

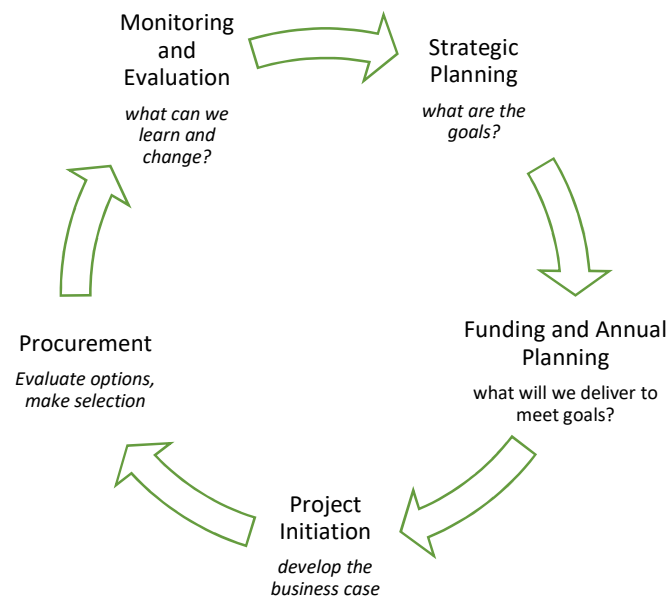
ClientEarth Value for Money Policy

As a charitable organisation, ClientEarth has an obligation to ensure its resources are used effectively to maximise impact. This policy outlines the policy ClientEarth uses to make decisions on how funds will be spent as well as how it monitors results to support learning for future decisions.

Value for Money is making spending decisions that balance economy with efficiency and effectiveness. Value for Money consideration must be applied to all planning and decisions on resource allocation from the project work undertaken by ClientEarth programmes through to the tools and systems put in place to support them.

In designing this Value for Money policy ClientEarth reviewed best practices and guidance provided by the DFID Approach to Value for Money¹, and a number of policies published by other organisations within the charitable sector.

Value for Money Framework



ClientEarth's principles for achieving value for money are:

- Embedding value for money in all decision making – at all levels within the organisation,
- Transparency of decision making,
- Scrutiny of decisions, results and clear measurement and evaluation, and
- Incorporating that learning into improvement of policies and processes.

Value for Money is ensuring that ClientEarth maximises the impact of each pound spent to improving the health of the planet and the lives of the people sharing it.

¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/49551/DFID-approach-value-money.pdf

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Strategic Planning

ClientEarth’s strategic planning defines its areas of focus and establishes the means by which success will be measured.

Performance against these measures helps the Senior Management Team (SMT) and Board of Trustees judge whether the organisation is delivering good value for money.

VALUE FOR MONEY BEHAVIOURS

DEVELOPING A STRATEGY THAT FOCUSES CLIENTEARTH RESOURCES ON THE AREAS WHERE ITS EXPERIENCE AND EXPERTISE CAN MAXIMISE IMPACT IS THE FOUNDATION TO ENSURING THE ORGANISATION DELIVERS VALUE FOR MONEY.

STRATEGY WILL INCLUDE CONSIDERATION OF THE RIGHT RESOURCE LEVELS, INCLUDING THE REQUISITE EXPERIENCE AND EXPERTISE.

Funding and Annual Planning

Annual funding plans set out the resources available to achieve ClientEarth’s annual programme and operational plans. The annual plans outline the proposed activities for each area and key indicators and targets.

Annual plans are reviewed by the SMT and Board of Trustees to assess whether the organisation is on track to deliver to overall strategy.

VALUE FOR MONEY BEHAVIOURS

IN DEVELOPING ANNUAL PLANS EACH PROJECT SHOULD BE CONSIDERED FROM A VALUE FOR MONEY PERSPECTIVE – IS THIS ACTIVITY THE MOST EFFECTIVE WAY TO DELIVER THE DESIRED RESULTS? IS THERE ANOTHER WAY TO ACHIEVE THE SAME RESULTS WITH LESS RESOURCE? ARE THERE PARTNERS WE CAN WORK WITH TO MAXIMISE IMPACT WHILE REDUCING COSTS?

ANNUAL PLANS SHOULD BE ROBUSTLY REVIEWED BY THE PROGRAMME MANAGEMENT GROUP, THE SENIOR MANAGEMENT TEAM AND FINALLY THE BOARD OF TRUSTEES.

Project Initiation

Project Initiation documents and the associated business case embed evidence and consideration of value for money in the preliminary stages of all projects. These documents should clearly set out to the SMT the approach to evaluation of options for spending decisions within the project.

Robust review and debate of the business case with stakeholders should form part of the SMT’s decision to proceed.

VALUE FOR MONEY BEHAVIOURS

PROJECT INITIATION DOCUMENTS SHOULD CLEARLY IDENTIFY THE BENEFITS OF THE PROPOSED PROJECT AND ANY ANTICIPATED ONE TIME AND ONGOING COSTS.

WHEN COMPLETING A PROJECT INITIATION – THE PROJECT OWNER WILL ENSURE THAT REQUIREMENTS ARE CLEAR AND THAT WHAT IS ESSENTIAL AND WHAT IS NICE TO HAVE ARE CLEARLY IDENTIFIED TO ENSURE THAT THE RIGHT SIZED SOLUTION IS DELIVERED.

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Procurement

Procurement best principles, including multiple bids, effective negotiations and appropriate supplier relationships, drive the commercial aspect of value for money.

The procurement decision should be made in line with delegated authorities and will be supported by the business case and the evaluation criteria defined as part of the Project Initiation.

VALUE FOR MONEY BEHAVIOURS

VALUE FOR MONEY SHOULD NOT DRIVE ALL PROCUREMENT DECISIONS TO THE CHEAPEST OPTION. VALUE FOR MONEY IS THE RIGHT SIZED SOLUTION, DELIVERED IN A TIMELY MANNER TO MOVE AN INITIATIVE, OR THE ORGANISATION FORWARD.

SUPPLIERS SHOULD BE EVALUATED AGAINST THEIR ABILITY TO DELIVER THE CRITICAL REQUIREMENTS.

EVALUATION OF PROPOSALS FROM SUPPLIERS SHOULD INCLUDE ALL ONE TIME AND ONGOING COSTS. IT SHOULD ALSO INCLUDE CONSIDERATION OF ANY ONGOING COMMITMENT REQUIREMENTS, BREAK OPTIONS AND POTENTIAL PENALTIES FOR EARLY TERMINATION.

Monitoring and Evaluation

Programme activities, and their impact are reviewed internally by the Programme Management Group, the SMT and the Board, as appropriate, to ensure they are delivering against expectations.

Updates of these activities and their impacts are also shared externally with funders as appropriate for their comment, evaluation and feedback.

Core projects and related spend will be periodically reviewed by the SMT throughout their lifecycle to ensure they are on track and delivering against expectations.

Any learnings from these reviews should be incorporated into appropriate policies and procedures to improve future decisions and actions.

VALUE FOR MONEY BEHAVIOURS

CLEAR REPORTING OF ACTIVITIES AND IMPACT MEASUREMENTS SHOULD BE REGULARLY SHARED INTERNALLY AND EXTERNALLY.

WHERE AN ACTIVITY OR PROJECT IS NOT DELIVERING TO EXPECTATIONS CORRECTIVE ACTION SHOULD BE TAKEN AS SOON AS POSSIBLE.

WHERE A RELATIONSHIP WITH A SUPPLIER IS ONGOING IT SHOULD BE REVIEWED PRIOR TO ANY RENEWAL TO ENSURE IT CONTINUES TO DELIVER VALUE FOR MONEY.

AT THE END OF EACH INITIATIVE A REVIEW SHOULD BE UNDERTAKEN – WHAT WENT WELL, WHAT DIDN'T. WHAT SHOULD WE DO DIFFERENTLY IN THE FUTURE?