

# VALUE for MONEY to MANAGE ADAPTIVELY

---

---

HIGHLIGHTS OF ACTIONAID'S PARTICIPATORY  
METHODOLOGY

Francesca D'Emidio  
[www.obconsulting.co](http://www.obconsulting.co)  
November 2018

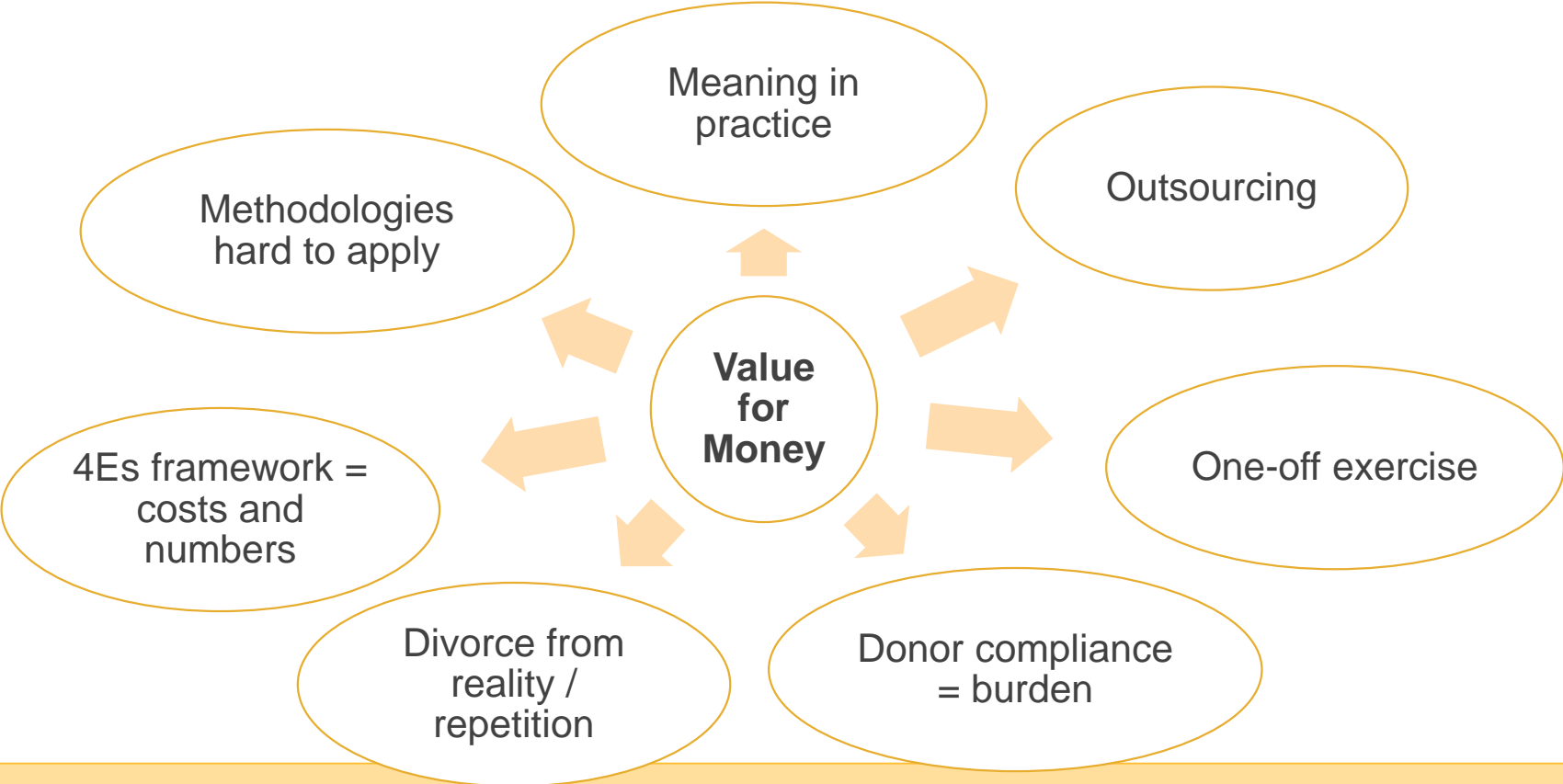
# CONTENTS

1 VFM: What does it mean in practice?

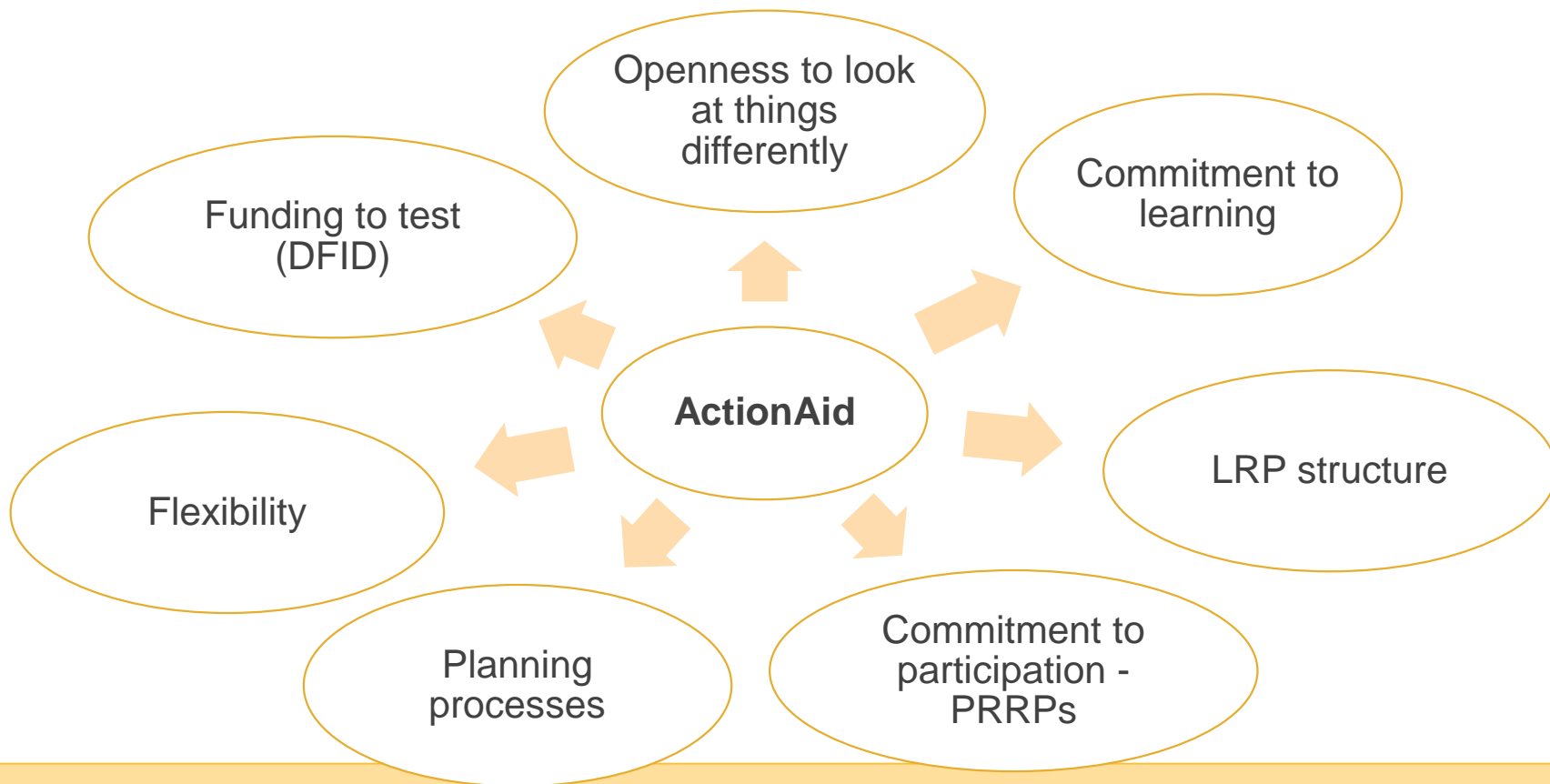
2 The methodology

3 VfM and Adaptive Management

# The problem



# The opportunity



“

Value for Money (VfM) in our programme is about **maximising the impact** of each pound spent to improve poor people's lives.

The purpose of the VfM drive is to develop a better understanding (and better articulation) of **costs and results** so that we can make more **informed, evidence-based choices**. This is a process of continuous improvement.

”

*DFID's Approach to VfM (2011)*

# Building ActionAid's VfM Approach

Value for Money (VfM) in our programme is about maximising the impact of each pound spent to improve poor people's lives.



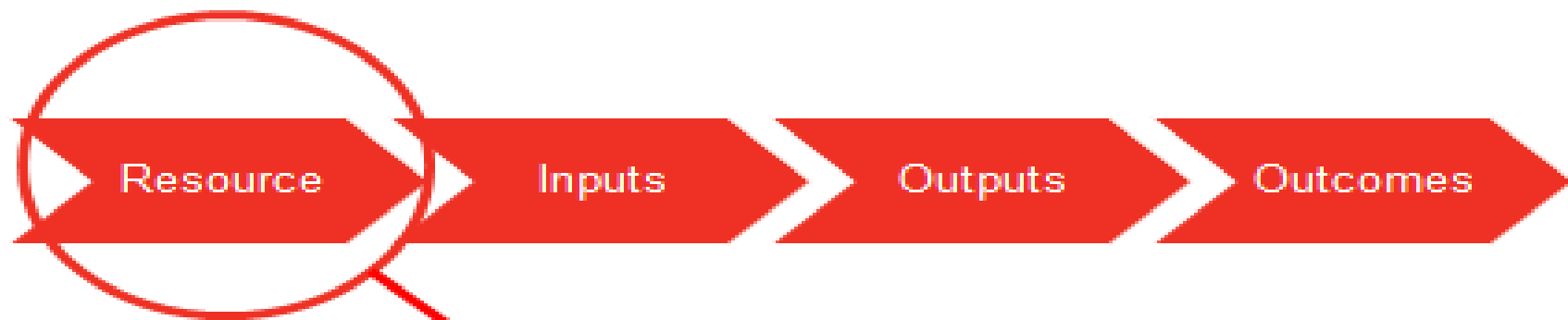
**What investments are working and which ones are not?**

**What have we learnt about what should be done differently in the future and/or in other similar programmes?**

**People** living in poverty at the centre of the VfM judgement

Action-focus:  
VfM enabling  
**adaptive  
management**

VfM  
as part of  
organizational  
**ways of working**



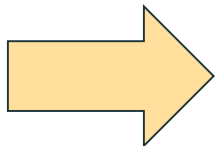
**Mainstream: we question the resources**

**Radical: we question the outcomes**



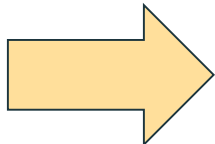
# Highlights of the Approach

**WHO**



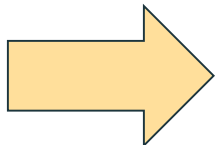
**Communities**, with a focus on the most marginalized of the targeted groups

**WHAT**



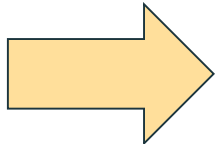
The **change** generated and whether the resources are allocated in the right places

**WHEN**



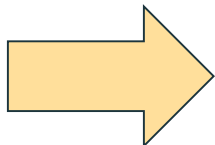
**Yearly** or in line with participatory review and planning exercises

**WHERE**



On the **ground** where programmes are happening

**WHY**



To **learn** and **change** strategies and budgets based on the evidence



# Preparing for the VfM Analysis

1



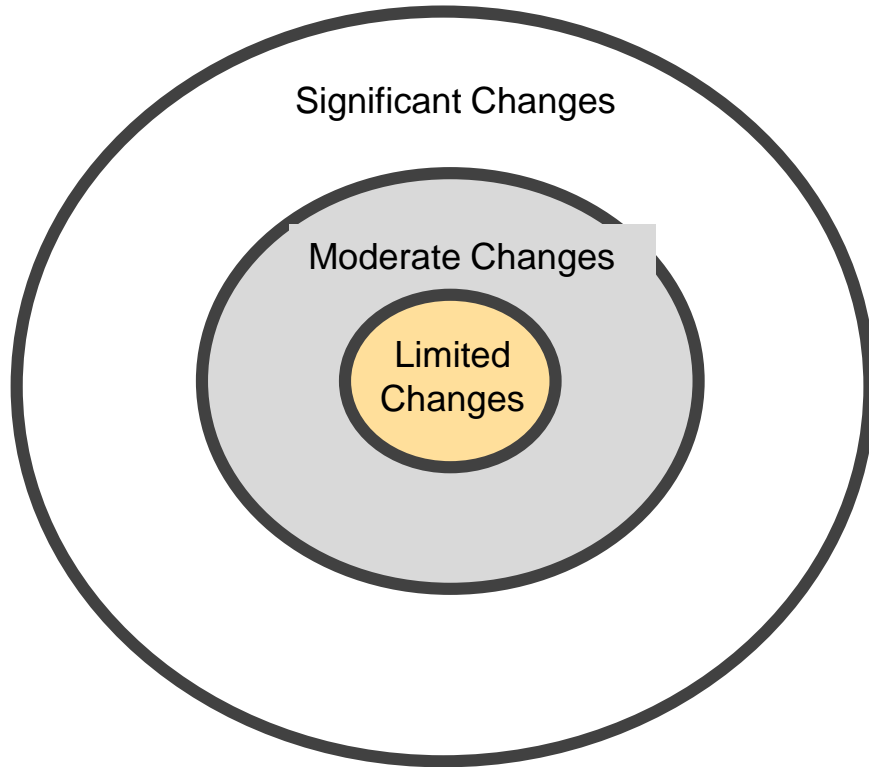
Break down the programme into its different components (4 or 5)

2



Associate an investment level to each component: high, medium, low

# In the communities



Investment



High



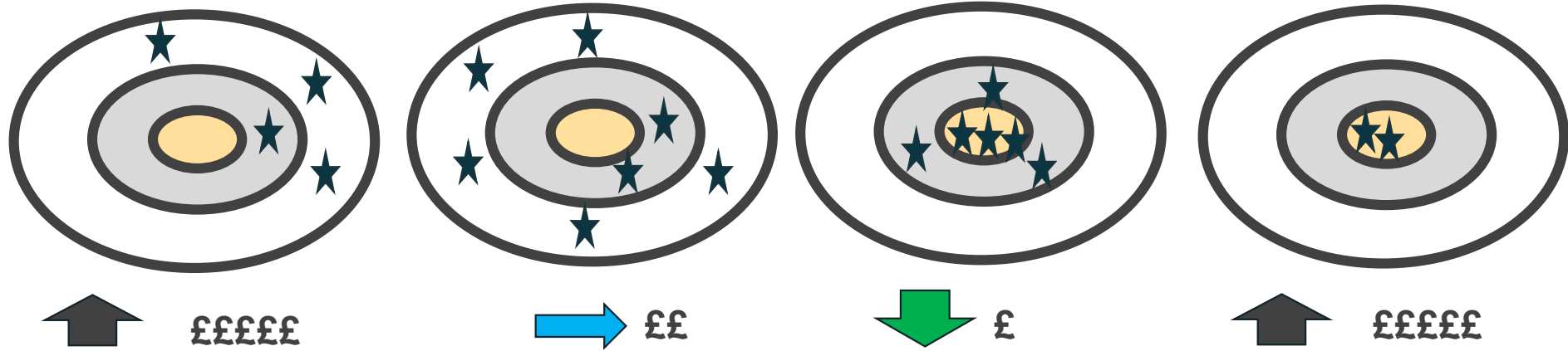
Medium



Low



# Participatory VfM Analysis



■ IF YOU WERE TO GO BACK WOULD YOU SUGGEST THAT THESE ACTIONS WERE DONE AGAIN?

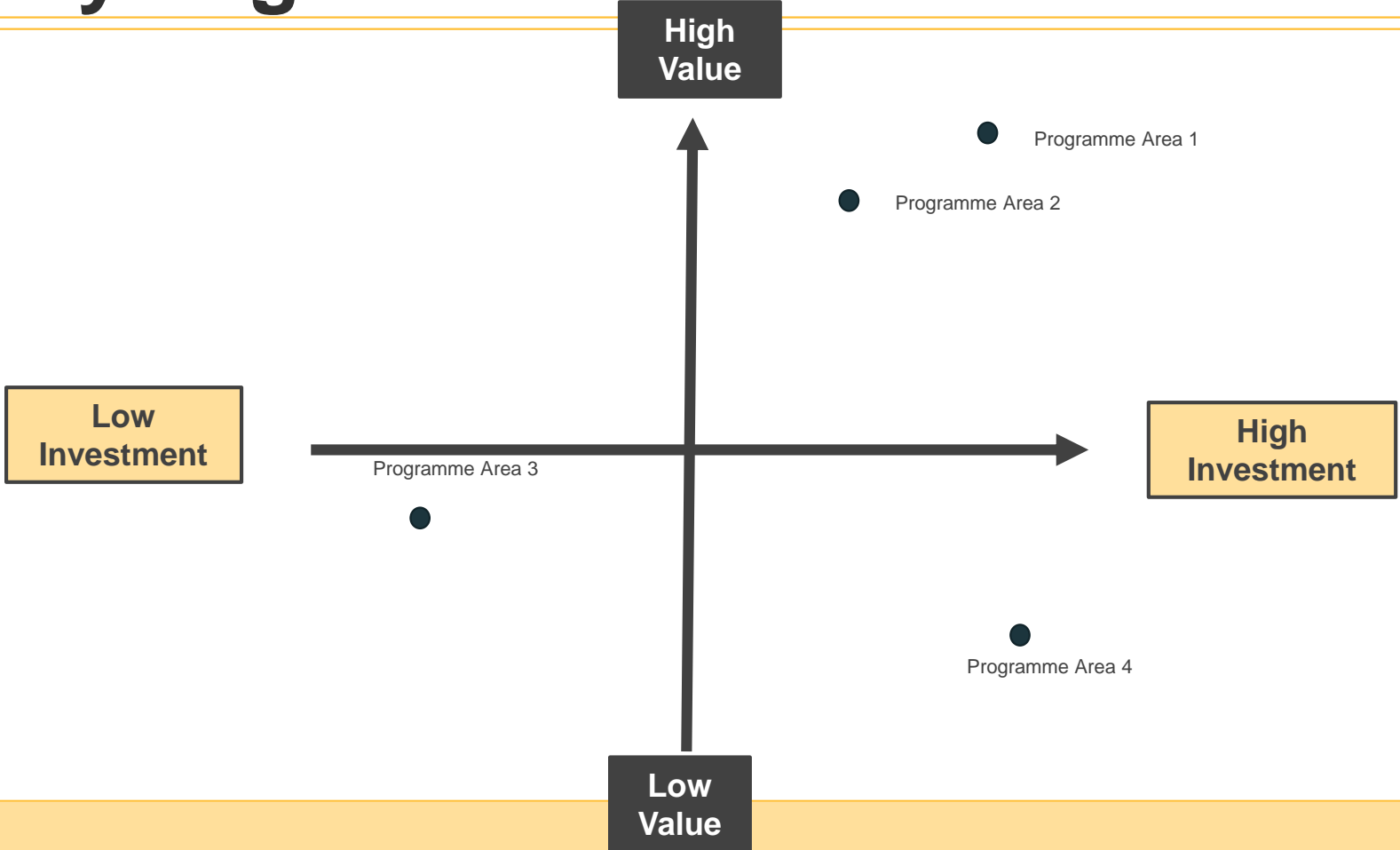
■ HOW COULD WE HAVE ACHIEVED MORE RESULTS?

■ ARE THE CHANGES WE HAVE ACHIEVED GOOD ENOUGH?

■ WHAT COULD WE DO MORE IN THE FUTURE?

■ HOW WOULD YOU PLAN THE MONEY?

# Analysing the VfM



“

The concept of adaptiveness refers to the capacity of an intervention to **adapt to changes** happening in the context where it operates, or when planned actions do not lead to the expected effect.

Adaptiveness requires **flexibility**, **reflectiveness** and the capacity to **learn** and, even more importantly, ‘**unlearn**’ what no longer works.

”

*Prieto-Martin, P.; Faith, B.; Hernandez. K. and Ramalingam, B. (2017) Doing Digital Development Differently: lessons in adaptive management from technology for governance initiatives in Kenya, Making All Voices Count Research Report, Brighton: IDS.*

# VfM for adaptive management

- Question what is working and what is not
- People at the centre – Value for them
- Simple and usable methodologies
- Light touch but regular exercise
- Learning and Action focussed
- Strategic and analytical
- Fostering better understanding of contextual factors



Source: <https://smallbiztrends.com/2016/01/analyzing-data-cartoon-business.html>

# Conclusions

---

## **The reality:**

- Private sector un-adapted concept
- Omission of those who really can value
- Focus on costs and savings
- Attempting quantitative comparisons
- Based on linear methodologies
- Fostering the same power imbalances

## **The opportunity:**

- Give voice to people
- Simple tools that can be used internally
- Foster learning about what is changing
- Integrate in planning cycles
- Use to make strategic decisions
- Question ideological models

---

---

# THANK YOU

---

---

**For more information:**  
[www.obconsulting.co](http://www.obconsulting.co)  
[Francesca@obconsulting.co](mailto:Francesca@obconsulting.co)