

# VALUE FOR MONEY PILLS

## Multiple Purpose Cash Assistance in Sudan

JUNE 2025



### Introduction

This document presents an extract<sup>1</sup> of a Value for Money (VfM) analysis conducted for Cash Based Intervention (CBI) in Sudan, focusing on multi-purpose cash assistance (MPCA) interventions from July 2024 to March 2025.

The intervention aimed to provide critical assistance to populations affected by conflict and displacement in Sudan, focusing on multi-sectoral emergency support. The intervention was implemented across eight regions, targeting vulnerable individuals with cash assistance.

### Overview of the VfM Analysis

The VfM analyses used the 5Es (Economy, Efficiency, Effectiveness, Cost-Effectiveness<sup>2</sup>, Equity) approach<sup>3</sup>. The analysis used a mixed method approach. The Economy (i.e. cost per input and cost categorization) and Cost-Efficiency (i.e. cost per output) components were analyzed using [Dioptra](#). Dioptra is a web-based cost analysis software that helps programme teams to calculate the full cost per output or intervention in a few hours, compare results to existing benchmarks, and review evidence-based

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<sup>1</sup> A full Value for Money report was produced

<sup>2</sup> Cost-effectiveness was not calculated due to lack of comparison data and

<sup>3</sup> <https://assets.publishing.service.gov.uk/media/5a78a9ee40f0b632476992f1/DFID-approach-value-money.pdf>

strategies to improve reach and service delivery with limited resources.

The analysis was conducted using the actual financial costs incurred between July 2024 and March 2025 and considered direct, support, and indirect costs from five international NGOs and the coordinating Secretariat.

The VfM analysis was developed by Mercy Corps' Evidence and Learning, MEL unit.

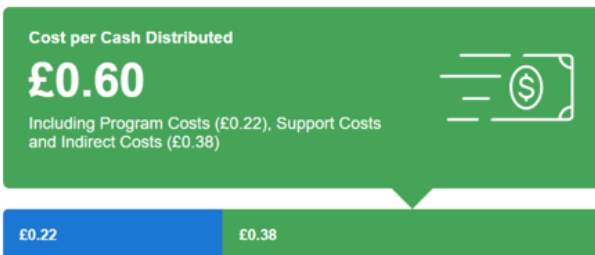
## Value for Money results

### Economy

The analysis revealed that all participating organizations were already established partners, resulting in relatively low inception costs and higher resources allocated for cash transfers. The largest share of costs (68%) was attributed to cash transferred to participants and transaction fees, followed by indirect costs (11%), staffing (8%), and office expenses (7%). The average transaction fee to deliver £1 was £0.06, varying between £0.04 to £0.09 across partners.

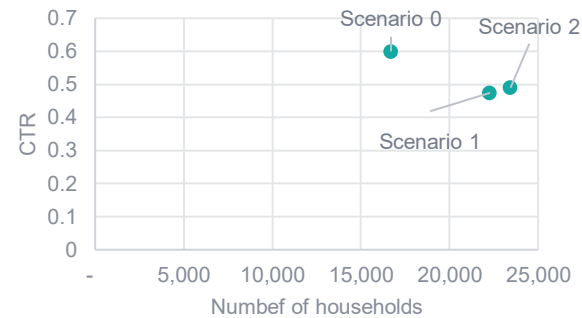
### Efficiency and cost-efficiency

The MPCA intervention reached 16,696 households (100,176 participants) with a total intervention cost of £8.5 million, of which £5.3 million (63%) was transferred to participants.



The Cost Transfer Ratio (CTR) was calculated at 0.60, indicating that for every £1 transferred, £0.60 was spent on delivery costs. Variation in CTR across partners ranged from £0.51 to £0.72

Figure 1: Scaling simulation<sup>4</sup>



The scaling exercise (see chart) highlighted that the MPCA intervention had the potential to increase its reach and improve cost-efficiency by leveraging existing resources and optimizing cash availability. This would lead to decreasing CTR from £0.60 to £0.47, improving cost-efficiency by 21%. However, careful consideration of staff costs and delivery mechanisms is essential to maximize the benefits of scaling up.

**The lower the CTR, the better cost efficiency. This translates into providing more value (i.e. cash) to participants vis-a-vis intervention delivery costs**

The average cost per household was £511, with a variation of 60% across organizations and locations.

### Effectiveness and outcome change

The intervention increased the ability of participants to meet basic needs by 33%, with significant improvements in food consumption scores. However, the average cost per household to achieve this outcome was £1,366, indicating that more cash might be necessary to fully meet basic needs. The program also showed a return

<sup>4</sup> Scenario 0 concerns the intervention that was implemented. Scenario 1 considered increasing the number of households receiving cash by 33% leveraging existing resources. Scenario 2

proposed an outreach expansion of 40% which required an estimated 10% increase to cover additional costs of staff.

rate of six percentage points increase in households meeting basic needs for every £100 spent.

## Equity and Inclusion

The analysis highlighted that over two-thirds of participants were internally displaced persons (IDPs), with a notable representation of female-headed households (61%) and individuals with disabilities (19%). The intervention was designed to deliver assistance in a safe and participatory manner, with 86% of participants reporting satisfaction with the delivery process.

## Recommendations

In future interventions, the integration of market support initiatives, the improvement of

communication regarding cash distribution logistics, and the refinement of outcome indicators to better measure effectiveness in emergency contexts can enhance the value for money. Additionally, a consolidated procurement process to negotiate transfer costs with financial service providers could improve cost efficiency.

In conclusion, while the MPCA intervention demonstrated positive value for money in the use of resources and generation of positive outcomes for participants, further adjustments in cash transfer amounts<sup>5</sup> and delivery mechanisms could enhance overall effectiveness and efficiency in addressing the needs of vulnerable populations in Sudan.

### About Mercy Corps

Mercy Corps is a leading global organization powered by the belief that a better world is possible. In disaster, in hardship, in more than 40 countries around the world, we partner to put bold solutions into action — helping people triumph over adversity and build stronger communities from within. Now, and for the future.

## CONTACT

### PROGRAM INQUIRIES

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<sup>5</sup> <https://reliefweb.int/report/world/stretching-aid-dollars-new-evidence-maximizing-reach-cash-transfers-june-2025>