Partnership Network Life Cycle

Egg
Endings & Beginnings

Caterpillar
Vision & Concept

Butterfly
Action & Evaluation

Chrysalis
R&D and Planning
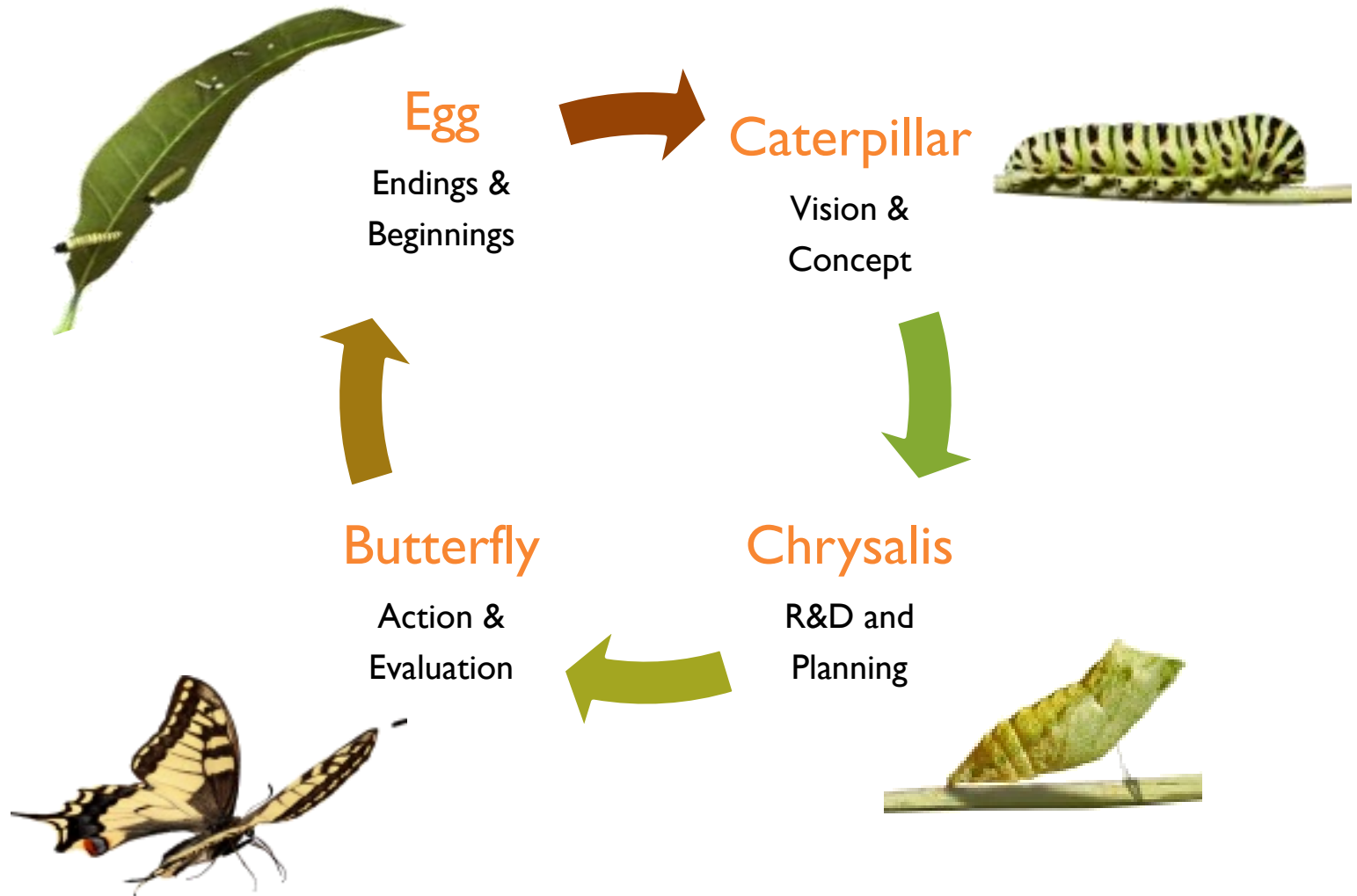
Where are you and your partners in the life cycle? *(Egg, Caterpillar, Chrysalis, Butterfly)*

What's one challenge or opportunity you see at this stage?

What do you need to move forward?

Photo: USFWS, Question-mark Butterfly

Share backs
Example from the group

- Stage of the life cycle
- One challenge or opportunity
- What's needed to move forward

The Caterpillar

USFWS

Visioning Stage

Whether initiated by a federal employee, partner or community member,

the partnership network begins with a **vision**

of how we might work together in shared stewardship.

*"People support
what they help to create."*

What is the need or opportunity?

Who shares this interest?

What might we do together?

The Caterpillar

Conceptual Stage

Build a **framework** for internal and external **communication**, participation, and decision-making.

Discuss and define the **concept** to include who, what, where, when, why and how this partnership network will operate.

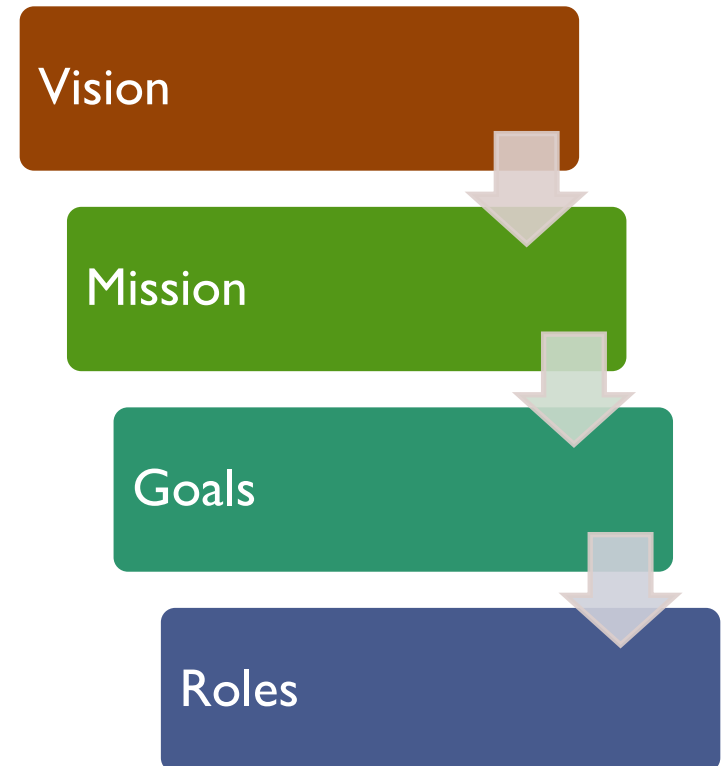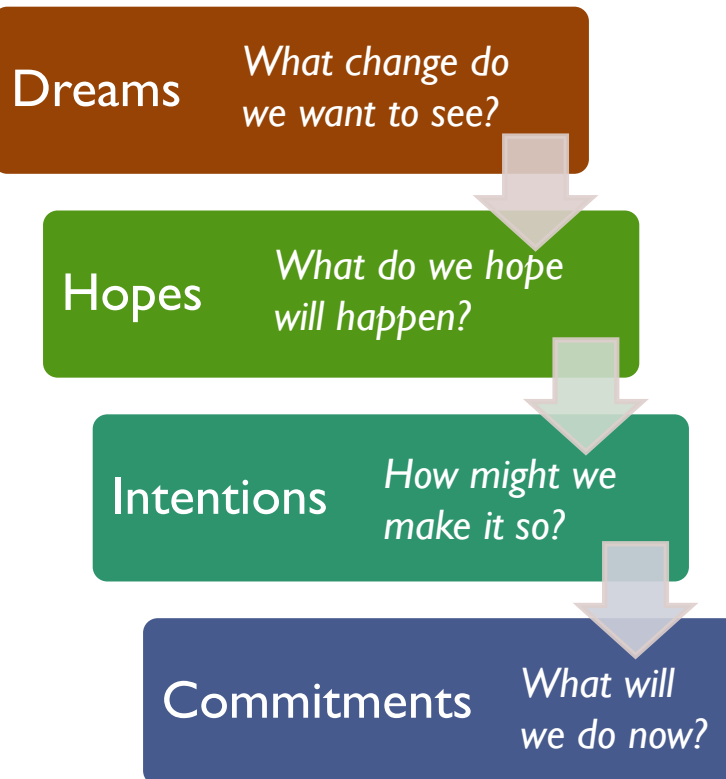USDA

Get curious about your partners' **culture and practices**.

Decide how you will decide.

Foundations for Strong Collaboration

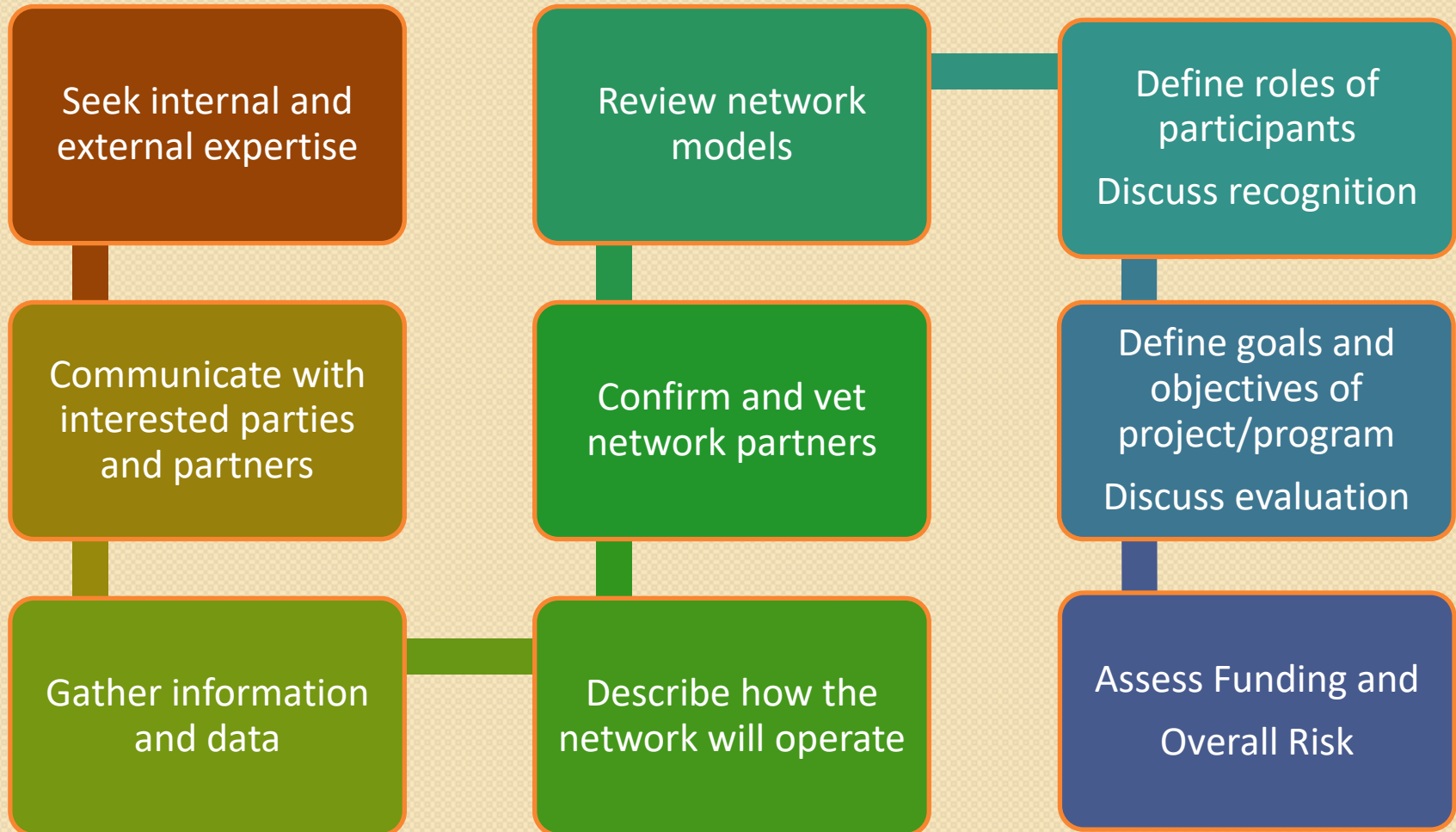*Cate Bradley, NPS RTCA, retired*

Dreams — *What change do we want to see?*

Hopes — *What do we hope will happen?*

Intentions — *How might we make it so?*

Commitments — *What will we do now?*

Vision

Mission

Goals

Roles

THE CHRYSALIS

Research and Development Stage

Seek internal and external expertise

Review network models

Define roles of participants

Discuss recognition

Communicate with interested parties and partners

Confirm and vet network partners

Define goals and objectives of project/program

Discuss evaluation

Gather information and data

Describe how the network will operate

Assess Funding and Overall Risk

THE CHRYSALIS

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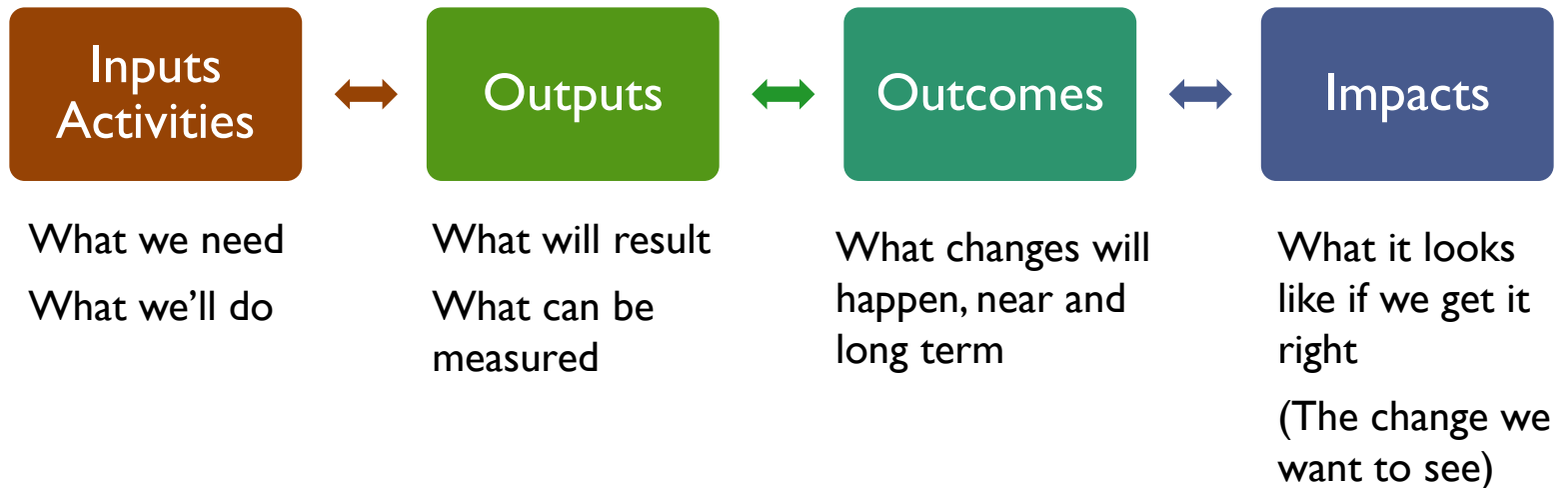
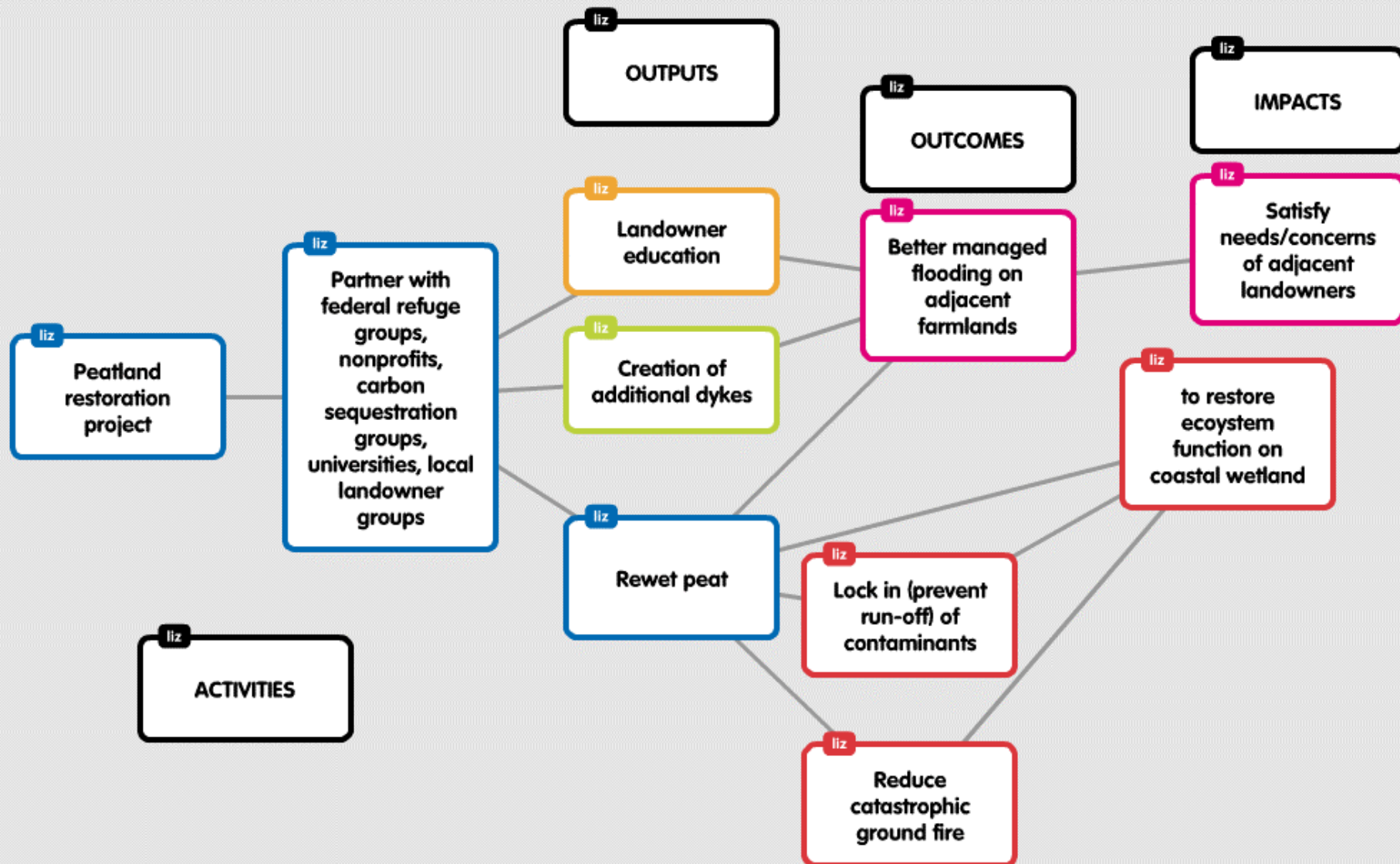What was overlooked in R&D that later halted implementation planning or action?

Planning Tool: Logic Models

- A road map for your *theory of change*: how we get from *here* to *there*

- Illustrates relationships between planned work and intended results

- Built **forwards** (IF this, THEN that) and **backwards** (but HOW?)

| Inputs Activities | → | Outputs | → | Outcomes | → | Impacts |

Inputs Activities

What we need

What we'll do

Outputs

What will result

What can be measured

Outcomes

What changes will happen, near and long term

Impacts

What it looks like if we get it right

(The change we want to see)

Worked Example: MbN Logic Model

Resource: A "Tearless" Logic Model

6. What do we need to make it happen?	4. What must be done to effect that change?	5. If we do that, what can we measure?	3. To get there, what needs to change?	1. If we got it right, what would it look like?
INPUTS	**ACTIVITIES**	**OUTPUTS**	**OUTCOMES**	**IMPACT GOAL or VISION**

2. Who or what is being helped?

PROGRAM TARGETS

7. What are we assuming?

ASSUMPTIONS

8. What might get in the way?

EXTERNAL FACTORS

The Butterfly

Active Stage

Apply Vision, Concept, R&D, and Implementation Planning phases to on-the-ground action.

Demonstrate the best practices of
- adaptive management
- collaborative leadership
- managing change and conflict
- communication

Collect data for evaluation.

Implement recognition plan as appropriate.

What might cause the partnership to adapt, or return to a previous phase?

USDA FS

The Butterfly

Evaluation & Recognition Stage

Consider the perspectives of:
- agency or organization
- partners
- Interested parties and the public

Evaluate your organization's performance, as well as progress towards collective outcomes and impacts.
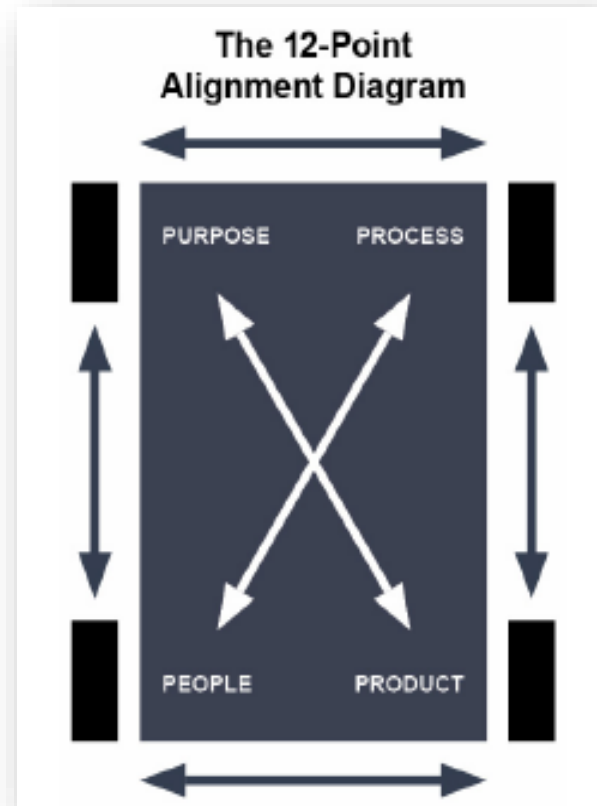
Recognize performance and accomplishments of the partnership and individuals.

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Checking for Alignment with the 4Ps

When things go off track:

- Do we have the right People for our Purpose and Products?

- Do the People support the Process?

- Will the Process achieve the Products?
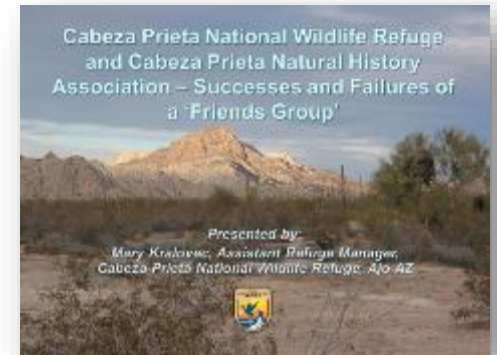
- Are the Products aligned with our Purpose?

Building a Solid Foundation for Collaborative Efforts and *Maintaining the Foundation of Collaborative Groups*, USDA FS Collaboration Cadre
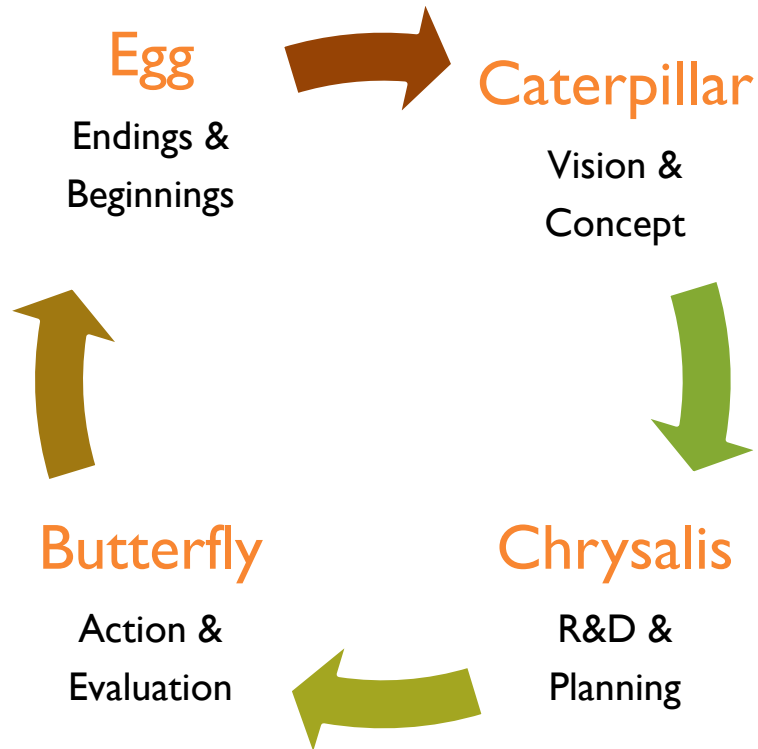
The Egg

Good Endings

- Take time to celebrate, reflect and learn
- Document group process and outcomes
- Understand when it's time to let go

Transformation & New Beginnings

- Prepare for changes and transitions
- Expand the network / Onboard new partners
- Review or re-engage in the life-cycle

It's a cycle…

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During change or transitions, you may need to return to a previous step.

"If you want to go fast,
go alone.
If you want to go far,
go together."