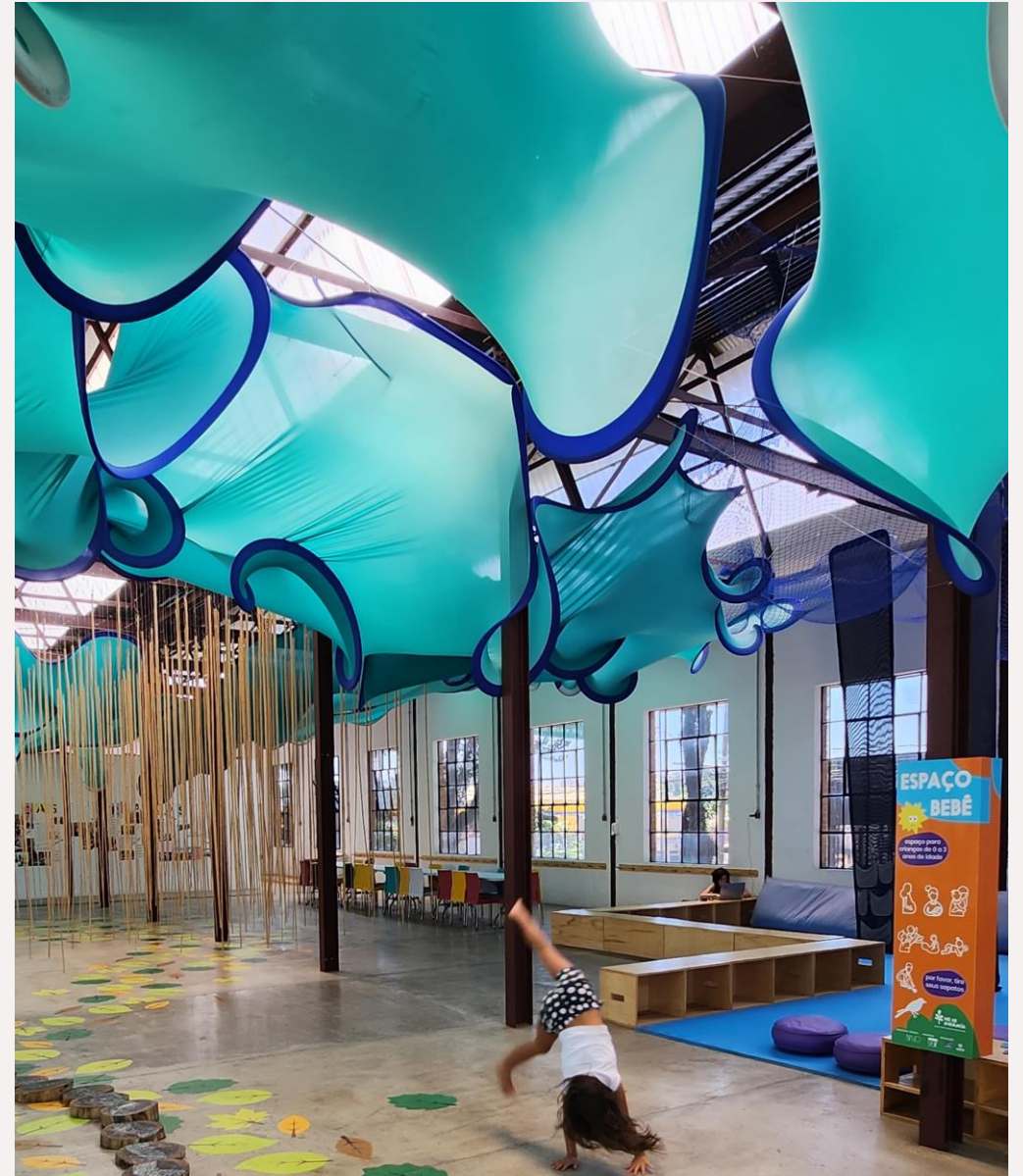




# When “parachuting in” is not an option

Exploring value with integrity across  
languages, continents and time  
zones

Adrian Field & Julian King



# Acknowledgements

- Van Leer Foundation
- Jundiaí Municipality
- Ateliê Navio
- Thomaz Chianca, Gabriela Chianca, Michelle Moss, Georgia Parslow, Caren Mattiello, Aaron Schiff

# Today's discussion

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Possibilities and perils of the  
desktop commission

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Connecting across continents

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Collaborative co-design

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Adaptation and authenticity

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Remotely with responsibility

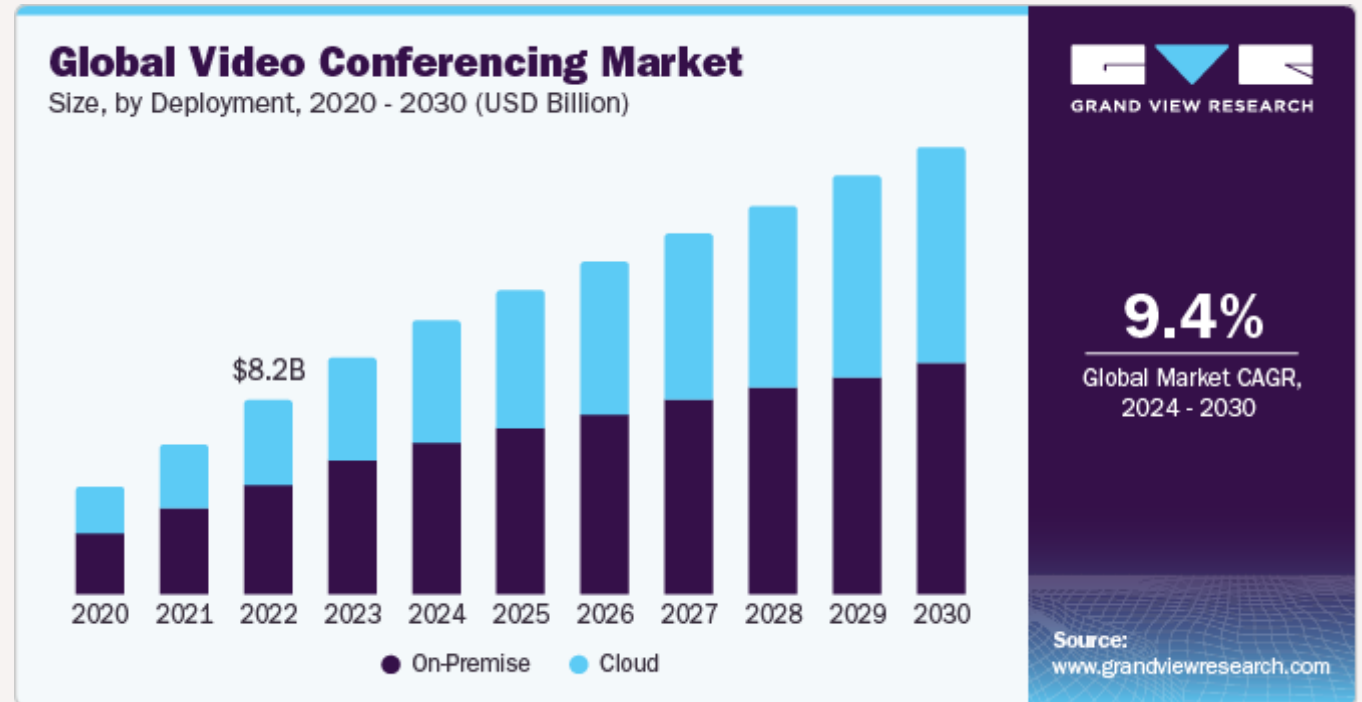


**Possibilities and perils of  
the desktop commission**

# Growth of videoconferencing

Huge global growth of videoconferencing, accelerated since COVID

By 2032, the value of the video conference market is expected to grow to reach \$22.3 billion, with a compound annual growth rate of 12.3%



<https://techreport.com/statistics/software-web/video-conferencing-market-statistics/>  
<https://www.grandviewresearch.com/industry-analysis/video-conferencing-market>

# Meaningful or surface-level?

- We've all become experts (to varying degrees) in video-conferencing in the last few years
- Potential to deliver evaluations without leaving our desks
- What does that mean for the quality and safety of our evaluation practice?
- Cohesive connection or exacerbating the problem of consultants' parachuting in?





**Connecting across continents**

# Urban95

Van Leer  FOUNDATION

- International initiative to transform cities for children and caregivers
- Prioritising first 5 years of a child's life
- Working city-wide with urban leaders, planners, and designers
- 'If you could experience the city from an elevation of 95 cm – the height of a 3 year old – what would you do differently?'



# Our brief

- Applying Value for Investment approaches (Vfi) to explore the value of Urban95
- Initiatives led through Urban95 in Jundiaí Municipality, Brazil and working with Ateliê Navio (design consultancy)
- Intended to be desktop and videoconferencing-based
- No travel anticipated

# Opportunities and challenges

- Value for Investment as the roadmap
- Structured and participatory approach to explore value
- Brings in multiple perspectives on value - and values all who bring their knowledge to the table
- Inherent challenges in working across:
  - 3 time zones (Aotearoa, Brazil, Netherlands)
  - 3 continents
  - 2 languages (English and Portuguese)
- Recognising cultural and linguistic differences
- Introducing a new evaluation approach



**DESIGN**

**EVALUATION**



Understand the program

Criteria

Standards

Evidence needed

Gather evidence

Analysis

Synthesis & judgement

Reporting

1

2

3

4

5

6

7

8

For example:

Context

Stakeholders and users

Needs

Questions

Theory of change

Value proposition

Context-specific definitions:

Criteria (aspects of good resource use and value creation, e.g., equity, cost-effectiveness, effectiveness, efficiency and economy)

Standards (levels of good resource use and value creation, e.g., excellent, good, adequate and poor)

What evidence is needed and will be credible to address the criteria and standards?

What methods should be used to collect the evidence?

Including economic methods of evaluation where feasible and appropriate

Descriptive analysis of each stream of evidence

Causality/ contribution

Bring the stream of evidence together

Evaluative judgements using the criteria and standards

For example:  
How is value created, for whom?

How well are resources used?

Is enough value created?

How can more value be created?



**Collaborative co-design**

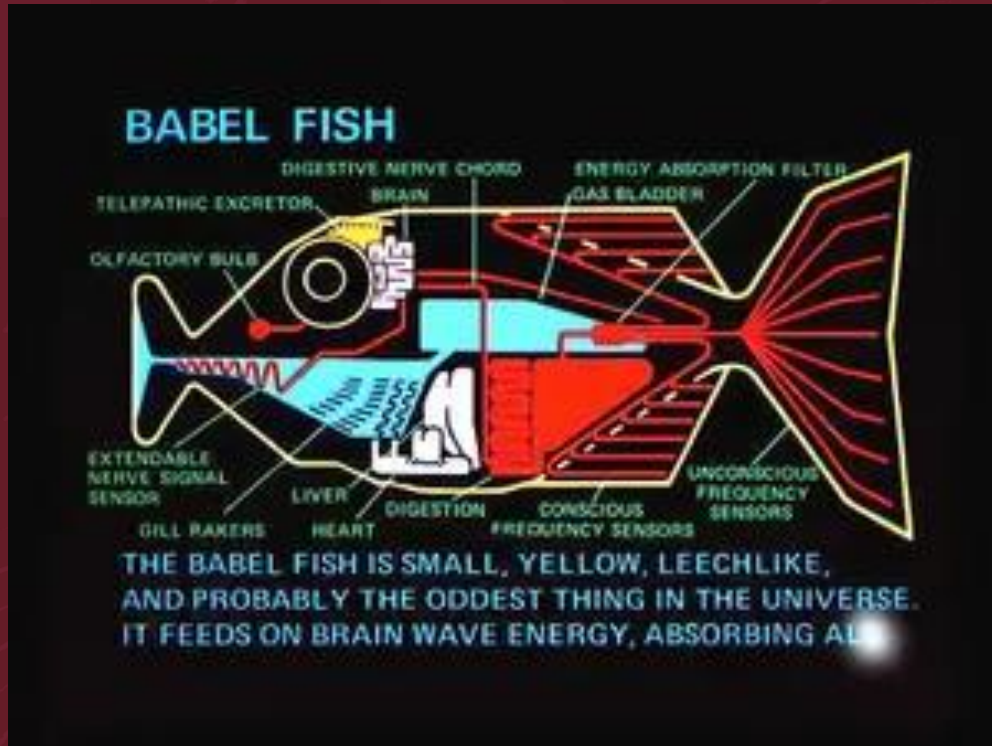
# Contra proferentem

- A legal term - If any doubt or ambiguity arises in the interpretation of a document, the rule requires that the doubt or ambiguity should be resolved against the party who drafted it.
- Aims to prevent the drafting party from exploiting their position to create terms that are unclear or potentially unfair to the other party.
- In a cross-cultural evaluation setting, offers a pointer to ensuring ambiguity does not disadvantage evaluands, either through the design of the evaluation or the collection and analysis of data

# Manaakitanga

- Hospitality, kindness, generosity, support
- The process of showing respect, generosity and care for others

# Waiting for a Babel fish

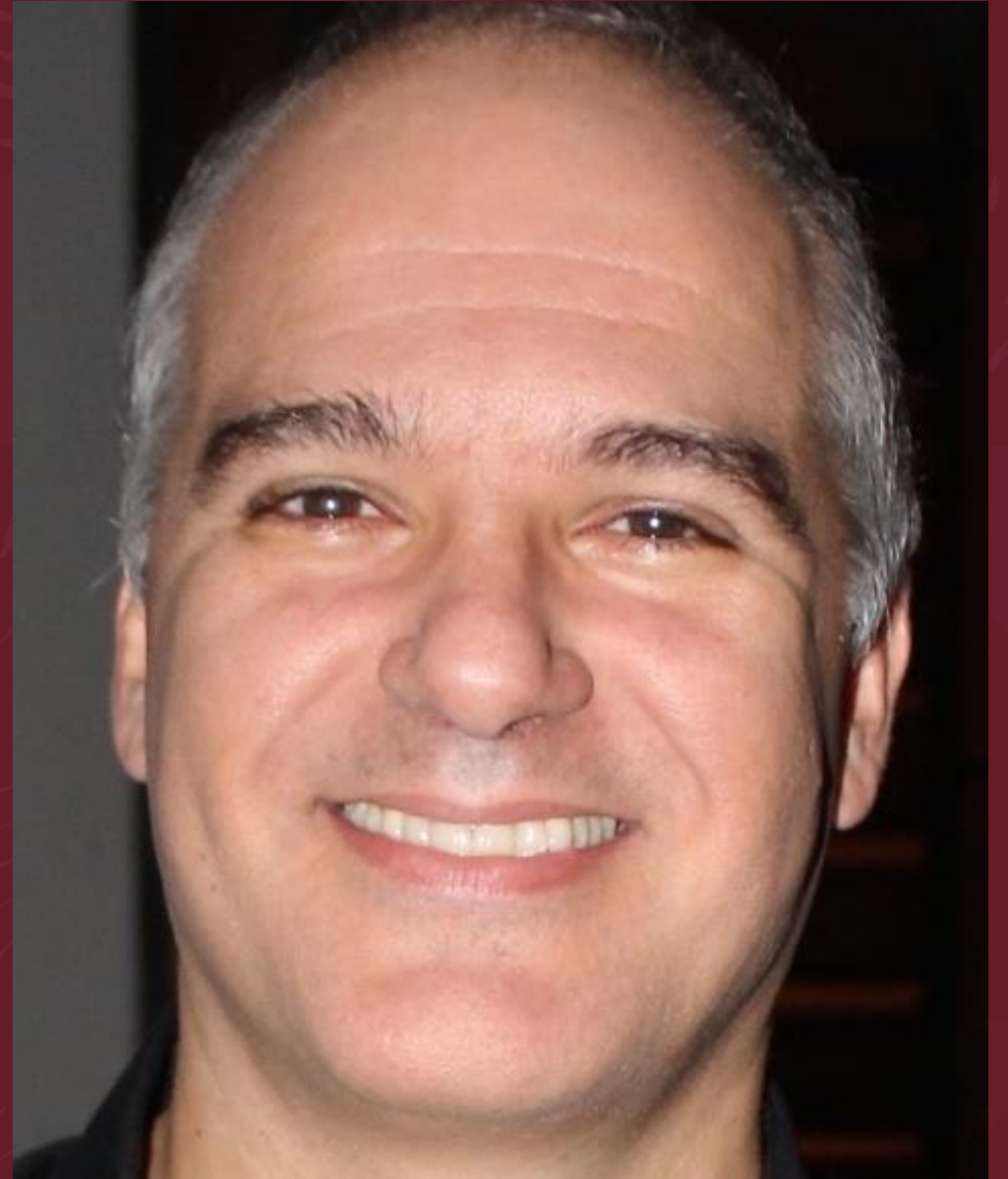


*It feeds on brainwave energy received not from its own carrier but from those around it. It absorbs all unconscious mental frequencies from this brainwave energy to nourish itself with. It then excretes into the mind of its carrier a telepathic matrix formed by combining the conscious thought frequencies with nerve signals picked up from the speech centres of the brain which has supplied them. The practical upshot of this is that **if you stick a Babel fish in your ear you can instantly understand anything said to you in any form of language.***

Douglas Adams, *The Hitchhiker's Guide to the Galaxy*.

# But we did have...

- Some English-speaking and translational capacity in Brazil Urban95 teams
- A Portuguese speaking colleague based in Aotearoa - Caren Mattiello
- An evaluation partner in Brazil - Thomaz Chianca
  - From peer review to active role in bridging conversational Portuguese, the language of evaluation, and the language of Value for Investment
  - Mentor and guide to the team





# Collaborative co-design

- A story built in successive chapters of work
- Intentionally power-sharing
  - Socialising evaluation and Vfl
  - Designing KEQs
  - Theory of Value Creation
  - Criteria and standards
  - Data source identification
  - Evidence gathering design
- Successive online workshops February-May 2023

**Key  
Evaluation  
Questions /  
Perguntas  
Orientadoras  
da Avaliação**

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What is it about Urban95 that creates value?

O que há na iniciativa Urban95 que a torna importante/valiosa?

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To what extent Urban95 creates enough value, for what it seeks to achieve?

Em que medida a iniciativa Urban95 produz valor suficiente tendo em vista o que pretende alcançar?

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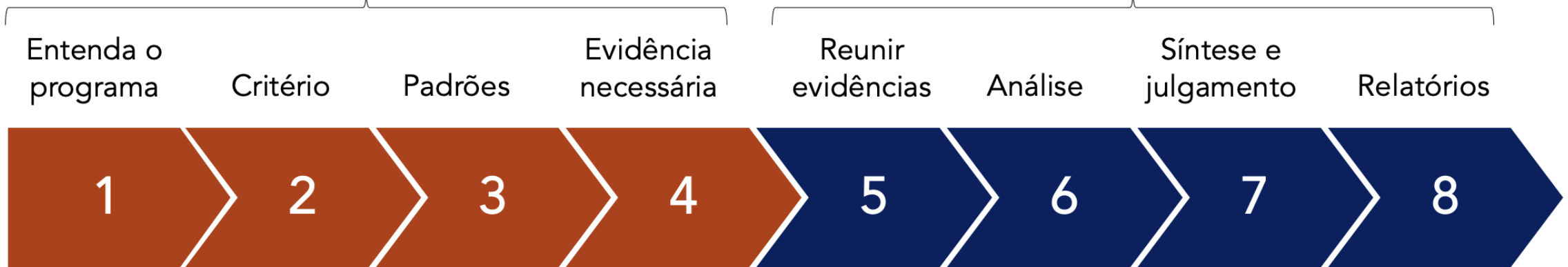
Are there opportunities to do anything new or differently to create more value?

Existem oportunidades para fazer algo novo ou diferente para aumentar ainda mais a importância/valor da iniciativa Urban95?



## DESIGN

## AVALIAÇÃO



Por exemplo:  
Contexto

Partes interessadas e usuários

Necessidades

Perguntas

Teoria da mudança

Proposta de valor

Definições específicas do contexto:

Critérios (aspectos de bom uso de recursos e criação de valor, por exemplo, equidade, custo-efetividade, eficácia, eficiência e economia)

Padrões (níveis de bom uso de recursos e criação de valor, por exemplo, excelente, bom, adequado e ruim)

Que evidência é necessária e será confiável para abordar os critérios e padrões?

Que métodos devem ser usados para coletar as evidências?

Incluindo métodos econômicos de avaliação quando viável e apropriado

Reunir evidências

Análise descritiva de cada fluxo de evidência

Causalidade/contribuição

Análise

Reúna os fluxos de evidências

Julgamentos avaliativos usando os critérios e padrões

Síntese e julgamento

Por exemplo:

Como o valor é criado, para quem?

Quão bem os recursos são usados?

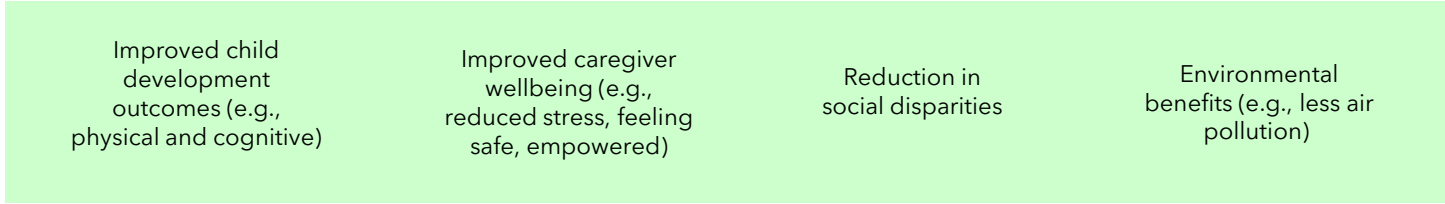
É criado valor suficiente?

Como mais valor pode ser criado?

## Urban95/Ateliê Navio Theory of Change

Aim: *Creating healthy, safe and vibrant cities where babies, toddlers and their families thrive*

**Contribution towards longer term outcomes (alongside other Urban95-related initiatives)**



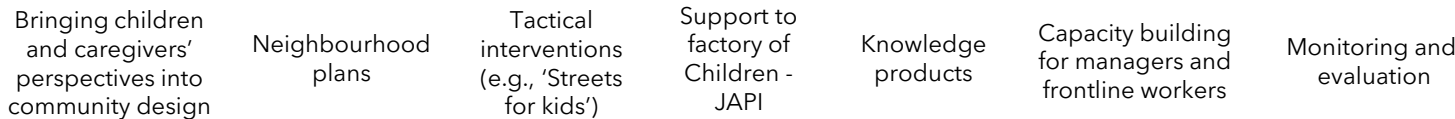
**Medium term outcomes**



**Shorter term outcomes**



**Activities**



**Inputs**

Staff, time, design skills equipment

Existing local infrastructure

**Funding**

BVLF resources/funding

Co-investment (Municipality, Alana Institute)

**Intangible resources**

ECD, urban design, local intellectual, social and cultural capital (know-how, networks, values, ways of working, etc.)

BVL expertise

Political buy-in and support

## Urban95/Ateliê Navio Theory of Value Creation

**Generating social value for children and communities**

Improved life outcomes for children

Healthier towns and cities for all

**Building social capital for children and communities**

'Linking' - between children and decision-makers

'Bridging' - between children and community interests

'Bonding' - between children, caregivers and close social networks

**Delivering improved physical capital for children and communities**

A fairer allocation of public spaces

Improved urban and natural infrastructure

Spaces that are safe, fun and accessible for children

**Looking after resources**

Political buy-in

Performance management & accountability support equitable outcomes

Design and knowledge base build on existing infrastructure and expertise

Funding processes work in partnership

## Urban95/ Ateliê Navio Teoria da Mudança

Objetivo: Criar cidades saudáveis, seguras e vibrantes onde bebês, crianças pequenas e suas famílias prosperam

**Contribuição para resultados de longo prazo (junto com outras iniciativas relacionadas ao Urban95)**

Melhores resultados de desenvolvimento infantil (por exemplo, físico e cognitivo)	Melhoria no bem-estar do cuidador (por exemplo, estresse reduzido, sensação de segurança, autonomia)	Redução das desigualdades sociais	Benefícios ambientais (por exemplo, menos poluição do ar)
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**Resultados de medio prazo**

Crianças brincam ao ar livre, regularmente	Crianças se conectam com a natureza	Interação Social entre crianças / cuidadores e vizinhos	Comunidade adquire senso de propriedade e de responsabilidade por suas áreas locais	Melhoria na segurança dos pedestres/ transito
Crianças e cuidadores usam mobilidade ativa				DPI incorporado na infraestrutura urbana e no planejamento de serviços

**Resultados de curto prazo**

Cuidadores percebem que os espaços urbanos são seguros e os utilizam	Indivíduos agem para possibilitar mudanças em políticas, orçamentos ou opinião pública	As instituições consideram o DPI em políticas, protocolos e regulamentos	Colaboração intersetorial
Espaços públicos lúdicos e divertidos, incluindo espaços naturais	Bairros seguros e caminháveis	Ambientes educacionais e criativos acessíveis	
<b>Mudanças orientadas para crianças em ambientes urbanos</b>		<b>Conscientização sobre a importância e os benefícios do DPI</b>	

**Atividades**

Trazendo as perspectivas das crianças e cuidadores para o planejamento comunitário	Planos de bairro	Intervenções táticas (por exemplo, 'ruas de brincar')	Apoio à fábrica da Infância - JAPI	Produtos de conhecimento	Capacitação para gerentes e trabalhadores da linha de frente	Monitoramento e Avaliação
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**Insumos**

Pessoas, tempo, habilidades de planejamento, equipamentos	Infraestrutura local existente
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**Financiamento**

Recursos/ Financiamento da BVLF	Co-investimento (Município, Instituto Alana)
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**Recursos intangíveis**

DPI, desenho urbano, capital intelectual, social e cultural local (know-how, redes, valores, formas de trabalhar, etc.)	Expertise da BVLF
	Adesão e apoio político

## Urban95/Ateliê Navio Teoria da Criação de Valor

**Gerando valor social para crianças e comunidades**

Melhores "resultados de vida" para as crianças  
Cidades mais saudáveis para todos

**Construindo capital social para crianças e comunidades**

'Conectando' - crianças e tomadores de decisão  
'Criando pontes' - entre as crianças e os interesses da comunidade  
'Vinculando' - crianças, cuidadores e redes sociais próximas

**Oferecendo melhor capital físico para crianças e comunidades**

Uma alocação mais justa de espaços públicos  
Infraestrutura urbana e natural melhoradas  
Espaços seguros, divertidos e acessíveis para as crianças

**Cuidando dos recursos**

Adesão política  
Responsabilidade e desempenho da gestão apoiam resultados equitativos  
O planejamento e a base do conhecimento estão baseados na infraestrutura e no conhecimento existentes  
As fontes de financiamento atuam em parceria

## Delivering improved physical capital for children and communities

<i>Improved urban and natural infrastructure</i>			
Not meeting expectations	Just good enough	Pathway to excellence	Excellent
<i>[below criterion for 'just good enough']</i>	Urban95/Ateliê Navio are driving and implementing projects that <u>increase the number of green spaces</u>	<i>[between criterion for 'just good enough' and 'excellent']</i>	Ateliê Navio/Urban95 is influencing the municipality to establish <u>new public green areas in and around local neighbourhoods to continue their work</u>
<i>Spaces that are safe, fun and accessible</i>			
Not meeting expectations	Just good enough	Pathway to excellence	Excellent
<i>[below criterion for 'just good enough']</i>	Urban95/Ateliê Navio develop urban spaces that are <u>considered safe and fun</u> by children and caregivers, and support safer active mobility	<i>[between criterion for 'just good enough' and 'excellent']</i>	Urban95/Ateliê Navio develop urban spaces that are considered <u>easy to access, safe and fun</u> by children and caregivers, and support safer active mobility
	Play streets are <u>implemented in a few neighbourhoods</u> in the city		Communities are instigating more play streets over time, and a large proportion of these are sustained over time
	Bike lanes/routes <u>provide educative opportunities for children and families</u> in learning to use bikes in urban areas		Bike lanes/routes <u>provide learning for future development of bike lanes in the city</u>

## Building social capital for children and communities

### 'Linking' –between children and decision makers

Not meeting expectations	Just good enough	Pathway to excellence	Excellent
<i>[below criterion for 'just good enough']</i>	Children's voices are <u>heard only through the 'Children's Committee'</u>	<i>[between criterion for 'just good enough' and 'excellent']</i>	Children's voices are heard <u>in a range of ways and at all stages of design and development (i.e., not only Children's Committee), and these processes have the support of the municipality</u>
	Children <u>have an acknowledged right to participate</u> in design and development		Children <u>are actively participating</u> in project design and development

### 'Bridging' – between children and community interests

Not meeting expectations	Just good enough	Pathway to excellence	Excellent
<i>[below criterion for 'just good enough']</i>	Ateliê Navio/Urban95 <u>creates opportunities for children and caregivers to be involved</u> in community activities	<i>[between criterion for 'just good enough' and 'excellent']</i>	Children and caregivers <u>are interacting and promoting community activities, and feel responsible for the public space</u>

### 'Bonding' between children, caregivers and close social networks

Not meeting expectations	Just good enough	Pathway to excellence	Excellent
<i>[below criterion for 'just good enough']</i>	Child oriented changes allow children and caregivers to <u>make use of public spaces</u>	<i>[between criterion for 'just good enough' and 'excellent']</i>	Child oriented changes to urban environments <u>provide opportunities for children and caregivers to interact and connect with family and social networks</u>



**Adaptation and authenticity**

# Data collection / Coleta de dados

- Review of monitoring reports, financial documentation, progress reports, media coverage and other documents
- Online interviews with Jundiaí Municipality staff (5), Bernard van Leer Foundation (2), Ateliê Navio (1)
  - Tailored to the level of English capacity in the interviewees
- Face to face interviews with caregivers (14) and principals (4) in Jundiaí
  - Using in-person to fill gaps in user experience data



# Authentic collaboration

- Quality of engagement strengthened credibility of findings
- Constant refinement and adaptation
- Tailored to needs of participants
- Breadth of stakeholders involved

# Authentic collaboration

*"This process was really, really important for me and for my team because ... we have expertise in cities, ...early childhood as an architect and urban planner but we did not have expertise in monitoring. And it was incredible to see this process because we had all these workshops that were really hard. I remember each one in a different country and I remember my head started to burn, like trying to do together the theory of change, all the translation going on and it helped me so much to see what we were doing and to question myself and my work culture. ...What's more important is are we changing really what we are doing? Like are we having value for children in Jundiaí? So it was really beautiful to see all this process and make me see also how can we improve that in our day-to-day work."*

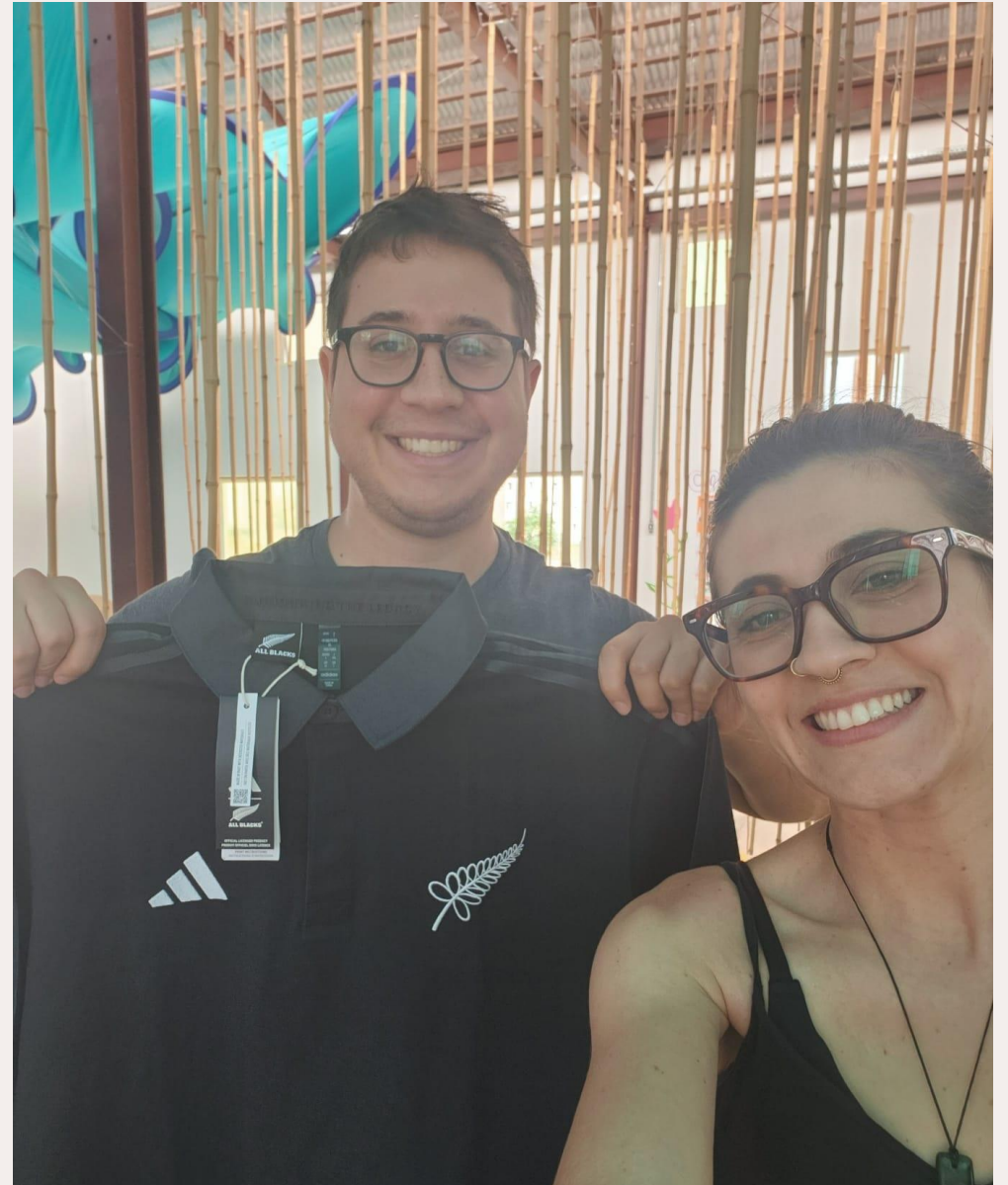
*[Evaluation participant]*



**Remotely with responsibility**

# Reflections

- Authentic engagement is possible from a remote location
- Requires time and regular check-ins
- Effort in design lays foundation for successful data collection
- Translation is not straightforward in evaluation
- Quality of engagement critical for trust and buy-in
- Constant refinement and adaption
- Manaakitanga
- Caregivers and community stakeholders needed to be able to speak to their communities in their communities



# Take home thoughts

Parachuting in is never really an option

But evaluation with integrity is possible in an online environment

Integrating conversational and technical translation

Local partners are critical

Relationships are the real business

In-person still critically important for key elements

<https://vanleerfoundation.org/publications-reports/value-for-investment-study-urban95-in-jundiai/>





**Thank you! Muito obrigado!**