

EBMWG Project Close-Out Report

Project #: AM03

Project Title: Heiltsuk HWB Report Card

Steering Committee Members: Dan Cardinall, Alex Grzybowski, Dorthe Jacobsen

1.0 FUNDING

The total cost of the project is \$25,000. The project will be completed within budget.

2.0 EXTENT TO WHICH PROJECT OBJECTIVES WERE ACHIEVED

Objective	Description	Evaluation (Text)	Summary*
1	To pilot application of the EBM monitoring and reporting system in the Heiltsuk community.	An interim report described initial steps, progress and projected outcomes of development of a monitoring and reporting systems in Bella Bella.	Fully met
2	To inform the development of the adaptive management framework	A brief report summarized collaboration with the AM Framework team, key findings, insights and conclusions regarding implementation of adaptive management in a coastal community HWB context.	Fully Met
3	To synthesize background documents, Heiltsuk community health plans, the ongoing work of the EBM Working Group and other relevant information to develop a small suite of indicators, a data collection system, and an annual report card that 4-5 Heiltsuk departments/agencies can use to monitor and report on HWB progress within their organization.	Key indicators and data sources have been identified, a Heiltsuk Nation Well-Being Report Card was designed, and data collection and synthesis is underway. A final report will be prepared and submitted when data is fully collected and collated.	Partially Met

* Use: Fully met (100%), Substantially met (>75%), Partially met (50-75%), Marginally met (25-50%), Not met (0-25%)

3.0 MAJOR TASKS COMPLETED

Task	Description	Date
1	Prepare a project draft workplan; meet with project steering committee; prepare and submit final project workplan for funding approval	November 11, 2008
2	Prepare and submit a progress report and draft indicators list and report card.	January 30, 2009

Task	Description	Date
3	Prepare and submit a report summarizing findings and conclusions related to implementation of adaptive management.	February 10, 2009
4	Finalize and deliver a Heiltsuk Well-Being Report Card	In Progress

4.0 KEY PRODUCTS

Item #	Description	Completion date	Location
1	Report summarizing progress, identifying key HWB indicators and defining outline of a final HWB report card.	January 30, 2009	To be posted on the EBM WG website
2	Summary report summarizing key findings, insights and recommendations regarding implementation of adaptive management in a coastal community.	February 10, 2009	To be posted on the EBM WG website
3	Heiltsuk Nation Well-Being Report Card.	In Progress	To be posted on the EBM WG website when complete.

5.0 PEER REVIEW

The project workplan was reviewed by EBM Working Group and Project Steering Committee members with background in community health monitoring. The project workplan was adjusted to address comments received.

Initial and final drafts of the reports were circulated to the Project Steering Committee and EBM Working Group representatives with background in community health and economic development. The report was revised to address comments received.

6.0 MAJOR FINDINGS & RECOMMENDATIONS

In relation to development of community HWB report cards:

1. Community HWB monitoring projects should begin by specifying common organizational and program goals, objectives and strategies.
2. Greater HWB monitoring program success may be realized if:
 - a. more education occurred at the beginning of the project on the benefits of measuring program and project success; and
 - b. internal reports were used as a starting point for discussion.
3. It would be useful to ensure that relevant community organizations have access to required data and can collate that data in common, accessible formats.

4. As a starting point for testing the relevance of proposed indicators, it would be useful to ensure initial indicators are understandable to managers and staff of relevant community organizations.
5. It would be useful to assess organizational resistance to new monitoring programs at project outset, and provide project education and support if required.

In relation to implementation of adaptive management in small coastal communities proponents / practitioners should:

1. **Take a long term approach to adaptive management:** Creating a learning culture begins with good governance. This includes transparency, legitimacy, results-based performance and accountability. The absence of these larger issues cannot be solved by implementing a set of annual indicators. Communities must begin at the foundation of their governance institutions to create real change. This work is integral to the successful implementation of adaptive management at the community level.
2. **Do their homework:** Communities often have existing performance evaluation and indicators for evaluating program effectiveness. When implementing a new project it is important to have a strong understanding of what has come before it and how past work can support current initiatives. Program and project managers are busy and are not likely to support a project if they believe it is being repeated.
3. **Start from the beginning:** To overcome lack of coordination across community organizations it is important that communities create strategic plans, which include measurable objectives and strategies for all departments. To be successful this must be done internally and with buy-in from all departments. For many communities, jumping to the evaluation stage is unlikely to lead to more successful programs and improved HWB. In some cases sufficient direction may already exist in economic development plans, land use plans, or strategic community plans.
4. **Work with participants:** Evaluation can be a scary proposition in a community where jobs are a precious commodity and evaluation is not part of the work culture. AM project coordinators must work with participants to create a project that includes value for all parties. Beginning the process with focus groups or round tables could go a long way in creating ownership of the project, ultimately leading to a greater chance of long-term success. Imposing an evaluation process that participants do not believe in, is likely to be met with resistance and in will not create real change.
5. **Support internal structures:** Creating a collective approach to improving HWB at the community level will only occur with political will, project champions, and strong communication of the project merits to the broader community. Long-term success of adaptive management will occur if the will to succeed is adopted from within.
6. **Be adaptive:** Each community comes with a unique set of issues and hurdles that must be overcome to successfully introduce adaptive management. Adaptive management proponents must take the time to understand these constraints and themselves be “adaptive” - open to adjusting their program in hopes of achieving the project goals.
7. **Create a learning network:** As adaptive management is rolled out at the community level along the coast many project managers will be facing similar issues. Creating a

network for them to meet and discuss hurdles and investigate solutions could improve the likelihood of project success in all communities.

8. **Don't stop at evaluation:** Employing a HWB report card, or another adaptive management tool, is only beneficial if managers have the capacity and mandate to create the change identified. This will require political support.

7.0 PROJECT STEERING COMMITTEE RECOMMENDATIONS

The Project Steering Committee recommends that the reports be accepted as useful information that is of particular relevance to the further development of adaptive management programs geared toward improving information and knowledge about community human well-being in the Central and North Coast.

8.0 RELEVANCE/SIGNIFICANCE FOR EBM IMPLEMENTATION

The reports prepared for the Heiltsuk Human Well-Being Report Card project provide useful background, insights and information that will support more effective implementation of adaptive management as it relates to human well-being in local communities in the Central and North Coast.