

## 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 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: 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.

**2. Note 2.** Management and Profit Fee: The combined management and profit fee is the percentage figure submitted to join the CSSF Framework, if you do not know your percentage figure, message through Bravo Solution and this will be provided.

STAFF RATES										MANDATORY COMPLETION			Period 18/19													
Activity / Strand	Other Roles	CSSF BAND	Name	Job Title	Experience	Consortium Partner	Country / Region	Total Number of input days	Project Stage	CSSF Framework Indirect Daily Fee Rate £ (exclusive of management fee and profit)	Management Fee and Profit Combined %	Total Daily Rate Fee	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 (£)	
<b>As per Statement of Requirement (SoR)</b>	Where there are roles that do not correspond to the pre-determined CSSF Bands, please enter titles in the rows below. For example CSSF framework rates are excluded for a local in-Country sourced person/s. For Specialists roles please provide further supporting information why the framework rates do not apply in your submission.	Band 1 Band 2 Band 3 Band 4	Please enter the Name of each of the allocated resource under columns C to L that corresponds to Bands 1, 2, 3 & 4 of CSSF Framework Bands.	Please enter the Job Title for each of the allocated resource	Please define the level of relevant experience each of the allocated resource have, specifically in relation to this requirement	Where applicable, please indicate the organisation name of the Consortium Partner that each named individual belongs to/works for	Please specify the Country and/or Region in which each of the allocated resource will carry out the vast majority of their work	Please enter the quantity of days assigned to each of the allocated resources	Please enter project stage under which the individual input is allocated (i.e. Inception, Implementation, Exit or other determined term)	Please enter the Daily Indirect Rate (exclusive of overhead and profit margin) See Note 1.	Please enter the CSSF fixed management fee attributable to the daily fee rate See Note 2. ( <i>Not Scored</i> )	Please enter the total daily fee rate inclusive of profit and management fee.	Monthly Days in arrears	Monthly Days in arrears	Monthly Days in arrears	Monthly Days in arrears	Monthly Days in arrears	Monthly Days in arrears	Monthly Days in arrears	Monthly Days in arrears	Monthly Days in arrears	Monthly Days in arrears	Monthly Days in arrears	Monthly Days in arrears	Monthly Days in arrears	
<b>Examples Only:</b>	<i>Excluded CSSF Framework Roles i.e. Local Driver / Translator</i>	1	John Smith	Research Manager	10 Years	Jo Blogs Limited	Kenya	120	Inception	1,000.00	10.00%	£ 1,100.00	10	10	10	10	10	10	10	10	10	10	10	10	10	£132,000.00
Year 2								0		0.00	0.00%	£ -	0	0	0	0	0	0	0	0	0	0	0	0	0	£0.00
								0		0.00	0.00%	£ -	0	0	0	0	0	0	0	0	0	0	0	0	0	£0.00
								0		0.00	0.00%	£ -	0	0	0	0	0	0	0	0	0	0	0	0	0	£0.00
								0		0.00	0.00%	£ -	0	0	0	0	0	0	0	0	0	0	0	0	0	£0.00
								0		0.00	0.00%	£ -	0	0	0	0	0	0	0	0	0	0	0	0	0	£0.00
								0		0.00	0.00%	£ -	0	0	0	0	0	0	0	0	0	0	0	0	0	£0.00
								0		0.00	0.00%	£ -	0	0	0	0	0	0	0	0	0	0	0	0	0	£0.00
								0		0.00	0.00%	£ -	0	0	0	0	0	0	0	0	0	0	0	0	0	£0.00
								0		0.00	0.00%	£ -	0	0	0	0	0	0	0	0	0	0	0	0	0	£0.00
								0		0.00	0.00%	£ -	0	0	0	0	0	0	0	0	0	0	0	0	0	£0.00
								0		0.00	0.00%	£ -	0	0	0	0	0	0	0	0	0	0	0	0	0	£0.00
	<b>Up to Year 2 Total Staff Cost</b>																								<b>£0.00</b>	

Add rows as required



**Attachment 4- CSF Pricing Model ITT\_1836 Syria Moderate Opposition Resilience Strategic Communication Project**

**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 operational expenditure 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. Activity by type and Operational activities to include a full description of the cost: all flights; all domestic \ international flight transfers; any transportation \ services (including rail, taxi, vehicle hire); all accommodation (including but not limited to property rentals, hotel accommodation, office utilities); office supplies, printing, photocopying, publications; general communications (fax, mobile, internet, landline); bank charges; postage, delivery, shipping, equipment maintenance and repairs; taxes, filing, audit and registration fees; security costs and any other living costs associated with this requirement.

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

AIRLINE TRAVEL \ VISAS		Country/Region		Total Quantity	Rate £	Period 18/19												Totals (£)
As per SoR	Activity by Type. See Note 3.	From:	To:			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	
Examples	Flight Outward	UK - Heathrow	Kenya - Nairobi	10	£500.00	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	
Examples	Flight Inward	Kenya - Nairobi	UK - Heathrow	10	£500.00	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	
Year 2	UK Flight Outward (name airport)			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	
	UK Flight Inward (name airport)			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	
	International Flight Outward (name airport)			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	
	International Flight Inward (name airport)			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	
	Other Travel i.e. Transfers			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	
	Visas			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	
	Work Permit			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	£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	
<b>Add rows as required</b>																		

TRANSPORTATION AND PERSONAL EQUIPMENT		Item Description	Project Relevance	Quantity	Rate £	Period 18/19												Totals (£)
As per SoR	Activity by Type. See Note 3.					Please state Country/Region in which living cost is expected to be incurred	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	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	
Examples	Equipment	Laptop	Collection of data	10	£300.00	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears
	Transportation Vehicle Lease, Taxi Fuel, Maintenance, Insurance	B6 Armoured Car	Protection of personnel	10	£1,200.00	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears
	Associated Supply Chain i.e. Logistics / Warehousing	Warehouse Storage	Equipment storage	10	£5,000.00	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears
Year 2	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
	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
<b>Add rows as required</b>																		

ON SITE EXPENSES		Daily Living Expense	Project Relevance	Quantity	Rate £	Period 18/19												Totals (£)
As per SoR	Activity by Type. See Note 3.					Please state Country/Region in which living cost is expected to be incurred	Please state the nature of the living cost - For example, Accommodation	Please state Quantity of living cost 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	
Example	Office Rental including taxes and maintenance	Kenya	Office usage	10	£100.00	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears
Year 2	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
	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
				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
<b>Add rows as required</b>																		

OTHER EXPENSES		Other Expenses	Project Relevance	Quantity	Rate £	Period 18/19												Totals (£)
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 cost 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	
Example	Office Furniture	Desk	Refurbishment	10	£50.00	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears	Monthly in arrears
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	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
<b>Add rows as required</b>																		

**Add rows as required**

Up to Year 2 Total Operational Cost £0.00

**Attachment 4- CSSF Pricing Model ITT\_1836 Syria Moderate Opposition Resilience Strategic Communication Project**

**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.

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

See Note 4.

TYPE 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
<b>ECONOMY</b> *Maximum 250 words	<p>1-Employing Syrian staff offers more resonant content development and cost savings compared to international creatives.</p> <p>2-Project team is Arabic-speaking, therefore no requirement for in-house translation capability.</p> <p>3-Project will benefit from zero mobilisation costs as consortium has established project offices and a fully trained delivery team.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>1-Estimated savings from hiring of equally competent local staff is £52,000 per month, £364,000 over the project.</p> <p>2-A local translator costs £4,000 per month which equates to £28,000 throughout the project.</p> <p>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.</p> <p>4-Approximate cost of one stringer kit (phone, laptop, camera) is £1,500. With 96 stringers project saves approximately £144,000.</p> <p>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.</p>	Project Budget and Project Organisational Chart.	Project Manager
<b>EFFICIENCY</b> *Maximum 250 words	<p>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.</p> <p>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.</p> <p>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.</p> <p>4-The consortium's M&amp;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.</p>	<p>1-A dedicated travel support officer cost equates to £11,200 over the life of the project.</p> <p>2-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.</p>	ARK Internal Policies (Travel, IT, Procurement, Finance, M&E).	Head of Corporate Services
<b>EFFECTIVENESS</b> *Maximum 250 words	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>1-The tools – Bitly, Fanpage Karma, Buzzsumo, Dataminr, Similarweb, Followerwonk, Mentionmap and Cyfe cost approximately £25,000 p.a.</p> <p>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 outcomes at no cost given the established relationships with local, regional and international media platforms.</p>	Project Budget	Programme Director

INSERT SAVINGS ATTRIBUTABLE TO LENGTH OF CONTRACT DURATION - VALUE ADD EXAMPLES (£) **753,125.00**

Attachment 4- CSSF Pricing Model ITT\_1836 Syria Moderate Opposition Resilience Strategic Communication Project

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
<b>TOTALS</b>	<b>£2,305,398.26</b>	<b>£0.00</b>