Workshop on the Blue Marble Perspective:

Thinking globally,

acting globally and locally,

and evaluating globally and locally

by Michael Quinn Patton

On December 7, 1972, the first photograph of the whole Earth from space was taken by the astronauts in Apollo 17. That photo became known as **The Blue Marble Shot**. You can't see the Earth as a globe unless you get at least twenty thousand miles away from it. Seeing from a *Whole Earth* perspective is what the designation "Blue Marble" connotes.

Taking a Blue Marble perspective means viewing the world **holistically**. It begins with watching for, making sense of, and interpreting the implications of things that are interconnected in the global system, thus thinking beyond nation-states, sector siloes, and narrowly identified issues. Blue Marble thinkers see the interconnections between the global and local, the macro and the micro, and the relationships between worldwide patterns and area-specific challenges. They become adept at zooming out for a big picture perspective and zooming in to understand and incorporate contextual variations, problems, and solutions. Applying Blue Marble thinking

to initiatives aimed at sustainable transformation, at any level and in any arena of action, has implications for how such initiatives are designed and evaluated. This chapter provides an overview of Blue Marble thinking applied to both global and local systems change designs and evaluations.

While the book focuses on Blue Marble evaluation, the Blue Marble principles apply to situation analysis, design of interventions, implementation, and evaluation. I'll elaborate this point below, but it's important to clarify right away that this is both a book about an approach to evaluation and a book about applying Blue Marble evaluative thinking to all aspects of systems change initiatives and interventions, at all levels at which they occur from local to global.

Global challenges in the Anthropocene

More people inhabit the Earth today than at any time in history. Fewer different plant and animal species exist today than at any time since homo sapiens emerged on Earth. These two facts are related. This is not a spurious correlation. Welcome to the Anthropocene.

The context for Blue Marble evaluation is that we have entered a new geologic era, dubbed the Anthropocene, characterized by dramatic and demonstrable human impact on the planet, impact of sufficient scale and scope that the future of humanity is in doubt. The Holocene designates the period of the last 12,000 years, since the end of the glacial Ice Age, and covers the historical development of human societies to the present. Three decades of integrated research on the functioning of global systems has led to the conclusion that planet Earth and her human inhabitants have entered a new geological epoch referred to as the Anthropocene, the era of measurable and lasting human impact on the Earth. This designation derives from a substantial and growing body of evidence that the sustainability and resilience of the Earth's systems, both

natural and human, are now at risk due to cumulative negative human actions (International

Institute for Applied Systems Analysis, 2016; Brannen, 2018).

In August, 2016, the Working Group on the *Anthropocene* presented its recommendation

to the International Geological Congress meeting in Cape Town: **"**The Earth is so profoundly

changed that the Holocene must give way to the Anthropocene" (Carrington, 2016, p. 1).

Erie Ellis, professor of geography and environmental systems at the University of

Maryland and a member of the Anthropocene Working Group of Future Earth, explains:

>Overwhelming evidence now confirms that humans are changing Earth in
>
>unprecedented ways. Global climate change, acidifying oceans, shifting global cycles of
>
>carbon, nitrogen, and other elements, forests and other natural habitats transformed into
>
>farms and cities, widespread pollution, radioactive fallout, plastic accumulation, the
>
>course of rivers altered, mass extinction of species, human transport and introduction of
>
>species around the world. These are just some of the many different human -induced
>
>global environmental changes that will most likely leave a lasting record in rock: the
>
>basis for marking new intervals of geologic time. (Ellis, 2018, p.p. 2-3)

The Anthropocene also includes positive human endeavors to ensure and enhance

long-term sustainability through transforming local and global systems. Good things are

happening. Bad things are happening. Balancing positive trends against negative ones, desired

outcomes against undesired results, and learning from what's working in contrast to what's not,

these are quintessential evaluation challenges. That's what we evaluators do, create a balanced,

informative, and useful synthesis from disparate and often conflicting findings. At least that's

what we've been doing at a project and program level for 50 years. Now we are called on to up

our game to global evaluation findings, conclusions, syntheses, judgments, and analyses about better ways forward.

Global Interconnectedness

Blue Marble Evaluation flows from our global interconnectedness. Consider these news stories as examples of global interdependence:

- Though the details vary from continent to continent, the global refugee crisis has roots in climate change, the differential effects of economic globalization, changing global power dynamics, and social media communications (Wertz & Hoffman, 2016).

- The US Federal Reserve Bank raised interest rates. Workers in Mexico and merchants in Malaysia suffered. Rising interest rates in the United States drove money out of many developing countries, straining governments, and pinching consumers around the globe. (*NY Times* headline, 3/16/17)

- Slave labor in the Amazon has been linked to suppliers of Lowe's and Walmart [US retail stores]. An investigation has revealed U.S.-based companies bought timber from Brazilian traders where loggers worked under slave labor conditions. (Campos, 2017).

- China ban on importing contaminated waste leaves Australia awash in rubbish (Smyth, 2018).

- Air pollution levels are dangerously high in many parts of the world. Data from the World Health Organization (WHO, 2018) shows that 9 out of 10 people breathe air containing high levels of pollutants, some of it produced locally and

some of it carried from air currents circling the globe. Some 7 million people are

estimated to die every year from diseases related to air pollution.

Now let's zoom out to the future and whole Earth. An international team of 23

multidisciplinary scientists reviewed more than 3,000 papers on various effects of climate

change. They identified 467 ways in which expected changes in climate affect human physical

and mental health, food security, water availability, infrastructure and other facets of life on

Earth. The effects include heat waves, wildfires, sea level rise, hurricanes, flooding, drought and

shortages of clean water. Loss of life, increasingly desperate living conditions, and forced

migration are worst for the poorest people around the world. Mammoth economic burdens for

climate mitigation will hit wealthier countries, demonstrably diminishing growth and prosperity.

(Mora et al, 2018).

We're all affected by the weather. But let's get even more personal. We all use plastic.

Everyone reading this uses plastic at some level in some way. In 2018 the Earth Network

featured the effects of plastic pollution locally and globally. Their website offers a personal

evaluation tool to measure your level of plastic consumption

(https://www.earthday.org/plastic-calculator/) Why does this matter? Here's why.

Plastic pollution is permeating oceans and threatening marine wildlife. Microscopic

plastic particles are absorbed by fish that humans eat. Land animals are trapped by plastic debris

or eat it and become sick. The main source of marine plastic is improperly managed waste,

especially from badly managed landfills that overflow directly into waterways and oceans.

The negative impacts of improper or insufficient waste management are immense,

and the growing scale of the problem is pushing this issue towards an environmental and

humanitarian crisis. Statistics show that individuals living in households that burn trash in their yards face up to a six-fold increase in the risk of respiratory infection. But it is not just the people living in these underserved communities that bear the negative effects of poor waste management. It is estimated that of all the world's waste, 40 percent ends up in uncontrolled dump sites. Many of these dumpsites are so poorly regulated that the waste in them overflows directly into the ocean. This phenomenon is the main source of the problem of plastic pollution in our oceans.

The growing scale of the problem of mismanaged waste means that by 2020 we will see a tenfold increase in the amount of plastic in the oceans and by 2050 marine plastic will outweigh the fish in the sea. Mismanaged waste also contributes to global warming. By 2025, dump sites and landfills will account for a staggering eight to ten percent of global greenhouse gas emissions. (Earth Day Network, 2018)

Plastic pollution is but one example of global interconnectedness. However manifest, global interdependence has implications for businesses, governments, nonprofits, philanthropic foundations, communities, and people in general. Globalization and the resulting global interconnectedness influence international development initiatives, including evaluation of those initiatives. Designing and evaluating change initiatives from a Blue Marble perspective requires a new set of skills, reconceptualized frameworks, innovative modes of collaboration, and new forms of funding.

The Niche and Relevance of Blue Marble Evaluation

Blue Marble evaluation brings a global perspective to evaluations of all kinds at all levels. Interventions and initiatives aimed at solving global problems by changing global systems

can benefit from evaluators with knowledge of world systems and methods appropriate to evaluating systems transformations. Local, regional, and national programs and projects are increasingly being challenged to include attention to sustainability and equity in their missions, goals, and activities. Blue Marble evaluators can help with that integration. As such, Blue Marble evaluation can be integrated with other evaluation approaches and models or, where the primary purpose of an initiative is global systems change, Blue Marble may be the overarching evaluation approach. Global sustainability and equity are not isolated, siloed problems. They are interconnected to each other and to other problems locally and globally. Blue Marble evaluation principles can therefore be relevant for any kind of change effort at any level of action.

Blue Marble evaluation is principles-based because to deal with the complexities of global issues and problems we need principles to guide us, not a rule book to tie us down. The principles direct us to view the world globally, holistically, and systemically. This means examining interconnections of problems and solutions across the artificial boundaries of nation-states, sector siloes, and narrowly identified issues. Let me reiterate what I said in opening this chapter and what you're read repeatedly throughout this book: *Blue Marble evaluators connect the global and local, the macro and the micro, and the relationships between worldwide patterns and area-specific challenges*.

Blue Marble evaluation is not a specific set of methods or measurements, though treating the global system as the focus of evaluation has major methodological and measurement implications. It is not dependent on a specific discipline or knowledge specialization, but is transdisciplinary and built on knowledge of the Earth as a global system of ecological and human interdependence. Blue Marble evaluators must be competent as prescribed by professional

evaluation standards as well as be world savvy – knowledgeable about global issues, sensitive to global disparities, able to operate in diverse global settings, and committed to ongoing learning and development in keeping with the rapidly changing nature of the world. Blue Marble evaluators are neutral about the effectiveness of any intervention until it has been evaluated, but bring to every evaluation an understanding of global systems transformation based on valuing sustainability and equity, about which we are not neutral. (Chapter 11 discusses the common values that undergird Blue Marble evaluation and how evaluators can engage credibly from a values perspective.)

Blue Marble evaluators must be able to communicate and work with the vast array of people who make up the richness and diversity of humanity, from the poor and underprivileged to the rich and politically powerful; from those sophisticated about climate change to those who are either ignorant or in denial; from funders of change to those targeted by those funders for change; from academics studying how the world works to in-the-trenches practitioners changing how the world works; from farmers with dirt in their fingernails to bureaucrats who suffer carpal tunnel syndrome; from children to parents to the aging; and from those working on the vision of "no one left behind" to those at risk of being left behind. Blue Marble Evaluation is thus comprehensive in vision and practice, abiding by the principles of both the evaluation profession and frameworks that articulate human rights and responsibilities, for example, the Universal Declaration of Human Rights, Indigenous People's rights, environmental ethics (Attfield, 2018), and other relevant expressions of values manifest together and integrated in Blue Marble evaluation principles and practices.

Blue Marble evaluators engage with a sense of urgency, recognizing that time is running out before we have reached the point of no return on climate change, if that point has not already been reached. Thus, Blue Marble evaluations must provide timely, meaningful, relevant, credible, and actionable information in support of global systems change and, ultimately, transformation, thereby becoming part of the solution, not, as evaluation is often perceived, part of the problem. Blue Mable evaluators are unabashedly active reactive, interactive, and adaptive in fulfilling our role and responsibility to not just make data, but make a difference with data. In all these regards, Blue Marble evaluation is about the future of humanity on Earth, our shared Blue Marble home. It is about thinking globally, acting globally, and evaluating globally while staying grounded in whatever contexts provides our operating base.

Overview

Blue Marble Evaluation consists of four overarching principles, which are implemented through specific operating principles. The distinction between overarching principles and operating principles is like the distinction between goals and objectives. Overarching principles provide big picture, general guidance. Operating principles provide more specific guidance. Each overarching principle and each operational issue is a chapter in the book. Each overarching principle is based on a premise about the state of the world. Here, then, is an overview of Blue Marble premises and principles. Caution: These won't make a great deal of sense in simple summary form. Each is elaborated in depth in subsequent chapters. But this tells you where we are headed on this Blue Marble evaluation journey.

Overarching Blue Marble Premises and Principles

"We are the first generation to know we are destroying our planet and the last one that can do anything about it."

Tanya Steele (2018)

Chief Executive at World Wildlife Fund.

First premise: 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.

***Anthropocene as Context Principle*:**

- Understand the realities of the Anthropocene and use evaluative thinking and processes to contribute to more sustainable and equitable human/ecosystem trajectories for the future.
    - Apply systematic anthropogenic analysis in designing and evaluating interventions and initiatives (a template is provided to do this).
    - Acknowledge and address *yin-yang* tensions like simple/complex, short-term/long-term, independent/interdependent, and other tensions especially relevant to Blue Marble thinking and engagement.
    - Use methods appropriate to Blue Marble and anthropogenic challenges. (Examples of applying innovative methods will be presented.)
    - Develop and demonstrate being World Savvy, including ongoing learning and development of global competencies.
    - Be transparent about what is at stake for all involved, including the evaluators.

Second premise: Global problems like climate change, worldwide pollution, and global disparities require global interventions and, correspondingly, globally-oriented and world savvy evaluators.

Global Thinking Principle.

- Apply Blue Marble thinking to design, implementation, and evaluation of systems change initiatives at all levels and for all types of interventions.

Operationally this means:

  - Whatever is done, or evaluated, consider its global implications both within and beyond nation-state boundaries.

  - Unpack and bring fidelity to initiatives, organizations, and projects calling themselves "global". Working on one issue in three countries is not global. What are the various ways in which the designation "global" has meaning?

  - Connect the local to the global, and the global to the local.

  - Think across silos by examining how issues, problems, and specific interventions may be interconnected.

  - Select appropriate methods for the situation and nature of the targeted systems changes.

  - Time being of the essence, be attentive to varying time horizons by integrating short-term, medium term, and long-term sustainability

considerations while acting with a sense of urgency given climate change and related anthropogenic trends.

Third premise: Global, anthropogenic problems are so severe, threatening the future sustainability of the planet and humanity, that major and rapid systems transformations   are needed.

Transformative Engagement Principle:

- Design, implement, and evaluate initiatives in accordance with the magnitude, direction, and speed of transformations needed and envisioned.

Operationally this means:

- Base transformational interventions on a research-informed theory of transformation knitting together relevant theories of change.

- Ensure that what is called transformation IS transformational.

- Catalyze, connect, track, map, nd evaluate networks and initiatives worldwide to generate critical mass tipping points toward global transformation.

- Apply systems thinking and complexity theory to transformational engagements.

- Transform evaluation to evaluate transformation.

Fourth premise: Transformation requires multiple interventions and actions on many fronts undertaken by diverse but interconnected actors.

- ***Overarching Integration Principle:*** Integrate the overarching and operating Blue Marble principles in the design, execution, and evaluation of systems change and transformation initiatives.

This fourth principle integrates the previous three, making it clear that this is not a pick-and-choose menu of options to choose from but rather an integrated and comprehensive approach in which all the principles are important and constitute, together, a complete package.

Integrating Design, Implementation, and Evaluation

We have a "tendency to treat problems in isolation, rather than as part of a larger whole. Just as investors often mistakenly evaluate stocks individually, rather than as part of the portfolio, coaches, and fans often evaluate sports decisions in terms of their immediate impact and give less consideration to how those decisions fit in the larger context of the game. (Walker, Risen, Gilovich, & Thaler, 2018, p. 4).

This observation is from researchers who study how we make decisions. We silo rather than integrate. We deal with things in parts and fail to see the whole. Indeed, the most common advice for dealing with complicated challenges is to break them down into small, manageable parts. That may get the small bits taken care of, but may miss how the parts interconnect as a whole. Complex systems are best understood by examining the quality of interactions among elements, not the quality of the elements in isolation. Working on isolated elements without understanding their relationship to other elements can interfere with the functioning of the whole. Dealing with problems piecemeal can, inadvertently, make the overall situation worse.

Design, implementation, and evaluation are typically treated as separate functions dealt with sequentially by different people with different roles who don't communicate with each

other. Throughout this book you'll find a pattern of breaking down silos, integrating separated functions, and creating linkages across time. In that spirit, Blue Marble evaluation focuses on integrating design, implementation, and evaluation of programs and interventions of all kinds, especially initiatives engaged in making global systems sustainable. This approach builds on what we've been learning from developmental evaluation of social innovations in which the evaluator is engaged on an ongoing basis as part of the innovation team and redesign, implementation adjustments, and responsive evaluation occur together, mutually reinforcing, as the innovation unfolds. Likewise, with principles-focused evaluation, the evaluator is typically involved in helping to craft evaluable principles, support their implementation in practice, and provide feedback about adherence to the principles and the results of adherence, or lack thereof. Blue Marble evaluation has emerged from these innovative approaches to evaluation in which evaluation becomes part of the intervention because it is so embedded in and integral to the innovation and change efforts being developed. That degree of evaluation engagement is controversial, to be sure, and I'll address the concerns along the way. For now, I'm just describing the evolution of Blue Marble evaluation and its niche in the evaluation and global systems change landscapes.

Blue Marble evaluation also looks backwards (what has been) to inform the future (what might be) based on the present trajectory (what is happening now). Evaluators examine what has worked and not worked in the past, not just to capture history, but to inform the future. Forecasts for the future of humanity run the gamut from doom-and-gloom to utopia. Evaluation as a transdisciplinary, global profession has much to offer in navigating the risks and opportunities that arise as global change initiatives and interventions are designed and undertaken to ensure a

sustainable future. While conducting evaluations worldwide, evaluators have learned a great deal about what is needed to *design* effective interventions and then what it takes to implement them. This knowledge informs the Blue Marble approach as design, implementation, and evaluation. are integrated on the basis of knowledge about these relationships. That said, emphasizing that the Blue marble principles encompass design, implementation, and evaluation makes the statement of the overarching principles wordier and somewhat cumbersome, but our Blue Marble team thought that the importance of thinking in terms of systems interconnectedness took precedence over shorter, more succinct expressions of the principles. However, for sake of brevity, I will refer most often to Blue Marble evaluation with the understanding that design thinking and attention to implementation are included and embedded.

Blue Marble thinking beyond evaluators: A worldwide invitation

While this book is about Blue Marble evaluation, it is not just aimed at evaluators. Further in the spirit of breaking down silos, evaluators can't effectively and usefully undertake Blue Marble evaluations unless others engage in Blue Marble thinking. As I noted in the preface and reiterate here, this isn't a private reading. The whole world is invited: Development practitioners and specialists, social innovators, policymakers, program designers, leaders and directors in government, philanthropy, NGOs, the private sector, grassroots activists, university researchers, think tank experts, sustainability scientists, equity advocates, SDG implementers, and certainly funders and social impact investors. Transformation for sustainability and equity connects us all together. In putting forth Blue Marble evaluation we aren't trying to take over the 20230 global systems change agenda expressed as *No One Left Behind,* we're trying to support it and, hopefully, increase its likelihood of success.

Integrating research into design, implementation, and evaluation

Another importance source of integration is ensuring that theories of change and transformation are research-based. Blue Marble evaluators can be a conduit for bringing research into all aspects of systems transformation initiative and interventions.

Transforming evaluation

Integrating design, implementation, and evaluation is but one way Blue Marble evaluation transforms evaluation. Traditional project and program evaluation will not suffice to address systems change on a global scale. Traditional -- and still dominant -- performance measurement and monitoring techniques are likewise inadequate. Static and rigid randomized control designs – emphasis on control – are irrelevant to the uncontrollable dynamics of complex systems. Indeed, these traditional approaches to evaluation can create barriers to systems change by forcing transformational visions into narrow project boxes amenable to methods evaluators are comfortable with (logic models and SMART goals, as examples). Innovations in evaluation include eclectic approaches created by tapping into a vast array of many-splendored, diverse, and innovative knowledge-generating and learning-oriented processes. You'll find those throughout the book, then brought together in the synthesis chapter at the end entitled *transforming evaluation to evaluate transformation.*

In short, evaluation is no longer just a back-end activity assessing whether goals have been attained. By integrating design, implementation, and evaluation, a Blue Marble evaluation team can support accomplishing a range of tasks in developing both local and global systems change initiatives. The next section provides a checklist of Blue Marble contributions that can be used as both a reminder of possibilities for evaluators and a menu of options for those designing

and implementing systems change initiatives.

Blue Marble Design, Implementation, and Evaluation Checklist

1. *Situation analysis and statement of the problem*: What is the empirical evidence that delineates the scope, status, and parameters of the problems to be addressed. To what extent and in what ways are these global issues reflecting global, regional, and local trends? A Blue Marble perspective brings global data, expertise, relevant research, indigenous knowledge, and local insights to bear on problem delineation at whatever level an initiative is operating – local, regional, statewide, national, or multinational.

2. *System(s) to be changed*: What are the boundaries, interrelationships, dynamics, and perspectives that delineate the systems that an intervention or initiative aspires to transform? Global subsystems like climate, the global economy. worldwide population dynamics, land systems, ocean systems, flora and fauna subsystems, and human systems (economic, political, cultural) make up the whole Earth system.

3. *Theory of change:* What research and evaluation findings support, explain, and justify the proposed approach to systems transformation? A theory of change is not just a brainstorming idea, creative fabrication, or vision of hope. A theory of change should be knowledge-based, research-supported, and evaluable. A Blue Marble theory of change includes specification of how global trends, factors, and influences will be handled in the initiative. And when the target is transformation, multiple theories of change may be knitted together into a *theory of transformation*, the focus of chapter 12.

4. *Budget development*: What are the likely costs of a proposed intervention or initiative? Evaluators can help find cost comparations and budget projections based on similar efforts.

Initial cost-effectiveness calculations help guide decisions about feasibility and viability. Blue Marble budgets must identify and include the real costs of operating globally.

5. *Contextual analysis*: What larger contextual factors – social, cultural, environmental, political, and economic -- should be taken into accounted and factored in through strategic thinking, then monitored as the initiative unfolds? The context for Blue Marble design and evaluation includes the effects of having entered the *Anthropocene Epoch.* The Anthropocene is essential context for global systems change initiatives as the next chapter will elaborate. And the point here is not just to do situation and contextual analyses as free-standing, check-off-the-box-as-done activities. The point is to use those analyses to inform the evaluation, focus evaluation questions, and interpret findings – and that situation and context analyses need to be regularly revisited and updated.

5. *Implementation strategy*: What has to happen to move from proposed idea to in-the-real-world action? Evaluative thinking helps connect the dots to portray the pathway toward intended change and success. The global dimensions of thinking and acting from a Blue Marble perspective takes into account that implementation of systems transformation initiatives will be more complex and uncertain than more narrowly conceived traditional projects and programs.

6. *Adaptive learning and ongoing course corrections*. How can implementation be monitored to allow for ongoing development and timely learning, allowing course corrections in the face of complex systems dynamics, emergent developments, and unanticipated consequences? Especially important is reflecting on how to reflect on global developments and experiences that give a global edge to lessons learned.

7. *Reality-testing.* How can those working at change know whether what they hoped would happen is really happening, and what they aspired to accomplish is being accomplished? All of us, as humans, are subject to selective perception, seeing only what we want to see. Evaluation is the antidote to self-congratulatory reality distortion. In particular it is easy to slide back into a narrow project and program mentality away from global systems change thinking and engagement. The Blue Marble perspective stays focused on global realities and the interconnections between local and global realities.

8. *Extracting insights and lessons to inform trajectory adjustments*. What revisions in actions, strategy, theory of change, and theory of transformation are needed to reflect what is being learned and guide adaptation in the face of unfolding realities? A theory of change or transformation is not wall decoration. Evaluative findings, interpreted through the lens of the theory of change or transformation, support deepening understanding of what is happening and why, and the implications going forward. Blue Marble evaluation generates lessons that can be applied to adapting what is already being done, taking advantage of new opportunities, and facing emergent challenges. Blue Marble evaluation findings and lessons can also support connecting transformative initiatives to each other as a collective response to global trends.

9. *Asking the right questions*. What evaluation questions will be useful to answer? There are more possible questions about any initiative than can possibly be answered. Utilization-focused evaluation navigates through the maze of possibilities to keep the spotlight on what's truly useful to know from a Blue Marble perspective for improvement and decision-making. The Blue Marble perspective enlarges the context for decision-making by adding overarching attention to the of global systems transformation.

10. *Timing and focusing reporting.* When should evaluation findings be synthesized and reported, to what intended users and stakeholders, for what intended purposes, to optimize evaluation use? Boilerplate timelines (quarter and annual reports) may not sync with when timely evaluation reporting will make the greatest difference. Monitor global and local situational developments that may affect timeliness.

What's at Stake

Humanity has reached a critical juncture – the most important in the relatively short existence of our species. Unless we are willing to let global problems fester to the point where violence and intolerance appear to be the only realistic ways of confronting our unevenly integrating world, we must link the future of globalization to a profoundly reformist agenda…There is nothing wrong with greater manifestations of social interdependence that emerge as a result of globalization. However, these transformative social processes must have a moral compass and an ethical polestar guiding our collective efforts: the building of a truly democratic and equalitarian global order that protects universal human rights without destroying the cultural diversity that is the lifeblood of human evolution.

Manfred Steger (2013, pp. 136-7)

Globalization scholar

The ethical guidance for transformation must include connecting humans and the natural world together in mutually sustainable ways. A call for democratic processes should not be read as advocating a particular form of government but, rather, supporting participatory processes that involve people in exercising evaluative thinking in the decisions that affect their future and that

take into account both local interests and a shared sustainable trajectory for humanity and the planet.

This work aspires to demonstrate how principles-focused Blue Marble Evaluation can contribute to realizing that vision, how evaluation can be part of the solution rather than part of the problem.

> For more on *Blue Marble Evaluation*
>
> by Michael Quinn Patton see the book by that name