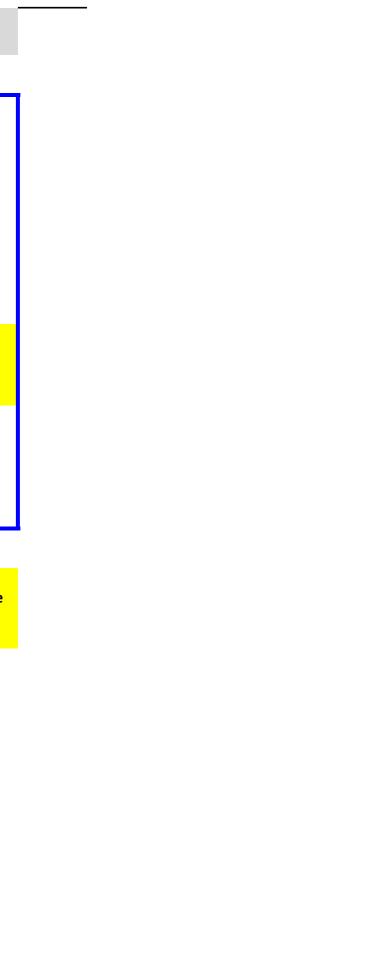
Financial Commercial Spreadsheet based upon 250 Points in total

Based upon the following critereon:

- i. Total Staff Rates = Maximum Score 95 points. Based upon total staff costs Scored on an inverse percentage e.g. lowest priced bid / price of bid x .100 x 0.95
- ii. Total Operational Cost = Maximum Score 95 points. Based upon operational costs lowest priced bid /price of bid x 100 x .95
- iii. Value for Money 3E's = Maximum Score 60 Points Economy (Max 20 Points); Efficiency (Max 20 Points) and Effectiveness (Max 20 Points) Responses Based upon a Score 0-4

Based upon 3 (amend as required) Year Contract Duration

Please Note: Any deviation from using Attachment 4 Price Schedule will result in your tender submission being invalidated. Ensure tabs 1 (Year 1, Year 2 and Year 3) are fully completed, if you are unsure of your Management Fee rate please send a message through BravoSolutions and the rate will be provided.



CSSF Tender Scoring

Score Key Assessment	Score	Interpretation
Good	4	Satisfies the requirement with minor additional benefits. Above average demonstration by the Tenderer of the understanding and evidence in their ability/proposed methodology to deliver a solution for the required supplies/services. Response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	3	Satisfies the requirement. Demonstration by the Tenderer of the understanding and evidence in their ability/proposed methodology to deliver a solution for the required supplies/services.
Minor Reservations	2	Satisfies the requirement with minor reservations. Some minor reservations of the Tenderer's understanding and proposed methodology, with limited evidence to support the response.
Serious Reservations / Non compliant	1	Satisfies the requirement with major reservations. Major reservations of the Tenderer's understanding and proposed methodology, with little or no evidence to support the response. The response may be deemed non compliant.
Unacceptable / Non compliant	0	Does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the Tenderer has the understanding or suitable methodology, with little or no evidence to support the response. The response may be disqualified as non-compliant

Year 1 Staff Costs Framework Lot A / B Rate. See Note 1 and 2.

Please detail your full costs for the period to 31 March 2018.

1. Note 1. Staff costs are inclusive of all indirect labour costs: Employed. This means all costs associated with those employed (as per original Framework guidance). Costs will include: all taxes and contributions required by law; all employer's liability insurance (including Medical Evacuation insurance); all costs associated with the Contractor's standard employment benefit such as sick leave with pay, pension, non-working days, travel days, health and life assurance; all costs associated with the recruitment and dismissal of Staff, HR, training (such as HEAT/SAFE) and any other consumable costs associated with their employment.

rity/ and	Other Roles	CSSF	Name	Job Title	Experience					CSSE Framework Management Total Dail										
		BAND			Experience	Consortium Partner	Country / Region	Total Number of input days	Project Stage	CSSF Framework Indirect Daily Fee Rate £ (exclusive of management fee and profit)	Fee and Profit	Total Daily Rate Fee	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	31-Mar-18	
r V	Where there are roles that do not correspond t	o Band 1	Please enter the Name of each of the	Please enter the Job Title for each of the	Please define the	Where applicable, please	Please specify the Country	Please enter	Please enter project stage under which the	Please enter the	Please enter the	Please enter the	21	22	22	21	23	20	22	1
of	the pre-determined CSSF Bands, please enter	Band 2	allocated resource under columns ${\bf C}$ to ${\bf L}$ that	allocated resource	level of relevant	indicate the organisation name	and/or Region in which each	the quantity	individual input is allocated (i.e. Inception,	Daily Indirect Rate	CSSF fixed	total daily fee								Tot
nt	titles in the rows below. For example CSSF	Band 3	corresponds to Bands 1, 2, 3 & 4 of CSSF		experience each	of the Consortium Partner that			Implementation, Exit or other determined	(exclusive of	management fee	rate inclusive of								1
	framework rates are excluded for a local in- Country sourced person/s. For Specialists roles	Band 4	Framework Bands.		of the allocated resource have,	each named individual belongs to/works for	their work	assigned to each of the	term)	overhead and profit margin) See Note 1.	attributable to the daily fee rate	profit and management								1
	please provide further supporting information				specifically in			allocated		margin, see note 1	See Note 2. (Not	fee.								1
	why the framework rates do not apply in your				relation to this			resources			Scored)									
	submission.				requirement															
-	Excluded CSSF Framework Roles i.e. Loca	1 1	John Smith	Research Manager	10 Years	Jo Blogs Limited	Кепуа	70	Inception	1,000.00	10.00%	£ 1,100.00	10	10	10	10	10	10	10	£7
-	Driver / Translator	ARK GRC	UP DMCC - Civillian Actors																	
-		-	Firas Budeiri	Programme Director	20 Years	ARK Group DMCC	Istanbul	49	Inception/ Implementation	795.80	7.5%	£ 855.49	7	7	7	7	7	7	7	£
F			Julia Mills	Communications Project Manager	15 Years	ARK Group DMCC	Istanbul	151	Inception/ Implementation	683.43	7.5%	£ 734.69	21	22	22	21	23	20	22	£1
		2	Hassan Kassem	Production Manager	15 Years	ARK Group DMCC	Istanbul	151	Inception/ Implementation	574.06	7.5%	£ 617.11	21	22	22	21	23	20	22	£
L			Ameera Alhakim	Syrian Project Officer	7 Years	ARK Group DMCC	Istanbul	151	Inception/Implementation	255.25	7.5%	£ 274.39	21	22	22	21	23	20	22	£
F		_	Amer Al Jouja	Syrian Networks Manager	7 Years	ARK Group DMCC	Istanbul	151	Inception/ Implementation	344.79	7.5%	£ 370.65	21	22	22	21	23	20	22	£
F			Taher Sabouni Yasir Ahmad	Syrian Research Associate Syrian M&E Officer	5 Years 7 Years	ARK Group DMCC ARK Group DMCC	Istanbul Istanbul	151 77	Inception/ Implementation Inception/ Implementation	344.79 344.79	7.5%	£ 370.65 £ 370.65	21 11	22	22 11	21 11	23	20	22 11	£
F			Dominic Spiers	IT & Security Manager	20 Years	ARK Group DMCC	Ottawa	28	Inception/ Implementation	683.43	7.5%	£ 734.69	4	4	4	4	4	4	4	£
F			Sinan Mecit	Budget & Audit Manager	15 Years	ARK Group DMCC	Istanbul	91	Inception/ Implementation	574.06	7.5%	£ 617.11	13	13	13	13	13	13	13	£
		3	Ece Akgun	Finance & Accounting Officer	3 Years	ARK Group DMCC	Istanbul	151	Inception/ Implementation	344.79	7.5%	£ 370.65	21	22	22	21	23	20	22	£
Γ		3	Canan Gundogan	Logistics & Procurement Officer	7 Years	ARK Group DMCC	Istanbul	91	Inception/ Implementation	344.79	7.5%	£ 370.65	13	13	13	13	13	13	13	£
L		TGSN - N			1		1													
-			Amil Khan	Strategic Communication SME	17 Years	TGSN	Istanbul/Amman	70	Inception/ Implementation	744.19	7.5%	£ 800.00	10	10	10	10	10	10	10	£
-		2	Giles Barrett	MAO Project Manager International Coalition Project Liaison	10 Years	TGSN	Istanbul	140	Inception/ Implementation	627.91	7.5%	£ 675.00	20	20	20	20	20	20	20	£
		2	Matthew King	Officer	8 Years	TGSN	Istanbul	140	Inception/Implementation	627.91	7.5%	£ 675.00	20	20	20	20	20	20	20	£
Γ		3	Salim Baira	Head of Training & Outreach	6 Years	TGSN	Istanbul	140	Inception/ Implementation	348.84	7.5%	£ 375.00	20	20	20	20	20	20	20	£
_			Yekta Zulfikar	Research & Reporting Officer	8 Years	TGSN	Istanbul	140	Inception/Implementation	288.37	7.5%	£ 310.00	20	20	20	20	20	20	20	£
F			Serpin Altunok	Accounting Officer	5 Years	TGSN	Istanbul	140	Inception/ Implementation	279.07	7.5%	£ 300.00	20	20	20	20	20	20	20	£
-		-	Nora Hinnawi	Translator	6 Years	TGSN	Istanbul Istanbul	140	Inception/ Implementation	279.07	7.5%	£ 300.00	20	20	20	20	20	20	20	£
F		2	Qusai Al Jaradat	Video Editor	6 Years	TGSN	Istanbul	140	Inception/ Implementation	279.07	7.5%	£ 300.00	20	20	20	20	20	20	20	£
		-	Valentina Azarov	International Human Rights Law (IHRL) Legal Recourse + Program Design SME	12 Years	TGSN	Istanbul	28	Inception/ Implementation	465.12	7.5%	£ 500.00	4	4	4	4	4	4	4	£
		2	Hanadi Abu Arab	International Human Rights Law (IHRL) Implementation and Syria SME	10 Years	TGSN	Istanbul	28	Inception/ Implementation	465.12	7.5%	£ 500.00	4	4	4	4	4	4	۵	£
F		3	Osama Abu Zaid	Spokesman / Negotiator	10 Years	TGSN	Istanbul	140	Inception/ Implementation	297.67	7.5%	£ 320.00	20	20	20	20	20	20	20	£
Γ		4	Ibrahim Al-Idlibi	Unified Visual Image Coordinator	7 Years	TGSN	Istanbul	140	Inception/ Implementation	232.56	7.5%	£ 250.00	20	20	20	20	20	20	20	£
		4	Yahya Mayo	Outreach Coordinator	6 Years	TGSN	Istanbul	140	Inception/ Implementation	232.56	7.5%	£ 250.00	20	20	20	20	20	20	20	£
Ļ			Sinan Mecit	Budget & Audit Manager	15 Years	ARK Group DMCC	Istanbul	14	Inception/ Implementation	574.06	7.5%	£ 617.11	2	2	2	2	2	2	2	f
ŀ			onitoring & Evaluation	The second	12 %		Laterate 1						15						10	<u> </u>
F		-	Andre Kahlmeyer Maria Hrimech	Team Leader	12 Years	CMC	Istanbul	80	Inception/ Implementation	720.00	7.5%	£ 774.00	15	12	12	11	10	10	10	£
-			Morten Christensen	M&E Project Manager Data analyst	6 Years 5 Years	CMC	Istanbul Brussels / Istanbul	140 40	Inception/ Implementation Inception/ Implementation	562.79 511.63	7.5%	£ 605.00 £ 550.00	20	20	20	20 6	20	20	20	£
ŀ		_	Abdulrahman Kaddour	Syrian Project Manager	7 Years	СМС	Gaziantep / Syria	35	Inception/ Implementation	201.08	7.5%	£ 216.16	5	5	5	5	5	5	5	f
F			Mohammad Douba	Syrian Media observer	6 Years	CMC	Gaziantep	28	Inception/ Implementation	179.53	7.5%	£ 193.00	4	4	4	4	4	4	4	£
ſ			Malek Istanbouli	Syrian Finance Officer	5 Years	CMC	Gaziantep	9	Inception/ Implementation	120.86	7.5%	£ 129.92	2	1	1	1	1	1	2	£
F			Abd Allatieph Sabbagh	Syrian FGD KII Project Coordinator	3 Years	CMC	Syria	25	Inception/ Implementation	120.86	7.5%	£ 129.92	4	4	4	4	4	3	2	£
ŀ			Waseem Shamdeen	Syrian FGD facilitator	3 Years	CMC	Syria	10	Inception/ Implementation	160.45	7.5%	£ 172.48	2	2	2	1	1	1	1	£
ŀ			Mahmoud Al Ahmad	Syrian Logistics Officer	4 Years	CMC	Syria	10	Inception/ Implementation	101.06	7.5%	£ 108.64	2	2	2	1	1	1	1	f
┝			Husein Al Ali Yasser Kadour	Syrian Observer / note taker Syrian Support staff travel	3 Years 4 Years	СМС	Syria Syria	20 20	Inception/ Implementation Inception/ Implementation	120.86 120.86	7.5%	£ 129.92 £ 129.92	3	3	3	3	3	3	2	£
⊦			Mohamed Al Sheikh	Syrian Data collector	3 Years	CMC	Syria	53	Inception/ Implementation	120.86	7.5%	£ 129.92 £ 129.92	3	3	3	3	3	3	7	f
F			Firas Mouaket	Syrian Data cleaner / entry	3 Years	CMC	Gaziantep	8	Inception/ Implementation	120.86		£ 129.92	0	1	2	1	2	1	1	f

Year 2 Staff Costs Framework Lot A / B / C Rate. See Note 1 and 2.

Please detail your full costs for the period to 31 March 2018.

1. Note 1. Staff costs are inclusive of all indirect labour costs: 2. Note 2. Management and Profit Fee: The combined management and pro Employed. This means all costs associated with those employed (as per original Framework guidance). Costs will include: all taxes and contributions required by law; all employer's liability insurance (including Medical Evacuation insurance); all costs associated with the crcentage figure, message through Bravo Solution and this will be provide Contractor's standard employment benefit such as sick leave with pay, pension, non-working days, travel days, health and life assurance; all costs associated with the recruitment and dismissal of Staff, HR, training (such as HEAT/SAFE) and any other consumable costs associate with their employment. STAFF RATES MANDATORY COMPLETION Other Roles Total CSSF Framework Total Daily CSSF Job Title Project Stage Activity / Name Experience Consortium Country / Region Managemen Apr-18 May-18 Jun-18 Jul-18 Sep-18 Aug-18 BAND Indirect Daily Fee Rate Fee and Profit Rate Fee Partner lumber o Strand input days £ (exclusive of Combined management fee and % profit) As per Where there are roles that do not Band 1 Please enter the Name Please enter the Job Please define the Where applicable, Please specify the Please enter Please enter the Daily Please enter th Monthly Monthly Please enter Monthly Monthly Please ente Monthly Monthly correspond to the pre-determined of each of the Title for each of the level of relevant please indicate the ndirect Rate (exclusive of CSSF fixed the total daily Days in Days in Days in tatement of Band 2 Country and/or the quantity project stage Days in Days in Days in nagement fee CSSF Bands, please enter titles in the Band 3 allocated resource allocated resource experience each rganisation name of Region in which of days under which the overhead and profit fee rate arrears arrears arrears arrears arrears arrears attributable to (SoR) rows below. For example CSSF Band 4 under columns C to L of the allocated the Consortium each of the assigned to ndividual input is margin) See Note 1. inclusive of framework rates are excluded for a resource have, Partner that each allocated resource each of the allocated (i.e. the daily fee rate profit and that corresponds to local in-Country sourced person/s. For Bands 1, 2, 3 & 4 of specifically in named individual will carry out the allocated Inception, See Note 2. (No nagemen pecialists roles please provide furthe CSSF Framework relation to this elongs to/works for vast majority of resources plementation Scored) fee. supporting information why the Bands. requirement their work Exit or other ramework rates do not apply in you etermined tern submission. 0 0.00 0.00% 0 0 0 0 0 0 0 0 0 0 0.00 0.00% 0 0 0 0 0.00 0.00% 0 0 0 0 0 0 0.00 0.00% 0 0 0 0 0 0 0 0 0.00 0.00% 0 0 0 0 0 0 0.00 0.00% 0 0 0 0 0 0 0 0 0.00 0.00% 0 0 0 0 0 0 0.00 0.00% 0 0 0 0 0 0 0 0.00 0.00% 0 0 0 0 0 0 0 Year 2 0 0 0.00 0.00% 0 0 0 0 0 0 0.00 0.00% 0 0 0 0 0 0 0.00 0.00% 0 0 0 0 0 0 0 0 0.00 0.00% 0 0 0 0 0 0 0 0.00 0.00% 0 0 0 0 0 0 0____ 0.00% 0 0 0 0 0 0.00 0 0 0 0 0 0.00 0.00% 0 0 0

Add rows as required

ofit fee is the percentage figure submitted to join the CSSF Framework, if you do not know your									
ed.									
			Period 18/19						
Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	31-Mar-19	Totals (£)			
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Days in	Days in	Days in	Days in	Days in	Days in				
arrears	arrears	arrears	arrears	arrears	arrears				
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· ·	U	U							
			11	to Year 2 To	tal Staff Cost	£0.00			
			Up	to Year 2 To	tal Staff Cost	£0.00			

<			ilience Strategic Communication Project											
Termane and a serie of a serie o														
Image: bordImage: bo	This means Activity by t	all expenses in connection with the Contract: For example, Security, Travel by Roa ype and Operational activities to include a full description of the cost: all flights; al	d, Sea and Air, Office / Hotel Accommodation and corresponding expen II domestic \ international flight transfers; any transportation \ services	(including rail, taxi, vehicle hire); all accommodation	(including but not limited to property re	entals, hotel accommodation, office util	lities); office	supplies, prin	ting, photoco	pying, public	ations; gener	al communic	ations (fax, mo	bile, internet,
No. No. No. No. No. <td></td> <td></td> <td></td> <td></td> <td>Total Quantity</td> <td>Pate £</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>					Total Quantity	Pate £								
Image: state interm				Please state Country/Region and, where	Please state the total quantity of expected journeys over the life of	Please specify the Cost of each	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	31-Mar-18	Totals (£)
Image: section of the secti		International Flights (IST-AMM-IST) Domestic Flight in Turkey	Turkey-Gaziantep	Turkey-Istanbul	7 7	£100.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	£700.00
Image: stand with the stand	Year 1	TGSN - MAO International Flights (LON-IST-LON)	UK-London	Turkey-istanbul	,	£350.00	1.00	1.00	0.00	1.00	0.00	0.00	1.00	£1,400.00
Math		International Flights (IST-AMM-IST)	Turkey-Istanbul	Jordan-Amman	-	£500.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00	£1,000.00
Description Open of the set of the s		Visas					1.00		0.00	1.00			1.00	
No alorh		International Flights (BRU-IST-BRU) as required	-				2.00	2.00	2.00	2.00	2.00	2.00	2.00	
Image: state	As per			Please describe the equipment purchased /	Please state the total quantity of expected journeys over the life of	Please specify the Cost of each	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	31-Mar-18	Totals (£)
Name Control Contro Contro Contro Contro Contro Contro Contro Contro Contro Contro Contro <thcontro< th=""> <thcontro< th=""> <thcontro< <="" td=""><td></td><td>Equipment</td><td></td><td></td><td>7</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></thcontro<></thcontro<></thcontro<>		Equipment			7									
Image: 1.1.1.1.1.1.1.1.1.1.1.1.1.1.1.1.1.1.1.		Office Supplies	Office supplies, stationery, paper, printing, misc.	Day to day office functions	7	£250.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	£1,750.00
Math Image Math <				Project team transportation and meeting										
Image: state	Year 1	Equipment		Laptops, screens, phones & IT accessories	7									
Image: space		Office Supplies	Office supplies, stationery, paper, printing, misc.	Day to day office functions	7	£75.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	£525.00
Image			Transportation and Meeting related travel costs	costs	7	£250.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	£1,750.00
Intro Intro </td <td></td> <td></td> <td></td> <td>team</td> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>				team	2									
<table-container> Note Manual water Answersene water Second state Second state<td>Add rows</td><td>Meeting costs (including transportation)</td><td></td><td></td><td>35</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>£3,360.00</td></table-container>	Add rows	Meeting costs (including transportation)			35									£3,360.00
Processe Description Description <thdescription< th=""> <thdescription< th=""> <</thdescription<></thdescription<>	As per		Please state Country/Region in which living cost is expected to	Please state the nature of the living cost - For	Please state Quantity of living	Please state the value of the living cost expected to be	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	31-Mar-18	Totals (£)
Image Difference Carlo and the drog start data start		Office Rental including Utilities, Taxes and Maintenance	Turkey-Istanbul		7		1.00	1.00	1.00	1.00	1.00	1.00	1.00	£21,000.00
Image: state		receipts)	Turkey-Istanbul/Jordan-Amman		42	£130.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	£5,460.00
Image and part of the set of th	Year 1		Turkey-Istanbul		7	£3,225.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Description Description <thdescription< th=""> <thdescription< th=""></thdescription<></thdescription<>			Turkey-Istanbul/Jordan-Amman		20	£100.00	5.00	3.00	2.00	3.00	2.00	2.00	3.00	£2,000.00
Instrument Control Contro Control <thcontrol< th=""></thcontrol<>		Office Rental including Utilities, Taxes and Maintenance		Meeting space for FGDs	7 10									
Bit I al Na1 One open of al Na1 Open of al Na1 Not al Na1	Add rows	receipts)	Turkey-Istanbul		42	£130.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	
Note: Note: <th< td=""><td>OTHER EX</td><td>PENSES</td><td></td><td></td><td></td><td></td><td>Sep-17</td><td>Oct-17</td><td>Nov-17</td><td>Dec-17</td><td>Jan-18</td><td>Feb-18</td><td>31-Mar-18</td><td></td></th<>	OTHER EX	PENSES					Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	31-Mar-18	
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Nome Number of the second			Stringer Salaries in the Field		7	£6,000.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	£42,000.00
New No. Society No.				products										
Vertex Mondex Magnet Gamba Magnet Mondex Magnet Gamba Magnet Mondex Magnet Gamba Magnet Mondex Magnet Gamba Magnet Mondex Magnet		Monthly Moubader Magazine Distribution	Distribution 18.000 copies	Printed Magazine	7	£6,200.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	£43,400.00
Net Match index marked matching of probing in problem in pr		Moubader Magazine Graphic Design Fee	Monthly fee	Printed Magazine	7	£780.53	1.00	1.00	1.00	1.00	1.00	1.00	1.00	£5,463.70
Net Notabe: Subset: Sub		Moubader Video Production Video Editor Fee	Video production cost for online platform & TV packages	Video Production		£3,287.60	1.00	1.00	1.00	1.00	1.00	1.00	1.00	£23,013.20
Process part of the information of the informatio of the informatio of the information of the informatio		Moubader Radio Production Fee			7 7									
Name Matcale Procession in Profession Profession Profession in Profession Profession in Profession Pro		Re-branding and Advertising Fee Studio Rental for Radio Programs	Advertisement fee on Syrianwave radio	Radio Program		£750.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	£5,250.00
Springral Website Development Meeting, development and manufacture and routing and processing and procesing and processing and procesing and processing and proce		Maintain Photographer Network			7									
Part of a classicity building contained refer Monthly fee Capacity building 150 <td></td> <td>Syriagraph Website Development</td> <td>Hosting, development, maintenance and translation</td> <td>Photographer Network</td> <td></td> <td>£800.00</td> <td>1.00</td> <td>1.00</td> <td>1.00</td> <td>0.00</td> <td>1.00</td> <td>0.00</td> <td>1.00</td> <td>£4,000.00</td>		Syriagraph Website Development	Hosting, development, maintenance and translation	Photographer Network		£800.00	1.00	1.00	1.00	0.00	1.00	0.00	1.00	£4,000.00
Net Taiming Support & Capacity Building for Stand (control)Institution Edition (control) Capacity Building S It. Allow 0.00 1.00 1.00 <th< td=""><td></td><td>Capacity Building Coordinator Fee</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></th<>		Capacity Building Coordinator Fee												
Variant Load Conclu/Institutions (including (CC) in month from Cc) in month from Cc) in the Tantonal Humanitation Law training modules Copposite Nulling Col Col Load		Training Support & Capacity Building for 5x Local Councils/Institutions	£4800/one time fixed costs (adding 1 institution every month											
Syrian Local Caucel Lision Officer Fee Monthly fee Coperch Building Lision 7 E2320.08 1.00	Year 1	Local Councils/Institutions (including ICC)	month from Oct)											
Media Advertising fees for Online Platforms EXPOND 1.00 1.		Syrian Local Council Liaison Officer Fee												
M&E Activities for Communications Products, Campaigns & Capacity building Focus groups & Surveys & Kills for comms products, Campaigns & Capacity building M&E Activities 7 f.1,000.00 1.00		Media Advertising Fees for Online Platforms			7 7									
Web Developer for Online Platforms 7 f.1,333.80 1.00		M&E Activities for Communications Products, Campaigns & Capacity	Focus groups & Surveys & KIIs for comms products,											
TSN-MAD Northy fee BFS Online and Video Platform 7 £4,850.00 1.00 <td></td> <td>Web Developer for Online Platforms TV Distribution Costs</td> <td>Monthly fee Monthly fee</td> <td>Web development for online platforms Placing un-branded TV Content</td> <td>7 7</td> <td>£1,393.80 £1,600.00</td> <td>1.00</td> <td>1.00</td> <td>1.00</td> <td>1.00</td> <td>1.00</td> <td>1.00</td> <td>1.00 1.00</td> <td>£9,756.60 £11,200.00</td>		Web Developer for Online Platforms TV Distribution Costs	Monthly fee Monthly fee	Web development for online platforms Placing un-branded TV Content	7 7	£1,393.80 £1,600.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00 1.00	£9,756.60 £11,200.00
Campaign Management Monthly fee RFS Online and Physical Campaigns 7 F4,850.00 1.00		TGSN - MAO			7									
MAO Stringer Coordination Manthy fe RFS and Video Platform 7 F4,850.00 1.00 1.00 1.00 1.00 1.00 F100 <		Campaign Management	Monthly fee	RFS Online and Physical Campaigns		£4,850.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	£33,950.00
Article Writers Fee Approx F40 a month/per orticle RFS Platform 7 £2,000.00 1.00		MAO Stringers Coordination	Monthly fee	RFS and Video Platform	7	£4,850.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	£33,950.00
In-country Psyments Distributor Fee Enables compliant payment of networks Finance 7 £2,000.00 1.00		Article Writers Fee Syrian Political Analysis	Approx £40 a month/per article Enhances reporting and campaign design	RFS Platform Strategy		£2,000.00 £800.00	1.00 1.00	1.00 1.00	1.00 1.00	1.00 1.00	1.00 1.00	1.00 1.00	1.00 1.00	£14,000.00 £5,600.00
Software Subscriptions (VPNs, Video Editing, MS Office etc.) Enables production and management IT 2 £500.00 0.00 1.00 1.00 0.00		In-country IHRL and Media Capacity Building In-country Payments Distributor Fee	Enables compliant payment of networks	Capacity Building Finance	7	£2,000.00	1.00 1.00	1.00 1.00	1.00 1.00	1.00 1.00	1.00	1.00	1.00	£45,500.00 £14,000.00
CMC-Monitoring & Evaluation Training facilitators for FGDs Focus group discussions 11 £93.00 2.00 2.00 2.00 1.00 61.00 <td></td> <td>Software Subscriptions (VPNs, Video Editing, MS Office etc)</td> <td>Enables production and management</td> <td>IT</td> <td></td> <td>£500.00</td> <td>0.00</td> <td>0.00</td> <td>1.00</td> <td>1.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>£1,000.00</td>		Software Subscriptions (VPNs, Video Editing, MS Office etc)	Enables production and management	IT		£500.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	£1,000.00
Supplies during FGDs Coffee breaks and meeting supplies costs Focus group discussions 10 £16:00 1.00 2.00 1.00 1.00 £16:00		CMC - Monitoring & Evaluation Training Facilitator	Training facilitators for FGDs	Focus group discussions		£93.00	2.00	2.00	2.00	2.00	2.00	1.00	0.00	£1,023.00

Year 2 Operational Costs

Please detail your full costs for the period to 31 March 2018.

3. Note 3. Operational Costs and Expenditure - This means all o liture of the Contractor.

This means all expenses in connection with the Contract: For example, Security, Travel by Road, Sea and Air, Office / Hotel Accommodation and corresponding expenditure in support of the Contract. Extinity by pee and Operational activities to include a full description of the cost: all fights; all domestic, international fight transfers; any transportation, by exercise (including rule, use, which hire); all accommodation (including but not limited to property rentals, hotel a communication (iffs, which is the sequence of the cost: all fights; all domestic, international fight transfers; any transportation); and cost exercise (including rule, use which hire); all accommodation (including but not limited to property rentals, hotel a communication (iffs, use); batch charge; social experiment maintenance and repairs; task; fight, audit and registration fees; exerving costs and any other hing costs accotated with this requirement.

se do not include management fees, as this is included in Staff costs nor Per Diems. Per Diems are included as seperated lines e.g. food, travel or accommodation.

Country/Region LINE TRAVEL \ VISAS Operational costs and expenses, broken dow by activity. See Note 3. Total Quantity Rate £ Period 18/19
 Apr-18
 May-18
 Jun-18
 Jul-18
 Aug-18
 Sep-18
 Oct-18
 Nov-18
 Dec-18
 Jan-19
 Feb-19
 31-Mar-19
 Totals (f)
 Please state Country/Region and, where applicable, Airport Please state Country/Region and, where applicable, Airport journeys over the life of the project Please specify the Cost of each journey
 Matchily Norminy
 Monthip in arreads
 Monthip i Monthly in arrears 0.00 <u>£0.00</u> ght Out Flight Inward UK Flight Outward (name airport) £0.00 0 UK Flight Inward (name airport) 0 £0.00 £0.00 £0.00 nal Flight Outw 0 £0.00 International Flight Inward (name airport) 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 £0.00 £0.00 0 Other Travel i.e. Transfers 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 Year 2 0 £0.00 £0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0 £0.00 £0.00
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TRANSPUR	TATION AND PERSONAL EQUIPMENT	item Description	Project Relevance	Quantity	Rate £													
As per SoR	Activity by Type. See Note 3.	Please describe the equipment purchased / rented	Please describe the equipment purchased / rented	Please state the total quantity of expected journeys over the life of the project	Please specify the Cost of each Item / journey							Period 18	/19					
	Equipment	Laptop	Collection of data	10	£300.00	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	31-Mar-19	Totals (£
Examples	Transportation Vehicle Lease, Taxi Fuel, Maintenance, Insurance	B6 Armoured Car	Protection of personnel	10	£1,200.00	Monthly in	Monthly in											
	Associated Supply Chain i.e. Logistics / Warehousing	Warehouse Storage	Equipment storage	10	£5,000.00	arrears	arrears											
	Hardware (incl all electronics) exclude anything non electrical			0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
	Vehicle Lease			0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
Year 2	Communications (Internet, Mobile Phones, Facsimile, Office Phone)			0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
	Communication (other)			0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
	Consumables			0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
				0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
				0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
Add rows a	is required																	£0.00
ON SITE EX	PENSES	Daily Living Expense	Project Relevance	Quantity	Rate £							Period 18	/19					
As per SoR	Activity by Type.	Please state Country/Region in	Please state the nature of the	Please state Quantity of living cost	Please state the value of	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	31-Mar-19	Totals (
	See Note 3.	which living cost is expected to be incurred	living cost - For example, Accommodation	expected to be incurred	the living cost expected to be incurred													
Example	Office Rental including taxes and maintenance	Kenya	Office usage	10	£100.00	Monthly in arrears	Monthl in arrears											
	Office Rent			0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
	Office Training Suppliers			0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
	Utilities (on-site)			0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
Year 2	Shared Accommodation			0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
	Hotel Room			0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
	Apartment			0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00

				U	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
	Apartment			0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
				0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
				0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
Add rows as required													£0.00					
OTHER DOTINGS Other Expenses Project Relevance Quantity Rate £ Period 13/19																		
As per SoR	Activity by Type. See Note 3.	Any other expense not detailed	How is this expenditure relevant to the project	Please state Quantity of living cast expected to be incurred	Please state the value of the living cost expected to be incurred	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	31-Mar-19	Totals (£)
Example	Office Furniture	Desk	Refurbishment	10	£50.00	Monthly in arrears												
				0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
Year 2				0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
real 2				0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
				0	£0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	£0.00
Add rows	as required																	£0.00

Up to Year 2 Total Operational Cost £0.00

Years 1 - 3 (amend as required) Value for Money 3E's

Please detail your Value for Money for the duration of the Contract.

4. Note 4. Please use the table to give specific cost benefits or cost avoidance savings quantified in monetary (£) terms.

illustrate where efficiency savings can be achieved by your proposed methods of operating by providing information in support of the 3E's. This may contain aspects of current and/or existing contractual relationships. Detail how you will ensure effective use of public funds, including a sufficiently robust methodological approach and ability to monitor, report on and manage value for money throughout the life of the programme, including any consortia members.

Supporting evidence of no more than 250 words, for each section.

ECONOMY EXAMPLES	Use of national consultants to undertake tasks as oppose to Internationals.
EFFICIENCY EXAMPLES	Time saved by using electronic means as opposed to paper based
EFFECTIVENESS EXAMPLES	Minimising the cost of resources used whilst having regard to quality i.e. How to spend less but keeping the same quality.

See Note 4.

YPE OF ADDED VALUE (3E's)	DESCRIPTION OF ADDED VALUE	COST ATTRIBUTED TO HMG IN TERMS OF VALUE ADD/SAVINGS (*Quantify with evidence)	MEANS OF VERIFICATION	RESPONSIBLE OWNER
	1-Employing Syrian staff offers more resonant content development and cost savings compared to international creatives.	1-Estimated savings from hiring of equally competent local staff is £52,000 per month, £364,000 over the project.	Project Budget and Project Organisational Chart.	Project Manager
	2-Project team is Arabic-speaking, therefore no requirement for in-house translation capability.	2-A local translator costs £4,000 per month which equates to £28,000 throughout the project.		
	3-Project will benefit from zero mobilisation costs as consortium has established project offices and a fully trained delivery team.	3-An office would require furniture and equipment at an approximate cost of £15,000/office. Due to the consortium's established presence, only approximately £5,075 will be required, saving £24,925 overall for two offices.		
CONOMY Maximum 250 words	4- Consortium has a fully trained and equipped distribution, data collection and stringer network further reducing mobilisation costs and time spent on identification, selection and recruitment efforts.	 4-Approximate cost of one stringer kit (phone, laptop, camera) is £1,500. With 96 stringers project saves approximately £144,000. 		
	5-Consortium will run virtual workshops/trainings significantly reducing the time and funds required for participant travel. SMEs will provide online support reducing international SME support required.	5-Cost of one training for 4 participants outside Syria is £4,500. 7 virtual workshops/mentoring sessions anticipated. Therefore, a savings of £31,500 is anticipated. These sessions allow more people to participate at no extra cost.		
	6-Consortium's established presence also means a diverse vendor network across the region, supported by robust economically effective procurement policies ensuring greatest value gained at lowest total cost.			
	1-ARK has developed a centralised online travel booking platform, which has added considerable efficiency savings. The platform has an auto-ticketing function for bookings with custom-built line manager and financial approvals. The platform is accessed directly by the traveller and approving officers (also through a mobile application), eliminating the need for a dedicated travel consultant. The system captures a complete audit trail, with an approval log, budget and trip justification, increasing also efficiency in accounting.	 A dedicated travel support officer cost equates to £11,200 over the life of the project. The sophisticated IT system means less administrative support is required in day to day operations. Therefore, a cost saving of IT support amounts to £24,500. 	ARK Internal Policies (Travel, IT, Procurement, Finance, M&E).	Head of Corporate Services
FICIENCY Maximum 250 words	2-Specialised IT security support and a Private Cloud Environment is at the disposal of this project. Data is delivered over an encrypted connection as applications and data remain in the UK datacentres and users access these resources remotely. Meraki System Manager Mobile Device Management is also deployed to all devices. This allows features such as remote wipe and enforced encryption.			
	3-ARK's procurement and finance policies enable driving down costs and promoting efficiency which will benefit the consortium as a whole. Service providers work is assessed against evaluation criteria and paid against achieved outputs.			
	4-The consortium's M&E mechanism allows programme management to ensure inputs remain on track to achieve intended outputs and regular assessment of whether the intervention still represents value for money.			
	1-The highly-experienced delivery and evaluation team, both international and Syrian, know what outputs optimally contribute to the project's outcome and utilise digital measurement tools developed for use with a Canadian-funded project on this project at no extra cost.	1-The tools – Bitly, Fanpage Karma, Buzzsumo, Dataminr, Similarweb, Followerwonk, Mentionmap and Cyfe cost approximately £25,000 p.a. 2-Paid promotion/advertising can cost £100Ks as evidenced by Coalition strat comms work in Iraq. The consortium is able to translate production outputs into	Project Budget	Programme Director
FECTIVENESS	2-Consortium staff have close and long-established relationships with national, regional and international media and can place content to reach target audiences on these platforms at no additional cost. The use of earned as opposed to paid media means project expenditure is not wasted on advertising, whilst organic partner-attributed content has broader resonance and reach, thus ensuring outcomes are derived from outputs at little additional cost.	project outcomes at no cost given the established relationships with local, regional and international media platforms.		
Maximum 250 words	3-The consortium's evaluation mechanism and Consultation, Feedback and Accountability mechanism enable the organisation to closely monitor whether desired outcomes are achieved based on the project's outputs.			
	4-The consortium can exploit its unrivalled knowledge of the latest target audience research (namely ARK's TAA and Idlib conflict analysis) in order to target outputs at the relevant audiences more effectively thus increasing contributions to outcome.			
		INSERT SAVINGS ATTRIBUTABLE TO LENGTH OF CONT		753,1

BASED UPON 250 POINTS FOR WHOLE LIFE OF CONTRACT

Financial Year Ending	31-Mar-18 Year 1	31-Mar-19 Year 2
Key Staff (£)	1,414,655.74	0
Airline Travel and Visas (£)	13,237.00	0
Transportation and Personal Equipment (£)	26,241.00	0
On Site Expenses (£)	68,155.00	0
Other Expenses (£)	783,109.52	0
TOTALS	£2,305,398.26	£0.00