

## 1.2.8 Value for money

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The total project budget is **1,501,471GBP** excluding VAT. Below is a description of how we will ensure VFM throughout the project lifetime based on DFID's "4E" approach.

### Economy

As a registered charity the British Council does not seek to make profit. Margins over and above average salary costs are calculated to include average payroll costs, local platform and administration costs (fixed overheads), regional costs not included in corporate overhead and risk and contingency.

The British Council employs a global consultancy management database which allows us to monitor and track consultancy rates across the market for our consultants and associates around the world. Analysis of our salaries and fee rates relative to the external competitor market indicates that our rates are within the middle range. All of our core back-office national delivery team are charged at rates between £100 to £200 per day which represents excellent value for money on the basis of similar positions on comparative programmes.

We have deliberately designed a core management structure with a small footprint and will empower the Learning Hubs to lead on organising the delivery of their operation.

### Efficiency

We have identified several savings to be achieved through sharing of effort or resources. These include:

- Main project inputs are based on local inputs. We will pursue a further shift from expensive international resource to cheaper and sustainable national resource as the project progresses.
- For the core skills TOT, we will use Ukrainian local experts for a fee of £250 per day, which provides great value for money compared to international experts' fees ranging from £350 to £550.
- For the debating skills, we will use local trainers that have previously been trained by a UK expert thus already realising cost savings from the 2018/19 CSSF project to the 2019/2022 project.
- We have suggested models to ensure efficient, sustainable continuity of the project: we will train local trainers in core skills to then cascade the learning across the region. Their daily fee is around £100.
- We will use the core skills resources developed by the British Council based on our global experience and expertise and will save on the cost of development of the product and minimise the risk of failure.
- We propose savings on rent, security, utilities, and IT costs through charging only 7% as overhead.

### Effectiveness

We will add value beyond the lifetime of this contract by increasing local ownership through strengthening local capacity whilst seeking to establish foundation resources in the following way:

- We will work closely with national and local governments to position the project outcomes within government priorities and ensure their continuous support of the project after its completion.
- We will develop the capacity of the existing English Clubs to become Learning Hubs to engage larger number of community beneficiaries and children to benefit from the resources and offered services.
- All tools, manuals, and training materials created within the project will become the property of the Hubs and TAGs for further use and dissemination ensuring reach to larger number of audiences.

### Equity

We will ensure the project is inclusive and the benefits are distributed fairly across all beneficiaries, considering the impact of its interventions within the wider socio-economic context.

We will monitor participants' profiles and seek to incentivise involvement by harder-to-reach groups.

### VFM metrics

Below we present some of the unit costs for the project outputs showing their VFM:

- 5,815 teachers and 27,720 students benefit from the facilities of 61 Learning Hubs established at a cost of £185,000 (activities 1–3), making **the cost of the Learning Hub £5.52 per beneficiary**.
- £157,702 (activities 4 and 8–11) spent training 154 teachers, with new knowledge shared among 5,815 teachers through in TAGs, with **the value of £26.42 per teacher** throughout the three-year project.
- £445,420 (output 3) spent on the Learning Hubs' operations involving 33,535 beneficiaries (sessions for students, and teacher development through TAGs), **making the cost £13.28 per beneficiary**.
- Overall operational expenses of the programme are £1,145,046, reaching 244,230 students directly and indirectly through the teachers (approximately 5,815 teachers x 3 classes per year x 20 students per class) **the cost per student reached will be £4.68**.

*Full analysis of VFM is conducted and can be submitted if requested.*