

The 5 Phases of Collective Impact



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The 5 Phases of Collective Impact CI Components of Success Covernance & Infrastructure Convenance & Infrastructure Convenance & Infrastructure Convenance & Infrastructure Convenance & Convenance

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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

Cl Components of Success	Phase I Assess Readiness	Phase II Initiate Action	Phase III Organise for Impact	Phase IV Begin Implementation	Phase V Sustain Action and Impact
Covernance & Infrastructure	Cannot community leaders	Identify champions A form cross-sector Seering Committee (SC) to golde the effort	Determine initial Action Teams and plan backbone infrastructure	Leanth Artiss Trans & establish backbone infrastructure	Build out the buckboor industracture; render Action Teams to meet energent strategy
Strategic Planning	Bold dialogue about issue, community control & 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	Segin outreach to community leaders	Interporate community voice & an equity less - gain community perspective & input around the issue	Engage conservativy more broadly & build public will	Continue engagement & conduct advocacy
Evaluation, Improvement & Learning	Determine if there is consensus/ argony to move forward collaboratively	Analyze biseline 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 K & Action learn levels	Callect, track and report progress; establish processes to loars & improve

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The 5 Phases of Collective Impact Appreciating Dynamics In The 5 Phases Many partners engaged in collective efforts and in their individual activities Constant changes occurring both within the work of the collective effort and external to it Visual guides help depict and capture this flow in real time Feedback loops are essential to adapt strategy & ensure partners stay engaged, contributing & learning Ongoing engagement is critical

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	4 Pillars of Success Across the 5 Phases of Collective Impact							
Pillar I - Governance & Infrastructure								
	PHASE I Assess Readiness	PHASE II Initiate Action	PHASE III Organize for Impact	PHASE IV Begin Implementation	PHASE V Sustain & Retain Impact			
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			
Focus of Pillar	Ensuring responsibility & leadership are shared Clarity about how – and who – makes decisions Strives for consensus that honours multiple perspectives whenever possible							
Pillar Goal	Agreement on how your CI Initiative is best designed and led							
Key Questions	Who are we and how do we work together? What are the minimum agreements we need to work well together? What practices help foster understanding & trust between us? How do we address disagreements constructively? What structures enable us to work together well?							
Success Indicators	We have clarity re: how we work together & structures to support it							

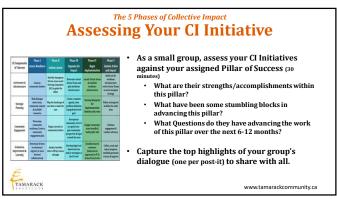
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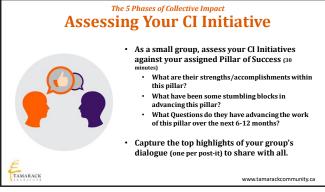
			the 5 Phases of Categic I	Collective Impac			
	PHASE I Assess Readiness	PHASE II Initiate Action	PHASE III Organize for Impact	PHASE IV Begin Implementation	PHASE V Sustain & Retain Impact		
STRATEGIC PLANNING	Hold dialogue about issue, community context & available resources	Map the landscape & use data to make the case	Create a common agenda, clear problem definition & population level goal	Develop blueprint for implementation; identify early wins	Refine strategies & mobilize for early wins		
Focus of Pillar	Ensuring clarity about what we are trying to accomplish together and how we intend to do it						
Pillar Goal	Establishing an action plan that outlines how – and who – will do what to realize our common agenda						
Key Questions	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	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						

	4 Pillars of	Success Across t	he 5 Phases of Co	llective Impact			
Pil	lar III -	- Comm	unity E	ngagem	ent		
	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	Ensuring that our CI Initiative has engaged diverse perspectives that enable us to view our issue holistically						
Pillar Goal	 Understanding our community's unique context Continually expanding partnerships with others who want to address our issue with us 						
Key Questions	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	There is share	ed ownership for our	volvement in our CI i issue; and stained shared action				

	4 Pillars of	Success Across	the 5 Phases of C	ollective Impact			
F	Pillar IV	/ -Evalu	ation &	<mark>Learni</mark>	ng		
	PHASE I Assess Readiness	PHASE II Initiate Action	PHASE III Organize for Impact	PHASE IV Begin Implementation	PHASE V Sustain & Retain Impact		
EVALUATION & LEARNING					Collect, track and report progress; establish processes to learn & improve		
Focus of Pillar	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	To assess progress, outcomes and impact; and, to document and share learning						
Key Questions	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	Learning is doc Evidence of our				ented and shared		

			The Phases	of Collective In	npact		
		Phase I Generate Mey and Hase Distingues	Phase II Industrial	Photos III Organica por Impact	Phase IV Regis (mplementation	Phase IV Arrive and Assert	
Over- arching	Componen ts of	Fre start-up Focus Engagement and Essingenies	Start up Focus From Mee to Formation	Growth Forum Early Experimentation	Greath. Focus: Sealing offers	Manufey Fecus Sustain and Faces	4 . 1 1 1 10
Actions	Success	EASILY YEARS Key Question: When needs to hoppen?		MICOLE YEARS Not Question: Now well is it working?		LATER YEARS Key Question: When difference one mating?	A tool developed for CI initiative to
				KEY ELEM	TATIS	- Anny	Ci illitiative to
Design, Implement	Production of	Convene Community Stakeholders	Identify changions and form cross-sector Steering Committee (SC) to guide the effort	Develop infrastructure (backbone, leadership seam, and working groups)	Launch work groups and formalize backbone infrastructure	Facilitate, refine and renew	assess their progress and plan
your Cl Initiative	Strategic Planning What a sea company of the Company Strategic Company	Hold dialogue about issue, community contest and available resources	Map the landscape and use data to make the case	Create common agends, clear problem definition, agreement on population level goals	Develop blueprint for implementation and identify quick wins	Refine strategies to mobilize for quick wins and to review progress	for the future.
Understare Context		Desermine community readiness, create a community engagement plan	Begin outreach to community leaders	Incorporate community voice, gain community perspective and input around itsue	Engage community more breadly and build public will	Continue engagement and address policy change needs	
Assess Progress, Outcomes Impact and Learning	100 mm	Desermine if there is consensus and urgency to move forward	Analyze baseline data to identify key issues and gaps	Estation shared metrics (indicators, measurement and approach)	Establish shered measures (indicators and approach at SC and WG levels	Collect, track, and report progress (process to learn, improve, and renew)	





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
- Collective Impact creates a "shared innovation space" for prototyping & addressing systems issues

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