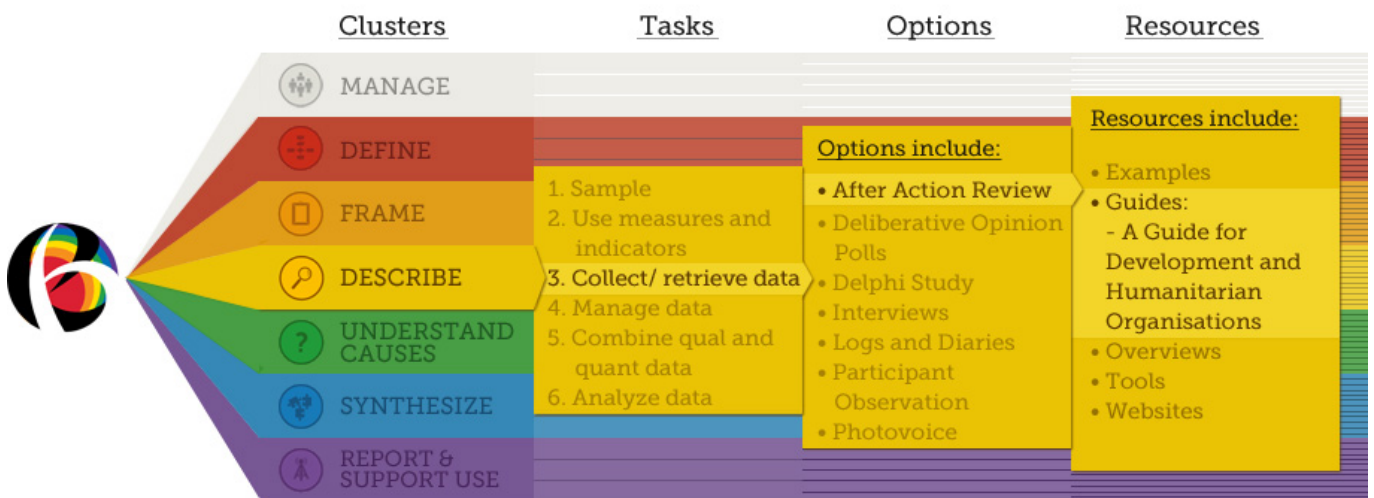


Rainbow Framework and Planning Tool

Rainbow Framework of Evaluation Options

There are so many different options (methods, strategies and processes) in evaluation that it can be hard to work out which ones to choose for an evaluation.

BetterEvaluation organizes options into 32 different evaluation tasks, grouped by 7 colour coded clusters to make it easier for you to choose and use appropriate methods, strategies or processes.



BetterEvaluation Planning Tool

This tool can help you to plan an evaluation by prompting you to think about a series of key questions. It can be used to develop a complete evaluation plan, or to undertake a discrete task such as documenting agreements in the evaluation Terms of Reference. It is important to consider the issues raised in all of the following evaluation planning questions, including reporting, at the beginning of an evaluation.

Send suggestions for additions or revisions to us via www.betterevaluation.org

BetterEvaluation is an international collaboration to improve evaluation theory and practice by sharing information about evaluation options (methods, strategies, processes) and approaches (collections of methods). We provide an interactive and freely accessible website (currently in closed beta version) and related events and resources.

We support evaluators, practitioners and managers of evaluation to choose options that are appropriate for their situation and to use these well. We support individuals and organizations to share their learning about evaluation across disciplinary and organisational boundaries, sectors, languages and countries, including examples of their practice and advice on choosing and using different options and approaches.

Founding partners: Institutional Learning and Change initiative of the Consultative Group on International Agriculture, Italy, Overseas Development Institute, UK, Pact (Head office (Washington D.C., USA), South Africa and Thailand offices), RMIT University (Royal Melbourne Institute of Technology, Australia)

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1. MANAGE

Manage an evaluation (or a series of evaluations), including deciding who will conduct the evaluation and who will make decisions about it.

Task	Evaluation planning questions	Options (methods, strategies)
Understand and engage stakeholders	<i>Who needs to be involved in the evaluation? How can they be identified and engaged?</i>	<p><i>Understand stakeholders:</i></p> <ol style="list-style-type: none"> 1. Stakeholder Mapping And Analysis 2. Community Profiling <p><i>Engage stakeholders:</i></p> <ol style="list-style-type: none"> 3. Community Fairs 4. Fishbowl Technique
Establish decision making processes	<p><i>Who will have the authority to make what type of decisions about the evaluation?</i></p> <p><i>Who will provide advice or make recommendations about the evaluation?</i></p> <p><i>What processes will be used for making decisions?</i></p>	<p><i>Types of structures:</i></p> <ol style="list-style-type: none"> 1. Advisory Group 2. Citizen Juries 3. Steering Group <p><i>Ways of operating:</i></p> <ol style="list-style-type: none"> 4. Consensus Decision Making 5. Hierarchical Decision Making 6. Majority Decision Making 7. Meeting Processes 8. Round Robin 9. Six Hats Thinking <p><i>Approaches:</i></p> <ul style="list-style-type: none"> • Participatory Evaluation
Decide who will conduct the evaluation	<i>Who will actually undertake the evaluation?</i>	<ol style="list-style-type: none"> 1. Community 2. Expert Review 3. External Consultant 4. Hybrid - Internal And External Staff 5. Internal Staff 6. Learning Alliances 7. Peer Review <p><i>Approaches:</i></p> <ul style="list-style-type: none"> • Positive Deviance • Horizontal Evaluation
Determine and secure resources	<i>What resources (time, money, and expertise) will be needed for the evaluation and how can they be obtained? Consider both internal (e.g. staff time) and external (e.g. previous participants' time).</i>	<ol style="list-style-type: none"> 1. Evaluation Budget Matrix 2. Resources Stocktake 3. Evaluation Costing 4. Strategies For Reducing Evaluation Costs 5. Strategies For Securing Evaluation Resources
Define quality evaluation standards	<i>What will be considered a high quality and ethical evaluation? How should ethical issues be addressed?</i>	<ol style="list-style-type: none"> 1. Cultural Competency 2. Ethical Guidelines 3. Evaluation Standards 4. Institutional Review Board
Document management processes and	<i>How will you document the evaluation's management processes and agreements made?</i>	<ol style="list-style-type: none"> 1. Contractual Agreement 2. Memorandum Of Understanding 3. Terms Of Reference

agreements		4. Request For Quotation
Develop evaluation plan or framework	<i>What is the overall plan for the evaluation? Is there a larger evaluation framework across several related evaluations?</i>	1. Evaluation Plan 2. Evaluation Framework
Develop evaluation capacity	<i>How can the ability of individuals, groups and organizations to conduct and use evaluations be strengthened?</i>	1. Mentoring 2. Organisational Policies And Procedures 3. Peer Review 4. Reflective Practice 5. Training

2. DEFINE

Develop a description (or access an existing version) of what is to be evaluated and how it is understood to work.

Task	Evaluation planning questions	Options (methods, strategies)
Develop initial description	<i>How can you develop a brief description of the project?</i>	1. Peak Experience Description 2. Thumbnail Description <i>Approaches</i> • Appreciative Enquiry
Develop program theory / logic model	<i>Is there a need to revise or create a logic model (program theory, theory of change)? How will this be developed? How will it be represented?</i>	<i>Ways of developing logic models:</i> 1. Backcasting 2. Five Whys 3. SWOT Analysis 4. Tiny Tools Results Chain <i>Ways of representing logic models:</i> 5. Logframe 6. Outcomes Hierarchy 7. Realist Matrix 8. Results Chain
Identify potential unintended results	<i>How can you identify possible unintended results (both positive and negative) that will be important?</i>	1. Negative Program Theory 2. Risk Assessment 3. Key Informant Interviews 4. Six Hats Thinking

3. FRAME

Set the parameters of the evaluation – its purposes, key evaluation questions and the criteria and standards to be used.

Task	Evaluation planning questions	Options (methods, strategies)
Decide purpose	<i>What is the purpose of the evaluation? Is it to support improvement, for accountability, for knowledge building?</i>	1. Six Reasons For Assessment 2. Nine Learning Purposes
Specify the key evaluation questions	<i>What are the high level questions the evaluation will seek to answer? How can these be developed?</i>	<i>(This task has resources only)</i>
Determine what 'success' looks	<i>What should be the criteria and standards for judging performance? Whose criteria</i>	<i>Formal statements of values:</i> 1. DAC Criteria

like	<i>and standards matter? What process should be used to develop agreement about these?</i>	<ol style="list-style-type: none"> 2. Millennium Development Goals 3. Standards, Evaluative Criteria And Benchmarks 4. Stated Goals And Objectives <p><i>Articulate and document tacit values:</i></p> <ol style="list-style-type: none"> 5. Hierarchical Card Sorting 6. Open Space Technology 7. Photo Voice 8. Rich Pictures 9. Stories Of Change 10. Values Clarification Interviews 11. Values Clarification Public Opinion Questionnaires <p><i>Negotiate between different values:</i></p> <ol style="list-style-type: none"> 12. Concept Mapping 13. Critical System Heuristics 14. Delphi Study 15. Dotmocracy 16. Open Space Technology 17. Public Consultations
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4. DESCRIBE

Collect and retrieve data to answer descriptive questions about the activities of the project/program/policy, the various results it has had, and the context in which it has been implemented.

Task	<i>Evaluation planning questions</i>	Options (methods, strategies)
Sample	<i>What sampling strategies will you use for collecting data?</i>	<p><i>Probability:</i></p> <ol style="list-style-type: none"> 1. Multi-Stage Sampling 2. Sequential Sampling 3. Simplified Random Sampling 4. Stratified Random Sampling <p><i>Purposeful:</i></p> <ol style="list-style-type: none"> 5. Confirming And Disconfirming 6. Criterion 7. Critical Case 8. Homogenous 9. Intensity 10. Maximum Variation 11. Outlier Sample 12. Snowball Sampling 13. Theory-Based 14. Typical Case <p><i>Accidental:</i></p> <ol style="list-style-type: none"> 15. Convenience 16. Volunteer Sample
Use measures and indicators	<i>What measures or indicators will be used? Are there existing ones that should</i>	<ol style="list-style-type: none"> 1. Wellbeing 2. Gender Issues

	<p><i>be used or will you need to develop new measures and indicators?</i></p>	<ol style="list-style-type: none"> 3. Governance 4. Health 5. Human Rights 6. Inequality 7. Poverty 8. Quality Of Life
<p>Collect and/ or retrieve data</p>	<p><i>How will you collect and/ or retrieve data about activities, results, context and other factors?</i></p>	<p><i>Individuals:</i></p> <ol style="list-style-type: none"> 1. Convergent Interviewing 2. Deliberative Opinion Polls 3. Email Questionnaires 4. Face-To-Face Questionnaires 5. Global Assessment Scales 6. Goal Attainment Scales 7. Internet Questionnaires 8. Interviews 9. Logs And Diaries 10. Mobile Phone Logging 11. Peer/Expert Reviews 12. Photovoice 13. Photolanguage <p><i>Postcards:</i></p> <ol style="list-style-type: none"> 14. Projective Techniques 15. Questionnaires 16. Seasonal Calendars 17. Sketch Mapping 18. Stories 19. Telephone Questionnaires <p><i>Groups:</i></p> <ol style="list-style-type: none"> 20. After Action Review 21. Brainstorming 22. Card Visualization 23. Concept Mapping 24. Delphi Study 25. Dotmocracy 26. Fishbowl Technique 27. Focus Groups 28. Future Search Conference 29. Hierarchical Card Sorting 30. Keypad Technology 31. Mural 32. ORID 33. Q-methodology 34. SWOT Analysis <p><i>Observation:</i></p> <ol style="list-style-type: none"> 35. Field trips 36. Non-participant Observation 37. Participant Observation 38. Photography/Video Recording 39. Transect <p><i>Physical:</i></p> <ol style="list-style-type: none"> 40. Biophysical

		<p>41. Geographical</p> <p><i>Existing documents and data:</i></p> <p>42. Official Statistics</p> <p>43. Previous Evaluations and Research</p> <p>44. Project Records</p> <p>45. Reputational Monitoring Dashboard</p>
Manage Data	<i>How will you organise and store data and ensure its quality?</i>	<p>1. Strategies For Storing Data</p> <p>2. Strategies To Check Data Quality</p>
Combine qualitative and quantitative data	<i>How will you combine qualitative and quantitative data?</i>	<p><i>When data are gathered:</i></p> <p>1. Parallel Data Gathering</p> <p>2. Sequential Data Gathering</p> <p><i>When data are combined:</i></p> <p>3. Component Design</p> <p>4. Integrated Design</p> <p><i>Purpose of combining data:</i></p> <p>5. Enriching</p> <p>6. Examining</p> <p>7. Explaining</p> <p>8. Triangulation</p>
Analyze data	<i>How will you look for and display patterns in the data?</i>	<p><i>Numeric analysis:</i></p> <p>1. Correlation</p> <p>2. Crosstabulations</p> <p>3. Data And Text Mining</p> <p>4. Exploratory Techniques</p> <p>5. Frequency Tables</p> <p>6. Measures Of Central Tendency</p> <p>7. Measures Of Dispersion</p> <p>8. Multivariate Descriptive</p> <p>9. Non-Parametric Inferential</p> <p>10. Parametric Inferential</p> <p>11. Summary Statistics</p> <p>12. Time Series Analysis</p> <p><i>Graphical analysis:</i></p> <p>13. Bar Chart</p> <p>14. Block Histogram</p> <p>15. Bubble Chart</p> <p>16. Demographic Mapping</p> <p>17. Line Graph</p> <p>18. Matrix Chart</p> <p>19. Network Diagram</p> <p>20. Pie Chart</p> <p>21. Scatterplot</p> <p>22. Stacked Graph</p> <p>23. Treemap</p> <p><i>Mapping:</i></p> <p>24. Geo-Tagging</p> <p>25. GIS Mapping</p>

	<p>26. Interactive Mapping</p> <p>27. Social Mapping</p> <p><i>Textual analysis</i></p> <p>28. Content Analysis</p> <p>29. Thematic Coding</p> <p>30. Word Cloud</p>
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5. UNDERSTAND CAUSES

Collect and analyze data to answer causal questions about what has produced outcomes and impacts that have been observed.

Task	Evaluation planning questions	Options (methods, strategies)
Check the results support causal attribution	<i>How will you assess whether the results are consistent with the theory that the intervention produced them?</i>	<p><i>Gathering additional data:</i></p> <ol style="list-style-type: none"> 1. Asking Other Key Informants 2. Asking Participants 3. Modus Operandi 4. Process Tracing <p><i>Analysis:</i></p> <ol style="list-style-type: none"> 5. Check Dose-Response Patterns 6. Check Intermediate Outcomes 7. Checking Results Match a Statistical Model 8. Checking Results Match Expert Predictions 9. Checking Timing Of Outcomes 10. Comparative Case Studies 11. Qualitative Comparative Analysis 12. Realist Analysis Of Testable Hypotheses 13. Statistically Controlling for Extraneous Variables
Compare results to the counterfactual	<i>How will you compare the factual with the counterfactual - what would have happened without the intervention?</i>	<p><i>Experimental:</i></p> <ol style="list-style-type: none"> 1. Analysis Of Covariance Experimental Design 2. Control Group 3. Factorial Designs <p><i>Approaches:</i></p> <ul style="list-style-type: none"> • Randomized Controlled Trials <p><i>Quasi-experimental:</i></p> <ol style="list-style-type: none"> 1. Difference-In-Difference 2. Instrumental Variables 3. Judgemental Matching 4. Matched Comparisons 5. Propensity Scores 6. Regression Discontinuity 7. Sequential Allocation 8. Statistically Created Counterfactual <p><i>Non-experimental:</i></p>

		<ul style="list-style-type: none"> 9. Beneficiary Assessment 10. Expert Informant 11. Logically Constructed Counterfactual
Investigate possible alternative explanations	<i>How will you investigate alternative explanations?</i>	<ul style="list-style-type: none"> 1. Beneficiary Assessment 2. Expert Informant 3. Force Field Analysis 4. Process Tracing 5. Rapid Outcomes Assessment 6. Ruling Out Technical Explanations 7. Searching For Disconfirming Evidence/Following Up Exceptions

6. SYNTHESISE

Combine data to form an overall assessment of the merit or worth of the intervention, or to summarize evidence across several evaluations.

Task	<i>Evaluation planning questions</i>	Options (methods, strategies)
Synthesize data from a single evaluation	<i>How will you synthesize data from a single evaluation?</i>	<ul style="list-style-type: none"> 1. Consensus Conference 2. Cost Benefit Analysis 3. Cost Effectiveness Analysis 4. Cost Utility Analysis 5. Expert Panel 6. Multi-Criteria Analysis 7. Numeric Weighting 8. Qualitative Weight and Sum 9. Rubrics
Synthesize data across evaluations	<i>Do you need to synthesize data across evaluations? If so, how should this be done?</i>	<ul style="list-style-type: none"> 1. Meta-Analysis 2. Meta-Ethnography 3. Realist Synthesis 4. Systematic Review 5. Textual Narrative Synthesis 6. Vote Counting
Generalize findings	<i>How can the findings from this evaluation be generalized to the future, to other sites and to other programs?</i>	<ul style="list-style-type: none"> 1. Statistical Generalisation 2. Analytic Generalisation

7. REPORT AND SUPPORT USE

Develop and present findings in ways that are useful for the intended users of the evaluation, and support them to make use of them.

Task	<i>Evaluation planning questions</i>	Options (methods, strategies)
Identify reporting requirements	<i>Who are the primary intended users of the evaluation? What are their primary intended uses of it? Are there secondary intended users whose needs should also be addressed? Is there a specific timeframe required for reporting - for example, to inform a specific decision or funding allocations?</i>	<ul style="list-style-type: none"> 1. Identify Primary And Secondary Intended Users And Uses 2. Reporting Needs Analysis 3. Communication Plan

Develop Reporting Media	<i>What types of reporting formats will be appropriate for the intended users?</i>	<p><i>Written:</i></p> <ol style="list-style-type: none"> 1. Executive Summaries 2. Final Reports 3. Interim Reports 4. Memos And Email 5. News Media Communications 6. Newsletters, Bulletins, Briefs And Brochures 7. Postcards 8. Website communications <p><i>Presentations:</i></p> <ol style="list-style-type: none"> 9. Conference 10. Displays And Exhibits 11. Flip Charts 12. Information Contacts 13. Posters 14. Powerpoint/Slides 15. Teleconference 16. Verbal Briefings 17. Videoconference 18. Webconference 19. Video <p><i>Creative:</i></p> <ol style="list-style-type: none"> 20. Cartoons 21. Photographic Reporting 22. Poetry 23. Reporting in Pictures 24. Theatre
Ensure accessibility	<i>How can the report be easy to access and use for different users?</i>	<ol style="list-style-type: none"> 1. Audio Readers 2. Color Blindness 3. Graphic Design Of Report 4. Headings As Summary Statements 5. Low Vision And Blind Audience Members 6. One-Three-Twenty-Five - 1:3:25 7. Plain English 8. Visualising Data
Review evaluation	<i>How will evaluation reports be reviewed before they are finalized? Will there be a review of the evaluation process to improve this?</i>	<ol style="list-style-type: none"> 1. Beneficiary Exchange 2. Expert Review 3. External Review 4. Group Critical Reflection 5. Individual Critical Reflection 6. Peer Review
Develop recommendations	<i>Will the evaluation include recommendations? How will these be developed?</i>	<ol style="list-style-type: none"> 1. Beneficiary Exchange 2. Chat Rooms 3. Electronic Democracy 4. External Review 5. Group Critical Reflection 6. Individual Critical Reflection 7. Lessons Learned 8. Participatory Recommendation Screening 9. World Cafe

Support use	<i>In addition to engaging intended users in the evaluation process, how will you support the use of evaluation findings?</i>	<ol style="list-style-type: none"> 1. Annual Reviews 2. Policy Briefings 3. Social Learning 4. Track Recommendations 5. Trade Publications 6. Conference Co-Presentations
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