

Beyond 2025 Program Evaluation

Presentation of ERG INTERIM REPORT
DRAFT FINDINGS AND DRAFT CONSIDERATIONS

April 25, 2024

Evaluation Questions

- ▶ Evaluation Question (EQ1). To what extent does the **current organizational structure of the Program and adaptive management framework used by the Program** support: (1) effective science-based decision-making, (2) outcome attainment, (3) collaboration, (4) use and dissemination of science, and (5) functioning as a partnership? If so, why? If not, why not? What aspects of the structure and processes need to be kept or changed to support those aspects?
- ▶ EQ2. To what extent does the Program know the external decision-makers and stakeholders it needs to reach? To what extent does the Program understand and support the needs of the decision-makers and stakeholders inside and outside the Program? To what extent is the Program **providing decision-makers and stakeholders inside and outside the Program with the information needed** to assist the Program in attaining its Agreement Outcomes?
- ▶ EQ3. What is the unique contribution of the Partnership in terms of outcome/goal attainment (i.e., the value-added)? **Is the program investing in the appropriate outcomes and goals?** Are there missing goals and/or outcomes?



▶ Findings

F1: The Program and its key components are viewed as being complex and the level of complexity is a concern to stakeholders.

- ▶ Repeated concern across many facets of the Program
- ▶ GITs in particular
- ▶ “Plate of spaghetti”
- ▶ Difficult for external stakeholder to understand how the Program works

F2: There is a question of transparency in how the Program operates, especially regarding using science for decision-making and in how Goal Implementation Teams (GITs) function.

- ▶ Repeated issue
- ▶ Needed for effective partnership
- ▶ GITs and use of science in decision-making

F3: There is a perception that the voices of external stakeholders are not being listened to.

- ▶ Repeated theme
- ▶ Both internal and external voice
- ▶ Use of science in decision-making

F4: The program operates in a set of silos and these silos decrease the ability of the program to operate effectively as a partnership.

- ▶ Repeated theme
- ▶ Lack of understanding of what other GITs do
- ▶ “Commonly recognized”

F5: The Program components, especially the GITs, operate in a situation of constrained capacity in terms of both personnel time and funding.

- ▶ GIT members are sometimes performing Program work “in addition” to regular duties
 - ▶ “Volunteer”
- ▶ People are committed.. But over-extended

F6: Combined finding - The combined impact of complexity (F1), potential lack of transparency (F2), perception of not listening to external stakeholders (F3), siloed operations (F4), and constrained capacity (F5) may add to more than the sum of the individual findings.

F7: The SRS process is a valued part of the Program but is not meeting (or attaining) its full potential.

- ▶ Cycle for review is too short
- ▶ Management Board sometimes does not have the required experience some issues brought to it

F8: Social science is an emerging need for the Program.

- ▶ Repeated concern
- ▶ Report
- ▶ People are part of the equation here

F9: The Program appears to be trying to do too many things.

- ▶ 31 outcomes under 10 goals
- ▶ Focus on water quality
- ▶ Outcomes vs. outputs

F10: In many cases, there is a disconnect between the actions being performed by the Program and goal/outcome attainment.

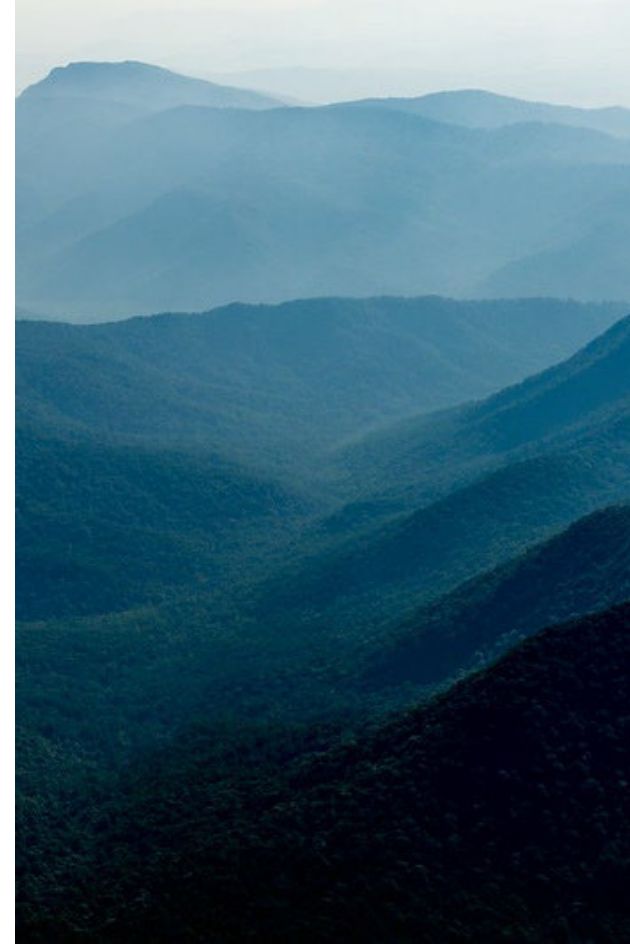
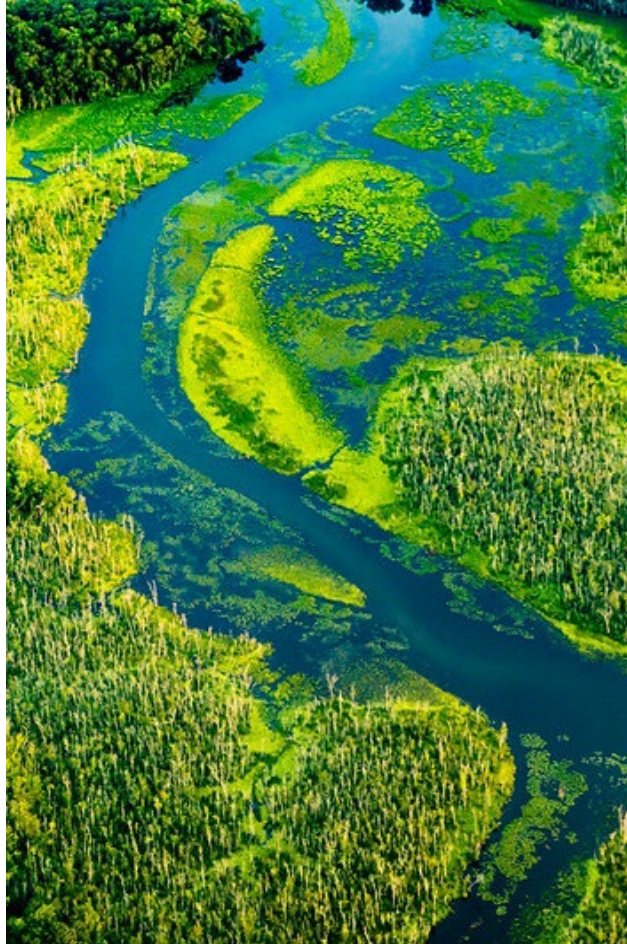
- ▶ Noted in the group discussions in some cases
- ▶ Lack of a logic model
- ▶ Some outcomes were noted as “tangential” to the Program’s overall goals

F11: The Program's logical outcome structure contains components that are not defined properly as outcomes and lack measurable qualities.

- ▶ Outputs vs. outcomes
- ▶ Either way, the items defining success must be measurable

F12: The Program has produced a vast amount of data and scientific findings, but it can improve access to those data and findings.

- ▶ Micro-sites
- ▶ A lot of information



Beyond 2025 Steering Committee Meeting

May 30, 2024



Chesapeake Bay Program

Science. Restoration. Partnership.

ERG Considerations

What do we get from this - what would you like to see the Program take up in Phase 2?

- C1. Developing a logic model** that works backward from the ultimate goals to appropriate activities incorporating a theory of change that reflects how outcomes can be obtained from activities and outputs.
- C2. Reducing the number of medium- or long-term outcomes** in any changed or future Agreement to better focus the Program at achieving its outcomes.
- C3.** Exploring ways to **streamline and simplify the Program's organizational structure** to reduce its complexity.
- C4.** Placing an **emphasis on eliminating a siloed approach** to Program design.
- C5.** Identifying need for and ways to **improving Program transparency** to all stakeholders.
- C6.** Ensuring an accessible **data and information repository**.
- C7.** Increasing the **use of social science** in achieving Program outcomes.
- C8.** Allowing for **flexibility in the SRS** review cycle.
- C9.** Making recommendations to ensure the **Management Board accesses the appropriate expertise** and experience during the SRS process.
- C10.** Continuing the **reach out to Tribal entities** in ways that allow consideration and incorporation of their viewpoints.
- C11.** Finding ways to ensure those working on GITs (or other teams) feel **supported in their work**.

Synthesis – Partnership



P1. Adopt a systems approach to streamline governance and structure:

- P1a. The Steering Committee recommends that the partnership review and revise the Chesapeake Bay Program's governance and structure to reduce complexity and improve adaptive management and decision-making.

Synthesis – Partnership



P2. Enhance Capacity Building and Technical Assistance through Local Networks:

- P2a. The Steering Committee recommends embracing the Program's role as a network of networks that connects partners with data, tools, resources and technical assistance that build capacity at the local level.

Synthesis – Partnership



P3. Strengthen Diversity, Equity, Inclusion and Justice in the partnership and activate the DEIJ Implementation Plan:

- P3a. The Steering Committee recommends that the Partnership seek ways in which restoration can be relevant to all communities within the watershed by institutionalizing and actualizing the Program’s Diversity, Equity, Inclusion and Justice Implementation Plan.

Synthesis – Partnership



P4. Enhance Communications and Transparency to Foster Long-term Success:

- P4a. The Steering Committee recommends prioritizing the Partnership's communications and transparency to drive momentum and ensure long-term efficacy.