

PRINCIPLES OF GOOD BROKERING

1. Keeping in touch with **new developments** in theory and practices of brokering partnerships for sustainable development
2. Applying the **most appropriate tools** at each stage of the partnering process and innovate where necessary
3. Taking every opportunity to **build partnering capacity** in others
4. Refraining from promoting a partnering process when **aware of a realistic alternative** that would deliver better sustainable development outcomes
5. Avoiding taking actions as part of a brokering process that might involve risk without **prior endorsement** of these actions from all parties likely to be impacted
6. Demonstrating a **responsible attitude** by raising concerns of an ethical or legal nature with partners when necessary
7. Knowing ones own **competence limitations** and the circumstances in which it is appropriate to request assistance from, or hand over brokering responsibility to, others.

The Partnership Brokers Accreditation Scheme has been developed to promote professionalism and integrity in brokering multi-stakeholder partnerships for sustainable development.



More information about the role of partnership brokers from:

Website: www.partnershipbrokers.org

Email: info@partnershipbrokers.org

WHAT IS A PARTNERSHIP BROKER?

All those who have completed the Partnership Brokers Accreditation Scheme training to a satisfactory level are required to sign a version of these principles as a commitment to setting high brokering standards and providing quality assurance to those with whom they work.

Leaflet produced by the Partnership Brokers Accreditation Scheme (PBAS). PBAS is managed by The Partnering Initiative – a specialist global programme of the International Business Leaders Forum (IBLF). IBLF is an educational charity registered in the UK.

Partnership brokers are individuals or organisations that support multi-stakeholder partnerships at local, national or international levels enabling them to better achieve their sustainable development goals.

Partnership brokers:

- Act as change makers. They intervene in a range of ways depending on what is most appropriate to the needs of the partnership and / or the phase of the partnership in the partnership cycle
- Are, above all, dedicated to connecting ideas and people in order to help clarify the goals and improve the operations of a partnership
- Can be expected to be good capacity-builders, communicators, facilitators, organisers, process managers, record-keepers and more
- Become redundant when they undertake their role well – as the partners increasingly carry the work of the partnership and manage the partnering process themselves

As well as helping partners to maximise benefits and impact, good brokering can play a significant part in ensuring that a partnership becomes an innovative and productive mechanism for change.

Brokering roles can include supporting partners in their:

- Discussions on ‘moving on’ choices
- Closure / moving on management
- Recognition and celebration of the partnership’s achievements
- Placing agreed information in the public domain
- Identification of further champions and spheres of influence
- Ensuring outcomes are sustained

Brokering roles can include:

- Initiating the idea of partnering
- Making the case to potential partners /donors /decision-makers
- Energising and enthusing
- Scoping the possibilities
- Early relationship building
- Managing expectations
- Initial / outline planning
- Helping partners to reach agreement



Brokering roles can include helping partners to:

- Agree evaluation procedures
- Assess the impact of the partnership
- Draw out and apply lessons
- Review efficiency of the partnership
- Review the added value to partners
- Make any necessary changes to project or partnering arrangements

Brokering roles can include working with partners to:

- Secure resource commitments
- Build governance arrangements
- Deepen organisational engagement
- Develop a communications plan
- Build partnering capacity
- Problem solve constructively
- Agree benchmarks for later evaluation

Brokering is a complex and subtle role. To fulfil their role well, those acting as brokers require:

- Written terms of reference
- Clear channels of accountability
- Timeframes for their key tasks
- Acceptance of their role by the partners and other key players
- Time to reflect on what the partnership requires next
- Regular opportunities to review and discuss their role with the partners
- Support in planning and implementing their exit strategy from the brokering role

Those acting in a brokering capacity benefit from specialist skills training and for opportunities to reflect on and learn from the experience of their peers.

Individuals who have undertaken such training as part of the Partnership Brokers Accreditation Scheme report that they have more understanding of the partnering process and greater confidence in their brokering capabilities.