



EVALOPHOBIA

WE ALL A GOOD REASON TO NOT
EVALUATE PUBLIC POLICIES

WHAT'S YOURS?

RULEBOOK



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WARNING

Don't worry, we know: nobody likes reading the rules of the game. Yet we strongly recommend that you read them in order to avoid any incident and be aware of the side effects related to the use of this tool (various emotional turmoil, blushing, offence, delight...). In any case, whether you read them or not, please be aware that we disclaim any responsibility for what might happen in the event of non-compliance of the recommended application of this tool in this document.

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 organisation, all while having fun.

Incidentally, this game is a great tool in any organisation for officials in charge of evaluations.



Tips and tricks – Before your game session

(To ensure that your Evalophobia session is a success, here are the main tips and tricks to keep in mind. If you're playing alone or in pairs, it is obviously simpler, but reading this section will still be useful).

Recruitment of players

("The more the merrier!")

To make the game more attractive, play together! But be careful, don't play with just anyone. **No one wants to play with bad players or grumpy people.** Choose caring colleagues who you know will lend themselves to the game. Make sure that everyone feels they can openly share their thoughts and opinions.

This game has a playful dimension to it and we recommend that that you highlight this. If you wish to attract your colleagues to play with you, do not call your game session "Inter-service meeting to discuss the appropriateness of the implementation of an evaluation approach within the framework of Project XYZ". Find a surprising and provocative title. You can, for example, take the title of the game: "We all have a ~~good~~ reason to not evaluate!".

The game room

("Hey, this sure beats the usual meeting!")

Do not use U or O-shaped tables.

Disturb the organisation of the room in order to give it a new appearance. For example, make small islands (if several small groups). Break with the usual meeting rigor. Make sure that the players are close to each other and can reach the cards spread out on the table just by reaching out or leaning forward.

If possible, make sure you have hot and cold drinks on hand, as well as some cookies, chocolates or candy. Not only are they guaranteed crowd-pleasers, they will help generate **a friendly and relaxed atmosphere.**

The game material

("Without it you can't play!")

The game Evalophobia is composed of:

- 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
- Refer to the game mode that suits you to find out what you need.

Download the materials here:
www.sustainable-everyday-project.net/evalophobia/



Introductory remarks - Beginning a game session

(Basically this is what you have to tell the players so that everyone understands what the game is all about. You have to read it out loud and in its entirety! You do not need a microphone, contrary to what the image on the left might suggest).

Ahem...

"Hello and welcome everyone to this session of the game Evalophobia. First of all, I would like to warn you that this speech is pre-written, so I'm not responsible for what the game will make me say.

As you know, all kinds of actors - cities, ministries, organisations – put in place projects or public policies. However, very few of these projects or public policies are evaluated.

Why? Because we all have a good reason to not evaluate public policies or projects. There are many reasons why we don't evaluate. They can be structural reasons, organisational reasons, political reasons, cultural reasons, etc. Some are real reasons, some are excuses. In any case, they all result in us not evaluating our projects.

Evalophobia was precisely designed to identify these reasons, discuss them and bring them to the table! And of course, in a second step, identify a series of solutions that will facilitate the implementation of evaluation procedures.

We have been talking about evaluation from the beginning, but to be sure that everyone is clear about what we mean by evaluation, we will begin with a

definition proposed by the game:

Evaluation is judging a policy in terms of its impacts.

Evaluating public policy...

Means assessing the usefulness... 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.

Is everything clear? You'll see, the game is not very complicated.

Shall we start?"

If you're playing by yourself or in pairs

(Better alone than in bad company)

Part 1 of 2

Objectives:

As evaluation manager, you will make an initial intuitive diagnosis of the "reasons" and "solutions" relevant to your organisation (department, municipality, ministry, etc). This will then allow you to outline your strategy for implementing an evaluation process.

Recommended playing time: An hour and a half

Material

- Both card games ("reasons" and "solutions")
- The board game for a single player
- The correspondence table
- The axes
- Tent cards and voting ballots

Setup

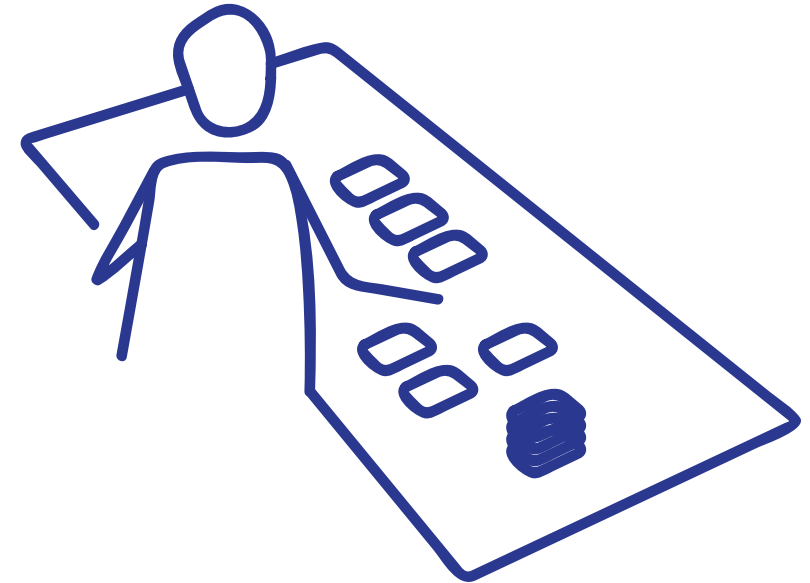
Sit comfortably in your office or in a place that is visible to everyone in order to attract the curiosity of your colleagues (cafeteria, lobby of the building, glass meeting room).

Tips & Advice

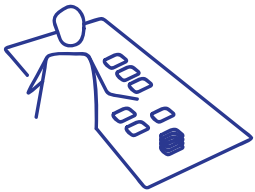
We advise you to share your selection of reasons and solutions with your colleagues in order to test/check their relevance. The challenge here is to ensure that your perception is "shared/confirmed/validated" by your peers.

And then what?

- You have all the necessary material to write a note / diagnosis / action plan to share with your colleagues / your hierarchy / your elected officials!
- Now that you are familiar with the game, you can start a game with a small group – see the playing possibilities!



Continued on the next page →



If you're playing by yourself or in pairs

(Better alone than in bad company)

Part 2 of 2

Rules of the game

Setup (5 min):

1. (Re)read the introduction to the game on p.5 to recall the spirit and purpose of the game. This is essential.
2. Make 2 piles that you place face down on the table, the first pile is the one with the "reasons" cards (the red ones) and the second one for the "solutions" cards (the blue ones).
3. When making up the 2 piles of cards, remove the blank "reasons" cards and the blank "solutions" cards and place them next to their respective piles.
4. Finally, place your "solo" game board in front of you. All set-up? Let's begin!

Selection of the "reasons" (30 min):

5. Draw the "reasons" cards one by one, and place them in one of the 3 boxes on your game board:
 - "Irrelevant", for reasons that do not apply to your situation;
 - "Relevant", for reasons that apply to your situation;
 - "Well... Maybe" for those where you are uncertain.
6. Once you've finished going through the pile of "reasons" cards, place the "Relevant" cards in front of you (as well as the "Well... Maybe" ones). This is your first selection of "reasons" cards. If some "reasons" you thought of seem to be missing, complete your selection by writing them on the blank "reasons" cards and add them to your selection.
7. If you have more than 10 "reasons", it is time to select the 10 cards that seem the most relevant. This will be your final selection of "reasons".

Selection of the "solutions" (30 min):

8. Place all the "solution" cards in front of you and take the necessary amount of time to read them.
9. Set aside those that you think are relevant and arrange them beside the previously identified "reasons". You can choose your "solutions" based on the following criteria:
 - It's something you are already implementing;
 - It's something that you feel will respond well to the previously identified "reasons".
10. If you wish, especially if certain "reasons" have remained without a "solution", you may open the correspondence table and be inspired by the different "solutions" suggested for each of the "reasons".
11. Finally, you may modify or add your own cards to complete your selection of "solutions", using the blank "solutions" cards.
12. You now have **your final selection of "solutions" at your disposal.**



Finally (15 min)

13. Arrange the selected "solutions" on the axes (see p.12):
 - Horizontal axis: not very resource-intensive versus very resource-intensive;
 - Vertical axis: can be activated immediately versus will need to be planned ahead.
14. The game stops **when you have placed all the "solutions" on the axes**, the first draft of an action plan.



If you're playing in a small group (3-8 players)

(Your colleagues are pretty awesome)

Part 1 of 2

Objectives:

The group should be able to select the top 10 "reasons" cards considered most relevant to their organisation (department, municipality, ministry, etc) and the corresponding "solutions" cards. The aim is to discuss the deadlocks or difficulties within their organisation and agree on the most relevant elements and finally collectively identify the most promising "solutions" to make evaluation happen!

Recommended playing time: 2 to 3 hours

Material:

- Both card games ("reasons" and "solutions")
- The correspondence table
- The axes
- Tent cards and voting ballots

To be complete:

- 3 to 8 "My selection of 5 cards" trays (one per participant)

Setup:

Play on a large table or directly on the floor (if you don't have a table). If you play on the ground, place chairs round the play area in a circle.

A round table is ideal if you want to create a poker game ambiance. A square table can be used to make it feel like a bistro table. In any case, avoid the gigantic tables that are more often than not found in meeting rooms. Unless if they can be detached, they do not lend themselves well to this kind of exercise.

Tips & Advice:

You can host the game alone, as the number of participants is limited. However, be sure create a dynamic environment and ensure everyone has the chance to speak. Players are welcome to stand up to get a closer view of the cards.

You can get help from a colleague to prepare the material. Familiarize yourself in advance with the different steps of the game (next page), in particular the implementation phase.



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If you're playing in a small group (3-8 players)

(Your colleagues are pretty awesome)

Part 2 of 2

Rules of the game:

Setup (5 min):

1. Read the introductory word on p. 5 to introduce participants to the spirit and the purpose of the game. This is essential.
2. Make 2 card stacks and place them face down on the table. The first stack is the one with the "reasons" (the red ones) and the second one with the "solutions" (the blue ones).
3. When preparing the card stacks, remove the blank "reasons" cards and the blank "solutions" cards and place them next to their respective stacks.
4. In terms of material, if you have chosen the premium option, have a tray "My selection of 5 cards" in front of each participant.
5. Seat the group around the table. Let's begin!

Selection of "reasons" (45 min):

6. Each player receives 5 "reasons" cards (only 4 if you are 8 players) at random and face down. The remaining cards remain in the deck.
7. Each participant discards the cards which they do not consider relevant in the centre of the table, face up, and then picks as many new cards as the number discarded. Each card discarded on the table can then be retrieved by other players.
8. The exchange phase ends when:
 - all players are satisfied with their 5 cards;
 - the stack has been depleted (if this isn't the case, lay out the remaining cards face up in the centre of the table so that everyone can see them).
9. If a player thinks of a "reason" that isn't included in the game, they can write it on one of the blank "reasons" cards and add it to their selection. Each player is entitled to one wild card, and it must be part of their selection of 5 cards (it is not a potential 6th card).

At this stage, the players take turns revealing their 5 "reasons" cards and quickly explain their choices. Each player places their cards in front of them, face up.

10. Once all hands have been revealed, players discuss and negotiate to select **the top 10 of the most relevant "reasons"** of their organisation (department, municipality, ministry, etc). The top 10 is placed in the center of the table.

important to deal with. To make this choice, you can use the tent cards and voting ballots.

It's time for **a well-deserved break (10 to 15 minutes)**. Particularly diligent or enthusiastic participants can begin preparing step 12 by placing the "solutions" on the table.

Selection of solutions (45 min)

12. Place the "solutions" cards on the table and give all the players a moment to read them.
13. A player reads aloud the first of the 5 "reason" cards selected and all players look for 1 to 4 "solutions" cards that could match. This process is performed for each of the 5 "reasons" cards selected. New "solutions" cards can be written on the blank "solutions" cards.
14. Finally, players open the correspondence table to discuss and to retain or not certain "solutions" that would not have been identified for each "reason" card. The group then has **its selection of "solutions" cards at its disposal**.

And then (15 min)

15. The players together position **the selection of "solutions" cards along the axes** (see page 12). All the cards thus positioned is a first draft of an action plan.
16. For a thrilling conclusion, go to p.13 to **take on the Evalophobia challenges**.



Remember to take pictures every time you see this pictogram. This will allow you to keep track of your selected cards.

If you're playing in a large group (9-20 players)

(Your colleagues are *really* awesome)

Part 1 of 2

Objectives:

The group should be able to select the top 10 "reasons" cards considered most relevant to their organisation (department, municipality, ministry, etc) and the corresponding "solutions" cards. The aim is to discuss the deadlocks or difficulties within their organisation and agree on the most relevant elements and finally collectively seek to identify the most promising "solutions" to make things happen.

Recommended playing time: 2 to 3 hours

Material :

- 2 to 3 decks of cards (or as many as there are games tables)
- The correspondence table
- The axes
- Tent cards and voting ballots
- 9 to 20 "My selection of 5 cards" trays (one per participant)

Tips & Advice:

In this variation of the game, it is advisable to monitor the time spent for each step of the workshop. The more participants there are, the longer it takes for everyone to be able to express themselves and participate actively. The interactions (choice of cards, etc.) will be much longer.

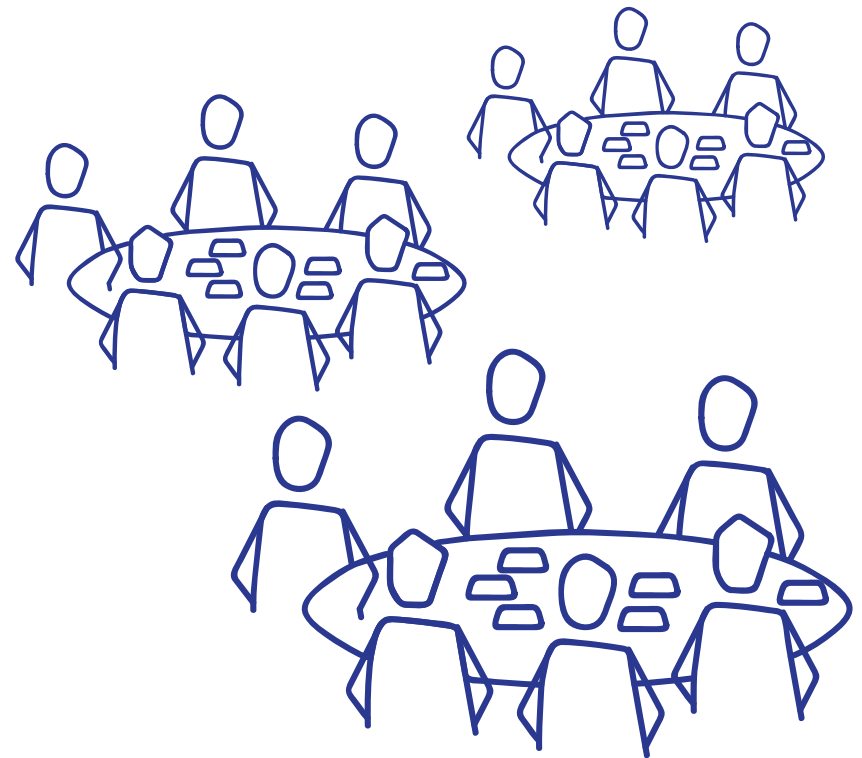
Get help from a colleague to prepare and facilitate the workshop. For example, they may be in charge of drinks, equipment, photos and note-taking to free up your time. You can also display a presentation recalling the phases and rules of the game to support you.

However, be sure to create a dynamic environment and ensure that everyone has the chance to speak. Players will also need to stand for certain phases of the game. Finally, familiarize yourself in advance with the different steps of the game (next page), in particular the implementation phase.

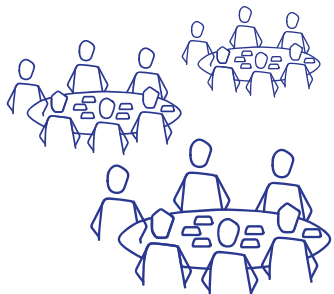
Setup:

Plan 2 to 3 game tables depending on the number of subgroups
(1 table = 5 to 8 participants ideally)

Be careful, also plan a table for plenary games.



Continued on the next page →



If you're playing in a large group (9-20 players)

(Your colleagues are really awesome)

Part 2 to 2

Rules of the game

Setup (5 min):


1. Read the introductory word on p. 5 to introduce participants to the spirit and the purpose of the game. This is essential.
2. In the centre of each table, (be careful, you need one deck of cards per table), place the "reasons" cards (the red ones) in a pile face down, and the "solutions" cards (the blue ones) in another pile face down.
3. When preparing the card stacks, remove the blank "reasons" cards and the blank "solutions" cards and place them next to their respective stacks.
4. In terms of material, if you have chosen the premium option, have a tray "My selection of 5 cards" in front of each participant.
5. Seat the group around the table. Let's begin!

Selection of "reasons" (1 hour):

6. Each player receives 5 "reasons" cards (only 4 if you are 8 players) at random and face down. The remaining cards remain in the deck.
7. Each participant discards the cards which they do not consider relevant in the centre of the table, face up, and then picks as many new cards as the number discarded. Each card discarded on the table can then be retrieved by other players.
8. The exchange phase ends when:
 - all players are satisfied with their 5 cards;
 - the stack has been depleted (if this isn't the case, lay out the remaining cards face up in the centre of the table so that everyone can see them).
9. If a player thinks of a "reason" that isn't included in the game, they can write it on one of the blank "reasons" cards and add it to their selection. Each player is entitled to one wild card, and it must be part of their selection of 5 cards (it is not a potential 6th card).

At this stage, the players take turns revealing their 5 "reasons" cards and quickly explain their choices in plenary, so that the players from the other tables can hear them as well. Each player places their cards in front of them, face up.


10. Once all hands have been revealed and commented on, all "reason" cards are gathered and displayed on **a new common table**. The duplicate cards are collected.

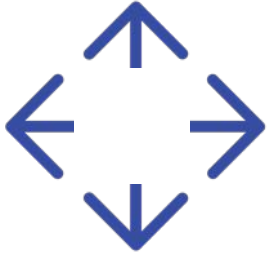
-  11. **In plenary**, the players discuss and negotiate to select **the top 10 of the most relevant "reasons"** of their organisation (department, municipality, ministry, etc). The players then **agree on 5 "reasons"** considered particularly strategic or important to deal with. To make this choice, you can use the tent cards and voting ballots.

Selection of solutions (1 hour):

12. The 5 selected "reasons" cards are distributed on the different tables in order to be discussed (for example, one table may take one reason and two other tables take 2 reasons).
13. On each table, place the "solutions" cards on the table and give all the players a moment to read them.
14. A player reads aloud the first "reason" card and all players look for 1 to 4 "solutions" cards that could match. This process is performed for each of the 5 "reasons" cards selected. New "solutions" cards can be written on the blank "solutions" cards.
15. Finally, players open the correspondence table to discuss and to retain or not certain "solutions" that would not have been identified for each "reason" card. The group then has its **selection of "solutions" cards at its disposal**.

And then (15 min)

-  16. Players from the different tables gather together (in plenary) and position **the selection of solutions along the axes** (see page 12).
17. For a thrilling conclusion, go to p.13 to take on **the Evalophobia challenges**.



POSITIONING THE AXES

HOW TO INSTALL YOUR AXES

As shown in the example below, install the axes to form a cross. Provide space to install all the “solutions” cards you have selected.

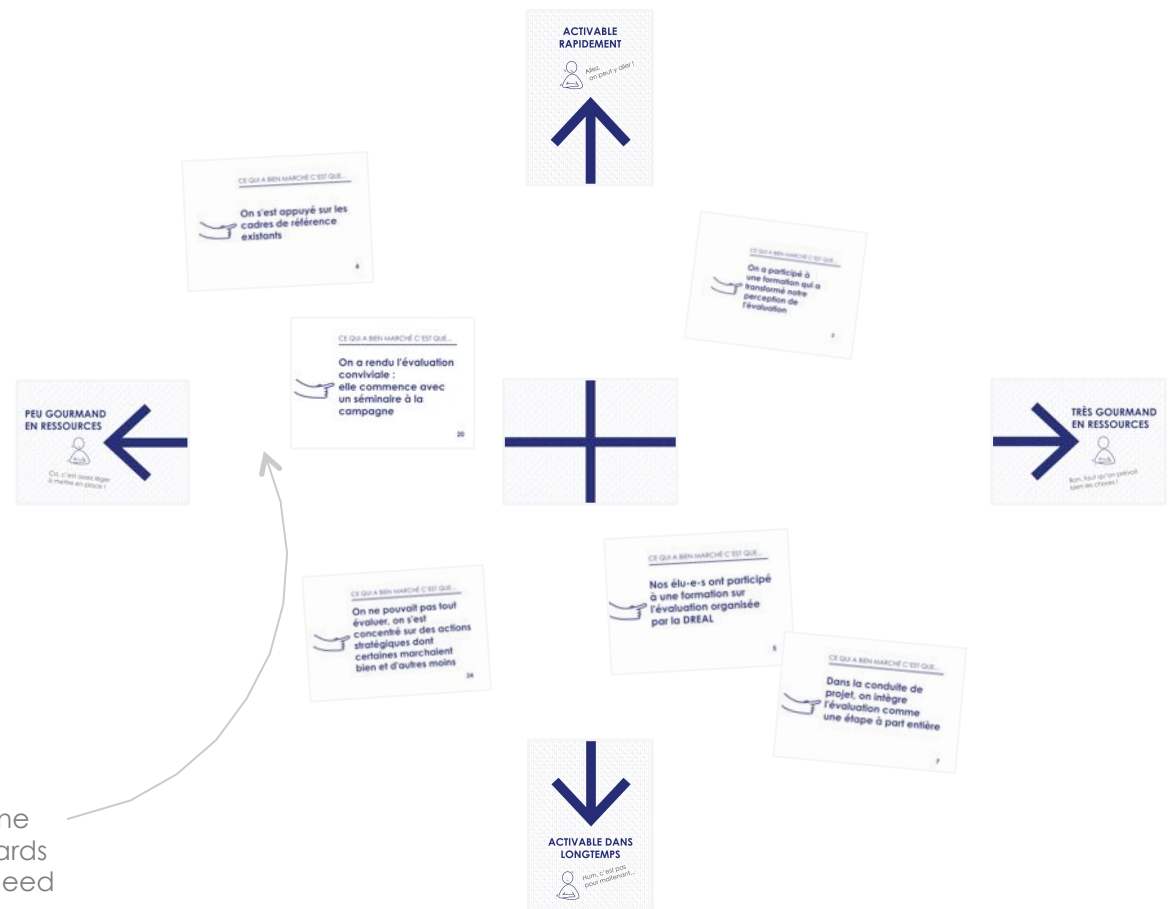
ABOUT THE AXES

In the card game Evalophobia you will find 5 cards which, once installed, make up a quadrant with two axes:

- Horizontal axis: not very resource-intensive versus very resource-intensive;
- Vertical axis: can be activated immediately versus will need to be planned ahead.

These axes are used to position the solutions in order to identify the most and least actionable solutions. This decision support tool helps identify which solutions will be implemented in the future.

Of course, it's necessary to imagine that the lines extend out of the cards to form two axes... But we don't need to specify that, do we?





EVALOPHOBIA CHALLENGES

Congratulations! You have finished the game. Or... almost. You still have one last step: the evalophobia challenges! Ask an innocent person to give a number from 1 to 10. This number will correspond to who will be the "Nominated volunteer". Read the corresponding line aloud. Ask a second innocent person to give a letter between A and J. This letter corresponds to which of the "Evalophobia challenges" will need to be accomplished. Read aloud the corresponding challenge. Now you have one or more people and a challenge to accomplish! Repeat the operation a second time.

Example: A first person gives the number 3. A second person gives the letter B. This means that the person working here the longest must stick posters about public policy evaluation in the corridors of your organisation's building.

Nominated volunteers

- 1 "The person to the right of the shortest person in the room must..."
2. "The person wearing the most red must..."
- 3 "People wearing glasses are exempt from the following challenge:"
- 4 "The person with the largest shoe size must..."
- 5 "The person who began working here the most recently must..."
- 6 "The person who has worked here the longest must..."
- 7 "The person with the shortest hair and the person with the longest hair must both..."
8. "People who wear watches must..."
- 9 "The two people who returned from holiday the most recently have to..."
10. "The two people closest to the door must..."

Challenges to be met

- A."[...] have a coffee with two people of their choice and talk to them about evaluation and public policy evaluation. Deadline for completion: two weeks. Special guidelines: minimum five minutes "
- B."[...] stick posters about public policy evaluation in the corridors of your organisation's building. Deadline for completion: two weeks. Special guidelines: minimum four posters that are at least the size of the Mona Lisa painting.
- C."[...] write a poem about public policy evaluation and read/show it to their colleagues. Deadline for completion: two weeks. Special guidelines: minimum four verses".
- D."[...] show and talk about the game Evalophobia to three of their colleagues. Deadline for completion: two weeks."
- E."[...] write and publish a tweet using the hashtag #evalophobia. Deadline for completion: seven days. Special constraint: include a photo in the tweet "
- F."[...] send an email to two colleagues about public policy evaluation. Deadline for completion: 72 hours. Special guidelines: the subject of the email must start with: I like evaluation because...!"
- G."[...] talk about public policy evaluation while eating lunch with your colleagues. Completion time: 72 hours."
- H."[...] stick the definition of public policy evaluation on the walls of your office for at least the next 2 weeks. Completion time: 72 hours."
- I."[...] stick post-it notes on your colleagues' doors indicating "Consider evaluating!" Deadline for completion: 48 hours. Special guidelines: stick at least 3 post-it notes"
- J."[...] draw a picture or caricature of why you don't evaluate in your organisation (department, municipality, ministry, etc) and then show it to your colleagues. Completion time: 72 hours."

Behind the stage

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 Babillot, DREAL PACA
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Caroline Pina, Pays d'Aix
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Sébastien Saillenfest, DREAL Bretagne
Peter Szerb, Rhône-Alpes Energie Environnement, RAEE
Olivia Vermander, Municipality of Lambres-lez-Douai

Thank you all. We love you.

A game created by the **Commissariat Général au Développement durable** of the French Ministry for an Ecological and Solidary Transition, **Quadrant Conseil** and **Strategic Design Scenarios**.

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



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