

OUTCOMES & OUTPUTS



AGENDA



- Why?
- Considerations
- Strawman Proposal
- Examples

WHY?

- Current “outcomes” are a combination of outcomes and outputs.
 - *See ERG Program Evaluation.*
- Understanding the differences between outcomes and outputs will help us classify them appropriately later this month.
- Consistent understanding will help us draft the updated set of outcomes.
 - Many drafters, one set of guiding principles or expectations.
 - What needs to be ready by the end of the year, what needs to be “SMART,” etc.
- Consistency will add clarity internally and with the public.

CONSIDERATIONS?

- **Potential value of distinguishing Outputs and Outcomes:**
 - Short term deliverables vs. long term effects
 - Direct result of inputs and activities vs. complex and dynamic situations with multiple variables
 - Specific, measurable, achievable, relevant, time-bound vs. general, directional, aspirational
 - Tiered progress, interim steps vs. restored or sustained state
- **The relationship between Outputs and Outcomes**
 - Do all outcomes need at least one output?
 - Do all outputs need to be associated with at least one outcome?
 - Should all outcomes and outputs be associated with an indicator for tracking, learning, and accountability? Some outcomes may not be able to identify an indicator, and the output is more important to measure. But *something* should be measurable/trackable.

CONSIDERATIONS (cont.)?

- **How do we resource and support outputs and outcomes?**
 - Should every output and outcome have an associated group dedicated to its progress?
 - Should this be 1:1, or can one group work on multiple outcomes or outputs?
 - If a group is working on multiple outcomes or outputs, should they be combined?
- **Nesting can happen at multiple levels. When is it *useful*?**
 - We want meetings and discussions that are as meaningful to as many of the participants as much of the time as possible
 - We want to reduce siloes and duplication of work across multiple groups and meetings.

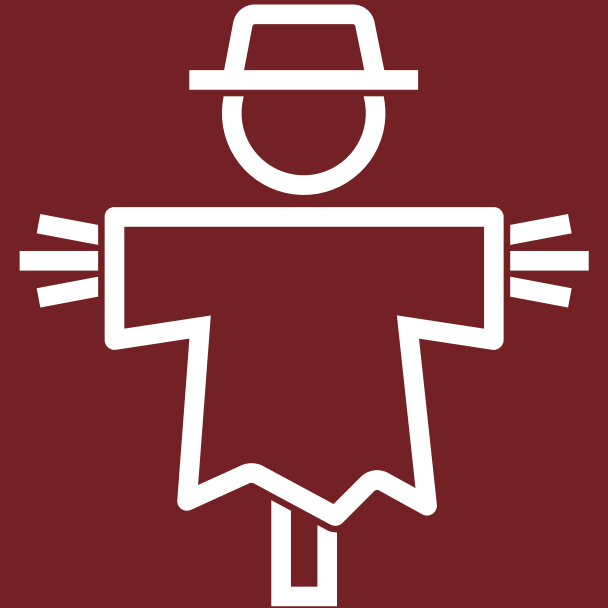
CONSIDERATIONS (cont.)?

What other considerations should we be thinking about? (*Notes from the discussion*)

- Are we considering that some outcomes may be *activities*?
- What are the results of outputs and outcomes? "higher-level improvements" vs. "acres"
- A million ways to define, but what we need is consistency
- Do we need to leave flexibility for the "rules" to be broken where it makes sense? One size may not fit all.
- Pros and cons of being an outcome or an output.
- Can something be both an outcome and an output or can an outcome share outputs.
- We have outcomes that are outputs contributing to other outcomes.
- Is an Agreement "outcome" a combination of both outcome and associated outputs?
- Or should the Agreement include the outcomes and the outputs be recorded in a separate, partnership document?

There is no right answer.

We just need an answer.



OUTCOME

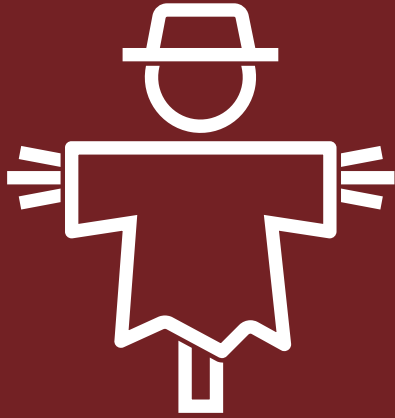
The change in state we aim to influence or the future state we aspire to reach as a consequence of our actions and their outputs. “The difference made by outputs.”

- Long-term benefits and results: “Continually increase/improve....” “Achieve and sustain 185,000 acres....” “Maintain sustainable population...” “100% attainment of...”
- Indicators of outcomes would show change over time, trends.
 - Positive trends? Our outputs and actions are likely helping.
 - Negative trends? We’re not at scale, we have the wrong outputs, or there are outside factors to consider.

OUTPUT

The more direct products of the actions we plan for and take as partners.

- Shorter-term steps and results: this is the place to be as specific, measurable, achievable, relevant, and time bound as possible to ensure we are tracking our work, learning from the results, and being publicly accountable.
- Indicators of outputs would be more direct measures of our efforts and whether we are following through on plans and commitments.
 - Progress? Our actions are effective, and we have resources.
 - Stalls? We may not have the people, strategies, and resources in place.
- Interim steps and tiered targets acknowledge what is realistic in a set period while leaving space for what we ultimately know is needed for the healthy watershed we envision.



EXAMPLES

OYSTER OUTCOME

OUTCOME:

- Continually increase finfish and shellfish habitat and water quality benefits from restored oyster populations.

OUTPUTS:

- Restore native oyster habitat and populations in 10 tributaries by 2025...
- and ensure their protection.

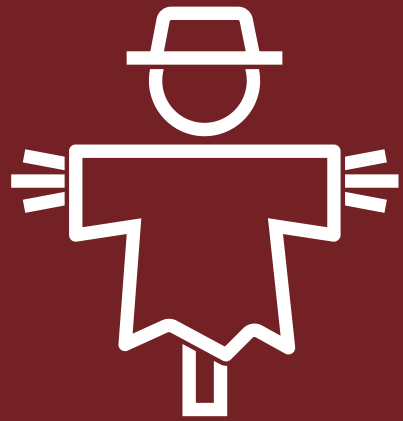
FOREST BUFFER OUTCOME

OUTCOME:

- Continually increase the capacity of forest buffers to provide water quality and habitat benefits throughout the watershed.

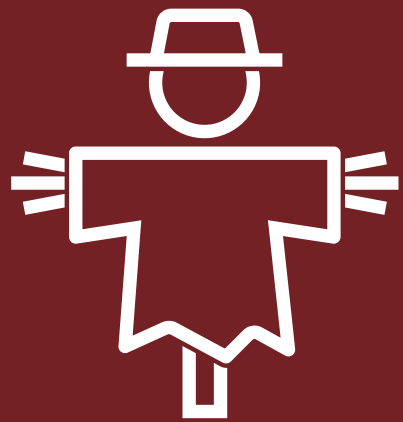
OUTPUTS:

- Restore 900 miles per year of riparian forest buffer...
- At least 70% of riparian areas throughout the watershed are forested [through restoration and conservation.]



Template for future OUTCOMES

- OUTCOME – *Complete by the end of this year*
 - What is the future state or change in state we aspire to reach by virtue of our actions and their outputs?
 - Indicators would identify a baseline and show change over time.
- OUTPUT/S – *Common sense of direction and timeline by the end of the year*
 - What are the specific, measurable, achievable, relevant products our actions should result in within a designated period of time?
 - Indicators would be more direct measures of our efforts, plans, and resources.
- ASSOCIATED WORKGROUPS
- PARTNER OPPORTUNITIES & EXPECTATIONS
 - How would participants be invited or asked to support the Program in making progress? Is there a minimum need and a spectrum of support?



How might this be
integrated into the
Agreement?

Option A:

Agreement:

All high-level Outcomes

Logic & Action / Work plans:

Associated Outputs &
Indicators

Option B:

Agreement:

Outcome/Output

“sandwiches” including the
high-level outcome and all
the associated outputs, in full
detail

Logic & Action / Work plans:

Indicators

Option C:

Agreement:

High-level outcomes and a list
of the associated outputs (no
details)

Separate Partnership

Document:

All associated Outputs in full
detail

Logic & Action / Work plans:

Indicators