

PARTNERSHIP™ IMPACT MODEL

A NEW MODEL TO INCREASE PARTNERSHIP IMPACT FOR MULTI-SECTOR COLLABORATION

Landscape-scale collaboration has become an important pathway to manage and steward public lands and natural resources. To better understand the impact of formalized, collaborative stewardship efforts, independent researchers studied One Tam—a partnership based in California’s Marin County, over the course of its first four years. Findings from this research revealed a collection of interdependent, scalable impacts that form the basis of the Partnership Impact Model™. This emergent model includes a suite of concepts and processes that partnerships should consider when delivering, measuring, evaluating, and communicating the value of their collaboration. The **Partnership Impact Model™** can provide much-needed guidance to agency, nonprofit, private sector, and other community practitioners and stakeholders who are seeking ways to optimize their landscape stewardship partnership work, and scale their impact.

IN THIS SUMMARY

The **Partnership Impact Model™** includes the **11 Partnership Impacts**, **Scaling Up Partnership Impact**, the **Partnership Impact Roadmap**, and the **7 Steps of Partnership Impact Evaluation**.

The front panels describe the impacts and processes that form the model. The back panels outline tools that collaboratives can use to define and evaluate their impact.

The **11 Partnership Impacts** is a framework that outlines the collection of impacts that landscape-scale stewardship partnerships should consider when it comes to delivering and measuring the value of their collaborative initiatives.

Scaling Up Partnership Impact illustrates the dynamic process and interdependence between *foundational*, *operational*, and *outcome impacts* that occurs throughout a partnership’s lifecycle.

The **Partnership Impact Roadmap** and the **7 Steps of Partnership Impact Evaluation** are designed to provide guidance to multi-sector partnership practitioners and funders undertaking long-term, systems-level collaboration on how to identify, define, and measure various indicators of impact.

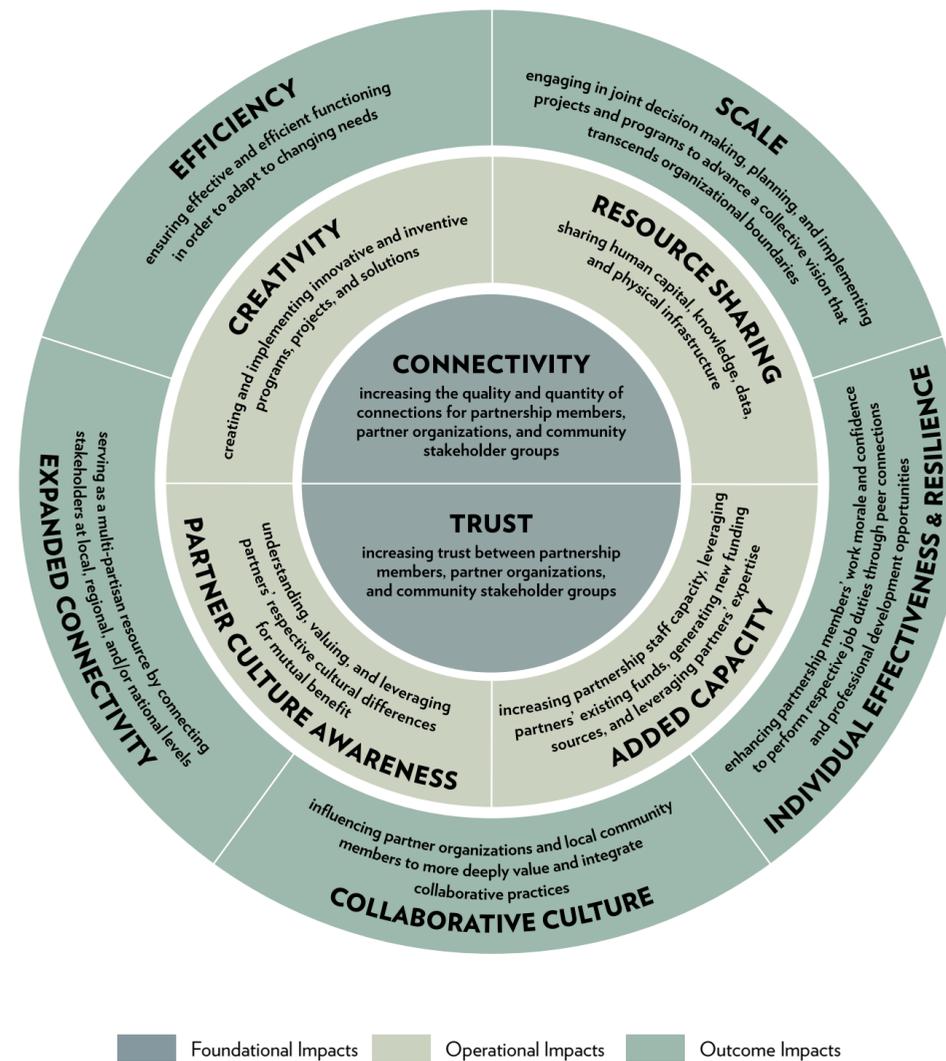
Together, these resources can help collaboratives optimize, scale up, and sustain their impact. For the full set of **Partnership Impact Model™** resources, please visit onetam.org/PIM.



One Tam brings together inspired community members, California State Parks, Marin County Parks, Marin Municipal Water District, National Park Service with the nonprofit Golden Gate National Parks Conservancy to leverage skills and resources to support the long-term stewardship of Mt. Tam.

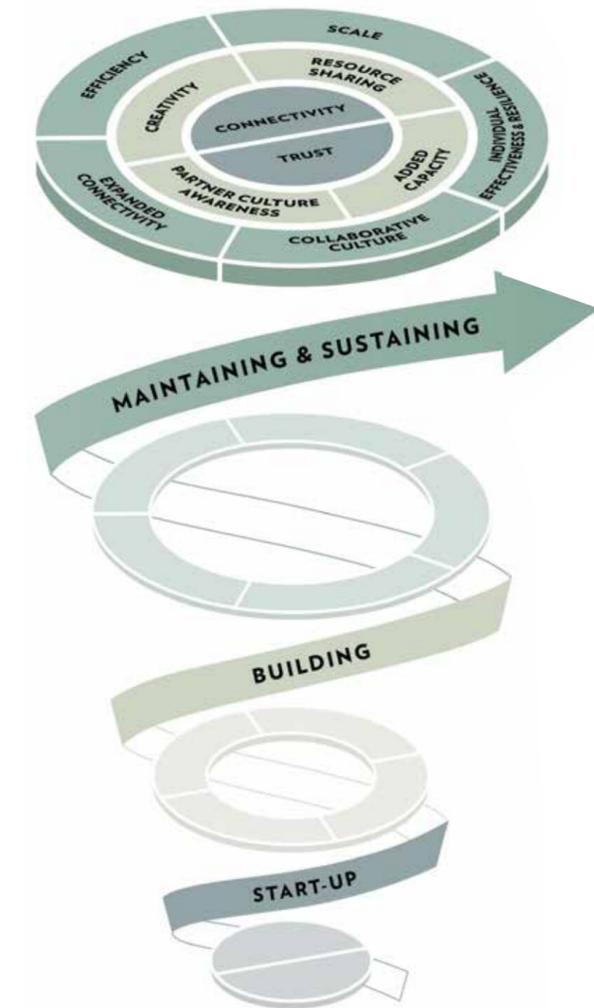
11 PARTNERSHIP IMPACTS

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.



SCALING UP PARTNERSHIP IMPACT

The value added through partnership is realized through a dynamic, iterative process of generating, scaling up, and sustaining impact. Accordingly, attention should be placed on scaling up the three impact classifications (*foundational*, *operational*, and *outcome*) throughout the lifespan of a partnership. This process starts with upfront investments in *foundational impacts* and then *operational impacts*. By leveraging *foundational* and *operational impacts* and adding ample, incremental investments over time, *outcome impacts* can be realized exponentially over a partnership’s lifespan.



PARTNERSHIP IMPACT ROADMAP

Jointly designing a Roadmap offers collaboratives a comprehensive way to identify what impact looks like for them. The Roadmap on these pages offers key questions to consider for each of the three impact classifications (*foundational*, *operational*, and *outcome*). Partners should start with the *outcome impact* questions, work their way down to *operational impact* questions, and conclude with the questions for *foundational impact*.

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 we will 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 CONTINUED

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

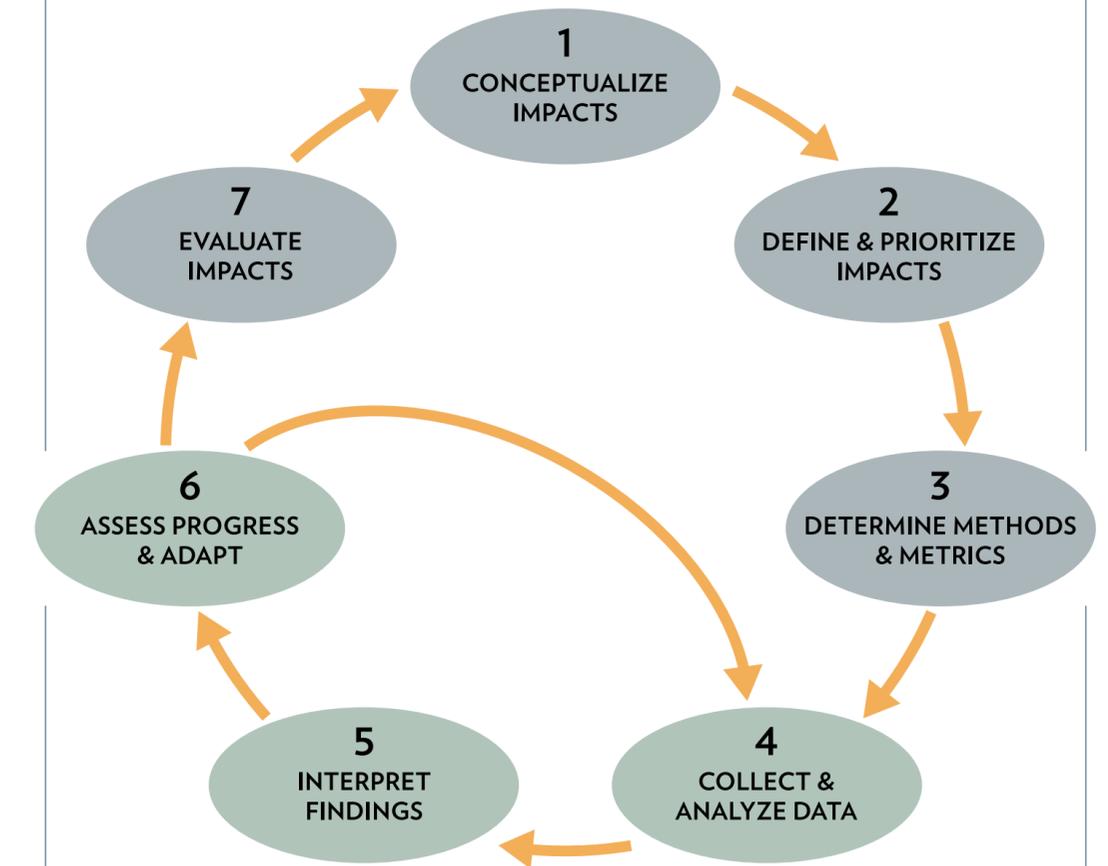
1. Who do we most need to be active participants in our partnership?
2. Who is part of our partnership's broader social network?
3. How do we intend to generate, scale up, and sustain **connectivity** and **trust** at the individual, organizational, and community levels over time?
4. What are the indicators 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

Evaluation is a critical component of scaling up, sustaining, and optimizing partnership impact. In order to help collaboratives effectively conduct impact evaluations, the **Partnership Impact Model™** outlines a 7-step dynamic process that should recur throughout a partnership's lifecycle. Steps 1, 2, 3, and 7 are each conducted one time during the chosen evaluation timeframe. Steps 4, 5, and 6 recur multiple times throughout the evaluation timeframe.



The **Partnership Impact Model™** was created by Amy Mickel, Ph.D. and Leigh Goldberg based on the work and impact of the One Tam collaborative and findings from a four-year partnership study. 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. This model was first published in the study's final report, *Generating, Scaling Up, and Sustaining Partnership Impact: One Tam's First Four Years* (Mickel & Goldberg, 2018).

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