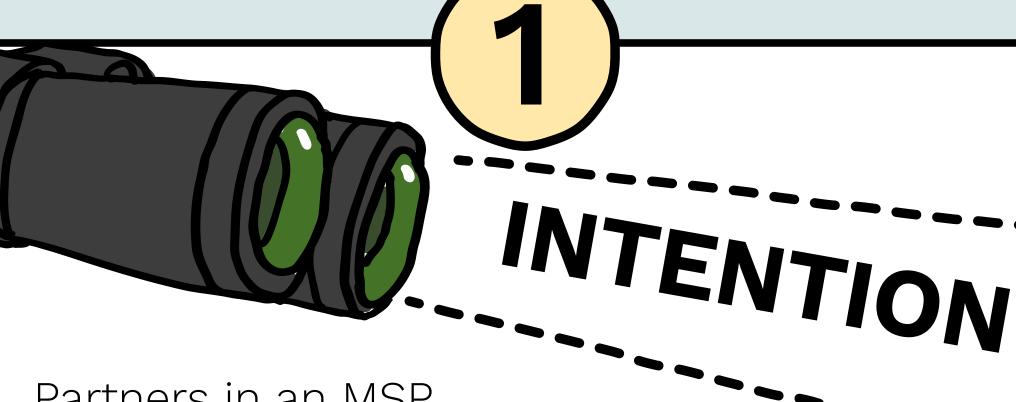




IMPACTS OF MULTI-STAKEHOLDER PARTNERSHIPS

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.

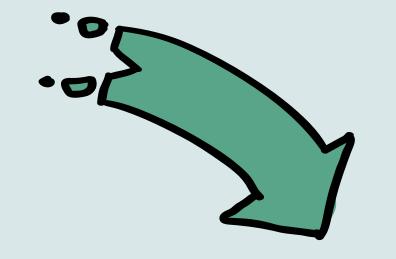


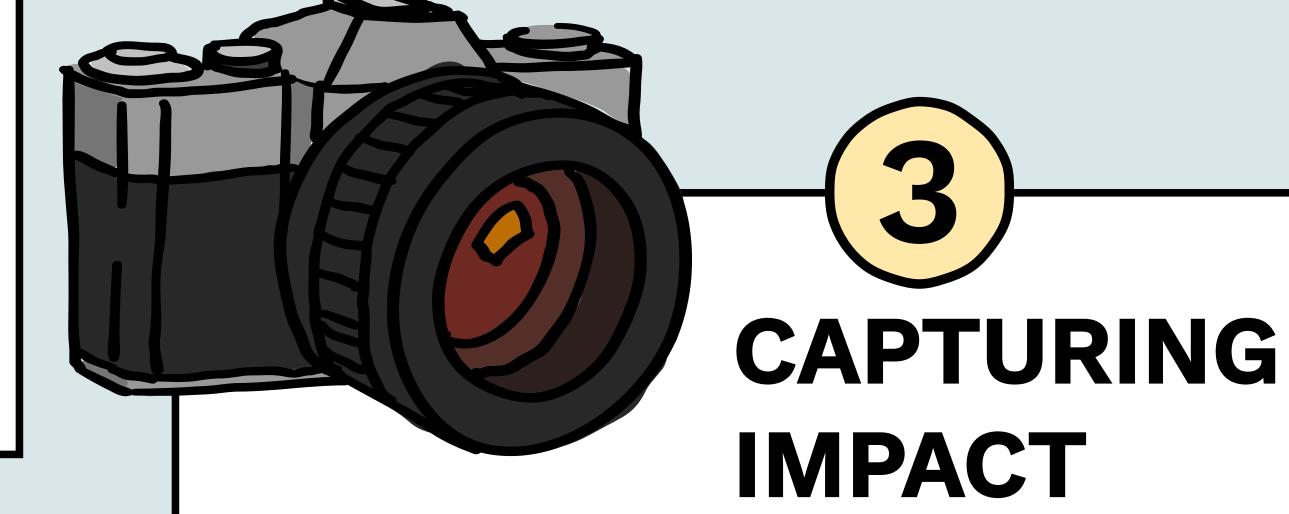
Partners in an MSP share an intended impact. How can that impact be defined? Do all partners have a clear understanding of how impact should be achieved and measured?

REALISATION

While making concrete plans and implementing them, it is useful to formulate the impact narrative of your MSP. The impact narrative outlines how the MSP intends to work with their available resources towards an impact.

Intention, realization and capturing are iterative, they can affect each other and can charge over time The impact narrative consists of an impact pathway and impact levels. The impact pathway is divided into





Tracking the progress towards intended impact(s) of an MSP is crucial. However, this should be complemented by an examination of whether and how being organised as an MSP is contributing to achieve intended impact(s). Relevant partnership level indicators are shared in this document.

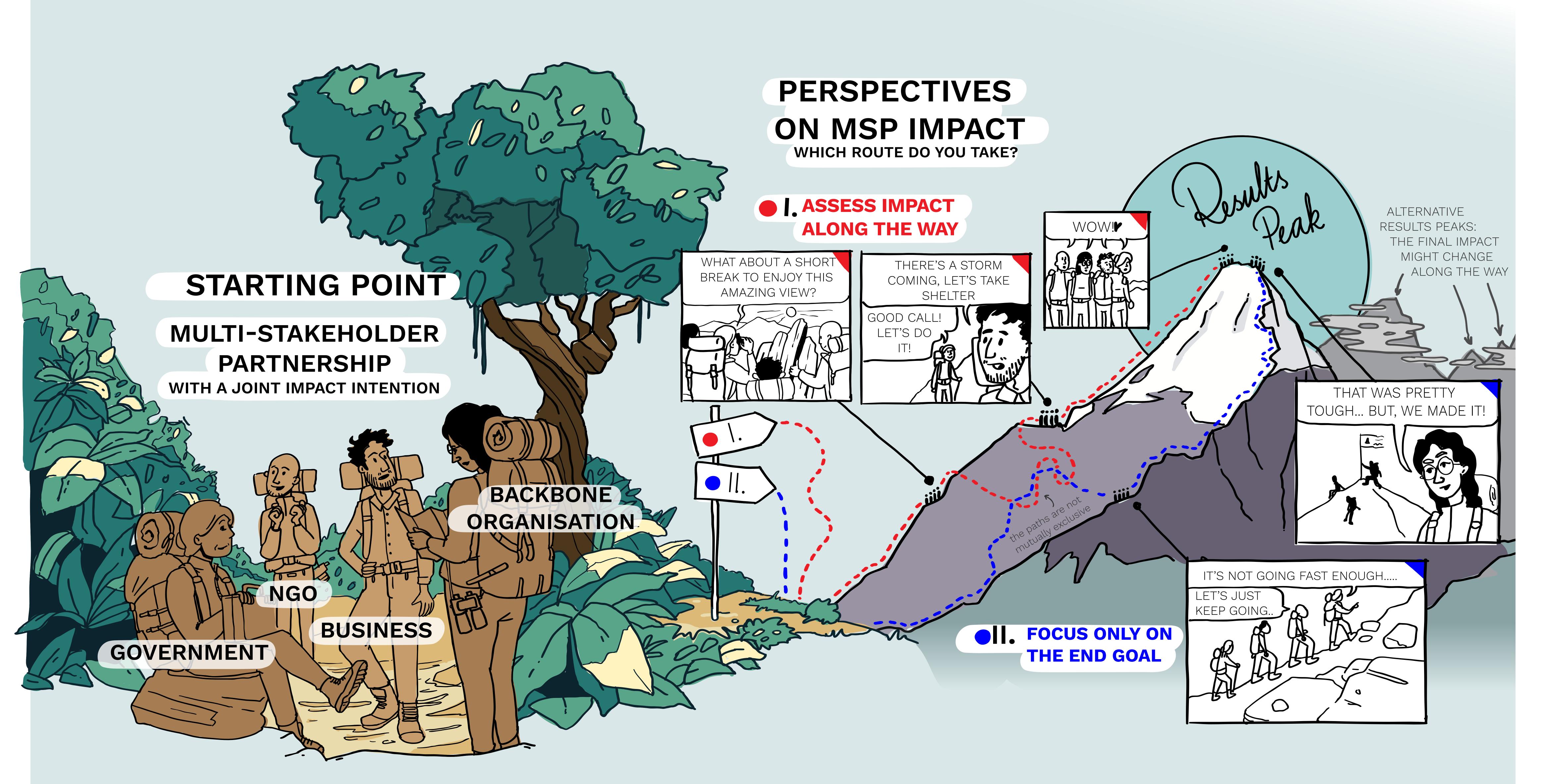
INTENTION: HOW DOES AN MSP DEFINE IMPACT?





Rotterdam School of Managemer Erasmus University

ol of Management RSM



REALISATION: IMPACT NARRATIVE

SPHERE OF

INFLUENCE

SPHERE OF

CONTROL





SPHERE OF

INTEREST

SPHERE OF

INFLUENCE

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.

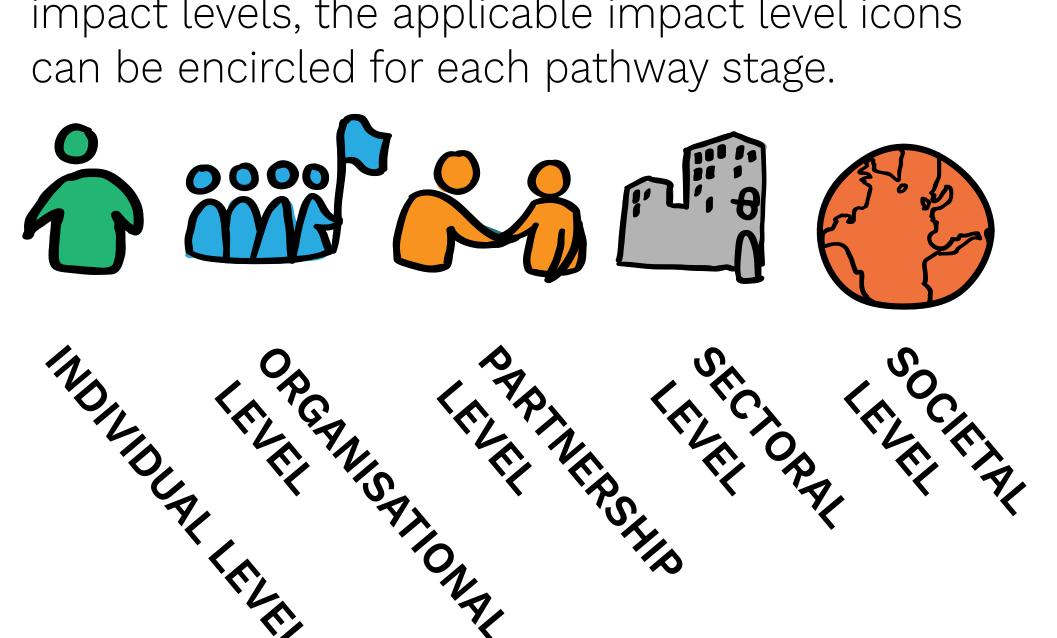
The following steps should be followed to determine the impact narrative of an MSP:

- 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).
- In an iterative process go through the pathway and determine if causal links between entries at each stage can be established.
 - 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



in the second se Intended sustainable development or system change

ULTIMATE OUTCOME

IMPACT

Highest level changes that can be reasonably attributed to an MSP, changes that are consequence of intermediate outcome(s) and which have the form of a sustainable change of state of affairs

INTERMEDIATE OUTCOME

Changes that are expected to logically occur once the immediate outcomes have been achieved. They are mid-term outcomes (usually achieved at the end of a project) at the level of a change in behavior or practice

IMMEDIATE OUTCOME



Changes attributable to the outputs of the MSP. These are short-term outcomes and usually at the level of an increase in awareness, knowledge, skills (of X) or access (to Y)

ACTIVITIES & OUTPUTS

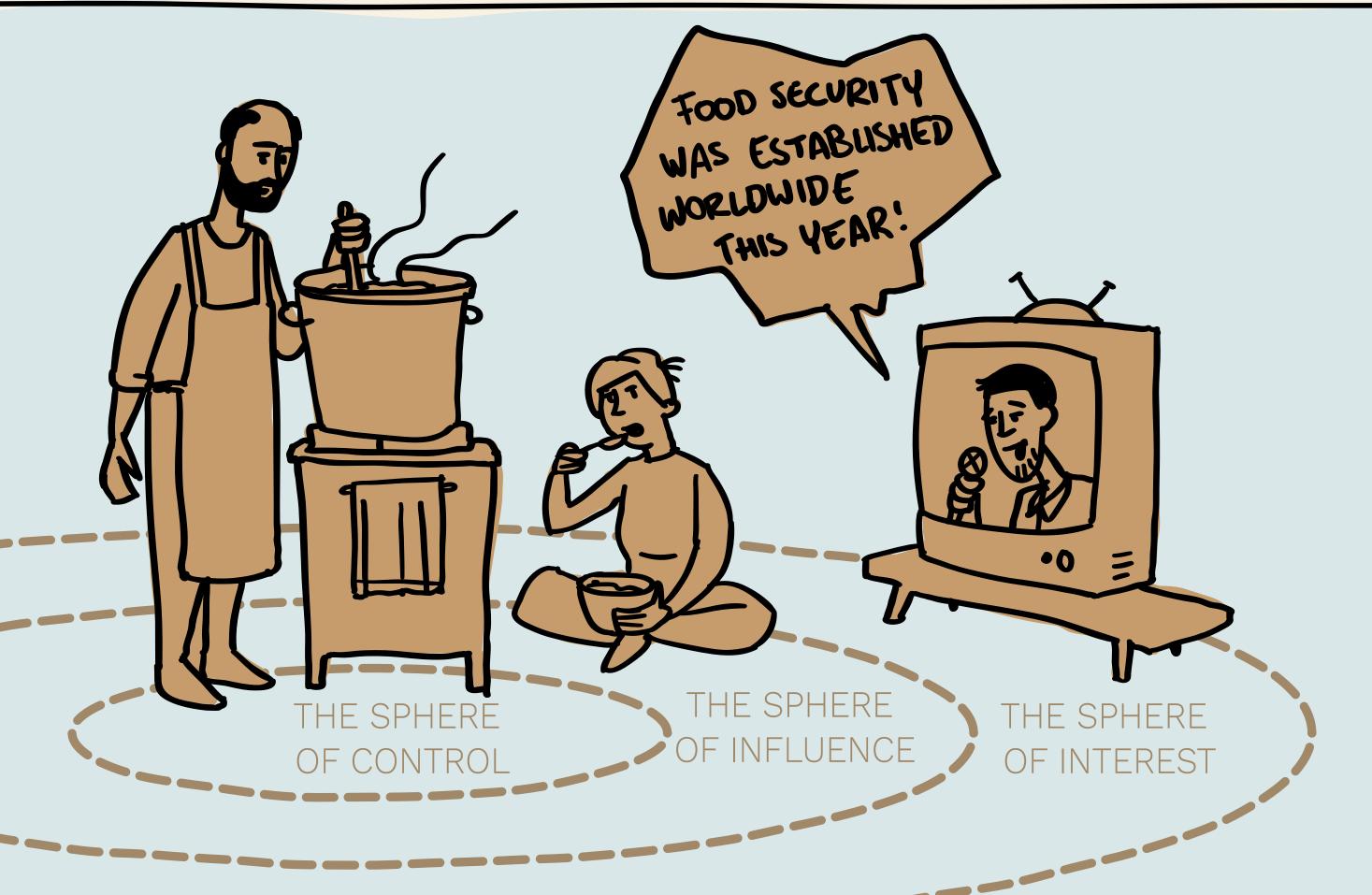


Actions taken or work performed through which inputs are mobilised to produce outputs, i.e. products or services stemming from the activities of an MSP

INPUTS



Financial, human, material and information resources provided by the MSP and used to produce outputs through activities and accomplish outcomes



- 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



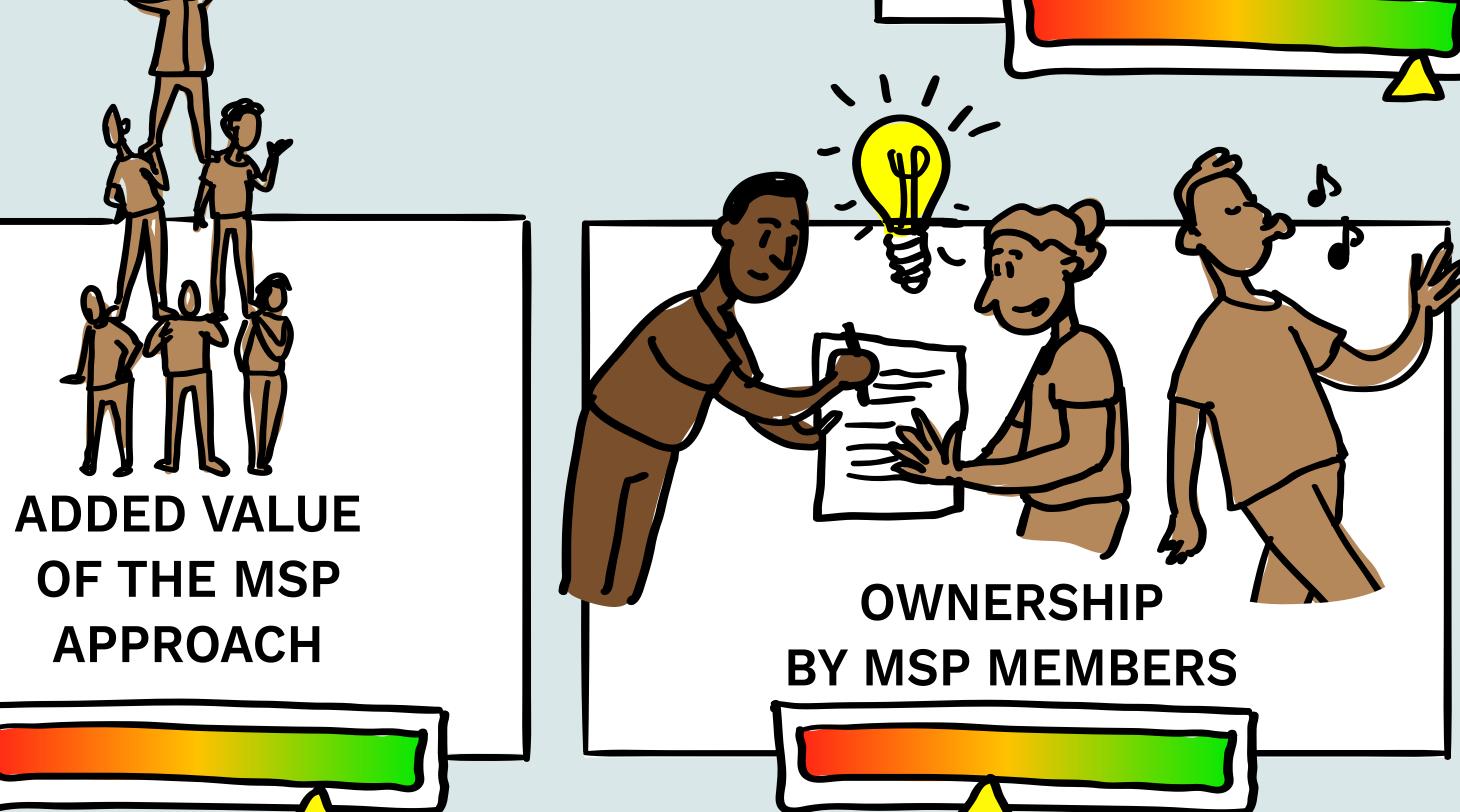






This part will focus on the partnership impact level.

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.



UNDERSTANDING & RELATIONSHIPS

OTHER INDICATORS:

- ENGAGEMENT
- RELIABILITY
- ALIGNMENT OF OBJECTIVES
- RELEVANCE
- SUSTAINABILITY
- FACILITATION BY THE SECRETARIAT

(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.



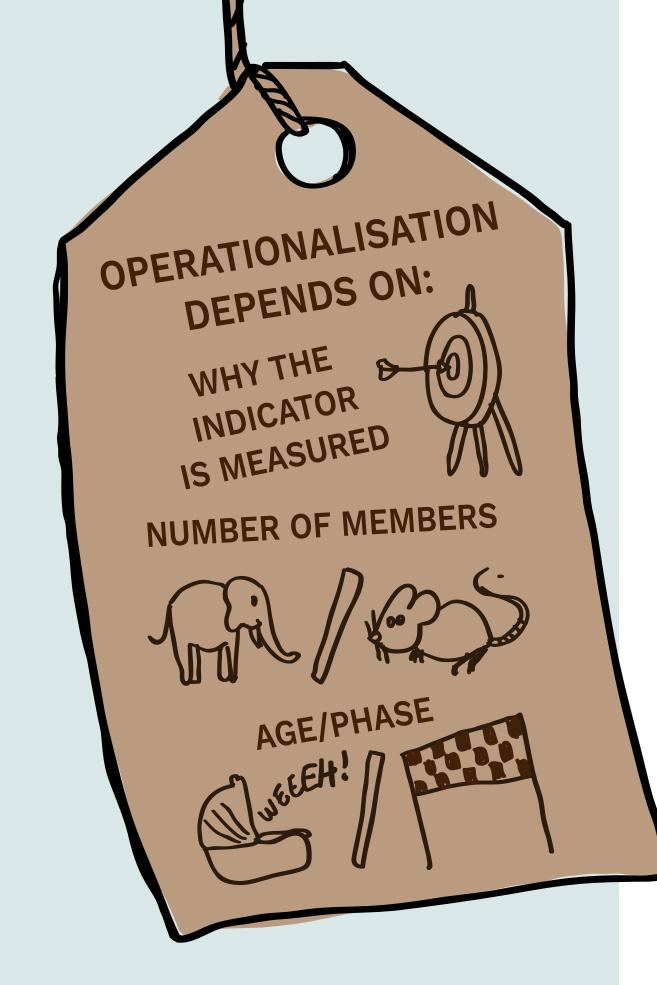
1: SURVEY

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.

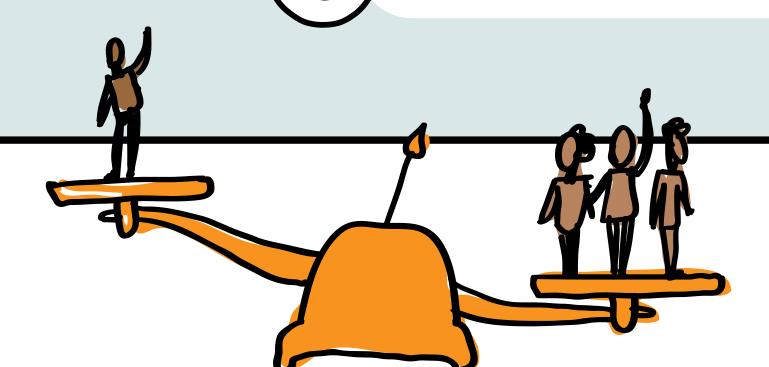


2: IMPACT STORY

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



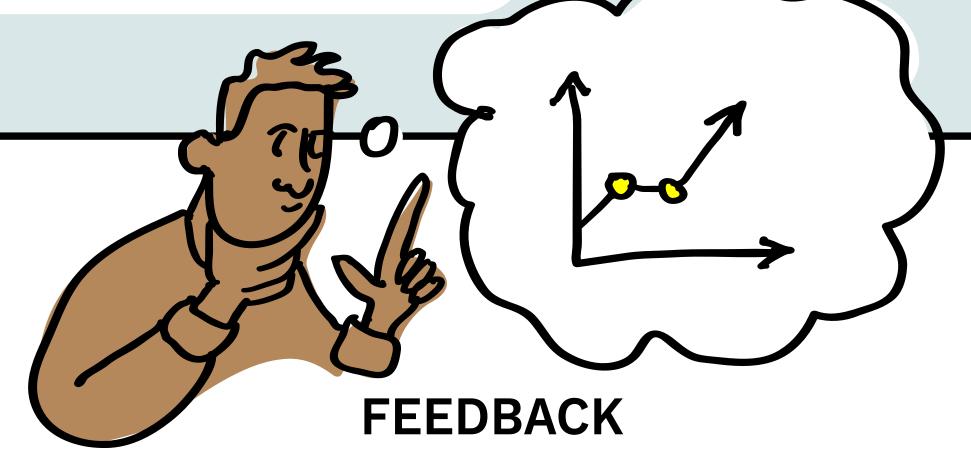
EVALUATING MSP APPROACH

Measuring partnership indicators helps to define what you are gaining by working in a partnership as opposed to alone. That may help motivate the stakeholders to invest in the partnership.



COMMUNICATION

The qualitative and quantitative data measured can be used to communicate about the partnership. It may help with outreach, to clarify intentions to stakeholders and to attract funds.



MECHANISM

By measuring partnership indicators regularly, it is possible to find trends. Is the partnership improving? Is a certain member group falling behind? They serve as a feedback mechanism which can be used to learn and improve.

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

SOCIETAL LEVEL





IMPACT INTENDED SUSTAINABLE SPHERE OF **DEVELOPMENT OR SYSTEM CHANGE** INTEREST SPHERE OF INFLUENCE **ULTIMATE OUTCOME** HAS THE FORM OF A SUSTAINABLE **CHANGE OF STATE OF AFFAIRS** INTERMEDIATE OUTCOME CHANGE IN BEHAVIOR OR PRACTICE IMMEDIATE OUTCOME A SHORT-TERM OUTCOME SUCH AS INCREASED AWARENESS, KNOWLEDGE, SKILLS OR ACCESS SPHERE OF INFLUENCE SPHERE OF **ACTIVITIES & OUTPUTS** CONTROL **ACTIONS TAKEN OR WORK PERFORMED INPUTS** IMPACT LEVELS for more info & materials: These icons indicate at which www.partnerships2030.org RESOURCES PROVIDED BY THE MSP impact level the change is www.rsm.nl/research/centres/prc/ typically occuring INDIVIDUAL LEVEL ORGANISATIONAL LEVEL name of your MSP: PARTNERSHIP LEVEL SECTORAL LEVEL CONSISTS OF: Stakeholder: Stakeholder: Stakeholder: Stakeholder: