

# Three approaches to evaluation

	Developmental evaluation	Process (Formative) evaluation	Outcome (Summative) evaluation
Stage of initiative	Initiative is exploring and in development.	Initiative is evolving and being refined.	Initiative is stable and well-established.
What's happening?	<ul style="list-style-type: none"> <li>- Community partners are assembling the core elements of their initiative, developing action plans and exploring different strategies and activities.</li> <li>- There's a degree of uncertainty about what will work and how.</li> <li>- New questions, challenges and opportunities are emerging.</li> </ul>	<ul style="list-style-type: none"> <li>- The initiative's core elements are in place and partners are implementing agreed-upon strategies and activities.</li> <li>- Outcomes are becoming more predictable.</li> <li>- The initiative's context is increasingly well-known and understood.</li> </ul>	<ul style="list-style-type: none"> <li>- The initiative's activities are well-established.</li> <li>- Implementers have significant experience and increasing certainty about what works.</li> <li>- The initiative is ready for a determination of impact, merit, value, or significance,</li> </ul>
Strategic question	What needs to happen?	How well is it working?	What difference did it make?
Sample evaluation questions	<ul style="list-style-type: none"> <li>- How are relationships developing among partners?</li> <li>- What seems to be working well and where is there early progress?</li> <li>- How should the collective impact initiative adapt in response to challenging circumstances?</li> </ul>	<ul style="list-style-type: none"> <li>- How can the initiative enhance what is working well and improve what isn't?</li> <li>- What effects or changes are beginning to show up in targeted systems?</li> <li>- What factors are limiting progress and how can they be managed or addressed?</li> </ul>	<ul style="list-style-type: none"> <li>- What difference(s) did the initiative make?</li> <li>- What about the process has been most effective, for whom, and why?</li> <li>- What ripple effects did the initiative have on other parts of the community or system?</li> </ul>

Adapted from Parkhurst, M., & Preskill, H. (n.d.). Collective Impact Forum: *Learning in action: evaluating collective impact*. Stanford Social Innovation Review. Downloaded May 4 from: [http://www.ssireview.org/supplement/collective\\_insights\\_on\\_collective\\_impact](http://www.ssireview.org/supplement/collective_insights_on_collective_impact)