

ARK's approach to Value for Money (VfM) is based on the DFID VfM framework and ensures optimal use of project resources to achieve intended outcomes. On project award, we will develop a project VfM framework with HMG, identifying indicators that will be reported on each quarter. We view VfM through technical evaluations including partner capabilities, quality of services, past performance, risk, and sustainability.

Economy- are inputs the appropriate quality at the right price?

- We have an existing, registered office in Beirut; a trained, equipped and experienced project team already in place; extensive, trained research and Monitoring and Evaluation (M&E) networks; a popular, neutral media platform; and the ability to access all camps and engage with key stakeholders.
- Capacity building and increased use of local staff has reduced staffing and operational support costs by £93,000 (5%) from FY18/19.
- Our delivery team is primarily Palestinian/Beirut-based, reducing staff costs and the need for flights and lodging.
- Having implemented this project in the camps for ten years, we fully understand fair market rates and procure goods and services within the camps where possible to support the local economy.
- Each project cost is directly attributed to specific inputs in the Activity Based Budget and the Logical Framework demonstrating how each input contributes to an output, outcome and ultimately impact.
- We only charge the client for actual expenses and all underspend is reallocated into delivery. For example, underspends at the end of PYP2 were reallocated into quick impact projects (QIPs) in Shatila and Burj al-Barajneh camps. In Burj al-Barajneh, ARK cleaned up and rehabilitated the cemetery, which was a major point of tension in the community. ARK was able to create space for an additional two hundred graves, thereby averting a potential escalation to conflict. In Shatila, ARK helped repair the electricity network, improving electricity provision to around one thousand households and reducing the risk of electrocution.

Efficiency: What is the impact of an intervention (output) relative to input?

- We use Earned Value Analysis (EVA) to monitor planned vs. actual spend against outputs. This informs project reviews and enables us to cut activities that are not achieving project objectives in a cost-effective manner.
- The project is designed to build local capabilities and the delivery team will transition from ARK to a registered NGO by the end of Year 1 of the project.
- The project team have all been trained on PMD Pro project management and use BrightWork project management software to enable progress to be clearly and easily tracked and updates shared with HMG.
- We will pro-actively seek opportunities to replicate and scale successful elements of the project.

Effectiveness: How well are outputs achieving desired outcomes?

- The delivery team is already in place, has the required access and relationships with key stakeholders, and will be able to deliver project outputs immediately.
- Local CSOs we have previously provided with capacity building have been able to access more funding sources and hence increase output and outcome level results.
- Our understanding of the different camp environments, existing evidence base on achieving social cohesion and resilience there, and the inputs from our expert academic advisory board save time on training, learning and testing approaches and ensure cost-effective delivery. Further, extensive surveying and analysis over recent years across the camps, including an economic assessment, a gender analysis, stakeholder analysis, and three conflict analyses, enable ARK to reduce costs spent on research during the inception phase by following a targeted approach.
- We will use a range of peer-reviewed M&E tools to measure target audience resilience and social cohesion. These will be used at baseline and repeated quarterly and at the end of the project to monitor changes in attitudes and behaviours. In year 1, six pilot camps will be contrasted with six control group camps to demonstrate the effectiveness of interventions.

Equity: To what extent do we reach all people the project intends to?

- The previous conflict sensitivity and gender audits we have carried out in the camps mean this project has been designed specifically to address inclusivity challenges. In previous iterations of the project we exceeded gender quotas included in project design, and we have designed and resourced proposed new interventions to ensure that men, women and people with disabilities benefit equally from the project and are adequately engaged in all levels of decision making and have equitable access to project resources, activities, benefits and outcomes.