

Partnership Brokers Guide for Librarians

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Introduction	3
Guide Objectives.....	3
Sustainable partnerships for libraries benefit.....	3
Partnership brokerage domain	4
International Context	5
Romanian Context.....	5
Semantic components	6
Types of partnerships.....	8
The type of partnership is of interest for the librarian community?	10
Partnership Management.....	10
The Partnership Lifecycle	10
Partnership life cycle in business.....	11
Partnership Life Cycle for NGOs.....	11
Stages and Phases of Life Cycle in the Multi-Sectoral Partnership.....	13
Partnership broker roles	20
Partnership Brokering Tools.....	24
Principles of Partnership Brokering Good Practice.....	28
Partnership success.....	29
Parteneriatele și cadrul legislativ	31
Încheiere	31
Glosar (termeni și abrevieri, din engleză).....	33
Annex 1.....	34
Referințe și Webografie.....	37

This document is intended to be a resource for the PartneringStarter program beneficiaries, managed by National Librarian Association (ANBPR).

This guide may be up-to-dated any time by its author with newer concepts and information on partnership brokerage principles and best practices.

The online version of the Guide is published on www.partneringstarter.ro portal.

Partnership Brokers Guide for Librarians, written by Sanda Foamete, Accredited Partnership Broker, PBA, in the context of the PartneringStarter project, implemented by ANBPR.



Introduction

Partnership Brokers Guide for Librarians is part of a skills gained experience of PartneringStarter project, a modern tool designed to support librarians in sustainable activities concerning partnerships development within local communities. The project is funded by Bill & Melinda Gates Foundation through Future Library Greece, in the context of the INELI Balkans Network.

Partnership Brokers Guide for Librarians should be seen as a compass tool. If you understand how it works, you understand the purpose of inter-sectoral partnerships. The guide helps to understand specific terms, to better read the partnership lifecycle, to acquire basic partnership broker skills and partnership brokerage activities, in order to better focus on the inter-sectoral public-private partnership (PPP) map. Reader of this guide will feel inspired in attracting resources to create and develop innovative projects and activities other than those in the reading rooms. Using this guide, librarians will make better use of their professional skills in service to communities and will be inspired to think proactively in respect to the institution they work for.

Guide Objectives

Guide hereby proposes the following objectives:

- To respond to librarians need to identify existed opportunities and resources within public sector, private and NGO environment to develop sustainable partnerships, in order to better serve local communities.
- To define the domain of partnership brokerage and partnership management
- To shape the partnership life cycle
- To promote partnership broker skills
- To highlight the multiple roles partnership broker has
- To point the tools available to partnership broker in his/her activity

Sustainable partnerships for libraries benefit

Libraries are confronted with digital era challenges. People read, but this does not necessarily happen in library spaces. Librarians does their best to bring as many activities into library spaces, helping the local community to be culturally proficient.

The big challenge is how to bring people in? The answer is apparently simple. Through projects. However, projects require funding, and funding depends on fundraising. Is there any other alternative? A possible answer comes complementary domain of partnerships. Although it does not exclude fundraising, it involves more categories of resources and stakeholders.

Partnership formation and management is not an infallible solution, but as will be seen in the guide is a flexible and inspirational way to involve the local community.

Librarians will may ask themselves few questions, perhaps expecting this guide to provide them with the miraculous solution to build successful partnerships. Once you have read the Guide you will be familiar with some basic concepts concerning partnership brokerage and/or partnership management and you will feel the need for practical training similar to that organized within the PartneringStarter project in Bucharest, where the case study and role-plays were focused on libraries and librarians' needs. Partnership brokerage is a new matter with generic application in any field or industry. However, partnership broker acquisition skills courses are customizable. Each participant can thus extract the best knowledge to achieve a change of mentality in addressing the professional challenges.

Once you have read the Guide you will familiarize yourself with basic concepts concerning partnership brokerage and management; you will be aware of the need for practical training, similar to that organized within the PartneringStarter project in Bucharest, where the case study and role-plays were focused on libraries and librarians. Partnership brokerage is a new matter with generic application in any field or industry. However, partnership broker skills courses are customizable. Each participant can thus extract the best knowledge to achieve a change of mentality in addressing his or hers professional challenges.

Partnership brokerage domain

A good understanding of this new global domain requires a short history of partnerships brokerage. Partnership brokerage originates in the area of public-private partnerships. The Private Public Partnership (PPP) appeared in the world economy in the 1980s as a reaction to the pressure of the public procurement model. In an effort to identify flexible investment patterns due to excessive government debt and large-scale macroeconomic investment, governments have sought to encourage private investment in infrastructure sectors, offering various tax benefits to investorsⁱ. Subsequently, this type of investment approach has undergone successive transformations.

Partnering brokerage has entered in 1990s into International Business Leaders Forumⁱⁱ (IBLF) attention. IBLF was an independent, nonprofit organization founded by Prince Charles of England, between 1992-2011, with members of the business, government and NGOs and concerned about topics such as sustainability, development and leadership.

International Context

The Partnership Brokering concept and the partnership broker skills were created by British Ros Tennyson¹. Former actress and civic activist, Tennyson had limited civil society experience at UK geography. Didn't interacted with civil society cultures abroad, had no experience with diverse international business models neither with the public sector. In 1992, the International Business Leaders Forum have asked her to explore and suggest multi-sector partnerships concept at the international level. Based on intuition and on the premise that "what does not exist has to be invented," Ros realized is facing possible professional challenge. In 2001, on behalf of IBLF, she created a postgraduate course entitled Inter-Sectoral Partnership. The course was hosted by the University of Cambridge. The training, principles and good practices of partnership brokers made the next level step 2002-2003, as part of a Partnership Brokers Accreditation Scheme project. The course was open to CSR² employees, Ros designed back then The Brokering Guidebook, a tool for promoting professionalism and integrity in cross-sectoral & multi-partner partnerships.

By 2017, more than two thousand five hundred professionals from various fields and sectors of activity have acquired partnership broker skills. Training is build on several levels, level 1 providing basic skills. Level 1 takes 4 days and is held in different parts of the world by brokers accredited by the Partnership Brokers Association, founded in the UK. Level 2 allows the decision to attend a six-month mentee session or to follow a four-day train of the trainer course. Those who follow the mentee path are encouraged by the mentor to keep a log-book of an ongoing partnership. Mentee can choose an imaginary partnership, in which case it may be difficult for them to understand the real partnerships evolution.

Romanian Context

In 2013, were organized in Romania first series of Partnership Brokers, Level 1 courses. Training was organized with support of Microsoft, the EOS Foundation in Timisoara and the Romanian-American Foundation. Both trainers³ were accredited by the Partnership Brokers Association (PBA), Great Britain. Twenty educational professionals from the public, private and NGO sectors were trained. ANBPR have been represented by Executive Director Ioana

¹ Ros Tennyson - <http://www.rostennyson.info/>

² CSR – Corporate Social Responsibility

³ Greg Butler (<http://www.efddebate.org/debates/previous-debates/attendees/greg-butler/>) and Helga van Kampen (<http://www.newhow.org/helga-van-kampen.html>)

Crihană. PBA has reached the historical number of 1000 trainees with that training. In 2017, ANBPR organized a workshop to raise awareness of the need for partnership broker skills among librarians in Romania, within the PartneringStarter project. Hereby Guide is a complementary work tool that helps librarians in potential position as partnership brokers, to understand concepts and apply them in practice. Partnership Brokers Level 1 is 4 days long training and could be organized with minimum 20 participants. Ideally training should imply participation of representatives of all 4 stakeholder categories: public sector, private sector, NGO and local community informal leaders (optional).

World wide currently collaborates a community of partnership brokers. They meet annually for updates concerning the theory, practice and skills improvement. Accredited partnership brokers often engage in open communities interested in sustainable development through multiparty forms of collaboration. They help potential partners to discover their own way of solving community, social and economic needs and problems. When communities asks themselves about the benefits of a multi-stakeholder partnership, they need a knowledgeable professional to assist them in identifying the best alternatives. Although partnerships are not an infallible solution, the existence of the broker, enables the parties to organize, to find the best way for development, including the formation of economic clusters, leading to increased competitiveness.

Semantic components

For a better understanding of the subject matter of partnership brokerage, a brief analysis of the denominated components is required. The subsequent association of terms leads to a fluid understanding of the skills that **partnership brokers** are about to acquire

Broker – An individual who, on behalf of his/her clients, arranges transactions or deals: stock, trade or services in return for a commissionⁱⁱⁱ.

Brokerage – a business or service of a broker; facilitates the buying and selling of financial assets.^{iv}

Partner – An individual or legal, public entity, government or donor whose active participation and support is essential for the successful implementation of a partnership, project or program.

Partnership – A formal or informal organization that associates partners who agree to associate as partners in business^v. A partnership could cover any domain: political, economic, social, civic, or cultural. Association of two or more business partners. Partnership is the formal or informal collaboration process between two or more parties acting together to achieve common interests or goals. The partnership requires a continuous working relationship where risks and benefits are shared between partners. Partners generate projects and programs, engage in tangible material contributions and assume responsibilities. The partnership must also be seen as an exploratory journey on a map with both hard-to-reach locations and places that delight explorers discover them.

Partnership Broker – The Partnership Broker Association (PBA) defines the partnership broker as an active intermediary that helps partners identify the need to partner, to shape their partnership, to focus on a collaborative map, in fact outlined by themselves, to plan the joint journey, choose the means and resources to reach the goals, and also change direction when need it^{vi}. Although the term is used globally and easy to understand, there are geographies that use synonyms of some of the roles the partnership broker ever plays. The roles will be described in the Guide. Synonyms include terms such as process manager, change agent, intermediary, or partner manager. Partner brokers take on more roles, not just the transactional agent role. The broker acts as an intermediary only initially. It can also intervene later, assisting the parties to focus on their exploratory path, building and strengthening a form of innovative alliance within which interested partners provide programs or projects of significant value to both those involved and to the wider society . The roles the partnership broker can play are described in chapter *Stages and phases of life cycle in the multi-sectoral partnership*.

Partnership brokering – Initiatives and activities to support and strengthen partnerships through innovative, competent and collaborative management^{vii}. After the broker offers initial support to potential partners to raise awareness and facilitate partnership formation, brokerage activity can evolve as a partnership management activity. At certain stages, the activity overlaps with project management activities, without replacing them. Partnership brokerage and partnership management terms may merge but should not be confused with project management. Partnership brokerage is an art and science at the beginning of the road. It must be seen as a dynamic process, being an open field of road in the economic and social development of society. Like any exploratory field, it intensively enforces trial-error methods. Partners can set high expectations at the start of the trip, and at the end they can get worse. That does not mean that the partnership brokering activity was deficient, nor the partners powerless. It means that the road chosen to explore the achievement of results favorable to community development needs corrections along the way.

Partnership Management – In the domain of business is defined as a management process that focuses on strategies, communication processes and marketing with business partners, sellers, distributors etc. in order to maximize the positive impact of a company's business on the market. The concept is also adopted by the NGO environment and refers to the need to involve other partners in projects or programs with objectives that can not be achieved with resources NGO has or owns.

Partnership Manager – The name defines the responsibility of the partnership manager to manage the relationship with business partners or, in the case of the nonprofit environment, to manage the relationships with other project and program partners.

Types of partnerships

Depending on the area in which partnerships are initiated, they may be:

- **Formal** – based on a partnership agreement. Formal agreement is desirable when partners belong to different structures and cultures (NGOs and public administration structures, NGOs of different nationalities, etc.)
- **Informal** – partnership formed in a closed environment within an organization or entity in which the parties know or share a common culture.
- **Parteneriat Public Privat (PPP)** – A dynamic concept, difficult to define, although it has been talked about this type of approach since the 1970s, when governments of developed countries have tried to change the pattern of public procurement, back then. The partnership was defined as a mutual interest structure between two parties, one in the public sector and the other in the private sector. The World Bank defines PPP as: *a mechanism by which the government can acquire and implement public infrastructures or services using the resources and expertise of the private sector. [...] PPPs combine and accepts skills, risks, responsibilities and resources from both the public and private sectors. Governments benefit from private sector expertise and allow business to focus on policies, planning and regulation by delegating to private sector some day-to-day operations.*^{viii}
- **Intersectoral Partnership** (cross-sectoral partnership, CSP) named also **Multi-Sectoral Partnership** (or multi-stakeholder partnership MSP) – A type of partnership with several sectors of activity, including non-governmental organizations and several stakeholders, all involved in jointly developing a program, project, or problem-to solve. All share a common goal. Achieving goal outcomes depends simultaneously on each of partners. Unlike PPP, which involves transactional relationships, CSP and MSP can assume a *transactional-transformational approach*. Transactional approach is more proper

to commercial domain. Supposes partners to sign contracts with obligations, rights and legal implications; transformational involves collaborative approach, where the undertaken responsibility produces change in successive steps. Parties to a CSP/MSP typically belong to a community within a limited geographic area or within a social, professional and/or economic domain that identifies the need for development and is about to undergo a transformation process. Each party is interested in bringing together its own resources to meet the common goals that the whole community will benefit from. Inter-sectoral partnerships cultivate creative and innovative management and move away from the need for change, combining different organizational cultures. Within MSP is activated the principle according to which the whole represents more than the sum of its parts.

- **Cluster** – The cluster is rather a form of regional association, but can be seen as a partnership. The name comes from English and was defined by Michael Porter⁴, the eminence of business theories, business strategies and social causes. The definition given by Porter is as follows: *Clusters are geographic concentrations of interconnected institutions and companies from a certain domain. Clusters consist of a group of related industries and other important entities from a competitiveness point of view. These include, for example, specialized input (such as components, machines and services) suppliers or specialized infrastructure suppliers. Clusters often expand downstream towards various distribution channels and clients and sideways towards complementary product manufacturers and towards industries that are related to them by mutual qualifications, technologies or inputs. Finally, some clusters include governmental institutions and other types of institutions, such as universities, standardization agencies, think tanks, professional training suppliers and employers' associations, which ensure specialized training, education, information, research and technical support.* (Porter M., 1998)^{ix}. The concept of an economic cluster, as it was originally generated by Porter, has come to the attention of governments, academia and professional associations as a reference point for stimulating urban and rural development from an economic point of view.

Partnerships can be local, regional, national, international and differ by size. Partnerships could be categorized as representation partnerships – formed within unions or inside political environment, federations, councils, alliances, forums, coalitions, etc; Another category of partnerships are formed for operational purposes, because they involve the launch or existence of concrete projects.

⁴ Michael Proter - https://en.wikipedia.org/wiki/Michael_Porter

The type of partnership is of interest for the librarian community?

Out of many types of existing partnerships, the one referred into this Guide as proper to be of interest for librarians is the Multi-Sectoral Partnership (MSP). It suits both the aims of a cultural institution, such as are the public libraries and the aims of professional community of librarians. Within MSP could be easily identified all four categories of players inside of a community, to whom a library could provide services:

- Public Sector
- Business
- ONG-uri
- The public – in our case the readers

In the following chapters, the Guide describes the lifecycle of the MSP-type partnership, MSP partnership management, partnership broker roles, tools partnership broker use. The librarian will decide what elements of the Guide matches to his/her professional profile, from the perspective of the roles played by a partnership broker. The guide is a complementary asset to partnership broker course. The course is designed with role-plays and case studies and helps participants to acquire new skills for professional development.

Partnership Management

Partnership management is a follow-up enterprise to brokering, regardless of the field. As soon as it is brokered, the partnership gets life, it defines its own dynamics, according to specific of the domain and to the purpose it was created. There is a common practice in the business environment and, more recently, in the non-profit environment, to evolve through partnerships. Managing relationship with partners involves strategies, communication and setting specific processes for achieving joint results. Partnership management includes principles of fairness, transparency, mutual benefits and early recognition of challenges or issues, in the desire to friendly resolve potential tensions.

The Partnership Lifecycle

Any partnership is exploited and produces benefits over a life cycle. The partnership can be seen as an initiative that has a beginning, develops and ends. Depending on purpose or complexity, partnerships may end or enter a new life cycle.

The life cycle of a partnership generally contains four major stages:

- I. Scoping and Building;
- II. Managing;
- III. Reviewing;

IV. Sustaining Outcomes

Inside stages are intermediate phases. The number of phases is not fixed. Depends on partnership specific or the domain specific.

Partnership life cycle in business

As a rule, the life cycle of a partnership in the business environment is formed of six phases:

1. Justification of business through partners;
2. Partners identification;
3. Negotiating the partnerships;
4. Partnership management;
5. Monitoring and Evaluation of Achievements;
6. Partnership Termination or Renegotiation.



Figure 1. Partnership Life Cycle in Business

The business relationship is firm and rigorous, based on commercial performance criteria and exclusively transactional relationships.

Partnership Life Cycle for NGOs

Non-governmental organizations, notably international nonprofit foundations and associations, rely on partnerships in project development, considering that they can create a more prosperous world. Partnership management is seen as an ongoing forming process, pursuing and maintaining effective and harmonious relationships with public and private partners.

Partnership structures are an integral part of the social responsibility activities that all the actors of society are aware of. Their common goal is local development and increased prosperity.

The non-governmental international organization named The Partnership Initiative (TPI)^x, promotes collaboration between civil society, governments and private companies. TPI drafted in 2014 a report on good practices for systematic engagement of the business environment in its role of partner for development. In this report, the life cycle of the partnership is defined by four stages. The four generic stages are:

1. Defining the domain;
2. Construction;
3. Implementation and
4. Consolidation.

The TPI considers that specific activities are taking place within these stages. Depending on the context, these activities may interpenetrate with neighboring stages or even over several stages.

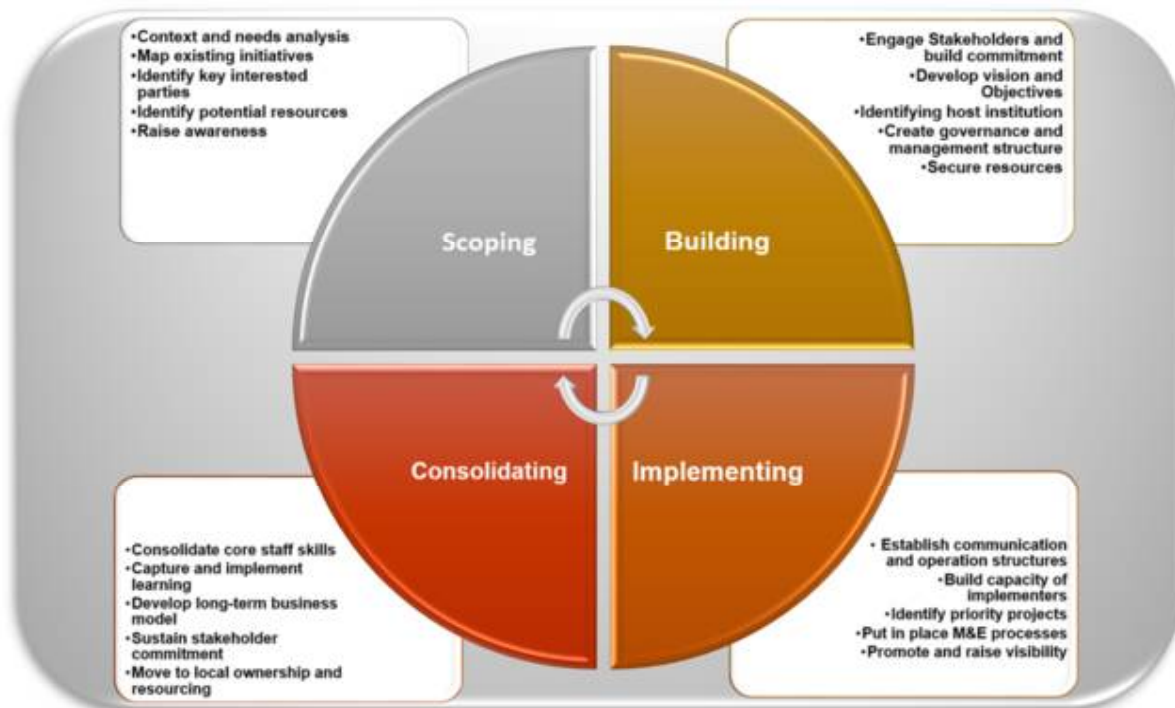
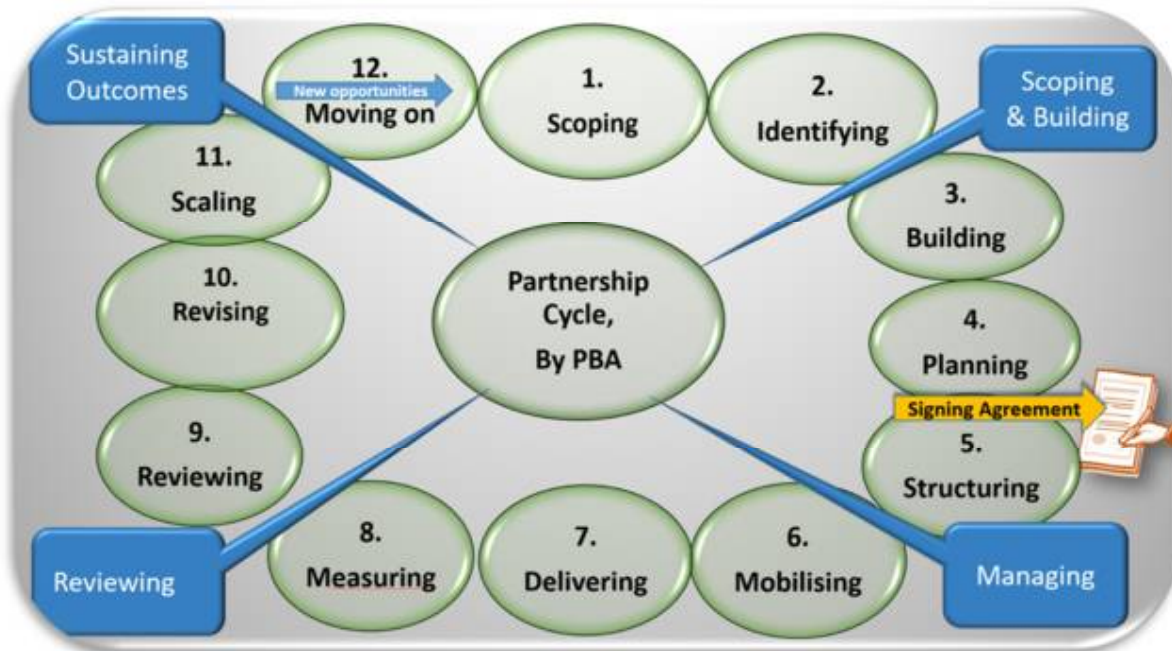


Figure 2 Partnership Life Cycle, by TPI

The Partnership Brokers Association (PBA), UK identifies twelve phases, within the four major stages, mentioned in the handbook provided to learners of Partnership Brokers course, Level



1^{xi}.

Figure 3. Partnership Cycle, by PBA

The diagram details the progress and provides a basis for understanding of the evolution of priorities closely related to each phase activity. The PBA recognizes that some of the stages of the partnership might be missing or could be merged with others. The main focus of the PBA is to develop the skills of the partnership brokering and, from this perspective, PBA believes that the broker's job is to help the partners to do the following:

- a. Anticipate what a partnership needs to become effective;
- b. Be aware of whether it lacks a vital element within partnership process;
- c. Understand the right moment of moving in the next phase, and
- d. Act in the right direction, or change the direction of partnership, if the evolution requires it.

Stages and Phases of Life Cycle in the Multi-Sectoral Partnership.

This guide proposes a partnership life cycle with a limited number of phases, keeping the number of stages unchanged, as the PBA proposes. In order to facilitate a better



understanding of the partnership lifecycle, we reduced the number of phases to 8 instead of 12. The order proposed for the 8 phases is exemplified in the following diagram:

For better understanding of multisectoral partnerships from partnership brokering perspective, this guide uses an example of a hypothetical partnership in which the common objective of the parties is to increase the interest in reading among young people, in a small community, with public library, but limited interest of young customers for reading. The description of the life cycle of the MSP partnership and its specific stages and phases, is detailed below.

Stage I. Scoping and Building

Stage I sets the context for the future partnership. In stage I is important to identify the proper need or problems that require to be solved with help of a partnership. This stage has two phases: 1) identifying the scope & needs; 2) identification of partners and resources.

Identifying the scope & needs

Figure 3 Partnership Ciclul de viață al parteneriatului Multi-Sectorial (MSP)

Prior this phase a lack occurs. For example, the lack of interest of children and adolescents in reading. Once the lack is identified, the causes and specific needs could be outlined. Causes have a negative impact on both direct beneficiaries (young readers) and within the institution

interested in the continuous development of reading skills (school, library, family). Also the cause affects especially the harmonious development of society.

How can the lack be removed? This question can not be answered immediately. The question, however, creates a number of other questions, all directed to the need to eliminate the gap. Imagine a decision tree. Depending on the answer to the question, you can find out whether the removal of the lack can be done within a partnership or using other methods. Questions must be specific. A set of questions to be considered in this phase for the purpose of "*the lack of interest of children and adolescents in reading*" could be:

- Can the library or librarian who has identified the lack, eliminate the gap by existed resources? (Yes No)
- Can act alone? (Yes No)
- Are the existing resources sufficient? (Yes No)
 - Materials (Yes / No)
 - Human (Yes / No)
 - Financial (Yes / No)
 - Time (Yes / No)

The set of questions may be longer. If answers are predominantly "Yes", it means that it is not necessary to form a partnership. If the answers are predominantly "No", it means that there is a room for future partnership. At this stage, there is a firm desire to find additional resources and the awareness that the problem or the identified lack can not be solved with existed resources. This leads to a natural desire to find unexplored resources. By applying the try and error method, a solution would be attraction of other stakeholders, to form a working group interested in removing the gap. That may naturally leads to partnership.

Identifying partners and resources phase

How do you specific know you need a partnership for your library? You still don't know. The next question you may meditate too is: Who could help to solve the problem? Who wants too young students to love reading? At this point, you look to your community. There may be parents or teachers interested. A parent may be a good informal leader. A teacher has strengths in pedagogy. Who else? Is any book editor in your community? What about a local business addressed to children and teenagers needs? Do not forget local authority should be part of your partnership. The cityhall? The school inspectorate? You better know, depending of context. There is no silver bullet. You, as potential partnership broker are entitled to find out.

The Identifying Partners and Resources phase is characterized by the opportunity to attract new stakeholders and the perspective of forming a multi-sectoral partnership, with the optimal number of partners. In a functional partnership that affects a community it's desirable to involve

stakeholders from all backgrounds of the society: the Public Sector (the sector that includes anyhow libraries), the Business Sector (local, regional or national firms), NGOs (with Object of activity in the area of interest for partnership) and, if any, a formal or informal leader. The formal leader may be a local personality or public person (actor, sportsman, civic person involved, etc.). The role of the formal or informal leader is that of the vector or magnet. Either it has the power to spread the ideas promoted by the partnership, or to attract fans, followers and even other partners. In ancient or primitive communities, the informal leader was the wise individual, whose authority was consistently taken into account. In a modern community, the informal leader can be a cultural personality, a celebrity with moral qualities who pays respect for community values.

Set-up Expectation

Now you start negotiation with potential stakeholders. If you own the partnership broker role, you are interested to organize the first meetings between potential partners where discussion are about the terms of forming the future partnership. Consider both a formal and an informal partnership options. Partners will be entitled to finally decide. The broker facilitates the discussions. Prior partners from different organization to start common discussion, each organization may organize its own internal negotiations concerning participation to partnership. Individuals within each organization can influence and attract other colleagues to support the formation of the future partnership. They are considered internal stakeholders. For example, a library employee negotiates and attracts other colleagues to get involved in the partnership. In the above example, people concerned about "*the lack of interest of children and adolescents for reading*" may be the librarian, the marketing manager or the event manager. Depending on the type of activities planned to take place within the partnership, other internal stakeholders can also be identified. Each organizations party involved in the partnership considers the members of the partnership team as internal stakeholders. An external stakeholder is considered any person from another organization involved in the partnership.

In this phase are identified the common interests and the specific resources that each partner put to achieve partnership success. This phase is characterized by the decision of each partner to allocate the best resources: human, financial, time, location, service, etc.

In practice, the first phase of a partnership ends when all parties consider they are ready to state public the multi-sectoral partnership. There is no mandatory number of partners. The partnership can start with minimum number of parties, as a good prerequisite for collaborating to the first program, project or joint action. Subsequently, other partners may be added, with the agreement of all those already involved. If the optimum number of partners is reached, it is

considered that the partnership can move to the next phase. However, you should reflect not to encourage a cumbersome superstructure, which would lead to the lack of flexibility of the partnership.

Stage II. Partnership Management

Multi-sectoral partnerships raise cultural attention. Each sector has its own management rules and is subject to its own organizational culture. Each partner lends to rest of partners something from its own culture of development and, in turn, borrows from others. Thus, the partnership acquires its own organizational culture.

The Structure

This phase usually begins with an important formal milestone: signing the agreement. Up to now, the parties have met as members of a task force. In the 4th phase of the partnership cycle, the parties formally become partners. Somewhat in former communist countries, there is a natural need to formalize the partnership by signing an official document. Formalization does not imply a specific form. It is good enough the template of a Partnership Agreement or of a Partnership Protocol, not necessary the Partnership Contract template. You can use an agreement written at the will of the parties. Regardless of the preferred partnership agreement template, it is a good idea for the document to contain the Good Practice Principles of the Partnership. In Annex 1 of the Guide, I introduced some suggestions on how to formulate an agreement that includes principles of good practice between partners.

There are informal partnerships in the world. Some of them are based on the existence of bilateral contracts or bilateral agreements between the parties previously signed, with the idea of multi-sectoral partnerships. Others are based on simple letters of intent, a commitment to group collaboration to achieve mutual goals. The partnership can resist and can be successful, even if it is an informal partnership. The parties acknowledge and respect each other, understand to collaborate and meet as often as necessary, but decide that formalizing the partnership is an unnecessary effort. Of course, if the law allows and if the lack of formalization does not spoil individual responsibility. Whether it is formal or informal, in order for it to develop, the partnership needs to be structured. The structure is based on a set of common SMART objectives that generate projects or programs decided by partners. Such structure involves budgeting, defining the succession of resource allocation, organizing activities and delivering products or services. In case of the partnership that aims to eliminate the lack of interest of children and adolescents in reading, a structure of activities and events could include: profiling of the target group, sociological research about topics young people prefer in real life, hero types with which young people aim to identify, performative reading events in

unconventional spaces or attractive service types such as creative writing. Any inventive idea would help. Brainstorming sessions can be organized to make the best of what can be done to raise the readers' interest. With other words, valorize best most resources partners could bring to project.

Plannig

At this stage, the partnership development plan is drawn up for one or more agreed programs, projects or actions. The resources are assigned punctually to partners. It is very important that budgets are drawn up at this stage. For each program, project or activity within the partnership, and for the development of the partnership itself. The budget must contain transparent cost elements and clear cost support by partners. Even if a partnership involves the pooling of common resources, it also involves punctual or operational costs. This tranzactional part of the partnership needs to be treated with care and seriousness, otherwise it can unbalance the relationship between the partners and create frustrations or skirmishes that prevent the achievement of the goal and consequently affect the favorable transformation of the community.. As such, it will prevent the achievement of the goal and the favorable transformation of the community. Please, have in mind you should keep the balance between transactional and transformational with respect to partnership success.

Planning is the final phase of the second stage of the partnership. Follow-up stage III, The Monitoring, where signs of the change or of favorable transformation occur; also, evaluations and reviews are done.

Stage III. Monitoring

Deliverables

Deliverables or tangibles of a MSP are the programs, projects, services or activities set-up in previous stages and/or in partnership agreement. In order for a deliverable to be quantified, the first results of the partnership's products need to emerge. For example, a deliverable within the partnership aimed at eliminating the lack of interest in reading for young people, the product or deliverables could be the results of the activities carried out in performative or creative writing workshops. Deliverables details are extracted from reports of programs, projects, services, or partnership activities. Deliverables of a project, (considered itself as a deliverable within a partnership), become an integral part of all deliverables in the partnership. Activity reports of the partnership are also valid deliverables.

Evaluare și Revizuire

The efficiency and the progress of the partnership can be difficult to monitor. Although you can monitor progress, it is difficult to measure the performance of a partnership. The pace of partnership depends on the pace of implementation of programs, projects, activities or services partnership encompasses. A delay in implementation does not necessarily mean a lack of performance. Neither the failure of the partnership. Some activities can be measured by practical or temporal efficiency. This includes events. For example, organizing an event such as Performative Reading with a writer or a known actor. For this event you need to allocate financial resources for travel and accommodation. Event has a fixed date. It is easy to assess whether the event was timely, if spending money was kept within the budget if the proposed number of participants had been reached. However, it is more difficult to assess whether at the end of the event the audience is more interested in reading starting next day. Alternatively, performative readings could be repeated for project beneficiaries in the absence of celebrities, imagining different attractions. For example, children could read on roles or some passages from the book. Repetition helps.

During the monitoring stage, the review phase, it can be highlighted whether the partnership is effective and parties communicate efficiently or only “cold”, institutional. An important role is played by the review phase. While maintaining sincerely the motivation, partners can find that some of the projects were well managed, but project management would have been done well anyway, regardless of the partnership. There are situations in which partners discover that certain issues have been resolved through a commercial initiative. To put it otherwise, at this stage, partners can become aware of whether the transactional-transformational equilibrium is continuous and leads to a favorable change for the community, through partnership.

Stage IV. Results recognition

This is the last stage of the partnership lifecycle. This stage contains a single phase in which firm decisions are to be made, rather or not partnership to continue, if new opportunities are revealed. Be aware at this stage! There may be signs that opportunities could be open for parties within the partnership or independently, outside the partnership.

Partnership end versus new opportunities

This phase can be characterized as simplified as follows: *if it goes, we'll continue. It doesn't work, we should operate changes or close the partnership.* Expanding the description, it is important for the health of the partnership that parties to decide properly if only a few tactical approaches are to be taken, or the whole strategy of the partnership needs to be changed. At the same time, it is important for the partners to be honest about whether or not it is appropriate to finish the partnership.

The life cycle of a partnership can be repeated or can be interrupted for various reasons at any stage of partnership evolution. Partners can find that the issue behind the need that generated the partnership can be managed through other methods, either through a simple project or through a commercial solution.

Next chapter presents partnership broker roles within all eight phases.

Partnership broker roles

Before listing the roles partnership broker plays within the partnership, it is important to note that brokers can be either **internal** or **external**. The UK's Partnership Brokers Association considers as internal, the broker that belongs to one of parties involved in partnership. Further, the internal partnership broker may take over the role of partnership manager. The external broker is either a freelancer who practices brokerage as a liberal profession, or an employee of a firm whose business is brokering partnerships. The internal broker can act intuitively without prior training. It may have the ability to instinctively lead partners to successful results. The external broker could be accredited either by Partnership Brokers Association^{xii} or another specialized training entity. The partnership broker course offers a theoretical and practical framework for developing brokerage skills addressed to professionals in diverse business areas, who want to deepen their knowledge in partnership management through all four stages of the partnership lifecycle.

Throughout the life of a partnership, the broker plays multiple roles. Roles change naturally according to the stage or phase of the partnership. Some roles could overlapping more than one phase. Depending on the phase of the partnership, the broker can be seen as a pathfinder, facilitator, manager or even mediator. Find below the description of the roles that requires multiple skills talent.

Pe toată durata de viață a parteneriatului, brokerul joacă roluri multiple. Rolurile se schimbă natural în funcție de etapa sau faza în care se află parteneriatul. Unele faze pot fi foarte scurte sau se pot derula pe o durată mai lungă de timp, suprapunându-se peste alte faze. În funcție de faza în care se află parteneriatului, brokerul poate fi văzut ca deschizător de drumuri, facilitator, manager sau chiar mediator etc. Găsiți mai jos descrierea rolurilor pe care le poate avea cineva care adaugă talentelor multiple competențe de broker de parteneriate.

Stage I.

In this early stage is established the scope and set-up the partnership. The role of broker is very clear for an experienced partnership professional. At this stage, a less experimented

partnership broker should activate his/her intuition to identify parties' needs and to identify the opportunities to promote the partnership set-up. A professional broker will act as an active agent to facilitate collaboration and partnership engagement.

Partnership brokers are individuals who ask themselves questions in order to find appropriate answers. The initial questions that an experienced broker asks, tests the overall skepticism and resistance to change of potential stakeholders. Some questions are generic, others specific to the challenge. In the hypothetical partnership objective presented at the beginning of the Guide (the lack of interest of teenagers for reading), the first questions that would come to broker mind would be: *To whom of my colleagues can I team up to set-up a partnership and solve the gap? What entity in our city or community might have interests concerning teenager don't like reading subject? What related domain could we address for possible collaborations? How to approach potential internal or external stakeholders? Do we need a case study? How do we manage parties' expectations or resources? What are the common interests of parties, regardless position they'll have during first meeting? How do I structure the resource list, including budget? Do we need a formal or informal partnership? What are the risks for informal partnership? What are the risks for formal partnership? What are my country laws governing the partnership? How can partners in different business sectors be able to collaborate and formalize partnerships, as long as they have no interaction tradition?* Thus formulated, the questions help the broker to play the initiator role and to identify various supporters and people with similar interests, along with digging for partnering opportunities. Another role of the broker is to design the mind map. You could find an example of a mind map in Partnership Broker Tools Chapter.

PARTNERSHIP BROKER KEY ROLE AT THIS STAGE IS CHANGE AGENT OR BROKER

Stage II.

This stage is defined as partnership management stage. The broker carries more "hats". The most important is the one associated with the role of partner manager. An internal broker can easily take over this responsibility. An external broker may be hired either to take over as partnership manager, or as a consultant, in which case he or she has a coach or mentor role. Whether internally or externally, the broker assumes the task of understanding partners' different cultural models, the organizational processes of each, their decision-making structures, so that all could better align on the same page. The broker enables partners to

progress in communication for common interests. Another role is the negotiation facilitator. At this stage partners negotiate plans and resources provided through the partnership agreement. The partnership is beginning to be seen as an atypical form of enterprise, if legislation does not identify a particular form of organization. The broker assists partners in setting benchmarks to success of partnership. Questions that broker asks are related to proper project management: *How well does partners know each other in order to be able to collaborate effectively concerning the lack of teenager's interest in reading? How do we match values of each organization to meet partnership criteria? How can a project or program exploit the know-how and skills of each partner? The ones of public sector partner? The ones of private sector? The NGO's? When does the informal leader come into play? How flexible is the partnership (as an enterprise) to face unpredictable challenges or risks? Do you need to call the specific network behind each partner to maximize the impact of partnership outcomes, so that the interest of teenagers for reading to be increased?*

The set of questions with which the broker juggles at this stage is closely related generally to outcomes, to products or services provided by partnership to the community.

PARTNERSHIP BROKER ROLE AT THIS STAGE IS PARTNERSHIP MANAGEMENT.

Stage III.

The characteristic of Stage III monitoring, measure and review the impact of added value through the partnership. Main question a broker asks is: *What do we measure for success and good long-term relationships between the parties?* Partnership culture is fragile. Each partner (as an entity) requires dedicated attention without ignoring the partnership itself. Evaluation procedures need everyone's consensus for the monitoring stage. The priority of the partnership itself prevails. The impact of products generated within the partnership is also important. The expected outcomes, delivered according to initial set-up or later updates. Time objective is also measured. Everything matters to the beneficiaries. But the public has no idea of the effort made by the partners. In addition to products (programs, projects, etc.), partnerships also monitor the strength of the relationship between partners. Value added by a partnership is measured by resources. The combination of resources from all partners is subject to the same principle of Aristotel, according to which a whole is more than the sum of the component parts. Partner's resources become a whole, which represents more than the sum of all separate resources provided by parties. The partnership also has its own costs. The partnership also

has its own costs. From the perspective of the partnership's goal: to increase the youngsters' interest in reading, all costs of the resources allocated by the parties, defined as *transactional costs of the partnership*, are taken into account so that the *transformational value of the community* to be considered added value. It seems like a mathematical calculation difficult to make between elements coming from different, tangible and non-tangible categories. There is another way of saying that the added value to community exists or not, despite the fact partnerships deliverable are deployed and partners are satisfied. Partnership products are the fruit of a qualitative process undertaken by each partner, because everyone wants to keep perception of a positive image within community. If slippages are recorded inside the partners relationship, this does not mean that the value of the products will be obligatorily weak. It means, however, the effort to keep the partnership viable. There could have been tensions in the backstage of the partnership. The partnership is built by people, and people can be changeable. Here comes the mastery of the partnership broker. In the monitoring phase, the broker wear the mediator's hat. His or her role is to keep alive the partners' interest to the partnership, beyond everybody's pride in being special. A partnership is like teamwork. If the team is made up of individuals who understand to collaborate, the team remains strong. The questions that challenges the broker at this stage are: *Is the partnership good? Are we on the right track? What's going on and what's going wrong? How do we achieve the added value and continue the partnership? In case of emotional or pride slippages, how do I mediate them? Are my mediation skills enough or should I call a professional mediator? Is it possible to keep the transactional-transformational relationship in balance? May partnership relationship continue or must conclude, at the end of program to encourage teenagers to read?*

PARTNERSHIP BROKER ROLE AT THIS STAGE IS MEDIATOR.

Stage IV.

The most important stage out of all is this, as stakeholders celebrate the results that conducted to community transformation. It is important to appreciate the benefits, even if the initial expectations have been aimed too high. After all, a partnership is like a journey with many unknowns. People's aspirations are great, but as in any exploratory journey, the results obtained may be modest. Considering the final stage, the broker has the ability to read directions on the partnership map. If signs indicate the potential for progress, then the broker can encourage partners for new approaches. However, if the last stop is obvious, then the broker will assist the parties in closing the partnership. The artificial attempt to maintain the partnership is counterproductive.

As in any exploratory domain, the partnership brokerage practice test and error methods. At the end of the exploration, the partners may be aware that their advantageousness is small, the effort was too big and the transactional cost of the partnership outstrips the effort addressed to community transformation. The Partnership Broker is ready to show to partners the options at the end of partnership lifecycle, playing either the catalyst role for continuation or the terminator role.

At this final stage, let's imagine that the partnership map indicates a decision tree. The partnership broker bears once again the broker hat. Compared to the initial stage, when he or she knew insufficient about partners, he/she now sees things clearer. Broker presents to all the pros and cons. The generic questions for this stage are: *What do we do beyond this partnership? Do we continue or do we end?* In the case study addressed to libraries, regarding the partnership formed with the purpose teenagers to love reading, questions favor to continuation could be: *Can the same partners innovate other ideas and move forward together? Could be the lesson learned and the existed outcomes be absorbed at a higher level? Would it be good for partners to step back to make some completions and repet some events or products created already to encourage young people to read?* The set of questions for ending the partnership would include: *Should we continue in the same formula? Is the library institution able to continue on its own projects and future programs to attract more young people to the library? Can the library also function as a place where people are isolated with books? Does the library remain a peculiar culture place in a community that is aware of globalization?*

Of course, you can identify other contextual questions that will help you as a broker, to decide whether to continue the partnership or to end it.

THE PARTNERSHIP BROKER KEY ROLE AT THIS STAGE IS “CLEARHEAD”.

Partnership Brokering Tools

Partnership brokerage uses a set of specific tools as some borrowed tools from other areas. Some of the tools are listed below:

1. Internal or External Broker

Depends on partnership resources. An internal broker may be good enough for the needs of a limited partnership. An external broker is desirable, but involves additional operational costs for

the partnership. A recommended solution is to train stakeholders with openness to brokerage practices in acquiring skills and understanding good practice principles. An ideal situation and for networking benefit, would be to choose trainees from the four categories of potential partners, as mentioned before: the public sector, the private sector, the NGO, the local community. However, training can be reserved for librarians, even if the organizational intercultural exchange is reduced. In the case of library partnerships concerned with raising young people's interest in reading, the broker may be internal, let's say a librarian. He or she does not act alone within the partnership. In order to convince other potential stakeholders, he/she must, beyond intuition, be well trained to wear all the other hats. A useful tool would be training in the complex matter of partnership brokerage, including consulting, coaching, mediation, negotiation, partnership management.

2. Broker self evaluation

To be able to identify the openness for partnership broker skills, a person needs to be self-aware whether or not multiple skills has. Here are some of the questions you can ask yourself:

1. Do I properly understand what partnership broker does? By intuition, what kind of partnership broker am I?

2. Which of these terms most closely reflect your current role? (circle as many as you feel are appropriate):

Administrator • Advocate • Ambassador • Animator • Coach • Co-ordinator • Educator • Evaluator • Facilitator • Guardian • Innovator • Interpreter • Manager • Mediator • Negotiator • Organiser • Pioneer • Record-keeper • Researcher • Monitor • (others)

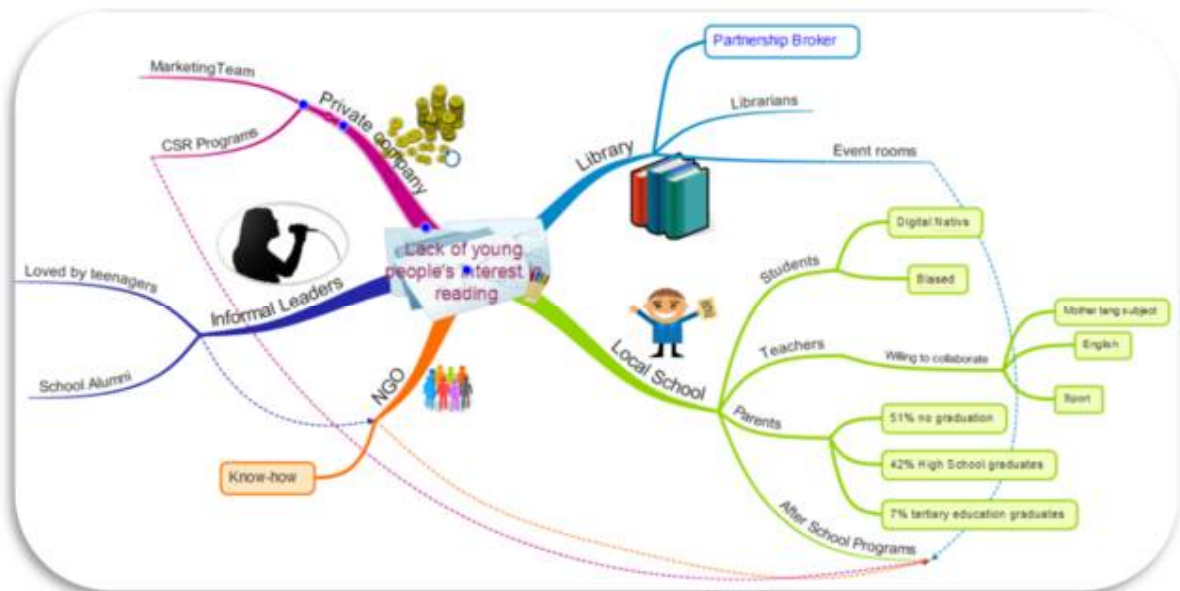
3. On the scale below, how well do I match the listed brokerage attributes:

Skills (1= low 5=high)	Importance in your current role	Current level of competence
NEGOTIATION	1 2 3 4 5	1 2 3 4 5
MEDIATION	1 2 3 4 5	1 2 3 4 5
FACILITATION	1 2 3 4 5	1 2 3 4 5
SYNTHESISING INFORMATION	1 2 3 4 5	1 2 3 4 5
COACHING / CAPACITY-BUILDING	1 2 3 4 5	1 2 3 4 5
INSTITUTIONAL / PARTNER ENGAGEMENT	1 2 3 4 5	1 2 3 4 5
INSTITUTION / PARTNER STRENGTHENING	1 2 3 4 5	1 2 3 4 5
EVALUATING / REVIEWING / MONITORING	1 2 3 4 5	1 2 3 4 5
Other (specify)	1 2 3 4 5	1 2 3 4 5
.....	1 2 3 4 5	1 2 3 4 5

3. Mind map

A colorful mind map stimulates lateral thinking and vision of linked elements that build the whole: the partnership and its resources. To build a mind map, the broker with partnership broker skills imagines the resources of each partner on a branch of the map. The main branch identifies the resources and capabilities of a partner, which can then be interconnected with other elements in the mind map structure.

Here is an example of a mind map structure, a suggestive template for the theme: "the lack of



young people's interest in reading."

Figure 4 Mind map example for "the lack of young people's interest in reading" partnership

4. Decision Tree

The decision tree is a tool for visualizing and evaluating alternatives in a decision-making process. The structure of the decision tree details are ramifications of alternatives to be taken into account by two or more options. The decision tree helps identify the problem and determine the possible alternatives for the best decision.

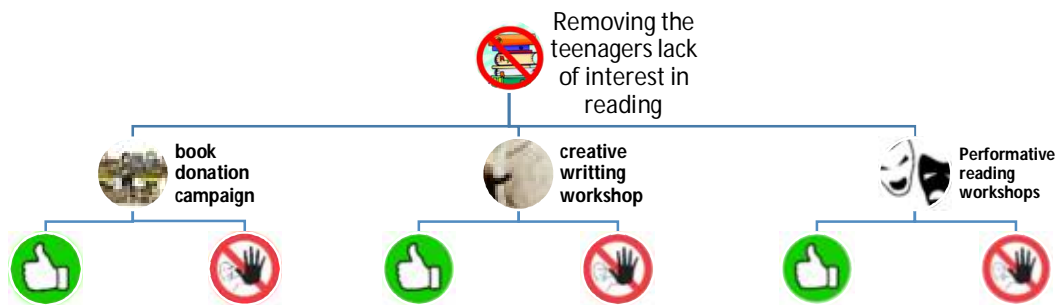


Figure 5 Example of Decision Tree

5. Workshops

Promoting the idea of building partnerships help raise awareness of making things better for the community by all actors: public sector, business environment, NGOs, formal or informal leaders. Collaboration between all sectors of activity by focusing on the need to continuous development of the community is one of the most wonderful human mentions.

6. Observation

Being an observer means having dedicated skills. An observer uses both senses as tools: he or she sees, hears, feels, understands, and notes to give constructive feedback. An observer must be "invisible," meaning that the process unfolds without his intervention. To be invisible, while interacting with partners, the broker needs to activate the meditative function. Moving through the filter of his own meditative thinking, the broker becomes creative in providing constructive feedback to partners.

7. Negotiation

The preferred tool of broker, in both the partnership set-up and the mediation of the loopholes between the partners is the negotiation. The most desirable is the technique of negotiation based on interests. Each party naturally positions itself as favorably as possible for its own interests and can have a long list of hidden interests. The technique of negotiation based on interests helps the broker to highlight the common interests of partners, hidden among other individual interests, positioned initially. The ability of broker in negotiator role is to bring out partners common interests and to determine them to negotiate common interests, not the initial

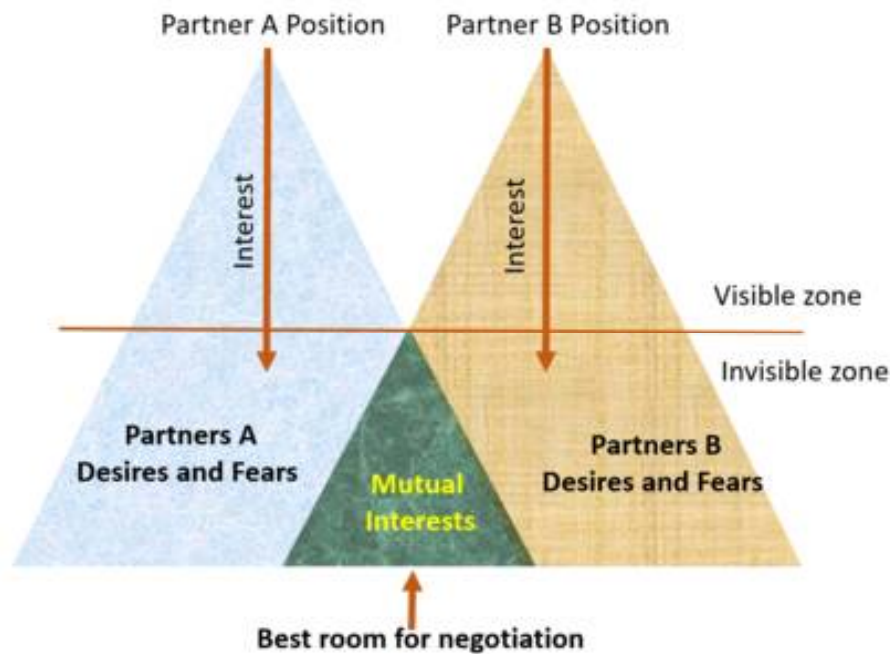


Figure 6 Interest Based Negotiation

positions.

Principles of Partnership Brokering Good Practice

The Partnership Brokers Association has defined a set of 10 good practice principles for its affiliated brokers. At the end of Level 2, after the final evaluation, the broker signs the good practice principles document, then is accredited by the PBA. Whether or not is PBA accredited, the practitioner broker assumes that he will always be up to date with the best principles in the field.

Active partnership brokers are advised and encouraged to regularly review the practices of these principles in order to assess if they deviate from them. In addition, brokers can examine how good practice principles can best support them, especially when they have to work within partnerships with many challenges. The principles of good practice help practitioners to structure brokerage activities, giving credibility to the professional.

1. *Keeping up to date with new developments in the theory and practice of brokering multi-stakeholder partnerships (including adoption of existing tools / approaches / frameworks)*
2. *Being reflective and striving for diversity, equity, openness, mutual benefit and courageous practice whilst operating in a partnership brokering role*
3. *Being prepared to challenge partnering assumptions and poor partnering behaviour at any stage of the partnering cycle in ways most likely to bring about constructive change*
4. *Taking every opportunity to build partnering and partnership brokering capacity in others*
5. *Sharing knowledge generously and not holding on to knowledge for personal aggrandizement or gain*
6. *Refraining from promoting a partnering process when aware that an alternative approach is more likely to deliver better outcomes*
7. *Avoiding taking actions as that might involve risk without prior endorsement from those most likely to be impacted*
8. *Being an ethical and responsible practitioner by raising concerns about the partnership or the actions of individual partners*
9. *Acknowledging competence limitations and being open to requesting assistance from others*
10. *Being willing to let go and hand over the partnership brokering role when the time is right*

Partnership success

The Partnering Initiative identified 12 steps towards successful multi-sector partnerships^{xiii}. The list below is adapted to libraries context, particularly to case study mentioned in Guide, lack of teenagers for reading.

Step 1. Understand clearly the issue and the needs. The partnership should be relevant to community need, eg to support students to love reading. The partnership approach should match the previous parties' activities for better impact to transform teenagers' behavior.

Step 2. Know and respect the partners. Understand the resources and value partners will bring inside partnership their culture, their specific drivers for engagement, as well as their

limitations and internal challenges. And be open and transparent about your own drivers, value and limitations to help build trust.

Step 3. Set clear partnership goals. Expected results can add value to each partner. A SMART target set by partnership through the library partner can have a unexpected, long-term positive impact. It can turn generations.

Step 4. Identify clear partnership objectives that deliver results and add value to each of the partners. Objectives should have specific measurable goals to allow the partnership to track progress and demonstrate success and value-add to each partner.

Step 5. Set light targets in a partnership with previously unrelated partners. You can reach bigger goals, while the partnership is in progress. You will realize if your partners are willing to bring the relationship to a level with new challenges. The degree of trust increases and with it the partnership becomes a solid construction. It resists endurance tests. Operational and governance adjustments can be made to the partnership before moving on to more ambitious plans. Organize brainstorming sessions between partners and – why not, you can also invite adolescents. They feel important when they are taken into account. In the project on encouraging adolescents to read, they will surely provide smart ideas for partnership projects.

Step 6. Build a partnership agreement that sets clear roles and responsibilities. The roles should be balanced and objectives set according to partners competencies. Governance and decision-making structures ensure adequate responsibilities and ensure the delivery of deliverables.

Step 7. Establish clear partnership values in line with each partner's priorities. Priorities should be balanced. For example, if your priority is to encourage young people in the long run to read, the priority of another partner may be to increase its image on short term. Take into account the different interests and find the common points. Negotiate smart. You can get your partner's involvement in the long run. In any case, do not be disappointed if you attracted a partner only one time. Any partner is valuable if it serves the cause of the transformation of the beneficiaries, not to the partnership per se.

Step 8. Use inspired project management. Ensure that at least one partner master the principles and standards of project management. Encourage partners to focus on the task-based approach. Partners are actively involved in delivering tangible and practical results according to their competencies. Out of all the partners, for example you will involve a dramatic art specialist to lead a performance reading workshop, not a sponsor company head who can perhaps distribute electronics.

Step 9. Cultivate the principles of relationship management. Partners are fully engaged. Respect the principles of equity, transparency, mutual benefit, and early recognition of

challenges or issues. If there are slippages between partners, is reomanded to resolve amicably tensions before escalating conflicts.

Step 10. Communication is the most powerful tool. Communicate effectively internally. External communication values success. Make sure fair visibility for all partners. In the example of the project on raising teenagers' interest in reading, the "public sector" partner and the "commercial" or "NGO" partner should be fair visible. A cause of public interest should be communicated and understood as an activity of social responsibility, not an advertising.

Step 11. Cultivate partnership health. Rationally evaluate his evolution. Revisit relationship dynamically between partners. Discover changes to improve its effectiveness. Even if you give up - say, to some partners, after closing the adolescence encouraging project to read, you will remain within the same local community. A partnership is a dynamic structure.

Step 12. Make sure that the programs, projects and services developed under the umbrella of the partnership are sustainable. Partnership products are geared towards community development. Are not durable itself. They should be understood and supported by the community. Temporary programs are generating new ideas for projects. If you've earned a few young people aiming to read, enjoy yourself. You could use them as partners in future projects.

Partnership & law framework

There are countries that do not regulate through dedicated laws the partnerships initiatives. However, partnerships can function and can be managed on the basis of official documents. Any signed document that expresses the partner's will to partner may be the basis for the partnership's formalisation: the charter of a program or project, the letter of intent, the memorandum of understanding, the partnership agreement – in case of an informal partnership; The contracts or financing documents should be taken into consideration for formal partnerships.

Please note that partnership broker engagement is unlikely to be included globally in job classification systems. The most common professional classification under the umbrella of which partnership broker skills can be practiced is consulting.

Closure

For a better understanding of the concepts presented in the Guide, it is advisable for librarians to participate in the partnership brokerage initiation workshop. The workshop is based on the use of concepts and ideas presented in the Guide and is based on personalized role played in case studies for libraries and librarians. Role plays are designed as a scenario that simulates the complete cycle of a partnership, in which the librarian will play a different role each time. He or she will be a broker, partner or observer representative of the public sector, the business environment or a nonprofit organization. The participants in the workshop are challenged by new approaches of professional and personal skills that represents the brokerage partnerships competencies. Librarians are encouraged to see the library institution as well as their professional energy, as aggregators in favor of the community. At the end of the workshop the participants will gain a new perspective and will see the library institution as the space for community development. The librarian will see himself or herself, as a change agent that generates cultural transformation at the community level. The librarian will be able to discover that he or she is more than a creative individual for cultural projects and programs addressed to the community. He / she will acquire partnering broker skills, partnership co-ordinator, and continuity agent in preserving local cultural identity.

LIBRARIAN THE PARTNERSHIP BROKER – A PROFESSIONAL WITH VISION WHO STIMULATES ALL DOMAIN PARTNERS TO PRESERVE LOCAL COMMUNITY CULTURE

Glosar (termeni și abrevieri, din engleză)

Coach – Trainer, tutor, instructor

CSR – corporate social responsibility

CSP – cross sectorial partnership

IBLF - International Business Leaders Forum

Know-how – Knowledge

PBA – Partnership Brokers Association

PPP – Public Private Partnership

MSP – Multi Sectoral Partnership.

PPP-IS - Public Private Partnership Inter-Sectoral

SMART- acronym for goal settings: Goals should be specific (S), measurable (M), attainable (A), realistic (R) and timely (T).

Stakeholder – Investor, interested party

TPI – The Partnering Initiative – Name of the International Nongovernmental Organisation concerned of multisectoral partnerships.

Annex 1

In the absence of a contract form, find below a suggestion for writing a partnership agreement.

Partnership Agreement

Parties hereby:

1., with its registered office in, Str, represented by,

2., with its registered office in, Str, represented by,

3., with its registered office in, Str, represented by,

and

4., with its registered office in, Str, represented by, As Continue

Considering the principle that a partnership requires a cooperative relationship between two or more parties with common interests, a continuous working relationship in which the risks and benefits are shared;

Considering that the partners identified above intend to collaborate on joint projects and programs in which they want to make tangible material contributions and take on responsibilities and risks,

The Parties agreed upon signing this Partnership Agreement

I. Partnership Goal

The purpose of the partnership is the willingness of the parties to collaborate on the project (program, activities), in terms of funding and allocate resources, in accordance with Annex, an integral part of the Agreement,

II. Partnership duration

Partnership duration is.....

The parties agree that they can extend the partnership in the event of new opportunities.

III. Parties responsibility

The partners agree to assume the following responsibilities. [Responsibilities will be described below]

- A) Collaborate and undertake common good practice approaches to promote common values and building together projects and programs. The first project identified by the parties is "encouraging adolescents to read"
- B) Partner will make available..... ;
- C) Partner will assume
- D) Partner will prepare
- E) Specific details of the partnership, planning, public communications or any other derivative responsibilities shall be included in the Annexes to this Agreement.

IV. Finance and governance

The financial participation of the partners will be as follows:

- A) will financially support the following
- B) financial / in-kind support of the project, providing within the partnership the sum of /.
- C) Partner will provide brokerage and partnership management

V. Principles of Partnership Brokering Good Practice

The principles of good practice of the partnership are set out in the Annex, part of this agreement. Partners understand anyhow:

- A) What is their role in the project before the financial and other resources allocations become effective?
- B) Comply with the funding conditions for the implementation of
- C) Communication between partners is essential to the success of the project And for maintaining long-lasting friendly relationships between partners.
- D) The importance of working together in drawing up the partnership report.
- E) Other, such as copyright, if applicable

VI. Partnership Termination

The partnership expires under the following conditions:

- A) upon expiration of the period for which it was concluded, unless the parties agree

otherwise;

B) In the event of non-compliance with the responsibilities assumed in this Partnership Statement, including annexes;

C) Interruption of funding

D) In case of force majeure, according to the legislation that governs.

E) The partnership may expire at any time only if the partners express their express desire to terminate the partnership with ahead of time.

We have signed and agreed on the content of the partnership and the conditions of collaboration. We commit ourselves to act in accordance with the principles of good partnership practice, for which we have signed this agreement today

.....

.....

Referințe și Webografie

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