

INTRODUCTORY OVERVIEW

Transforming Evaluation to Evaluate Food Systems Transformation

Michael Quinn Patton





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?



2015 From MDGs to SDGs and UN International Year of Evaluation

EvalPartners


The international
movement to
strengthen national
evaluation capacities



Welcome to the Anthropocene

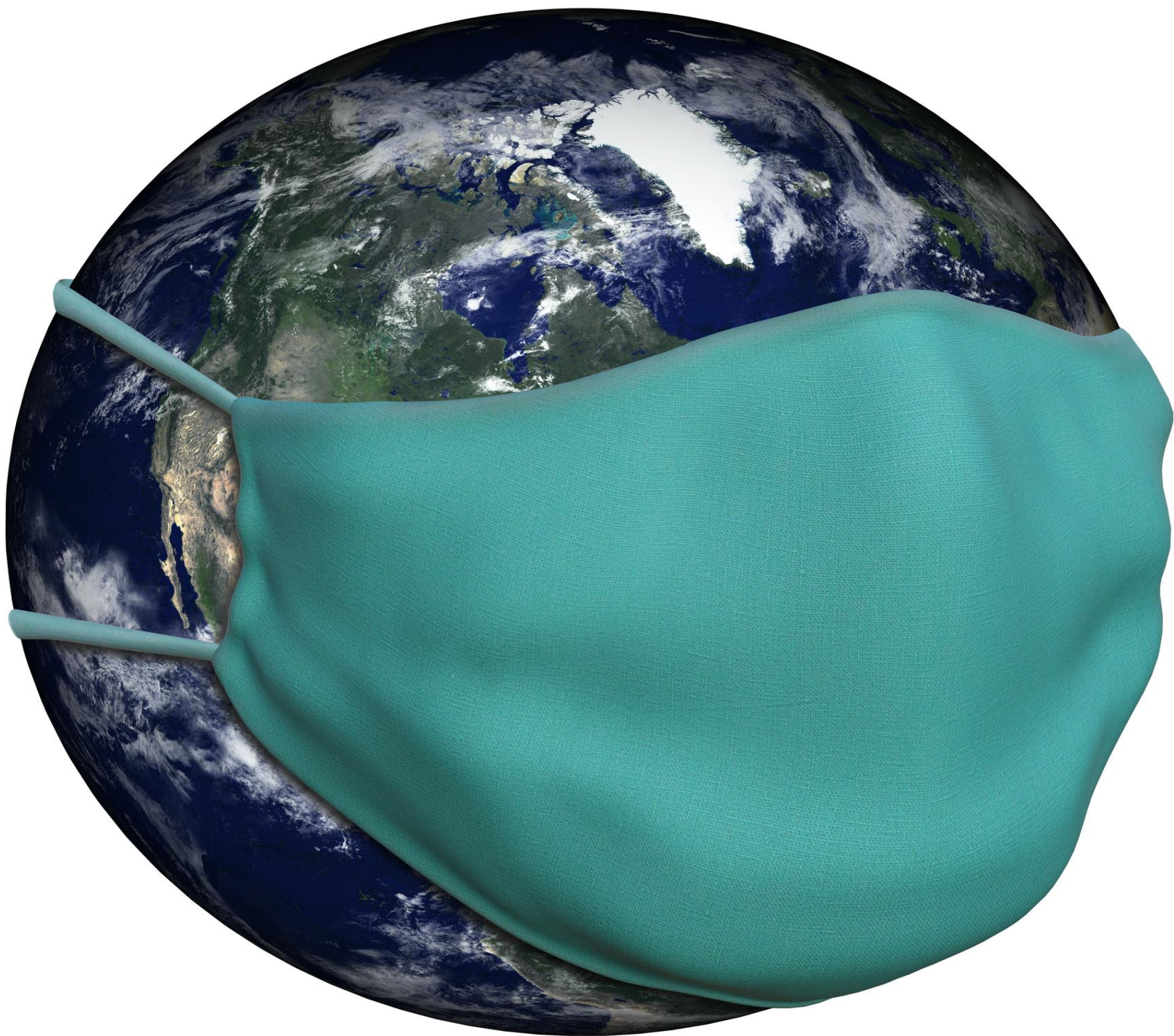




A composite image featuring a realistic, high-resolution view of the Earth from space, showing the Americas and the Atlantic Ocean. A thick, grey, braided fuse extends from the bottom of the Earth towards the left, where it is lit, creating a bright orange and yellow flame with numerous sparks radiating outwards. The background is a dark, deep blue gradient.

**“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)



Unless we act now



The impact of climate change on children

unite for
children

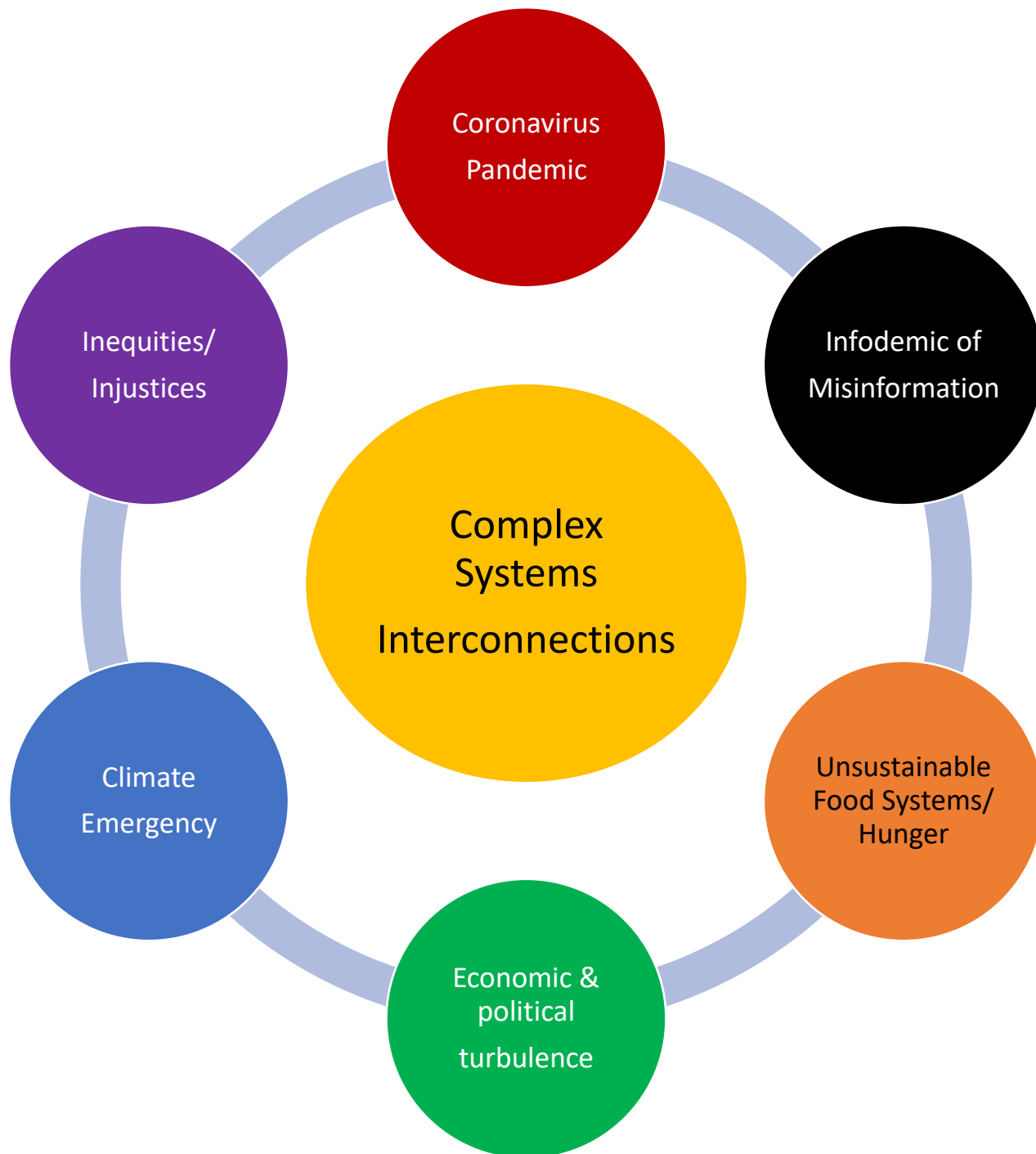
unicef 



WFP



**World Food
Programme**



Transformational thinking

Systems thinking:

Thinking beyond *projects and silos*
to systems transformation

S**Specific**

- State what you'll do

- Use action words

M**Measurable**

- Provide a way to evaluate

- Use metrics or data targets

A**Achivable**

- Within your scope

- Possible to accomplish, attainable

R**Relevant**

- Makes sense within your job function

- Improves the business in some way

T**Time-bound**

- State when you'll get it done

- Be specific on date or timeframe

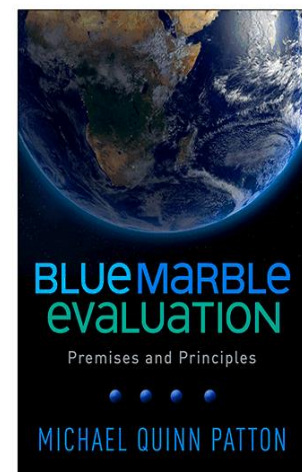
Goal
Attainment

Logic
Models

Theory of
Change

Theory of
Transformation

Evolution of
Evaluation



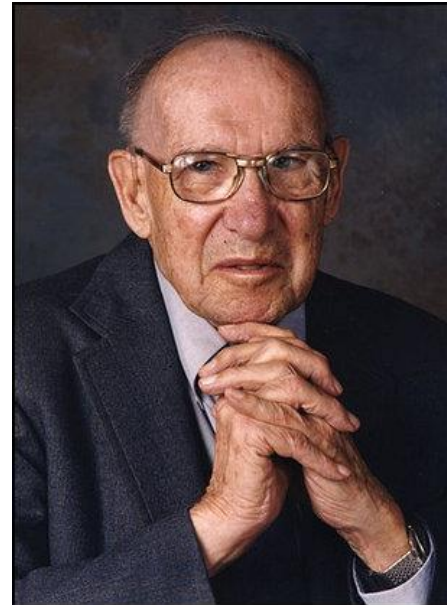


TRANSFORMATION



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

Transforming
Evaluation to
Evaluate
Transformation:
Focus on Food Systems

KEYNOTE:

Transforming
Evaluation to
Evaluate
Transformation

Michael Quinn Patton

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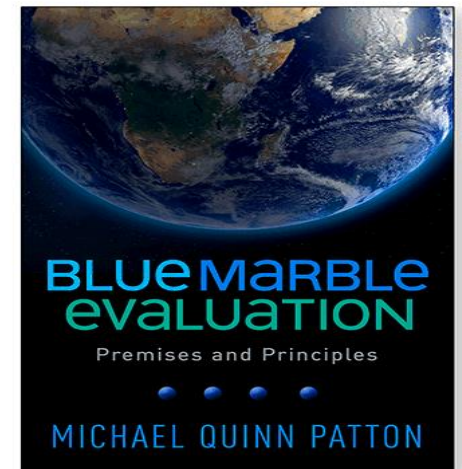
Goal
Attainment

Logic
Models

Theory of
Change

**Theory of
Transformation**

Evolution of
Evaluation



GLOBAL ALLIANCE FOR THE

FUTURE OF FOOD



“We believe that transformational change requires that we craft new and better solutions at all scales through a systems-level approach and deep collaboration between philanthropy, researchers, grassroots movements, the private sector, farmers and food systems workers, Indigenous Peoples, government, and policymakers.

Transformation means realizing healthy, equitable, renewable, resilient, and culturally diverse food systems shared by people, communities, and their institutions.”

[\(https://futureoffood.org/about-us/](https://futureoffood.org/about-us/)



Ruth Richardson, based in Toronto, is Executive Director of the Global Alliance for the Future of Food

Global Alliance

Theory of Transformation

Genuine food system transformation takes place when diverse actions, networks, and individuals intersect across sector and issue silos, the global and local, the macro and the micro. These intersections facilitate convergence around shared visions and values and, ultimately, build critical mass and momentum behind tipping points that lead to healthy, equitable, renewable, resilient, and culturally diverse food systems that dynamically endure over time.



**United
Nations**



**FOOD SYSTEMS
SUMMIT 2021**



DIALOGUES



BLUE MARBLE evaluation

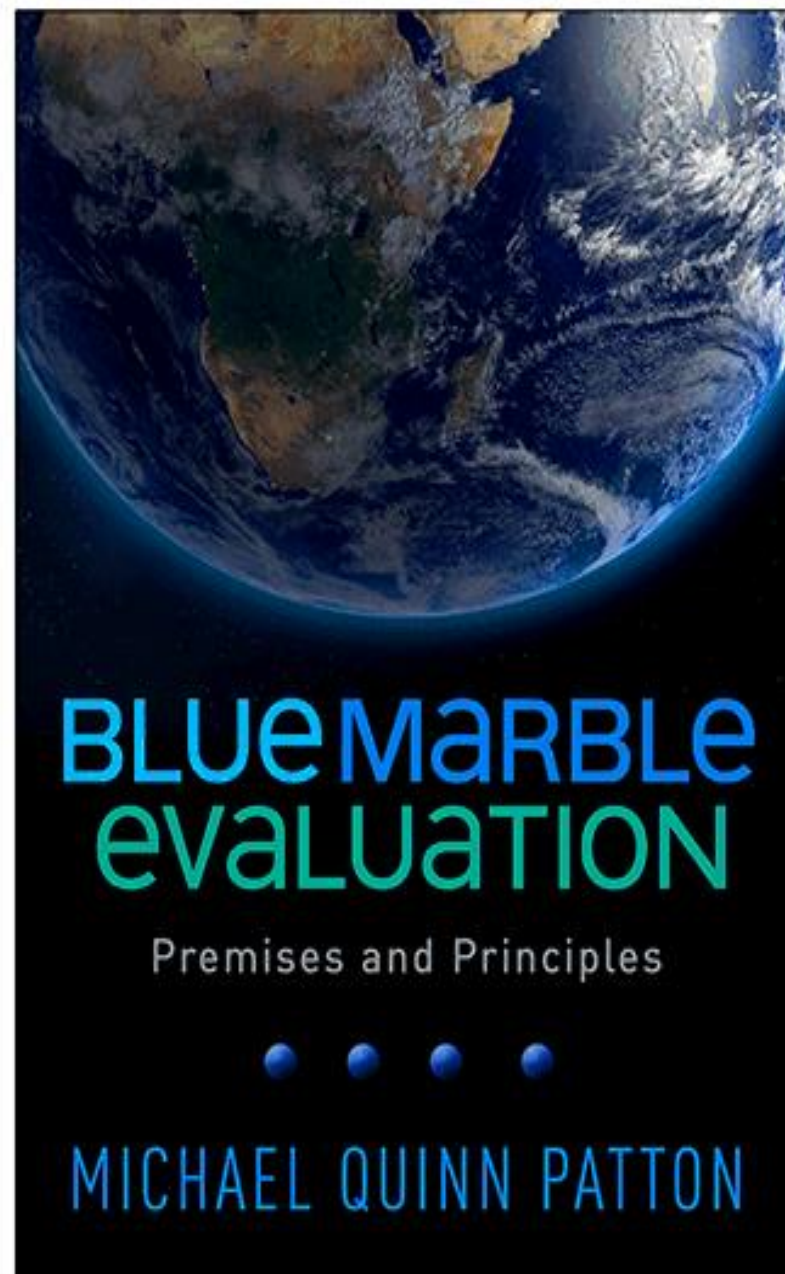


JULY 2021

Synthesis of Independent Dialogues

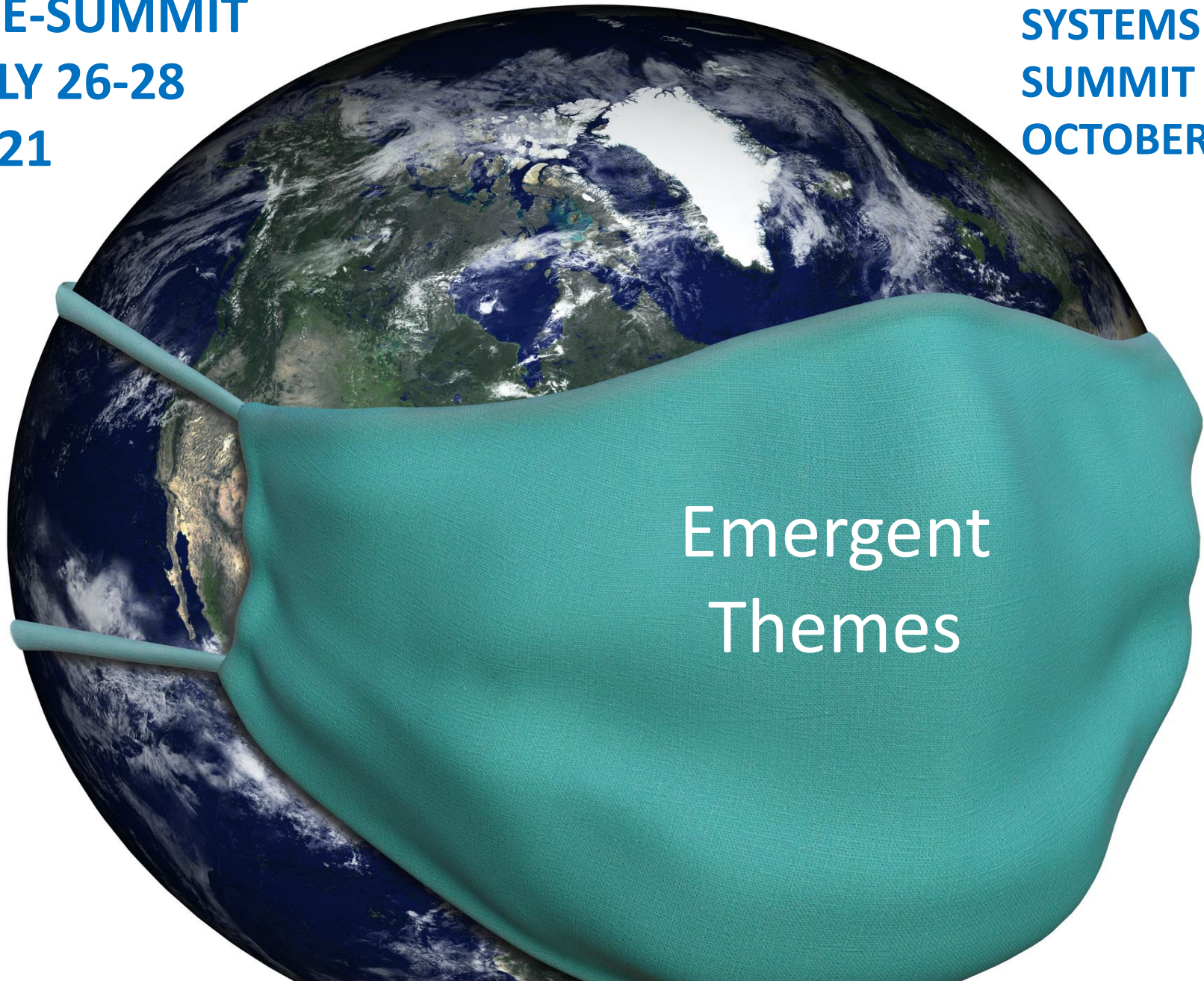
REPORT 2

https://www.un.org/sites/un2.un.org/files/unfss_independent_dialogue_synthesis_report_2_0.pdf



**ROME
PRE-SUMMIT
JULY 26-28
2021**

**FOOD
SYSTEMS
SUMMIT
OCTOBER 2022**



**Emergent
Themes**

Report Stats

443 Dialogue Reports through July 23

Dialogues lasted approximately 1.5 hours

Synthesized data represented more than 40,000 voices

Nearly an equal percentage of male/female

Report Framing

The Final Report synthesized, organized and presented 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?

THINK ABOUT THE EVALUATION IMPLICATIONS

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.

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

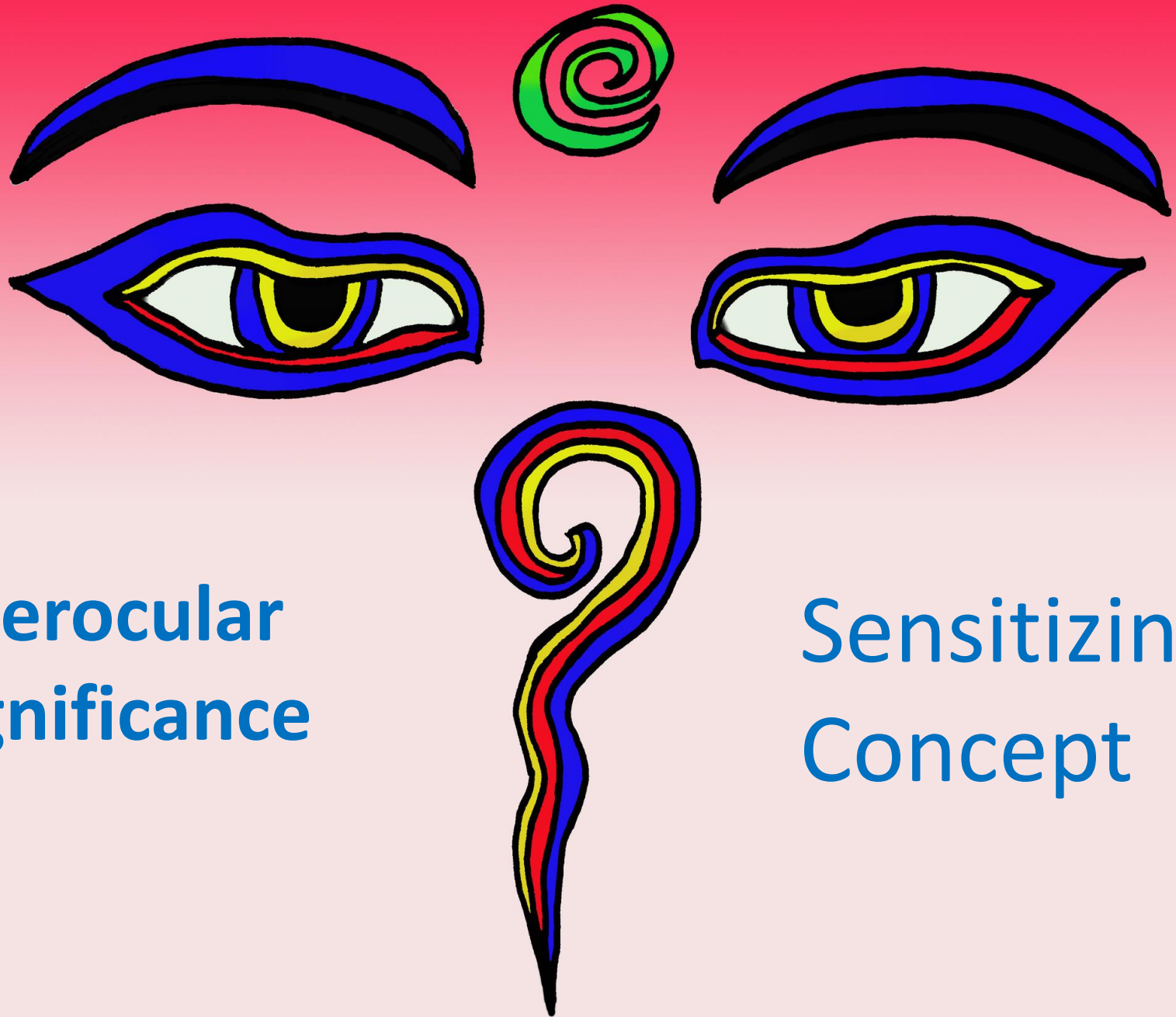


Transforming Evaluation to Evaluate Transformation

10 Evaluation Implications

1. Contextualize transformation





Interocular
Significance

Sensitizing
Concept



2. TRANSFORM FOOD SYSTEMS TO BE EQUITABLE AND SUSTAINABLE

All evaluations address sustainability.

EVALUATION FOR TRANSFORMATIONAL CHANGE

Opportunities and challenges for
the Sustainable Development Goals



*Under the auspices of the Ministers
and of the Mayor of the City of Prague*



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.

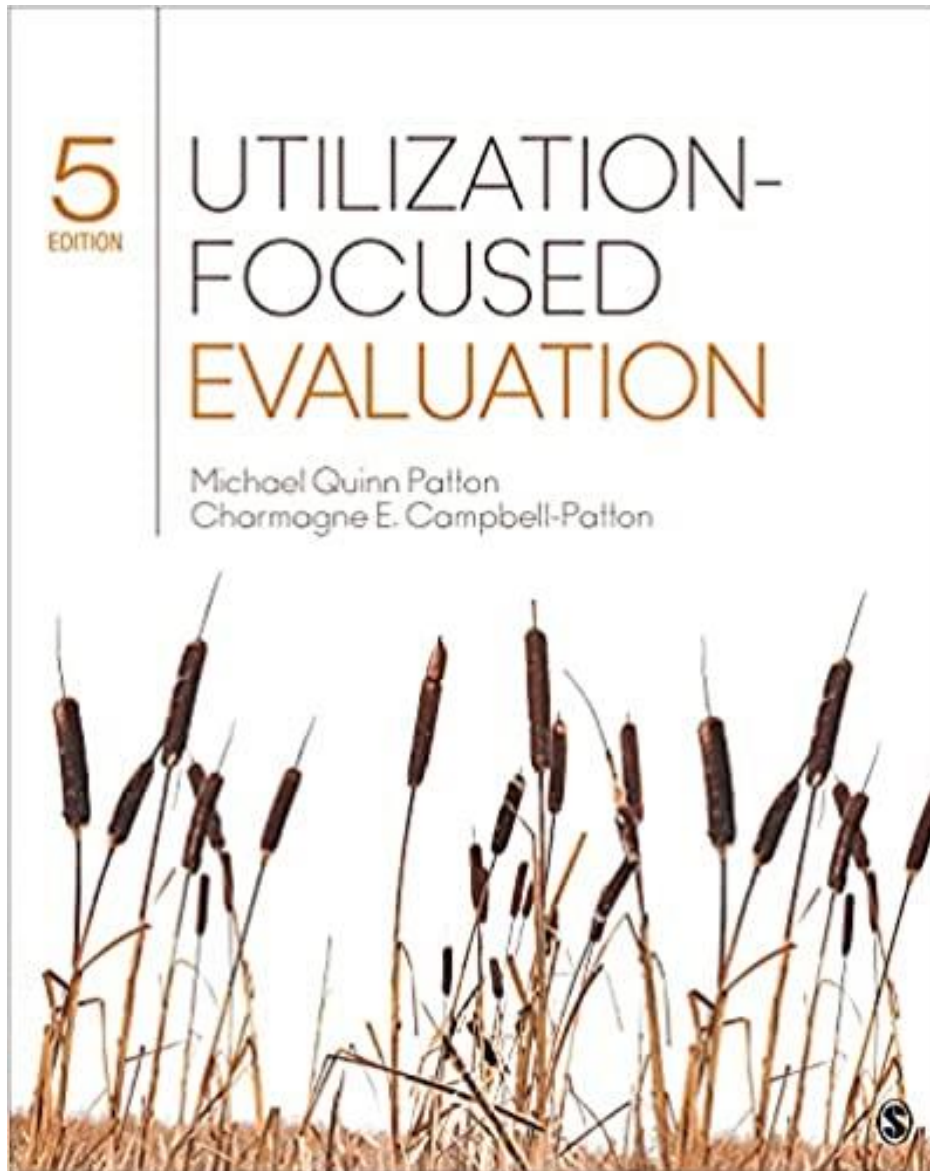


Jara Dean-Coffey

VALUES: DEI

- Diversity
- Equity
- Inclusion

“All evaluations
should address
EQUITY.”



3. APPLY SYSTEMS THINKING



Principles of Systems Thinking

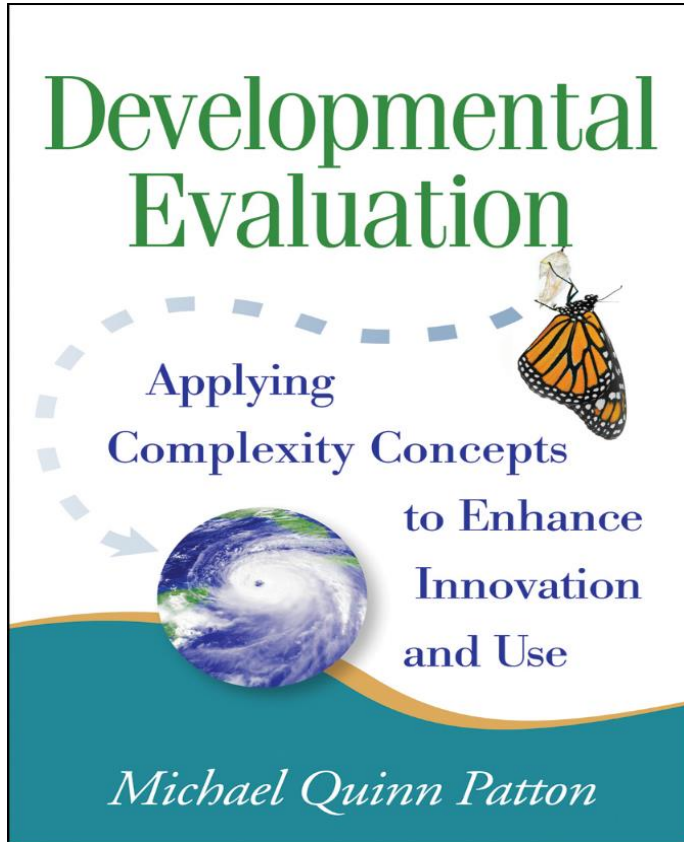
- Interrelationships
- Perspectives
- Boundaries
- Dynamics

4. ADAPT SOLUTIONS TO DIVERSE LOCAL CONTEXTS




From
Plan your work
and work your plan
to
Adaptive Evaluation

ADAPTIVE EVALUATION DESIGNS



COMPLEXITY CONCEPTS

- Emergence
- Nonlinearities
- Uncertainty
- Uncontrollable
- Adaptation



*Think globally
Act locally and globally
Evaluate the
interactions*

GLOCAL



ZOOMING IN & ZOOMING OUT

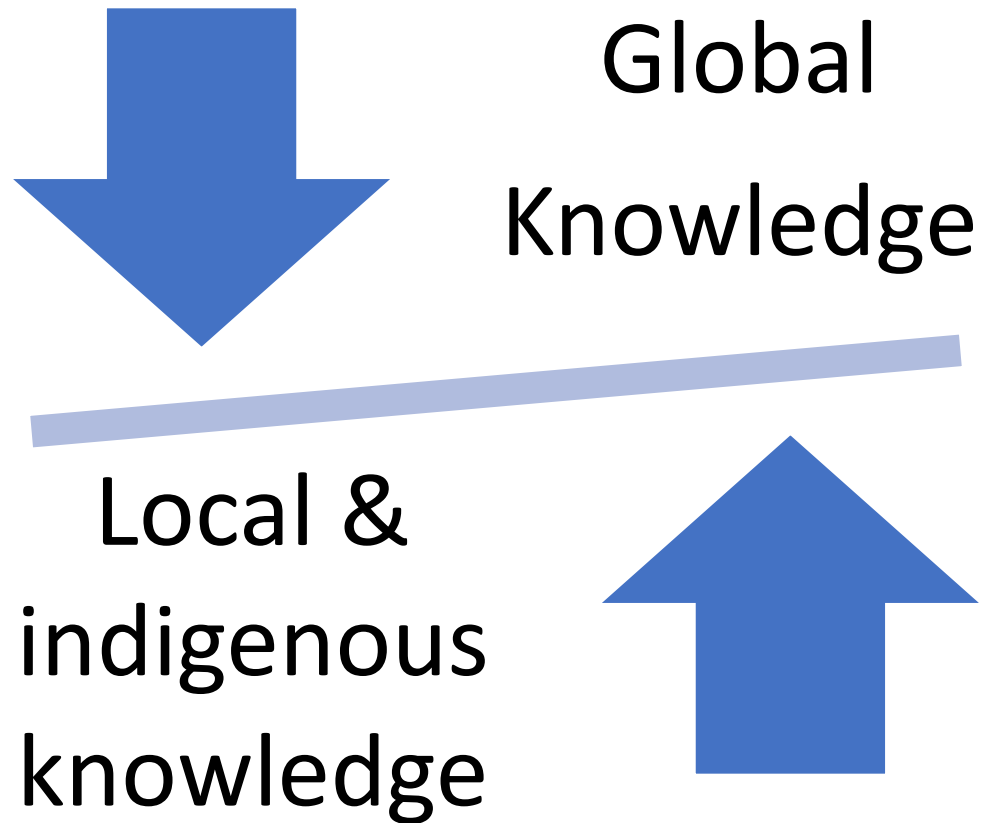
- A BLUE MARBLE
EVALUATOR
SKILL!

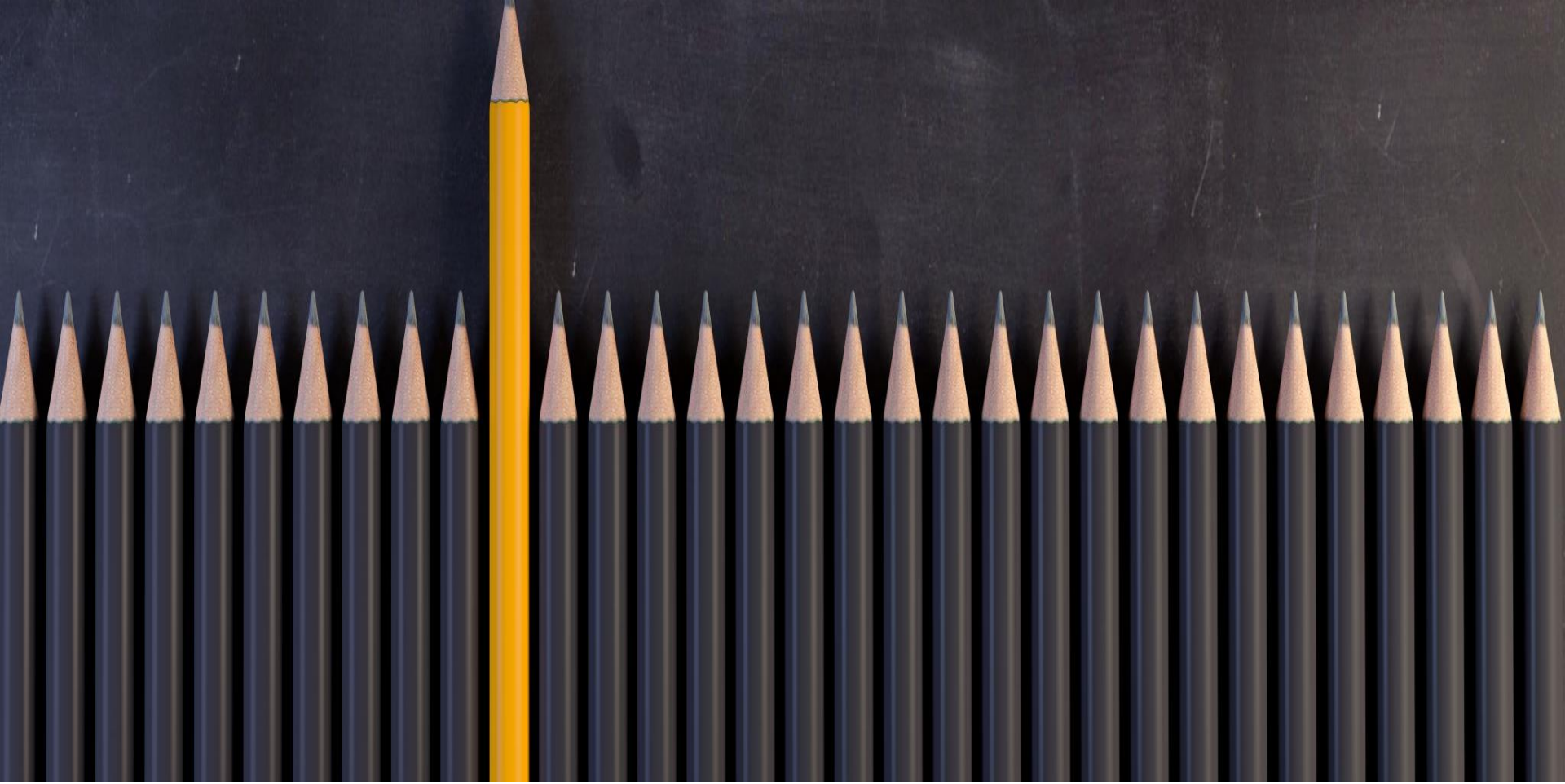




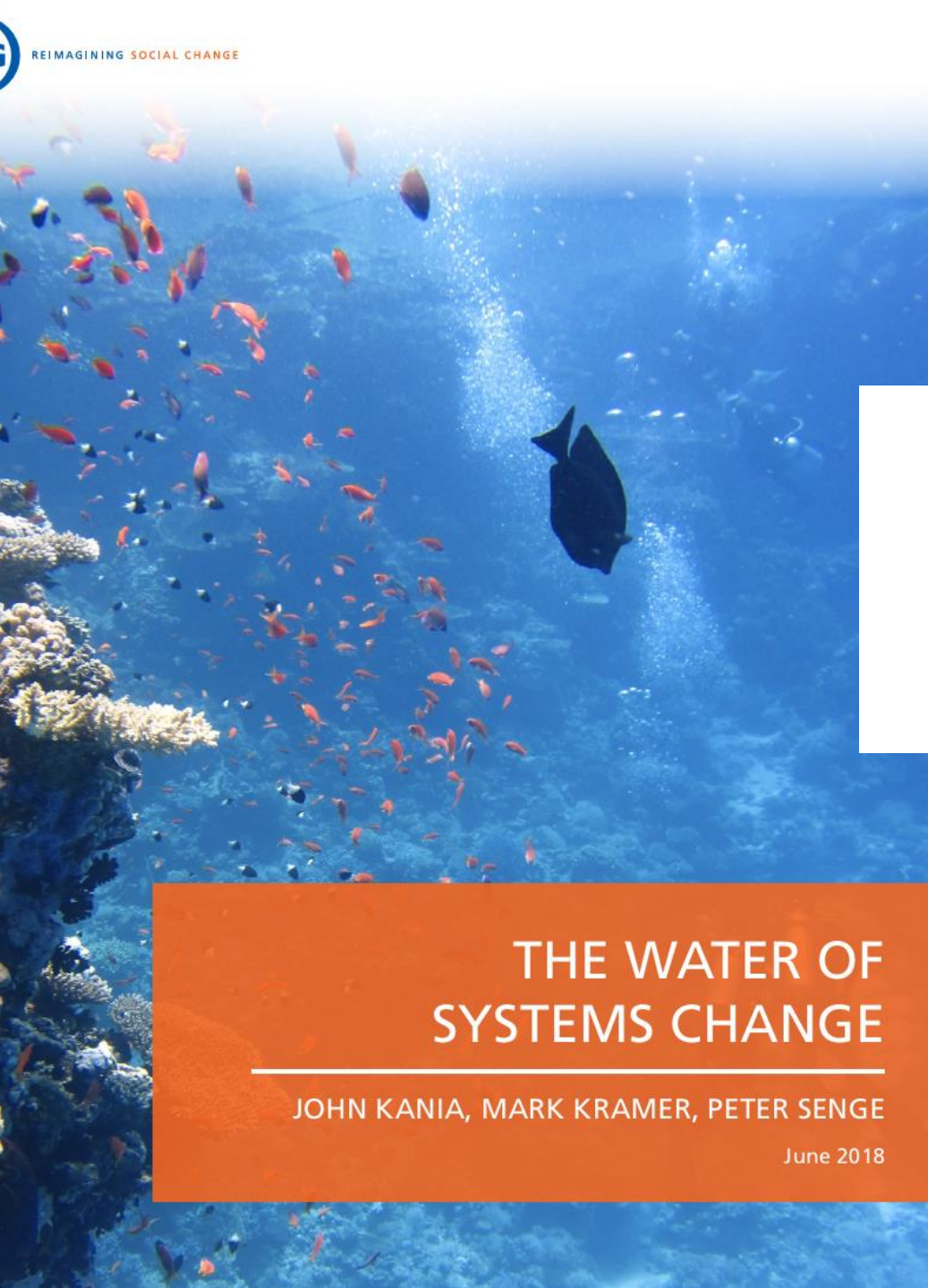


5. VALUE DIVERSITY, ENGAGE INCLUSIVELY





6. Shift perspectives & CHANGE MINDSETS



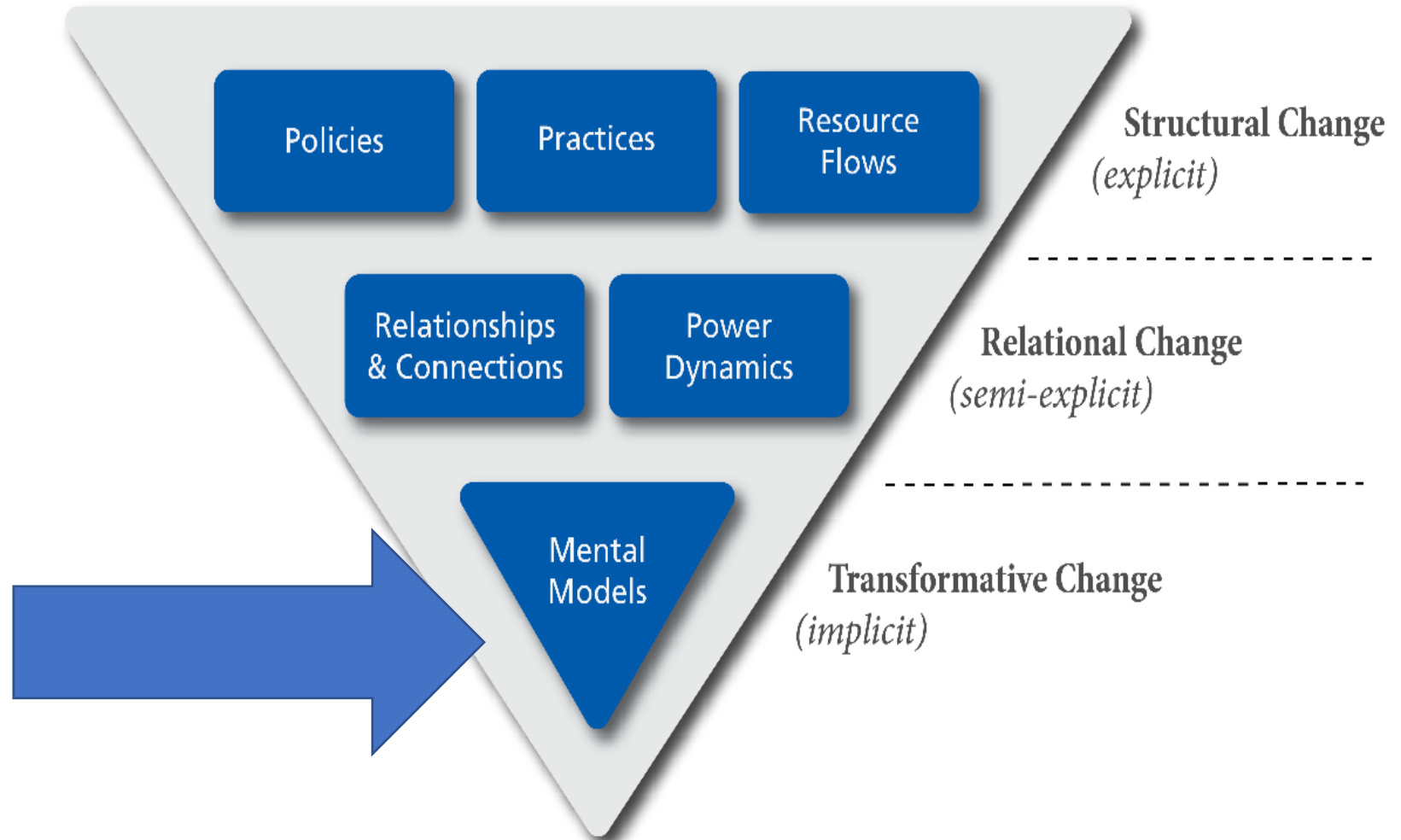
*A fish is swimming along one day when another fish comes up
"Hey, how's the water?" The first fish stares back blankly at the
and then says "What's water?"*

THE WATER OF SYSTEMS CHANGE

JOHN KANIA, MARK KRAMER, PETER SENGE

June 2018

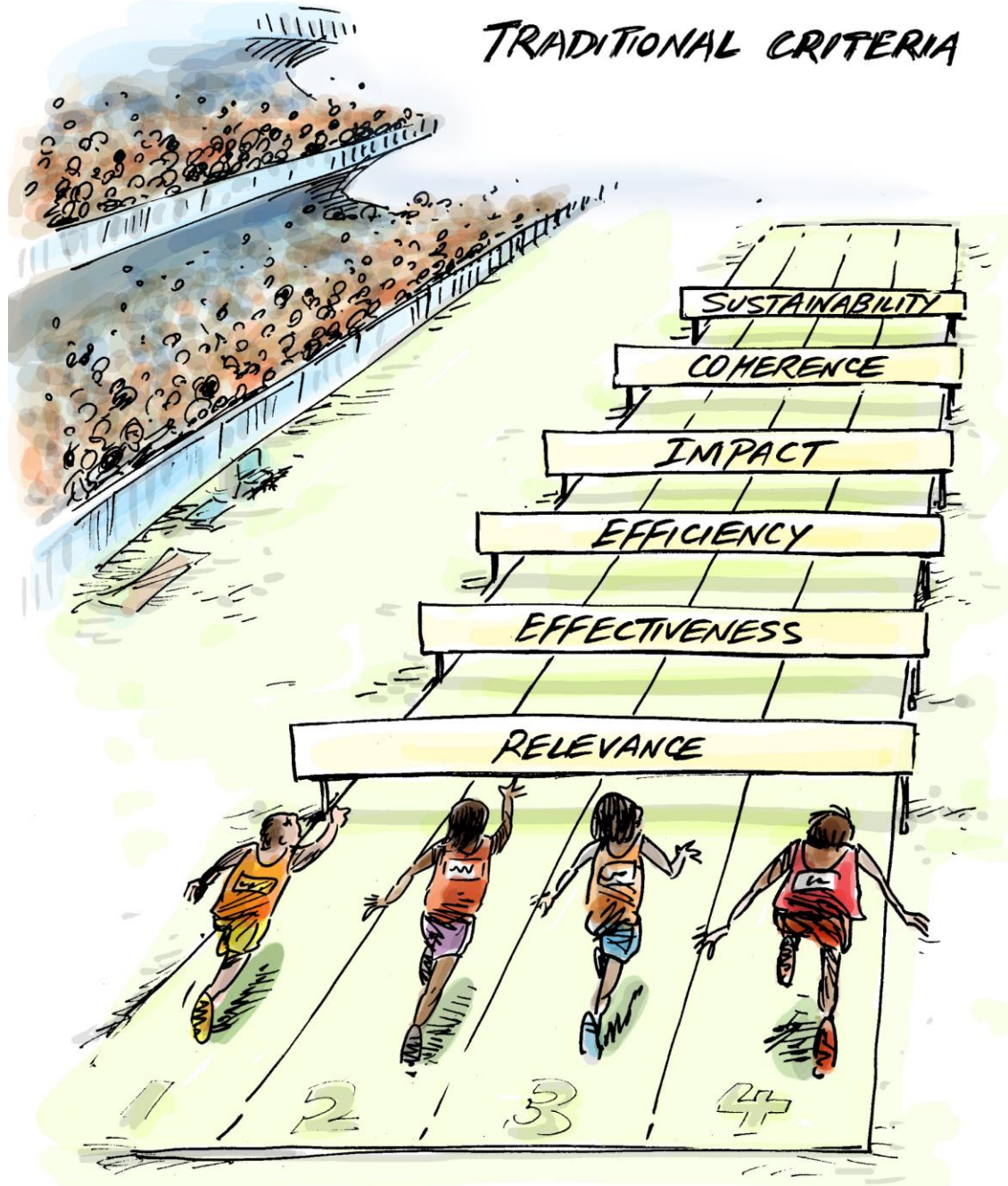
The Water of Systems Transformation



Changing Mindsets About Evaluation

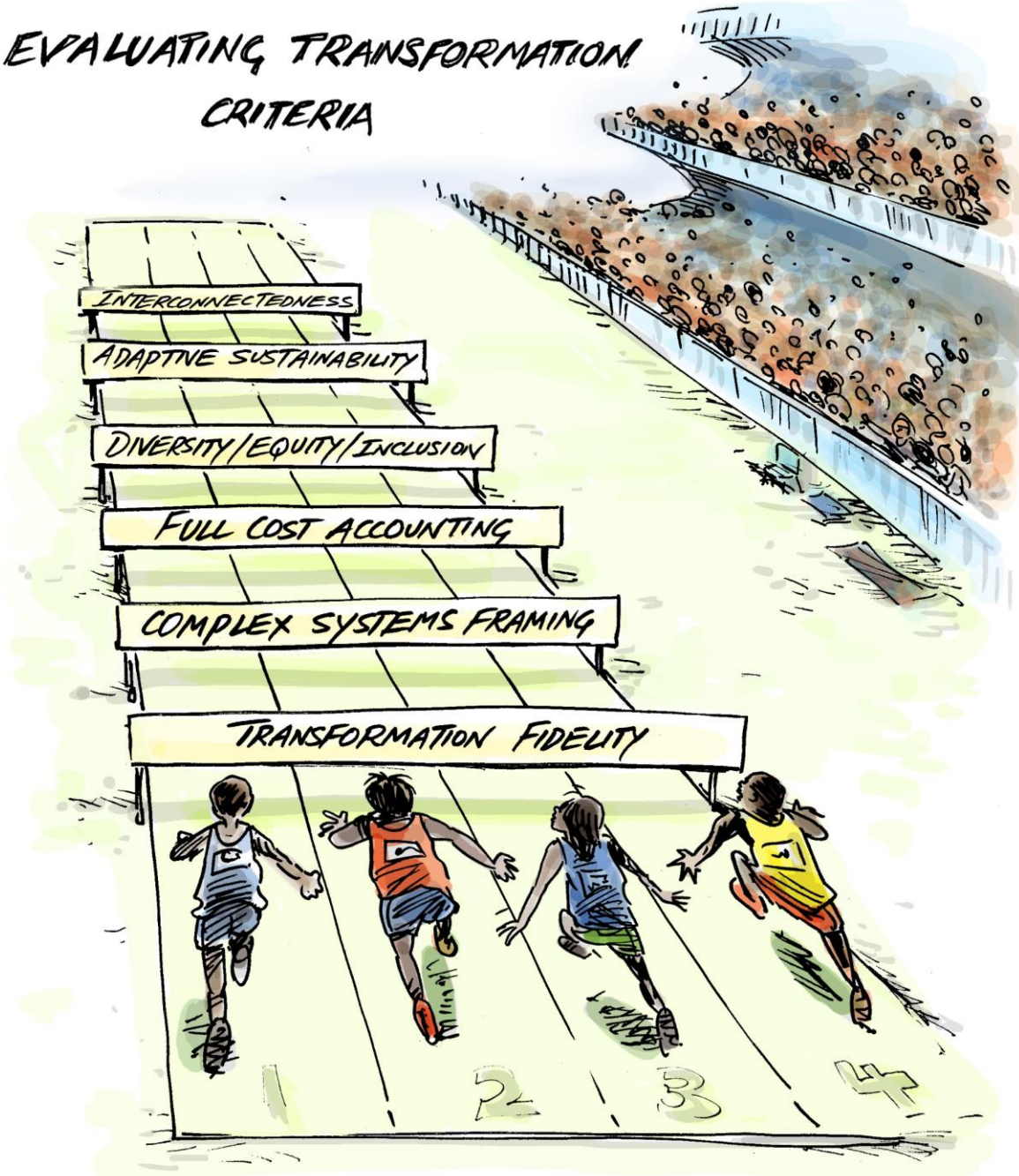
EVALUATION HURDLES CHALLENGE:

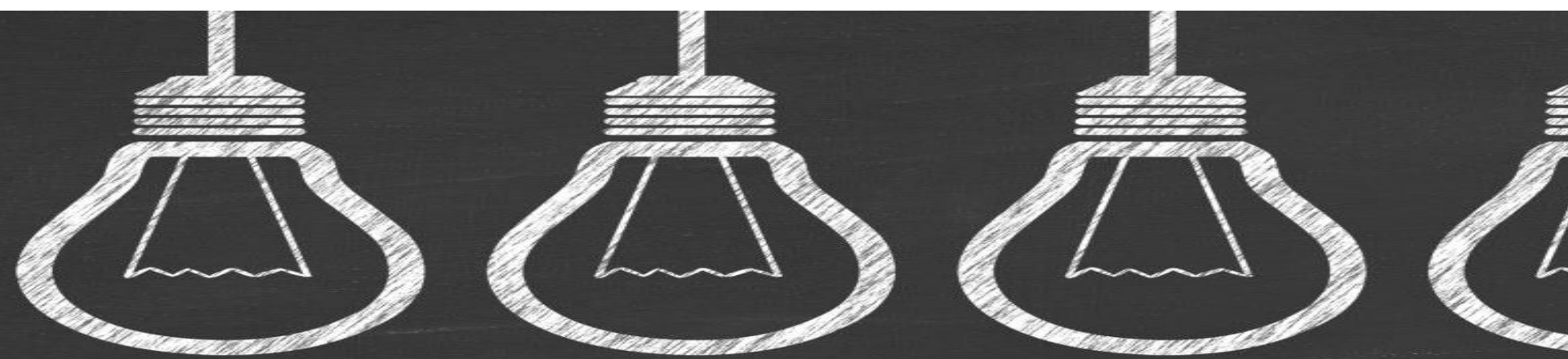
TRADITIONAL CRITERIA



EVALUATION HURDLES CHALLENGE:

EVALUATING TRANSFORMATION CRITERIA





**INNOVATE AND INTEGRATE
WHAT IS ALREADY WORKING
INTO INNOVATIONS**

7. EVALUATION SCIENCE

KNOW THE RELEVANT EVALUATION BODY OF KNOWLEDGE

8. FACILITATE CONFLICT RESOLUTIONS AND NEGOTIATE TRADE-OFFS



Facilitating **EVALUATION**

Michael Quinn Patton



PRIMARY INTENDED USERS BANQUET

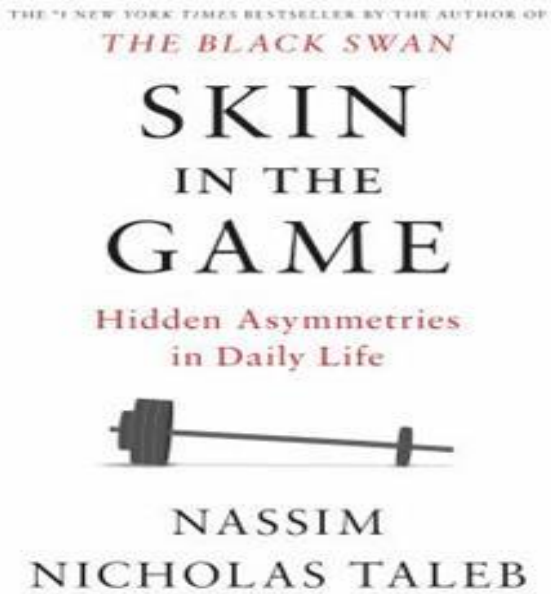


The background of the slide is a deep magenta color with a complex, abstract network pattern. This pattern consists of numerous small, bright white dots (nodes) connected by thin, light-colored lines (edges), creating a web-like structure that fills the entire frame. The density of the connections is higher in some areas, particularly towards the top right, and lower in others.

9. CONNECT AND WEAVE SOLUTIONS TOGETHER FOR TRANSFORMATION

Theory of Transformation

Multiple theories of change



10. Skin in the Game

Determine where you will
make your difference



Transforming Evaluation to Evaluate Transformation

10 Evaluation Implications

1. Contextualize transformation
2. All evaluations address equity and sustainability
3. Apply systems thinking
4. Adaptive evaluation designs (developmental evaluation) based on complexity understandings
5. Value diversity and engage inclusively
6. Shift perspectives and change mindsets about evaluation (from DAC criteria to transformation criteria)
7. Know relevant evaluation science (body of knowledge)
8. Facilitate conflict resolutions and negotiate trade-offs.
9. Generate a theory of transformation integrating multiple theories of change
10. Acknowledge, own, and act on your *skin-in-the game*.

HEY - OUR
NETWORKS CAN
HAVE GLOBAL
IMPACT -

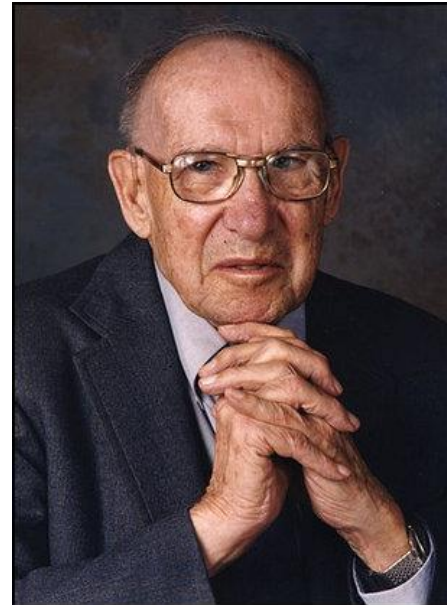


- IF WE
CONNECT
THEM
TOGETHER!

SK

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



BLUEMARBLE evaluation

Premises and Principles



MICHAEL QUINN PATTON

MQP YouTube Presentations

1. Food Systems Summit Theory of Transformation:

<https://youtu.be/76dsKpQn8LA>

2. From Theory of Change to Theory of Transformation

<https://youtu.be/9zQhbwcE5Eo>

3. Evaluation Criteria for Transformation

<https://youtu.be/PcgToM-z26U>