12 PHASES IN THE PARTNERING PROCESS

1. SCOPING
   Understanding the challenge; gathering information; consulting with stakeholders and with potential external resource providers; building a vision of / for the partnership

2. IDENTIFYING
   Identifying potential partners and – if suitable – securing their involvement; motivating them and encouraging them to work together

3. BUILDING
   Partners build their working relationship through agreeing the goals, objectives and core principles that will underpin their partnership

4. PLANNING
   Partners plan programme of activities and begin to outline a coherent project

5. MANAGING
   Partners explore structure and management of their partnership medium to long-term

6. RESOURCING
   Partners (and other supporters) identify and mobilise cash and non-cash resources

7. IMPLEMENTING
   Once resources are in place and project details agreed, the implementation process starts – working to a pre-agreed timetable and [ideally] to specific deliverables

8. MEASURING
   Measuring and reporting on impact and effectiveness – outputs and outcomes. Is the partnership achieving its goals?

9. REVIEWING
   Reviewing the partnership: what is the impact of the partnership on partner organisations? Is it time for some partners to leave and / or new partners to join?

10. REVISING
   Revising the partnership, programme(s) or project(s) in the light of experience

11. INSTITUTIONALISING
    Building appropriate structures and mechanisms for the partnership to ensure longer-term commitment and continuity

12. SUSTAINING OR TERMINATING
    Building sustainability or agreeing an appropriate conclusion

REMEMBER
These are guidelines only. Each partnership will follow its own unique development pathway. The important thing is to be aware that each of the ‘phases’ outlined above is important and should not be neglected if the partnership is to remain balanced and on course to achieve its goals.