



*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)

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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 sources¹ 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’² 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.”³

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.⁴

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

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.

¹ 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.

² From *The Brokering Guidebook*

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

⁴ 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 relationship⁵

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

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**.⁶ 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.

⁵ 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.

⁶ 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?’⁷

Box 2: Which of these terms reflect your current role?⁸

<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!

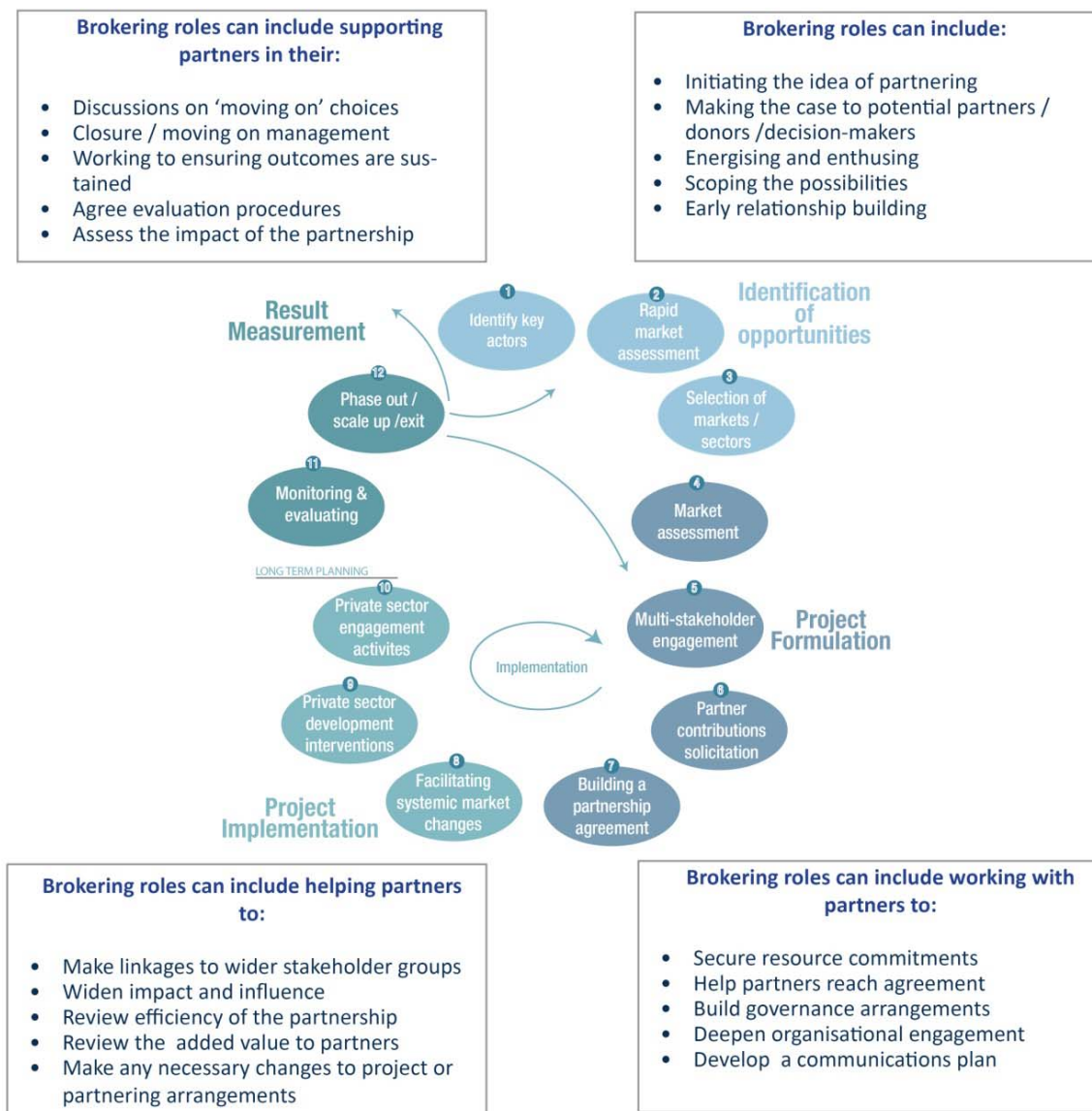
⁷ Cartoons by Shiung Low

⁸ 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 activities⁹



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.

⁹ 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.

预览已结束，完整报告链接和二维码如下：

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