



1 Social, Political, Economic Context

What is happening in the continually changing environment that may impact the initiative?

2 Culture of Continuous Learning and Relationship Building

"Change happens at the speed of trust" (Stephen Covey) and "Nothing about us without us" (Mathusa & Rowland)

4 Early Changes

Changes in the environment that lay the foundation for systems and policy changes.

5 Systems Changes

Changes to core institutions within the initiative's geographic area; may be formal or informal; may happen in single or multiple organizations.

6 Population Changes

Population changes are identified and measured in specific people in specific systems or geographic areas, or with specific needs.

7 Evaluation over Time

There are several phases of development involved in collective impact work. Evaluation and learning questions are tailored to address the relevant phase for each community.

3 Implementing and Monitoring the Five Core Conditions of Collective Impact

• *Backbone Infrastructure*

Guides the vision and strategy, process and culture. Aligns activities and pursues new ways to meet the goal(s). Supports the collection/use of data (quantitative & qualitative) to promote accountability, learning and improvement.

• *Continuous Communications*

Uses diversity of processes and tools to inform, involve and inspire partners, stakeholders and public. Commit to sharing contribution rather than seeking attribution.

• *Shared Agenda*

Develops with a diverse set of voices and perspective including people with lived experience in the areas of focus. Partners confirm shared understanding of the problem and consensus of the systems level goal(s).

• *Mutually Reinforcing Activities*

Coordinates activities that all align to the shared plan of action, identifies and fills gaps and reduces unnecessary duplication.

• *Shared Measurement*

Designs and manages measurement system that is participatory and transparent. Quality and relevant data is available in a timely manner. Sufficient funding and resources to support technology platform, training and translation.

8 What Progress? Various forms of evaluation are used through the phases of Collective Impact.

Developmental Evaluation

Supports adaptation and learning in initiatives involving high levels of uncertainty, innovation, and complexity and combines the rigour of evaluation with the flexibility and imagination required for social innovations, scaling opportunities, or adapting models to local contexts (Gamble, 2008).

Formative Evaluation

Conducted when the direction and shape of the initiative is known but untested. Identifies ways to improve the initiative's design, efficiency and effectiveness (continual improvement).

Summative Evaluation

Examines the initiative's impact on the target group or issue. Can take place during the initiative's implementation, but it is usually undertaken at the end of an initiative (e.g., when mid- or long-term outcomes have been achieved) to determine whether the initiative has merit or worth and if it should be discontinued, continued, or expanded.