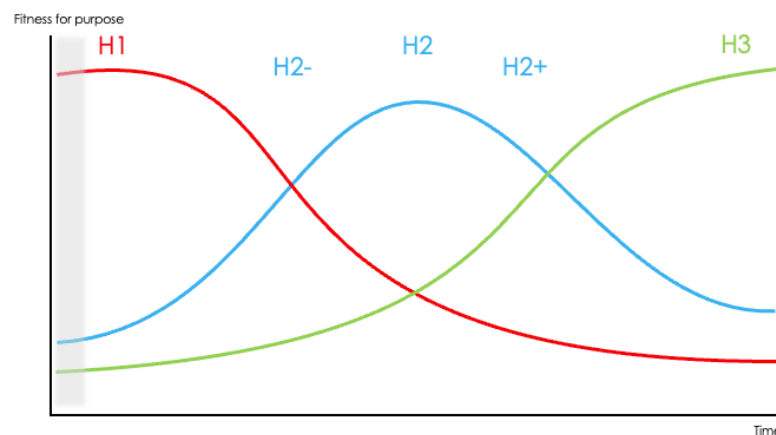




A 3 Horizons Approach to Transformational Change of the Evaluation Field

3 and 4 July 2025

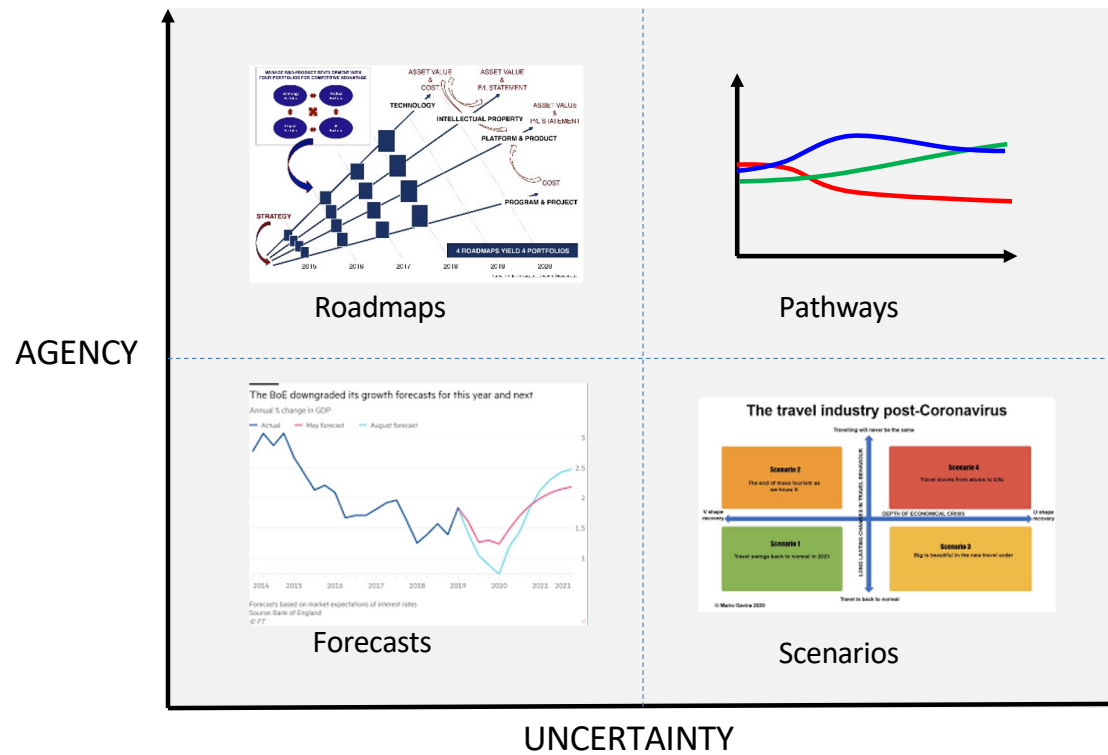


Objectives

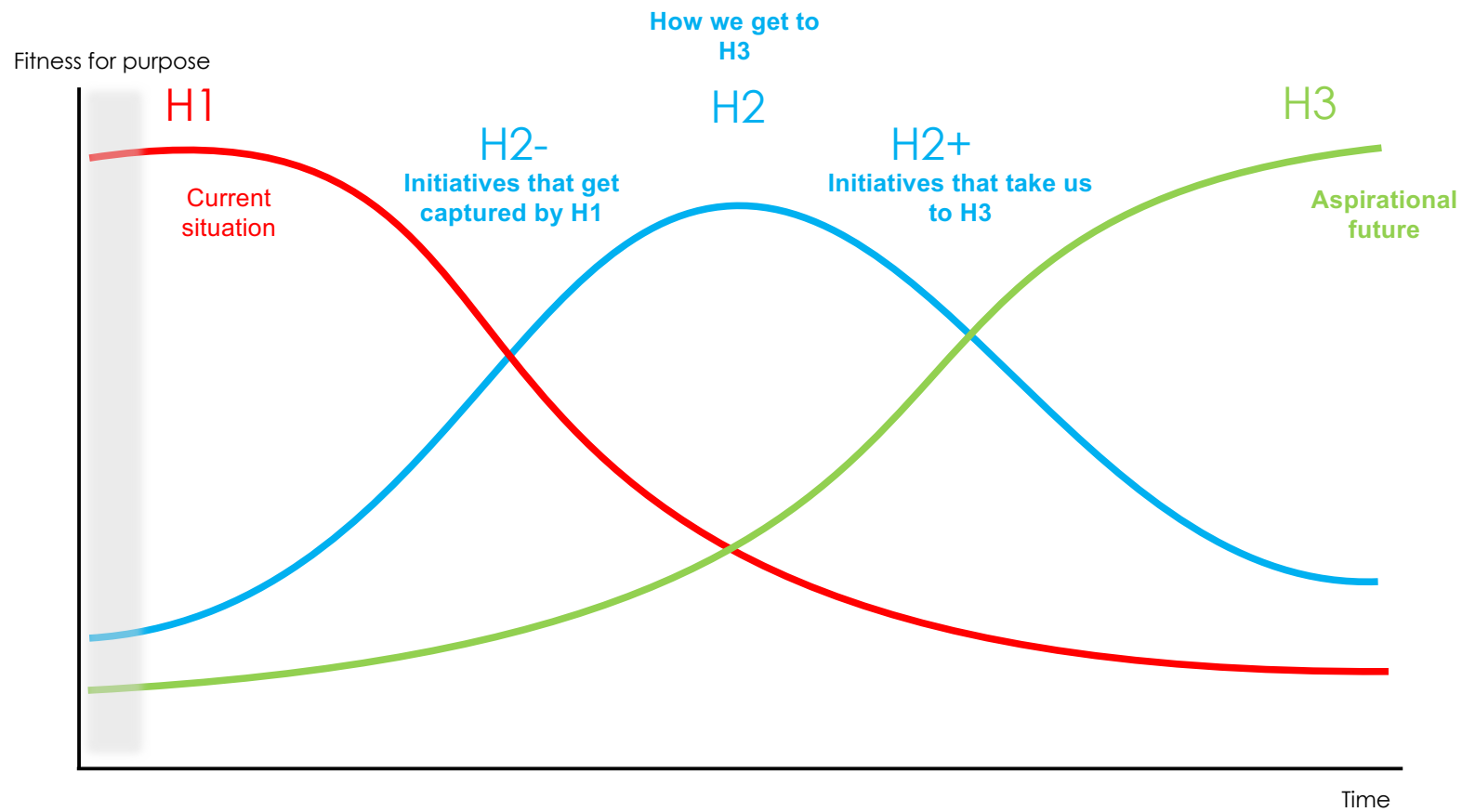
The wider evaluation community is aware of what has emerged from the 3HEI work, help to inform this direction for shifting the evaluation field, identify current transformational (H2+) initiatives, and are interested to collaborate on taking it forward.



4 approaches to Futures Thinking



Thinking in Three Horizons



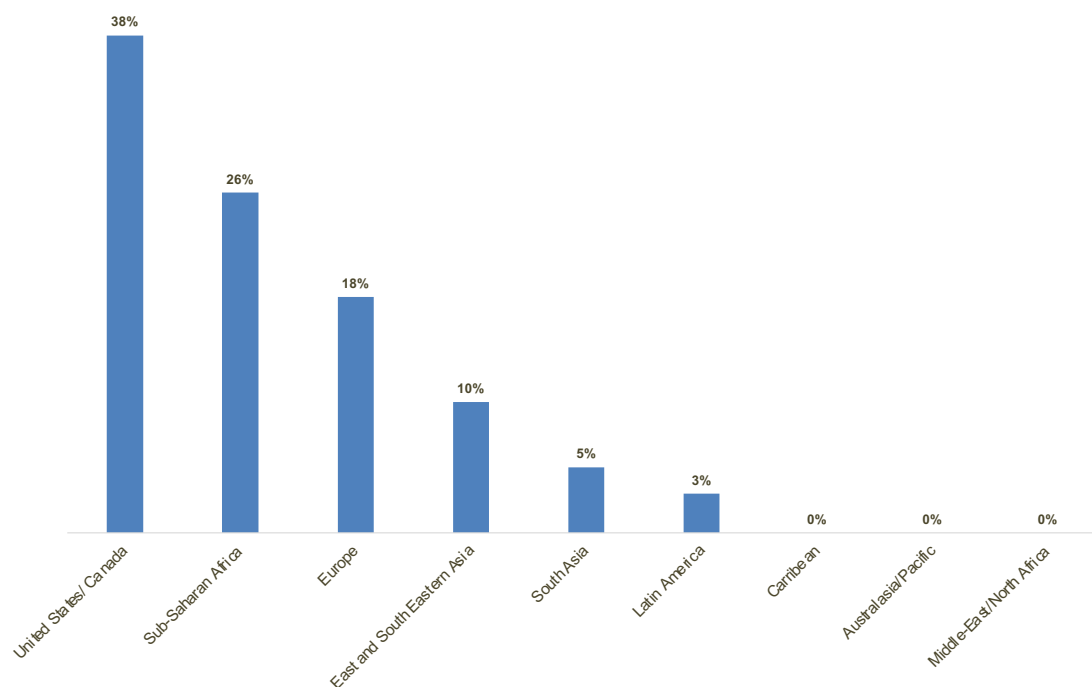
The process we followed

1. Issued a Three Horizons survey to >100 selected diverse participants, 39 respondents, who generated c. 1300 individual comments / answers
2. Core team facilitated team of 18 analysts to group the 1300 comments into clusters
3. Clusters then brought together into themes within each Horizon
4. Systems maps prepared for each Horizon, showing the causal links between the themes.
5. Maps updated after respondents, Friends, SAMEA, IDEAS, Climate SMILE workshops / webinars
6. Maps refreshed to clearly include indigenous and intersectionality
7. AI used at various steps of the process



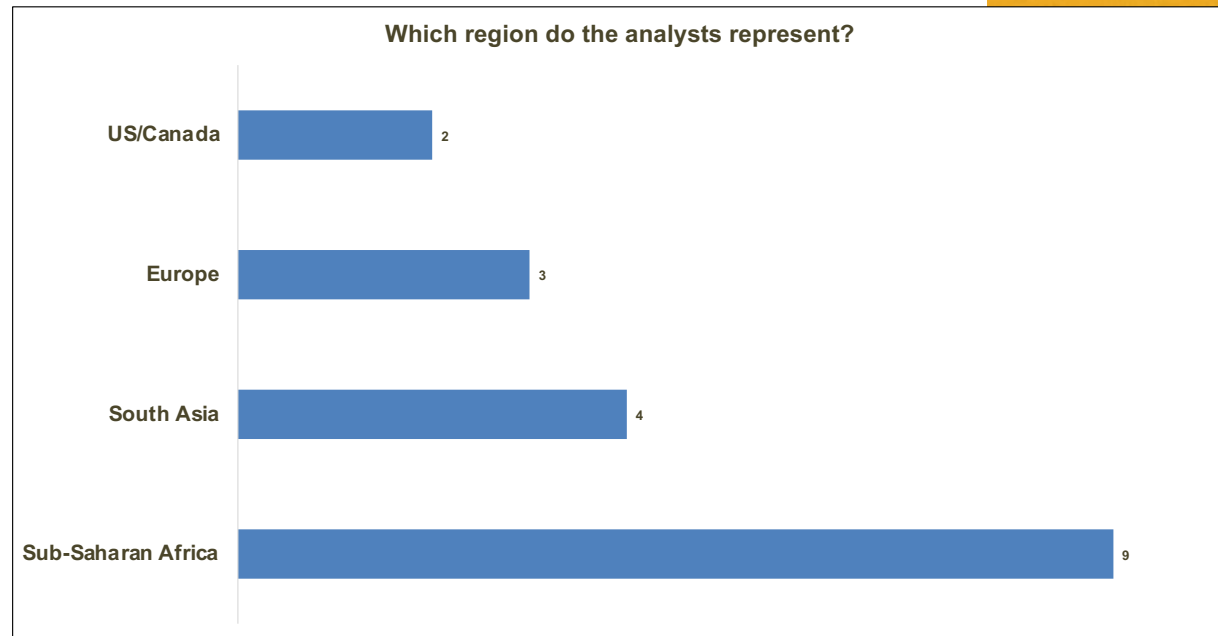
Survey participants

Region Whose Perspective the Respondents are Using



Field of Profession in the survey	% of Respondents
Evaluation Commissioners and Funders	23%
Complex Systems & Transformational Change/Strategy	15%
Evaluators	15%
Academics	8%
Social Change Specialists/ Systems Innovation	8%
Foresight/Futures	5%
Public Managers	5%
Impact Investing	5%
Indigenous	5%
Knowledge Systems	3%
Civil Society and Social Movements	3%
Evidence Use Advocates	3%
Evaluation Support Agency	3%
Total	100%

Survey analysts



- No. of analysts = **18**
- Co-creation session @SAMEA Biennial Conference had **43** attendees who participated in the 1st phase of the analysis

Process steps...

Question: Are there aspects of the current evaluation field that we should keep, adapt and possibly even amplify?

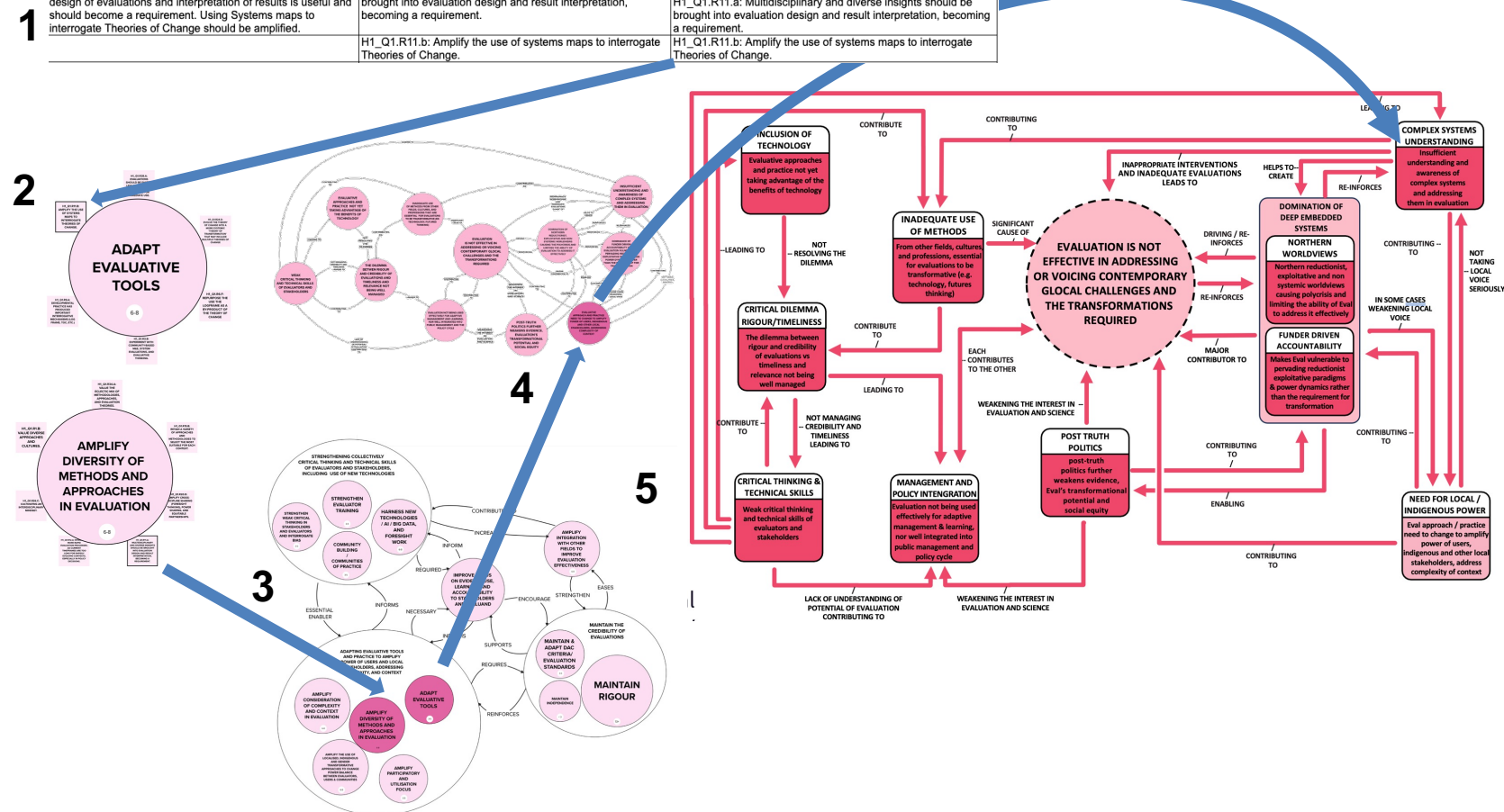
R11: Bringing multidisciplinary and diverse insights to the design of evaluations and interpretation of results is useful and should become a requirement. Using Systems maps to interrogate Theories of Change should be amplified.

H1_Q1.R11.a: Multidisciplinary and diverse insights should be brought into evaluation design and result interpretation, becoming a requirement.

H1_Q1.R11.b: Amplify the use of systems maps to interrogate Theories of Change.

H1_Q1.R11.a: Multidisciplinary and diverse insights should be brought into evaluation design and result interpretation, becoming a requirement.

H1_Q1.R11.b: Amplify the use of systems maps to interrogate Theories of Change.



3HEi Horizons Overview

Horizon 1

**EVALUATION IS NOT
EFFECTIVE IN ADDRESSING
OR VOICING THE
DEEPENING POLYCRISIS
AND THE
TRANSFORMATIONS
REQUIRED**

Horizon 2

**PEOPLE
ENGAGED WITH OR
INSPIRED BY EVALUATION
ARE LEADING AND TAKING
THE POWER TO CHANGE THE
EVALUATION FIELD TO TRANS-
FORM SOCIAL-ECOLOGICAL
SYSTEMS FOR A JUST AND
REGENERATING
PLANET**

Horizon 3

**ALL
EVALUATION
CONTRIBUTES TO
TRANSFORMING SOCIAL-
ECOLOGICAL SYSTEMS
TOWARDS A JUST AND
REGENERATING
PLANET**

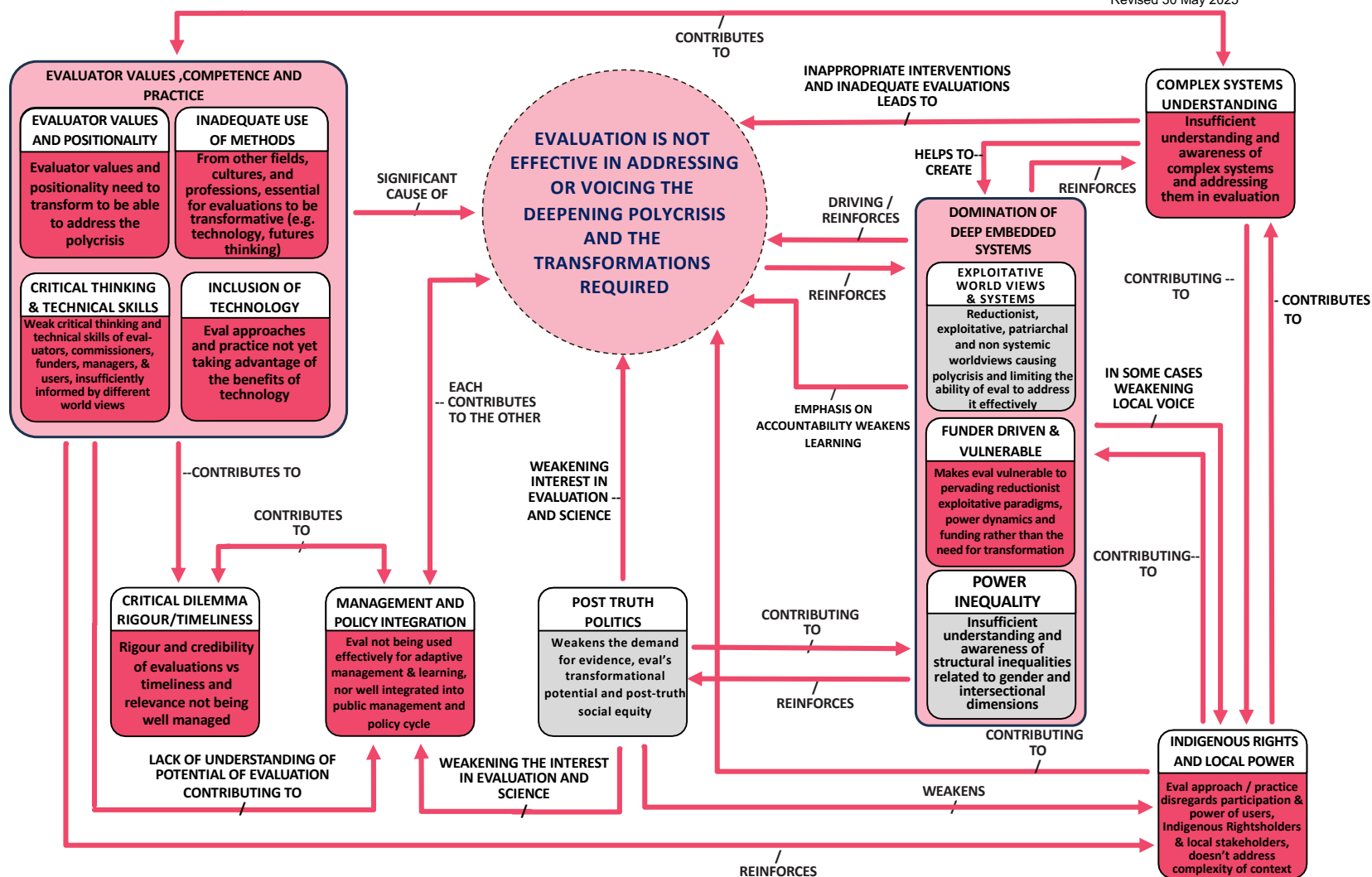


EVALUATION IS NOT EFFECTIVE IN ADDRESSING OR VOICING THE DEEPENING POLYCRISIS AND THE TRANSFORMATIONS REQUIRED

- ❑ Domination of reductionist, exploitative and non systemic worldviews and systems
- ❑ Inadequate use of methods from other fields, cultures, and professions that are essential for evaluations to be transformative (e.g. technology, futures thinking)

SURVEY QUESTIONS

1. **Valuable Elements:**
Are there aspects of the current evaluation field that we should keep, adapt and possibly even amplify?
2. **Is evaluation fully equipped?**
Are there aspects of the current evaluation field that indicate that it is currently not fully equipped to address contemporary global challenges?
3. **What led us here:**
What beliefs, approaches, events and dynamics do you feel have led to this current situation in the field of evaluation?
4. **Current trends**
What major trends or forces (technological, political, cultural, ecological, economic, social, etc.) do you feel are currently affecting the evaluation field, either positively or negatively?



Horizon 3

ALL EVALUATION CONTRIBUTES TO TRANSFORMING SOCIAL-ECOLOGICAL SYSTEMS FOR A JUST AND REGENERATING PLANET

Evaluation is addressing the polycrisis systemically *and* systematically, being used across policy and organisational cycles. It is now a core competency and continues to evolve. It is valued by wider society.

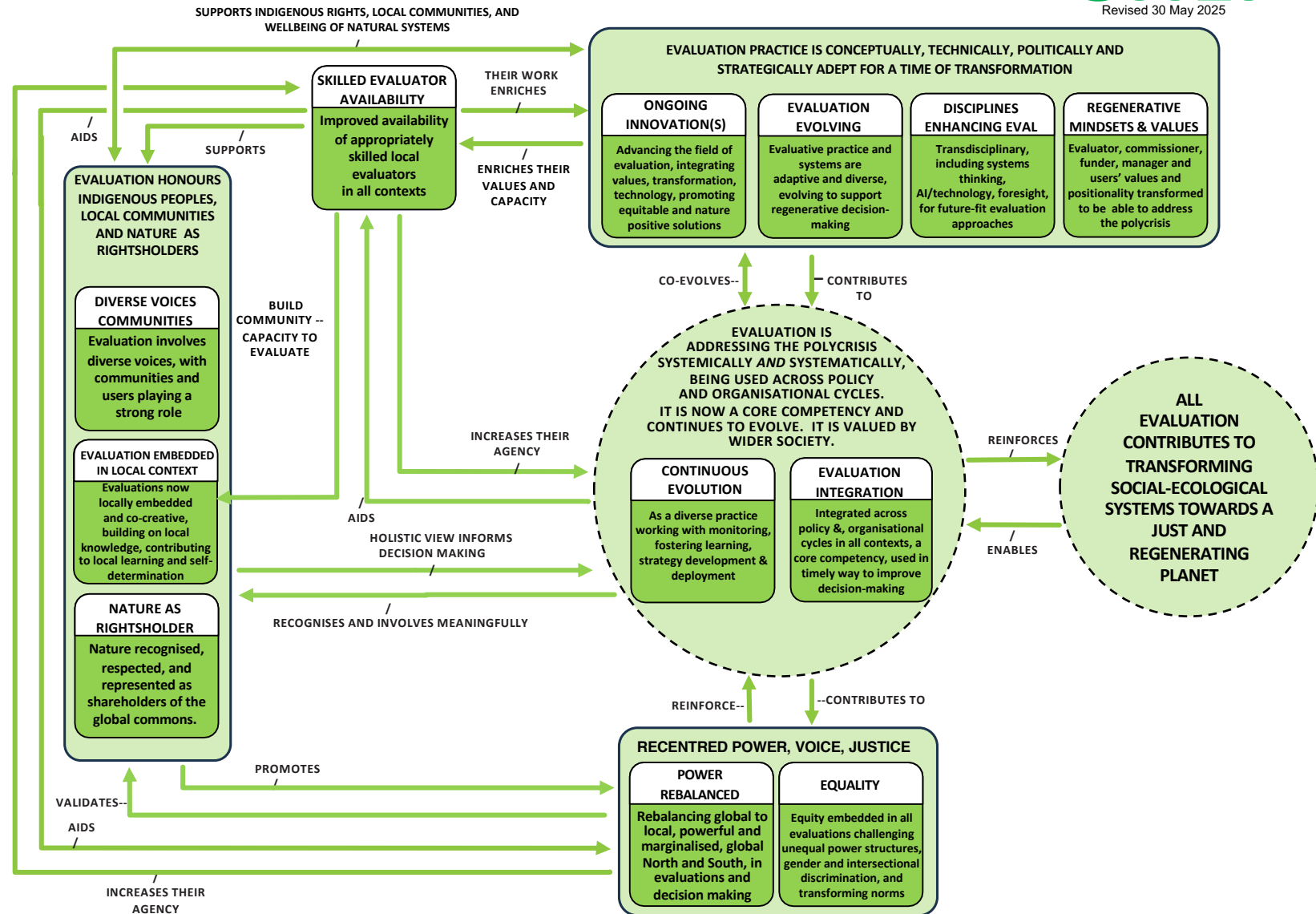
Evaluation practice is conceptually, technically, politically and strategically adept for a time of transformation

SURVEY QUESTIONS

- Look and feel 10 years out**
What does the evaluation field and its use look and feel like, now that the challenges you identified in Horizon 1 have been addressed?
- Co-Evolution**
What do you see around you that shows that the evaluation field, as you engage in it, is interacting dynamically with emerging global and local aspects of the polycrisis?
- Present Seeds**
Back to now, what early signs or "seeds" of this aspirational future can you see now, also known as "pockets of the future in the present"

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Horizon 2

PEOPLE ENGAGED WITH OR INSPIRED BY EVALUATION ARE LEADING AND TAKING THE POWER TO CHANGE THE EVALUATION FIELD TO TRANSFORM SOCIAL-ECOLOGICAL SYSTEMS FOR A JUST AND REGENERATING PLANET

- ☐ Repositioning evaluation practice to strengthen transformational awareness & respond to the polycrisis
- ☐ Strengthening practice using systems approaches, technology, foresight and local knowledge that are appropriate to culture and context

SURVEY QUESTIONS

1. Transformative Initiatives:

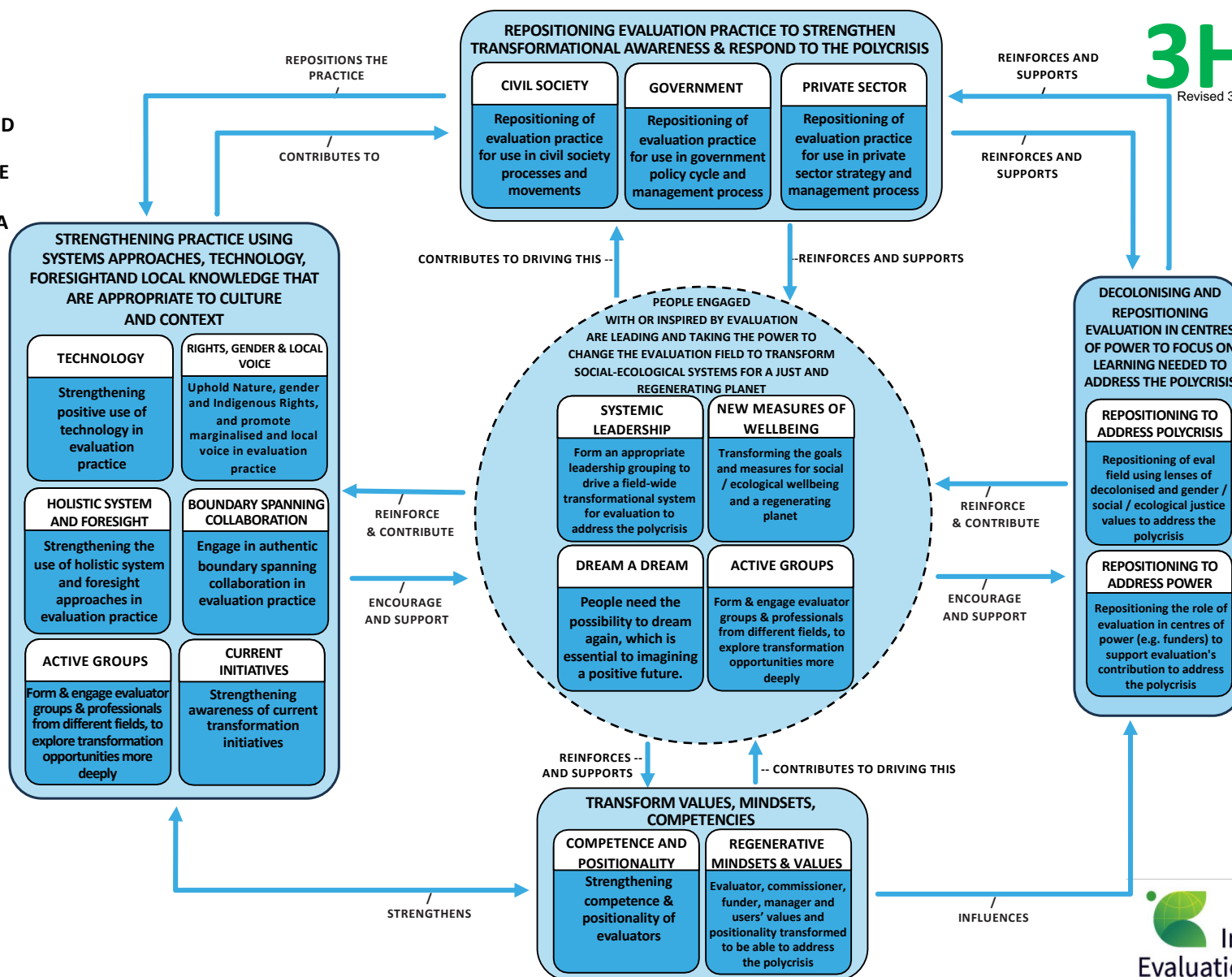
What current initiatives can you see right now that have the potential to transform the evaluation field and move it from Horizon 1 to the aspirational future in Horizon 3?

2. Future Initiatives:

What new initiatives do you feel should be started to help the transformation towards Horizon 3?

3. Your Contribution:

What principles or concepts will guide your work towards H2+ initiatives and help avoid their capture by H1? Please indicate with whom you would like to collaborate.



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Next steps

- ▶ We will share the maps/presentation with you and invite you to **keep identifying H2+ initiatives** and sharing these with us.
- ▶ Share a **Storymap** so you can interact with the maps and share the link.
- ▶ Reflect on the learning from this for applying 3H at EES session second week of September.
- ▶ Use these initiatives as a foundation for how we will **take this transformational systems change forward**.
- ▶ These partners plus others will build collaboratively a series of **work packages** to collaborate on and take forward different catalytic areas of the work, linking to EvalAgenda.



Next steps (2)

- ▶ Use JMDE articles to test the thinking, elaborate in depth how they need to be taken forward.
- ▶ Continue to refresh the maps and evolve as a living exercise that responds to the changing environment, and also as our thinking evolves
- ▶ The partners will meet around the week of 21 July to plan taking the work forward
- ▶ Future conferences eg APEA will provide opportunities to take the work forward

Please go back to the Mentimeter code **3163 1849** and add how you feel now and your contacts if you would like to collaborate going forward



Closing



Association Africaine d'Evaluation

