Collective Impact Components, Evaluation Questions, Outcomes and Indicators
A Template with Examples from LiveWell Longmont (LWL)

Common Agenda: Participants share an understanding of the problem and a shared vision to address it.	
To what extent do LWL partners have a shared understanding of the problem and a joint approach to solving it through agreed upon actions?	Development of common agenda includes diverse voices and perspectives from multiple sectors ▪ The Steering Committee (SC) includes voices from all relevant sectors and constituencies ▪ Members of the Longmont target populations help shape the common agenda ▪ Community members are aware of LiveWell (LWL) goals and activities Partners have a common understanding of the problem and can articulate it Partners have come to consensus on LWL's ultimate goals and are committed to a shared vision ▪ Partners accurately describe the goals of LWL and show commitment to the common agenda
Shared Measurement: Collecting data and measuring results consistently ensures aligned efforts and accountable participants.	
How and to what extent and in what ways are partners engaged in using the shared measurement system (SMS)?	Partners understand the value of the SMS ▪ Partners understand their roles in the SMS and feel a collective accountability for results The process of designing and managing the SMS is participatory and transparent ▪ Participatory process is used to determine a common set of indicators & data collection methods ▪ Partners continually re-assess indicators, data collection methods, approaches to sharing findings ▪ Partners agree to data sharing agreement that supports collaboration
How and to what extent does the SMS's design and use support learning?	The SMS has been designed to track progress toward the CI's outcomes. ▪ SMS has a common set of indicators and data collection methods that can evidence progress

Mutually Reinforcing Activities: Participant activities are differentiated yet coordinated via a mutually reinforcing action plan.	
To what extent and in what ways are LWL partners' activities differentiated, while still coordinated through a mutually reinforcing plan of action?	Partners have developed and are using a collective plan of action ▪ An action plan clearly specifies activities that different partners have committed to implementing ▪ Working groups are established to coordinate activities in alignment with the plan of action ▪ Partners have clear approaches/goals for their own contribution to their working group ▪ Partners understand each other's work and how it supports the common agenda ▪ Partners understand roles of other working groups and how these support the common agenda ▪ Partners collaborate within and across working groups
Backbone Infrastructure: Skilled, dedicated staff and strong leaders serve as the initiative's backbone and coordinate participants.	
Has LWL established an effective backbone infrastructure (BBI) and governance structure?	The initiative's steering committee (SC) has been established Staff have been hired ▪ SC includes diverse voices and perspectives from multiple relevant sectors and constituencies
To what extent and in what ways does the BBI provide the leadership, support, and guidance partners need to do their work as planned?	The BBI effectively guides LWL's vision and strategy ▪ BB staff effectively manage complex relationships and are respected by partners ▪ BB staff demonstrate commitment to LWL's vision ▪ BBI effectively engages SC members in issues of strategic importance ▪ Partners look to the BBI and SC for initiative support, strategic guidance, and leadership LWL is the partner of choice in healthy eating and active living initiatives ▪ LWL connects with, understands, is respected by grass-top and grass-root leaders and coalitions ▪ LWL prioritizes, connects, and aligns efforts and resources under a common agenda

	▪ LWL convenes stakeholders across sectors, systems, levels, coalitions, networks, and partnerships ▪ LWL facilitates strategic planning and coordinates implementation of action plans ▪ LWL focuses on accountability for own staff and the partnership ▪ LWL devotes time to fund development priorities of the partnership, not just the organizations ▪ LWL dedicates staff skilled in these functions with time to prioritize coordination and alignment
How and to what extent does the BBI engage community members and stakeholders to ensure broad support for LWL?	The BBI ensures alignment of existing activities and pursuit of new opportunities toward LWL goals ▪ BBI provides project management support, monitors progress and connects partners ▪ BBI convenes partners and key stakeholders to align activities and pursue new opportunities ▪ BBI creates paths for and recruits new partners so they become involved The BBI supports data collection and use to promote accountability, learning, and improvement ▪ BBI regularly reviews data on progress toward goals to inform strategic decision-making ▪ BBI shares progress reports, lessons, and trends with partners and relevant external stakeholders
How and to what extent does the BBI engage community members and stakeholders to ensure broad support for the initiative?	The BBI supports the development of policy goals and ways to achieve them ▪ BBI has developed a policy/advocacy agenda in collaboration with partners ▪ BBI equips partners for effective advocacy (e.g., provides talking points, identifies opportunities) ▪ BBI reaches out to policymakers and builds relationships

Continuous Communication: Consistent, open partner/stakeholder communication assures mutual trust, motivation, objectives.

| How and to what extent does cross-initiative communication help build trust, mutual objectives, and common motivation? | The BBI has built public will, consensus, and commitment to the goals of LWL

▪ There is a perceived sense of urgency and a call to action among targeted audiences

▪ Community members are engaged in healthy eating and active living (HEAL) related activities

▪ A variety of communications are used to increase awareness and garner support for the initiative

Structures and processes are in place to engage partners, keeping them informed and inspired

▪ Working groups (or other collaborative structures) hold regular meetings

▪ Members of working groups or other collaborative structures participate actively in meetings

▪ Partners communicate and coordinate efforts regularly with and independently of backbone staff

▪ Partners regularly seek feedback and advice from one another

▪ Timely and appropriate information flows throughout the cascading levels of linked collaboration

▪ Partners publicly discuss and advocate for the goals of the initiative

Structures and processes in place to engage, inform, and inspire external stakeholders.

▪ CI initiative engages external stakeholders in regular meetings and integrates feedback in strategy

▪ CI initiative regularly communicates key activities and progress with external stakeholders |

A Framework for Performance Measurement and Evaluation of Collective Impact Efforts
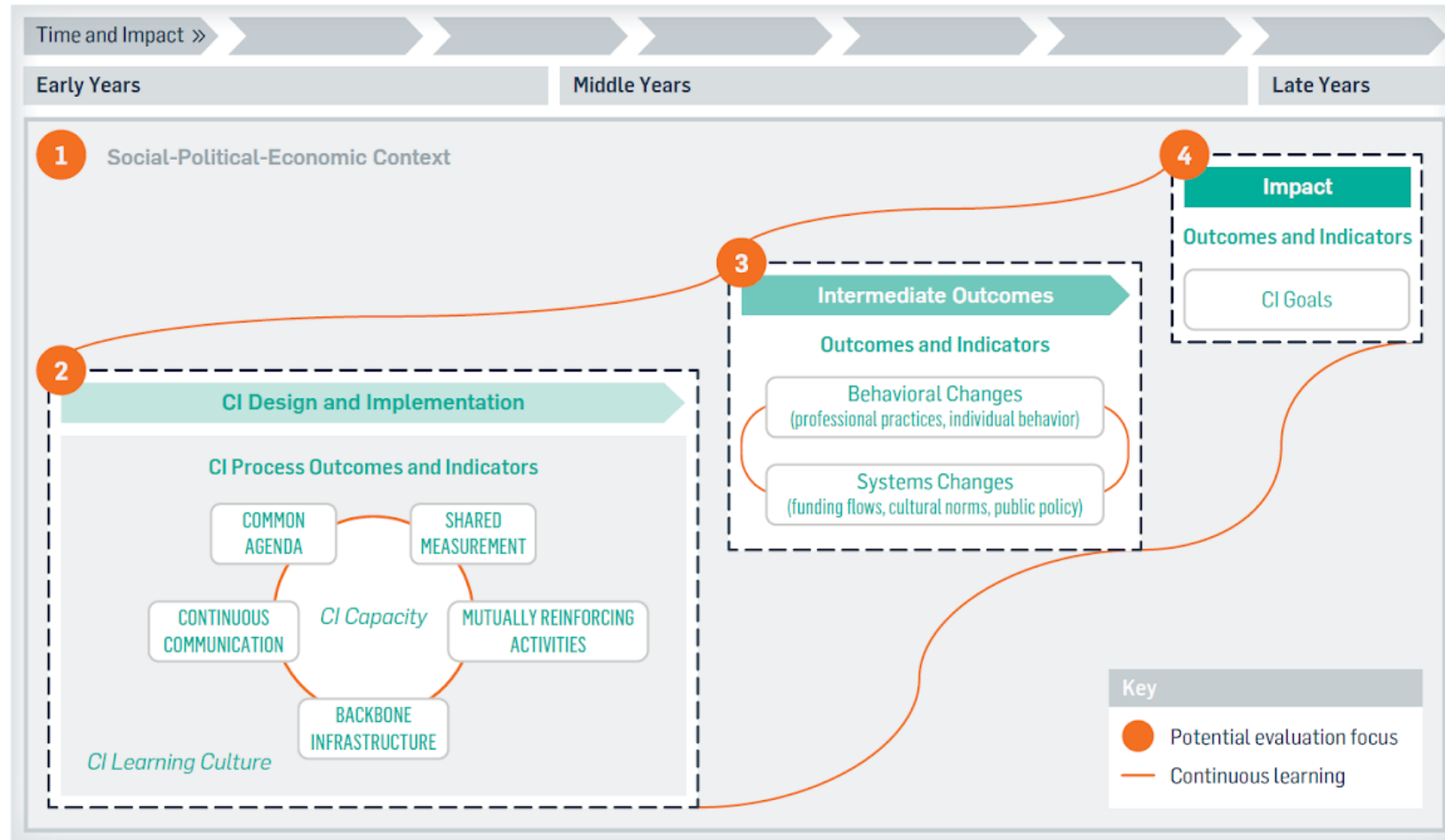
Source: Collective Impact Forum (2014). *Guide to Evaluating Collective Impact*. Page 12.