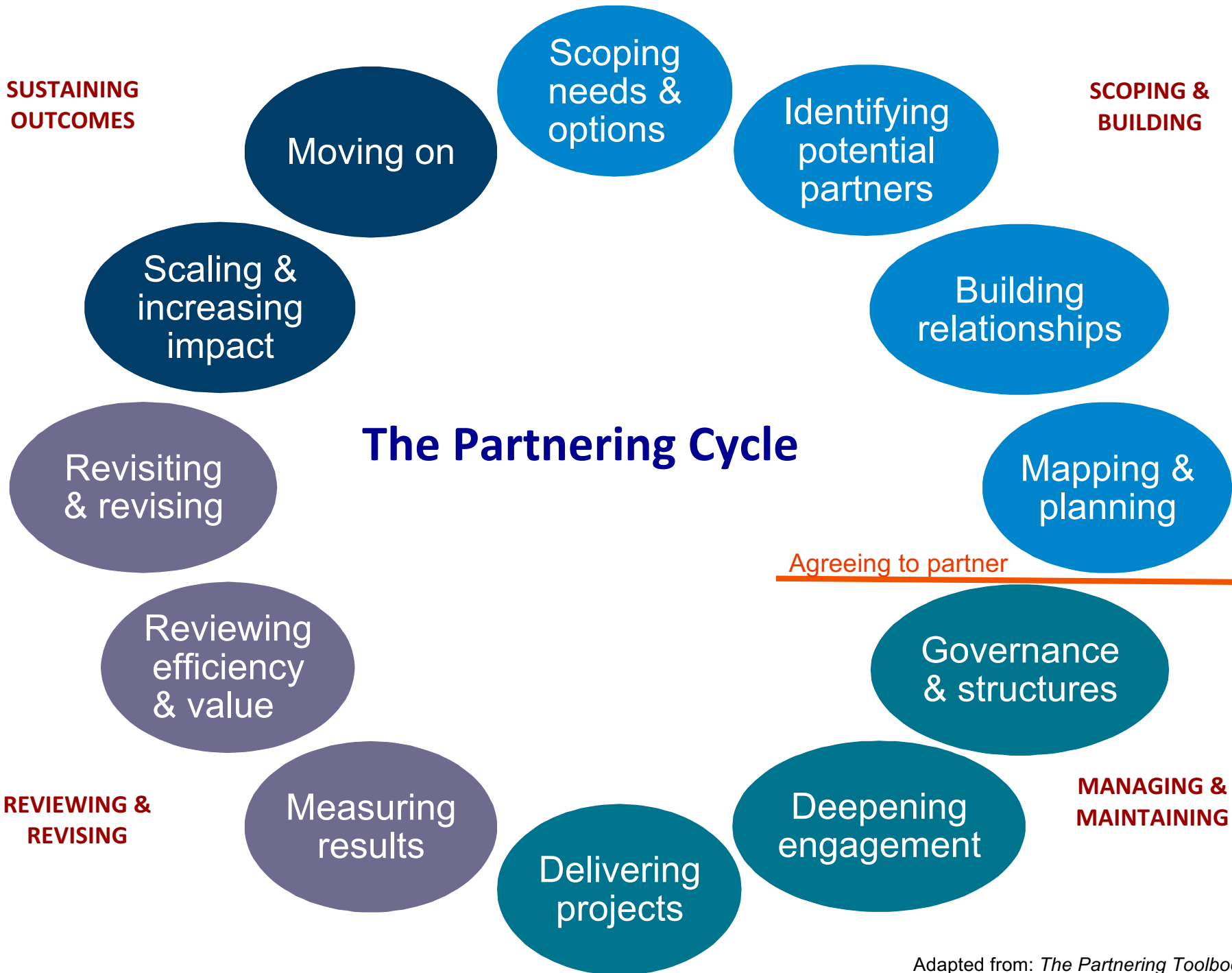




Partnership Brokering Roles & Tasks





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 organizational engagement
- Developing a comprehensive communications plan
- Building individual partnering capacity and organizational 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 projects 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 education/ 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 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

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

