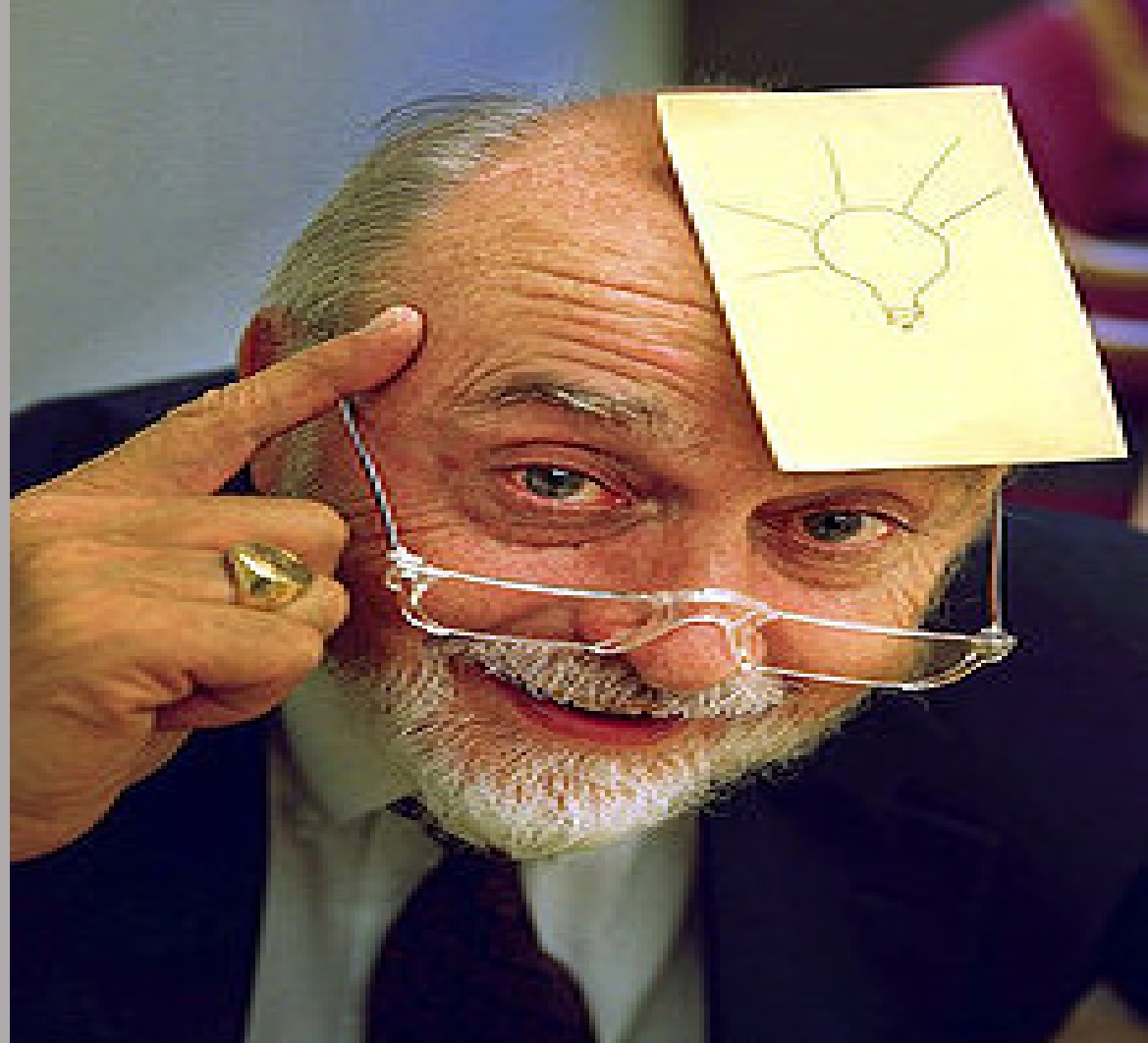


Getting real about Transformation: The Blue Marble Evaluation perspective.

Michael Quinn Patton



3M
POST-IT
NOTES,
50
years ago



BASELINE

Baseline response question # 1.

It is difficult to measure transformation.

1. Agree
2. Disagree
3. Not sure
4. Haven't thought about it

Baseline response question #2

A theory of transformation is a specific type of theory of change.

1. Agree
2. Disagree
3. Not sure
4. Haven't thought about it

Baseline question # 3

Proposition: Evaluating transformation requires transforming evaluation.

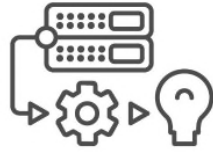
- 1.Strongly agree
2. Agree
- 3, Disagree
4. Strongly disagree
5. I don't understand the proposition

Baseline visualization question

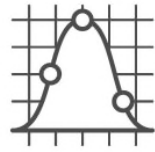
What IMAGE comes to mind when you hear the word
TRANSFORMATION.

Images of Transformation





MACHINE LEARNING



STATISTICAL ANALYSIS



DATA MINING



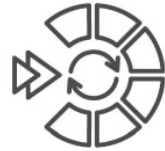
UNSTRUCTURED DATA



USER PREDICTIONS



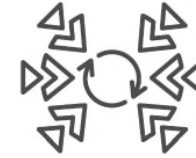
CLOUD REPORTING



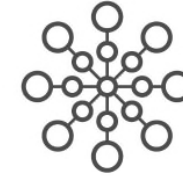
MODELING API



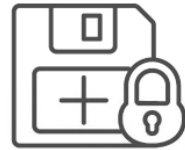
CLOUD STORAGE ARCHITECTURE



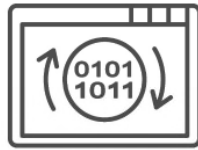
DATA SYNCHRONIZATION



SCALABLE SYSTEM



SECURED BACKUP



REVERSE ENGINEERING



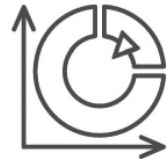
DATA SCIENCE



DEEP LEARNING



DATA CENTER



EFFICIENCY MEASURE



PATTERN SYSTEM



DATA ADJUSTMENT



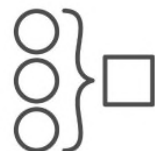
FORECASTING MODEL



DATA FILTERING



DATA TRANSFORMATION



AUTOMATED SOLUTION



DATA INFORMATION



GLOBAL INFRASTRUCTURE

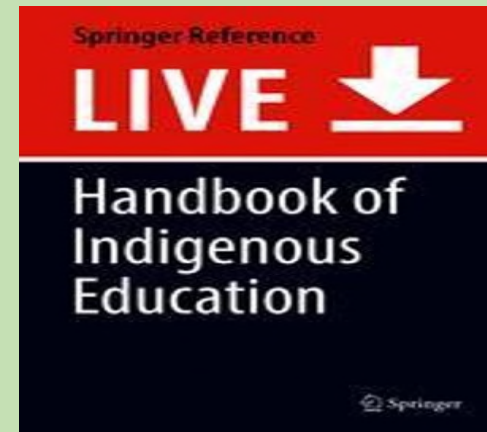


DATA INSIGHT



Identity transformation





Keaomālamalama:
Catalysts for
Transformative
Change in Hawaiian
Education

Digital Transformation





TRANSFORMERS



**Kovová
onstr**

... je, jsou suché výrobky přeměněny v plastové díly motorové části, vyrobené
z kovu a plastu. V roce 1980 byl první model vyrobený z kovu a plastu.
... po částech, až vytvoří úplný celok. Po celém světě (1-2 měsíce)
... a sbírána byla v období let 1980-1985.
... a sbírána byla v období let 1980-1985.

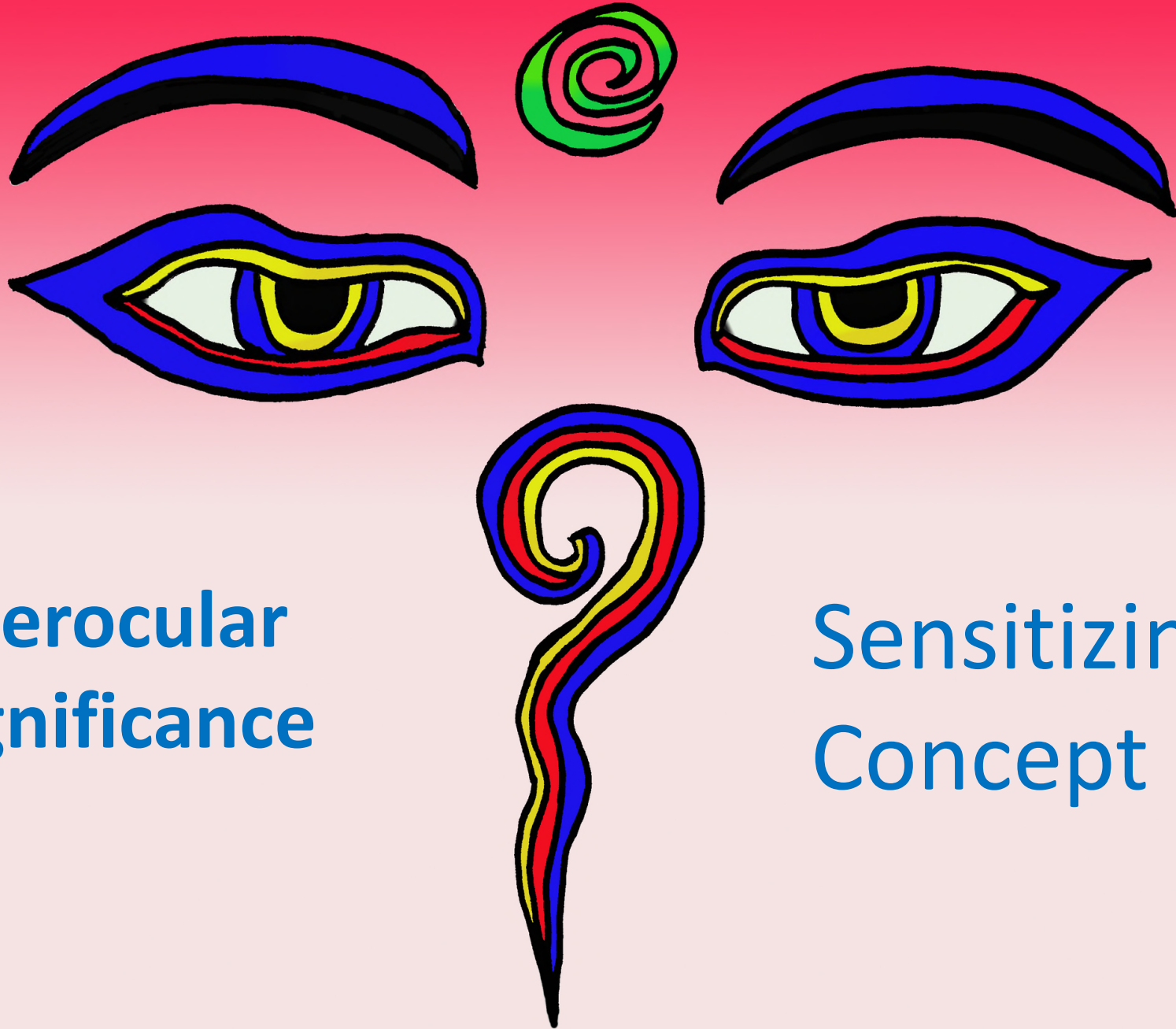
Monarch or Wanderer Butterfly





Is *transformation* difficult to measure?

A hand holding a black pen, pointing at the word 'TRANSFORMATION' written in large white letters on a red background. The background is a word cloud of fitness-related terms like 'EXERCISE', 'NUTRITION', 'HEALTHY', and 'RESOLUTION'.



Interocular
Significance

Sensitizing
Concept

Independent Evaluation Group, The World Bank

Four Dimensions Defining Transformational Engagements

Dimension	Description	Criteria
Relevance	Addresses a major developmental challenge such as poverty, equity, or climate change	The constraint or problem addressed is of critical importance to development
Depth of change	Causes or supports fundamental change in a system or market; addresses a root cause; supports a change in trajectory	Market change, systemic change, or behavioral change
Scale of change	Causes large-scale impact at a national or global level	Scale-up of approaches and innovations and of replication; catalytic effects; demonstration effects; positive spillovers and externalities; acceleration or discontinuity in a development indicator
Sustainability	Impact is economically, financially, and environmentally sustainable in the long term	Financial, economic, and environmental sustainability of results after engagement ends

Dimensions of Transformational Change for the Climate Investment Fund

Dimension	Definition
Relevance	Strategic advances that accelerate or shift the trajectory of progress toward low carbon and/or climate resilient development in targeted countries and sectors.
Scale	Catalytic processes that significantly expand and diffuse the development and deployment of low carbon and climate resilient technologies, infrastructure, and other innovations, increasing their supply and access.
Systemic change	Deep, fundamental shifts in patterns of individual, institutional, community, and/or private sector decision making, actions, and behaviors in targeted markets or other systems that advance low carbon and climate resilient development.
Sustainability	Transformational changes that are designed to be financially, economically, environmentally, socio-politically, or physically robust and resilient. These changes are durable and lasting in ways that lessen the likelihood of reverting back to past practices and persist over time.

Transformation
as
values neutral

Great Barrier Reef

An aerial photograph of the Great Barrier Reef. The water transitions from a shallow, light turquoise color on the left to a deep, dark blue on the right, indicating a significant change in depth or reef structure. The text is overlaid on the lighter turquoise section.

Australian scientists now report that coral cover on the Great Barrier Reef has fallen sharply in all three sections of the reef for the first time in 35 years of continuous monitoring.



- New research by coral scientist Terry Hughes and his team indicates that "recovery will be slow and painful and *will likely be mostly local* and it won't go back to the same system," as he told attendees at the annual meeting of the Australian Coral Reef Society in May.
- "The barrier reef has just gone through one hell of a natural selection event," he said. "To me, the bleaching is a game changer. It's a new system."



Albert Einstein



Honey Bee



Earth

“If the **bee** disappeared off the face of the Earth, man would only have four years left to live.”

FACT CHECK







Million Belay is Coordinator of the Alliance for Food Sovereignty in Africa (AFSA), a broad alliance of different civil society actors that are advocating for and working towards food sovereignty and agroecology in Africa.

“I globe trot from one meeting to another. Some of us are caught up in this cycle and there seems to be no way out of it. Anyway, this year (2017), I participated in nine international meetings. I was active in all of them either as part of the organizing group or as a presenter. *There is one thread connecting all of them: ‘transformation.’*”



**Terry A'Hearn,
CEO, Scottish
Environmental
Protection
Agency**

“In Scotland, we are living as if we have the resources of three planets when we only have one. Australia is consuming five planets of resources. For the world as a whole, we are consuming the Earth’s resources as if we have 1.7 planets. We only have one.”



Suzanne Moser,
Stanford Woods
Institute for the
Environment

Transformations, If it is life we want



Kumi Naidoo,
Launch Executive
Director of the
African Civil
Society Initiative

The most important challenge for leadership of our time, whether the leaders are from the private sector, from government, or from civil society, is how can we tell it like it is, speak truth to power, say that ***we are five minutes till midnight on climate change.***

IF ALL THE ICE MELTED



Explore the world's new coastlines if sea level rises 216 feet.

The maps here show the world as it is now, with only one difference: All the ice on land has melted and drained into the sea, raising it 216 feet and creating new shorelines for our continents and inland seas.

CLICK FOR INTERACTIVE MAP

There are more than five million cubic miles of ice on Earth, and some scientists say it would take more than 5,000 years to melt it all. If we continue adding carbon to the atmosphere, we'll very likely create an ice-free planet, with an average temperature of perhaps 80 degrees Fahrenheit instead of the current 58.

Europe

London? A memory. Venice? Reclaimed by the Adriatic Sea. Thousands of years from now, in this catastrophic scenario, the Netherlands will have long since surrendered to the sea, and most of Denmark will be gone too. Meanwhile, the Mediterranean's expanding waters will also have swelled the Black and Caspian Seas.

Australia

Predominantly desert, the continent would gain a new inland sea—but it would lose much of the narrow coastal strip where four out of five Australians

Australia would gain an inland lake but lose much of the coastal strip where 4 of 5 Australians live.



SIPNESS

“Thank goodness we finally have an Administration that speaks for those of us who don’t care what happens to the planet in a hundred years because we’ll be dead.”



Is a theory of transformation a specific type of theory of change?



Carol H. Weiss



**Nov. 7, 1926 -
Jan. 8, 2013**

Theory of Change:

“Nothing as Practical
as a Good Theory”

1995 Aspen Institute

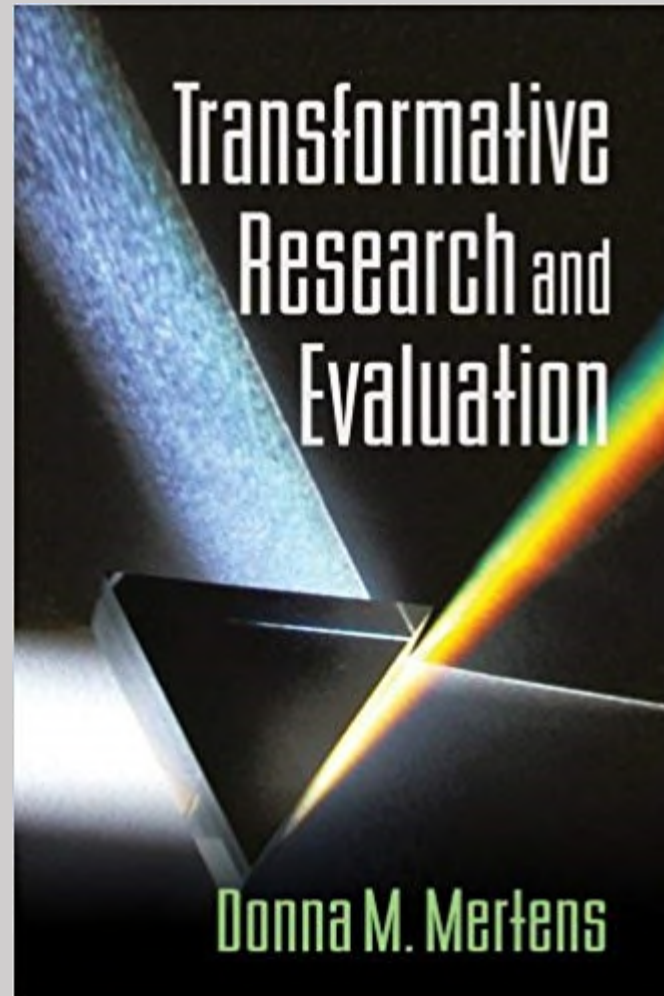
SUE C. FUNNELL • PATRICIA J. ROGERS



PURPOSEFUL PROGRAM THEORY

EFFECTIVE USE OF THEORIES OF CHANGE
AND LOGIC MODELS

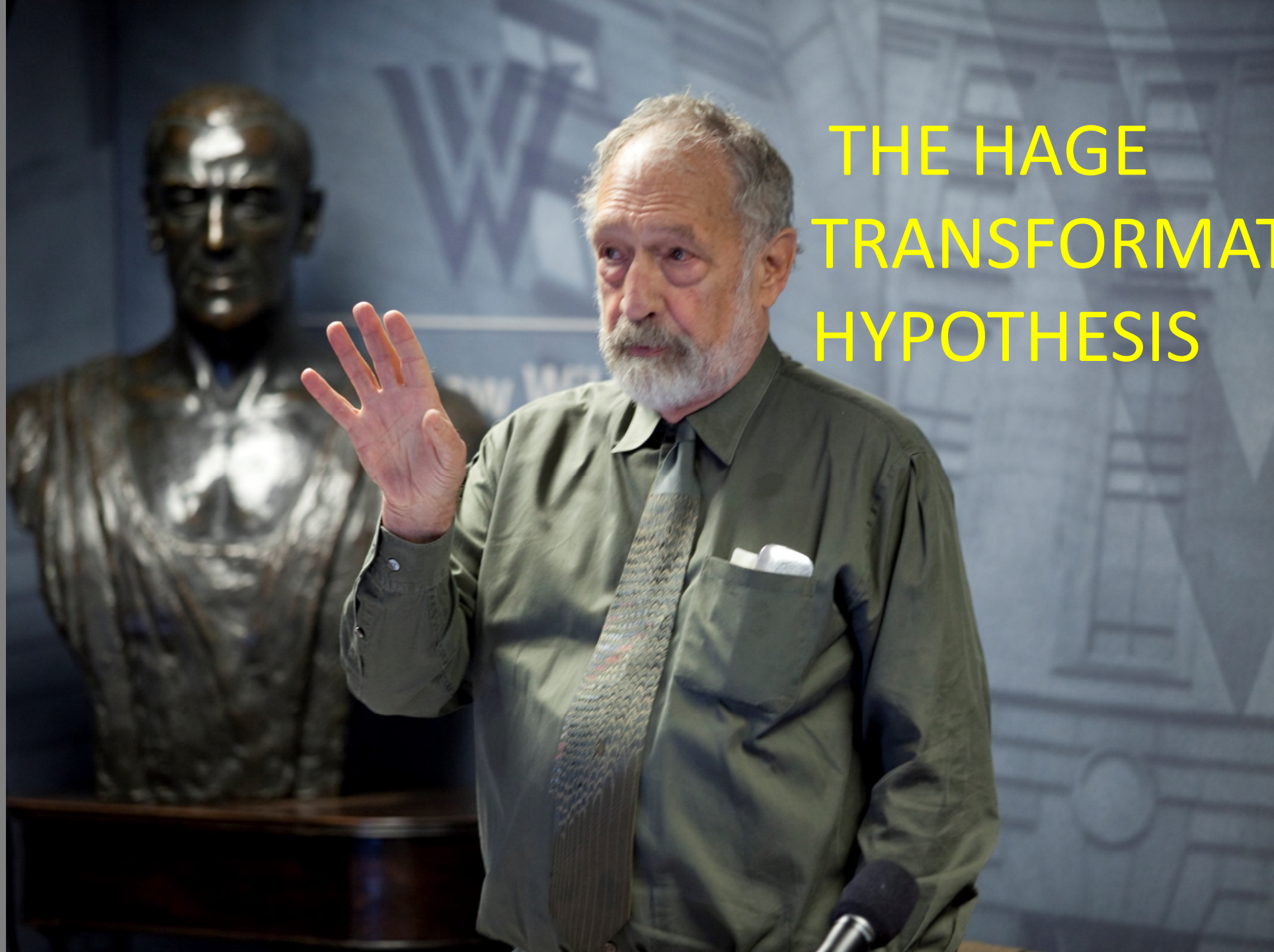
Theory of Transformation



Theory of Transformation

Derived from historical examples

THE HAGE TRANSFORMATION HYPOTHESIS



The Hage Transformation Hypothesis

*Successful transformation
requires diversity integrated
into a strongly connected and
coordinated systemic network.*

Understanding that you are
contributing and creating
conditions for larger change –
but not able to control or
manage every aspect.

*Transformation network
theory:*

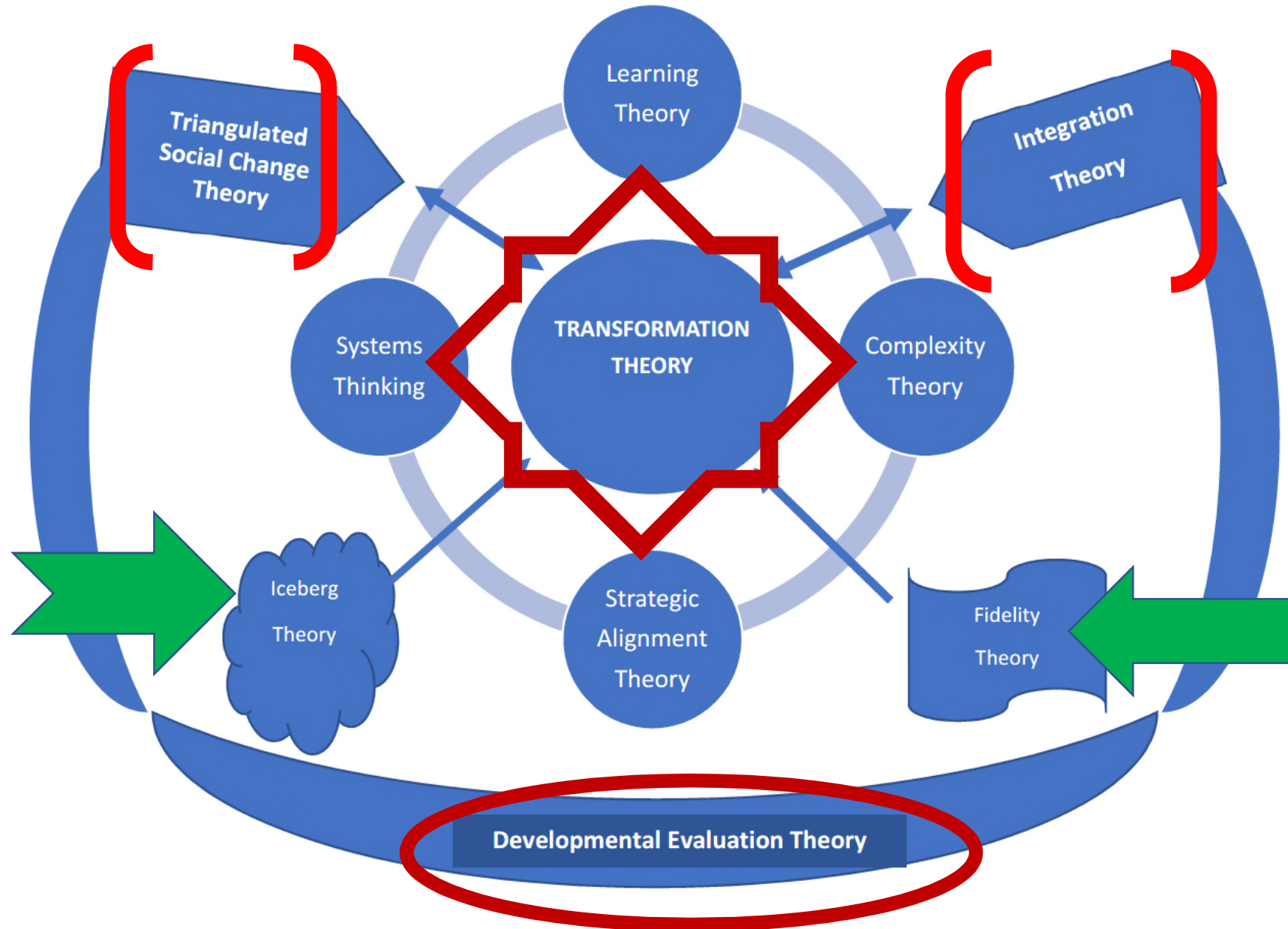
IF the Partnership:

- Creates diverse alliances of people, places, organizations, and resources
- Facilitates their convergence around a shared vision and values, and
- Implements strong, effective actions in strategic places and niches, that are
- Coordinated and integrated across organizational boundaries.

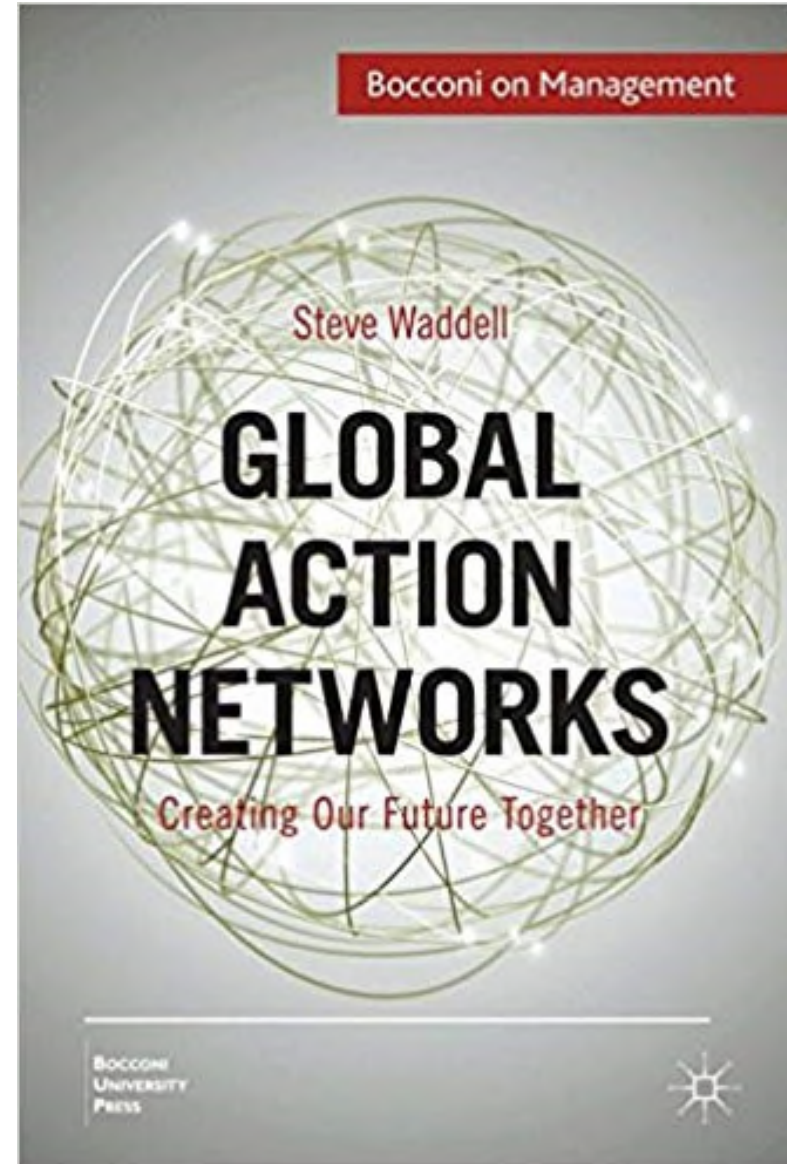
THEN

it will contribute to broad,
sustained transformation

Multi-dimensional Integrated Theory of Transformation



A cumulative body of research and knowledge points to interlocking networks as the pathway to transformation in complex dynamic systems.





Progress in dealing with the problem of climate change will require that the institutions of government, business, and community work not in isolation from each other, let alone at cross-purposes, but by reinforcing each other's efforts through consolidation.

Worldly Strategy for the Global Climate

BY HENRY MINTZBERG, DROR ETZION & SAKU MANTERE

StanfordSOCIAL
INNOVATION^{Review}

Features

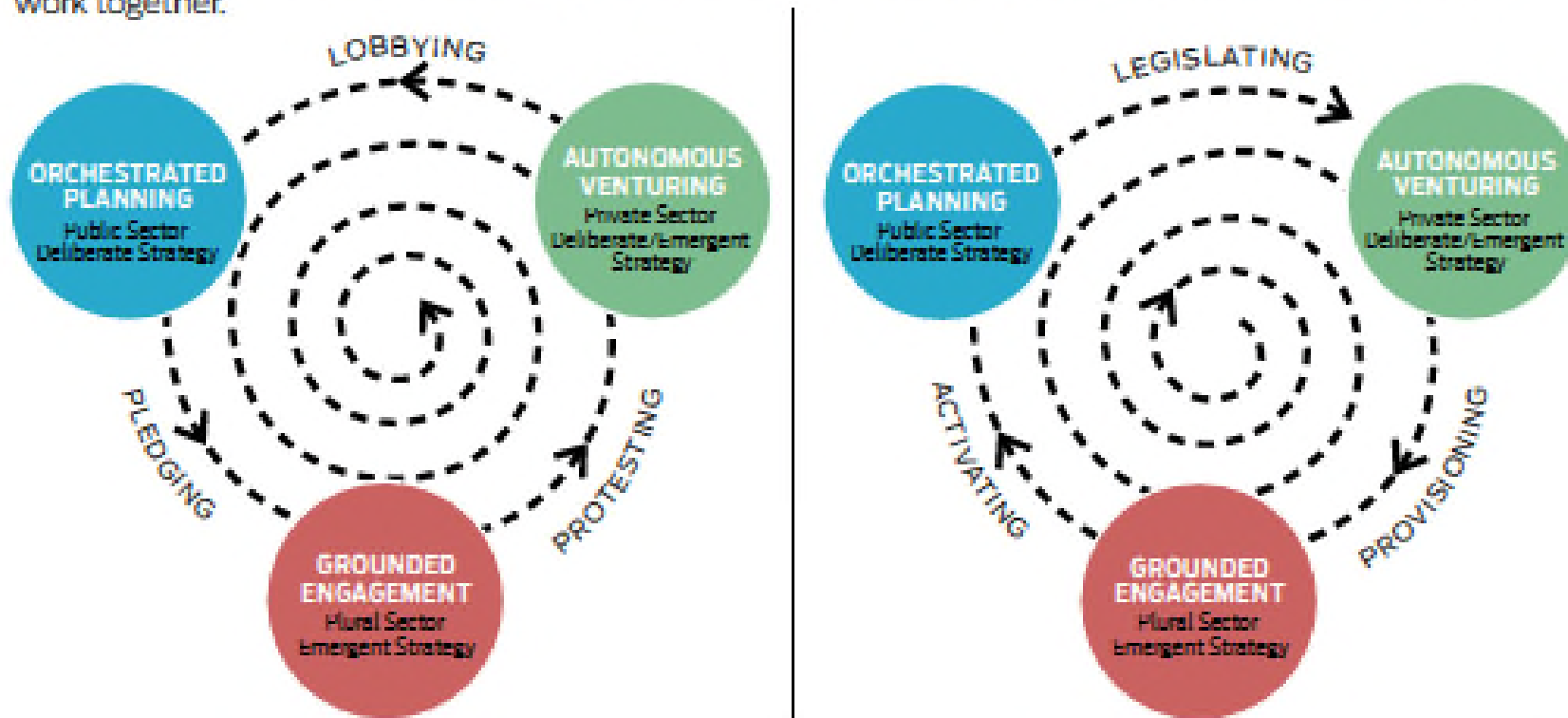
Worldly Strategy for the Global Climate

By Henry Mintzberg, Dror Etzion & Saku Mantere

Stanford Social Innovation Review
Fall 2018

When Organized Efforts Collide or Consolidate

A downward spiral of counterproductive activity (left) results when the three sectors work at cross-purposes. By contrast, an ascending spiral of constructive activity (right) results when the three sectors work together.





BetterEvaluation
Sharing information to improve evaluation



AUSTRALIAN
COUNCIL
FOR
INTERNATIONAL
DEVELOPMENT



RESEARCH FOR
DEVELOPMENT
IMPACT NETWORK

A collaboration between
the Australian Council for
International Development
and Australian universities



Jo Hall



Demonstrating outcomes and impact across different scales

EXECUTIVE SUMMARY

May 2018

Evaluating
Transformation
means
Transforming
Evaluation

Five evaluative thinking transformations

1. Thinking beyond autonomous *projects and programmes to major systems change*

Evaluation

Traditional

Evaluating...

- Projects & Programs
- Logic Models
- Theories of Change
- SMART Goals
- Implementation
- Outcomes & Impacts

Generating...

- Judgments, Lessons
- Recommendations

Nontraditional & New Directions:

Evaluating...

- Mission fulfillment
- Strategy
- Advocacy campaigns
- Policy change
- Systems Change
- Complex dynamic interventions

Innovations & Challenges:

Evaluating...

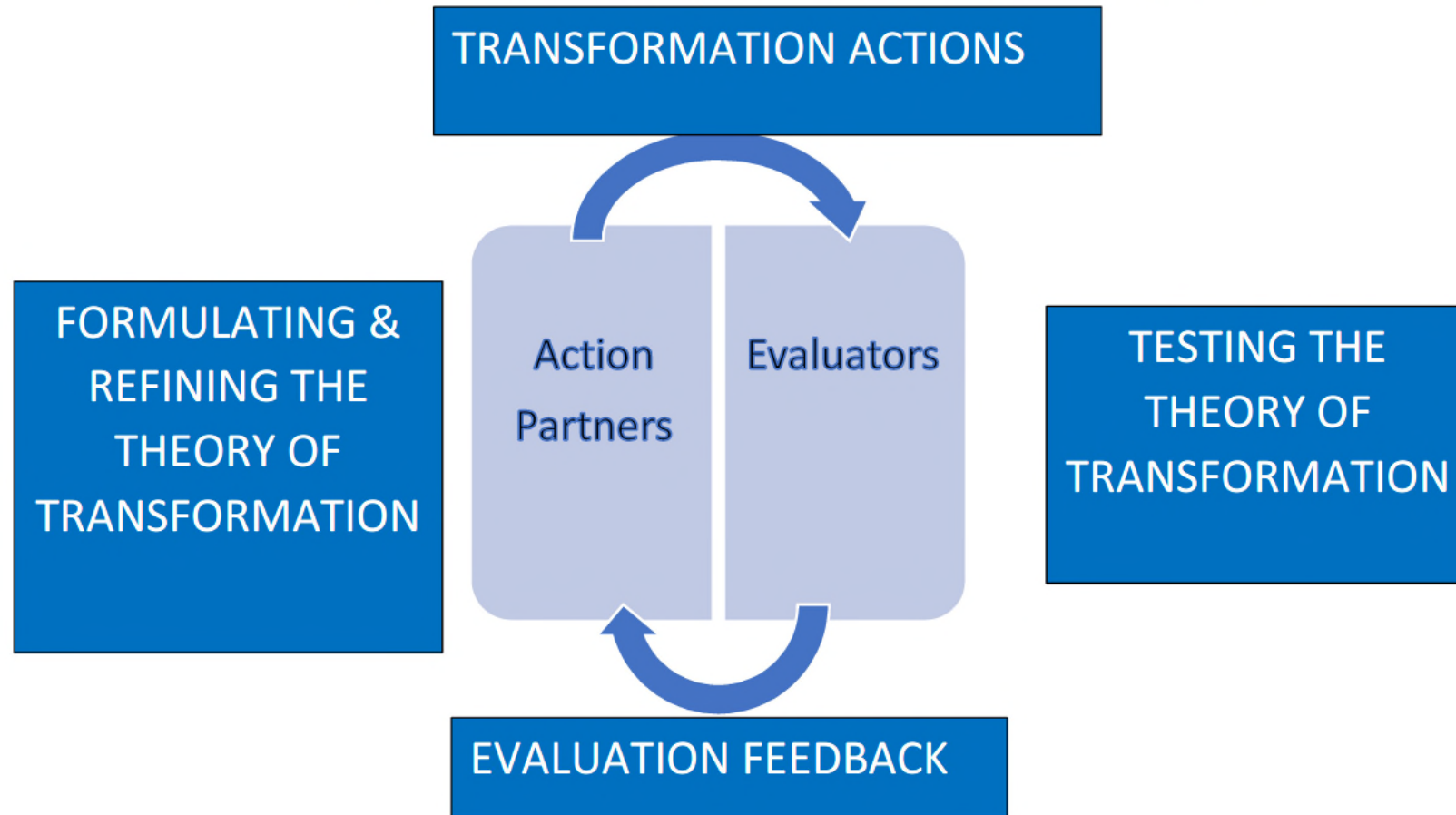
- Community and regional impacts
- Environmental ecosystem sustainability
- Networks and collaborations
- Innovation
- Collective impact
- Scaling

TRANSFORMATION

EVALUATING TRANSFORMATION

- Major, significant, sustainable systems change
- Rigor and fidelity – making transformation meaningful
- Theory of transformation
- Tracking transformational networks with feedback is an intervention in support of transformation

Alignment and Integration of Transformation Actions and Evaluation/Learning Developmental Evaluation



Evaluative thinking Transformation

2. Global
systems as
the evaluand:

**Blue Marble
perspective**



Global problems transcend national and agency boundaries

- Climate change
- Economic turbulence
- Refugees
- Virulent infectious diseases
- Dying oceans
- Global cyber-terrorism
- International drug cartels
- Human trafficking
- Weapons trafficking
- Multi-national corporate collusion



EVERY NATION MUST NOW DEVELOP AN OVERRIDING LOYALTY TO
MANKIND AS A WHOLE IN ORDER TO PRESERVE THE
BEST IN THEIR INDIVIDUAL SOCIETIES.

NEW YORK, 1967

MDGs 2000-2015

- National MDG reports produced across the globe with UNDP assistance (~450 reports produced)
- Disconnect between the global and the country levels – the case of the “MDG monitor”

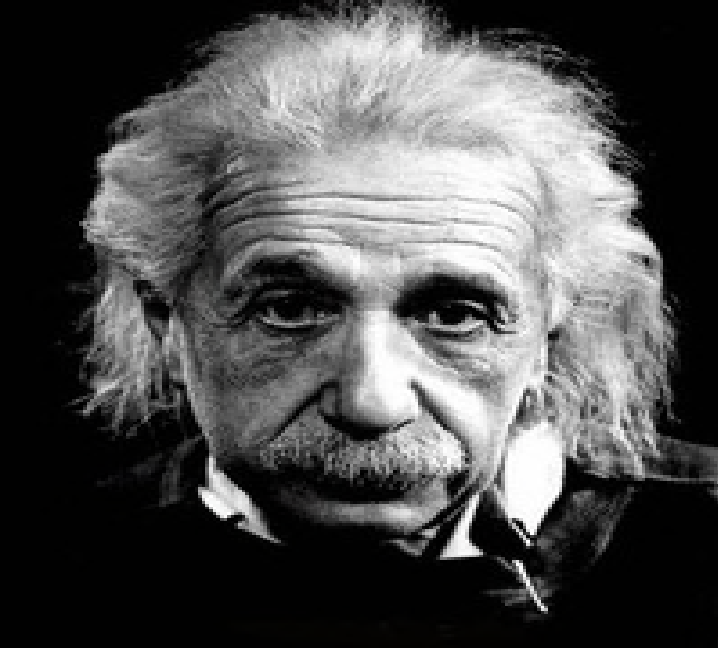
Translating the MDGs into country programs through country-based model

- WBG strategies emphasized primacy of country ownership
- Country focus supported by
 - ✓ Organizational changes initiated in the 1990s – decentralization
 - ✓ Instruments: PRSP, HIPC, MDR
- WBG country strategies
 - ✓ MDG themes, if not MDG terms, substantially incorporated
 - ✓ Stable use of MDG indicators in results matrices
- MDG focus in WBG country programs
 - ✓ Significant variability; no evidence MDGs less relevant in FCS or MIC
- IEG: tension between responsiveness to client needs & global/sectoral priorities

EvalPartners

The international movement to strengthen national evaluation capacities





“We can not solve our problems
with the same level of thinking
that created them.”



BEYOND BORDERS

Thinking Critically About Global Issues

PAULA S. ROTHENBERG

From International to Global



Are we ready for....

Evaluators without borders

Some context and perspective

- ❖ You can't see the Earth as a globe unless you get at least twenty thousand miles away from it.
- ❖ Only 24 humans ever went that far into outer space -- the three-person crews of the nine Apollo missions that traveled to the moon between 1968 and 1972.

The Blue Marble Shot

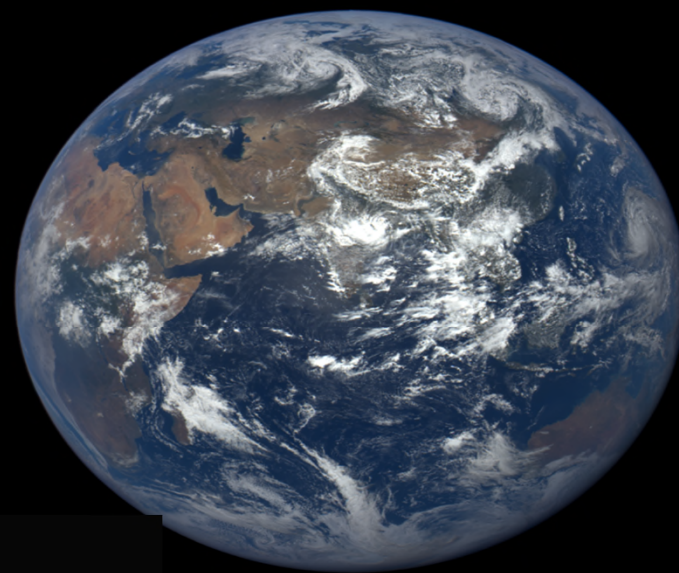
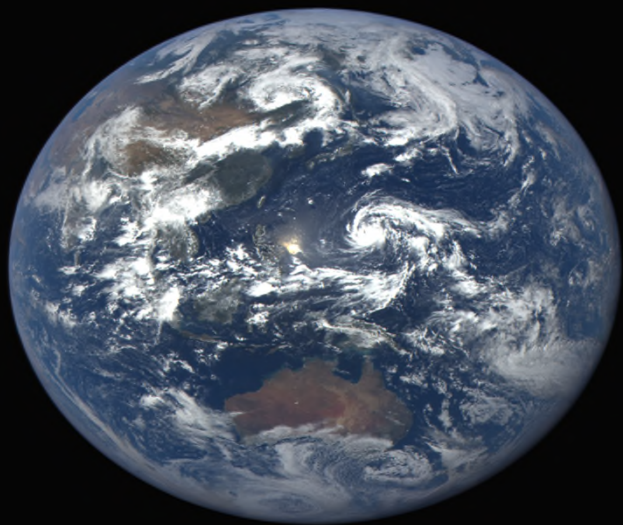
- ❖ But only the 3 in the last Apollo mission saw a full Earth and took *the first complete photo of Earth* December 7, 1972



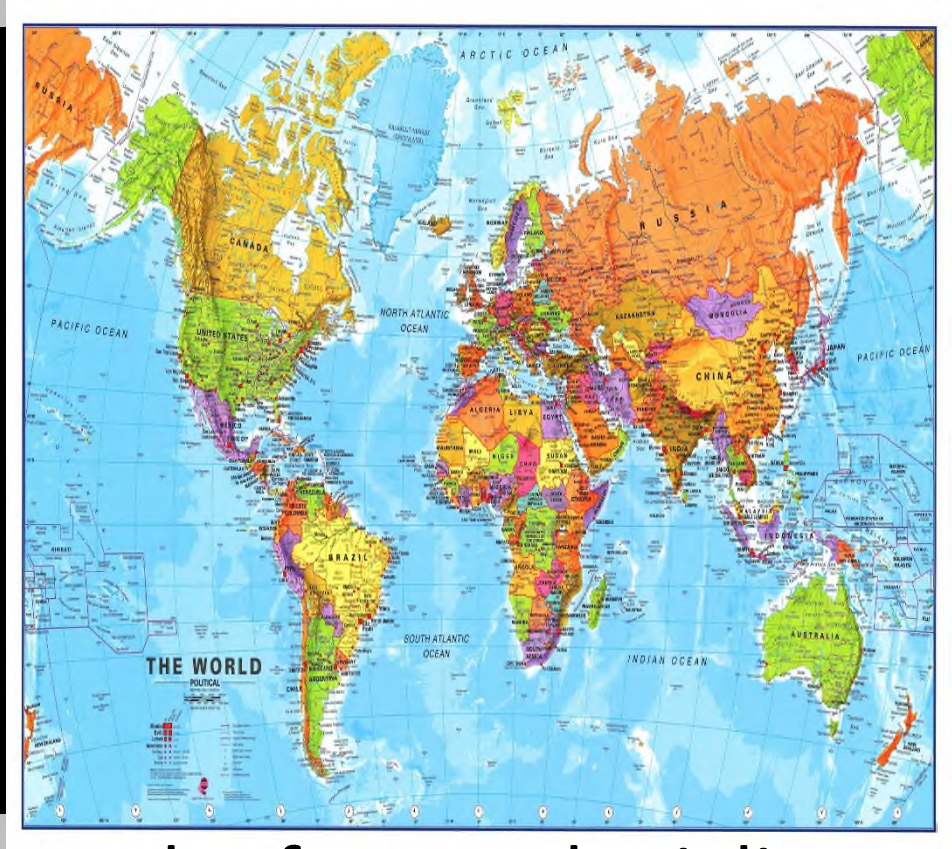
Taking a Blue Marble Perspective

The first images of Europe, Africa, Asia, Australia, and the Americas in a planetary context were posted by the Deep Space Climate Observatory in October 2105.

The Five Blue Marbles



Compare images



National boundaries: the result of war, colonialism, enslavement, exploitation, genocide, oppression, greed, politics, religious persecution....



Think globally
Act globally
Evaluate globally

TRANSFORMATION

Five evaluative thinking transformations

1. Thinking beyond autonomous *projects and programmes to **major systems change***.
2. *Thinking globally – Blue Marble Perspective (beyond nation-states)*
3. *Thinking beyond bottoms-up vs top-down to interconnections micro, meso, macro*

Evaluation for Transformation

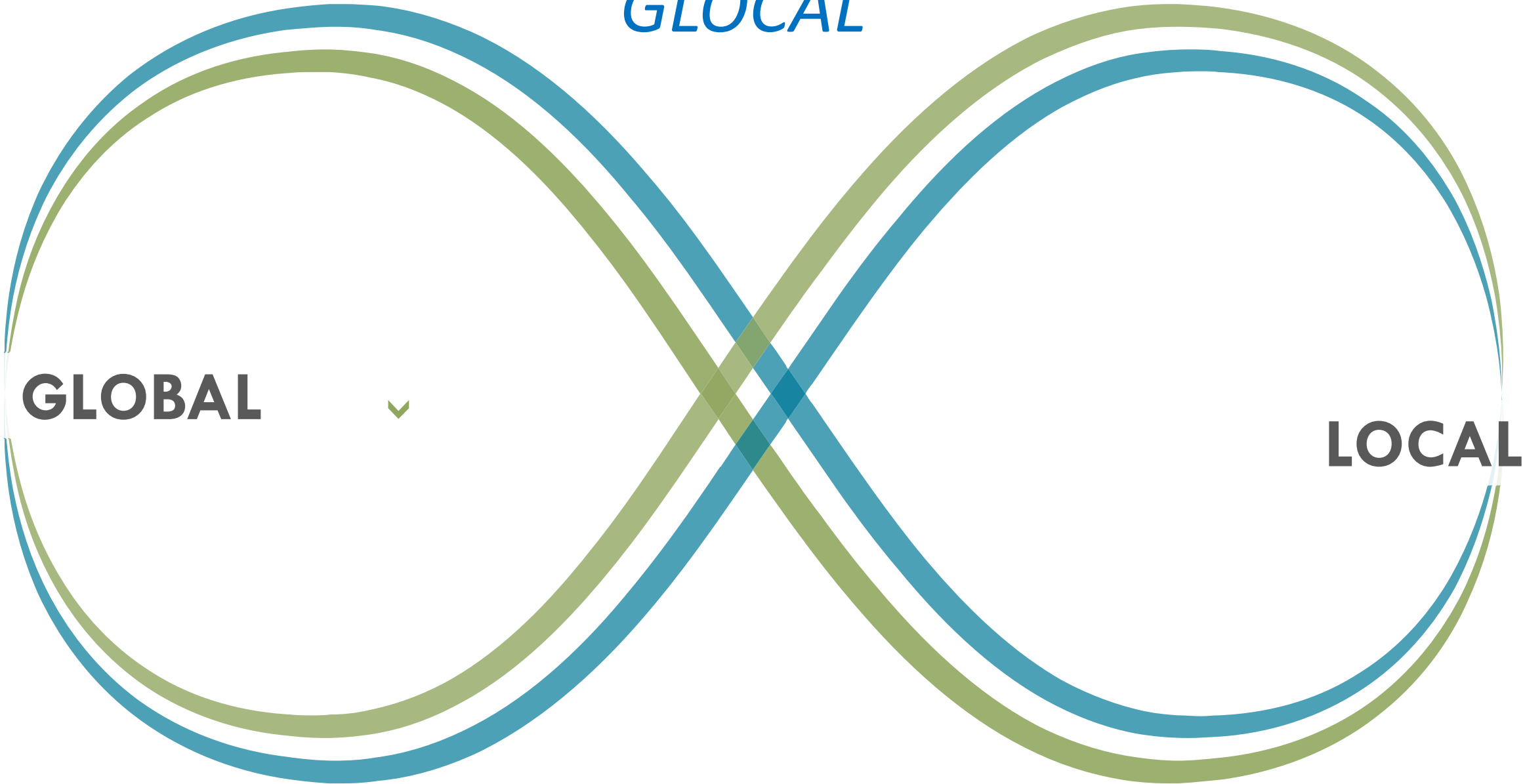
3. GLOCAL PERSPECTIVE

GLOCAL

GLOBAL

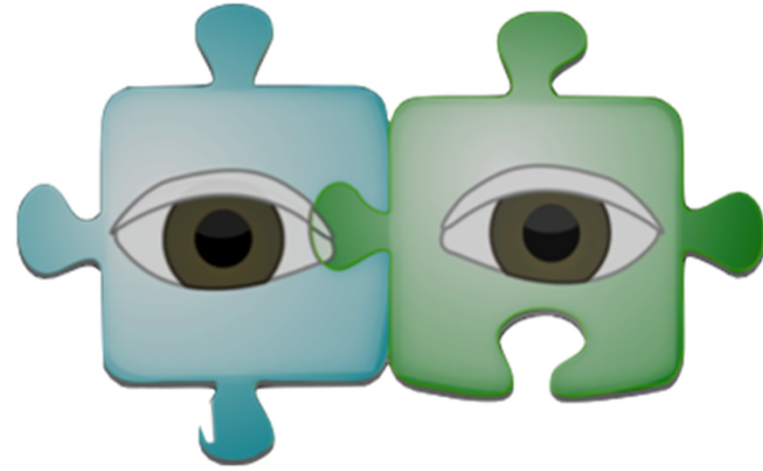


LOCAL

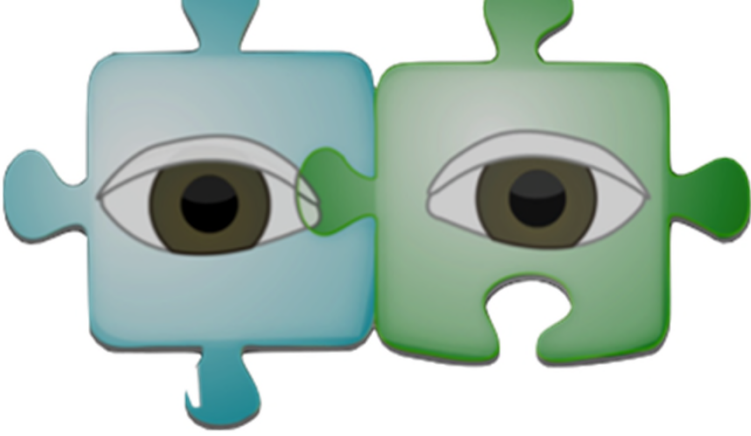


Two-Eyed Seeing

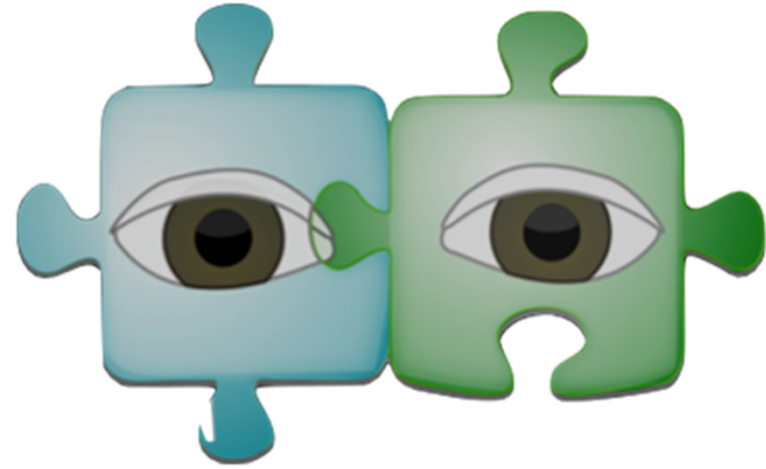
The Guiding Principle
brought into the
Integrative Science
co-learning journey
by [Mi'kmaw Elder Albert Marshall](#).



Etuaptmumk is the Mi'kmaw word for
Two-Eyed Seeing.



Two-Eyed Seeing refers to learning to see from one eye with the strengths of Indigenous knowledges and ways of knowing, and from the other eye with the strengths of Western knowledges and ways of knowing ... and learning to use both these eyes together, for the benefit of all.



Elder Albert indicates that Two-Eyed Seeing is the gift of multiple perspectives treasured by many Aboriginal peoples. We believe it is the requisite Guiding Principle for the new consciousness needed to enable Integrative Science work, as well as other integrative or transcultural or transdisciplinary or collaborative work.

Transformational work

Five evaluative thinking transformations

- 1. Systems thinking -- major systems change as the evaluand.*
- 2. Thinking globally – Blue Marble Perspective*
- 3. Thinking and tracking interconnections: micro, meso, macro*
- 4. Thinking integratively and holistically –
beyond silos*



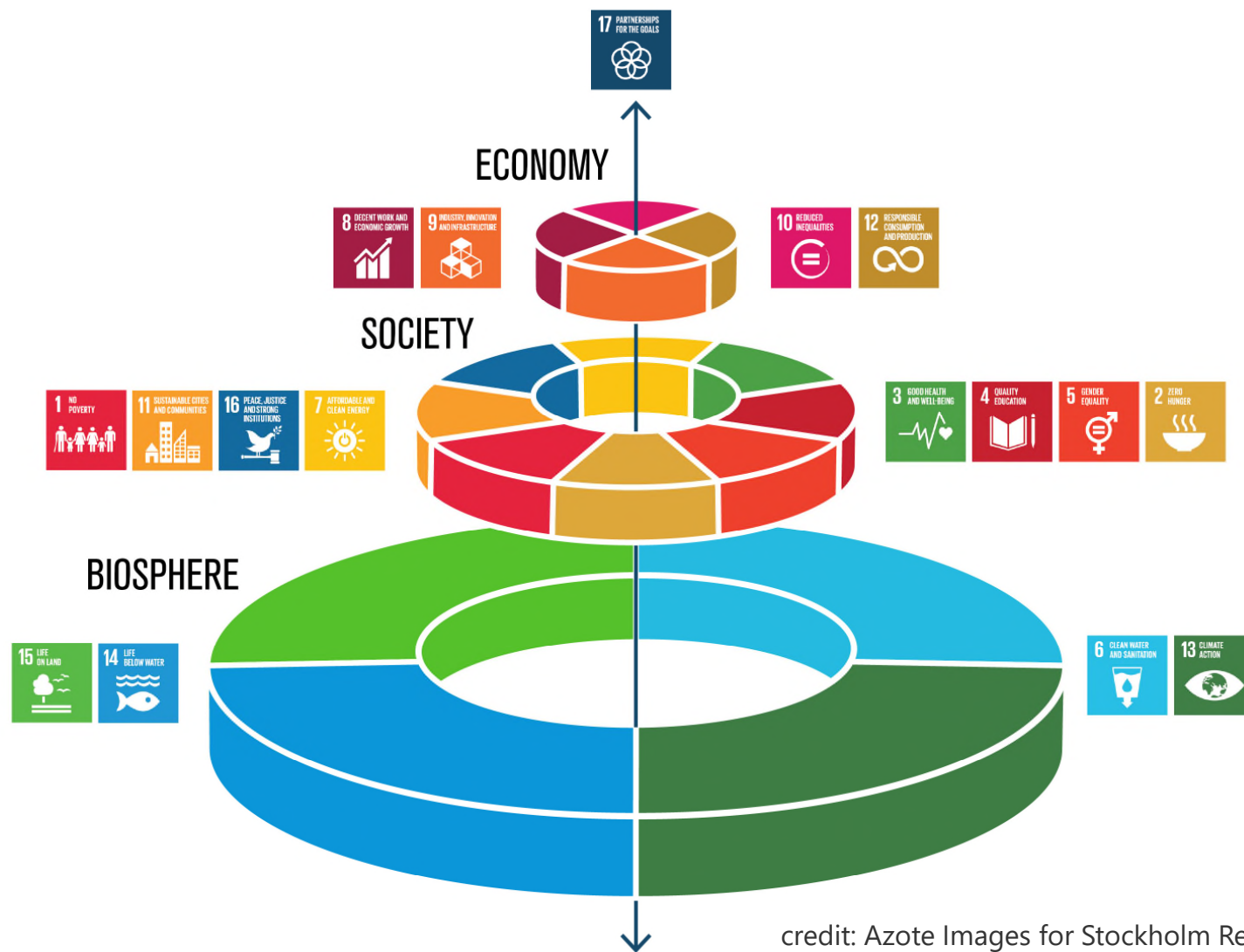
A TRANSFORMATIVE AGENDA FOR “THE WORLD WE WANT”

We live in a world where a massive concentration of wealth and privilege exists in the hands of a few: the richest 1 percent of the population owns 40 percent of the world's wealth, while the poorest 50 percent of the population owns only 1 percent of the world's wealth. The three richest people in the world own wealth equivalent to the combined gross domestic product (GDP) of the world's 49 poorest countries. It may seem that this is only related to income, but a similar situation exists in the statistics concerning human development as well. Human development indicators from 2015 show that 793 million people are still malnourished (FAO 2015), and that one in three women will be beaten, raped, abused, or mutilated in their lifetimes.¹ These are just a few examples of the many that illustrate the current inequity in the world.

The question is: is this the world we want? Or would we like to live in a world in which inequities have been banished for all humans—everywhere, anytime? Most would agree this is a common goal: so how do we get there?

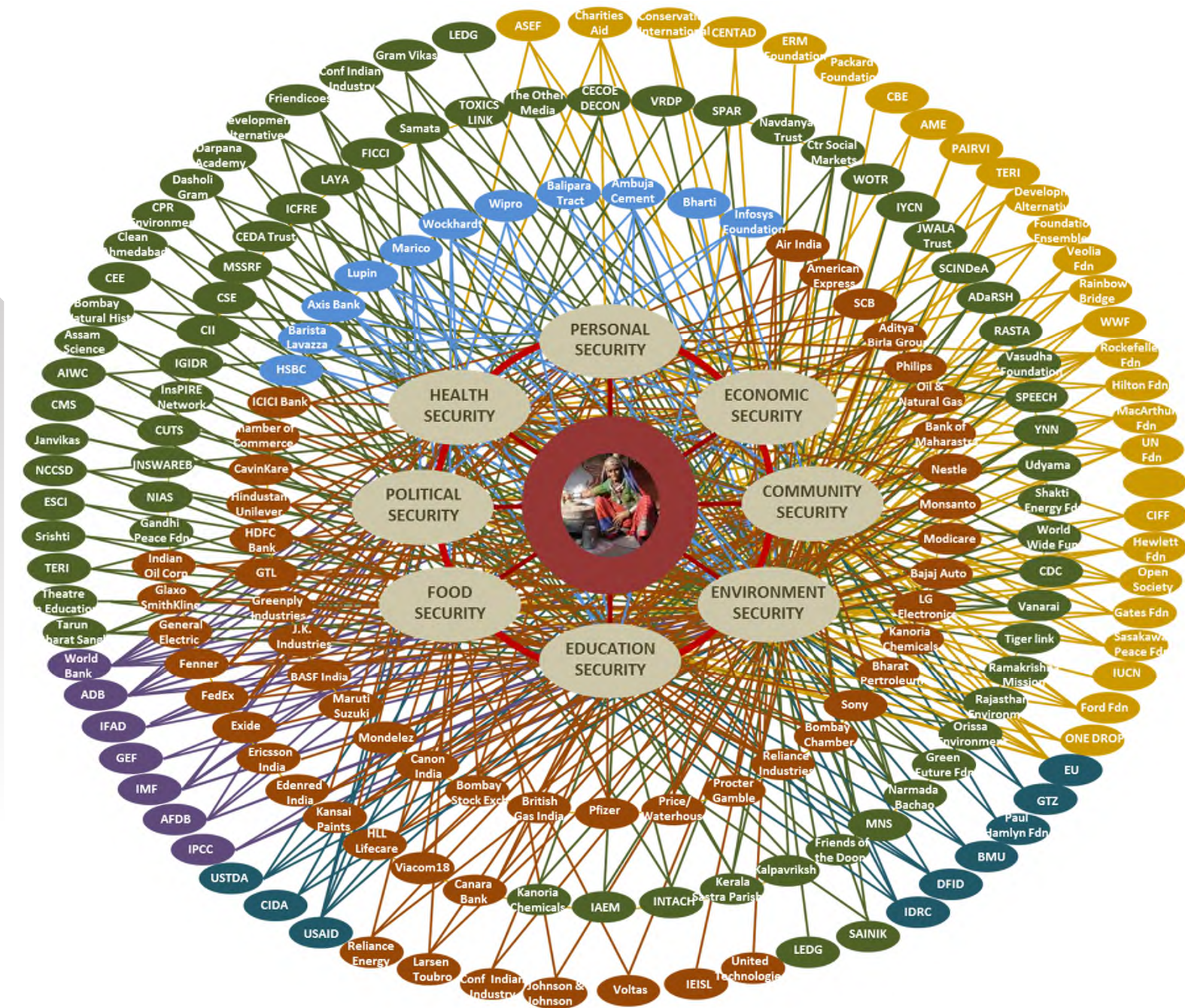


Grouping SDGs

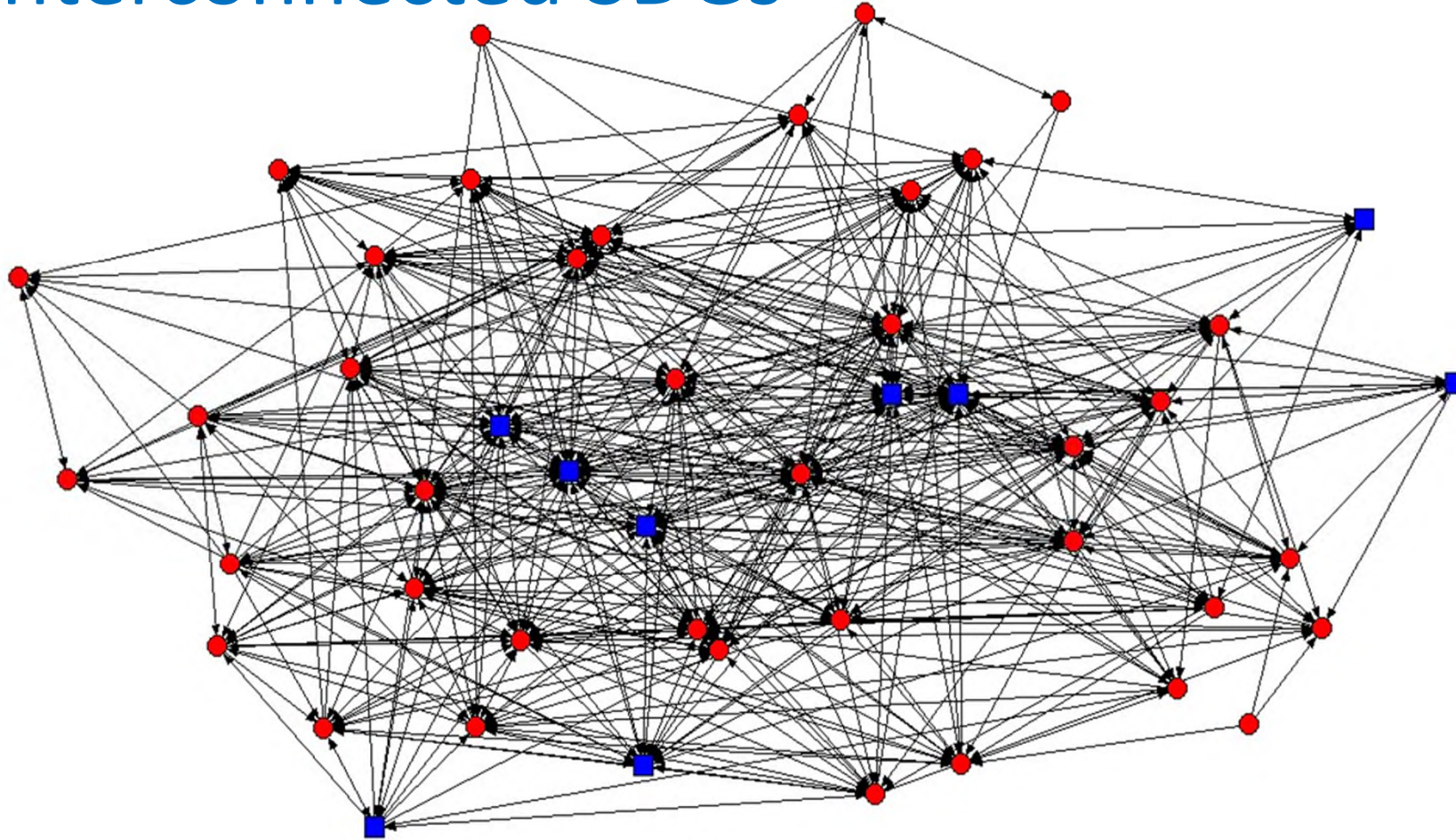


credit: Azote Images for Stockholm Resilience Centre





Global Systems Analysis Skills: Interconnected SDGs





Five evaluative thinking transformations

- 1. Complex dynamic systems thinking -- major systems change as the evaluand.*
- 2. Thinking globally – Blue Marble Perspective*
- 3. Thinking and tracking interconnections: micro, meso, macro*
- 4. Thinking integratively and holistically – beyond silos*
- 5. Interdependence not
Independence*

The book cover features a black background with a pattern of white circles of varying sizes, some of which are clustered together to form larger, irregular shapes. The title 'The Plague' is centered within one of these larger white clusters.

The Plague

• ALBERT CAMUS

Winner of the Nobel Prize in Literature



Evaluation for
Transformation

Interdependence:
Ubuntu



Ubuntu in Nguni languages,
or *botho* in Sotho.

“My humanity is caught up and is inextricably bound up in yours. I'm human because I belong. The spirit of ubuntu means wholeness. It is knowledge that we belong to a greater whole and are diminished when others are humiliated or diminished, when others are tortured or oppressed, or treated as if they were less than who they are. Our purpose is social and communal harmony and well-being.”

Bishop Desmond Tutu

Ubuntu

Ubuntu is an expression of
common humanity, oneness:
humanity, you and me, all
of us.

We are in this together.



SHARED TRANSFORMATION





Think globally
Act globally
Evaluate globally

TRANSFORMATION

???