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# Intersectoral Collaboration Assessment Tool

Emerging principles and a new tool  
for community change leaders



Township of  
**Langley**  
Est. 1873

# Intersectoral Collaboration Assessment Tool

## Acknowledgments

This document was commissioned by the Township of Langley, which is located on the traditional and unceded territories of Katzie, Kwantlen, Matsqui, and Semiahmoo First Nations. The Township undertook this project in recognition of the importance of intersectoral collaboration in achieving its sustainability goals. While the assessment tool was prepared with the intent to be used by Langley-based collaborations, it can be used in any community.

The Township of Langley recognizes the contribution of Coro Strandberg, President, Strandberg Consulting, and Christopher Lau, Senior Consultant, Junxion Strategy, in the preparation and development of this tool. The consultants worked from the traditional and unceded territories of the Musqueam, Squamish, and Tsleil-Waututh First Nations.

This document was shaped through consultations with representatives from various Langley-based public, business, and non-profit organizations. Thank you to everyone that took the time to share input and feedback.

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# Introduction

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Effective intersectoral collaboration is critical in tackling the challenges facing our society today. Intersectoral collaboration can unlock untapped resources, expertise, and insights, including the knowledge of traditionally marginalized groups. It can draw on leaders from social purpose driven businesses, climate and social justice activists, and recent immigrants to foster new ideas and innovations. It can employ virtual and digital technology, as well as greener and more climate resilient approaches, to ensure the collaboration process itself is contributing to the solutions. By creating the conditions to enable effective intersectoral collaboration, we can be better prepared for the threats that will face our society in the future.

This document seeks to advance our understanding of the factors that contribute to successful intersectoral collaboration, and introduces a new assessment tool. The tool can be used as a guide when setting up new collaborations and as a way to evaluate existing collaborations. We hope that this practical guide will showcase the potential impact of more effective collaboration, and will help collaborations, organizations, and individuals improve intersectoral collaboration.

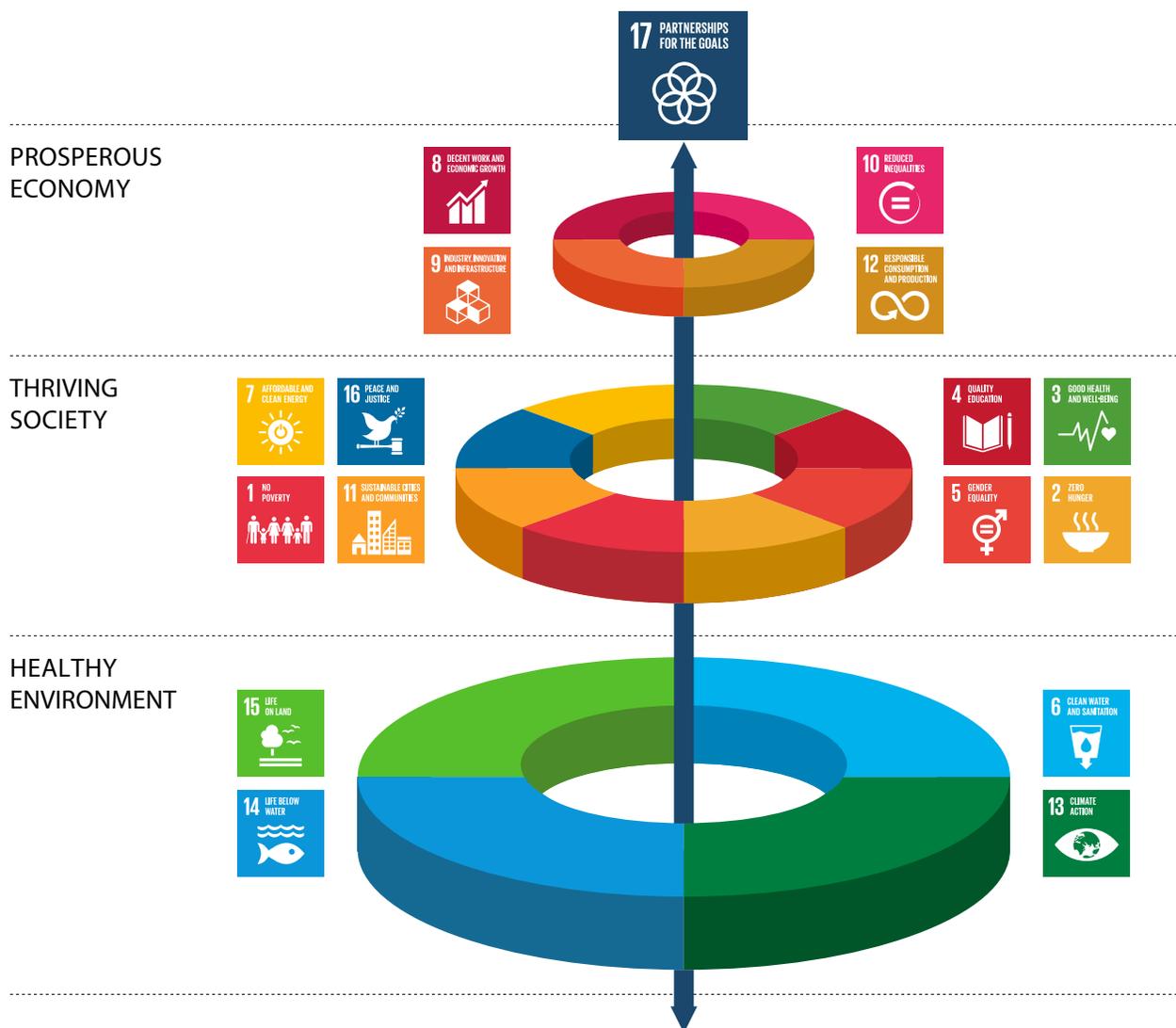
Though we are pleased to share this document and assessment tool, we do not believe this work is complete. This document represents “version one” of what will require further improvements as the tool is increasingly used in different communities. With that, we invite you to use and adapt this tool in whatever ways might help drive your collaborations forward. We would also like to hear from you if you have thoughts on opportunities to improve the tool.



The 2030 Agenda and the Sustainable Development Goals (SDGs), adopted by all United Nations Member States, provide a shared roadmap for peace and prosperity for people and the planet, now and into the future. Although Goal 17 of the SDGs explicitly addresses partnerships for sustainable development, in reality, all of the goals require collaboration across all sectors of society.

“The Agenda names all three sectors as key development actors and requires an unprecedented level of cooperation and collaboration among civil society, business, government, NGOs, foundations, academia and others for its achievement. In other words, the 2030 Agenda and the SDGs are the result of – and a call for – a new collaborative way of working.”

– Darian Stibbe and Dave Prescott, *The Partnering Initiative and UNDESA 2020*

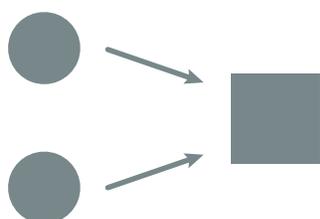


Source: The SDG Partnership Guidebook. (2020). Darian Stibbe and Dave Prescott, The Partnering Initiative and UNDESA 2020. Retrieved August 26, 2022, from <https://www.thepartneringinitiative.org/wp-content/uploads/2020/07/SDG-Partnership-Guidebook-1.0.pdf>

# What is intersectoral collaboration?

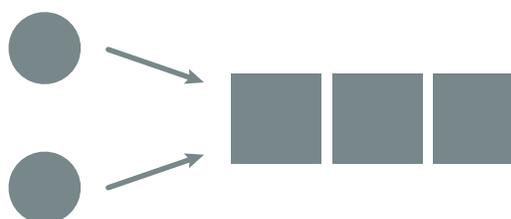
Intersectoral collaboration refers to the ways different groups and sectors of society work together toward a common goal. Intersectoral collaboration aims to affect positive change at the community or societal level, which requires multiple groups to address the issue directly, and the conditions that shape the issue.<sup>1</sup>

Intersectoral collaboration goes beyond “joint projects” or “joint programs,” characterized by its multi-stakeholder nature. It requires “partners and resources be aligned to drive systemic change on a common agenda.”<sup>2</sup> This assessment tool is focused on intersectoral collaboration.



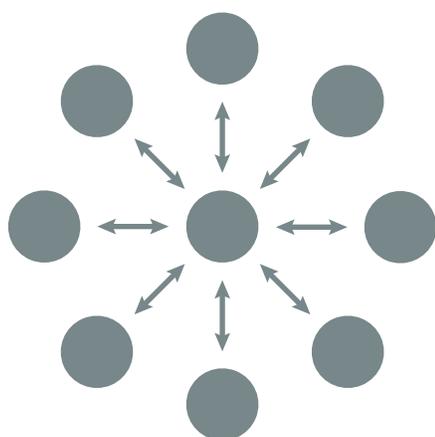
## Joint Project

Short-term, one-time collaborative effort or single project



## Joint Program

Multiple projects, work streams or deliverables around a single focus area with a small set of partners



## Intersectoral Collaboration

Partners and resources aligned to drive systemic change on a common agenda

Source: Adapted from The Guide to Cross-Sector Collaboration (2021).

1. The Intersectoral Action Fund. (2021). Government of Canada. Retrieved October 15, 2021, from <https://www.canada.ca/en/public-health/services/funding-opportunities/grant-contribution-funding-opportunities/call-for-applications-intersectoral-action-fund.html>
2. The Guide to Cross-Sector Collaboration, Chapter 3. (2021). Resonance. Retrieved on October 15, 2021, from <https://www.resonanceglobal.com/the-guide-to-cross-sector-collaboration>.

# Benefits and barriers

Effective intersectoral collaboration can realize a number of benefits, yet may face a range of barriers. These are the key themes that emerged from our research.

Benefits	
Innovation	Creativity is a result of diversity
Inclusion	Where the diversity of participants promotes community inclusion
Efficiency	As a result of leveraging strengths and expertise of different organizations
Capacity-building	Where the process helps build knowledge and skills for further collaborations
Scale	Large-scale social change comes from better cross-sector coordination rather than isolated interventions of individual organizations
Relationships	The collaborative process helps to build relationships and strengthen trust among stakeholders
Resources	Combined efforts improve efficiency of accessing money, grants, and other resources
Sustainability	Collaboration is key to achieving systemic, long-term solutions
Barriers	
Lack of trust	Concerns about individual or organizational self-interest
Lack of resources	Including both human and financial
Lack of awareness	Different communities may be unaware of needs or how to help
Lack of diversity	Not having the right representation around the table
Lack of experience	Limited organizational background in collaboration
Lack of alignment	Goals do not align
Lack of focus	Collaboration does not have long term focus
Lack of measurement	Collaboration does not have systems for measurement

## A note about COVID-19

The COVID-19 pandemic has more prominently brought to light growing divisions in our society, and, at the same time, has encouraged us to recognize more tools and resources at our disposal when addressing societal issues. Intersectoral collaboration represents an opportunity to leverage a wider range of resources and insights in addressing current and future challenges.

# Critical success factors

Our research revealed eight critical success factors for effective intersectoral collaboration. These are the building blocks that shaped the key principles and factors of the assessment tool.



# The emerging model of intersectoral collaboration

The success of an intersectoral collaboration is often evaluated by the positive outcomes experienced by individual participants and their organizations, such as increased scale of impact or improved effectiveness of operations. Intersectoral collaboration, however, has the potential for transformational systemic change beyond individual and organizational outcomes.

To achieve systemic change, a paradigm shift must occur. We need new principles of effective intersectoral collaboration that reflect and catalyze the systems we need. This shift can be illustrated by juxtaposing the traditional model with the emerging model of intersectoral collaboration.

The traditional model versus emerging model of intersectoral collaboration <sup>3</sup>		
	Traditional model of intersectoral collaboration	Emerging model of intersectoral collaboration <sup>3</sup>
Vision	Single positive output	Greater community/societal impact
Timing	Reactive	Proactive
Focus	Outcome	Plus process
Primary users	Individual collaborators	Plus community
Needs	Meets core functional needs of individual collaborators	Plus meets needs of community and society
Experience	Feel privileged	Shared ownership / feel safe and like they belong
Investment	Builds a specific aspect of the economy / community	Plus builds the community and tackles societal challenges

3. This table is informed by Figure 1 from Strandberg, C. (2021). Unlocking the Potential of Campus Infrastructure Projects to Build Social Infrastructure for Canadian Communities. 17. <https://re-code.ca/wp-content/uploads/2021/09/Campus-Infrastructure-2021.pdf>

# Key principles

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Building on the critical success factors and the emerging model of intersectoral collaboration, there are five key principles for effective intersectoral collaboration.

1. **Intersectoral collaboration *practices* principles:** Practices of intersectoral collaboration aim to ensure that all participants involved are collaborating effectively (e.g., enabled with the proper policies and practices) to deliver the desired outcomes, and to unlock the opportunities and transformative solutions that contribute to changing the system.
2. **Intersectoral collaboration *inclusion and representation* principles:** Inclusion and representation will ensure that all stakeholders are represented at the intersectoral collaboration table to share their mindset and understanding into co-designing how the new system should work. Without active consideration of diversity, equity, inclusion, and these power relations, certain sectors are often excluded or do not have a culturally safe space to participate in intersectoral collaboration processes.
3. **Intersectoral collaboration *process* principles:** Process looks to understand if intersectoral collaboration delivered additional outcomes as a result of the collaboration undertaking. Tracking performance metrics which measure and report the benefits to participants during their journey of collaboration will incentivize participants on the value of the process of intersectoral collaboration itself.
4. **Intersectoral collaboration *enabling conditions* principles:** Creating enabling conditions, which also reflect the change we need in the system, will allow intersectoral collaboration to contribute to the paradigm shift. Without these conditions, collaboration will continue perpetuating the traditional system where the barriers will continue to exclude certain stakeholders from intersectoral collaboration, and where the benefits of intersectoral collaboration are not shared equitably.
5. **Intersectoral collaboration *technology* principles:** Technology principles cut across the above four principles. Technology can be leveraged to support their effectiveness, and technology itself also provides opportunities to share, amplify and scale the benefits from effective intersectoral collaboration and contribute to systemic change.

## Our methodology

Using our definition of intersectoral collaboration and the link to the SDGs, a best practice scan of over 25 materials was undertaken, including frameworks for collaboration, collaborative processes, and examples of successful intersectoral collaboration by individual municipalities, organizations, and projects. These materials informed the principles of intersectoral collaboration as well as the assessment tool, which were further validated by interviews, focus groups, and testing with over 15 collaboration practitioners.

# Introducing the tool

The intersectoral collaboration assessment tool is a rubric containing 22 collaboration factors across 5 themes (i.e., the key principles for effective collaboration). Each collaboration factor is set on a continuum with four levels: a) foundational; b) advanced; c) accelerating; and d) transformational. The four levels are meant to illustrate the paradigm shift, with “foundational” representing the traditional model and “transformational” representing the model we need. Each level of the continuum builds off of the prior level (e.g., “advanced” criteria are inclusive of “foundational” criteria). The tool can be used by any community, collaboration, or organization.

Collaboration practices	Inclusion and representation	Collaboration process	Enabling conditions	Technology
Shared vision, aspiration and values for change	Intra-relationships: Empowered leadership/ champions and authentic engagement within communities	Collaboration skillset and capacity building	Backbone support and container for change	Technology enabled collaboration
Innovation orientation	Inter-relationships: Continuous communication and relationship building across participants	Social capital and impact of collaboration process itself	Coordination of actors	Platform functionality
Consultation methodologies and focus of engagement	Cultural awareness, respect, and belonging	Results orientation and evaluation framework	Asset and resource mobilization	Story-telling, impact and accountability
Data management and measurement system	Diversity, equity and inclusion (DEI)	Timeframe	Nature of motivation and benefits	
Collaboration culture and behaviours	Positionality and intersectionality			
	Inclusion of diverse organizations			

## Why use the tool

The assessment tool enables collaboration participants to systematically evaluate the effectiveness and impact of their collaboration. It provides a framework to reflect on whether and to what degree the collaboration is becoming more effective over time. The tool also allows individuals and organizations to assess if they are benefitting from the collaboration process, including building new skills and relationships.

## When to use the tool

The tool is primarily meant for:

- **Setting up new collaborations for success:** When you want to proactively define and shape how your new collaboration will function, the tool can be used to provide ideas, illuminate opportunities, and identify longer-term aspirations. This process could guide the development of a Terms of Reference or Memorandum of Understanding for the collaboration. When setting up a new collaboration, take the time to review the tool (pages 14 - 19), and consider the ways the collaboration might be able to achieve the higher levels of the continuum. Though it might not be possible to achieve higher levels on all 22 of the collaboration factors right away, this process can help set initial priorities and provide a roadmap for building an intersectoral collaboration with the potential for transformational systemic change.
- **Evaluating existing collaborations for continuous improvement:** When your collaboration needs a tool to determine where you currently are, where you need to go, and what steps you need to take. When your collaboration needs a learning tool to refine, review, or potentially make changes to address gaps. When your collaboration is looking for inspiration, innovation, and new strategies. Follow the instructions below for evaluating existing collaborations.

The tool can also be adapted to evaluate your own organization's capacity or willingness to collaborate.

“I've been struggling to make headway on an intersectoral challenge for years; the tool is a great way to look at the issue through different lenses, revealing a new set of possible strategies.”

– *Langley-based change and collaboration leader*

## Instructions for evaluating an existing collaboration

### 1. Before the assessment:

- a. Confirm your assessment approach and who will need to be involved. Example assessment approaches include:
  - i. Asking collaboration participants to assess individually, and then aggregating the results.
  - ii. Convening a small team of collaboration participants to complete the assessment together, through discussion.
  - iii. Nominating a single collaboration participant to complete the assessment.
- b. Agree on which of the tool's 5 themes and/or 22 factors are to be evaluated, based on the objectives of your collaboration. If you cannot decide if some themes and/or factors should be omitted from the assessment, we suggest assessing all of them to start.

- c. Decide on when your first assessment will be (i.e., baseline), and how frequent your subsequent assessments will be. Ideally, every intersectoral collaboration is evaluated annually.
- d. Identify who will be responsible for leading the assessment process (i.e., administering, storing data, and sharing results).

## 2. **Completing the assessment:**

- a. The tool itself is on pages 14 - 19, separated into 5 themes (i.e., the key principles for effective intersectoral collaboration).
- b. Within the 22 factors, the rubric describes actions and characteristics along the continuum (“foundational”, “advanced”, “accelerating”, or “transformational”).
- c. After reading the descriptions, use the scorecard on pages 20 - 21 to mark where your collaboration is on the continuum. Here are some things to keep in mind:
  - i. If your collaboration has not met the “foundational” level for a factor, you can assign a score of zero.
  - ii. While the rubric was designed so that each level of the continuum builds off of the prior level (e.g., “advanced” criteria are inclusive of “foundational” criteria), we recognize that not every collaboration will have followed a linear path (e.g., on some factors, a collaboration may meet “advanced” criteria and not the “foundational” criteria). In those cases, we suggest assigning the score of the description that best matches your collaboration (e.g., assign a score of two for a collaboration that meets “advanced” criteria but not all “foundational” criteria), and use the space provided to make note of such circumstances.
  - iii. It will probably be easier to complete the scorecard after reading each factor and its descriptions along the continuum (rather than trying to complete the scorecard after reading all of the factors and descriptions).
- d. Use the space provided within the tool for additional notes and reflections. While the scores will provide a helpful snapshot on your collaboration, the notes and reflections will help you better understand the scores and the opportunities for improvement.
- e. Remember that when assessing a collaboration, the intent of the tool is to assess the collaboration as a whole, not your or other organizations contributions to the collaboration. Assess the collaboration as it is today, not as it was in the past or how you hope it will be in the future.

## 3. **After the assessment:**

- a. Aggregate any individual scores to produce an average score for each factor.
- b. Discuss the score, notes, and reflections with the collaboration, and identify any gaps and opportunities for improvement.
- c. Set a date on when you will next evaluate the collaboration to measure your progress. Ideally, an intersectoral collaboration is evaluated annually.

# The assessment tool

## Theme 1: Collaboration Practices

Factor	Foundational	Advanced	Accelerating	Transformational
<b>Shared vision, aspiration and values for change</b>	Clear rules of engagement, clearly defined collaboration roles, responsibilities and policies (e.g. Terms of Reference)	Shared vision, agreed purpose despite different values and aspirations, common understanding of problem, joint approach to agreed options established	Vision has shifted away from individual aspirations and connected to broader shared community aspirations and values	Vision connected to shared aspirations and values of broader regional, national, global goals
<b>Innovation orientation</b>	Priorities identified through brainstorming	Priorities identified by back-casting from a long-term vision; interdisciplinary approach adopted	Theory of change used to guide approach; user centered-design principles applied	System and holistic thinking adopted, leverage points used to intervene in the system and social innovation practices applied to guide approach
<b>Consultation methodologies and focus of engagement</b>	Consultation focuses on participants and on individual / behaviour / family change	Consultation focuses on participants and their organizations/ communities and on organizational/ community change	Consultation includes other sectors and focuses on community wide change	Consultation includes the public and focuses on systems change
<b>Data management and measurement system</b>	Participants share relevant data to set targets and measure progress	Participants tap into external databases to set targets and measure progress	Organizations outside the collaboration contribute data to help set targets and measure progress	Collaboration uses advanced data analytics (big data) to generate insights and innovation
<b>Collaboration culture and behaviours</b>	Participants demonstrate open-mindedness, constructive debate, adaptability, and use of dialogue methods that accommodate alternative communication styles (e.g. introverts, visualization)	Participants demonstrate skills in conflict management and negotiation	Participants demonstrate skills in change management and out-of-the-box thinking	Participants demonstrate ability to influence external organizations and public policy

Notes and reflections

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## Theme 2: Inclusion and Representation

Factor	Foundational	Advanced	Accelerating	Transformational
<b>Intra- relationships: Empowered leadership/</b>	Leaders from all relevant sectors represent their constituency at the collaboration table	Leaders engage different voices within their constituency and are empowered by them to represent their authentic voice in the collaboration	Leaders have built a relationship based on trust and respect within their constituency, and benefits from intersectoral collaboration are received equitably among community members	The collaboration develops the next generation of leaders to secure long-term benefits for the community from future collaborations
<b>Inter- relationships: Continuous communication and relationship building across participants</b>	Open and frequent communication between participants assures mutual objectives and begins to build trust among individuals	Informal relationships established among participants creates common motivation, and increased trust between individuals	Mutual trust and respect established between participants	Members and their organizations are engaged in mutually beneficial / reciprocal relationships
<b>Cultural awareness, respect, and belonging</b>	Participants show respect for differences	Participants feel safe, respected, welcomed and like they belong	Participants trained on cultural competency and implicit bias ; and include traditional practices such as Territorial Acknowledgement or a Blessing	Participants understand the power and privilege that they own, based on their personal and professional demographics, background, institutional resources, and social network
<b>Diversity, equity and inclusion (DEI)</b>	DEI included in vision, values, membership, policies, and processes; honorariums are provided to enable participation of diverse groups	DEI disaggregated metrics are built into shared measurement system, evaluation frameworks	Collaboration goals address social justice considerations by empowering marginalized stakeholders to be part of the solution, including lived experience, just transitions, human-centered design, etc.	DEI lens is applied throughout all aspects of collaboration process including determining what root societal opportunities or threats needs to be addressed and how
<b>Positionality and intersectionality</b>	Membership is diverse according to gender, age and ethnicity	Participants and backbone organization understand their positionality, i.e. privilege relative to other participants in the collaboration (e.g. factors of race, class, educational attainment, income, ability, gender, and citizenship, among others) and seek to understand views of equity-denied groups	Participants and backbone structure apply intersectional lens to ideas, proposed solutions and collaboration process itself; they understand their privilege relative to those not involved in collaboration and support each other to address their blind spots	Intersectionality drives innovation and decisions to address system level issues; different knowledge and world views are included in solutions development

Factor	Foundational	Advanced	Accelerating	Transformational
<b>Inclusion of diverse organizations</b>	Collaboration understands barriers to participation and tailors consultation with diverse organizations that lack capacity; collaboration equally values contributions from small organizations and large organizations	Skills barriers faced by diverse organizations are addressed (e.g. through mentoring, relationship building, training)	Funding barriers faced by diverse organizations are addressed (e.g. by raising funding to support participation)	Collaboration model designed to facilitate full participation and power sharing with all interests regardless of organizational capacity

Notes and reflections

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## Theme 3: Collaboration Process

Factor	Foundational	Advanced	Accelerating	Transformational
<b>Collaboration skillset and capacity building</b>	Members have information sharing and coordination skills	Members have skills in relationship building, mutual reciprocity, open-mindedness, self-reflection	Members have skills in system thinking; undertake skills and capacity building training together (e.g. unconscious bias training, etc.)	Members have network mobilization skills, leveraging value, resources and knowledge across entire spectrum of society (e.g. youth and retirees)
<b>Social capital and impact of collaboration process itself</b>	Members gain personal and organizational benefits from their participation (e.g. relationships, networks, skills, leadership roles, new ideas, etc.)	Impact goals for the collaboration process are developed and pursued (e.g. leadership and skills building, promote spirit of volunteering, etc.) by asking: how is the community better off due to the process of our collaboration (versus the outcome)	Collaboration had goals to recruit and onboard future leaders to build organizational and community capacity over time; roles for retiring and departing participants are created (e.g. alumni)	Collaboration built social capital at the community level, improving social cohesion and fostering resilience
<b>Results orientation and evaluation framework</b>	Collaboration effectiveness is evaluated (i.e. this rubric); feedback is regularly collected to improve inputs of the collaboration process	Outputs of the collaboration are tracked and measured	Targets and metrics are set to measure outcomes of the collaboration	Targets and metrics are set to measure outcomes of the collaboration; metrics are aligned with global reporting impact frameworks and standards
<b>Timeframe</b>	Short term and tactical (up to one year focus)	Medium-term and strategic (3-year focus)	Long-term (ten years)	Intergenerational (consideration for future generations)

Notes and reflections

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## Theme 4: Enabling Conditions

Factor	Foundational	Advanced	Accelerating	Transformational
<b>Backbone support and container for change</b>	Separate body (e.g. steering committee) is established for the purpose of supporting collaboration	Backbone support body (e.g. a separate organization) actively supports collaboration strategy, policy, governance structure, funding etc.	Backbone support body creates a 'strong container' (e.g. cultivates trust and empathy, balances short vs long term gains, and timely nudges to sustain momentum and morale) to facilitate participants' journey of change during the collaboration process	Backbone support body's 'strong container' transforms participants understandings of the system they are trying to change, the relationships with others in the systems, and their intentions to act
<b>Coordination of actors</b>	Coordination occurs across organizations participating in the collaboration	Coordination extends to additional organizations within the network of participating organizations	Coordination extends to organizations outside the network of participating organizations	Coordination is driven from self-organization of a multiplicity of organizations
<b>Asset and resource mobilization</b>	Participants contribute insights, expertise, and networks; collaborative accesses grants or third party funding	Some participants contribute assets and resources of their organization to fulfil their agreed actions as set out by the collaboration's action plan	All participants mobilize their organizational assets, resources, reach and influence to address the issues	Collaboration harnesses resources and mobilizing assets of the community (and beyond) for social good
<b>Nature of motivation and benefits</b>	Primary motivation is self-interest; participants and / or organizations engage in collaboration because of the threats and opportunities perceived by their organizations	Primary motivation is group interest; participants and / or organizations engage in collaboration to realize shared goals of interest to their organizations	Primary motivation is collective interest; participants and / or organizations engage in collaboration to bring social ambition to life across broader system and stakeholders	Primary motivation is the greater good of the commons; participants and / or organizations engage to tackle systemic problems and deliver more equitable benefits beyond their home community

Notes and reflections

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## Theme 5: Technology

Factor	Foundational	Advanced	Accelerating	Transformational
<b>Technology enabled collaboration</b>	Conventional means of communication, document sharing and engagement (paper, email, pdfs, etc.) adopted	Common technology platform for document sharing, communications and virtual collaboration adopted; participants know how to access and use the tools or are provided necessary training (i.e. equitable "tech literacy")	Technology platform that enables engagement of non-participants adopted; digital competency and access for participants and others built	Emerging technology to accelerate solutions, engagement and insights (big data, virtual / artificial reality, AI, quantum computing, block chain, etc.) adopted
<b>Platform functionality</b>	Platform (virtual or physical) provides space for productive play, dialogue and to gather as a collaborative (e.g. Facebook group)	Platform is an effective project / collaboration management tool for agile decision making, project delivery, sharing resources and mobilizing assets (e.g. Base Camp). There is clarity on resources (human and financial) required to manage the platform effectively	Platform is a repository for past projects, resources, creative tools and different lenses to encourage new ways of collaborative working to promote a culture of creativity, new ideas, and innovation; (e.g. Base Camp with well structured content library)	Platform has interactive functionality which enables all participants to create, edit, manage and share data, ideas, stories, learning, and leverage additional assets (e.g. Base Camp + a Wiki self edited encyclopedia)
<b>Story-telling, impact and accountability</b>	Results of and progress on collaboration is shared with participating organizations	Results of and progress on collaboration is shared with stakeholders of participating organizations and broader community	Platforms exist for storytelling, communicating impact and sharing lessons learned with the broader community; includes social media and other communications channels	Stories, narratives, data and data visualization are used, and knowledge is used to actively engage and influence (e.g. through conferences, media, advocacy) the system (e.g. regional/national/global level)

Notes and reflections

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# Intersectoral collaboration scorecard

0	1	2	3	4
Not Met	Foundational	Advanced	Accelerating	Transformational

Theme 1: Collaboration Practices					
Shared vision, aspiration and values for change	0	1	2	3	4
Innovation orientation	0	1	2	3	4
Consultation methodologies and focus of engagement	0	1	2	3	4
Data management and measurement system	0	1	2	3	4
Collaboration culture and behaviours	0	1	2	3	4

<b>Collaboration Practices Total</b>	<b>/5 =</b>	<b>Collaboration Practices Score</b>

Theme 2: Inclusion and Representation					
Intra-relationships	0	1	2	3	4
Inter-relationships	0	1	2	3	4
Cultural awareness, respect, and belonging	0	1	2	3	4
Diversity, equity and inclusion (DEI)	0	1	2	3	4
Positionality and intersectionality	0	1	2	3	4
Inclusion of diverse organizations					

<b>Collaboration Practices Total</b>	<b>/5 =</b>	<b>Collaboration Practices Score</b>

0	1	2	3	4
Not Met	Foundational	Advanced	Accelerating	Transformational

Theme 3: Collaboration Process					
Collaboration skillset and capacity building	0	1	2	3	4
Social capital and impact of collaboration process itself	0	1	2	3	4
Results orientation and evaluation framework	0	1	2	3	4
Timeframe	0	1	2	3	4

<b>Collaboration Practices Total</b>	<b>/5 =</b>	<b>Collaboration Practices Score</b>

Theme 4: Enabling Conditions					
Backbone support and container for change	0	1	2	3	4
Coordination of actors	0	1	2	3	4
Asset and resource mobilization	0	1	2	3	4
Nature of motivation and benefits	0	1	2	3	4

<b>Collaboration Practices Total</b>	<b>/5 =</b>	<b>Collaboration Practices Score</b>

Theme 5: Technology					
Technology enabled collaboration	0	1	2	3	4
Platform functionality	0	1	2	3	4
Story-telling, impact and accountability	0	1	2	3	4

<b>Collaboration Practices Total</b>	<b>/5 =</b>	<b>Collaboration Practices Score</b>

<b>Full Assessment Total</b>	<b>/22 =</b>	<b>Full Assessment Score</b>

# Final thoughts

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We hope that this document and assessment tool advances our collective understanding of the factors that contribute to successful intersectoral collaboration, and helps communities assess their own collaborations. As noted at the beginning, we acknowledge that this work is far from complete. We hope that you will connect with us to share your experiences in using the tool, and we welcome any thoughts on opportunities for improvement.

