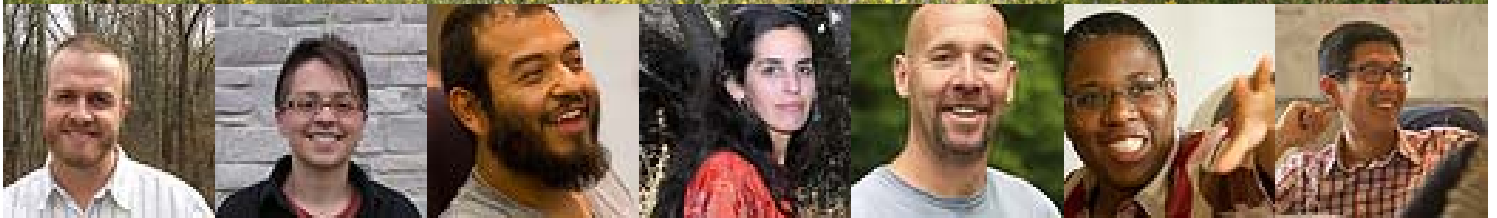


Accomplishments and Lessons Learned from *Toyota TogetherGreen: 2008–2013* Final Report



Prepared by the
Toyota TogetherGreen Evaluation Team

Principal Investigators:

Robert B. Powell
Clemson University

Marc J. Stern
Virginia Tech

Nicole M. Ardoin
Stanford University

Postdoctoral Fellows:

Wade Vagias
(2009)

Chris Wynveen
(2010)

Rebekkah Beeco
(2011-2013)

Key Findings

This report summarizes the accomplishments and lessons learned from an evaluation of *Toyota TogetherGreen*, which is a conservation initiative of the National Audubon Society (Audubon) and Toyota. *Toyota TogetherGreen* seeks to build leadership for the future and support innovative conservation projects that inspire people to take action through a Fellowship program and an Innovation Grants program.

To evaluate *Toyota TogetherGreen*, Grantees and Fellows completed data tracking sheets to provide data about their projects' activities, audiences, and impacts. Grantees and Fellows also completed surveys at the end of their award periods. The first two classes of Fellows and Grantees also completed surveys two years after the end of their awards to investigate the longer-term impacts of *Toyota TogetherGreen*. Key findings of the multi-year evaluation include:



1. *Toyota TogetherGreen* projects improved 28,649 acres by removing invasive species; clearing trash; planting trees, grasses, and riparian buffers; and developing plans and guidelines for land management.
2. *Toyota TogetherGreen* projects engaged over 218,678 participants in conservation education and other activities.
3. *Toyota TogetherGreen* projects inspired over 31,000 people to volunteer to improve their communities and the environment.
4. *Toyota TogetherGreen* projects built broad and diverse constituencies in communities across the United States to support conservation.
5. As a result of *Toyota TogetherGreen training*, over 75% of Grantees and Fellows reported moderate to very large improvements in skills related to conservation planning, evaluation, developing partnerships, leadership, networking, communications, and engaging underrepresented audiences.
6. Over 80% of Grantees and Fellows agreed or strongly agreed that participating in *Toyota TogetherGreen* enhanced their commitment to conservation.
7. Improvements in conservation and leadership skills resulting from *Toyota TogetherGreen training* enhanced the performance of conservation projects. (See page 13 for more information.)
8. Certain project characteristics, such as partnership quality, use of help networks, and adapting to changing conditions, were associated with more successful conservation projects. (See page 14 for more information.)
9. Certain engagement strategies, such as hands-on and experiential techniques, were found to be more effective at improving a project's outcomes than others. (See page 15 for more information.)

Table of Contents

Key Findings	i
Overview	1
Grantees and Fellows	2
Conservation Success	3
Project Achievements	5
Impacts on Grantees and Fellows	9
Characteristics Associated with Success	13
Conclusion	17



Overview

Summary

Toyota TogetherGreen is a conservation initiative of the National Audubon Society (Audubon) and Toyota that seeks to build leadership for the future, support innovation in the field of conservation, and inspire people around the country to take action to improve the environment and their communities by:

1. protecting habitat for species of special concern by reducing threats and restoring habitat,
2. protecting water resources by improving water supplies and water quality to protect biodiversity, and/or
3. protecting climate by reducing greenhouse gas emissions by reducing energy use and improving efficiency.

Started in 2008, the *Toyota TogetherGreen* initiative funds conservation projects and trains environmental leaders. To build conservation leadership, each year *Toyota TogetherGreen* selects 40 Conservation Leadership Fellows who receive professional development and a stipend to implement a conservation project. Each year *Toyota TogetherGreen* also awards approximately 40 Innovation Grants based on their potential for making a significant contribution to energy, water, or habitat conservation; their degree of innovation; and their potential to engage new audiences in conservation. Grantees also receive conservation training to build leadership and enhance project performance.

Methods

From 2008 to 2013, the evaluators collected quantitative and qualitative data to assess the quality of the training workshops, impacts of the *Toyota TogetherGreen* experience on Grantees and Fellows, conservation impacts of the Innovation Grants and Conservation Action Projects, and programmatic elements and strategies that enhanced the projects' effectiveness.

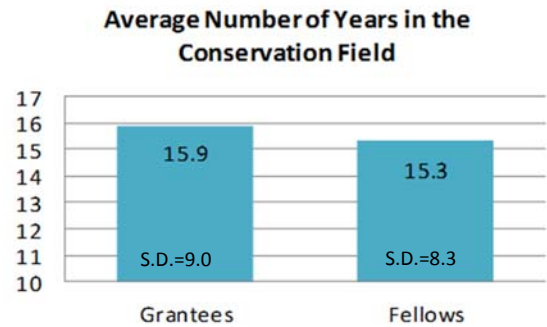
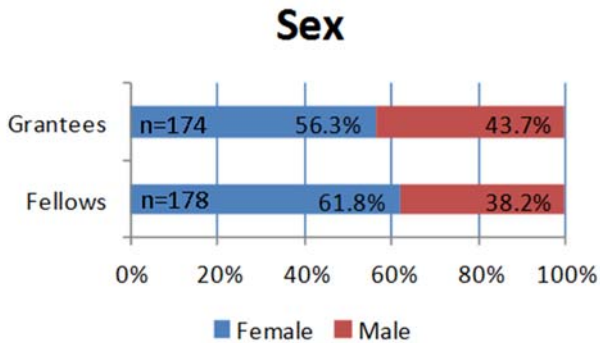
Surveys with Grantees and Fellows were used to evaluate training workshops. To provide data about their projects' activities, audiences, and impacts, Grantees and Fellows completed customized data tracking sheets at the midterm and completion of their projects. Grantees and Fellows also completed surveys at the end of their award period. Of the 212 Grantees and 200 Fellows, 175 Grantees (83%) and 179 Fellows (90%) completed these surveys. These surveys focused on assessing the impacts of *Toyota TogetherGreen* on the individual Fellows and Grantees, as well as on their intended conservation targets. The surveys also tracked project characteristics in an effort to uncover trends associated with different outcomes.

In addition, Grantees and Fellows completed narrative reports each year. Two years after the completion of their projects, 46 of 77 (60%) Fellows and 50 of 77 (65%) Grantees with current contact information from the first two classes completed another survey to assess the longer-term impacts.

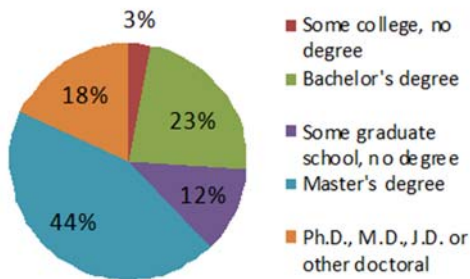
To aid in interpreting results, where appropriate we provide *p* values and Cohen's *d*. *P* values reflect the likelihood that a result occurred by chance. A *p* value of less than .05 suggests that there is less than a 5% probability that the result occurred by chance. To facilitate interpretation of mean comparisons, we calculated *Cohen's d* for each statistically significant result. *Cohen's d* is an effect size measure that provides an assessment of the meaningfulness of the difference between groups. Meaningful differences begin near 0.2, which may be considered small, while those approaching 0.5 are considered medium, and 0.8 large.

Grantees and Fellows

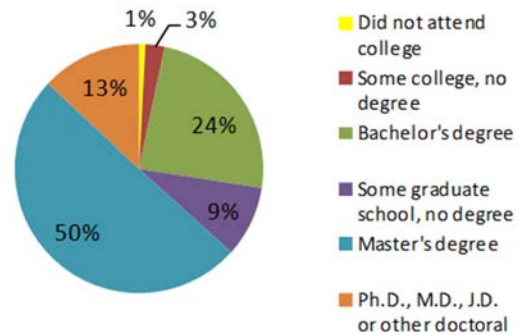
Who They Are



Grantees' Education Level



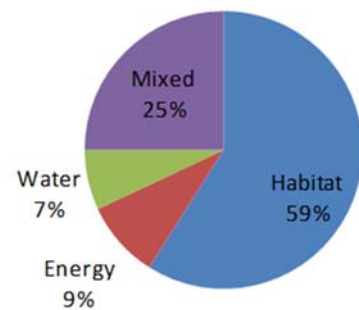
Fellows' Education Level



Project Descriptions

- Roughly 59% of projects had goals focused on habitat, 9% focused on energy, and 7% on water. Others focused on a mix of habitat, water, and energy.
- Most projects used multiple strategies (three on average) to achieve their goals.
- Education was the most common approach, employed by 49% of Grantees and Fellows. Twenty-one percent of projects directly improved habitat and land management practices; 14% focused on specific species protection efforts. Others focused on a range of habitat protection and policy approaches.
- Approximately 61% of projects had a specific ecological conservation target, such as a population of a certain species or clearly defined habitat area. Other projects had more general targets, such as enhancing environmental awareness.

Project Focus



Conservation Success

Conservation Results

28,649 acres have been improved by removing invasive species; clearing trash; planting trees, grasses, and riparian buffers; and developing land management plans and guidelines; among other activities.

Additional conservation accomplishments include:

- 152,562 trees and shrubs planted
- 2,150 individuals trained to monitor the environment
- 1,669 energy audits conducted
- 15,472,800 gallons of water conserved
- 2,083,073 pounds of recyclables collected
- 236,713 educational materials distributed



People Reached

Participants

Participants are those who benefit from a project's programming.

- 218,678 participants
- 619,733 hours
- 32% were people of color*
- 40,288 low-income
- 80,054 under 18 years of age
- 58% White
- 14% Black
- 21% Hispanic/Latino
- 4% Asian
- 2% Native American/Hawaiian/Pacific Isl.

* Based on those who reported demographics.

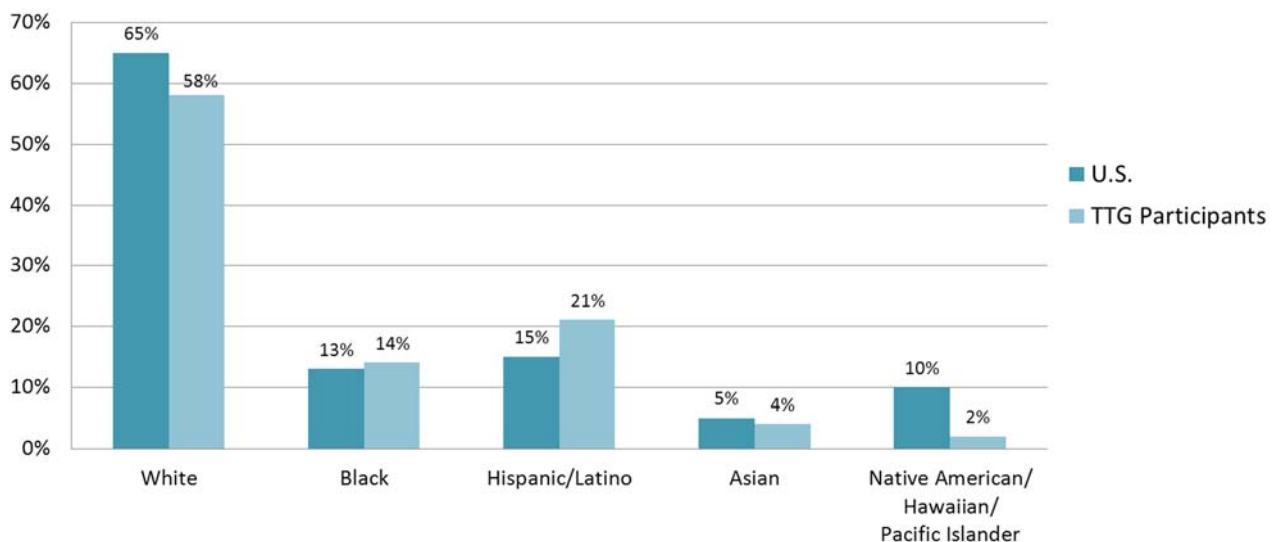
Volunteers

Volunteers help implement a project or achieve a conservation goal.

- 31,231 volunteers
- 206,681 hours
- 31% were people of color*
- 7,242 low-income
- 10,779 under 18 years of age
- 59% White
- 17% Black
- 14% Hispanic/Latino
- 8% Asian
- 2% Native American/Hawaiian/Pacific Isl.

* Based on those who reported demographics.

U.S. Population vs. TTG Participants



Conservation Success

Partnerships

- 98% of projects formed partnerships
- Over 2,295 partners
- Partner sectors included education, environment, philanthropy, community service, business, tribal, government, and faith-based, among others
- Over 117,000 hours invested by partners

“The Fairbanks Rescue Mission (FRM) Recycling Center is making a significant difference in the Fairbanks community and in the lives of FRM’s homeless residents. Over 200 businesses and two dozen churches bring recyclables to FRM...Partnerships were key to this project. As two non-profits, with limited human and financial resources, not to mention a rather large [transportation] obstacle to overcome, partnerships with other non-profits, for-profits and local government were essential. To date, the FRM Recycling Center has formed partnerships with nearly 200 organizations and businesses.”



A Small Sample of Toyota TogetherGreen Partners Include:

Alaska Youth for Environmental Action
American Littoral Society
Americorps
Auburn Theological Seminary
Atlantic Salmon Federation
Baltimore Medical Systems
Bicycle Coalition of Maine
Boy Scouts of America
California State Parks
Cargill
Center for Biological Diversity
Central State University
Coachella Valley Water District
Colorado Carbon Fund
Cornell Cooperative Extension
Dallas Zoo
Deloitte LLC
Denver Public Schools
Detroit City Council
Eckerd College
El Paso Water Utility Service
Encana Oil and Gas
FedEx
Girl Scouts of America
Golden Valley Lutheran Church
Home Depot
Houston Ornithology Group

IBM
Idaho Wildlife Federation
Jubilee Christian Church
Key West Tropical Forest and Garden
Kentucky Clean Fuels Coalition
Latin American Association
Medtronics Foundation
Mesa Community College
Miami University
Miami-Dade County Public Schools
Mille Lacs Band of Ojibwe
Montana Smart Growth Coalition
National Biodiesel Board
Natural Resources Foundation
Northwestern University
Ohio Bird Banding Association
Oklahoma State University
Oregon Zoo
Pheasants Forever
Pittsburgh Botanic Garden
Progress Energy
Quassaick Creek Watershed Alliance
Raritan Valley Community College
REI
San Antonio Botanical Gardens
San Diego Zoo
Sea Grant

Sonoran Desert Nursery
Standard Solar Inc.
Staten Island Museum
Student Conservation Association
Sustainable Pittsburgh
Tennessee Valley Authority
The Nature Conservancy
The Ocean Project
Three Rivers Land Conservancy
Trout Unlimited
U.S. Bureau of Land Management
U.S. Fish and Wildlife Service
U.S. Forest Service
U.S. National Park Service
United Way of Greater Dayton
University of Georgia Mountain Research Center
University of Montana
University of Wyoming
USDA NRCS
Vermont Land Trust
West Atlanta Watershed Alliance
Western Sustainability Exchange
Wild Equity
Wildlife Rehabilitation Center
Wisconsin Bird Conservation Initiative
Xcel Energy

Project Achievements

Measuring Success

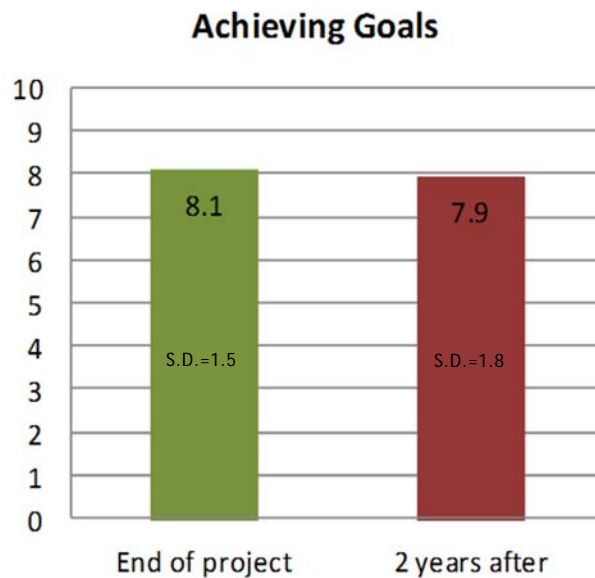
The following section of the report uses the following definitions of success to examine not only project achievements but also the relationships among training, project characteristics, and project outcomes.

- **Overall success:** Success at achieving the project's goals as described by Grantees and Fellows
- **Conservation target:** Success at improving the status of the conservation target
- **Social success:** Success at building constituency by engaging intended audiences, enhancing human quality of life, developing stakeholder support for project goals, developing new partnerships, strengthening existing partnerships, developing trust with communities, and involving the community in projects

How well did your project achieve your goals?

We asked Grantees and Fellows to define the goals of their conservation projects. We then asked them to rate their level of success at achieving their self-defined goals on a scale from 0 (not at all) to 10 (completely).

Goal achievement averaged 8.09 in surveys conducted immediately following the award period. In surveys with the first two classes of Grantees and Fellows two years after their award period, perceptions of goal achievement remained high, with scores of 7.94 on the scale.



"I also used the advice given to me at the fellows retreat, which is to talk to folks about what matters to them. It so happened that gardening mattered to these folks and so did the future of their center. I picked out several who showed strong affinity for this concept, and I gave them roles so that after I left the garden will persist. The work day went well and the garden turned out to be beautiful. The volunteers signed up for duties each week to water and tend the garden. The involvement with the Catawba Nation would never have crossed my mind without the TogetherGreen training. It has broadened our impact and rewarded us in countless ways."

Project Achievements

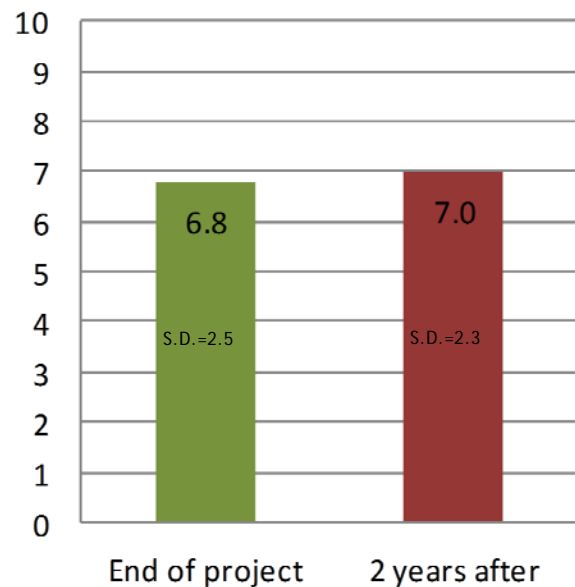
Conservation Impacts

Conservation Target Improvement

Immediately after the program, Grantees and Fellows reported that their projects were successful at improving the status of their conservation target (Mean = 6.8 on a scale of 0 [not at all] to 10 [completely]). After two years, 2008 and 2009 Grantees and Fellows reported a slightly greater improvement in the status of their conservation target (Mean = 7.0 on a scale of 0 to 10).



Improvement of Conservation Target



“Our efforts removing invasive species is having a remarkable effect on many species—particularly the Western Snowy Plover, listed as threatened on the endangered species list.”



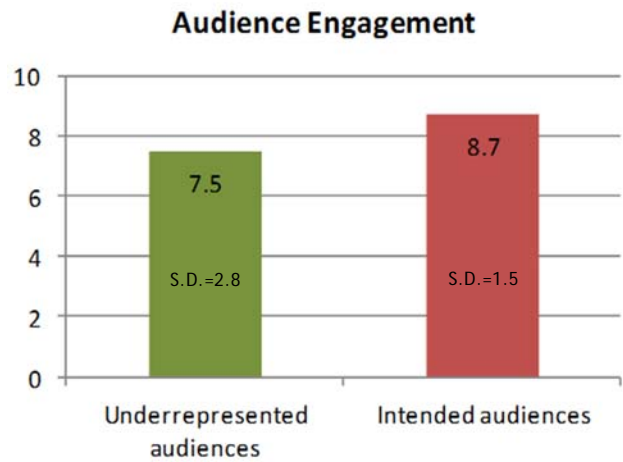
“Bird and butterfly counts were just about zero in this area that was planted with natives and now it is actively used by several butterfly and bird species. Local visitors can see that providing some native plants can be a help with native bird and insect populations and also especially with the migrant species passing through [the state].”

Project Achievements

Engaging Audiences

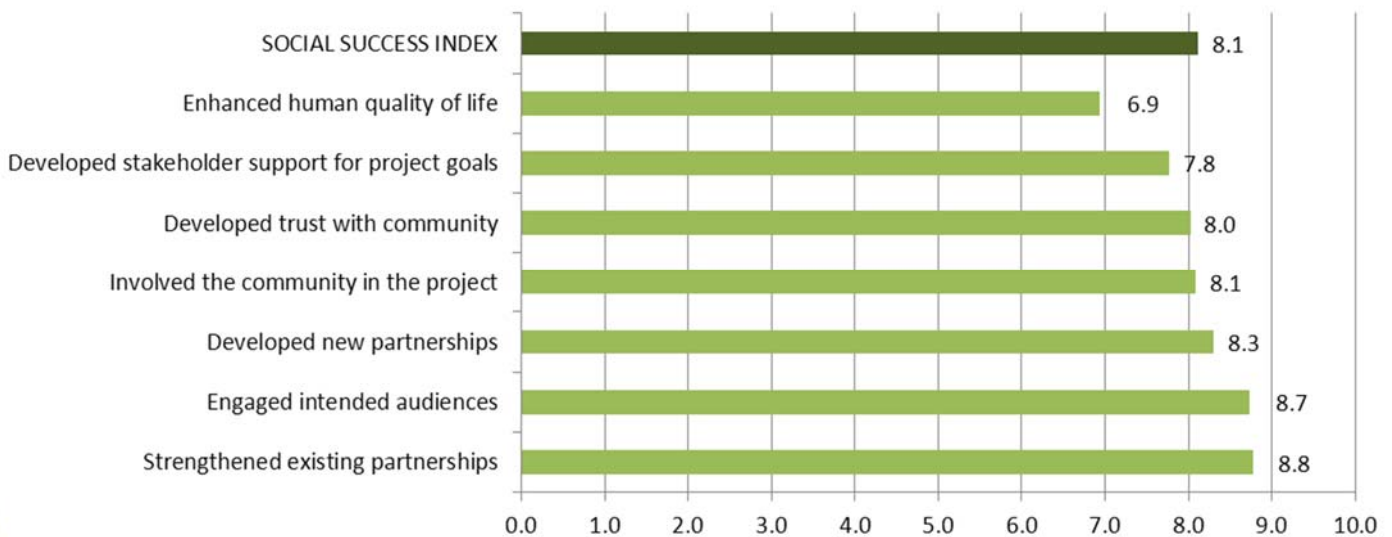
Grantees and Fellows were asked to rate the degree to which their project engaged their intended audiences as well as underrepresented audiences on a scale of 0 = not at all to 10 = extensively.

Grantees and Fellows were successful at engaging their intended audiences (M=8.7). Of the projects that sought to engage underrepresented audiences, Grantees and Fellows also appeared successful with a mean response of 7.5.



Social Success

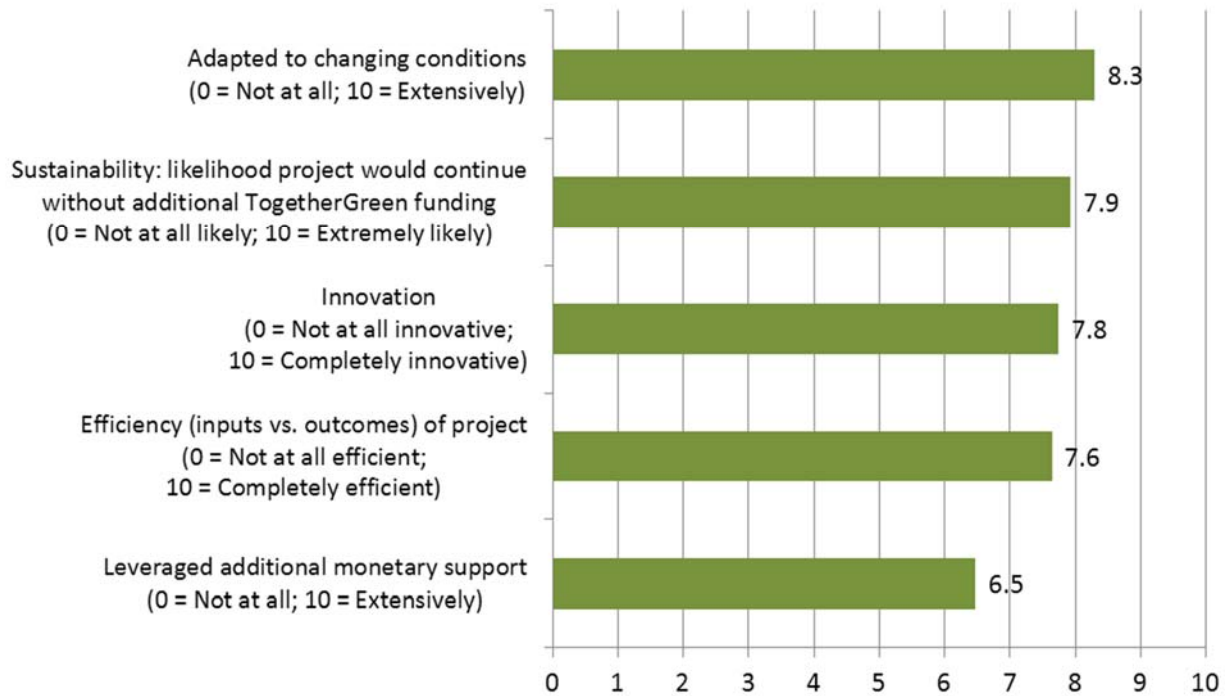
We developed a composite index composed of 7 survey items measuring a project's success at building constituency and enhancing broad community support for conservation. The Social Success score was calculated by taking the average of these 7 questions, which were measured on a 0 to 10 scale (0=not at all; 10=extensively). The 7 items asked for Grantees' and Fellows' assessments of their success at engaging intended audiences, enhancing human quality of life, developing stakeholder support for project goals, developing new partnerships, strengthening existing partnerships, developing trust with the community, and involving the community in the project. Overall, projects reported a high level of social success.



Project Achievements

Innovation, Sustainability, and Efficiency

We asked Grantees and Fellows to rate their project's level of innovation, efficiency, ability to leverage additional funds, flexibility, and likelihood that the project would continue without further *Toyota TogetherGreen* support. Fellows and Grantees reported a strong likelihood that their projects will continue into the future and confirmed that they were adaptable to changing conditions.



Fellows and Grantees raised over \$9.1 million in matching funds

"By leveraging partnerships and additional grant resources, a comprehensive marketing program is being created and implemented over the next five years. The State Office of Energy provided a \$500,000 grant to create the marketing program. This three-year program includes establishing a permanent revenue stream. This revenue will be generated from participating homeowners and contractors. In addition, HomeFree Nevada will provide assistance to contractors to promote their businesses. By the end of the three years, the industry is expected to be market driven, with participating contractors having necessary resources for advertising. This advertising will build on the work and experience of the marketing program, which evolved from the TogetherGreen project. Program partners will promote the industry, benefits of performing home energy upgrades and quality assurance measures of the program while participating contractors focus their efforts on motivating homeowners to participate."



"Sustainability is important—think beyond a year. Be longer-range in your thinking."

Impact on Grantees and Fellows

Workshop Satisfaction and Outcomes

Background

Grantees and Fellows attended training workshops at the beginning of their award periods. Topics included conservation planning and evaluation, strategic communication, reaching new and diverse audiences, and fundraising. At the conclusion of each workshop, participants completed evaluations of the multi-day events. Grantees and Fellows consistently responded that the quality of the workshops was excellent and that the topics were of relevance to their project.



"This workshop helped me completely rethink my project. I feel like I have a very good strategy – very clearly defined in terms of challenges and approaches I will take. My objectives are much clearer and my messaging is more clear. Finally, this workshop helped me think of new ways to build in evaluation."

Fellows also attended a follow-up retreat at the end of their fellowship. The retreat emphasized the accomplishments of Fellows and included professional development sessions, such as storytelling and outreach to diverse audiences. Similar to the initial workshop, each class of Fellows indicated that the quality of the retreat was excellent and they reported learning new skills.

"The TogetherGreen fellowship kept me thinking about new ways to approach an issue that I have been working on for many years. Having training has helped me develop and use new skills."



Overall Satisfaction with the *Toyota TogetherGreen* Program

Grantees and Fellows were very satisfied with *Toyota TogetherGreen*. Among Grantees, 94% reported that they were "mostly satisfied" or "completely satisfied." Among Fellows, 90% reported that they were "mostly satisfied" or "completely satisfied" with the program.

"TogetherGreen (TG) was one of the best professional experiences I've had in a decade, and it came at just the right time. I was admittedly close to burn out, and TG demanded I make space for training and learning and thinking, and then it followed that up with support, financial and otherwise, to explore some new avenues, and reach out to other people I would not have before. I truly feel part of a bigger network of like-minded conservation professionals, not in an abstract way but very real."

Impact on Grantees and Fellows

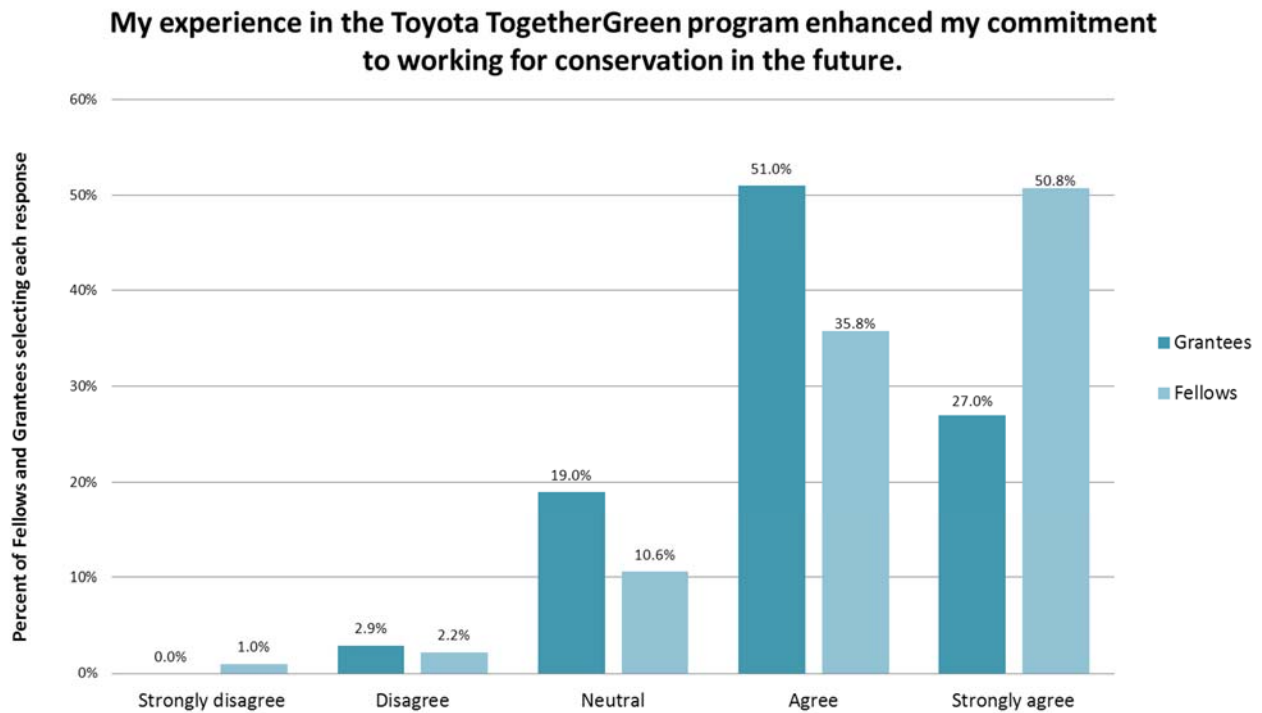
Commitment to Conservation

Grantees and Fellows were asked if their experiences in *Toyota TogetherGreen* enhanced their commitment to working for conservation in the future.

The majority of Grantees (78%) and Fellows (87%) agreed or strongly agreed that participating in *Toyota TogetherGreen* enhanced their commitment to conservation. However, Fellows reported a significantly larger increase in their commitment (M 4.34 v 4.02, $p < .001$, Cohen's $d = 0.41$) than Grantees.



Of the 10 participants who disagreed, 8 described themselves as conservationists in their professional and/or personal lives. Of the 52 participants who indicated "neutral," 90% also described themselves as conservationists in their professional and personal lives. As such, these Fellows and Grantees may already have had a strong commitment to conservation in advance of their experience, leaving little to no room for enhancement.



"TogetherGreen was one of the most profound and meaningful experiences of my life and opened me up in ways I didn't know possible. I am even more committed to conservation now than I was before and will be forever grateful for the experience."

Impact on Grantees and Fellows

Skill Improvement and Training

Skill improvements from participating in Toyota TogetherGreen:

Grantees and Fellows were asked to indicate the degree to which participating in *Toyota TogetherGreen* improved their skills in a range of areas. The answer choices included 1 = 'not at all'; 2 = 'slight improvement'; 3 = 'moderate improvement'; 4 = 'large improvement'; and 5 = 'very large improvement.'

- Over 80% of participants reported moderate to very large improvements in skills related to conservation planning, evaluation, developing partnerships, leadership, and networking.
- 78% of participants reported moderate to very large improvements in skills related to communications and engaging underrepresented audiences.
- 55% of participants reported moderate to very large improvements in fundraising skills.
- Fellows reported significantly larger improvements than Grantees in skills related to communications, leadership, fundraising, and networking.

Toyota TogetherGreen Fellows and Grantees confirmed that they developed skills through the program. When asked which skills would be most helpful in the future:

- 35% indicated "evaluation and conservation planning"
- 19% indicated "engaging underrepresented audiences"
- 15% indicated "networking"
- 13% indicated "communications"
- 9% indicated "partnerships"
- 6% indicated "fundraising"



"The TogetherGreen experience provided outstanding leadership training and opportunities to connect with and learn from others working on cutting edge environmental improvement projects involving a diversity of community participants...I continue to utilize tools and knowledge developed through TogetherGreen [and] I continue to learn from the network and the many exciting projects that others are working on in their bioregions."

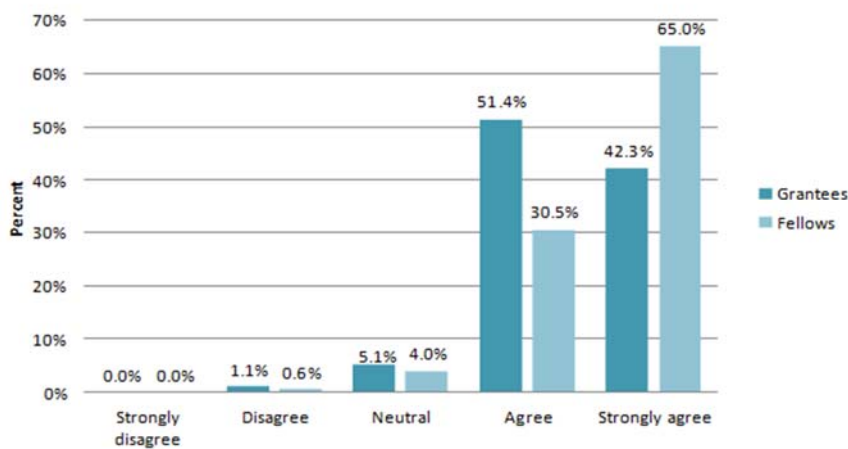
Impact on Grantees and Fellows

Impact on Career

Application of Learning

Grantees and Fellows were asked if they would use what they learned from participating in *Toyota TogetherGreen* to be more successful in their professional or volunteer careers. Nearly all Grantees and Fellows agreed or strongly agreed that they would apply what they had learned. Fellows reported significantly stronger agreement with this statement (M 4.6 v 4.35, $p < .001$, Cohen's $d = 0.41$) than Grantees.

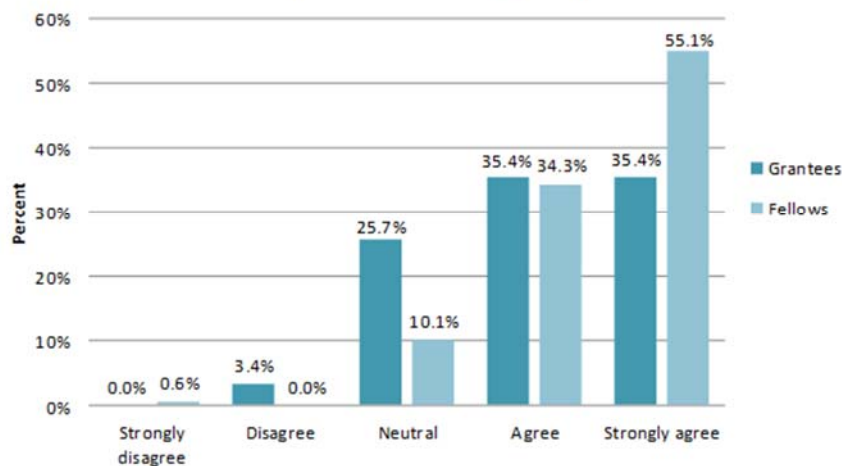
Application of Learning



Career Trajectory

We asked Grantees and Fellows if they believed that their involvement in *Toyota TogetherGreen* had improved their career trajectory. The majority of Grantees and Fellows agreed or strongly agreed that involvement in *Toyota TogetherGreen* improved their career trajectory. Fellows again reported significantly stronger agreement (M 4.43 v 4.03, $p < .001$, Cohen's $d = 0.51$) than Grantees.

Improved Career Trajectory



"The TogetherGreen Fellowship kept me thinking about new ways to approach an issue that I have been working on for many years. Having new training has helped me open up to using new skills."

"My fellowship did not change my career path, but it did provide me with training and energy during the middle time of my career that has helped me grow."

"[TogetherGreen] gave me experience with techniques that I had not used in the past, which will be applicable to my career in the future."

"Using a logic model helped to improve my ability to combine strategic planning with realistic goal setting. This improved skill will be valuable as I continue my TogetherGreen project as well as in other aspects of my work."

"[TogetherGreen] Provid[ed] the support, training, funding, and community to take a risk in my career. My current career trajectory would not have been possible without the support of TogetherGreen."

"TogetherGreen was the impetus for a huge change in my personal life. In effect, it gave me permission to follow a different career path in that it legitimized the work that I do. It freed me to be more creative in my work and in doing so, allowed me to see issues of conservation from a different perspective. I would say that TG set me on a different life path altogether. I know people and have been introduced to opportunities that I would not have otherwise known."

"I'm nearing the end of my professional career, but I have a clearer idea what I will be doing after retirement, and the skill set to make a difference for conservation and the environment, and to connect people to nature."

Characteristics Associated with Success

Which training outcomes and skills are associated with success?*

- Greater feelings of improvement in conservation planning, evaluation, fundraising, partnerships, networking, communication skills, and engaging new audiences were associated with each form of success.
- Greater confidence in several skills was associated with each form of success:
 - Conservation planning and evaluation
 - Communications
 - Outreach to underrepresented audiences
 - Networking
 - Partnership development
- Greater feelings of improvement in leadership skills were associated with all types of success:
 - Strategic planning
 - Problem solving
 - Motivating others
 - Mentoring staff
 - Delegating
 - Team Building
 - Conflict management

* See page 5 for definitions of success.

Training	Overall Success	Conservation Target	Social Success	
Improvement in conservation planning	+	++	+	+ Significant positive relationship (p<.05) ++ Stronger significant positive relationship (p<.01)
Improvement in evaluation, communication, engaging diverse audiences, and networking skills	++	++	++	
Improvement in general leadership skills		++	++	
Improvement in fundraising and partnership skills	+	++	++	
Confidence in communications	++		++	
Confidence in conservation planning		++	+	
Confidence in evaluation, engaging diverse audiences, partnerships, and general leadership skills	++	++	++	
Confidence in fundraising			++	
Improvement in leadership skills: Strategic planning, problem solving, networking, motivating, mentoring, delegating, envisioning, and team building	++	++	++	
Improvement in leadership skills: Conflict management	+	++	++	

“The TogetherGreen Fellowship kept me thinking about new ways to approach an issue that I have been working on for many years. Having new training has helped me open up to using new skills.”

Characteristics Associated with Success

Which project characteristics are associated with greater success?

Project Formulation and Development

- Larger core teams were associated with greater overall success and social success.
- Developing the project collaboratively with community members was associated with greater overall success and social success.
- Alternatively, developing the project idea within one's own organization was associated with less success at improving the status of the conservation target.

Partnerships

- Partnerships with a high degree of trust, harmony, reciprocity, and goal alignment were associated with higher degrees of all types of success.

Adaptive Management

- Adapting to changing conditions was associated with all types of success.
- Changes to projects motivated by participation in a *Toyota TogetherGreen* workshop or by the logic modeling and conservation planning exercises were associated with all types of success.
- Less positive outcomes resulted when changes were motivated by partners, by changes in the conservation target status, or when the originally planned strategies did not work.

Help Networks

- Using support within the *Toyota TogetherGreen* community—including staff, the evaluation team, and the network of Grantees and Fellows—was associated with all types of success.

Engagement Strategies are examined in detail on the next page.

Project Characteristics	Overall Success	Conservation Target	Social Success	
Larger core team	++		++	+ Significant positive relationship (p<.05)
Matching funds		+		
Developing project ideas within conservation organization	-	-	--	++ Stronger positive significant relationship (p<.01)
Developing project collaboratively with community members			++	
Partnerships with high degree of trust and harmony	++		++	- Significant negative relationship (p<.05)
Partnerships with high degree of reciprocity and goal alignment	++	++	++	
Using TG staff and evaluation team for support	+	++	+	-- Stronger negative significant relationship (p<.01)
Using TG network for support	++	+		
Adaptive management	++	++	++	
Reason for adaptation: Partners, status of conservation target, or strategies didn't work	--	-		
Reason for adaptation: Logic modeling, conservation planning, TG workshop	+	++	+	

Characteristics Associated with Success

Which engagement strategies are associated with greater success?

- Grantees and Fellows were asked to indicate the extent to which they used various engagement strategies and how effective they felt each strategy was in influencing their project’s success.
- Grantees and Fellows thought that the following engagement strategies were most effective:
 - Hands-on engagement
 - Equipping audiences with new knowledge
 - Demonstration projects
 - Focusing on local issues
- Knowledge-based and locally focused strategies were the most commonly used engagement strategies, followed by hands-on, project work.
- Building specific skills in the target audience, cooperative learning techniques, hands-on engagement, and communicating the ease of potential actions were the most strongly related to desired outcomes of interest.
- While *equipping audiences with new knowledge* was perceived to be highly effective by Grantees and Fellows and was the most commonly used engagement strategy, it *was associated with projects that were reported to be less successful at improving their conservation target*.

Engagement strategy	Overall Success	Conservation Target	Social Success	Engaged Underrepresented Audiences	
Desire to engage new audiences	++	++	++	++	+ Significant positive relationship (p<.05)
Equipping audience with new knowledge		-		+	
Skills development	++	++	++	++	++ Stronger significant positive relationship (p<.01)
Experiential/hands-on	++	++	++	++	
Cooperative learning	++	++	++	++	
Communicating benefits of action		++	++		- Significant negative relationship (p<.05)
Communicating ease of behavior	+	++	++		
Demonstrating desired behavior	+	++	++	++	
Appealing to social norms			++	++	
Using cultural metaphors or language	++	+	++	++	
Focusing on local issues	+		+	+	

“We provided both volunteer opportunities and educational opportunities for them. I think they liked volunteering better because it kept them active; they made a difference and felt like part of a team effort.”

Characteristics Associated with Success

2010 Fellow engaged her community through hands-on involvement:

"Through this project we reached low-income, mostly Latino, community members in an urban environment, with a focus on targeting youth; often not populations of people that are part of the conservation movement. When working in the urban environment the strategy is to engage community members during the entire process so that the community is engaged in deciding what it wants and is part of making it happen. It is also important to work on issues with relevance. For instance, some of our community members may not be as concerned with wildlife per se but are very concerned about the vacant lot on the corner of their street that has become a dumping site.



Another strategy that we found to be successful was to engage community members in the planting so that they could experience the transformation with their own hands. We believe that this has led to a sense of ownership and pride of this public space."



2011 Innovation Grant adapted its strategy to reach students:

"A second challenge we had was following through with our goal of creating a home challenge for students. While we initially intended to use this opportunity to send home flyers to families and promote the GreenKids program, we ended up running out of staff time to implement this and felt as though the huge amount of paper involved would offset our conservation goal of truly saving energy. So instead, we challenged students at the 2012 Maryland Green School Awards Youth Summit to make a 'green' pledge by signing our giant GreenKids Graffiti banner when they visited our station at the Environmental Literacy Bazaar. We met our goal of getting 100 signatures along with individual expressions of what it means to be 'green.' Students shared insights ranging from 'Turn off the lights' and 'Be passionate for the Earth' to 'I go green by recycling, refusing, reducing and reusing' and 'Being green is saving our planet little by little.'"

Conclusion

Grantee's and Fellow's Reflections

Fellows and Grantees from the first and second cohorts were asked to answer the following questions two years after completing their award.

- What do you think were the most important factors that influenced your degree of success in your project?
- What were the biggest challenges you faced and how did you address them?

Ninety-six Fellows and Grantees responded to these questions. The tables below share the most commonly cited success factors, challenges, and strategies for overcoming those challenges.

Factors contributing most to success	% citing
Quality of partnerships	33%
Financial support from <i>Toyota TogetherGreen</i>	27%
Working with great people on the project	18%
Public support for the project	15%
Training and capacity-building provided by <i>Toyota TogetherGreen</i>	14%
Successful outreach with stakeholders and/or participants	13%
Biggest challenges	% citing
Inadequate resources to carry out the project	47%
Challenges with engaging a particular intended audience	32%
Challenges with partnering or with an existing partner	14%
Contextual problems, such as weather or the recession	13%
Challenges within the recipients' own organizational culture	12%
Logistical challenges (organizing people, events, materials)	11%
Strategies for addressing biggest challenges	% citing
Additional or unique efforts communicating with stakeholders or participants	23%
Persistence/perseverance	13%
Adapting the project to changing conditions	9%
Recruiting additional participants/partners to leverage project activities	7%
Working with partners	5%
Leveraging additional funding	5%
Working internally to generate organizational support	4%
Support from the <i>Toyota TogetherGreen</i> network	3%

"The most important factor that influenced the success of the program was the training we received and the follow-up at the end of the Fellowship."

Conclusion

Lessons Learned

The goals of *Toyota TogetherGreen* are to build leadership for the future, support innovative approaches to conservation, and engage people in conservation action. The evaluation results indicate that these goals were met or exceeded.

- Grantees and Fellows were very positive about their *Toyota TogetherGreen* training experiences. The training built new skills and increased confidence in existing skills, which enhanced project success.
- Conservation planning, evaluation, and adaptive management skills were linked to project success and should continue to be an emphasis at trainings and throughout the grant/fellowship (e.g., through webinars and ongoing support from staff).
- Community involvement in the formulation and development of projects can be a key factor in project success.
- High-quality partnerships should be emphasized more than the quantity of partnerships.
- Engaging new and diverse audiences—a primary goal of the program—was positively associated with the success of individual projects.
- Experiential engagement strategies were most strongly linked to achieving desired outcomes. Equipping audiences with new knowledge alone was negatively associated with achieving desired outcomes.
- Ongoing support from the *Toyota TogetherGreen* network is beneficial for project success, especially related to creating a network of colleagues to share lessons and challenges and in further developing conservation skills. Continued development of the alumni network would be of great value to past, present, and future *Toyota TogetherGreen* participants.
- Results from surveys administered to Fellows and Grantees two years after the end of their *Toyota TogetherGreen* project suggest that the following elements may be particularly critical to generating successful project outcomes: financial support and training from *Toyota TogetherGreen*, strong efforts at engagement of key audiences, cultivating healthy partnerships, adapting to changing conditions, and garnering support from within one's own organization.
- The *Toyota TogetherGreen* grants and fellowships have catalyzed longer-term conservation impacts not completely captured by the end-of-year analyses summarized within this report. Because of the relatively short granting cycles, some Grantees and Fellows noted challenges inherent in attempting to accomplish ambitious conservation agendas within a constrained time period. A number of Grantees and Fellows, for example, reported additional impacts two years after the initial grant cycle ended.
- Even two years after completing their *Toyota TogetherGreen* fellowship or grant, many Grantees and Fellows spoke passionately of the personal impacts of the program, emphasizing benefits related to developing professional confidence and encouraging more reflection and fluency related to issues of engaging diverse audiences. Perhaps more difficult to characterize, but certainly also evident, was a sense of renewed passion and inspiration for conservation resulting from the *Toyota TogetherGreen* experience brought about by the holistic engagement of participants through iterative cycles of action and reflection.





For more information about *Toyota TogetherGreen*:

Visit our website — togethergreen.org

Send us an email — info@togethergreen.org