TOOL | COMPENDIUM OF COLLECTIVE IMPACT RESOURCES: THE FIVE PHASES

Collective Impact happens over five phases. The papers, tools and resources contained in this Compendium are organized according to each of the phases to make this a quick and easy resource for you to keep handy as you embark on your Collective Impact journey.

USING THIS TOOL WILL HELP YOU:

- Build your capacity to drive a Collective Impact initiative at each phase
- Identify key resources and questions throughout the lifecycle of a Collective Impact effort
- Share and distribute Collective Impact resources for broader impact

### The 5 Phases of Collective Impact

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

The first phase of a Collective Impact effort focuses on assessing the readiness of the community to tackle a complex and interconnected problem as well as the readiness of leaders in the community to explore the Collective Impact issue. The resources listed below enable individuals and groups to consider whether Collective Impact is the appropriate collaboration framework to begin the journey of community change and impact.

- Tamarack Institute: Tool – Empathy Map - [https://www.tamarackcommunity.ca/library/empathy-tool-map](https://www.tamarackcommunity.ca/library/empathy-tool-map)
- Tamarack Institute: Tool – Bringing the Heart into Collective Impact - [https://www.tamarackcommunity.ca/library/bringing-the-heart-into-collective-impact](https://www.tamarackcommunity.ca/library/bringing-the-heart-into-collective-impact)
- Tamarack Institute: Tool – Planning your Backbone Support - [https://www.tamarackcommunity.ca/library/planning-backbone-support-tool](https://www.tamarackcommunity.ca/library/planning-backbone-support-tool)
PHASE II: INITIATE ACTION

Once a community has decided to use the Collective Impact framework to move the needle on a community change effort, the work of building a common agenda and theory of change begins. The following resources are useful for Collective Impact groups in the early stages of their journey and provide a roadmap for understanding how to develop a common agenda and community engagement around the collective priority setting process.

The initiating action phase may take some time to get to agreement on the path forward, but it is time well spent in building the foundation for the Collective Impact effort to be successful.

- Tamarack Institute: Tool – Refining your Ideas - https://www.tamarackcommunity.ca/library/refining-your-ideas
PHASE III: ORGANIZE FOR IMPACT

In this phase, many Collective Impact efforts begin to feel energy and momentum as they move from planning into action. Some key elements to consider in this phase include building engagement and enabling all members of the Collective Impact effort to lead. The backbone plays an important role in stewarding the work of the leadership table and action or working groups. There is a saying that many hands make light work and in Collective Impact efforts, broad scale community engagement is a vital component to success.

- Tamarack Institute: Tool – Crafting How Might We Questions - https://www.tamarackcommunity.ca/library/crafting-how-might-we-questions
PHASE IV: IMPLEMENTATION

The implementation phase in Collective Impact requires a focus on evaluation and impact. The tools and resources in this section are useful for Collective Impact efforts considering the impact of their work. Some Collective Impact efforts go through leadership transition during this phase and key milestone reports are a great tool to on-board new team members while maintaining momentum.

- Tamarack Institute: Case Study - Rockford’s Data Walk on 3rd Grade Reading - https://www.tamarackcommunity.ca/library/case-study-rockfords-data-walk-3rd-grade-reading
- Tamarack Institute: Tool – Start, Stop, Continue - https://www.tamarackcommunity.ca/library/start-stop-continue
PHASE V: SUSTAIN ACTION AND IMPACT

While a Collective Impact approach is less linear than the five phases suggest, detailing the work of Collective Impact over phases can be helpful. This final phase focuses on continuing to build the collective work. In some cases, Collective Impact efforts will review and adapt their original strategies while others will continue their original set of strategies to move toward community change and impact.

- Tamarack Institute and Here 2 There Consulting: Resource - What We Know so Far about the Strategy Continuum - https://www.tamarackcommunity.ca/library/what-we-know-so-far-strategy-continuum
- Tamarack Institute: Tool – Developing Evaluations that are Used - https://www.tamarackcommunity.ca/library/developing-evaluations-that-are-used

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 and we will include that tool in future iterations of this Compendium of resources.

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