



EVALOPHOBIA

**WE ALL A GOOD REASON TO NOT
EVALUATE PUBLIC POLICIES**

WHAT'S YOURS?

THE AIM OF THE GAME

The objective of this game isn't to earn the most points or cards or to eliminate the other players by the end of the game. What's the point of the game, then, you might ask? The goal is to start a conversation about public policy and project evaluation, regarding all the good reasons why you've never done it, to understand why it's sometimes so complicated, and to think about the solutions that might help. It's also a great way to jump into evaluation feet first, to hit a little where it hurts the most and arouse the curiosity of your organization, all while having fun. Incidentally, this game is a great tool in any organization for officials in charge of evaluations.

EVALUATION

Evaluating a public policy:

Is to assess the utility... by gathering facts and evidence so as to be able to make an informed and nuanced judgement

...of a public action... we do not judge the people or the institution but rather the actions, the programme, the project or the public service of general interest

...in terms of its impact... its capability of producing results, of transforming (or not) the territory, the lives of inhabitants, businesses

... in order to improve it... and to identify why and how it works (or not) in order to help make decisions

THE GAME MATERIAL

- Two packs of 56 cards ("reasons" and "solutions")
- The rulebook
- The board game for a single player
- The board game for multiple players
- Tent cards and voting ballots
- The correspondence table

Download the materials here:

<http://www.sustainable-everyday-project.net/evalophobia/>



A CO-CREATED GAME ENRICHED WITH REAL-WORLD EXPERIENCES

The game Evalophobia was elaborated in a participative way (between 2016 and 2017) with a number of actors: an expert group consisting of Strategic Design Scenarios and Quadrant Conseil, selected by the CGDD of the French Ministry for an Ecological and Solidary Transition; a variety of actors from over forty public authorities (mayors, evaluation officials, directors, etc.); as well as a number of actors from French environmental agencies (DREAL, DRIEE, ARPE, CEREMA, etc.). This game was conceived following a design thinking approach, linking phases of acculturation to the subject with the realities in the field, and phases of design, prototyping, simulating, testing, redesigning - and more testing!

For more information regarding the creation of this game, visit: www.sustainable-everyday-project.net/evalophobia/



QUADRANT
CONSEIL

THE CONTRIBUTORS

As you may have noticed, behind the scenes of this project are not only the teams from Quadrant Conseil (Karine Sage and Vincent Honoré), Strategic Design Scenarios (François Jégou, Christophe Gouache and Selam Mebrahtu) and the CGDD (Isabelle Couprie et Erwin Riclet) of the French Ministry for an Ecological and Solidary Transition, but also and in particular the number of on-the-ground actors throughout France. Through their active participation, they allowed the co-creation of this tool. We thank them warmly for their help:

- Antoine Avignon, Municipality of Aubervilliers
- Pascale Babiliot, DREAL PACA
- Eglantine Breton, CEREMA
- Frédéric Brocard, Municipality of Dardilly
- Carole Hrigoyen, Municipality of Montrouge
- Isabelle Klipfel, CEREMA
- Sophie Laurent-Daviot, Municipality of Savigny-le-Temple
- Maxence Coulon, ARPE PACA
- Philippe Chagnon, Municipality of Longjumeau
- Marylène Collin, Municipality of Savigny-le-Temple
- Eric Coquetin, Grand Paris Sud
- Biodie Dahan, Pays d'Aubagne et de l'Etrole
- Monique Danton, Municipality of La Vade-Croix
- Marion Dello, Municipality of Chosy-le-Roi
- Sandra Delcorso, Istres Ouest Provence
- Clémence Doumon, Pays d'Aix
- Eugénie El-Chaciffi, Municipality of Vincennes
- Gwendoline Fouache, DRIEE
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- Bernard Goulès, Municipality of Lambres-lez-Douai
- Karen Héry, Greater Châlons-en-Champagne
- Sophie Lefèvre, Municipality of Lannester
- Vincent Le Jeune, Greater Brest
- Edith Liégey, Perpignan Méditerranée
- Biodie Loupapas, Municipality of La Forêt les Oliviers
- Audrey Michel, ARPE PACA
- Elisabeth Nouel, Municipality of la Vade-Croix
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- Emilie Perramond, PÉIR de Laurogès
- Caroline Pina, Pays d'Aix
- Claire Poulin, Pays d'Aix
- Agnès Puydt-Breszski, Municipality of Marocuss
- Nathalie Racineux, CEREMA
- Isabelle Robinot-Bertrand, CEREMA
- Céline Sates, Pays d'Aix
- Sébastien Sallentest, DREAL Bretagne
- Peter Szerb, Rhône-Alpes Energie Environnement, RAEE
- Olivia Vermander, Municipality of Lambres-lez-Douai

WE ALL HAVE A ~~GOOD~~ REASON

In projects and public policies, many actions are implemented, but their impacts are very rarely evaluated. Indeed, we often try to verify the implementation of actions but we rarely observe their results and their ability to transform (or not) the territory, the lives of inhabitants, businesses, etc.. Project and public policy evaluations are therefore often non-existent. Why? Because "we all have a good reason to not evaluate": "we don't have time", "we don't have the resources", "the elected official in charge of the project is not the bearer of the approach", "the project manager who launched the project has left", etc. There are many reasons for not doing an evaluation. They can be structural, organizational, political, cultural, personal, etc. Sometimes true, sometimes pretexts, sometimes surmountable, sometimes impassable, these reasons lead to the same result which is: "well... we don't evaluate". So let's identify these reasons, discuss them and bring them to the table!

WE ALL HAVE TIPS AND TRICKS

For a long time, it was thought that the lack of public policy evaluations was due to the lack of methodology and tools. Guides, tools, good practices and instructions for use were then

developed. But this remained insufficient. A majority of communities are struggling to make the first step... especially for all the reasons mentioned in this game! How do you go further and overcome the barriers identified in your community? Here, we don't claim to have discovered the guiding principles, but this game unveils the tips and tricks of those who succeeded by going through the front door... or the back door!

We'll be honest with you: there are no miracle solutions, as there are often no absolutely perfect or ideal situations. The most important thing is to set up a minimum viable situation. Don't wait for a special moment to start your evaluation: just start it, slowly, even humbly! Experiment, unblock some obstacles with simple solutions, and try to keep things as simple as possible. It's up to you to explore the tips, the tricks, and the solutions we've collected from on-the-ground actors throughout France. See if there aren't a few that could be useful to you!

Personally, I think that...



It's easier to check things off in an excel spreadsheet to ensure all of the actions have been put in place, than to question their results

Personally, I think that...



**Our project aims to
change behaviour
and improve the social
cohesion and well-being
of our inhabitants: how
would I evaluate that?**

Personally, I think that...



Our policy affects everyone and everything: different actors, sectors, administrative levels... It's too complex to evaluate

Personally, I think that...



**When you do an
evaluation, your
colleagues either blow
you off, or end up
hating you!**

Personally, I think that...



**Evaluations are
useless, they always
end up in the bottom
of a drawer**

Personally, I think that...



**We don't have
enough data at the
local level to feed
the evaluation**

Personally, I think that...



**We're told to evaluate
with all the actors,
including the inhabitants:
why would the project
be judged by people
who don't know anything
about it!**

Personally, I think that...



When you weren't there from the beginning of the project and there hasn't been any monitoring, it's tough to do an evaluation: you're missing pieces of the story

Personally, I think that...



Evaluation is a whole process with so many steps, it's complicated!

Personally, I think that...



**My elected
representatives are not
interested in evaluation,
they don't promote the
approach: it's useless
trying without them!**

Personally, I think that...



**It's an uphill battle
trying to get project
managers to share
their monitoring data**

Personally, I think that...



**Designing and
implementing a project
is so demanding! At the
end, we're all exhausted
and there is nobody left
to do the evaluation**

Personally, I think that...



We lack the skills to evaluate. You'd never give a one-day training and expect someone to be a plumber and fix your toilet!

Personally, I think that...



**Why do we have to
evaluate when we
already have a list of
indicators?**

Personally, I think that...



Evaluators always want to design the best possible evaluation, but we need everyday designs that work well: we need Fiats, not Ferraris!

Personally, I think that...



**Evaluation is expensive,
and it isn't included in the
project's budget**

Personally, I think that...



**Evaluation always
takes a lot of time...
which isn't included in
the project's schedule**

Personally, I think that...



**Evaluation sounds nice,
but in the meantime
there are a thousand
other things we have
to do**

Personally, I think that...



**Evaluation
sounds a lot like
inspection, control,
sanctions: it doesn't
seem very appealing**

Personally, I think that...



**It's scary to think that
an evaluation is going
to judge my work and
my skills**

Personally, I think that...



**We don't need an
evaluation to figure out
what isn't working**

Personally, I think that...



**Evaluation always points
out what isn't working,
and never what's going
well**

Personally, I think that...



We don't plan the evaluation in advance, because we're more focused on making the project succeed, rather than communicating about its achievements

Personally, I think that...



**An evaluation always
comes too late, once
the ship has already
sailed**

Personally, I think that...



Our project has changed and been readjusted. It wouldn't make sense to evaluate it on the basis of its initial objectives

Personally, I think that...



Our project has many actions that aren't even related by common objectives. It's difficult to do anything other than review each action

Personally, I think that...



**The evaluation will
add weight to the
opposition's arguments**

Personally, I think that...



**The evaluation should be
done with the inhabitants,
but it's too risky**

Personally, I think that...



No one else in my organisation has put in place an evaluation: why are we always the ones stuck with it?

Personally, I think that...



Evaluation is not independent, there is always a way to end up with the "results" you wanted

Personally, I think that...



**For elected
representatives, the only
valid evaluation is the
one that comes from
the ballot box during an
election**

Personally, I think that...



**A mandate is too short for
elected representatives
to preoccupy themselves
with an evaluation**

Personally, I think that...



**It makes more sense to
spend time straightening
things out, than
evaluating something
that didn't work**

Personally, I think that...



**I would like to do an
evaluation, but I don't
see myself doing it on
my own**

Personally, I think that...



**An evaluation hits right
where it hurts the most: it
doesn't seem very
appealing**

Personally, I think that...



Not everyone thinks of the same thing when you say "evaluation", there isn't a shared definition

Personally, I think that...



Personally, I think that...



Personally, I think that...



Personally, I think that...



Personally, I think that...



Personally, I think that...



Personally, I think that...



Personally, I think that...



Personally, I think that...



Personally, I think that...



Personally, I think that...



Personally, I think that...



Personally, I think that...

