



TOOL | COMPENDIUM OF COLLECTIVE IMPACT RESOURCES: BUILDING RESILIENT AND SUSTAINABLE COLLECTIVE IMPACT INITIATIVES

This is the fourth in the Collective Impact Compendium of Resources series that aims to offer a quick and easy reference for you to find key Collective Impact resources in one place. In this edition of the series, we have curated a list of papers, tools and resources which focus on building resiliency and sustainability into Collective Impact Initiatives. Investing time into understanding what is needed to make sure your initiative is built to last will help improve your short and long-term impact on the community.

USING THIS TOOL WILL HELP YOU:

- Uncover the relevant papers, tools and resources to understand sustainability and resilience in Collective Impact efforts
- Access online tools which will assist Collective Impact practitioners to consider sustainability in the design of their initiatives
- Build capacity to implement the core elements of sustainable Collective Impact efforts

OVERVIEW

Collective Impact is a framework for addressing complex community dilemmas and is most effective when trying to move the needle at a population or systems change scale. It is not a useful framework when the purpose of the collaborative effort is solely to deliver programmatic services or solutions. Typically, Collective Impact efforts evolve over time and may require the investment of multiple funders over several years. Collective Impact efforts require a different type of funding approach, one that focuses on building a resilient and sustainable initiative. This Compendium provides Collective Impact practitioners with tools, papers and resources to build an effective Collective Impact effort from the ground up.

This Compendium focuses solely on building resilient and sustainable Collective Impact initiatives and in doing so, uncovers a variety of articles, tools, webinars and videos which are relevant to the issue. The resources bridge different perspectives from building non-profit sustainability to understanding what funders consider when investing in Collective Impact. This resource is a starting point as the field of practice for building sustainable Collective Impact approaches is emerging.

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)

BUILDING RESILIENT AND SUSTAINABLE COLLECTIVE IMPACT INITIATIVES

Articles

- Collective Impact Forum: Online Resource: How to Sustain Momentum over the Long Term in Collective Impact - <https://collectiveimpactforum.org/resources/how-sustain-momentum-over-long-term-collective-impact>
- Collective Impact Forum: Online Article: Lessons Learned from Conversations with Experienced Backbones - <https://collectiveimpactforum.org/blogs/1021/lessons-learned-our-conversations-experienced-backbone-leaders>
- Collective Impact Forum: Online Resources: When Collective Impact is Most Impactful: Using Insights from the Collective Impact Cross-Site Study to Improve your Impact - <https://collectiveimpactforum.org/resources/when-collective-impact-most-impactful->

[using-insights-collective-impact-cross-site-study](#)

- Community Tool Box: Online Chapter: Chapter 42: Developing a Plan for Financial Sustainability - <https://ctb.ku.edu/en/table-of-contents/finances/grants-and-financial-resources/financial-sustainability/main>
- Community Tool Box: Online Chapter: Chapter 46: Strategies for the Long-Term Sustainability of an Initiative - <https://ctb.ku.edu/en/table-of-contents/sustain/long-term-sustainability/overview/main>
- Tamarack Institute: Case Study: Oxford County: Leveraging a Community Sustainability Plan to Tackle Poverty - <http://www.tamarackcommunity.ca/library/case-study-oxford-county-leveraging-a-community-sustainability-plan-to-tackle-poverty>
- Tamarack Institute: Online Article: Sustaining Collective Impact: How to Build your Approach - <http://www.tamarackcommunity.ca/latest/sustaining-collective-impact-efforts-how-to-build-your-approach>
- The Bridgespan Group: Guide: Finding Your Funding Model: A Practical Approach to Non-Profit Sustainability - <https://www.bridgespan.org/insights/library/funding-strategy/finding-your-funding-model-a-practical-approach-to>
- The Bridgespan Group: Resource: Funding Models - <https://www.bridgespan.org/insights/library/nonprofit-management-tools-and-trends/funding-models>
- Stanford Social Innovation Review: Article: Four Approaches to Non-Profit Sustainability - https://ssir.org/articles/entry/four_approaches_to_nonprofit_sustainability

Tools

- Sustainable Communities: Tool: A Guide to Asset Mapping - <http://www.tamarackcommunity.ca/library/a-guide-to-community-asset-mapping>
- Collective Impact Forum: Tool: Sustaining Collective Impact Efforts - <https://collectiveimpactforum.org/sites/default/files/Sustaining%20Collective%20Impact%20Efforts%20Tool.pdf>
- Collective Impact Forum: Tool: 3 Year Backbone Budget Scenario Analysis - <https://collectiveimpactforum.org/resources/3-year-backbone-budget-scenario-analysis-tool>
- The Finance Project: Tool: The Sustainability Self-Assessment Tool - http://www.ilj.org/publications/docs/Sustainability_Self_Assessment_Tool.pdf
- Collective Impact Forum: Tool: Follow the Money: A Tool for Mapping Funds for Out-of-School-Time Initiatives - <https://collectiveimpactforum.org/resources/follow-money-tool-mapping-funds-out-school-time-initiatives>
- Tamarack Institute: Tool: Planning your Backbone Support - <http://www.tamarackcommunity.ca/library/planning-backbone-support-tool>
- Tamarack Institute: Tool: Crafting How Might We Questions - <http://www.tamarackcommunity.ca/library/crafting-how-might-we-questions>
- Living Cities: Tool: A Tool towards Sustainability in Cross-Sector Initiatives: Mayoral Transition - <https://www.livingcities.org/resources/346-a-tool-towards-sustainability-in->

[cross-sector-initiatives-mayoral-transition](#)

- Living Cities: Tool: Collective Impact Elements Dashboard - <https://www.livingcities.org/resources/317-collective-impact-element-dashboard>
- Community Tool Box: Tools: Not Enough Money to Sustain the Program or Initiative – Trouble Shooting Guide for financial planning and sustainability - <https://ctb.ku.edu/en/not-enough-money-sustain-program>
- Community Tool Kit: Tool: Sustaining the Work or Initiative - <https://ctb.ku.edu/en/sustaining-work-or-initiative>

Webinars

- Collective Impact Forum: Webinar and Online Resources: Sustaining Collective Impact - <https://collectiveimpactforum.org/resources/sustaining-collective-impact>
- Tamarack Institute: Online Workshop: Sustaining Collective Impact - <http://www.tamarackcommunity.ca/library/sustaining-collective-impact>

Funder Perspective Videos

- Collective Impact Forum: Online Video: Insights on Supporting Collective Impact - <https://collectiveimpactforum.org/resources/insights-supporting-collective-impact>
- Collective Impact Forum: Online Video: Lessons from Aligning Collective Impact Funders in Seattle - <https://collectiveimpactforum.org/resources/lessons-aligning-collective-impact-funders-seattle>
- Collective Impact Forum: Online Video: Navigating the Funder/Backbone Relationship Panel Discussion - <https://collectiveimpactforum.org/resources/navigating-funderbackbone-relationship-panel-discussion>
- Collective Impact Forum: Online Resource: Funder’s Guide for Structuring Collective Impact Initiatives - <https://collectiveimpactforum.org/resources/funders-guide-structuring-collective-impact-initiatives>
- Collective Impact Forum: Video: Sustaining the Movement: Promoting Quality Collective Impact - <https://collectiveimpactforum.org/resources/funders-guide-structuring-collective-impact-initiatives>

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.

LEARN MORE:

Be sure to access the first three Compendiums in the series:

- [Compendium of Collective Impact Resources Part One: The Five Phases](#)
- [Compendium of Collective Impact Resources Part Two: Leadership, Governance, and Backbones](#)
- [Compendium of Collective Impact Resources Part Three: Building Community Readiness for Collective Impact](#)

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