

2.1.9 Please provide a minimum of 5 examples of how you are able to provide value for money and savings

The Partnership's value for money framework builds on the National Audit Office's "3E's": **Economy, Efficiency and Effectiveness**. We choose to include a fourth "E": **Externalities**. We define externalities as outputs that create wider value to HMG but that sit outside the defined outputs of the project. Our examples are highlighted within this framework.

1. Economy.

- a. **InCoStrat operates as a virtual company.** We communicate using a shared internet-based technology platform. This enables us to reduce overheads such as office space and landline telephony. We use VOIP where possible to reduce mobile expenditure.
- b. **We hire local staff to provide lower-cost** technical, financial and administrative support.
- c. Our major equipment purchases are subject to **competitive tender** (Three tenders when possible).
- d. We band pricing for our consultancy services and **offer reduced rates for government clients**.
- e. InCoStrat is a US-registered company and is as such **VAT- exempt**.

2. Efficiency.

- a. Where possible we employ **staff who have multiple skill sets** rather than employ one member of staff for each role thus reducing the total staff numbers. For example a Turkish member of staff would fulfil an admin, accountancy and training coordination role as well as translation support.
- b. We would employ a **single 'virtual' company admin and financial support office to service multiple projects** to reduce overheads and ensure that a greater proportion of the budget is available to support the Syrians and improve operational delivery.
- c. Research & Analysis: We are able to **conduct online polling**, allowing us to achieve statistically significant samples at reduced costs. In addition, online polling has enabled us to reach a wider audience, overcoming specific challenges to access.
- d. Networks: by using our team's **existing communications networks** to identify key social media "superusers", we have the capability to generate mass social media traffic around our projects in order to amplify our message.
- e. Project Design: by using **technology as a force multiplier** where possible, we are also able to track the progress and success of our projects in real-time, adapting and improving our project design to increase the efficiency of the project in meeting its objectives.

3. Effectiveness

- a. The Partnership takes an **integrated approach, working with a range of donors and outside partners (local where possible)** to ensure we maximise the contribution of our outputs to overarching outcomes. For example one Conflict Pool funded project that is being project managed by a member of our team has worked hard to achieve **40% of the SMC Media Office effort is now funded by US, UAE and Syrian private donors**; this has been achieved within six months of the start of the project and so the UK gets a considerably greater capability for its investment whilst maintaining the 'golden share' and control. This has the added benefit of better co-ordination, a shared vision and clarity of purpose across the donor community.
- b. We use **bilingual Syrian and international staff** to limit the necessity of hiring translators.
- c. We understand the value of **working jointly with other implementers** to maximise the use of each Conflict Pool funded media platform, asset, network and individuals who have benefitted from UK or other government's funding. This **reduces the time to establish them and significantly reduces the cost** to the Conflict Pool. Our team's expansive knowledge of commercial and legal requirements in Turkey and Jordan ensures that lessons that have been previously identified can be applied. One member of the team is the **Managing Director of a Turkish based company** (GSS) that has registered in Turkey during the last 12 months.

4. Externalities.

Case Study - Homs: Using a STRATCOM platform to deliver humanitarian and political effect to support multiple government departments. In January 2014, coinciding with the Geneva II (GII) peace conference, DFID was exploring the use of FSA forces to provide the security conditions under which humanitarian aid could be delivered inside Syria. **SMC media mentors** facilitated a meeting between **DFID/FCO** and Syrian media partner Lu'ay Miqdad. The result was a collective agreement to prioritise Homs. The SMC issued statements that the FSA would secure the delivery of aid to Homs. These statements were used, in the context of GII, to catalyse Russian, and then regime, support for the operations. The SMC media office then ran the "Break the Siege in Homs" campaign, with the SMC media team at GII raising awareness of the situation inside Homs, galvanising support from aid agencies. The operation was a success: the FSA provided security for convoys to Homs, evacuating the vulnerable and providing support to civilians. **SMC media covered the delivery of aid and evacuation and provided interviews with local Christian minorities. The interviews and the campaign received widespread attention (BBC and others).**