

The 5 Phases of Collective Impact

Components for Success	Phase I Assess Readiness	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Begin Implementation	Phase V Sustain Action and Impact
Governance and 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	Building 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; identify quick wins	Refine strategies; 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 progress (process to learn and improve)

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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 <small>How decisions are made and responsibilities shared</small>	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 <small>What are we trying to do and how: Our Theory of Change</small>	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 <small>Who is involved? Who else's eyes need to be on this issue?</small>	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 <small>What are we learning and how are we changing culture, norms and systems?</small>	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)

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:	<p>The focus of work for this element involves continually assessing:</p> <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:	<p>Indicators of Success for this element:</p> <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:	<p>The work of this element is focused on answering the questions:</p> <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:	<p>Indicators of Success for this element:</p> <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