



MBN 2025

Session 5

February 26 - 27, 2025

Envisioning Your Impact: Understanding and Applying the Partnership Impact Model™



TODAY'S DISCUSSION

- **WHY EVALUATE IMPACT?**
- **THE PARTNERSHIP IMPACT MODEL™**
- **PUTTING IT INTO PRACTICE**

22 CORE COMPETENCIES

Partnering

Partner Culture
Awareness

Team Building

Teamwork

Leveraging
Partnerships

Community Collaboration

Collaborative
Leadership

Conflict
Management

Facilitation

Strategic Thinking

Vision

Entrepreneurship

External
Awareness

Partnership Management

Influencing/
Negotiating

Political Savvy

Developing and
Managing Agency
Agreements

Donation and
Fundraising Activities in
Partnerships

Accountability

Consensus
Building

Financial
Management

Planning and
Evaluation

Silent
Reflection...

Who is someone who
has been highly
influential on your life?



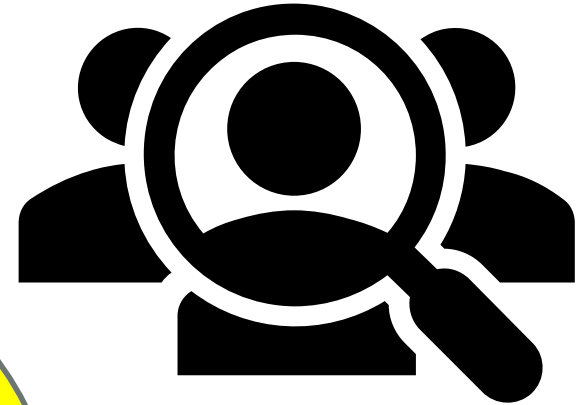
Silent
Reflection...

Who is someone who
has been highly
influential on your life?

What are some
indicators of this
person's impact on your
life?



Share in the Chat Box:



**Why is understanding
your partnership's
impact so important?**

Why is Conveying Partnership Success So Hard?

- ✓ Long timescales
- ✓ Different perspectives on success
- ✓ The complex, variable nature of collaboration
- ✓ Diverse contexts, scopes, and scales
- ✓ A shortage of user-friendly assessment frameworks



Four-Year Partnership Study (2014 – 2018)



Study Goals:

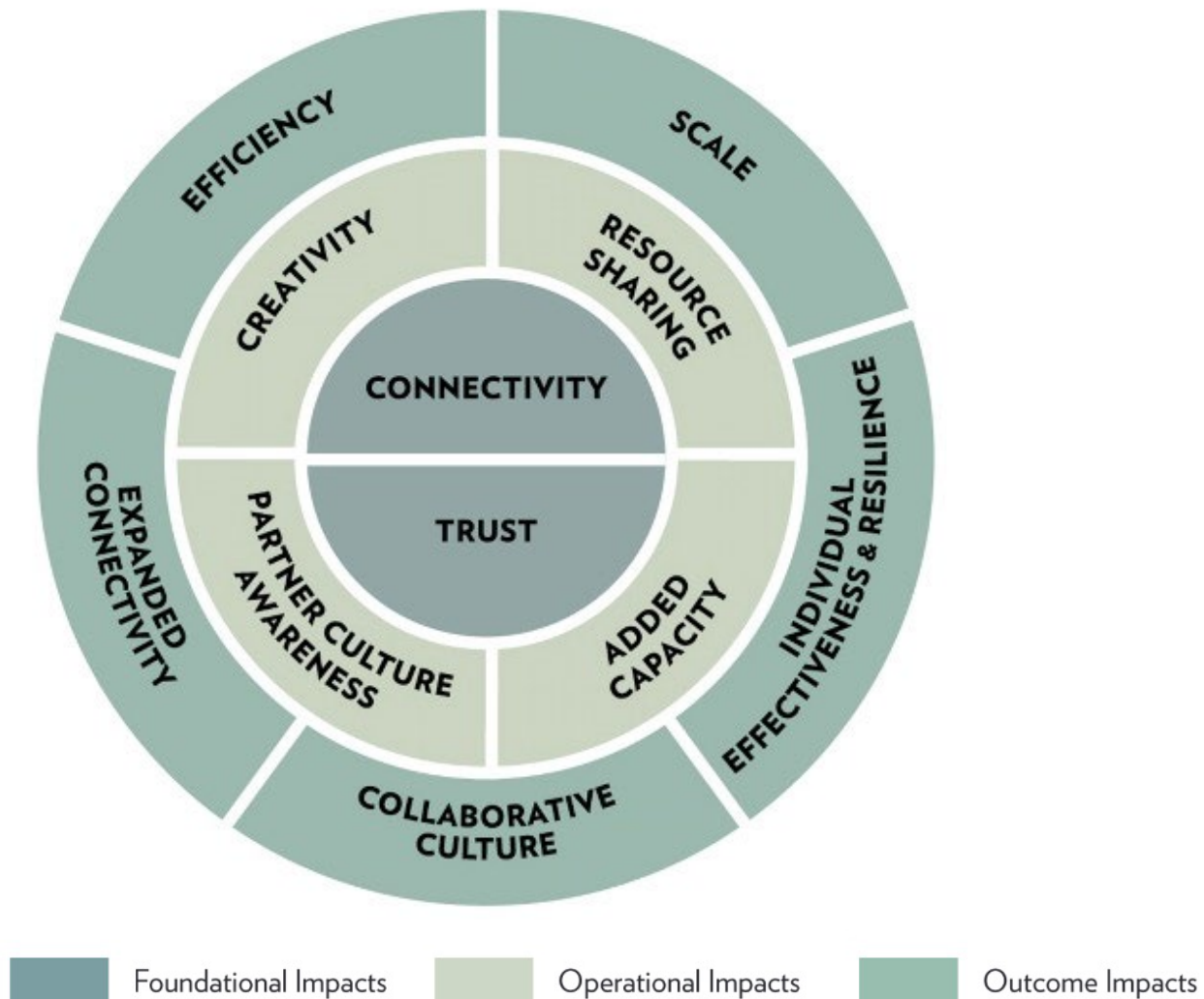
- ✓ To understand and measure the value of a new landscape-scale collaborative
- ✓ To identify how to successfully optimize collaboration for sustained impact



Employing a holistic approach is essential.

In order to genuinely evaluate collective impact, partners need to consider and measure a collection of changes, results and benefits.

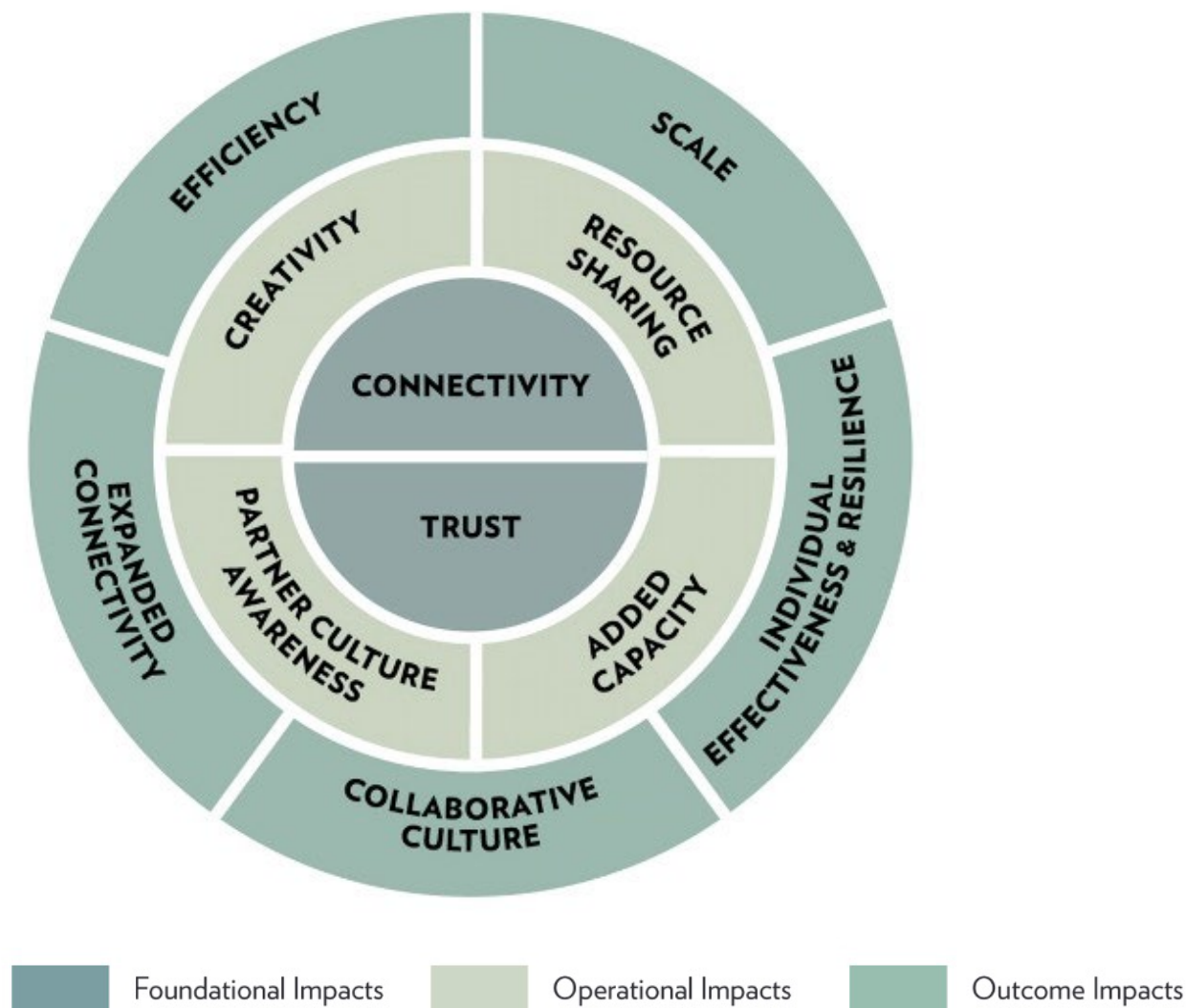
11 Partnership Impacts



11 Partnership Impacts

The **Partnership Impact Model™** was created by Amy Mickel, Ph.D. and Leigh Goldberg based on the findings from their Four-Year Partnership Study that investigated the work and impact of the One Tam collaborative.

The project was funded by the S. D. Bechtel, Jr. Foundation, commissioned by the Golden Gate National Parks Conservancy, guided by One Tam Director Sharon Farrell, and supported by One Tam agency partners.



Foundational Impacts

Generated at three levels:

- 1) Between individual staff
- 2) Between partnering organizations
- 3) Between partnership entity and community

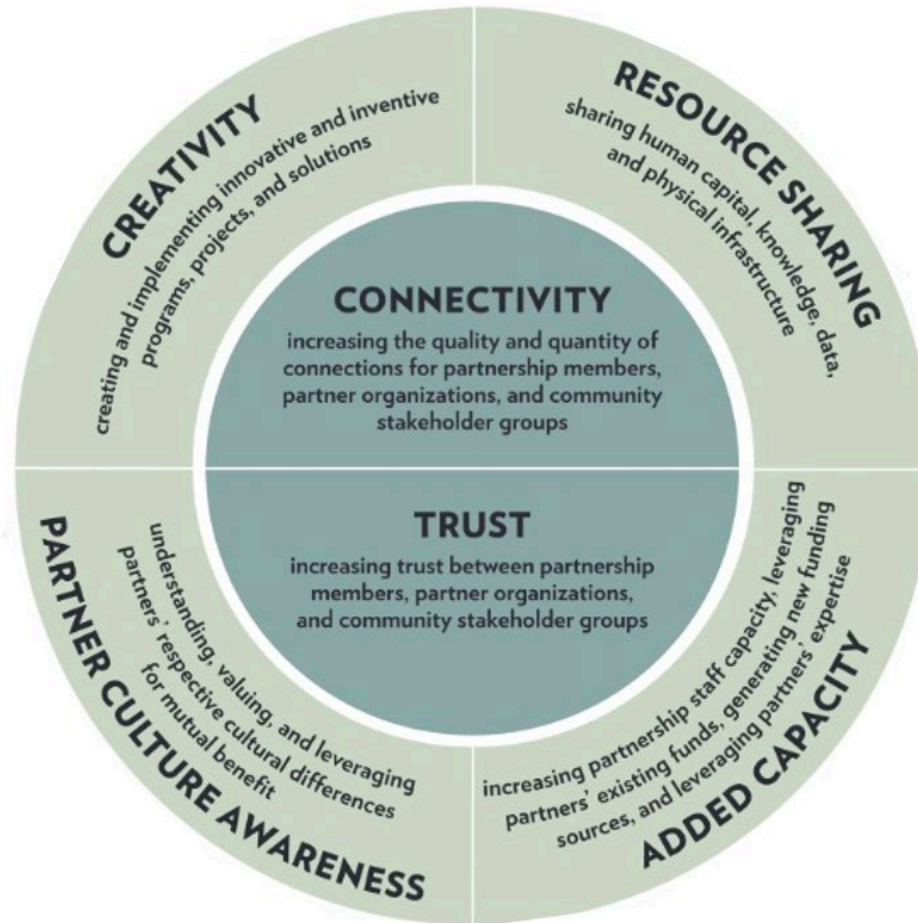


Foundational Impacts

Total Trust Score
Reliability
Competence
Honesty
Transparency
Being open to discussion
Benevolence



Operational Impacts



Foundational Impacts

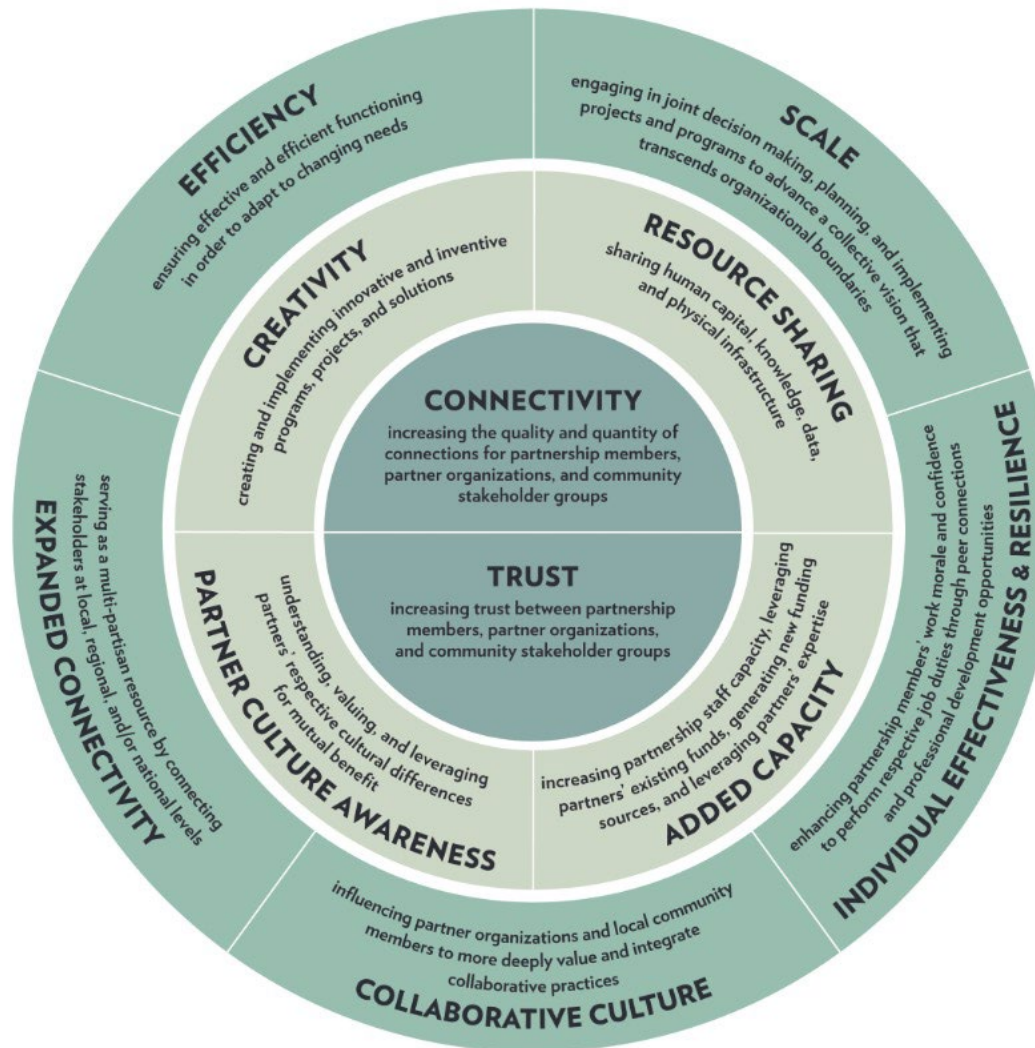


Operational Impacts



Outcome Impacts

Outcome Impacts



Foundational Impacts



Operational Impacts



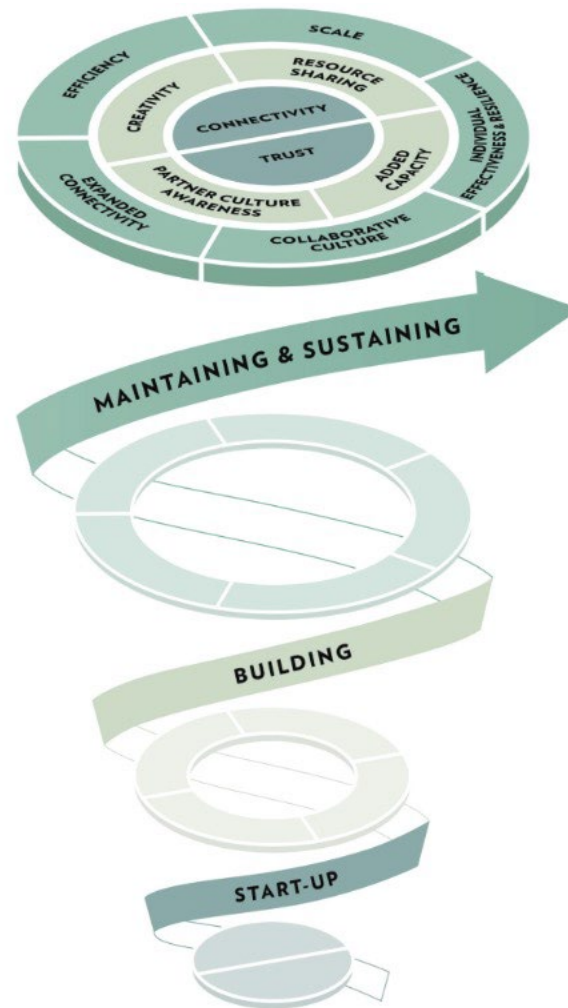
Outcome Impacts

To Optimize and Sustain Impact, Partners Need a Shared Understanding and Vocabulary.



The collection of qualitative and quantitative changes that is generated incrementally over time related to or directly resulting from the intentional scaling up of **foundational, operational, and outcome impacts** by a group of partners.

Scaling Up Partnership Impact



How might you use the PIM?

✓ **Build consensus with partners**

- Jointly define and agree to what partnership impact means and entails

✓ **Strategic planning and goal setting**

- Jointly identify gaps and investment needs

✓ **Communications and Fundraising**

- Build a compelling narrative to tell your impact story to agency leadership, policymakers and funders

✓ **Impact Assessment and Evaluation**

- From less formal assessment to rigorous evaluation

Framework: **11 Partnership Impacts**

Framework: **Scaling Up Partnership Impact**

Tool: **Partnership Impact Roadmap**

Tool: **7 Steps of Partnership Impact Evaluation**

Resource: **Partnership Impact Evaluation Guide**

Homework: Partnership Impact Self-Assessment

Partnership Impact	Present	Working on	Notes
Foundational Impacts:			
Connectivity			
Trust			
Operational Impacts:			
Resource Sharing			
Added Capacity			
Partner Culture Awareness			
Creativity			
Outcome Impacts:			
Scale			
Individual Effectiveness & Resilience			
Collaborative Culture			
Expanded Connectivity			
Efficiency			

PIM Resources

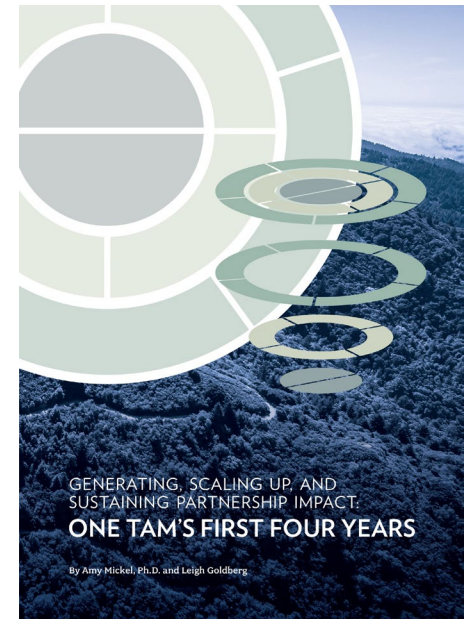
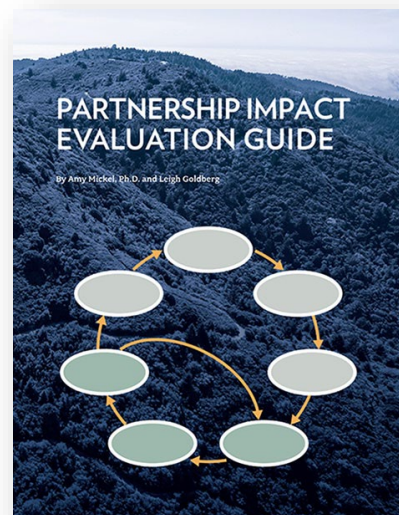
- PIM Executive Summary
- Generating, Scaling Up and Sustaining Partnership Impact (Full Report)
- Partnership Impact Evaluation Guide
- High-res Graphics for your use

The Six Steps of Partnership Formation

Research demonstrates that the most productive partnerships are intentionally and systematically constructed. While there is no one-size-fits-all partnership model, the TLC's development can be used to demonstrate the importance of a deliberate, step-by-step approach to partnership formation.

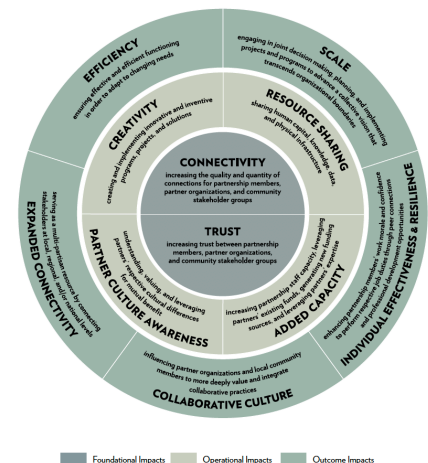
The TLC's partnership formation process had six distinct steps:⁴

- 1 **Define the Need for the Partnership**
- 2 **Assess Partnership Readiness**
- 3 **Create a Common Vision**
- 4 **Engage Stakeholders**
- 5 **Agree to Goals**
- 6 **Formalize Relationship and Establish Systems**



11 PARTNERSHIP IMPACTS

The **Partnership Impact Model™** is based on a system of 11 interdependent, scalable impacts that are grouped into three classifications: foundational, operational, and outcome impacts. **Foundational impacts** are "relationship-building" impacts that are essential building blocks for a highly functioning partnership. **Operational impacts** are those that benefit the partnering organizations and the partnership itself. **Outcome impacts** are those that partnerships generate through their collaborative work.



Partnership Impact Roadmap

PARTNERSHIP IMPACT ROADMAP

INSTRUCTIONS: Start with the *Outcome Impact* questions at the top and work down to the *Operational Impact* questions. Conclude with the *Foundational Impact* questions.

OUTCOME IMPACT QUESTIONS

1. Which outcome impacts will help us best advance our partnership's mission and purpose?
2. What will these *outcome impacts* "add up to" in the short-term (1-5 years)? (e.g., improved crisis preparedness, more cost-effective land management, enhanced public access)
3. What will these *outcome impacts* "add up to" in the long-term (6-10 years)? (e.g., improved ecosystem health, enhanced climate resilience, improved habitat connectivity)
4. What is the intended scope, scale, and duration of each *outcome impact* we want to generate?
5. What is the probability of these outcomes happening without our collaboration? (To what degree is our collaboration necessary in order to achieve these outcomes?)
6. What are the risks of us not achieving these desired outcomes?
7. How prepared are we to achieve these outcomes?
8. What are the indicators will we use to measure and evaluate our progress towards each *outcome impact*? (e.g., becoming more effective in implementing cross-boundary management actions, increasing ability to advance community education and stewardship across the landscape)

OUTCOME IMPACTS

EFFICIENCY	SCALE	INDIVIDUAL EFFECTIVENESS & RESILIENCE	COLLABORATIVE CULTURE	EXPANDED CONNECTIVITY
Ensuring effective and efficient functioning in order to adapt to changing needs	Engaging in joint decision making, planning, and implementing projects and programs to advance a collective vision that transcends organizational boundaries	Enhancing partnership members' work morale and confidence to perform respective job duties through peer connections and professional development opportunities	Influencing partner organizations and local community members to more deeply value and integrate collaborative practices	Serving as a multi-partisan resource by connecting stakeholders at local, regional, and/or national levels

The above questions are informed by the five dimensions for understanding impact used by the Impact Management Project.
<https://impactmanagementproject.com/impact-management/what-is-impact/>

PARTNERSHIP IMPACT ROADMAP

OPERATIONAL IMPACT QUESTIONS

1. Which operational impacts will help us best advance our partnership's mission and purpose?
2. What are the essential attitudes, behaviors, systems, structures, resources, approaches, and processes necessary to generate these *operational impacts*? ...to scale up these *operational impacts*? ...to sustain these *operational impacts*?
3. What are the indicators we will use to measure and evaluate our progress towards each *operational impact*? (e.g., increased innovative ideas generation and implementation, increased sharing of resources, increased understanding of partner cultures)

OPERATIONAL IMPACTS

CREATIVITY	RESOURCE SHARING	ADDED CAPACITY	PARTNER CULTURE AWARENESS
Creating and implementing innovative and inventive programs, projects, and solutions	Sharing human capital, knowledge, data, and physical infrastructure	Increasing partnership staff capacity, leveraging partners' existing funds, generating new funding sources, and leveraging partners' expertise	Understanding, valuing, and leveraging partners' respective cultural differences for mutual benefit

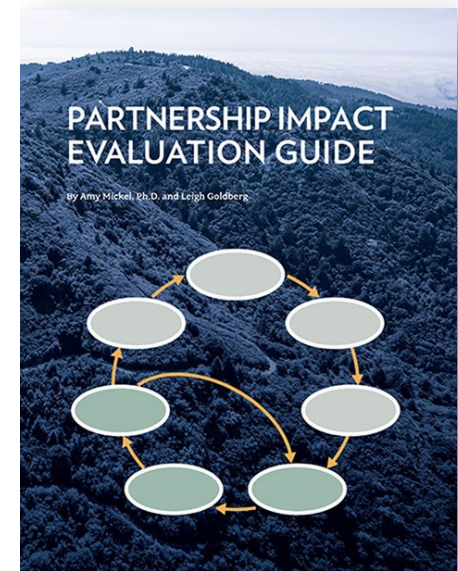
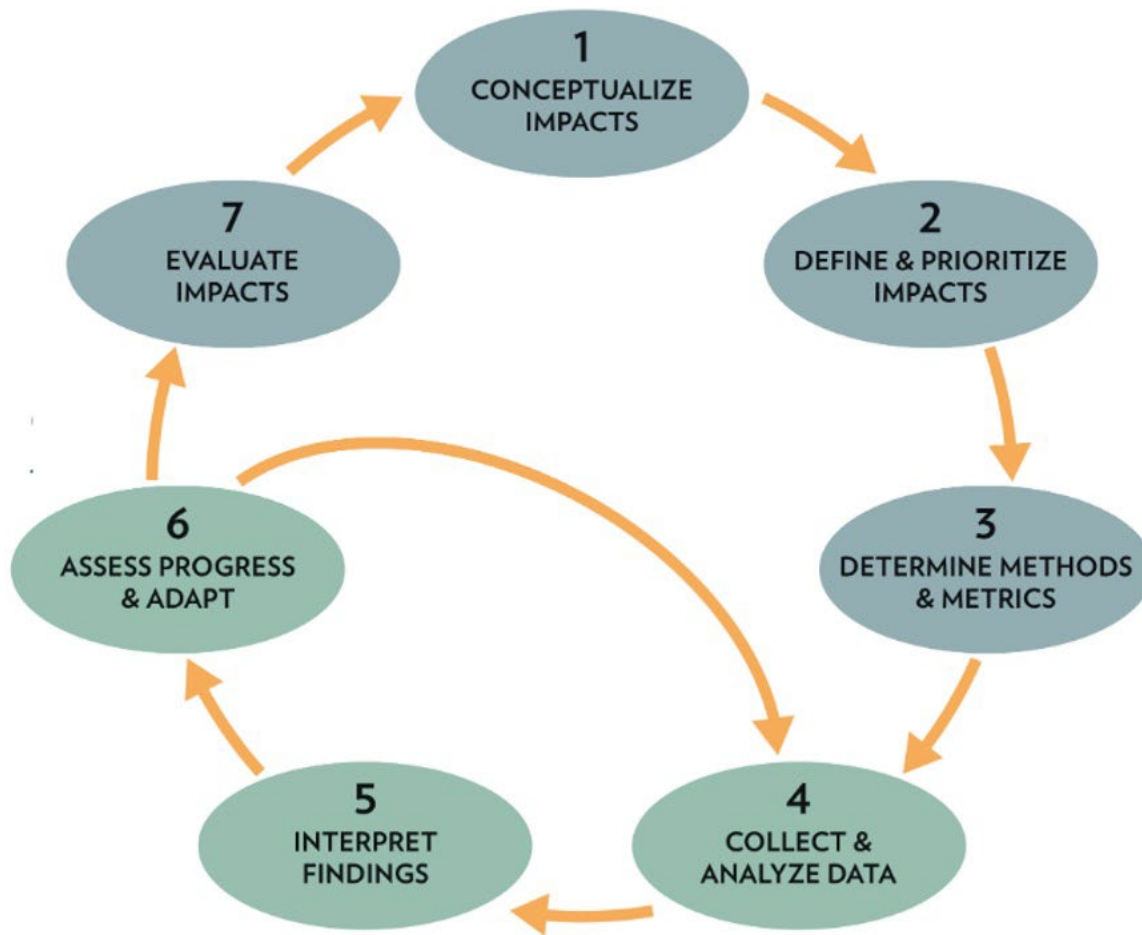
FOUNDATIONAL IMPACT QUESTIONS

1. Who do we most need to be active participants in our partnership?
2. Who is part of our partnership's broader social network?
3. How do we intend to generate, scale up, and sustain **connectivity** and **trust** at the individual, organizational, and community levels over time?
4. What are the indicators we will use to measure and evaluate our progress towards each *foundational impact*? (e.g., increased frequency of interactions, increased levels of collaboration, increased levels of perceived trust)

FOUNDATIONAL IMPACTS


CONNECTIVITY	TRUST
Increasing the quality and quantity of connections for partnership members, partner organizations, and community stakeholder groups	Increasing trust between partnership members, partner organizations, and community stakeholder groups

7 Steps of Partnership Impact Evaluation



The 3 I's in Sustainability





“The Partnership Impact Model tells a story of how partnerships not only provide “strength in numbers” but create long-term changes in the people, institutions, and communities that participate in them.”

-Cleveland Justis, MBA, PhD, UC Davis Executive Leadership Program