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. The impact narrative consists of an impact pathway and impact levels. The impact pathway is divided into three spheres: the sphere of control, the sphere of influence and the sphere of interest.

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?

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.
1 INTENTION: HOW DOES AN MSP DEFINE IMPACT?

PERSPECTIVES ON MSP IMPACT
WHICH ROUTE DO YOU TAKE?

1. ASSESS IMPACT ALONG THE WAY

WHAT ABOUT A SHORT BREAK TO ENJOY THIS AMAZING VIEW?

THERE'S A STORM COMING, LET'S TAKE SHELTER

GOOD CALL! LET'S DO IT!

WOW!

2. FOCUS ONLY ON THE END GOAL

IT'S NOT GOING FAST ENOUGH.... LET'S JUST KEEP GOING...

THAT WAS PRETTY TOUGH... BUT, WE MADE IT!

Results Peak

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

PERSPECTIVES ON MSP IMPACT
WHICH ROUTE DO YOU TAKE?

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There are several levels through and in which impact can be achieved. These impact levels influence each other. This is also an iterative process.

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

1. 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).
2. In an iterative process go through the pathway and determine if causal links between entries at each stage can be established.
3. For each stage of the impact pathway, determine which impact levels are active at each stage and color accordingly.

**IMPACT LEVELS**

- **Individual Level**
- **Organisational Level**
- **Partnership Level**
- **Sectoral Level**
- **Societal Level**

**SPHERE OF CONTROL**

- 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.

**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.

To show the links between impact pathway and impact levels, the applicable impact level icons can be encircled for each pathway stage.

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3 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.

- ADDED VALUE OF THE MSP APPROACH
- OWNERSHIP BY MSP MEMBERS
- 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.

FEEDBACK 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:

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The IMPACT PATHWAY TEMPLATE is a framework for understanding the intended and sustained outcomes of a partnership. It consists of three levels:

1. **Impact**: A long-term outcome such as a sustainable development or system change.
2. **Ultimate Outcome**: Has the form of a sustainable change of state of affairs.
3. **Intermediate Outcome**: A mid-term outcome such as a change in behavior or practice.

**Impact Levels**
- **Individual Level**
- **Organisational Level**
- **Partnership Level**
- **Sectoral Level**
- **Societal Level**

**Activities & Outputs**
- Actions taken or work performed.

**Inputs**
- Resources provided by the MSP.

For more info & materials:
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- www.rsm.nl/research/centres/prc/

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