



TOOL | COLLECTIVE IMPACT SELF-ASSESSMENT AND PLANNING

Bringing it All Together: How to assess your Collective Impact initiative?

This self-assessment and planning tool can be a reference tool for each of the five phases of the Collective Impact process. This tool is based on FSG’s “Phases of Collective Impact” document. It will enable you to assess your progress within the five core “components of success” needed to effectively sustain a Collective Impact effort. Within each of the core components, progress can be assessed across five phases of evolution that are typically seen in Collective Impact efforts.

TOOL DESCRIPTION:

The purpose of this tool is to help your collaborative leadership group to pause and take stock of where you are and the progress you have made in advancing your Initiative. Further, the tool can be used by your collaborative leadership group to consider what is needed to support the work moving forward. The graphic on the following page provides you with a holistic snapshot of this tool.

Together the “*Governance & Infrastructure*” and “*Strategic Planning*” elements of success focus on the work needed to design, implement and lead your initiative.

The “*Community Involvement*” element of success emphasizes your work to assess and consider the unique context within which your work will unfold over time.

Finally, the “*Evaluation & Improvement*” element of success is focused on how you intend to assess the progress, outcomes and impact of your work and make adjustments as required over time.

Use the tool to explore and consider the best plan for your collaborative leadership group to accelerate your effectiveness and momentum.

TOOL HOW TO:

For collaborative leadership groups, this tool includes check list for each of the five phases of the Collective Impact journey. The check-lists has been developed to provide concrete examples of activities within each component of success to provide prompts to help assess your progress and consider how the work may need to expand or change over time.

The check-list is a starting point. Please feel free to add additional insights and signs of progress as needed.

TOOL DEBRIEF:

After reflecting on your progress and considering the work required within each component to sustain healthy progress on your initiative. Use the information to set priorities and establish milestones for how your work will unfold across all four components of success for the coming year. Use the planning tool and work plan templates to capture these critical pieces of your collaborative process.

SOURCE:

¹www.FSG.org

The Phases of Collective Impact

Over-arching Actions	Components of Success	Phase I <i>Generate Ideas and Host Dialogues</i>	Phase II <i>Initiate Action</i>	Phase III <i>Organize for Impact</i>	Phase IV <i>Begin Implementation</i>	Phase IV <i>Review and Renew</i>
		Pre start-up <i>Focus: Engagement and Exploration</i>	Start up <i>Focus: From Idea to Formation</i>	Growth <i>Focus: Early Experimentation</i>	Growth <i>Focus: Scaling efforts</i>	Maturity <i>Focus: Sustain and Renew</i>
		EARLY YEARS Key Question: <i>What needs to happen?</i>		MIDDLE YEARS Key Question: <i>How well is it working?</i>		LATER YEARS Key Question: <i>What difference are we making?</i>
		KEY ELEMENTS				
Design, Implement and Lead your CI Initiative	Governance and Infrastructure How decisions are made and responsibilities shared	Convene Community Stakeholders	Identify champions and form cross-sector Steering Committee (SC) to guide the effort	Develop infrastructure (backbone, leadership team, and working groups)	Launch work groups and formalize backbone infrastructure	Facilitate, refine and renew
	Strategic Planning What are we trying to do and how: Our Theory of Change	Hold dialogue about issue, community context and available resources	Map the landscape and use data to make the case	Create common agenda, 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
Understand Context	Community Involvement Who is involved? Who else's eyes need to be on this issue?	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 address policy change needs
Assess Progress, Outcomes, Impact and Learning	Evaluation and Improvement What are we learning and how are we changing culture, norms and systems?	Determine if there is consensus and urgency to move forward	Analyze baseline data to identify key issues and gaps	Establish shared metrics (indicators, measurement and approach)	Establish shared measures (indicators and approach at SC and WG levels)	Collect, track, and report progress (process to learn, improve, and renew)

Step # 1: Defining the Components for Success

Governance and Infrastructure

Description:	This component is focused on ensuring that your group shares responsibilities and leadership; and, is clear about how – and who – makes decisions. The aim, when possible should strive for a consensus that is honoring of multiple perspectives.	Questions to consider:	<p>“Who are we? & How do we work together?” The focus of work for this element involves continually assessing:</p> <ul style="list-style-type: none"> • What are the minimum agreements needed for us to work well together? • What practices do we have to help us foster understanding and trust between us? (When disagreements arise, how do we address them constructively?) • What structures are needed to enable us to work together well?
Goal:	To agree upon how your initiative is best designed and led	Indicators of Success:	<ul style="list-style-type: none"> • There is clarity around how we work together; • We have established adequate structures to support us in our work; and, • We have established a high degree of trust throughout our initiative • We have determined a set of values and principles that guide our collective work

Strategic Planning

Description:	This component is focused on ensuring that your group is clear about what we are trying to accomplish together and how.	Questions to consider:	<ul style="list-style-type: none"> • What is your group’s aspiration? • What can we accomplish together to change the circumstances for individuals impacted by this issue or problem? • What are the key actions that must be taken to realize your aspiration?
Goal:	To establish an action plan that outlines how – and who – will do what to realize your common agenda.	Indicators of Success:	<ul style="list-style-type: none"> • There is broad understanding and endorsement of your plan; • Regular and consistent progress is being seen and interest and involvement are growing; and • The plan is regularly updated and refined using data and learning from the group’s actions.

Community Involvement

Description:	This component is focused on ensuring that your group has engaged diverse perspectives to view your issue holistically.	Questions to consider:	The focus of work for this element involves continually assessing: <ul style="list-style-type: none"> • Who have you involved? • Who else needs to be involved on this issue?
Goal:	To ensure you understand your community’s unique context; and, engage others to work with you to address it	Indicators of Success:	Indicators of Success for this element: <ul style="list-style-type: none"> • There is shared ownership of an issue; and • There is consensus on common agenda and sustain shared action to make it a reality

Evaluation and Improvement

Description:	This component is focused on ensuring that your group has engaged tracking progress and using the data/information to adjust and/or make changes accordingly.	Questions to consider:	The work of this element is focused on answering the questions: <ul style="list-style-type: none"> • What is changing and are we learning? • How are we changing policies, culture, norms and systems? • What impact are we having?
Goal:	To assess progress, outcomes and impact; and, to document and share learning	Indicators of Success:	Indicators of Success for this element: <ul style="list-style-type: none"> • Learning is captured; used to refine action; and, documented and shared • Evidence of progress and impact is measured and communicated

Self-Assessment Check List - Phase One: <i>Generate Ideas & Host Dialogues</i> <i>(Pre-Start-Up – 12-18 months) Focus: Engagement & Exploration</i>	Not Started	Beginning/ Early Stage	Making Progress	Ready for Next Phase
<i>Governance and Infrastructure</i>				
1. Leadership from multiple perspectives has been engaged to articulate a common agenda				
2. Commitment from leaders of multiple sectors has been made to work together on the shared issue				
3. Principles and practices guiding how we work together have been endorsed and are reinforced in practice				
Comments:				
<i>Strategic Planning</i>				
1. Partner organizations and community members are aware of our CI initiative and its common agenda				
2. We have articulated a common understanding of our shared problem and it is informed by data				
3. Clear goals and priorities for our common agenda are being identified				
4. Partner organizations are willing to commit to working together, over time, to address this issue				
Comments:				
<i>Community Involvement</i>				
1. We have convened conversations with diverse voices and perspectives from multiple sectors				
2. Partners and the community can understand and articulate the problem we want to address				
3. Partners are sharing quantitative and qualitative data to inform our understanding of our issue				
4. Partners feel a collective responsibility for the issue and generating results around it				
Comments:				
<i>Evaluation and Improvement</i>				
1. The importance of continuous and shared learning to the success of working collaboratively is understood				
2. A shared agreement on how progress will be monitored and assessed is being developed				
3. The consensus around a shared vision and common agenda is informed by data				
4. Steering Committee and Backbone staff are thought-leaders and ambassadors for the initiative – building hope				
Comments:				

Self-Assessment Check List - Phase Two: <i>Initiate Action</i> (From Start-Up – 12 months) Focus: From Idea to Formation	Not Started	Beginning/ Early Stage	Making Progress	Ready for Next Phase
Governance and Infrastructure				
1. A Steering Committee that includes diverse voices and perspectives from different sectors is established				
2. Staff supporting this work are neutral and inclusive				
3. A Collaborative Governance agreement and memorandums of understanding have been developed				
4. Boards/leadership teams from participating organizations have endorsed – and are actively involved in – this initiative				
Comments:				
Strategic Planning				
1. Partners have reached consensus on the ultimate goal and have committed to a shared vision for change				
2. Partners have developed and are using a collective plan of action that unifies – and leverages – their distinct activities				
3. Partners have designed a user-friendly, shared measurement system in a participatory and transparent way				
4. Structures and processes to keep partners and external partners well informed about the CI effort are established				
Comments:				
Community Involvement				
1. Members with “lived experience” have helped shape our common agenda				
2. Geographical boundaries and population targets to be addressed have been set and are clear for all partners				
3. Partners accurately describe the goals of our initiative				
4. Partners understand the value of shared measurement & their role in it				
5. Partners have endorsed an action plan with specific activities each partner is committed to implementation				
Comments:				
Evaluation and Improvement				
1. A set of early performance measures and a system to track them has been established to monitor progress				
2. A developmental evaluation process captures learning regarding context and is used to refine the initiative’s design				
3. Partners regularly share insights & lessons about assumptions, successes, failures and promising practices				
4. Community input and feedback is continually sought and used to inform the CI Initiative in its ongoing work				
Comments:				

Planning Tool		
Our strengths and achievements to date:	What are our current priorities?	What do we need to plan for next?
1.	1.	1.
2.	2.	2.
3.	3.	3.
4.	4.	4.
5.	5.	5.
6.	6.	6.
7.	7.	7.
8.	8.	8.
What can we stop doing now?	What do we need to continue?	What new things need to be added?
1.	1.	1.
2.	2.	2.
3.	3.	3.
4.	4.	4.
5.	5.	5.
6.	6.	6.
7.	7.	7.
8.	8.	8.

Work Plan (Process focused) : Current Phase:

List your 6 month process related goal by component of success:

1. Governance & Infrastructure:

2. Strategic Planning:

3. Community Involvement:

4. Evaluation & Improvement:

Activities to Reach Your 6 Month Goals:	Who's Responsible?	By When?	How? (Potential Tools)
Governance & Infrastructure:			
Strategic Planning:			
Community Involvement:			
Evaluation & Improvement:			