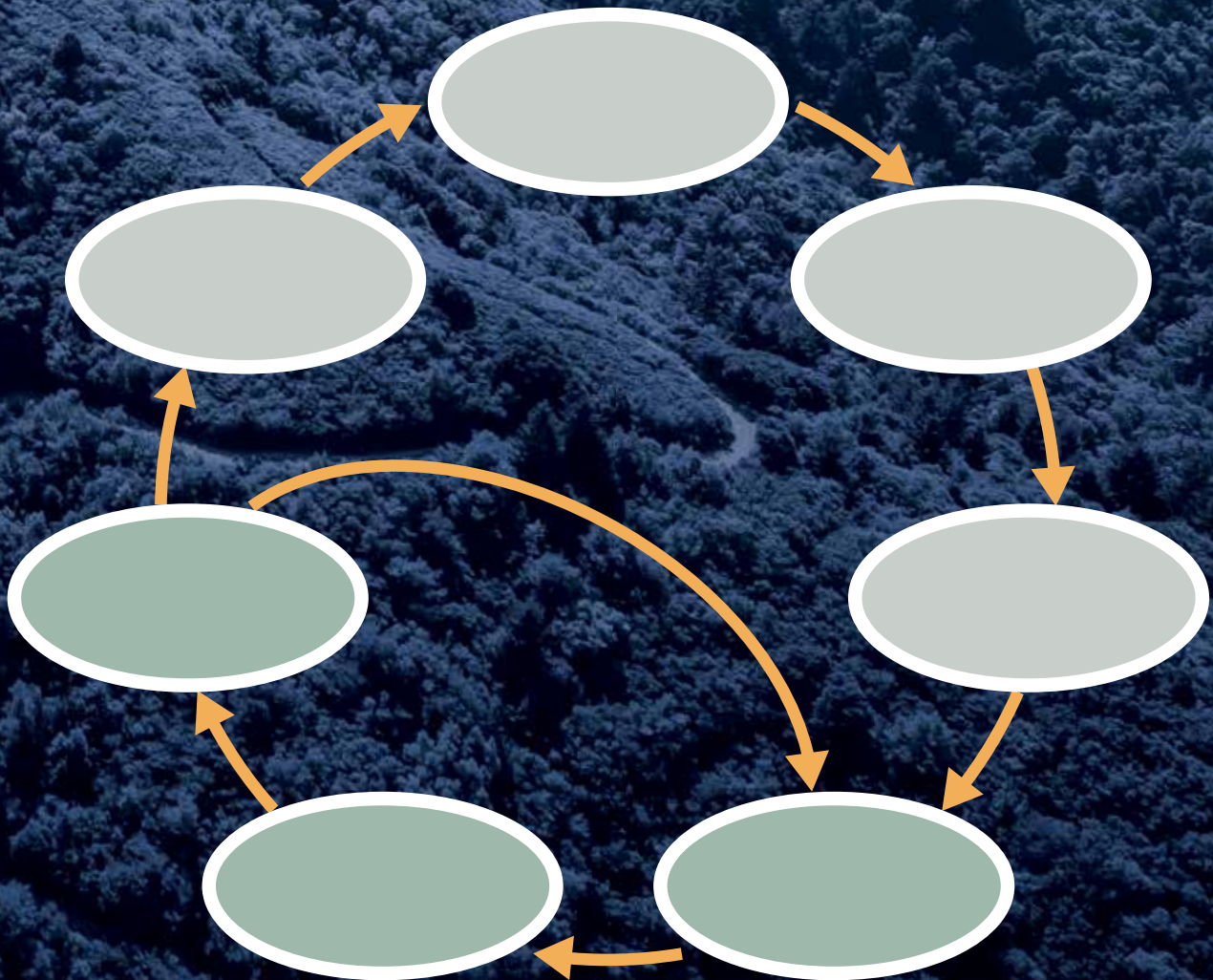


PARTNERSHIP IMPACT EVALUATION GUIDE

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APPENDIX A

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/>

APPENDIX A

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

APPENDIX B: EXAMPLES OF IMPACT INDICATORS AND SURVEY QUESTIONS

OUTCOME IMPACT: INDIVIDUAL EFFECTIVENESS & RESILIENCE

INDIVIDUAL EFFECTIVENESS & RESILIENCE INDICATORS

- Increase in partner staffs' work morale over time.
- Increased confidence in their abilities to effectively perform respective job duties over time.

INDIVIDUAL EFFECTIVENESS & RESILIENCE SURVEY QUESTIONS

On a scale of 1-5, please indicate your level of agreement with the following statements (1=strongly disagree and 5=strongly agree).

As a result of participating in [Partnership Name],

- 1. My job performance is enhanced.*
- 2. I have increased credibility with people from other organizations.*
- 3. I am more confident in my ability to do my job.*
- 4. I am more satisfied with my job.*

APPENDIX B: EXAMPLES OF IMPACT INDICATORS AND SURVEY QUESTIONS

OPERATIONAL IMPACT: RESOURCE SHARING

RESOURCE SHARING INDICATORS

- Increase in resource sharing (e.g., volunteers, data, equipment) each partner brings to the collaborative over time

RESOURCE SHARING QUESTIONS

To date, how often does your organization make use of other collaborative partners' resources?

1. For each resource, indicate whether it is Daily, Weekly, Monthly, Quarterly, Bi-Annually, Annually, Never, Don't Know

- Partner staff
- Partner volunteers
- Data and information
- Equipment
- Indoor space (e.g., offices)
- Outdoor space (e.g., parking lots)
- Knowledge/expertise
- Skill sets

2. On a scale of 1-5, please indicate how effective [Partnership Name] is in sharing the following resources (1=not effective at all and 5=extremely effective).

- Partner staff
- Partner volunteers
- Data and information
- Equipment
- Indoor space (e.g., offices)
- Outdoor space (e.g., parking lots)
- Knowledge/expertise
- Skill sets

3. Please describe two examples of resource sharing here.

APPENDIX B: EXAMPLES OF IMPACT INDICATORS AND SURVEY QUESTIONS

FOUNDATIONAL IMPACT: TRUST

TRUST INDICATORS

- Increased levels of perceived trust among those within the network over time.
- Increased levels of perceived trust among partners over time.

TRUST SURVEY QUESTIONS FOR THOSE IN THE NETWORK

From the list, select all of the organizations with which your organization has a relationship in association with the [Partnership Name]. Note: create a list of all stakeholder groups, such as environmental, recreation, and volunteer groups, other community groups, and schools.

On a scale of 1-5, please indicate your level of agreement with the following statements⁵ for each of the organizations selected (1=strongly disagree and 5=strongly agree).

1. *This organization is reliable (i.e., follows through on commitments).*
2. *This organization is dedicated to the mission of [Partnership's Name].*
3. *This organization is open to discussion (i.e., willing to engage in frank, open, and civil discussion).*

TRUST SURVEY QUESTIONS REGARDING PARTNERS AND PARTNER STAFF

On a scale of 1-5, please indicate your level of agreement with the following statements (1=strongly disagree and 5=strongly agree).

1. *I trust the partners.*
2. *I trust the staff representing the partners.*
3. *The partners are committed to the success of [Partnership Name].*
4. *The partner staff are committed to the success of [Partnership Name].*

⁵ These questions are adapted from an article authored by Varda, Chandra, Stern & Lurie (2008).