



# TOOL | COMPENDIUM OF COLLECTIVE IMPACT RESOURCES: ENGAGING COMMUNITY STAKEHOLDERS TO BUILD MOVEMENTS FOR CHANGE

This is the sixth in the Collective Impact Compendium of Resources series that aims to offer a quick and easy reference for you to find key Collective Impact resources in one place. In this edition of the series, we have curated a list of papers, tools and resources which focus on the practice of effective community engagement, and how a movement building lens can accelerate the impact of your collaborative initiative.

## USING THIS TOOL WILL HELP YOU:

- **Uncover the relevant papers, tools and resources to understand and build strategies to effectively engage citizens in Collective Impact efforts**
- **Explore the concept of movement building and how this approach could accelerate Collective Impact efforts**
- **Have access to tools which build capacity to implement effective community engagement strategies**

## OVERVIEW

Collective Impact efforts are designed to move the needle on complex community issues. The framework consists of five core conditions: agreement on a common agenda; shared measurement; mutually reinforcing activities; continuous communications and investing in backbone infrastructure. A key focus of successful Collective Impact efforts is measuring progress and impact. Successful Collective Impact efforts seek to engage a broad and diverse range of stakeholders. The knowledge and experience of diverse stakeholders creates a base for generating deeper understanding of the elements that are holding this seemingly intractable problem or issue in place.

Community engagement is linked to many of the conditions of the Collective Impact framework. However, many Collective Impact practitioners have interpreted the framework in a way that seeks to only engage traditional or formal community leaders. To adequately understand the complexity of the issue or dilemma to be resolved, includes paying attention to the principles of inclusion and equity. Issues impact different sub-populations in communities in different ways. Understanding how the issue or dilemma is challenging local citizens is key.

This compendium will focus on key articles, tools and resources which have been developed to assist Collective Impact practitioners to evaluate their community change efforts.

### The 5 Phases of Collective Impact

Components for Success	Phases I Assess Readiness	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Begin Implementation	Phase V Sustain Action and Impact
<b>Governance &amp; Infrastructure</b>	Convene Community Leaders	Identify champions and form cross-sector Steering Committee (SC) to guide the effort	Determine initial workgroups and plan backbone organization	Launch work groups (WGs) and select backbone organization	Build out the backbone organization, evolve WGs to meet emergent strategy
<b>Strategic Planning</b>	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make case	Create common agenda, clear problem definition, population level goal	Develop blueprint for implementation and identify quick wins	Refine strategies and mobilize for quick wins
<b>Community Engagement</b>	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders	Incorporate community voice, gain community perspective and input around issue	Engage community more broadly and build public will	Continue engagement and conduct advocacy
<b>Evaluation and Improvement</b>	Determine if there is consensus/urgency to move forward	Analyze baseline data to ID key issues and gaps	Develop high level shared metrics and/or strategies at SC level	Establish shared measures (indicators and approach) at SC and WG levels	Collect, track, and report process (process to learn and improve)

## STAKEHOLDER ENGAGEMENT ARTICLES

- Stanford Social Innovation Review and The Harwood Institute: Article – Putting Community In Collective Impact - [https://ssir.org/articles/entry/putting\\_community\\_in\\_collective\\_impact](https://ssir.org/articles/entry/putting_community_in_collective_impact)
- Stanford Social Innovation Review: Article: Using Human-Centred Design to Advance Civic Engagement in Non-Profits - [https://ssir.org/articles/entry/using\\_human\\_centered\\_design\\_to\\_advance\\_civic\\_engagement\\_in\\_nonprofits](https://ssir.org/articles/entry/using_human_centered_design_to_advance_civic_engagement_in_nonprofits)
- Stanford Social Innovation Review: Article: Community Voices for Social Good - [https://ssir.org/articles/entry/community\\_voices\\_for\\_social\\_good](https://ssir.org/articles/entry/community_voices_for_social_good)
- Stanford Social Innovation Review: Article: Wielding Power with Community: Creating Pathways for Change and Transformation - [https://ssir.org/articles/entry/wielding\\_power\\_with\\_community\\_creating\\_pathways\\_for\\_change\\_and\\_transformation](https://ssir.org/articles/entry/wielding_power_with_community_creating_pathways_for_change_and_transformation)
- Tamarack Institute: Article: Turf, Trust, Collaboration and Collective Impact - <http://www.tamarackcommunity.ca/library/turf-trust-co-creation-collective-impact>
- Tamarack Institute: Article: Collective Impact 3.0: An Evolving Framework for Community Change - <http://www.tamarackcommunity.ca/library/collective-impact-3.0-an-evolving-framework-for-community-change>
- Tamarack Institute: Article: Welcoming the Stranger - <http://www.tamarackcommunity.ca/library/welcoming-the-stranger>
- Tamarack Institute: Article: Community Engagement: A Foundational Practice of Community Change - <http://www.tamarackcommunity.ca/library/paper-community-engagement-a-foundational-practice-of-community-change>
- Collective Impact Forum: Online Article: Bringing an Equity Lens to Collective Impact - <http://collectiveimpactforum.org/blogs/34176/bringing-equity-lens-collective-impact>
- Collective Impact Forum and Stanford Social Innovation Review: Article: Roundtable on Community Engagement and Collective Impact - <http://collectiveimpactforum.org/resources/roundtable-community-engagement-and-collective-impact>
- Collective Impact Forum: Online Article: Putting Community in Collective Impact - <http://collectiveimpactforum.org/blogs/1616/putting-community-community-engagement>

## MOVEMENT BUILDING RESOURCES

- Tamarack Institute: Article: Creating Containers and Co-Design: Transforming Collaboration - <http://www.tamarackcommunity.ca/library/paper-creating-containers-and-co-design-transforming-collaboration>
- The Harwood Institute: Resource: Community Rhythms: The Five Stages of Community Life - <https://theharwoodinstitute.org/news/1999/12/1/community-rhythms-the-five-stages-of-community-life>

- Stanford Social Innovation Review: Article: Building Movements not Organizations - [https://ssir.org/articles/entry/building\\_movements\\_not\\_organizations](https://ssir.org/articles/entry/building_movements_not_organizations)
- Stanford Social Innovation Review: Article: Building Networks and Movements for Social Change - [https://ssir.org/articles/entry/building\\_networks\\_and\\_movements\\_for\\_social\\_change](https://ssir.org/articles/entry/building_networks_and_movements_for_social_change)
- Stanford Social Innovation Review: Article: Five Ways Funders can Support Social Movements - [https://ssir.org/articles/entry/five\\_ways\\_funders\\_can\\_support\\_social\\_movements](https://ssir.org/articles/entry/five_ways_funders_can_support_social_movements)
- Stanford Social Innovation Review: Article: How Individual Donors can Help Build Movements - [https://ssir.org/articles/entry/how\\_individual\\_donors\\_can\\_help\\_build\\_movements](https://ssir.org/articles/entry/how_individual_donors_can_help_build_movements)
- Stanford Social Innovation Review: Article: Five Steps to Building an Effective Impact Network - [https://ssir.org/articles/entry/five\\_steps\\_to\\_building\\_an\\_effective\\_impact\\_network](https://ssir.org/articles/entry/five_steps_to_building_an_effective_impact_network)
- Stanford Social Innovation Review: Article: Philanthropists must Invest in an Ecology of Change - [https://ssir.org/articles/entry/philanthropists\\_must\\_invest\\_in\\_an\\_ecology\\_of\\_change](https://ssir.org/articles/entry/philanthropists_must_invest_in_an_ecology_of_change)
- Stanford Social Innovation Review: Article: Leveraging a Movement Moment - [https://ssir.org/articles/entry/leveraging\\_a\\_movement\\_moment](https://ssir.org/articles/entry/leveraging_a_movement_moment)
- Inspiring Communities, New Zealand: Online Resource: Learning by Doing: Community-led Change in Aotearoa - <http://inspiringcommunities.org.nz/learning-by-doing-community-led-change-in-aotearoa/>

## CASE STUDIES

- Tamarack Institute: Case Study: Authentic Engagement: A Learning Journey - <http://www.tamarackcommunity.ca/library/case-study-authentic-engagement-a-learning-journey>
- Tamarack Institute: Case Study: Investing to Create a Network of Community Change Agents: A Case Study on the Greater Lehigh Valley - <http://www.tamarackcommunity.ca/library/case-study-greater-lehigh-valley>

## TOOLS

- Collective Impact Forum: Online Resource – Community Engagement Toolkit - <http://collectiveimpactforum.org/resources/community-engagement-toolkit>
- Living Cities: Tool: A Path to Authentic Community Engagement Guiding Questions - <https://www.livingcities.org/resources/347-a-path-to-authentic-community-engagement-guiding-questions>
- Living Cities: Tools: Just Change Tools - <https://www.livingcities.org/resources/325-just-change-tools>

- Living Cities: Online Course: Week 1: Why Involve Community Members in Collective Impact - <https://www.livingcities.org/resources/287-week-1-why-involve-community-members-in-collective-impact>
- Living Cities: Online Course: Week 2: Amplifying the Community Voice in Collective Impact - <https://www.livingcities.org/resources/289-week-2-amplifying-the-voice-of-community-in-collective-impact>
- Living Cities: Online Course: Week 3: Creating Community Feedback Loops to Fast Track Change - <https://www.livingcities.org/resources/290-week-3-creating-community-feedback-loops-to-fast-track-change>
- Living Cities: Online Course: Week 4: Applying Business Concepts to Community Engagement - <https://www.livingcities.org/resources/291-week-4-applying-business-concepts-to-community-engagement>
- Living Cities: Online Course: Week 5: Working with Communities to Advance Racial Equity and Eliminate Disparities - <https://www.livingcities.org/resources/292-week-5-working-with-communities-to-advance-racial-equity-and-eliminate-disparities>
- Tamarack Institute: Tool: The Engagement Continuum - <http://www.tamarackcommunity.ca/library/the-engagement-continuum>
- Tamarack Institute: Tool: Empathy Map - <http://www.tamarackcommunity.ca/library/empathy-tool-map>
- Tamarack Institute: Tool: Stakeholder Engagement Wheel - <http://www.tamarackcommunity.ca/library/stakeholder-engagement-wheel>
- Tamarack Institute: Tool: Bringing the Heart into Collective Impact - <http://www.tamarackcommunity.ca/library/bringing-the-heart-into-collective-impact>
- Tamarack Institute: Tool: Establishing Values and Principles for Working Together - <http://www.tamarackcommunity.ca/library/establishing-values-and-principles-for-working-together-tool>
- Co-Creative Consulting: Tool: The Four Voices of Collaborative Innovation - [http://docs.wixstatic.com/ugd/7c2b0e\\_ecc7ed3627ad4f41838bda5347c51945.pdf](http://docs.wixstatic.com/ugd/7c2b0e_ecc7ed3627ad4f41838bda5347c51945.pdf)
- Co-Creative Consulting: Tool: 5 Levels of Engagement - [http://docs.wixstatic.com/ugd/7c2b0e\\_9432d9ab534d4aeab0d4ff2bba65a8ee.pdf](http://docs.wixstatic.com/ugd/7c2b0e_9432d9ab534d4aeab0d4ff2bba65a8ee.pdf)
- Co-Creative Consulting: Tool: 12 Tools to Foster Alignment and Collaboration - [http://docs.wixstatic.com/ugd/7c2b0e\\_9d84392ebf3c442298a8702811593d90.pdf](http://docs.wixstatic.com/ugd/7c2b0e_9d84392ebf3c442298a8702811593d90.pdf)

## WEBINARS & VIDEOS

- Collective Impact Forum: Video and Resources: Community Engagement Matters (Now More Than Ever) - <http://collectiveimpactforum.org/resources/community-engagement-matters-now-more-ever>
- Collective Impact Forum: Webinar: It's About the Community: Why Community Engagement and Process Matter in Collective Impact - <http://collectiveimpactforum.org/resources/it%E2%80%99s-about-community-why-community-engagement-and-process-matter-collective-impact>

- Collective Impact Forum: Webinar: Building a Community Engagement Strategy - <http://collectiveimpactforum.org/resources/building-community-engagement-strategy>
- Tamarack Institute: Webinar: Strategies for Inclusive Engagement - <http://www.tamarackcommunity.ca/library/webinar-strategies-inclusive-engagement>
- Tamarack Institute: Webinar: Evaluation Tools for Community Engagement - <http://www.tamarackcommunity.ca/library/evaluation-tools-for-community-engagement-webinar>

## A FINAL NOTE:

This Compendium of Collective Impact resources was developed by the Tamarack Institute team. It is a starting point for emerging and existing Collective Impact leaders. If you have a tool or a resource that has been helpful to your Collective Impact work, contact us at [tamarack@tamarackcommunity.ca](mailto:tamarack@tamarackcommunity.ca) and we will include that tool in future iterations of this Compendium of resources.

## LEARN MORE:

Be sure to access the first five Compendiums in the series:

- [Compendium of Collective Impact Resources Part One: The Five Phases](#)
- [Compendium of Collective Impact Resources Part Two: Leadership, Governance, and Backbones](#)
- [Compendium of Collective Impact Resources Part Three: Building Community Readiness for Collective Impact](#)
- [Compendium of Collective Impact Resources Part Four: Building Resilient and Sustainable Collective Impact Initiatives](#)
- [Compendium of Collective Impact Resources Part Five: Evaluating Collective Impact Efforts](#)