

# VALUE for MONEY

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# to MANAGE ADAPTIVELY

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HIGHLIGHTS OF ACTIONAID'S PARTICIPATORY METHODOLOGY

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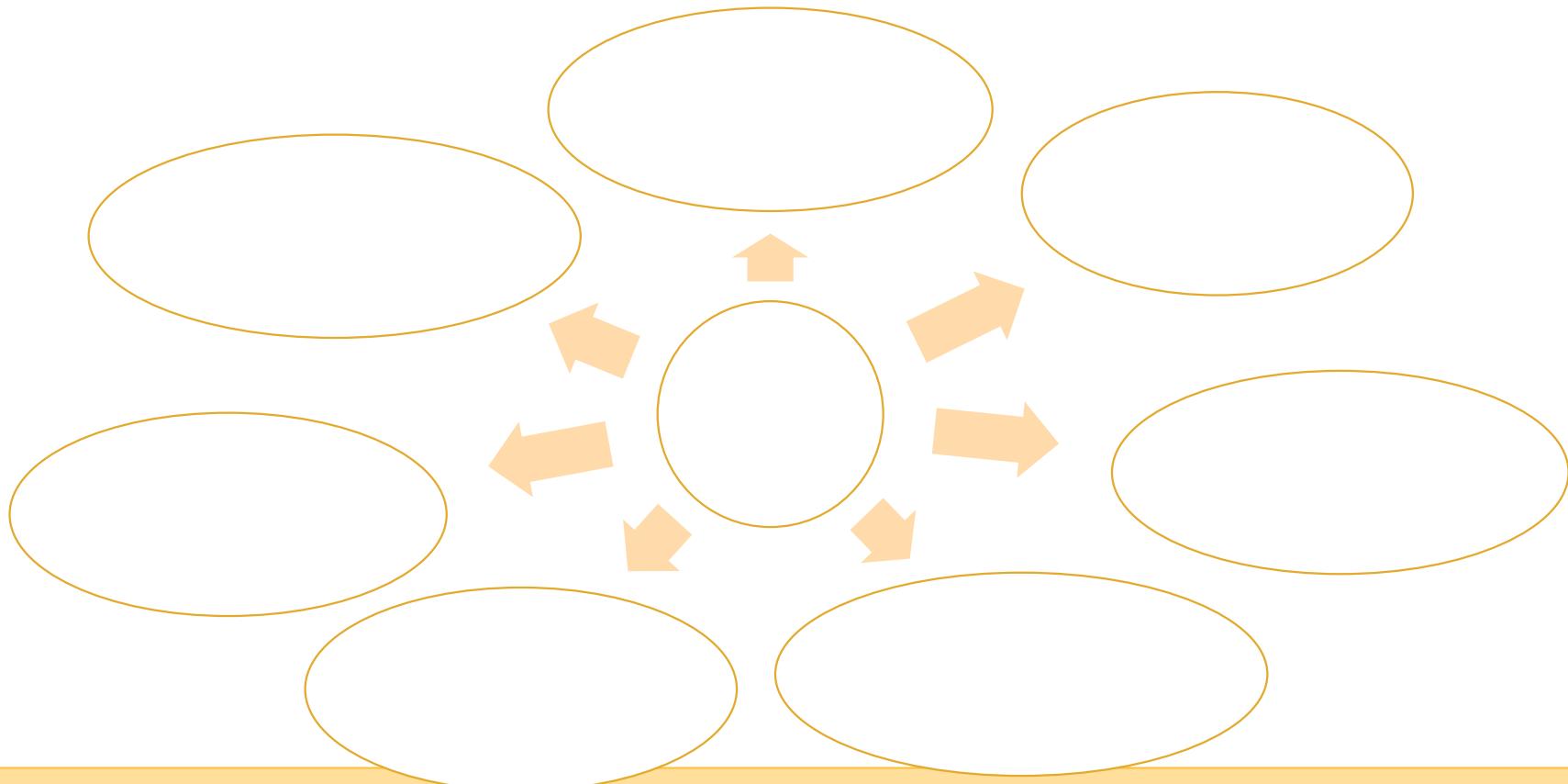
2 The methodology

3 VfM and Adaptive Management

# The problem

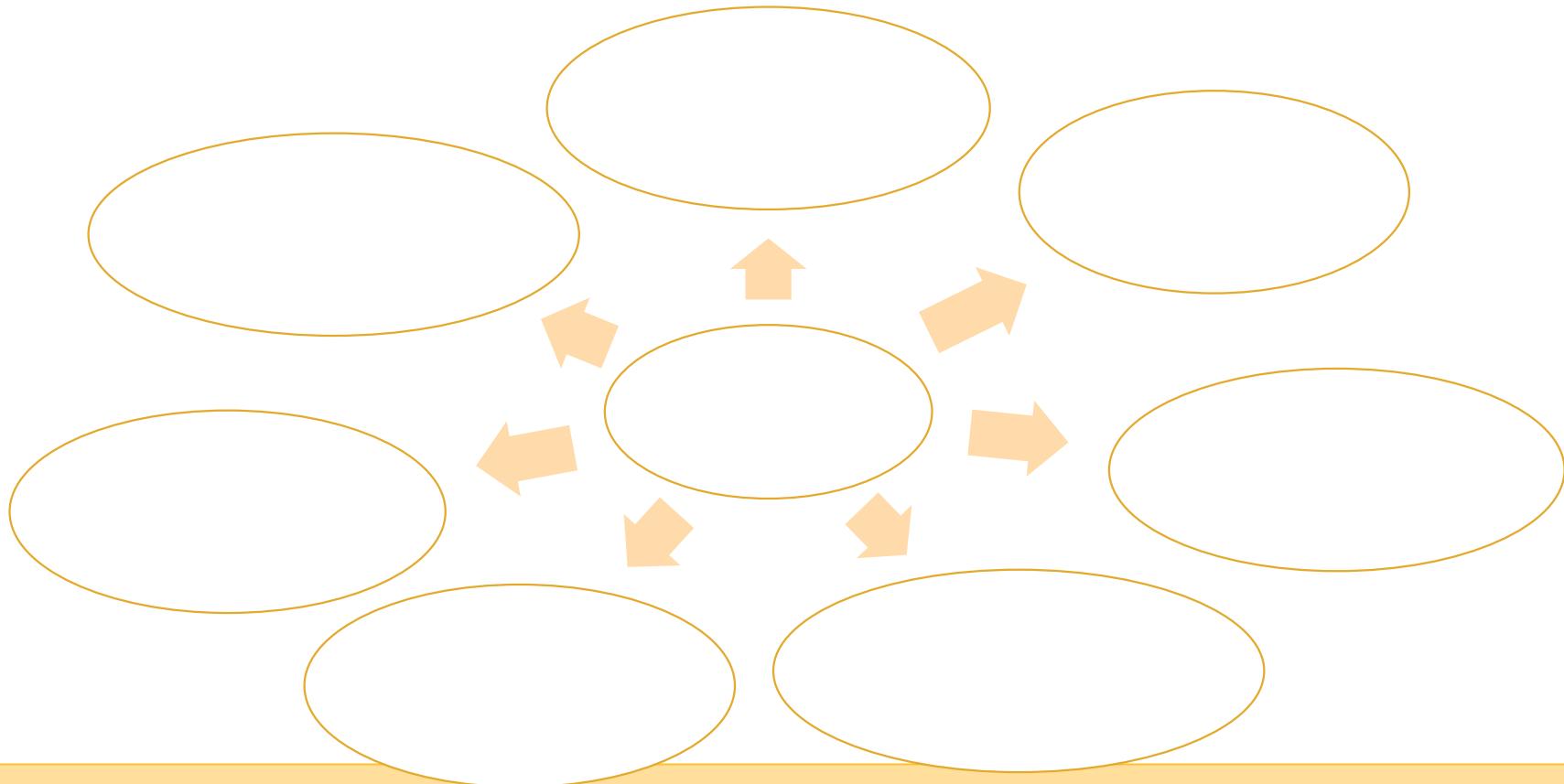
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# The opportunity

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“

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.

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*DFID's Approach to VfM (2011)*

# Building ActionAid's VfM Approach

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



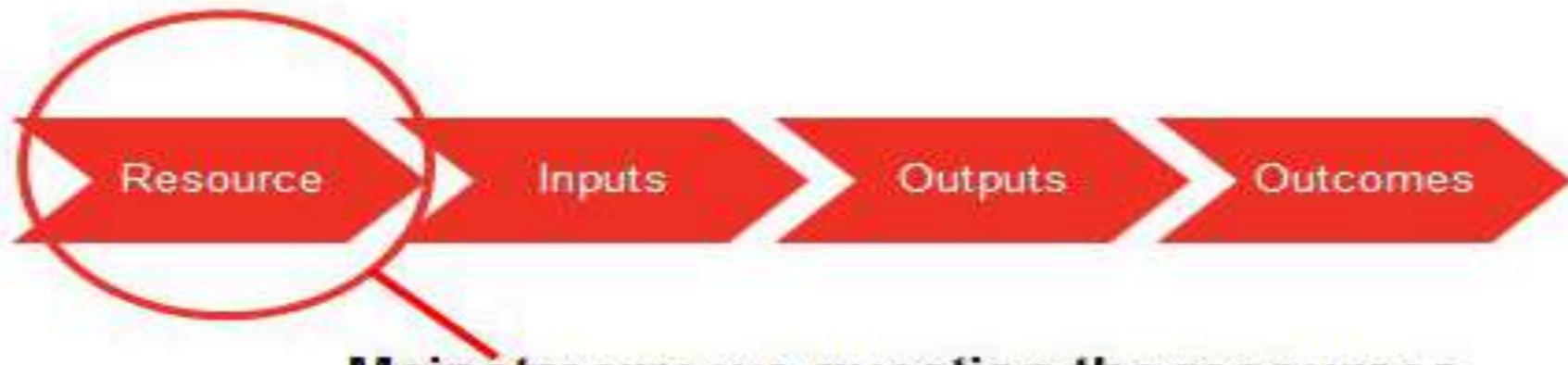
**What investments are working and which ones are not?**

**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

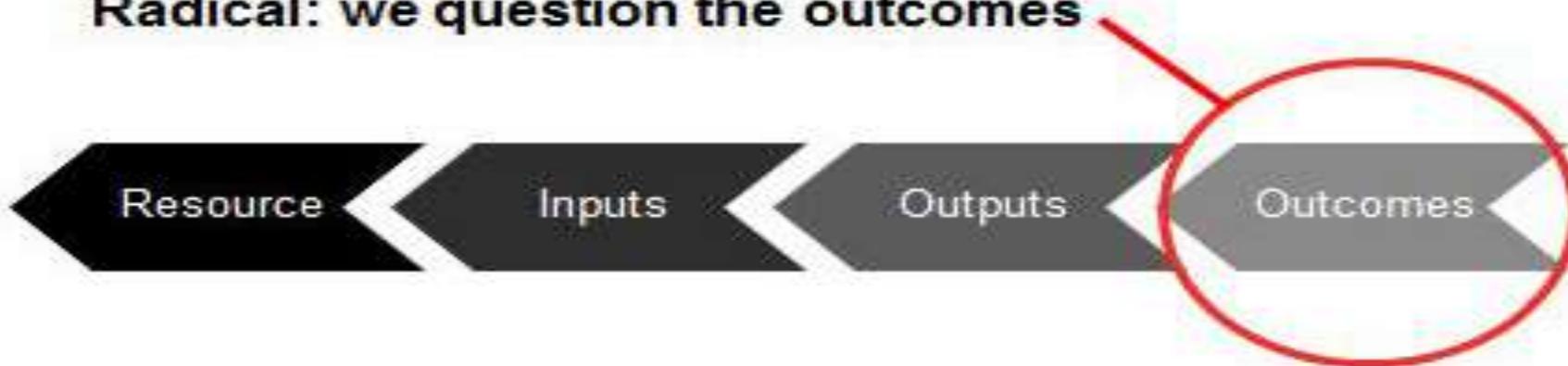
Action-focus:  
VFM enabling adaptive management

VFM as part of organizational ways of working



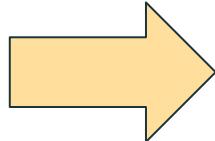
**Mainstream: we question the resources**

**Radical: we question the outcomes**



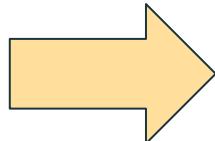
# Highlights of the Approach

WHO



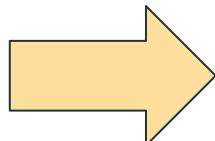
Communities, with a focus on the most marginalized of the targeted groups

WHAT



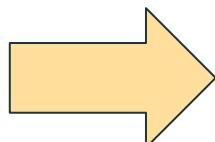
The change generated and whether the resources are allocated in the right places

WHEN



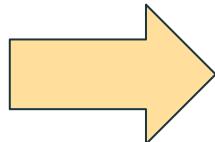
Yearly or in line with participatory review and planning exercises

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



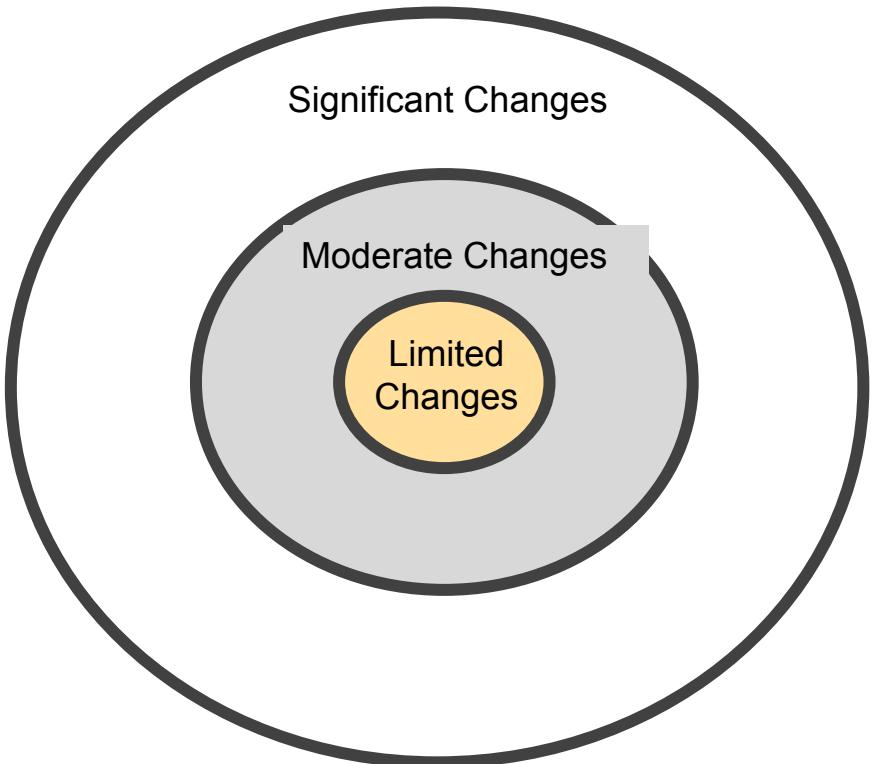
Break down the programme into its different components (4 or 5)

2

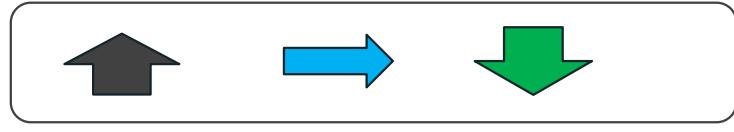


Associate an investment level to each component: high, medium, low

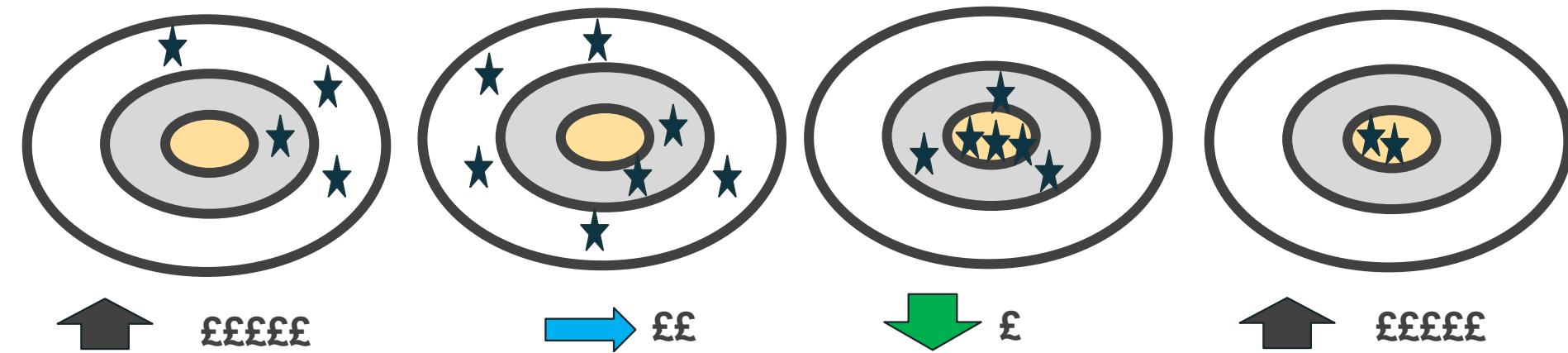
# In the communities



Investment

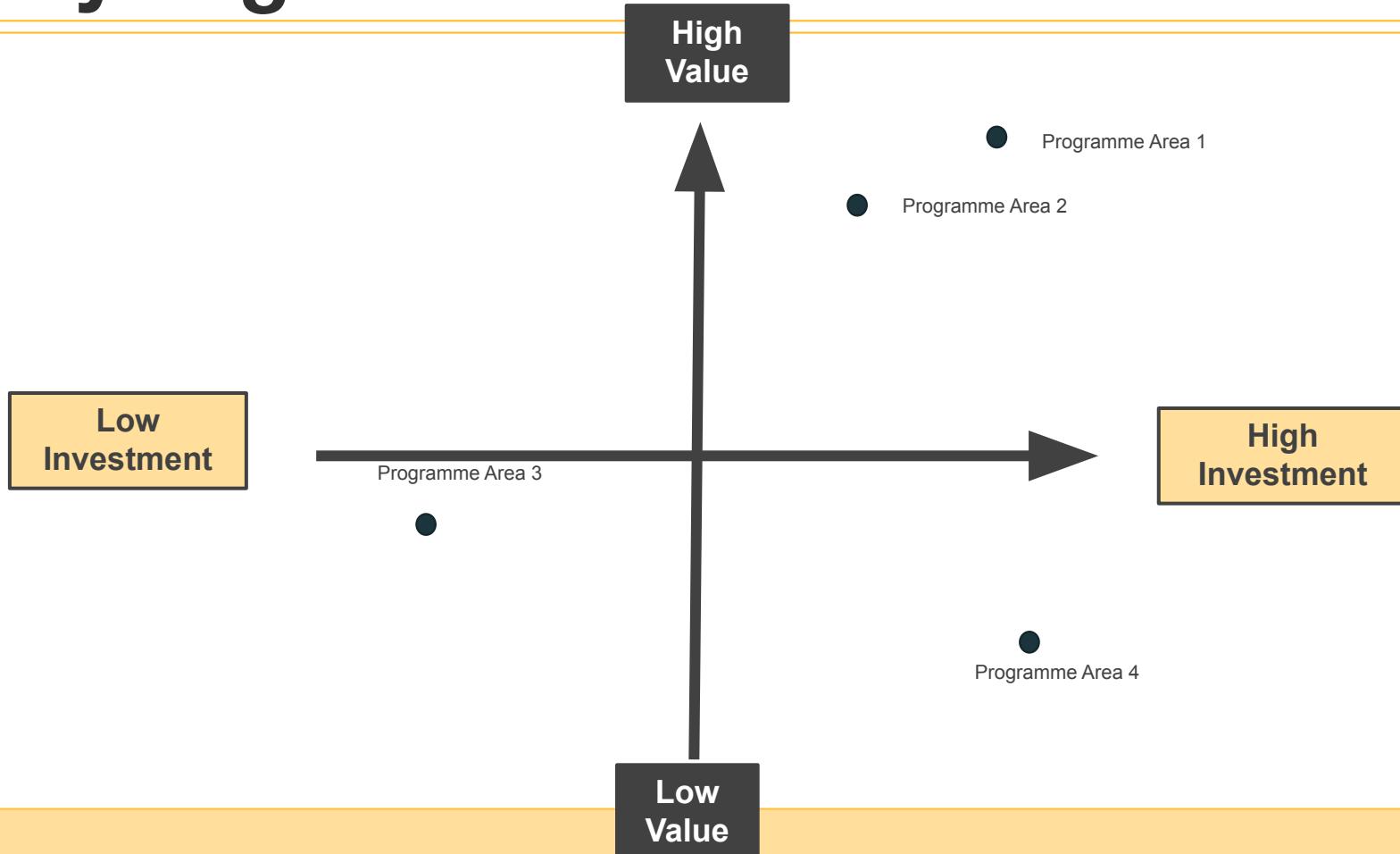


# Participatory VfM Analysis



- 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



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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.

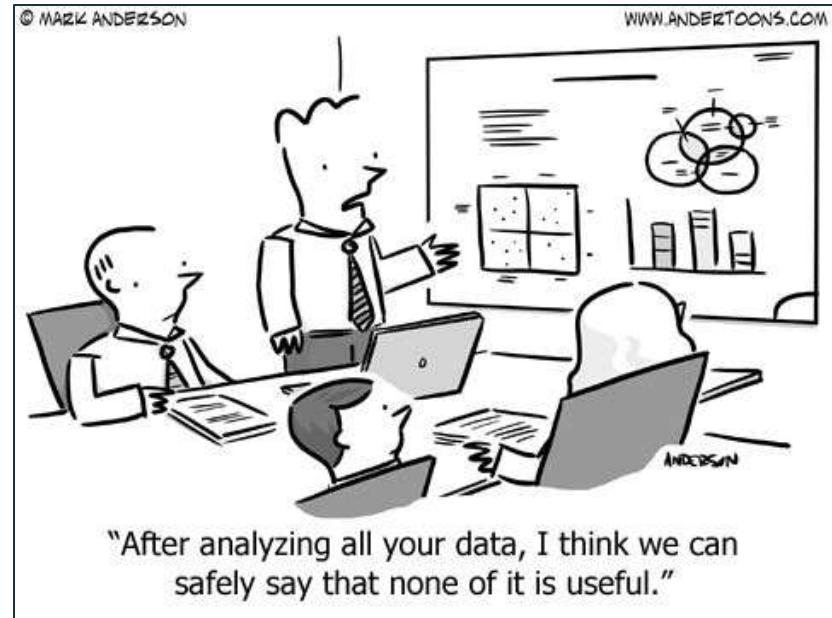
Adaptiveness requires **flexibility, reflectiveness** and the capacity to **learn** and, even more importantly, ‘**unlearn**’ what no longer works

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*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

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## 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

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# THANK YOU

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For more information:

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