

## Program Planning, Measurement, and Evaluation



### WHAT IS MEASUREMENT AND EVALUATION?

Measurement and evaluation (M&E) frameworks provide a way to develop and implement public policy holistically and rigorously. The ideal way to go about evaluation is from a Performance Management Cycle approach, where results of evaluation activities have a clear connection to strategic planning.

M&E is often applied retrospectively to understand, quantify, and monetize public policy outcomes. Impact evaluations examine the extent to which program activities have been successful in accomplishing their objectives, and why. Impact evaluations examine attribution: the extent to which outcomes observed were caused by the program versus rival factors. Process evaluations examine how the program is being implemented; they often provide an opportunity to make midcourse corrections.

M&E can be applied prospectively to improve program strategy and implementation. Prospective work includes goal setting, strategic planning, logic modeling, metrics development, establishing data collection protocols, information management needs, and formative evaluation.

Many evaluation approaches are scalable to policy/program needs and available budgets. Also, clients and programs do not need perfect data to benefit from evaluative methods. IEC often mixes methods within a single evaluation and uses other creative analytical approaches to bridge data gaps.

### Performance Management Cycle



### PROJECT EXAMPLE

For the U.S. DOE's Office of Energy Efficiency & Renewable Energy, IEC is conducting an impact evaluation of the Building America program's investments in residential energy efficiency technologies and practices, including an evaluation of energy savings, health and energy security impacts, market transformation, knowledge benefits, and cost-effectiveness.

## ENERGY AND ENVIRONMENTAL EVALUATION EXPERIENCE

IEc brings its rich experience in M&E to the energy evaluation sector. IEc has 20 years of environmental program evaluation experience including over 80 evaluations for US EPA.

Environmental endpoints are some of the most difficult to evaluate because they often occur long after the intervention and have many rival factors. IEc applies a range of tools and approaches to evaluate environmental endpoints.

Programs that save energy have a multitude of non-energy impacts (NEIs); IEc has the expertise to capture and monetize them.

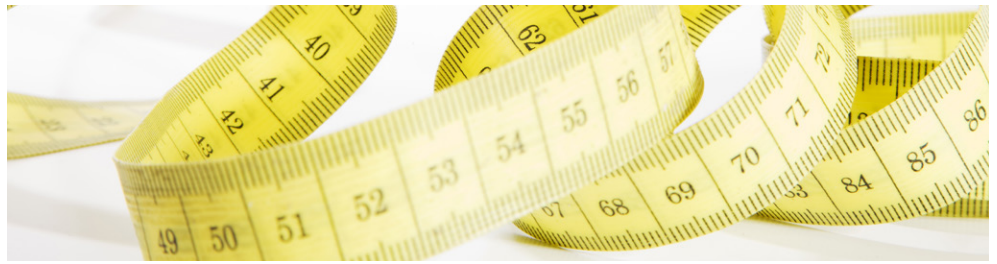
Examples of NEIs that our interdisciplinary team of economists, risk assessors, financial analysts, and other experts can quantify include:

- Health benefits
- Social cost of carbon
- Distributional benefits to low and moderate income populations
- Community livability/sustainability benefits

IEc regularly works with large sets of energy data and to apply IPMVP protocols; however, we are equally comfortable evaluating energy efficiency and renewable energy policies and programs that do not fit into typical energy program intervention types, and that do not generate a wealth of utility and other energy data.

## EVALUATION SERVICES

- Strategic planning and organizational development
- Logic modeling
- Evaluation readiness screening
- Formative, process, market, and impact evaluations
- Quasi-experimental and experimental designs
- Mixed-methods evaluation
- Continuous/real-time evaluation
- Participatory evaluation
- Managing evaluation peer-review processes
- Evaluation data information management
- Evaluation report development
- Cost-effective data collection plans, which can combine existing performance measurement or secondary data with the collection of new data through surveys, focus or discussion groups, and/or interviews
- Communication and data visualization of evaluation results to diverse stakeholders (e.g., decision-makers, partners, and the public)
- Evaluation guidelines development
- Trainings on evaluation-related topics, including planning for and managing the evaluation process, logic modeling, and statistical techniques
- Performance measures development and communication



## IEc Evaluation Specialties

- Energy efficiency and renewable energy programs
- Environmental protection programs
- Sustainability programs, including sustainable purchasing
- Technology R&D, commercialization, and market stimulation programs
- Economic development and business assistance programs
- Grant and loan programs
- Regulatory enforcement and compliance strategies
- Programs in need of business process improvements

## Representative Clients

### FEDERAL

- Department of Energy
- Environmental Protection Agency
- Department of Labor
- Fish and Wildlife Service
- Small Business Administration

### INTERNATIONAL

- Natural Resources Canada
- United Nations Environment Programme (UNEP)
- Global Environment Facility

### NGO

- Moore Foundation
- National Governors Association
- ClimateWorks Foundation

### STATE

- California Energy Commission
- New York State Energy Research & Development Authority (NYSERDA)
- Georgia Department of Natural Resources
- Massachusetts Department of Energy Resources
- Massachusetts Department of Transportation
- Oregon Department of Energy
- Virginia Department of Environmental Quality
- Washington Department of Ecology

### UTILITIES

- Eversource
- United Illuminating
- Concord Municipal Light Plant

### PRIVATE SECTOR (for measurement)

- Dunkin' Brands