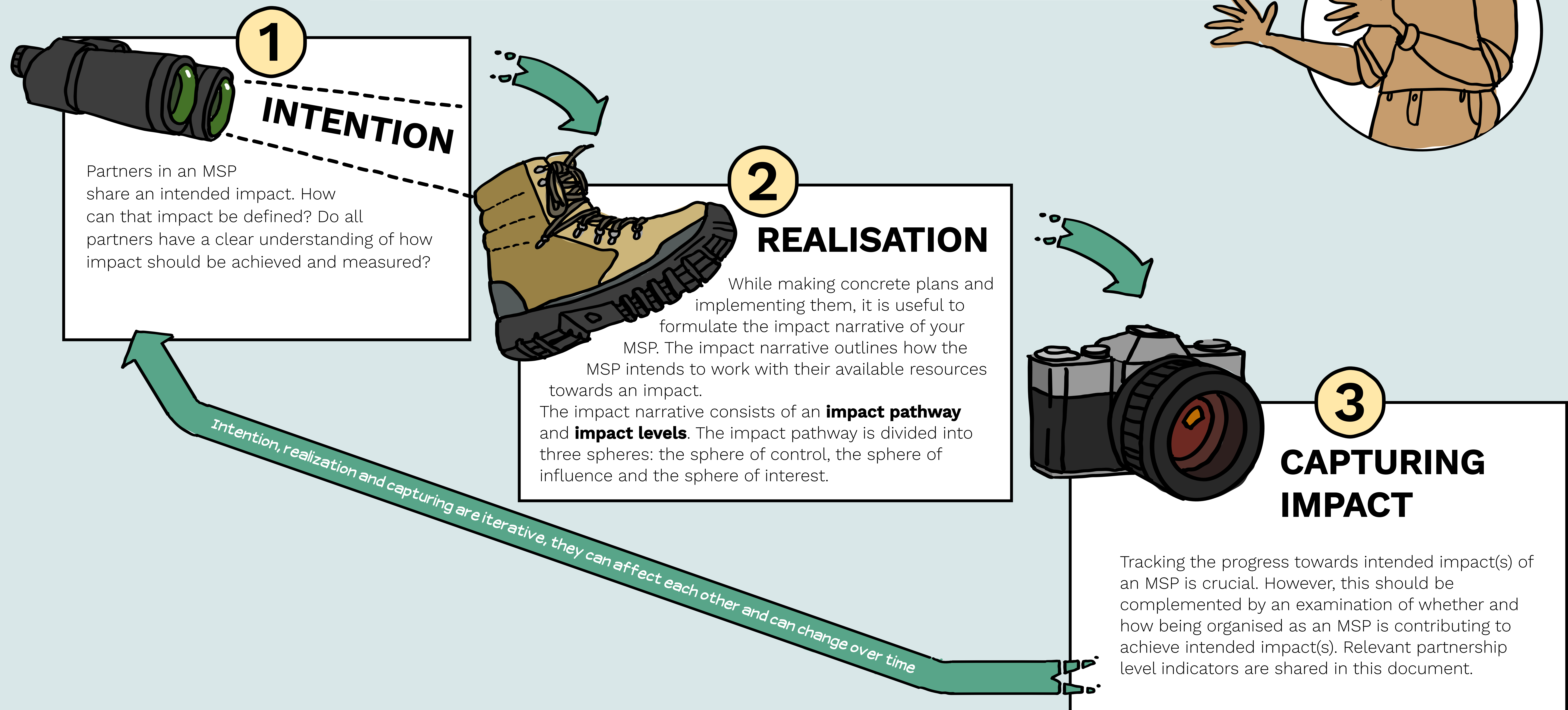


IMPACTS OF MULTI-STAKEHOLDER PARTNERSHIPS

UNDERSTANDING AND TRACKING MSP IMPACT

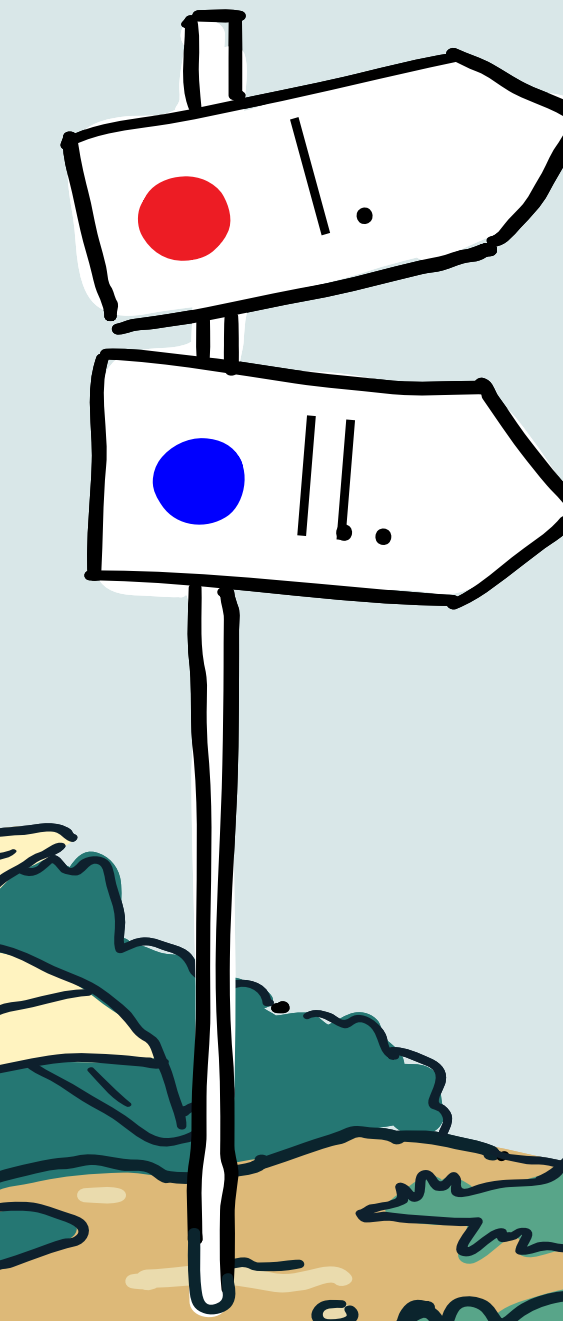
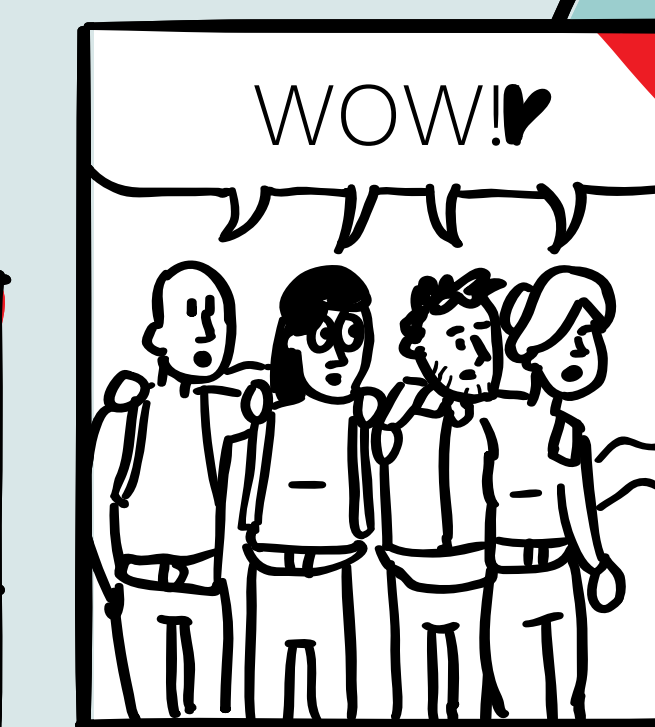
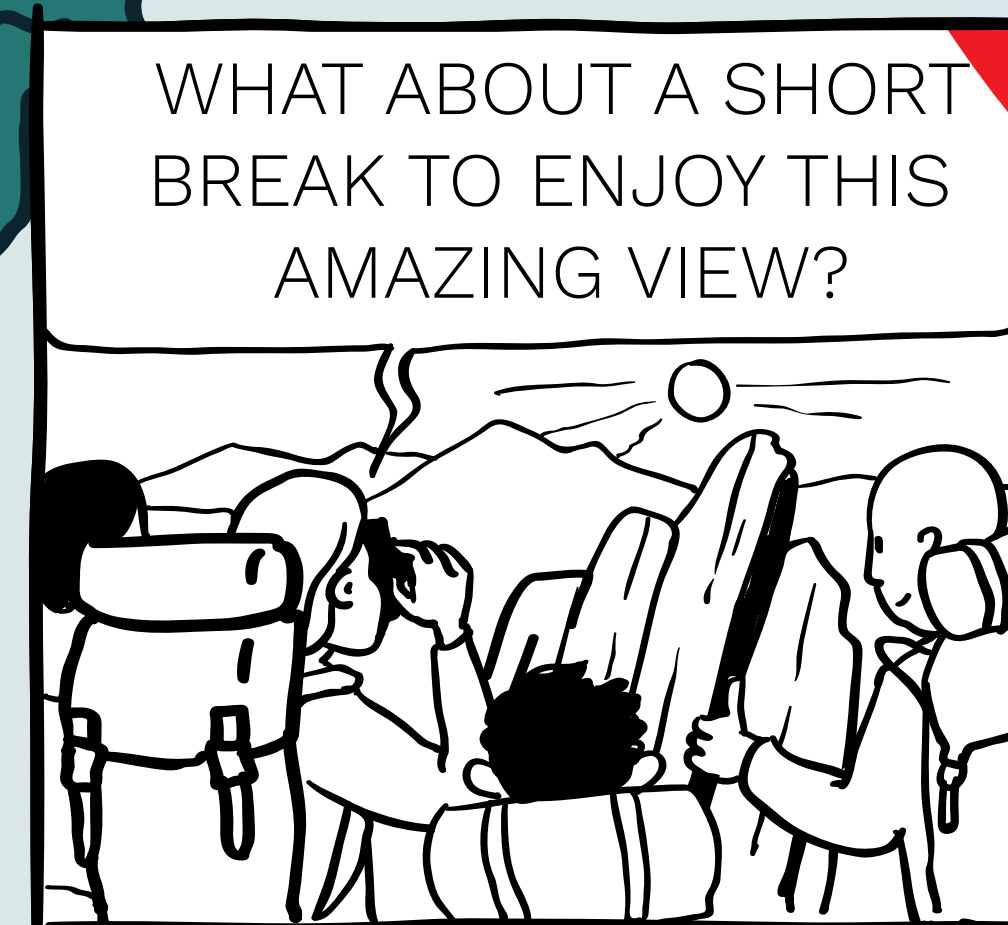
Working in a multi-stakeholder partnership (MSP) can be very rewarding. By working together with partner organisations from different fields it is possible to find common solutions to some of the most complex problems we face in the world. However, it is often challenging for all partners to agree on the intended impact and on how to measure progress towards it. Clarity on how the impact can be achieved is essential. This document was developed as part of an action research on MSP impact by Partnerships2030 and the Partnerships Resource Centre. It aims to give ideas and frameworks to better understand and measure MSP impact.



INTENTION: HOW DOES AN MSP DEFINE IMPACT?

PERSPECTIVES ON MSP IMPACT WHICH ROUTE DO YOU TAKE?

I. ASSESS IMPACT ALONG THE WAY



II. FOCUS ONLY ON THE END GOAL



ALTERNATIVE RESULTS PEAKS: THE FINAL IMPACT MIGHT CHANGE ALONG THE WAY

the paths are not mutually exclusive

STARTING POINT

MULTI-STAKEHOLDER
PARTNERSHIP
WITH A JOINT IMPACT INTENTION

GOVERNMENT

NGO

BUSINESS

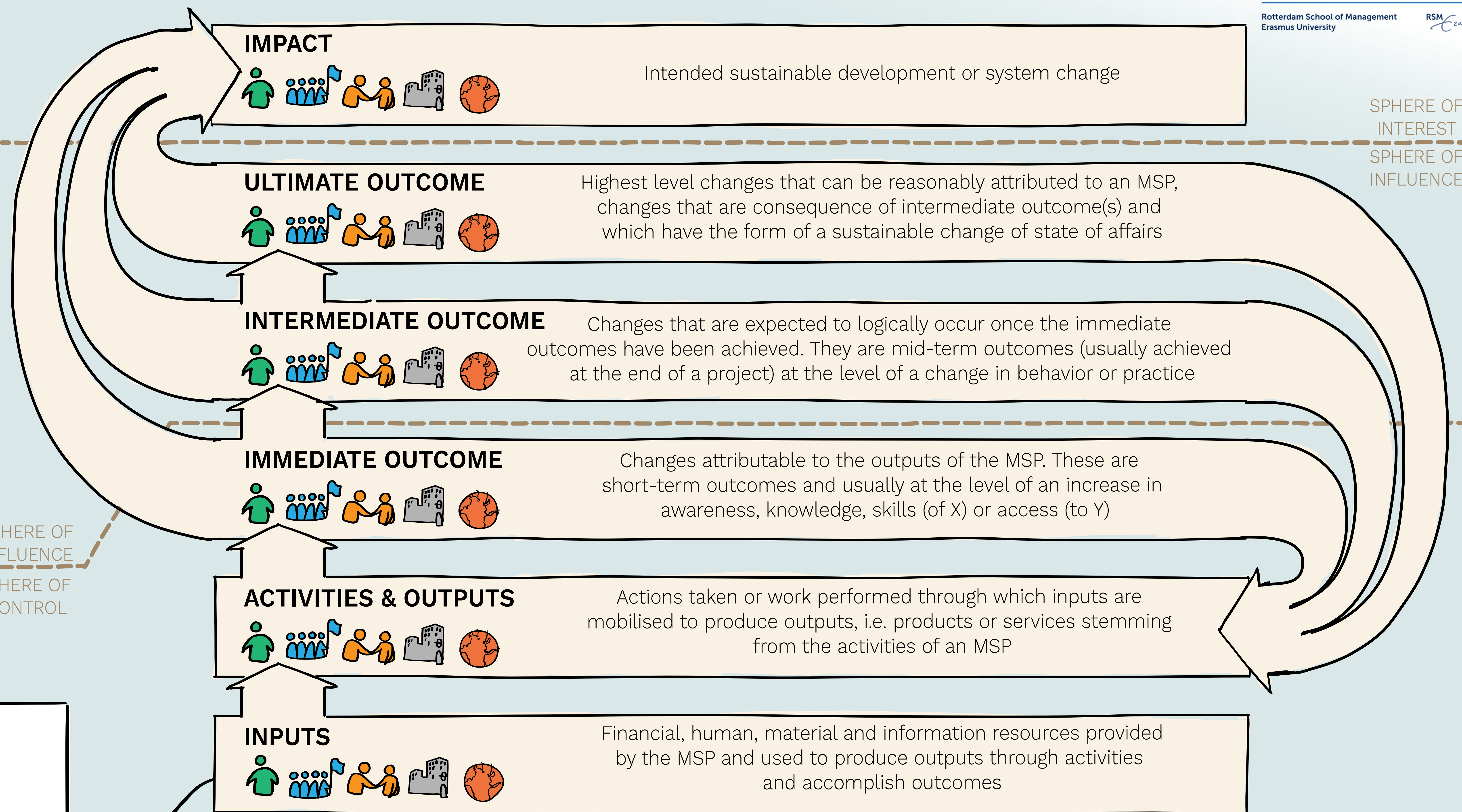
BACKBONE
ORGANISATION

REALISATION: IMPACT NARRATIVE

In capturing the impacts of an MSP, two elements can be distinguished: an **impact pathway** that documents the steps from activities and outputs through to impact and five **impact levels**, ranging from the individual and organizational to the societal level. Taken together, the impact pathway and the impact levels form a narrative of the MSP for establishing impact.

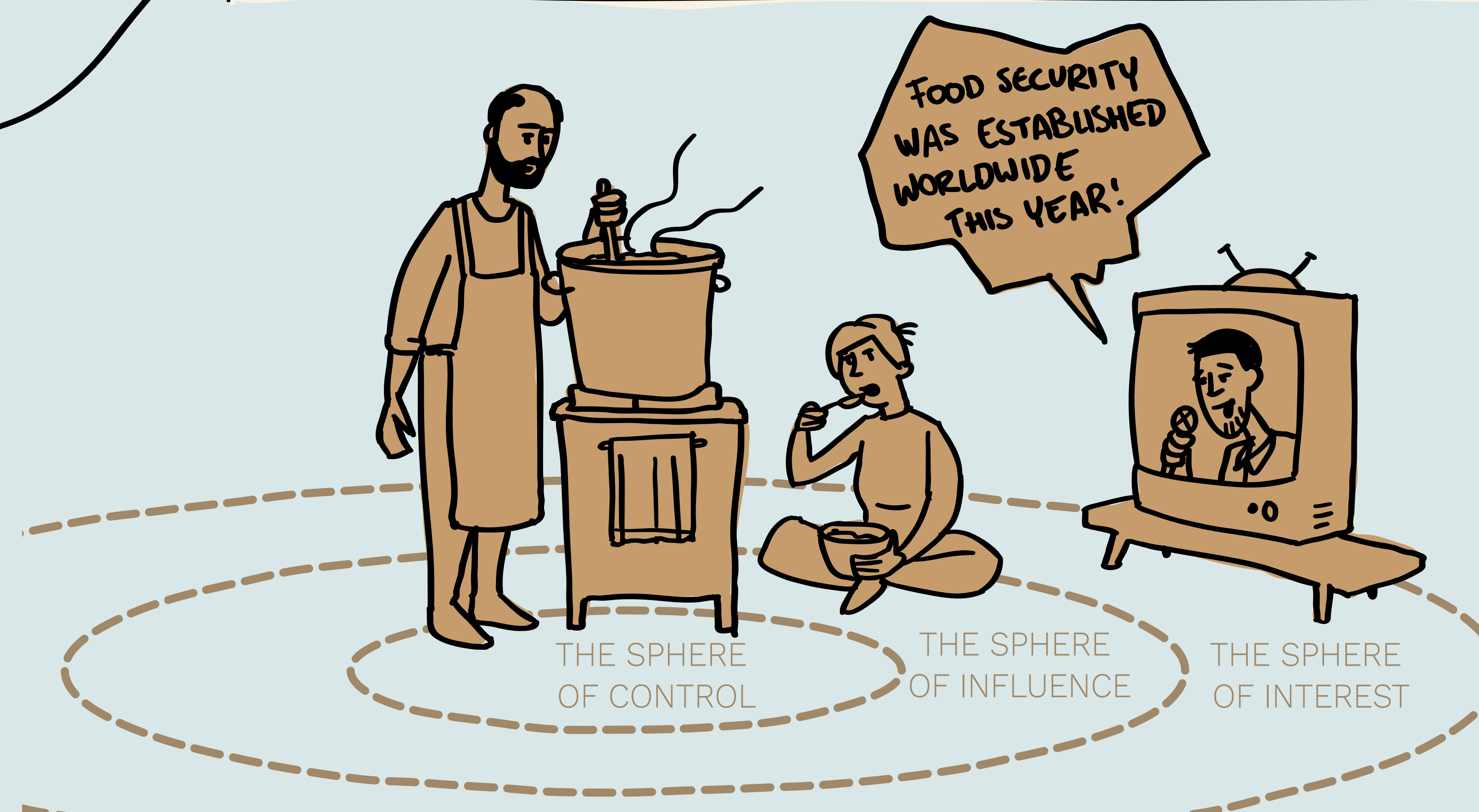
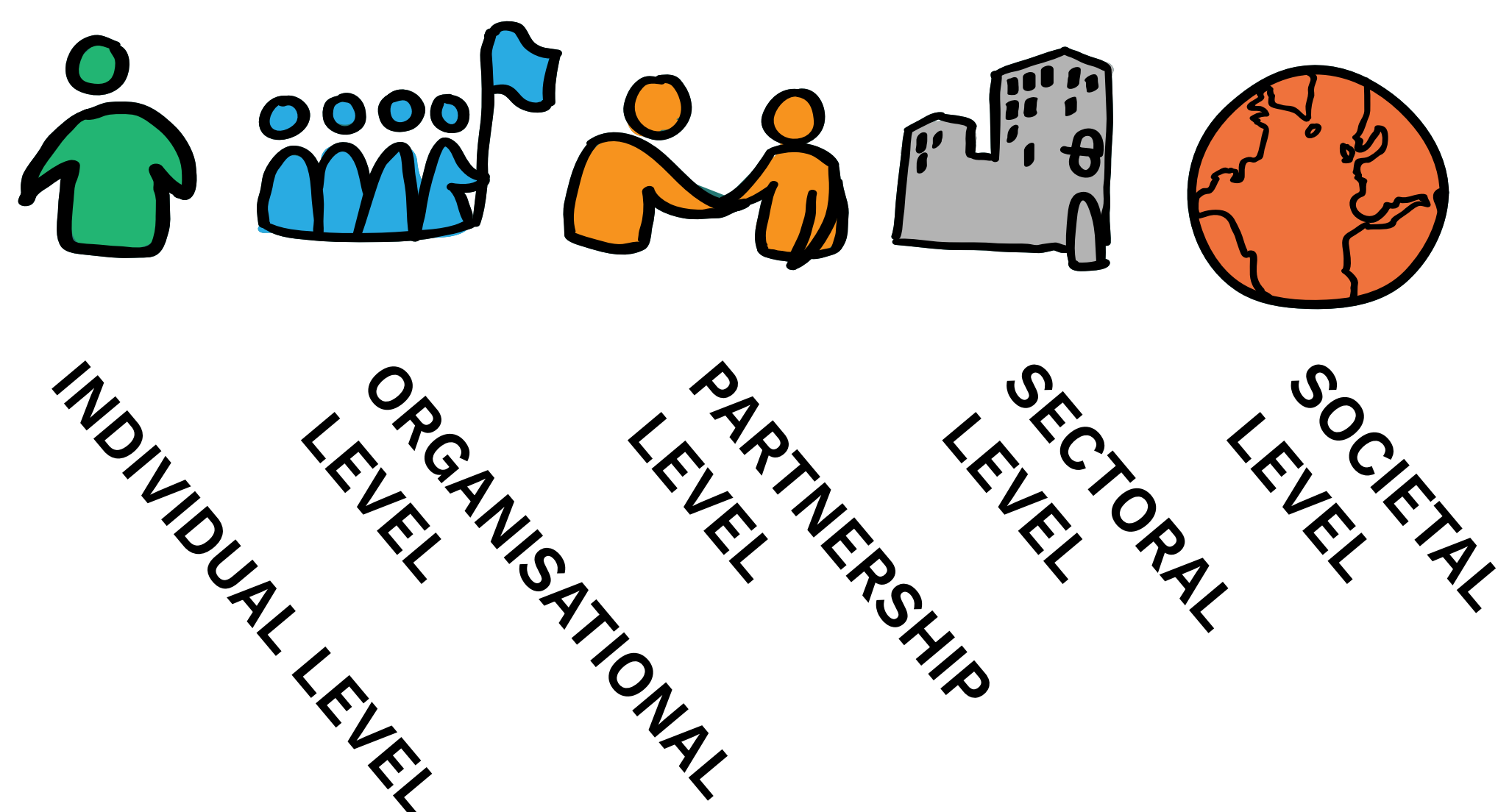
The following steps should be followed to determine the impact narrative of an MSP:

- I Fill in the impact pathway for the MSP, preferably together with the key partners of the MSP. It is advised to initially move from top (impact/s) to bottom (inputs).
- II In an iterative process go through the pathway and determine if causal links between entries at each stage can be established.
- III For each stage of the impact pathway, determine which impact levels are active at each stage and encircle or color accordingly.



IMPACT LEVELS


There are several levels through and in which impact can be achieved. These impact levels influence each other. This is also an iterative process. To show the links between impact pathway and impact levels, the applicable impact level icons can be encircled for each pathway stage.



- THE SPHERE OF CONTROL of an MSP concerns the operational environment, what the MSP can directly change by its actions.
- THE SPHERE OF INFLUENCE of an MSP refers to what can be impacted to some degree, but where the MSP cannot exercise full control.
- THE SPHERE OF INTEREST has to do with social, economic and environmental states and trends that the MSP tries to change.

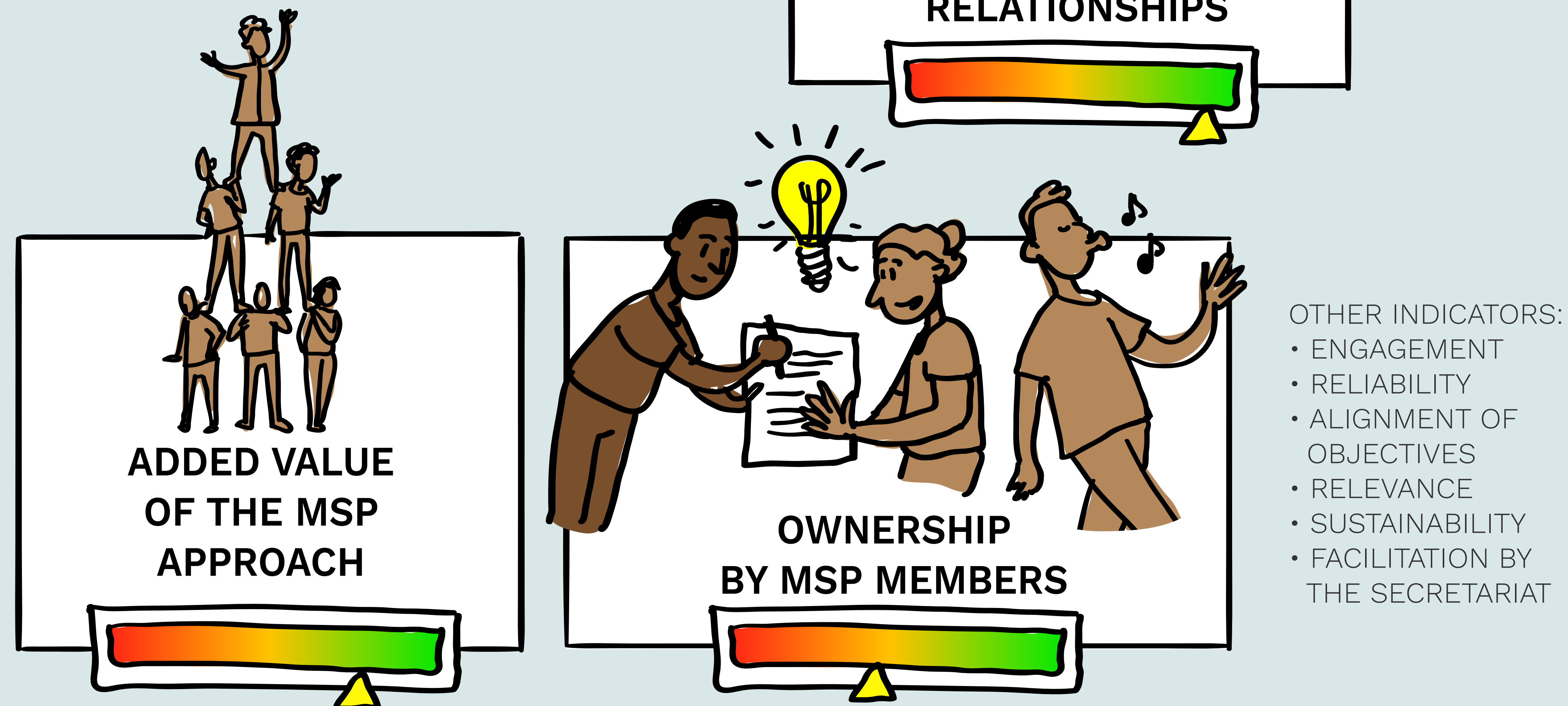
for more info:
www.partnerships2030.org
www.rsm.nl/research/centres/prc/

CAPTURING IMPACT AT THE PARTNERSHIP LEVEL

 This part will focus on the partnership impact level.

A PARTNERSHIP INDICATORS


As part of a measurement and evaluation system for MSPs it is possible to track whether working in a partnership is indeed contributing to the intended impact. The indicators used for this measurement are similar for most MSPs.



B HOW TO MEASURE PARTNERSHIP INDICATORS

Although the choice of partnership indicators is similar for most MSPs, the way the indicators are measured varies.

We call this the operationalisation and it depends on several factors. Two examples are given of how to measure partnership level indicators.



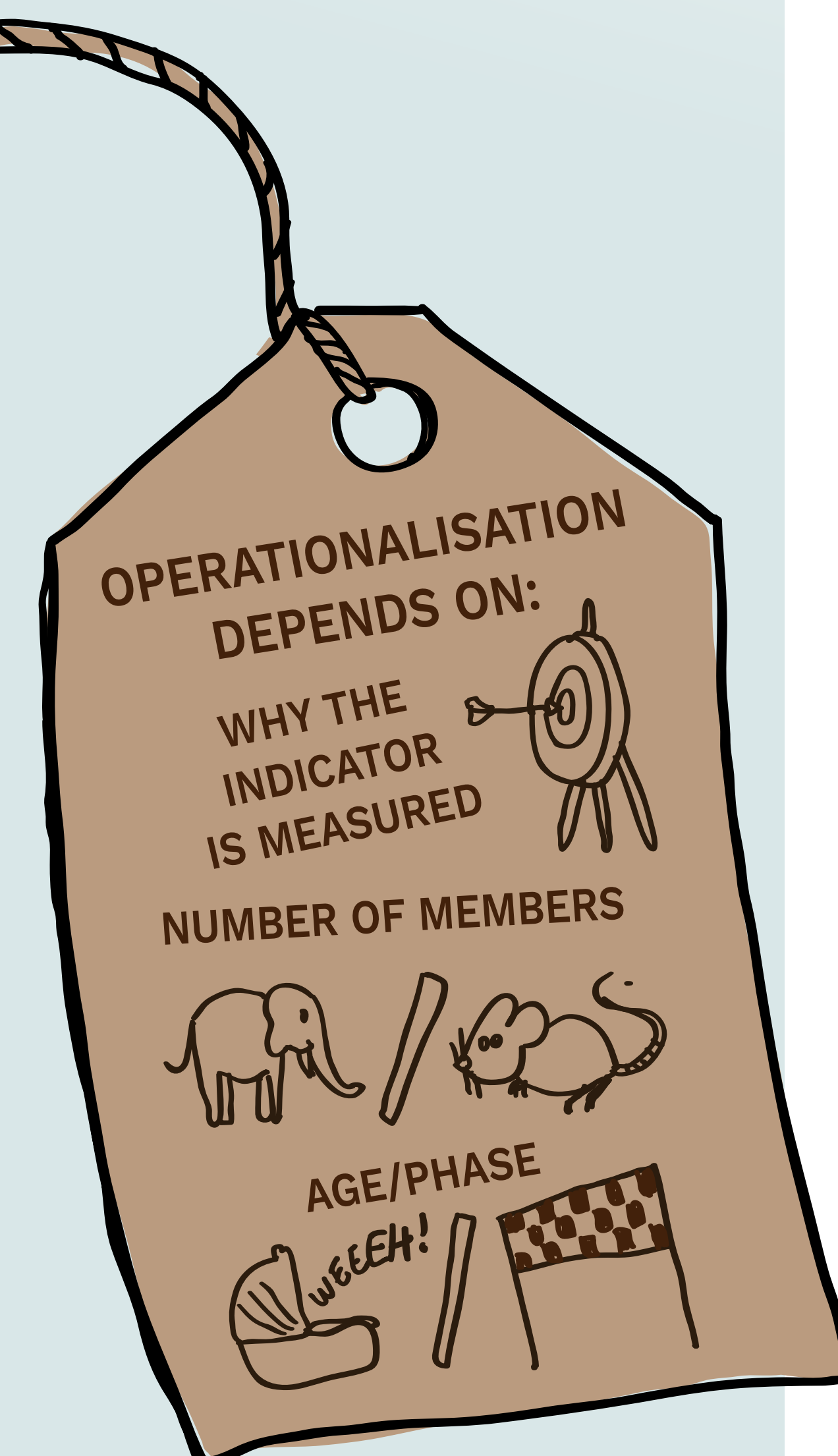
1: SURVEY

A survey can be conducted among a high number of members and stakeholders and it can measure their perception. The results can be quantitative or qualitative.

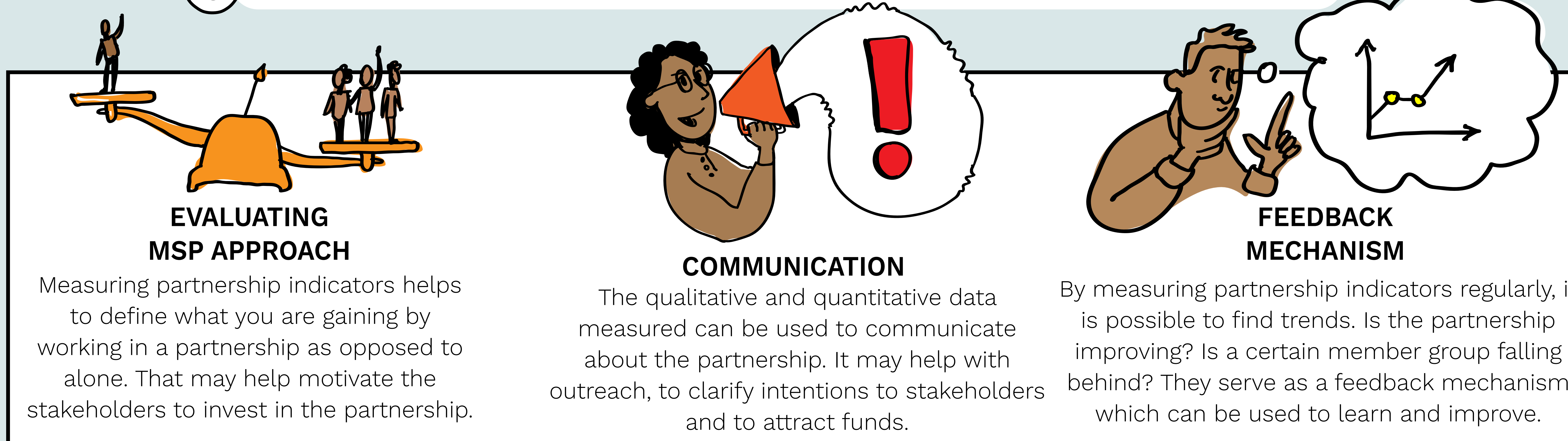


2: IMPACT STORY

An impact story is created by conducting extensive interviews with relatively few members. The findings are then combined into a coherent story. Although this is resource intensive, it is very useful for communication purposes.



C BENEFITS OF MEASURING PARTNERSHIP INDICATORS

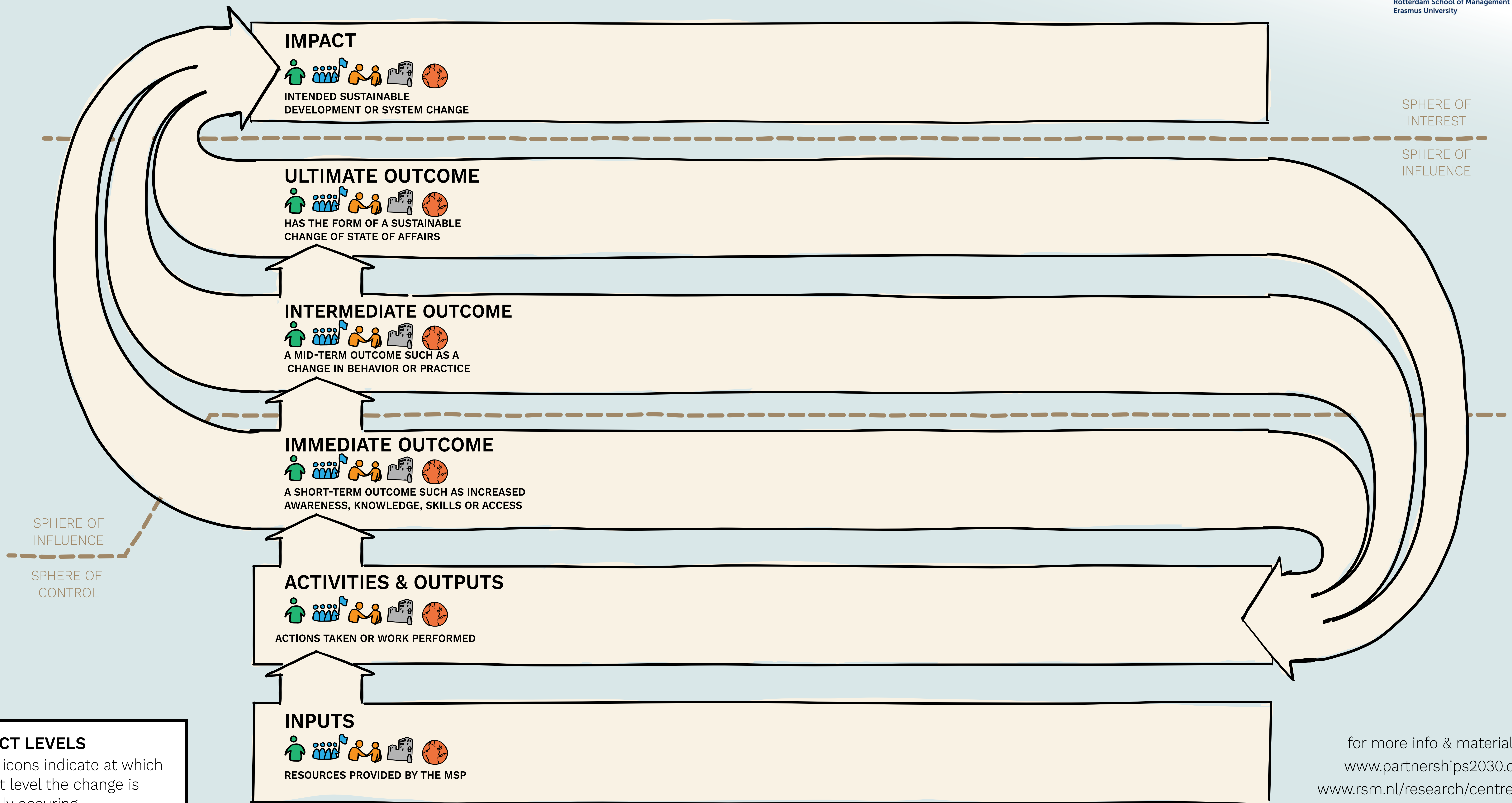


ANY QUESTIONS?

Got inspired? Good! Partnerships2030 or the PrC can help you find the right approach to use for your partnership. We'd love to discuss your plans, just get in touch via:

www.partnerships2030.org
www.rsm.nl/research/centres/prc/

IMPACT PATHWAY TEMPLATE



IMPACT LEVELS

These icons indicate at which impact level the change is typically occurring

-  INDIVIDUAL LEVEL
-  ORGANISATIONAL LEVEL
-  PARTNERSHIP LEVEL
-  SECTORAL LEVEL
-  SOCIETAL LEVEL

name of your MSP:

CONSISTS OF:

Stakeholder:

Stakeholder:

Stakeholder:

Stakeholder:

for more info & materials:
www.partnerships2030.org
www.rsm.nl/research/centres/prc/