5.

HELPFUL HINT: Think of the "beginning" phase of a project as the time when we are planning and assessing feasibility, when we are trying to decide what to do and how to do it. This is BEFORE we have committed to investing significant resources (financial or human) and putting the strategy into action.

Remember, you don't need to fill in all of the blanks!

2. SPACE FOR ADDITIONAL ANSWERS:

Management	Leadership	Programs	Projects	Operations	Philanthropy & Comm.
What are the impacts/outcomes of project or strategy (goals and objectives)?	What are the desired outcomes or goals for the project or strategy?	What are we trying to accomplish?	What are the conservation objectives?	What are the tasks and how much time is needed to accomplish them?	When will we be ready to share the story?
What are the resources (human and financial) required?	What are the resource needs (human and financial) of the project or strategy?	What resources are required to successfully implement this project?	What resources are required for this project or strategy?	What are the human and financial resources required?	What is the financial need of the project (budget)?
Are we well positioned or uniquely suited to do this project or implement this strategy?	What is the theory of change and is it reasonable?	What leverage or return on investment will the project or strategy generate?	What are the assumptions and logic of the project or strategy?		What story can/needs to be told around the project?
	What is/how is this project connected to Statewide, Division, Region and Global TNC objectives?	How does the project or strategy align with organizational goals or priorities?			

BEGINNING

	Management	Leadership	Program	Projects	Operations	Philanthropy	SUMMARY
Objectives		A) What are the desired measures of progress?		A) What are the objectives?	A) What are the tasks and how much time is B) What are the important deadlines or milestones?		A) What are the conservation objectives we are trying to indicate progress?
Resources		A) What are the resource needs (human require a reallocation of resources?	What human and strategy?	A) What resources are required for this cost/benefit compared to other alternatives?	A) What are the human and financial resources get the necessary capacity for the project or strategy?		A) What are the resource needs reallocation of resources?
Logic/Context	strategy?	A) What is the theory of uncertainties of this project or strategy?	A) What leverage or B) What are the risks/uncertainty of this strategy?	A) What are the assumptions and logic of the project or strategy? strategy? C) What is the ecological, social and political context of the project or strategy?			A) What are the assumptions and logic of the project or strategy? or uniquely suited to do this project or implement this strategy?
Priorities			w does the project strategy align with anizational goals or rities?				
Other							What is management's perspective of this project or strategy?

Conservation Goals and Objectives

Human and Financial Resources

Logic & Assumptions

Communicating Key Messages

Organizational Alignment

Exit Strategy & Learning

Beginning the Conversation

20 Staff and **trustees** from ENY and NYSO gathered in New Paltz, New York to build on the responses to the online survey.

Objectives:

1. **Specific information** needs for each audience identified.
2. Prototype **template/tool** for communicating and using measures information.
3. **Recommendations** for institutionalizing the use of measures in the Chapter
4. **Obstacles and solutions** to implementing.

Information Needs

BEGINNING PHASE	***QUESTION:*** *What specific information would you need to answer this question (Note: some people might call this an indicator, "measure" or metric).*				
SUMMARY MANAGEMENT QUESTIONS	***Measure 1***	***Measure 2***	***Measure 3***	***Measure 4***	***Measure 5***
A) What are the conservation objectives we are trying to accomplish? B) What are the interim results that indicate progress?					
A) What are the resource needs (human and financial) of the project or strategy? B) Does this project require a reallocation of resources?					
A) What are the assumptions and logic of the project or strategy? A) What is the theory of change and is it reasonable? B) What are the risks or uncertainties of this project or strategy? D) Are we (ENY/TNC) well positioned or uniquely suited to do this project or implement this strategy?					
How does the project or strategy connected to Statewide, Division, Region and Global TNC objectives?					
What is management's perspective of this project or strategy?					

Information Needs

Management Questions

QUESTION:
What are the assumptions and logic of the strategy or project?

ANSWER:
A Results Chain

The specific information needed to answer this question

Using Measures Information

BEGINNING PHASE	***QUESTION(S):*** *(1) Describe what would be the trigger for action, or would put up a flag, for you with regards to this measure?* *(2) What would you do (what would your actions be) with this information?* *(3) When would you want this information?*			
SUMMARY MANAGEMENT QUESTIONS	***Measure***	***Trigger***	***Actions***	***Timing***
A) What are the conservation objectives we are trying to accomplish? B) What are the interim result[illegible] indicate progress?				
[illegible] or				
[illegible] gic [illegible] is [illegible] es [illegible] oned or uniquely suited to do this project or implement this strategy?				
How does the project or strategy connected to Statewide, Division, Region and Global TNC objectives?				
What is management's perspective of this project or strategy?				

The "measure" or specific information

The "trigger" for action

The action you would take

The timing for this information

Using Measures Information

Management Questions

Is the project on track to achieve identified goals and objectives?

Triggers

1. *Missing critical dates for meeting milestones or benchmarks*
2. *Greatly under/over on stated objectives*

Actions

1. *Mandates dialogue with management**
2. *Reassessment by project team*

Timing

1. *Project dependent*
2. *During regularly scheduled project updates**

Results

Basic Framework for ENY

- Project Background/Overview
- Conservation Objectives
- Results Chain
- Current Highlights (bullets)
- Major Milestones/Interim Objectives
- Interim Measures
- Progress on Activities/Towards Interim Objectives
- Status/Trend of Viability or Threat
- Resource Needs/Status
  - Revenue v. Expenses
  - Budget v. YTD
  - Staffing
- Risk & Uncertainty
- Adaptive Management/Change

One of the great mistakes is to judge policies and programs by their intentions rather than their results. Milton Friedman

"We have a lot of this information, we just don't communicate it internally very well."
C. Zimmerman

Initial Guidance

- **Increase collaboration** across chapter functions*****. Interdisciplinary teams at onset of major projects
- A thoughtful **CAP and budget** are a “must” for a project to move forward
- A clear plan, SMART objectives, and financial planning is key from the start for measuring progress (needs to be done in **advance of implementation**).
- **Synchronize reporting** and review of interim progress with existing mechanisms/opportunities (e.g. board reports, conservation staff meetings, etc.) - **Quarterly**

Initial Guidance (cont'd.)

- **Review overall project status** in preparation for TNC annual objectives, budgeting and work planning - **Annually**
- Need a standard pre-project abstract – **Pre-project**
- **Consistent use of reporting template** for chapter exchanges (e.g. board meetings, staff meetings, etc.) to build awareness for Chapter's conservation work and progress
- The first action as a result of review is a **dialog** with project team

Issues & Needs

- **Training/Continuing Support**
  - Program Evaluation (e.g. NOAA)
  - Project Management
  - Conservation Action Planning (TNC)
  - Results Based Measures (TNC)
  - Opportunities for Cross-Training
- **Tools**
  - Miradi Software [1. customize, 2. enterprise]
  - TIS sharing of information (Miradi, GL, etc.)
  - Convenient Reporting Templates
  - Conservation Terms Glossary

The most serious mistakes are not being made as a result of wrong answers. The truly dangerous is asking the wrong question.
- Peter Drucker

DRAFT PROJECT MEASURES TEMPLATE (Ver. 0)

Project Overview — 12/5/2010

Project Name:

Project Summary

The federally endangered Karner blue butterfly has disappeared across most of its historic range in New York, but TNC's habitat restoration program in the Saratoga Sandplains Recovery Unit has helped to bring the fleeting blue butterfly back from the brink. However, additional habitat is needed to buffer the population from extreme weather events, connect existing habitat, and create additional viable subpopulations. This will require additional land protection and restoration.

Background:

- [ ] Is there a complete CAP plan?
- [ ] Is there a complete project budget?
- [ ] Is there a complete implementation schedule?

Lead: Chris Zimmerman

Timeline: Present to 2020

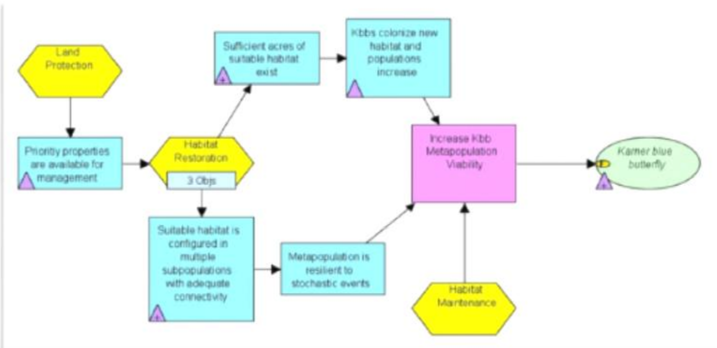
Project Vision/Goal

Recover the endangered Karner blue butterfly in the Saratoga Sandplains recovery area

Conservation Objectives:

- By 2013, initiate Karner blue butterfly habitat restoration on 80 acres to bring the total amount of potential suitable habitat up to 190 acres.
- By 2018, establish four suitable connected subpopulations
- By 2020, initiate Karner blue butterfly habitat restoration on 320 acres.

Results Chain



Update – Current Fiscal Year — 2010 Q1

Current Highlights

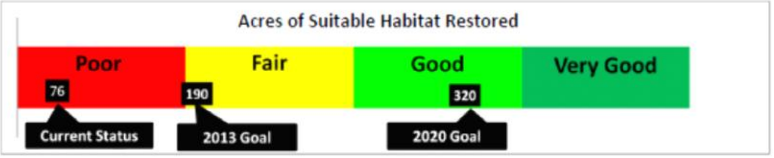
- A habitat restoration project at Camp Saratoga will be completed in May 2011.
- The project will add 18 acres of Kbb habitat to a subpopulation that does not meet viability criteria. We will evaluate the suitability of the habitat in the summer 2013.
- We anticipate that this additional habitat will add another viable subpopulation, bringing us closer to meeting our objective.
- The project will bring the total acres of restored habitat to 138.

FY11 Milestones & Activities

Milestones[1]

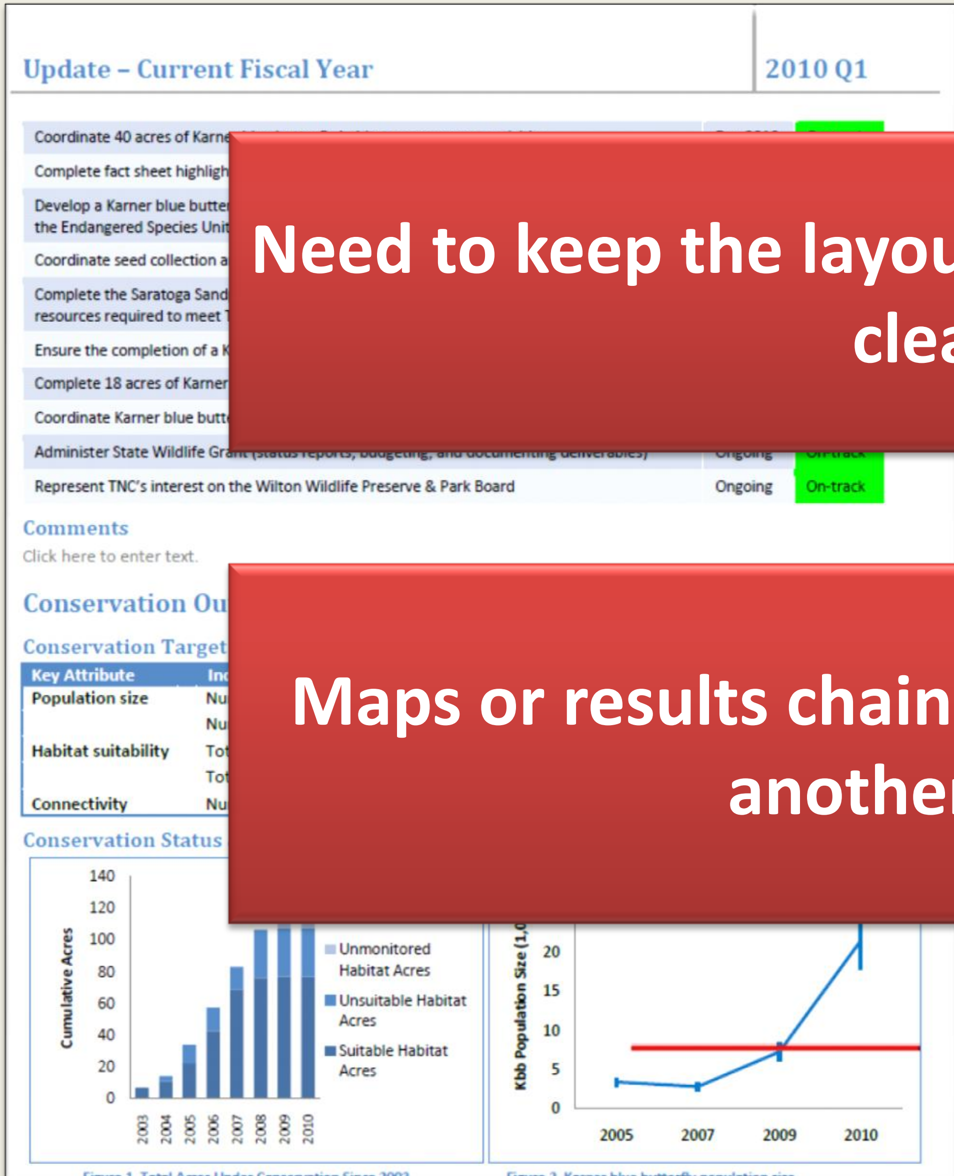
FY11 Milestones	Dec-10	Jan-11	Mar-11	Jun-11
Coordinate 40 acres of Kbb habitat management	*Completed*			
Complete fact sheet highlighting success	*Completed*			
Develop a Kbb habitat maintenance plan with partners		*On-Going*		
Ensure the completion of a Kbb population distance sampling database			*Planned*	
Coordinate seed collection and cleaning			*Planned*	
Complete the Saratoga Sandplains Kbb Recovery Plan			*Planned*	
Coordinate Kbb population monitoring				*Budgeted*
Complete habitat restoration at Camp Saratoga East				*Budgeted*

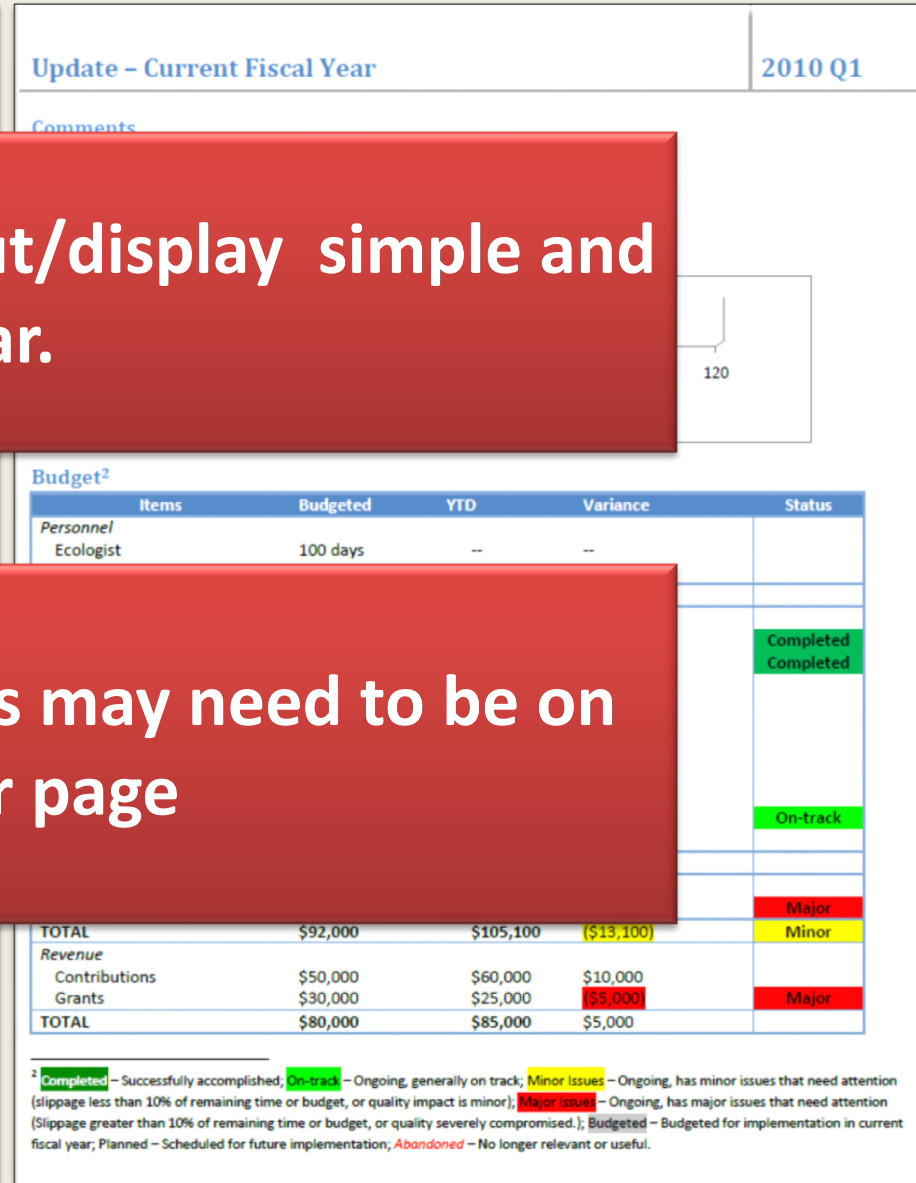
Interim Measures



[1] Completed – Successfully accomplished; On-track – Ongoing, generally on track; Minor Issues – Ongoing, has minor issues that need attention (slippage less than 10% of remaining time or budget, or quality impact is minor); Major issues – Ongoing, has major issues that need attention (Slippage greater than 10% of remaining time or budget, or quality severely compromised.); Budgeted – Budgeted for implementation in current fiscal year; Planned – Scheduled for future implementation; *Abandoned* – No longer relevant or useful.

DRAFT PROJECT MEASURES TEMPLATE (Ver. 0)





Need to keep the layout/display simple and clear.

Maps or results chains may need to be on another page

First Findings

- Existing TNC systems often have the information but it sometimes takes work to get it (shape it)
- Pieces of our plans could be clearer (i.e. S.M.A.R.T. objectives, results chains, etc.). *Peer review, training and examples would help.*
- Some information we haven't historically shared or communicated.
- It "*takes a village*" so we will have to work in cross-functional teams (coordinate and communicate)

We want the facts to fit the preconceptions. When they don't it is easier to ignore the facts than to change the preconceptions.
- Jessamyn West

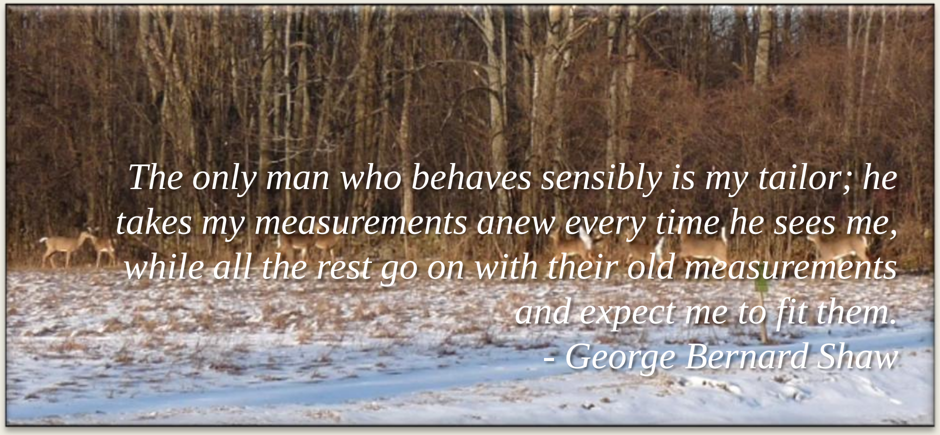
Next Steps

Steps

- Implementation guidance draft (May/2011)
- Initial field test (5/2011)
- Board review (6/2011)
- Interdisc. Team schedule (6/11)
- Leadership, mgmt & program training (9/11)
- All priority projects (12/2011)
- Board review September, & December.

Potential Costs

- Training Needs & Opportunities
- Design or layout support
- Tool Development or Improvement (e.g. Miradi, ConPro, etc.)



DRAFT PROJECT MEASURES TEMPLATE (Ver. 1)

Section 1: Background

0. Project Name/Staff Lead:
Three things you would want someone to walk away with, succinct talking points, 2 or 3 bullets
.

1B. Talking Points:
T4: Three things you would want someone to walk away with, succinct talking points, 2 or 3 bullets
T7: Maybe its one box upfront with the 2 or 3 bulleted talking point and a 3rd or 4th bullet point that is called out with the word 'Recent Highlight' (or something along tose lines).

1. Project Background/Overview:
Should include –(c) Vision statement, (a) Brief summary, (e) Total Cost, and (f) Timeline

es
d to
get
on

2 Chart or Graphs

- Show progress toward key milestones or thresholds
- Keep them simple
- Note time periods for data
- Use multiple graphs if necessary

3. Interim Ob… …teps:
Describe interim obj… …e/bullets/table?). Then enter your report on progress (e.g. with the highlights). Co… …r color coding to show progress on interim objectives. Incorporates "progress on … …#4" p

4. Progress on Activities & Interim Objectives
Re comment: I would still like to see this coordinated with the narrative (box #3) on page 1. I like the idea of a table. Maybe the columns are: Action Step (Milestone); Completion Date; Status

Activities/Action Steps	Interim Objective	Completion Date	Status

1C. Map(s):
1 or more maps which show the geographic location or scope of the project or strategy.

RS: Have page re: Becky's comment (and results chain moved up)

3A. Results Chain
The purpose of the ENY Measures Template is to assess whether strategies/actions are leading to desired results, staff must be able to clearly articulate the relationship between actions and results. A results chain demonstrates how the process ultimately leads to a desired outcome.

3B. Known Risks, Uncertainties & Contingencies
Identify up front as part of the project background (what are the risks, uncertainties or assumptions under which you are working). Could identify in results chain with graphics or text (?)

RS: Should incorporate the risks, uncertainties, into the results chain.

1 Measure(s)

What data are you looking at to measure progress towards desired interim outcomes?

- *What threshold or milestone are you trying to achieve?*

DRAFT PROJECT MEASURES TEMPLATE (Ver. 1)

Section 2: Status Report

4A. Interim Measures:
This section might illustrate information about data you are looking at to measure progress toward the interim objectives.

Include some description or indication of what specifically you are trying to achieve.

Keep it simple, Note the time period for the data, Use graphs or graphics if necessary

Include analysis: Don't repeat what 's in the chart, Evaluate variations in performance in different activities or measures, Explain changes over time & special events, Provide external benchmarks for comparison if necessary.

5B. New Risk/Changes:
Include a date or time period for the update

Identify any new risks or uncertainties which have emerged (or which deviate from your original assumptions and are causing you to change how you proceed). How we incorporated them in your thinking moving forward. (i.e. what we learned was xyz and as a result we're going to adapt or change the project in this fashion)

5B. Next Steps:
Answer the question "now what? "

Be specific; Provide both short - and long-term Actions; Ask questions of (or assistance from) management, staff, etc.

6A. Funds Raised To Date:
E.g. TNC Partner Raised Funds or Leveraged Funds (will require a separate way to track because not in GL report); Funds raised directly by TNC and leveraged funds.
Maybe box for internal categories for funding support that is captured by GL (e.g. government grants, operations, foundations, etc. – the 4 or 5 basic categories) (TNC operating, private donors, governmental grants, foundations, corporations…)

6A. Budget:
GL Wand output.

3 Analysis

- Don't repeat what is in the charts or graphs
- Evaluate variations in performance in different regions
- Explain changes over time & special events
- Provide external benchmarks for comparison

4 Next Steps

- Answer the question "now what?"
- Be specific
- Provide both short- and long-term actions
- Ask questions of (or assistance from) staff, management and leadership.


How I'm spending my
Coda Fellowship:
Caribbean Challenge
Measures!

Caribbean Challenge

- To effectively conserve and manage at least 20% (8.2 million Has) of the Caribbean's marine habitat by 2020;
- Creation of sustainable finance mechanisms to support national systems of protected areas

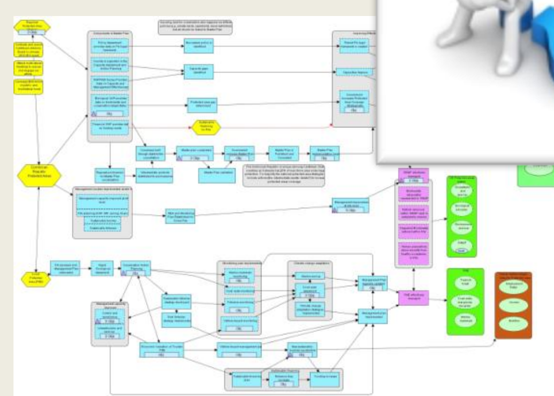
Scope of Investment

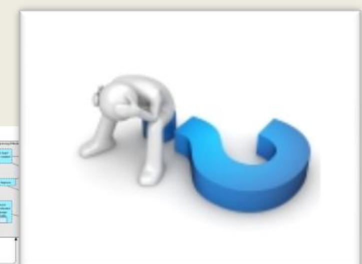
- **Eight countries** (Bahamas, Dominican Republic, Jamaica, Grenada, and St. Vincent and the Grenadines, St. Kitts & Nevis, St. Lucia, and Antigua & Barbuda).
- **$75 million in total public and private** funding pledged. $40m to Caribbean Biodiversity Fund and $35m for on the ground implementation.
- The Conservancy has pledged **$20 million in private funding** to help leverage another $20 million in public financial commitments.
- Investment will help protect the fish stocks and tourism-related livelihoods of the more than **10 million people** living within the Challenge's participating nations.

CARIBBEAN CHALLENGE
EEZ of Caribbean Challenge Participant
EEZ of Pending Caribbean Challenge Participant
Coral reef
USA
Gulf of Mexico
The Bahamas
Atlantic Ocean
Cuba
Turks & Caicos Is.
Mexico
Cayman Is.
Jamaica
Haiti
BVI
Anguilla
Antigua & Barbuda
Puerto Rico
USVI
St. Kitts & Nevis
Dominican Republic
Belize
Guadeloupe
Dominica
Honduras
Martinique
St. Lucia
Caribbean Sea
St. Vincent & the Grenadines
Nicaragua
Aruba
Netherlands Antilles
Barbados
Grenada
Tobago
Costa Rica
Trinidad
Venezuela
Colombia
Panama
The Nature Conservancy
N
W
E
S
30°N
25°N
20°N
15°N
10°N
80°W
75°W
70°W
65°W
60°W
0 125 250 500 KM
0 140 280 MILES
COPYRIGHT © 2009 THE NATURE CONSERVANCY
CARIBBEAN GIS (J. E. KNOWLES)
MAP PROJECTION: LAMBERT AZIMUTHAL EQUAL AREA
GEODETIC REFERENCE SYSTEM: WGS1984

Developing Measures

- Caribbean Program completed a round of planning and strategy development in 2010 for the Challenge.
- Develop measures of progress for the Caribbean Challenge at the regional, national and site scales by June 2011.
- Initial focus on the regional and national ***Protected Areas*** and ***Sustainable Finance*** strategies





Measures Summit

- Caribbean Program staff gathered in the Dominican Republic for a measures summit
- Teams **reviewed the logic** of the strategies/results chains
- Focused measures development on intermediate outcomes which represented **critical "go/no go" opportunities** for each geography.

Measures Summit

- **Objective** – What concrete outcome are you trying to achieve?
- **Indicator** – What is the specific information needed?
- **Who**–Person responsible for gathering information (and the source)
- **Frequency** – How often is the information gathered/reported
- **Audience** – Who is the direct audience for this measure/info?
- **Decision Making "Trigger"** – Signal/warning flag for review, action or decision.

By December 2014, ~$4.5 million GEF and national commitments for co-financing Bahamian full-sized projects met

Amount of match (US $)

Kathleen (TNC)

From: GEF financial audits

Quarterly

*Per GEF financial audits

1. Eleanor Phillips, Northern Caribbean Program
2. Caribbean Challenge Executive Team
3. Caribbean Biodiversity Fund board

Failure to meet specified interim/target dates **(See Bahamas agreement with CBF).**

EXAMPLE!

Post Summit

- WebEx with each of the geographies (& regional team) to **revise and complete measures table**
- Development of a **measures document** for the Caribbean Challenge (i.e. part methods, part implementation guidance, part “next steps” for future development)