



# Partnership Brokering Roles & Tasks

**SUSTAINING  
OUTCOMES**

Moving on

Scoping  
needs &  
options

Identifying  
potential  
partners

**SCOPING &  
BUILDING**

Scaling &  
increasing  
impact

Building  
relationships

## The Partnering Cycle

Revisiting  
& revising

Mapping &  
planning

Agreeing to partner

Reviewing  
efficiency  
& value

Governance  
& structures

**REVIEWING &  
REVISING**

Measuring  
results

Deepening  
engagement

**MANAGING &  
MAINTAINING**

Delivering  
projects

# Partnership brokering roles at different stages in the partnering cycle

## SUSTAINING OUTCOMES

**Exploring** moving on options and supporting decisions

**Managing** closure / moving on processes collaboratively

**Helping** partners celebrate and learn from their partnership 'story'

**Ensuring** outcomes are able to be sustained / embedded / scaled / transferred

## REVIEWING & REVISING

**Supporting** partners in reviewing added value and effectiveness

**Assisting** in revising the collaboration agreement

**Helping** partners implement changes needed to improve the partnership

**Guiding** partners to plan for sustaining outcomes & moving on



## SCOPING & BUILDING

**Scoping** the partnership's potential

**Exploring** drivers, expectations and underlying interests

**Embedding** principles of equity, transparency and mutual benefit

**Enabling** partners to differentiate between their partnership and its projects

**Negotiating** a detailed collaboration agreement to underpin the partnership

## MANAGING & MAINTAINING

**Co-creating** appropriate governance arrangements

**Helping** partners to work through complex internal & external challenges

**Building** partner capacities to strengthen and optimise the partnership

**Enabling** partners to explore new ways of transforming systems

# Scoping & Building

## Partnership brokering roles:

**Scoping** of the partnership's potential

**Exploring** drivers, expectations and underlying interests

**Embedding** principles of equity, transparency and mutual benefit

**Enabling** partners to differentiate between their partnership and its projects

**Negotiating** a detailed collaboration agreement to underpin the partnership

## Partnership brokering tasks can include:

- Initiating the idea of partnering
- Making the case to potential partners / donors / decision-makers
- Scoping the possibilities
- Energising and enthusing
- Running partnership-building events / workshops
- Managing expectations
- Helping partners to outline plan their projects / programmes
- Assisting partners in reaching agreement



# Managing & Maintaining

## Partnership brokering roles:

**Co-creating** appropriate governance arrangements

**Helping** partners to work through complex internal & external challenges

**Building** partner capacities to strengthen and optimise the partnership

**Enabling** partners to explore new ways of transforming systems

## Partnership brokering tasks can include:

- Securing agreed resource contributions
- Embedding governance arrangements
- Deepening organisational engagement
- Developing a comprehensive communications plan
- Building individual partnering capacity and organisational capabilities
- Working constructively to address both simple & complex challenges
- Agreeing benchmarks for partnership reviews
- Helping partners capture their partnership story



# Reviewing & Revising

## Partnership brokering roles:

**Supporting** partners in reviewing added value and effectiveness

**Assisting** in revising collaboration agreement

**Helping** partners implement changes needed to improve the partnership

**Guiding** partners to plan for sustaining outcomes & moving on

## Partnership brokering tasks can include:

- Agreeing and co-creating review procedures
- Drawing out lessons and capturing information
- Improving efficiency of the partnership
- Exploring added value to partners and unexpected benefits / outcomes
- Brainstorming new ideas /developments
- Making any necessary changes to project or partnering arrangements
- Agreeing what to put into the public domain and how



# Sustaining Outcomes

## Partnership brokering roles:

**Exploring** moving on options and supporting decisions

**Managing** closure / moving on processes collaboratively

**Helping** partners celebrate and learn from their partnership 'story'

**Ensuring** outcomes are able to be sustained / embedded / transferred / scaled

## Partnership brokering tasks can include:

- Co-creating a sustainability action plan and supporting its implementation
- Bringing a range of 'moving on' options to the table for discussion
- Recognising and celebrating the partnership's achievements
- Reach agreement on communications / information for the public domain
- Identifying further champions and spheres of influence
- Managing all closure / moving on procedures sensitively and effectively



# At all stages, partnership brokers need to remember that the:

- **Partnership's needs change over time** so the partnership brokering role also evolves and changes in response
- **Differences between an internal / external broker** and informal / formal adoption of the role can make a difference to your authority as a partnership broker
- **Principle of those in the role educating / handing over / building capacity** need to be communicated to partners as a key part of making yourself 'redundant' as a partnership broker
- **Partnership brokering is not a replacement for good partnering practices** rather it is a (temporary and / or episodic) arrangement that supports partners and the partnership's goals
- **Striving for a balance between 'service' and 'leadership'** means that partnership brokering is significantly more than administration or facilitation





# Partnership brokers often need to juggle contradictions

<b>Supporting / serving</b>	<b>Shaping / directing</b>
<b>Disrupting</b>	<b>Consolidating</b>
<b>Working from intuitive insights</b>	<b>Working from logical deduction</b>
<b>Unaligned / neutral</b>	<b>Passionate / persistent</b>
<b>Building a level playing field</b>	<b>Promoting new leadership</b>

