



Ensuring Value-for-Money

At **Moving Mountains**, Value-for-Money is part of our DNA.

Incorporating the value-for-money philosophy into all of our work and operations is vital to ensuring that we maximise the impact of our funds for the beneficiary communities, families, schools, organisations and individuals we work with and empower in Kenya, Nepal and Borneo.

Ensuring Value-for-Money is about much more than just getting the lowest prices or paying the lowest wages however. As well as incorporating 'Economy', 'Efficiency' and 'Effectiveness' considerations across all areas of our work, ensuring 'Equity' is also fundamental to the way we do things at Moving Mountains and is a central guiding principle which cuts across all areas of the work of the charity.

Here are some of the ways we incorporate value-for-money into our work at Moving Mountains:

Economy

- ✓ We work directly with local suppliers in-country, monitor market prices and negotiate with a range of suppliers to source supplies, materials and equipment of high quality at the best possible prices.
- ✓ We utilise the expertise of our in-country staff to negotiate deals and contracts and use the reputation and prestige of the Moving Mountains charity name and evidence of our charitable work to negotiate additional discounts and assistance from suppliers who are supportive of our work.
- ✓ We network with other purchasers in the field to monitor supplier reputation and performance.
- ✓ We provide suppliers with accurate information and requirements and monitor quality and promptness of deliveries.
- ✓ Our admin costs are minimised through support from our partner organisation Adventure Alternative, helping to ensure that funds from donors are used exclusively to develop and run our projects and programmes.
- ✓ Our employment policy incorporates previous and current beneficiaries into the work of the charity, thereby increasing our effectiveness, staff loyalty and the impact of our work through utilisation of local knowledge and experience and staff acting as role models to current beneficiaries.
- ✓ We facilitate volunteering placements and trips for people of all ages and backgrounds to Working for Public Benefit compliment the work of our staff and partner organisations, incorporating volunteers into our projects and programmes to increase the range of skills,

experience and time we are able to offer and increasing our human resources without increasing costs.

✓ We work in partnership with other organisations and with local authorities and government to maximise the impact of our work, take advantage of synergies, share areas of expertise and develop our skills and capacity.

Efficiency

✓ We enforce a zero-tolerance policy to corruption throughout all of our Moving Mountains organisations as well as with our suppliers, partner organisations and beneficiaries.

✓ Logistical, administrative, human resource and promotional support from Adventure Alternative helps to minimise our expenditure in these areas and maximise the impact our funds can have through our projects and programmes.

✓ We have strong risk assessment and risk management procedures in place which have been developed with support from Adventure Alternative as part of their BS8848 quality certification.

✓ We monitor exchange rate fluctuations to maximise efficiency when transferring funds between countries, transfer funds in bulk and negotiate to get the best exchange rates possible.

✓ We regularly monitor and identify where cost savings can be made in our projects and programmes and implement changes to make the identified savings where appropriate.

✓ We work with the most disadvantaged groups and marginalised communities, occasionally accepting higher transaction and delivery costs as part of this work where necessary whilst constantly seeking ways to reduce these costs and maximise funds to best serve these groups.

✓ We consider a range of alternative intervention strategies when designing and evaluating projects and programmes.

✓ We harness the enthusiasm of volunteers to promote our work, spread the word about the charity and attract new donors, supporters, volunteers and friends to Moving Mountains.

✓ We support donors, fundraisers and supporters to raise funds for the charity, providing promotional support and advising on efficient fundraising techniques and methods.

✓ We collaboratively prepare and scrutinise monthly budgets carefully for all expenditure and provide ex ante costings for new project and programme interventions.

✓ We involve the communities and partner organisations we work with on a voluntary basis in project and programme design and delivery to ensure there is direct community involvement and ownership, thereby also reducing our labour costs and ensuring work is carried out in partnership.

✓ We incorporate and build on lessons learnt from previous work and from over twenty years experience running projects and programmes in the areas in which we operate in order to continuously improve our work for the future.

✓ We utilise intermediate, appropriate technology and solutions to avoid unnecessary expenditure and ensure that interventions are efficient, easily maintained and cost-effective

Effectiveness

- ✓ Our extensive and in-depth local knowledge of the regions and development contexts in which we operate helps us to identify areas where our work is really needed and where we can be effective and make a real long-term and sustainable difference.
- ✓ We develop 'theories of change' for our projects and programmes to describe how we aim to effect change and how we can measure the changes we aim to bring about.
- ✓ We use these theories of change for the development of monitoring and data collection systems and to carry out continuous evaluation to ensure we are making the best use of our funds and achieving the changes and results we aim for.
- ✓ We ensure that our interventions use our existing skills and competitive advantages and we continuously develop our capacity to respond to the needs of our beneficiaries where necessary.
- ✓ We work closely with communities, local authorities, government ministries and other NGOs and grass roots organisations to ensure our work fits into a wider development strategy for each region, to avoid duplication and to create working synergies, partnerships and development networks.
- ✓ We include the whole community in our work, ensuring that there is input and collaboration from all the relevant stakeholders and agents in the area to maximise the impact and effectiveness of our work for beneficiaries.
- ✓ We replicate successful interventions in other areas and look to scale-up successful projects and programmes where possible to spread the benefits and increase the impact of our work.
- ✓ We always aim to include multiplier effects into our work so that our projects and programmes deliver on a number of levels and benefit different groups and development aspects within the community.
- ✓ We share learning and knowledge with local authorities, government and other NGOs to orient policy development and practice in the areas we work.
- ✓ We lobby government and local authorities and advocate with and on behalf of our partners where appropriate.
- ✓ We clearly identify the beneficiary groups our projects are aimed at and consult with them regularly on improving our interventions to best serve their needs and empower them to identify and solve their own development issues.
- ✓ We collect baseline data for new projects and programmes to allow us to monitor the changes our interventions effect over time.
- ✓ We use established Value-for-Money costing analysis methodologies to assess and compare intervention strategies related to outcomes.
- ✓ We demand and ensure community involvement as a basic requirement of any project or programme and build excellent long-term working relationships with our partners and with local communities to ensure community ownership and guarantee the long-term sustainability of our work.

- ✓ We monitor, track and discuss unexpected and unintended impacts of our work and modify intervention strategies and evaluation accordingly where necessary.
- ✓ Where results vary from our expectations we work together with partners to identify the reasons and adapt our work accordingly where necessary.
- ✓ All relevant stakeholders are fully involved in identifying, implementing, monitoring and evaluating projects through direct participation in our work and through ongoing consultation.
- ✓ We collect data systematically to monitor and evaluate our impacts, using both quantitative and qualitative data, from our own data collections systems and from relevant third party sources where appropriate.

Equity

- ✓ We ensure that our work and expenditure benefits and encourages other organisations which use fair trade practices, pay living wages, source their resources in a sustainable way, protect and respect the environment, provide employment in the local economy and develop opportunities, skills, training, apprenticeships and local capacity.
- ✓ We place a high premium on environmental concerns and incorporate environmental considerations into all of our projects and programmes where appropriate. We also work directly on environmental projects in all the countries in which we operate, and particularly in our award-winning project work in Borneo. We offer volunteers the opportunity to offset their carbon emissions by supporting our work in Borneo and have also worked with Adventure Alternative to assist them in developing their environmental policy and becoming an industry leader in their commitment to sustainable and responsible tourism.
- ✓ We follow and helped to develop the principles of Fair Trade Volunteering which has become an industry standard for working with volunteers in development work and was developed by the Chairman of Moving Mountains Trust.
- ✓ We carefully monitor and ensure the wider positive social impacts of all our work and take our responsibilities in this area very seriously, inculcating positive values and behaviour into all our work and the actions of our staff, beneficiaries, partners, volunteers and trustees.
- ✓ We share and gain knowledge and experience through events, seminars, conferences and training courses to help to collaborate on, spread and learn from best practice in the sector.
- ✓ We actively seek to benefit local economies, local supply chains and the development of small, locally owned and run businesses and local capacity in the areas we work wherever possible.
- ✓ We respect, protect and value local traditions and culture and ensure our work utilises and values local solutions and traditional structures, ideas and techniques.
- ✓ We aim to create employment, develop local skills and capacity and create responsible, autonomous organisations in the areas we work.



- ✓ Our policy is to employ and train local professionals from the areas in which we work to ensure the benefits of our operations are felt in-country and to ensure our work is rooted in the communities in which we operate.
- ✓ We have developed an equal opportunities policy and have an established data protection policy in place and ensure that they are adhered to across all areas of our work.
- ✓ Moving Mountains is built on a vision of a fairer, more equitable and more just world and all of our work is aimed at achieving this vision.

If you are interested in finding out more about our Value-for-Money approach or how we can improve our work in any of these areas then please contact us:

Email: info@movingmountainstrust.org

We hope you are inspired by **Moving Mountains**, we are proud to continue our work with your support!