



Daily unit costs, and total staff costs, in British Pounds Sterling (250 points). Scored according to the following benchmark formulae: (lowest priced bid/price of bid x 100 x 2.5)

Maximum ceiling for Core team costs . Required roles defined by partner, and should include all proposed SMEs and support staff. State daily costs (24hr) and also total staff costs based on the initial 6 month stage of the contract.	Daily Direct Labour Costs (Basic pay)	Indirect costs and staff overheads. (See Note i)	Daily M/ment fee and Profit (See Note ii)	Total Daily Charge Rate (total unit costs)	Number of days	=Total charge rate for 6 months.
Access to Justice and Community Security in Syria (AJACS) Programme - Total Staff Costs including SME Budget (01/11/2014-30/4/2015)						
Programme Management and Oversight						
Programme Manager	£ 687.99	£ 102.72	£ 51.60	£ 842.31	132	£ 111,184.41
Implementation Manager/Deputy Programme Manager	£ 546.86	£ 81.65	£ 41.01	£ 669.52	132	£ 88,376.97
Material Support Coordinator	£ 551.57	£ 82.35	£ 41.37	£ 675.28	132	£ 89,137.20
Rule of Law/ Justice Team Leader	£ 546.86	£ 81.65	£ 41.01	£ 669.52	132	£ 88,376.97
Deputy ROL Team Leader	£ 476.30	£ 71.11	£ 35.72	£ 583.13	132	£ 76,973.49
ROL Support Assistant	£ 192.87	£ 28.80	£ 14.47	£ 236.13	132	£ 31,169.51
Police Development Team Leader	£ 687.99	£ 102.72	£ 51.60	£ 842.30	132	£ 111,183.93
Police Training Coordinator	£ 579.79	£ 86.56	£ 43.48	£ 709.84	132	£ 93,698.59
Police Development Support Assistant	£ 221.10	£ 33.01	£ 16.58	£ 270.69	132	£ 35,730.90
Stakeholder Engagement Team Leader	£ 476.30	£ 71.11	£ 35.72	£ 583.13	132	£ 76,973.70
Syrian Police Organisational Development Advisor	£ 476.30	£ 71.11	£ 35.72	£ 583.13	132	£ 76,973.70
Stakeholder Engagement Support Assistant	£ 174.05	£ 25.99	£ 13.05	£ 213.10	132	£ 28,128.58
Programme Coordinator	£ 452.78	£ 67.60	£ 33.96	£ 554.34	132	£ 73,172.33
3 x Community Facilitation Advisors	£ 150.53	£ 22.47	£ 11.29	£ 184.29	396	£ 72,980.38
Community Facilitation Officer	£ 221.10	£ 33.01	£ 16.58	£ 270.69	132	£ 35,730.90
Translator for Trainings 1	£ 244.62	£ 36.52	£ 18.35	£ 299.49	132	£ 39,532.06
Translator for Trainings 2	£ 244.62	£ 36.52	£ 18.35	£ 299.49	132	£ 39,532.06
6 x Inside Syria Community Facilitation Advisors	£ 150.53	£ 22.47	£ 11.29	£ 184.29	792	£ 145,960.75
Subtotal Programme Management and Oversight Cost						£ 1,314,816.46
Individual SME/Short Term Technical Experts						
Community Engagement Advisor	£ 700.00	£ 104.51	£ 52.50	£ 857.01	120	£ 102,841.20
Rule of Law Advisor	£ 700.00	£ 104.51	£ 52.50	£ 857.01	100	£ 85,701.00
Course Facilitator	£ 600.00	£ 89.58	£ 45.00	£ 734.58	130	£ 95,495.40
Police Capacity Building Advisor 1	£ 700.00	£ 104.51	£ 52.50	£ 857.01	120	£ 102,841.20
Police Capacity Building Advisor 2	£ 700.00	£ 104.51	£ 52.50	£ 857.01	120	£ 102,841.20
Subtotal Individual SME/Short Term Technical Experts Cost						£ 489,720.00
Admin Support						
Finance Manager @33%	£ 649.18	£ 96.92	£ 48.69	£ 794.79	44	£ 34,970.67
HR Manager @33%	£ 692.79	£ 103.43	£ 51.96	£ 848.18	44	£ 37,319.79
Logistics and Procurement Manager @33%	£ 696.22	£ 103.95	£ 52.22	£ 852.38	44	£ 37,504.78
Project Office Manager	£ 429.26	£ 64.09	£ 32.19	£ 525.54	132	£ 69,371.68
Grants and Compliance Manager	£ 555.09	£ 82.88	£ 41.63	£ 679.60	132	£ 89,707.38
Focus Group Expert@50%	£ 429.26	£ 64.09	£ 32.19	£ 525.54	66	£ 34,685.59
Research Analyst	£ 429.26	£ 64.09	£ 32.19	£ 525.54	132	£ 69,371.17
Monitoring & Evaluation Officer	£ 429.26	£ 64.09	£ 32.19	£ 525.54	132	£ 69,371.17
Monitoring & Evaluation Manager	£ 546.86	£ 81.65	£ 41.01	£ 669.52	132	£ 88,376.97
Budget Manager	£ 546.86	£ 81.65	£ 41.01	£ 669.52	132	£ 88,376.73
Finance Assistant	£ 291.66	£ 43.54	£ 21.87	£ 357.08	132	£ 47,134.38
IT/Database Manager @33%	£ 508.05	£ 75.85	£ 38.10	£ 622.01	44	£ 27,368.35
IT/Database Assistant	£ 221.10	£ 33.01	£ 16.58	£ 270.69	132	£ 35,730.90
Logistics Assistant	£ 254.03	£ 37.93	£ 19.05	£ 311.00	132	£ 41,052.53
Procurement Assistant	£ 254.03	£ 37.93	£ 19.05	£ 311.01	132	£ 41,053.18
HR Assistant	£ 152.53	£ 22.77	£ 11.44	£ 186.74	132	£ 24,650.01
Accounting Assistant	£ 152.53	£ 22.77	£ 11.44	£ 186.74	132	£ 24,650.01
Security and Risk Manager	£ 540.98	£ 80.77	£ 40.57	£ 662.32	132	£ 87,426.68
Subtotal Admin Support Cost						£ 948,121.96
Subtotal Programme Personnel						£ 2,752,658.42

Note i: Indirect costs and staff overheads of 14.93% as agreed with Procurement at FCO

Note ii: Management Fee Rate of 7.5% as agreed with Procurement at FCO



Explain how you would ensure that the service is delivered as cost effectively as possible, thereby ensuring that you deliver real value for money to the Authority throughout the lifetime of the contract. (50 points). Consider use of existing contracts within the region, cost sharing, discounts to rates over time, discounted per diems etc. Max 500 words. Scored according to the 0 - 4 scoring mechanism.

ARK has an existing presence in Turkey and therefore service delivery will benefit considerably from cost efficiency. There will be minimal establishment and mobilisation costs as ARK already has an active project office in Turkey and is implementing the Integrated Community Security Programme. ARK's disposition is scalable in response to project requirements. As the staff are employed on long-term contracts, employee benefits and allowances such as per diem, subsistence and lodging have been realigned downwards as they are offset by the benefits of a longer term contract.

ARK internal processes, applicable to all corporate services functions, follow procedures for competitive bidding. The Logistics & Procurement Department is headed by an international specialist with extensive experience in public sector procurement and logistics,

complemented by an experienced Turkish team with knowledge of the local market for equipment and supplies. Furthermore, the team has extensive prior expertise in sourcing equipment and supplies for Syrian beneficiaries. ARK has also established LTAs and preferred supplier relationships with discounts for frequently purchased equipment. The contract will also benefit from economies of scale and cost sharing from bulk purchases made for equipment procured for all ARK operations in Turkey.

Value for money is also ensured in procuring services such as travel and conference facilities. ARK works with local travel agencies which have relationships with hotels throughout Turkey enabling ARK to obtain favourable rates and preferential service. As ARK has run training events in Turkey since 2012 it also has established relationships with hotels with which it enjoys discounted rates for conference facilities in Istanbul and Southern Turkey. In addition, due to knowledge of accommodation rates and a corporate commitment to responsible use of public funds, ARK accommodates consultants and Subject Matter Experts (SMEs) in standard grade hotels.

Over seven years of experience in the region, ARK's team has developed a roster of SMEs and service-providers who can be rapidly mobilised. This provides a benchmark for market rates which is continuously reviewed for value for money and local market rate considerations. Value for money principles are also applied to recruitment procedures. Recruitment justifications mandate competitive and limited competitive procedures to be documented for file. Sole source justifications must be accompanied by evidence that the proposed cost is reasonable and compatible with market rates. This process is subject to a review by the Internal Audit and Compliance Department as a condition of proceeding to contract. The Internal Audit and Compliance Department ensures transparency, integrity and cost effectiveness. ARK has received positive findings from three different independent audits for government clients of work conducted on Syria in the past 12 months.

As ARK has submitted a bid for a parallel AJACS award, securing both awards would allow for significant cost savings across all project activities especially personnel costs. This would be a result of sharing and/or division of the core team posts and SMEs between both awards. A saving of up to 17 percent in personnel costs could be achieved.