

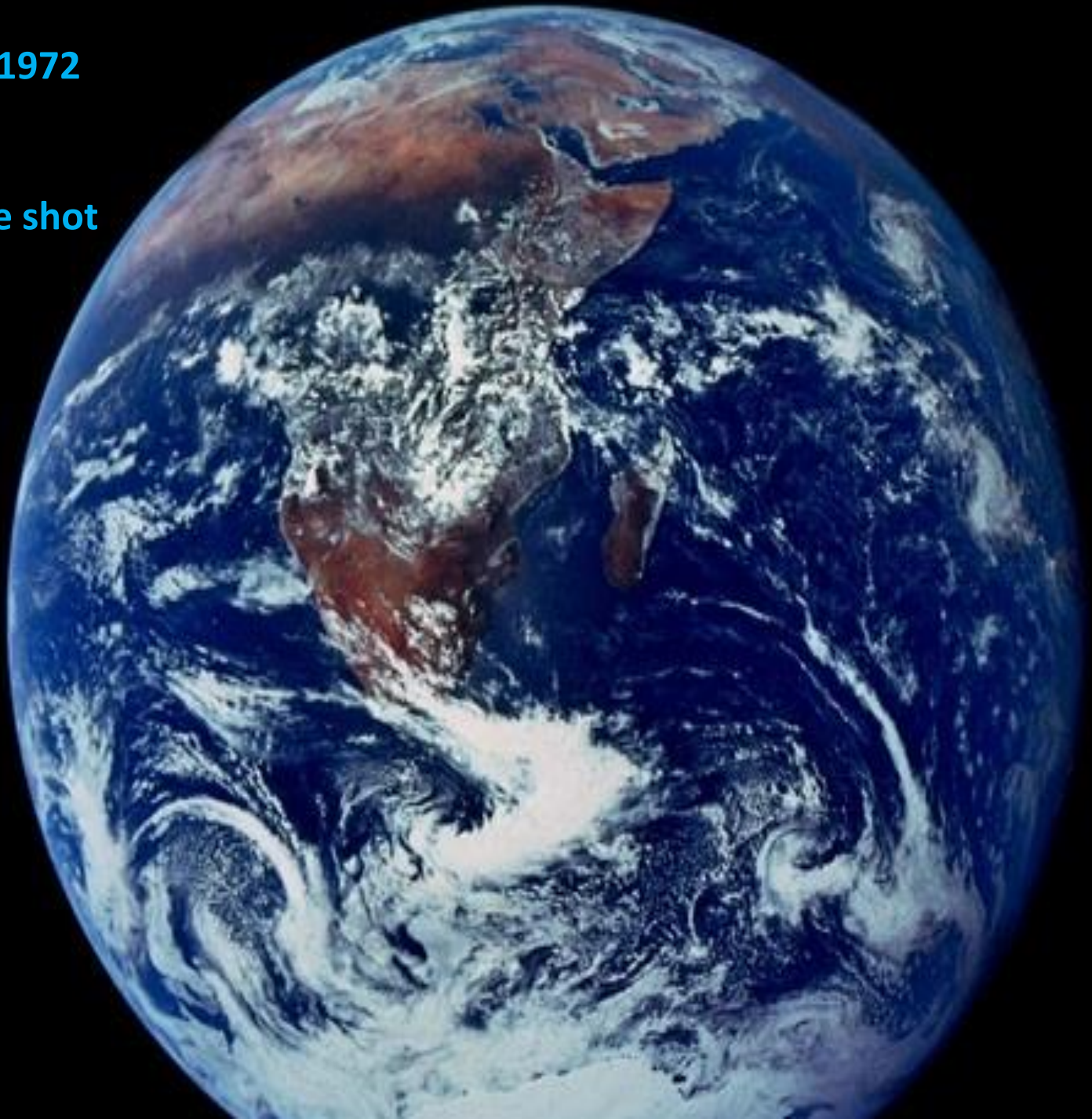
CECAN
WEBINAR
October 5,
2021

Michael
Quinn
Patton



BLUEMARBLE
evaluation

December, 1972
Last Apollo
mission:
Blue Marble shot





BLUEMARBLE evaluation

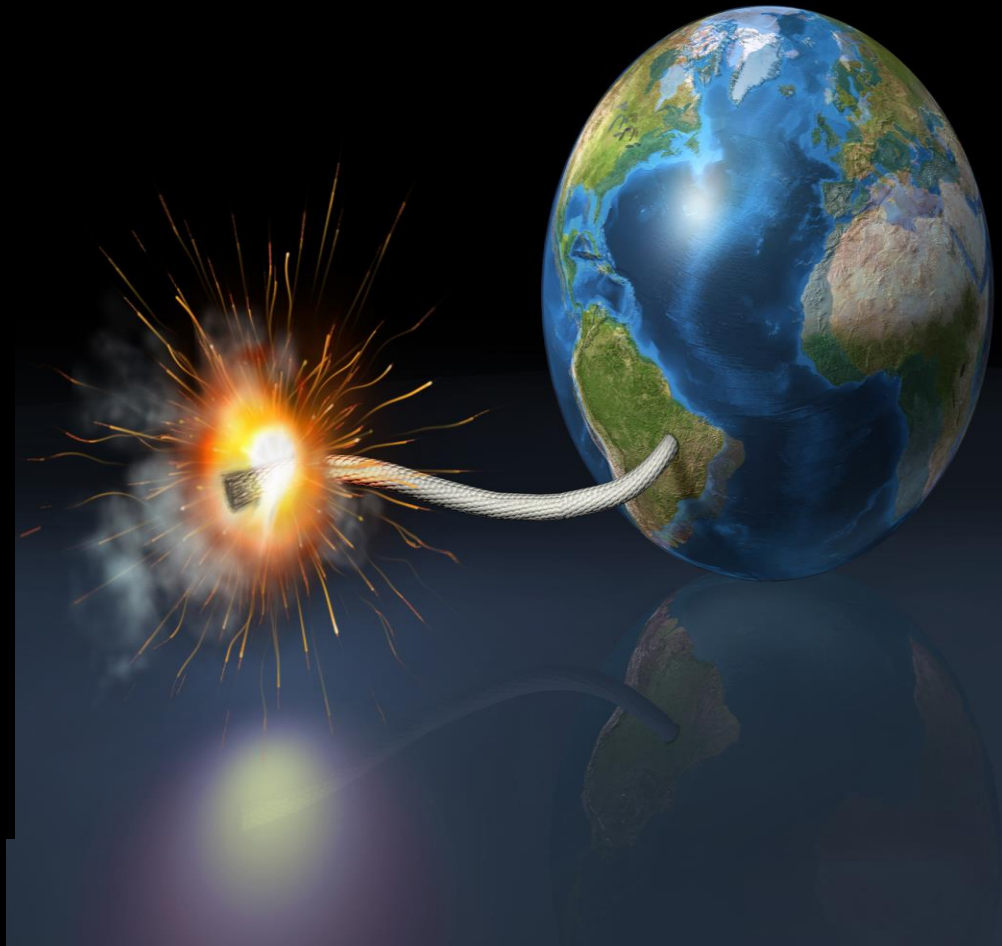
Premises and Principles



MICHAEL QUINN PATTON

**“We are the first
generation to know that
we are destroying the
planet,
and the last
generation that can do
anything about it.”**

**WWF
(2018)**

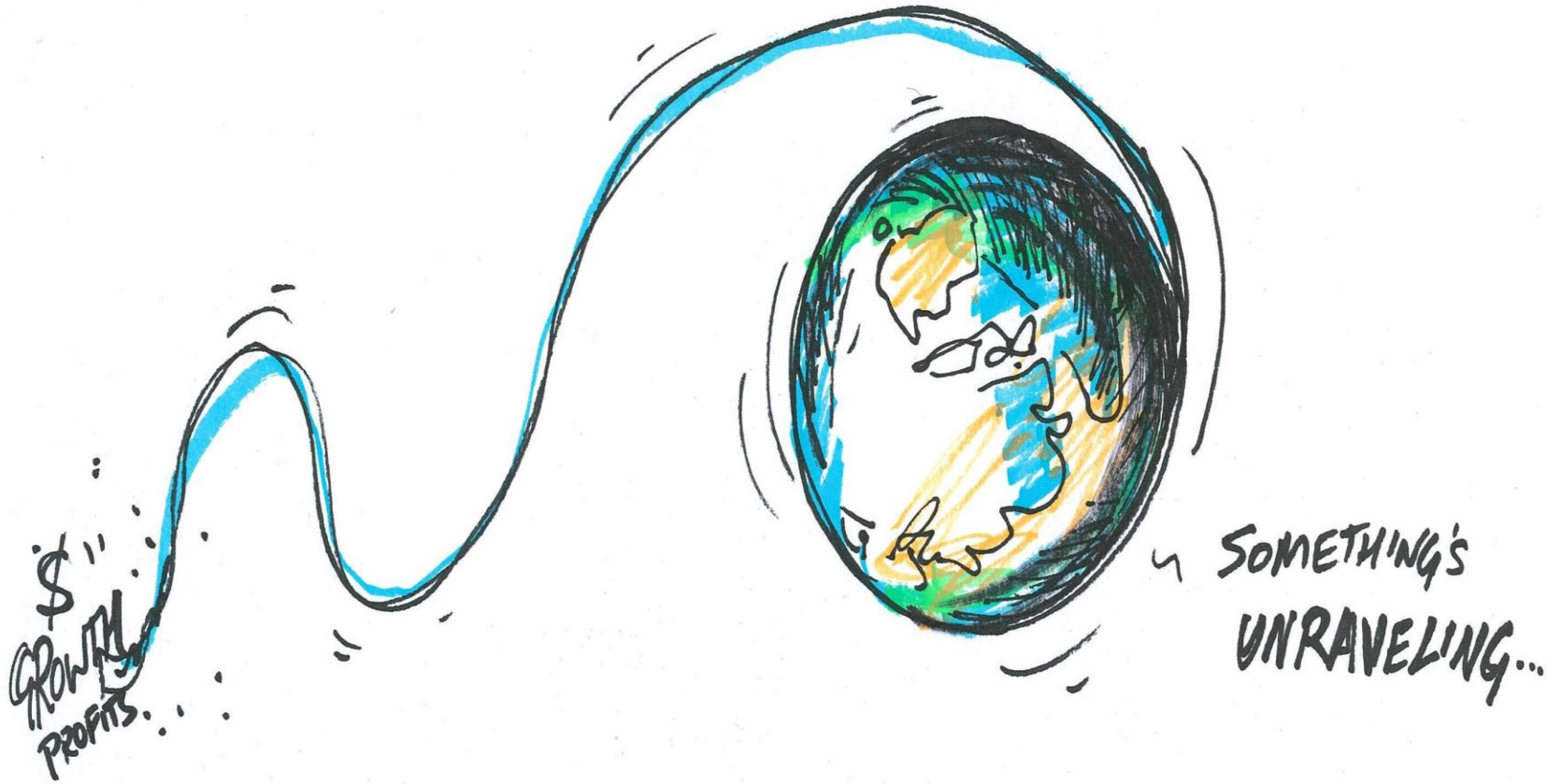


Global problems
transcend national and
agency boundaries

- 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
- Food systems

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



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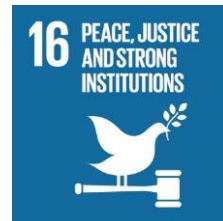
*Think globally,
Act locally & globally,
Evaluate the
Interaction*

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



Compare images



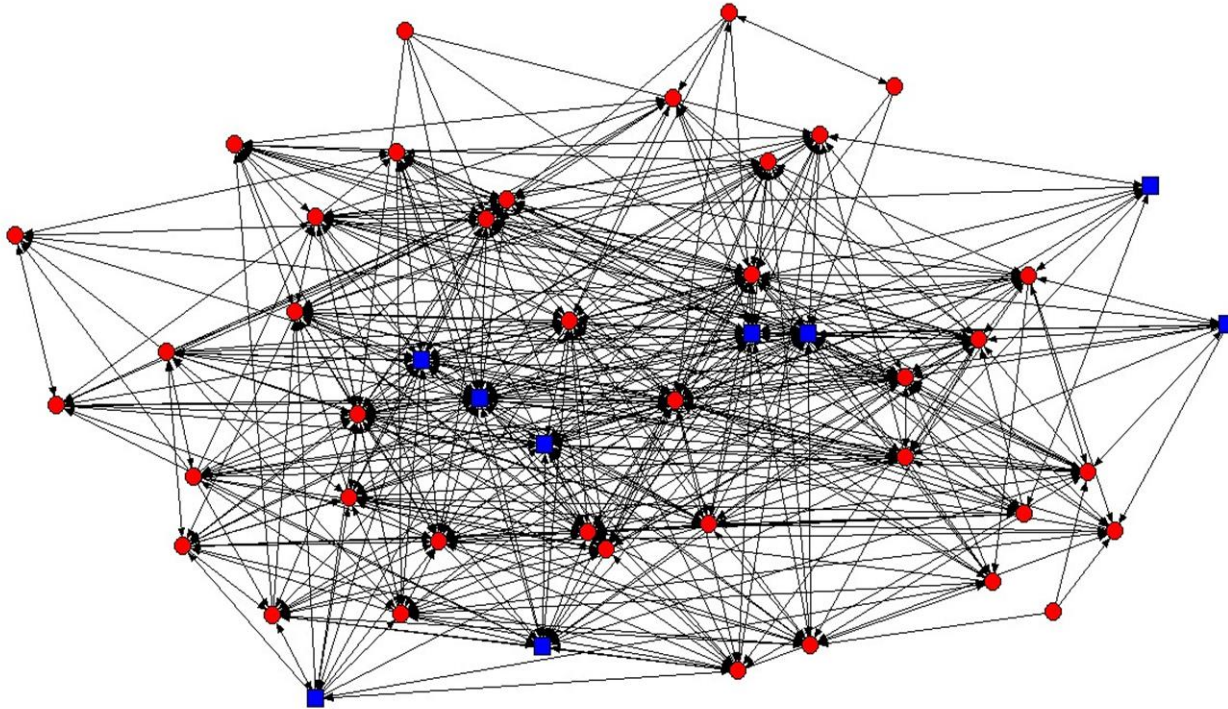
National boundaries: the result of war, colonialism, enslavement, exploitation, genocide, oppression, greed, politics, religious persecution....

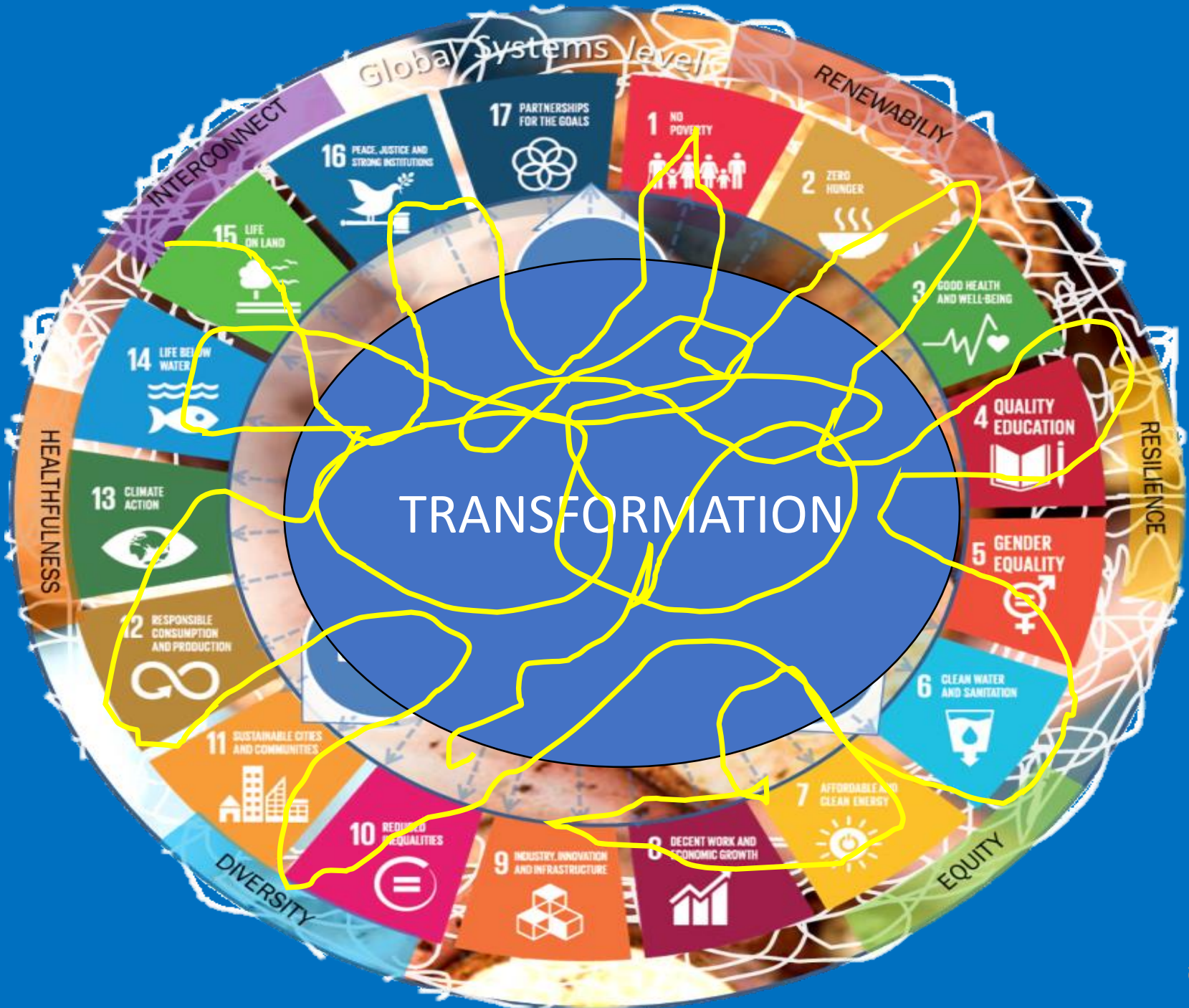
EVERY NATION MUST NOW DEVELOP AN OVERRIDING LOYALTY TO
MANKIND AS A WHOLE IN ORDER TO PRESERVE THE
BEST IN THEIR INDIVIDUAL SOCIETIES.

NEW YORK, 1967

Overcoming Boundaries

Interconnected SDGs: Complex Dynamic Systems





Evaluation grew up in the
projects



Evaluation grew
up in the
“projects”

Evaluation

Traditional

Evaluating...

- Projects & Programs
- Goal attainment
- Implementation
- Impacts

Generating...

- Findings
- Lessons
- Recommendations

Nontraditional & New Directions:

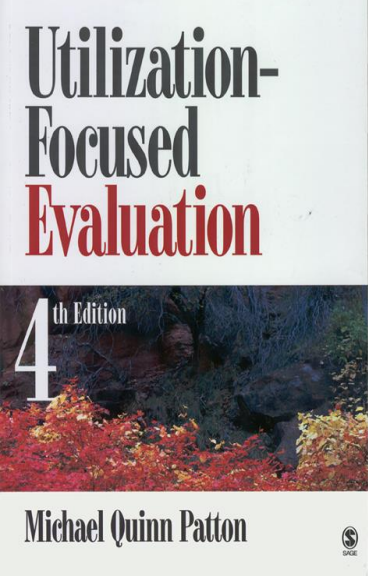
Evaluating...

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

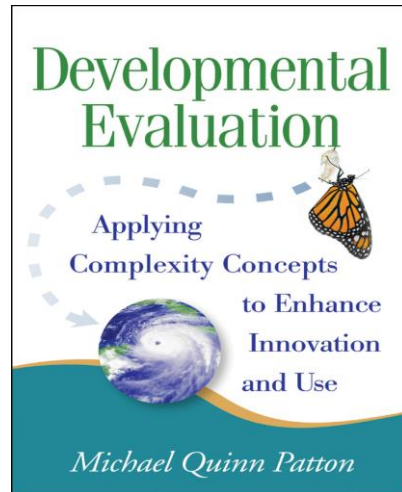
Innovations & Challenges:

Evaluating...

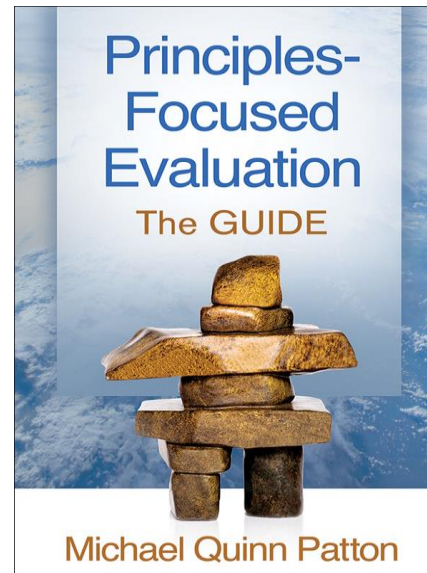
- Community impacts
- Regional initiatives
- Networks and collaborations
- Inclusiveness and diversity
- Innovation
- Collective impact
- Scaling
- Environmental ecosystem sustainability
- Global systems change &
TRANSFORMATION



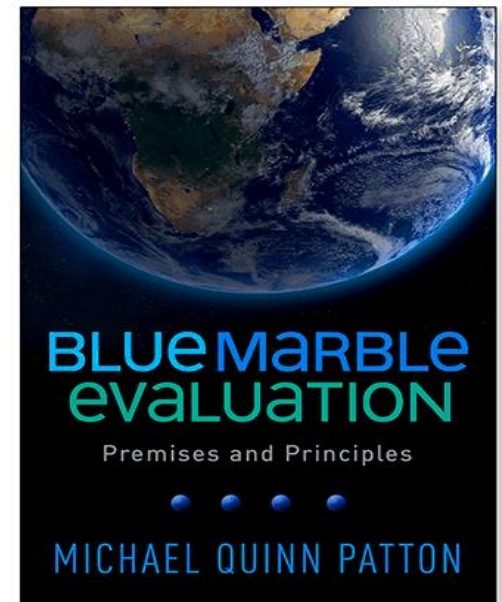
1978



2011



2018



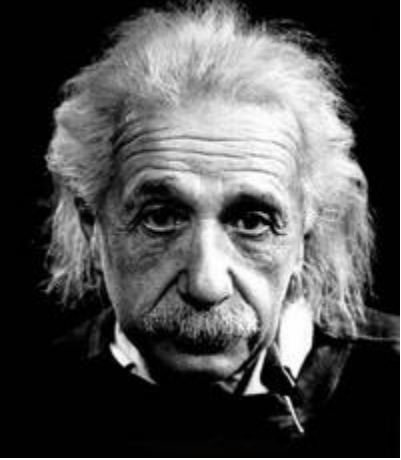
2020

Global Thinking Principle Explicated

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 whole-Earth, big-picture thinking to all aspects of systems change.



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



WHERE
ARE YOU
FROM?

EARTH

Simeon
KNEEBOONE

Blue Marble Global Scale Principle

Blue Marble Global Scale Principle	Design Guidance	Evaluation Criterion and Question
Engage using a global perspective.	Look beyond nation-state borders and boundaries to affect transnational, regional, and global patterns, interactions, and dynamics.	Global scale fidelity: To what extent and in what ways is an initiative or intervention truly global in both processes and results?

Think across siloes

Transform interrelationships
& interconnections



TRANSFORMATION

Many of the solutions however will require breaking down the walls of specific sectors – forestry, agriculture, energy, transport, health – and working with a variety of stakeholders across landscapes, seascapes and cities to achieve multiple goals at once. There simply isn't enough time or money to pursue isolated and contradictory solutions.

OVERARCHING BLUE MARBLE PRINCIPLES 1–4

1. **Global Thinking principle:**

Apply whole-Earth, big-picture thinking to all aspects of systems change.

2. **Anthropocene as Context principle:**

Know and face the realities of the Anthropocene—and act accordingly.

3. **Transformative Engagement principle:**

Engage and evaluate consistent with the magnitude, direction, and speed of transformations needed and envisioned.

4. **Integration principle:**

Integrate the Blue Marble principles in the design, engagement with, and evaluation of systems change and transformation initiatives.

BLUE MARBLE OPERATING PRINCIPLES 5–16

5. **Transboundary Engagement principle:**

Act at a global scale.

6. **GLOCAL principle:**

Integrate complex interconnections across levels.

7. **Cross-Silos principle:**

Engage across sectors and issues for systems change.

8. **Time Being of the Essence principle:**

Act with a sense of urgency in the present, support adaptive sustainability long term, grounding both in understanding the past.

9. **Ying–Yang principle:**

Harmonize conceptual opposites.

10. **Bricolage Methods principle:**

Conduct utilization-focused evaluations incorporating Blue Marble principles to match methods to the evaluation situation.

11. **World Savvy principle:**

Engage in ongoing learning relevant to Blue Marble principles and practices.

12. **Skin in the Game principle:**

Acknowledge and act on your stake in how the Anthropocene unfolds.

13. **Theory of Transformation principle:**

Design and evaluate transformation based on an evidence-supported theory of transformation.

14. **Transformation Fidelity principle:**

Ensure that what is called transformation constitutes transformation.


Corollary: Evaluate whether and how what is called transformational engagement constitutes a trajectory toward

15. **Transformational Alignment principle:**

Transform evaluation to evaluate transformation.

16. **Evaluation as Intervention principle:**

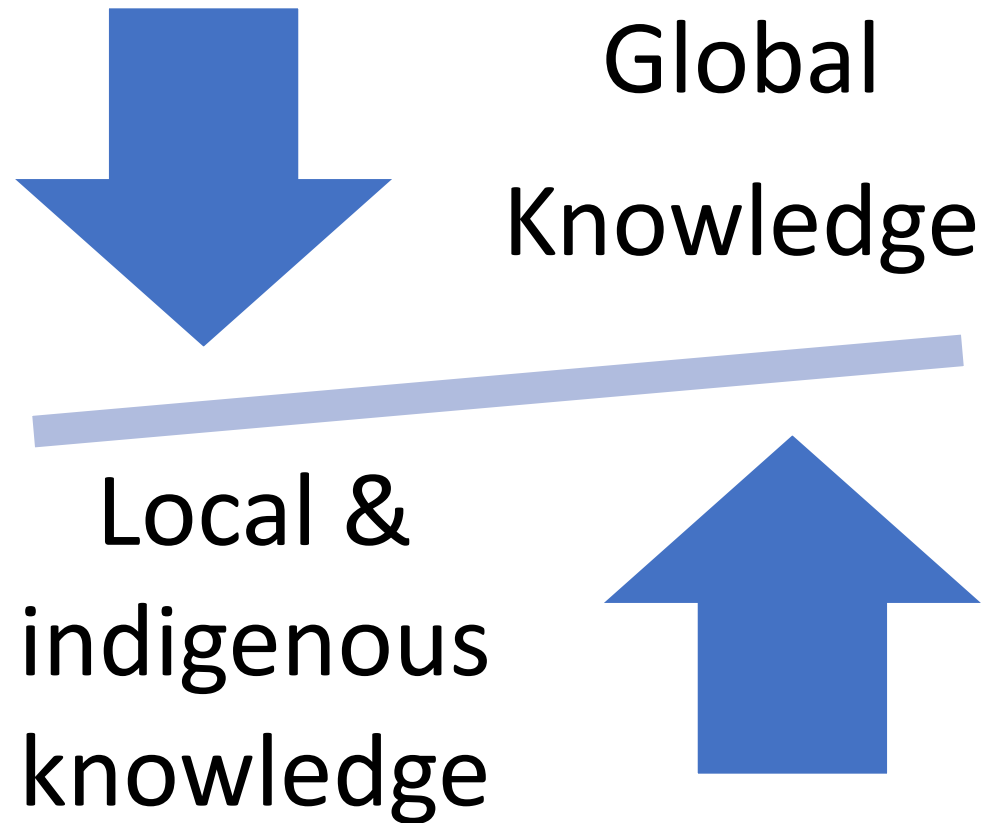
Integrate and network evaluations to inform and energize transformation.



*Think globally
Act locally and globally
Evaluate the
interactions*

GLOCAL





ZOOMING IN & ZOOMING OUT

- A BLUE MARBLE
EVALUATOR
SKILL!

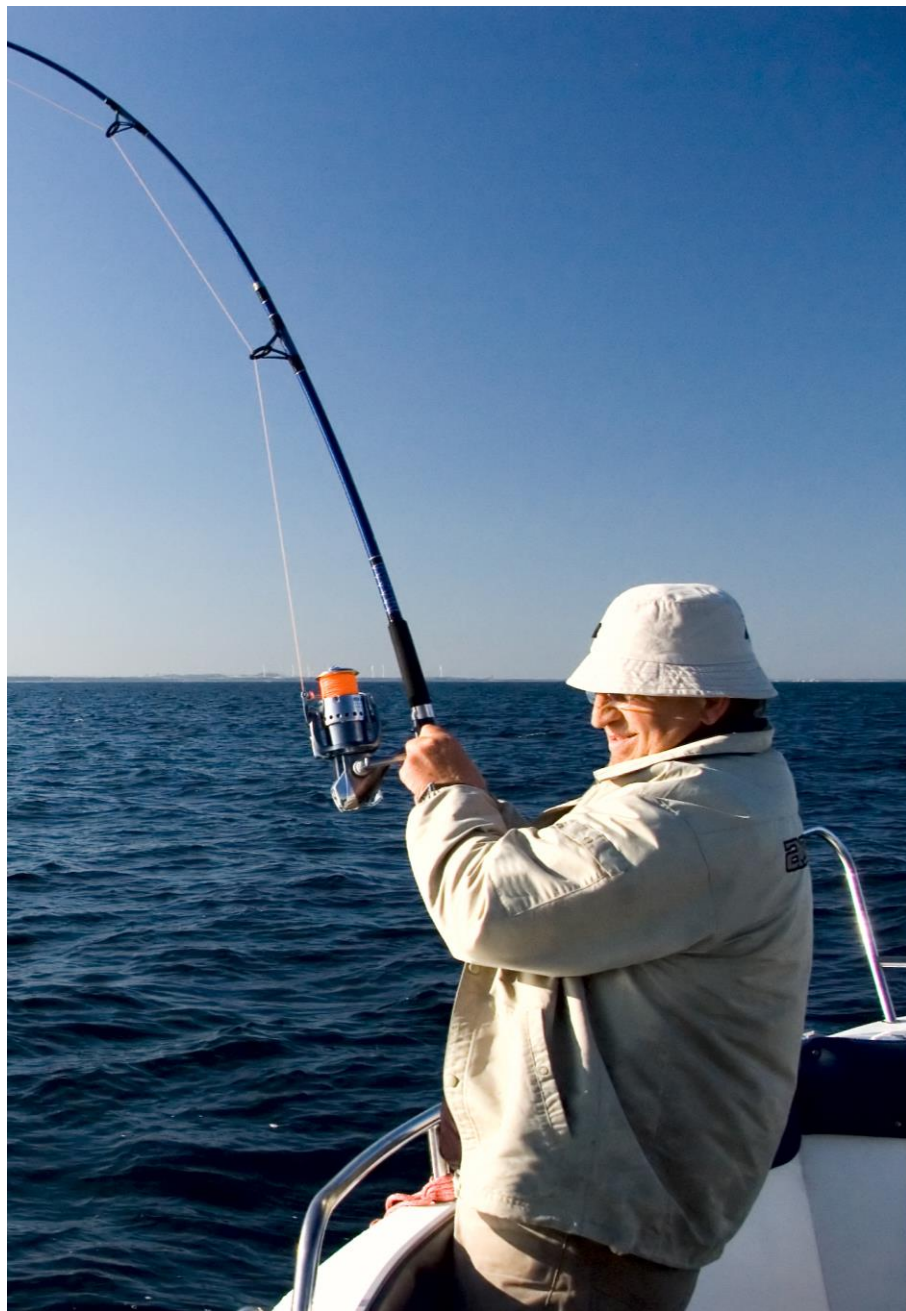




MINNESOTA
LAND *the*
10,000 [®]
Lakes



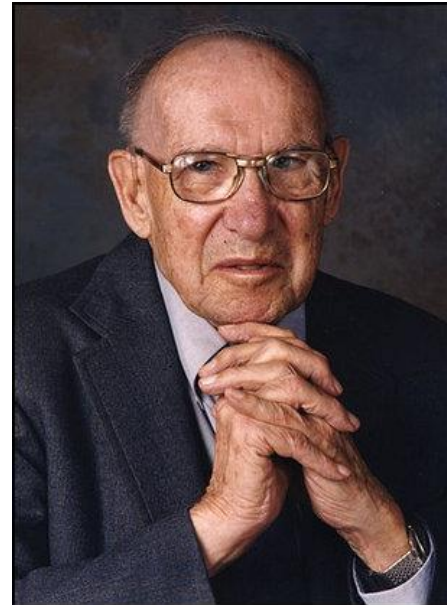
1/2 G.
1/4 D.Y.



From evaluating
fishing
to
evaluating
the sustainability of the fishing
cosystem

Peter Drucker, management scholar

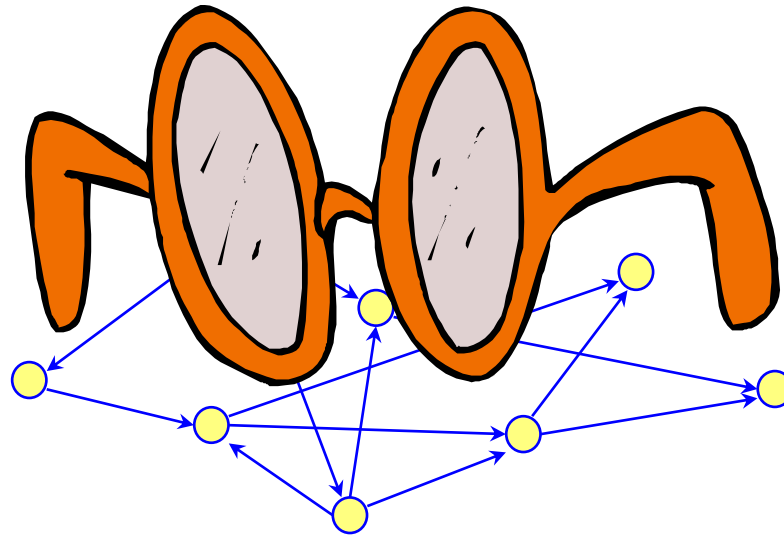
“The greatest danger in times of turbulence is not the turbulence—
It is to act with yesterday’s logic.”



1909-2005



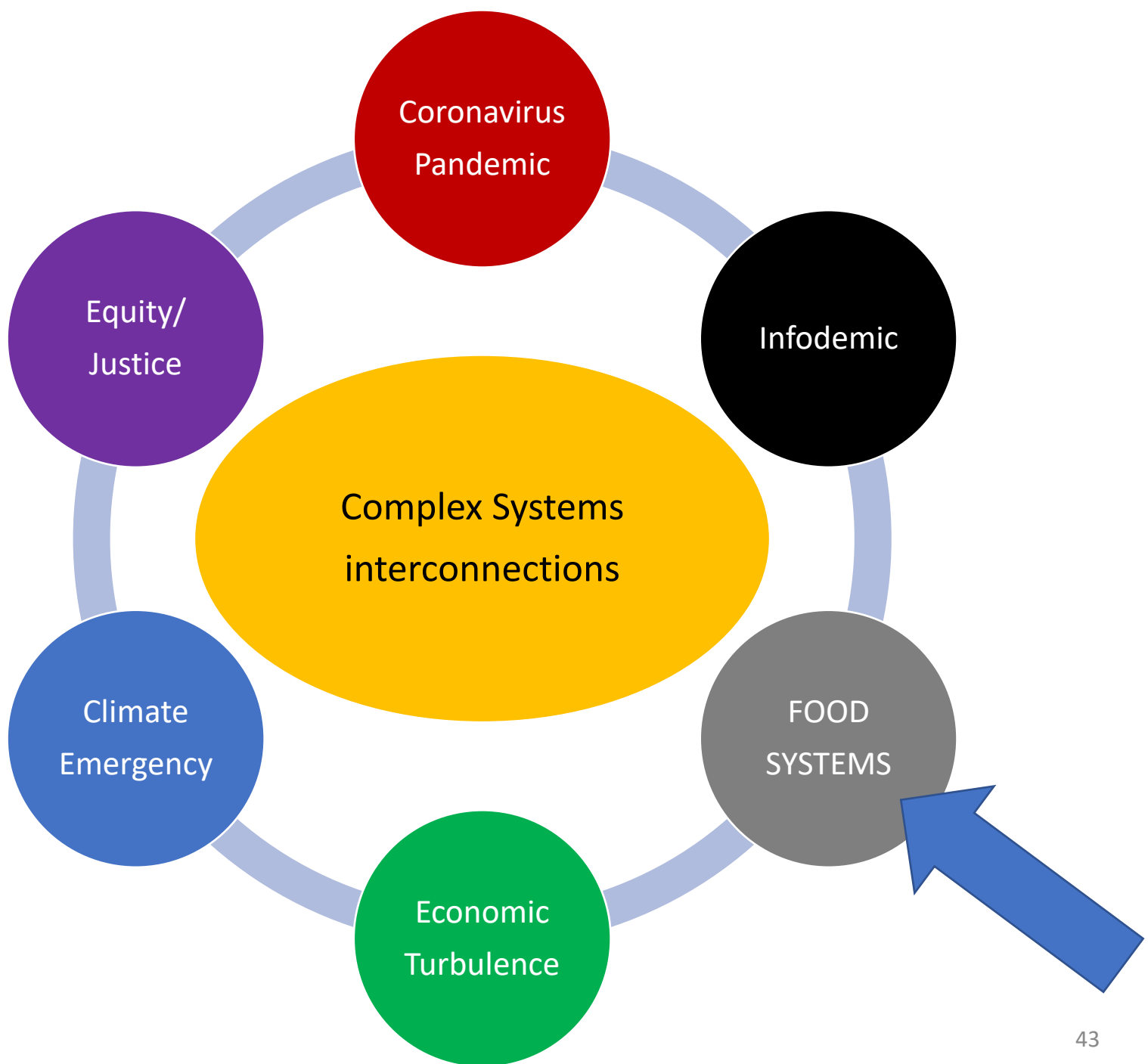
Seeing Through A Complexity Lens




"You don't see something until you have the right metaphor to let you perceive it". Thomas Kuhn







A close-up photograph of a person's hands, adorned with gold and silver bangles, holding several small black plastic seedling pots. The pots contain young green plants with vibrant leaves. The background is a blurred field of reddish-brown soil and other plants, suggesting an agricultural setting. A semi-transparent blue rectangle is overlaid on the left side of the image, containing the organization's name in white text.

GLOBAL ALLIANCE FOR THE FUTURE OF FOOD



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futureoffood.org

pablo@futureoffood.org

THE PRACTICE OF BLUE MARBLE EVALUATION

How BME is affecting the Global Alliance



“Transformational change is essential and Blue Marble Evaluation has played a fundamental role in helping us navigate our way through the complexity involved. It enables us to create deep and meaningful interconnections, to avoid the trap of limited silver bullet solutions that bring about unintended consequences and, ultimately, to disrupt the status quo that jeopardizes the future of food.”

Ruth Richardson, Executive Director of the Global Alliance for the Future of Food





United Nations



Food Systems Summit 2021

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THE FOOD SYSTEMS SUMMIT

23 SEPTEMBER 2021 | NEW YORK



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THE 2021 FOOD SYSTEMS SUMMIT

The Secretary-General will convene this Summit to launch bold new actions to transform the way the world produces and consumes food, delivering progress on all 17 Sustainable Development Goals.





The success of the Summit hinges on the actions of people all over the world... We need all of your stories, ideas and solutions to transform food systems for the better and to feed the world without starving the planet.

UN Special Envoy Dr. Agnes Kalibata

PRESS RELEASE

UN to involve millions of rural people in 2021 Food Systems Summit as part of ambitious public engagement





Nations



Food Systems Summit 2021

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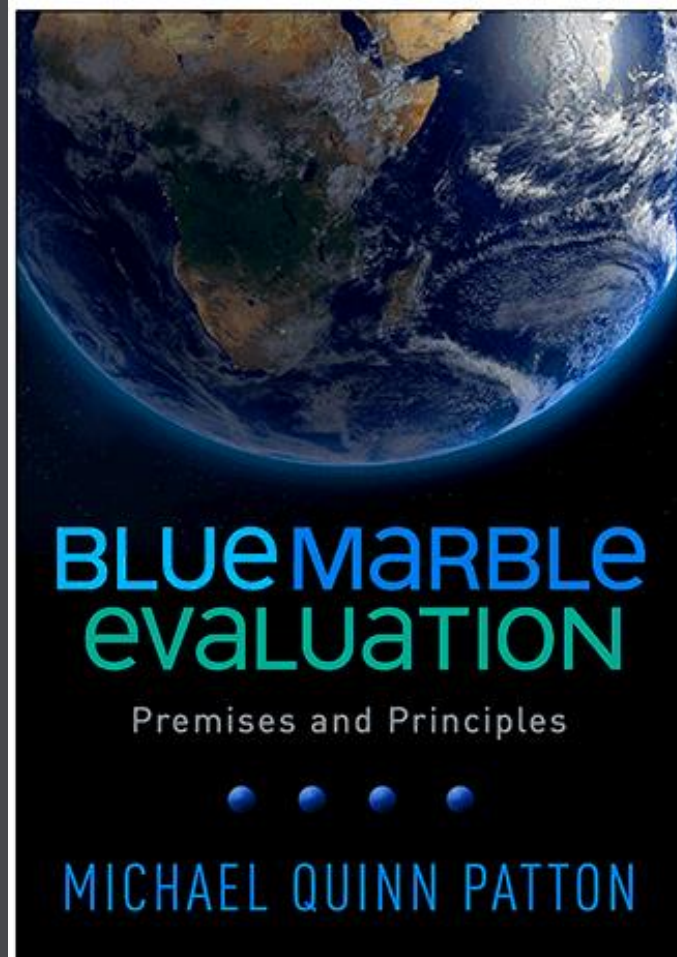


September 2021

Synthesis of Independent Dialogues

REPORT 3

https://www.un.org/sites/un2.un.org/files/unfss_independent_dialogue_synthesis_report_3_0.pdf



Report Framing

The Final Report synthesis, organizes and presents Dialogue results in answer to four questions:

1. What food systems transformations are needed and envisioned?
2. Who should engage in transforming food systems?
3. How should the transformation of the food systems be undertaken?
4. What success factors are keys to transformative results?

Guidance on what is needed and envisioned

1. TRANSFORM FOOD SYSTEMS

Transformation means major, significant, deep, and broad changes beyond piecemeal reforms, incremental change, and narrowly focused projects and programs

2. ENSURE RESILIENT SUSTAINABILITY

Sustainability means humanity and nature thriving together.

3. MAKE EQUITY A PRIORITY

Dialogue participants emphasized contributions to equity as a priority criterion for judging food systems solutions.

Guidance on who should be engaged in transforming food systems

4. TREAT EVERYONE AS A STAKEHOLDER IN FOOD SYSTEMS

The call is for *all hands on deck*.

5. VALUE DIVERSITY & ENGAGE INCLUSIVELY

An extension of treating everyone as a stakeholder is valuing diversity and engaging inclusively which are essential to achieve equity.

6. PRIMACY of GOVERNMENT RESPONSIBILITY and ACCOUTABILITY

National governments were most often identified as the primary actor to drive transformation.

7. ENGAGE COLLABORATIVELY IN PARTNERSHIPS

The Dialogues call for transformative partnerships, synergies and alliances supported by multi-stakeholder platforms and networks, and a need for all sectors and stakeholders to work together with governments toward food system transformation.

8. AMPLIFY and EMPOWER HISTORICALLY EXCLUDED VOICES

Dialogues spotlighted women, Indigenous Peoples, smallholder farmers, and youth as needing and deserving special attention and engagement.

Guidance on how transforming food systems be undertaken

9. APPLY SYSTEMS THINKING

The Food Systems Summit has elevated and focused attention on *food systems*.

10. RECOGNIZE COMPLEXITY

Complexity is recognized as a fundamental Food Systems Summit Principle of Engagement.

11. GUARANTEE THE RIGHT TO FOOD

Dialogues emphasized conceptualizing food as a right rather than merely a market based commodity would provide a unified and universal framework for food systems transformation.

12. SUPPORT NATURE-POSITIVE SOLUTIONS

Nature-positive means going beyond reducing damage to food ecosystems and, instead, making ecosystems thriving and resilient. Nature-positive solutions are a basket of sustainable approaches to agricultural production and human consumption of food: agroecology, regenerative agriculture, and organic farming, among other related approaches.

Guidance on how transforming food systems be undertaken continued.../

13. CONTEXTUALIZE and LOCALIZE

Dialogue participants consistently emphasized localized food systems, that different solutions will be needed for different contexts through place-based innovation and adaptation. One size doesn't fit all.

14. EDUCATE ABOUT FOOD SYSTEMS TRANSFORMATION

Shift perspectives, revise narratives, and change mindsets.

15. INNOVATE AND INTEGRATE WHAT IS ALREADY WORKING

Change what needs to be changed, innovate and adapt, but also identify, keep, and build on what is working.

Success factors that are key to transformative results

16. GENERATE FINANCIAL RESOURCES SUFFICIENT TO ACCELERATE TRANSFORMATION

Massive investments will be needed to transform food systems.

17. ALIGN and INTEGRATE COALITIONS and SOLUTIONS

A Dialogue Principle of Engagement is to “complement the work of others”.

18. ENSURE OPENESS and TRANSPARENCY

Transparency is a major and consistent concern across Dialogues that applies to all aspects of food systems transformation decision-making and implementation.

19. ACT WITH URGENCY

Acting with urgency is another Dialogue and Summit Principle of Engagement affirmed and embraced by Dialogue participants.

Success factors continued.../

20. FACILITATE CONFLICT RESOLUTION and NEGOTIATE TRADE-OFFS

Spotlighting the need for conflict resolution and trade-offs came with recognition that the urgency of food systems transformation means that disagreements must not become bottlenecks that stop the transition to more sustainable and equitable systems.

21. BUILD GLOBAL TRANSFORMATION MOMENTUM ACROSS SYSTEMS

Dialogues were occurring during the Coronavirus Pandemic and increased evidence of the Climate Emergency with severe weather episodes, fires, droughts, and floods. Dialogue participants often observed that the potential for food systems transformation was inevitably and intrinsically tied to transformation of climate and health systems.

22. LEARN and ADAPT THROUGH ONGOING EVALUATION

Monitoring and evaluation (M&E) came up often as a cross-cutting theme regardless of the particular issue being discussed. Traditional evaluation approaches were advocated as well as the need for innovations.

Complex Systems

Interconnections Among Themes

The 22 Guiding Themes are not a mere checklist of themes to address one by one. Dialogue participants caution that isolated and siloed solutions will not achieve transformational impacts. No singular solutions are likely to be sufficiently powerful to reach the critical mass that can tip systems into new, more equitable and sustainable trajectories. Thus, solutions need to be examined for their cumulative, interactive, interdependent, interconnections that, implemented together in mutually reinforcing momentum, can transform food systems.

A THEORY OF TRANSFORMATION

MOBILIZE & ENGAGE

CONCEPTUALIZE
& IMPLEMENT SOLUTIONS

ACHIEVE ENABLING
RESULTS

FOOD SYSTEMS
IMPACT

CROSS-CUTTING SUCCESS FACTORS



Ensure openness
& transparency
throughout



Act with
urgency



Facilitate conflict
resolution & negotiated
trade-offs

BLUE MARBLE EVALUATION

A THEORY OF TRANSFORMATION

GUIDING THEMES IN SEQUENCE

MOBILIZE & ENGAGE

-  **Treat everyone as a stakeholder** in food systems
-  **Value diversity** & engage inclusively
-  Acknowledge & support the **primacy of government responsibility & accountability**
-  **Engage collaboratively** in partnerships
-  **Amplify & empower** historically excluded voices
-  **Generate financial resources** sufficient to accelerate transformation

CONCEPTUALIZE & IMPLEMENT SOLUTIONS

-  **Apply systems thinking**
-  **Recognize complexity**
-  **Guarantee the right to food**
-  Support **nature-positive solutions**
-  **Contextualize & localize**
-  Innovate & integrate **what is already working**
-  **Ensure sustainability**
-  **Make equity a priority**

ACHIEVE ENABLING RESULTS

-  **Educate about food systems** transformation, shifting perspectives, revising narratives, & changing mindsets
-  **Learning & adaptation** through **ongoing evaluation**
-  **Align & integrate** coalitions & solutions

FOOD SYSTEMS IMPACT

-  Transformed food systems that are **equitable, sustainable, & resilient**
-  **Mutually reinforcing momentum** built across food, climate, & health systems toward transformational critical mass & tipping points

CROSS-CUTTING SUCCESS FACTORS



Ensure openness & transparency throughout




















Act with urgency



Facilitate conflict resolution & negotiated trade-offs

BLUE MARBLE EVALUATION

ISSUES	WHAT NOT TO DO	WHAT TO DO
 TRANSFORMATION	Rhetoric about transformation but default to the usual piecemeal projects and stand-alone programs.	Walk the talk of transformation: major, significant, enduring systems change initiatives
 SUSTAINABILITY	Producing without attention to the limited resources of Earth; consuming as if we have several planets worth of resources when we only have one Earth.	Make regenerative and sustainable practices a priority criterion for any proposed food transformation solution.
 EQUITY	Large-scale agricultural approaches based on inequitable land ownership and access to resources; policies that exacerbate historic and current inequities	Make equity a priority criterion for any proposed food transformation solution.
 SYSTEMS THINKING	Simple cause-effect linear thinking; results articulated as achieving narrowly conceptualized project goals. Thinking in siloes.	Design and evaluate using systems concepts of interdependencies, systems perspectives, interconnected boundaries, and interacting factor dynamics. Understanding that food systems transformation is connected to climate change, health systems, ecosystems, and political, economic, social, and cultural systems.
 RECOGNIZE COMPLEXITY	Over-simplified narrow solutions based on command-and-control, top-down design, implementation, management, and evaluation models.	Design solutions for adaptability, resilience, nonlinear interactions, uncertainties, turbulence, dynamic systems; simultaneous top-down and bottoms-up engagement with all hands on deck self-organizing for collaboration up and down the food value chain.
 STAKEHOLDER ENGAGEMENT	Stakeholder interest groups engaged around their own priority interests acting in isolation and competition.	Multi-stakeholder platforms bringing together stakeholders with varied interests to work together for the common good guided by a shared vision of more sustainable and equitable food systems.
 INCLUSIVITY & DIVERSITY	Stakeholder engagement based on power and resource hierarchies. Voices of women, Indigenous Peoples, smallholder farmers, and youth typically excluded.	Diverse stakeholders engaged together and included in meaningful and authentic ways with special attention to the voices and experiences of women, Indigenous Peoples, smallholder farmers, and youth.
 COLLABORATION	Sector interests acting in isolation and autonomy.	National governments taking the lead responsibility but collaborating with the private sector, civil society organizations, community groups, researchers, and international agencies for collective impact.

ISSUES		WHAT NOT TO DO	WHAT TO DO
	CONTEXTUALIZE LOCALIZE	Seeking generalizable, scalable, best practice, one-size-fits-all silver bullet solutions.	Conceptualizing models and solutions in ways that support local adaptation, options by context, ecosystem-sensitive scaling.
	INNOVATION	Beneficiaries of existing systems have incentives to maintain the status quo and resist innovation.	Incentives created to support systems transformation with innovations built on what's already working.
	MINDSETS & PERSPECTIVES	Acceptance of inequalities and resistance to change.	Educate about food systems, shift perspectives to transformation, revise narratives
	FRAMEWORK FOR ACTION	Food as a market commodity. Markets determine access, availability, and production and consumption patterns.	Right to food based on the Universal Declaration of Human Rights. The Agenda 2030 vision of No one left behind taken seriously as the framework for action.
	INTERCONNECTEDNESS	Solutions generated, designed, implemented and evaluated in isolation from each other.	Integrated and multi-faceted solutions generated, designed, implemented and evaluated in ways that recognize and support interconnections, critical mass, and transformation tipping points. Understanding that food systems transformation is connected to climate change, health systems, ecosystems, and political, economic, social, and cultural systems.
	TIME HORIZON	Traditional 3 and 5 year fixed planning timelines	Act with a sense of urgency, adapting timing to changed, emergent, and dynamic conditions like the Pandemic.
	PRODUCTION	Maximizing yield with high use of artificial inputs (fertilizers), herbicides and pesticides.	Nature-positive approaches: agro-ecological, regenerative, sustainable, organic, and Indigenous agricultural production approaches that provide fair and adequate livelihoods to food producers.
	CONSUMPTION	Food processed and mass marketed for calories not overall nutritional value. Consumers separated from producers.	Healthy, nutritious food accessible to all with reduced waste, eliminating plastic packaging and prioritizing locally grown food consumption of fresh foods.
	EVALUATION	Project and program evaluation tools and techniques; traditional industrial manufacturing criteria dominant, e.g., effectiveness and efficiency based on SMART goals and linear logic models.	Evaluating transformation means transforming evaluation to assess systems change using systems thinking, complexity concepts and appropriate transformation criteria like sustainability, equity, and interconnectedness.







Act with urgency





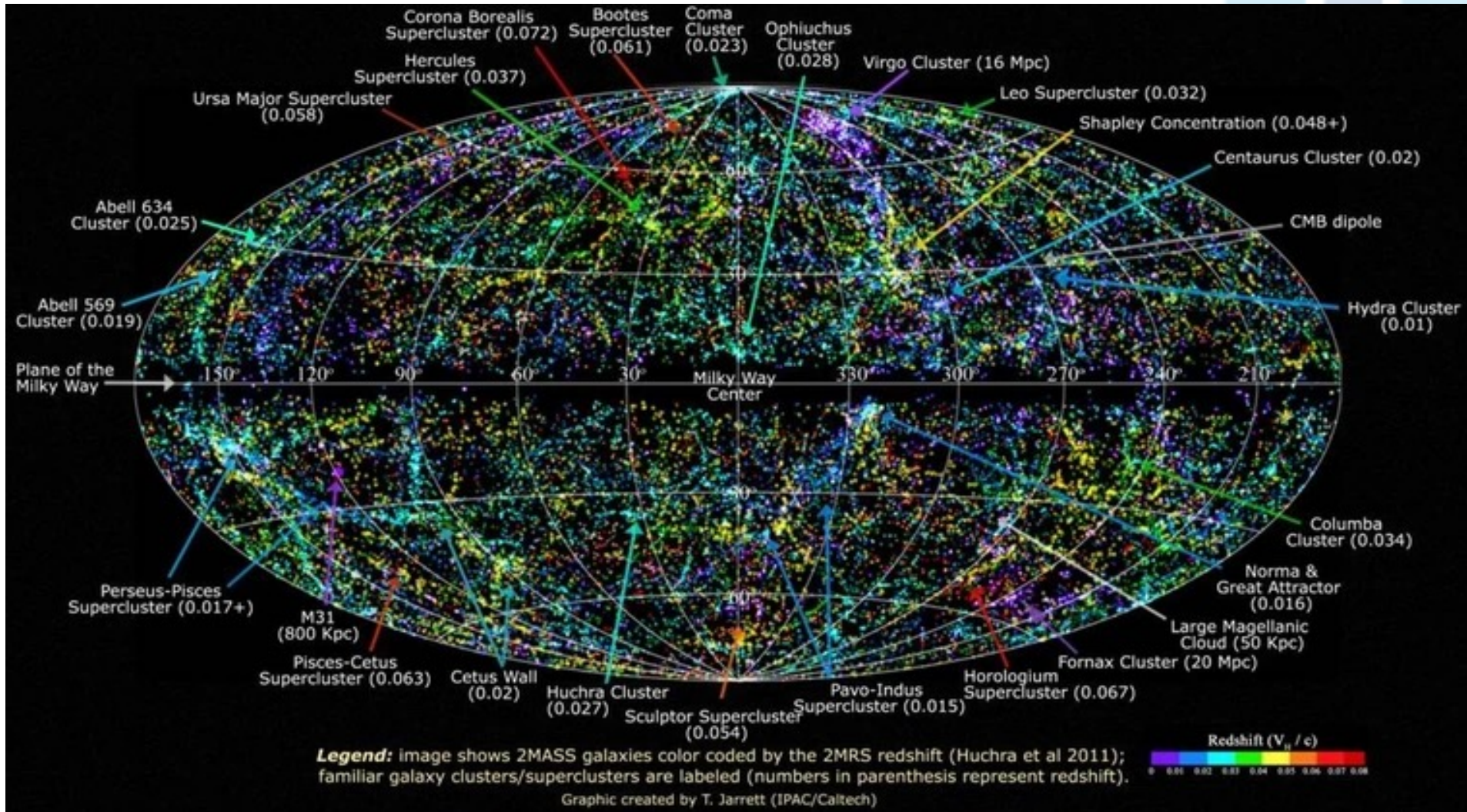
BLUEMARBLE
evaluation

ZOOMING IN & ZOOMING OUT

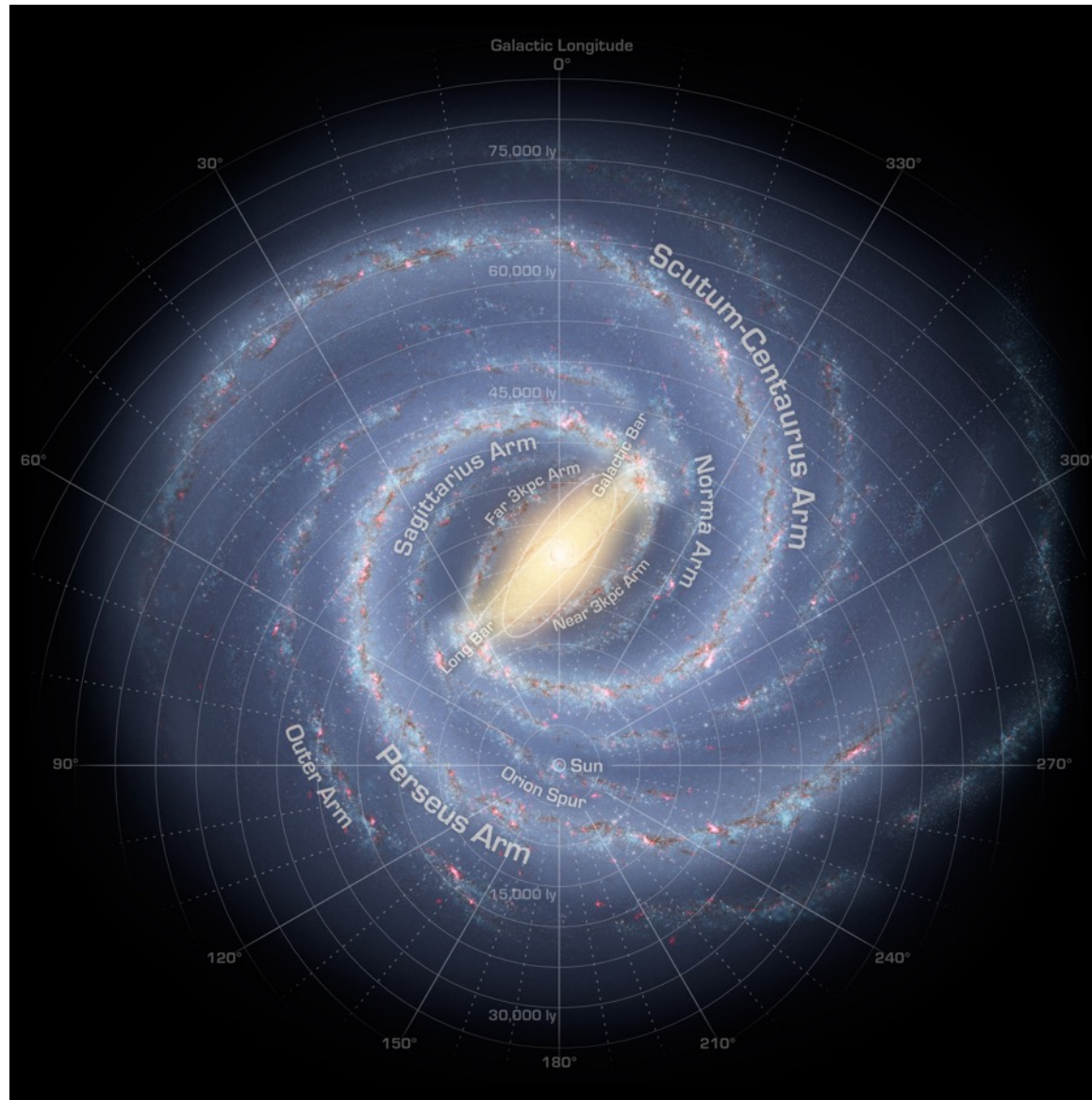
- A BLUE MARBLE
EVALUATOR
SKILL!



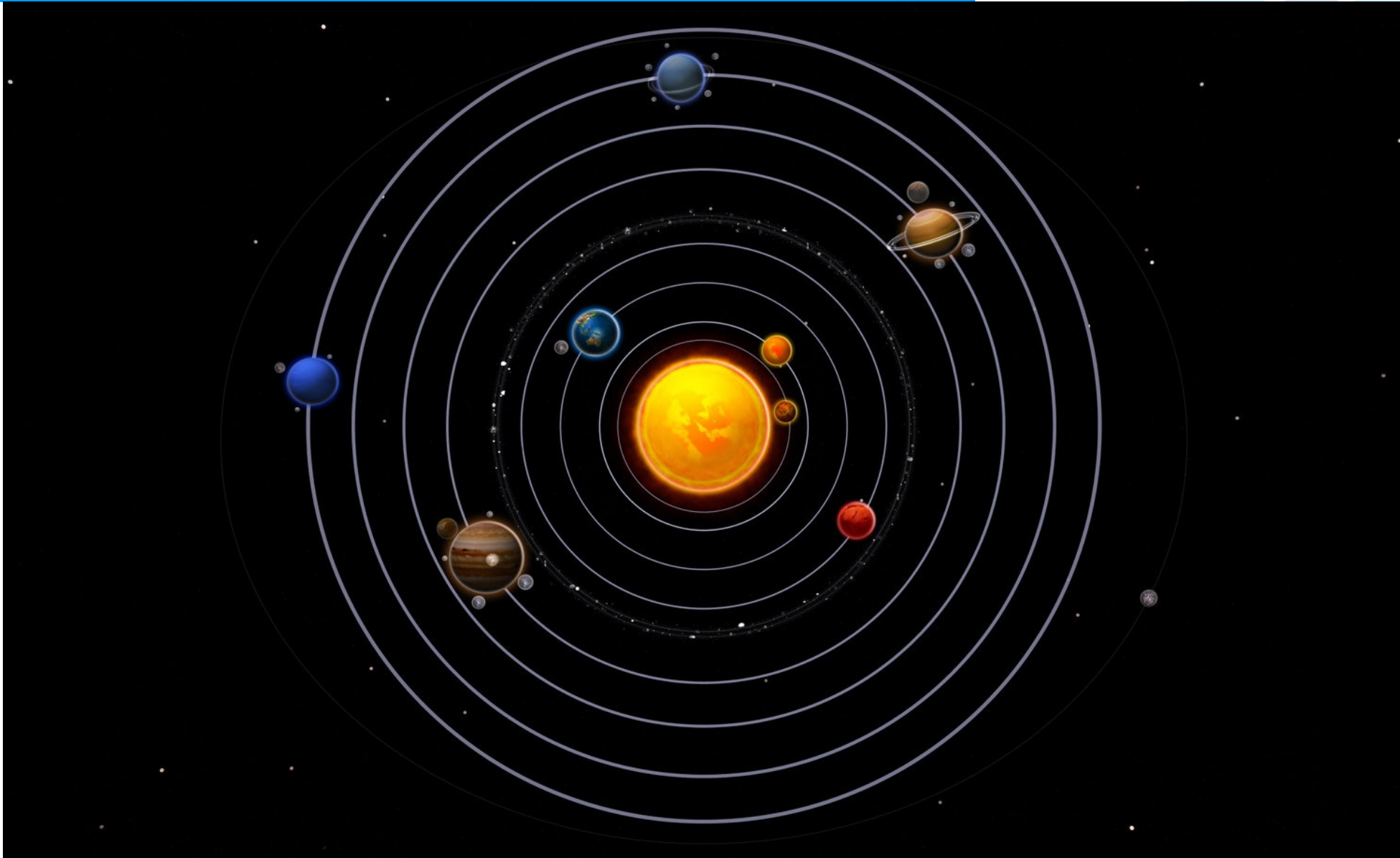
Looking Into the Universe



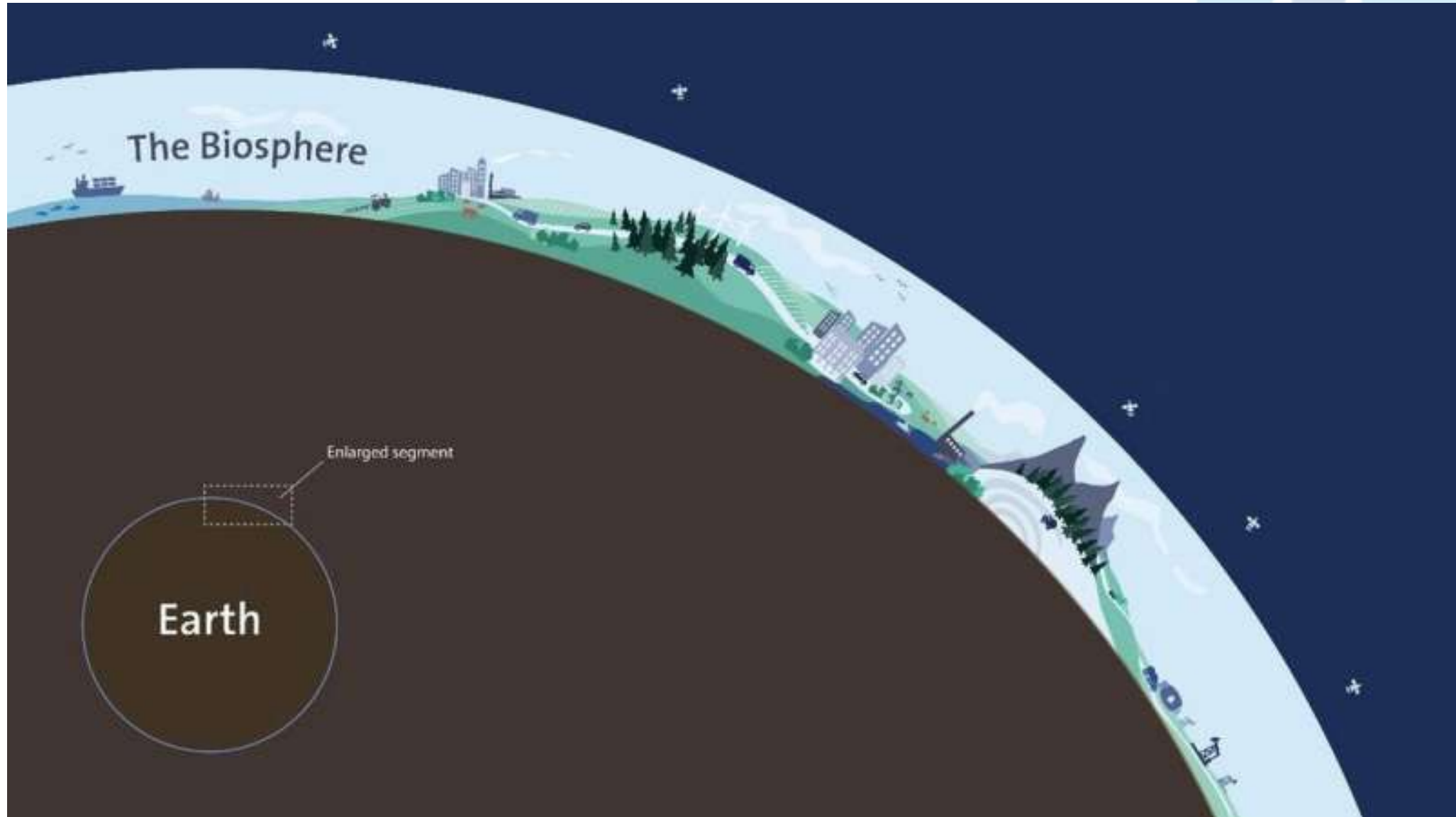
Looking Into the Milky Way



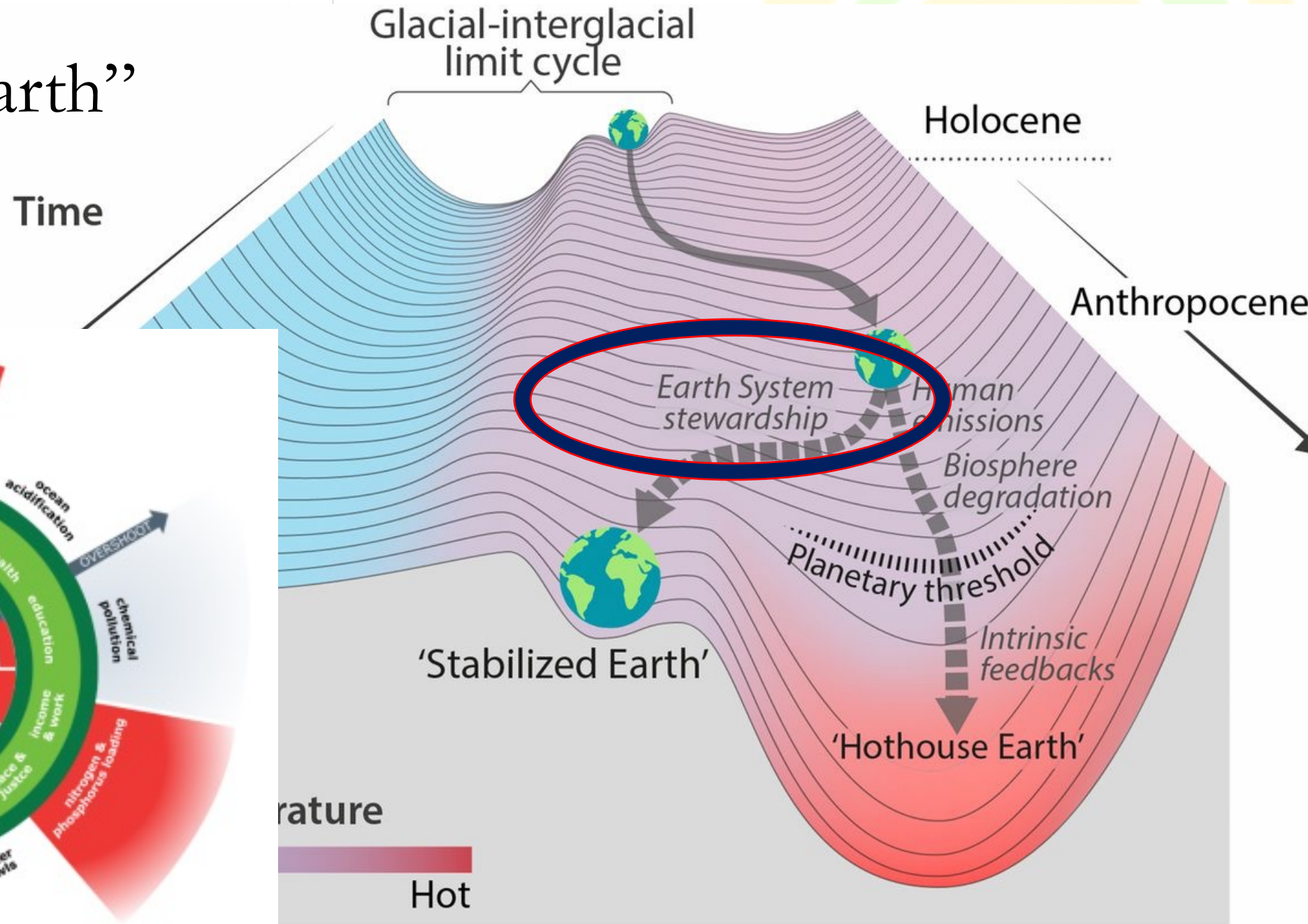
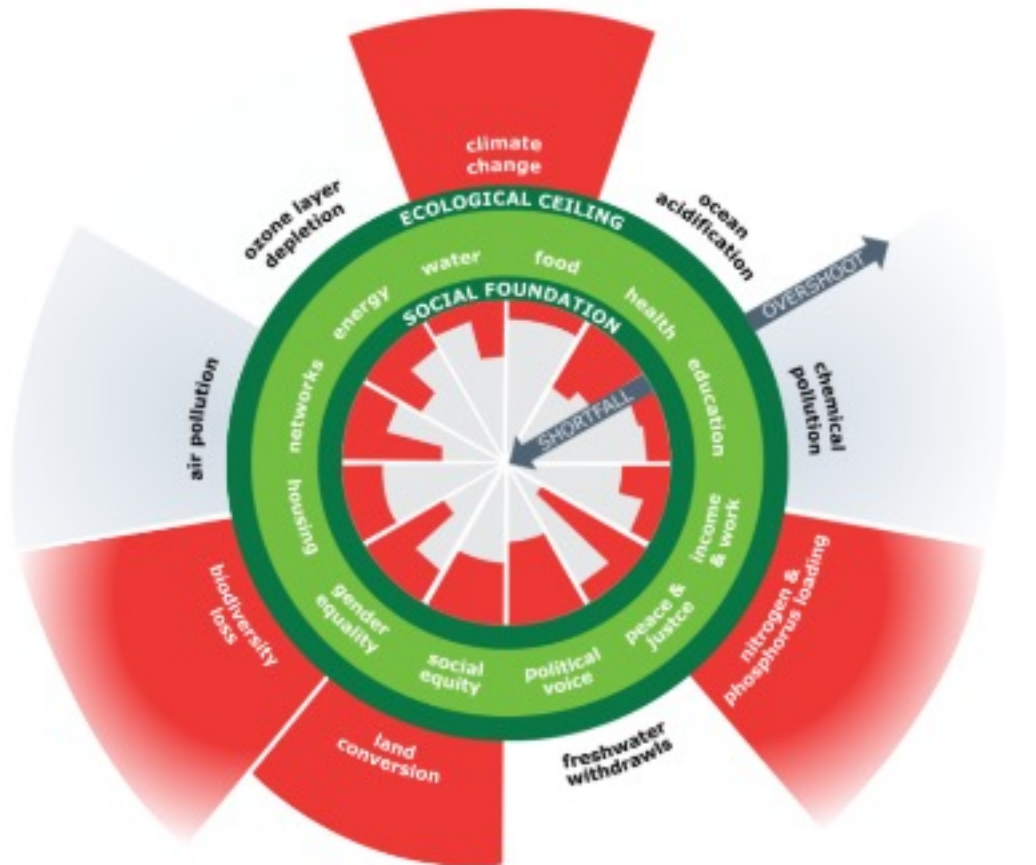
Looking Into the Solar System



Looking Into the Biosphere



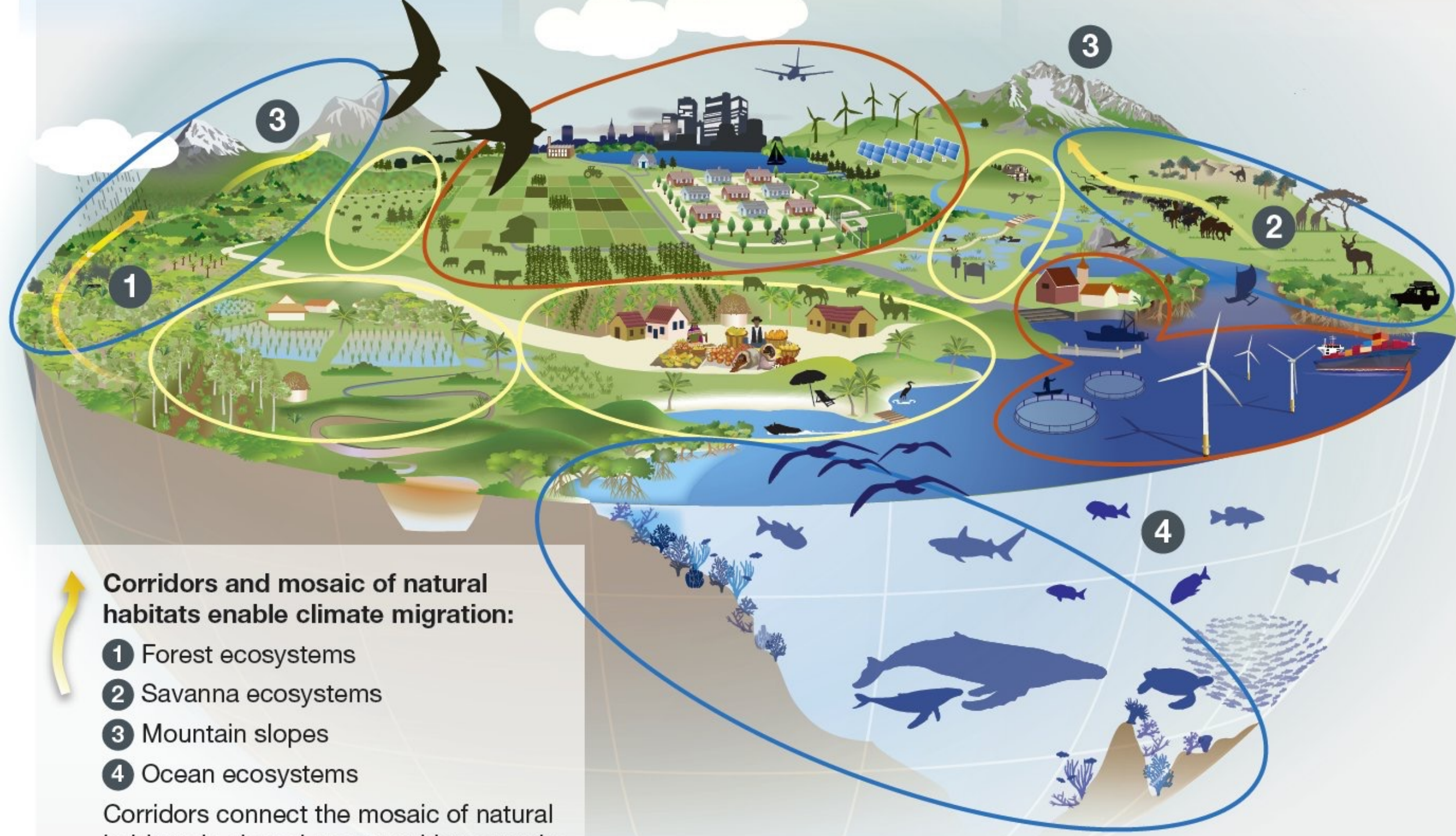
Pathway to “Hothouse Earth” PNAS (2018)



ZOOMING IN & ZOOMING OUT

- A BLUE MARBLE
EVALUATOR
SKILL!





Corridors and mosaic of natural habitats enable climate migration:

- ① Forest ecosystems
- ② Savanna ecosystems
- ③ Mountain slopes
- ④ Ocean ecosystems

Corridors connect the mosaic of natural

Seeing with a Bioregional Macroscope? (Source BLC)

Work at the Edges

Dismantle barriers between sectors so that information and 'can-do' starts to flow.

Work at the interface between the urban and the rural, not 'either/or' but both together.



See the Whole

Make the region visible to itself: clear identity and sense of belonging... but a fuzzy edge.

Refine a Story of Place that extends back into deep time and forward into future potential, recovering what is in danger of disappearing (skills, culture).



Pay Attention to Systems

Systems are made up of relationships and flows: Eco-systems, human health systems, drinking water systems, food systems...

Systems thinking becomes systems acting through networks of practitioners.



What Can We Do with a Macroscope? (Source BLC)

Map for Vitality

Map the dreams of your bioregion as a social, cultural and creative activity.
Make visible all the green shoots of resilience on the ground and celebrate.



Prototype & Learn

Create a learning region, confidently working without a masterplan and at different scales, adapting your actions in response to learning what does and does not work.

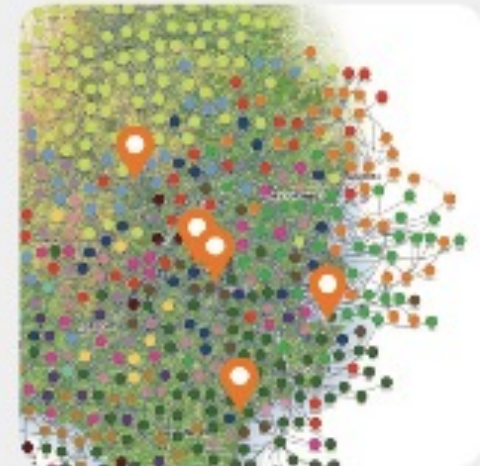
Trial local solutions, like making plastic from algae or setting up a mini circular economy.



Collaborate

Design solutions together with many stakeholders, addressing conflicts as an opportunity to take the work to the next level.

Respond rapidly to crises through strong networks of connectedness.



What Can We Do with a Macroscope? (Source BLC)

Establish Baselines

Democratise knowledge by establishing baselines of health, and ways of measuring, that any community can use.

Bring civil society into the centre of the frame.



Tell How-to Stories

Raise the potential of a bioregion to operate at its best: telling a can-do story of resilience and possibility.

Source solutions from the place itself: valuing local examples and local knowledge.



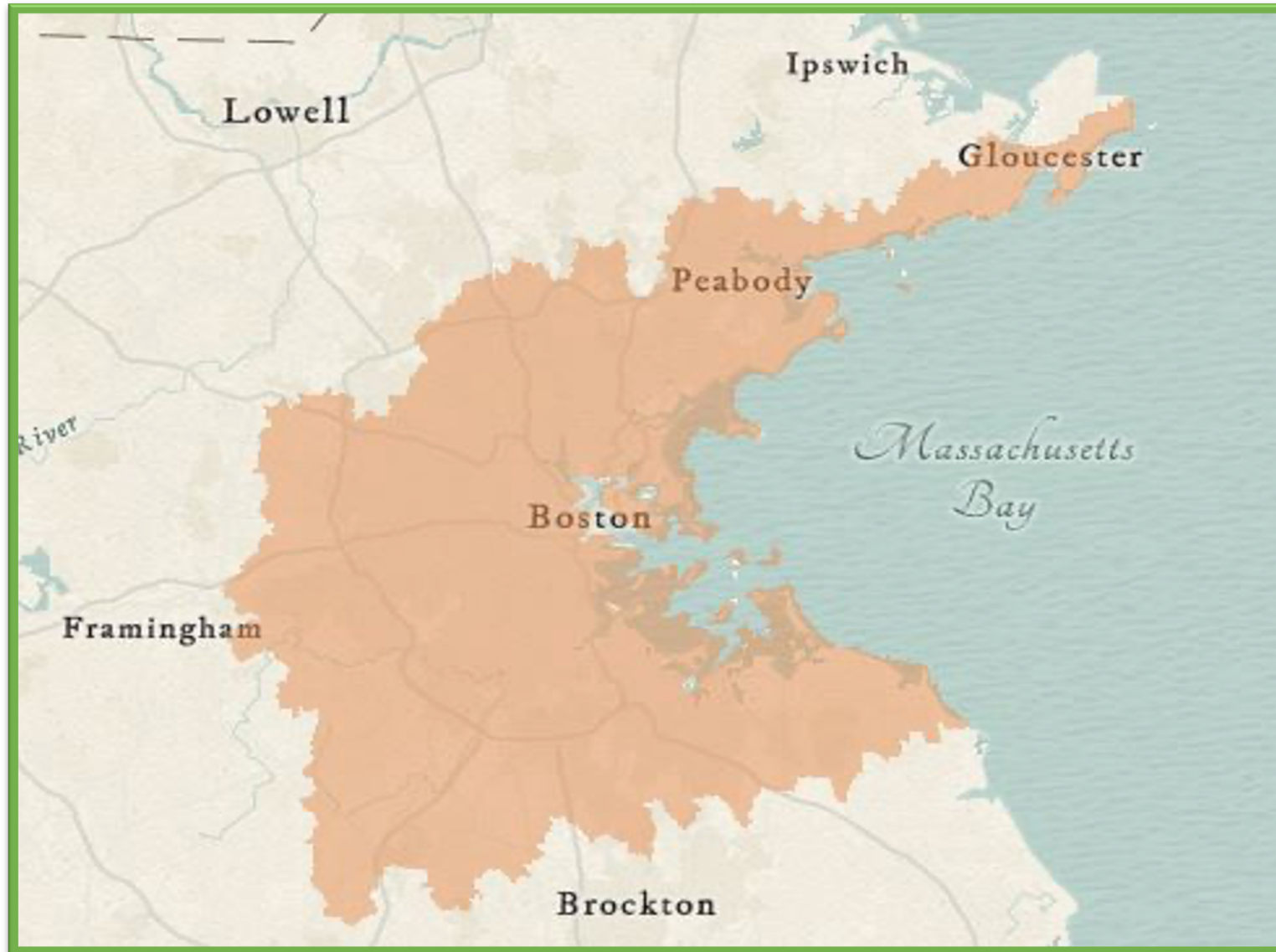
Share Governance

Valuing natural assets as the building blocks of life: talking about sea, air, soil and water as 'common pool resources' that we all need to steward.

Create or adapt new governance structures that allow shared decision making



Boston to Cape Ann Bioregional Team

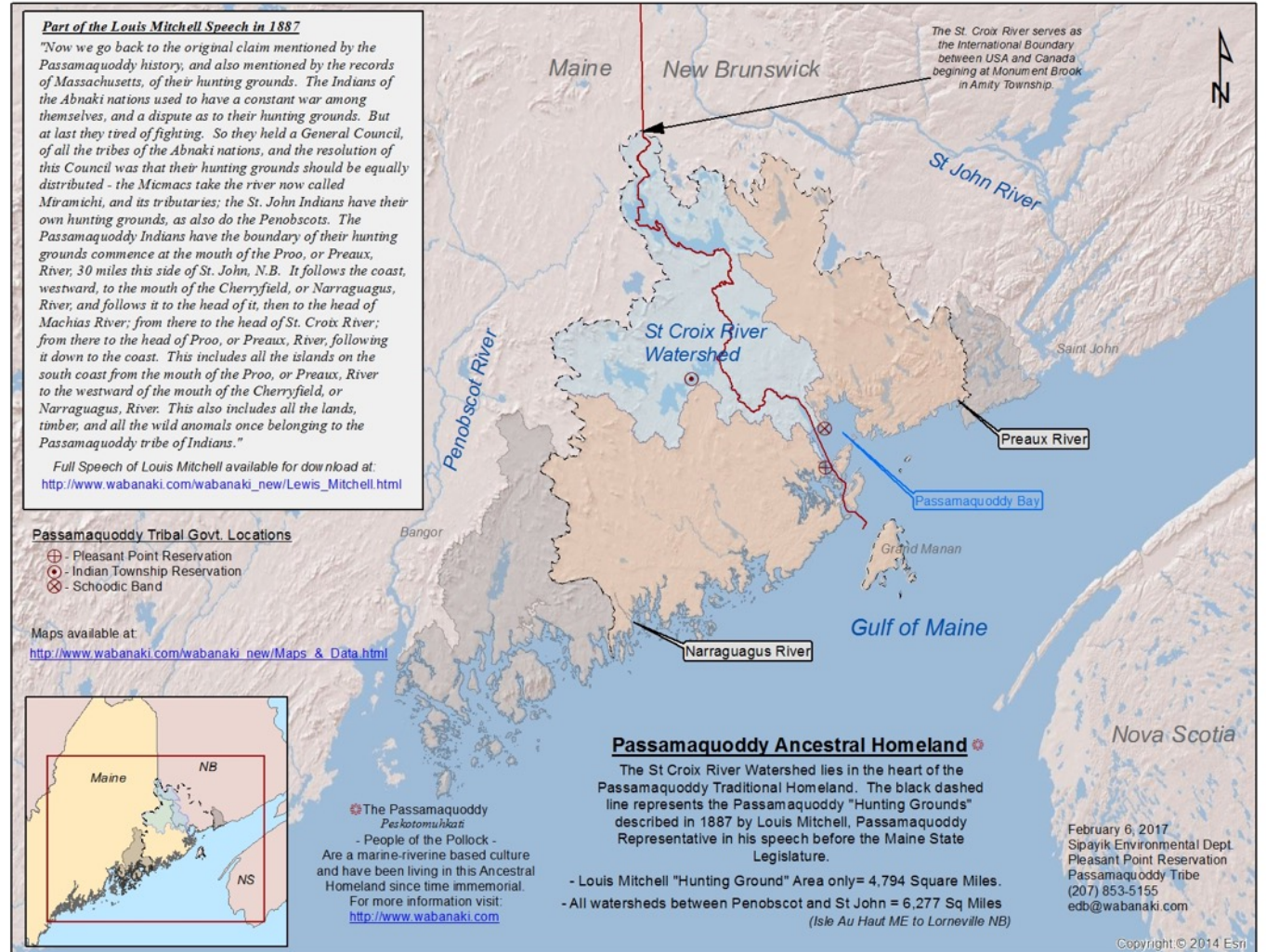


Casco Bay Bioregional Team



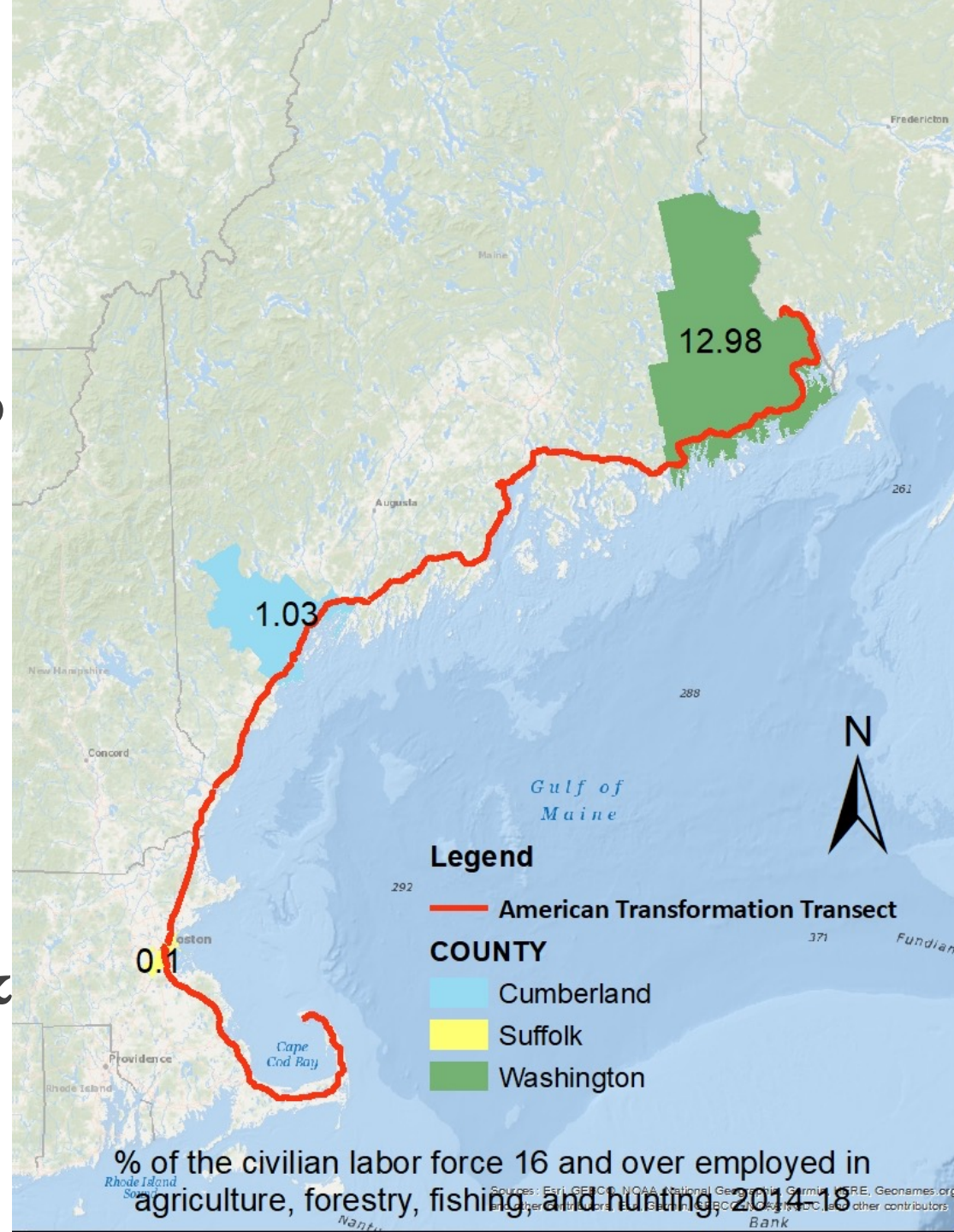
Ancestral Passamaquoddy Homeland

Bioregional Team



The Transect is overlaid on an existing road network focuses the Macroscopic to better see three bioregions and...

- ...an urban to rural transect
- We can see patterns of out & in migration



- The levels of poverty
- The degree of education
- Livelihoods linked to the health of the natural system
- And synergies with those on pathways to regeneration

Northwest Iceland Bioregional Team

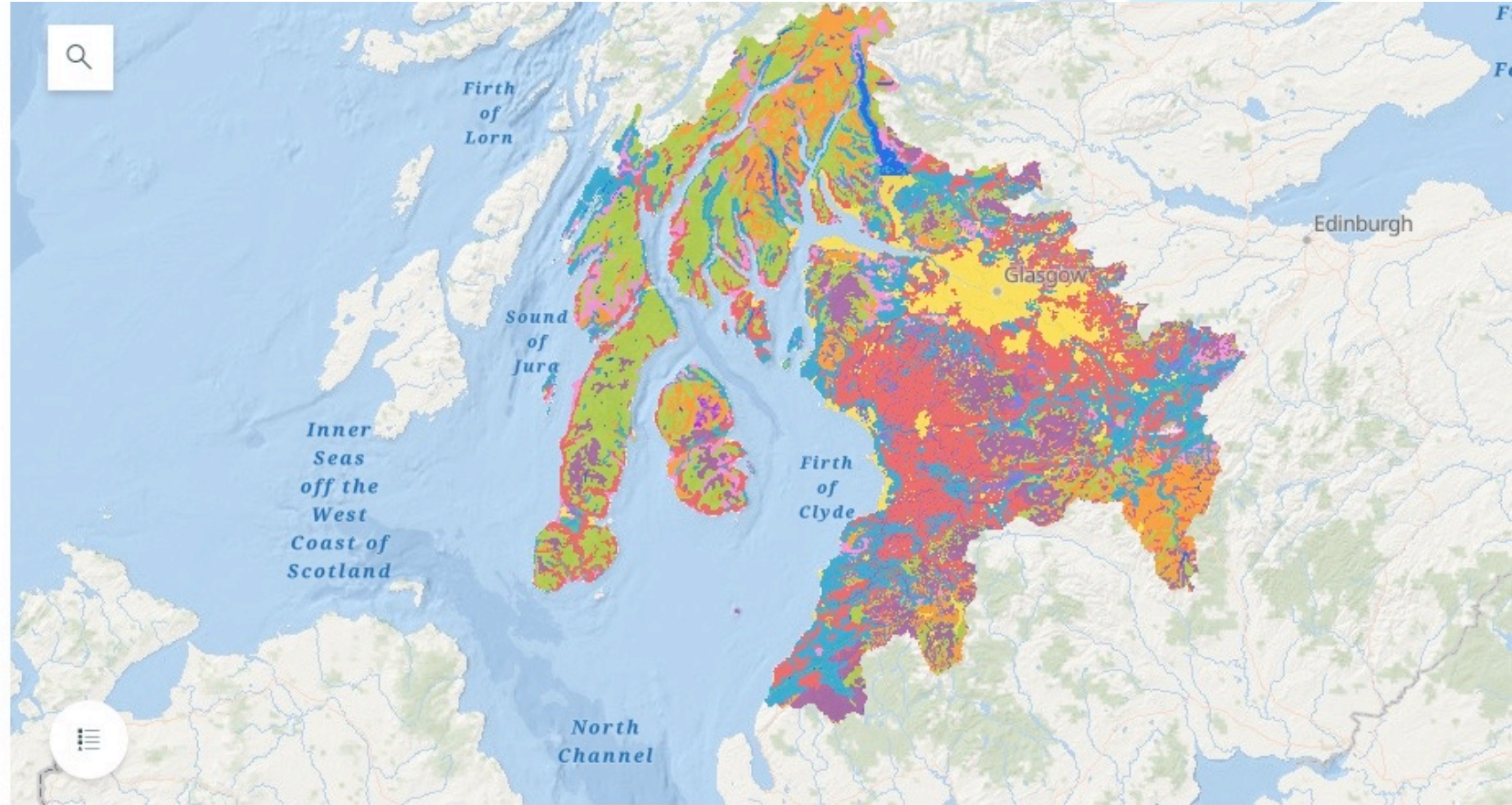


Scotland: Clyde Bioregional Team

Soils of the Clyde Bioregion

The upland areas are comprised of peaty gleys and blanket peat. Much of the lowland is non-calcareous gleys and brown earths. The best soil quality is generally limited to the lighter, sandier soils of the coast, which provide ideal conditions for the Ayrshire tattie. So much of the rest is not arable but improved pasture and rough grazing and are delegated Less Favoured Areas.

Data Source



Scotland: Tayside Bioregional Team



View of River Tay from Kinnoull Hill

The Tayside Bioregion



County Mayo Ireland Bioregional Team



Costa Rica Regenerativa Bioregional Team

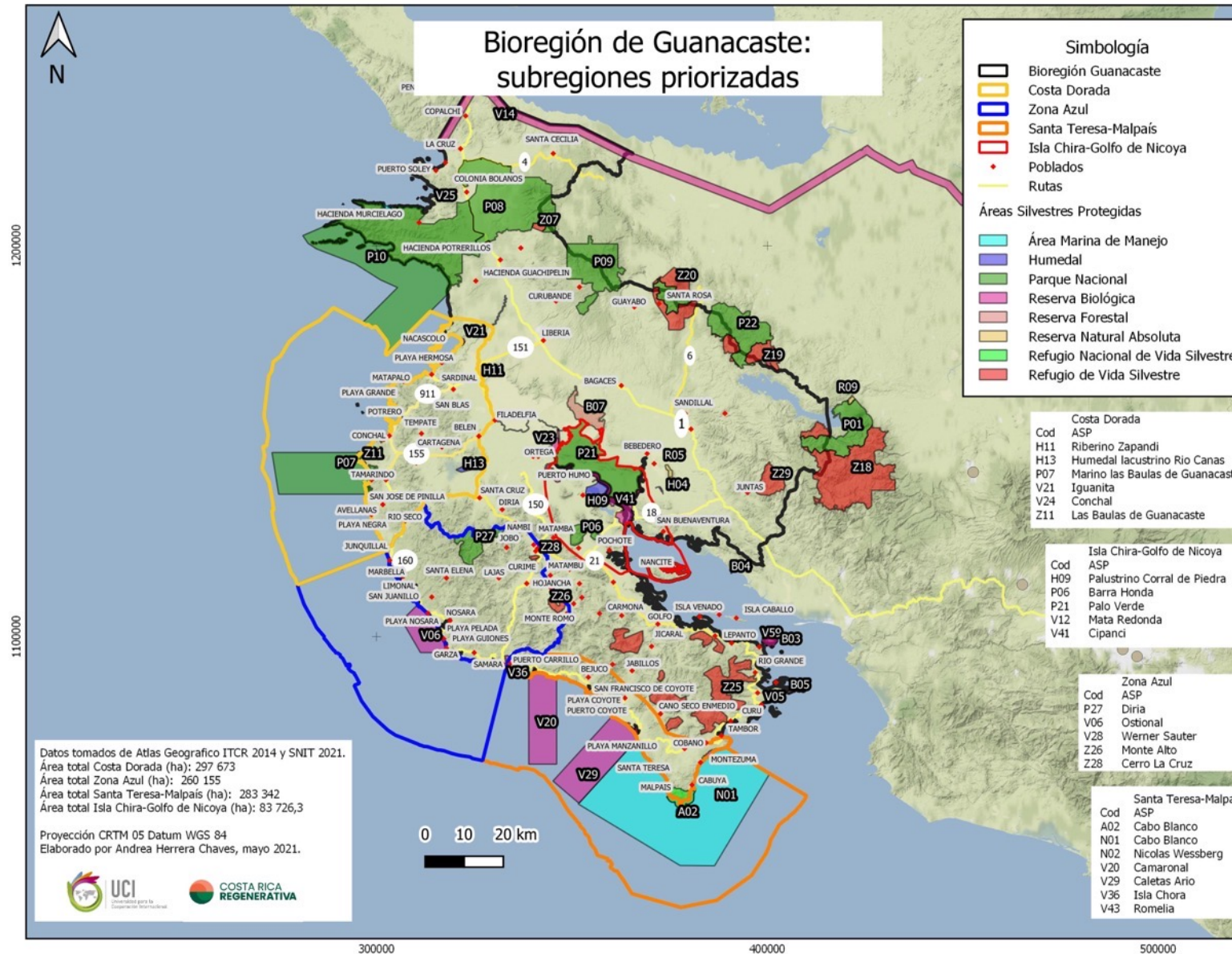


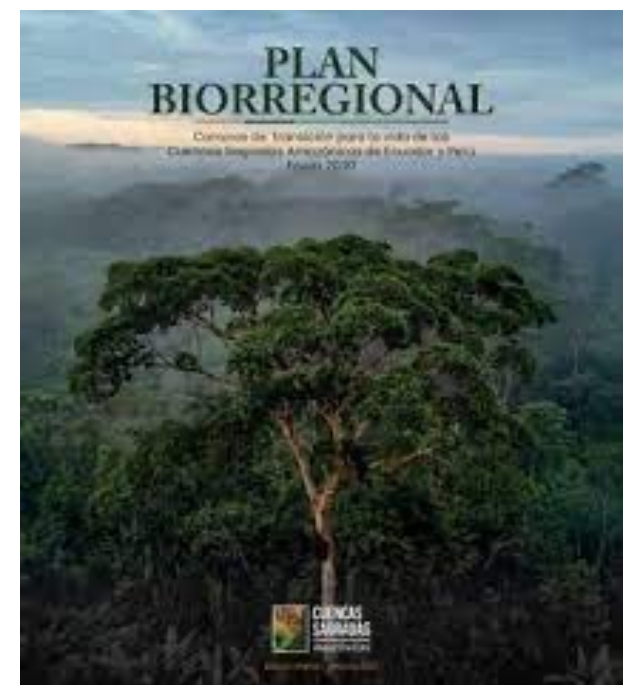
UCI

Universidad para la
Cooperación Internacional

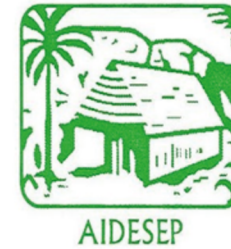


COSTA RICA
REGENERATIVA





The Sacred Headwaters initiative is an alliance between indigenous organizations of the Ecuadorian and Peruvian Amazon with civil society organizations.





BIOREGIONAL PLAN 2030

Ecological Transitions for the Amazon Sacred Headwaters
of Ecuador y Perú

[01] Foreword and
Presentationz
Pg. 12

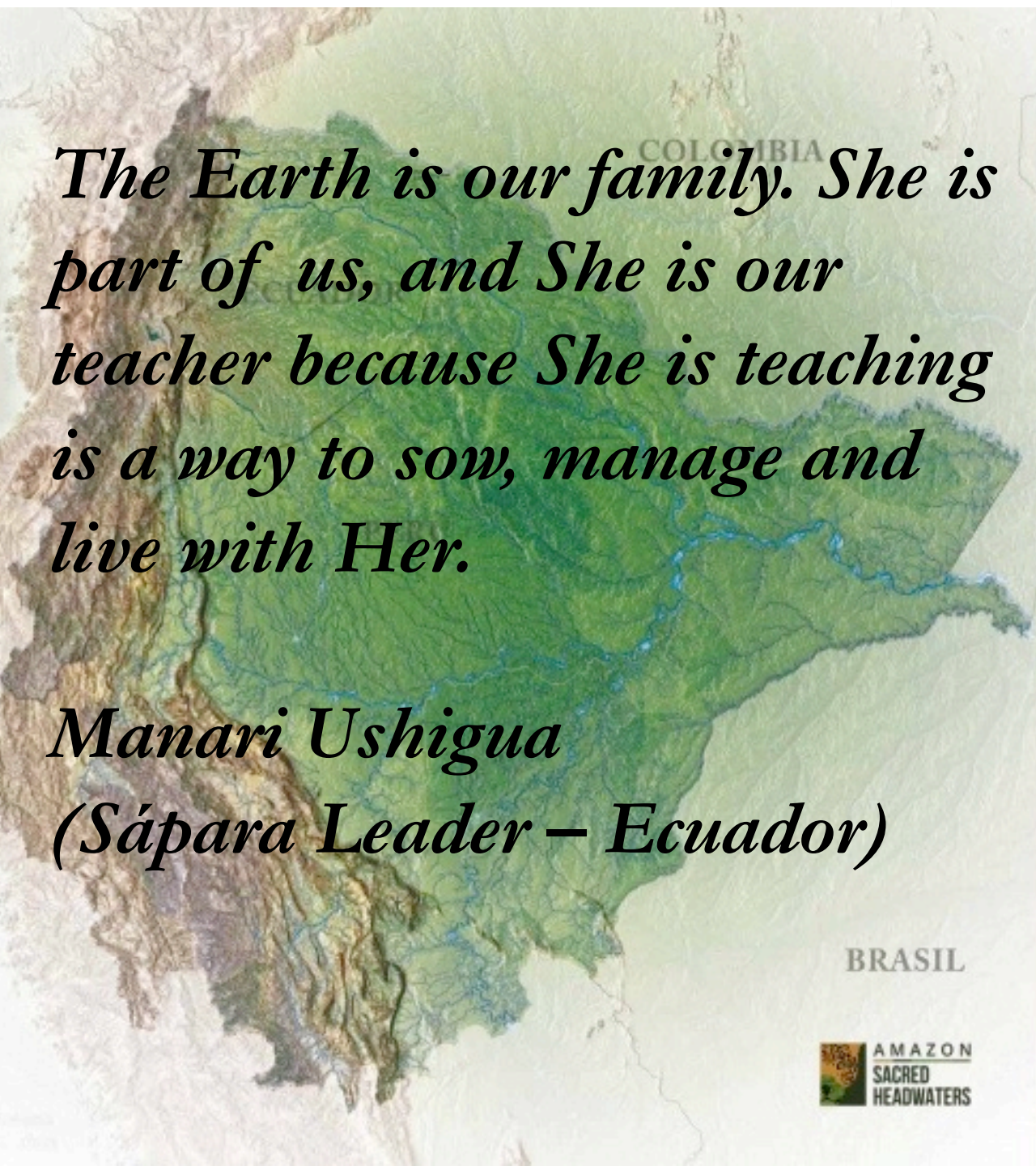
[02] Bioregional
Planning
Pg. 28

[03] Comprehensive
Bioregional Diagnosis
Pg. 42

[04] Pathways for
Ecological Transition
Pg. 56

[05] Proposals in
Constant Formulation
Pg. 62

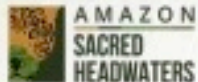
[06] Financing for
Life
Pg. 144



The Earth is our family. She is part of us, and She is our teacher because She is teaching us a way to sow, manage and live with Her.

Manari Ushigua
(Sápara Leader – Ecuador)

BRASIL



The Earth is our family, She is part of us, and She is our teacher, because She is teaching us a way to sow, manage and live with Her.

Manari Ushigua
(Sápara leader – Ecuador)

Photograph courtesy of Fundación Pachamama

The importance of the Sacred Headwaters bioregion in numbers:

81.5M+ Acres
contiguous tropical rainforest

22.2%
areas protected by the national systems of protected areas in Ecuador and Peru

45%
of the territory is guarded by indigenous communities

49.4M Acres
Unprotected forests that must be conserved to maintain the connectivity of the Andean-Amazonian ecosystem

5.63M Acres
Amazon forest unprotected by the State and/or indigenous communities

21.5M Acres
degraded or deforested forest that must be restored to maintain the connectivity of the Andean-Amazonian ecosystem

30+
indigenous peoples and nationalities are custodians of their forests, including at least two isolated peoples

22M+ Acres
indigenous Peoples' unresolved claims for their integral territories in Peru

5.7M Acres
indigenous reserves in the process of legalization to protect peoples in isolation, including the "Napo-Tigre Reserve" in Peru

Four Overarching Blue Marble Principles

Global Thinking Principle: Apply whole Earth, big picture thinking to all aspects of systems change.

Anthropocene as Context Principle: Know and face the realities of the Anthropocene -- and act accordingly.

Transformative Engagement Principle: Engage consistent with the magnitude, direction, and speed of transformations needed and envisioned.

Overarching Integration Principle: Integrate the Blue Marble principles in the design, engagement with, and evaluation of systems change and transformation initiative.

10 Principles of the Practice

- **Time being of the essence:** Act with a sense of urgency in the present, support adaptive sustainability long- term, grounding both in understanding the past.
- **Ying-yang Principle:** understand and work with paradox, conceptual opposites
- **Bricolage Methods Principle:** match methods to the evaluation situation.
- **Evaluation as intervention principle:** Integrate and network evaluations to inform and energize transformation

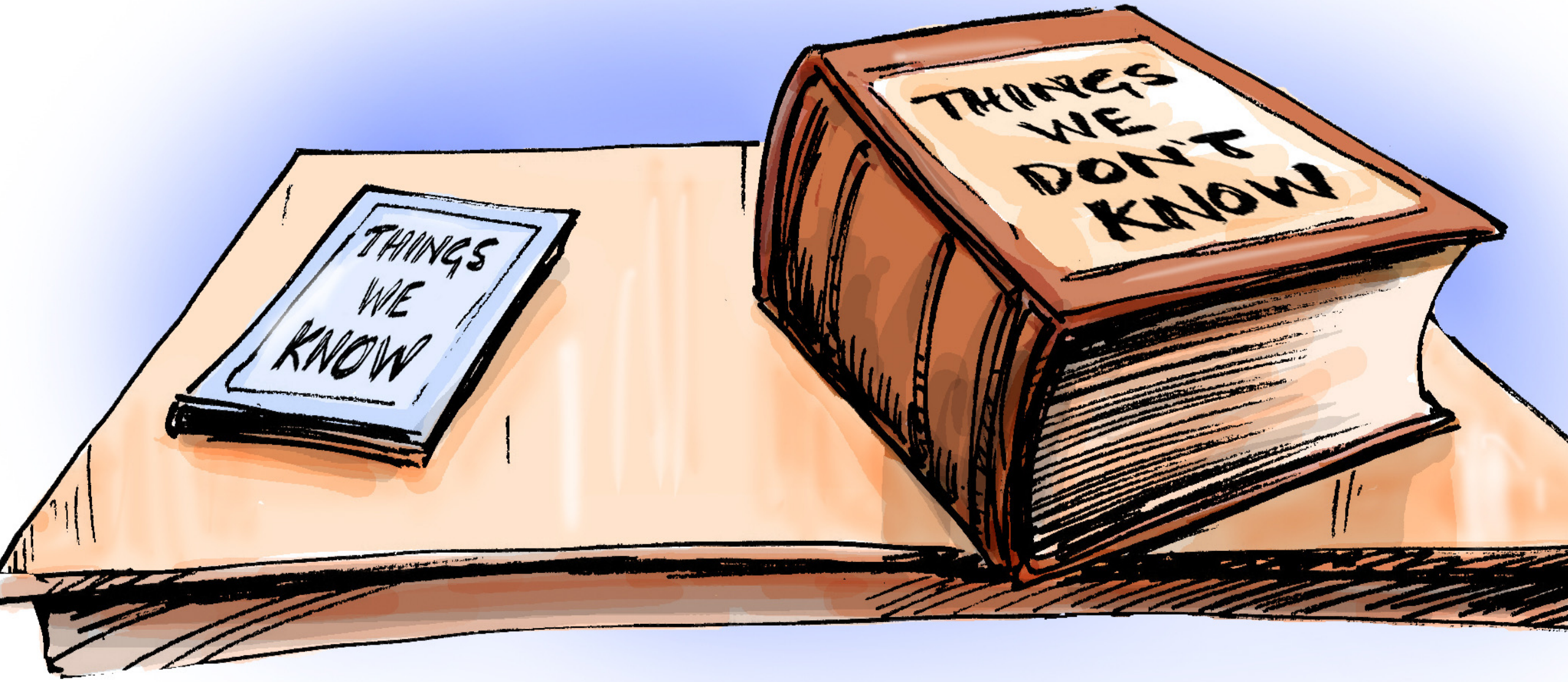
10 Principles of the Practice

- **Skin-in-the-game principle:** Acknowledge and act on your stake in how the Anthropocene unfolds.
- **Transformation Fidelity Principle:** Ensure that what is called transformation constitutes transformation.
- **Transformational Alignment principle:** Transform evaluation to evaluate transformation.
- **Theory of Transformation Principle:** Design and evaluate transformation based on an evidence-supported theory of transformation.

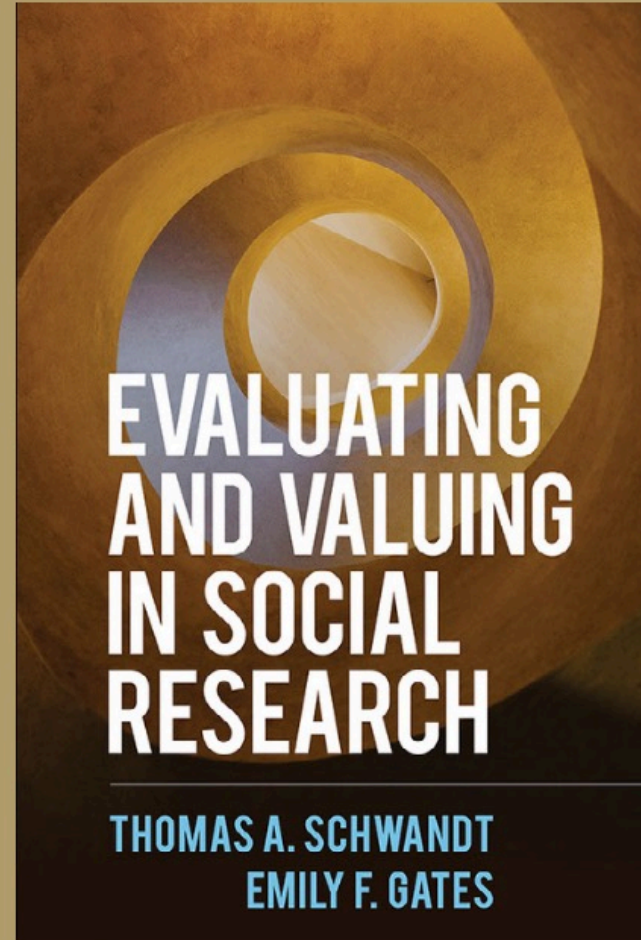
A Long-Term Sacred Learning Journey



RESPONSE TO ECOSYSTEM CHANGE...



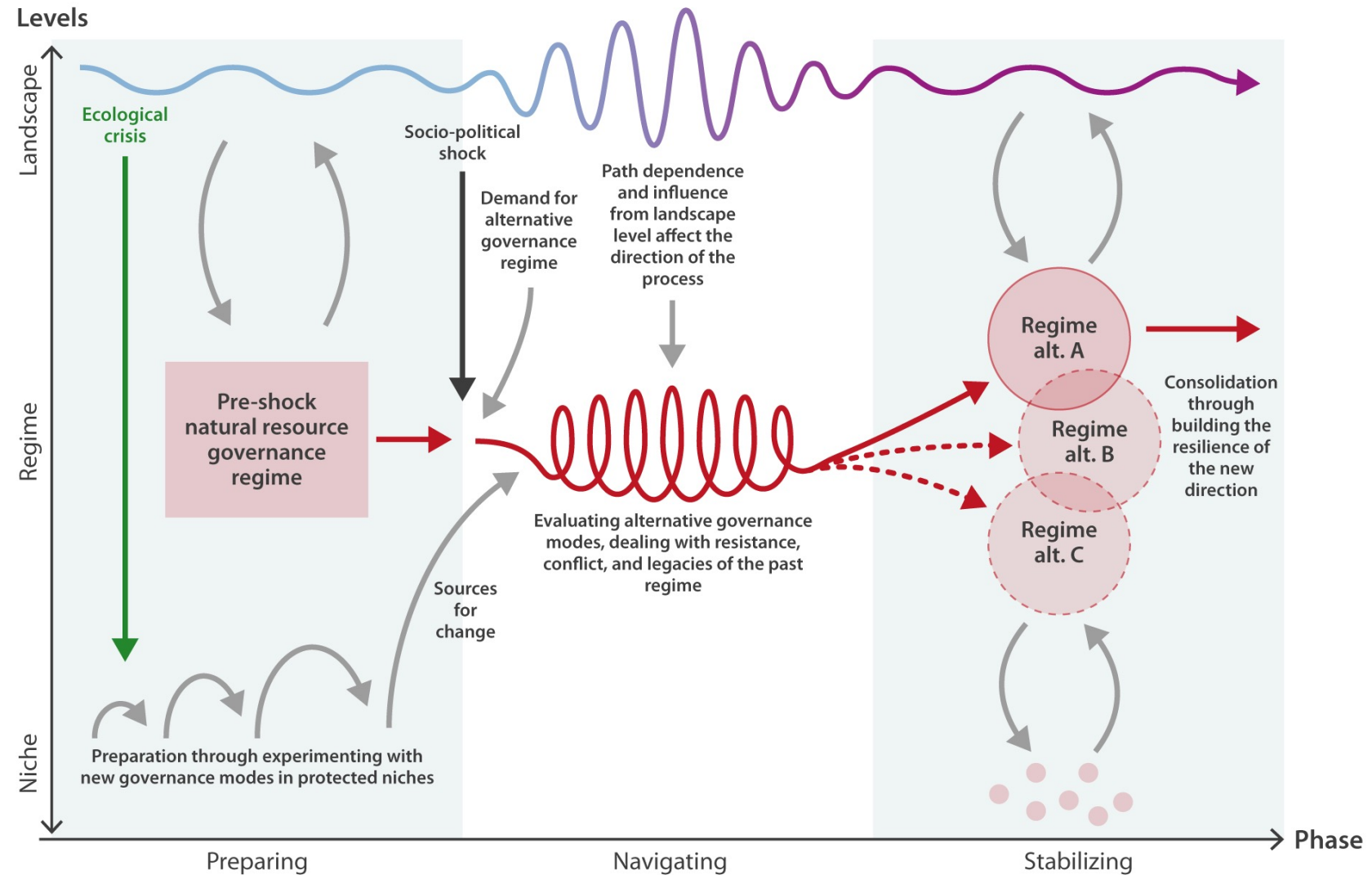
Partner on Case Study



Partner on Transformations Systems



Per Olsson, Stockholm Resilience Center

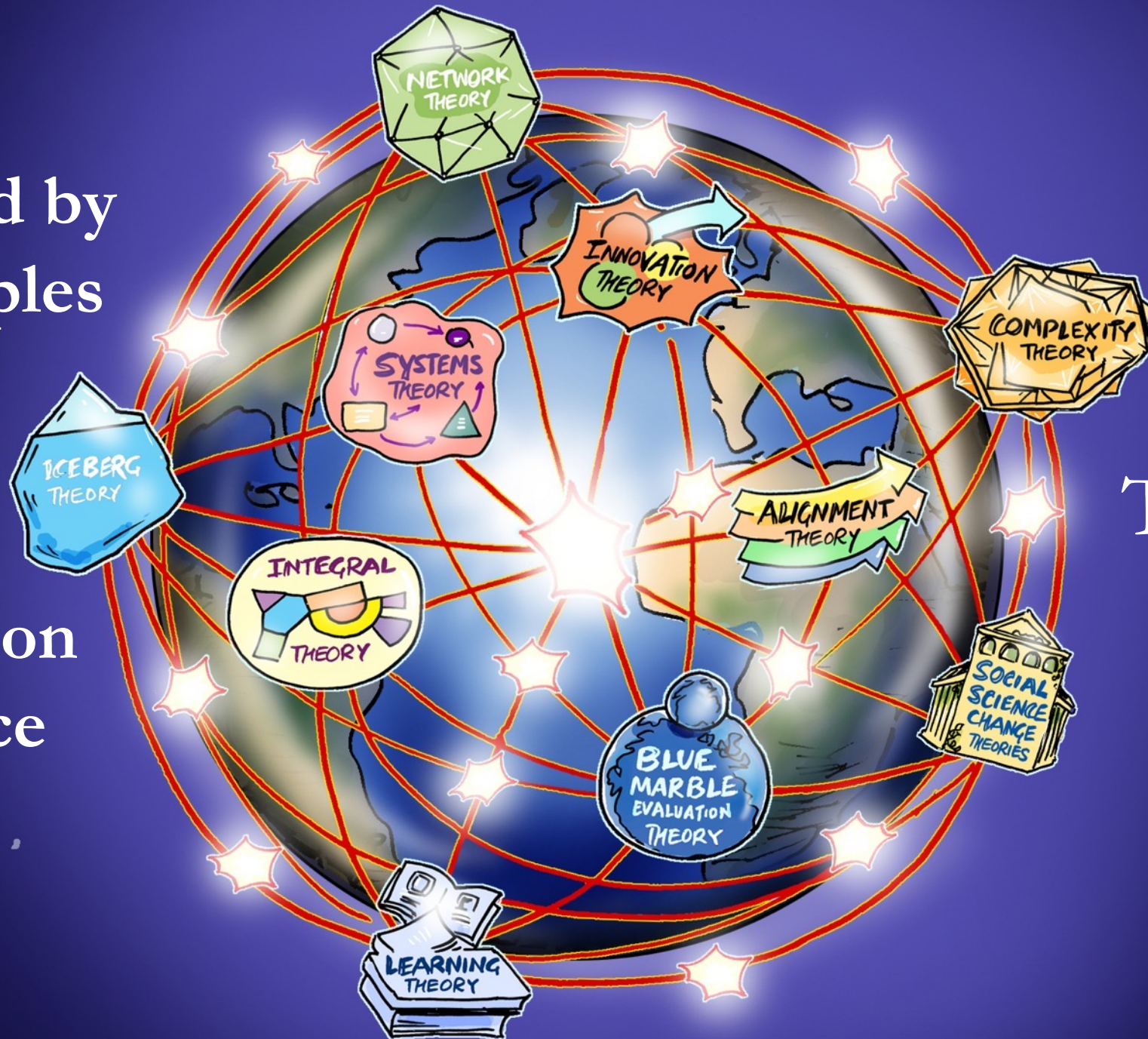


Partners on Indigenous Wisdom & Rights of Nature



Guided by
Principles

Focus on
Practice



Thank you!