

**LANDSCAPE CONSERVATION CATALYST FUND**

**Applicant Guidance Document: 2020 Funding Round**

**February 3, 2020**

**OVERVIEW:** The Catalyst Fund [Request for Proposals (RFP)](http://landscapeconservation.org/wp-content/uploads/2017/12/Catalyst-Fund_RFP_2020_FINAL.docx) outlines the central programmatic priorities and requirements of the Catalyst Fund, and is the primary document for information on the Catalyst Fund. This Applicant Guidance Document supplements the RFP by providing background information and greater detail. It is intended to clarify for applicants whether they are a strong fit for the Catalyst Fund and to ensure applicants clearly understand the programmatic priorities of the Fund so that they can present strong proposals.

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 **SECTION 1: FUND PURPOSE AND BACKGROUND**

**Per the RFP**

The purpose of the Landscape Conservation Catalyst Fund is to accelerate the pace of conservation at scale across the United States through targeted support of collaborative Landscape Conservation. The Catalyst Fund specifically supports key collaborative processes and activities to build critical capacity and forward conservation momentum in Landscape Conservation Partnerships.

The Catalyst Fund was established in recognition that:

* Working at the landscape scale—the scale nature functions—is the only effective way to tackle pressing challenges such as climate change, habitat loss, and landscape fragmentation;
* Extensive and enduring collaboration is essential to achieving successful conservation across whole landscapes; and
* It takes dedicated time and resources to build and sustain such collaboration, and this is not possible without directing sufficient funding specifically for this purpose—yet funding to directly support collaboration is scarce and difficult to acquire.

**Additional Background**

Landscape conservation recalibrates conservation efforts to work at the necessary landscape scale. It is an approach that brings people together across geographies, sectors, and cultures to conserve our landscapes and the myriad ecological, cultural, and economic values they provide. As noted by a keynote speaker at the 2017 [National Forum on Landscape Conservation](http://landscapeconservation.org/our-work/2017-national-forum/): “Landscape conservation presents a huge opportunity . . . to touch down in people’s lives, to solve climate challenges, create resilient landscapes—all at the same time. Landscape conservation addresses biodiversity, water and air, food and fiber, jobs and livelihoods, and people’s identities.”

The trend toward collaborative landscape conservation is notable. A [2017 NLC survey](http://landscapeconservation.org/wp-content/uploads/2018/04/NLC-2017-Survey-Report_Final-Report_corrected.pdf) of 132 landscape conservation initiatives across the country confirmed the dramatic, ongoing growth: “Nearly 90% of the initiatives surveyed have been founded since 1990, with 45% founded since 2010.” These initiatives are appearing in all landscapes, connecting private and public lands, cities and surrounding wilds—making conservation less piecemeal and more holistic, less top-down and more collaborative.

The lynchpin of landscape conservation is bringing people together in long-term, community-grounded collaboration to pursue shared conservation vision and action. This approach takes considerable time, and the importance of investing in this collaborative process should not be under-valued. As noted in a seminal 2011 [*Stanford Social Innovation Review* article](https://ssir.org/articles/entry/collective_impact), “Coordination takes time, and none of the participating organizations has any to spare. The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails.” Other analyses have identified dedicated staffing for coordinating Partnerships as closely correlated with overall success as well as the pace at which a Partnership achieves its conservation goals.

Unfortunately, funding for coordinating Partnerships and advancing key steps to Partnership success is scarce. The Catalyst Fund is designed to address this pivotal need, directly supporting the collaborative processes necessary to build broad-based, enduring Partnerships—accelerating the critical shift to collaborative conservation at the landscape scale and catalyzing Partnership growth and success across the country.

**SECTION 2: INDIGENOUS-LED PARTNERSHIPS—PRIORITIES AND REQUIREMENTS**

A portion of the Catalyst Fund is reserved for Indigenous-led Partnerships that work to advance Indigenous landscape conservation priorities. Applicants that meet the following priorities and requirements are invited to apply through a separate, reserved Indigenous-led Partnership application process.

Specific priorities and requirements for this portion of the Fund are included at appropriate locations within the RFP, but are also summarized here so that applicants may find all the Indigenous-led Partnership priorities and requirements in one place. Additional guidance on crafting a successful proposal is also included here.

**Priorities:** Any applicant to the Catalyst Fund must meet the first three priorities of the Fund:

* ***Landscape Conservation Partnership***—the Fund supports Partnerships that are: place-based; focused on a shared, long-term conservation vision; collaboratively governed; inclusive; and informed (*see* RFP and below in Section 3B of this Document for more information on this Partnership definition);
* ***The “Building” Stage of Partnership development***—the Fund supports Partnerships transitioning from collective vision to collective action (*see* RFP and below in Section 3C of this Document for more information on stages of Partnership development);
* ***Capacity Building and the Collaborative Process***—the Fund seeks to invest in capacity building and supporting the collaborative processes that strengthen the fabric of a Partnership and fuels forward conservation momentum (*see* RFP for more information on the types of activities the Fund supports).

Applicants to the Indigenous-led Partnerships portion of the Fund must also meet this fourth priority:

* ***Indigenous-Led and Primarily Serving Indigenous Communities***—the Partnership must be clearly led by Indigenous voices and primarily work to advance Indigenous conservation priorities. This can include Partnerships focused wholly on sovereign tribal lands and/or Partnerships focused on advancing and conserving Indigenous interests, territories, and rights across a broader, defined landscape.

**Crafting a Strong Proposal:** In addition to meeting the priorities and evaluation criteria spelled out in the RFP, strong proposals from Indigenous-led Partnerships will:

* Emerge from and be supported by the Indigenous community(s)—its purpose, design, and actions will originate from the Indigenous peoples the Partnership serves;
* Promote and reflect leadership and decision-making that directly serve the Indigenous community(s) involved in the Partnership;
* Integrate and support traditional knowledge and the cultural lifeways of the community;
* Involve the largest number of people and broadest segments of the Indigenous community(s) as is reasonable; and
* Build capacity in the Indigenous community(s) to advance the conservation goals of the Partnership in the longer term.

**Eligibility:** U.S. based non-profit organizations with approved IRS 501(c)(3) status are eligible to apply. In the American West (defined to include the following states: Montana, Wyoming, Colorado, New Mexico, Arizona, Utah, Idaho, Nevada, California, Oregon, Washington, and Alaska), Indigenous-led Partnership applicants are also eligible to apply under IRS Code, Section 7871. If a Partnership does not have formal 501(c)(3) or Section 7871 IRS status, another eligible organization may apply *on behalf of* a Partnership as the fiscal sponsor.

The Network prefers that Indigenous grant monies flow to Indigenous organizations and staff where possible. We also recognize applicants may choose to work with non-indigenous consultants or fiscal sponsors for sound reasons. Just please note that a strong proposal, as outlined above, should help “Build capacity in the Indigenous community(s) to advance the conservation goals of the Partnership in the long term.”

**Match Requirement:** Indigenous-led applications are not required to provide matching funds, but proposals will be viewed favorably if they can demonstrate: 1) in-kind support from partners (time, meeting space, other); 2) additional direct funding from other sources; and/or 3) a strategy for leveraging a Catalyst Fund grant to attract new funding to the Partnership.

**How to Apply:** The Catalyst Fund has a two-stage application process, with an open call for pre-proposals followed by invitation-only full proposals. **The application process is handled via the Network’s** [**online application system**](https://www.grantinterface.com/Home/Logon?urlkey=NLCgrants)**. Pre-proposals for the 2020 funding round are due by 9 pm Eastern time on March 13, 2020**.

Applicants that meet Indigenous-led Partnerships requirements should access the online application system and select the Indigenous-led Partnerships application from the main dashboard**.** If preferred, the Indigenous-led Partnership pre-proposal can be completed as a [Word form](http://landscapeconservation.org/wp-content/uploads/2017/12/CatalystFund_IndigenousLed-Partnerships_PreProposal_2020word-form_FINAL.docx) and submitted via email to Jonathan Peterson.

**SECTION 3: WHAT MAKES A STRONG CATALYST FUND PROPOSAL?**

1. **Overview**

A strong proposal will come from a Landscape Conservation Partnership that:

* Squarely meets the Partnership definition (*see* Section B below); and
* Is clearly in the Building Stage of Partnership development (*see* Section C below).

A strong proposal will also:

* Demonstrate how a small strategic investment will have significant impact in solidifying group momentum, building a more robust Partnership, and accelerating progress towards achieving the group’s conservation vision; and
* Effectively address the Evaluation Criteria listed in the RFP.

A portion of the Catalyst Fund is specifically reserved for Indigenous-led Partnerships; *see* Section 2 above for specific guidelines on additional elements that will define strong proposals from Indigenous-led Partnerships.

1. **AM I AN APPROPRIATE FIT FOR THE CATALYST FUND?**

**THE LANDSCAPE CONSERVATION PARTNERSHIP DEFINITION**

**Per the RFP**

The Catalyst Fund provides funding to Landscape Conservation Partnerships, defined as: place-based; focused on a shared, long-term conservation vision; collaboratively governed; inclusive; and informed.

**Additional Background**

As defined by the RFP definition, these are Partnerships coming together in a defined fashion (with varying degrees of formality) to create a shared mechanism or entity for working collaboratively to realize a shared conservation vision for a landscape that transcends any individual organization’s effort. Partnerships, as defined by the Catalyst Fund, are more than organizations “partnering” together to achieve their own work.

We recognize that there is a wide spectrum of landscape conservation initiatives emerging and underway across the country, and that not all initiatives—regardless of their broader importance or relevance—will meet the specific characteristics stipulated in the Partnership definition. The following is intended to clarify for potential applicants whether their initiative will or will not be an appropriate fit with the Catalyst Fund Partnership definition:

***Place-based:*** *The Partnership has defined a geographically explicit area of focus—a landscape—that is sufficiently large in scale to span political boundaries and* *encompass a diversity of landowner types, conservation issues, jurisdictions, and stakeholder interests.*

Partnerships that are structured around efforts to conserve a readily identifiable and specific *landscape*—an interconnected geographic area that exceeds jurisdictional boundaries yet functions as and is perceived as a single unit because of ecological, cultural and/or other societal reasons—will successfully meet this characteristic.

Note: Landscape Conservation Partnerships can occur in all types and mixes of landscapes, including urban, suburban, rural, working, wild, and combinations thereof.

What will not meet this definition:

* Partnership working to advance conservation in general geographies (e.g., “across the western United States” or “throughout the Northeast”).
* Partnerships focused on an issue or solution (e.g., building wildlife crossings, increasing green infrastructure, or creating model planning or easement language) irrespective of specific geography.
* Partnerships with areas of focus defined by political boundaries (e.g., working to advance conservation across a state).
* Partnerships working within a landscape on a single “type” of land (e.g., working only on public lands within the landscape).
* Partnerships focused exclusively on a single property or unit (e.g., a state park or a national forest). Note: working across Sovereign Tribal Nation lands would be an exception in the Indigenous-led Partnerships portion of the Fund.

***Focused on a Shared, Long-term Conservation Vision:*** *The Partnership has articulated a long-term, holistic vision—encompassing people and nature—for the ecological health and resilience of the defined landscape, with clearly identified conservation goals and outcomes.*

Partnerships that have defined a long-term vision that captures a holistic focus on sustaining the ecological integrity and resilience of the landscape as a whole and the communities therein will meet this characteristic.

Note: in the context of the Catalyst Fund, “conservation” is broadly defined to be focused on sustaining or improving ecological integrity and functionality. The Fund is open to Partnerships that are working across all dimensions of cultural and ecological conservation and stewardship, as long as the focus is broad and holistic rather than specific and narrow (e.g., single-species conservation or invasive species management).

What will not meet this characteristic:

* Partnerships that work within a defined landscape but are primarily targeting a specific issue or solution, e.g.:
	+ Advancing a single solution (e.g., building wildlife crossings or increasing green infrastructure) within the landscape;
	+ Conserving a single species or ecosystem type (e.g., subalpine meadows) within the landscape;
	+ Addressing a specific threat (e.g., invasive species management) within the landscape.
* “Umbrella” proposals—that is, organizations or collaboratives that support/serve a network of Landscape Conservation Partnerships in a variety of landscapes, but are not pursuing a specific vision for a defined landscape themselves.
* Partnerships primarily organized to share information and allow for networking amongst practitioners within the landscape, but are not action-oriented toward achieving a shared conservation vision on the ground.
* Organizations partnering together primarily to share resources across organizations to advance the capacity of each organization to achieve its own work (rather than coming together to collectively articulate and strive toward a shared vision that represents more than the sum of the individual organizations).
* Short-term project-specific collaborations (e.g., a specific parcel acquisition or implementation of a specific land management activity).
* Partnerships structured solely around defensive campaigns against specific actions (e.g., opposition to a proposed mine or pipeline).

***Collaboratively Governed:*** *Although one organization may play a lead convening or coordination role in the Partnership, a formal or informal governance structure or decision-making process fosters collaborative leadership and ensures participatory engagement of a diversity partners.*

Partnerships that emerge from co-creation of multiple partners, progress through extra-organizational leadership, and operate via (formally or informally defined) governance structures to ensure participatory engagement will meet this characteristic.

What will not meet this characteristic:

* Programmatic endeavors of a single organization (even if such a program brings in additional partners to achieve program objectives).
* Partnerships in which leadership and decision-making are concentrated in a single organization and lack structures/opportunities for partners to contribute to decisions.
* Partnerships in which a very small number of partners collaborate in decision-making, are closed to participation from additional stakeholders, and lack a clear strategy to involve more partners.

***Inclusive:*** *The Partnership emphasizes inclusive outreach and dialogue with a breadth of stakeholders on the landscape to build a holistic vision (and action) informed by multiple interests and perspectives.*

Partnerships that are proactively multidisciplinary and building bridges across a diversity of interests, perspectives, and sectors in pursuit of a shared conservation vision for the future of a landscape will meet this characteristic.

What will not meet this characteristic*:*

* Initiatives built around a single perspective (e.g., increasing wilderness designation or expanding working forests in the landscape).
* Partnerships primarily focused on convening like-minded individuals and/or organizations to achieve outcomes for narrow purposes (e.g., collaborating to conserve a landscape to increase waterfowl hunting opportunities or to increase river flow for improved recreational opportunities).
* Partnerships comprised of too few partners. Note: while it is impossible to identify a concrete partner threshold (some landscapes have a high density of potential partners to work with whereas other landscapes may face a paucity of organizations/community groups such that 4 or 5 partners may represent a significant number of partners), the Partnership should be sufficiently robust in partner numbers that a broad range of stakeholders and perspectives are engaged, and the goal is to engage more stakeholders over time.

***Informed:*** *The Partnership is committed to building the shared foundation of knowledge necessary to achieve its goals, and is rigorous in utilizing ecological, cultural, traditional, and/or social information to inform its work.*

Partnerships that strive to incorporate the best available science as well as additional knowledge sources including traditional knowledge into building shared understanding as a basis for guiding action-oriented efforts will meet this characteristic.

What would not meet this characteristic:

* Partnerships focused primarily on research (as opposed to the action-oriented implementation of a science-informed conservation vision).
* Partnerships formed to make conservation decisions based on political consensus without consideration of ecological health.
1. **AM I AN APPROPRIATE FIT FOR THE CATALYST FUND?**

**THE BUILDING STAGE OF PARTNERSHIP DEVELOPMENT**

**Per the RFP**

The Catalyst Fund prioritizes Partnerships that are at the strategic point in Partnership development of navigating the transition from collective vision to collective action. We call this the “Building” Stage. Proposals from “Conserving” Stage Partnerships may be considered in exceptional situations where the outcomes of the grant period will be of significant value to the broader landscape conservation field. Proposals from Partnerships in the “Starting” Stage will not be considered.

**Additional Background**

Although every Partnership must respond to the unique context of its landscape, most follow similar progressions of development which can be generalized as “Starting,” “Building,” and “Conserving.” Applicants are encouraged to carefully review the *Partnerships Stages and Common Steps to Success Chart* below (see pages 10-12) to better understand the distinctions between these three stages of Partnership development, and the common (but not universal) activities associated with each stage.

The Catalyst Fund prioritizes Building Stage Partnerships. In the Building Stage, participants have already demonstrated a commitment to the Partnership through a significant investment of time to build the preliminary relationships and establish the foundation of trust necessary for working together. Participants have also demonstrated preliminary forward momentum through crafting and agreeing on a shared conservation vision/mission and Partnership goals. This is often the stage at which the volunteer time of the participants is no longer enough to sustain and build the Partnership, and when strategic investments of funding can have significant impact in solidifying group momentum, staffing the Partnership, and accelerating forward progress towards achieving conservation outcomes.

The *Partnership Stages and Common Steps to Success Chart* (*see* Section 4 below, pg. 10-12) is intended to assist Partnerships in thinking through whether and how their Partnership fits within the Building Stage of development. The Chart is intended to be additive to applicants’ thinking, rather than absolute; it provides an informed framework that illustrates the kind of careful Partnership building and strategic conservation planning we anticipate seeing from applicants, and identifies approaches that have proven successful for many Partnerships to date. However, any Landscape Conservation Partnership should operate and develop strategies within the context of its own mix of people, place, and priorities: in crafting a proposal, we ask applicants to identify the most impactful set of eligible activities that will advance *their* Partnership and conservation goals at this time (even if not in the Chart), and that will accelerate Partnership momentum and conservation outcomes going forward.

While the Catalyst Fund clearly identifies Building Stage Partnerships as a priority, strongly compelling proposals from Conserving Stage Partnerships may on rare occasion be considered if the outcomes of the grant period will be of significant value to the broader landscape conservation field. If you are considering submitting such a proposal, please contact the Catalyst Fund Manager before doing so.

Proposals from Starting Stage Partnerships will not be considered at this time. A review of successful Partnerships over the last two decades suggests that Partnerships succeed when built on a foundation of trust. The ad hoc efforts required to move collectively through the early Starting Stage activities are essential for building trust and demonstrating that partner commitment exists for the Partnership to endure over time and achieve significant conservation impact. As such, investments in the Starting Stage would risk moving Partnerships forward faster than “the speed of trust,” and are thus premature for consideration under the Catalyst Fund. Partnerships currently in the Starting Stage should look to the Catalyst Fund in future years when forward momentum has accrued and when a small investment can accelerate the Partnership forward on its path to conservation impact.

**SECTION 4: PARTNERSHIP STAGES AND COMMON STEPS TO SUCCESS CHART**

Collaborating at multiple scales to achieve a place-based, community-grounded landscape conservation vision is complex, but review of successful Partnerships over the last two decades suggests common steps to success at various stages of Partnership development. The three-part chart below captures common steps to success in five key interrelated areas at each stage of Partnership growth. These steps are representative but not universal—Partnerships should evolve in their own way and at the pace that fits their landscape context. Nor are these steps necessarily linear—Partnerships will often revisit steps, stages, and priorities over time.

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| **STARTING STAGE**Potential partners come together, develop trust and relationships, explore whether sufficient interest and desire exists to work together, and craft a shared vision and goals for moving forward. |
| **Conservation Objectives & Activities** | **Stakeholder Convening and Outreach** | **Internal and External Communications** | **Structure and Governance** | **Staffing and Funding** |
| Identify shared geography and create initial list of partners’ interests, concerns, goals, and priorities. | Convene core group of potential partners. Start to build relationships and trust with stakeholders and identify who else could be involved. Be inclusive. | Weave authentic engagement and communications into partnership work from the beginning.  | Identify lead organization(s), potential process, and commit to participatory governance (rather than a top-down process). Typically one organization steps forward to be the lead or “host” organization. | Early partnership convening generally relies on the time of its partner organizations. A group should spend the time necessary to build trust, establish shared goals, and verify partnership value and viability before investing too much funding in a partnership.  |
| Share stakeholder individual and collective experiences, expertise, and insights on the landscape and within the geography. | Provide opportunities to learn about partners’ interests, concerns, ideas, and experiences. Do not rush this early stage of getting to know each other and building trust and connectivity. | Start developing a compelling way to communicate the partnership’s vision and focal geography.  | In the Starting stage, establish just enough structure to ensure clarity and ongoing momentum. Focus should be on relationship building and shared landscape goals. |  |
| Identify shared vision, mission, goals, capacity and next steps.  | Be respectful, clear and transparent. Ensure the effort will fill an unaddressed collective need, and not be duplicative. Discuss initial ground rules, roles, and responsibilities. | Develop and sustain good internal communications products and protocols to keep partners informed, connected, and involved. |  |  |

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| **BUILDING STAGE**The Partnership consolidates early momentum and formalizes a process for working together: strengthens trust and relationships around an already articulated vision and mission, creates governance and staffing structures to facilitate participatory engagement, advances conservation planning, develops a strategic action plan, and engages more partners. |
| **Conservation Objectives & Activities** | **Stakeholder Convening and Outreach** | **Internal and External Communications** | **Structure and Governance** | **Staffing and Funding** |
| Map and analyze traditional ecological and cultural knowledge in combination with known data sets on climate resilience, habitat connectivity, biodiversity, cultural resources, and other priorities through a prioritization process.  | Continue trust-building through regular convening, outreach, and authentic engagement. Reach out to new stakeholders (landowners, municipal officials, etc.) as needed. Who is missing?  | Build effective external communications (e.g., website, e-news) to build support, connect with new audiences, learn from one another, and achieve goals. | Formalize the partnership’s structure in a Charter, Memorandum of Understanding, Partnership Agreement or similar document. Include assessment and evaluation criteria and methods.  | Seek and secure funding or partnership support for increasing capacity or a designated part-time (or full-time) coordinator. Dedicate sufficient staff (or in-kind) time to fiscal and administrative duties to ensure sound business and management practices. |
| Craft a science-informed strategic conservation vision and map for the landscape. Integrate broader community values as appropriate depending on partnership goals. | Revisit and finalize partnershipmission, goals, and objectives with partners. | Develop outreach products and strategies for targeted audiences—including new and diverse stakeholders “beyond the choir.” | Develop steering committee, working groups, other structure as helpful (only as much as needed) to guide the work of the partnership. | Identify and secure funding for priority activities, and start to build out a funding model for sustaining the partnership over time. |
| Develop a strategic action plan to guide implementation of the strategic conservation vision, including elements such as focal areas, specific priority objectives, evaluation metrics, tasks and timelines. | Identify outreach and partnership building activities that connect people to each other and to the landscape, and build support for the conservation vision (e.g., field trips, skill building workshops, facilitated group discussions.) | Review and refine internal communications products and protocols to ensure the partnership and subgroups are running smoothly and people are fully informed and engaged; gain feedback and adapt. | Ensure that the partnership and any committees formed convene with the frequency necessary to meet share goals, and that there is the infrastructure needed to advance goals at and between convenings. | Focus also on increasing the amount of resources available for all partners to achieve the collective conservation goals. |
| Identify and pursue “early successes” and short-term activities to advance conservation goals and achieve early partnership success. | Build upon/ celebrate individual partner contributions while building shared activities and understanding. |  |  | Clarify the partnership’s role in fundraising vis-à-vis the role of individual partner organizations to have transparency and reduce duplication of efforts.  |

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| **CONSERVING STAGE**The Partnership leverages its strong foundation to proactively pursue and achieve conservation outcomes on the ground that significantly advance its shared landscape vision.  |
| **Conservation Objectives & Activities** | **Stakeholder Convening and Outreach** | **Internal and External Communications** | **Structure and Governance** | **Staffing and Funding** |
| Implement individual and/or collective strategies to achieve conservation goals per the strategic action plan priorities and as opportunities arise. | Continue to nurture, build, and celebrate the partnership and stakeholder relationships. Don’t forget to celebrate successes.  | Continue strategic outreach and develop new products (e.g., compelling case statement, media strategy) to highlight and advance core messages and collaborative efforts. | Review, discuss, and refine governance structures and processes as needed.  | Review and refine the partnership’s funding strategy/business plan, with a focus on increasing the partnership’s financial sustainability.  |
| Continue to update landscape knowledge and fill identified gaps in understanding. | Continue to engage diverse, new audiences and stakeholders. | Give credit to all, showcasing successes and progress through storytelling, media, and other effective communications. | Remain nimble and adapt to changes in leadership, participation, structure, and process as the long-term collaborative initiative grows and changes over time. | Maintain or increase staff/contract capacity as needed. The coordinator should continue to focus sufficient time on facilitation and partnership engagement. |
| Implement evaluation metrics and monitor progress of both the partnership and on the ground conservation. | Continue to engage partners and new audiences through on the ground activities and educational events on the landscape’s many values. | Continue to revisit internal communications and new technologies for effective group discussions and resource-sharing.  | Plan for continuity and succession. | Continue to raise project-focused funding and to increase the amount of resources available to the partners overall. |
| Recalibrate strategies and activities to reflect lessons learned. Adapt, re-invent, and re-energize over time as necessary. |  |  |  |  |

**Sources:** The Common Steps to Success Chart is synthesized from a number of sources, including: 1) Page 13 and overall report: [*Pathways Forward: Progress and Priorities in Landscape Conservation*](http://landscapeconservation.org/wp-content/uploads/2018/08/Pathways-Forward_2018_NLC.pdf), Network for Landscape Conservation 2018; 2) Page 19 and overall report: [*Enhancing the Partnership: Chesapeake Large Landscape Partnership Report*](https://www.nps.gov/chba/learn/news/upload/LLC-Partnership-Analysis_11012013-1.pdf)*: 25 Best Practices for Large Landscape Conservation Partnerships,* NPS Chesapeake Bay Office 2013; 3) [*The Regional Conservation Partnership Handbook*](http://highstead.net/pdfs/RCP%20Handbook.pdf)and [2-page summary of *Steps to Success*](https://www.wildlandsandwoodlands.org/sites/default/files/RCP%202-page%20summary_0.pdf)*,* Highstead Foundation 2015; 4) [*Network Models and Lessons from Across the U.S*.](http://www.hillcountryalliance.org/wp-content/uploads/2017/10/Network-ModelsLessons_101117.pdf), Texas Hill Country Conservation Network 2017; and 5) [*The Santa Cruz Stewardship Network: A Regionwide, Cross-Sector Approach to Conservation*](https://static1.squarespace.com/static/56438501e4b0d160674c3131/t/59a0560dd55b4159c56932ef/1503680024061/SCMSN-Case-Study-A-Regionwide-Cross-Sector-Approach-to-Conservation.pdf), Converge for Impact 2018.