Gender in Multi-Stakeholder Partnerships (MSP)

Partnerships
2030

Establishing gender equality in Multi-stakeholder partnerships on a sustainable basis... but how?

Multi-stakeholder partnerships (MSPs) are based on the principle of equality between the stakeholders involved. But is this the case with gender equality?

The necessity of integrating gender for sustainable development has increased in importance not least because of the 2030 Agenda and its motto „leaving no one behind", as well as the Sustainable Development Goal (SDG) 5 on gender equality. Gender justice is thus an important aspect that legitimises MSPs and creates a basis for successful cooperation.

However, many MSPs do not know how to address the issue: The establishment and management of partnerships are very complex tasks and the question of gender equality often remains merely an add-on.

However, gender is a crosscutting task and should be systematically integrated and considered from the outset. To this end, it is helpful to point out the potentials of gender equality in order to stoke interest and engage stakeholders in the task.

This work aid offers practical support for the integration of gender aspects in MSPs. It shares learning experiences from existing initiatives, including some from the raw materials area and step-by-step instructions for action. Thus, the integration of gender in a MSP is taught in a practical way.

Gender equality is necessary for a sustainable future. This work aid provides a building block on our common path. Have fun trying it out!

Feedback is welcome at: globe4gender@giz.de

Joachim Göske
Director of Division, Global Policy, Governance
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Why is gender relevant for MSPs?

‚Mainstreaming gender for the fulfilment of the 17 SDGs calls not only for a real commitment to integrate gender in both short- and long-term agendas, but also for a renewed global partnership at all levels, with all stakeholders working in solidarity to achieve the goals.' Women2030 (2018)

• The basic idea behind multi-stakeholder partnerships (MSPs) is to address problems through equitable collaboration among various stakeholders. Gender inequality stands in contrast to this approach. Gender equality is an important aspect of the legitimacy of MSPs and provides an important basis for successful partnerships.

• Cultural and social contexts, including characteristics such as age, ethnicity, socialisation, economic background and education, determine the understanding of gender and associated gender-specific roles and identities. It is important to understand the resulting differences between women and men in terms of their typical needs, perceptions and realities, and to systematically take these into account in the context of (planned) MSP projects, so that all stakeholders benefit and potential negative impacts are avoided.

• Gender equality is an established international goal and must be considered when working towards all of the global Sustainable Development Goals (SDGs: ‚leaving no one behind'; specifically SDG 5). An increasing number of development institutions and programmes therefore require the systematic integration of gender, including the German Federal Ministry for Economic Cooperation and Development.

• Women can act as change agents and contribute specific experience and expertise that they have gained through their work as a result of the gender-specific distribution of labour. This can help to identify previously unnoticed challenges and to develop alternative, gender-just solutions. Thus, the gender perspective is an important asset for MSPs.

→ MSPs can contribute significantly to transformation. Through gender integration, MSPs can have a particularly significant impact on supporting transformative change towards just and sustainable development.

Gender mainstreaming in MSPs

**Phase 1
Initiation**

Gender analysis
· Develop an understanding of the problem
  from a gender perspective
· Include relevant stakeholders
· Create space for gender-sensitive collaboration

**Phase 2
Design**

Gender-relevant goals and measures
· Develop a gender-sensitive project plan
· Structure work processes
  in a gender-sensitive manner
· Develop a declaration of intent

**Phase 3
Implementation**

Gender controlling
· Allocate resources to gender activities
· Conduct gender-sensitive monitoring
  and evaluation
· Reflect on lessons learned

**Phase 4
Further
development**

Improving gender mainstreaming
· Demonstrate success
· Improve gender activities
· Create stability

Phase 1: Gender analysis

- Is gender relevant for our MSP?
- Who needs to be involved in order to systematically integrate gender into the MSP?
- How can we support gender-sensitive dialogue and collaboration?

Activities
- Identify relevant international and organisational goals and agreements
- Literature and data research on gender in relation to the problem addressed by the MSP, feminist research and positions of women's organisations
- Gender-differentiated problem analysis
- Gender analysis
- Research practical experience, conduct own exemplary studies
- Involve gender experts, researchers and women's organisations
- Pay attention to gender balance when inviting stakeholders
- Support gender-sensitive communication and trust-building
- Reflect on power relations among stakeholders in the MSP
- Ensure equitable distribution of speaking time and contributions
- Capacity building

Methods
Data analysis, gender analysis, problem gallery and problem ranking; power analysis, quota for speaker lists, capacity needs assessment

References
UN Women (2018): Turning promises into Action; UN Women (2018): Data & Statistics; EIGE (2018): Gender Analysis; GIZ (2018): Gender pays off! Gender-Responsive Project Management. A practical Guide. Speakerinnen Liste; Women2030/GWA (2018): Capacity building and training manual, Module 1/2.; Brouwer/Brouwers (2017): MSP Tool Guide, p. 70; 77.

Phase 1 ‚Initiation' – Example:
Method of gender-specific problem analysis

Problem gallery and Problem Ranking (by Women2030: 2018)

Objectives:
This exercise has two steps: Problem gallery allows facilitators to identify the gender-differentiated problems experienced by women and men that result from the gender-specific division of labour and/or existing gender relations. Based on the priorities that women and men assign to these problems, problem ranking then helps to identify gender-specific needs.

Implementation:
Participants work in separate groups of women and men. They are asked to list all problems they are currently experiencing. They are then asked to identify five top priorities. Next, participants discuss whether they can identify with the problems the other group has listed and prioritised. All participants are then asked to vote on the most important problems from their perspective. The facilitators note the outcome of the vote and initiate a brief discussion to check if everyone is in agreement with the priorities identified by the group.

Time required: Around 1-1.5 hours.

Phase 2: Gender-relevant goals and measures

- What gender activities do we want to pursue?
- How can we design our work processes in a gender-sensitive manner?
- What do we want to put down in writing as regards gender?
- What do we want to say to stakeholders?
- What do we want to say publicly?

Activities
- Develop a vision and shared goals regarding gender
- Conduct a gender impact assessment
- Identify gender indicators in relation to MSP activities
- Pay attention to the number of women and men in different roles and the gender-specific division of labour
- Women in leadership positions in the MSP
- Create an (informal) working group on women and gender
- Provide support for stakeholders with regard to other care obligations
- Develop a public declaration of intent on gender and information material with recommendations and guidance on gender integration for all stakeholders

Methods
EIGE (2018): Gender Impact Assessment; EIGE (2018): Gender Indicators; Grosser (2015): Corporate Social Responsibility and Multi-Stakeholder Governance: Pluralism, Feminist Perspectives and Women's NGOs; Women2030/GWA (2018): Capacity building and training manual.

Literatur
EIGE (2018): Gender Impact Assessment.; EIGE (2018): Gender Indica-tors.; Grosser (2015): Corporate Social Responsibility and Multi-Stakeholder Governance: Pluralism, Feminist Perspectives and Wom-en's NGOs.; Women2030/GWA (2018): Capacity building and training manual.

Phase 2 ‚Design' – Example: Declaration of intent on gender

Broschüre: EITI AND GENDER EQUALITY (2018)

EITI (Extractive Industries Transparency Initiative) is an MSP that aims to improve global standards for transparency and the responsible handling of oil, gas and other natural resources. The short brochure ‚EITI and Gender Equality', produced by the EITI International Secretariat in February 2018, discusses how the MSP aims to strengthen gender equality through its work.

Based on data, the publication highlights the relevance of gender in the extractive industry and describes ongoing gender activities (including examples of best practice) and activities planned for the future. It also discusses internal structures and the participation of women in the MSP.
The brochure is publicly available at:

https://eiti.org/document/eiti-gender-equality.

Phase 3: Gender controlling

• What resources do we need to allocate to gender activities?
• What are the impacts of our gender activities?
• What have we learned through our gender activities?

Activities
• Allocate budgetary resources to gender activities in the MSP
• Develop a long-term financial plan
• Conduct regular assessments of the following questions,
  using gender indicators:
  › Are all key stakeholders involved?
  › Have the gender goals changed?
  › Are we reaching our target groups irrespective of their class,
    ethnicity, age and sexual orientation?
  › Do all stakeholders in the MSP feel equally comfortable and included?
  › Are women and men represented equally within the MSP?
• Create awareness of lessons learned and successes within the MSP;
  jointly keep track of and celebrate progress
• Check if further gender training and/or gender expertise is required

Methods
Gender-sensitive budgeting and monitoring, gender audit, reflection

Literatur
Women2030/GWA (2018): Capacity building and training manual. Module 1.;
EIGE (2018): Gender Monitoring; EIGE (2018): Gender Audit. Brouwer/Brouwers (2017):
MSP Tool Guide, p. 138.

Phase 3 ‚Implementation' – Example: Integrating gender into MSP activities and gender-sensitive monitoring

IRMA - Standard for Responsible Mining (2018)

IRMA (Initiative for Responsible Mining Assurance) is committed to supporting socially and ecologically responsible mining. The MSP's vision is a mining industry that respects human rights and the needs of affected communities, offers safe, healthy and respectful workplaces, avoids or minimises environmental damage, and has positive impacts after the conclusion of mining activities.

The MSP has therefore set itself the task of systematically integrating gender and diversity aspects into its Standard for Responsible Mining 001 (2018). Rather than creating a separate chapter on gender, the IRMA stakeholders have integrated gender into all relevant parts of the standard in order to better address the cross-cutting issue of gender. This also enables monitoring of gender relations in the extractive industries. The standard is available at:

https://responsiblemining.net/resources/

Phase 4: Improving gender mainstreaming

- Which successful gender activities do we want to communicate publicly?
- Which of our gender activities can we improve on in the future?
- How can we improve our work processes from a gender perspective in the long run?

Activities
- Reflect on what has been achieved with regard to gender
- Publicly communicate successes
- Expand partnerships and networks from a gender perspective
- Clarify the areas in which the MSP would like to increase gender activities (e.g. generation of gender-disaggregated data)
- Create opportunities for further supporting women and their activities in the MSP, e.g. through specific training or internship programmes
- Create formal structures for gender, such as a gender focal point or a formal working group on gender
- Offer regular gender training

Methods
Synthesis; evaluation

Literatur
EIGE (2018): Institutional Transformation. Brouwer/Brouwers (2017): MSP Tool Guide, p. 140, 146.

Phase 4 ‚Further development' – Example: Improving gender activities

Collecting and publishing gender-disaggregated data

Many MSPs are already collecting a wealth of data that, in many cases, could easily be disaggregated by gender. By generating and publishing such gender-disaggregated data, MSPs can support gender equality not only in their specific partnership activities, but also in society, thereby having a gender-transformative impact:

• Making data on gender available internally can help to increase awareness of gender among stakeholders, keep track of changes and support the further development of the MSP.

• In addition, publishing gender-disaggregated data can help to address the dramatic lack of such data in many areas of development and sustainability research. According to UN Women (2018), data is missing for 44 of the 54 gender indicators for the SDGs. Yet only with such data can gender-just sustainable development be achieved.

Gender in Multi-Stakeholder Partnerships
Challenges and potential solutions

Gender integration is a promising activity, but not always easy. The following describes common challenges and potential solutions for addressing them.

Lack of formal requirements regarding equality

Whenever there are no formal requirements for the creation of equal opportunities in structures and organisations, there is a risk of indirectly preventing equal participation of women or failing to address gender issues. A lack of rules can unintentionally make it difficult to address gender aspects and lead to the reproduction of gender inequalities.

→ **Potential solution:** Make consideration of gender aspects an integral part of funding criteria and contracts. Gender consideration can be included as a desirable feature in project proposals and tenders.

Lack of interest

Most stakeholders working in MSPs are not primarily concerned with gender; therefore, few have a genuine interest in the gender aspects of the partnership. The lack of interest is often due to the simple fact that people know very little about gender issues. However, gender mainstreaming offers a wealth of tools and approaches for international cooperation and sustainable development – and thus a great deal of potential for MSPs as well.

→ **Potential solution:** Demonstrating the potential of gender can generate interest. For example, analyses can highlight the economic potential that the participation of women can have for the private area (micro level) or for government (macro level) in the context of multi-stakeholder partnerships.

Differences in understanding

Gender is a complex issue and there are a variety of concepts and definitions. Even among colleagues in MSPs specifically targeting gender issues, it can be difficult to develop shared a language and a common understanding.

→ **Potential solution:** An introductory event on gender and its importance in the context of the respective MSP and training with gender experts can help develop a shared understanding, particularly at the beginning of the MSP. Lengthy discussions about wording can be avoided through effective facilitation and a pragmatic approach.

Gender as an add-on

Up to now, MSPs have usually addressed gender through additional activities or small-scale projects. However, gender is a cross-cutting issue and should ideally be integrated systematically across the board. The 2030 Agenda highlights the importance of this as a step towards sustainable development, with SDG 5 and the overarching principle of ‚leaving no one behind'.

→ **Potential solution:** Recent publications and training modules underline the importance of gender equality for realisation of the SDGs and highlight interlinkages and approaches that work (e.g. UN Women ‚Turning promises into action', 2018). Such sources are highly recommended for further reading.

Complexity of gender and diversity

In order to ensure the effectiveness and legitimacy of an MSP, integrating other aspects of diversity (e.g. age, ethnicity, nationality, disability, religion, class) may be as important as gender – and it may be easier to demonstrate the importance of their integration. People may feel overwhelmed when asked to implement a gender strategy in addition to a diversity strategy.

→ **Potential solution:** Addressing and integrating gender and diversity issues is extremely worthwhile, but can be a long and sometimes challenging process. It is important to allocate enough time and space for this. It is advisable to start with those diversity aspects that stakeholders in the MSP regard as most relevant – but keep in mind that all categories of diversity are interconnected and can lead to overlapping forms of discrimination. A jointly developed Memorandum of Understanding on gender and diversity can provide a good basis for future activities.

Lack of capacity and motivation

During the initial phase of an MSP, stakeholders are usually highly motivated and engaged. Over time, the motivation of voluntary stakeholders can decrease, which is understandable given that MSPs take a lot of time and work, and there will be setbacks along the way. Complex issues such as gender can easily fall by the wayside once the ‚honeymoon period' is over.

→ **Potential solution:** Considering and respecting stakeholders' personal capacity limits – which may for example arise from private care obligations, is key. Institutionalising gender activities by creating a specific desk or role (e.g. gender focal point) can reduce the burden on stakeholders by preventing them from having to carry out time-consuming parts of the work and help maintain their motivation to implement gender activities in the long run.
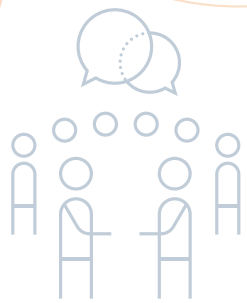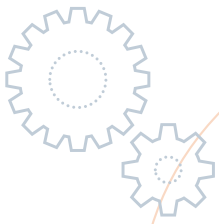
Partnerships
2030

Gender in Multi-Stakeholder Partnerships
Glossary of terms

The definitions provided below have been copied or adapted from the specified references.

Gender

In contrast to "sex" in the biological sense, the term "gender" denotes the individually learned male/female roles shaped by society. These roles are determined by the social, cultural and economic organisation of a society and by the respective prevailing legal, ethnic and religious norms and values. There are also considerable differences in the gender roles accorded by different societies and even within a society. In contrast to biologically determined roles, gender roles are subject to change. Gender measures use this flexibility as a starting point. They take into account the different situations and interests of women and men, and the fact that there is no gender-neutral reality. A gender-responsive approach will therefore not focus solely on women, nor will it focus solely on men (GIZ 2013).

Gender activities

Structural, organisational and thematic activities that contribute to gender equality.

Gender analysis

serves to record the current status of gender relations and identify causal links between results against the backdrop of a clearly defined situation (core problem). It helps to identify the specific problems, objectives and potentials of women and men. A gender analysis should be used to provide recommendations for incorporating gender into the methodological approach and integrating it into the objectives system. Right from the planning stage, it enables well-founded conclusions to be drawn as to how a measure can contribute to promoting gender equality. It therefore makes a practical contribution to gender mainstreaming (GIZ 2013).

Gender equality

refers to the premise that women and men should equally benefit from resources, services and chances within their societies. Gender equality does not mean 'sameness' of women and men, but that women and men must have equal rights, chances and opportunities in all areas of the economy and society if real sustainable economic and social development is to be achieved. Because of existing inequalities between women and men, the same treatment of women and men is not sufficient in order to achieve gender equality. Gender equality also includes change in institutions and social relations, which often maintain gender inequalities. Empowerment of women is one strategy to achieve gender equality (GIZ 2013).

Gender mainstreaming

is the systematic and coherent integration of the gender perspective in all development policies and fields of action. It denotes the process of assessing the implications for women and men of any planned action in all political and societal spheres, taking into account their different life situations, concerns and potentials, in order to identify gender-specific discrimination and impacts (gender analysis). These gender-specific impacts must be considered when planning, formulating and implementing policies and measures in all sectors and priority areas (GIZ 2013).

Gender relations

are the specific sub-set of social relations uniting men and women as social groups in a particular community, including how power and access to and control over resources are distributed between the sexes. Gender relations intersect with all other influences on social relations – age, ethnicity, race, religion – to determine the position and identity of people in a social group. Since gender relations are a social construct, they can be transformed over time to become more equitable (UN Women 2017).

Gender roles
refer to social and behavioural norms that, within a specific culture, are widely considered to be socially appropriate for individuals of a specific sex. These often determine the traditional responsibilities and tasks assigned to men, women, boys and girls (e.g. gender division of labour). Gender-specific roles are often conditioned by household structure, access to resources, specific impacts of the global economy, occurrence of conflict or disaster, and other locally relevant factors such as ecological conditions. Like gender itself, gender roles can evolve over time, in particular through the empowerment of women and transformation of masculinities (UN Women 2017).

Gender-aware
There is recognition of gender inequity and differences between women and men in terms of access to and control over resources, including opportunities for development and that women and men have different perspectives and interests. However, this awareness is not necessarily translated into practice (GIZ 2017).

Gender-blind(ness)
There is a lack of recognition that gender is an essential determinant of life choices. There is no recognition that development can have different effects on women and on men. Such an approach can also reinforce gender discrimination (GIZ 2017).

Gender-responsive
There is recognition of underlying and hidden causes of inequalities between women and men. At this stage, interventions systematically incorporate or address specific gender needs of men and women (GIZ 2017).

Gender-sensitive
Understanding, reflecting and acting upon the impacts of gender relations, e.g. in decisions-making, solution-finding and strategy development (GIZ 2017).

Partnerships
2030

Gender-transformative

The transformation of unequal gender relations is perceived as central to positive outcomes of the project. It aims to transform harmful gender roles, norms and relations that serve to reinforce gendered inequalities (GIZ 2017).

Gender perspective

is a way of seeing or analysing which looks at the impact of gender on people's opportunities, social roles and interactions. This way of seeing is what enables one to carry out gender analysis and subsequently to mainstream a gender perspective into any proposed program, policy or organization (UN Women 2017).
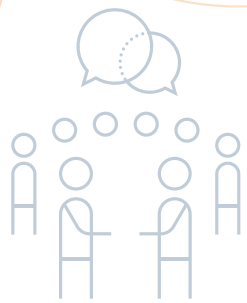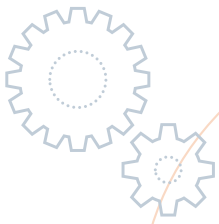
Gender in Multi-Stakeholder Partnerships
References

BMZ (2014): Gender Equality in German Development Policy. Cross-sectoral strategy. BMZ Strategy Paper 2.

Brouwer, H., Brouwers, J. (2017): The MSP Tool Guide. Sixty tools to facilitate multi-stakeholder partnerships. Companion to The MSP Guide. Online at: https://mspguideorg.files.wordpress.com/2021/12/msp-tool-guide-wur-wcdi.pdf.

Brouwer, H., Woodhill, J., Hemmati, M., Verhoosel, K., Vugt, S. van (2016): The MSP guide: how to design and facilitate multi-stakeholder partnerships. Practical Action Publishing, Rugby.

Brouwer, J.H., Hiemstra, W., Vugt, S.M. van, Walters, H., (2013): Analysing stakeholder power dynamics in multi-stakeholder processes: insights of practice from Africa and Asia. Knowledge Management for Development Journal 9, 11–31.

Denney, J.M., Case, P.M., Metzger, A., Ivanova, M., Asfaw, A. (2018): Power in participatory processes: reflections from multi-stakeholder workshops in the Horn of Africa. Sustain Sci 13, 879–893.

EIGE (2018): Gender audit. Online at: https://eige.europa.eu/gender-mainstreaming/methods-tools/gender-audit.

EIGE (2018): Gender impact assessment. Online at: https://eige.europa.eu/gender-mainstreaming/toolkits/gender-impact-assessment.

EIGE (2018): Gender indicators. Online at: https://eige.europa.eu/gender-mainstreaming/methods-tools/gender-statistics-indicators.

EIGE (2018): Gender monitoring. Online at: https://eige.europa.eu/gender-mainstreaming/methods-tools/gender-monitoring.

EITI (2018): EITI Brief. EITI and Gender Equality. Online at: https://eiti.org/documents/eiti-and-gender-equality.

Galuppo, L., Gorli, M., Scaratti, G., Kaneklin, C. (2014): Building social sustainability: multi-stakeholder processes and conflict management. Social Responsibility Journal 10, 685–701.

GIZ (2018): Equity Budgeting Tool. How to analyse equity in public budgeting and contribute to leaving no one behind. https://mia.giz.de/cgi-bin/getfile/53616c7465 645f5fecd847fc20e402af9024a4043be13bd293b679ca9451199adc44b849c863e1a 912ddeb927da03dc491339a129ae069a7deb93ec605011fde/giz2018-0189en-equity-budgeting-tool.pdf.

GIZ (2018): Gender pays off! Gender-Responsive Project Management. A practical Guide.

GIZ (2018): Gender-Responsive Financing. https://www.genderingermandevel-opment.net/gender-responsive-financing.html.

GIZ (2016): Safeguards+Gender Management System.

GIZ (2014): Encyclopedia of Gender and Mining: Key Initiatives, Best Practices and Actors.

GIZ (2014): Gender pays off! Guidelines on designing a gender-sensitive results-based monitoring (RBM) system. https://gender-works.giz.de/?wpfb_dl=36.

GIZ (2013): Gender pays off! Gender Analysis – Frequently Asked Questions.

GIZ (2012): Gender pays off! Gender strategy.

Global Coffee Platform, The Partnership for Gender Equality (2017): A Common Measurement Framework For Gender Equity in the Coffee Sector.

Grosser, K. (2015): Corporate Social Responsibility and Multi-Stakeholder Govern-ance: Pluralism, Feminist Perspectives and Women's NGOs.

Hemmati, M. (2012): Multi-stakeholder Processes for Governance and Sustain-ability: Beyond Deadlock and Conflict.

IRMA (2018): IRMA Standard. Online at: https://responsiblemining.net/resources/.

ISEAL (2018): Sustainability standards driving impact for women in global supply chains. Online at: https://www.bsr.org/en/our-insights/blog-view/sustainability-standards-driving-impact-for-women-in-global-supply-chains.

ISEAL (n. s.): Gender Working Group for Sustainability Standards. Online at: https://www.isealalliance.org/about-iseal/our-work/gender-working-group-sustainability-standards.

Kickler, K., Franken, G. (2017): Sustainability Schemes for Mineral Resources. A comparative Overview.

Levin Sources (unpublished): Draft: Gender Safeguards for the Kimberley Process: Global Policy Dimension.

Levin Sources (unpublished): Draft: Gender Safeguards for the Kimberley Process: Local Policy Dimension.

Mori Junior, R., Sturman, K. and Imbrogiano, J. (2017): Leveraging greater impact of mineral sustainability initiatives: An assessment of interoperability.

Powell, A. (2017): Integrating a gender perspective into transparency and accountability initiatives: three case studies, Gender & Development, 25:3, 489-507.

Publish What you Pay (2018): Have women been left behind in the transparency and accountability agenda? Online at: http://www.publishwhatyoupay.org/women-left-behind-transparency-accountability-agenda/.

Publish What You Pay, UN Women (2014): Extracting Equality. A Guide.

Pyburn, R. (2015): A guidance for ISEAL member standard systems on gender integration.

Speakerinnen*-Liste (n. s.): Mehr Frauen auf die Bühne. Online at: https://speakerinnen.org/en.

Truex, R., Søreide, T. (2010): Why Multi-stakeholder Groups Succeed and Fail.

UN Women (2017) Gender Equality Glossary. Online at: https://trainingcentre. unwomen.org/mod/glossary/view.php?id=36&mode&lang=en.

UN Women (2018): Data & Statistics. Online at: https://www.unwomen.org/en.

UN Women (2018): Turning promises into Action. Online at: https://www.unwomen.org/en/digital-library/publications/2018/2/gender-equa-lity-in-the-2030-agenda-for-sustainable-development-2018#view.
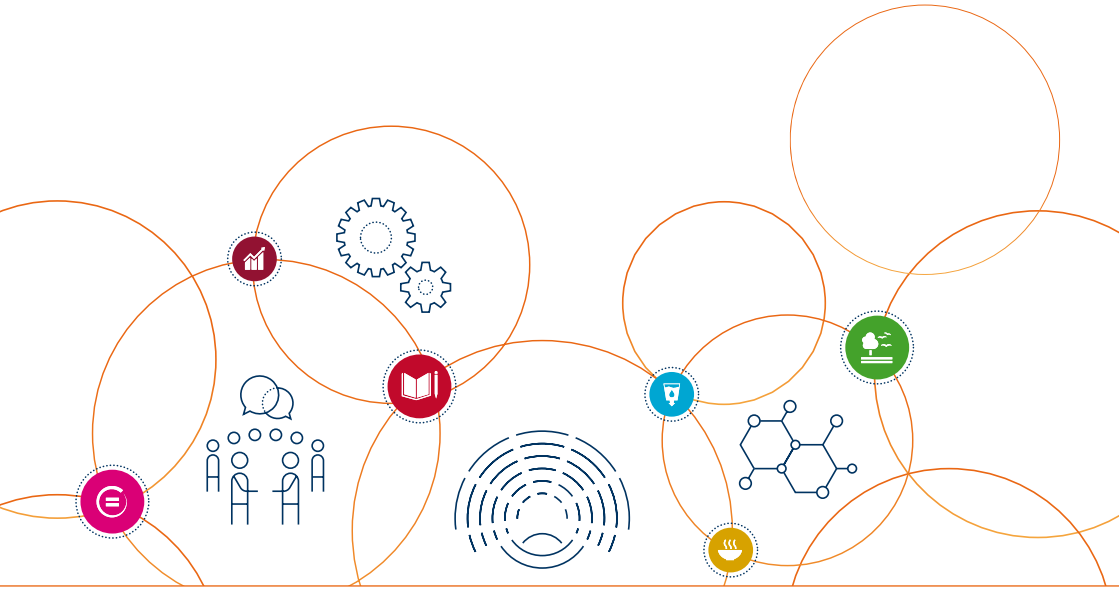
Women2030, Gender and Water Alliance (n. s.): Gender analysis frameworks: different approaches, key concepts, strengths and weaknesses. Online at: https://drive.google.com/file/d/0ByejYlliYlrUcWVLaF83cHlfakE/view.

Women2030, Gender and Water Alliance (2018): #Women2030 Master Manual for Training of Trainers: Building knowledge, skills, and capacity to implement gender- responsive SDGs. Online at: http://genderandwater.org/en/women2030/capacity-building/women2030-training-master-manual-the-english-version.
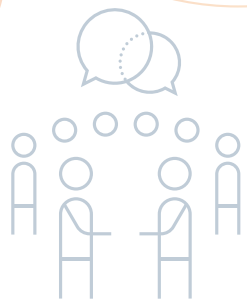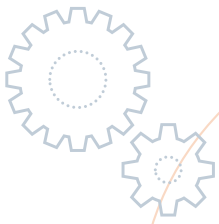
Partnerships
2030

Partnerships

2030
The Platform for
Multi-Stakeholder Partnerships

www.partnerships2030.org
info@partnerschaften2030.de