

STUDY

Beyond Theory

Practical Insights from Multi-actor Partnerships

Lisa Schultheiß



Executive Summary

Multi-actor Partnerships (MAPs) are well-established instruments of development cooperation. MAPs combine cross-sectoral methodologies that addresses complex challenges no actor can resolved on its own.

In this paper, we provide guidance through the four, sometimes five, MAP phases through the lessons learned by established MAP practitioners. Our research reveals a set of critical success factors and identifies common challenges that outline the roadmap for effective MAP implementation. If partners acknowledge and address these, MAPs can significantly contribute to resolving complex challenges.

Success factors:

- **Focused engagement** of the MAP's core group;
- **Empowerment** of MAP members;
- **Aligned interests and understanding** of MAP partners for the project;
- Effective and regular **communication** and consistent engagement;
- **Clear governance structures**;
- **Building on structures and expertise**, leveraging preexisting partnerships and MAP members' skills;
- **Government involvement**, if carefully assessed;
- **Respect and professionalism** at the core of the MAP's work ethics.

Obstacles:

- Challenges in **forming the core group**;
- Failing to thoroughly **understand the context**;
- Lack of **familiarity with the MAP concept**;
- **Resource limitations** due to insufficient funding;
- **Trust deficits** among MAP partners;
- **Time management and communication** issues;
- Challenges in **adherence to working plans**;
- Failing to engage **communities**.

Our research investigates these success factors and obstacles and provides valuable solutions for successful MAP implementation, in particular strategic engagement, a shared vision, robust governance, and communication.

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Abbreviations

CLI	Collective Leadership Institute
CSO	Civil Society Organisation
MAP	Multi-actor Partnership
MOU	Memorandum of Understanding
NGO	Non Governmental Organisation
SDG	Sustainable Development Goal

1 Introduction

Climate change, pandemics, and many other challenges are too multifaceted to be easily resolved. Often, a single actor alone cannot address these issues effectively, and cross-sectoral co-operation is needed. This is reflected in Multi-actor Partnerships (MAPs), a popular project concept in development cooperation. The philosophy of MAPs is that ‘engagement with a high level of commitment, beyond mere consultation among diverse partners and considering the complex interplay of interests among stakeholders, leads to sustainable outcomes’.¹ In this framework, actors from various sectors (politics, civil society, research, and the private sector, among others) jointly seek solutions through dialogues.

In this study, we share insights with MAP practitioners on how to manage all aspects of MAP processes. Our analysis builds on a previous study on MAPs conducted by Germanwatch² and adds experience of a wide range of MAPs and their partners, both local and international, which we gathered through a survey. The participants of the surveys were Civil Society Organisation (CSO) representatives who have implemented MAPs across diverse geographical regions and sectors, from climate resilience to supply chain management. The MAPs were at various stages of development at the time of the survey.

The lessons learned we extracted may be generalised to a certain degree thanks to the diverse range of MAPs reflected in the survey. However, our analysis is not exhaustive. Our goal was primarily to produce and share practical, actionable knowledge to help others implement MAPs.

2 Conceptual Background of Multi-actor Partnerships

The MAP, also known as Multi-stakeholder Partnership, aligns closely with the SDGs, especially SDG 17 on partnership, in facilitating co-operation among diverse actors, including government bodies, CSOs, research institutions, and the private sector. In the framework of the MAP, they tackle complex social challenges for the common good. Many MAPs are launched by CSOs that recognise that additional stakeholders are needed solve a given problem.

MAPs help craft actionable solutions that benefit all stakeholders and drive long-term sustainable development in their focus areas by incorporating a diverse perspectives and expertise. MAPs cover various themes, such as climate action, sustainable value chains, poverty, or agricultural innovation. They have become indispensable for the development and climate cooperation sector. Their effectiveness in handling complex issues is attributed to early and inclusive engagement of all relevant stakeholders. A joint definition of aims and objectives establishes collective ownership, alongside collaborative efforts in seeking and implementing solutions. Unlike other project frameworks, MAPs strongly emphasise frequent communication, information exchange, and collective learning among partners. This not only ensures the achievement of MAP objectives but also fosters profound and committed collaboration among participants, which distinguishes MAPs as an innovative and effective model for sustainable development.

There are several theories underpinning MAP processes. The Dialogic Change Model, developed by the Collective Leadership Institute (CLI), stands out for its practical application. This model, elevated with insights from organisations such as Germanwatch, offers a comprehensive understanding of MAPs.

¹ See Schwarz, R., Künzel, V., 2023, [Success Factors in Transformative Multi-actor Partnerships](#) (accessed: 19 November 2024).

² Ibid.

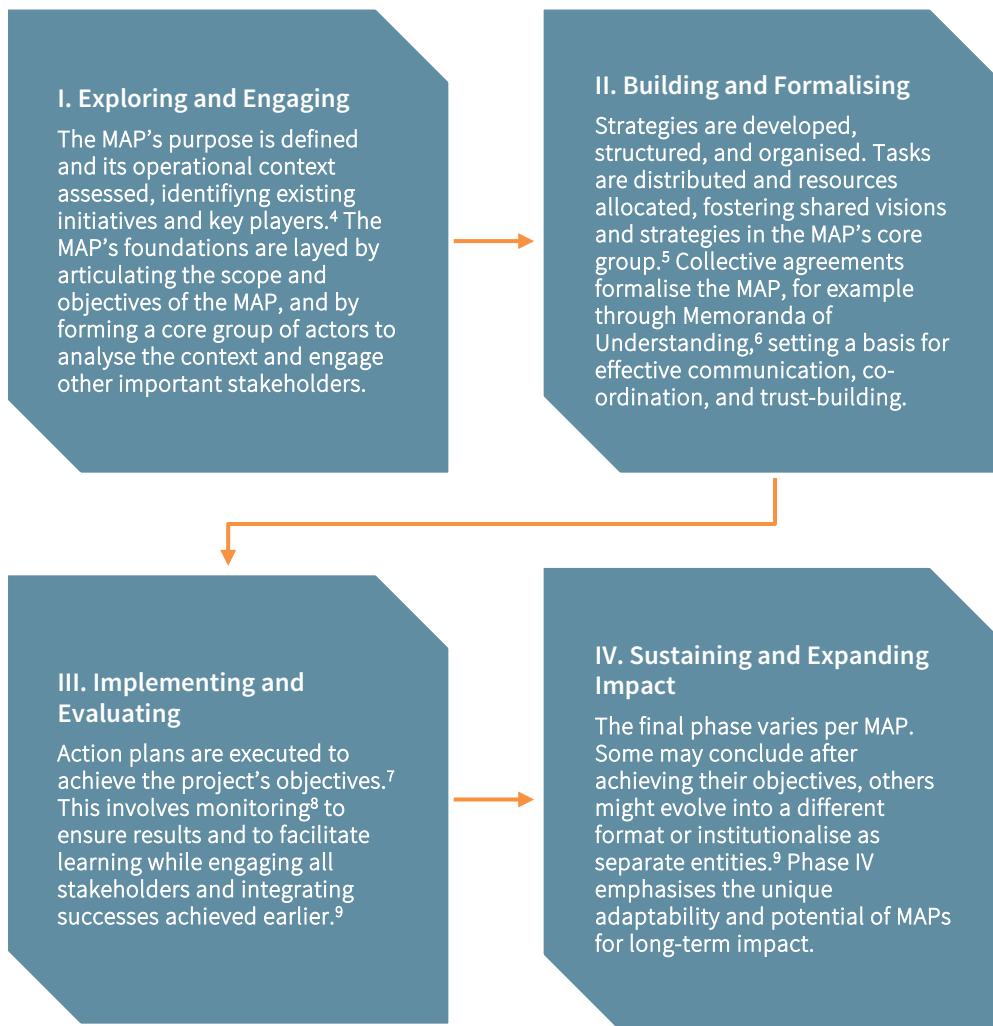


Figure 1: Four phases of MAPs based on Schwarz and Künzel 2021.

MAPs typically have four phases as illustrated in Figure 1. The traditional model of the CLI⁹ traditionally describes four phases. However, an additional 'Pre-phase' can enrich MAP implementation. The Pre-phase explores the MAP's thematic focus and looks for potential stakeholders. These stakeholders then become the core MAP team in Phase I. Exploratory and open-ended, the Pre-phase fosters innovative thinking by removing the limitations of pre-established project management categories. It adopts a 'trial and error' methodology and elevates a learning environment with the perspectives of various stakeholders. This not only encourages creativity in problem solving but also ensures a more inclusive and comprehensive understanding of the MAP's objectives.

³ See Schwarz and Künzel, 2021, [Success Factors in Transformative Multi-Actor Partnerships](#) (accessed: 10 November 2024).

⁴ Ibid.

⁵ See Collective Leadership Institute, 2016, [Erfolgreich Multi-Akteurs-Partnerschaften gestalten](#) (accessed: 1 October 2024).

⁶ See Schwarz and Künzel, 2021, [Success Factors in Transformative Multi-Actor Partnerships](#) (accessed: 10 November 2024).

⁷ Ibid.

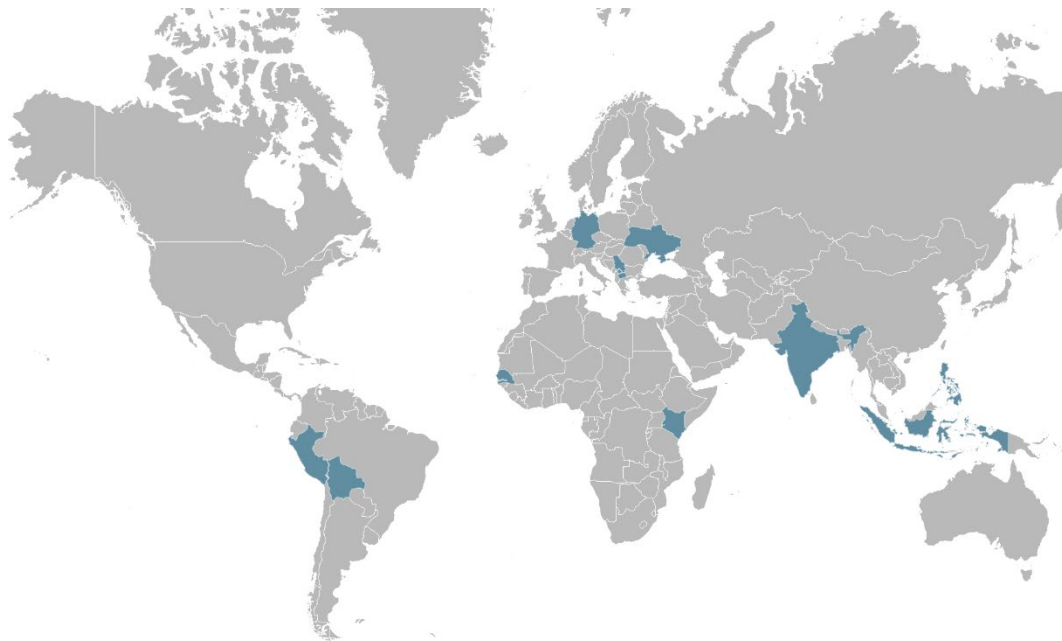
⁸ Ibid.

⁹ See Collective Leadership Institute, 2016, [Erfolgreich Multi-Akteurs-Partnerschaften gestalten](#) (accessed: 1 October 2024).

3 Survey Design

This research aims to assist individuals engaged in the planning and implementation stages of MAPs by providing lessons from existing MAPs. To this end, we conducted a qualitative analysis of data collected through a survey. It explored both the preliminary stage of MAP engagement and the four MAP phases through 20 questions (Section 6). We distributed the survey across the networks of Germanwatch and the CLI. The responses reflect a wide array of project contexts. This allowed us to gain comprehensive insights into each MAP phase, including the Pre-phase.

Participants in our survey were CSO representatives involved in MAPs across various regions (see Figure 2). These were South Asia (Bangladesh, India), Southeast Asia (Indonesia, Philippines), South America (Bolivia, Peru), East Africa and West Africa (Senegal, Kenya), and Europe (Germany, Kosovo, North Macedonia, Serbia, Ukraine). This broad range of countries and regional contexts enabled us to investigate diverse environments at a high level of granularity. Therefore, after abstraction, our findings may reveal universally applicable synergies and highlight the effectiveness of MAPs across different settings.



Source: Germanwatch 2025

Figure 2: Countries where the MAPs surveyed are / have been implemented.

The content scope of the MAPs surveyed was broad, with an emphasis on resilience initiatives:

- **Resilience:** developing a national Loss and Damage mechanism; advancing adaptive social protection via equitable access to climate and disaster risk financing and insurance; fostering inclusive, sustainable, and resilient food systems; promoting awareness for disaster risk management; and implementing human rights-based approaches to climate risk insurance.
- **Mitigation:** decarbonisation and facilitating a just transition in coal regions.
- **Corporate accountability:** health of women in precarious employment within the garment sector; sustainable practices in the rubber value chain.

Regarding the current progress of the MAPs surveyed, not all provided specific details about their phases. However, it was noted that two MAPs were in Phase I and II each, another two were transitioning from Phases I to II, one was in Phase III, and a few have already been completed.

The MAPs feature a diverse stakeholders, predominantly NGOs at local, national, and international levels. Apart from NGOs, they engage a broad spectrum of participants, including local and national governments, ministries, research institutions, the private sector, trade unions, experts, and marginalised communities. This wide-ranging involvement underscores the multifaceted nature of the MAPs and their commitment to inclusive engagement.

4 Analysing the MAP Dynamics Phase-by-phase

As mentioned above, MAPs progress through four distinct but connected phases, sometimes beginning with an additional Pre-phase. Each phase is important to the MAP's development and success. We will explore each phase in detail and interpret the **overarching success factors and challenges associated with MAPs to provide a comprehensive understanding of their dynamics.**

4.1 Pre-phase

In this chapter, we explore various facets of the Pre-phase, including the catalysts for MAP initiation and the process of defining objectives, goals, and strategies to secure initial commitment from all parties.

It is often overlooked how essential preparations are before the official MAP launch. Germanwatch advocates the inclusion of a funded 'Pre-MAP' Phase to lay a solid foundation for the partnership. This preliminary phase adopts a 'trial and error' methodology. This creates a learning environment that potential stakeholders enrich with their diverse perspectives. The Pre-phase deeply engages prospective participants to bring understanding of local contexts to the partnership, to help identify necessary actions, and to pinpoint its focal areas. Early investment in these activities has proven invaluable for successful and trusted partnership among future members, who have already been made familiar with the MAP design and its requirements. The Pre-phase is exploratory and open-ended, promoting innovative thinking free from the constraints of pre-set categories.

4.1.1 MAP Initiation

MAPs often start with a shared interest, as respondents repeatedly underscored. Mutual understanding of a joint solution to a shared challenge is crucial to initiate MAPs and to maintain active participation from all parties. Impulses to form MAPs may also originate beyond shared interests. Respondents frequently mentioned pre-existing work relationships and prior success in collaborations as motivators. Another scenario involves CSOs familiar with a sector's characteristics whose expertise sparks the formation of MAPs.

Commonly, the most compelling MAP catalyst is a critical issue that requires immediate attention. This scenario typically involves a strong collective aspiration to combine strength, foster innovation, and achieve meaningful outcomes that surpass what organisations could accomplish on their own. However, the drive to establish a MAP develops not only through immediate challenges. It may also arise from a consensus that only broader collaboration and diverse stakeholders can address specific issues effectively, which makes the case for the MAP. Sometimes, limited engagement and knowledge of local

CSOs is recognised and participants want to change this through MAPs. By joining forces, these organisations aim to amplify their influence and advocate together for shared objectives.

Ideally, the initiation of MAPs reflects a harmonious blend of shared interests, bringing in already established relationships, and a unified response to urgent challenges, underlining a collective commitment to transform obstacles into opportunities for innovative, inclusive, and impactful collaboration.

Drivers for MAP initiation:

- Shared interest in finding a joint solution to a common challenge;
- Pre-existing work relations, prior successful collaborations and expertise;
- Problems requiring urgent attention;
- Awareness of need for broader collaboration;
- Limited engagement and knowledge in a field.

4.1.2 Exploring & Defining Objectives and Goals

The primary goal of MAPs is to foster collaboration among diverse groups, for example civil society, government, the private sector, and local communities. This collaborative approach is essential to address common challenges and achieving shared objectives effectively. MAPs are designed to leverage the unique perspectives, resources, and expertise of various stakeholders into objectives and goals to ensure sustainable and significant outcomes. To include all perspectives and foster inclusivity it is important how members formulate the MAP's objectives.

Typically, MAP goals are established through a collaborative process that involves all stakeholders, ensuring that the strategies developed are comprehensive and directly address the challenges or gaps at hand. In many cases, the process of goal-setting in MAPs involves consultation with experts, funders financing the MAP, and comprehensive feasibility studies conducted by consultants. However, we want to emphasise that a feasibility study is not sufficient for a MAP Pre-phase, and that discussions, stakeholder analyses, and desk research are equally vital for this phase.

Key activities like inception workshops or consultation meetings play a pivotal role in this process, allowing stakeholders to collectively define the MAP's mission and develop roadmaps for action. However, this is only conducted in Phase I. The Pre-MAP Phase only focuses on consultations and exploration of contexts. Furthermore, some MAPs additionally align their objectives with government priorities, highlighting the importance of synergy with national goals and policies.

Generally, the effectiveness of MAPs relies on their ability to unite and engage diverse groups towards a common purpose. By involving all relevant stakeholders in setting the goals and aligning objectives with broader social needs, MAPs can develop targeted, impactful strategies. This inclusive approach ensures that the needs of all parties are addressed and fosters a sense of ownership and commitment among participants, which is crucial for the long-term success of any collaborative endeavour.

To consider when defining objectives and goals:

- A collaborative process involving all stakeholders;
- Consultations with experts or funders;
- Feasibility study;
- Culminating in an inception workshop or consultation (in Phase I).

4.1.3 Achieving Initial Buy-in

Securing initial commitment is crucial for the MAP success, including long-term engagement and investment from partners. This commitment involves dedicating time, resources, and expertise. According to our survey, early buy-in is typically accomplished through three methods: discussions, collaboration with project partners, and involvement of key stakeholders and people affected.

To secure initial buy-in, it is essential to conduct thorough and ongoing discussions, such as workshops or consultations. These sessions build consensus on MAP objectives and allow all potential participants to express their views. For example, inception workshops have been identified as critical for MAP success, despite being time-consuming. Another effective strategy involves direct engagement with representatives of the target group. This ensures their strong interest in the project and aligns the project goals with the target group's needs. In some cases, the target group itself has significantly contributed to formulating the goals for the project's next phase. Complementary methods such as stakeholder consultations (including online), bilateral meetings with key influencers, and mapping the range of stakeholders involved in the MAP's subject area have also proven valuable.

Additionally, it is advantageous if the project team implementing the MAP shares a unified vision or engages in persuasive efforts with other potential partners. When involving government entities in the MAP, early formal communication has proven effective, such as sending letters to relevant ministries. In some cases, this approach has even led to government directorates co-chairing the dialogue framework.

Ways to achieve initial buy-in:

- Frequent communication (consultations and workshops);
- Direct engagement with representatives of the target group;
- Project team shares a unified vision.

4.2 Phase I: Exploring and Engaging

Phase I of a MAP lays the groundwork for its success, primarily through careful planning and initiation.¹⁰ During this phase, the main focus is on clearly defining the MAP's purpose, understanding the context in which it operates, and acknowledging existing initiatives and key players in the field.¹¹ This phase emphasises the importance of thoroughly understanding the context to address issues effectively and to build trusted relationships with existing actors. At this stage, the approach leans more towards informal communication processes rather than formal structures. A crucial goal in this initial phase is to establish a stable core group composed of individuals eager to engage in the MAP. Concurrently, the scope and preliminary goals of the MAP are formulated. The timeframe for this phase varies, ranging from four weeks to a year, depending on the complexity of the MAP.¹² In this chapter, our research examines strategies to ensure the functionality of the core group and navigating trust deficits and power imbalances among MAP members. This is essential for guaranteeing a stable and effective core group, which is pivotal for the MAP's overall success.

¹⁰ See Collective Leadership Institute, 2016, [Erfolgreich Multi-Akteurs-Partnerschaften gestalten](#) (accessed: 1 October 2024)

¹¹ See Schwarz and Künzel, 2021, [Success Factors in Transformative Multi-Actor Partnerships](#) (accessed: 10 November 2024).

¹² See Collective Leadership Institute, 2016, [Erfolgreich Multi-Akteurs-Partnerschaften gestalten](#) (accessed: 1 October 2024)

4.2.1 Navigating Trust Deficits and Power Imbalances among MAP Members

Typically, all actors involved in a MAP are invited to participate based on shared values and a mutual commitment to constructive collaboration. Common ground, such as alignment on human rights or global frameworks like the Paris Agreement, serves as the foundation for their co-operation and collective efforts.

However, in cross-sectoral projects such as MAPs, which involve various stakeholders with diverse backgrounds and interests, building trust and balancing power between individual MAP members is challenging yet crucial for success. Often, stakeholders such as governments and the private sector, which can be vital to MAPs, may have conflicting interests with other members or disrespect them. Therefore, effective navigation of these challenges is key. To address those trust deficits or conflicts, we suggest a set of different approaches.

Our survey results indicate that frequent, open, and honest communication is the most vital strategy for managing these challenges. This can be facilitated through various methods, such as members acting as designating focal points to clarify misunderstandings, re-engaging stakeholders, and organising frequent bilateral meetings. Emphasising open discussions and sharing challenges is also essential. One other approach is to allow conflict to unfold during activities, or to pause and develop new strategies if resolutions are elusive.

Trust deficits or power imbalances may play a role in MAPs, often due to government actor involvement. In cases where government stakeholders have conflicting interests or trust and/or respect issues with other MAP members, identifying allies in government or engaging mediators can be effective. This approach helps rebuild trust and resolve conflicts impartially, preserving the MAP's integrity. Generally, assessing the pros and cons of involving government actors during the MAP's preliminary phase is crucial. Government involvement can be an obstacle as it can bring a certain instability to MAPs because government actors are often impacted by political changes. Conversely, there can also be advantages of engaged government participation, such as advocating for the MAP's objectives within governmental circles. This has to be assessed for the specific topics of the MAPs.

Generally, balancing diverse perspectives is fundamental to ensuring effectiveness and sustainability. To minimise trust deficits and power imbalances in the first place, it is important that every actor feels appreciated, regardless of informal hierarchies.

Ways to navigate trust deficits and power imbalances:

- Every actor should feel valued, regardless of (informal) hierarchies;
- Frequent, open and honest communication and sharing challenges;
- MAP members as mediating focal points;
- Develop new strategies if solutions are elusive;
- In case of government participation: find allies in government, engage mediators.

4.2.2 Ensuring the Functionality of the MAP Core Group

The MAP core group acts as its driving force. This group, often called the *MAP container*, consists of committed actors who understand the value of collaboration for the MAP's goals. Their selection is critical, requiring careful consideration to ensure a mix of skills and expertise relevant to the partnership's objectives, with regard to the organisation and the persons involved. Key responsibilities of the core group include guiding the MAP's communication, structure, and stakeholder coordination. Trustworthiness and expertise within their fields are vital qualities for members of this group, as these foster effective collaboration. Once established, the core group's primary task is to expand the MAP container by identifying and incorporating other suitable actors. This expansion is crucial for the MAP's comprehensive approach to its goals. In summary, the MAP core group is vital for steering the partnership, maintaining cohesion among stakeholders, and ensuring overall success.

The survey results highlighted key factors crucial for the effectiveness of the MAP core group. These include teamwork, consistent and effective communication, clear role distribution, and optimal utilisation of members' skills.

Effective teamwork is fundamental for the functionality of the MAP core group, especially in MAPs in which stakeholders from diverse sectors and organisational levels collaborate. Collective self-understanding of the core group as a unified team that strives towards a shared objective is vital. This involves optimising and supporting the capabilities of each member, leveraging the diverse skills from various partners, and aligning MAP objectives with the existing functions of the organisations involved. Effective and regular communication among core members is another critical element. Regular meetings, whether weekly or as needed, to discuss project activities and strategies enhance this process, amplified through communication channels, such as chat applications or online conferencing tools. The consortium must invest substantial time in discussions and reflections to foster a dynamic information-sharing environment. Clear definitions and alignment of roles and tasks from the outset are also essential to ensure efficient collaboration and synergy within the group.

Finally, it is imperative to engage and include all MAP member in project activities. To maintain continuous engagement, securing funding for all partners as an incentive to contribute actively is beneficial. Equitable distribution and decentralisation of power in the MAP can be facilitated by practices such as leadership rotation among key institutions and sharing experiences related to the project's subject matters. Additionally, an MAP community can appoint partner co-ordinators to maintain group cohesion and organise meetings.

In summary, MAP effectiveness depends on its core group, which orchestrates the partnership's strategic direction and stakeholder collaboration. Key to success are the selection of members with diverse skills, effective teamwork, and clear communication. Regular interaction and leveraging digital platforms ensure cohesive operation. Additionally, expanding the group by integrating diverse actors, maintaining engagement through equitable power distribution, and securing funding are critical. These elements foster a dynamic and inclusive environment, which is essential for an unified and motivated approach that aims to achieve the MAP's objectives.

Ways to ensure the functionality of the MAP core group:

- Working as a team (structure, objectives, capabilities);
- Effective and regular communication (meetings, various communication channels, trust);
- Investment time in discussions and reflections;
- Clear definition and alignment of roles;
- Inclusion of all MAP core members in project activities;
- Enough funding for each MAP core member.

4.3 Phase II: Building and Formalising

Phase II is centred on the development of strategies and structures.¹³ This stage is crucial for determining an organisational structure with allocated roles and responsibilities, management of resources, and efficient internal and external communication channels. A significant aspect of this phase often involves formal commitments of all participating MAP actors. This is primarily achieved through, first, collective agreement on the MAP's objectives that clearly defines the roles of the organisations involved, and second, a thorough discussion on the resources each actor contributes. This culminates in a Memorandum of Understanding (MOU) that formalises and guides how the MAP is continued. The duration of Phase II then largely depends on stakeholders' willingness and ability to reach an agreement and commit to established partnership terms and objectives.¹⁴

In the following, we give an overview on lessons learned about MAPs' operational structures, how to jointly formulate strategies and align interests, and how to mitigate to potential risks and challenges in Phase II.

4.3.1 Operational Structures of MAPs

Operational structures of MAPs such as strategy development, communication, and meetings, are crucial for decision-making and executing work plans. Therefore, sufficient time is beneficial to develop them properly.

The strategy development is often led by a MAP core group. This leadership structure provides a focused direction for the MAP and ensures that strategic goals are consistently pursued. Paradoxically, some respondents said their MAPs evolved over time to rely on rather informal decision-making processes. This informality can enhance flexibility and responsiveness but may also require careful management to ensure that all voices are heard and decisions are well documented.

Communication within MAPs often takes place through various channels, including different chat groups and mailing lists for co-ordination among groups. Digital platforms facilitate rapid and broad communication, which is crucial for collaboration. Additionally, open communication is a key feature, and stakeholders should be encouraged to regularly contribute input. This openness ensures that diverse opinions and ideas are considered when strategies and plans are developed. Creating safe spaces for discussion is another important aspect. These spaces, sometimes supported by external moderators, can use techniques such as breakout sessions or anonymous feedback to

¹³ See Schwarz and Künzel, 2021, [Success Factors in Transformative Multi-Actor Partnerships](#) (accessed: 10 November 2024).

¹⁴ See Collective Leadership Institute, 2016, [Erfolgreich Multi-Akteurs-Partnerschaften gestalten](#) (accessed: 1 October 2024).

encourage open and honest dialogue. This approach fosters an atmosphere where everyone feels empowered to speak up.

Regular meetings, such as weekly check-ins and international project team meetings, play a crucial role in sustaining the momentum and rhythm of the MAP process and members. According to our results, these meetings may vary in frequency and format, ranging from biweekly to quarterly, and include bilateral organisational meetings, internal capacity-building circles, and strategic sessions to address larger questions. Establishing working groups that focus on specific topics within MAPs can also be beneficial. They often develop their own work plans and hold regular sessions to report on the status quo. This decentralised approach allows for strategies that suit the specific needs and contexts of different working groups.

The operational structures of MAPs are as diverse as the challenges they aim to address. From formal meetings to informal chats, and from centralised leadership to decentralised working groups, these structures facilitate effective decision-making and strategy development. MAP success hinges on their ability to balance structure with flexibility while efficient operation and the inclusion of a wide range of stakeholder perspectives are maintained. This balance is key to navigating the complex and evolving landscapes in which MAPs operate.

Ways to ensure effective operational structures of MAPs:

- Strategy development led by the MAP core group, or more informal with careful management;
- Use multiple communication channels and collaborative methods;
- Create a safe space for everyone to be empowered;
- Hold regular meetings;
- Find something that fits for your MAP.

4.3.2 Initiating Joint Strategy Formulation and Ensuring Alignment of Diverse Interests

In MAP Phase II of development, the focus is on crafting comprehensive strategies and frameworks that cater to the collective goals and interests of all stakeholders. This critical stage requires that diverse perspectives are integrated to ensure that interests are aligned. This is fundamental for the partnership's success. The survey found that all MAPs start with a joint strategy formulation, first with preliminary recommendations that gradually evolve into a formal strategy through members' contributions. A designated annual timetable as an action plan further enhances consistency and focus. This has allowed some MAPs to effectively tailor their strategies to the unique needs of stakeholders and at different stages.

The structural framework for co-operation, as described by respondents, may encompass a variety of collaborative tools and arrangements. These includes a rotating presidency to distribute leadership roles, shared digital spaces for partner deliverables, and regular updates on progress trackers, for example in weekly meetings. These mechanisms are pivotal in developing a coherent co-operation framework, ensuring smooth project execution, and the overall success of the MAP.

Crucially, it is essential to align MAP actors' strategies and diverse interests. Typically, the formation of a MAP is driven by a collective acknowledgement of a significant political or social issue, bringing

a natural convergence of actors' interests towards the MAP's objectives. To ensure active participation and maintain this alignment, members should integrate these interests with the MAP's goals and engage in open discussions about expectations.

Sustaining alignment over time requires that members share experiences. This is vital for consistency and synergy in the MAP. Members can achieve this by sharing details of activities, action plans, and concerns. This also helps in co-developing activity plans that take into account stakeholders' concerns, thereby preventing conflicts between MAP members that could detract from the MAP's objectives. Through these collaborative efforts, the MAP is positioned to maintain a coherent strategy and operational framework that aligns with its overarching goals, ensuring its long-term success and impact.

Ways to initiate a joint strategy formulation and ensure alignment of interests:

- Organise a joint strategy formulation at the beginning of the MAP (including timetables and action plan);
- Use a variety of collaborative tools;
- Integrate the members interest into the MAPs objectives and engage in open communication about expectations;
- Support frequent discussions about experiences, challenges and concerns.

4.3.3 Strategies for Risk Mitigation

Phase II, the stage for strategising and formulation, marks a critical period in MAP development. Phase II involves the obligatory and concrete steps to formalise the MAP framework. Here, it is imperative to recognise and address potential challenges and risks that could impact success. MAPs face two primary categories of potential risks and challenges: those related to the MAP partners and core group, and those concerning the MAP's objectives.

To address risks within the MAP core group, members need to invest time in planning and capacity building. For example, members may be able to prevent a laissez-faire attitude if timely achievement of deliverables is encouraged from the onset. Additionally, financial and narrative reporting requirements may be clarified through joint training sessions on deliverables with finance colleagues. This approach not only enhances credibility and professionalism but also mitigates potential challenges or concerns.

Nevertheless, partners may not be able to fully mitigate external risks and challenges through proactive planning and capacity building, for example due to government changes post elections. In this case, MAP members crucially need to maintain flexibility and to adapt. This ensures the MAP's response to unforeseen challenges is dynamic. It may also help when members try to understand the local, regional, and national contexts. Time for risk mitigation allocated during the MAP's Pre-phase shores the project up against external uncertainties. Additionally, when MAP activities involve communication with external groups, comprehensive education, and awareness-raising can be highly beneficial, for example when dealing with affected communities. This ensures that communities have the relevant information, which in return enhances the MAP's effectiveness.

Another crucial approach involves openly discussing risks and developing contingency plans to mitigate internal and external risks. Proactive identification of risks during the MAP's Pre-phase and initial phase is key, as it allows to create informed action plans. Conducting a risk mapping exercise, either through the collective knowledge of partners or with external experts via a feasibility study,

helps in pinpointing potential risks, assessing them, and devising appropriate countermeasures. Adaptability of strategy and action plans up to adjusting MAP objectives is also key.

Ultimately, MAP success depends on collaborative approaches to risk management that emphasise open communication, contingency planning, and understanding the broader context in which the MAP operates.

Strategies for risk mitigation:

- General:
 - Openly discuss risks and develop contingency plans;
 - Proactively identify challenges and risks in the MAP Pre-Phase and in Phase I;
 - Conduct a risk mapping exercise.
- Internal risks:
 - Invest enough time in planning and capacity building;
 - Encourage timely achievements of deliverables;
 - Conduct joint training sessions, clarify financial and narrative reporting requirements.
- External risks:
 - Stay flexible and adapt;
 - Invest time in :
 - context assessment;
 - risk management in the Pre-phase;
 - communication and awareness raising for external groups (if involved in MAPs activities).

4.4 Phase III: Implementing and Evaluating

Phase III, known as the Implementation Phase, aims to demonstrate the feasibility of change. This phase encompasses more than just the execution of activities; it also involves setting up a monitoring system for internal stakeholders to ensure effective results tracking and to facilitate learning.¹⁵ Maintaining engagement and interest is vital during this stage, along with periodical reflections on and adaptation to the process as initially planned, if necessary. For example, members might conclude that a key actor has not been involved in the MAP, or certain critical aspects of the topic have been over-looked.¹⁶ Tangible change achieved during this phase sustains stakeholder interest. Therefore, focusing on attainable outcomes and celebrating early victories can be highly beneficial here.¹⁷ A MAP that focuses on discussions and communication may incur a lack of commitment to change and fail to implement transformation.¹⁸

Determining the exact duration Phase III may be challenging. It continues until the agreed-upon objectives have been achieved. This can take months, but most likely years, depending on the scope and complexity of the goals.¹⁹ In the following, we share lessons on how to keep partners engaged and how the MAP can integrate learning and feedback.

¹⁵ See Collective Leadership Institute, 2013, [Stakeholder Dialogues Getting Active – Phase 3](#) (accessed: 2 October 2024).

¹⁶ See Collective Leadership Institute, 2016, [Erfolgreich Multi-Akteurs-Partnerschaften gestalten](#) (accessed: 1 October 2024)

¹⁷ See Collective Leadership Institute, 2013, [Stakeholder Dialogues Getting Active – Phase 3](#) (accessed: 2 October 2024).

¹⁸ See Collective Leadership Institute, 2016, [Erfolgreich Multi-Akteurs-Partnerschaften gestalten](#) (accessed: 1 October 2024)

¹⁹ Ibid.

4.4.1 Keeping All Partners

A key success factor in MAPs is that all actors maintain motivation and engagement throughout the, often time-consuming, process. Various tools nurse this engagement. Communication is a prerequisite to keep partners engaged and committed during MAP implementation, in particular regular communication. Effective strategies include regular bilateral communication, both online and offline, and feedback sessions to address disaffection. Exchanges in varied groups and focus group discussions with local stakeholders have proven to foster team cohesion and to provide for fresh perspectives.

Actively involving all actors in project activities drives engagement. It also enhances motivation and ownership, and secures institutional support and commitment from grassroots stakeholders and others involved. Measures to promote this include co-authoring articles for short publications and actively seeking joint project activities during the MAP's planning phase. This shared responsibility leads to increased engagement and commitment from different partners. Additionally, the core group should distribute coordinating tasks within itself and focus on internal capacity building.

In addition to that, the team should celebrate successes upon completing initial activities to maintain morale and to keep everyone motivated. Celebrations foster team spirit and bolster collective efforts to advance the project. According to the CLI, the process may initially focus on 'quick wins', but members should not disregard objectives which take longer to achieve.²⁰ Next to celebrations, team cohesion may benefit from dialogue trips. In-person, as opposed to online, interactions strengthen a sense of belonging and collaboration and help the team grow and work together more effectively.

Ultimately, the human element plays a crucial role for MAP success and in maintaining partner engagement. Whether it is through regular communication, appreciating contributions, nurturing team spirit, and celebrating achievements together, community activities are vital for team members' commitment and motivation.

Ways to keep MAP partners engaged:

- Regular communication (online and offline) and feedback sessions;
- Actively involve all actors in project activities;
- Celebrate success;
- Foster team spirit (e.g. team trips).

4.4.2 Integration of Learnings and Feedbacks in MAPs

In dynamic and evolving projects such as MAPs, integration of learning and feedback is essential for improvement and maintaining members' engagement. Each MAP phase builds on the preceding one. It is crucial that during each phase recommendations and limitations are identified and highlighted to sustain progressive development. The team needs to acknowledge these to effectively adapt to emerging challenges and subsequently incorporate them into the following phases.

The survey revealed that a key component of integrating learnings and feedback into the MAP process is the documentation of activities and subsequent adjustments based on feedback from MAP members or recipients. Critical elements such as regular meeting cycles, event planning, and their organisation play a central role. Weekly meetings maintain the MAP's momentum and provide a platform for quick feedback and adjustments that keep the process agile and responsive. Feedback

²⁰ See Collective Leadership Institute, 2013, [Stakeholder Dialogues Getting Active – Phase 3](#) (accessed: 2 October 2024).

sessions post activities have become part another essential part of the MAP process. These sessions offer valuable insights, which then help reassess and modify the underlying MAP contract. Furthermore, regular reflection following common activities is pivotal for continual improvement, enabling the team to make informed decisions about future directions. This iterative approach guarantees that the planning phase is consistently refined to align with the project's evolving requirements. Key learnings are often acquired at the project leads' and team level. These are reintegrated to the MAP process to guarantee that up-to-date and comprehensive assessments of the project's status inform strategic decisions.

Integrating learning and feedback into the MAP process transcends mere systematic adjustments. Its approach involves adaptive, responsive, and perpetual improvements to project management. This ensures that the MAP process remains effective, relevant, and equipped to meet the changing needs of the project and its stakeholders.

Ways to integrate learnings and feedbacks in MAPs:

- Document activities and hold feedback session after activities;
- Regular meeting cycles (e.g. weekly your fixes);
- Reincorporate learnings into the MAP process.

4.5 Phase IV: The Advanced Stage of the MAP

In the evolution of MAPs, Phase IV is an essential but relatively unexplored stage compared to its preceding stages. Experiences gathered in this phase might be limited relative to the earlier phases. However, individual success factors and learnings can emerge here. Notably, many MAPs conclude at Phase III when they achieve their initial objectives. However, a MAP that advances to Phase IV can garner significant benefits. This phase elevates the MAP process, potentially, enhancement, through iteration, or even institutionalisation of its framework. This progression is not just a step forward; it is a leap towards solidified and expanded impacts.

Extending into Phase IV often requires that new actors join the program. These partners must grasp the MAP's critical importance and contribute to its evolving narrative. Furthermore, this phase underscores the importance of establishing robust management, steering, and learning structures. One of the major challenges here is to sustain what has been achieved while paving the way for advancements.²¹ This calls for a 'next-level core container' that seamlessly integrates new stakeholders to enrich diversity and dynamic in the partnership.²² Unlike Phase III, Phase IV typically does not operate within a fixed timeframe, but invests in continuous growth and adaptation that reflect how the MAP has matured. In essence, Phase IV is about the MAP's legacy. It ensures that the MAP's impacts are not just temporary but enduring.²³

In the following, we suggest how to develop a joint perspective for the MAP's future, share insights on challenges for institutionalisation, and recommend how to ensure longevity, continuity, and buy-in from MAP partners.

²¹ See Collective Leadership Institute, 2016, [Erfolgreich Multi-Akteurs-Partnerschaften gestalten](#) (accessed: 1 October 2024).

²² See Collective Leadership Institute, 2013, [Stakeholder Dialogues Getting Active – Phase 3](#) (accessed: 2 October 2024).

²³ See Collective Leadership Institute, 2016, [Erfolgreich Multi-Akteurs-Partnerschaften gestalten](#) (accessed: 1 October 2024).

4.5.1 Developing a Joint Perspective for the Future

In MAP Phase IV, participants must decide whether they extend their collaboration and formalise the MAP or whether they conclude the partnership after achieving their initial objectives. If they decide to continue, they need a shared vision to sustain engagement and momentum across stakeholders. This collective vision becomes the focus of collaboration in the MAP.

Respondents' reports of how shared visions are developed vary significantly. In some instances, visions were the result of collaborative efforts of diverse stakeholders who adopt inclusive and multi-faceted approaches. Alternatively, visions may originate at a higher working level where they are enhanced through stakeholder consultations.

The process may employ various methodologies that ultimately ensure the vision encompasses a broad spectrum of perspectives, for example field surveys to collect comprehensive data. A holistic view helps draft concept notes that breathe new life into the MAP and thus underpin its long-term viability. Some MAPs adhere to strategic frameworks established during their respective inception workshops. Others may seek external guidance, for example, from the CLI. This typically involves workshops designed to navigate potential scenarios (that are informed by comprehensive stakeholder surveys). These workshops aim to identify the most efficient strategies for the working group to stay on track and deliver continuous impacts while maintaining relevance.

As MAPs evolve into their next phase, the importance of a joint perspective becomes increasingly clear. This is not just a strategic decision; it is essential for cohesive and effective action. A joint perspective ensures that all stakeholders are aligned on and committed to a shared goal, which in the long run smoothes the transition into the institutionalised phase of the MAP. Additionally, it creates flexibility to adapt to changes and new insights.

Looking ahead, the success of MAPs will depend on their ability to adapt, collaborate, and maintain a shared vision, as it lays the foundation for sustainable and impactful outcomes.

Ways to develop a joint perspective for the MAP's future:

- Approaches:
 - Collaborate with various stakeholders;
 - Develop vision at a higher working level and then elevate it through stakeholder consultations;
 - Seek external guidance.
- Tools:
 - Workshops;
 - Stakeholder surveys.
- Next stages:
 - Continue MAP with new or already existing finance;
 - Start new MAP with new actors and goals;
 - Found a standalone organisation that pursues the MAP's goals;
 - Loosely continue the MAP through semi-annual meetings for information exchange and informal maintenance etc., while pursuing its goals (as in local consultation frameworks).

4.5.2 Challenges in MAP Institutionalisation

Institutionalising MAPs involves navigating a complex landscape of challenges. A common issue is the instability of the project management, which characterised by frequent changes in staff and leadership due to lack of funding. This volatility complicates the integration of MAP initiatives in public agendas and can harm teamwork in the partnership. MAPs have countered volatility with proactive communication. Measures include on-boarding letters that help new members and employees hit the ground running by introducing them to the team and the MAP's goals and activities.

Some initiatives have introduced a rotating presidency to foster better co-ordination and ensure a more inclusive approach in the MAP framework's institutionalisation. This strategy allows for diverse MAP members to take turns leading the group, which promotes a culture of collaboration and mutual understanding. Another obstacle is the lack of formal partnerships with government bodies, one of the primary goals in many MAPs.

Some MAPs report no significant challenges apart from high staff turnover, but external factors can cause serious difficulties, for example the war in Ukraine. For coal town communities affected by the war, challenges include staff shortages and the need to replace partners who have hindered development in the MAP. These MAPs respond with contract amendments and adjustments to adapt to rapidly changing environments.

The path towards institutionalisation of MAPs is faced with diverse challenges, ranging from internal management issues to external geopolitical crises. The strategies employed by MAP participants, such as enhancing communication, adopting flexible leadership structures, and actively seeking formal partnerships, highlight the need for adaptability and resilience in this process. These make the case for strategic thinking and collaborative efforts in overcoming obstacles.

Ways to cope with challenges during institutionalisation:

- High staff turnover: awareness and communication, on-boarding;
- Need for coordination and inclusion: rotating presidency;
- Lack of formal partnerships with government bodies: advocacy through special climate change committees;
- External challenges: stay flexible and adapt.

4.5.3 Strategies for Sustained Engagement and Continuity

Phase IV focuses on the MAPs institutionalisation and ensure its durability and the continuous engagement of all key stakeholders. Central to this phase is the commitment to transparent communication, clear objectives and plans that resonate across the board. Transparency is crucial to maintain government support and to ensure MAP initiatives remain a priority, irrespective of their formal institutional standing. To foster enduring stakeholder involvement, which are essential for the MAP sustainability, efforts in raising awareness, offering training, and enhancing communication are important. These initiatives aim to disseminate information about the MAP and to solicit feedback to refine and improve its direction. Additionally, the MAP's should focus areas on the agendas of relevant institutions or the general public for sustained governmental support and stakeholder engagement.

Ensuring the continuity of MAPs extends beyond retaining original members. It involves broadening the conversation to include new participants and potentially expanding geographic focus areas. Innovative strategies such as establishing local consultation frameworks supported by regional environmental directorates help raise awareness of the MAP's topics. Encouraging the integration of MAP objectives within the operational scopes of partner organisations can also attract new contributors. Detailed communication plans for future phases are essential to attract new members and to set clear expectations.

Securing stakeholder investment in MAPs requires a comprehensive approach. This should include securing funding for implementation, continuous coordination, and activity updates. This facilitates ongoing participation and sustains stakeholders' commitments. Legal frameworks, such as Non-Disclosure Agreements (NDAs) and MOUs, formalise this commitment, ensuring a shared dedication to MAP goals. Additionally, partners should adopt a responsive and inclusive strategy to meet stakeholder needs and fostering a collaborative working environment. Regular activity updates, coupled with strong communication and training efforts, ensure stakeholders remain actively involved and committed.

The journey towards complete institutionalisation requires strategies that account for the distinct dynamics and requirements of each partnership. Feedback underscores the importance of straight-forward communication, comprehensive stakeholder engagement, and the creation of effective dialogue and co-ordination frameworks. These measures sustain momentum and bolster the efficiency of MAPs and safeguard that they continue to achieve their goals and make a meaningful impact on the issues they aim to resolve.

Different strategies for sustained engagement and commitment:

- Transparent communication, clear objectives and plans;
- Raise awareness;
- Offer trainings;
- Include new partners or expanding the geographical focus;
- Ensure funding;
- Continuous coordination and activity updates;
- Legal frameworks to formalise commitment;
- Adopt a responsive and inclusive strategy to meet stakeholders needs.

5 Summary

This section will outline the key success factors and challenges identified through the survey. We also propose solutions to address the challenges identified and offer a roadmap for navigating the complexities of MAPs on the path to success.

Our study pinpointed several general **key factors for the success of MAPs** (Table 1).

However, the study also identified several **obstacles for success in MAP lifecycle** to take into account when planning or implementing a MAP.

- **Core Group Composition:** We noted challenges in forming the core group, such as convincing key stakeholders to join. This can be mitigated through early engagement with partners, for example by visiting MAP members to build rapport. It is crucial that national experts carefully select the core members and allocate sufficient time for the process. It underlies the importance of the MAP Pre-phase.

- **Understanding the Context:** Gaining comprehensive understanding of the MAP's context is vital. It requires time to converse with a wide range of stakeholders to learn about different perspectives. The time to do so is easily underestimated. Therefore, time budgets ought to be generous in the planning stage.
- **Familiarity with MAP Concepts:** Partners' lack of experience with MAPs is common. Addressing this demands time to familiarise partners with the concept of MAPs, or to engage them in expert-led workshops (as offered by the CLI).
- **Limited Resources:** Staffing or finance shortages pose a significant obstacle, as effective dialogue among diverse stakeholders demands substantial resources. Careful allocation of staff and resources is necessary, alongside budgeting to support team members beyond the project team.
- **Building Trust:** Trust deficits in MAPs are frequent, especially among diverse and potentially opposing actors. It takes a lengthy process to foster trust between local and international actors, or private entities and governments, for example.
- **Time Management and Communication:** Efficient time management and communication are challenging in MAPs since they rely on extensive dialogue. Some MAPs reported the designated timeframes for various phases were insufficient. Therefore, MAP planning should allow for these time-intensive dialogues.
- **Adherence to Working Plans:** Challenges related to working modes include ensuring adherence to agreed-upon plans. It is recommended to firmly lobby to following these plans while clearly communicating areas of flexibility within the project.
- **Community Engagement:** Ensuring effective community involvement is key. Overcoming challenges in disseminating information to all community members calls for employing a variety of communication methods.

Table 1: Key factors for the success of MAPs.

Success Factor	Recommendations
<p>a) Focused Engagement</p> <p>MAPs should have smaller, focused core groups with highly engaged and collaborative members. MAP success largely depends on core members' commitment.</p>	<ul style="list-style-type: none"> • Acknowledge that the core group needs focused engagement in all MAP phases. • Invest time in reflection and discussions. • Ensure enough funding for MAP members. This is vital for focused engagement. • Organise training sessions and clarify financial and narrative reporting requirements.
<p>b) Member Empowerment</p> <p>Actively empower MAP members, particularly beneficiaries of the MAP activities and local communities. Involvement in decision-making ensures that initiatives are both relevant and impactful, fostering a unified approach to addressing issues.</p>	<ul style="list-style-type: none"> • Establish collaborative processes with all stakeholders and allocate enough time for these. • Foster direct engagement with representatives of the target group. • Make sure that every member feels valued, regardless of (informal) hierarchies. • Include all MAP members in project activities. • Create safe spaces so that everyone can be empowered. • Celebrate successes and foster team spirit (events, team trips).
<p>c) Aligned Interests & Understanding</p> <p>Foster MAP partners shared understanding of project goals and strong personal commitment. Similarly, the target group's (the beneficiaries of the MAP) interest in the MAP's objectives is essential for success.</p>	<ul style="list-style-type: none"> • Clarify a shared interest or problem that requires everyone's attention. • Ensure that the project team shares a unified vision. • Develop new strategies if solutions are elusive. • Formulate a joint strategy at the beginning of the MAP. • Communicate expectations openly.
<p>d) Effective Communication</p> <p>Cultivate regular and effective communication. Facilitate productive exchange by consistently engaging stakeholders and regular MAP meetings.</p>	<ul style="list-style-type: none"> • Hold regular meetings. • Foster frequent communication through consultations, workshops, and varying channels. • Invest time for reflection and discussions, including to brief each stakeholder (group) before MAP meetings. • Openly share challenges, experiences, and concerns. • Work with collaborative methods.

Success Factor	Recommendations
<p>e) Clear Governance Structures</p> <p>Define governance structures, delineate roles, responsibilities, and decision-making procedures. A formal MAP agreement is recommended.</p>	<ul style="list-style-type: none"> • Invest time in planning and capacity building. • Find a joint theory of change and action plan. There is no one-size-fits-all solution. • Work as a team and have clear structures and objectives, and use capabilities. • Clearly define and align roles. • Create timetables and an action plan at the start of the MAP. • Document your activities and organise feedback sessions after activities.
<p>f) Utilising Existing Structures & Expertise</p> <p>Leverage pre-existing partnerships and connections, or involve organisations leading in the MAP's field. Consider partner's individual skills and experience.</p>	<ul style="list-style-type: none"> • Leverage pre-established work relations. • Integrate members' interests into MAP objectives. • Consider MAP members' different skills and experiences.
<p>g) Government Involvement</p> <p>Government involvement effects MAPs contextually. In some cases, it has enhanced engagement and information distribution. In others, it had adverse effects, namely due to post-election instability.</p>	<ul style="list-style-type: none"> • Carefully examine implications before involving government partners in the MAP. • Employ MAP members as mediators or external mediators when conflicts arise. • Seek government allies to achieve MAP success.
<p>h) Respect & Professionalism</p> <p>Mutual respect must guide interactions to foster trust, inclusion, and collaboration. Professionalism needs to be at the heart of the MAP so that members contribute equitably and effectively, and to feel genuinely valued.</p>	<ul style="list-style-type: none"> • Let MAP members feel appreciated, and foster respect and professionalism that appreciates the different experiences and forms of expertise. • The facilitating organisation MAP members need to respect other opinions in case of misunderstandings or disagreement.

6 Conclusion

In this study, we explored how MAPs address global issues through collaboration and dialogue. Practitioners can use our findings as a resource for guidance on MAP projects and other initiatives that may benefit from MAP insights. The findings may also help funding organisations that want to better understand the rather opaque dynamics of MAPs, in particular critical success factors and obstacles.

We conducted qualitative analysis of data collected through a survey that explored a pre-phase and all four phases of the MAP. The respondents were CSO representatives involved in MAPs across thirteen countries. The scope of these MAPs ranged from resilience to mitigation and corporate accountability.

Our analysis uncovered obstacles and success factors for MAPs, emphasising the importance of effective communication, strategic planning, capacity building, and precise role alignment. Key success factors identified include the core group's commitment, active empowerment, and inclusion in decision-making, and a shared understanding of project goals. Additional factors may further enhance MAP effectiveness, such as regular and effective communication, well-defined governance, leveraging existing partnerships and connections, and the involvement of leading organisations. Above all, respect and professionalism must guide MAP operations, ensuring that every member is valued. Regarding government involvement, project leaders should consider carefully whether it may bring success or pose challenges, depending on context.

Given their multi-sectoral nature, MAPs' challenges may seem inevitable. These include difficulties in forming a committed core group, engaging key stakeholders, and achieving a comprehensive understanding of the operational context. Additional challenges include trust deficits among diverse, and potentially opposing, actors, inefficient time management and communication, failure to adhere to agreed plans, and insufficient community involvement. Among the most significant barriers to MAP success are limited resources, for example staffing shortages and inadequate funding.

This study presented actionable solutions and a roadmap to navigate these obstacles and achieve success. MAPs can be essential contributors to sustainable development when actors implement the success factors identified and manage potential obstacles effectively.

We hope that the insights and lessons shared here will guide future MAPs, empowering actors to achieve their goals and to amplify their impact on global challenges.

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Questionnaire

1. Please describe the context of your MAP(s): e.g. countries, main objectives, key actors involved, socioeconomic and geographical context; in which stage your respective MAP(s) are/were
2. What worked well in your MAP? What factors contributed to success? What were any unexpected benefits?
3. How did you address challenges in your MAPs? Which solutions worked, and which didn't? What would you do differently knowing what you know now?
4. Before the MAP: What sparked the initiation of the MAP and who were the key players?
5. Before the MAP: How were objectives and goals of the MAP initially defined?
6. Before the MAP: How was initial buy-in from all parties achieved?
7. Phase 1: How did you handle possible lack of trust and imbalance of power between the actors? Especially with conflicting stakeholders such as governments, or private sector?
8. Phase 1: How did you guarantee the functionality of your core MAPs group? (distribution of roles, power, capacities etc.)
9. Phase 2: Which structures are in place for decision making, joint strategy development on work plans and processes?
10. Phase 2: Did you initiate a joint formulation of a strategy to create a clear structure for co-operation?
11. Phase 2: How did you ensure that the interests of the different actors align, also in the later stages of the MAP?
12. Phase 2: How did you identify and mitigate potential risks and challenges in the planning phase?
13. Phase 3: What measures were taken to keep all partners engaged and committed during the implementation?
14. Phase 3: How were learnings and feedback integrated into the ongoing MAP?
15. Phase 4: Did you develop and if yes how did you develop a joint perspective for the future?
16. Phase 4: What challenges did you encounter in the institutionalisation of the MAP and how did you overcome those?
17. Phase 4: What were key steps taken to institutionalise the MAP and ensure its longevity?
18. Phase 4: What strategies were implemented to ensure that all stakeholders were invested in and committed to the institutionalisation of the MAP?
19. Phase 4: How did you maintain the relevance and adaptability of the MAP during the institutionalisation phase?
20. Phase 4: What measures were put in place to ensure the continuity of the MAP beyond the participation of its original members?

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