



First Steps in Multi-Stakeholder Partnerships

Tips and Tricks

Complex challenges in the context of the 2030 Agenda can often be better addressed together with other actors. How can a new partnership best be started and what are the points to be considered?

Based on a ‘Getting Started in Multi-Stakeholder Partnerships’ peer-learning workshop, this document provides practical tips for initiating and preparing partnerships. The workshop took place in April 2018 in Bonn and was organized by Partnerships 2030, the German Platform for Multi-Stakeholder Partnerships for Implementing the 2030 Agenda.

The following are the first steps in multi-stakeholder partnerships (MSPs). The respective step is explained, followed by practical tips as well as further links to helpful → [tools](#) and → [tips](#) in the adjacent box.



1. Point of departure

The idea of starting a new partnership or cooperation is often a result of an encompassing (sectoral) social problem or a current crisis, or the desire and need for change. The exact reasons vary. For example, the Partnership for Sustainable Textiles was initiated by public actors after a crisis, the Fisheries Transparency Initiative (FITI) emerged from a scientific study combined with increasing awareness for the issue, while the Sustainable Cocoa Forum and the

Sustainable Palm Oil Forum have emerged to satisfy economic interests of companies. Among other things, already established partnerships fight against the unsustainable exploitation of → [raw materials](#) and → [products](#) or issues such as → [corruption](#), → [supply chain opacity](#) and → [human rights violations](#). Existing pressure to act generates political momentum, a high level of media and political interest, and the willingness to work together with other actors.

Practical Tips

- Early definition of the goal and related clarification of the question: ‘Is a multi-stakeholder partnership the right method to achieve this goal?’ (→ [MSP Guide](#), page 20).
- Ensure added value of a new partnership. This can be done by answering the key question ‘Is there an already established partnership that works?’, ‘Does it make sense to start another partnership?’

Tools

- Introduction on how to work together (→ [Tool 1, 2](#)) and how to gain an understanding of the complex situation (→ [Tool 3](#))
- Defining the challenge (→ [Tool 8, 14](#)) and therefore the goal (→ [Tool 41](#))

2. Initiating a partnership

Organizations, companies, and/or individuals can initiate a new partnership. Here, the motivation and the conviction to tackle the problem and the associated challenges are important. The individual actor is not alone but shares the willingness to tackle a challenge together with other actors from different sectors.

Practical Tips

- **Mobilize network.**
- **‘Stakeholder mapping’:** Which other actors are there in the field? Which other partnerships exist already?
- **Definition of the vision:** What is the goal of a potential partnership?
- **‘Copy-paste principle’:** Learn from other partnerships and their way of working together, adopt existing mechanisms if necessary, to avoid to reinvent the wheel.

Tools

- Stakeholder identification (→ Tool [5](#)) and stakeholder-mapping (→ Tool [12](#))
- Definition of the goal/aim (→ Tool [41](#))

3. Finding partners

After identifying the problem, potential partners are identified. This can be done via bilateral talks, an open exchange of interested parties or the mobilization of existing networks. Building trust on all sides of the involved parties is particularly important, so potential partners can imagine future cooperation in which compromises and decisions can be made that sometimes require a leap of faith. In addition, cultural realities and differences of the potential partners and the desired target group should be taken into account.

Practical Tips

- Ensure funding and resources while avoiding short-term financing and financing from a sole principal financier.
- Early stage analysis of potential new partners and their review (due diligence), on-going stakeholder analysis in the further process.
- A partnership can be started with just a few partners in order to start the process sooner. Other partners can join in future.
- Develop, strengthen and constantly ensure trust and credibility.
- Strive for transparency.
- If necessary, identify and delegate tasks to an intermediary e.g. in the form of a secretariat to ensure neutrality and fairness.
- Clearly define and communicate the roles and needs of the respective actors.
- Individual actors define their ‘red line’ (maximum compromise or concessions possible) and communicate these as transparently as possible to partners.

Tools

- Different roles within the group/partnership (→ Tool [11](#), [27](#), [29](#), [35](#))
- Cultural differences (→ Tool [30](#), [42](#))

4. Partnership starts to operate

After stakeholders have been identified as potential partners, the content and organizational work can start. Setting a joint objective is the immediate focus. The actors should ideally also already agree on working modes that accompany and determine the cooperation. Answering the key questions ‘How does the collaboration work?’ and ‘How are decisions made?’ helps to determine the first structures on which the content work can build.

Practical Tips

- It takes patience and time:
 - › take your time (as little as possible, but as long as necessary),
 - › consider long decision-making processes when planning a partnership,
 - › set communication rules (especially for internal votes),
 - › be prepared for possible frustration, and
 - › engage in expectation management of the participating actors.
- Develop decision-making and communication structure and, if necessary, write it down in a Code of Conduct.
- Define milestones and intermediate goals.
- Keep stakeholders ‘in line’, e.g. by:
 - › internal communication of small, interim victories and progress, while avoiding premature external communication of unsecured results,
 - › offering peer-learning formats,
 - › implementation of joint projects with scalability,
 - › knowledge sharing and knowledge management within the partnership and with external partners.
- Generally, clearly separate internal and external communication.
- Regular and self-critical reflection (also during the process and the other first steps).
- Keep area of action and work as small and specific as possible.
- Clearly define responsibilities and ownership.
- In-person exchange and meetings (formal as well as informal) for the purpose of exchange, trust building and mediation between the partners.
- Identify high level key figures as a ‘door opener’ to promote the partnership and its attractiveness.

Tools

- Agree on rules (→ Tool [9](#), [22](#))
- Agree, communicate and expand decision-making processes (→ Tool [28](#), [44](#), [46](#))
- Making partners stay (→ Tool [50](#), [59](#))
- Expectation-management (→ Tool [38](#))
- Reflection (→ Tool [56](#), [57](#), [60](#))
- Communication (→ Tool [37](#))

5. Challenges across phases and steps

Along the individual steps, the interested parties often encounter major and minor challenges. Some examples of these are:

- Resources: where do the financial resources, time and personnel come from to start a partnership?
- Stakeholder Management: which potential partners are identified and addressed?
- Organization: how is the cooperation structured and organized?
Does it need a neutral organization unit (e.g. a secretariat)?
- Equal participation: are all actors equal in cooperation?
What are decision-making processes?
- Building trust: how can actors develop mutual trust?
- How can misunderstandings and prejudices be removed/tackled?
- Expertise: which of the respective actors have the necessary technical expertise?
Who has knowledge in the field, in the target group and the potential (partner) countries?

Overview: Starting of a partnership

- **Why start a partnership?**
To address a (cross-sectoral) societal challenge.
- **What does a partnership need?**
Motivation, willingness to work together and to compromise.
- **Who participates in a partnership?**
Ideally actors from civil society, academia, private sector and state structures.
- **How do you work in a partnership?**
Ways of cooperation vary and need to be customized to the context and the partners.
- **How long does the first phase last?**
On average 2.5 to 3 years.

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For further tips and tricks for MSPs please see:

→ [Institutionalisation](#) and → [Impact and Impact Assessment](#).