



*Inclusive Markets  
Development*

## GUIDE TO PARTNERSHIP BUILDING

*A supporting document  
to the IMD Handbook*



**Private Sector Division, UNDP: “Guide to Partnership Building” (2010)**

This series also includes:

Inclusive Markets Development Handbook (2010)

And the following supporting tools:

Private Sector Division, UNDP: “Assessing Markets” (2010)

Private Sector Division, UNDP: “Brokering Inclusive Business Models” (2010)

This document was produced for the Private Sector Division, Partnership Bureau, UNDP

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United Nations Development Programme

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## INTRODUCTION

This Partnership Handbook is designed to build the skills, confidence and competencies of those individuals in UNDP operating as partnership brokers or Private Sector focal points. It builds on material from a number of sources<sup>1</sup> that has been adapted specifically for this purpose.

We use the term ‘broker’ in this context as a generic term to cover the multiplicity of roles these UNDP staff are involved with: promoting, building and process managing partnerships of different types and levels of complexity. We define the term ‘broker’<sup>2</sup> as:

*“an active ‘go-between’ who supports partners in navigating their partnering journey by helping them to create a map, plan their route, choose their mode of transport and change direction when necessary.”<sup>3</sup>*

A broker can work from within one of the partner organisations (as an ‘internal broker’) or on a more independent basis (as an ‘external broker’). Brokering in the UNDP context could be of either type since in some instances UNDP is engaging as one of the partners whereas in other instances UNDP is operating itself as a brokering organisation bringing others together as partners.<sup>4</sup>

This Partnering Handbook complements UNDP’s Inclusive Market Development (IMD) handbook and follows IMD’s four-stages. The table below provides an overview of how the partnering steps and tools outlined in this handbook correspond to the respective IMD stage:

IMD Stage	Identification of Opportunities	Project Formulation	Project Implementation	Result Measurement
Partnering Steps	<b>1. Identify key actors</b> <b>2. Rapid market assessment</b> <b>3. Selection of markets/sectors</b>	<b>4. Market assessment</b> <b>5. Multi-stakeholder engagement</b> <b>6. Partner contributions solicitation</b> <b>7. Building a partnership agreement</b>	<b>8. Facilitating systematic market changes</b> <b>9. Private sector development interventions</b> <b>10. Private sector engagement activities</b>	<b>11. Monitoring &amp; evaluating</b> <b>12. Phase out / scale up / exit</b>
Partnering Tools	<b>Tool 1: Making the Case</b> <b>Tool 2: Assessing Potential Partners</b> <b>Tool 3: Mapping</b> <b>Tool 4: Facilitation</b>	<b>Tool 5: Negotiation</b> <b>Tool 6: Building Agreement</b>	<b>Tool 7: Process Management</b> <b>Tool 8: Communication</b>	<b>Tool 9: Reviewing &amp; Refreshing</b> <b>Tool 10: Moving On</b>

Sometimes the relationship being created and built may be more ‘transactional’ than ‘collaborative’ (see Box 1 for a summary of these two types) – though, for the record, the collaborative relationship has many more characteristics of a genuine partnership than a typical transactional-type relationship.

<sup>1</sup> Largely, but not exclusively, from the series of partnering tool books published by The Partnering Initiative as well as from training materials used in the Partnership Brokers Accreditation Scheme.

<sup>2</sup> From *The Brokering Guidebook*

<sup>3</sup> For more details, see Resource Materials – *What is a Partnership Broker?*

<sup>4</sup> Other technical skills associated with the role of broker are covered elsewhere in this Handbook. This section is concentrating specifically on partnership brokering skills.

### Box 1: A summary of the two types of cross-sector relationship<sup>5</sup>

TRANSACTIONAL RELATIONSHIP	COLLABORATIVE RELATIONSHIP
<ul style="list-style-type: none"><li>• One party decides the programme, which is limited by their own knowledge / experience</li><li>• One party purchases (or donates) a specific resource</li><li>• Fixed expectations enshrined in principal-agent contract with clear deliverables decided at beginning</li><li>• Partners not required to reveal their underlying interests and not expected to take further decisions</li><li>• Relatively low level of interest or buy-in from partners beyond the contractual agreement</li></ul>	<ul style="list-style-type: none"><li>• Co-creation of programme leading to more <b>appropriate / implementable</b> solutions</li><li>• Partners bring a range of resources leading to more <b>innovative solutions</b></li><li>• On-going discussions with <b>more flexible deliverables</b> adaptable to local realities or unexpected events</li><li>• Partners expected to be more transparent to inform <b>on-going decision-making</b></li><li>• Relatively <b>high level of buy-in</b> from the partners willing to go beyond simply a contractual agreement</li></ul>

Those operating as brokers in the UNDP context may well find themselves brokering both types of relationship. Many increasingly find themselves involved in moving existing ‘partner’ relationships from the more transactional to the more collaborative.

## DEFINING A PARTNERSHIP

The dictionary definition of the term ‘partnership’ is rather more precise than – as suggested above – the current use of the term implies. It defines partnership as:

*“an ongoing working relationship where risks and benefits are shared.”*

In practical terms, this implies a significant level of mutuality as well as a relationship that endures over time rather than one that is one-sided and / or time-bound.

Interestingly, most effective partnerships operate (consciously or unconsciously) according to three core principles – of **equity**, **transparency** and **mutual benefit**.<sup>6</sup> A key role for a broker is to understand and promote these principles in the day-to-day life of the partnership. Sometimes this is simply a question of role-modelling good partnering behaviour, sometimes this requires a considerable (if subtle) level of assertiveness and leadership.

<sup>5</sup> Somewhat confusingly, it is common for both these types of cross-sector relationships to be described by those involved as ‘partnerships’ – both in UNDP and elsewhere.

<sup>6</sup> For more on this, see *The Partnering Toolbook*



## BROKERING ROLES



Ask anyone operating as a partnership broker what roles they play and you will get a range of descriptions. It may be worth pausing at this point and asking yourself how many roles do you currently

play as a partnership broker?

*‘Which hat shall I wear today?’<sup>7</sup>*

### Box 2: Which of these terms reflect your current role?<sup>8</sup>

<input type="checkbox"/> Co-ordinator	<input type="checkbox"/> Manager
<input type="checkbox"/> Administrator	<input type="checkbox"/> Animator
<input type="checkbox"/> Facilitator	<input type="checkbox"/> Pioneer
<input type="checkbox"/> Organiser	<input type="checkbox"/> Negotiator
<input type="checkbox"/> Mediator	<input type="checkbox"/> Researcher
<input type="checkbox"/> Innovator	<input type="checkbox"/> Record-keeper
<input type="checkbox"/> Monitor	<input type="checkbox"/> Coach
<input type="checkbox"/> Educator	<input type="checkbox"/> Steward
<input type="checkbox"/> Guardian	<input type="checkbox"/> Evaluator
<input type="checkbox"/> Ambassador	<input type="checkbox"/> Interpreter
<input type="checkbox"/> Other:	<input type="checkbox"/> Other:
<input type="checkbox"/> Other:	<input type="checkbox"/> Other:

If you have ticked more than 15 of these, you may consider whether or not your brief is simply too broad and that it should be somewhat more precisely defined to be effective. If you have ticked less than 5, you may want to explore whether or not you are currently playing as many roles as you could or should to ensure the partnerships you are involved with maximise their value!

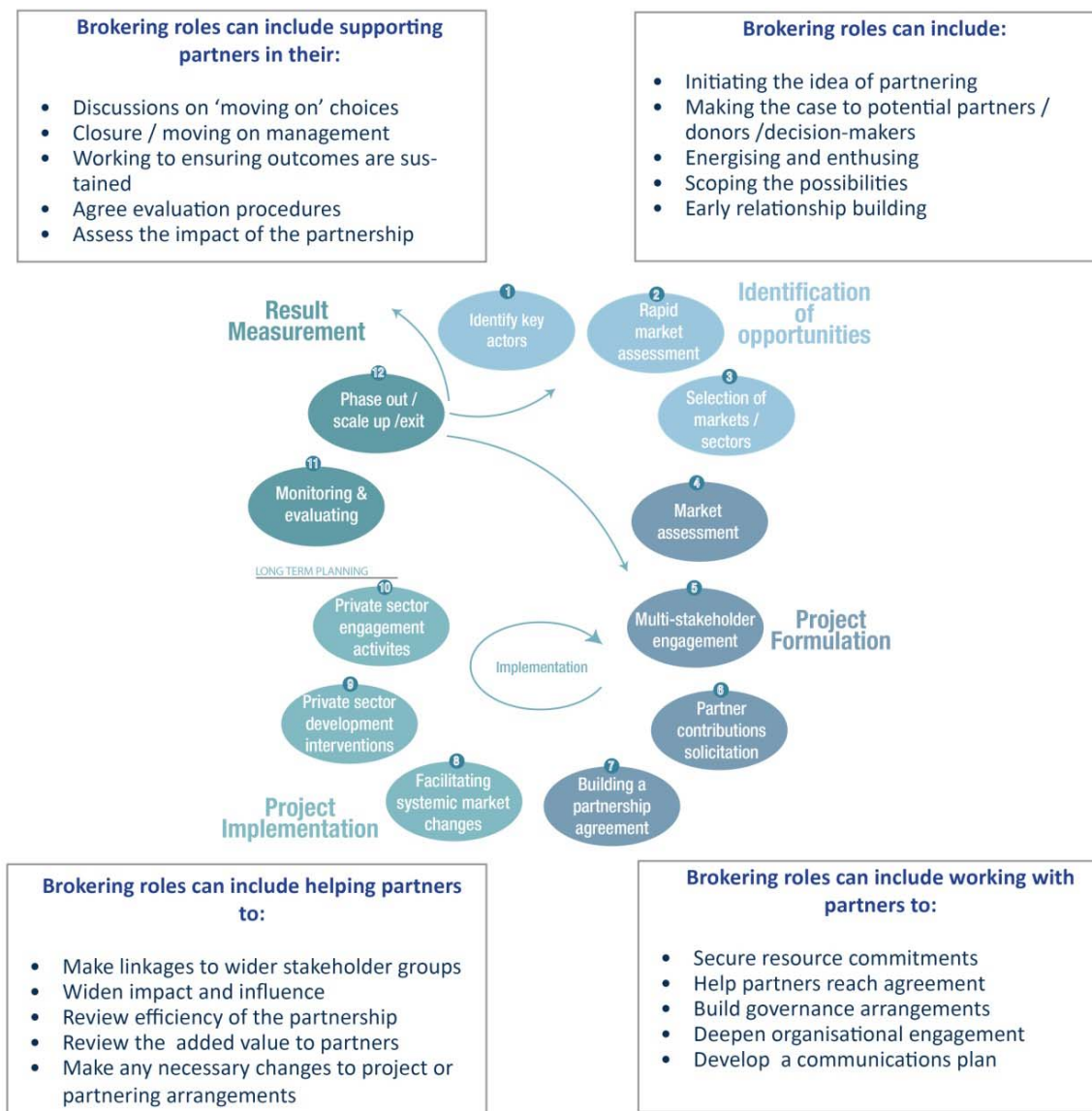
<sup>7</sup> Cartoons by Shiung Low

<sup>8</sup> Adapted from the Partnership Brokers Accreditation Scheme

## BROKERING ACTIVITIES

The GSB / IMD Cycle summarises in four main phases a number of activities needing to be undertaken by the broker during the life-time of each partnership:

### Box 3: The IMD Cycle & the changing nature of a broker's activities<sup>9</sup>



This schema suggests what activities happen at different stages as the partnership evolves over time. The additional dimension is the specific focus of the broker as he / she adapts their own activities to be appropriate to these different stages.

<sup>9</sup> We have put the cycle into this format to suggest both the dynamic nature of the work over time and that some elements of the cycle repeat over time rather than simply work sequentially

Of particular note is the fact that, typically, the broker becomes more facilitative / empowering of the partners and less directive / direction-setting as the cycle progresses.



## BROKERING SKILLS

There are certain brokering skills that are likely to be required throughout the cycle (for example; facilitation, negotiation and communication skills). There are others that are likely to be needed during specific phases (for example, skills in making the case to partner; mapping issues, stakeholders and / or resource contributions or helping partners to 'move on'). Good brokers will have (or will take time to develop and practice) a range of skills to ensure they can fulfil their brokering functions efficiently, effectively and professionally.

This Handbook is to help you to become a more confident, competent and professional partnership broker.

### Box 4: What skills are necessary to your brokering role?<sup>10</sup>

Brokering Skills	Importance of this skill in your current role	Current level of skill competence
Selling / making the case	1 2 3 4 5 <sup>11</sup>	1 2 3 4 5
Negotiation	1 2 3 4 5	1 2 3 4 5
Facilitation	1 2 3 4 5	1 2 3 4 5
Mediation	1 2 3 4 5	1 2 3 4 5
Communication	1 2 3 4 5	1 2 3 4 5
Synthesising information	1 2 3 4 5	1 2 3 4 5
Process management	1 2 3 4 5	1 2 3 4 5
Coaching / capacity-building	1 2 3 4 5	1 2 3 4 5
Institutional engagement	1 2 3 4 5	1 2 3 4 5
Institution strengthening	1 2 3 4 5	1 2 3 4 5
Monitoring and evaluation	1 2 3 4 5	1 2 3 4 5
Other:	1 2 3 4 5	1 2 3 4 5
Other:	1 2 3 4 5	1 2 3 4 5
Other:	1 2 3 4 5	1 2 3 4 5
Other:	1 2 3 4 5	1 2 3 4 5

Clearly you cannot be excellent at every one of these skills – no partnership broker is! But it is important to be self-aware about your relative strengths and weaknesses – recognising that these can change / improve with practice and over time. In fact, it may be useful to re-visit this questionnaire on a regular basis to check whether your skills are improving and / or whether the skills required for your brokering role have changed.

## STRATEGIES FOR SKILLS DEVELOPMENT



It is possible to see brokering as both an 'art' and a 'science' – requiring on the one hand highly attuned people skills, creativity and intuition and on the other hand technical proficiency, practicality and knowledge.

*'Walking the tightrope'*<sup>12</sup>

<sup>10</sup> Adapted from the Partnership Brokers Accreditation Scheme

<sup>11</sup> 1 = low; 5 = high

<sup>12</sup> Cartoon by Shiung Lo

Sometimes being a broker can be a bit like walking on a tightrope! Requiring a fine sense of balance in managing a range of roles, drawing on innumerable skills as well as steering a steady course through partners' different (and sometimes competing) demands and interests.

We hope the tools and resources that follow will help you as a broker to become ever more expert in what you do.

We also suggest a number of additional possible strategies to build professional brokering competencies:

- **Be realistic** about your limitations but keep working to improve!
- Give yourself **time to reflect** on how effectively you are operating and what you can do to learn from your experiences
- Seek out and observe the **good brokering practice** of colleagues
- Identify a colleague (within or outside of UNDP) who can act as a **critical friend or mentor**
- Ask your line manager to allow you to **train further** in specific skills you think are particularly important to your work
- Use all tools, guidelines and techniques wherever they can **support your work** in a systematic, constructive and rigorous way (more of this below)
- **Be courageous** – your work is vitally important in enabling the partners you work with to make a serious difference...

Ros Tennyson  
Emily Wood

The Partnering Initiative  
December 2009

## TOOL 1: MAKING THE CASE

### Engaging potential partners in the idea

**Use:** To marshal the arguments for each sector to engage in a collaborative approach to GSB and / or IMD

**Stage:** In stage 1 of the IMD cycle

#### The context

Every individual acting as a broker in the GSB / IMD context will need to have mustered a range of arguments supporting their promotion of a partnership approach to inclusive markets and / or sustainable business initiatives. These arguments can be generic or specific including:

- The failure of single sector approaches and / or government operating alone to meet needs and aspirations
- The lack of innovation, competencies, reach, knowledge and / or financial resources in any one sector
- The lack of pro-poor business solutions and the negative impact particularly on the most vulnerable
- The negative impact on business at all levels and throughout the value chain when they operate in an unstable environment
- The wastage and lost opportunities for business in a market place that fails to reach the poorest
- The increasing pressures / urgency of a global approach to joined up rather than fragmented approaches – for example in the promotion of the MDGs
- The potential of UNDP as an organisation capable of promoting sustainable and inclusive business models in 116 countries where the need (and potential for change) is greatest – in terms of its acceptability to all sectors, relationship to governments and its convening power.

#### The broker's role in making the case

An early activity for GSB brokers and private sector focal points is to make a strong case for a partnership approach – and a case that is 'tailored' to the specific context at hand. This is especially challenging since the proposed partnerships involve the private sector as a core partner – and there can still be a level of resistance from public sector and civil society organisations to working with business.

Experience suggests that this is more complex than might at first appear for a number of reasons including:

- Concerns about a **potential conflict of interest** in working with the private sector from within UNDP and / or government and / or civil society actors
- **Limited understanding** of UNDP by business
- **Limited understanding** of business by UNDP
- **Prejudice, assumptions and preconceptions** that may be ill-informed
- An unsupportive / **restrictive enabling environment**
- **Too few examples of successful partnerships** to give confidence to potential partners

Making a compelling case that will engage potential partners early on in developing the idea of partnering in a way that feels collaborative rather than coercive is essential. Partnerships are rarely a 'quick fix' – nor should they be since to be of lasting value they need to be developed collaboratively and with attention to detail.

It is more a questions of **engaging** than **selling** and brokers will do well to remember this – perhaps best understood as building the case for partnership out of **careful listening** rather than **compulsive talking**!

This tool is designed as a 'prompt' for brokers in the early stages of making a partnership case looked at from 5 perspectives. It suggests that brokers need to prepare not just their ideas but also build their professional skills and align their personal values in order to be successful in engaging others in a collaborative approach.

<b>1. PRE-MEETING PREPARATION</b>	
Understanding the prevailing context	<ul style="list-style-type: none"> <li>• <i>What is the attitude to cross-sector collaboration in this context?</i></li> <li>• <i>Does the government support / promote cross-sector approaches to development?</i></li> <li>• <i>Are there examples of successful cross-sector partnerships from this or comparable contexts that can be invoked / shared to build confidence in the approach?</i></li> </ul>
Analysing the potential benefits and risks of partnering from each sector's perspective	<ul style="list-style-type: none"> <li>• <i>Is it possible to understand and articulate tangible potential benefits to each potential partner – should they choose to proceed?</i></li> <li>• <i>What are the actual risks – can they be addressed / minimised? How?</i></li> <li>• <i>What are the different arguments from each sector's perspective – if you don't know, how will you find out?</i></li> </ul>
Research – both formal and informal – into drivers for each potential partner	<ul style="list-style-type: none"> <li>• <i>What are the likely internal and external drivers for the potential partners?</i></li> <li>• <i>Do you know or are you guessing? How can you check out your assumptions?</i></li> <li>• <i>Do the different drivers for each potential partner represent potential conflicts of interest? If so, how will you address this?</i></li> </ul>
Knowledge of the prevailing enabling environment and the potential for change	<ul style="list-style-type: none"> <li>• <i>What is holding back a cross-sector collaborative approach?</i></li> <li>• <i>What changes might be necessary in attitudes / policy / legislation?</i></li> <li>• <i>Do the potential partners have the power to influence these things? Or could a partnership – once established – see influence and policy change as a goal?</i></li> </ul>
Assessing potential partners – including options available.	<ul style="list-style-type: none"> <li>• <i>Is there a choice of potential partners?</i></li> <li>• <i>How will you select the most suitable?</i></li> <li>• <i>How far can you go in an exploratory phase before needing to push for commitment?</i></li> <li>• <i>At what stage should you undertake due diligence and capacity checks? (See Tool 2)</i></li> </ul>
<b>2. IMAGINATION – BUILDING A VISION</b>	
Such partnerships are calling for new approaches – thinking 'outside the box'	<ul style="list-style-type: none"> <li>• <i>What can you do to encourage creative and original thinking in the early conversations with potential partners?</i></li> <li>• <i>Can you create opportunities for brainstorming, workshops, site visits with a wider (preferably cross-sector) group – to build new ideas from diverse approaches?</i></li> </ul>
How can potential partners see collaboration as an opportunity to explore the new?	<ul style="list-style-type: none"> <li>• <i>What examples can you share that might stimulate interest and give confidence in 'out of the box' approaches?</i></li> <li>• <i>Is it possible to use vision-building as a way of invigorating mainstream practices in potential partners?</i></li> </ul>
What tools and techniques can be employed to encourage imaginative thinking?	<ul style="list-style-type: none"> <li>• <i>What creative approaches can you bring to the task – either those familiar to the cultural context or specific partnership-building tools?</i></li> <li>• <i>Can you consider / adapt any of the following for this purpose: story-telling, mapping (see Tool 3), collaborative planning (see Tool 7), image-making (using collage, paints, photographs, felt tips, post-it notes), metaphors ('if our partnership is successful it will be like...')?</i></li> </ul>
<b>3. SKILLS IN CONSTRUCTIVE DIALOGUE (see Tool 8)</b>	
Listening	<ul style="list-style-type: none"> <li>• <i>Being genuinely interested in the other person's point of view</i></li> <li>• <i>Asking questions you really want to know their answers to</i></li> <li>• <i>Building the conversation from what they want to say rather than what you want to say</i></li> <li>• <i>Checking out that they find the conversation useful / purposeful</i></li> <li>• <i>Being flexible about where the conversation might lead</i></li> </ul>

Speaking	<ul style="list-style-type: none"> <li>• <i>Being highly selective (concise, with careful choice of words)</i></li> <li>• <i>Responding to their questions as fully and openly as possible (role modelling how you hope they will speak to you)</i></li> <li>• <i>Ensuring focus – depth is usually better / more satisfying than spread</i></li> <li>• <i>Using language that is simple, direct and understandable</i></li> <li>• <i>Using a tone that is warm and open rather than cold and judgmental</i></li> </ul>
Recording	<ul style="list-style-type: none"> <li>• <i>What will be the appropriate way to record the conversation as a prompt / reminder for you and those you have been speaking with?</i></li> <li>• <i>How can you use the record as a springboard for the next conversation?</i></li> <li>• <i>How can you use the record as a way of ensuring that the next meeting moves on rather than repeats?</i></li> </ul>
<b>4. KEEPING GOING</b>	
Insistence	• <i>A broker has to be confident enough in the partnership as a good idea that, despite all challenges, it is worth working at.</i>
Resistance	• <i>A broker needs to be able to analyse the cause of resistance when they encounter it and to respond appropriately. Is it the individual? The organisation they represent? The nature of the partnership being proposed? Lack of confidence in partnering ability? Concern about the wider implications?</i>
Persistence	• <i>A broker needs sensitivity as well as nerves of steel. Sometimes it is simply a question of a level of assertiveness (NEVER aggression!) building the case quietly but persistently over time – exuding a level of confidence that this really could be a workable solution.</i>

The last section (above) is included as a reminder that partnering is not an easy option and that it is likely to meet with scepticism and / or apathy. Brokers need to hone their skills in managing such responses without becoming exasperated or desperate! Sometimes it is a question of **timing** – the conditions may simply not be quite right at that particular moment. Sometimes it is a question of **time** – changing ‘hearts and minds’ requires careful and continuous work.

In any event, broker’s need to remember that partnership proposals can originate from anywhere – and are not always initiated by UNDP or by the broker. Whether or not you or your organisation is the initiator will have an impact on your role and how far you can ‘drive’ the proposed partnership and how far you will need to wait for others to take the lead.

Whatever their origin, however, brokers will always need to **strike a balance** between a number of competing considerations – see box below:

Warm engagement	Due diligence
Responding to an approach	Taking the initiative
Transactional relationships	Collaborative relationships <sup>13</sup>
Potential benefits	Potential risks
‘Business as usual’	Thinking laterally
Driving the initiative	Facilitating the initiative
Operating as a partner	Operating as a neutral third-party

The UNDP broker will need to navigate skilfully through these – recognising the layers of complexity involved. Indeed, a key task for any broker is to anticipate, understand and then help to navigate through this complexity.

<sup>13</sup> See table in INTRODUCTION – page 1

## TOOL 2: ASSESSING POTENTIAL PARTNERS

### Enabling each potential partner to assess the ‘fit’ between themselves and others

**Use:** To encourage a systematic approach to exploring potential partners

**Stage:** In phase 1 of the IMD cycle or if a partner leaves and needs to be replaced in a later stage

No partner will ever be perfect! This is not so much a check list but more of a prompt for making enquiries and accessing data that will help make informed decisions about the relative merits and potential of any organisation. It is designed to help practitioners explore whether or not a prospective partner will be an appropriate ‘fit’. Ideally, the tool will be used by both / all parties to assess each other’s suitability not simply by one party. In other words, it should be as transparent a process as possible and could be a constructive way of both / all sides getting to know each other better, prior to agreeing whether or not to partner.

#### Overview of situation

- Context: identifying systemic constraints
- Partnership’s purpose
- Initiating organisation: lead firms
- Design parameters: market assessment
- Potential for catalytic, innovative interventions

#### Prospective partner

- Their priorities
- Their expectations
- Their drivers
- Are there any ‘non-negotiables’
- Experience to date of working with this organisation or
- Knowledge about this organisation’s partnering track record or
- Market development experience

#### Benefits, risks & costs

- Analysis of transaction costs
- Assessment of likelihood of achieving goals
- Potential for catalytic, innovative interventions

#### Potential Benefits Check

It is important that each partner sees clear benefit from its partnering activities and articulates the benefits it hopes for in negotiations with prospective partners. Benefits could be of different kinds and levels of importance, such as:

#### Core mission

- Contribution to prime purpose
- Achievement of development results: successful market facilitation

#### Improved capacity to deliver

- Technical expertise / knowledge
- Partnering / brokering capability
- Additional resources / funds
- Stronger implementation capability
- Creativity / innovation

#### Positioning

- ‘Political’ benefits
- Visibility
- Positive branding
- Reputational
- Influence
- Access to new networks / constituencies

#### Potential Risks Check

Along with the potential benefits, UNDP needs to assess the risks for prospective engagements and consider ways to mitigate that risk. Note that the risks below are risks relating to the *partnership* itself. Of course there will also be risks related to the *project*.

#### Distracting Partners

- Pushing beyond organisational priorities
- Loss of programmatic focus
- Duplication of efforts
- Loss of autonomy



### Ability to deliver on commitments

- Overlong time investment
- Financial / other resource implications
- Lack of sufficient capacity
- Lack of sufficient competency

### Unintended external consequences

- Empowering others without legitimacy
- Interference with mainstream systems
- Distorting the market situation

### Reputational issues

- Risk to other key relationships
- Implied endorsement of partners
- Public criticism if things go wrong
- Breaching principles of good practice

### Implications

- Is this precedent setting?
- Capacity and resource implications
- Obligations / commitments being made
- What might be the market impacts / unintended consequences?

### Practicality

- Funding sources for implementation
- Accountability issues
- Clarification of roles and responsibilities
- What internal communications will be needed?
- Global / local interface
- Governance issues and partnership management structure

### Other issues to consider

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### Evaluation

- How will the partnership be assessed in terms of value-add as well as impact?
- How will the partnership communicate knowledge gained and lessons learned?

### Outstanding issues

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### Proposed next steps

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## TOOL 3: MAPPING

### Capturing complex information

**Use:** To use a participatory and action research approach to identify, understand and record information of different kinds

**Stage:** This is useful in the early stages of the IMD cycle (for mapping stakeholders, interests, resource contributions) as well as in the final stage (for mapping 'moving on' options)

### Introduction

Mapping is a generic term used to describe a data collection process. It can be used by an individual in advance of a meeting, workshop or event thinking through an issue in a theoretical way as a basis for testing assumptions.

For example, a broker in the early stages of exploring a potential partnership might 'map' what he/she believes partner x or partner y might be likely to bring to the table (ie their potential resource contributions) or what issues are likely to be of interest to different players. Once this is done, it could provide a foundation for an exploratory conversation.

More often, however, it is used as a tool to work through collaboratively with a group of potential (or actual) partners.

Typically, the issue to be mapped would be clarified with the group and a number of activities would be undertaken to solicit information, experiences and knowledge. This could happen as a series of phased activities that initially open up to the widest possible remit and then organise the data in a useful way and close around a more ordered and useful output.

#### Phase 1: Brainstorm the issue

Starting purposely with a very open, 'anything goes' approach and working perhaps in pairs or small groups to enable everyone to take part without being too self-conscious or exposed.

#### Phase 2: Capture the outputs / data

This material is then captured in some visual way – either using 'post it' notes or cards on a wall (more ad hoc but very flexible and participative)... or captured via power-point (more efficient but more passive and less flexible).

#### Phase 3: Cluster data

Brokers (or designated participants) re-organise the material in a logical way – probably under headings that help pull it together so that it is grouped in categories. This demonstrates the usefulness of the contributions made as well as offering opportunities for further inputs.

#### Phase 4: Turn the data into a useful output

Immediately after the session, pull the data together in whatever way seems appropriate for it to be used to inform further work and decisions.

Ensure that the final version is in an appropriate format, shared with all those involved and used constructively going forwards.

Mapping can be used very flexibly, as illustrated below.

### Example mapping process – Building a Stakeholder Map

Stakeholders can be defined as those who:

- Have interests that are affected by the issue or those whose activities strongly affect the issue;

- Have resources of any kind (financial, knowledge, influence, networks, expertise) needed for strategy formulation and / or implementation;

- Control relevant implementation mechanisms.

The stakeholder mapping exercise provides a systematic approach to identifying all interested / interesting parties and begins to help to distinguish the roles each of these might take in relation to a new partnership project.

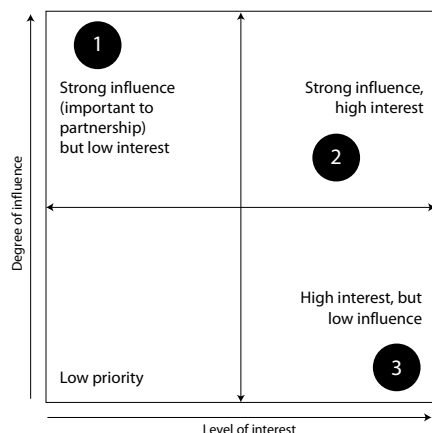
#### Phase 1: Initial sweep

In the first stage, as many organisations and individuals from across the sectors are identified and mapped in a grid similar to that below, with their specific interest detailed in the relevant box:

Stakeholder	Affecting	Affected by	Resources	Instruments
Name 1				
Name 2				
Name 3				

#### Phase 2: Influence against interest

Stakeholders are mapped within a framework to capture the degree to which each stakeholder has influence over the relevant issues / possible partnership objectives, and their level of interest.



By classifying stakeholders in this way, the group can determine cases where:

- 1) Significant awareness-raising is required to turn a highly-influential but low-interest stakeholder into an interested potential partner or
- 2) Significant capacity development is required to turn a stakeholder with high interest but low influence into a stronger potential partner.

### Phase 3: Roles and degree of engagement

Multiple different organisations and individuals might take on different roles in a partnership project – but not necessarily as partners. The mapping exercise can begin to explore the potential roles and ideal level of engagement of the various stakeholders – captured in some systematic way – see box below.

Role	Stakeholders
Partner	
Contractor	
Influencer / champion	
Disseminator	
Funder	
Informer / consultation	
Knowledge provider	
Regulator	
Beneficiary	
Other	

Of course, mapping is inevitably a record of views at a 'moment in time'. Other forms of assessment will be undertaken in different ways. As the partnership

develops, new relationships are built and projects begin to be implemented, the stakeholder map may well change – indeed it would be very surprising if it didn't.

### Remember...

Mapping as a technique can be used for exploring any number of issues. A different example can be found in Resource Materials – Building a Resource Map.

In summary, mapping can:

- Produce hugely valuable material for the partners to work with as their partnership develops
- Be a highly energising and engaging approach
- Demonstrate the value add of having a diverse group with very different knowledge, competencies and experiences
- Provide opportunities for creative and productive collaboration as well as the experience of reaching agreement
- Give a good sense of achievement and productivity.

## TOOL 4: FACILITATION

### Managing effective meetings and workshops

**Use:** To help stakeholders / partners to achieve meeting goals – whether at a small-scale, informal session or a large-scale, more formal gathering or event

**Stage:** Any stage – early on to build stronger working relationships and good decision-making procedures; at a later stage to enable partners to problem-solve or address challenges; at the final stage to undertake reviews, revisions and explore moving on scenarios

Facilitation is a difficult skill – although those who do it well usually manage to make it look easy! Any facilitator requires both determination and sensitivity to the situation in which they are working alongside a strong commitment to listening carefully (and mediating, if necessary). He / she also needs to have a good instinct for when to challenge or to push forward the discussion and when to hold back and allow it to take its own course.

It may sometimes be better for the facilitator to let the group to work through disagreements, rather than to assume they need to rescue the situation. Like many other aspects of facilitation, this requires the facilitator to judge the mood and capacity of the group accurately and to be prepared to carry the risk involved in a hands-off strategy. The skills required to facilitate well are very similar to those required of a good broker and most brokers find themselves facilitating at some time or other – especially at the exploratory and relationship-building stages of a partnership.

If you feel you are ill equipped to facilitate or that you may be inappropriate (for example because you are too close to the situation or because you may be perceived as a problem in some way), it may well fall to you in your brokering role to propose the appointment of someone else. If this is agreed with the partners, you may be the most appropriate person to identify and brief the facilitator.

Anyone facilitating a session with group of potential or actual partners role will require:

- **Information** about the partnership (both written and verbal)
- **Opportunities** for meeting / consulting with key players prior to undertaking the facilitation
- **Terms of reference** for their role and clarity about objectives and desired outcomes / outputs from the session(s)
- Clear lines of accountability before, during and after the session(s)

#### Key roles of a facilitator

**Designer** - advance session planning: preparing ideas / materials / structure and the facilitation process. Designing requires attention to: group dynamics; time available; individual and group objectives; possible use of tools and the impact on / from the working environment.

**Supporter** - this role focuses on the logistical arrangements (who will participate, information flow, venue details). Venues matter! They can create a positive or an alienating environment.

**Intervener** – is the role most usually associated with a facilitator. Intervening at appropriate times might include: improving communication; very 'active listening'; encouraging participants to address difficult questions; clarifying progress made and agreements reached.

**Record-keeper** - capturing (and making visible / available) session materials. Records should be consistent with the objectives of the session and the language / expectations of the participants. Records of the session should include all action points and a note of any unresolved issues.

#### Running a Workshop<sup>14</sup>

A workshop can bring people together to explore issues and ideas in an open-ended way. Managed well, it can achieve a great deal in a short space of time, energise and enthuse participants in ways that invite more adventurous thinking, stronger commitment and / or further active engagement.

Workshop approaches are increasingly used in the partnership paradigm to:

<sup>14</sup> See Resource Materials on: DESIGN FOR A MULTI-STAKEHOLDER WORKSHOP and WORLD CAFE

- **Promote the idea of partnering** – in the early stages of interaction
- **Build partner relationships** – creating better understanding of diverse interests and values
- **Develop project commitment** – e.g., by mapping resources gaps and what each partner can contribute
- **Tackle a key partnership issue or problem** that needs attention for the relationship to proceed productively
- **Conduct partnership reviews** – where partners review together the effectiveness of their relationship and how they can use the findings to improve the partnership
- **Share partnership aims and achievements**

### Guidelines

All facilitators need to be able to:

- **Listen well** – including what is not being said
- **Observe** how people are feeling, responding and relating to each other
- **Redress power imbalance** – encourage those with power to ‘step back’ and those with less to ‘come forward’
- **Keep their opinions** to themselves: ‘stepping out’ of the facilitator role when giving the organisation’s views
- **Think clearly** and take new ideas on board rapidly
- **Plan well:** get endorsement on structure and approach from key players
- **Manage time well:** shows respect for everyone’s other, probably equally pressing, commitments
- **Manage** complex situations without being dictatorial
- **Know when to intervene** – re-direct an unhelpful / heated dialogue (e.g. ‘park’ issues, use buzz groups)
- **Make decisions** about how to proceed in the light of what happens
- **Provide focus** – keep partners working to the session goals
- **Be trustworthy** – respect & protect confidentiality
- **Keep appropriate records** – of decisions agreed and issues deferred
- **Use specific tools or techniques** to achieve required results ensuring you prepare these well and explain them clearly. These might include:
  - Creating ground rules
  - Setting up ‘buzz groups’ & plenary sessions: drawing out the widest possible range of ideas and opinions

- Using cards / post-it notes to display suggestions / commitments so that all perspectives are acknowledged and others can see & react
- Running a ‘sky’s the limit’ brainstorm to stimulate radical new thinking.

Good facilitation leaves people with a sense of having been:

- Listened to, actively / creatively engaged
- Well prepared for undertaking follow-up actions.

Poor facilitation causes irritation, confusion or dependency. It can have such a negative impact on relationships that it can seriously undermine rather than strengthen the (potential or actual) partnership.

As a broker, when you are not undertaking the role of facilitator, you might encourage the partners themselves to facilitate specific activities / meetings.

Facilitation, like other partnering skills, is something partners can usefully develop as part of their partnership role.

Decide when it is more appropriate for an external professional facilitator or the partners themselves to facilitate rather than you – and take the appropriate action.

Above all...

**FACILITATE don’t MANIPULATE!**

*“The ideal facilitator is like a good navigator. Relatively unobtrusive, definitely ‘hands off’ but capable of ensuring the desired destination is reached quickly, by the best route available. They are often more tough than ‘touchy-feely’, concerned with ensuring a group meets its objectives rather than trying to keep everyone happy. It is an effective way of getting people to achieve what’s wanted without appearing to tell them what to do and requires a combination of listening, questioning and refereeing abilities...”*

Irene Krechowicka<sup>15</sup>

Tool adapted from:

Partnership Brokers Accreditation Scheme

<sup>15</sup> Extract from an article in The Guardian newspaper, 2004

## TOOL 5: NEGOTIATION

### Developing effective interest-based negotiation skills

**Use:** To help stakeholders / partners to arrive at an agreement to collaborate in ways that will meet their individual / organisational underlying interests as well as their shared goals

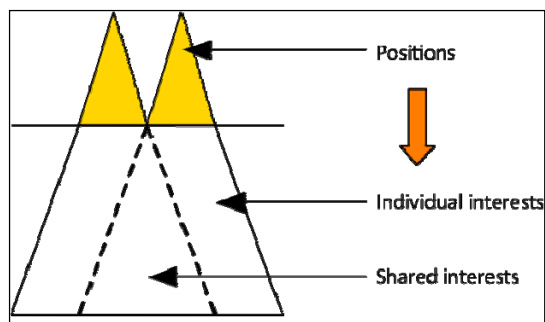
**Stage:** Particularly in the early stage of the IMD cycle but, in fact, setting the foundations for a way of working throughout the life of the partnership

Negotiation in a partnership paradigm needs to be understood quite differently from a more 'hard-nosed' negotiation usually (though not necessarily correctly!) associated with the negotiation approach to business deals. The most helpful way to understand 'interest-based' negotiation is to differentiate between an approach based on 'positions' and one based on 'underlying interests'.

A **position** is the initial statement made based on immediate demands – usually strongly stated, implying a non-negotiable stand and not considerate of other's priorities or needs.

**Underlying interests** are the (usually unspoken and sometimes not clearly understood) drivers, priorities, needs, anxieties and hopes that inform or underpin the stated position.

#### Box 1 – The difference between positions and interests



This 'iceberg' diagram (see Box 1) illustrates how dealing with an issue at the level of 'positions' can easily be experienced as two isolated perspectives with no apparent common ground. This changes, however, when you push down to the underlying interests when two things happen: first, the issue broadens out and becomes wider and more interesting; second, it offers opportunities for finding areas of overlap or of potentially shared interests.

The 'art' of interest-based negotiation is to enable those negotiating to reveal their underlying interests. To do this those negotiating are likely to need:

- Time and opportunities for conversation
- An appropriate (and somewhat neutral) environment – a sense of 'safe space'
- A sensitive and 'open' questioning approach
- A sense that you are listening attentively and that they are being 'heard'
- A belief in your genuine interest in understanding their perspective.

In trying to build working partnerships – where the starting point between the various players may be quite 'positional' – it may be useful to actually explain to those involved the difference in outcomes between an 'adversarial' and 'consensual' approaches (Box 2).

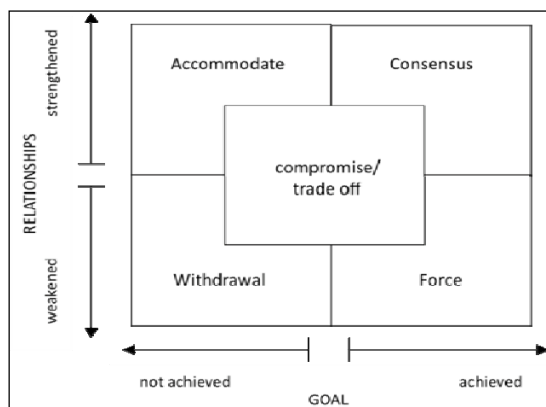


**Box 2: Table to illustrate key differences between two forms of negotiation**

Adversarial forms of negotiation	Consensual forms of negotiation
Argument	Conversation
Winners and losers	Win-win-win scenario based on willingness to compromise
Agreement based on set positions	Agreement based on underlying interests
Success is judged in terms of achievement of self-interest	Success is judged in terms of meeting all partners' interests
Likely to have a negative effect on a long-term relationship	Likely to have a positive effect on a long-term relationship

When potential partners / partners have experienced a successfully managed interest-based negotiation they will recognise that it has been successful precisely because the need to meet goal(s) has been achieved alongside the equally important need to maintain and build the relationship(s). This is summarised in Box 3.

**Box 3: A schematic way of understanding the implications of inadequate partnership negotiation**



Interest-based negotiation can play its part throughout the IDM cycle – indeed, partnerships rarely progress smoothly from one agreement to the next. Changes of whatever kind – personnel, external conditions, resource availability, re-direction of project activities – can give rise to uncertainty and a tendency to revert to positions.

As a broker you need to understand (not to mention... learn off by heart and regularly check out that you are adhering to them) the 4 key principles of interest-based negotiation. These are:

1. **Build trust** through mutual understanding and meaningful communication
2. **Focus on revealing underlying interests** rather than positions
3. **Widen the options** for a solution through the creativity and lateral thinking that comes from joint problem solving
4. **Reach agreement that satisfies interests** and adds value for all parties.

## TOOL 6: REACHING AGREEMENT

### Ensuring agreement is equitable, transparent and beneficial to all partners

**Use:** Either to score / review an existing agreement or to use as a check list for the possible elements in a new agreement

Stage: During 2<sup>nd</sup> stage of the IMD cycle (for creating a new agreement) or in the 3<sup>rd</sup> or 4<sup>th</sup> stages (if reviewing an existing agreement)

It is a key task of a broker to help partners reach consensus and agreement – moving them at the appropriate time from exploratory mode to making tangible commitments. This means that at a certain stage in pre-partnership discussions, ‘open’ questions (inviting broad discussion and exploration) will need to give way to ‘closed’ questions (‘Have we decided to...?’). However well the relationship has been developing up to this point, this reaching agreement moment often proves challenging as partners can easily slip back into ‘positional’ mode.<sup>16</sup>

When the time is right, a formal agreement document will need to be drawn up. Ideally the partnering agreement becomes an expression of the vision, aspirations, and hoped-for results of the partnership from each partner’s perspective rather than simply a means of control. The more a partnering agreement can have the characteristics outlined below, the more useful it is likely to be. Working through the agreement with the partners can also help to push a **transactional** relationship towards being more of a **partnership**<sup>17</sup>.

Possible ingredients of a Partnering Agreement	Score its relative importance for partners	Why is this issue regarded as important? Will this issue prove to be a sticking point between partners? Will this issue prove to be unacceptable to some partners or to their lawyers?
<b>WHY?</b>		
Vision statement		
Shared objectives		
Individual partner objectives		
<b>WHAT?</b>		
Proposed project / activities		
Outline work plan		
Resource Commitments from each partner		
Roles and responsibilities		
Performance indicators		
Sustainability strategy		
<b>WHO?</b>		
Description of partner organisations		
Partner representatives and their status		
<b>WHEN?</b>		
Timeframes		
Milestones		
<b>HOW?</b>		
Relationship management protocols		
Decision-making procedures		
Governance		

<sup>16</sup> This may require further interest-based negotiation – see Tool 5

<sup>17</sup> See Introduction – page 3

Funding arrangements (possibly covered by further contracts)		
Measures to mitigate risks		
Measures to strengthen partnering capacity		
Metrics for monitoring & measuring partnership performance against each partners' objectives & shared objectives		
Health check / review procedures		
<b>COMMUNICATIONS</b>		
Procedures for on-going partner communications		
Rules for branding (using own, each others)		
Rules for the public profile of the partnership		
Intellectual property and confidentiality rules		
Protocols for communicating with other stakeholders		
<b>WHAT IF?</b>		
Grievance mechanism to resolve differences		
Rules for individual partners to leave or join		
Exit ('moving on') strategy for partnership as a whole		

**Next steps:**

## TOOL 7: PROCESS MANAGEMENT

### Ensuring the partnership runs smoothly

**Use:** To help brokers move into a relatively 'hands off' process management / support role

**Phase:** Phases 2 and 3 in the IMD / GSB cycle

#### BACKGROUND

In phases 2 and 3 of the cycle, the broker's role changes – moving more towards process facilitation and partner support and away from a more directive role.

It is really important that broker's make this shift and work with partners to understand the changes in role where they – the partners – take increasing responsibility for managing the partnering process either directly as a group or by some agreed handover to a sub-group or one or other partner in the coordinating role.

Failure to do this successfully risks the partnership becoming increasingly dependent on the broker and possibly becoming dysfunctional despite early promise.

Broker's at this stage don't simply 'opt out' or withdraw, rather they work with partners to ensure management arrangements are agreed, in place and working well. They work towards setting up and implementing systems that ensure smooth functioning without over-reliance on just one or two individuals.

#### POSSIBLE GROUND RULES / PROTOCOLS / PROCEDURES / ARRANGEMENTS<sup>18</sup>

An obvious starting point for creating workable systems is for the broker to help to create some 'ground rules' for the partnership – ensuring that these are developed and agreed with partners at an early stage of the IMD cycle in order to:

- **Manage logistics** efficiently
- **Interact constructively** by promoting 'good partnering behaviour'
- **Communicate appropriately** inside each of the partner organisations, within the partnership as a whole and beyond the partnership
- **Make decisions** equitably
- **Problem-solve** effectively
- **Resolve conflicts** / grievances fairly
- **Navigate entrances and exits** to / from the partnership smoothly
- **Move on** easily when the time is right

#### GOVERNANCE ARRANGEMENTS

Governance arrangements should be discussed, pre-agreed and written into the collaboration agreement (see Tool 6). Considerations should include:

- Who has authority for what?
- Who 'owns' what (for example, products from any project or intellectual property)?
- What decisions can be taken by one person, organisation or sub-group on behalf of the partnership?
- What decisions can only be taken by representation from the whole partnership group?
- Who is entitled to represent / speak for the partnership, and to whom?
- What systems are in place to cope with disagreement or conflict between the partners?
- What 'grievance procedures' are in place in the case of relationship breakdown?

In addition to these, there may also be other governance issues to do with specific partners or specific issues to do with this particular partnership – anything, for example, which might involve actual or perceived conflicts of interest.

<sup>18</sup> Choose the word that is likely to be most acceptable to the partner group!

## MEASURES OF ENGAGEMENT

It is important that a partnership maintains its dynamism to ensure the continuing – preferably deepening – engagement of partners. How can a broker help partners to assess continuing commitment and engagement – in order to be able to take action should these seem to be slipping?

The following check list offers some ideas as to what might signal diminishing interest:

SIGNS OF DISENGAGEMENT	POSSIBLE ACTIONS FOR THE BROKER
Regularly misses meetings	Create meeting times and venues around their schedule – the meetings may be genuinely inconvenient but even if not, this will ensure that they have no excuse for absence!
Reduction of contributions	Check out initial agreement and challenge any falling short of obligations at an early stage – clarify whether their organisational circumstances have changed and they have a genuine reason for falling short of obligations – they may welcome suggestions about restructuring their contributions in some way
Unhelpful interventions	Preferably in the group (but 1-2-1 if too sensitive) you can suggest why their approach is undermining the partner relationships and / or you can demonstrate how it is possible to make the same point but in a more constructive way
Over-critical of others	The blame-game is a killer in a partnership – brokers may need to explain to partners how their behaviour is impacting others and the partnership's capacity to work effectively. Could be helped by trying to understand the underlying causes of the critique
Over-focus on procedures	People tend to blame systems when they are unhappy with strategy, programmes or leadership – procedures are a means to an end not an end in themselves and brokers should help maintain an appropriate balance – raising questions that will amplify whether it is the procedures or something else that is causing this focus
Evasive about further commitment	Partner organisations (and, of course, individuals representing those organisations within the partnership) can find their circumstances change dramatically during the life-cycle of a partnership – it may be that they cannot continue or make further commitments through no fault of their own. Perhaps they need support in knowing how to bring this to the partner group without appearing disloyal or weak.
Seeks reasons to withdraw	This may require some re-visiting of Tool 1 – undertaking a new 'scoping' phase to assess the current drivers, priorities and needs of the partner organisation. In any case, not all change is bad – sometimes it is better for the partnership if a partner moves on...a broker can help by explaining this to the remaining partners and helping manage the exit well.

## MANAGING EXITS AND ENTRANCES

Partners (individuals or organisations) leave a partnership for a whole range of reasons – and such ‘exits’ can happen at any stage of the Partnering Cycle. Indeed, sometimes it becomes necessary to ask a partner to leave. Of course some exits are of far greater significance than others – but whatever the degree of significance, any exit needs to be handled with care and attention. (see Tool 10).

### Strategies for brokers in managing exits:

- Manage them well (whatever the background issue or the trigger for the departure)
- Be transparent between partners at all times (constantly clarify what is happening)
- Celebrate all achievements / contributions (however small)
- Spend time debriefing (with those leaving and with those remaining)
- Value and capture knowledge / experience
- Transfer knowledge to others as concisely and vividly as possible
- Agree who will say what, to whom and when
- Agree (in advance and if necessary) an external relations position

The management of new entries to the partnership requires similar diligence...

### Strategies for brokers in managing entries:

- Take time to welcome and introduce newcomers
- Ensure that partners are comfortable with newcomers and that they share any operational information early on
- Ask newcomers questions about themselves / their organisations and what they want to know / see / hear
- Transfer information as concisely and vividly as possible – creating opportunities for learning from direct experience / observation as well as hearsay
- Invite newcomers to make requests or suggestions as well as to share their experience or bring new ideas
- Use their arrival as an opportunity for the partners to take stock of the partnership.

## TIPS FOR BROKERS

- **Role model** good partnering behaviour at every opportunity
- **Demonstrate** how to tackle challenges effectively and constructively
- **Ask lots of questions** – for example, asking how the other partners feel to a specific episode – in other words help the partners to articulate, understand and then address problems directly
- **Coach and mentor** partners – give them opportunities to: try out new skills, develop confidence in new ways of working and to adopt new roles as necessary
- **Know when it is time to move on** and manage your own exit gracefully handing over all remaining roles and tasks



## TOOL 8: COMMUNICATIONS

### Helping partners to create an appropriate approach to internal and external communication

**Use:** To ensure clear and timely communication within and beyond the partnership

**Stage:** Throughout the IMD cycle once the agreement to partner has been reached / signed

We cover just three key things here (in what is a big partnering subject) – to focus more specifically on the broker's role in partnership communication.

#### 1. GUIDELINES FOR PARTNERING CONVERSATIONS

Partnerships for sustainable development depend very much on strong, transparent and dynamic relationships. Such relationships are built over time but will grow more effectively if the broker can help develop a culture of productive and 'rich' conversation among the different players.<sup>19</sup> The art of conversation is an essential additional skill that brokers can role-model and coach others to adopt.

Such conversations can be of various kinds:

##### **Conversation for Generating Possibilities**

This is a conversation to **envisage the future** as a rich scenario of inspiring possibilities. It is about sharing creative and imaginative ideas. Questions of feasibility are not important at this stage. Rather, it is a conversation intended to bring out intuitive and aspirational views of how the best possible future might appear as a result of the emerging collaboration.

##### **Conversation for Generating Opportunity**

This type of conversation is concerned with **generating concrete commitment** for tangible action. Through such a conversation partners arrive at an agreement about which of the possibilities that have been created earlier constitute concrete opportunities for the future and could be realistically pursued by the partners.

##### **Conversation for Generating Action**

This conversation can be held at any stage of the IMD partnering process, whenever either joint or individual action is required. It helps to clarify individual responsibilities and to create a common understanding of who is accountable for what. It also helps to take the partnering process a step further, **turning possibilities and opportunities into concrete activities**.

##### **Conversation for Completion**

A conversation for completion – **to agree, resolve and close where necessary** – can take place at any stage of the partnering process. In such a conversation partners can be encouraged to ask themselves (and each other) the following questions: *What actions do we need to take to achieve this? Who will do what, by when? Have we got to the heart of the issue? What needs to change for this decision to be acceptable?* Further activities would be based on the answers given:

The single most important skill in creating rich conversations – ironic though it may seem – is **active listening**. This means paying absolutely concentrated attention to what is being said and responding appropriately. The second most important skill is **precise speaking**. This means choosing what to say, when and how to say it with due care and attention.

A key question for a broker to ask him / herself is always: *What is going on here? What is needed now? How can I help this conversation to achieve real value?*

<sup>19</sup> See paper in TALKING THE WALK on 'Richer Conversations' by Andrew Acland – author of PERFECT PEOPLE SKILLS and external examiner of the Partnership Brokers Accreditation Scheme

## 2. THE BROKER'S ROLE IN RECORD-KEEPING

It is an important part of a broker's role to ensure that accurate and appropriate records are kept and that partners are always kept well informed – both in general terms (recording the partnership's evolving story) and specific terms (decisions and commitments made by partners). There are a number of different ways of doing this and a broker may need to take a lead in ensuring that the chosen approaches are 'fit for purpose'.

### DIFFERENT TYPES OF RECORD WITHIN THE PARTNERSHIP<sup>20</sup>

TYPE	PURPOSE	NOTES FOR A BROKER
<b>MoU / Letter of intent</b>	To indicate early intentions to collaborate and creates a foundation for building a strong partnering relationship.	<ul style="list-style-type: none"> <li>• Suitably informal for the early, exploratory stages in order for potential partners to identify their diverse and common interests</li> <li>• Provides an opportunity to agree a common theme / vision.</li> </ul>
<b>Partnering Agreement<sup>21</sup></b>	To define commitments, roles, responsibilities & decision-making procedures.	<ul style="list-style-type: none"> <li>• More formal &amp; binding</li> <li>• Flexible enough in design to allow for innovation, review &amp; revision so that the partnership remains dynamic over time.</li> </ul>
<b>Minutes of meetings</b>	To provide the essential partnership records setting out agreed decisions / actions & flagging up outstanding issues.	<ul style="list-style-type: none"> <li>• Capturing clear outcomes and decisions with names and timetables for action</li> <li>• May include instructions to the broker – therefore in the broker's own interest to make sure that they are accurate!</li> </ul>
<b>Description of activities / project / programme of work</b>	To clarify aims, targets, management arrangements, resources required & a timetable for delivery.	<ul style="list-style-type: none"> <li>• The broker may be well placed to offer advice or to research similar projects that have been developed elsewhere to provide inspiration or confidence</li> <li>• This information may need to reach a wider stakeholder group – eg others in the partner organisations or project beneficiaries</li> </ul>
<b>Tracking</b>	To develop a mechanism for recording contributions, actions and deliverables.	<ul style="list-style-type: none"> <li>• Brokers may need to secure commitment from partners to adhere to this process</li> <li>• Brokers should help partners be realistic about what can and can't be delivered.</li> </ul>
<b>Newsletter</b>	To give a regular update of developments (for partners, external donors and other stakeholders) so that all key people are informed of progress & encouraged to remain actively engaged.	<ul style="list-style-type: none"> <li>• Brokers can advise on different formats – from electronic (cheap to produce, easy to disseminate) to publications (which can feel more substantial &amp; permanent).</li> <li>• More original approaches could include – visual rather than written formats; public presentations; posters; exhibitions; site visits; CDs; video reports; storytelling.</li> </ul>
<b>Case studies</b>	To keep a dynamic record of the partnership and / or the project's history for a range of purposes and audiences.	<ul style="list-style-type: none"> <li>• Brokers can help partners recognise the value &amp; range of purposes for case studies &amp; to engage partners actively in compiling and disseminating them.</li> </ul>

<sup>20</sup> Adapted from THE BROKERING GUIDEBOOK

<sup>21</sup> See Tool 6 – Reaching Agreement

## USEFUL TIPS FOR CAPTURING AND SHARING INFORMATION

1. **Be imaginative** about how you (and others) record events, meetings and project activities. Use flip charts, ad hoc notes, logbooks, audiotapes, videotapes, photographs, cartoons or drawings – anything that will capture and communicate information more vividly
2. **Be selective** – only record information that is useful and relevant. Nobody ever wants to read pages and pages of what everyone said, rather it is more useful to provide information that prompts and reminds readers of key issues discussed and activities agreed or undertaken
3. **Choose good record keepers** – since record keeping is a highly skilled role, always allocate it to an experienced and confident colleague (not the most inexperienced, junior member of the team)
4. **Disseminate information appropriately** to meet the needs of different audiences including: partners; partner organisations; external donors; public officials; project staff and beneficiaries; media; reviewers and project evaluators; and other partnership practitioners
5. **Remember to double-check** that all partners (and other key stakeholders) are comfortable with the communications and record-keeping approaches
6. **Take time to educate** all those involved in the value of good record keeping to enhance the efficiency, effectiveness and impact of the partnership
7. **Build storytelling skills** with all those involved to help materials come alive since every bit of partnering activity – if one thinks of a partnership as a journey where those travelling together may have had to overcome insurmountable odds is – after all, a story worth telling

## 3. THE BROKER'S ROLE IN BUILDING AN EXTERNAL COMMUNICATIONS PLAN

Each partner organisation is likely to have different expectations and requirements from an external communications plan. Some will want to 'go public' early on (possibly prematurely, before the partnership has had time to achieve much of note), others will be very wary of going public at all!

A broker may need to help contain the impatience of one and build the confidence of the other. They can explore this issue with partners at any stage of the IMD cycle – by asking a number of open questions<sup>22</sup> designed to elicit their individual as well as shared wider communication priorities, expectations and needs.

Some suggestions for appropriate questions and broker activities are listed below...

KEY QUESTIONS	ADDITIONAL QUESTIONS	POSSIBLE BROKER ACTIVITIES
<i>Partners</i>		
What are the partners' different needs and expectations?	Are partners most concerned with: <ul style="list-style-type: none"> <li>• Reaching a key group of decision-makers?</li> <li>• Reaching as wide an audience as possible?</li> <li>• Having media coverage, to raise its profile or enhance their own organisation or partnership's reputation?</li> </ul>	<ul style="list-style-type: none"> <li>• Help partners to tailor external communications to address their particular needs and expectations</li> </ul>
What communication resources / approaches / expertise does each of the partners bring?	Does a particular partner have access to any of the following: <ul style="list-style-type: none"> <li>• Human resources?</li> <li>• Mailing databases?</li> <li>• Media contacts and know-how?</li> <li>• Authority or credibility on a specific subject?</li> <li>• Good storytellers / illustrators?</li> </ul>	<ul style="list-style-type: none"> <li>• Help partners to identify what resources are available that allow the communication to have more impact.</li> </ul>

<sup>22</sup> Open questions are those that invite complex answers (eg 'why is that so important to you?'); closed questions are those that require a simple 'yes' or 'no' answer (eg 'do you accept this proposition?')

<i>Target Groups</i>		
How many / which groups of people is the partnership trying to reach?	<ul style="list-style-type: none"> <li>• What groups are the partners keen to reach?</li> <li>• Do they know how to best communicate with these different groups?</li> </ul>	<ul style="list-style-type: none"> <li>• Help partners to be realistic in their communication strategies and aims</li> <li>• Help partners to consider whether or not the media is an appropriate route</li> </ul>
What medium will work well for different audiences and messages?	<ul style="list-style-type: none"> <li>• Do your audiences want something they can hold or something electronic?</li> <li>• How complex are your messages?</li> </ul>	<ul style="list-style-type: none"> <li>• Explore and market test different communication options</li> <li>• Help partners select what images will best support the messages.</li> </ul>
<i>Logistics</i>		
Do you have a budget?	<ul style="list-style-type: none"> <li>• Have partners considered the costs involved in different options? And / or how they can get a good return on any investment?</li> </ul>	<ul style="list-style-type: none"> <li>• A report can look impressive and have a long shelf life – but it can also be costly to compile and produce.</li> <li>• A website can be relatively cheap to launch but takes considerable resource spent on upkeep.</li> </ul>
Are there timing considerations that other partners need to be aware of?	<ul style="list-style-type: none"> <li>• What deadlines need to be met?</li> <li>• How long does any specific communication need to be visible for?</li> </ul>	<ul style="list-style-type: none"> <li>• Help partners to consider the lead times necessary for researching, writing, designing and getting sign off from all partners.</li> </ul>
<i>The Role of Dialogue</i>		
How can you make your communication as 'two-way' as possible?	<ul style="list-style-type: none"> <li>• How do you move beyond "send-and-receive" communication (e.g., presentations or speeches) into "dialogue", where everyone present is encouraged to participate and contribute?</li> </ul>	<ul style="list-style-type: none"> <li>• Brokers can take a lead in promoting a 'dialogue' approach – since much partnership communication aims to change attitudes, engage new players or impact policies.</li> </ul>

This is just a start – communications is a big topic and one that is all too often done poorly or overlooked altogether in a partnership which can have negative repercussions.

## TOOL 9: REVIEWING & REVISING

### Ensuring the partnership runs smoothly

**Use:** To help brokers move into an appropriately 'hands off' process management / support role

**Stage:** stages 2 and 3 in the IMD cycle

This tool is designed to help you support partners in reviewing a partnership to assess whether it is achieving the goals and expectations of the individual partner organisations and whether it is adding the value to all parties that was anticipated at the outset. It is essentially a **health check of the partnership** rather than a more formal audit or evaluation of the programme of work that the partners have undertaken. The intention is that partners will work through the process together and, by doing so, will understand what more is needed to strengthen the partnership and make it more effective and productive.

#### How to use this tool

- Agree the precise approach with partners to suit the specific requirements of the partnership
- Ideally the process will be undertaken willingly as an opportunity to take stock, celebrate progress and identify improvements
- Ask partners to prepare by thinking through the agreed questions / issues in advance – where appropriate having discussions with other stakeholders to gather their views.
- **Build stronger, open relationships** to help increase confidence, innovation & ambition
- **Making informed strategic decisions** e.g. should new partners be invited in? or should the remit of the partnership be adjusted / expanded?

#### Facilitating the Review

- 1/2 people to be 'review facilitators'. Task is to help partners work through the process systematically & respectfully. They can be internal or external. Must have:
- Knowledge of partnership as a sustainable development mechanism
- Credibility with all the partners
- Good listening, speaking, data collection and reporting skills
- Authority to manage the review process without hindrance.

#### Sharing lessons

The review process is likely to reveal many useful lessons about partnering and the partnering process. These can be distilled (removing any issues that are specific to the partnership or confidential) and usefully shared with other partnerships – ensuring better inter-partnership communication and support.

All partnerships work better when the surrounding 'enabling environment' is favourable. It is therefore important to consider how lessons from partnering may best be distilled and shared in order to influence future strategies and plans.

#### How to use the review findings

The review findings are **for the partners** rather than external evaluators, to:

- **Record what has worked well** & the value brought to the partners
- **Identify where things are working less well** and agree to take specific actions (behavioural or technical) to improve
- **Set a benchmark for good partnering practice** against which to assess progress in the future

## Partnership Review Template

AIMS	Optional Activities
<p>To offer partners an opportunity to reflect on the value of the partnership from their own organisation's perspective</p>	<ul style="list-style-type: none"> <li>▪ <b>1:1 conversations</b> with key players from each partner organisation undertaken by a nominated 'reviewer' that are then written up as a narrative for partners to discuss together</li> <li>▪ <b>Group workshop</b> – run separately within each partner organisation – undertaking a SWOT analysis (exploring Strengths, Weaknesses, Opportunities and Threats in the partnership) which are then 'matched' across the different partner organisations</li> <li>▪ <b>Meetings in pairs</b> (2 individuals from different partner organisations meeting as 'critical friends') for a frank exchange of views that are then shared at a partners' meeting / workshop</li> </ul>
<p>To assess what – if any – changes would improve the effectiveness of the partnership</p>	<ul style="list-style-type: none"> <li>▪ <b>Change of focus</b> – can be explored through a 'scenario planning exercise' where partners are invited to think more imaginatively about the partnership's future.</li> <li>▪ <b>Re-definition of roles and responsibilities</b> – partners invited to undertake a roles / skills re-assessment and re-assigning responsibilities between partners to tackle new tasks differently</li> <li>▪ <b>Institutionalisation</b> – engaging a larger number of different people from the partner organisations in the work of the partnership</li> </ul>
<p>To agree as a group to any revisions to the partnership agreement to take account of the findings of the review process</p>	<ul style="list-style-type: none"> <li>▪ <b>Re-writing the Partnering Agreement</b> to reflect new goals; changes of focus or new activities</li> <li>▪ <b>Expanding the partnership</b> – either by incorporating new partners or by publicising its activities and achievements and supporting others in creating similar initiatives</li> <li>▪ <b>Developing a termination or moving on strategy</b> – for the project, or the partnership, or one or more of the partner organisations. Moving on can mean 'job well done' it does not have to be interpreted as failure. A healthy partnership copes with closure / changes / departures in a creative and positive way</li> </ul>

## TOOL 10: MOVING ON

### Sustaining outcomes, anticipating and managing the final stage

**Use:** Helping partners to focus on sustainability issues from the beginning and to be able to answer the question ‘what next?’ when it comes to stage 4

**Stage:** This should be addressed early in the relationship and – where this has been done – it will prove most useful in the management of stage 4 of the IMD cycle

All IMD initiatives will want to focus on sustainable outcomes – indeed this is likely to be a key driver in how projects and partnerships are designed, developed and implemented. This tool is designed to help the broker ask pertinent questions throughout the IMD cycle and to help partners be in a good position in stage 4 to decide on the appropriate ‘moving on’ strategy.

STAGE 1 – Identification of Opportunities	
Activity	Sustaining outcomes questions
Network building & Awareness	<ul style="list-style-type: none"> <li>Which existing networks can be tapped into to develop appropriate and sustainable programmes?</li> <li>What will have to change in the enabling environment to ensure sustainability?</li> <li>Will a partnership approach help bring about such changes?</li> <li>What are the possibilities of creating programmes that will be sustainable medium to long term in this particular context?</li> <li>How do each of the potential partners understand / interpret the concept of sustainability?</li> <li>Are they committed to a focus on activities that will lead to sustainable outcomes beyond the life of the proposed partnership?</li> <li>Are there potential partners who should not be involved because their commitment to sustainability is so poor?</li> </ul>
Scoping	<ul style="list-style-type: none"> <li>Which assessments of potential sectors / markets / areas have identified potential unmet market demand and pro-poor growth potential?</li> <li>Can a partnership approach support those sectors identified as having a strong potential and opportunity for policy reform?</li> <li>How can the poor contribute, participate and benefit from the value chain development / inclusive market models?</li> </ul>
Setup of stakeholder committee	<ul style="list-style-type: none"> <li>Are there examples of IMD / GSB collaborations (instead of ‘partnerships’) that have been successful in achieving sustainable outcomes that provide good learning?</li> <li>Can others who are believed to be crucial to sustaining outcomes be involved from the beginning and in what capacity (as advisory partners, observers, non-partner allies?)</li> </ul>
STAGE 2 – Project Formulation	
Activity	Sustaining outcomes questions
Multi-sector dialogues & strategy formulation	<ul style="list-style-type: none"> <li>How can partners embed the principle of sustainable outcomes into the partnership and partner relationships?</li> <li>Can sustainability be woven into in all aspects of the outline plan?</li> <li>Can partners use the Identification phase of the IMD cycle (instead of pre-agreement planning process) to build commitment to sustainability?</li> <li>How can partners build in a capacity-building aspect into the partnership’s activities where it is needed to ensure sustainability?</li> <li>How will partners recognise or measure sustainability?</li> </ul>
Lead firm identification	<ul style="list-style-type: none"> <li>Do they show willingness to invest in improved / expanded solutions with MSMEs that may only show results over a longer period of time?</li> <li>How can the partnership best engage with / help to improve the local / mainstream systems to ensure long-term delivery and sustainability of outcomes?</li> </ul>
Partnering Agreement	<ul style="list-style-type: none"> <li>How can partners enshrine the commitment of the partnership to sustainable outcomes?</li> <li>How can the partnership be structured to promote greater local self-reliance and build capacity to sustain programmes medium to long term?</li> </ul>



STAGE 3 – Implementation	
Activity	Sustaining outcomes questions
Role clarification	<ul style="list-style-type: none"> <li>• <i>How can UNDP promote the sustainability of successful programmes when they undertake the role of broker, not partner?</i></li> <li>• <i>How can UNDP maintain its neutral convening power for future endeavours when undertaking the role of a partner?</i></li> <li>• <i>How can the partnership build on the core competencies, and offer capacity building opportunities to other UN agencies?</i></li> </ul>
Multi-sector dialogues	<ul style="list-style-type: none"> <li>• <i>How can these opportunities for dialogue ensure the partnership is progressing on its sustainable outcomes?</i></li> </ul>
Monitoring	<ul style="list-style-type: none"> <li>• <i>If there is slippage in meeting sustainability goals (when measured against agreed development indicators) how will partners ensure time is spent revising the partnership's activities and ways of working to get back on track?</i></li> </ul>
PHASE 4 – Evaluation	
Activity	Sustaining outcomes questions
Evaluation	<ul style="list-style-type: none"> <li>• <i>How can the partnership record its learning and processes regarding sustainable outcomes for future IMD initiatives?</i></li> <li>• <i>How can the partnership measure progress made in harnessing the core competencies of the private sector and private sector development in MDG achievement / poverty reduction?</i></li> </ul>
Phase Out / Scale Up / Exit	<ul style="list-style-type: none"> <li>• <i>Does the progress of the partnership justify our continued inclusion?</i></li> <li>• <i>What does the market potential study show as the most appropriate course of action?</i></li> </ul>

## PARTNERS – MOVING ON<sup>23</sup>

The broker may have a key role in supporting partners in managing the moving on process. Some good brokering tips for this phase include:

- **Being constructive** at all times (even if the partners are not and whatever the background issue or the exit situation)
- **Being transparent** among partners throughout the process (clarify what is happening)
- **Celebrating achievements** / contributions (however minimal!)
- Spending time **debriefing** to those who need to know
- Valuing and **capturing knowledge** / experience of those leaving
- **Choosing their words** carefully
  - Agreeing (in advance and if necessary) an **external relations** position

## BROKERS – MOVING ON<sup>24</sup>

Many of the things outlined above also apply to the broker when he / she is moving on from the role (at whatever stage in the IMD cycle this comes). In addition, brokers should:

- **Plan their departures** carefully and in advance
- Make their plans **clear and transparent** to the partners
- Increase your focus on **coaching and mentoring** well in advance of their leaving
- **Continuously transfer** activities and roles to others (especially partners or project managers)
- Ensure **arrangements are in place** for covering any remaining tasks

<sup>23</sup> Adapted from the Partnership Brokers Accreditation Scheme

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## FURTHER RESOURCES

- Leaflet: *What is a Partnership Broker?* [www.partnershipbrokers.org](http://www.partnershipbrokers.org)
- Business and the MDGs [www.iblf.org](http://www.iblf.org)
- Building a resource map [www.thepartneringinitiative.org](http://www.thepartneringinitiative.org)
- Design for a multi-stakeholder workshop [www.thepartneringinitiative.org](http://www.thepartneringinitiative.org)
- World Café – an alternative form of ‘visioning’ workshop (see workshop materials)
- Frameworks for Evaluating Partnerships (see workshop materials)
- The Enabling Environment – a schematic (see workshop materials)