

# Multi-Stakeholder Partnerships: Lessons learnt from the Global Knowledge Partnership



## What is a Multi-Stakeholder Partnership?

- **Strategic collaboration between Governments, business and civil society**
- **Aggregation of resources and competencies for the resolution of challenges regarding a common issue**

## Multi-Stakeholder Partnerships are

- neither outsourcing arrangements
- nor client-contractor relations
  
- but pursue a shared vision and promote a work ethos that exploits mutual self interest

**collaboration is good - partnership is better!**



**A successful partnership safeguards the interests of all involved and the stakeholders become equal players**

## As pre-requisites for successful partnership...



...stakeholders need to know, accept and respect each other

## Partnerships are founded on principles...



...of shared risk, cost and mutual benefit

**While the overarching goals should match....**

**...the different ways to achieve these goals might differ strategically from one stakeholder to the other**



**each stakeholder group brings in its "own culture"  
showing differences in...**

- **vocabulary**
- **distinctive goal orientation and functioning**
- **different competencies and specialities**
- **different open and hidden interests**

## The Global Knowledge Partnership

**Brings together international organisations, governments, not-for-profit organisations, the private sector and media in a "multi-stakeholder partnership"**



## **A broad-based and world-wide membership base**

### **All levels**

**... from grass-roots to international organisations**

### **All sectors**

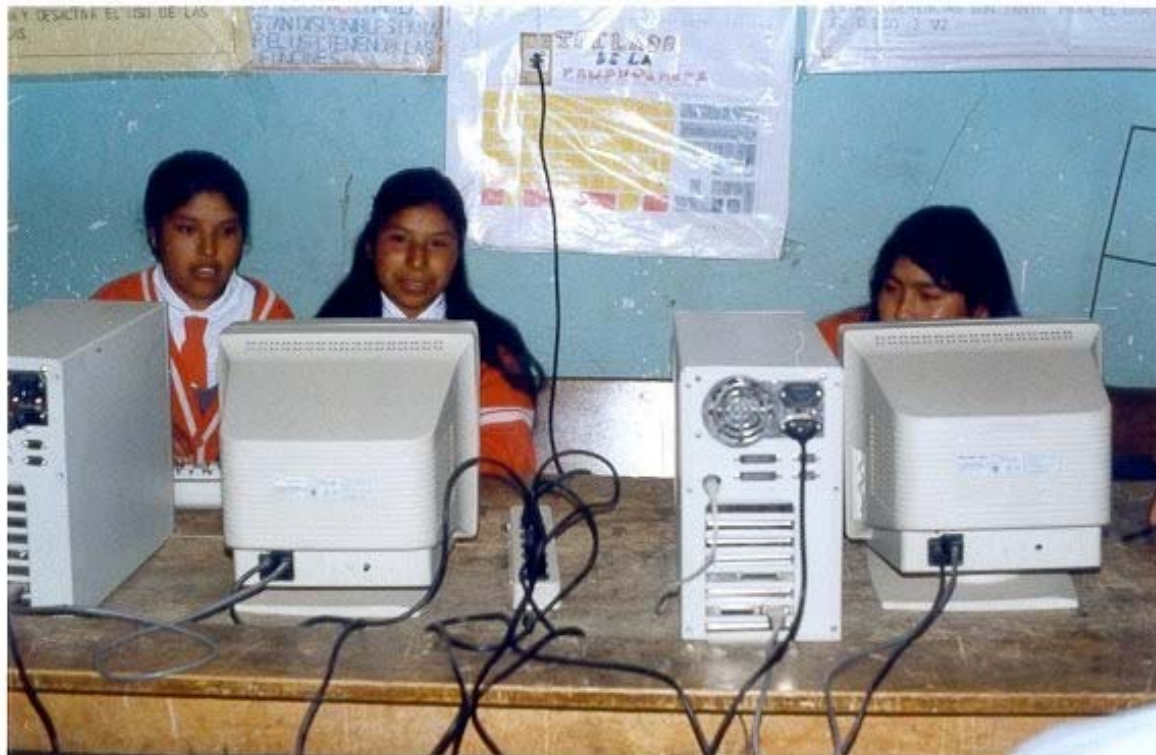
**... from governments and government agencies  
to private sector, civil society and think tanks**

### **All countries**

**... from least developed countries to  
industrialised countries**

**with a common goal:**

**The promotion of broad access to and effective use of knowledge and information for equitable sustainable development**



## The Global Knowledge Partnership

**shares knowledge and builds partnerships**

**to realise the transformative potential of  
knowledge, communication, and information  
technologies**

**to improve lives, reduce poverty and  
empower people**

## Lessons learnt from working with the GKP:



 **The network needed to be independent and the Secretariat moved away from the original host: The World Bank**



## 2. GKP Partnership principles were defined:

- All Partners maintain their own identity and autonomy, have **equal rights** and are enabled to design their own future
- GKP is driven by **shared values and mutual respect**
- **Transparency and trust are essential**

### **3. a balance in the membership base is essential**

**emphasis is laid on**

- **participation of all stakeholders,**
- **regional participation, as well as**
- **gender balance**

**in order to achieve synergies and best results**

#### 4. in order to achieve stakeholder balance,



individual interests of each stakeholder group should be met

**5. at the same time,  
the network needs to  
build up trust and safe  
spaces for expression**

**for each stakeholder  
group**



## 6. partnerships work, as long as there is a win-win situation...

**...and are particularly synergetic, if each of the partners would not be able to achieve the goal on his own**



## 7. Within Multi-Stakeholder Partnerships, the different stakeholders complement each other

**due to their  
different culture  
and  
competencies**



**8. In order to build up a strong Multi-Stakeholder Partnership, differences in culture need to be treated consciously...**

**...a common aim does not automatically make equal partners!**



## 9. Information and **Communication Technologies (ICTs)** can be used effectively in a global network...

...but **cultural differences** should not be forgotten – even when communicating informally via e-mail messages!



## 10. for building up trust and effective collaboration, face to face meetings cannot be replaced



**11. With its Multi-Stakeholder Approach, the Global Knowledge Partnership is particularly effective in advocacy**



## Multi-Stakeholder Partnerships will be the way to go in the future...

**...but to overcome and make use of different perspectives, is a challenge in each new partnership!**



**more information:**

## **GKP Issue Paper on Multi- Stakeholder Partnerships**

**can be  
downloaded  
on:**

**[www.globalknowledge.org](http://www.globalknowledge.org)**

