



1-2-1

PROFESSIONAL SUPPORT for Partnership Brokers

The Partnership Brokers Association has introduced a new service, **1-2-1 Professional Support for Partnership Brokers**, designed to respond to requests for assistance from those operating in a Partnership Brokering or process management role.

Many Partnership Brokers report feeling frustrated in their work – whether this is due to a particularly challenging context, a partnership that has become ‘stuck’ or a sense of having to carry too much responsibility on their own. Does this resonate with your experience?

As a Partnership Broker, you may feel you could benefit from 1-2-1 support when you are:

- **Taking on a new partnership brokering role** – whether in an existing or a newly formed partnership, multi-stakeholder alliance or other form of collaborative venture
- **Working through a specific challenge** – for example: deepening partner engagement; developing a particularly complex partnership; managing a crisis; designing a review process or helping partners to move on
- **Seeking to have more influence** with regard to good practice partnering in your own organisation, a specific partnership or the wider context in which your partnership is operating
- **Carrying the partnership brokering role** in relative isolation
- **Aspiring to deepen your approach** to reflective practice and to learn from your partnership brokering experiences with the intention to support more transformational partnerships

WHAT IS PARTNERSHIP BROKERING?

Partnership Brokering is the term we use for the processes of **supporting and strengthening partnerships** through innovative and skilled management of collaborative processes.

Partnership Brokering is more than facilitation. It requires that Partnership Brokers take on different roles and tasks throughout the partnering cycle (see page 3) to help partners and key others to:

- Build efficient, effective and principled working relationships
- Optimise the partnership’s potential
- Shape the partnership so it has impact and influence
- Ensure genuine added value for all

The role can be undertaken by different individuals who are internal or external to the partnership.





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Professional Support

Professional support is offered by a **Practice Partner** who will support you 1-2-1. All Practice Partners are qualified Accredited Partnership Brokers with the Partnership Brokers Association. All are experienced in both Partnership Brokering and capacity strengthening (through vocational training, coaching or mentoring).

Through this programme **you will be able to select** one of PBA's nominated practitioners who you feel will best be able to:

- Be a **'sounding board'** in responding to your specific challenges and context
- Assist you to **apply PBA frameworks and approaches** to your partnership challenges
- Support you in **exploring partner interactions and rehearsing possible interventions**
- Encourage you to **deepen the 'art' and the 'science'** aspects of your practice
- Help you to explore your **reflective practice and learning**

Fees

We intend that the service will be **accessible** to the wide range of contexts where partnership brokers are working. We will make the fee **flexible to your sector, country and context**. To provide some orientation on scoping out the services with your practice partner we suggest **3 support packages**.

Support Packages

You and your Practice Partner will work together to design a support package that best suits your needs. Below are some examples. The fee will be in line with your sector and country market rate and includes a contribution to PBA.



EXAMPLE for a fee of 100 of any currency in a 3-hour Sounding Board Package	
3 hours	Session Time
1 hour	Preparation Time
100 per hour as an example	An hourly rate appropriate to your market, sector and context will be set with the Practice Partner as you agree to work together.
400	Fee to the Practice Partner
40	10% contribution to PBA for program management for up to 100 per hour. Over 100 per hour it is 15%.
EXAMPLE: 440 SERVICE FEE TOTAL	

How to request your Practice Partner



Visit the [1-2-1 page](#) on the PBA website to see a complete list of Practice Partners.



Choose the Practice Partner you'd prefer plus a second option in case your Practice Partner is not available.



Complete the [online request form](#).



You will hear from PBA in a few days.

If you have any enquiries, please contact Program Manager Marta Serafin: info@partnershipbrokers.org

The Partnering Cycle

The partnering cycle shows the progression of a typical partnership over time. It also provides a basis for understanding the changes in management priorities and key activities for the partners as their partnership progresses. Of course, no partnership actually progresses as neatly from one stage to the next as this framework implies, but such frameworks do give a complex process useful structure and clarity and we believe it is really helpful to partnership brokers as they help partners to:

- Anticipate what is required to move the partnership forward effectively
- Recognise when they have missed a vital element of the partnering process
- Understand when it is a good time for them to assess whether it is time to move on to the next phase (or back to an earlier phase)
- Know whether or not it is right to change arrangements or direction.



Belinda Gorman



Belinda Gorman works as an external partnership broker, with public, private and non-profit organisations in New Zealand and internationally to deepen their impact through partnership. She has significant cross-sector experience spanning corporate responsibility, philanthropy, international development and child rights/wellbeing. Over the last 20 years Belinda has had the privilege of working in and with a diverse range of social good organisations including UNICEF and Microsoft Philanthropies in New Zealand, Myanmar, Vietnam, Mongolia, Lao PDR, Timor Leste, India and Papua New Guinea. Belinda feels that she was fortunate to live and work in Vietnam (based in Ho Chi Minh City) with an INGO dedicated to supporting children and families at risk of sexual and economic exploitation. She loves working across different cultures and supporting diverse organisations and teams to maximise the resources and capability they have, together. She is a Mum to four-year old Louis, a role she not only cherishes, but also one that has helped hone her negotiation skills!



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Bulbul Baksi



Bulbul believes that partnerships can bring about transformative changes by questioning the status quo, and challenging it when necessary, often working through difficult conversations and discord. Being open about risks and challenges and helping partners 'put the fish on the table' characterises Bulbul's approach to partnership brokering. Her approach entails leading from the front and letting go when the time is right; she thinks that brokering as a profession hinges on a continuous dialogue on approach and values. For the last ten years, Bulbul has been an Accredited Partnership Broker and Trainer with PBA, while also operating as an independent partnership broker. One of Bulbul's key areas of interest is in helping organisations and teams embed the partnering approach into their systems, strategies and operations. She works with networks as well as national and international organisations, mostly in Asia, and has conducted training programmes internationally, including in Europe, Asia, Canada and Australia. She is an Authorized Practitioner Trainer and co-designed the Advanced Skills course for PBA. Mentoring and supervision are key aspects of her work. Bulbul has experience in mental health, domestic violence and trafficking, public health, and working on issues related to localisation in the humanitarian sector. She also worked for several years with GIZ, supporting the Indian Ministry of Health and local government agencies to reform their systems and approach to building capacity to collaborate better both internally and with external partners. Bulbul is fluent in English and Bengali, with a working knowledge of Hindi.



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David Lee



David Lee is an Accredited Partnership Broker and an Authorised Practitioner-Trainer. He has over 15 years of experience leading and facilitating significant management

and change initiatives with corporate, non-profit and government organizations. As a consultant and as a senior leader in the social services and non-profit housing sectors, David has led and supported partnerships across sectors, particularly in social enterprises providing training and supported employment and non-profit supportive housing for those who are experiencing barriers. His experience has been primarily in the development and management of partnerships across local community organizations, businesses, and government agencies in Canada. David's approach to mentoring and coaching is based on the principle that each individual is in the best position to understand their particular context, constraints and possibilities. His approach involves asking open-ended questions to clarify the individual's own understanding of their situation, and to then identify possibilities and make more explicit the assumptions they are making. David also believes that mentoring is about assisting an individual to become more aware of the process and relationship-building aspects of partnering and becoming more intentional about nurturing these aspects. David is fluent in English with intermediate level: French and Korean.



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Joanne Burke



Joanne is a PBA Associate and Accredited Partnership Broker. She has worked with global initiatives to strengthen institutional systems and capability to manage crisis events in

disaster and conflict settings. She has conducted academic research on partnerships between the private sector and humanitarian agencies. Joanne has held long-term assignments managing a global disaster training programme and launching a complex inter-agency partnership initiative with three UN agencies, focused on capacity development for disaster risk reduction. Since 2010 she has been working with PBA mentoring candidates pursuing their professional credentials as an Accredited Partnership Broker. In a world that is experiencing an accelerated speed of change, uncertainty and increasingly complex crisis challenges, Joanne is passionate about making multi-actor collaboration a core area of focus and expertise within the broader humanitarian sector. She believes this requires new thinking and approaches to collaboration in order to meet the changing nature of crisis threats in the 21st century. This calls for an increased focus on partnerships and having skilled brokers who can support the transformation of the humanitarian sector to achieve its aims with respect to fostering localization, new actor engagement and being more anticipatory and adaptive to a changing crisis context. Joanne is one of the co-authors of PBA's publication "Shaping Sustainable Change". She has two master's degrees, one in International Development and the other in Human Resource and Organization Development. She is fluent in English and has a working knowledge of Spanish.



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**PROFESSIONAL SUPPORT
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Judith Nichol



Judith's extensive experience as an internal partnership broker has seen her working with complex groups of stakeholders in previous roles, as well as her current position as Head of Partnerships at BBC Factual Television. She has worked with government departments, non-governmental public bodies, charities, and private companies to implement processes and new ways of working, leading to the creation of innovative partnerships. Judith believes that partnerships which allow all stakeholders to play to their strengths result in successful and efficient collaborations. Her specific area of expertise is the initial phase of new partnerships (scoping). She also enjoys the challenge of brokering to resolve relationship breakdowns in the managing and maintaining phases of partnerships and she is also an experienced mediator. Judith is passionately interested in partnership brokering as a means to engender more equitable relations between organisations, and as a way to maximise the creation of new value through working together. Judith has been a PBA Mentor since 2015, working with candidates pursuing their professional credentials as an Accredited Partnership Broker. Judith is fluent in English and semi-fluent in French, with a working knowledge of German and Italian.



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**PROFESSIONAL SUPPORT
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Julie Mundy



Julie is a member of the Partnership Brokers Association's Strategic Team and Lead: Regional Portfolios with a global remit and is a highly experienced independent partnerships specialist. Julie has worked in Australia and internationally across Asia and Africa for over 25 years, in project and organisational design, management, strategy, leadership and governance. She advises across a wide range of sectors, including climate change, health, governance, education and housing. Her recent brokering focus has been complex partnership agreement negotiations between governments, international corporates, and NGOs, conducting reviews of major cross-sector partnerships, designing and conducting partnership training and capacity building programs for a range of agencies, with a current focus on systems thinking to embed 'business unusual' and achieve sustainable change. Julie has been mentoring and supporting partnership brokers and development practitioners for a number of years and is firmly committed to capacity strengthening and supporting young professionals to build confidence in their own knowledge and judgment.



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Michelle Halse



Michelle is motivated by people embracing courageous work to improve the world. She is committed to helping build the collaborative leadership needed for the future, where there is intention to see from other perspectives, to consider systems, to challenge the status quo and to grow in understanding and practice of self-aware leadership. As a partnership broker, Michelle's aim is to shift people into deeper collaborative relationships such that change is possible, within each individual and their context. Michelle is a highly experienced partnering, collaboration and innovation specialist with a background in global health and education, international development, humanitarian capacity building, global innovation challenges and social innovation. Michelle has brokered partnerships with consortia for international health, humanitarian capacity building, vulnerable children and families, women's legal services, education, livelihoods and social inclusion in the UK, USA, Australia, across the Asia-Pacific and Africa. She is particularly interested and involved in large-scale experiments scaling platforms of collaboration, including networks of networks. Michelle has also worked in catalytic philanthropy, building collaborations to support collective impact initiatives. Michelle has a MSocSc in International Development. Michelle is fluent in English.



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Naina Shakya



Naina is currently the Partnership & Private Sector Specialist, Strategic Cooperation Unit, International Centre for Integrated Mountain Development – an intergovernmental knowledge and learning institution (www.icimod.org). For the past decade, she has been responsible for implementing ICIMOD’s partnering approach, engaging the private sector as partners, and supporting institutional efforts to strengthen strategic cooperation between ICIMOD and its regional member countries. As an Accredited Partnership Broker, she is particularly enthusiastic about exploring meaningful partnerships with the private sector, engaging with climate financing institutions involved in low carbon, climate-resilient development in the Hindu Kush Himalaya and exploring links with philanthropists for resource mobilisation. Prior to ICIMOD, Naina worked for nine years as the Coordinator for Partner Relations at the Asian Institute of Technology, Thailand. Naina’s focus during the last two decades has been on establishing, managing and maintaining bilateral and multi-stakeholder partnerships. She is also experienced in the co-development of partnership strategies. Naina is passionate about impactful, sustainable and successful partnerships along with understanding human dynamics in partnerships; working together across organisations, sectors and geographical boundaries; and building capacities especially of youth in the partnering approach. Naina holds dual Masters degrees, one in business administration with a specialisation in marketing and the other in sociology. Although a citizen of Nepal, Naina has lived in India, The Philippines and Thailand for much of her life. She is fluent in English, Nepali, Hindi and Urdu with a working knowledge of Tagalog and Thai.



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Rafal Serafin



Rafal has been an Accredited Partnership Broker since 2006. He has experience in building the brokering capacities and capabilities of individuals and organisations in the business, government and civil society sectors through all phases of the partnering cycle. He has mentored, as part of PBA Accreditation program, over 50 individuals from across multiple continents and sectors. Rafal's approach is to share, challenge and refer to his own practical experience in using partnering approaches to empower local or grass roots partnerships to achieve scale and impact, especially in relation to local food systems and rural livelihoods. His work in Canada, Poland and East and Central Europe since the 1980s has provided him with a wealth of practical experience, along with a conviction that partnering approaches can be deployed successfully to transform economies and societies everywhere into more sustainable and democratic forms. Rafal is currently curating PBA's Partnering with Funders initiative, which is researching more effective ways to resource partnering. He is also actively involved in PBA's initiative for better partnership brokering practices in Africa. Rafal is fluent in English and is a native speaker of Polish.



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Ros Tennyson



Ros Tennyson is an Accredited Partnership Broker and a PBA Authorised Trainer, Associate and Mentor. She has nearly 30 years' experience in pioneering new approaches to cross-sector and multi-stakeholder

partnering. She was central to developing the idea and practice of partnership brokering with early publications *The Guiding Hand* and *The Partnership Brokering Tool Book*. Ros led the cutting-edge partnership work of the International Business Leaders Forum and she co-founded: the post-graduate course in Cross Sector Partnerships with the University of Cambridge (2001); *The Partnering Initiative* (2003) and the Partnership Brokers Association (2012). Ros is a prolific author and has undertaken a range of partnership brokering work in more than 50 countries including: advising; facilitating; coaching; training; reviewing and compiling process-focused case studies. Ros believes that multi-stakeholder collaboration (aka 'partnerships') is essential to the future of our planet and our survival as a species and that it is critically important to invest in the partnering process to optimise its potential for transformational change. Her most recent publication *Animating Alliances* (www.animatingalliances.org) and her work on behalf of PBA on developing on-line training courses for those brokering partnerships remotely (www.remotepartnering.org) are both areas of current interest. Ros is an English speaker. Her other interests include community development, social business models and running Space to Be retreats.



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Trish Hall



Trish is an Accredited Partnership Broker, Practitioner Trainer, Mentor, Chair of the Mentor's Community of Practice, and an occasional Accreditation Examiner.

Trish places a high value on being a Practice Partner because she has experienced the benefits of co-working on 'what is needed now and next?' She believes we deepen our practice by drawing out and supporting our intuitive knowledge, using questions to hold space, doing 'what if' planning, tapping into the heart of the matter; reflecting on what happened and why. Trish brings over 15 years of experience as both an external partnership broker at partners 'key milestones' in 'for-mission' and government organisations, businesses, tribal entities, and civil society. A New Zealander with partnering experience at home, across the Pacific and in Australia, Trish has remotely mentored 35 partnership brokers from across the world, in all sectors as they pursued their professional credentials as Accredited Partnership Brokers. Trish's particular strengths are in supporting strategic thinking about partnering, scoping and building, in revising/refreshing partnerships; building capability for partnering and designing processes that engage heads and hearts. She is a director of a boutique business, has served on the boards of seven NGOs, and is a mother of two fascinating adults! Trish is fluent in English and has a beginner's knowledge of Māori.



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Yeshe Smith



Yeshe Smith has been working as a Partnership Broker since 2008, in both internal and external roles, and as an Authorised Practitioner Trainer since 2012, for the Partnership Brokers Training course and shorter programs. Most of her working life has been in international development, working across a wide range of areas including governance, civil society, private sector engagement, youth, education, and health. She has lived and worked long-term in Papua New Guinea, Ghana and Fiji. Over the last 6 years, as well as ongoing international work, Yeshe has participated in partnership work in Australia, primarily in education, health and local government. She currently has a part-time role as a partnership manager at a research Institute at La Trobe University, and a portfolio of partnership consulting work. Yeshe has a particular interest in racial dynamics within partnerships and across teams, and a focus on managing race-based issues openly and honestly during partnership processes. Yeshe is fluent in English and has a working knowledge of Tok Pisin.



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About the Partnership Brokers Association

The **Partnership Brokers Association** is the international professional body for those managing and developing collaboration processes. Our **primary aims** are to:

- **Challenge and change** poor partnering practices so that multi-stakeholder collaboration can become truly transformational
- **Ensure** those operating in partnership brokering roles are skilled, principled and work to the highest standards
- **Promote** the critical importance of partnering process management to decision-makers in all sectors



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PARTNERSHIP
BROKERS ASSOCIATION

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