



The 5 Phases of Collective Impact

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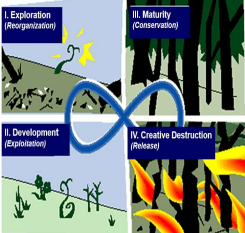
CI Components of Success	Phase I <i>Assess Readiness</i>	Phase II <i>Initiate Action</i>	Phase III <i>Organize for Impact</i>	Phase IV <i>Begin Implementation</i>	Phase V <i>Sustain Action and Impact</i>
Governance & Infrastructure	Convene community leaders	Identify champions & form cross-sector Steering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

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The 5 Phases of Collective Impact

Tamarack's Lessons Implementing CI



- Plan for 3-5 year campaigns
- Different phases require different leadership
- Learning and reflection needs to be built into every phase
- Watch out for traps
- Renewal is critical

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4 Pillars of Success Across the 5 Phases of Collective Impact

Pillar II – Strategic Planning

	PHASE I Assess Readiness	PHASE II Initiate Action	PHASE III Organize for Impact	PHASE IV Begin Implementation	PHASE V Sustain & Retain Impact
STRATEGIC PLANNING	Hold dialogue about issue, community context & available resources	Map the landscape & use data to make the case	Create a common agenda, clear problem definitions & population level goal	Develop blueprint for implementation; identify early wins	Refine strategies & mobilize for early wins
Focus of Pillar	<ul style="list-style-type: none"> Ensuring clarity about what we are trying to accomplish together and how we intend to do it 				
Pillar Goal	<ul style="list-style-type: none"> Establishing an action plan that outlines how - and who - will do what to realize our common agenda 				
Key Questions	<ul style="list-style-type: none"> What is our shared aspiration? What is our Theory of Change? What are the high leveraged actions we will take to realize our aspiration? 				
Success Indicators	<ul style="list-style-type: none"> There is broad understanding and endorsement of your plan; Regular and consistent progress is being seen and interest & involvement are growing; and The plan is updated and refined using data and learning from our actions 				

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4 Pillars of Success Across the 5 Phases of Collective Impact

Pillar III – Community Engagement

	PHASE I Assess Readiness	PHASE II Initiate Action	PHASE III Organize for Impact	PHASE IV Begin Implementation	PHASE V Sustain & Retain Impact
COMMUNITY ENGAGEMENT	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders	Incorporate community voice & an equity lens - gain community perspective & input around the issue	Engage community more broadly & build public will	Continue engagement & conduct advocacy
Focus of Pillar	<ul style="list-style-type: none"> Ensuring that our CI Initiative has engaged diverse perspectives that enable us to view our issue holistically 				
Pillar Goal	<ul style="list-style-type: none"> Understanding our community's unique context Continually expanding partnerships with others who want to address our issue with us 				
Key Questions	<ul style="list-style-type: none"> Who have we involved? Who is experiencing the "pain" of this issue? Who else needs to be involved with this issue? What is important about HOW we engage diverse perspectives? 				
Success Indicators	<ul style="list-style-type: none"> There is growing interested and involvement in our CI initiative There is shared ownership for our issue; and There is a common agenda and sustained shared action to make it a reality 				

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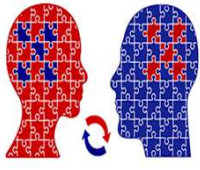
4 Pillars of Success Across the 5 Phases of Collective Impact

Pillar IV – Evaluation & Learning


	PHASE I Assess Readiness	PHASE II Initiate Action	PHASE III Organize for Impact	PHASE IV Begin Implementation	PHASE V Sustain & Retain Impact
EVALUATION & LEARNING	Determine if there is consensus/urgency to move forward collaboratively	Analyze baseline data to ID key issues and gaps	Develop high-level shared metrics and/or strategies at the SC level	Establish shared measures (indicators & approach) at SC & Action Team levels	Collect, track and report progress; establish processes to learn & improve
Focus of Pillar	<ul style="list-style-type: none"> Ensuring that our CI Initiative is tracking progress Ensuring we are making time to review and make sense of our data Adjusting and/or making changes in our plan accordingly 				
Pillar Goal	<ul style="list-style-type: none"> To assess progress, outcomes and impact; and, to document and share learning 				
Key Questions	<ul style="list-style-type: none"> What is changing and what are we learning based upon our actions? What impact are we having and how can we sustain & grow it How are we changing policies, culture, norms & systems? 				
Success Indicators	<ul style="list-style-type: none"> Learning is captured and used to refine action Learning is documented and shared Evidence of our progress and impact is measured and communicated Unintended consequences (both positive & negative) are intentionally documented and shared 				

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The 5 Phases of Collective Impact
Whole Group Debrief



- AHAs & Insights
- New Questions?
- Feedback on the Tool



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The 5 Phases of Collective Impact
Implications for Backbone Leaders



- Collective Impact requires a twofold focus:
 - Creating infrastructure for the system to work together in new ways; and,
 - Developing action plans to address your shared issue
- Collective Impact requires a long-term commitment:
 - It's critical to manage expectations for this
 - The tension between learning & action must be held creatively
- Collective Impact creates a "shared innovation space" for prototyping & addressing systems issues



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