

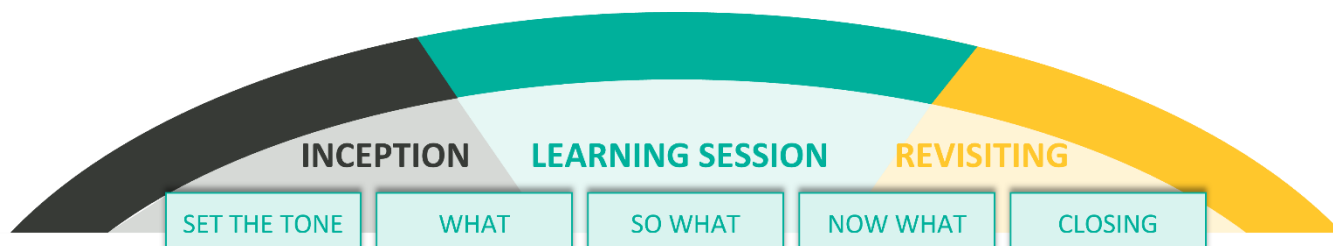
# Facilitating Group Learning to (Re)shape Evaluation Practices

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## The Arc of Group Learning

In order to decolonize evaluation, evaluators must create a space where all can contribute. We are called to facilitate conversations that empower those who are the most impacted to make decisions.



ARC STAGE	FACILITATION	INCORPORATING EQUITY
INCEPTION	Thoughtful design of approach Facilitation guide and script Prep participants with key questions or light data collection	Invite participants to co-design the learning purpose Mitigate power dynamics, e.g., having separate spaces for funders and grantees
LEARNING SESSION		
SET THE TONE	Framing that acknowledges power dynamics and sets a clear purpose Set meeting norms Start with a personal check-in	Those with the most power should acknowledge the power they hold and announce intention to make space Invite cameras to be on or off according to preference in virtual spaces, and take breaks
WHAT	Review data Situating in the data with non-interpretive first questions, e.g., <i>What stood out to you?</i>	Begin with individual reflections to allow each person to share their thoughts in their own words, e.g., through virtual sticky notes
SO WHAT	Relating to the data: adding and comparing experiences Interpreting the data: exploring what the data mean and generating insights	Deeper insights require more vulnerability; create space for that vulnerability in smaller or anonymous groups and de-link evaluation from accountability.
NOW WHAT	Identifying action points for improvement and change Capturing questions and challenges to explore in future evaluations	If low on time, ask participants to prioritize what the discussion should focus on Evaluators should reiterate the interests of those most impacted, especially if they are not present.
CLOSING	Visioning a future with the change discussed Next steps and session feedback	Session feedback should always be public Remind participants how session data will be used
REVISITING	Share back learning from the session with participants Co-create an action plan Refer back to learning in future engagements	Written materials must be designed with the audience in mind: include visuals and accessible language As the action plan is created, consider: Who is holding the burden for change?

## Lessons Learned

The Arc of Group Learning **mirrors and builds on many existing frameworks** for facilitation and evaluation, i.e., ORID Framework, Emergent Learning.

**Approaches that center equity** should also put impact over intent, center those most impacted, address power dynamics, and be adaptable. Some approaches we use include:

- Strengths-based approach
- Trauma-informed evaluation
- Participant-led approaches

It is more **challenging to facilitate equity at scale**: more small groups are necessary to allow opportunities for all to share their perspective, and large group spaces can be uninviting for vulnerable conversations.

Find more lessons learned from your peers at AEA at: [bit.ly/facilequityresults](https://bit.ly/facilequityresults)



## Facilitating with Equity in Mind

Some tips, tricks, and tools we have collected along the way that have helped us facilitate with intention and equity:



Understand, acknowledge, and mitigate the **power structures and imbalances** that may be present during facilitation efforts.



**Humanize the process.** In our practice, this shows participants that we appreciate their time and participation and understand the burden meetings may create.



Strive to **create trust** by being forthcoming about expectations and objectives throughout your facilitation.



Follow an **appreciative inquiry** approach to encourage participants to reflect on their work and opinions from a strength-based perspective.

Find more tips and tricks, and add comments with your own, at: <https://medium.com/innovationnetwork>