



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

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
Governance & Infrastructure	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
Strategic Planning	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
Community Engagement	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
Evaluation and Improvement	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)

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.

- Stanford Social Innovation Review: Paper – Collective Impact - https://ssir.org/articles/entry/collective_impact
- Stanford Social Innovation Review: Paper – Channeling Change: Making Collective Impact work - https://ssir.org/articles/entry/channeling_change_making_collective_impact_work
- Tamarack Institute: Paper – Ready, Set, Go. Building Readiness for Collaborative and Community Impact - <https://www.tamarackcommunity.ca/library/ready-set-go-building-readiness-for-collaborative-and-community-impact>
- The Harwood Institute: Community Rhythms - <https://theharwoodinstitute.org/news/1999/12/1/community-rhythms-the-five-stages-of-community-life?rq=community%20rhythms>
- The Harwood Institute: The Engagement Path - <https://theharwoodinstitute.org/news/2003/10/31/the-engagement-path>
- Tamarack Institute: Tool – Collective Impact Five Phases Self-Assessment Tool - <https://www.tamarackcommunity.ca/library/collective-impact-self-assessment-and-planning-tool>
- Tamarack Institute: Tool – Empathy 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>
- Tamarack Institute: Tool – Planning your Backbone Support - <https://www.tamarackcommunity.ca/library/planning-backbone-support-tool>
- Collective Impact Forum: Backbone Starter Guide - <https://collectiveimpactforum.org/resources/backbone-starter-guide-summary-major-resources-about-backbone>
- Collective Impact Forum: Tools for Inter-sector Collaboration - <https://collectiveimpactforum.org/resources/intersector-toolkit-tools-cross-sector-collaboration>
- Collective Impact Forum: Tool – Community Engagement Toolkit - <http://collectiveimpactforum.org/resources/community-engagement-toolkit>
- Collective Impact Forum: Online Post – Brining an Equity Lens to Collective Impact - <http://collectiveimpactforum.org/blogs/34176/bringing-equity-lens-collective-impact>

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: Paper – How to Develop a Common Agenda for Collective Impact - <https://www.tamarackcommunity.ca/library/common-agenda-for-collective-impact>
- Tamarack Institute: Tool – Refining your Ideas - <https://www.tamarackcommunity.ca/library/refining-your-ideas>
- Tamarack Institute: Tool – The Six Thinking Hats - <https://www.tamarackcommunity.ca/library/the-six-thinking-hats-tool>
- Tamarack Institute: Tool – Gives and Gets - <https://www.tamarackcommunity.ca/library/gives-and-gets-tool>
- Tamarack Institute: Tool – Scoping our Work - <https://www.tamarackcommunity.ca/library/scoping-our-work-tool>
- Tamarack Institute: Tool – Who do We Want to Engage - <https://www.tamarackcommunity.ca/library/who-do-we-want-to-engage-tool>
- Tamarack Institute: Tool for Building a Plan on a Page - <https://www.tamarackcommunity.ca/library/building-a-plan-on-a-page>
- Tamarack Institute: Tool – Peer Input Process - <https://www.tamarackcommunity.ca/library/peerinputprocess>
- Tamarack Institute: Tool - Year One Action Plan Canvas - https://cdn2.hubspot.net/hubfs/316071/Resources/Article/year1_actionplan-CI_Implementation_Framework.pdf
- Tamarack Institute: Tool – Establish Values and Principles for Working Together - <https://www.tamarackcommunity.ca/library/establishing-values-and-principles-for-working-together-tool>
- Collective Impact Forum – Tool - Tools for Steering Committees - <https://collectiveimpactforum.org/resources/tools-steering-committees>
- Collective Impact Forum: Resource – Collective Impact Principles of Practice - <http://collectiveimpactforum.org/blogs/1301/collective-impact-principles-practice-putting-collective-impact-action>

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 – Stakeholder Engagement Wheel - <https://www.tamarackcommunity.ca/library/stakeholder-engagement-wheel>
- Tamarack Institute: Paper – The Context Experts - <https://www.tamarackcommunity.ca/library/the-context-experts>
- Tamarack Institute: Tool – Crafting How Might We Questions - <https://www.tamarackcommunity.ca/library/crafting-how-might-we-questions>
- Tamarack Institute: Tool - Human Centred Design Workbook - <https://www.tamarackcommunity.ca/library/experimenting-with-human-centered-design>
- Tamarack Institute: Tool – The Engagement Continuum - <https://www.tamarackcommunity.ca/library/the-engagement-continuum>
- Tamarack Institute: Tool – Translating Strategy into Action - <https://www.tamarackcommunity.ca/library/translating-strategy-to-action>
- Collective Impact Forum – Tool - Tools for Working Groups - <https://collectiveimpactforum.org/resources/tools-working-groups>

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>
- Urban Institute: Paper - Data Walks. An innovative Way to Share Data with Communities - <https://www.urban.org/research/publication/data-walks-innovative-way-share-data-communities>
- Tamarack Institute: Tool – Start, Stop, Continue - <https://www.tamarackcommunity.ca/library/start-stop-continue>
- Tamarack Institute: Tool – Key Milestone Reports - <https://www.tamarackcommunity.ca/library/key-milestone-report-tool>
- Collective Impact Forum: Paper - Guide to Evaluating Collective Impact - <http://collectiveimpactforum.org/resources/guide-evaluating-collective-impact>
- Spark Policy: Research Report - When Collective Impact has an Impact – A Cross-Site Study of 25 Collective Impact Initiatives - <http://sparkpolicy.com/collective-impact-impact-cross-site-study-25-collective-impact-initiatives/>

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: Paper: Collective Impact 3.0 - <https://www.tamarackcommunity.ca/library/collective-impact-3.0-an-evolving-framework-for-community-change>
- Tamarack Institute: Paper: Creating Containers and Co-Design: Transforming Collaboration - <https://www.tamarackcommunity.ca/library/paper-creating-containers-and-co-design-transforming-collaboration>
- 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>
- Here to There Consulting: Paper – Evaluating Collective Impact: Five Simple Rules - <https://www.tamarackcommunity.ca/hubfs/Resources/Publications/Evaluating%20Collective%20Impact%205%20Simple%20Rules.pdf?hsLang=en&t=1539977289559>
- Tamarack Institute: Tool – Developing Evaluations that are Used - <https://www.tamarackcommunity.ca/library/developing-evaluations-that-are-used>
- Tamarack Institute: Tool – Eco-Cycle Mapping - <https://www.tamarackcommunity.ca/library/the-eco-cycle-mapping-tool>
- FSG - Paper – The Water of Systems Change - https://www.fsg.org/publications/water_of_systems_change

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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