

> 'Adaptive Management' in Aid Programmes

**A BEAM Exchange webinar
10 Dec 2014, 1pm GMT**



> The webinar

- **Introduction** - Ashley Aarons, BEAM Exchange
- **Adaptive management: through the eyes of an average staff member** - Amir Allana, Pollen Group - EWB Canada
- **Compliance: making the space for adaptive management-** Tim Sparkman, a2b solutions
- **Complex markets, adaptive management: lessons from two programs** - Peter Roggekamp, CAVAC
- **Questions and Answers** – participant questions



Adaptive Management

Through the Eyes of an Average Staff Member



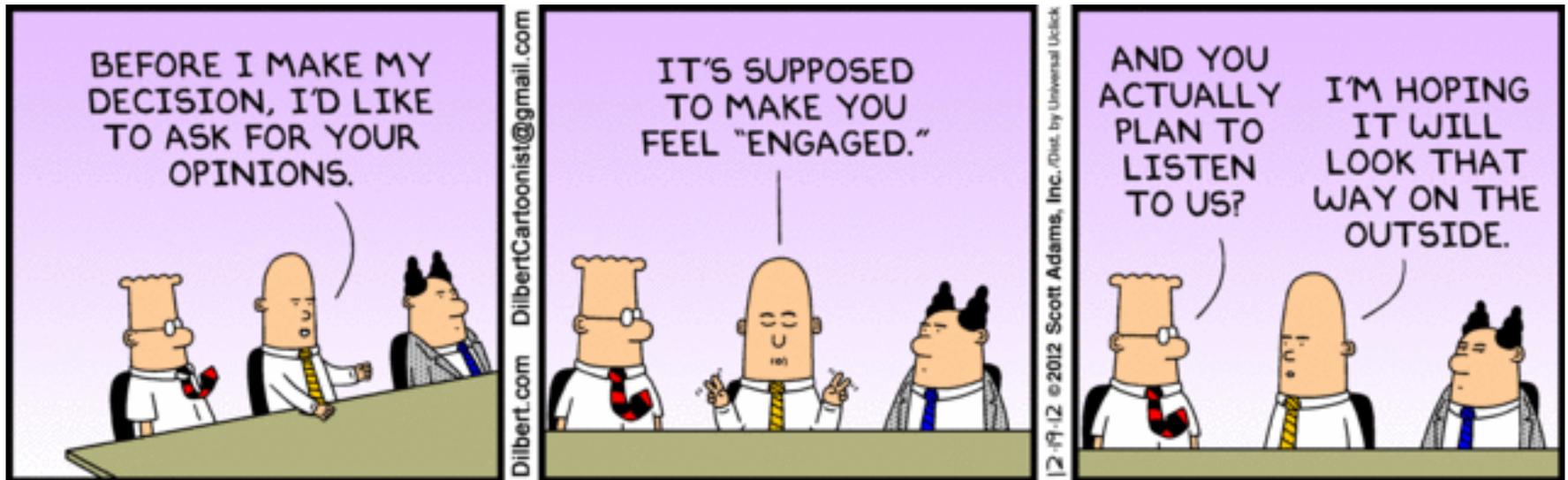


Story #1: Moses

Story #2: Fariya



Key Takeaway #1: Adaptive management rests on how engaged and genuinely interested each individual staff member is in the work/mission of the organization; this enables performance with low levels of prescription



Key Takeaway #2: Consistent messaging and role modeling from management is vital. Setting up an environment where curiosity and critical thinking emerges is a slow, deliberate process



Key Takeaway #3: Tools and processes will support adaptation: strategic reviews, time for reflection, lightly-structured reporting. These tools are secondary to the culture of learning.

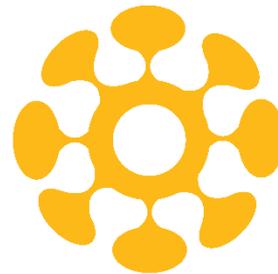


Thank You

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engineers without borders
ingénieurs sans frontières
Canada



POLLEN
+ GROUP

COMPLIANCE

Making the space for adaptive management



Budgeting

Setting targets

Workplanning

Reporting

Keeping space
for failure

Donor
engagement



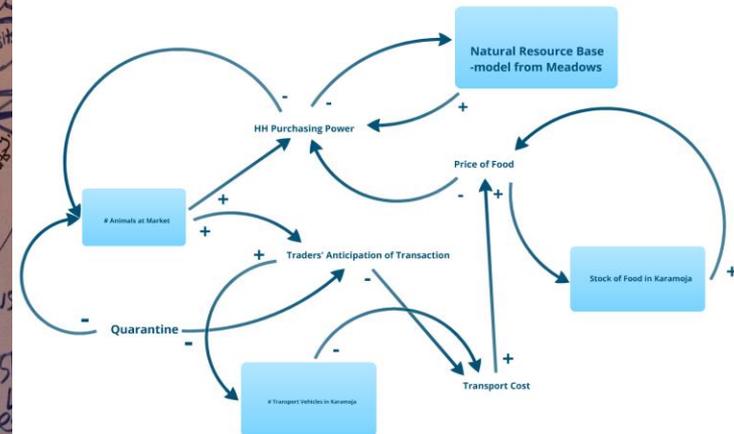
Budgeting

- Large lump sums
- Especially for outyears (starting at Year 2)
- Maximize contractual flexibility
- Staffing is the core of “program cost”
 - Not an “overhead” or otherwise negative “operational cost”

Setting targets

- As few indicators as possible in the contract
- Focus on behaviors
- Volume of partnership is an acceptable output

Workplanning



Reporting

- the simplest reports would show:
 - What was tried – how it went and what did not work as expected
 - What the program team learned from the failure
 - How that learning is being incorporated into the program
- You can't fake adaptation...

Building failure into the process

Menu

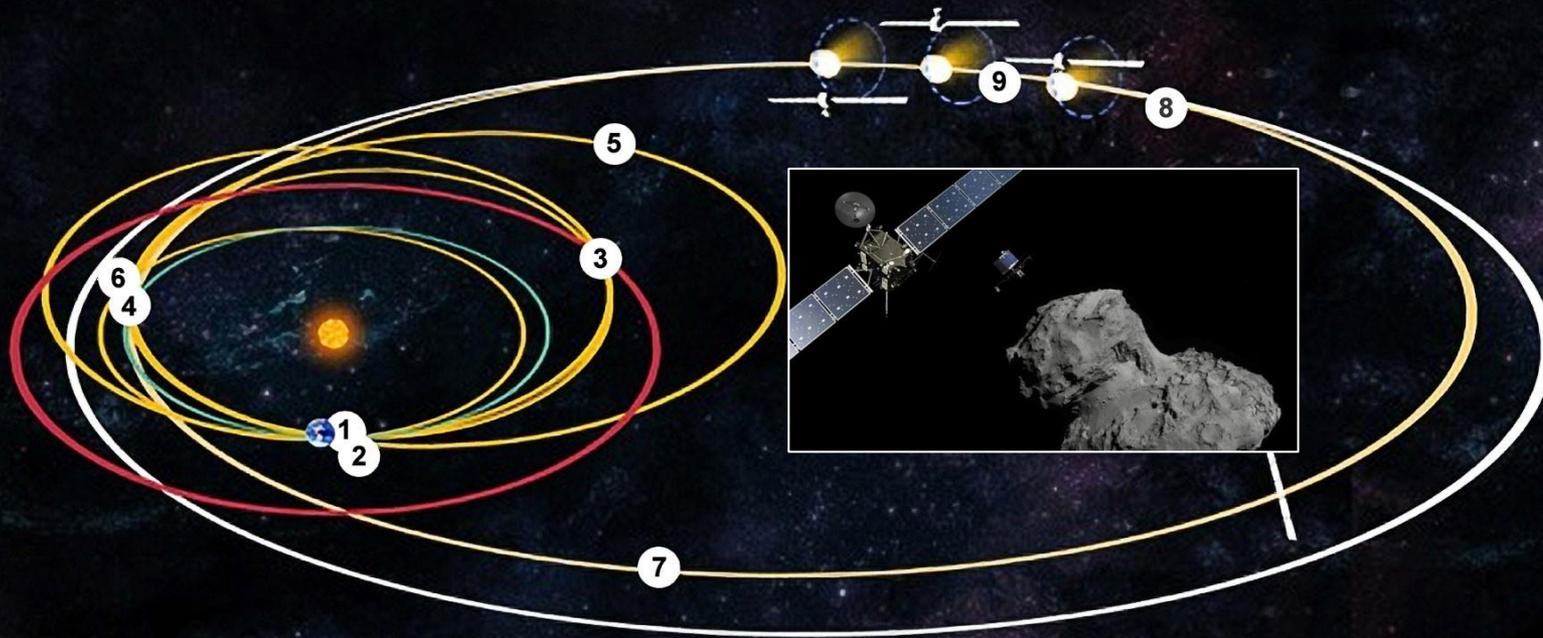
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Moves: 25



What is the right level of donor engagement?

- It's an open question and probably depends on the donor and the rep



- 1. Launch, March 2, 2004
- 2. First Earth flyby, March 3, 2005
- 3. Mars flyby, February 26, 2007
- 4. Second Earth flyby, November 14, 2007
- 5. Asteroid Steins flyby
- 6. Third Earth flyby, November 11, 2009
- 7. Asteroid Lutetia flyby
- 8. Arriving at the comet in 2014
- 9. Rosetta observes comet 67P/Churyumov-Gerasimenko

● Mars' Orbit ● Earth's Orbit ● Rosetta's Orbit ● Comet's Orbit

rosetta's trajectory

CAVAC shortest summary.

- ✓ Rice and Vegetables in Cambodia
- ✓ Assisted 40+ Companies to innovate
- ✓ Constructed 25 Irrigation schemes
- ✓ ½ of all rice farmers have access to commercial advice on fertilizer or pesticides.
- ✓ 250 000+ Outreach.

CAVAC
Innovation
in Agriculture



Cardno
Supporting the Future

2009 - 2015

CAVAC
Innovation
in Agriculture

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An Australian Government Initiative

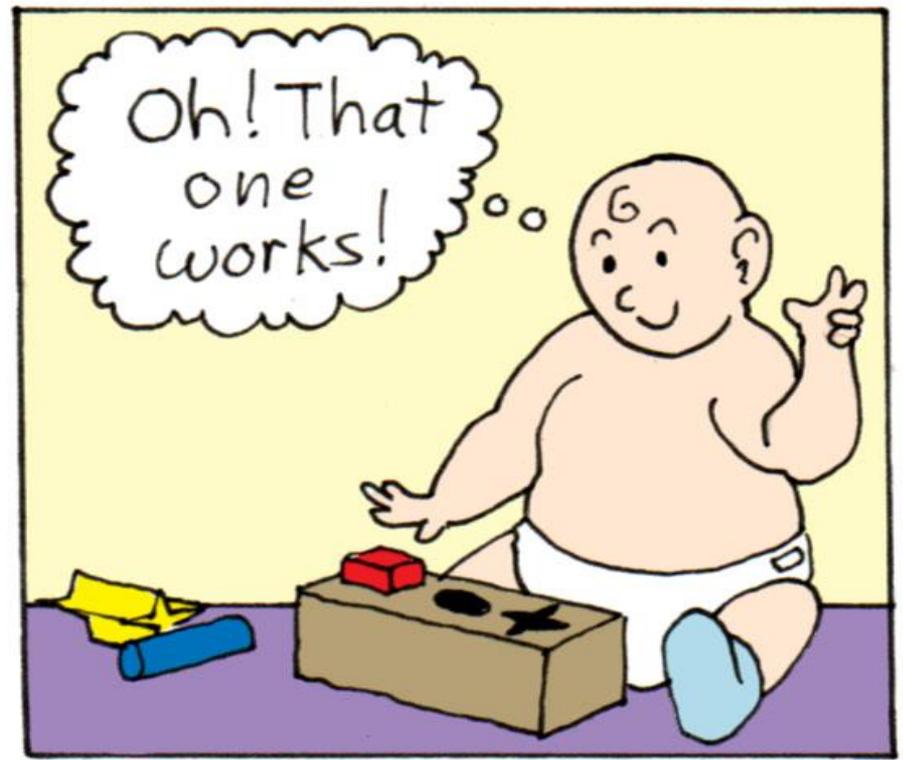
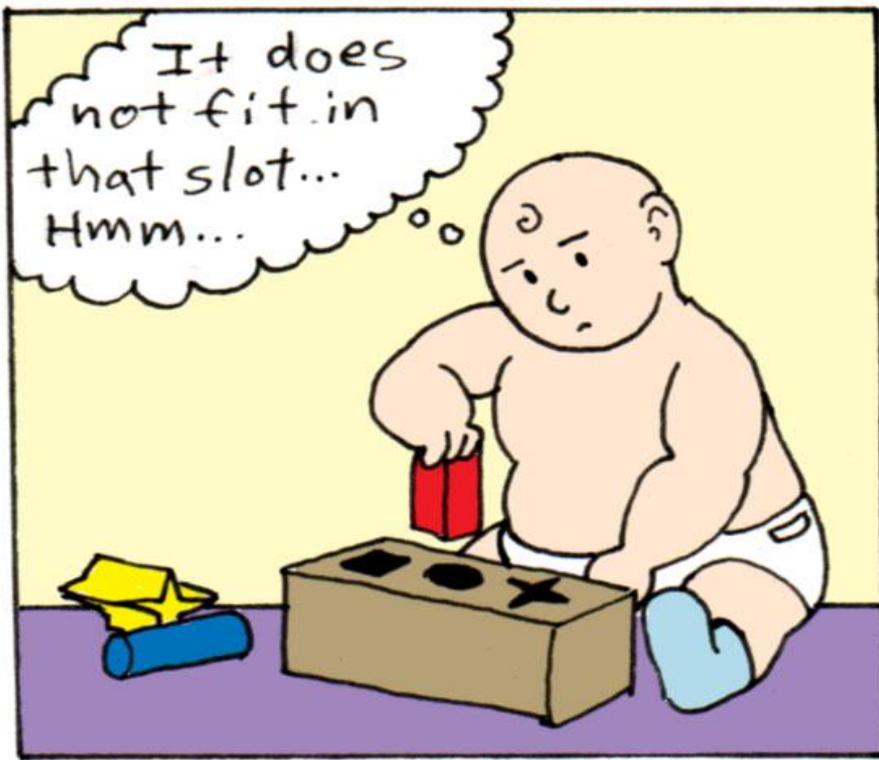
2002 - 2009



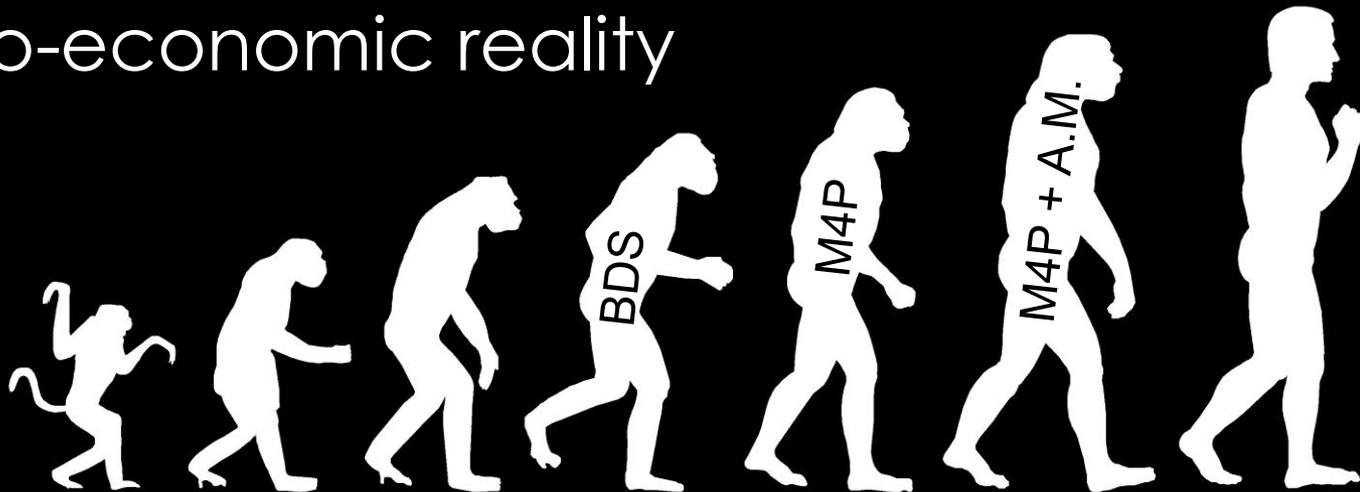
KATALYST
growth through business services

Complex markets,
Adaptive management.
Lessons from 2 programs

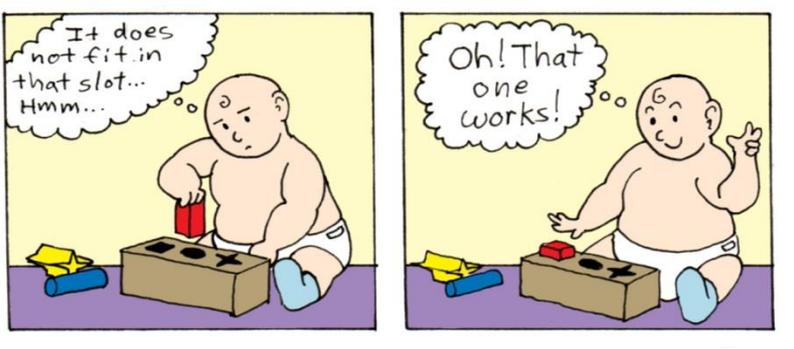
A complex first slide



M4P makes sense but does not fit with the socio-economic reality



Why M4P does not fit

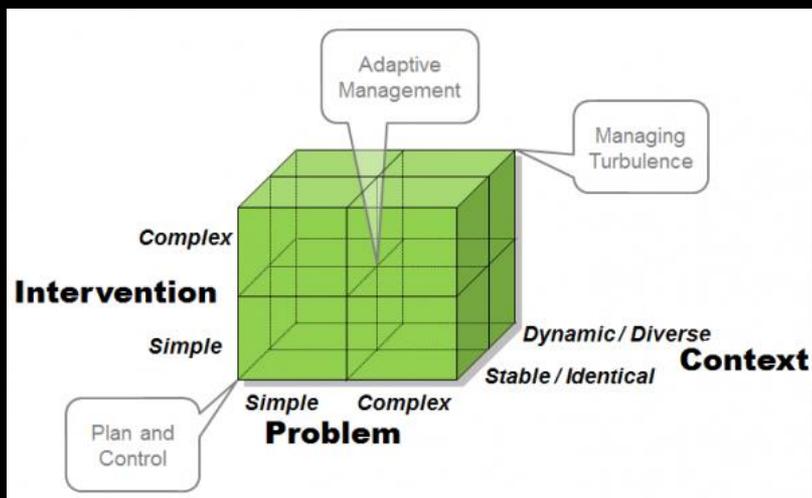


-- ~~Complicated context~~

Complex context

-- ~~Addressing constraints~~

Innovation



➔ Adaptive Management

Problems: *Complex, otherwise would have been solved already.*

Context: *Socio-economic reality in developing countries is highly complex, hard to predict and far from linear.*

Interventions: *Keep as simple as possible even though innovation is never really simple.*

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EXACTLY AS BIG AS THE ONES IN THE ADS**

- MOST ATTRACTIVE ANGLES
- FROM MY TWO NEAREST LOCATIONS



Adaptive Management in reality!

Normal practice

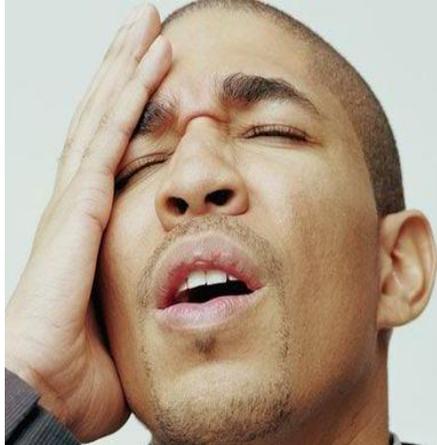
Adaptive management

Design	Detailed design document. Specific outputs and targets. Strict budget lines	Design allows for maximum flexibility related to activities and resource allocation
Donor control	Monitoring progress against a target	Monitoring capacity to implement. Monitoring internal systems and strategies
Research	Extensive upfront research. Often partly external.	Continues learning with short initial research. Internal to allow staff to understand.
Companies' involvement	Interventions well designed and often tested before engaging with companies of other partners.	Program need market players as partners from the start because reality cannot be fully understood by the program.
Interventions	Well designed to address constraints. Executing a plan. Copy what works Pilot ideas and then scale up. Program in control Failed intervention is failure for program	Innovation partnerships with market players. Finding partner and then design an intervention. Joint learning and adjusting. Partner in the lead. No copying of solutions. Interventions do not fail as long as you learn and act on it.

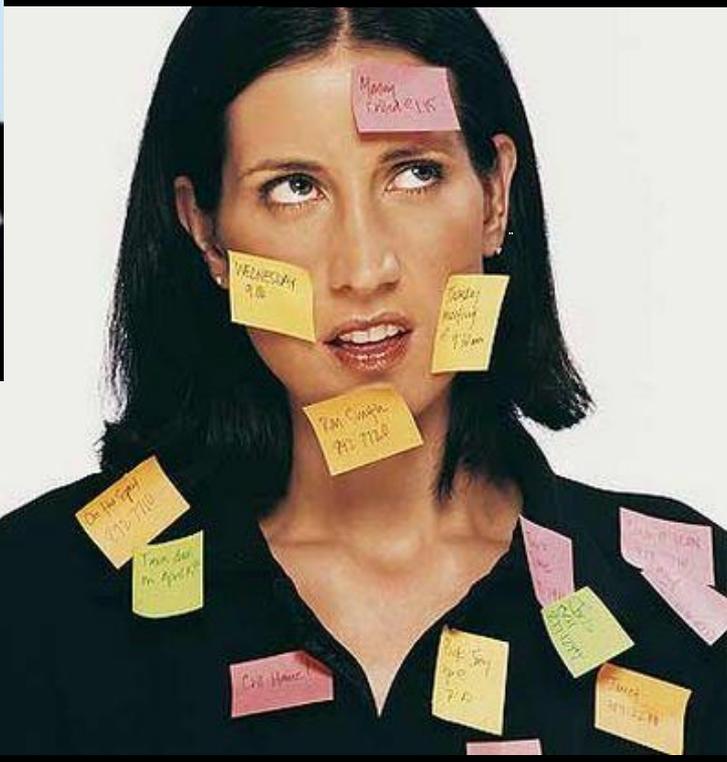


Adaptive Management in reality!

	Normal practice	Adaptive management
Portfolio of Interventions	More or less fixed portfolio of markets and interventions. Start with a few and add later on in the program. Drop the failed ones	Large initial portfolio with enough simultaneous interventions to take out less successful and scale up successful ones.
M&E	Normal monitoring of activities and impact assessment separated. M&E is proofing and should be external.	Mainly a systematic continues learning system that also produces projections and impact data. Context too complex to outsource. Has to be done internal.
Adjustments	Changes in interventions will be made when someone notices it goes wrong. Adjustment is bad planning.	Continues adjustments is driven by build in management systems and continues learning. Adjustment is good management.
Targets	Set upfront by donor (log frame). Monitor against intermediate targets. Targets guide the program	Only aggregated impact level targets and they are a secret for the experts. Targets kill success.



*Aren't we
forgetting
something?*





*Yes, donors and their
program designs
always forget
that programs
also need
to be
implemented*

CAIWA

Normal practice

Adaptive management

STAFF

Staff is an overhead and costs need to be controlled.

Hire experience staff (from other NGO's.)
Focus on technical skills.

Success = 70% having the right local staff.

Staff need to have local entrepreneurial skills. Technical skills are nice to have. Focus on the things you need!!!!
Only Local staff really understand the context.

A 1 to 3 ratio local – international is OK
International staff initiates activities.
Staff executes the activities

A 1 to 3 ratio local – international is OK.
Local staff initiates, monitor, adjust everything.
Local staff expertise could coach and give advice.
Good local experts with experience do not exist in most cases and need to be trained on the job.

Good staff is available.

Organogram

Hierarchy makes things easier to manage.
motivates the senior ones.

ONLY FLAT works. Hierarchy kills creativity and honesty.

Culture

A “do your task and don't ask for help” culture is required”
culture is needed. Positive thinking is encouraged.

A genuine learning culture is needed. Local experts need to be comfortable to report things that did not go well. The organization always need to takes action. **This is very hard to achieve!!!!!!**

Internal systems

Low or no flexibility. Systems in place. High donor expectations. Host government involved in operational decisions.

FLEXIBLE SYSTEMS are needed at all levels. Offers to partners need to be flexible. Contracts with partners need to be flexible. Internal decisions only. But donor and host government monitor.

KEY TO SUCCESS



Normal practice

Adaptive management

STAFF

Staff is an overhead and costs need to be controlled.

Hire experience staff (from other NGO's.)
Focus on technical skills.

A 1 to 3 ratio local – international is OK
International staff initiates activities.
Staff executes the activities

Good staff is available.

Success = 70% having the right local staff.

Staff needs to have analytical and entrepreneurial skills. Technical skills are nice to have. Hire the most clever ones you can find!!
Only Local experts really understand the context.

A 1 to 10 ratio local – international is OK.
Local experts initial, monitor, adjust everything.
International expertise could coach and give guidance.
Good local experts with experience do not exist in most cases and need to be trained on the job.

Organogram

Hierarchy makes things easier and motivates the senior ones.

ONLY FLAT works. Hierarchy kills creativity and honesty.

Culture

A “do your task and report what is required” culture. Loyalty and positive thinking is rewarded.

A genuine learning culture is needed. Local experts need to be comfortable to report things that did not go well. The organization always need to takes action. **This is very hard to achieve!!!!!!**

Internal systems

Solid and efficient systems that allow for proper reporting and a minimal chance of fraud. Systems in line with donor expectations. Host government involved in operational decisions.

FLEXIBLE SYSTEMS are needed at all levels. Offers to partners need to be flexible. Contracts with partners need to be flexible. Internal decisions only. But donor and host government monitor.

The recommendations from our complexity experts

1. Resist engineering



1a. Avoid isomorphic mimicry



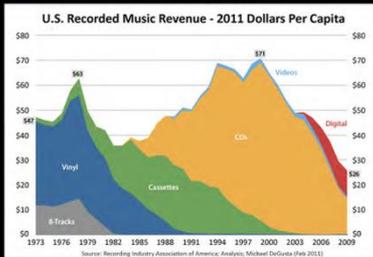
2. Resist fatalism



3. Promote innovation



4. Embrace creative destruction



5. Shape development



6. Embrace experimentation



7. Act global



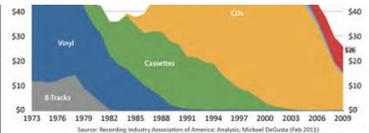
Resist engineering
 Avoid isomorphic mimicry
 Embrace experimentation
 Promote Innovation

All true but
 some more
 than others

1. Resist engineering



Engineering works in a complicated world where large studies and good planning makes sense.



1a. Avoid isomorphic mimicry



Copying and scaling up solutions to address constraints will not work well in a complex reality.



I actually dislike the word as it looks like we just try anything. Trying and learning go hand in hand. Good strategies control the freedom to experiment

3. Promote innovation



Yes, that is where it is all about!. Not about addressing problems.

6. Embrace experimentation





Adaptive management in PSD is not a choice.
It is the only option for success

Donors do not need to loose control.
A.M. programs allow for better and
earlier control.

Success is all about flexibility (25%)
and competent local experts (70%)

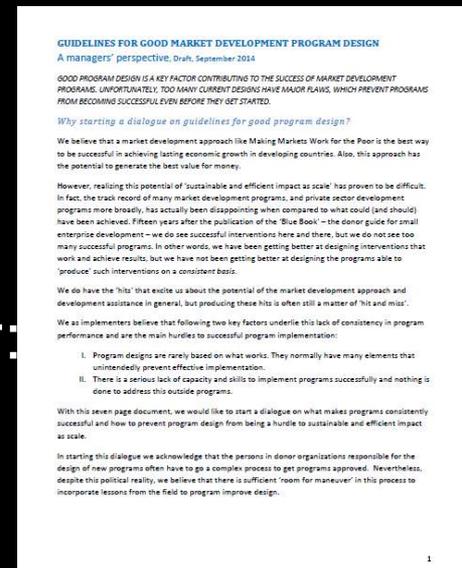
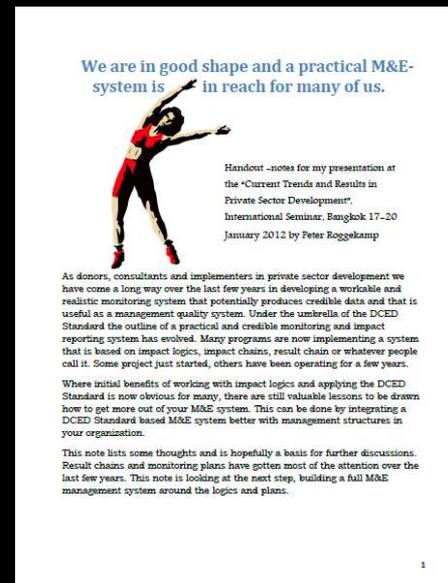
CAWA

CAVAC has a website that explains how we work.



I wrote a paper for the 2012 DCED M&E seminar In Bangkok reflecting on M&E

With some colleagues we wrote a draft paper: *Guidelines for good market development program design*



> Questions and Answers



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> Resources

- Visit bit.ly/beamadapt
 - BEAM Exchange page on adaptive management with additional resources
- Visit bit.ly/navigating-complexity for:
 - Case study 'Navigating Complexity: Adaptive Management at the Northern Karamoja Growth, Health, and Governance Program'
- Visit bit.ly/CAVAC-website for:
 - Cambodia Agricultural Value Chain Program website
- Survey: bit.ly/beamsurvey