



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

EvaluVision

How visual thinking improves
evaluation use and influence

April 2021



FOREWORD

In Asia and the Pacific, 351 million people still do not have enough to eat. This is more than half of the global total of 688 million.

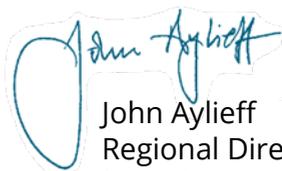
To achieve the global goals of zero hunger, food security, and improved nutrition by 2030, we must carefully design and execute our operations and projects based on evidence: what works, what doesn't and why.

Supporting both accountability and learning, evaluation plays a vital role in tracking progress and performance and identify what needs to be done to achieve our goals.

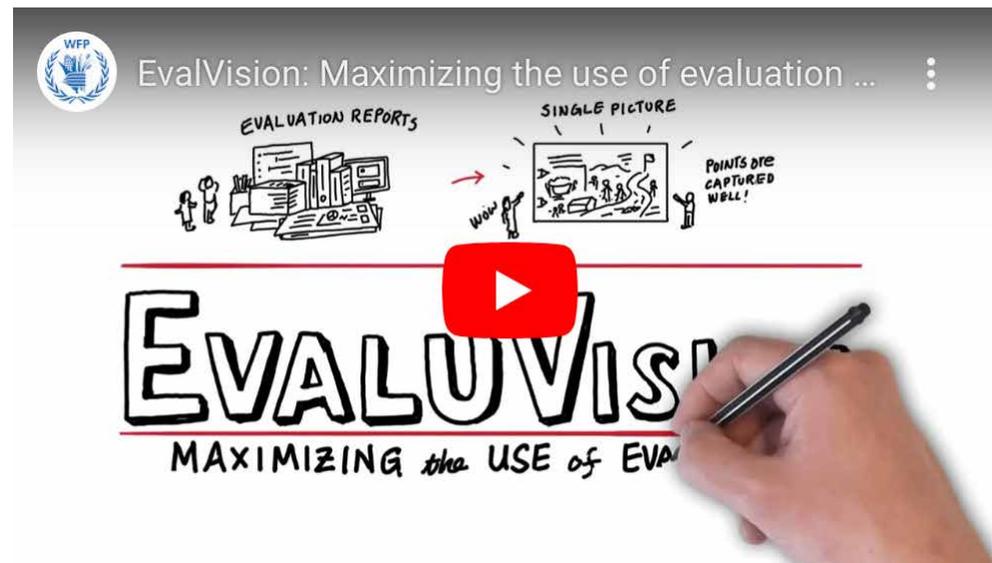
It requires significant effort and resources to create a comprehensive evaluation report. Evaluators often spend several months to collect evidence, interview stakeholders, analyze data and develop recommendations. And yet, how much of its contents are used and applied as we strive for better ways to reach our goals?

EvaluVision is World Food Programme's attempt to maximize the use and influence of evaluation. Combining evaluation facilitation and visual thinking, it aims to lower the hurdle of evaluation so that everyone can learn and share findings.

Food security and nutrition are complex matters. It is my hope that EvaluVision contributes to making evaluation findings of this important topic better understood and more useful and actionable for all.



John Aylieff
Regional Director
for Asia and the Pacific
World Food Programme



Watch EvaluVision introduction video:
<https://youtu.be/8OS9neGPHr4>

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PICTURE THIS...

A thick, bound report sits on your desk.

One hundred pages of detailed information presented in text and graphs.

A result of hours upon hours spread over days that turned into weeks poring over and making sense of data from various resources.

It was exhausting, but exciting. You have strained your eyes and stiffened your neck.

As always, you exercised your best critical and logical thinking.

But have you ever wondered, All the work that you put in...is it really working?

What you've given, are they getting?

Or could your evaluation maybe use some elevation?

This book aims to help you improve the utilization of evaluation through a method we call "EvaluVision", a combination of Evaluation and Visualization.

Evaluation has much to offer in improving efficiency, effectiveness, sustainability, innovation. But this is only possible when evaluation is utilized.

Evaluation may not be everyone's cup of tea. The report can be quite technical and lengthy, with different theories and formulas. It is not always easy for non-evaluation experts to fully grasp the contents.

One attempt to improve the utilization of evaluation is EvaluVision. It filters content, technical language, theories, and organizes them into comprehensible graphics.

Through visual thinking, EvaluVision encourages engagement from various level, management, programme, implementing partners, national and subnational officials, and communities.

It is an attempt at World Food Programme to maximize the evaluation through visual thinking. It was designed and tested at workshops in Asia and the Pacific Region.

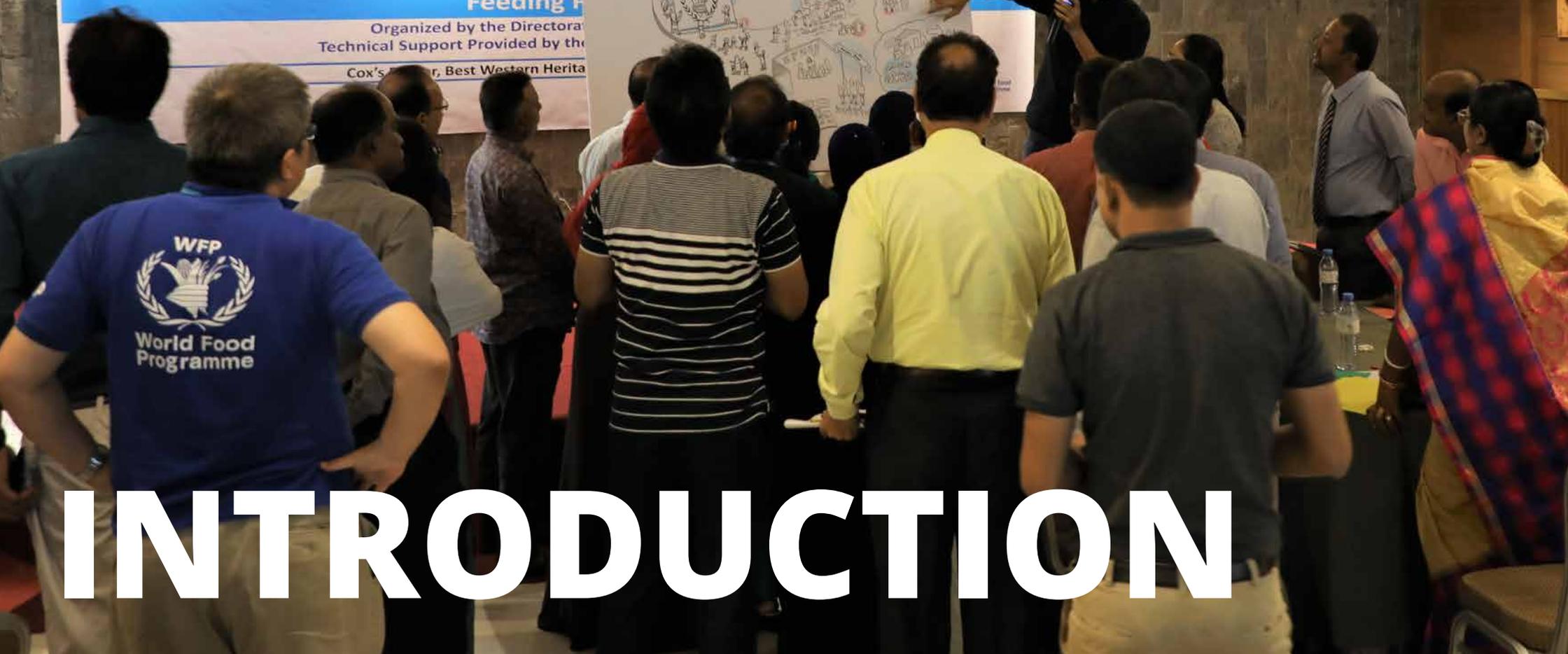
Let's get started.



School Feeding Programme in Poverty-Prone Areas

Validation
Mid-Term Evaluation of the M
Feeding P

Organized by the Director
Technical Support Provided by the
Cox's Bazar, Best Western Herita



INTRODUCTION

WHY EVALUVISION?



On The Same Page

Evaluation is maximized when stakeholders fully utilize it. By combining visual thinking with the current text-based evaluation report, EvaluVision helps increase its utilization.

For beneficiaries and government officials, the workshop's inclusive approach provides opportunity for active participation in the evaluation process.

For stakeholders who may not have the time to read a full report, a one-page summary with a graphic is a concise and efficient way of sharing the key message.

Information is...



Finely distilled.

In a society where we produce and access an overwhelming amount of information everyday, we need to employ new and better skills at sifting through all the data to get to the essentials.



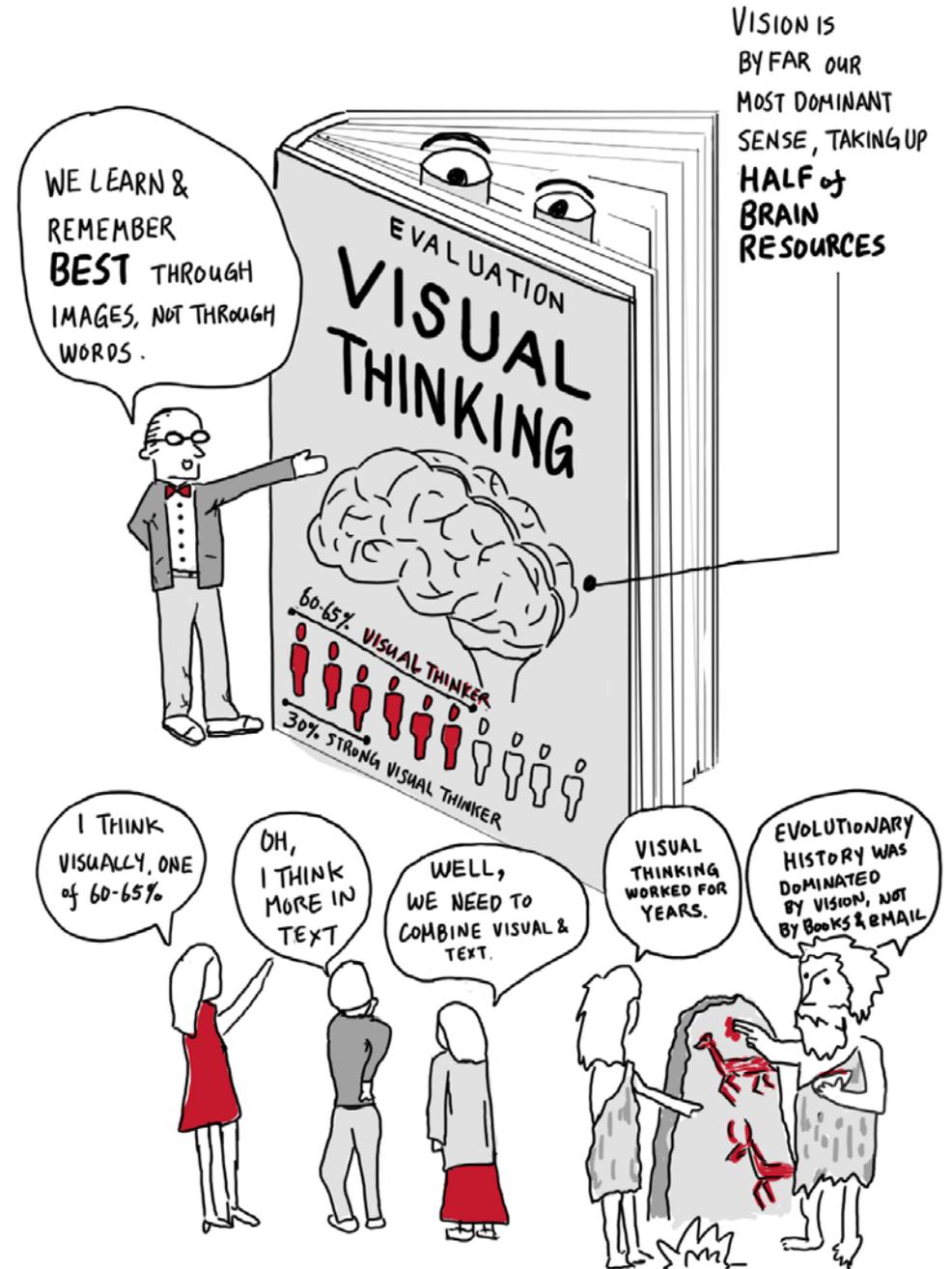
Easily digestible.

Communication has become more visual and intuitive. Combining visuals with text results in a more comprehensible and engaging report.



Widely disseminated.

Community input is key to an evaluation. However, evaluation reports seldom reach community beneficiaries and officials. This gap in communication can be addressed with the visual thinking workshop methods presented in this book.



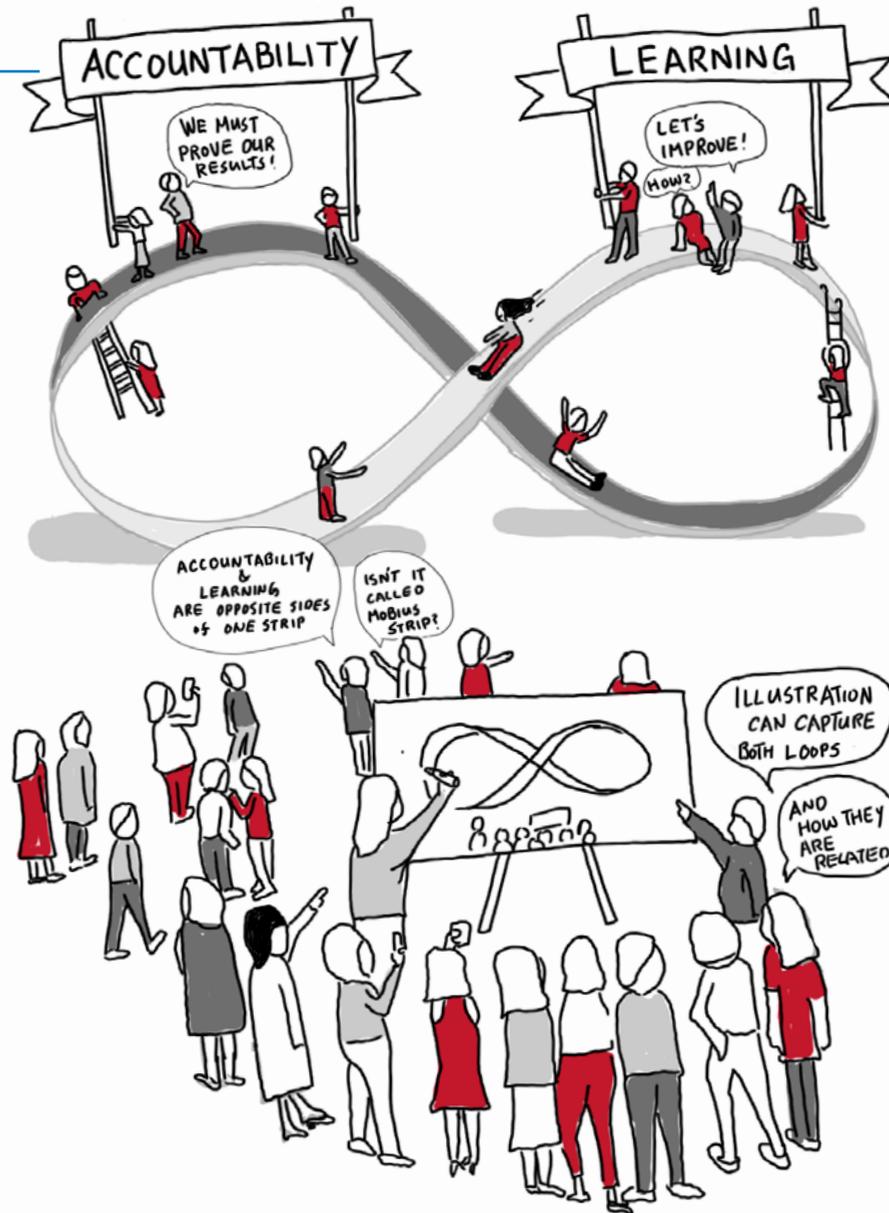
How did it work?

As WFP responds to various crises and emergencies around the world, it is also responsible to both the people it serves and those that provide the funds for assessing the effectiveness of its efforts.

As a tool of internal communication, EvaluVision brings together project and management staff at different levels to discuss, align, and identify the next steps in the evaluation process.

For donors, EvaluVision can improve the quality of evaluation through a validation workshop. A visual summary of the evaluation, in graphic illustration and video, can be an integral part of the evaluation submitted to donors.

For beneficiaries, EvaluVision expands community engagement as representatives are not only invited to provide evaluation, they are also asked to validate the evaluation findings. Using plain language and visuals, EvaluVision creates a culturally sensitive environment hospitable to deeper discussions.



How can it work better?

Continuous monitoring of WFP's performance produces invaluable findings that show whether or not a program was successful. Learning from these findings is necessary in order to make adjustments and improvements where they are needed.

As John Medina, a development molecular biologist said, "People learn and remember best through images, not through written or spoken words." The EvaluVision method increases our ability to glean the lessons. When complex project structures, relations, and approaches are drawn in one graphic, it creates a space for useful exchange of information where people validate and prioritize the evaluation results, and identify the concrete next steps.

There are two ways of learning: By looking at the past through available evidence and by looking to the future through envisioning scenarios. The current evaluation method is generally good at learning from the past. The more innovative approach, however, is learning from both the past and the future. By incorporating newer practices as clarifying desires and back casting, EvaluVision provides the opportunity to learn from both the past and future.

BENEFITS OF EVALUVISION

Engagement and collaboration



The workshop process encourages participation at various levels – from national policy makers to people at the community level. Its inclusive and culturally sensitive process creates an environment in which all participants feel safe to speak.

The graphic facilitator draws an illustration that turns complex findings and recommendations into concrete and comprehensible material, which helps to create meaning and understanding for the participants.

Big Picture



While good evaluation is all in the details, it shouldn't get lost in details. It is important to see the big picture and connect dots. Illustration drawn by a graphic facilitator captures different aspects of a program—its stakeholders, needs and demands—in one picture so that participants can clarify relationships between them. The EvaluVision process also helps to tell the stories from actions to impact.

Brainstorming for problem-solving



The workshop provides space for reflection through visual thinking. The illustration captures not only what is said in the evaluation, but what is not being said – emotions, hidden context, biases and assumptions. Participants are invited to identify what worked well, what can be improved, and to brainstorm on what's next. This allows them to revisit previous learnings as well as to envision the full potential of a program.

Communicating



The one-page visual summary, as a result of the workshop, and accompanying short video, have been well received by donors and management. Combined with a two-minute video, the essence of the workshop can be easily communicated to stakeholders and to a wider audience through social media and e-mail communications. It can be used as a monitoring tool later on.

THE THREE PILLARS OF EVALUVISION

The core of EvaluVision methodology is evaluation facilitation. It is comprised of three main practices that complement one another to make the evaluation process more engaging and productive. These are participation, active learning and graphic facilitation. These features are neither new nor unique to EvaluVision. Rather, they evolved from the existing fields of facilitation, innovation and organizational development.

Focus on each of the three practices varies depending on the purpose of the workshop and the background of the participants. For instance, a workshop comprised of a relatively small number of national policy makers who are already familiar with each other and who wish to visualize a complete picture of the project, calls for active learning and graphic facilitation more than participation. On the other hand, in a remote village where community members are attending an evaluation workshop for the first time, more focus is given to participation and to graphic facilitation to ensure that the villagers understand the content.

1 Participation

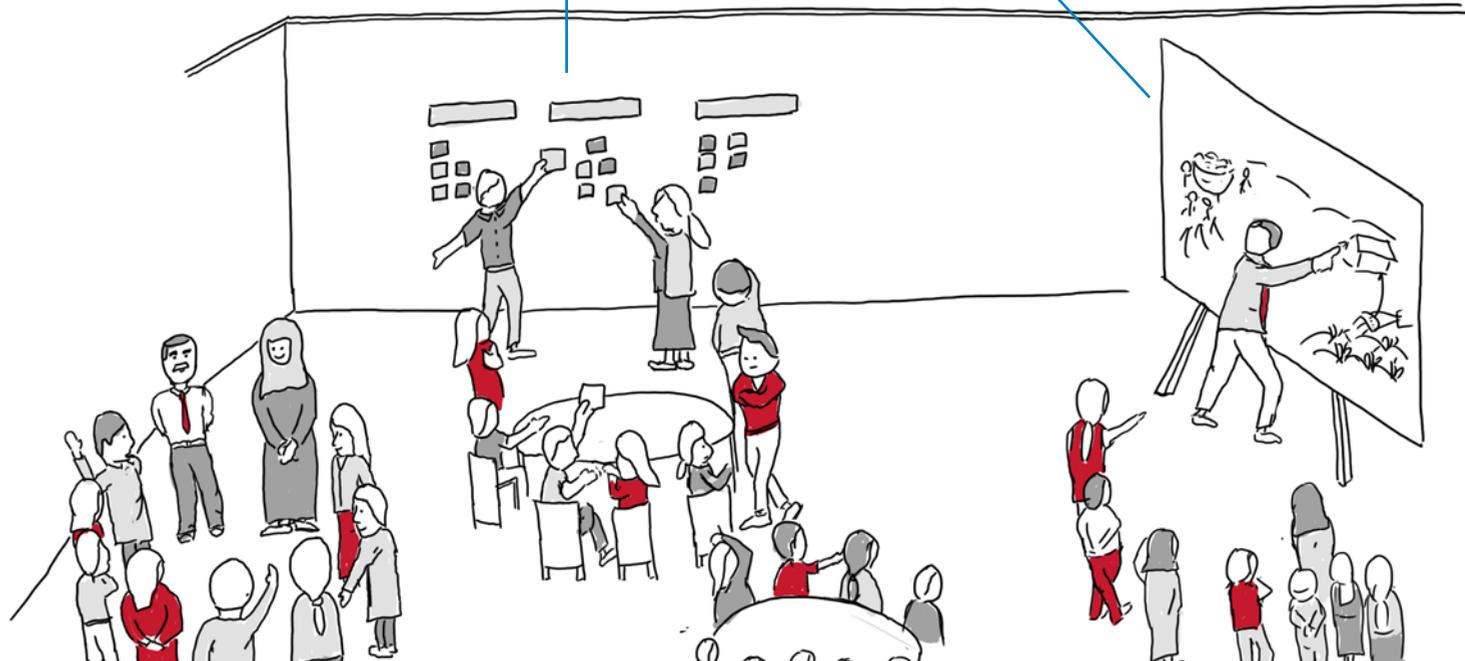
Active engagement from participants is a key element of EvaluVision. Mindful of the barriers to participants voicing their opinions, the facilitator employs strategies to lessen or remove these barriers. In certain cultures, for instance, it is not easy for a woman from a rural village to speak in front of government officials. To address this challenge, the facilitator may introduce an icebreaker activity, carefully curate seating arrangements and groupings, as well as invite participants to write their ideas on cards and to stick them on the board.

2 Active Learning

Powerful questions drive active learning. At EvaluVision workshops, participants are encouraged to ask such questions and to reflect on evaluation findings. Thus, classroom-style Powerpoint presentations are kept at a minimum. Instead, the workshops spend more time on brainstorming, giving feedback and identifying priorities.

3 Graphic

A skilled graphic facilitator listens to the presentations of evaluators and to the discussions that ensue. The myriad ideas and concepts that were raised are then captured in a single illustrated image. During the workshop, participants have the opportunity to look at the image to understand the big picture, connect the dots, and fill the empty spaces with reflection and new ideas.

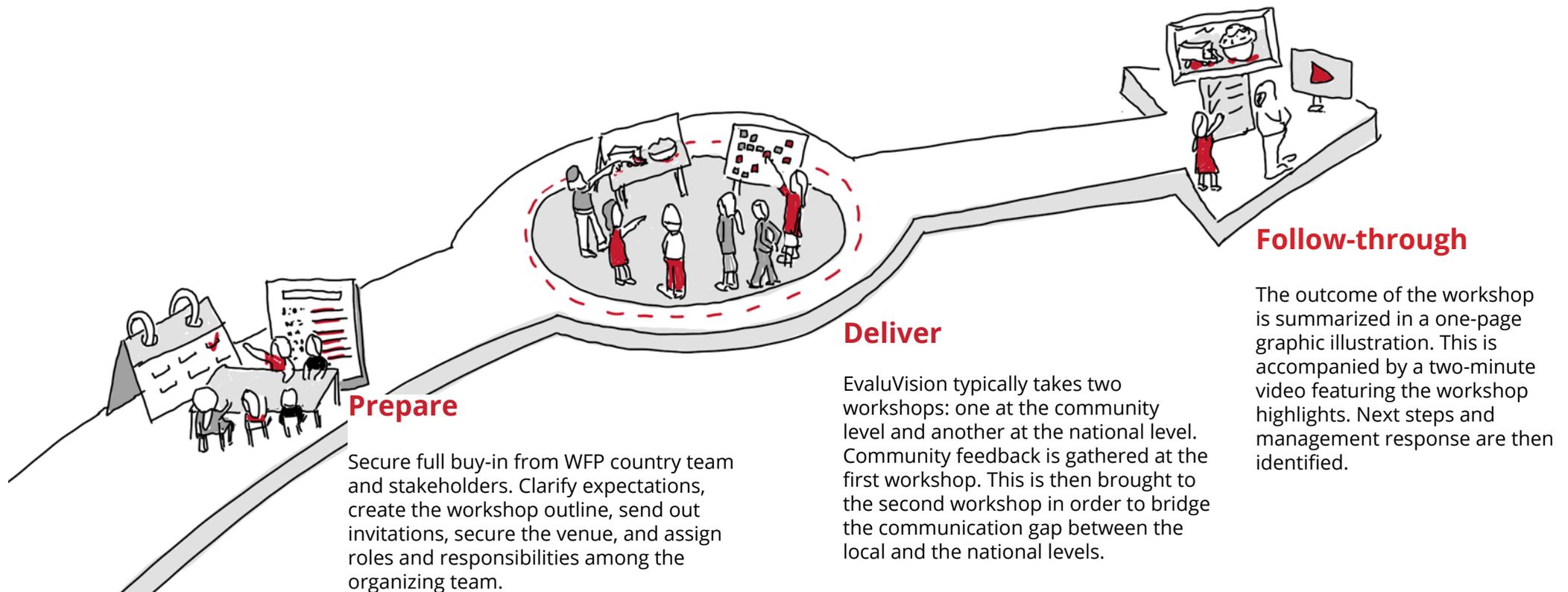


THE PROCESS OF EVALUVISION

The EvaluVision workshop is an integral part of evaluation and can be organized at different stages of the evaluation process—from context analysis all the way through design, data collection, validation and dissemination.

Whatever stage the EvaluVision workshop takes place, it is carried out in three main steps: prepare, deliver, follow-through.

- **Context analysis:** Visual thinking is applied to the mapping of the current situation
- **Design:** Program logic is crafted in both text and visuals
- **Data collection:** One-on-one or group discussions is facilitated visually to help stakeholders express their thoughts better
- **Validation:** Debriefing, soliciting feedback from the team about preliminary evaluation findings and validating them with stakeholders are also facilitated visually to more effectively bring everyone to the same page
- **Dissemination:** Evaluation results are presented in materials that have both text and visuals, making them easy to digest and to share on different communication platforms



VISUAL THINKING
LRP EVALUATION VALIDATION
LOCAL RESOURCES PROGRAM WORKSHOP



PREPARE

BUY-IN FROM STAKEHOLDERS

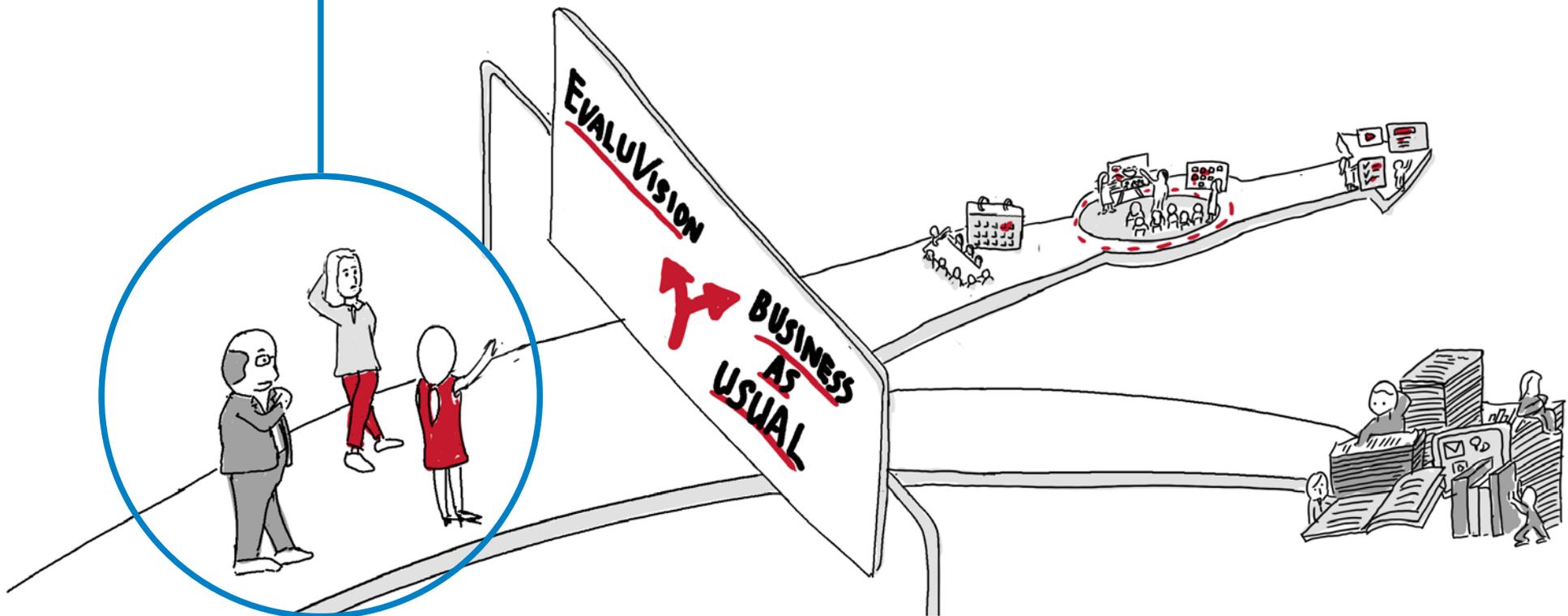
As with any important process, evaluation involves many choices or decisions, big and small, that are arrived at through a number of considerations. How to design an evaluation, how to validate the results and how to disseminate them are just some of these decisions. The more considered or well-thought-out a choice, the better the results.

EvaluVision is one choice that is now available to evaluators and project managers, especially those who have been looking for a more engaging, inclusive and utilization-focused evaluation.

Business Unusual

EvaluVision is a new method that has yet to be an intrinsic part of the evaluation process. As the approach is different from the conventional classroom style, top-down workshop that stakeholders are more familiar with, organizing an EvaluVision workshop requires a certain level of persuasion from its proponents. It might also need some shift in mindset from its foremost beneficiaries--evaluation experts, country office staff, government counterparts, donors and the community.

For evaluators intending to try EvaluVision, the rationale and benefits of the method are discussed in Chapter 1. It is crucial to adapt this method to the context of the project, and to explain the purpose, benefits and value to stakeholders before preparing the workshop. For an even better understanding of and appreciation for the method, sharing examples from previous workshops as well as similar approaches used in the country are helpful.



PURPOSE AND AGENDA

Purpose of the workshop and its agenda depend on what stage the evaluation is in the value chain.

For for the validation stage, the workshop typically takes place twice: once at the community level with beneficiaries, implementing partners, and sub-national government officials to understand the key findings of the evaluation and provide feedbacks on the ground. Their voices will be brought to the second workshop, at the national level, with representatives from relevant ministries to hear the voices and discuss the recommendations from the evaluation.

For context analysis and data collection stage, the purpose would be to collect and make the best sense out of the data and information.

As for design and planning, the workshop can be future-oriented using visioning, scenario thinking, back casting, and other methods.

Each workshop can take a few hours to a few days, depending on the availability of participants and expected outcomes.



Setting the scene

Why this workshop, the purpose

Icebreaker

Interactive activity, if needed

Understanding of background, key findings, recommendations

PowerPoint presentation, graphic summary

Reflection

What worked, what didn't, and why

Prioritization

Scaling of importance, feasibility, and urgency

Future thinking

Key consideration for the future, scenarios, back casting

Next steps

Upcoming actions, schedules, roles and responsibilities

PARTICIPANTS

The ideal number of participants for EvaluVision workshop is around 15 to 30 people. Beyond this number, it becomes difficult for all participants to see the graphic and discuss around it. If there are more participants, either split the group and conduct more sessions or arrange video camera and projector to display the graphic in bigger screen.

At the heart of EvaluVision is inclusiveness and engagement. As much as possible, it is recommended to maximize the diversity of participants from beneficiaries and stakeholder on the ground, national policy makers, donors, and WFP staff.



Beneficiaries



Implementing partners



Government officials



Development organizations



Donors

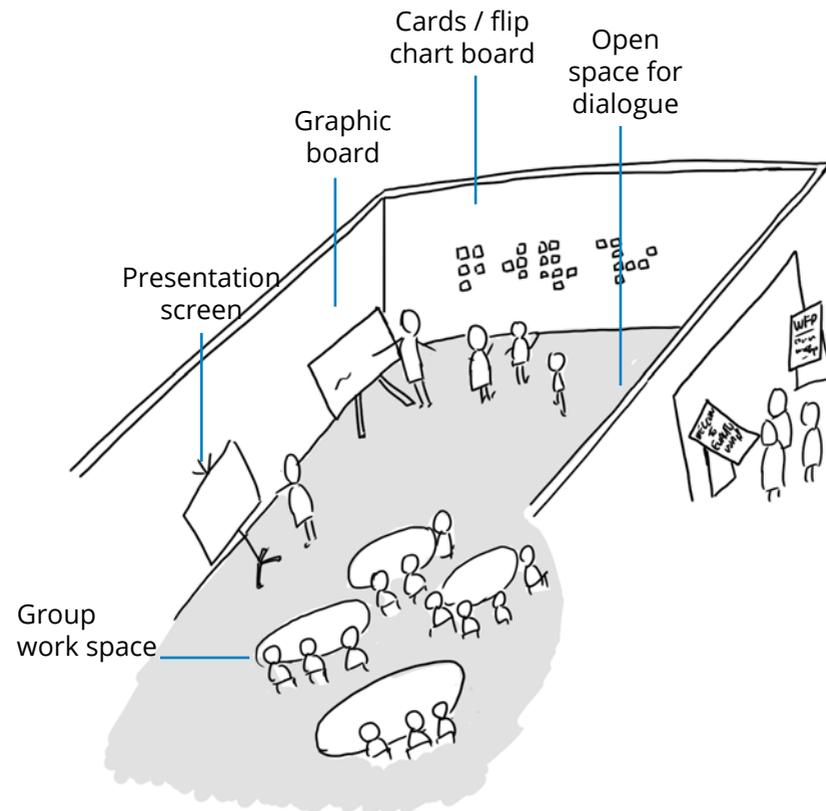


WFP staff

VENUE

The importance of the choice of venue is sometimes underestimated. For instance, one of the most effective ways to ensure the participation from certain group is to organize the workshop at their place, or somewhere nearby. Community level workshop must take place at the heart of the community. On the other hand, when the venue is far from ministry, government officials might think twice to come and join.

EvaluVision is best conducted in an open and flexible space. Participants are expected to move around the room, form different groups, and gather around the boards and graphics. Natural light is also important to keep the atmosphere energetic and uplifting.



ORGANIZING TEAM

To conduct an EvaluVision workshop, a group of experts are required to design, deliver, and follow-up. At WFP Asia Pacific region, the team consists of WFP regional evaluation officer, WFP country office evaluation manager, representatives from evaluation consultant firm, and a graphic facilitator. Depending on the project or program, other WFP staff contribute to the design and facilitation as well.

The graphic facilitator takes full control of the EvaluVision workshop, working with co-facilitators, often the WFP country office evaluation manager, to adapt to local language/culture, divide the role of evaluation content and process, and allow the graphic facilitator to draw while the other one maintains the flow of the workshop.

Evaluation consultants don't have to facilitate. Their main responsibility is to present the key findings from the evaluation, and if need be, reflect on the outcome of the workshop before the report is finalized.

WFP regional evaluation officer
Provides overall advice and guidance. Quality assurance and backstopping in case of technical problems.

WFP country office evaluation manager
Coordinates preparation of workshop, including communicating with the government and WFP staff, and participants, on venue and logistical issues.

WFP project staff
Provides inputs on the content, direction and outcomes of the workshop.

Evaluation consultants
Present key findings and/or recommendations of evaluation. Provide backgrounds on evaluation.

Graphic facilitator
Develops concept note and designs the workshop process with the most appropriate methodologies.



GRAPHIC FACILITATION

A unique feature of EvaluVision is the combination of evaluation and graphic facilitation. Graphic facilitation is a type of facilitation that uses visualization to capture complex ideas in a big drawing board.

Whether led by an external or in-house facilitator, EvaluVision workshop requires someone who can design and control the workshop process and assist the group in reaching the desired outcome through collaborative and participative methods. In addition, the facilitators must have drawing skills.

How to find a graphic facilitator

It might not be easy to source a graphic facilitator who is familiar with WFP and evaluation. One solution is to split position into two roles: facilitator and graphic recorder.

Professional facilitators and graphic recorders can be found by word-of-mouth or through the following networks:

The International Association of Facilitators (www.iaf-world.org) certifies professional facilitators and its members work around the world. For graphic recorders, the International Forum of Visual Practitioners (www.ifvp.org) provides a list of graphic experts.

A training program can be organized to build facilitation and graphic skills. The program can take a few hours to a week.



ONLINE WORKSHOP

COVID-19 forced us to change how we work. With travel restrictions and work from home, EvaluVision went online. As with the in-person meeting, online EvaluVision invites active participation in the virtual discussion. But as most people are still unfamiliar with virtual meetings, it is best to have a detailed preparation and briefing regarding this type of meeting. Some basic online meeting methods, for instance, include turning on the webcam to see the other participants' faces, using interactive tools such as virtual sticky notes, and going into breakout sessions for small group discussions.



Live workshop

The graphic facilitator and organizing team take care of the content and technology. Full support from IT help desk of WFP office is crucial in case there are problems. See resource section for the online workshop facilitation checklist.



Pre-workshop briefing

Prior to the meeting, participants are sent a short description of what to expect. See resource section for a sample brochure.



Back-up site

Online meetings can be disrupted by network problems, so building a back-up site is recommended. The site includes a pre-recorded video with instructions on how to provide feedback and to identify next steps.



The digital tools

Video conferencing: Of the current video conference platforms, Zoom seems to be the most stable and provides many interactive tools. Microsoft Teams announced breakout room function, but it is still not rolled out yet as of November 2020.

Drawing board: There are two options for visually capturing the discussion and sharing it online. If the graphic facilitator uses a drawing tablet like Wacom Cintiq or iPad Pro, the screen can be shared. If one draws on a paper board, instead, the illustration can be shared through a webcam, aided by good lighting.

Virtual sticky note: There are several online collaboration tools available. See annex for a list, including pros and cons. Linoit.com has a simple user interface and provides only one tool: sticky notes. MURAL is more sophisticated and can do other collaborative work, but might take some time to learn.

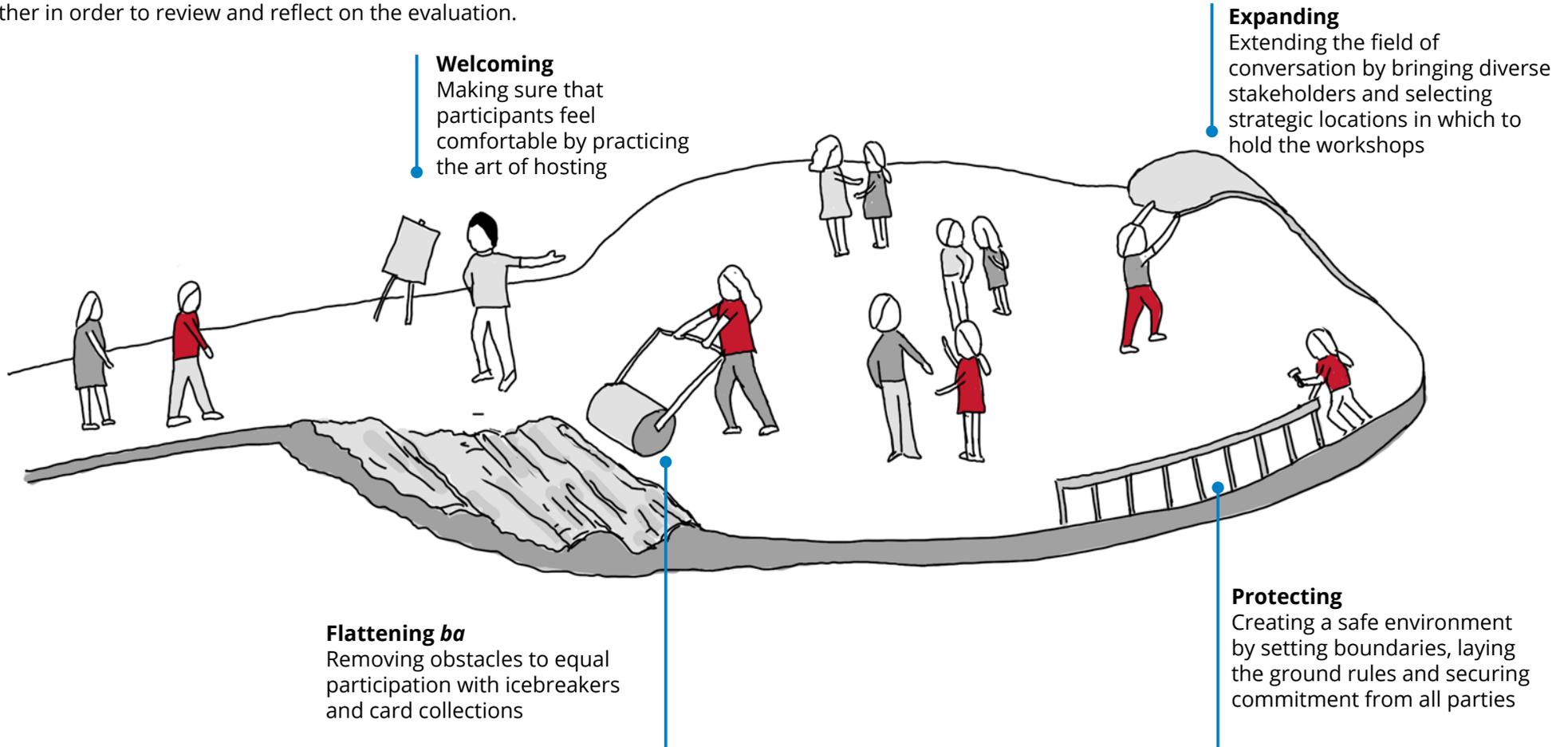
Virtual whiteboard and voting: Zoom has whiteboard and voting function. It is still limited function but tools are being improved very fast and might become more useful soon.

Office 365/Google doc: Shared documents are useful to capture the discussion of group works. It is a part of preparation work to create a standard template, shared links, and readily available prior to the workshop.

CREATING A FIELD OF DIALOGUE

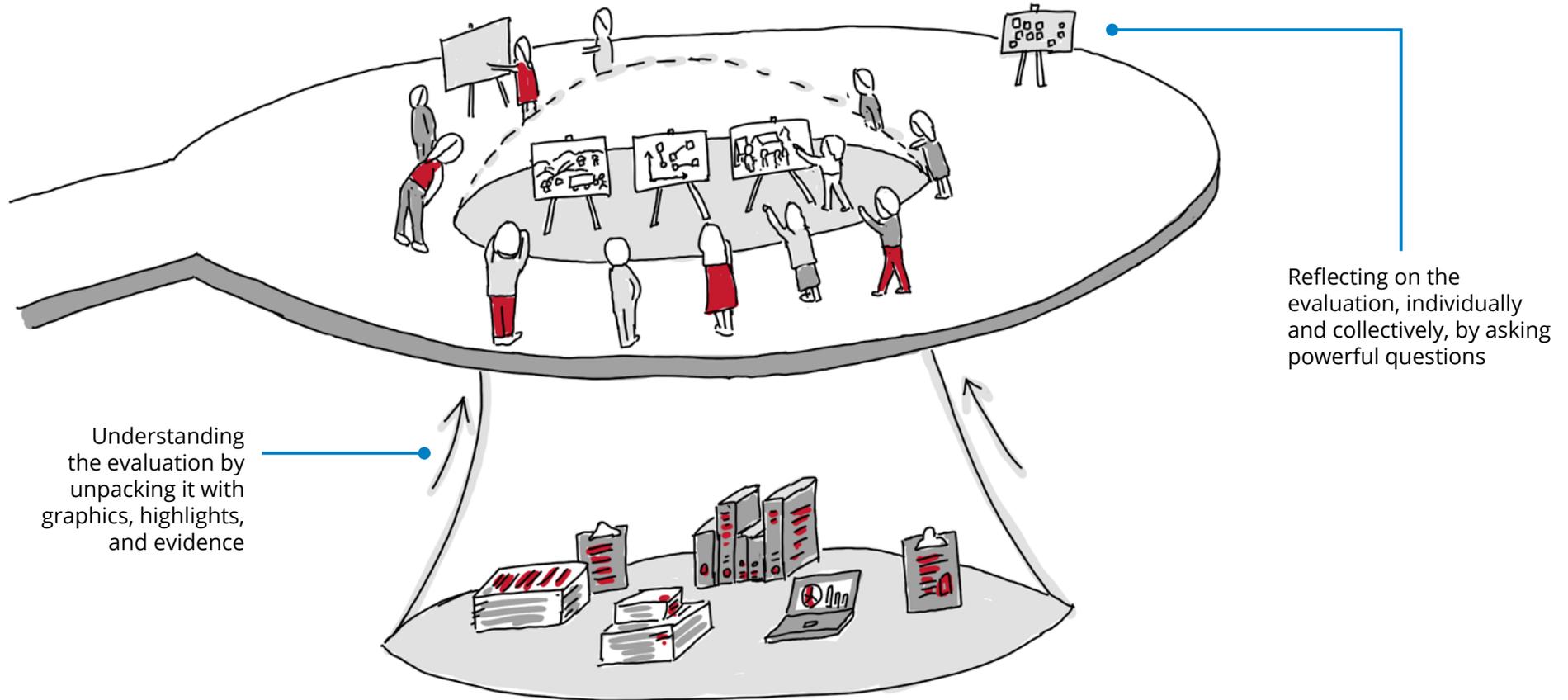
The organizing team and participants jointly create “*ba*,” or a shared physical, virtual and/or mental space most conducive for learning, and for new ideas and solutions to emerge.

The Japanese word for “place,” *ba* is a concept introduced by Ikujiro Nonaka and Noboru Konno to mean “a foundation for knowledge creation.” EvaluVision encourages the building of *ba*, a safe space that allows participants to freely interact with one another in order to review and reflect on the evaluation.



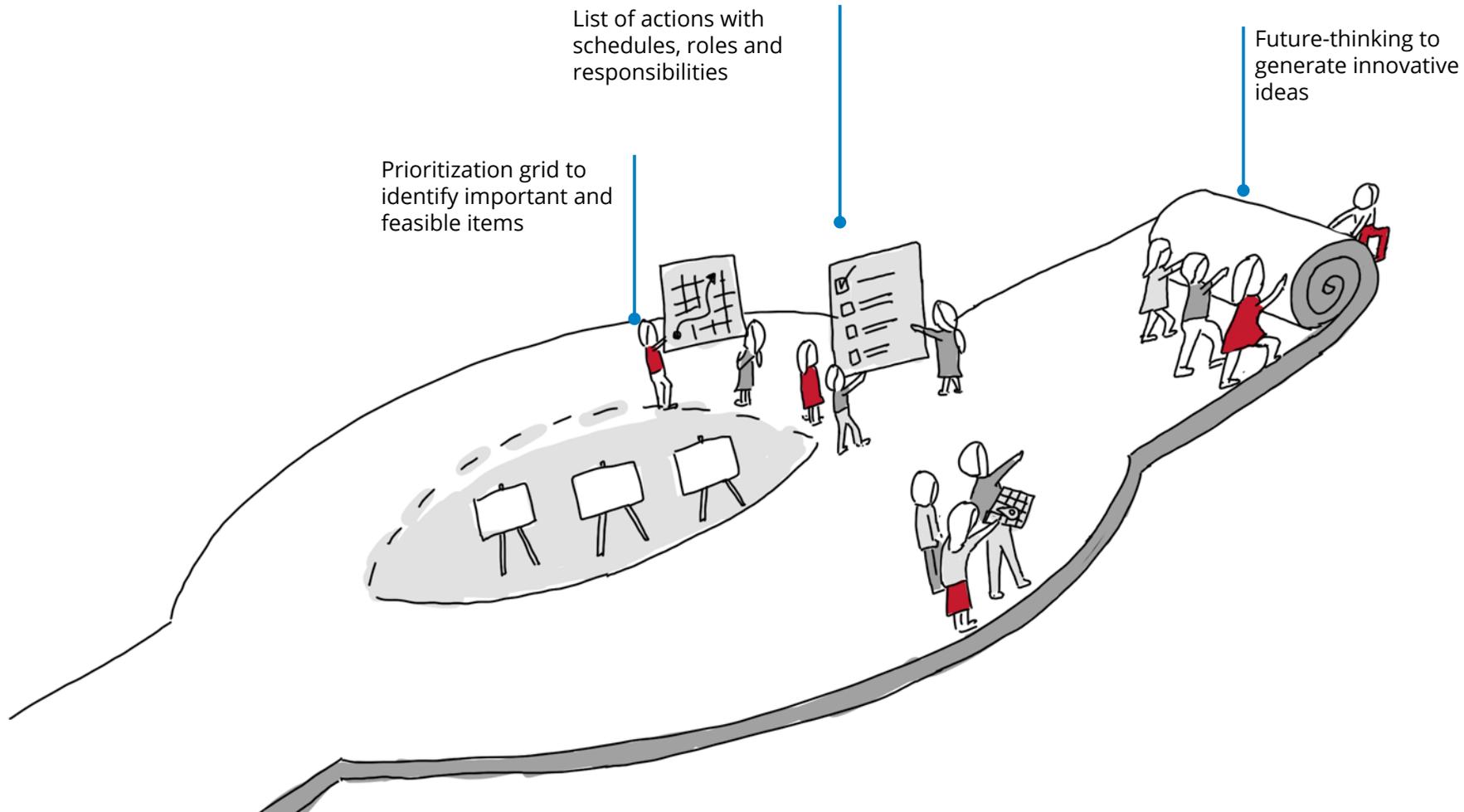
UNDERSTANDING AND REFLECTING ON EVALUATION

Visual thinking invites participants to see the evaluation from different angles, unpacking the various points and synthesizing these. Facilitators use various methodologies to surface not only explicit evidence and bullet points, but also context, emotions, and the tacit knowledge of stakeholders.



TURNING EVALUATION INTO ACTION

Ultimately, the purpose of every Evaluvision workshop is to motivate participants into taking the next step towards their set goal. Facilitators assist them in identifying concrete plans and action points. Future-thinking methodologies will help them project alternative scenarios and then plan backwards.





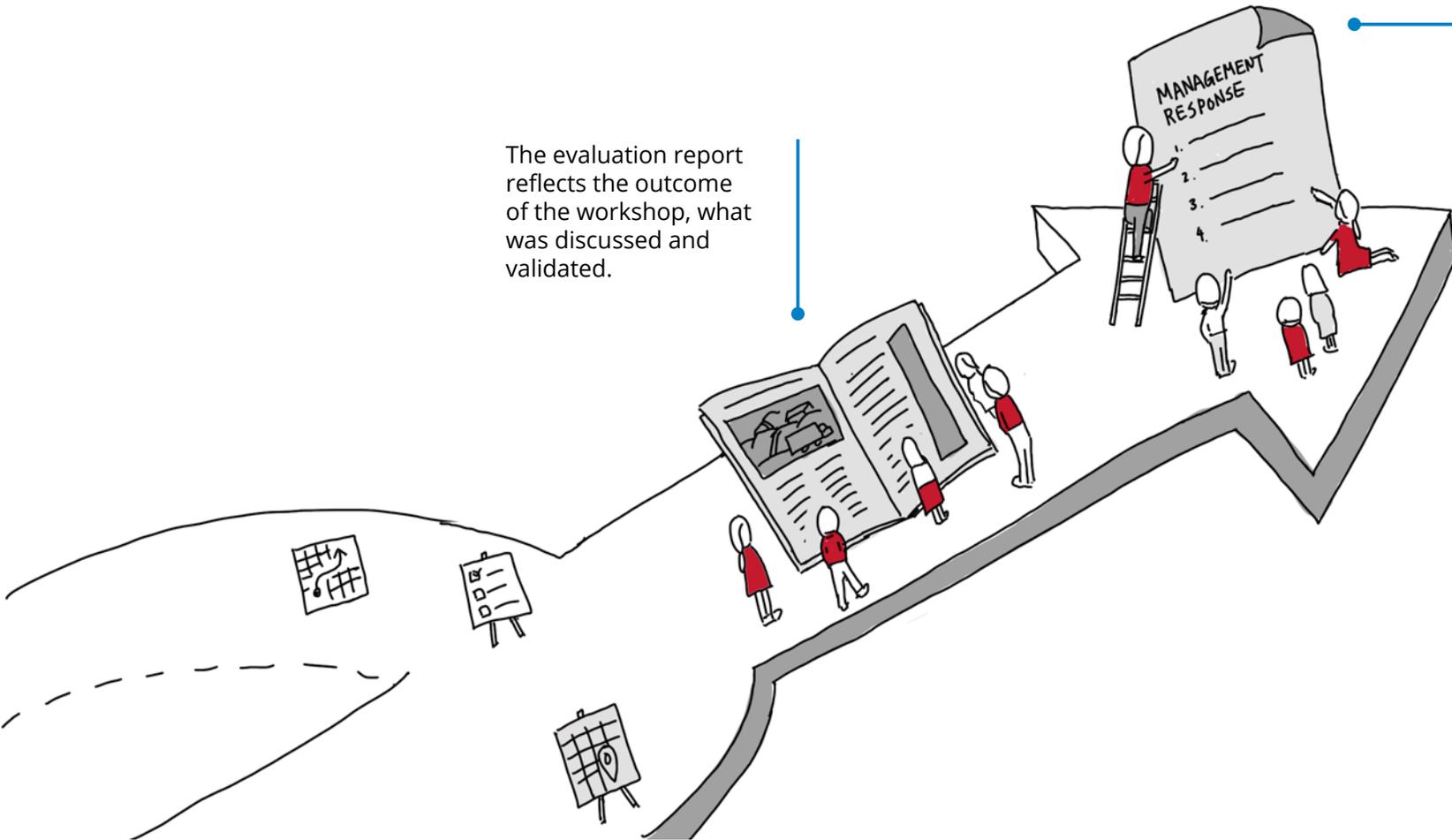
**FOLLOW-
THROUGH**



MANAGEMENT RESPONSE

The result of the EvaluVision usually feeds into management responses. This process aims to improve the level of commitment and quality. The evaluation report reflects the outcome of the workshop--what was discussed and validated. Sufficient time needs to be allocated during the EvaluVision workshop to develop a broader and more comprehensive management response.

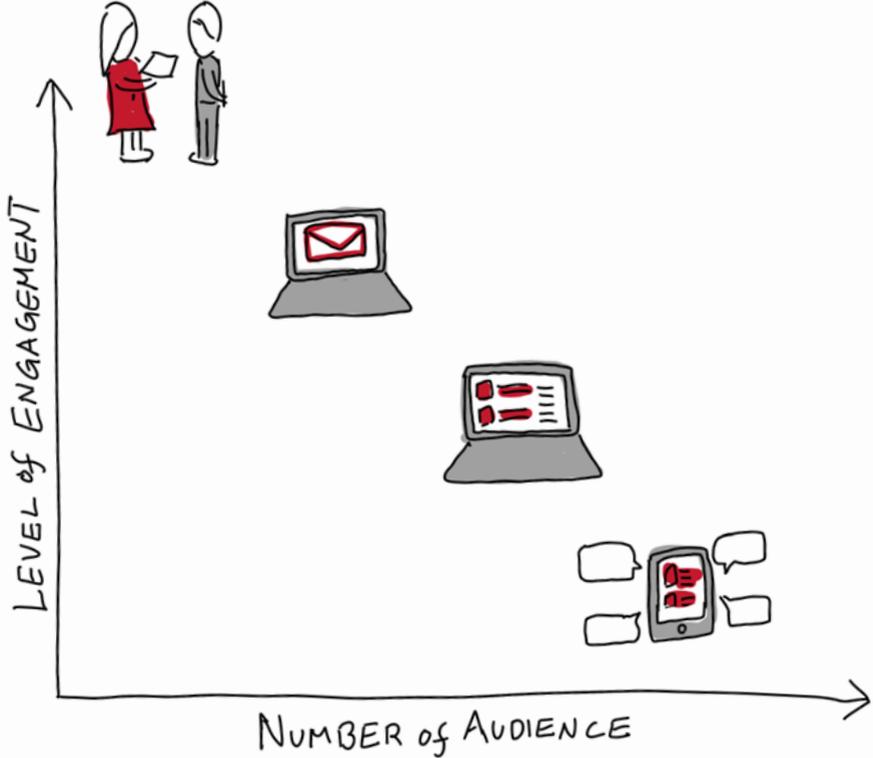
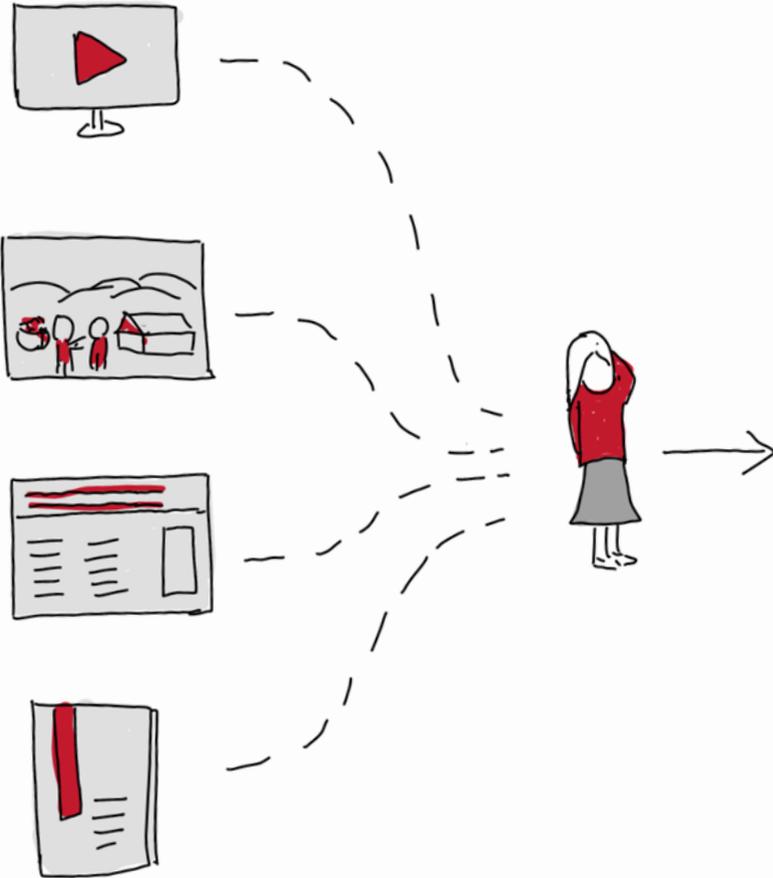
The evaluation report reflects the outcome of the workshop, what was discussed and validated.



EvaluVision turns the development of management response into a co-creation involving different parties.

SHARING WITH STAKEHOLDERS

Communication is an integral part of evaluation. EvaluVision strengthens the dissemination of evaluation reports. In addition to a full report, an illustration, a one-page summary, a short video, and other communication materials will help improve the use and influence of the evaluation. How the materials are disseminated to stakeholders depends on the level of engagement one needs to have, whether it's an in-depth technical discussion or simply raising awareness on evaluation findings or recommendations.





CASE STUDIES

BANGLADESH:

FOOD FOR EDUCATION AND CHILD NUTRITION PROGRAMME

FUNDED BY THE UNITED STATES DEPARTMENT OF AGRICULTURE MCGOVERN-DOLE INTERNATIONAL

WFP Bangladesh conducted in November 2019 two validation workshops of the evaluation findings of the USDA McGovern-Dole International Food for Education and Child Nutrition Programme midterm evaluation in July-Aug 2019.

These were the first such workshops for WFP Bangladesh. Organizers of the validation workshops were consultants from NR Management Consultants India, local NGO 'ESDO', WFP Evaluation Manager, WFP School Feeding team, WFP regional evaluation officer, visual facilitator.

Cox's Bazaar workshop – 11 November 2019

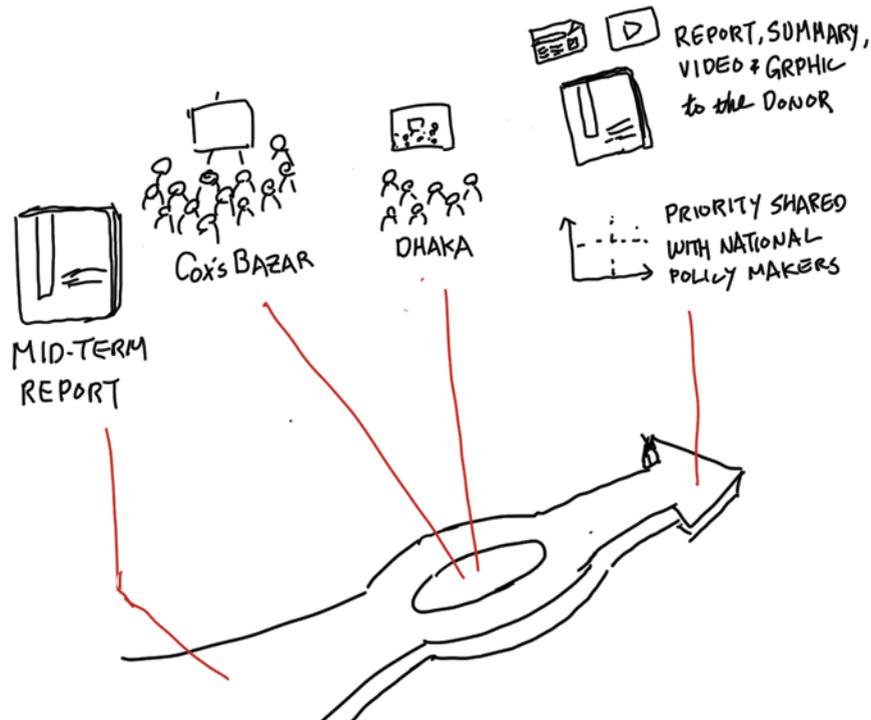
Purpose: To validate the midterm evaluation findings.

Participants: A total of 33 people from local government, implementing partners, teachers, headmasters, school management committees and parents.

Dhaka workshop – 13 November 2019

Purpose: To validate the findings from the evaluation, as well as to conduct an in-depth discussion on its recommendations.

Participants: A total of 21 people from relevant ministries.



"We brought in a visual facilitator to allow community stakeholders – the people the programme impacts most - to better engage with the findings, contribute and take greater ownership of the recommendations."

This was the first time this approach has been used in Bangladesh and it proved successful. It helped participants assimilate the information and better visualize the discussion."

Piet Vochten

WFP Bangladesh Deputy Country Director



Watch video: youtu.be/Bs5IVlisdXc

LAO PDR:

LOCAL AND REGIONAL PROCUREMENT PROJECT IN NALAE DISTRICT, LUANG NAMTHA PROVINCE FUNDED BY THE UNITED STATES DEPARTMENT OF AGRICULTURE

WFP Lao PDR conducted in December 2019 two validation workshops of the evaluation findings of the USDA Local and Regional Procurement (LRP) project in Nalae District, Luang Namtha Province end-line evaluation.

The workshops, which drew on learnings and recommendations from a previous validation workshop in Bangladesh in November 2019, were designed and conducted by WFP regional evaluation officer, WFP's Lao PDR evaluation manager, project staff, visual facilitator, and evaluation consultants from NR Management Consultants India. Here, the graphic expert had a more active role in facilitation, and in the presentation and discussion of the findings in the local language.

Nalae District workshop – 18 December 2019

Purpose: To validate the end-line evaluation findings and to provide feedback from the evaluation to the communities themselves.

Participants: Farmers, local and national level officials including those from agriculture and forestry, women's union, planning and investment, district development agencies. A total of 41 people participated.

Vientiane workshop – 20 December 2019

Purpose: To validate the findings from the evaluation and to conduct an in-depth discussion on its recommendations.

Participants: Officials from relevant ministries, NGOs, USDA, and WFP staff. A total of 21 people participated.



Watch video: youtu.be/cikrm5swbQ4

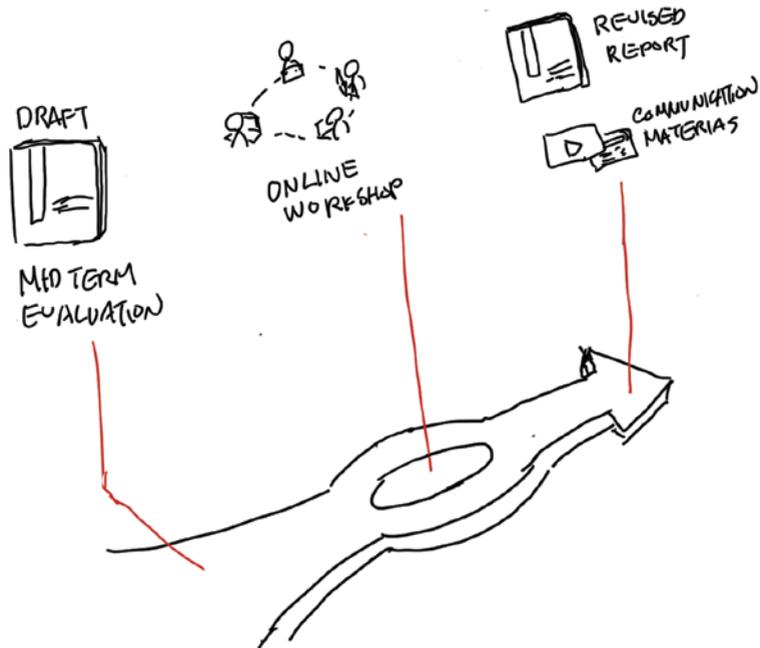
MYANMAR:

RELIEF FOOD AND CASH ASSISTANCE TO CONFLICT-AFFECTED PEOPLE IN KACHIN AND NORTHERN SHAN

WFP Myanmar conducted on the 9th of April 2020 a visual thinking evaluation validation workshop on WFP's relief food and cash assistance to conflict-affected people in Kachin and Northern Shan.

The purpose of the workshop was to understand, discuss and validate the key findings of evaluation, as well as to identify and prioritize next steps. Due to the COVID-19 travel restriction and work from home arrangement, the workshop took place online. Participants were WFP office staff in Nay Pyi Taw, at the sub-offices, at the WFP staff residences; WFP RBB staff in Bangkok, evaluation consultants in France, and a graphic facilitator in Manila. A total of 27 WFP staff in Myanmar participated.

With the high quality discussion, the virtual meeting was as productive as the face-to-face workshop. To further improve participation and active learning, longer breakout sessions were suggested. Participants were also recommended to watch the pre-recorded presentation prior to the workshop to allow more time for discussion.



"With great leadership of visual thinking, we were both able to consider insights of the draft report in terms of how WFP has been delivering emergency assistance. But also look to the future and think how we could improve what we are doing."

"To be honest, when we first considered idea of three and half hours of online meeting, I was quite skeptical about whether it would really work. But time flew by and it was a very productive session."

Marcus Prior
WFP Myanmar Deputy Country Director and
head of programme



Watch video: youtu.be/KZPdK_ux0FI



RESOURCES

A LIST OF ONLINE COLLABORATION TOOLS

Tools	Description	Pro	Con	Pricing
Mural <i>mural.co</i>	Digital workspace for visual collaboration	Mural is a powerful collaboration tool. A "virtual whiteboard" doing any collaborative decision making, design thinking, with remote teams. Mural is faster than Miro	Getting the hang of controls especially if you are using on a computer (mouse vs trackpad controls are a bit different).	\$12.00 per month, per user. (billed annually) \$16.00 per month (billed monthly); with free trial
Miro <i>miro.com</i>	Online Collaborative Whiteboard Platform	Miro has unlimited canvas (3 canvas with free version)	The history of changes isn't that easy to track - who did what and when, who's put this element? when? what was added? etc	\$8 Per member/month billed annually, \$10 per member/month billed monthly; with free version
Mentimeter <i>mentimeter.com</i>	Interactive presentation software	Very good in real time voting	Limited function beyond presentation slide decks and voting	Free; \$9.99 /month Billed annually, excluding. tax per user for All the essentials for interactive presentations; \$24.99 /month Billed annually, excluding. tax per user, everything unlimited
Linoit <i>en.linoit.com</i>	Sticky and Photo Sharing	User friendliness with minimal user interface. free, no instruction needed on how to use. No login required for users. Only facilitator needs to have an account.	Delay in displaying the notes.	Free
Creately <i>creately.com</i>	Chart, Diagram & Visual Canvas Software	User friendly interface to select the type of diagram you wanted and the ease of use (Drag & Drop).	Very rarely the application throws run time error	Free for 5 public documents; Personal: \$4/month (Billed annually); Team: \$12/month (Billed annually)
Google Jamboard <i>jamboard.google.com</i>	Interactive business whiteboard	free, easy to use with basic tools.	Unless you buy google hardware called jamboard, this tool itself doesn't compete with others. And Jamboard costs \$5000	Free
Stormboard <i>stormboard.com</i>	Digital visual workspace	It enables large groups of training participants to co-create Q&A or process descriptions in real time. Participants learn how to use it quickly and can focus on the exercise, not the tool.	With more than 20 parallel users in the same Storm, the software sometimes gets a bit slow.	Free for teams of 5 or less; For small-to-medium sized teams: \$10.00* monthly per sure; Enterprise: \$16.67 per user monthly

(Prices as of August 2020)

A LIST OF ONLINE FACILITATION GUIDES

- **Making Virtual Facilitation a Success**
In response to COVID-19, International Association of Facilitators created this site to share events, resources, and community related to virtual facilitation.
<https://www.iaf-world.org/site/pages/making-virtual-facilitation-success>
- **Online Meeting Resources Toolkit for Facilitators During Coronavirus Pandemic**
Long list of online workshop methods, tools, platforms collected by members of International Association of Facilitators
https://docs.google.com/document/d/1NyrEU7n6lUI5rgGiflx_dK8CrdoB2bwyyI9XG-H7iw8/edit#
- **Digital Visual Facilitation**
A blog site by Rachel Smith that includes tips on facilitating virtually such as “How to Get People to Speak Up in Your Remote Sessions” and “A Crash Course in Translating Your Process to a Virtual Setting”
<https://digitalfacilitation.net/>
- **28 Tools for Online Brainstorming and Decision Making in Meetings**
An article of Lucid Meetings shares tips and tools for virtual brainstorming, evaluation. In 2020, Mural is their top pick for online design thinking and visual facilitation.
<https://blog.lucidmeetings.com/blog/25-tools-for-online-brainstorming-and-decision-making-in-meetings>
- **The Definitive Guide To Facilitating Remote Workshops**
This free e-book from Mural contains insights, tools and case studies from digital first companies and expert facilitators
<https://www.mural.co/ebook>

MOOD METER

Purpose	To understand participants’ energy level
Time	Between registration and opening of the workshop. Or it can be done during the coffee break or lunch time.
Material	Flip chart, stand or wall, tape, dot sticker
Steps	<p>1) On a flip-chart, the facilitator writes an instruction (“Please put a dot sticker”), a question (Example: “How are you today?”), and a line scale. The scale features a sad face on the extreme left and a happy face on the extreme right.</p> <p>Other question can be:</p> <ul style="list-style-type: none">- How are you today? The scale is happy smile on one side, and sad smile on the other.- How excited are you to come to this workshop?- How well did you sleep last night/ <p>Questions need to be translated and written in local languages.</p> <p>During the break, questions can be:</p> <ul style="list-style-type: none">- How much as you following the discussion? (from completely to not at all)- How is the tempo of this workshop (too fast – too slow) <p>2) Place a dot sticker next to the flip chart, and ask participants to put sticker on the scale.</p> <p>3) Share the results at the opening of the workshop</p>
Tips	Questions should be simple and easy to answer. You don’t want people to think long and congest the entrance area.

CHECKING IN

Purpose	To invite participants to jump into the workshop
Time	5 - 10 minutes at the beginning of the workshop
Material	Flip chart
Steps	<ol style="list-style-type: none">1) To bring mindfulness to the workshop, the facilitator invites everyone to sit and focus on their breath. They are to pay attention to their breathing.2) In a small group/breakout session of 2-3 people, each participant says their name and their expectation for this workshop in one sentence.3) The facilitator invites participants to share what was discussed in the plenary group, and summarizes in the sharing in the flip chart
Tips	If time is limited and 5-10 minutes cannot be spared for this activity, deep breathing will do. Or you may skip the small grouping and, instead, ask the big group for the expectation or intention.

PRESENTING FINDINGS

Purpose	To understand the evaluation findings
Time	Total time should be less than 30 minutes. (i.e. 15 minutes presentation, 15 minutes Q&A). Presentation and Q&A should be the same amount of time. Sharing the drawing would take 5 minutes.
Materials	Projector and screen
Steps	<ol style="list-style-type: none">1) Evaluation team presents the key background/findings and/or recommendations. Only key points and highlights shall be presented, as other details shall be explained at Q&A if questions arise, or suggest them to read the paper.2) Q&A session can be done by raising hands at in-person session, or through chat for online.3) Simultaneously, a facilitator draws the illustration of presentation contents, and shares the drawing at the end.
Tips	For online workshops, presentations can be pre-recorded and shared in advance, requiring participants to watch it prior.

ICEBREAKER: FOUR CORNERS

Purpose	To lower the boundaries between participants and help them get to know each other
Time	10-15 minutes
Material	An open square space with four corners
Steps	<ol style="list-style-type: none">1) Facilitator asks a question with four possible answers. A, B, C, and D. For example, "What is your birth month", A: Jan-Mar, B: Apr-Jun, C: Jul-Sep, D: Oct-Dec.2) Each corner of the room is assigned the letter A, B, C, or D. Participants move to one of four corners that match their answer.3) Those in the same group share amongst themselves.4) Repeat this process a few times with different questions. For example<ul style="list-style-type: none">- How many brothers and sisters do you have? A: 0, B:1, C:2, D: 3 or more.- What grade is your oldest child? A: no child, before primary, B: 1st-4th grade, C: 5th – 9th, D: 10th and beyond.- Which fruit do you most prefer? A: water melon, B: apple, C: orange, D: banana.
	<p><u>Online</u> ZOOM breakout rooms are controlled by the organizer. Latest version (as of Nov 2020), there is function that allows participants to pick a breakout room to join.</p>
Tips	Time keeping is key. Bigger groups may take longer to finish than the smaller ones, so time-keeping is key. Remind participants to be brief and mindful with their sharing and then move on to the next question.

CARD COLLECTION

Purpose	To Gather ideas from participants in an inclusive and safe environment
Time	30-45 minutes
Materials	Markers, pin board or large flat wall, pin or tape, colored paper A5 size (blue, pink, yellow, white, green).
Steps	<ol style="list-style-type: none">1) This is a quiet, individual exercise. Ask participants to write their ideas on the paper. One idea per sheet. The questions are color-coded: Every question is assigned one colored paper. Use markers, not pens or pencils. Sample questions:<ul style="list-style-type: none">- What worked well?- What can be improved?- What are the key considerations for the future?- What can you do to sustain this initiative?2) A representative from each table shares their cards, one by one, to the whole group. If other groups have similar ideas on their cards, ask them to put the card on the board. As a result, similar ideas become clustered.3) Repeat this process until all the cards are posted on the wall.4) Invite all participants to come and review the ideas on the wall. Ask their thoughts and findings from this.
	<p><u>Online</u> Virtual sticky notes programs as those on Linoit.com and Mural.co can be used for this exercise.</p>
Tips	Once the similar ideas are clustered, create a card and put a title or label that summarizes these ideas.

DOT VOTING

Purpose	To quickly measure opinions and preferences among participants
Time	10-15 minutes
Materials	Dot stickers
Steps	<ol style="list-style-type: none">1) After the card collection, ask participants which cards they find most crucial or game changing.2) Give three dot stickers to each participant and have them stick these dots next to the card of their choice.3) Count the stickers and identify which ideas got the most votes.
Tips	The number of dot stickers given to each participant is decided by the facilitator, depending on the number of cards, and how many items are to be prioritized. For instance, three dots per participant allows everyone to identify the top three priorities. But if there are more than 15 cards or ideas to choose from, more ideas might need primary attention and, thus, more dots may have to be distributed.

BUZZ GROUP

Purpose	To stimulate contribution from each participant through a short and small group chat
Time	Less than 5 minutes
Steps	<ol style="list-style-type: none">1) Ask participants to talk to the person next to them about the question posed by the facilitator. This is useful right after the presentation, plenary discussion, card collection, or after looking at the visual summary.2) Invite volunteers to share what they have discussed in their group. An alternative is to ask each buzz group to write their ideas on a card, followed by the card collection exercise.
	<u>Online</u> Go into a breakout session of two or three randomly selected groups.
Tips	Buzz group can serve as an icebreaker, especially in communities where people are not used to speaking up in front of a large group.

PRIORITIZATION GRID

Purpose	To prioritize recommendations or issues through scaling
Time	45-60 minutes
Materials	Flip chart, markers
Steps	<ol style="list-style-type: none">1) Divide the group into smaller clusters of four to five people. Assign points to discuss to each cluster. Ask them to rate each point, in terms of its importance and feasibility, on a scale of one to five.2) Each group summarizes the discussion points on a flip chart. A representative from each group shares the outcome to the larger group.3) The facilitator summarizes the discussion on the grid and captures the highlights.
Tips	Scale unit can be 1-7 or 1-10 to determine close differences.

ILLUSTRATION

Purpose	To capture, through illustration, big ideas, highlights, and how all the elements are related
Time	Throughout the workshop. Presentation and reflection takes 10-15 minutes.
Materials	Drawing board, makers
Steps	<ol style="list-style-type: none">1) The facilitator listens to the presentation and discussion, and captures them on the drawing board.2) The facilitator invites participants to stand around the board, explains the drawing, and asks for reflection and feedback.3) The facilitator may pose a question to stimulate the discussion.
Tips	<p>The big drawing consists of small objects or icons, which are always a combination of simple lines as I(straight), L(corner), O(round), C(curve). The drawing can be done by anyone. See useful drawing elements in resource section.</p> <p>For community level workshops, it might be more effective to make illustrations without text to avoid complex terms and translations. Text might be added for the national level workshop or experts' meetings.</p>

NEWSPAPER FRONTPAGE

Purpose	To visualize the ideal outcome of the project
Time	30-45 minutes
Materials	Flip chart, markers, crayons
Steps	<ol style="list-style-type: none">1) Ask a group of four to six people to create the front page of a newspaper in the future. It's a special edition reporting on success and achievements. The facilitator decides how many years into the future this edition is coming out. It can be five, 10 or more years down the road.2) The front page may contain various headings, subheadings, pictures, and columns. No need to write the content of the other "articles."3) Once the group is done, ask them to share the newspaper with the whole group.

BACK CASTING

Purpose	To plan actions in order to reach the desired future scenario
Time	15-45 minutes
Materials	Flip chart, marker
Steps	<ol style="list-style-type: none">1) Clarify the future state you want to reach and identify the timeline.2) Walking backwards from the future, identify concrete actions to take, step by step, toward today.3) Draw the timeline and summarize the actions on the flip chart
Tips	Back casting is best when combined with another future thinking tools as Newspaper Front Page.

CHECKING OUT

Purpose	To reflect on the meeting and identify key takeaways
Time	10-15 minutes
Steps	Ask each participant to say a word or phrase to express their main takeaway.
Tips	It is best if the group can form a circle so that everyone can see each other. Other than the participants' takeaways, the facilitator may also ask what their realizations were, or what actions they will take after the workshop.

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For more details about EvaluVision, contact
Yumiko Kanemitsu: yumiko.kanemitsu@wfp.org
Keisuke Taketani: keisuke.taketani@wfp.org

This book aims to help you improve the utilization of evaluation through a method we call "Evaluvision", a combination of Evaluation and Visualization.

Through visual thinking, Evaluvision encourages engagement from various level, management, programme, implementing partners, national and subnational officials, and communities.

It is an attempt at World Food Programme to maximize the evaluation through visual thinking. It was designed and tested at workshops in Asia and the Pacific Region.

World Food Programme

Regional Bureau for Asia and the Pacific
55 Wireless Road Bangkok, Thailand 10330
wfpinfo@wfp.org