National boundaries: the result of war, colonialism, enslavement, exploitation, genocide, oppression, greed, politics, religious persecution....
EVERY NATION MUST NOW DEVELOP AN OVERRIDDING LOYALTY TO
MANKIND AS A WHOLE IN ORDER TO PRESERVE THE
BEST IN THEIR INDIVIDUAL SOCIETIES.

NEW YORK, 1967
DAD - WHEN WILL I GET TO FLY TO A DIFFERENT COUNTRY?

- COUNTRIES DON'T EXIST FOR US

- THEY ARE A MADE-UP HUMAN THING

- THAT CAN CAUSE THEM LOTS OF PROBLEMS

- BIRDS DON'T HAVE BORDERS
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
- Poverty and inequality
- Multi-national corporate collusion
Global problems

- The definitions of the problems are disputed
- The “facts” are a matter of intense debate
- Politics and special interests dominate:
  -- national interests
  -- multi-national corporate interests
  -- agency agendas
  -- competition for resources
- The stakes are huge
“We can not solve our problems with the same level of thinking that created them.”
TRANSFORMATION
“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.’”

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.
Blue Marble Evaluation
Core Principles
<table>
<thead>
<tr>
<th><strong>EXHIBIT 15.2. Blue Marble Principles</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OVERARCHING BLUE MARBLE PRINCIPLES 1–4</strong></td>
</tr>
<tr>
<td><strong>1. Global Thinking principle:</strong></td>
</tr>
<tr>
<td>Apply whole-Earth, big-picture thinking to all aspects of systems change.</td>
</tr>
<tr>
<td><strong>4. Integration principle:</strong></td>
</tr>
<tr>
<td>Integrate the Blue Marble principles in the design, engagement with, and evaluation of systems change and transformation initiatives.</td>
</tr>
<tr>
<td><strong>BLUE MARBLE OPERATING PRINCIPLES 5–16</strong></td>
</tr>
<tr>
<td><strong>5. Transboundary Engagement principle:</strong></td>
</tr>
<tr>
<td>Act at a global scale.</td>
</tr>
<tr>
<td><strong>8. Time Being of the Essence principle:</strong></td>
</tr>
<tr>
<td>Act with a sense of urgency in the present, support adaptive sustainability long term, grounding both in understanding the past.</td>
</tr>
<tr>
<td><strong>11. World Savvy principle:</strong></td>
</tr>
<tr>
<td>Engage in ongoing learning relevant to Blue Marble principles and practices.</td>
</tr>
<tr>
<td><strong>14. Transformation Fidelity principle:</strong></td>
</tr>
<tr>
<td>Ensure that what is called transformation constitutes transformation. <strong>Corollary:</strong> Evaluate whether and how what is called transformational engagement constitutes a trajectory toward transformation.</td>
</tr>
</tbody>
</table>
## EXHIBIT 4.1. Four Overarching Blue Marble Premises and Principles

<table>
<thead>
<tr>
<th>Premises</th>
<th>Overarching principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Global problems like climate change, worldwide pollution, and global disparities require global interventions and, correspondingly, globally oriented and world savvy evaluators.</td>
<td><strong>Global Thinking principle:</strong> Apply whole-Earth, big-picture thinking to all aspects of systems change.</td>
</tr>
<tr>
<td>2. Human actions have created the global problems humanity faces; human actions are necessary to resolve these problems; thus, there are things for evaluators to know about global sustainability in the context of the Anthropocene to undertake evaluations knowledgeably and credibly.</td>
<td><strong>Anthropocene as Context principle:</strong> Know and face the realities of the Anthropocene and act accordingly.</td>
</tr>
<tr>
<td>3. Global anthropogenic problems are so severe, threatening the future of the planet and humanity, that major and rapid systems transformations are needed.</td>
<td><strong>Transformative Engagement principle:</strong> Engage and evaluate consistent with the magnitude, direction, and speed of transformations needed and envisioned.</td>
</tr>
<tr>
<td>4. Transformation requires multiple interventions and actions on many fronts undertaken by diverse but interconnected actors.</td>
<td><strong>Integration principle:</strong> Integrate the Blue Marble principles in the design, engagement with, and evaluation of systems change and transformation initiatives.</td>
</tr>
</tbody>
</table>
Global Systems Evaluation
Global Thinking
Principle
Think globally
Act locally and globally
Evaluate the interactions
ZOOMING IN & ZOOMING OUT

-A BLUE MARBLE EVALUATOR SKILL!
The challenge of focusing
GLOCAL

GLOBAL

LOCAL
From evaluating fishing to evaluating the sustainability of the fishing ecosystem
LET THE SILO GO...
OECD/DAC criteria, 1991

- Relevance (Project addresses priorities)
- Effectiveness (Project outcomes)
- Efficiency (Project cost-benefit)
- Impact (Results)
- Sustainability (continuity)
DAC Revised Criteria

**EFFECTIVENESS**
Is the intervention achieving its objectives?

**IMPACT**
What difference is the intervention making?

**RELEVANCE**
Is the intervention doing the right things?

**COHERENCE**
How well does the intervention fit?

**SUSTAINABILITY**
Will the benefits last?

**EFFICIENCY**
How well are resources used?
Evaluation Hurdles Challenge:
Traditional Criteria

Sustainability
Coherence
Impact
Efficiency
Effectiveness
Relevance

Evaluation Hurdles Challenge:
Evaluating Transformation Criteria

Adaptive Sustainability
Diversity/Equity/Inclusion
Full Cost Accounting
Complex Systems Framing
Transformation Fidelity
EVALUATION FOR TRANSFORMATIONAL CHANGE

Opportunities and challenges for the Sustainable Development Goals

Prague Declaration on Evaluation for Transformational Change
Adopted on Friday 4 October 2019

We, the evaluators, commissioners, parliamentarians and other evaluation users, gathered in the IDEAS Global Assembly and the Third International Conference on Evaluating Environment and Development, recognize the need and urgency of systemic change from local to global levels to address the global crises endangering our future. Having discussed the role of evaluation in promoting learning, systemic and transformational change, we agree on the following statements.

1. Promote Transformational Evaluation for the Sustainable Development Goals
We commit to evaluations that help us learn, understand and support the transformational and systemic changes needed in our countries and the world, as agreed upon in the 2030 Agenda for Sustainable Development. A sustainable balance between the social, economic and environmental domains is crucial in light of the existential threats of the climate crisis, mass extinction of species, growing local and global inequity, and ultimately unsustainable use of the resources of the planet.

2. Work in partnership
We will promote partnerships among evaluators, based on applied ethic codes and professional standards, and on mutual trust. At the same time, we commit to engage and recognize new evaluators and collaborators from many different disciplines and fields of work, including young and emerging evaluators, students and interns in evaluation teams whenever possible, in order to promote mutual learning and to discover and leverage new views and skills.
SUSTAINABILITY as a universal criterion in evaluations

6. Focus on sustainability
In all our evaluations, we commit to evaluating for social, environmental and economic sustainability and transformation, including by assessing contextual factors and systemic changes. We commit to assessing and highlighting, in all evaluations, unintended negative social, economic and environmental effects.