

Board of The Partnership Brokers Association

Terms of Reference

The Partnership Brokers Association (PBA) was established in 2012 as the world's first professional body for those managing and developing multi-stakeholder collaboration processes. It is a non-profit, social business registered in the UK with a focus on vocational training.

Our vision is of a more equitable and sustainable world through innovation, efficiency and excellence in multi-stakeholder collaboration.

Our mission is to promote understanding of, and build capacity for, partnership brokering as fundamental to achieving this vision.

Our **aims** are to

- Ensure that those operating as partnership brokers are knowledgeable, skilled, principled and professional in how they carry out the role
- Create and connect partnership brokers across the globe operating in different sectors (business, government and civil society) and cultures
- Establish ourselves as the pre-eminent organisation and network of professional practitioners in this field

Responsibilities of the PBA Board

Our governance model comprises the Board, communities of practice (CoP) around each of our three areas: Learning, Training & Transforming and a Members Council¹. This 'three-fold' approach supports our development as a highly 'distributed' entity with a preference for a non-hierarchical governance structure.

The Board's responsibilities include:

- Approval of annual business plan and 3-year strategy (including regional strategies);
- Oversight of financial position and business plan delivery;

¹ For more information on our governance model, please see: www.partnershipbrokers.org

- Appointment of staff and Company Secretary; approval of host & affiliate organisations; endorsement of CoP moderators and PBA authorised trainers;
- Specific areas of oversight for each Board member & regular reports to the PBA membership;
- Addressing any issues raised by the alumni (drawing on the Members Council as needed)
- Reviewing the risks to which PBA is subject, take action to mitigate these risks and to ensure sound risk management

Duties of the Board Members

The Partnership Brokers Association, its Alumni and the broader partnerships for development community is expected to hold the board to high standards of ethics and behavior, to represent and support the PBA with pride and enthusiasm, and to act collectively and effectively in the interests of the PBA.

More specifically, each Board Member is expected to:

- Conduct the business of the Board in a manner consistent with the values of PBA. This includes maintaining confidentiality as appropriate, conducting Board business in appropriate settings, respecting and supporting the majority decisions of the Board or decisions made by the Members Council and never exercising authority as a Board member except when acting in a meeting with the Board or as delegated by the Board;
- Help establish policy and set direction for the association while leaving the administration/operations of such to the appropriate delegate or functional unit.
- Establish Board goals and expectations at the beginning of each year and conduct a Board written self-evaluation at the end of each year, which includes feedback from board members, CoPs, Members Council and the Operations Team;
- Attend 75% of the meetings prepared, having studied pre-meeting materials and be ready to participate in collaborative decision-making knowing your input affects fiscal affairs of the Association. If Board members are unable to attend a meeting, they will provide a formal proxy to a Board colleague as well as feedback to the Chair on key issues in advance of the meeting;
- Actively participate on at least one CoP or area of support in accordance with the PBA distributed model of governance;
- Complete assigned tasks as scheduled;
- Contribute and support the development efforts in a “exemplary way” as to set an example of leadership for the PBA community ; and elevate your role in guiding the association. Actively

seek to identify, cultivate and solicit funders and supporters. Where possible, attend and participate in development training sessions and special events including fundraising events, advocacy events, etc. ;

- Actively recruit additional Board members, funders and CoP members using the appropriate channels of recruitment. The Board shall propose to the new members from a slate of candidates submitted by the Board members, alumni, CoPs and more broadly to fill vacancies. The invitation to join the Board will ultimately come from the Board;

Each Board Member is invited to commit to these Terms of Reference and Duties.

Board Member Signature

Date