



How do we add value?

Context

- Our current Strategic Framework sets out a commitment to strengthening our **focus on impact** by developing new approaches to identifying, capturing, quantifying and demonstrating the impact our work across our global programme.
- Within this focus on impact we want to identify and demonstrate more clearly how our overall approach, and the activities we undertake within this approach, represent good **value for money** in terms of the impact achieved in relation to the investment made.
- Improving our VfM analysis requires us to develop a more systematic **analysis of the specific activities** we carry out which add value in terms of achieving progress towards our mission.
- We need to ensure that the analysis of activities is **consistent** with our Strategic Framework and Theory of Change.

Purpose of this document

The current TOC outlines the rationale for our approach to achieving the change we want to see, and identifies our capacity building and influencing role in that process. However, the TOC stops short of providing detail on the practical action we take across all ADD's departments to fulfil our role in the change process we have identified.

This document aims to map the operational and programme activities which ADD carries out day to day which contribute to impact in relation to our mission: To achieve positive and lasting change in the lives of disabled people, especially those living in poverty.

An approach to work which maximises value

The graphic on page 4 reflects ADD's core approach to work of: a) working through DPOs and b) engaging directly with powerholders.

By working in this way we add maximum value by stimulating 'positive cycles of change' as outlined in our TOC: individual and collective empowerment of DP → shifts in understanding of disability → shifts in attitudes → changes in practice (societies which are more inclusive of disabled people at all levels) → greater understanding/ further empowerment of DP.

This approach secures sustainable change for targeted individuals and communities, while also seeking to achieve positive impact for disabled people more widely through permanent social change. We believe this approach represents high value for money when compared to alternative approaches which ADD has rejected, as illustrated in the table below:

ADD's approach: HIGH VALUE	Alternatives: REDUCED VALUE
<p>ADD works through DPOs to reach excluded disabled people/ help their members to access services and development opportunities:</p> <ul style="list-style-type: none"> • Maximises impact in reaching marginalised DP as DP carrying out outreach set an example of what DP can do/ identification with marginalised DP's experience • DPO membership – maximises personal empowerment through mutual support / positive role models • DP engaging with service providers – challenges attitudes to DP leading to permanent social change benefitting more DP in the future • (NB where there is no established DPO, ADD may work directly with individual disabled people to establish self-help groups/DPOs, through which we can work in the future) 	<p>DPOs are not centrally involved in initiatives to help disabled people access services and development opportunities:</p> <ul style="list-style-type: none"> • Difficult for ADD staff acting alone to reach most marginalised because of the dynamics of exclusion/ invisibility • Risk of lack of lived experience of disability or personal identification with excluded disabled people where ADD staff may not have personal experience of disability or exclusion. • Interventions are less likely to succeed if the model is of benefactor (NGO)/beneficiary (disabled person): When disabled people join the DPO, it becomes <i>their</i> organisation. • Doesn't challenge the concept of DP being dependent on non-disabled people for support – attitudes towards DP among service providers do not change/ barriers remain for DP in the future
<p>ADD supports DPOs to campaign for changes in attitudes to DP at all levels of society:</p> <ul style="list-style-type: none"> • Voice of DP – legitimacy and impact • DP self-representation challenges attitudes and raises their profile • Empowering experience for DP 	<p>The voice of disabled people is absent in campaigns for changes in attitudes to disability:</p> <ul style="list-style-type: none"> • Speaking 'for' DP reinforces existing assumptions that DP are dependent on others to speak for them/ passive recipients of charity • Disempowers DP – may do more harm than good
<p>ADD develops thematic projects in partnership with DPOs, and supports DPOs to implement them:</p> <ul style="list-style-type: none"> • Projects respond to priorities identified by DP themselves – targeting greatest need • Combines ADD's technical experience with DPO's on-the-ground 'lived experience' – leads to development of innovative responses • DPOs build organisational capacity – 'learning by doing'. These skills + links with other sources of support are then used to 	<p>ADD delivers thematic projects directly, without the involvement of disabled people in planning and implementation:</p> <ul style="list-style-type: none"> • Risk of imposing external priorities and missing areas/issues of greatest need • Benefit of project limited to direct participants • Skills and capacity remain within ADD – misses opportunity of empowering DPOs to develop similar work independently • Risk of becoming service delivery organisation, repeating same interventions

<p>develop further projects, benefitting more DP</p> <ul style="list-style-type: none"> • ADD shares learning from practical experience with DPO through global programme/ links with external stakeholders and promotes uptake of good practice 	
<p>ADD's influencing work draws on evidence of lived experience of DP/ our experience at the grassroots:</p> <ul style="list-style-type: none"> • Promoting self-representation of DP by building DPO capacity for influence and advocacy work • DP self-representation has more impact/ veracity, challenges assumptions and changes attitudes • on-the-ground experience working in partnership with DPOs over many years – gives greater weight and legitimacy to our analysis/recommendations, and to ADD's own influencing activities 	<p>Influencing work drawing on secondary evidence:</p> <ul style="list-style-type: none"> • less legitimacy • weighting/emphasis may not reflect the experience and priorities of DP – and outcomes may therefore be less effective • less impact in seizing attention/ engaging powerholders

Targeted activities which interact to maximise value:

All of ADD's work can be described through following 4 Sets of Activity:

- Influencing
- Learning
- Capacity Building
- Leveraging Support

We have identified the above 4 areas of activity through which we add value to the work of our partners - DPOs and other organisations – and achieve impact. **All** of our work, including core costs, fits in to these 4 areas – in other words there is no ADD activity or expenditure which does not contribute to either one or a combination of the 4 activity sets. This allows us to analyse our total expenditure against these 4 activity sets.

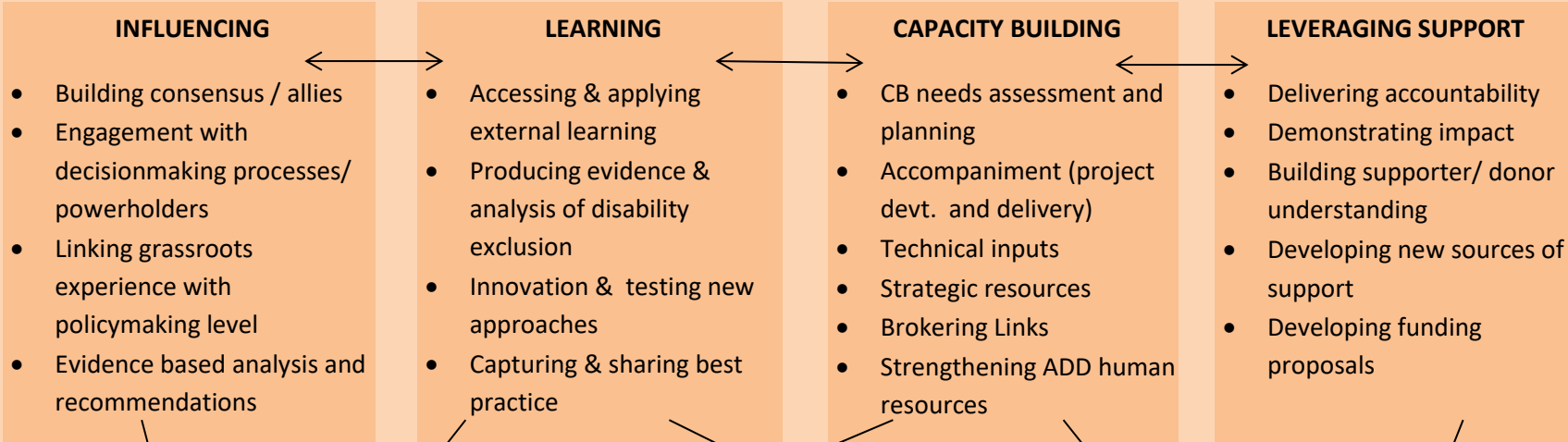
This represents a framework to understand and analyse how we add value through our work, but each activity set **should not be seen as a 'stand alone' set of activities**: They are interlinked and mutually supporting – any given project activity may contribute to more than 1 of the activity sets. Analysis of activities/spend against the 4 sets will therefore usually require a judgement on % allocation against the different sets.

Neither do the activity sets relate directly to the different departments of ADD, as each department's work contributes in different ways to all 4 activity sets, both in the UK and within country programmes. Each set of activity therefore has value in terms of the direct impact it has on powerholders/ DPOs, as well as the value which accrues from feeding into and supporting ADD's work in the other 3 activity sets.

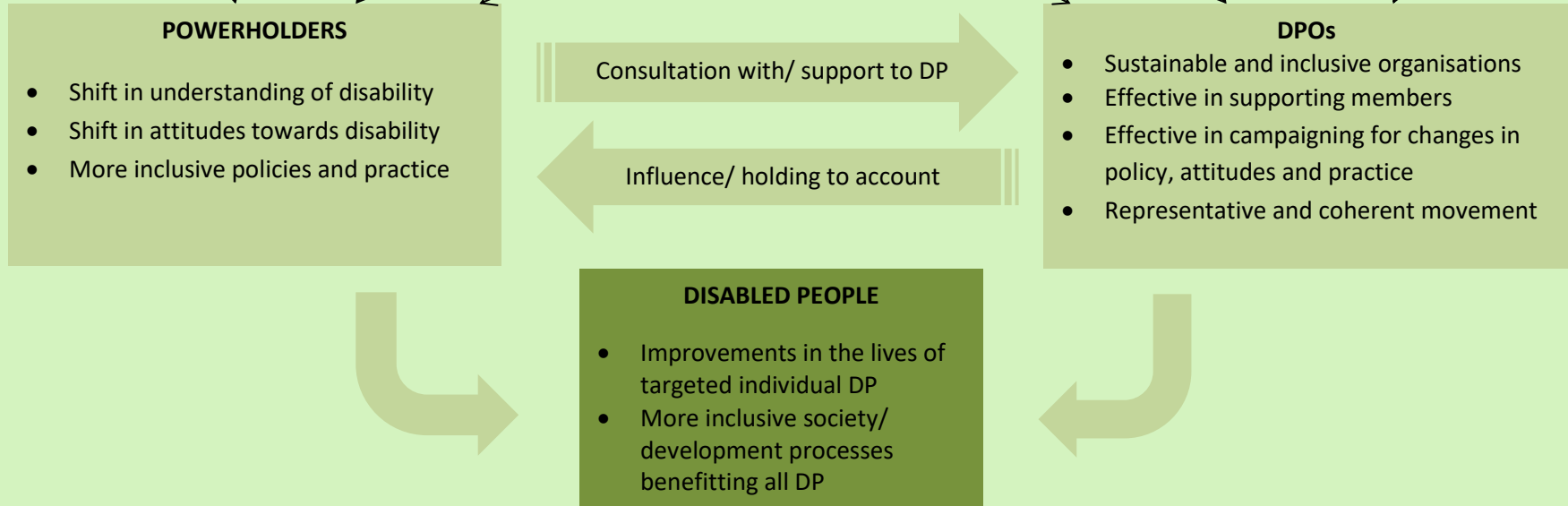
The value accruing from each activity therefore needs to be recognised in terms of the direct impact achieved, as well as the indirect impact gained by supporting other activities e.g. delivering stronger accountability supports leveraging of support and also learning.

The activities listed in each activity set in the graphic below represent sub-headings: Each of these can be broken down into a list of further activities (see table below), many of which appear in more than one set, again reflecting the interlinked nature of the activity sets.

ACTIVITIES



IMPACT



Example activities under each set
INFLUENCING
Building Consensus/ Allies
<p>Attending meetings, workshops, conferences for networking Meetings with targeted organisations on specific issues Researching organisations/ sharing information Participation on joint platforms/ working groups Coordinating / feeding in to joint initiatives with allies Staff time and costs relating to the above</p>
Engagement with decision making processes/ powerholders
<p>Contacting/ following up with powerholders to secure meetings Meetings with targeted powerholders on specific issues Participation at events/ meetings/ conferences Letters/ Presentation of recommendations to powerholders Staff time and costs relating to the above</p>
Linking grassroots experience with policymaking level
<p>Consulting with DPOs/ other stakeholders on specific issues Gathering testimony/ evidence of lived experience of disability in relation to specific issues Supporting the participation / self-representation of DP in policymaking events/ processes Engaging with policymakers to ensure seat for DP in decision making processes Staff time and costs relating to the above</p>
Evidence based analysis and recommendations
<p>Research projects Literature reviews/ desk-based research Seeking input/ advice from other organisations Preparation of policy documents/ recommendations Staff time and costs relating to the above</p>
LEARNING
Accessing & applying external learning
<p>Identification of learning needs at project/ country programme and global level Desk based research/ engagement with other organisations to source relevant external learning Developing/ maintaining systems within ADD to share external learning for improving prog. quality Staff time and costs relating to the above</p>
Producing evidence & analysis of disability exclusion
<p>Research projects (desk/field based) Participatory research/ gathering data and testimony through DPOs Analysis of data and evidence to produce learning documents/ reports/ recommendations Staff time and costs relating to the above</p>
Innovation & testing new approaches
<p>Developing new areas of work in consultation with partners/ with consultant input etc. Implementation of pilot projects Reviewing and documenting new approaches Sharing / peer review of new approaches in the sector Staff time and costs relating to the above</p>
Capturing & sharing best practice

<p>Development of staff development 'modules' on best practice/ core ADD approaches to work</p> <p>Developing and using 'learning questions' through internal review processes</p> <p>Producing internal 'learning papers'</p> <p>Development and maintenance of internal sharing mechanisms (sharepoint/ thematic learning groups etc.)</p> <p>International meetings</p> <p>Staff time and costs relating to the above</p>
CAPACITY BUILDING
Accompaniment (project development and delivery)
<p>Capacity assessments/ developing and monitoring CB plans with individual DPOs</p> <p>Joint (ADD with DPO) identification of issues/ carrying out situation analysis / project planning (through visits, meetings, email, phone)</p> <p>Regular visits to DPOs discuss and advise on project delivery and monitoring, and to identify additional/external support needed</p> <p>Joint (ADD with DPO)</p> <p>Staff time and costs relating to the above</p>
Technical inputs
<p>Direct provision of training or advice to implementing partner on specific issues relating to organisational capacity/ capacity to deliver thematic projects</p> <p>Identifying, sourcing and funding training or technical advice to DPO from other providers</p> <p>Identifying, sourcing and providing information to DPO to support project development/delivery</p> <p>Direct provision of training or advice to other organisations on disability mainstreaming</p> <p>Staff time and costs relating to the above</p>
Strategic resources
<p>Funding implementing partner DPO core costs in line with individual DPO CB plan</p> <p>Funding non-implementing DPO core costs in line with ADD country strategy</p> <p>Funding strategic one-off DPO activities (e.g. conference participation/ exchange visits)</p> <p>Staff time and costs relating to the above</p>
Brokering Links
<p>Joint discussion with DPOs to identify needs / strategy for external engagement</p> <p>Identification and engagement with external organisations and key individuals in response to DPO needs/strategies</p> <p>Staff time and costs relating to the above</p>
Strengthening ADD human resources
<p>One to one line management meetings for objective setting/ review/ identification of support needs</p> <p>Provision of in-house training through staff workshops</p> <p>Funding external training and learning opportunities, including visits to other programmes etc.</p> <p>Supporting internship costs for disabled people</p> <p>Costs associated with access to work for disabled people within ADD workforce</p> <p>International technical team meetings (e.g. MEL/ Finance managers etc.)</p> <p>Staff time costs relating to the above</p>
LEVERAGING SUPPORT
Delivering accountability/ Demonstrating impact
<p>Monitoring and evaluation activities within programmes – gathering data/ preparing reports</p> <p>Monitoring and evaluation activities in the UK – analysis of data/ preparing reports</p> <p>Internal and external evaluations</p> <p>Financial management and oversight</p> <p>Internal and external audits</p> <p>Staff time and costs relating to the above</p>
Building supporter/ donor understanding

Public communications work (website / annual report/ leaflets etc.)
Supporter management (database, communications etc.)
Activities to build donor understanding e.g. mainstreaming workshops
Staff time and costs relating to the above

Developing new sources of support

Public fundraising activities to recruit new supporters
Research, identification and engagement with potential donors
Securing and attending meetings with potential donors
Staff time and costs relating to the above

Developing funding proposals

Situational assessments in country
Consultation with DPOs, ADD country teams, key UK staff on development of concept notes
Development of full proposals and budgets
Negotiation with donors through meetings, correspondence etc.
Staff time and costs relating to the above