C1. Financial Methodology. For this contract, how will you ensure that value for money (VFM) is evident in your proposal and delivery and that effective governance is present? Max 400 words. 25pts (0-4 scale). Using examples as necessary, consider:

a. Benchmarking of Fee rates. How have you structured them for this requirement? Evidence of reduction or discount.

b. Economies of scale / shared platform or services for the requirement

c. What safe guards do you have in your supply chain? What systems are in place, including procurement policy, to demonstrate good commercial governance for this requirement?

d. Any other added value or competitive financial approaches, such as sustainable costs over the longer term etc

e. Provide monetarised value for the savings you have identified on an annual basis. At the request of the Authority bidders should be able to provide a more detailed breakdown to justify the responsi

Renchmarking: We have rebalanced our field officer fer rates to align them more closely with those proposed for our recent \$50.bit AUX51 in row an established project that his overcome the signar that accompanied it during its early days, As with Tamkees, which also started with high TO rates, we are now confident that we can standardize our rates across the country at a modest level. This makes a saving of almost £40 per day per field officer days contract (at 24,20 field officer days per year this equates to \$524,052pa). One positions in the exhincial teams of Gabantee and Arman, we have calculated rates on the basis of their current rates with a fixed overhead of 44K, which is our new standard practice. The exceptions to this are, a) the rates for Creative Associates staff, whereby we descounted the overhead by over 50K, and b) rates for positions where the local market now has a higher supply than demand (e.g. translators and programs from the contract (saving £68,72pa).

Economies of scale: Our shared platform costs are described in the technical proposal. Sharing these platform costs across programmes saves £171,992pa in stalf costs through having cleaners, drivers, guards and other operational staff and space shared across projects. Call staff contribute to the platform thereby saving the FCD 65,800pa.

We are also proposing a leaner team, which has cut down international staff by 10/s compared to the current contract. Examples include removing. Area Manager, R21 Manager, Database Manager and absorbing stipend verification within other roles, saving £518,228pa.
This leaner team is achieving significantly more with its time. For example, field staff now cover two communities each, where previously then covered one, saving £53,058pa on the additional staff we would have required. We have also effectively doubled the output of the justice team by expanding their profitorili ontifold, and yet have cut the overall cost of that near by £50,5103,80 c. the size presents the extra cost of Phi Walker working full time by by carring back our most expensive staff and promoting effective staff at lower rates.

395 wor

2. Please detail your full costs for the period to 31 March 2017, Total 175pts, Made up of:

Competitive Average Fee rate = 25 points. Scored on an inverse percentage e.g. lowest priced /price x 100 x .25

Competitive Management Fee = 25 points. Scored on an inverse percentage e.g. lowest priced /price x 100 x .25

Efficiency Ratio of activity costs vs total costs = 25 points. Scored on an inverse percentage e.g. Highest percentage / bid percentage x 100 x .25

Total Costs = 100 points. Scored on an inverse percentage e.g. lowest priced bid /price of bid x 100 x .1

Note:

Police Development

Police Programme Officers

Staff costs are inclusive of all indirect labour costs. This means all costs associated with those employed (as per original Framework guidance). The costs will include all taxes and contributions required by law and employer's liability and insurance (including life insurance and Medewack, 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/SAF2) and any other consumable costs associated with their employment. In contributions to any head office overhead, management and administration of the supportaged management information can ada account management costs, operational finance function, management/financial accounting function including banking department, information technology and specialist consultancy advice. Do not include mobilisation/deployment costs, or transport, as this will be included under Operational costs and expenses.

ii. Operational Costs and Expenses: Including flights, transport, accommodation, and any other living costs associated with this requirement. Add additional rows as necessary to table below. Split out Staff Costs, Operational Costs and Expenses. Include management fee on separate line (if applicable, complete cell highlighted yellow). Management fee/profit % should only be applied to total labour costs as opposed to operational and costs and expenses.

i. Staff costs (Activity Activity / Strand Type of Cost Total (£) i Staff broken down by role (add line Monthly total days Staff daily rat total da total day total day lership & Management 598.53 96 8.00 8.00 8.00 8.00 Leadership & Management ASI Project Manager - Alastair Hall 391.18 180 15.00 15.00 15.00 15.00 15.00 15.00 15.00 15.00 15.00 15.00 15.00 15.00 15.00 70,412 dership & Managemen ASI Assistant Manager - Alison Bell 16.67 16.67 16.67 16.67 16.67 reative Program Manager - Matthew 539.22 dership & Management 9.00 9.00 9 00 9 00 9 00 9.00 eative Programme Specialist - Rima 367 16 Leadership & Management Leadership & Management Team Leader - David Robson 877.45 261 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 229,015 900.62 5.00 5.00 5.00 5.00 Leadershin & Management Deputy Team Leader - Alexandra Bean 5.00 5.00 5.00 5.00 5.00 5.00 5.00 5.00 Implementation Unit Procurement Manager 429.83 5.00 5.00 5.00 5.00 5.00 5.00 5.00 5.00 5.00 5.00 5.00 25,790 292.47 rocurement Officer - Osama Shaherli 8.00 8.00 8.00 8.00 8.00 8.00 8.00 8.00 8.00 8.00 8.00 8.00 28,07 Implementation Unit 317.26 8.00 8.00 8.00 8.00 8.00 8.00 8.00 8.00 8.00 8.00 8.00 Implementation Unit rocurement Officer - Armagan Sarac 8.00 30,457 164.03 \$12.7 \$10.00 \$10 Implementation Unit AJACS Translator Pool 149,593 nance/Logistics Field Officers Implementation Unit Field Engineers Implementation/Finance/Procuremer 69,53 226.24 133.00 133.00 133.00 133.00 133.00 133.00 133.00 133.00 133.00 133.00 133.00 Implementation Unit Officers 1596 133.00 361,08 Access to Justice Senior Justice Adviser - Phil Walker 808.82 130 10.83 10.83 10.83 10.83 10.83 10.83 10.83 10.83 10.83 10.83 10.83 105,147 409.66 cess to Justice 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 106,92 Nasser Ishaq Communications Manager - Rand al 20.00 20.00 20.00 20.00 20.00 20.00 20.00 240 20.00 20.00 20.00 20.00 Access to Justice 20.00 85,882 435.85 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 443.42 701.37 mmunity Engagement Lead - Lorraine Ross 65.84 7656 638.00 638.0 Community Engagement CE Field Officers 504.099 Community Engagement CE Programme Officers 261,787 Integrated Legitimate Structures ILS Component Lead - Abrahim Miro Civil Society Coordinator - Sandra al 808.82 261 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 333.90 Integrated Legitimate Structures Integrated Legitimate Structures ILS Analyst - Julia Taleb 339.95 240 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 81,588 Integrated Legitimate Structures Gender Advisor - Lama Khries 808.82 261 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 211,103 M&E Manager Senior M&E Officer - Northern Syria -701.37 240 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 486.67 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 116.80 486.67 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 116,80 Emily Parker M&E M&E Field Officers 65.84 2904 242.00 242.00 242.00 242.00 242.00 242.00 242.00 242.00 242.00 242.00 242.00 242.00 242.00 242.00 191,208 164.03 912 76.00 76.00 76.00 76.00 76.00 76.00 76.00 76.00 76.00 76.00 76.00 olice Component Lead - Northern Syri 760.42 Andrew Lyttle 21.75 21.75 21.75 21.75 21.75 21.75 21.75 198,46 Deputy Police Component Lead 684.67 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 Police Development Northern Syria - Steve Fielder 261 178,700 ator - Northern 684.67 Police Developmen 240 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 164,32 684.67 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 164,327 Idlib FSP Coordinator - Danny Mina 434.54 261 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 113,419 434.54 Police Development 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 21.75 113.41 olice Component Support Officer 282 70 20.00 Police Development 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 lien Calas Police Development Support Officer 240 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 20.00 Police Development 67,847 Ross Longton

164.03 1140 95.00 95.00 95.00 95.00 95.00 95.00 95.00 95.00 95.00 95.00 95.00 95.00 95.00

	Simultaneous translation services (For workshops) Insurance AAACS Jordan Operating Espenses (not covered by shaled services) Short Term Accomodation - Arman total Field Officer Support Field Officer	€ 90.00 € 1,000.00 € 500.00 € 750.00 € 160 € 609.00 € 228.00 € 218.00 € 115.00 € 191.00 € 114.00 € 114.00 € 14.00 €	240 12 12 12 12 12 24,420 21 21 21 55 2,035 21 21 2,035 0 0	1 1 1 1 2,035 2 2 2 2 2 0 0 170 2 170 0 0 0	1 1 1 1 2,035 2 2 2 2 2 5 5 170 2 2 2 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	20 1 1 1 2,035 2 2 0 0 2 2 2 2 2 5 170 2 2 2 0 0 0 0 0 0 0 0 0 0 0 0 0	2,035 2,035 2 2 2 2 2 5 5 170 2 2 2 2 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 1 2,035 2 2 2 0 0 2 2 5 170 2 2 2 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 1 2,035 2 2 2 2 0 2 2 5 170 2 2 2 2 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 1 2.035 2 2 2 2 5 170 2 2 2 2 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 1 1 2,035 2 2 2 2 2 5 5 170 2 2 2 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 1 1 2,035 2 2 2 2 2 5 5 170 2 2 170 0 0 0	1 1 2,035 2 2 0 2 2 5 5 170 2 2 2 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 1 2,035 2 2 2 5 170 2 2 2 170 0 0	1 1 2,035 2 2 2 2 0 0 2 2 5 5 170 2 2 2 2 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3
	Simultaneous translation services (For workshood) insurance AIACS Jordan Operating Expenses (not covered by shared services) Short Term Accomodation - Amman total Field Officer Support Field Officer Support Field Officers - Ladross Field Officers - Ladross Field Officers - Ladross Field Officers - Leadons Field Officers - Repenses Allowance Field Officers - Repenses Allowance Field Officers - Replacets	€ 1,000.00 € 500.00 € 750.00 € 160.00 € 228.00 € 228.00 € 152.00 € 191.00 € 191.00 € 191.00 € 191.00 € 191.00	12 12 12 12 12 24,420 21 21 0 21 21 21 21 21 21 21 21 21 21 21 21 21	1 1 1 1 2.035 2 2 0 2 5 170 2 2	1 1 1 2.035 2 2 0 2 5 5 170 2 2	1 1 1 1 2,035 2 2 2 0 0 2 5 5 170 2 2	1 1 1 2,035 2 2 0 0 2 5 170 2 2	2 0 2 5 170 2	2 0 2 5 170 2	2,035 2 2 0 0 2 5 170 2 2	2 0 2 5 170 2 2	2 0 2 5 170 2 2	2 0 2 5 170 2	2 0 2 5 170 2	2 0 2 5 170 2 2	3
	Simultaneous translation services (For workshoos) Insurance AAACS Jordan Operating Expenses (not covered by shared services) Short Term Accomodation - Armana Hotel Field Officer Support Field Officers - Ladron Field Officers - Ladron Field Officers - Short Bennes Field Officers - Short Bennes Field Officers - Stellite Internet Field Officers - Expenses Allowance Field Officers - Expenses Allowance Field Officers - Field Aid Kits Field Officers - Field Aid Kits Field Officers - Field Aid Kits Field Aid Company - Field Aid Kits Field Officers - Field Aid Kit	£ 1,000.00 £ 500.00 £ 750.00 £ 1.60 £ 609.00 £ 228.00 £ 228.00 £ 152.00 £ 152.00 £ 152.00	12 12 12 12 12 24,420 21 21 0 21 55 2,035 21	1 1 1 2,035 2 2 0 0 2 5 170 2	1 1 1 2,035 2 2 0 0 2 5 170 2	1 1 1 2,035 2 2 0 0 2 5 170 2	1 1 1 2,035 2 2 2 0 0 2 5 170 2	2 0 2 5 170 2	2 0 2 5 170 2	1 2,035 2 0 2 5 170 2	2 0 2 5 170 2	2 0 2 5 170 2	2 0 2 5 170 2	2 0 2 5 170 2	2 0 2 5 170 2	3
	Simultaneous translation services (For workshoop) Insurance AAACS Jordan Operating Expenses (not covered by shared services) Short Term Accomodation - Amman totel Field Officer Support Field Officer - Ladroop Field Officer - Ladroop Field Officers - Ladroop Field Officers - Ladroop Field Officers - Services - Services - Field Officers - Services - Services - Field Officers - Services -	£ 1,000.00 £ 500.00 £ 750.00 £ 1.60 £ 609.00 £ 228.00 £ 152.00 £ 913.00	12 12 12 12 12 24,420 21 21 0 21 55 2,035	1 1 1 2,035 2 2 0 2 2	1 1 1 2,035 2 2 2 0 0 2 5	1 1 1 2,035 2 2 2 0 0 2 5	1 1 1 2,035 2 2 2 0 0 2 5	2 2 0 2 5	2 2 0 2 5	1 2,035 2 2 0 2 5	2 2 0 2 5	2 2 0 2 5	2 2 0 2 5	2 2 0 2 5	2 2 0 2 5	
	Simultaneous translation services (For workshoop). Insurance	£ 1,000.00 £ 500.00 £ 750.00 £ 500.00 £ 1.60 £ 609.00 £ 228.00 £ 228.00 £ 1.60	12 12 12 12 12 24,420 21 21 21 21	1 1 1 2,035 2 2	1 1 1 2,035 2 2	1 1 1 2,035 2 2	1 1 1 2,035 2 2	2	2	1 2,035 2 2	2	2	2	2	2	
	Simultaneous translation services (For workshoop). Insurante. AAACS Jordan Operating Expenses (not covered by shared services). Short Term Accomodation - Amman Hotel Field Officer Support. Field Officer Insurance. Field Officer Support.	£ 1,000.00 £ 500.00 £ 750.00 £ 500.00 £ 1.60 £ 609.00	12 12 12 12 24,420 21 21	1 1 1 2,035 2 2	1 1 1 2,035 2 2	1 1 1 2,035 2 2	1 1 1 2,035 2 2	2	2	1 2,035 2 2	2	2	2	2	2	
	Simultaneous translation services (For workshops). Insurance AIACS Jordan Operating Expenses Inot covered by shared services). Short Term Accomodation - Amman Istolel Field Officer Support Field Officer Insurance	€ 1,000.00 € 500.00 € 750.00 € 500.00	12 12 12 12	1 1 1 1 1	1 1 1	1 1 1	1 1 1	1 1 2,035	1 1 2,035	1	1 1 1 2,035	1 1 1 2,035	1 1 2,035	1 2,035	1 2,035	
	Simultaneous translation services (For workshops) Insurance AIACS Jordan Operating Expenses (not covered by shared services) Short Term Accomodation - Amman Hotel	£ 1,000.00 £ 500.00 £ 750.00	12 12 12	1 1 1	1 1 1	1 1 1	1	1 1 1	1 1 1	1	1 1 1	1 1 1	1 1 1	1 1	1	
	Simultaneous translation services (For workshops) Insurance AJACS Jordan Operating Expenses (not covered by shared services) Short Term Accomodation - Amman	£ 1,000.00 £ 500.00 £ 750.00	12 12 12	1 1	1 1	1 1 1	1	1 1 1	1 1 1	1 1 1	1 1	1 1 1	1 1	1	1 1	
	Simultaneous translation services (For workshops) Insurance AJACS Jordan Operating Expenses (not	£ 1,000.00 £ 500.00	12	1 1 1	1 1	1 1	1	1 1 1	1 1	1 1	1 1 1	1 1 1	1 1	1	1	
	Simultaneous translation services (For workshops)	£ 1,000.00 £ 500.00	12	1 1 1	1 1 1	1 1 1	1	1 1 1	1 1	1 1 1	1 1 1	1 1	1 1	1	1	
	Simultaneous translation services (For	£ 1,000.00	12	1	1	1	1	1	1	1	1	1	,			
		£ 90.00		1	1	20	1	1	1	1	1				•	
	Hotel			20	20		20	20	20	20	20	20	20	20	20	
	GZT/ADA/MER Hotel Short Term Accomodation - Istanbul	£ 70.00	320	27	27	27	27	27	27	27	27	27	27	27	27	
	Project Laptops Short Term Accomodation -	£ 900.00	12	1	1	1	1	1	1	1	1	1	1	1	1	
	Communications	£ 1,500.00	12	1	1	1	1	1	1	1	1	1	1	1	1	
	Contribution	£ 2,565.91 £ 15,000.00	12 12	1	1	1	1 1	1	1	1	1	1	1	1	1	
	Creative Operational Expenses	· ·														
	AJACS Turkey Operating Expenses															
	Airport Transfers	£ 150.00 £ 45.00	480	40 35	40 35	40 35	40 35	40 35	40 35	40 35	40 35	40 35	40 35	40 35	40 35	
	International Airfares Domestic Airfares - Turkey	£ 733.00 £ 150.00	180 480	15 40	15 40	15 40	15 40	15 40	15 40	15 40	15 40	15 40	15 40	15 40	15 40	
-	Air Travel															
	Life Support	£ 65.00 £ 5.50	1,859 2,737	155 228	155 228	155 228	155 228	155 228	155 228	155 228	155 228	155 228	155 228	155 228	155 228	,
	Administrative Support	£ 29.90	2,209	184	184	184	184	184	184	184	184	184	184	184	184	
	Jordan Shared Services Costs	2.30	,,,,,,,,	-200	-,,,,,,	.,,,,,,	2/200	-,	-,000	-70.00	-7000	2/200	-7000	-7000	2,200	
	Life Support Field Security	£ 61.00 £ 5.50	10,200 31,025	850 2,585	850 2,585	850 2,585	850 2,585	850 2,585	850 2,585	850 2,585	850 2,585	850 2,585	850 2,585	850 2,585	850 2,585	
	Administrative Support	£ 20.85	14,171	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181	1,181	
	Turkey Shared Services Costs															
	Subsistence - Perdiems in Transit	£ 50.00	323	27	27	27	27	27	27	27	27	27	27	27	27	
	Consultant Perdiems - Turkey Consultant Perdiems - Jordan	£ 30.00	1,859	823 155	823 155	823 155	823 155	823 155	823 155	823 155	823 155	823 155	823 155	823 155	823 155	
	necessary) Per Diem Allowances Consultant Perdiems - Turkey	£ 30.00	9,877	October 823	November 823	December 823	January 823	February 823	March 823	April 823	May 823	June 823	July 823	August 823	September 823	
er SoR	ii Operational costs and expenses, broken down by type (add lines as	Unit rates	Unit Quantity	0.4.1.		Db	January	Fahron	Mont	4		h	tut.		Control	
perational Costs and Exper	Total staff costs per m	onth incl. Manag	ement fee	658,894	658,894	658,894	658,894	658,894	658,894	658,894	658,894	658,894	658,894	658,894	658,894	7,9
										GM	anagement F Manage	ee % (25pts) ment fee (£)				1
		Total	41232						C2 - C	ommercial Av	erage Fee rat	e - 25 points			Activity costs	7,7
POUL POUL	, constagration		100	25.00	25.00	13.00	13.00	13.00	15.00	15.00	15.00	13.00	25.00			
hnical Adviser Pool	Technical Adviser Pool - Junior - >5 years experience	441.18	180	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	
hnical Adviser Pool	Technical Adviser Pool - Intermediate >10 years experience	617.65	40	3.33	3.33	3.33	3.33	3.33	3.33	3.33	3.33	3.33	3.33	3.33	3.33	
hnical Adviser Pool	Technical Adviser Pool - Senior - >15 years experience	808.82	40	3.33	3.33	3.33	3.33	3.33	3.33	3.33	3.33	3.33	3.33	3.33	3.33	
th Team	Implementation/Finance/Procurement Officers	186.08	308	25.67	25.67	25.67	25.67	25.67	25.67	25.67	25.67	25.67	25.67	25.67	25.67	
th Team th Team	Logistics Officers Programme Officers	65.84 186.08	528 440	44.00 36.67	44.00 36.67	44.00 36.67	44.00 36.67	44.00 36.67	44.00 36.67	44.00 36.67	44.00 36.67	44.00 36.67	44.00 36.67	44.00 36.67	44.00 36.67	
th Team	Finance Field Officers	65.84	528	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	
th Team th Team	Marrs Field Officers	486.67 65.84	240 924	20.00 77.00	20.00 77.00	20.00 77.00	20.00 77.00	20.00 77.00	20.00 77.00	20.00 77.00	20.00 77.00	20.00 77.00	20.00 77.00	20.00 77.00	20.00 77.00	
th Team	Vanda Swahla South Research Coordinator - Chris	476.20	240	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	
th Team	Manager - Nick Persons South Field Implementation Manager -	434.54	240	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	
th Team	Coordinator - Khaled Al Omari South Community Engagement	476.20	240	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	
th Team	Rafie South Police Training/Equipment	619.07	240	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	
th Team	South Syria Lead - Paul Brooker South Police Component Lead - Omar	760.42	261	21.75	21.75	21.75	21.75	21.75	21.75	21.75	21.75	21.75	21.75	21.75	21.75	
	Atmospherics Researcher Research Field Officers	199.10 65.84	240 4752	20.00 396.00	20.00 396.00	20.00 396.00	20.00 396.00	20.00 396.00	20.00 396.00	20.00 396.00	20.00 396.00	20.00 396.00	20.00 396.00	20.00 396.00	20.00 396.00	
	Aleppo Researcher Idlib Researcher	199.10	240 240	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	
earch earch	Willio	199.10 199.10	240	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	
earch earch earch earch earch	Tom Osann Research Field Coordinator - Haitham	572.55	240	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	
earch earch	Reem Kabbani Deputy Research Component Lead -	339.95	240	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	