



“Where do we stand today?” MSP self-assessment based on the typical phases

A tool for MSP secretariats, stakeholders and supporters

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Purpose of the tool:

This checklist is intended to help you assess the development status of your multi-stakeholder partnership (MSP). You can evaluate major milestones and developments based on the typical MSP phases and establish whether the respective phase has been completed or what might still need to be developed or strengthened.

The checklist provides you with an overview and helps you get to grips with the self-assessment. While using

it, you may discover other areas that you wish to address in more detail. In such cases, you can amend the checklist independently or utilise process support to this end.

Using the tool:

You can complete the checklist by yourself – as an MSP stakeholder, a member of the secretariat team or even a supporter. The results provide a solid foundation for planning further steps and activities.

However, you can also use the tool as the basis for reflection and planning within a group – whether that be the secretariat team and/or the (core) group of stakeholders. You'll find a proposal on how to proceed [here](#).

Differences in how the results achieved to date are perceived and assessed are also likely to become apparent within a group setting. It may therefore be advisable in individual cases to bring in an external party to help with working through the checklist and consulting. The Partnerships2030 team and experienced facilitators can assist with this.

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Who are stakeholders?

We distinguish between stakeholders from different areas of society: [state](#), [private sector](#), [civil society](#), [academia](#) and others.

Relevant stakeholders in an MSP context are those with an interest in the MSP, either as individuals or representatives of a group or organisation. This includes people who influence the MSP, or can influence it, as well as those affected by its work (see Hemmati 2022, p. 2).

We have also integrated the aspect of gender into this tool. Gender equality must be implemented in MSPs. The objective of German feminist development policy is

to dismantle discriminatory structures and reduce inequalities – between the genders and beyond. Reflecting on the role of the Global North is an important part of the postcolonial approach. Structural causes and intersecting forms of discrimination, such as power hierarchies, laws, social norms and gender roles, must be considered. Social categories such as age, ethnicity or education are also significant and should be taken into account when using the self-assessment tool, provided they play or could play a role in the MSP and among its members. Only in this way can we realise the SDG pledge to 'leave no one behind'.

Phase 1: Initiation

The aim of the first phase of a (prospective) multi-stakeholder partnership is to develop a clear understanding of the problems and involve the key stakeholders. Ideally, a number of these stakeholders will form a core group that will drive the project forward.

The first phase is not about establishing formal structures. Rather, you should take plenty of time for informal exchange and building relationships, since this will pave the way for the subsequent success of the MSP.

The major milestones and developments in Phase 1 include:

- **Context analysis:** The environmental, economic and social challenges that the MSP is tackling/expected to tackle and their context have been analysed and described.

yes partially no

- **Gender analysis:** Relevant stakeholders, including in partner countries, have been identified and their views, interests, potential contributions and relationships with each other have been analysed and described.

yes partially no

- **Stakeholder analysis:** Relevant stakeholders (*), including in partner countries, have been identified and their views, interests, potential contributions and relationships with each other have been analysed and described. Gender experts and women's organisations were involved in this process wherever possible if this was considered necessary.

yes partially no

- **Instrument check:** The MSP has been identified as the most suitable instrument for addressing the challenges, based on the context and stakeholder analyses.

yes partially no

- **Information:** Decision-makers for all stakeholders are informed.

yes partially no

- **Core group:** There is a functioning core group of relevant and committed stakeholders that is driving and coordinating the establishment of the partnership and creating a space for dialogue and cooperation.

yes partially no

- **Agreement & involvement:** The decision-makers for all stakeholders are largely in agreement and are actively involved wherever possible and desired.

yes partially no

- **Joint planning:** The planned approach for the MSP has been jointly outlined. This process also involved allowing space for gender-sensitive cooperation.

yes partially no



Tip: The major milestones are explained in brief in the practical tips for the [First Steps in MSPs](#), while links to useful tools can be found in the [MSP Tool Guide](#).

Tip: This guide can also help with integrating the aspect of gender into MSPs.

Phase 2: Design

Phase 2 is concerned with designing a common road map and establishing initial agreements. The second phase lays the foundations for the involvement of stakeholders and

the formal structuring of management, decision-making and communication processes – the conditions necessary for effective implementation in Phase 3.

The major milestones and developments in Phase 2 include:

- **Vision:** The stakeholders have jointly agreed a vision, goals and indicators for success.

yes partially no

- **Clarifying roles:** The roles of the individual stakeholders in the MSP have been clarified jointly and set down in writing.

yes partially no

- **Equality and inclusion:** Stakeholders cooperate within the MSP on an equal and inclusive basis.

yes partially no

- **Resources:** The resources that each stakeholder will contribute to the partnership have been set down jointly in writing.

yes partially no

- **Governance structure:** A governance structure has been developed and adopted on a joint basis. Equal participation has been ensured for all genders and representatives of various groups from different social categories (e.g. world region, age).

yes partially no



Tip: The cooperation in partnership can be formalised to varying degrees. A brief overview is contained in the [Partnership Spectrum](#) fact sheet.

Tip: The Partnerships Resource Centre and The Partnering Initiative (TPI) have produced a guide on designing [Comprehensive Partnering Agreements](#).

Tip: Practical information on making decision-making in MSPs as effective and efficient as possible can be found [here](#).

Phase 3: Implementation

In Phase 3, the multi-stakeholder partnership enters the implementation stage. The major milestones and developments in Phase 3 include:

- **Funding:** The MSP is being funded as agreed. Extra resources are being mobilised for additional activities, including activities related to gender.

yes partially no

- **Secretariat:** The MSP secretariat is adequately equipped (staff, skills, resources).

yes partially no

- **Governance structure:** All elements and processes of the governance structure are working as planned.

yes partially no

- **Monitoring system:** A monitoring system for reflection and learning processes has been jointly developed to allow for the necessary adjustments to the MSP structure and processes – with the help of further planning processes if required (as in Phases 1 and 2). This also includes gender-sensitive indicators wherever possible if this was considered necessary.

yes partially no

- **Public relations:** General interest in the topic is being maintained through public relations (provided this is necessary for the work and success of the MSP).

yes partially no

- **Stakeholder management:** Communication and cooperation with stakeholders are helping to ensure their continued commitment.

yes partially no



Tip: Governance structure, legal form and funding are the elements of the institutionalisation of MSPs. These **practical tips** provide a brief overview. An in-depth discussion of various **legal forms [in German]** and a look at **anti-trust issues [in German]** are also available.

This guide contains useful tips and tools to aid understanding of and support conflict management within MSPs. (A LINK can be added here around November 2023.)

Phase 4: Further development

Phase 4 is about securing the long-term success of the MSP, identifying scaling-up potential or ending the MSP following successful implementation.

The major milestones and developments in Phase 4 include:

- **Monitoring and evaluation:** Monitoring and evaluation enable lessons to be learned for joint advancement.

yes partially no

- **Advancement:** The stakeholders agree on the next steps, drawing on the lessons learned from monitoring and evaluation. This also includes optimising gender activities, where applicable.

yes partially no

- **Change process:** Stakeholders agree jointly on modifying the goals (ensuring sustainability, scaling-up, handover of responsibility; reflection on the partner structure; exit).

yes partially no

- **Continuance:** The partners agree on what is needed, who plays what role and contributes which resources in order to consolidate and build upon the results achieved to date.

yes partially no

- **Handover to local partners** (if relevant for your MSP): As part of further development, the MSP is pursuing the handover of responsibility and the strengthening of local stakeholders and their capacities.

yes partially no



Tip: There is a manual on the **impacts of MSPs** as well as a tool for developing and monitoring the **impact narrative for an MSP**.

Further development steps and success factors in the MSP process:

Cooperation in the MSP (core group, secretariat, steering bodies, working groups, membership):

- **Communication and cooperation:** There is a respectful, constructive, supportive (and agile) culture of communication and cooperation within the various groups and teams.

yes partially no

- **Dealing with problems:** Problems and conflict can be dealt with in an appropriate and productive way.

yes partially no

- **Working method:** Those persons leading teams and groups show flexibility and leadership and take a participatory approach.

yes partially no
