Evaluation and Value for Money: Thinking Beyond Measurement

評価とバリュー・フォー・マネー（VFM）
測定を超えて

Presentation to JES
（日本評価学会）
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Introduction
はじめに

JK&A JULIAN KING & ASSOCIATES

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Tēnā koutou katoa,

I am a public policy consultant from Auckland, New Zealand. I specialize in evaluation and value for money.

My affiliations include the Kinnect Group (NZ), Oxford Policy Management (UK), and the University of Melbourne.
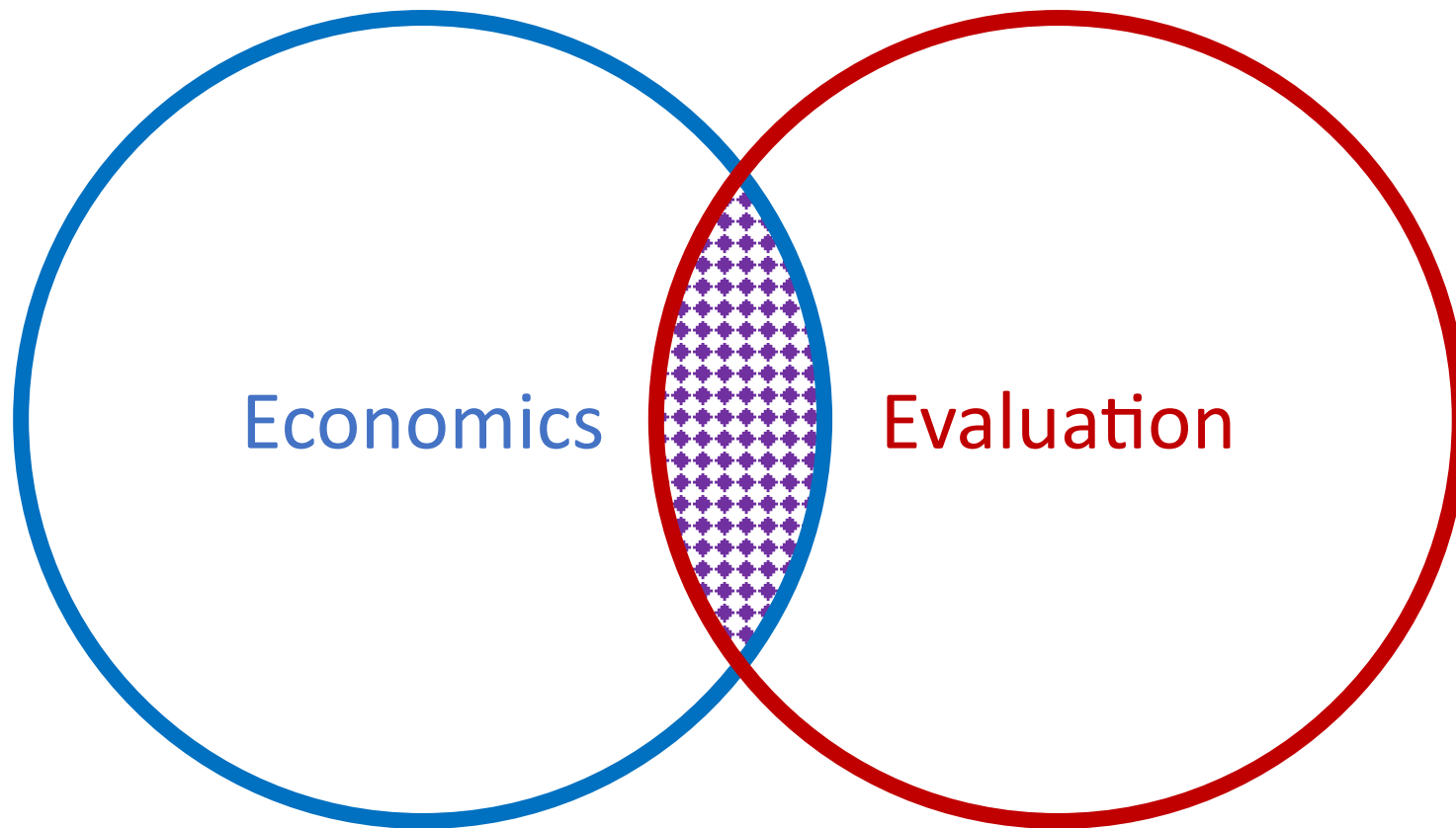
こんにちは！

私はニュージーランドのオークランドの公共政策コンサルタントです。私は評価とValue for Money (VFM)を専門としています。
Kinnect Group（ニュージーランド）、Oxford Policy Management（英国）、およびメルボルン大学に所属しています。

A new approach to value for money
バリュー・フォー・マネーへの新しいアプローチ

Economics

Evaluation

©Julian King

Evaluators are often asked to determine whether social investments provide value for money. In this presentation I will describe a new approach that combines strengths of evaluative reasoning and economic analysis. This approach is being used globally to evaluate complex and hard-to-measure social programs and policy reforms.

評価者はしばしば、社会的投資がいかなるVFMを提供するかを判断するよう求められます。
　このプレゼンテーションでは、評価的推論と経済分析の長所を組み合わせた新しいアプローチについて説明します。このアプローチは、複雑で測定が難しい社会プログラムや政策改革を評価するために世界的に活用され始めています。

Value for Money

何を投入しましたか？

What did we put in?

何が取り出せましたか？

What did we get out?

Was it worth it?

それは価値がありましたか？

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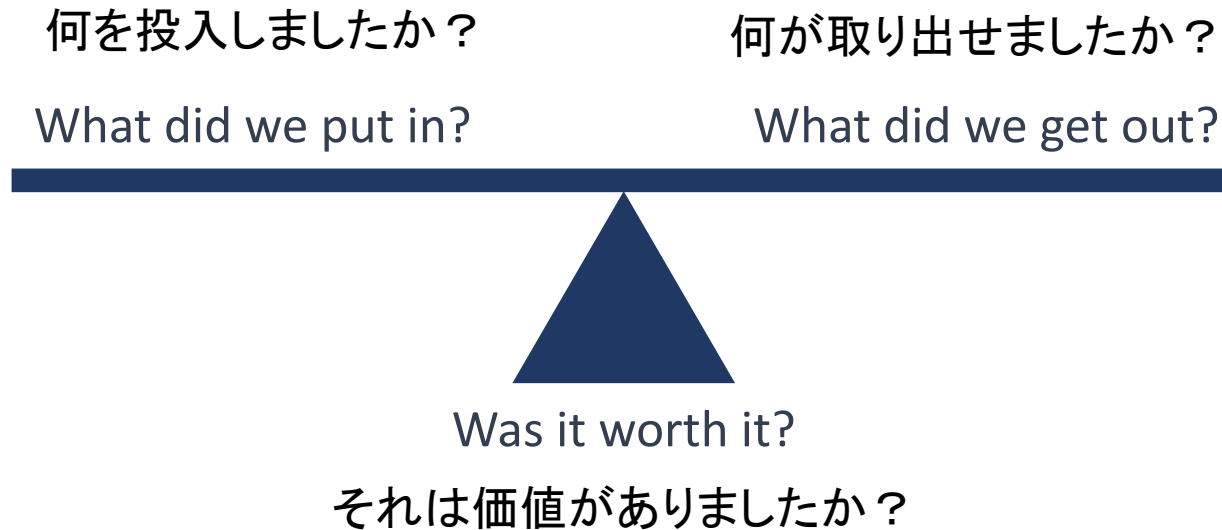
Value for Money (VFM) is an evaluative question about how well resources are used, and whether the resource use is justified (King, 2017)

VFM can be broken into three questions:

What did we put in?
What did we get out?
Was it worth it?

バリューフォーマネー（VFM）は、リソースがどれほど良く使用されているか、リソースの使用が正当化されるかという評価設問(EQ)にこたえるものです（King、2017）

VFMは3つの設問に分けることができます。

何を投入しましたか？
何が取り出せましたか？
それは価値がありましたか？

Evaluation: evidence + valuing
評価＝エビデンス＋価値づけ

エビデンス

評価的結論

Evidence

Evaluative conclusions

Values

価値

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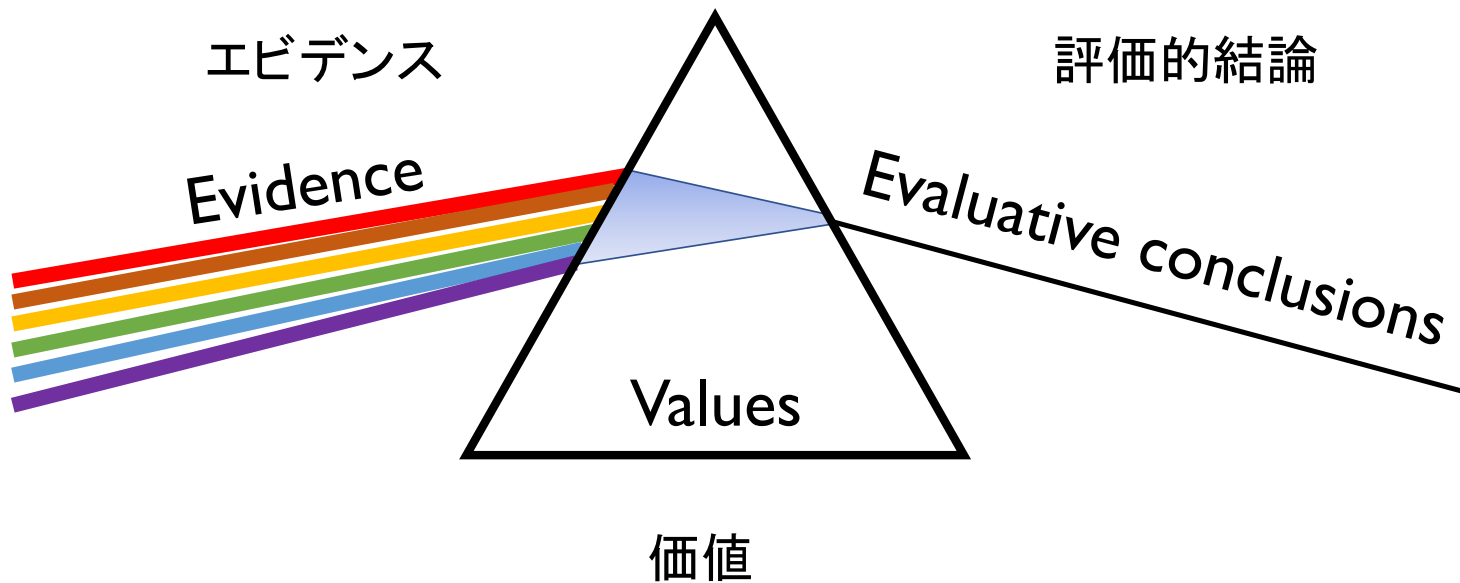
Answering an evaluative question requires more than just good evidence – it is also fundamentally about valuing.

Similar to a prism in reverse, values provide a lens for focusing a spectrum of evidence into a clear evaluative conclusion.

I will show you an example.

EQに答えるためには、単なる良いエビデンスを集めるだけでは十分ではありません。何をどう価値づけるか（valuing）かを根本的に問い直すことが必要になります。

プリズムと同様に、さまざまなエビデンスから明確な評価的結論に集約するレンズになるのが価値（values）です。

次に例を示します。

Evaluation: evidence + valuing
評価＝エビデンス＋価値づけ

Evidence – examples:

Need – 100 CT scanners are required to meet population needs

Output – 100 additional CT scanners have been installed

Outcome – the new CT scanners enable detection of 10,000 cases each year

Cost – this technology was installed at $200,000 per CT scanner

Cost-effectiveness – CT costs $2,000 per life saved

(source: Wikimedia Commons)

ニーズ：地域で100のCTスキャナーが必要

アウトプット：100のCTスキャナーが提供される

アウトカム：CTスキャナーによって１万件の症例が検出される

コスト：CTスキャナ１台20万ドル

費用対効果：一症例検出あたり2000ドル

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Imagine we provide a grant to help a region to install CT scanners (medical imaging equipment to detect diseases)

We can collect evidence on the installation and use of CT scanners.

Evidence can include things like need, outputs, outcomes, impact, and cost. But, we need more than just evidence.

例えば、ある地域にCTスキャナーを設置するための助成金を提供するとします。

私たちは、CTスキャナーの設置と使用に関するエビデンスを収集できます。

エビデンスには、ニーズ、アウトプット、アウトカム、インパクト、コストなどが含まれます。しかし、評価のためには、単なるエビデンス以上のものが必要です。

Evaluation: evidence + valuing
評価＝エビデンス＋価値づけ

Evidence – examples:

Need – 100 CT scanners are required to meet population needs

Output – 100 additional CT scanners have been installed

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Cost-effectiveness – CT costs $2,000 per life saved

費用便益分析
コスト●ドルに対し、●ドルの価値が創出された。

Valuing – examples:

Cost-benefit analysis – "CT scanners create more value than they consume"

Evaluative reasoning – "CT is valuable in a range of ways (e.g., speed and accuracy of diagnosis, lives saved, quality of life, equity of health outcomes) and represents [excellent/ good/ adequate/ poor] value when assessed against agreed criteria"

評価的推論
CTスキャナーの価値（診断のスピード、正確さ、救われる命、医療の質、平等なアクセス等）を合意した基準に沿って価値づけ[よい⇄悪いの判断]する

We need to determine how well resources are being used, and whether the resource use is justified.

My approach to VFM combines two ways of valuing:

1. economic analysis (e.g. cost-benefit)
2. evaluative reasoning (e.g. rubrics).

「リソースがどれほど良く使用されているか、リソースの使用が正当化されるか」

VFMの私のアプローチでは、2つの評価方法を組み合わせています。

1. 経済分析（例：費用−便益）
2. 評価的推論（例：ルーブリック）。

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Cost-benefit analysis
費用便益分析(CBA)

Value created
(benefits)

+$

Value consumed
(costs)

-$

Net Present
Value (NPV)
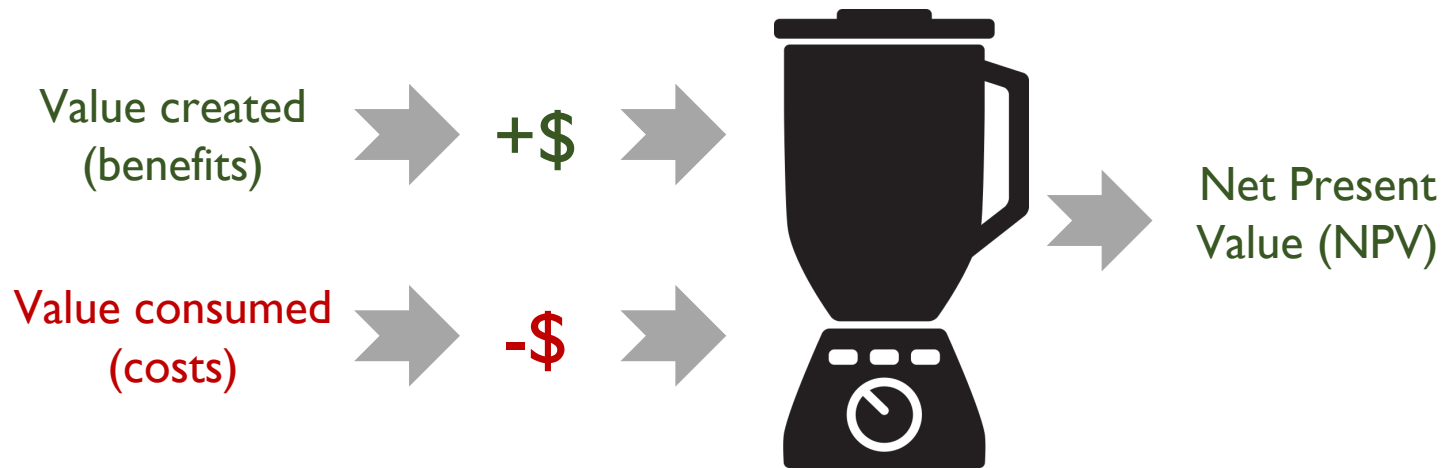
Cost-benefit analysis (CBA) is like a blender, but instead of blending food, it blends values.

CBA values both costs and consequences in monetary units (e.g. Yen or Dollars).

The values are combined to get a single number: Net Present Value (NPV).

費用便益分析（CBA）はブレンダーに似ていますが、食品をブレンドする代わりに価値をブレンドします。

CBAは、費用と便益の両方を金銭的価値（例：円またはドル）に換算します。

これらの値を組み合わせて、正味現在価値（NPV）という1つの数値を算出します。

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Cost-benefit analysis
費用便益分析(CBA)

Value created
(benefits) → **+$** →

Value consumed
(costs) → **-$** →

→ Net Present Value (NPV)
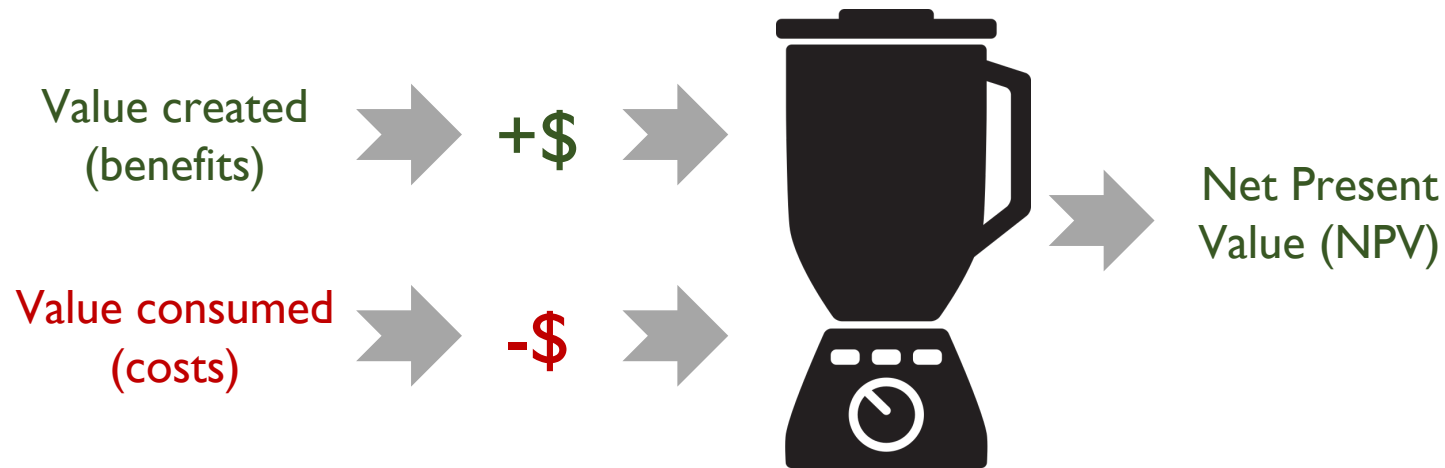
$$NPV_i = \sum_{t=1}^{n} \frac{b_i(t) - c_i(t)}{(1+r)^{t-1}}$$

Where:
$b_i(t)$ = benefits, in monetary terms, in year t
$c_i(t)$ = costs, in monetary terms, in year t
$1/(1+r)$ = a discount factor at annual interest rate r and
n = the lifetime of project (Drummond et al., 2005).

CBA adjusts the value of costs and consequences according to their timing and the expected return from alternative investments. If Net Present Value is greater than zero, it means the intervention is better than alternatives.

Net Present Value gives an approximate answer to an important question: is society better off overall?

CBAは、費用と便益を、発生する時期、そして代替投資からの期待収益を加味して調整し、NPVを算出します。NPVがゼロより大きい場合、代替手段よりもその介入が優れていることを意味します。

NPVは、「社会が全体的に良くなっているか？」という重要な質問に大まかな答えを提供します。

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Cost-benefit analysis isn't the whole evaluation
CBAがそのまま評価になるわけではない

CBA strengths and weaknesses

Quant	Qual
Efficiency	Equity
Utility	Other value
Ends	Means
Aggregation	Deliberation
Consensus	Difference
Majority rule	Minority voice
Tangible	Intangible
Parsimony	Complexity

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CBA is powerful and we should use it. But it is incomplete, because it privileges some evidence and values over others.

For example, CBA is a quantitative method, and we might also want to include qualitative evidence. CBA is concerned with efficiency, and we might also want to consider equity or fairness.

CBAは強力なツールで利用すべきです。しかし、特定のエビデンスと価値を他のものよりも優先するため、完全ではありません。

たとえば、CBAは定量的な方法でありますが、私たちは定性的なエビデンスも含めたい場合があります。CBAは効率性を評価しますが、公平性や公正性も考慮する必要があります。

Combine cost-benefit analysis with other evaluation methods and tools
CBAを他の評価方法やツールと組み合わせる

Economics   Evaluation

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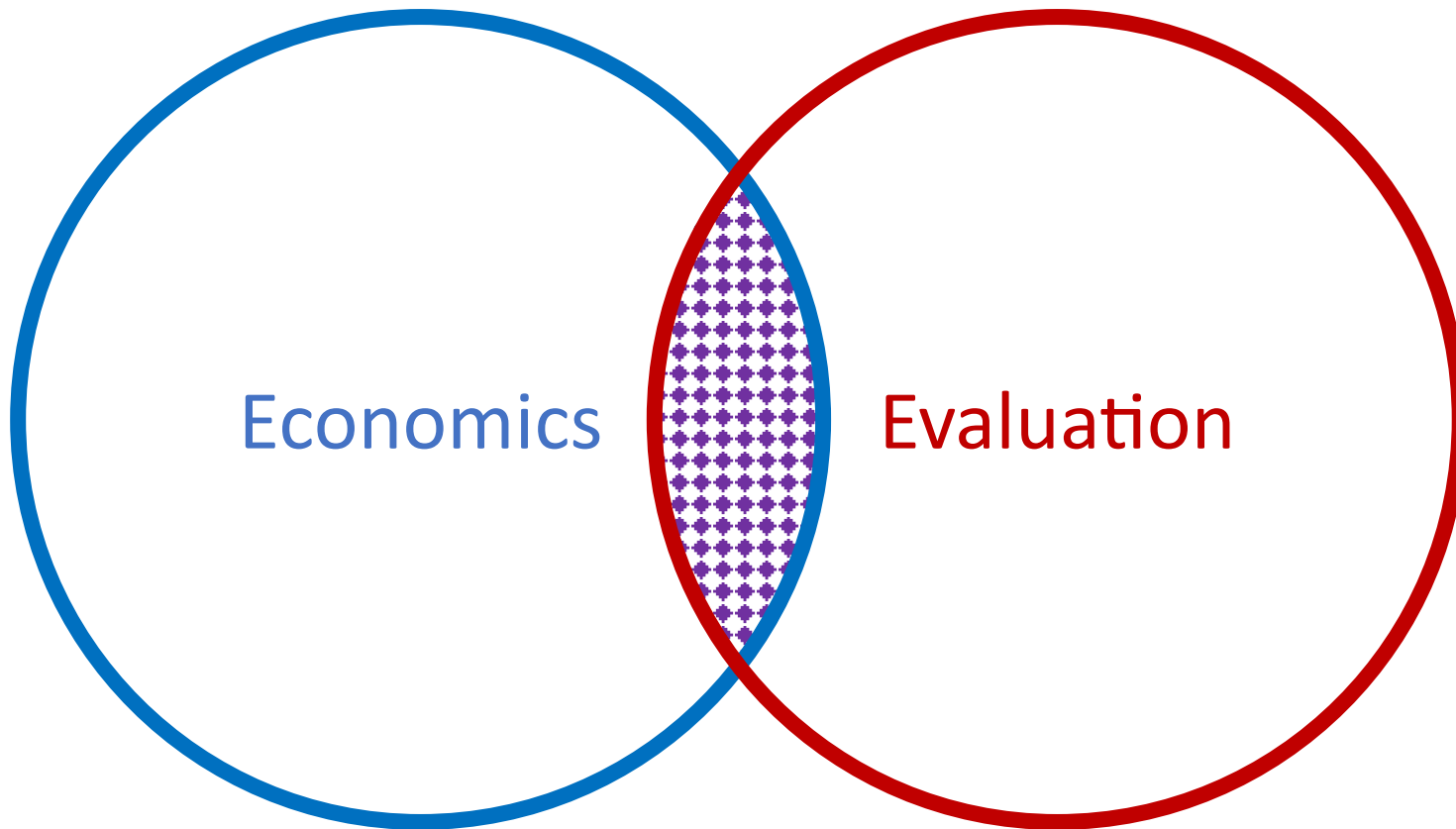
If we want to bring in wider perspectives, like qualitative evidence, and equity of outcomes, we need to supplement cost-benefit analysis.

We need a way to combine the insights we get from cost-benefit analysis with other evidence and other values. We need to combine economics and evaluation.

定性的エビデンスや結果の公平性など、より広い視野を持ちたい場合は、CBAを補足する必要があります。

私たちには、CBAから得た洞察を、他のエビデンスや価値と組み合わせる方法が必要です。つまり、経済と評価を組み合わせるのです。

Using rubrics to reach evaluative conclusions
ルーブリックを活用して評価的結論を導く

エビデンス

評価的結論

Evidence (quant, qual, econ)

Evaluative conclusions about VFM

Rubrics:
Agreed definitions
of good VFM

What evidence to collect
How to interpret the evidence

ルーブリック
（VFMについての判
断基準の共有）

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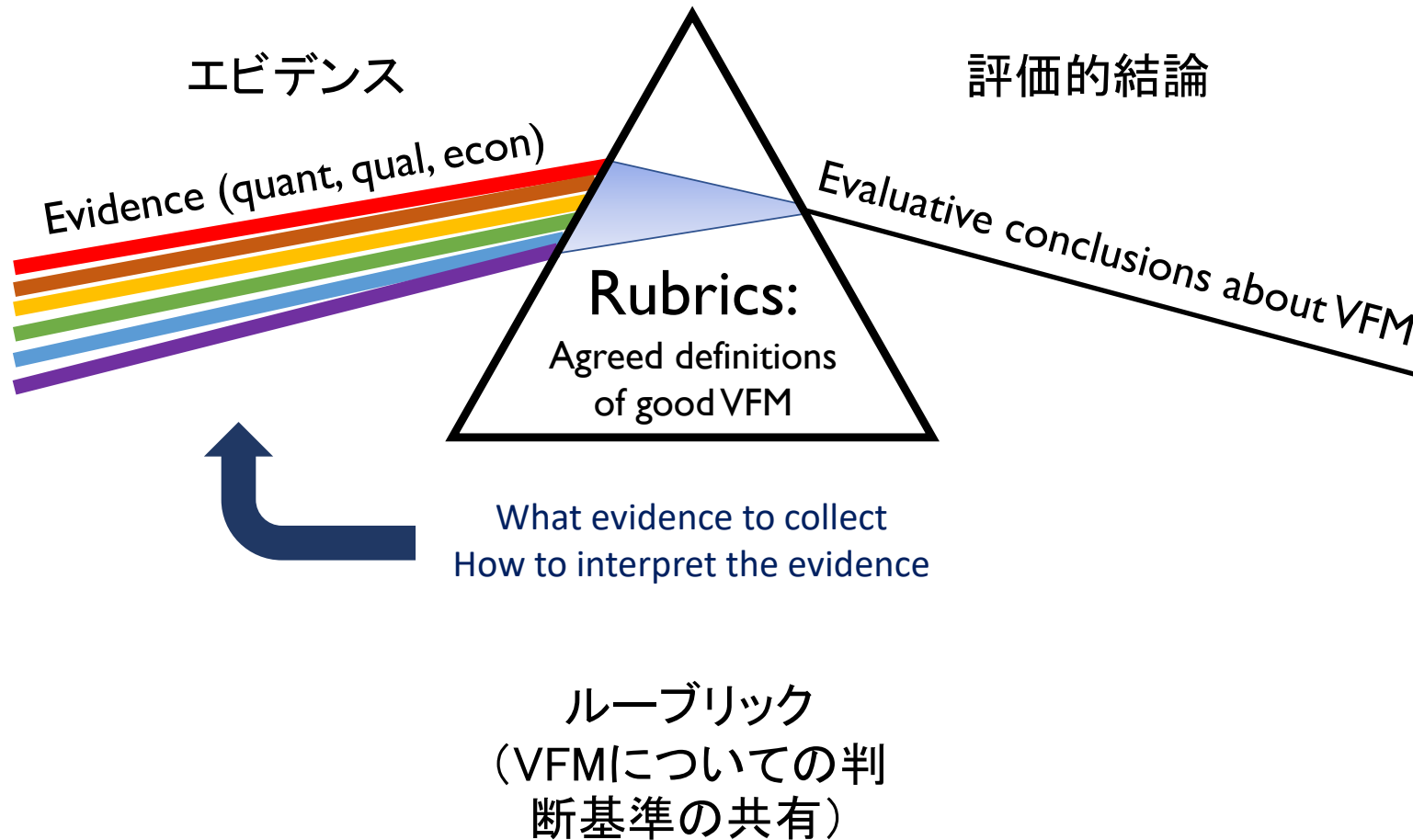
My approach uses rubrics – agreed definitions of what good VFM looks like.

Rubrics provide us with a way to get from empirical evidence to evaluative conclusions – using any mix of evidence, quantitative, qualitative, and economic. The evidence and values from CBA can be combined with other evidence and values.

私のアプローチでは、VFMについての判断基準の共有のためにルーブリックを使用します。

ルーブリックは、定量的、定性的、経済的なエビデンスを組み合わせて評価的結論を導く方法を提供します。これにより、CBAから導き出されたエビデンスと価値と、他のエビデンスや価値を組み合わせます。

Value for Investment approach
投資価値アプローチ

VFM FRAMEWORK DESIGN

VFM EVALUATION

Understand the program	VFM criteria	VFM Standards	Evidence needed	Gather evidence	Analysis	Synthesis & judgement	Reporting
1	**2**	**3**	**4**	**5**	**6**	**7**	**8**

For example:
- Context
- Stakeholders and users
- Needs
- Theory of change

Program-specific VFM criteria, e.g., definitions of:
- Economy
- Efficiency
- Effectiveness
- Cost-effectiveness
- Equity

Standards:

What the evidence would look like at different levels of performance

What evidence is needed and will be credible to address the criteria and standards?

What methods should be used to collect the evidence?

Including economic methods of evaluation where feasible and appropriate

What's so?

Descriptive analysis of each stream of evidence

So what?

Bring the streams of evidence together to make judgements against the criteria and standards

Performance story:
- How good is program VFM?
- How can VFM be improved?
- What has been learned?

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Participatory approaches; consider VFM from a range of perspectives

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My approach to evaluating VFM is called the **Value for Investment** approach.

The Value for Investment approach follows a process of **eight steps**.

There's quite a lot here so I'll break it down for you...

VFMを評価する私のアプローチは、投資価値アプローチ（**Value for Investment**）と呼びます。

投資価値アプローチは、8つのステップから成り立っています。

これからステップを一つづつ説明していきます。。。

Step 1: Understand the program
ステップ１：プログラムを理解する

VFM FRAMEWORK DESIGN

VFM EVALUATION

| 1 Understand the program | 2 VFM criteria | 3 VFM Standards | 4 Evidence needed | 5 Gather evidence | 6 Analysis | 7 Synthesis & judgement | 8 Reporting |

For example:
- Context
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Participatory approaches; consider VFM from a range of perspectives

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Step 1 is to understand the program or the investment.

For example, we need to know something about the context, the stakeholders and end-users, the needs that the program seeks to address, and the program's theory of change.

ステップ1は、プログラムまたは投資を理解することです。

たとえば、プログラムの内容、ステークホルダー、利用者、プログラムが対処しようとしているニーズ、そして、プログラムのセオリー・オブ・チェンジは何かなどを理解する必要があります。

Step 1: Understand the program
ステップ１：プログラムを理解する

Impacts (e.g. healthier population)

↑

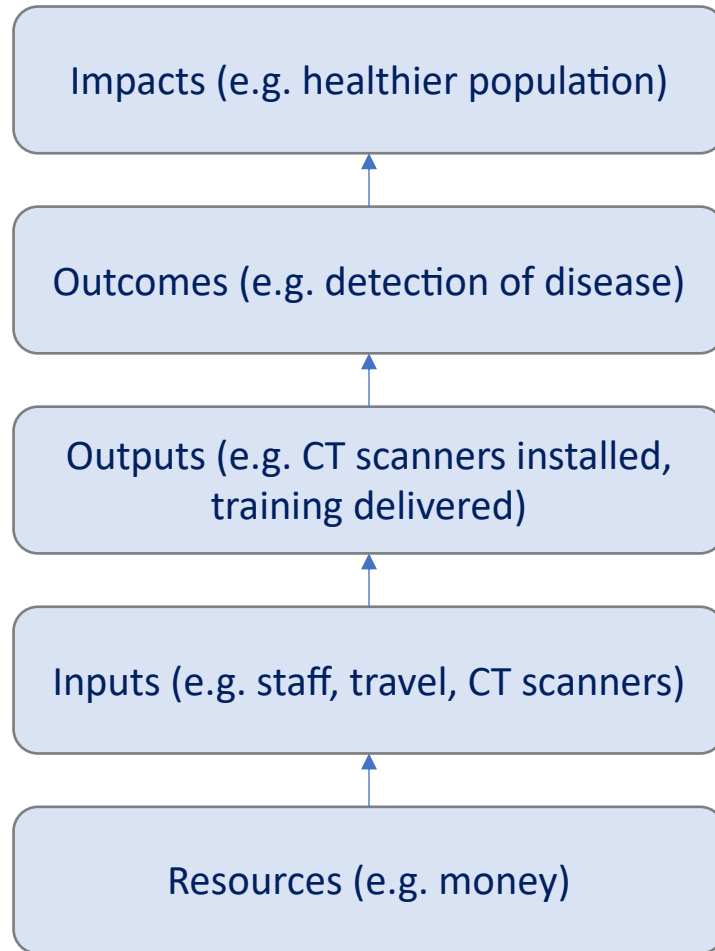Outcomes (e.g. detection of disease)

↑

Outputs (e.g. CT scanners installed, training delivered)

↑

Inputs (e.g. staff, travel, CT scanners)

↑

Resources (e.g. money)

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For example, here's a simplified theory of change for installing CT scanners.

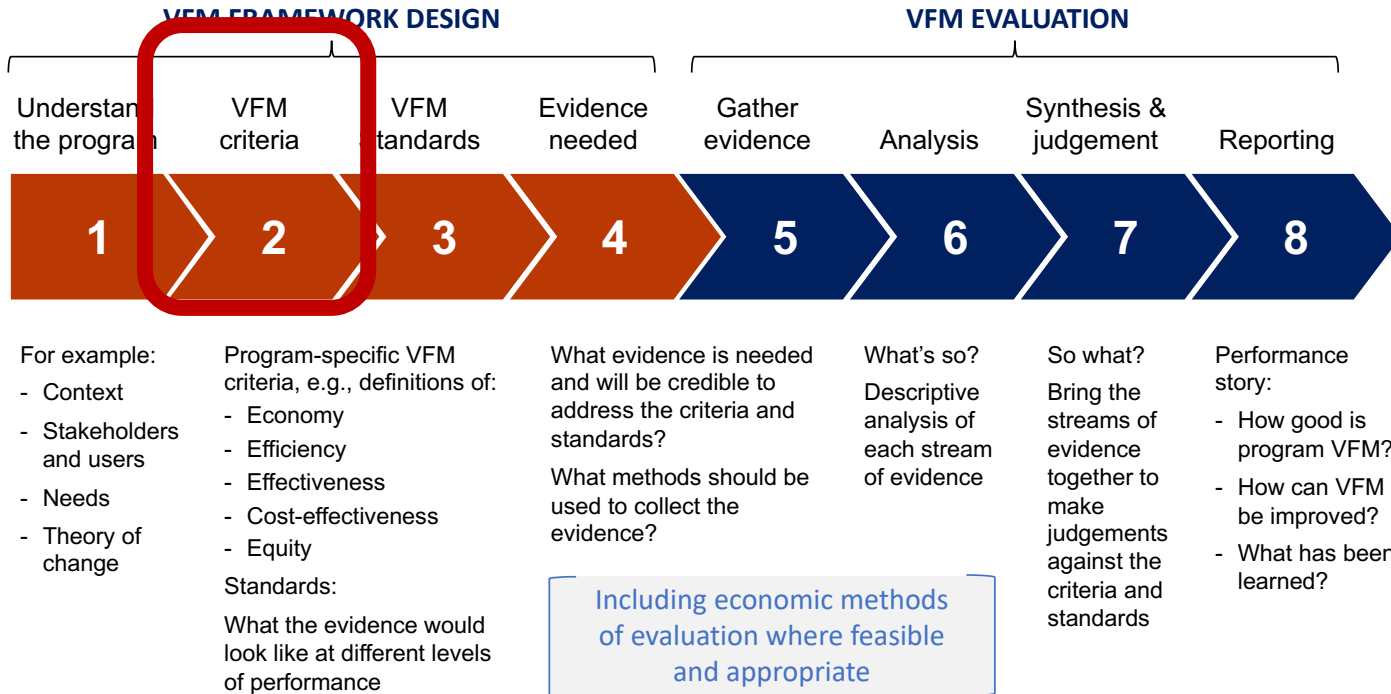It starts at the bottom of the diagram, where we use resources to buy inputs, like staff, travel and CT scanners. We use the inputs to produce outputs, like installation of the scanners. When the scanners are used, they lead to outcomes and impacts.

たとえば、CTスキャナーを設置する場合のセオリー・オブ・チェンジを簡略的に示すと次のようになります。

図は一番下から始まります。リソースを使用してインプットを購入します（ここでは、スタッフ、移動費、CTスキャナーなど）。次に、インプットからアウトプットを産み出します（ここではスキャナーの設置）。スキャナーが使われると、アウトカムとインパクトがでてきます。

Step 2: VFM criteria
ステップ２：VFMの基準づくり

VFM FRAMEWORK DESIGN

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Standards:

What the evidence would look like at different levels of performance

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What methods should be used to collect the evidence?

Including economic methods of evaluation where feasible and appropriate

What's so?

Descriptive analysis of each stream of evidence

So what?

Bring the streams of evidence together to make judgements against the criteria and standards

Performance story:
- How good is program VFM?
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Participatory approaches; consider VFM from a range of perspectives

Step 2 is to develop VFM criteria. These are the aspects of performance we will consider in the evaluation.

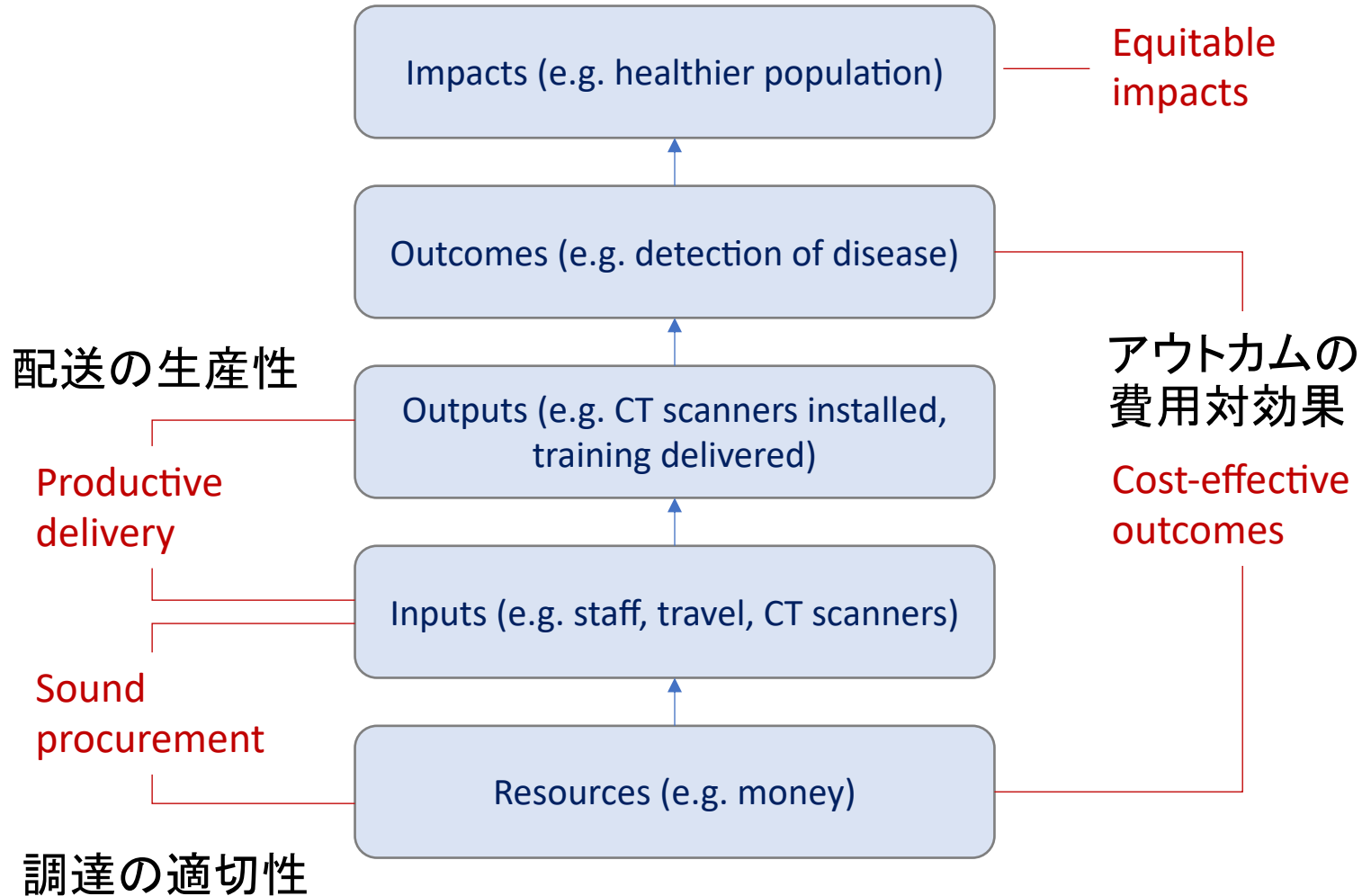There isn't a universal set of VFM criteria. They need to be determined according to context.

ステップ2は、VFMの基準を開発することです。これらは、評価に必要なパフォーマンス基準です。

VFM基準に普遍的なセットはありません。プログラムの内容に応じて決定する必要があります。

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Step 2: VFM criteria
ステップ２：VFMの基準づくり

インパクトの公平性

Impacts (e.g. healthier population) ── Equitable impacts

Outcomes (e.g. detection of disease)

配送の生産性

Outputs (e.g. CT scanners installed, training delivered)

アウトカムの
費用対効果

Productive delivery

Cost-effective outcomes

Inputs (e.g. staff, travel, CT scanners)

Sound procurement

Resources (e.g. money)

調達の適切性

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For example, from our CT scanners theory of change, we might identify criteria like sound procurement, productive delivery, cost-effective outcomes, and equitable impacts.
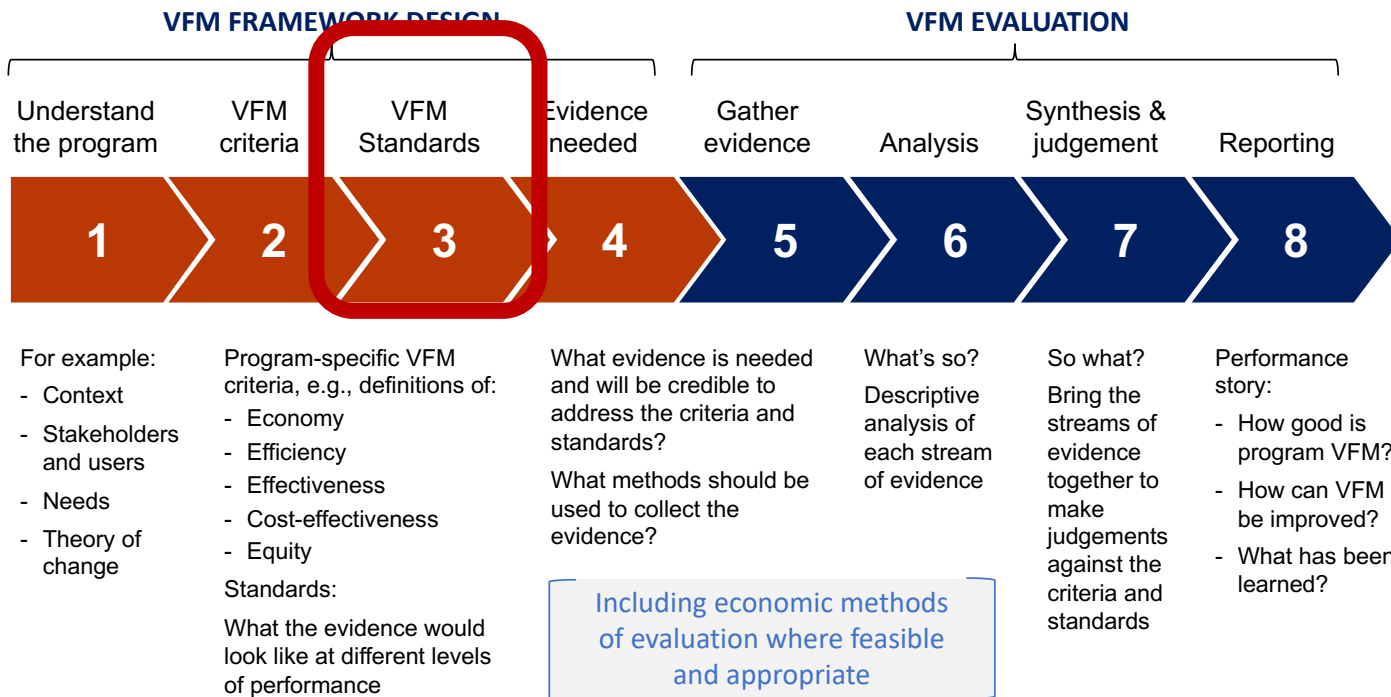
Of course, these are just examples. Each evaluation will be different but these are often relevant criteria of VFM.

たとえば、CTスキャナーのセオリー・オブ・チェンジから、調達や配送の適切性、費用効果の高いアウトカム、インパクトの公平性などの基準を特定できます。

もちろん、これらは単なる例です。評価によって異なりますが、この例示は、ある程度汎用性のあるVFM基準と考えられます。

Step 3: VFM standards
ステップ３：VFMの物差し

VFM FRAMEWORK DESIGN

VFM EVALUATION

| Understand the program | VFM criteria | VFM Standards | Evidence needed | Gather evidence | Analysis | Synthesis & judgement | Reporting |

1 → 2 → **3** → 4 → 5 → 6 → 7 → 8

For example:
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Standards:

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Participatory approaches; consider VFM from a range of perspectives

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Step 3 is to develop VFM standards. These are the levels of performance.

VFM standards need to be developed for each of the criteria, defining what the evidence would look like at different levels of performance.

The criteria and standards are presented together in a rubric.

ステップ3は、VFMの物差しを開発することです。これらはパフォーマンスのレベルです。

VFMの物差しは、基準それぞれについて設定する必要があり、さまざまなパフォーマンスレベルでエビデンスがどのように現れるかを定義します。

基準と物差しは、ルーブリックで一緒に提示されます。

Step 3: VFM standards

	Sound procurement	Productive delivery	Cost-effective outcomes	Equitable impacts
Excellent VFM 🙂	Secured significant additional value	All scanners installed on time, within budget	NPV > 0 within 5 years	Better health for all!
Good VFM 🙂	Secured price reductions through negotiation	Scanners usually installed on time, within budget	NPV > 0 within 10 years	Significant improvement in equity
Adequate VFM 😐	Followed good procurement practices	Acceptable slippage in time &/or budget	NPV > 0 within 15 years	Moderate improvement in equity
Poor VFM ☹️	Did not follow good procurement practices	Unacceptable time or budget over-runs	NPV < 0	No improvement in equity

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Here is a brief illustration for our CT scanners example. Our four VFM criteria are listed along the top of the table.

In this example I have defined four levels of VFM (sometimes there might be five or six levels).

Definitions have been added for each criterion, at each level of performance.
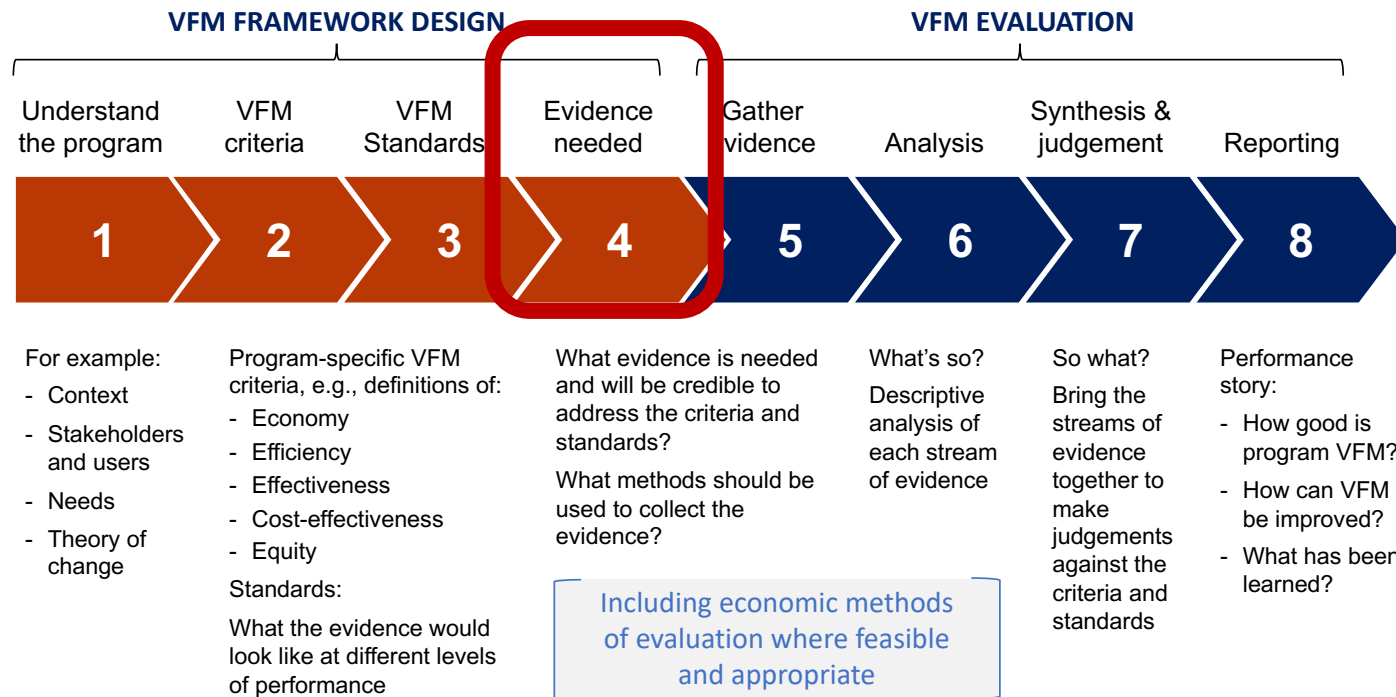
CTスキャナーの例ではこのようになります。表の上部に4つのVFM基準がリストされています。

この例では、VFMの物差しで4つのレベル（優れている、良い、適切、悪い）を定義しました（5つまたは6つのレベルがある場合もあります）。

それぞれの基準において、物差しのレベルごとに定義が追加されています。

Step 4: Evidence needed
ステップ４：エビデンスの決定

VFM FRAMEWORK DESIGN

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What methods should be used to collect the evidence?

Including economic methods of evaluation where feasible and appropriate

What's so?

Descriptive analysis of each stream of evidence

So what?

Bring the streams of evidence together to make judgements against the criteria and standards

Performance story:
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Participatory approaches; consider VFM from a range of perspectives

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Step 4 is to determine what evidence we need to collect.

We can do this by looking at the criteria and standards – the aspects and levels of performance we will be looking at.

Usually, we need a mix of quantitative, qualitative and economic evidence.

ステップ4は、収集する必要があるエビデンスを決定することです。

これを行うには、それぞれの基準について、物差しを当てて調べます。

通常、定量的、定性的、および経済的なエビデンスの混合が必要です。

Step 4: Evidence needed
ステップ４：エビデンスの決定

	Sound procurement	Productive delivery	Cost-effective outcomes	Equitable impacts
Excellent VFM	Secured significant additional value	All scanners installed on time, within budget	NPV > 0 within 5 years	Better health for all!
Good VFM	Secured price reductions through negotiation	Scanners usually installed on time, within budget	NPV > 0 within 10 years	Significant improvement in equity
Adequate VFM	Followed good procurement practices	Acceptable slippage in time &/or budget	NPV > 0 within 15 years	Moderate improvement in equity
Poor VFM	Did not follow good procurement practices	Unacceptable time or budget over-runs	NPV < 0	No improvement in equity

→ Quantitative

→ Qualitative

→ Economic

In our CT scanner example, we will need a mix of:

Quantitative evidence – e.g. number of scanners installed

Qualitative evidence – e.g. whether good procurement practice was followed

Economic evidence – Net Present Value
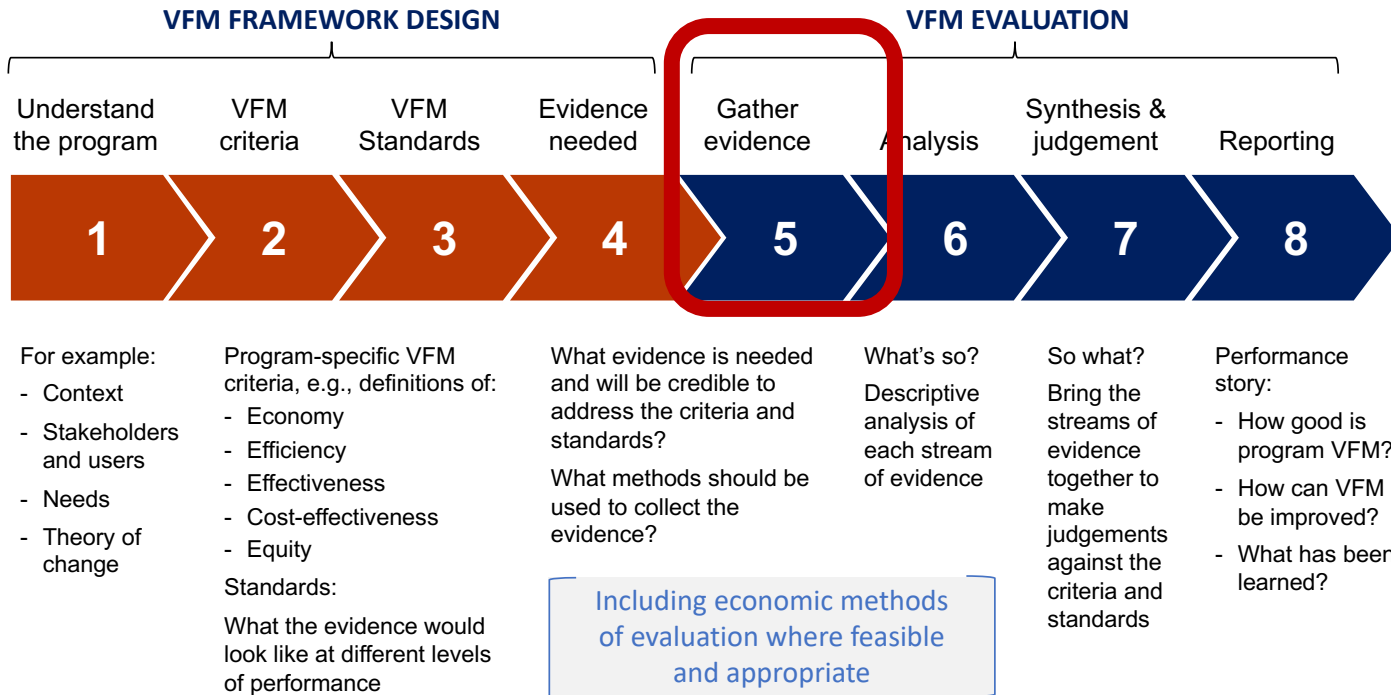
CTスキャナーの例では、次のものを組み合わせる必要があります。

定量的エビデンス−例 インストールされているスキャナーの数

定性的エビデンス−例 適切な調達慣行に従ったかどうか

経済的エビデンス−正味現在価値

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Step 5: Gather evidence
ステップ５：エビデンスの収集

VFM FRAMEWORK DESIGN

VFM EVALUATION

Understand the program	VFM criteria	VFM Standards	Evidence needed	Gather evidence	Analysis	Synthesis & judgement	Reporting
1	2	3	4	5	6	7	8

For example:
- Context
- Stakeholders and users
- Needs
- Theory of change

Program-specific VFM criteria, e.g., definitions of:
- Economy
- Efficiency
- Effectiveness
- Cost-effectiveness
- Equity

Standards:

What the evidence would look like at different levels of performance

What evidence is needed and will be credible to address the criteria and standards?

What methods should be used to collect the evidence?

Including economic methods of evaluation where feasible and appropriate

What's so?

Descriptive analysis of each stream of evidence

So what?

Bring the streams of evidence together to make judgements against the criteria and standards

Performance story:
- How good is program VFM?
- How can VFM be improved?
- What has been learned?

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Participatory approaches; consider VFM from a range of perspectives

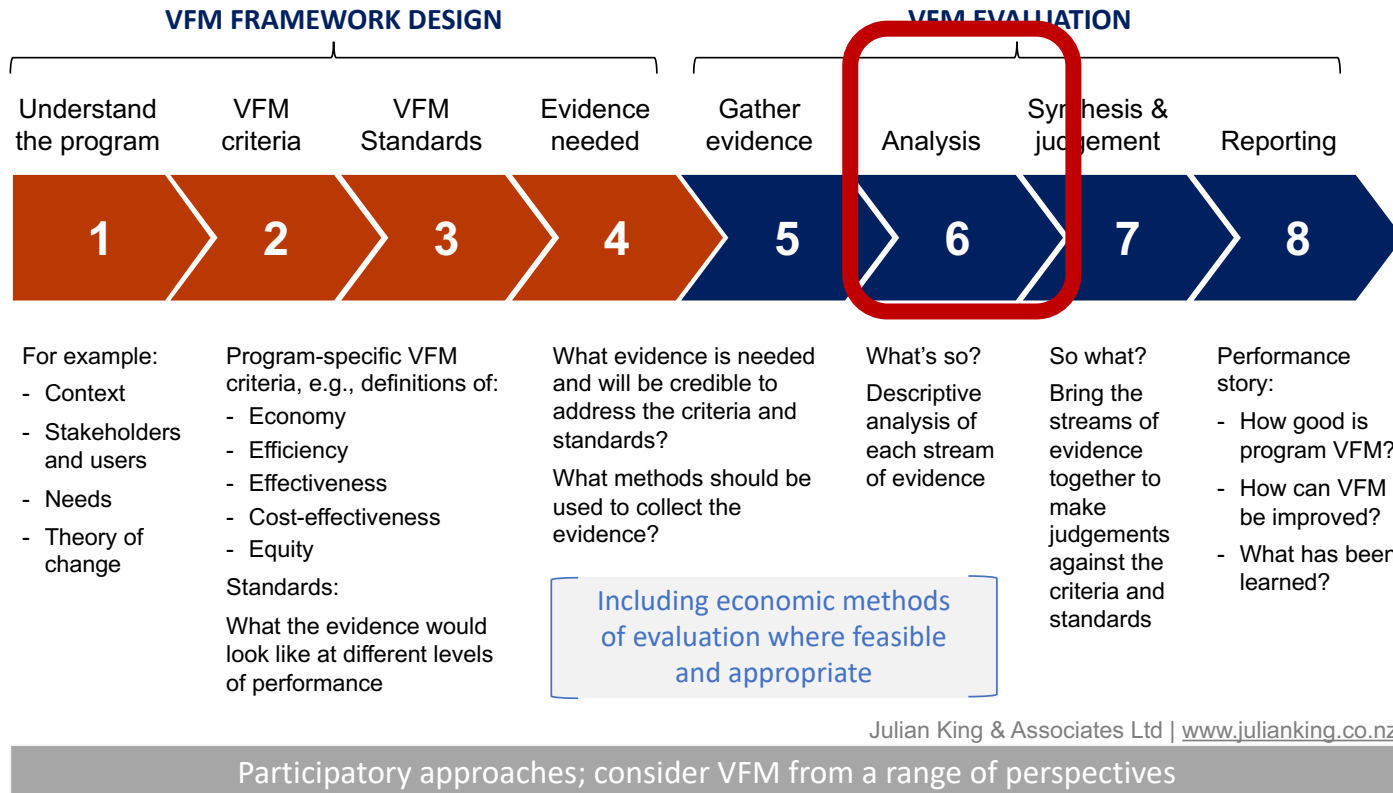Step 5 is where we employ various research designs and methods to gather the evidence we need.

For example, depending on our context this could include: documents review, stakeholder interviews, surveys, collection of administrative data, cost data, and outcome measurement.

ステップ5では、必要なエビデンスを収集するためにさまざまな調査デザインと方法を採用します。

たとえば、状況に応じて、ドキュメントのレビュー、ステークホルダーのインタビュー、アンケート、管理データの収集、コストデータ、アウトカムの測定などが含まれます。

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Step 6: Analysis
ステップ６：分析

VFM FRAMEWORK DESIGN

VFM EVALUATION

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1 For example:
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2 Program-specific VFM criteria, e.g., definitions of:
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- Equity

Standards:

3 What the evidence would look like at different levels of performance

4 What evidence is needed and will be credible to address the criteria and standards?

What methods should be used to collect the evidence?

Including economic methods of evaluation where feasible and appropriate

6 What's so?

Descriptive analysis of each stream of evidence

7 So what?

Bring the streams of evidence together to make judgements against the criteria and standards

8 Performance story:
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Participatory approaches; consider VFM from a range of perspectives

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Step 6 is the analysis step. Here we are analyzing the various streams of evidence we have collected.
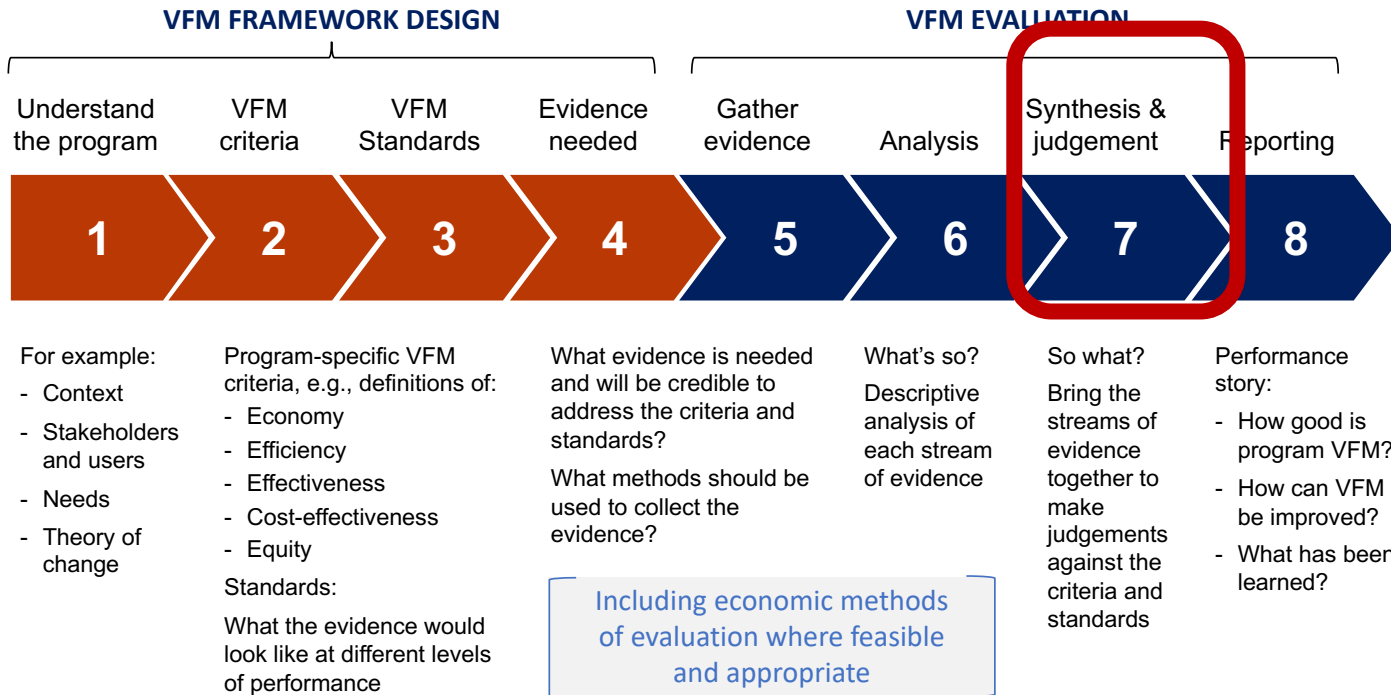
Each stream of evidence is analysed separately. For example, this could include statistical analysis, thematic analysis of narrative evidence, and cost-benefit analysis.

ステップ6は分析ステップです。ここでは、収集したさまざまなエビデンスを分析します。

エビデンスは調査の種類ごとに分析されます。たとえば、統計分析、ストーリーのテーマごとの分析、費用便益分析などが含まれます。

Step 7: Synthesis & judgement
ステップ７：統合＆判断

VFM FRAMEWORK DESIGN

VFM EVALUATION

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |

| Understand the program | VFM criteria | VFM Standards | Evidence needed | Gather evidence | Analysis | Synthesis & judgement | Reporting |

For example:
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Including economic methods of evaluation where feasible and appropriate

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Descriptive analysis of each stream of evidence

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Performance story:
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Participatory approaches; consider VFM from a range of perspectives

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Step 7 is the synthesis step. This is where we bring together all the streams of evidence – qualitative, quantitative and economic.

We look at all the evidence together, using the rubric as our 'prism' to determine which level of performance best describes the overall patterns seen in the evidence.

ステップ7は統合ステップです。これは、定性的、定量的、経済的なすべてのエビデンスをまとめる場所です。

ルーブリックを「プリズム」として使用して、すべてのエビデンスをまとめて調べ、どのレベルのパフォーマンスがエビデンスから見える全体的な傾向を最もよく表すかを判断します。

Step 7: Synthesis & judgement
ステップ７：統合＆判断

Evidence:

Quantitative

Qualitative

Economic

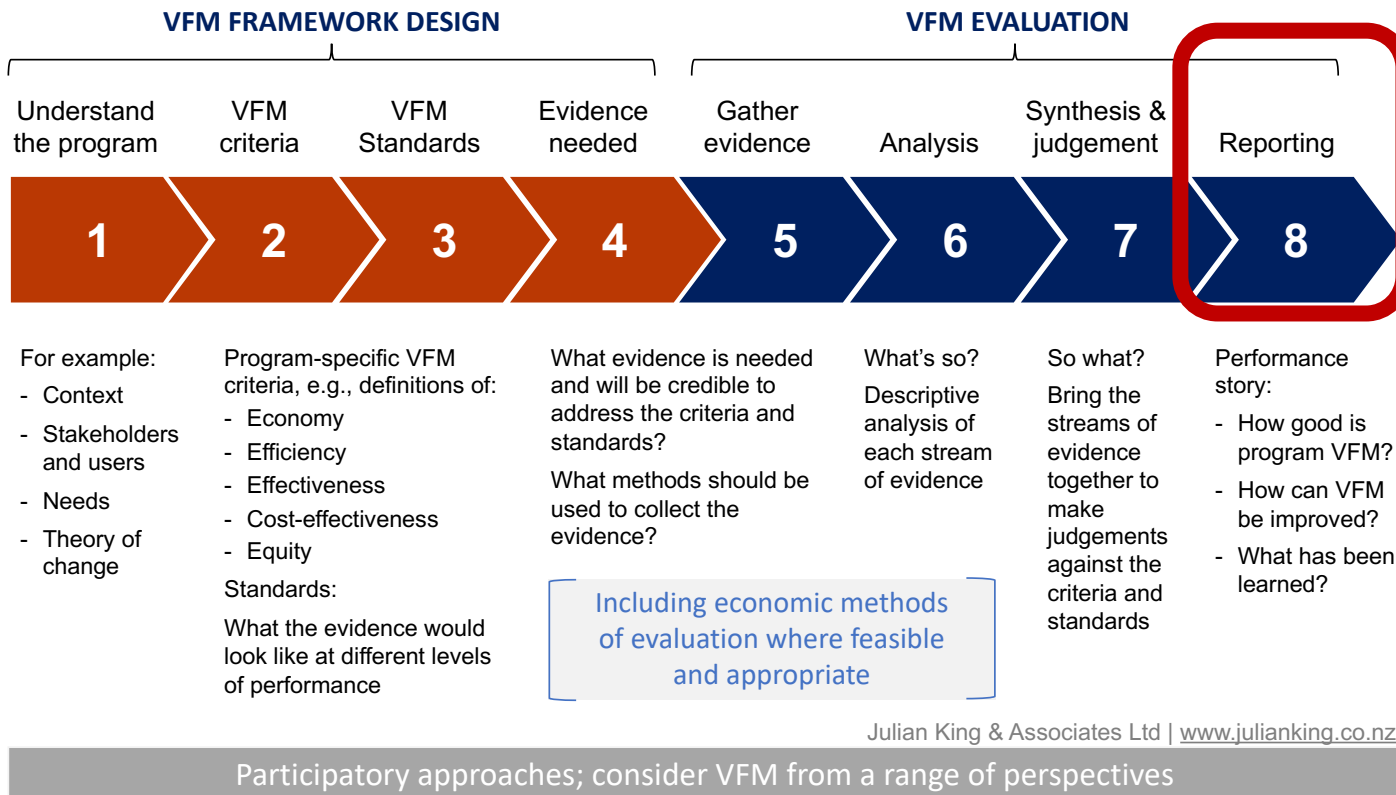|	Sound procurement	Productive delivery	Cost-effective outcomes	Equitable impacts
Excellent VFM 😀	Secured significant additional value	All scanners installed on time, within budget	NPV > 0 within 5 years	Better health for all!
Good VFM 🙂	Secured price reductions through negotiation	Scanners usually installed on time, within budget	NPV > 0 within 10 years	Significant improvement in equity
Adequate VFM 😐	Followed good procurement practices	Acceptable slippage in time &/or budget	NPV > 0 within 15 years	Moderate improvement in equity
Poor VFM ☹️	Did not follow good procurement practices	Unacceptable time or budget over-runs	NPV < 0	No improvement in equity

Judgement:

"Good VFM"

In our CT scanners example, we will bring together the evidence about procurement, delivery, costs, and outcomes, and hold the evidence against the rubric to judge whether the performance for each criterion is excellent, good, adequate or poor. Then we will look at the overall performance against all the criteria together to judge the overall VFM of the program.

CTスキャナーの例では、調達、配送、コスト、アウトカムに関するエビデンスをまとめ、ルービックに対するエビデンスを比較して、基準ごとのパフォーマンスが優れているか、良いか、適切か、悪いかを判断します。次に、プログラム全体のVFMを判断するために、すべての基準に対する全体的なパフォーマンスを総合的に検討します。

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Step 8: Reporting
ステップ８：報告

VFM FRAMEWORK DESIGN

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For example:
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Standards:

What the evidence would look like at different levels of performance

What evidence is needed and will be credible to address the criteria and standards?

What methods should be used to collect the evidence?

Including economic methods of evaluation where feasible and appropriate

What's so?

Descriptive analysis of each stream of evidence

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Participatory approaches; consider VFM from a range of perspectives

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Step 8 is where we communicate our evaluative conclusions.

A good evaluation report should give a clear answer to the evaluative question.

This includes an evaluative judgement, supported by evidence, and presented transparently by showing how the rubric was used to interpret the evidence.
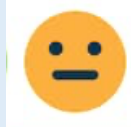
ステップ8は、評価結果を伝える場所です。

良い評価報告書は、EQ（評価設問）に対する明確な答えを与えるべきです。

これには、エビデンスによって裏付けられた評価的判断が含まれ、エビデンスを解釈するためにルーブリックがどのように使用されたかを示すことにより、透明性が確保されます。

Step 8: Reporting

総合判断：良いVFM

Overall judgement: **Good VFM**

	Sound procurement	Productive delivery	Cost-effective outcomes	Equitable impacts
Judgement	Excellent 😃	Good 🙂	Good 🙂	Adequate 😐
Evidence	The program secured significant additional value by negotiating bulk purchase of CT scanners and free maintenance for first 5 years.	CT scanners scanners were usually installed on time and within budget. There were a few exceptions which were caused by shipping delays.	Economic analysis, based on results from the first four years of the program, suggests a positive NPV is expected within 8-10 years.	Some people cannot afford healthcare costs. More people have access to CT scanners and equity has improved, but much room for improvement remains.

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Here's what our findings might look like in the CT scanner example. Our overall judgement is at the top of the table. Then we provide a judgement for each criterion, together with the evidence that supports the judgement. For example, the program received a judgement of 'excellent' for procurement because its performance met our agreed definition of 'excellent'.

CTスキャナーの例では、このようになります。全体的な判断は表の一番上にあります。次に、各基準の判断と、判断を裏付けるエビデンスを提供します。たとえば、調達に関しては、パフォーマンスが「優秀」の事前の合意を満たしているため、「優秀」の判断を得ました。

Value for Investment is a participatory approach
投資価値アプローチは参加型

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Evaluation co-design:
- What's the 'it' we're evaluating?
- What aspects of performance matter?
- What does good performance look like?
- What evidence is needed and will be credible?
- How should the evidence be gathered?

Evaluative sense-making:
- How valid is the evidence?
- What does the evidence show?
- What does the evidence mean?
- How well is the program performing?
- How can it be improved?

"A collaborative, social practice" (Schwandt, 2018)

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The Value for Investment approach is a participatory approach to evaluation.

It engages stakeholders in every step of the process. It ensures a shared understanding of how the value of a program should be judged.

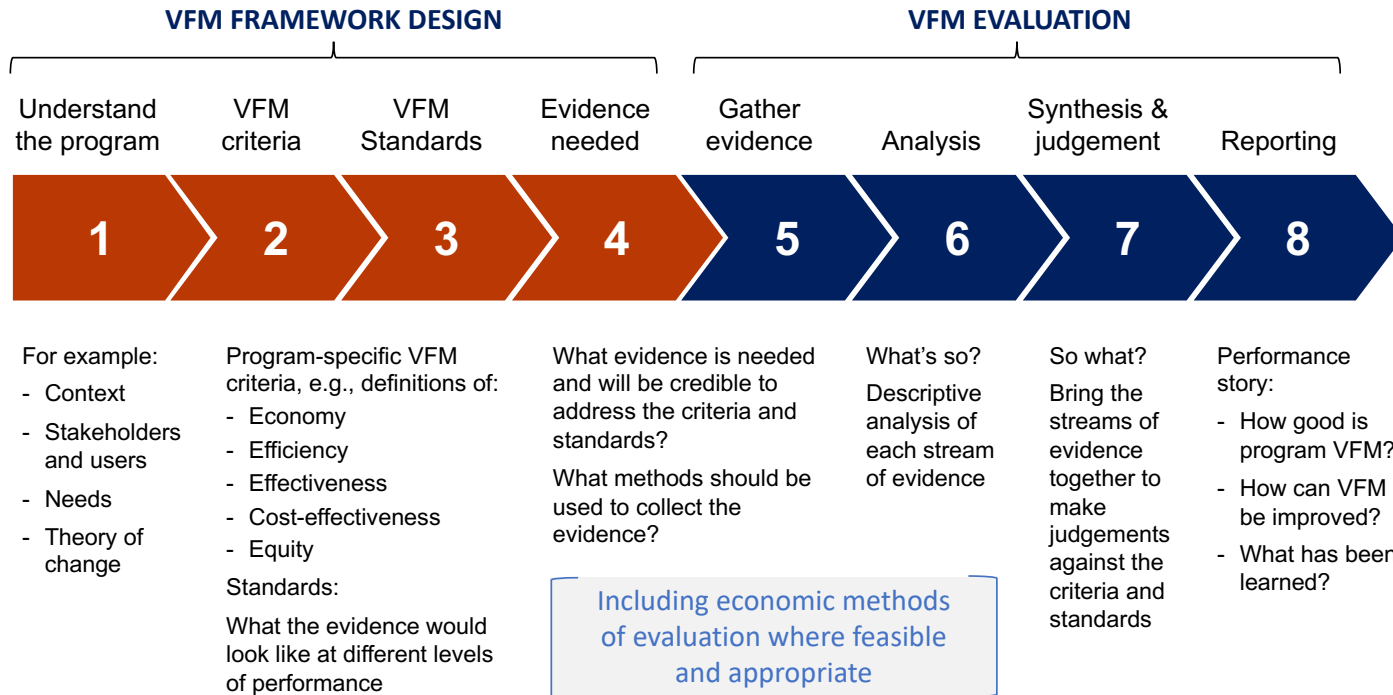The approach facilitates validity, ownership and use of the evaluation.

Value for Investmentアプローチは、評価への参加型アプローチです。

プロセスのすべてのステップでステークホルダーの関与が可能です。それによって、プログラムが生み出す価値がどのように判断されるべきかについての共通の理解を得ることができます。

これにより、評価の有効性、オーナーシップ、活用が促進されます。

Summary
サマリー

VFM FRAMEWORK DESIGN

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Participatory approaches; consider VFM from a range of perspectives

In summary, following these eight steps helps to ensure the evaluation is aligned with the program design and context, gathers and analyses the right evidence, interprets the evidence on an agreed basis, and answers the VFM question.

Each step is an opportunity to involve stakeholders in the evaluation.

要約すると、これらの8つの手順に従うことで、評価がプログラムの設計と状況に沿って行われ、適切なエビデンスを収集して分析し、あらかじめの合意に基づいてエビデンスを解釈し、VFMの質問に答えることができます。

それぞれのステップを、ステークホルダーを評価に有効に関与させる機会と考えることができます。

Multiple applications
高い汎用性

(source: Wikimedia Commons)

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The approach can be used to address VFM in several different ways. For example, it can be used for:

Informing resource allocation decisions
Accountability
Learning and reflection
Adaptation and improvement
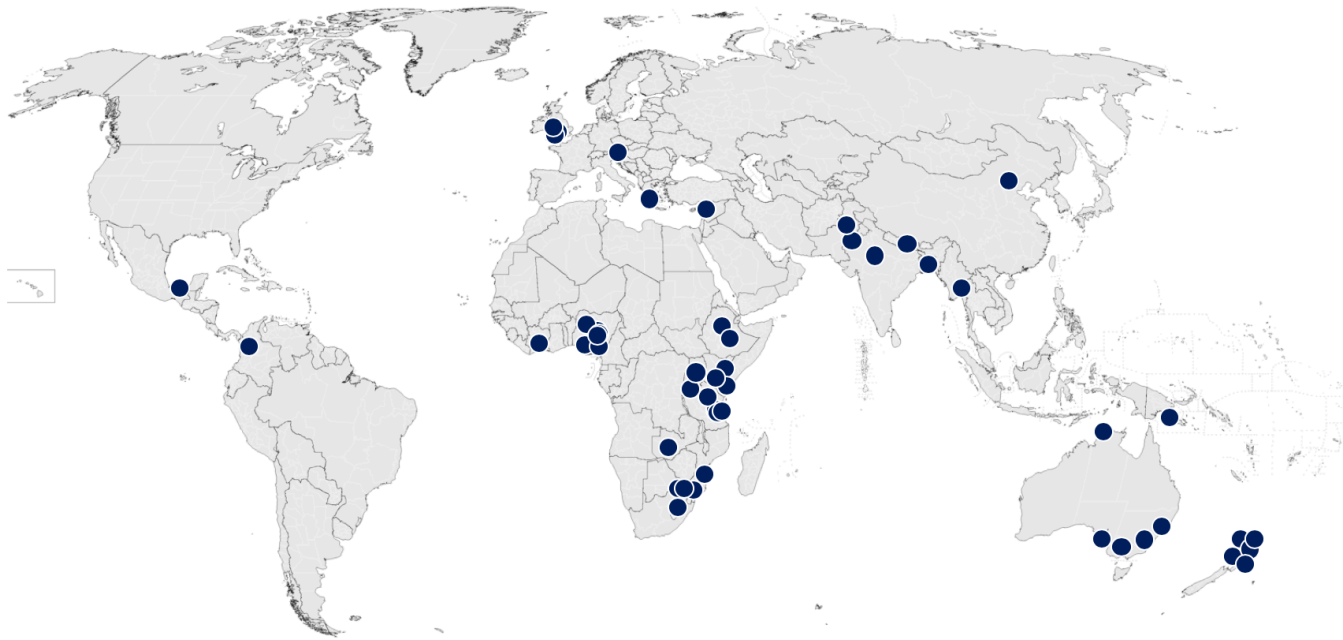Taking new approaches to scale

このアプローチは、VFMの応用を考えるうえでも有効です。

たとえば、
- 資源配分の決定
- 説明責任
- 学習と振り返り
- 適応と改善
- 規模の拡大（scale）

Gaining traction globally
世界で注目を浴びている

The approach is being used to assess the social and economic value of programs around the world.

Examples include international trade, scientific research, climate change, agriculture, market development, governance, public financial management, health, education, and social development, among others.

このアプローチは、世界の各種プログラムの社会的および経済的価値を評価するために活用され始めています。

例には、国際貿易、科学研究、気候変動、農業、市場開発、ガバナンス、公共財政管理、健康、教育、社会開発などが含まれます。

Published examples available at: www.julianking.co.nz/vfi/resources

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Rigorous evaluation of VFM, with people at the center
人々を中心に置いたVFMの精緻な応用

しっかりした理論ベース
Sound theoretical foundation

高い実用性
Practical to use

経済的分析以外の方法の採用
Combines methods (economic + other)

定量・定性エビデンスの厳密な使用
Rigorous use of evidence (quant + qual)

価値に注目した透明性の高い判断
Transparent judgements, based on values

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Why is it gaining such traction? It's built on sound theory – and importantly it is practical and intuitive to use. It harnesses the strengths of cost-benefit analysis and addresses its limitations. It gives stakeholders a system for including qualitative evidence. It provides a rigorous and transparent process for evaluating VFM. Judgements are based on values – what matters to people.

なぜそのように注目されているのでしょうか？
- ある程度しっかりした理論ベースがあり、実用的で直感的に「使える」と思わせることが特徴です。
- CBA（費用便益分析）の長所を活用し、その短所に対処しています。
- ステークホルダーが定性情報もエビデンスとして含めることができるようになります。
- VFMを評価するための厳密かつ透明性の高いプロセスを提供します。
- 評価的判断を人々が大切に思う価値と結びつけています。

Thank you

For more information on the Value for Investment approach, visit:

www.julianking.co.nz/vfi

Value for Investmentアプローチの詳細については、次をご覧ください。

www.julianking.co.nz/vfi