Partnership Brokering
Roles & Tasks
The Partnering Cycle

Adapted from: The Partnering Toolbook
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

**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

**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

**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

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