

Guiding framework

Funding of Multi-stakeholder partnership (MAP)

with private executing agencies

- valid from 1 January 2019 -

Multi-stakeholder partnership (MAP) allow for **far-reaching social changes** to situations with complex challenges that cannot be effectively tackled by conventional private executing agency projects. Multi-stakeholder partnership involve a German NGO that engages in a long-term collaboration with **players** from the **business community**, the **state, academia and national/local civil society** to come together **as equals** and find solutions to complex challenges. This engenders an **institutional partnership**, in which all players contribute with their experience and resources.

The volume of funding for civil society-initiated Multi-stakeholder partnership generally ranges between € 250,000 and € 1.5 million. The project term is initially limited to four budget years, with the option of a follow-up phase.

Within the scope of the Multi-stakeholder partnership:

- Robust dialogue structures in the partner country and/or Germany are forged that lead to the establishment of long-term and institutionalised partnerships
- Working together with partners from the business community, the state, academia and national/local civil society, concrete agreements on objectives for the Multi-stakeholder partnership are made along with rules and mechanisms
- Concrete contributions of individual players for the achievement of joint objectives are identified and a reporting procedure is established to assess, at an advanced stage of the Multi-stakeholder partnership, the contributions of the players and the degree to which the objectives have been attained
- Coordinating tasks are generally handled by the NGO that submits the application and/or the civil society project partners in the developing country

Measures and initiatives in the developing country are essential components of the Multi-stakeholder partnership. Throughout this process, Multi-stakeholder partnership agreements in the individual countries are developed and implemented, leading to important lessons learned.

All Multi-stakeholder partnership projects must have a recognisable **strategic approach** for the establishment of Multi-stakeholder partnership dialogue structures and a tangible **transformative impact**, which also encompasses social change. Since Multi-stakeholder partnership projects entail close collaboration with political players in Germany and the partner country, the Federal Ministry for Economic Cooperation and Development (**BMZ**) plays an active role in **providing input to the application** and **lends its full support to the Multi-stakeholder partnership project at the political level**, if this is deemed effective and **necessary** for the success of the partnership.

Key differences: Multi-stakeholder partnerships that are characterised by a long-term and institutionalised collaboration differ substantially from other multi-stakeholder approaches, like business sector dialogues and private executing agency projects that include companies. Business sector dialogues are usually less institutionalised and have fewer concrete objectives and a lesser degree of accountability. Collaborations between private executing agency endeavours and companies at the micro-level do not, as a rule, pursue objectives at the meso and macro levels, and do not aspire to achieve transformative changes. Although other conventional programmes and projects pursued by private executing agencies that use a multi-stakeholder approach may also work at a number of levels of intervention to implement their project activities with diverse partners, no explicit multi-player governance or dialogue structures are established to achieve jointly coordinated transformative impacts.

To qualify for Multi-stakeholder partnership project funding, private executing agencies must meet the following **conditions**:

- At least three years' experience in implementing projects funded by the BMZ or other German government agencies
- Specialisation in political advocacy, excellent networking skills and a proven ability to engage in inter-institutional dialogue and mobilise the necessary players
- Experience in the sector and in collaborating with the players from civil society, the business community, the state and academia that are to be involved in the Multi-stakeholder partnership project
- Completion of training courses on the Multi-stakeholder partnership approach and on implementing Multi-stakeholder partnership projects via Engagement Global/bengo
- Consultation with Engagement Global/bengo on the project idea before the project application is listed in the annual planning

Concessions for Multi-stakeholder partnership projects:

Since Multi-stakeholder partnership projects demand significantly more work and effort to prepare and implement than conventional projects by private executing agencies, the following concessions have been made:

1. Due to their considerable political importance, the BMZ devotes special attention to Multi-stakeholder partnership applications when prioritising projects
2. Applicants' own funds: To support the establishment of dialogue structures in Germany for which the executing agency can only generate a very limited amount of donations or partner contributions, **the proportion of applicants' own funds required for Multi-stakeholder partnership projects is only 10 %**.
3. Possibilities for financing networking activities and project-related personnel costs in the partner countries and, in exceptional cases, in Germany (context-related individual assessment)
4. Flat-rate administrative costs allowance generally 14 %.
5. In contrast to conventional private executing agency projects, with Multi-stakeholder partnership the following implementation costs and the flat-rate administrative costs allowance of up to 14% are financeable:

Flat-rate administrative costs allowance (up to 14 %)	Implementation costs
Office expenses	Project-related operating and personnel expenditure (within the scope of establishing and enhancing Multi-stakeholder partnership dialogue structures)
General operating and personnel expenditure in Germany (project coordination, project administration, accounting office, etc.)	Project coordination offices in Germany or abroad, management units, subject specialists, professional project assistance while establishing the Multi-stakeholder partnership dialogue structures
General planning workshops	Coordination events and management meetings for Multi-stakeholder partnership dialogue partners
General coordination meetings on project implementation	Working groups and professional meetings with Multi-stakeholder partnership players/stakeholders
Additional project liaison visits	International trips and coordination events with Multi-stakeholder partnership dialogue partners to enhance the Multi-stakeholder partnership structure
	South-South and North-South-North exchanges
General marketing, raising donations	Media work for the establishment and enhancement of Multi-stakeholder partnership structures

6. Possibility of a follow-up phase: In order to apply the results from the first phase on a larger scale, it is possible to approve a follow-up phase; however, this cannot be approved at the beginning of the first phase. This means that the first phase of a project must contain a demonstrably achievable and sustainably implementable objective and, independent of a follow-up phase, have an impact on the establishment of Multi-stakeholder partnership dialogue structures.

Application structure:

The guidelines for the funding of private German executing agencies dated 1 January 2016 also apply for Multi-stakeholder partnership projects. Before launching a project, a **feasibility study** with integrated **player analysis** is to be conducted (for information on conducting feasibility studies, see: <https://bengo.engagement-global.de/downloads.html>), which can include a workshop with the players and stakeholders who are to be involved.

Sample results matrix for Multi-stakeholder partnership at outcome level

Overall objective (impact): An established, functioning multi-player partnership and its dialogue structures encourages fairer supply chains and the sustainable management of the fish stocks in Ecuador, and contributes to improving the socio-economic situation of the fishermen while helping to secure their livelihoods over the long term.

Outcome	Indicators	
	Current situation	Target situation (objective)
The establishment and enhancement of dialogue structures within the scope of a multi-player partnership promotes the development of coordinated decision-making processes between the relevant players within the context of a sustainable management of fisheries in the region.	<p>Industrial fishermen and small-scale fishermen compete for fisheries resources. Increasing pressure on fish stocks has sparked conflicts of interest.</p> <p>Conflicts of interest between local merchants and small-scale fishermen prevent transparent price negotiations and put the small-scale fishermen at an economic disadvantage. Players in the global, complex supply chain have no knowledge of the poor negotiating position of the small-scale fishermen and their economic dependence on middlemen, and thus take no action.</p> <p>Local, regional and national organisational structures that are responsible for managing the fish stocks are not fully functional. The requisite involvement of fishing associations, NGOs, scientists and other players is weak.</p> <p>There are no bottom-up or top-down flows of information and decision-making processes between the levels of the public administration.</p>	<p>Up until November 2020, the established Multi-stakeholder partnership dialogue structures (consisting of at least 3 players from international trading companies, 15 representatives of small-scale fishermen, 3 middlemen, 3 local government agency representatives and 4 representatives of civil society) lead to improved cooperation between players in the supply chain, improved skills and alternative financing opportunities. (baseline and final study).</p> <p>- The economic independence of the small-scale fishermen from the middlemen has increased significantly (baseline and final study).</p> <p>- Up until November 2020, the established Multi-stakeholder partnership dialogue structures and improved cooperation between local, regional and national government agencies, scientists, fishing industry representatives, NGOs and other players, along with improved capacities, lead to a binding agreement with the following objectives:</p> <ul style="list-style-type: none"> i) standardised and effective implementation of two local fish management plans ii) establishment of a fishermen's lobbying group at a national level and in 21 local and 2 regional management organisations, paving the way for them to improve their access rights iii) active participation and collaboration of at least 200 women from fishing families in the development and management of social enterprises and in the area of handline fishing (business plans), iv) at least one state investment to promote small-scale fishermen per project area that supports the project objective

Supporting documentation: Interim and final proofs of use for Multi-stakeholder partnership projects consist of:

- financial reporting
- a narrative report that makes reference to the results matrix of the Multi-stakeholder partnership
- An agreement to establish the Multi-stakeholder partnership that is presented to the BMZ and Engagement Global/bengo no later than the end of the project
- The interim final report should also include an explanation of the successes and challenges in establishing the Multi-stakeholder partnership dialogue structures