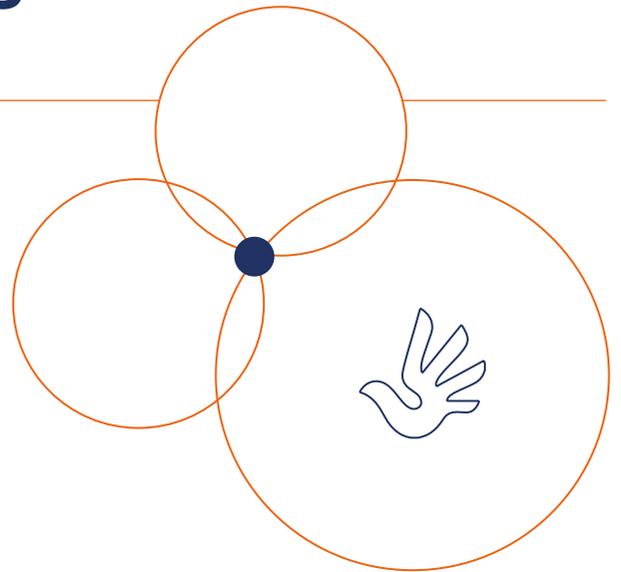


Multi-Stakeholder Partnerships and Human Rights

Contents



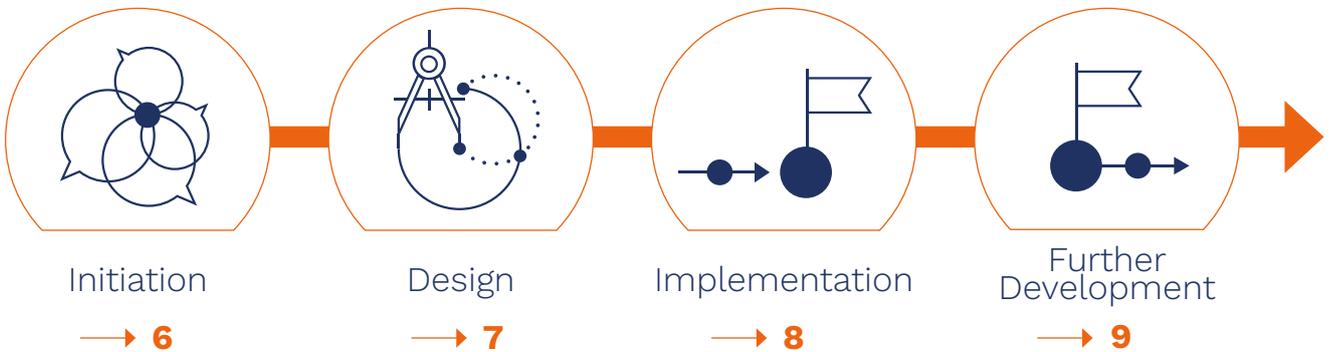
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1. Introduction and overview

A multi-stakeholder partnership (MSP) is a type of cooperation in which stakeholders from at least three different sectors (the public sector, civil society, the private sector and academia) work together as equals through an organised and long-term engagement in order to contribute to the common good (Partnerships2030).

There is a great variety of MSPs with different topics and goals, methods, financing mechanisms, governance structures, and partners. They also operate at different levels and across different levels – from local to global. Some focus on enhancing the implementation of environmental and social standards in global supply chains, others develop standards and implement certification schemes, and others create platforms for dialogue and exchange of views on contentious issues.

Human rights abuses and the exclusion of rights holders often motivate stakeholders to come together

in MSPs to try and rectify problems. However, it is important to note that MSPs in no way replace governments' responsibilities as regards human rights.

Many typical MSP activities, such as non-discrimination and participation, are directly or indirectly related to human rights. MSPs need to respect and implement human rights like every other organisation and company, and integrating human rights standards and principles is key to the long-term credibility and legitimacy – and ultimately the success – of multi-stakeholder partnerships.

This paper is meant to raise awareness of human rights issues in MSPs and to support them in integrating human rights – in their work on the problem they set out to address as well as in their governance, organisational structures and internal procedures. It does not discuss all aspects of all human rights principles nor all useful tools, but highlights instructive examples.

2. Human rights agreements

Human rights are the inalienable, fundamental rights of all individuals, regardless of their age, location, language, religion, ethnicity or any other status. They are universal, i. e. the same for everyone and applicable everywhere and at all times.

Although not legally binding, the contents of the Universal Declaration of Human Rights, proclaimed by the United Nations in 1948, have been elaborated and incorporated into international treaties, regional human rights instruments, and national constitutions and legal codes (A. in box). The International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights (both 1966) form the basis for international human rights protection (B., C.). Seven additional treaties outline the rights of certain groups in societies (D.). Labour standards set out basic principles and rights at work (E.). Regional human rights treaties reflect specific human rights concerns of regions and help

localise international norms and standards (F.). Principles and guidelines regarding business set standards and norms for private enterprises. (G., H.) (For more detail see the box.)

These agreements articulate human rights standards that nearly all UN Member States have ratified. Governments have a duty to respect these rights, protect their citizens from violations, and create the necessary conditions for realising those rights.

It is clear that the agreements necessary to protect human rights exist. However, many of them are inadequately implemented and monitored, at least in some parts of the world, and this is a problem that many MSPs encounter. By integrating human rights into their vision, goals and programme of work, MSPs can make significant contributions to human rights protection and implementation.



International agreements

A.

Universal Declaration of Human Rights (1948):

The Declaration includes articles on the basic concepts of dignity, liberty, and equality, and establishes individual rights, such as the right to life and the prohibition of slavery and torture, and rights of the individual and the community, including freedom of movement. It sanctions 'constitutional liberties' and spiritual, public, and political freedoms, such as freedom of thought, opinion, religion and conscience, word, and peaceful association, as well as economic, social and cultural rights, including healthcare. The Declaration sets out the right to a certain standard of living, and includes additional accommodations in the event of physical debilitation or disability, and mentions care to be given to those in motherhood or childhood. It establishes the fundamental legality of human rights and sets out specific remedies in the event of violations, establishes general means of exercising the rights, areas in which the rights of the individual cannot be applied, and the duty of the individual to society.

B.

International Covenant on Civil and Political Rights (1966): Civil and political rights are meant to defend citizens against governmental infringement of their rights and freedoms, and include protection and political rights such as physical integrity, personal freedom, rights in legal proceedings, participation, freedom of discrimination and minority rights.

C.

International Covenant on Economic, Social and Cultural Rights (1966): Economic, social and cultural rights are meant to protect citizens from exploitation and secure their basic needs. The Covenant covers the right to work, just and safe working conditions, the establishment of trade unions, the right to education, social security, health and an adequate standard of living, and the protection of families, pregnant women and children.

D.

Further **international conventions** include specific treaties regarding the elimination of racial discrimination, discrimination of women, of children, and of persons with disabilities. They prohibit torture and forced disappearance.

E.

The International Labour Organization's (ILO) **Core Labour Standards** set out principles at work and the rights of workers, and include specific treaties on indigenous and migrant workers.

F.

Regional human rights treaties include African, American, Arab and European agreements.

With regard to human rights and the economy, two documents, based on existing treaties, are particularly important:

G.

United Nations Guiding Principles on Business and Human Rights: The Guiding Principles provide a global standard for preventing and addressing the risks of adverse human rights impacts linked to business activities. They set out responsibilities of businesses regarding measures for respecting and implementing human rights.

H.

OECD Guidelines for Multinational Enterprises: The OECD Guidelines represent a comprehensive international standard on responsible business conduct. They reflect governments' expectations of businesses on how to act responsibly, and address human rights, labour rights, environment, bribery, consumer interests, as well as information disclosure, science and technology, competition, and taxation.



In the context of multi-stakeholder partnerships and human rights, it is important to consider the distinction between **rights holders and stakeholders**: **Rights holders** are actors that possess internationally recognised human rights, e. g. under agreements like CEDAW, UNDRIPs and the voluntary guidelines on land tenure.¹ **Stakeholders** can be defined as ‘those who have an interest in a particular decision, either

as individuals or representatives of a group. This includes people who influence a decision, or can influence it, as well as those affected by it.’²

In principle, all rights holders have a stake in a decision or development. But not all stakeholders have a right, i.e. are legally entitled, to participate in decision-making and/or implementation and/or take part in reaping benefits from a partnership.³

3. Human rights principles in MSPs

Human rights principles were articulated by the United Nations on the basis of the above-mentioned treaties in order to support Member States in implementing their responsibilities.

They are also intended to guide the development, design, implementation and monitoring of MSPs so that human rights are integrated into their work systematically and explicitly.

Non-discrimination and equal opportunities

Planning, implementation and monitoring of MSPs needs to be done in such a way that all stakeholders are included and enjoy equal opportunities to participate and benefit from a partnership.

opportunities for very different stakeholders, with different degrees and kinds of power, interests and capacities.

Stakeholder analysis needs to carefully identify relevant stakeholders and all structures and procedures must be designed with a view to equality and non-discrimination. Many partnerships find creative ways of ensuring inclusion even over long distances and sectoral, language and other divides – together with their partners and stakeholders. MSPs often do a lot to guarantee equal access and equal

In standard-setting partnerships, for example, risks may be very unevenly distributed. Smallholders may face much bigger risks than large supermarket chains when introducing a fair trade or organic agricultural production standard. Therefore, it is important to continuously check whether impacts and risks may be unevenly distributed among partners and stakeholders and, if so, how. This is key to ensuring equal opportunities and avoiding discrimination.



Example: ProPlanteurs is a multi-stakeholder project to strengthen small farmers and their access to global supply chains. It is a joint activity by the MSP [German Initiative on Sustainable Cocoa \(Forum Nachhaltiger Kakao\)](#) in conjunction with the German and Ivorian governments. ProPlanteurs supports smallholder cooperatives

with training and coaching. It also encourages women to form what are known as ‘Comités des Femmes’. Both of these activities are meant to increase equal opportunities for all partners and stakeholders and ensure that they can all equally articulate and feed in their interests and concerns.

- 1 Lovera, S. 2016. *On Stakeholders, Rightsholders and Conflicts of Interest in Agenda 2030*. Global Forest Coalition.
- 2 Hemmati, M. 2002. *Multi-Stakeholder Processes for Governance and Sustainability – Beyond Deadlock and Conflict*. London: Earthscan, p. 2.
- 3 Also see [Global Compact Network Germany & twentyfifty \(2014\)](#) for a discussion of rights holders, affected groups and stakeholders from a business perspective, pp. 12.

Participation and empowerment

In an MSP, all stakeholders should be able to participate meaningfully in the partnership's planning, decision-making, implementation and learning activities. MSPs are often designed, managed or facilitated by people specialising in methods and formats that enable and support equal participation and empowerment, and many MSPs use external process design and facilitation experts to ensure meaningful participation in internal governance structures and processes as well as implementation projects.

Supporting stakeholder groups in their participation, e.g. through specific preparatory workshops for

local communities, young people, or women, can over time help to empower stakeholders and ensure universal and equal participation.



Example: The [World Commission on Dams](#), one of the first global multi-stakeholder processes, initiated a multifaceted, multi-level participation process to inform guidance for dam development and deal with recurring conflict over dams around the world.

Accountability and transparency

MSPs need to organise their work so that what they plan and do is transparent, not only to their partners and a wider circle of engaged stakeholders but also to the general public. The need for transparency can sometimes clash with the need for confidentiality, e.g. when developing ideas or business models or with regard to contracts between partners. The guiding principle should be to try and ensure the highest possible level of transparency, and provide information and a rationale about why specific

documents need to be kept confidential. With regard to meetings and internal consultations, MSPs often choose to operate under the Chatham House Rule in order to ensure transparency.

A complaint mechanism is an important part of accountability: what can partners and stakeholders do when a partnership does not respect their rights? Not many MSPs have complaint mechanisms but an increasing number are developing them.



Example: The [Fair Wear Foundation](#) (FWF) is a partnership focusing on fairness and sustainability in the supply chain of textiles, from local production to global brands. The complaint mechanism includes a local complaints office that receives complaints and checks their authenticity. If there proves to be a mandate for the Fair Wear Foundation to act, the person submitting a complaint is informed within a week. The company or brand will be informed about the case and asked to inform the respective company in their supply chain. This company has to report back to FWF within a week. The

complaint is dealt with in accordance with a plan set up by FWF following consultation with parties. If the complaint is legitimate, a catalogue of countermeasures is developed and agreed. The brand in question is responsible for monitoring implementation; FWF is responsible for verification. The mechanism uses the influence of big global brands to address issues at local production level. Of course, FWF doesn't have a mandate to enforce anything, in the way a government would, but it is still powerful in addressing workers complaints.

4. Integrating human rights at each MSP phase

Another entry point for integrating human rights into MSPs is to look at the typical phases of partnerships. On the one hand, developing the MSP ideas may be driven by the desire to take action on human rights and/or include human rights issues from the outset. On the other hand, all MSPs can and should

consider and integrate human rights – when initiating, designing, implementing and further developing the MSP as well as into their monitoring, evaluation and learning mechanisms. Some considerations and tools that can guide and support this are outlined below.⁴

Phase 1: Initiation

Analysing the problem and its context and identifying and understanding all relevant stakeholders are some of the first steps towards initiating a partnership. It is also the moment when initial ideas about joint activities are developed and tested in conversation

with a growing circle of stakeholders. It is essential to get a core group of committed stakeholders together to engage in an informal exchange of views, deepen the dialogue, reach out further and build relationships to get the partnership going.



Example: The [Partnership for Sustainable Textiles](#) is a multi-stakeholder initiative with about 135 members from business, government, civil society, unions, and standards organisations. Its goal is to improve the conditions within global textile supply networks – from production of raw materials to reuse and disposal. This includes overcoming workers' rights violations and implementing human rights and social standards.

The partnership's strategy includes supporting their members in implementing their individual strategies, based on the [OECD recommendations for due diligence in the garment and foot-wear sector](#). It also supports partners' individual goals, which are reviewed and tracked. Their performance is also published.

Initiating the partnership involved a broad consultation process with workshops addressing specific topics in discussion with individual stakeholders as well as in ongoing multi-stakeholder working groups. Thus, the partnership not only considered all interest groups' concerns but also built on existing knowledge and previous work by trade unions, civil society organisations and human rights institutions on the situation of workers in the textile industry.

In order to integrate human rights into the MSP development in this phase, the following questions should be considered as part of the stakeholder and context analyses and initial dialogue:

- Which human rights are affected or relevant in the MSP context?
- Where are there gaps in implementing human rights in the area the MSP is going to work in? What are the reasons for these gaps?
- How can the MSP contribute to implementing human rights and preventing human rights violations?

Human rights principles should be considered when developing the structure and work programme of the partnership. This includes:

- clarifying how human rights principles can be reflected in the MSP's structure and work programme;
- identifying how differences in power (power bases and degrees of power) and differences in access to information and knowledge can be overcome;
- ensuring that affected stakeholders, such as workers in producing countries, are included on an equal footing; and
- ensuring that all stakeholders and the general public are informed or can easily access information about the MSP as early as possible and in as much detail as possible.

⁴ Monitoring, evaluation and learning (MEL) is discussed under Phase 3 because reviewing lessons learned is particularly important before further developing an MSP (see Phase 4). However, it should actually be part of the work in all phases of MSPs, and be included in the internal set-up and procedures as well as implementation activities. MEL also helps to review human rights issues and possible solutions during all phases of partnership development and implementation.

Useful tools and steps may include:

- Conducting a stakeholder analysis in ways that include all stakeholders and enabling their effective participation through careful **stakeholder identification** and **stakeholder analysis**.
- Power analysis: Identifying sources of power and a lack thereof among different stakeholders through power analysis (tool: **forms of power**).
- Consideration of relevant reports from UN human rights institutions, NGOs, independent media and academics, and analysis of complaints.
- Human rights risk analysis and **human rights impact assessment** to assess past or potential future human rights impacts.
- Developing an accountability strategy for the partnership that includes transparency towards stakeholders and the general public about plans and decisions, minutes of meetings, and financial information.

Phase 2: Design

In Phase 2, partners need to lay the foundations for working together to implement the changes they wish to achieve. A key part of this is designing a partnership work plan, which includes the partnership's vision, common goals, milestones and indicators for success. Partners need to clarify their roles and individual contributions, set up a management structure, and establish decision-making and communication procedures. It is advisable to note all of this in a written partnership agreement.

Systematic considerations of human rights in this phase include:

- Reviewing which human rights problems and risks have been identified, and agreeing how the partnership intends to deal with them. When encountering human rights violations such as child labour or a lack of freedom of association, for example, partnerships need to identify how they can contribute to rectifying them directly or indirectly. While a partnership may not be able to address all human rights challenges (at least not all at once), it may be able to identify effective leverage points that it can use.
- How can the partnership's projects be designed to enhance human rights? Can the MSP influence governments, private sector companies or others to engage in improving human rights and overcoming violations?

- MSPs need to look at their own internal set-up and develop structures and processes that ensure equal participation and empowerment of all partners and stakeholders so that everyone's concerns are represented and everyone can benefit equally.

Human rights experts can be brought in to support such analyses and strategy developments.

Useful tools and steps may include:

- Bringing partners together in workshops or ongoing task forces to establish a shared understanding of what can be done to enhance human rights implementation and address violations.
- (Re-)considering all MSP work plans and roadmaps in the light of human rights principles and requirements, including those submitted by partners and stakeholders.
- Mainstreaming **Gender in MSPs**.
- Due diligence as regards human rights is particularly important for private sector companies, including when they engage in MSPs. An important tool in this regard is the OECD Due Diligence **Guidance For Responsible Business Conduct**.⁵

To integrate all affected stakeholders into the MSP, governance structures and processes that include all stakeholders equally must be developed. This can be achieved by having equal representation of stakeholders in decision-making bodies, establishing

⁵ The OECD has also developed guidance to help enterprises carry out due diligence for responsible business conduct in specific sectors and supply chains: minerals, agriculture, garments and footwear, extractives, and finance. These and other publications and tools are available at <https://mneguidelines.oecd.org/>.

different chambers representing different stakeholders, or setting up mirroring structures in all partner countries. Whenever permanently integrating all stakeholders in governance structures is not possible, broad consultation processes with all stakeholders and rights holders, including local communities, indigenous people, women, youth and others who are often excluded, can help to integrate all views, needs and interests in the partnership.

In addition, the following instruments and procedures can be used to ensure equal participation, transparency and accountability:

- Dialogue platforms and forums that bring together stakeholders in all countries where the partnership operates.
- Offering training on human rights to raise awareness and build capacities, including in cooperation with human rights institutions.
- Publishing information materials in all relevant languages.
- Making meetings and consultations publicly accessible, including publishing minutes of meetings and financial reports in all relevant languages.



Example: The **Forest Stewardship Council's governance structure** consists of a General Assembly, a Board of Directors, the Policy and Standards Committee, and the Director General.

FSC international members come from all over the world and represent the global South and global North. They are grouped in three chambers according to their main interests: social, environmental and economic. These chambers play a key role in ensuring that all stakeholders are represented equally in decision-making.

For example, each FSC chamber holds 33.3 per cent of the vote on all FSC matters, and within each chamber votes are weighted to ensure that North and South each hold 50 per cent of the vote. The Board of Directors consists of 12 elected representatives, with four elected from each of the chambers for a four-year term. The Policy and Standards Committee works on developing or revising FSC policies, standards, procedures, etc.; it consists of six FSC members, two from each of the three chambers, one from the Global South and North, respectively.

Phase 3: Implementation

When multi-stakeholder partnerships start to operate, they engage in activities based on the agreed roadmap and roles. Usually, there is a need for a certain amount of flexibility as a lot of learning takes place in the early days of operation when plans meet reality. It is important to establish financing arrangements and decision-making and management structures. The partnership will usually attract more public attention, so that communication will become more important, as will in many cases the need to manage an influx of additional partners and stakeholders wishing to engage. Ideally, Phase 3 will include reflection and learning processes based on an institutionalised monitoring system, and plans can be adapted accordingly.⁶

Questions and considerations that are helpful when integrating human rights into MSP implementation include:

- Which safeguards are in place to avoid unintended negative impacts?
- How can the impact of the MSP be monitored? Stakeholders should be included, since monitoring is intended to strengthen affected stakeholders.
- How can human rights be integrated into the monitoring system?
- How can all affected stakeholders have access to the MSP to report problems?

⁶ In fact, Monitoring, Evaluation and Learning (MEL) is something that MSPs should do continuously in all phases of the partnership as it supports the work in a structured and systematic way. MEL can indeed 'be one of your most valuable resources – the best way to learn about what is working and what isn't, and what you should change. Reflective monitoring is an integral part of adaptive management and is critical for building learning loops into activities.' (Brouwer et al 2016, p. 37).

Useful tools and steps may include:

- Setting up a complaint mechanism as a way to enable affected stakeholders and rights holders to report problems and gain access to solutions, while ensuring that whistleblowers do not put themselves at risk (see above on the complaint mechanism at the Fairwear Foundation).
- Integrating mechanisms to prevent corruption.
- Establishing a monitoring, evaluation and learning (MEL) system that invites all members, partners and all governance entities to engage in and contribute to the learning process, reflecting on activities and their outputs, outcomes and impact.
- Such a system should integrate human rights as indicators (e. g. availability, accessibility, acceptability and quality – AAAQ⁷). This should be done in close consultation with all stakeholders, including workers and trade unions in countries along the supply chain, local communities and civil society organisations.
- Considering recommendations, practical instruments and examples set out in [Impact and Impact Assessment of and in Multi-Stakeholder Partnerships](#).



Example: The [Marine Stewardship Council](#) issues the MSC label for sustainable fisheries on the basis of criteria set out in the MSC Fisheries Standard and the Chain of Custody Standard for traceability. MSC works with third-party certification, i.e. assessments are carried out by auditors independent of the fishery and the MSC. Additional safeguards protect the integrity of the certification system; they include an external oversight body, mandatory training for auditors, publication of assessment reports, and conducting peer reviews of fishery assessments.

Like many other standard-setting MSPs, the Marine Stewardship Council is a member of the [ISEAL Alliance](#), a global membership association for credible sustainability standards, which reviews and further develops sustainability standard setting and practice.

Phase 4: Further development

Phase 4 is about securing the long-term success of an MSP and identifying potentials for replication and scaling-up. It will be important to maintain momentum for the change process through transparent governance, communication and joint implementation. In addition, based on monitoring and evaluation and previous lessons learned, partners should consider how the partnership might be developed in future. This may include adding new geographical areas of implementation, more partners, and additional new activities.

Questions and considerations in this phase could include:

- How to secure human rights gains and how to scale them up.
- Integrating human rights. This will be important, no matter what the future developments of the MSP look like, and the considerations and tools discussed earlier (phases 1–3) may be useful again.

Relevant tools and steps may include:

- Continuous reflection and learning about human rights issues and enhanced implementation of human rights through regular reflection workshops with all stakeholders and rights holders, including local communities in all member countries.⁸

⁷ See the [Danish Institute for Human Rights' AAAQ Toolbox](#) (since 2012).

⁸ Gordijn et al. 2018 provide a [practical guide to reflection methods](#).

- External evaluation of inclusion of human rights by hiring qualified external evaluators and including human rights issues in their Terms of Reference.
- Conducting a **scaling scan** to help identify relevant dimensions of scaling (e. g. from technical to policy to awareness) and starting to develop scaling strategies.
- Broadening the mapping and analysis of stakeholders, identifying those who might benefit from an MSP's experience, and sharing knowledge and lessons learned with them.
- Continuing activities aimed at equal participation and empowerment, and strengthening complaint mechanisms in order to enhance the implementation of rights along the supply chain.



Example: The **Extractive Industries Transparency Initiative** – EITI exemplifies the continuous development of a standard: since its inception in 2003, EITI has developed from reporting about financial flows to become a comprehensive transparency standard. Implementing countries disclose information about licenses, beneficial ownership and contracts in the sector as well as environmental and social expenditures. Well organised and financed civil society organisations and a good verification system initiated reflections and discussions in the EITI board about the partnership's real impact, which in turn triggered further development, including addressing existing weaknesses.

5. Conclusions and outlook

Human rights principles, such as non-discrimination, equal opportunities and participation, are clearly reflected in the definition of MSPs as a form of collaboration in which partners work together as equals.⁹ This includes working transparently and collaboratively in the partnership, and in a process of shared learning, as described in modern approaches to team work and organisational development, such as agile decision-making. Tools and guidance for using such approaches in MSPs can support the integration of human rights into MSPs and their implementation.

As stated in the introduction, MSPs are not meant to replace regulation; mandatory measures for implementing human rights are indispensable. Recent studies on MSPs and human rights have focused on standard-setting MSPs and examined their impact on corporate due diligence, in particular.¹⁰ Some of the MSPs studied seem to

contribute to raising awareness of human rights and due diligence issues, build capacities and create infrastructure and procedures that support implementation. MSPs need shared objectives and binding agreements in order to successfully implement corporate due diligence, and they need instruments such as complaint mechanisms and possibilities to sanction those partners who do not adhere to partnership agreements. Such elements and tools should be promoted and further developed.

Furthermore, legal developments, such as new supply chain legislation or technological innovations like blockchain technology for tracking along supply chains, could shape the future context in which partners and partnerships operate, and could help MSPs to integrate human rights and implement them in all areas of their work.

⁹ See the MSP definition at <https://www.partnerschaften2030.de/en/was-ist-eine-map/>

¹⁰ See, for example: KIT Royal Tropical Institute 2020. Evaluation of the Dutch RBC Agreements 2014–2020: *Are voluntary multi-stakeholder approaches to responsible business conduct effective?* Amsterdam; MSI Integrity 2020. *Not Fit-for-Purpose: The Grand Experiment of Multi-Stakeholder Initiatives in Corporate Accountability, Human Rights and Global Governance*. Berkeley, CA; Verband Entwicklungspolitik und Humanitäre Hilfe (VENRO), Netzwerk für Unternehmensverantwortung (CorA) & Forum Menschenrechte 2020. *Anforderungen an wirkungsvolle Multi-Stakeholder-Initiativen zur Stärkung unternehmerischer Sorgfaltspflichten*. Berlin

6. Further useful resources

- Brouwer, H. & Brouwers, J. 2017. [MSP Tool Guide](#). CDI Wageningen
This compilation of 60 tools is a companion to the MSP Guide on how to design and facilitate effective multi-stakeholder partnerships. The tools can also be accessed individually on the [website](#).
- Danish Institute for Human Rights' [AAAQ Toolbox](#)
AAAQ stands for availability, accessibility, acceptability and quality. The AAAQ toolbox helps to operationalise the rights to water, sanitation, food, housing, health, and education. It offers common methodologies for all stakeholders as well as tailored tools for states, rights holders, business, civil society and national human rights institutions.
- Gordijn, F. et al. 2018. [Reflection Methods – Practical Guide for Trainers and Facilitators](#).
How to make learning more meaningful. CDI Wageningen
The Guide presents facilitation methods for processes of reflection on the knowledge and experience people acquire during capacity development or learning processes of MSPs.
- CDI Wageningen: [Managing for Impact](#)
A portal providing access to publications and internet resources on planning, monitoring and evaluation (PPME), with special reference to managing for sustainable development impact, an integrated approach to managing for results, paying attention to engaging people in learning oriented processes.
- Manuals, practical guidance and tools at [Partnerships2030](#), e.g.: [Impact and Impact Assessment of and in Multi-Stakeholder Partnerships \(2018\)](#), [Gender Mainstreaming in MSPs \(2018\)](#), [Efficient and effective Decision-Making in MSPs](#).

Further practical tips and studies in relation to MSPs are available on our website:
www.partnerships2030.org

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This document has been drawn up in cooperation with Dr. Minu Hemmati.

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