



Auto-calculation*

Please ensure that any automatic calculations are inline with the desired bid value

Supplier	Siren Associates
Project name	CSSF LEBANON: BRITISH POLICING SUPPORT PROGRAMME
ITT number	ITT_3093
Project start date	1 August 2019
Project end date	31 March 2022
Prepared by	Marc Maouad

Output	Output Description	Staff Cost	Operational Cost	Total Cost
Total Contract Value		8,862,656	6,040,660	14,903,316
All	-	1,860,365	1,202,920	3,063,285
1	Strategic Planning, Governance, & Implementation: Ministry of Interior	920,354	507,960	1,428,314
2	Community Policing: 'Community Policing Model' institutionalized.	2,186,764	3,177,540	5,364,304
3	Human Resource Management: Identified pathways to enact gender	543,764	123,820	667,584
4	Human Rights: A government-agreed evidence base and governance	830,479	276,980	1,107,459
5	Accountability and Transparency: ISF accountability and transparency	333,052	85,480	418,532
6	Public Order: Internal and interagency processes for effective and	604,061	258,800	862,861
7	Interagency Optimization: Evidence-based, field tested strategy agreed to	351,170	107,160	458,330
8	RMEL Facility: Effective processes and procedures established for the	1,232,649	300,000	1,532,649
9	0	0	0	0
10	0	0	0	0
11	0	0	0	0
12	0	0	0	0
13	0	0	0	0
14	0	0	0	0
15	0	0	0	0
16	0	0	0	0
17	0	0	0	0
18	0	0	0	0
19	0	0	0	0
20	0	0	0	0
21	0	0	0	0

Year	Staff Cost	Operational Cost	Total Cost
Year 1	2,188,439	834,350	3,022,789
Year 2	3,436,327	3,851,090	7,287,417
Year 3	3,237,890	1,355,220	4,593,110
Year 4	0	0	0
Total Contract Value	8,862,656	6,040,660	14,903,316

Consortia Partner / Subcontractor Split	Organisation Name	Tier (if applicable) - Tier 1 or Tier 2 Only	Total cost
Total Contract Value			14,903,316
Lead Supplier	Siren Associates	-	13,270,208
Consortia Partner / Subcontractor One	Gravity Research and Consultancy		1,633,108
Consortia Partner / Subcontractor Two			0
Consortia Partner / Subcontractor Three			0
Consortia Partner / Subcontractor Four			0
Consortia Partner / Subcontractor Five			0
Consortia Partner / Subcontractor Six			0
Consortia Partner / Subcontractor Seven			0
Consortia Partner / Subcontractor Eight			0
Consortia Partner / Subcontractor Nine			0
Consortia Partner / Subcontractor Ten			0
Consortia Partner / Subcontractor Eleven			0
Consortia Partner / Subcontractor Twelve			0
Consortia Partner / Subcontractor Thirteen			0
Consortia Partner / Subcontractor Fourteen			0
Consortia Partner / Subcontractor Fifteen			0
Consortia Partner / Subcontractor Sixteen			0
Consortia Partner / Subcontractor Seventeen			0
Consortia Partner / Subcontractor Eighteen			0
Consortia Partner / Subcontractor Nineteen			0
Consortia Partner / Subcontractor Twenty			0

Phase	Staff Cost	Operational Cost	Total Cost
Inception	236,922	54,625	291,547
Implementation	8,375,858	5,904,810	14,280,668
Exit	249,876	81,225	331,101
Total Contract Value	8,862,656	6,040,660	14,903,316

Total Staff Costs (Fees)	Total Project Days	Average Daily Rate Fee
8,862,656	19,097	464

Evaluation	Weighting	Criteria / Calculation
Total Contract Value	150	Please see Attachment 1 (Instructions and Evaluation Criteria) of the Invitation to Tender
VfM Staffing Rates - Total Average	75	Please see Attachment 1 (Instructions and Evaluation Criteria) of the Invitation to Tender
Daily Rates	75	Please see Attachment 1 (Instructions and Evaluation Criteria) of the Invitation to Tender
Financial methodology and planning		
Total	300	

Price Schedule Instructions

Tab	Field	Instructions	Examples
General	General	Projects delivered overseas outside of the EEC are not subject to VAT as the service is provided outside the scope of UK and EC VAT. Supply to the FCO is B2B (Business to Business), this is accepted by HMR&C (FCO is VAT registered). Public Notice 741A “Place of Supply of Services” applies (Link to 741A - https://www.gov.uk/guidance/vat-place-of-supply-of-services-notice-741a) - Para 2.1 establishes an outside the Scope of UK and EC VAT for a supply of services that is made outside the EC - Para 3.6.1 Recipient with more than one establishment – An embassy is such an establishment. On this basis of the above, generally supply is outside the scope of UK and EC VAT as services are enjoyed outside UK/EC. The above is unchanged by who administers the invoices and payments etc.	N/A
General	General	All costs within the budget must be in GBP. Beneficiaries operating in another currency must convert to GBP and the source and value of any exchange rates used should be referenced in the budget.	N/A
General	General	Ineligible costs (applicable to all budget categories): - Lobbying UK government, i.e. activities which aim to influence or attempt to influence Parliament, UK government or political activity, or UK legislative or regulatory action - Input VAT reclaimable by the Contractor from HMRC - Activities which may lead to civil unrest; - Activities which discriminate against any group on the basis of age, gender reassignment, disability, race, colour, ethnicity, sex and sexual orientation, pregnancy and maternity, religion or belief - Interest payments or service charge payments for finance leases - Gifts - Statutory fines, criminal fines or penalties - Payments for works or activities that are fully funded by other sources whether in cash or in kind, for example if premises are provided free of charge, the FCO will not contribute to a notional rent - Activities in breach of EU legislation on State Aid - Bad debts to related parties - Payments for unfair dismissal or other compensation - Replacement or refund of any funds lost to fraud, corruption, bribery, theft, terrorist financing or other misuse of funds - The cost of any import, customs duties or any other taxes or similar charges applied by local Governments or by any local public authority - Fundraising (with the exception of any agreed allocated costs not attributable to the project (Non-project attributable costs - NPAC) - Inflation or foreign exchange rate fluctuations - Depreciation (with the exception of any agreed allocated NPAC costs) - Debt repayment - Costs associated with preparing bid prior to a formal agreement being executed - Costs incurred prior to a formal agreement being executed	N/A
General	General	The Authority reserves to the right to invalidate offers if Daily Rates or tenders are deemed to be nominal or abnormally low.	
Staff Costs	Year	Applicable Financial Year (the FCO Financial Year is 1 April - 31 March)	1
Staff Costs	Project Stage	Please enter project stage under which the individual input is allocated (i.e. Inception, Implementation or Exit)	Inception
Staff Costs	Output	Number Output identified in the "Output.Activity" tab	1
Staff Costs	Activity	Number Activity identified in the "Output.Activity" tab in relation to each Output	1
Staff Costs	Band / Job Family / Job Role	<u>Band 1 : Project Director, Partners and Senior Consultants</u> with extensive (indicative guide of 8yr+) high-level international experience in their sector, including considerable experience of managing consulting teams. Accountable for overall quality of deliverables. Relevant post-graduate degree or equivalent <u>Band 2 : Project Manager or Consultants</u> with considerable international experience (Indicative guide of 4yr+) in their sector, including experience of managing a consulting team and/or leading on work streams within a significant project. Relevant degree or equivalent <u>Band 3 : Junior Consultants or Analyst</u> with some relevant experience in their field and degree level qualification or equivalent. Assists work streams within a project. Undertakes research, analysis and fieldwork. <u>Band 4 : Admin Assistant</u> . A back office role but may be project based. Collates and manages project data and reporting, supervises meetings, travel and general administrative functions. (Project based, not part of central overhead costs.)	1
Staff Costs	Name	Please enter the Name of each of the allocated resource that corresponds to the applicable Framework Band/Job Family.	John Smith
Staff Costs	Job Title	Please enter the Job Title for each of the allocated resource	Research Manager
Staff Costs	Consortium Partner / Subcontractor	Where applicable, please indicate the organisation name of the Consortium Partner that each named individual belongs to/works for	Jo Blogs Limited
Staff Costs	Country / Region	Please specify the Country and/or Region in which each of the allocated resource will carry out the vast majority of their work	Kenya
Staff Costs	Direct Labour	Direct Labour cost i.e. wage. All costs associated with standard employment benefit i.e. sick leave with pay, pension, non-working days, travel days, health and life assurance. All Taxes & Insurance i.e. Employer's liability Insurance. NB: In high risk locations project specific medevac should be included as an operational cost	350
Staff Costs	Overhead	- Existing premises and office cost allocation (i.e. Premises, Premises maintenance, Premises utilities, Office costs, Premises and office depreciation). Tools of the trade (i.e. mobile phones, laptops). - Support Function cost allocation (i.e. Human Resources, Finance, Information Technology, Generic R&E, Policy, General Training incl. SAFE, HEAT or similar hostile environment training). - Governance and strategic development cost allocation (i.e. Audit, Insurance. Legal, Consultancy) - All costs associated with the recruitment and dismissal of Staff, training costs and any other consumable costs associated with their employment - Head Office allocation i.e. Management, Sales, Licences and Royalties	100
Staff Costs	Margin/Surplus	Profit / Not-for-profit "Surplus". Express as a number rather than a percentage.	50
Staff Costs	Total Daily Rate Fee	Automatic Calculation. This figure must not exceed the Framework Rates.	500
Staff Costs	Framework Maximum Total Daily Rate Fee	Please enter the Framework Daily Fee Rate Maximum for the applicable Band/Job Family .	600
Staff Costs	Discount	Automatic Calculation. Discount applied to the Framework Daily Fee Rate Maximum.	100
Staff Costs	Total Number of input days	Automatic Calculation. Total input days per annum for an individual staff member. Please enter the quantity of days assigned to each of the allocated resources each month in columns U:AF	40
Staff Costs	Total	Automatic Calculation. Total expense per annum for an individual staff member.	20000
Operational Costs	General	All actual expenses in support of the Contract. For example, Security, Travel by Road, Sea and Air, Office / Hotel Accommodation	N/A
Operational Costs	General	All goods and equipment during any call down will be at cost. Expenses are at actual cost and must be receipted. Exceptions will be made where the call off is simply a goods based requirement. In which case staff time will be minimal and the supplier may attach their profit and management fee as a mark up, subject to instructions at the call off stage	N/A
Operational Costs	Year	Applicable Financial Year (the FCO Financial Year is 1 April - 31 March)	1
Operational Costs	Project Stage	Please enter project stage under which the individual input is allocated (i.e. Inception, Implementation or Exit)	Inception
Operational Costs	Output	Number Output identified in the "Output.Activity" tab	1
Operational Costs	Activity	Number Activity identified in the "Output.Activity" tab in relation to each Output	1
Operational Costs	Expense Type	Airline Travel; Visas; Transportation; On Site Expenses ; Equipment; Other Expenses	Airline Travel
Operational Costs	Description	Please describe the nature of the Airline Travel; Visas; Transportation; On-site expenses; Equipment; Other expenses	Return Flight
Operational Costs	Relevance to Project	Only applicable to other expenses. How is this expenditure relevant to the project?	Collection of data; Protection of personnel; Equipment storage; Office Usage
Operational Costs	Consortium Partner / Subcontractor	Where applicable, please indicate the organisation name of the Consortium Partner that each named individual belongs to/works for	Jo Blogs Limited
Operational Costs	Quantity	Please state the total quantity of expected journeys/on-site expenses/equipment/other expenses over for the applicable year	5
Operational Costs	Rate	Please state the value of the cost expected to be incurred for a single unit	100
Operational Costs	Country / Region (Airline Travel Only) From	Please state Country/Region and, where applicable, Airport. Only applicable to Airline Travel. The Authority will only accept economy (non-flexible) flights. The Authority will not be liable for any other class of airline travel.	UK - Heathrow
Operational Costs	Country / Region (Airline Travel Only) To	Please state Country/Region and, where applicable, Airport. Only applicable to Airline Travel. The Authority will only accept economy (non-flexible) flights. The Authority will not be liable for any other class of airline travel.	Kenya - Nairobi
Operational Costs	Purchase, Lease or Hire	Only applicable to equipment. Please specify how the equipment will be procured.	Purchase
Operational Costs	Total	Automatic Calculation. Total cost expected to be incurred for the applicable year.	500

Example

Mandatory Input*

Auto-calculation*

Project Output / Activity

Please detail your outputs and activities for the contract period (unless the fields are already pre-populated)

1	Supporting Public Service Broadcasters	1	Audience Analysis
Output No.	Output Description	Activity No.	Activity Description
All	-	All	-
1	Strategic Planning, Governance, & Implementation: Ministry of Interior and Municipalities (MoIM) equipped with the skills and tools to provide effective governance to the ISF Strategic Plan and coordinate the activities of donors within this framework; and ISF strategic planning, management, implementation, and monitoring and evaluation capabilities consolidated	1	Strengthen Ministry of Interior Governance and Coordination: Continue to advise MoIM on monthly basis; provide day-to-day technical assistance to key MoIM staff to develop reporting tools and processes; deploy customized ICT platform capable of providing the minister with real-time visibility on analytics relevant to her office
1	Strategic Planning, Governance, & Implementation: Ministry of Interior and Municipalities (MoIM) equipped with the skills and tools to provide effective governance to the ISF Strategic Plan and coordinate the activities of donors within this framework; and ISF strategic planning, management, implementation, and monitoring and evaluation capabilities consolidated	2	Consolidate ISF Strategic Planning, Implementation and Management of the ISF Strategic Plan: Day-to-day technical assistance to Staff Unit and Central Administration Unit to align major business processes with strategic planning cycle; continued financial and technical support to the ISF Academy leadership accreditation process; remote technical assistance provided by partner police organizations in UK
2	Community Policing: ‘Community Policing Model’ institutionalized, accompanied by strategic communications, operations, and logistics capabilities to enable for further roll-out; and key operational units have integrated tools, skills and facilities to respond to security challenges – including criminal violence, public safety issues, and violent extremism – through coherent and professional intelligence, analysis, criminal investigation, and community engagement	3	Institutionalize Community Policing Standards: Continue to provide weekly mentoring to the ISF Building Services and Telecommunication Services in order to embed community policing model standards within ISF; establish Community Policing Roll-Out Steering Group
2	Community Policing: ‘Community Policing Model’ institutionalized, accompanied by strategic communications, operations, and logistics capabilities to enable for further roll-out; and key operational units have integrated tools, skills and facilities to respond to security challenges – including criminal violence, public safety issues, and violent extremism – through coherent and professional intelligence, analysis, criminal investigation, and community engagement	4	Support Strategic Enablers: technical assistance to the Service and Operations Department and Public Relations Department to drive further roll-out and enhance roll-out visibility
2	Community Policing: ‘Community Policing Model’ institutionalized, accompanied by strategic communications, operations, and logistics capabilities to enable for further roll-out; and key operational units have integrated tools, skills and facilities to respond to security challenges – including criminal violence, public safety issues, and violent extremism – through coherent and professional intelligence, analysis, criminal investigation, and community engagement	5	Roll Out - Beirut: Support deployment of innovative technologies,(e.g. ANPR pilot, digitization of vehicle patrols, ARCGIS); continue to train and mentor the Analysis Team; Conduct a digital risk audit & support restructuring of digital processes to protect against cyber threats; Develop, in partnership with the Command and Control Centre’s continuous professional development capability, e-learning modules; facilitate the delivery of Community Safety Plans; remote technical assistance provided by partner police organizations in UK
2	Community Policing: ‘Community Policing Model’ institutionalized, accompanied by strategic communications, operations, and logistics capabilities to enable for further roll-out; and key operational units have integrated tools, skills and facilities to respond to security challenges – including criminal violence, public safety issues, and violent extremism – through coherent and professional intelligence, analysis, criminal investigation, and community engagement	6	Roll Out - Tripoli: Establish Command and Control Centre in Tripoli; assist ISF to redesign Bab Ramel and Tal police stations in line with Community Policing Model; Provide ‘light-touch’ refurbishment to the remaining six police stations in Tripoli; Provide training and on-the-job mentoring to develop and deliver a Community Safety Plan with local stakeholders, including key local partner, MARCH
3	Human Resource Management: Identified pathways to enact gender sensitive, best practice human resource management reform in accordance with demand and community needs, including the deployment of human resource mechanisms in the Police of Beirut to ensure personnel are deployed against demand	7	Human Resource Review & Reform: Conduct a review of ISF human resource management practices, mapping current resource deployments against demand; ongoing technical assistance to Chief of Police of Beirut to restructure resources against demand
3	Human Resource Management: Identified pathways to enact gender sensitive, best practice human resource management reform in accordance with demand and community needs, including the deployment of human resource mechanisms in the Police of Beirut to ensure personnel are deployed against demand	8	Gender Mainstreaming Across the Institution: Develop a Gender Gap Analysis and Gender Mainstreaming Action Plan in partnership with the ISF, outlining short, medium, and long-term actions; hold ‘Women in Policing’ conference in Lebanon, hosted under the auspices of the MoIM
4	Human Rights: A government-agreed evidence base and governance framework for reducing overcrowding, accompanied by new operational mechanisms across the criminal justice system that enable more efficient and transparent management of the pre-trial detention process, particularly with regards to vulnerable groups; and an ISF better equipped to ensure human rights compliance across all operational activity	9	National Action Plan to Reduce Overcrowding: Establish National Task Force to Reduce Overcrowding; assist task force in establishing a National Action Plan to Reduce Overcrowding
4	Human Rights: A government-agreed evidence base and governance framework for reducing overcrowding, accompanied by new operational mechanisms across the criminal justice system that enable more efficient and transparent management of the pre-trial detention process, particularly with regards to vulnerable groups; and an ISF better equipped to ensure human rights compliance across all operational activity	10	Reform Pretrial Detention Processes: Redesign the preliminary investigation process to enhance transparency, including the expansion of the digital incident management system to prosecutors in Beirut; pilot a fast-track system for first time drug offenders; pilot a video-link system between the Roumieh Prison courthouse and Mount Lebanon Justice Palace
4	Human Rights: A government-agreed evidence base and governance framework for reducing overcrowding, accompanied by new operational mechanisms across the criminal justice system that enable more efficient and transparent management of the pre-trial detention process, particularly with regards to vulnerable groups; and an ISF better equipped to ensure human rights compliance across all operational activity	11	Pilot Women and Juvenile Detainee Management Process: Pilot whole-of-system approach to managing women and juvenile pre-trial detainees in Tripoli, to include refurbishment, recruitment of women, training, institutionalization of linkages with protection services, standard operating procedures, and the deployment of Siren’s ICT system that has custody management functionality
4	Human Rights: A government-agreed evidence base and governance framework for reducing overcrowding, accompanied by new operational mechanisms across the criminal justice system that enable more efficient and transparent management of the pre-trial detention process, particularly with regards to vulnerable groups; and an ISF better equipped to ensure human rights compliance across all operational activity	12	Mainstream Human Rights: Mentor ISF Academy in establishing human rights quality assurance capability; coaching ISF Academy training team to utilize the model training investigation room as an immersive learning suite centered on human rights; technical assistance to Human Rights Division in establishing monitoring mechanisms; integrate Anti-Torture Committee inspection methodology into automated inspections tools developed by Siren; remote technical assistance by partner police organizations in UK
5	Accountability and Transparency: ISF accountability and transparency mechanisms strengthened	13	Expand Complaints and Inspections: Complete the automation of the ISF public complaints system within the MoIM’s office; launch complaints system under auspices of MoIM; expand automated inspection processes to the Inspections and Inquiries Department; deploy a joint inspection planning and recommendation function to better coordinate across inspections functions
6	Public Order: Internal and interagency processes for effective and professional coordination of public order and critical incident management established	14	Public Order Training and Mentoring: Large scale training programme & training of trainers programme; live event mentorship; deploy a joint event planning and management digital platform; develop and deliver joint ISF/LAF scenario-based training modules on critical incident response; provide technical assistance to enhance MoIM video teleconferencing (VTC) facility
7	Interagency Optimization: Evidence-based, field tested strategy agreed to allow for transfer of internal security responsibilities from ISF to LAF	15	LAF/ISF Interoperability Pilot: Senior leadership seminars to develop a joint plan for security optimization and identify suitable, low-threat pilot site within which new policing approaches could be piloted
8	RMEL Facility: Effective processes and procedures established for the valuation of the effectiveness and efficiency of support delivered to the ISF; effective mechanisms in place to evaluate community perceptions of trust and integrate these findings into Programme Delivery	16	RMEL Activity: Baseline assessment and gap analysis; conflict sensitivity plan, gender plan, Public surveys, atmospheric reports, targeted thematic research; ongoing monitoring, evaluation, and learning



Mandatory Input*

Auto-calculation*

Staff Costs

Please detail your full costs for the entire contract period. 

If you do not complete all mandatory fields your bid will be considered incomplete and may not be accepted.

All supporting information for completing this form has been included in the "Instructions" tab.

Year	Inception	1	Supporting Public Servi	1	Audience Analysis	1		Director		UK	400	200	100	700	800	100	1	1	1	1	0	0	0	0	0	0	0	0	0	4	2,800	
Year	Project Stage	Output No.	Output Description	Activity No.	Activity Description	Band / Job Family / Job Role	Name	Job Title	Consortium Partner / Subcontractor (if applicable) <i>*Enter Partners on "Overview" tab</i>	Country / Region	Direct Labour (GBP)	Overhead (GBP)	Margin/Surplus (GBP)	Total Daily Rate Fee (GBP)	Framework Maximum Total Daily Rate Fee (GBP)	Discount (GBP)	April	May	June	July	August	September	October	November	December	January	February	March	Total Number of input days	Total (GBP)		
Year 1	Inception	All	-	All	-	1	Jonathan Mclvor	Programme Director	rity Research and Consul	Lebanon	700	70	38.5	808.5	862	53.5					2								2	1,617		
Year 1	Implementation	All	-	All	-	1	Jonathan Mclvor	Programme Director		Lebanon	700	70	38.5	808.5	862	53.5						2	2	2	2	2	2	2	2	14	11,319	
Year 2	Implementation	All	-	All	-	1	Jonathan Mclvor	Programme Director		Lebanon	700	70	38.5	808.5	862	53.5		2	2	2	2	2	2	2	2	2	2	2	2	24	19,404	
Year 3	Implementation	All	-	All	-	1	Jonathan Mclvor	Programme Director		Lebanon	700	70	38.5	808.5	862	53.5		2	2	2	2	2	2	2	2	2	2	2	2	22	17,787	
Year 3	Exit	All	-	All	-	1	Jonathan Mclvor	Programme Director		Lebanon	700	70	38.5	808.5	862	53.5													2	2	1,617	
Year 1	Inception	7	Interagency Optimizati	15	LAF/ISF Interoperability	1	Jonathan Mclvor	Programme Director		Lebanon	700	70	38.5	808.5	862	53.5						4								4	3,234	
Year 1	Implementation	7	Interagency Optimizati	15	LAF/ISF Interoperability	1	Jonathan Mclvor	Programme Director		Lebanon	700	70	38.5	808.5	862	53.5							4	4	4	4	4	4	4	28	22,638	
Year 2	Implementation	7	Interagency Optimizati	15	LAF/ISF Interoperability	1	Jonathan Mclvor	Programme Director		Lebanon	700	70	38.5	808.5	862	53.5		4	4	4	4	4	4	4	4	4	4	4	4	4	48	38,808
Year 3	Implementation	7	Interagency Optimizati	15	LAF/ISF Interoperability	1	Jonathan Mclvor	Programme Director		Lebanon	700	70	38.5	808.5	862	53.5		4	4	4	4	4	4	4	4	4	4	4	4	4	44	35,574
Year 3	Exit	7	Interagency Optimizati	15	LAF/ISF Interoperability	1	Jonathan Mclvor	Programme Director		Lebanon	700	70	38.5	808.5	862	53.5													4	4	3,234	
Year 1	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	1	Chris Chant	Programme Advisor	rity Research and Consul	Lebanon	700	70	38.5	808.5	862	53.5						5	5	0	0	5	5	5	25	20,213		
Year 2	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	1	Chris Chant	Programme Advisor		Lebanon	700	70	38.5	808.5	862	53.5		5	0	5	5	5	0	5	0	5	5	5	40	32,340		
Year 3	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	1	Chris Chant	Programme Advisor		Lebanon	700	70	38.5	808.5	862	53.5		5	0	5	5	5	0	5	0	5	5	5	35	28,298		
Year 3	Exit	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	1	Chris Chant	Programme Advisor		Lebanon	700	70	38.5	808.5	862	53.5													5	5	4,043	
Year 1	Inception	1	Strategic Planning, Gov	0	0	1	Karin Delin	Programme Manager		Lebanon	600	150	37.5	787.5	862	74.5						8							8	6,300		
Year 1	Implementation	1	Strategic Planning, Gov	0	0	1	Karin Delin	Programme Manager		Lebanon	600	150	37.5	787.5	862	74.5							8	8	8	8	8	8	8	56	44,100	
Year 2	Implementation	1	Strategic Planning, Gov	0	0	1	Karin Delin	Programme Manager		Lebanon	600	150	37.5	787.5	862	74.5		8	8	8	8	8	8	8	8	8	8	8	8	96	75,600	
Year 3	Implementation	1	Strategic Planning, Gov	0	0	1	Karin Delin	Programme Manager		Lebanon	600	150	37.5	787.5	862	74.5		8	8	8	8	8	8	8	8	8	8	8	8	88	69,300	
Year 3	Exit	1	Strategic Planning, Gov	0	0	1	Karin Delin	Programme Manager		Lebanon	600	150	37.5	787.5	862	74.5													8	8	6,300	
Year 1	Inception	All	-	All	-	1	Karin Delin	Programme Manager		Lebanon	600	150	37.5	787.5	862	74.5						7							7	5,513		
Year 1	Implementation	All	-	All	-	1	Karin Delin	Programme Manager		Lebanon	600	150	37.5	787.5	862	74.5							7	7	7	7	7	7	7	49	38,588	
Year 2	Implementation	All	-	All	-	1	Karin Delin	Programme Manager		Lebanon	600	150	37.5	787.5	862	74.5		7	7	7	7	7	7	7	7	7	7	7	7	84	66,150	
Year 3	Implementation	All	-	All	-	1	Karin Delin	Programme Manager		Lebanon	600	150	37.5	787.5	862	74.5		7	7	7	7	7	7	7	7	7	7	7	7	77	60,638	
Year 3	Exit	All	-	All	-	1	Karin Delin	Programme Manager		Lebanon	600	150	37.5	787.5	862	74.5													7	7	5,513	
Year 1	Inception	All	-	All	-	1	Marc Maouad	Operations Manager		Lebanon	550	137.5	34.375	721.875	862	140.125						4							4	2,888		
Year 1	Implementation	All	-	All	-	1	Marc Maouad	Operations Manager		Lebanon	550	137.5	34.375	721.875	862	140.125							4	4	4	4	4	4	4	28	20,213	
Year 2	Implementation	All	-	All	-	1	Marc Maouad	Operations Manager		Lebanon	550	137.5	34.375	721.875	862	140.125		4	4	4	4	4	4	4	4	4	4	4	4	48	34,650	
Year 3	Implementation	All	-	All	-	1	Marc Maouad	Operations Manager		Lebanon	550	137.5	34.375	721.875	862	140.125		4	4	4	4	4	4	4	4	4	4	4	4	44	31,763	
Year 3	Exit	All	-	All	-	1	Marc Maouad	Operations Manager		Lebanon	550	137.5	34.375	721.875	862	140.125													4	4	2,888	
Year 1	Inception	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	1	Marc Maouad	Operations Manager		Lebanon	550	137.5	34.375	721.875	862	140.125							6							6	4,331	
Year 1	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	1	Marc Maouad	Operations Manager		Lebanon	550	137.5	34.375	721.875	862	140.125							6	6	6	6	6	6	6	42	30,319	
Year 2	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	1	Marc Maouad	Operations Manager		Lebanon	550	137.5	34.375	721.875	862	140.125		6	6	6	6	6	6	6	6	6	6	6	6	72	51,975	
Year 3	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	1	Marc Maouad	Operations Manager		Lebanon	550	137.5	34.375	721.875	862	140.125		6	6	6	6	6	6	6	6	6	6	6	6	66	47,644	
Year 3	Exit	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	1	Marc Maouad	Operations Manager		Lebanon	550	137.5	34.375	721.875	862	140.125													6	6	4,331	
Year 1	Inception	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	1	Marc Maouad	Operations Manager		Lebanon	550	137.5	34.375	721.875	862	140.125						6							6	4,331		
Year 1	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	1	Marc Maouad	Operations Manager		Lebanon	550	137.5	34.375	721.875	862	140.125							6	6	6	6	6	6	6	42	30,319	
Year 2	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	1	Marc Maouad	Operations Manager		Lebanon	550	137.5	34.375	721.875	862	140.125							6	6	6	6	6	6	6	72	51,975	
Year 3	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	1	Marc Maouad	Operations Manager		Lebanon	550	137.5	34.375	721.875	862	140.125		6	6	6	6	6	6	6	6	6	6	6	6			

[illegible]

Year 2	Implementation	All	-	All	-	2	Security Manager - TBC	Security Manager		Lebanon	200	80	14	294	758	464	18	18	18	18	18	18	18	18	18	18	18	18	18	216	63,504
Year 3	Implementation	All	-	All	-	2	Security Manager - TBC	Security Manager		Lebanon	200	80	14	294	758	464	18	18	18	18	18	18	18	18	18	18	18	18	18	198	58,212
Year 3	Exit	All	-	All	-	2	Security Manager - TBC	Security Manager		Lebanon	200	80	14	294	758	464													18	18	5,292
Year 1	Inception	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	2	Maya Zahabi	MEL Manager	rity Research and Consul	Lebanon	505	50.5	27.775	583.275	758	174.725					18									18	10,499
Year 1	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	2	Maya Zahabi	MEL Manager	rity Research and Consul	Lebanon	505	50.5	27.775	583.275	758	174.725						18		18		18		18	18	126	73,493
Year 2	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	2	Maya Zahabi	MEL Manager	rity Research and Consul	Lebanon	505	50.5	27.775	583.275	758	174.725	18	18	18	18	18	18	18	18	18	18	18	18	18	216	125,987
Year 3	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	2	Maya Zahabi	MEL Manager	rity Research and Consul	Lebanon	505	50.5	27.775	583.275	758	174.725	18	18	18	18	18	18	18	18	18	18	18	18	18	198	115,488
Year 3	Exit	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	2	Maya Zahabi	MEL Manager	rity Research and Consul	Lebanon	505	50.5	27.775	583.275	758	174.725													18	18	10,499
Year 1	Inception	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	2	Sophie Sportiche	Research Manager	rity Research and Consul	Lebanon	505	50.5	27.775	583.275	758	174.725					18									18	10,499
Year 1	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	2	Sophie Sportiche	Research Manager	rity Research and Consul	Lebanon	505	50.5	27.775	583.275	758	174.725						18		18		18		18	18	126	73,493
Year 2	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	2	Sophie Sportiche	Research Manager	rity Research and Consul	Lebanon	505	50.5	27.775	583.275	758	174.725	18	18	18	18	18	18	18	18	18	18	18	18	18	216	125,987
Year 3	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	2	Sophie Sportiche	Research Manager	rity Research and Consul	Lebanon	505	50.5	27.775	583.275	758	174.725	18	18	18	18	18	18	18	18	18	18	18	18	18	198	115,488
Year 3	Exit	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	2	Sophie Sportiche	Research Manager	rity Research and Consul	Lebanon	505	50.5	27.775	583.275	758	174.725													18	18	10,499
Year 1	Inception	3	Human Resource Mana	8	Gender Mainstreaming	3	Field Officer 1 - TBC	Field Officer 1	rity Research and Consul	Lebanon	200	80	14	294	634	340					18									18	5,292
Year 1	Implementation	3	Human Resource Mana	8	Gender Mainstreaming	3	Field Officer 1 - TBC	Field Officer 1	rity Research and Consul	Lebanon	200	80	14	294	634	340						18		18		18		18	18	126	37,044
Year 2	Implementation	3	Human Resource Mana	8	Gender Mainstreaming	3	Field Officer 1 - TBC	Field Officer 1	rity Research and Consul	Lebanon	200	80	14	294	634	340	18	18	18	18	18	18	18	18	18	18	18	18	18	216	63,504
Year 3	Implementation	3	Human Resource Mana	8	Gender Mainstreaming	3	Field Officer 1 - TBC	Field Officer 1	rity Research and Consul	Lebanon	200	80	14	294	634	340	18	18	18	18	18	18	18	18	18	18	18	18	18	198	58,212
Year 3	Exit	3	Human Resource Mana	8	Gender Mainstreaming	3	Field Officer 1 - TBC	Field Officer 1	rity Research and Consul	Lebanon	200	80	14	294	634	340													18	18	5,292
Year 1	Inception	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	3	Field Officer 2 - TBC	Field Officer 2	rity Research and Consul	Lebanon	200	80	14	294	634	340					18									18	5,292
Year 1	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	3	Field Officer 2 - TBC	Field Officer 2	rity Research and Consul	Lebanon	200	80	14	294	634	340						18		18		18		18	18	126	37,044
Year 2	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	3	Field Officer 2 - TBC	Field Officer 2	rity Research and Consul	Lebanon	200	80	14	294	634	340	18	18	18	18	18	18	18	18	18	18	18	18	18	216	63,504
Year 3	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	3	Field Officer 2 - TBC	Field Officer 2	rity Research and Consul	Lebanon	200	80	14	294	634	340	18	18	18	18	18	18	18	18	18	18	18	18	18	198	58,212
Year 3	Exit	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	3	Field Officer 2 - TBC	Field Officer 2	rity Research and Consul	Lebanon	200	80	14	294	634	340													18	18	5,292
Year 1	Implementation	3	Human Resource Mana	8	Gender Mainstreaming	1	Kathryn Lockett	Gender and Conflict Advisor 1	rity Research and Consul	Lebanon	600	60	33	693	862	169					0		10					10	20	13,860	
Year 2	Implementation	3	Human Resource Mana	8	Gender Mainstreaming	1	Kathryn Lockett	Gender and Conflict Advisor 1	rity Research and Consul	Lebanon	600	60	33	693	862	169					10		10						20	13,860	
Year 1	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	1	Kathryn Lockett	Gender and Conflict Advisor 1	rity Research and Consul	Lebanon	600	60	33	693	862	169					8			8					16	11,088	
Year 2	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	1	Kathryn Lockett	Gender and Conflict Advisor 1	rity Research and Consul	Lebanon	600	60	33	693	862	169											10	20	13,860		
Year 3	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	1	Kathryn Lockett	Gender and Conflict Advisor 1	rity Research and Consul	Lebanon	600	60	33	693	862	169											10	20	13,860		
Year 1	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	2	Gender Advisor 2 - TBC	Gender Advisor 2	rity Research and Consul	Lebanon	550	55	30.25	635.25	758	122.75													15	9,529	
Year 2	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	2	Gender Advisor 2 - TBC	Gender Advisor 2	rity Research and Consul	Lebanon	550	55	30.25	635.25	758	122.75													15	9,529	
Year 3	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	2	Gender Advisor 2 - TBC	Gender Advisor 2	rity Research and Consul	Lebanon	550	55	30.25	635.25	758	122.75													15	9,529	
Year 1	Implementation	3	Human Resource Mana	8	Gender Mainstreaming	2	Gender Advisor 2 - TBC	Gender Advisor 2	rity Research and Consul	Lebanon	550	55	30.25	635.25	758	122.75						10							20	12,705	
Year 2	Implementation	3	Human Resource Mana	8	Gender Mainstreaming	2	Gender Advisor 2 - TBC	Gender Advisor 2	rity Research and Consul	Lebanon	550	55	30.25	635.25	758	122.75													10	60	38,115
Year 3	Implementation	3	Human Resource Mana	8	Gender Mainstreaming	2	Gender Advisor 2 - TBC	Gender Advisor 2	rity Research and Consul	Lebanon	550	55	30.25	635.25	758	122.75						10						10	10	60	38,115
Year 2	Implementation	4	Human Rights: A govern	12	Mainstream Human Rig	2	William Dodds	Enabler A: Training & Academy Lead		Lebanon	400	100	25	525	758	233						10		10		10		10	10	80	42,000
Year 3	Implementation	4	Human Rights: A govern	12	Mainstream Human Rig	2	William Dodds	Enabler A: Training & Academy Lead		Lebanon	400	100	25	525	758	233	10	10		10	10								40	21,000	
Year 3	Implementation	7	Interagency Optimizati	15	LAF/ISF Interoperability	2	William Dodds	Enabler A: Training & Academy Lead		Lebanon	400	100	25	525	758	233						10		10	10	10	10	10		60	31,500
Year 1	Inception	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375													6	3,544	
Year 1	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375													42	24,806	
Year 2	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375	6	6	6	6	6	6	6	6	6	6	6	6	6	72	42,525
Year 3	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375	6	6	6	6	6	6	6	6	6	6	6	6	66	38,981	
Year 3	Exit	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375													6	3,544	
Year 1	Inception	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375					6								6	3,544	
Year 1	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375												6	42	24,806	
Year 2	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375	6	6	6	6	6	6	6	6	6	6	6	6	6	72	42,525
Year 3	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375	6	6	6	6	6	6	6	6	6	6	6	6	66	38,981	
Year 3	Exit	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375													6	6	3,544
Year 1	Inception	4	Human Rights: A govern	10	Reform Pretrial Detenti	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375					2								2	1,181	
Year 1	Implementation	4	Human Rights: A govern	10	Reform Pretrial Detenti	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375						2		2	2	2	2	2	2	14	8,269
Year 2	Implementation	4	Human Rights: A govern	10	Reform Pretrial Detenti	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375	2	2	2	2	2	2	2	2	2	2	2	2	2	24	14,175
Year 3	Implementation	4	Human Rights: A govern	10	Reform Pretrial Detenti	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375	2	2	2	2	2	2	2	2	2	2	2	2	22	12,994	
Year 3	Exit	4	Human Rights: A govern	10	Reform Pretrial Detenti	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375													2	2	1,181
Year 1	Inception	4	Human Rights: A govern	11	Pilot Women and Juven	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375					2								2	2	1,181
Year 1	Implementation	4	Human Rights: A govern	11	Pilot Women and Juven	2	Ziad Nasr	Enabler B: Buildings & Refurbishment Lead		Lebanon	450	112.5	28.125	590.625	758	167.375						2		2	2	2	2	2	2	14	

	Year	Implementation	All	-	All	-	1	Carole Alsharabati	Enabler D: Automation and Analysis Lead	Lebanon	550	137.5	34.375	721.875	862	140.125	2	2	2	2	2	2	2	2	2	2	2	2	2	2	24	17,325			
	Year 3	Implementation	All	-	All	-	1	Carole Alsharabati	Enabler D: Automation and Analysis Lead	Lebanon	550	137.5	34.375	721.875	862	140.125	2	2	2	2	2	2	2	2	2	2	2	2	2	2	22	15,881			
	Year 3	Exit	All	-	All	-	1	Carole Alsharabati	Enabler D: Automation and Analysis Lead	Lebanon	550	137.5	34.375	721.875	862	140.125														2	1,444	1,575			
	Year 1	Inception	1	Strategic Planning, Gov	1	Strengthen Ministry of I	2	Antoine Samaha	Enabler D: Senior Programmer	Lebanon	300	75	18.75	393.75	758	364.25					4										4	11,025	18,900		
	Year 1	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	2	Antoine Samaha	Enabler D: Senior Programmer	Lebanon	300	75	18.75	393.75	758	364.25					4	4	4	4	4	4	4	4	4	4	4	4	48	17,325	
	Year 2	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	2	Antoine Samaha	Enabler D: Senior Programmer	Lebanon	300	75	18.75	393.75	758	364.25	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
	Year 3	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	2	Antoine Samaha	Enabler D: Senior Programmer	Lebanon	300	75	18.75	393.75	758	364.25	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
	Year 3	Exit	1	Strategic Planning, Gov	1	Strengthen Ministry of I	2	Antoine Samaha	Enabler D: Senior Programmer	Lebanon	300	75	18.75	393.75	758	364.25															4	4	1,575		
	Year 1	Inception	2	Community Policing: C	5	Roll Out - Beirut: Suppo	2	Antoine Samaha	Enabler D: Senior Programmer	Lebanon	300	75	18.75	393.75	758	364.25					8										8	3,150	22,050		
	Year 1	Implementation	2	Community Policing: C	5	Roll Out - Beirut: Suppo	2	Antoine Samaha	Enabler D: Senior Programmer	Lebanon	300	75	18.75	393.75	758	364.25															8	56	37,800		
	Year 2	Implementation	2	Community Policing: C	5	Roll Out - Beirut: Suppo	2	Antoine Samaha	Enabler D: Senior Programmer	Lebanon	300	75	18.75	393.75	758	364.25	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	96	37,800	
	Year 3	Implementation	2	Community Policing: C	5	Roll Out - Beirut: Suppo	2	Antoine Samaha	Enabler D: Senior Programmer	Lebanon	300	75	18.75	393.75	758	364.25	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	88	34,650
	Year 3	Exit	2	Community Policing: C	5	Roll Out - Beirut: Suppo	2	Antoine Samaha	Enabler D: Senior Programmer	Lebanon	300	75	18.75	393.75	758	364.25															8	8	3,150		
	Year 1	Inception	5	Accountability and Tran	13	Expand Complaints and	2	Antoine Samaha	Enabler D: Senior Programmer	Lebanon	300	75	18.75	393.75	758	364.25					6										6	6	2,363		
	Year 1	Implementation	5	Accountability and Tran	13	Expand Complaints and	2	Antoine Samaha	Enabler D: Senior Programmer	Lebanon	300	75	18.75	393.75	758	364.25															6	6	16,538		
	Year 2	Implementation	5	Accountability and Tran	13	Expand Complaints and	2	Antoine Samaha	Enabler D: Senior Programmer	Lebanon	300	75	18.75	393.75	758	364.25															6	6	28,350		
	Year 3	Implementation	5	Accountability and Tran	13	Expand Complaints and	2	Antoine Samaha	Enabler D: Senior Programmer	Lebanon	300	75	18.75	393.75	758	364.25	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	66	
	Year 3	Exit	5	Accountability and Tran	13	Expand Complaints and	2	Antoine Samaha	Enabler D: Senior Programmer	Lebanon	300	75	18.75	393.75	758	364.25															6	6	2,363		
	Year 1	Inception	1	Strategic Planning, Gov	1	Strengthen Ministry of I	3	Batoul El Ess	Enabler D: Junior Programmer	Lebanon	140	56	9.8	205.8	634	428.2					5										5	5	1,029		
	Year 1	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	3	Batoul El Ess	Enabler D: Junior Programmer	Lebanon	140	56	9.8	205.8	634	428.2															5	35	7,203		
	Year 2	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	3	Batoul El Ess	Enabler D: Junior Programmer	Lebanon	140	56	9.8	205.8	634	428.2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	60	12,348	
	Year 3	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	3	Batoul El Ess	Enabler D: Junior Programmer	Lebanon	140	56	9.8	205.8	634	428.2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	55	11,319	
	Year 3	Exit	1	Strategic Planning, Gov	1	Strengthen Ministry of I	3	Batoul El Ess	Enabler D: Junior Programmer	Lebanon	140	56	9.8	205.8	634	428.2															5	5	1,029		
	Year 1	Inception	5	Accountability and Tran	13	Expand Complaints and	3	Batoul El Ess	Enabler D: Junior Programmer	Lebanon	140	56	9.8	205.8	634	428.2					8										8	8	1,646		
	Year 1	Implementation	5	Accountability and Tran	13	Expand Complaints and	3	Batoul El Ess	Enabler D: Junior Programmer	Lebanon	140	56	9.8	205.8	634	428.2															8	56	11,525		
	Year 2	Implementation	5	Accountability and Tran	13	Expand Complaints and	3	Batoul El Ess	Enabler D: Junior Programmer	Lebanon	140	56	9.8	205.8	634	428.2	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	96	19,757	
	Year 3	Implementation	5	Accountability and Tran	13	Expand Complaints and	3	Batoul El Ess	Enabler D: Junior Programmer	Lebanon	140	56	9.8	205.8	634	428.2	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	88	18,110
	Year 3	Exit	5	Accountability and Tran	13	Expand Complaints and	3	Batoul El Ess	Enabler D: Junior Programmer	Lebanon	140	56	9.8	205.8	634	428.2															8	8	1,646		
	Year 1	Inception	6	Public Order: Internal a	14	Public Order Training ar	3	Batoul El Ess	Enabler D: Junior Programmer	Lebanon	140	56	9.8	205.8	634	428.2					5										5	5	1,029		
	Year 1	Implementation	6	Public Order: Internal a	14	Public Order Training ar	3	Batoul El Ess	Enabler D: Junior Programmer	Lebanon	140	56	9.8	205.8	634	428.2															5	5	1,029		
	Year 1	Implementation	6	Public Order: Internal a	14	Public Order Training ar	3	Batoul El Ess	Enabler D: Junior Programmer	Lebanon	140	56	9.8	205.8	634	428.2															5	5	1,029		
	Year 2	Implementation	6	Public Order: Internal a	14	Public Order Training ar	3	Batoul El Ess	Enabler D: Junior Programmer	Lebanon	140	56	9.8	205.8	634	428.2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	60	12,348	
	Year 3	Implementation	6	Public Order: Internal a	14	Public Order Training ar	3	Batoul El Ess	Enabler D: Junior Programmer	Lebanon	140	56	9.8	205.8	634	428.2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	55	11,319	
	Year 3	Exit	6	Public Order: Internal a	14	Public Order Training ar	3	Batoul El Ess	Enabler D: Junior Programmer	Lebanon	140	56	9.8	205.8	634	428.2															5	5	1,029		
	Year 1	Inception	1	Strategic Planning, Gov	1	Strengthen Ministry of I	3	Enabler D: Junior Programme	Enabler D: Junior Programmer 2	Lebanon	140	56	9.8	205.8	634	428.2					4										4	4	823		
	Year 1	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	3	Enabler D: Junior Programme	Enabler D: Junior Programmer 2	Lebanon	140	56	9.8	205.8	634	428.2															4	4	823		
	Year 2	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	3	Enabler D: Junior Programme	Enabler D: Junior Programmer 2	Lebanon	140	56	9.8	205.8	634	428.2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	28	
	Year 3	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	3	Enabler D: Junior Programme	Enabler D: Junior Programmer 2	Lebanon	140	56	9.8	205.8	634	428.2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	48	
	Year 3	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	3	Enabler D: Junior Programme	Enabler D: Junior Programmer 2	Lebanon	140	56	9.8	205.8	634	428.2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	44	
	Year 3	Exit	1	Strategic Planning, Gov	1	Strengthen Ministry of I	3	Enabler D: Junior Programme	Enabler D: Junior Programmer 2	Lebanon	140	56	9.8	205.8	634	428.2															4	4	823		
	Year 1	Inception	2	Community Policing: C	5	Roll Out - Beirut: Suppo	3	Enabler D: Junior Programme	Enabler D: Junior Programmer 2	Lebanon	140	56	9.8	205.8	634	428.2					8										8	8	1,646		
	Year 1	Implementation	2	Community Policing: C	5	Roll Out - Beirut: Suppo	3	Enabler D: Junior Programme	Enabler D: Junior Programmer 2	Lebanon	140	56	9.8	205.8	634	428.2															8	56	11,525		
	Year 2	Implementation	2	Community Policing: C	5	Roll Out - Beirut: Suppo	3	Enabler D: Junior Programme	Enabler D: Junior Programmer 2	Lebanon	140	56	9.8	205.8	634	428.2	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	96	19,757	
	Year 3	Implementation	2	Community Policing: C	5	Roll Out - Beirut: Suppo	3	Enabler D: Junior Programme	Enabler D: Junior Programmer 2	Lebanon	140	56	9.8	205.8	634	428.2	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	88	18,110
	Year 3	Exit	2	Community Policing: C	5	Roll Out - Beirut: Suppo	3	Enabler D: Junior Programme	Enabler D: Junior Programmer 2	Lebanon	140	56	9.8	205.8	634	428.2															8	8	1,646		
	Year 1	Inception	4	Human Rights: A govern	10	Reform Pretrial Detenti	3	Enabler D: Junior Programme	Enabler D: Junior Programmer 2	Lebanon	140	56	9.8	205.8	634	428.2					6										6	6	1,235		
	Year 1	Implementation	4	Human Rights: A govern	10	Reform Pretrial Detenti	3	Enabler D: Junior Programme	Enabler D: Junior Programmer 2	Lebanon	140	56	9.8	205.8	634	428.2															6	42	8,644		
	Year 2	Implementation	4	Human Rights: A govern	10	Reform Pretrial Detenti	3	Enabler D: Junior Programme	Enabler D: Junior Programmer 2	Lebanon	140	56	9.8	205.8	634	428.2	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	72	14,818	
	Year 3	Implementation	5	Accountability and Tran	13	Expand Complaints and	3	Enabler D: Junior Programme	Enabler D: Junior Programmer 2	Lebanon	140	56	9.8	205.8	634	428.2	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	66	13,583	
	Year 3	Exit	5	Accountability and Tran	13	Expand Complaints and	3	Enabler D: Junior Programme	Enabler D: Junior Programmer 2	Lebanon	140	56	9.8	205.8	634	428.2															6	6	1,235		
	Year 1	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	1	Mark Gilmore	Strategic Planning Technical Lead	Lebanon	500	125	31.25	656.25	862	205.75														10	20	13,125			
	Year 2	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	1	Mark Gilmore	Strategic Planning Technical Lead	Lebanon	500	125	31.25	656.25	862	205.75					10									10	40	26,250			
	Year 3	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	1	Mark Gilmore	Strategic Planning Technical Lead	Lebanon	500	125	31.25	656.25	862	205.75					10									10					

Year 2	Implementation	6	Public Order: Internal a	14	Public Order Training ar	2	STE - Public Order Trainer - TESTE - Public Order Trainer		Lebanon	400	100	25	525	758	233	10	10	10	10	10	10	10	10	10	10	10	10	10	10	120	63,000
Year 3	Implementation	6	Public Order: Internal a	14	Public Order Training ar	2	STE - Public Order Trainer - TESTE - Public Order Trainer		Lebanon	400	100	25	525	758	233	10	10	10	10	10	10	10	10	10	10	10	10	10	10	110	57,750
Year 3	Exit	6	Public Order: Internal a	14	Public Order Training ar	2	STE - Public Order Trainer - TESTE - Public Order Trainer		Lebanon	400	100	25	525	758	233														10	10	5,250
Year 1	Inception	6	Public Order: Internal a	14	Public Order Training ar	2	Rtd General Abdo Njeim	STE - ISF Public Order Advisor	Lebanon	400	100	25	525	758	233					2									2	14	1,050
Year 1	Implementation	6	Public Order: Internal a	14	Public Order Training ar	2	Rtd General Abdo Njeim	STE - ISF Public Order Advisor	Lebanon	400	100	25	525	758	233					2	2	2	2	2	2	2	2	2	2	14	7,350
Year 2	Implementation	6	Public Order: Internal a	14	Public Order Training ar	2	Rtd General Abdo Njeim	STE - ISF Public Order Advisor	Lebanon	400	100	25	525	758	233	2	2	2	2	2	2	2	2	2	2	2	2	2	2	24	12,600
Year 3	Implementation	6	Public Order: Internal a	14	Public Order Training ar	2	Rtd General Abdo Njeim	STE - ISF Public Order Advisor	Lebanon	400	100	25	525	758	233	2	2	2	2	2	2	2	2	2	2	2	2	2	2	22	11,550
Year 3	Exit	6	Public Order: Internal a	14	Public Order Training ar	2	Rtd General Abdo Njeim	STE - ISF Public Order Advisor	Lebanon	400	100	25	525	758	233														2	2	1,050
Year 1	Inception	7	Interagency Optimizati	15	LAF/ISF Interoperability	2	STE - LAF Advisor - TBC	STE - LAF Advisor	Lebanon	400	100	25	525	758	233					2									2	2	1,050
Year 1	Implementation	7	Interagency Optimizati	15	LAF/ISF Interoperability	2	STE - LAF Advisor - TBC	STE - LAF Advisor	Lebanon	400	100	25	525	758	233						2	2	2	2	2	2	2	2	2	14	7,350
Year 2	Implementation	7	Interagency Optimizati	15	LAF/ISF Interoperability	2	STE - LAF Advisor - TBC	STE - LAF Advisor	Lebanon	400	100	25	525	758	233	2	2	2	2	2	2	2	2	2	2	2	2	2	2	24	12,600
Year 3	Implementation	7	Interagency Optimizati	15	LAF/ISF Interoperability	2	STE - LAF Advisor - TBC	STE - LAF Advisor	Lebanon	400	100	25	525	758	233	2	2	2	2	2	2	2	2	2	2	2	2	2	2	22	11,550
Year 3	Exit	7	Interagency Optimizati	15	LAF/ISF Interoperability	2	STE - LAF Advisor - TBC	STE - LAF Advisor	Lebanon	400	100	25	525	758	233														2	2	1,050



Mandatory Input*

Auto-calculation*

Operational Costs

Please detail your full costs for the entire contract period.
If you do not complete all mandatory fields your bid will be considered incomplete and may not be accepted.
All supporting information for completing this form has been included in the "Instructions" tab.

Example	Year 1	Inception	1	Supporting Public Servi	1	Audience Analysis	Airline Travel / Visas	Return Flight			3	200	UK-London Heathrow	Kenya-Nairobi		600
									(Other Expenditure Only)				Country / Region (Airline Travel Only)		(Equipment Only)	
	Year	Project Stage	Output	Output Description	Activity	Activity Description	Expense Type	Description	Relevance to Project	Consortium Partner / Subcontractor (if applicable) <small>*Enter Partners on "Overview" tab</small>	Quantity	Rate (GBP)	From	To	Purchase, Lease or Hire	Total (GBP)
	Year 1	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	Other Expenses	Refurbishment MoIM Donor Coordi	Supporting MoIM Donor Coordination capabilities		3	5000				15000
	Year 1	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	Equipment	Equipment MoIM Donor Coordination Unit			3	5000			Purchase	15000
	Year 1	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	On Site Expenses	Maintenance and Upkeep MoIM Donor Coordination Unit			3	500				1500
	Year 1	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	Other Expenses	Accommodation	Deployment of international personnel		26	100				2600
	Year 2	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	Other Expenses	Accommodation	Deployment of international personnel		52	100				5200
	Year 3	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	Other Expenses	Accommodation	Deployment of international personnel		26	100				2600
	Year 1	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	Other Expenses	Per Diems	Deployment of international personnel		26	40				1040
	Year 2	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	Other Expenses	Per Diems	Deployment of international personnel		52	40				2080
	Year 3	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	Other Expenses	Per Diems	Deployment of international personnel		26	40				1040
	Year 1	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	Airline Travel	Return Flight			2	800	UK/NI	Lebanon		1600
	Year 2	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	Airline Travel	Return Flight			4	800	UK/NI	Lebanon		3200
	Year 3	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	Airline Travel	Return Flight			2	800	UK/NI	Lebanon		1600
	Year 2	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	On Site Expenses	Maintenance and Upkeep MoIM Donor Coordination Unit			12	500				6000
	Year 3	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	On Site Expenses	Maintenance and Upkeep MoIM Donor Coordination Unit			11	500				5500
	Year 3	Exit	1	Strategic Planning, Gov	1	Strengthen Ministry of I	On Site Expenses	Maintenance and Upkeep MoIM Donor Coordination Unit			1	500				500
	Year 1	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	Equipment	MoIM Coordination and Governance Software			6	5000			Purchase	30000
	Year 2	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	Equipment	MoIM Coordination and Governance Software			12	5000			Purchase	60000
	Year 3	Implementation	1	Strategic Planning, Gov	1	Strengthen Ministry of I	Equipment	MoIM Coordination and Governance Software			11	5000			Purchase	55000
	Year 3	Exit	1	Strategic Planning, Gov	1	Strengthen Ministry of I	Equipment	MoIM Coordination and Governance Software			1	5000			Purchase	5000
	Year 1	Implementation	1	Strategic Planning, Gov	2	Consolidate ISF Strategi	Other Expenses	Refurbishment - Central Admin and Supporting Staff and Central Admin SP capabilities			4.00	5000				20000
	Year 1	Implementation	1	Strategic Planning, Gov	2	Consolidate ISF Strategi	Equipment	Equipment - Central Admin and Staff SP Offices			4.00	5000			Purchase	20000
	Year 1	Implementation	1	Strategic Planning, Gov	2	Consolidate ISF Strategi	On Site Expenses	Maintenance and Upkeep - Central Admin and Staff SP Offices			3	500				1500
	Year 2	Implementation	1	Strategic Planning, Gov	2	Consolidate ISF Strategi	On Site Expenses	Maintenance and Upkeep - Central Admin and Staff SP Offices			12	500				6000
	Year 3	Implementation	1	Strategic Planning, Gov	2	Consolidate ISF Strategi	On Site Expenses	Maintenance and Upkeep - Central Admin and Staff SP Offices			11	500				5500
	Year 3	Exit	1	Strategic Planning, Gov	2	Consolidate ISF Strategi	On Site Expenses	Maintenance and Upkeep - Central Admin and Staff SP Offices			1	500				500
	Year 2	Implementation	1	Strategic Planning, Gov	2	Consolidate ISF Strategi	Other Expenses	ILM Accreditation and tuition fees	Financial support to ISF Academy Leadership Accreditation		40.00	5000				200000
	Year 2	Implementation	1	Strategic Planning, Gov	2	Consolidate ISF Strategi	Other Expenses	UK Study Visit	Senior Leadership Strategic Planning alignment		1.00	40000				40000
	Year 1	Inception	2	Community Policing: 'C	3	Institutionalize Commu	Other Expenses	Accommodation	Deployment of international personnel		15	100				1500
	Year 1	Implementation	2	Community Policing: 'C	3	Institutionalize Commu	Other Expenses	Accommodation	Deployment of international personnel		210	100				21000
	Year 2	Implementation	2	Community Policing: 'C	3	Institutionalize Commu	Other Expenses	Accommodation	Deployment of international personnel		396	100				39600
	Year 3	Implementation	2	Community Policing: 'C	3	Institutionalize Commu	Other Expenses	Accommodation	Deployment of international personnel		329	100				32900
	Year 3	Exit	2	Community Policing: 'C	3	Institutionalize Commu	Other Expenses	Accommodation	Deployment of international personnel		15	100				1500
	Year 1	Inception	2	Community Policing: 'C	3	Institutionalize Commu	Other Expenses	Per Diems	Deployment of international personnel		15	40				600
	Year 1	Implementation	2	Community Policing: 'C	3	Institutionalize Commu	Other Expenses	Per Diems	Deployment of international personnel		210	40				8400
	Year 2	Implementation	2	Community Policing: 'C	3	Institutionalize Commu	Other Expenses	Per Diems	Deployment of international personnel		396	40				15840
	Year 3	Implementation	2	Community Policing: 'C	3	Institutionalize Commu	Other Expenses	Per Diems	Deployment of international personnel		329	40				13160
	Year 3	Exit	2	Community Policing: 'C	3	Institutionalize Commu	Other Expenses	Per Diems	Deployment of international personnel		15	40				600
	Year 1	Inception	2	Community Policing: 'C	3	Institutionalize Commu	Airline Travel	Return Flight			1	800	UK/NI	Lebanon		800
	Year 1	Implementation	2	Community Policing: 'C	3	Institutionalize Commu	Airline Travel	Return Flight			12	800	UK/NI	Lebanon		9600
	Year 2	Implementation	2	Community Policing: 'C	3	Institutionalize Commu	Airline Travel	Return Flight			24	800	UK/NI	Lebanon		19200
	Year 3	Implementation	2	Community Policing: 'C	3	Institutionalize Commu	Airline Travel	Return Flight			19	800	UK/NI	Lebanon		15200
	Year 3	Exit	2	Community Policing: 'C	3	Institutionalize Commu	Airline Travel	Return Flight			1	800	UK/NI	Lebanon		800
	Year 1	Implementation	2	Community Policing: 'C	4	Support Strategic Enabl	Other Expenses	Refurbishment Analysis Office - Sen	Supporting Strategic Enabler capabilities		4.00	5000				20000
	Year 1	Implementation	2	Community Policing: 'C	4	Support Strategic Enabl	Equipment	Equipment Analysis Office - Service & Ops			4.00	5000			Purchase	20000
	Year 1	Implementation	2	Community Policing: 'C	4	Support Strategic Enabl	On Site Expenses	Maintenance and Upkeep Analysis Office - Service & Ops			3	500				1500
	Year 2	Implementation	2	Community Policing: 'C	4	Support Strategic Enabl	On Site Expenses	Maintenance and Upkeep Analysis Office - Service & Ops			12	500				6000
	Year 3	Implementation	2	Community Policing: 'C	4	Support Strategic Enabl	On Site Expenses	Maintenance and Upkeep Analysis Office - Service & Ops			11	500				5500
	Year 3	Exit	2	Community Policing: 'C	4	Support Strategic Enabl	On Site Expenses	Maintenance and Upkeep Analysis Office - Service & Ops			1	500				500
	Year 1	Implementation	2	Community Policing: 'C	4	Support Strategic Enabl	Other Expenses	Refurbishment Analysis Office - PR (Supporting Strategic Enabler capabilities		5.00	6000				30000
	Year 1	Implementation	2	Community Policing: 'C	4	Support Strategic Enabl	Equipment	Equipment Analysis Office - PR department			5.00	6000			Purchase	30000
	Year 1	Implementation	2	Community Policing: 'C	4	Support Strategic Enabl	Other Expenses	Accommodation	Deployment of international personnel		26	100				2600

Year 2	Implementation	2	Community Policing: 'C	4	Support Strategic Enabl	Other Expenses	Accommodation	Deployment of international personnel	52	100				5200
Year 1	Implementation	2	Community Policing: 'C	4	Support Strategic Enabl	Other Expenses	Per Diems	Deployment of international personnel	26	40				1040
Year 2	Implementation	2	Community Policing: 'C	4	Support Strategic Enabl	Other Expenses	Per Diems	Deployment of international personnel	52	40				2080
Year 1	Implementation	2	Community Policing: 'C	4	Support Strategic Enabl	Airline Travel	Return Flight		2	800	UK/Ni	Lebanon		1600
Year 2	Implementation	2	Community Policing: 'C	4	Support Strategic Enabl	Airline Travel	Return Flight		4	800	UK/Ni	Lebanon		3200
Year 2	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Equipment	CCC Equipment - ANPR Pilot		5	100000			Purchase	500000
Year 2	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Equipment	CCC Equipment - ArcGIS integration and related software		3	5000			Purchase	15000
Year 3	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Equipment	CCC Equipment - ArcGIS integration and related software		2	5000			Purchase	10000
Year 2	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Equipment	CCC Equipment - Digital Linkage to Patrols Pilot		10	25000			Purchase	250000
Year 1	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Equipment	CCC Equipment - Hardware and Storage Capacity		2	5000			Purchase	10000
Year 2	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Equipment	CCC Equipment - Hardware and Storage Capacity		3	5000			Purchase	15000
Year 1	Inception	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	On Site Expenses	Maintenance and Upkeep TC1 & CCC		1	2500				2500
Year 1	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	On Site Expenses	Maintenance and Upkeep TC1 & CCC		7	2500				17500
Year 2	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	On Site Expenses	Maintenance and Upkeep TC1 & CCC		12	2500				30000
Year 3	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	On Site Expenses	Maintenance and Upkeep TC1 & CCC		11	2500				27500
Year 3	Exit	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	On Site Expenses	Maintenance and Upkeep TC1 & CCC		1.00	2500				2500
Year 1	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Other Expenses	Accommodation	Deployment of international personnel	65	100				6500
Year 2	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Other Expenses	Accommodation	Deployment of international personnel	104	100				10400
Year 3	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Other Expenses	Accommodation	Deployment of international personnel	65	100				6500
Year 1	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Other Expenses	Per Diems	Deployment of international personnel	65	40				2600
Year 2	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Other Expenses	Per Diems	Deployment of international personnel	104	40				4160
Year 3	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Other Expenses	Per Diems	Deployment of international personnel	65	40				2600
Year 1	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Airline Travel	Return Flight		2	800	UK/Ni	Lebanon		1600
Year 2	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Airline Travel	Return Flight		4	800	UK/Ni	Lebanon		3200
Year 3	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Airline Travel	Return Flight		0.00	800	UK/Ni	Lebanon		0
Year 1	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Airline Travel	Return Flight		3	600	France	Lebanon		1800
Year 2	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Airline Travel	Return Flight		4	600	France	Lebanon		2400
Year 3	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Airline Travel	Return Flight		5.00	600	France	Lebanon		3000
Year 1	Inception	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Transportation	Transport costs		1.00	5000				5000
Year 1	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Transportation	Transport costs		7.00	5000				35000
Year 2	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Transportation	Transport costs		12.00	5000				60000
Year 3	Implementation	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Transportation	Transport costs		11.00	5000				55000
Year 3	Exit	2	Community Policing: 'C	5	Roll Out - Beirut: Suppo	Transportation	Transport costs		1.00	5000				5000
Year 2	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	Other Expenses	Refurbishment Tripoli Police Station	Aligning station with modern policing standards	6.00	100000				600000
Year 3	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	Other Expenses	Refurbishment Tripoli Police Station	Aligning station with modern policing standards	2.00	100000				200000
Year 2	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	Other Expenses	Light touch refurbishment Tripoli Police Station	Aligning station with modern policing standards	6.00	40000				240000
Year 2	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	Other Expenses	Refurbishment Tripoli Command and Control	Modernising Analysis, Tasking and Coordination capabilities	6.00	50000				300000
Year 2	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	Equipment	Equipment for Tripoli Police Stations	Digital Linkage	6.00	15000			Purchase	90000
Year 2	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	On Site Expenses	Maintenance and Upkeep Tripoli Stations & CCC		11.00	5000				55000
Year 3	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	On Site Expenses	Maintenance and Upkeep Tripoli Stations & CCC		11.00	5000				55000
Year 3	Exit	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	On Site Expenses	Maintenance and Upkeep Tripoli Stations & CCC		1.00	5000				5000
Year 2	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	Other Expenses	Accommodation	Deployment of international personnel	39.00	100				3900
Year 2	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	Other Expenses	Per Diems	Deployment of international personnel	39.00	40				1560
Year 2	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	Airline Travel	Return Flight		3.00	800	UK/Ni	Lebanon		2400
Year 1	Inception	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	Transportation	Transport costs		1.00	5000				5000
Year 1	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	Transportation	Transport costs		7.00	5000				35000
Year 2	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	Transportation	Transport costs		12.00	5000				60000
Year 3	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	Transportation	Transport costs		11.00	5000				55000
Year 3	Exit	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	Transportation	Transport costs		1.00	5000				5000
Year 2	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	Other Expenses	Young Leaders Program	Supporting key local partner (MARCH) to engage youth in Community Policing	5.00	10000				50000
Year 1	Implementation	2	Community Policing: 'C	6	Roll Out - Tripoli: Establ	Equipment	Team Security Equipment		1.00	20000			Purchase	20000
Year 2	Implementation	3	Human Resource Management	7	Human Resource Review	Equipment	Personnel evaluation software		1.00	20000			Purchase	20000
Year 1	Implementation	3	Human Resource Management	7	Human Resource Review	Other Expenses	Accommodation	Deployment of international personnel	39.00	100				3900
Year 2	Implementation	3	Human Resource Management	7	Human Resource Review	Other Expenses	Accommodation	Deployment of international personnel	26.00	100				2600
Year 1	Implementation	3	Human Resource Management	7	Human Resource Review	Other Expenses	Per Diems	Deployment of international personnel	39.00	40				1560
Year 2	Implementation	3	Human Resource Management	7	Human Resource Review	Other Expenses	Per Diems	Deployment of international personnel	26	40				1040
Year 1	Implementation	3	Human Resource Management	7	Human Resource Review	Airline Travel	Return Flight		3	800	UK/Ni	Lebanon		2400
Year 2	Implementation	3	Human Resource Management	7	Human Resource Review	Airline Travel	Return Flight		2	800	UK/Ni	Lebanon		1600
Year 1	Implementation	3	Human Resource Management	8	Gender Mainstreaming	Other Expenses	Accommodation	Deployment of international personnel	26	100				2600
Year 2	Implementation	3	Human Resource Management	8	Gender Mainstreaming	Other Expenses	Accommodation	Deployment of international personnel	52	100				5200
Year 1	Implementation	3	Human Resource Management	8	Gender Mainstreaming	Other Expenses	Per Diems	Deployment of international personnel	26	40				1040
Year 2	Implementation	3	Human Resource Management	8	Gender Mainstreaming	Other Expenses	Per Diems	Deployment of international personnel	52	40				2080
Year 1	Implementation	3	Human Resource Management	8	Gender Mainstreaming	Airline Travel	Return Flight		2	800	UK/Ni	Lebanon		1600
Year 2	Implementation	3	Human Resource Management	8	Gender Mainstreaming	Airline Travel	Return Flight		4	800	UK/Ni	Lebanon		3200
Year 3	Implementation	3	Human Resource Management	8	Gender Mainstreaming	Other Expenses	Women in Policing Conference	Launch of gender mainstreaming action plan and establish regional network	1	75000				75000
Year 1	Implementation	4	Human Rights: A governance framework	9	National Action Plan to	Other Expenses	Launch event - National Action Plan	Visibility and cross-ministerial support for reform process	1	20000				20000
Year 2	Implementation	4	Human Rights: A governance framework	10	Reform Pretrial Detention	Other Expenses	Refurbishment - Pilot Prosecutor Office	Improve pre-trial detention process	1	20000				20000
Year 2	Implementation	4	Human Rights: A governance framework	10	Reform Pretrial Detention	Other Expenses	Refurbishment - Drugs Bureau fast track	Improve pre-trial detention process	1	50000				50000
Year 2	Implementation	4	Human Rights: A governance framework	10	Reform Pretrial Detention	Other Expenses	Refurbishment - Courthouse Video	Improve pre-trial detention process	1	25000				25000
Year 2	Implementation	4	Human Rights: A governance framework	10	Reform Pretrial Detention	Equipment	Equipment - Public Prosecutor Office Hardware and Software		1	25000			Purchase	25000
Year 2	Implementation	4	Human Rights: A governance framework	10	Reform Pretrial Detention	Other Expenses	Accommodation	Deployment of international personnel	39	100				3900

Year 2	Implementation	4	Human Rights: A govern	10	Reform Pretrial Detentio	Other Expenses	Per Diems	Deployment of international personnel	39	40				1560
Year 2	Implementation	4	Human Rights: A govern	10	Reform Pretrial Detentio	Airline Travel	Return Flight		3	800	UK/NI	Lebanon		2400
Year 2	Implementation	4	Human Rights: A govern	11	Pilot Women and Juven	Other Expenses	Refurbishment - Bab el Ramel and T	Improve Human Rights standards in Tripoli stations cells	1	30000				30000
Year 2	Implementation	4	Human Rights: A govern	11	Pilot Women and Juven	Other Expenses	Hygiene and medical supplies	Improve Women and Juveniles Human Rights protection	6	1000				6000
Year 3	Implementation	4	Human Rights: A govern	11	Pilot Women and Juven	Other Expenses	Hygiene and medical supplies	Improve Women and Juveniles Human Rights protection	11	1000				11000
Year 3	Exit	4	Human Rights: A govern	11	Pilot Women and Juven	Other Expenses	Hygiene and medical supplies	Improve Women and Juveniles Human Rights protection	1	1000				1000
Year 2	Implementation	4	Human Rights: A govern	11	Pilot Women and Juven	Other Expenses	Women and Juvenile Custody Manag	Improve Women and Juveniles Human Rights protection	45	500				22500
Year 2	Implementation	4	Human Rights: A govern	11	Pilot Women and Juven	Other Expenses	Accommodation	Deployment of international personnel	20	100				2000
Year 2	Implementation	4	Human Rights: A govern	11	Pilot Women and Juven	Other Expenses	Per Diems	Deployment of international personnel	20	40				800
Year 2	Implementation	4	Human Rights: A govern	11	Pilot Women and Juven	Airline Travel	Return Flight		1	800	UK/NI	Lebanon		800
Year 1	Implementation	4	Human Rights: A govern	12	Mainstream Human Rig	Other Expenses	Accommodation	Deployment of international personnel	78	100				7800
Year 2	Implementation	4	Human Rights: A govern	12	Mainstream Human Rig	Other Expenses	Accommodation	Deployment of international personnel	130	100				13000
Year 3	Implementation	4	Human Rights: A govern	12	Mainstream Human Rig	Other Expenses	Accommodation	Deployment of international personnel	65	100				6500
Year 1	Implementation	4	Human Rights: A govern	12	Mainstream Human Rig	Other Expenses	Per Diems	Deployment of international personnel	78	40				3120
Year 2	Implementation	4	Human Rights: A govern	12	Mainstream Human Rig	Other Expenses	Per Diems	Deployment of international personnel	130	40				5200
Year 3	Implementation	4	Human Rights: A govern	12	Mainstream Human Rig	Other Expenses	Per Diems	Deployment of international personnel	65	40				2600
Year 1	Implementation	4	Human Rights: A govern	12	Mainstream Human Rig	Airline Travel	Return Flight		6	800	UK/NI	Lebanon		4800
Year 2	Implementation	4	Human Rights: A govern	12	Mainstream Human Rig	Airline Travel	Return Flight		10	800	UK/NI	Lebanon		8000
Year 3	Implementation	4	Human Rights: A govern	12	Mainstream Human Rig	Airline Travel	Return Flight		5	800	UK/NI	Lebanon		4000
Year 2	Implementation	5	Accountability and Tran	13	Expand Complaints and	Other Expenses	Refurbishment - Inspections and En	Supporting improved accountability processes	1	30000				30000
Year 2	Implementation	5	Accountability and Tran	13	Expand Complaints and	Equipment	Equipment - Inspections and Enquiries Analysis Unit		1	20000			Purchase	20000
Year 1	Implementation	5	Accountability and Tran	13	Expand Complaints and	Other Expenses	Automation of MoIM complaints pr	Supporting improved accountability processes	1	25000				25000
Year 2	Implementation	5	Accountability and Tran	13	Expand Complaints and	Other Expenses	Accommodation	Deployment of international personnel	39	100				3900
Year 2	Implementation	5	Accountability and Tran	13	Expand Complaints and	Other Expenses	Per Diems	Deployment of international personnel	39	40				1560
Year 2	Implementation	5	Accountability and Tran	13	Expand Complaints and	Airline Travel	Return Flight		3	800	UK/NI	Lebanon		2400
Year 3	Implementation	5	Accountability and Tran	13	Expand Complaints and	Other Expenses	Accommodation	Deployment of international personnel	13	100				1300
Year 3	Implementation	5	Accountability and Tran	13	Expand Complaints and	Other Expenses	Per Diems	Deployment of international personnel	13	40				520
Year 3	Implementation	5	Accountability and Tran	13	Expand Complaints and	Airline Travel	Return Flight		1	800	UK/NI	Lebanon		800
Year 2	Implementation	6	Public Order: Internal a	14	Public Order Training ar	Equipment	Equipment - Public Order Automation Hardware		1	20000			Purchase	20000
Year 2	Implementation	6	Public Order: Internal a	14	Public Order Training ar	Other Expenses	Development and upkeep of VTC at	Improve responsiveness to Public Order threats	10	5000				50000
Year 1	Inception	6	Public Order: Internal a	14	Public Order Training ar	Other Expenses	Accommodation	Deployment of international personnel	25	100				2500
Year 1	Implementation	6	Public Order: Internal a	14	Public Order Training ar	Other Expenses	Accommodation	Deployment of international personnel	175	100				17500
Year 2	Implementation	6	Public Order: Internal a	14	Public Order Training ar	Other Expenses	Accommodation	Deployment of international personnel	300	100				30000
Year 3	Implementation	6	Public Order: Internal a	14	Public Order Training ar	Other Expenses	Accommodation	Deployment of international personnel	300	100				30000
Year 1	Inception	6	Public Order: Internal a	14	Public Order Training ar	Other Expenses	Per Diems	Deployment of international personnel	25	40				1000
Year 1	Implementation	6	Public Order: Internal a	14	Public Order Training ar	Other Expenses	Per Diems	Deployment of international personnel	175	40				7000
Year 2	Implementation	6	Public Order: Internal a	14	Public Order Training ar	Other Expenses	Per Diems	Deployment of international personnel	300	40				12000
Year 3	Implementation	6	Public Order: Internal a	14	Public Order Training ar	Other Expenses	Per Diems	Deployment of international personnel	300	40				12000
Year 1	Inception	6	Public Order: Internal a	14	Public Order Training ar	Airline Travel	Return Flight		3	800	UK/NI	Lebanon		2400
Year 1	Implementation	6	Public Order: Internal a	14	Public Order Training ar	Airline Travel	Return Flight		21	800	UK/NI	Lebanon		16800
Year 2	Implementation	6	Public Order: Internal a	14	Public Order Training ar	Airline Travel	Return Flight		36	800	UK/NI	Lebanon		28800
Year 3	Implementation	6	Public Order: Internal a	14	Public Order Training ar	Airline Travel	Return Flight		36	800	UK/NI	Lebanon		28800
Year 2	Implementation	7	Interagency Optimizati	15	LAF/ISF Interoperability	Other Expenses	Accommodation	Deployment of international personnel	39	100				3900
Year 3	Implementation	7	Interagency Optimizati	15	LAF/ISF Interoperability	Other Expenses	Accommodation	Deployment of international personnel	195	100				19500
Year 2	Implementation	7	Interagency Optimizati	15	LAF/ISF Interoperability	Other Expenses	Per Diems	Deployment of international personnel	39	40				1560
Year 3	Implementation	7	Interagency Optimizati	15	LAF/ISF Interoperability	Other Expenses	Per Diems	Deployment of international personnel	195	40				7800
Year 2	Implementation	7	Interagency Optimizati	15	LAF/ISF Interoperability	Airline Travel	Return Flight		3	800	UK/NI	Lebanon		2400
Year 3	Implementation	7	Interagency Optimizati	15	LAF/ISF Interoperability	Airline Travel	Return Flight		15	800	UK/NI	Lebanon		12000
Year 2	Implementation	7	Interagency Optimizati	15	LAF/ISF Interoperability	Other Expenses	ISF/LAF Study Visit	Develop joint approach to interagency collaboration	1	60000				60000
Year 2	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	Other Expenses	National Survey	Evaluation of communities perception of trust and public support of	2	100000				200000
Year 3	Implementation	8	RMEL Facility: Effective	16	RMEL Activity: Baseline	Other Expenses	National Survey	Evaluation of communities perception of trust and public support of	1	100000				100000
Year 1	Inception	All	-	All	-	Other Expenses	IT Support & Maintenance	Office IT support	1	1500				1500
Year 1	Implementation	All	-	All	-	Other Expenses	IT Support & Maintenance	Office IT support	7	1500				10500
Year 2	Implementation	All	-	All	-	Other Expenses	IT Support & Maintenance	Office IT support	12	1500				18000
Year 3	Implementation	All	-	All	-	Other Expenses	IT Support & Maintenance	Office IT support	11	1500				16500
Year 3	Exit	All	-	All	-	Other Expenses	IT Support & Maintenance	Office IT support	1.00	1500				1500
Year 1	Implementation	All	-	All	-	Equipment	Staff Laptops		20	1000			Purchase	20000
Year 1	Implementation	All	-	All	-	Equipment	Staff Mobile Phones		15	200			Purchase	3000
Year 1	Inception	All	-	All	-	Other Expenses	Communications	Communications cost to support project activities	15	50				750
Year 1	Implementation	All	-	All	-	Other Expenses	Communications	Communications cost to support project activities	105	50				5250
Year 2	Implementation	All	-	All	-	Other Expenses	Communications	Communications cost to support project activities	180	50				9000
Year 3	Implementation	All	-	All	-	Other Expenses	Communications	Communications cost to support project activities	165	50				8250
Year 3	Exit	All	-	All	-	Other Expenses	Communications	Communications cost to support project activities	15.00	50				750
Year 1	Implementation	All	-	All	-	Transportation	Airport Transfers		40	30				1200
Year 2	Implementation	All	-	All	-	Transportation	Airport Transfers		84	30				2520
Year 3	Implementation	All	-	All	-	Transportation	Airport Transfers		40	30				1200
Year 1	Inception	All	-	All	-	Other Expenses	Office Utilities & Supplies	Office support costs	1	2000				2000
Year 1	Implementation	All	-	All	-	Other Expenses	Office Utilities & Supplies	Office support costs	7	2000				14000
Year 2	Implementation	All	-	All	-	Other Expenses	Office Utilities & Supplies	Office support costs	12	2000				24000
Year 3	Implementation	All	-	All	-	Other Expenses	Office Utilities & Supplies	Office support costs	11	2000				22000
Year 3	Exit	All	-	All	-	Other Expenses	Office Utilities & Supplies	Office support costs	1.00	2000				2000

Year 1	Implementation	All	-	All	-	Equipment	IT Software for Staff			20	500			Purchase	10000
Year 1	Inception	All	-	All	-	Transportation	Local Transportation			1	1000				1000
Year 1	Implementation	All	-	All	-	Transportation	Local Transportation			7	1000				7000
Year 2	Implementation	All	-	All	-	Transportation	Local Transportation			12	1000				12000
Year 3	Implementation	All	-	All	-	Transportation	Local Transportation			11	1000				11000
Year 3	Exit	All	-	All	-	Transportation	Local Transportation			1.00	1000				1000
Year 1	Inception	All	-	All	-	Other Expenses	Office Rent & Maintenance	Office operating costs		1	5000				5000
Year 1	Implementation	All	-	All	-	Other Expenses	Office Rent & Maintenance	Office operating costs		7	5000				35000
Year 2	Implementation	All	-	All	-	Other Expenses	Office Rent & Maintenance	Office operating costs		12	5000				60000
Year 3	Implementation	All	-	All	-	Other Expenses	Office Rent & Maintenance	Office operating costs		11	5000				55000
Year 3	Exit	All	-	All	-	Other Expenses	Office Rent & Maintenance	Office operating costs		1.00	5000				5000
Year 2	Implementation	All	-	All	-	Other Expenses	Audit	Annual financial audit cost supporting accountable financial manage		1	20000				20000
Year 3	Implementation	All	-	All	-	Other Expenses	Audit	Annual financial audit cost supporting accountable financial manage		1	20000				20000
Year 3	Exit	All	-	All	-	Other Expenses	Audit	Annual financial audit cost supporting accountable financial manage		1	20000				20000
Year 1	Inception	All	-	All	-	Airline Travel	Return Flight - Core Team			3	800	UK/NI	Lebanon		2400
Year 1	Implementation	All	-	All	-	Airline Travel	Return Flight - Core Team			22	800	UK/NI	Lebanon		17600
Year 2	Implementation	All	-	All	-	Airline Travel	Return Flight - Core Team			35	800	UK/NI	Lebanon		28000
Year 3	Implementation	All	-	All	-	Airline Travel	Return Flight - Core Team			37	800	UK/NI	Lebanon		29600
Year 3	Exit	All	-	All	-	Airline Travel	Return Flight - Core Team			3.00	800	UK/NI	Lebanon		2400
Year 1	Inception	All	-	All	-	Other Expenses	Accommodations for Core Team	Deployment of international personnel		39	100				3900
Year 1	Implementation	All	-	All	-	Other Expenses	Accommodations for Core Team	Deployment of international personnel		361	100				36100
Year 2	Implementation	All	-	All	-	Other Expenses	Accommodations for Core Team	Deployment of international personnel		500	100				50000
Year 3	Implementation	All	-	All	-	Other Expenses	Accommodations for Core Team	Deployment of international personnel		561	100				56100
Year 3	Exit	All	-	All	-	Other Expenses	Accommodations for Core Team	Deployment of international personnel		39.00	100				3900
Year 1	Inception	All	-	All	-	Other Expenses	Per Diems for Core Team	Deployment of international personnel		39	40				1560
Year 1	Implementation	All	-	All	-	Other Expenses	Per Diems for Core Team	Deployment of international personnel		361	40				14440
Year 2	Implementation	All	-	All	-	Other Expenses	Per Diems for Core Team	Deployment of international personnel		500	40				20000
Year 3	Implementation	All	-	All	-	Other Expenses	Per Diems for Core Team	Deployment of international personnel		561	40				22440
Year 3	Exit	All	-	All	-	Other Expenses	Per Diems for Core Team	Deployment of international personnel		39.00	40				1560
Year 1	Inception	All	-	All	-	Transportation	Airport Transfers - Core Team			3	30				90
Year 1	Implementation	All	-	All	-	Transportation	Airport Transfers - Core Team			22	30				660
Year 2	Implementation	All	-	All	-	Transportation	Airport Transfers - Core Team			35	30				1050
Year 3	Implementation	All	-	All	-	Transportation	Airport Transfers - Core Team			37	30				1110
Year 3	Exit	All	-	All	-	Transportation	Airport Transfers - Core Team			3.00	30				90
Year 1	Inception	All	-	All	-	Other Expenses	Translation/Interpretation	Support to project activities		1	9375				9375
Year 1	Implementation	All	-	All	-	Other Expenses	Translation/Interpretation	Support to project activities		7	9375				65625
Year 2	Implementation	All	-	All	-	Other Expenses	Translation/Interpretation	Support to project activities		12	9375				112500
Year 3	Implementation	All	-	All	-	Other Expenses	Translation/Interpretation	Support to project activities		11	9375				103125
Year 3	Exit	All	-	All	-	Other Expenses	Translation/Interpretation	Support to project activities		1	9375				9375
Year 1	Inception	All	-	All	-	Other Expenses	Workshop Facilities	Support to project activities		1	3750				3750
Year 1	Implementation	All	-	All	-	Other Expenses	Workshop Facilities	Support to project activities		7	3750				26250
Year 2	Implementation	All	-	All	-	Other Expenses	Workshop Facilities	Support to project activities		12	3750				45000
Year 3	Implementation	All	-	All	-	Other Expenses	Workshop Facilities	Support to project activities		11	3750				41250
Year 3	Exit	All	-	All	-	Other Expenses	Workshop Facilities	Support to project activities		1	3750				3750
Year 1	Inception	All	-	All	-	Other Expenses	Visibility material design and layout	Support visibility of programme with key stakeholders		1	2000				2000
Year 1	Implementation	All	-	All	-	Other Expenses	Visibility material design and layout	Support visibility of programme with key stakeholders		7	2000				14000
Year 2	Implementation	All	-	All	-	Other Expenses	Visibility material design and layout	Support visibility of programme with key stakeholders		12	2000				24000
Year 3	Implementation	All	-	All	-	Other Expenses	Visibility material design and layout	Support visibility of programme with key stakeholders		11	2000				22000
Year 3	Exit	All	-	All	-	Other Expenses	Visibility material design and layout	Support visibility of programme with key stakeholders		1	2000				2000

Mandatory Input*

Auto-calculation*

Value for Money (VfM) - Staffing Rates

Average Daily Rate Fee

Notes:

- Enter All staff included in "Staff Cost" [tabs excluding Band 4 Admin Assistant, or equivalent](#)
- Please ensure that all applicable staff names are entered in the [same format](#) as the "Staff Costs" tab

Total Project Days	Total Expenditure (GBP)	Total Average Daily Rate (GBP)
17,945	8,587,472	479

Name	Total Project Days	Total Expenditure (GBP)	Daily Rate (GBP)	Framework Daily Maximum Fee Rate	Discount %
Jonathan Mclvor	192	155,232	809	862	6%
Chris Chant	105	84,893	809	862	6%
Karin Delin	480	378,000	788	862	9%
Marc Maouad	576	415,800	722	862	16%
Declan O'Briain	576	296,352	515	758	32%
Zeina El Helou	576	296,352	515	758	32%
Sarah Raslan	300	225,225	751	862	13%
Cynthia Abou Jaoude	576	165,110	287	758	62%
Gaelle Abi Khalil	576	143,942	250	634	61%
Project Officer 3 - TBC	576	143,942	250	634	61%
Jalal Awada	576	296,352	515	758	32%
Rania Salem	192	98,784	515	758	32%
Raymonda Karam	192	70,560	368	758	52%
Strat Comms Officer - TBC	576	211,680	368	634	42%
Mohamad Sherif	320	211,680	662	758	13%
Chadia Nohra	576	254,016	441	758	42%
Security Manager - TBC	576	169,344	294	758	61%
Maya Zahabi	576	335,966	583	758	23%
Sophie Sportiche	576	335,966	583	758	23%
Field Officer 1 - TBC	576	169,344	294	634	54%
Field Officer 2 - TBC	576	169,344	294	634	54%
Kathryn Lockett	116	80,388	693	862	20%
Gender Advisor 2 - TBC	185	117,521	635	758	16%
William Dodds	180	94,500	525	758	31%
Ziad Nasr	576	340,200	591	758	22%
Rana Chikhani	576	165,110	287	634	55%
Gabriel Khoury	576	340,200	591	758	22%
Carole Alsharabati	576	415,800	722	862	16%
Antoine Samaha	576	226,800	394	758	48%
Batoul El Ess	576	118,541	206	634	68%
Enabler D: Junior Programmer 2 - TBC	576	118,541	206	634	68%
Mark Gilmore	120	78,750	656	862	24%
Peter Loughins	480	283,500	591	758	22%
Ann Collins	50	36,960	739	862	14%
Aline Matta	576	264,600	459	758	39%
Robert Broadhurst	160	126,000	788	862	9%
Gareth Morton	120	63,000	525	758	31%
Strategic Planning Technical Expert - TBC	576	264,600	459	758	39%
Marie-Therese Corbani	60	31,500	525	758	31%
STE - Analysis - TBC	90	47,250	525	758	31%
Hadi El-Khoury	120	63,000	525	758	31%
Karen Mulholland	250	131,250	525	758	31%
STE - HRM Competencies Evaluation - TBC	40	21,000	525	758	31%
STE - HRM - TBC	122	77,501	635	758	16%
STE - Human Rights - TBC	80	42,000	525	758	31%
STE - Investigations - TBC	30	15,750	525	758	31%
STE - Custody Management (Vulnerable Groups) - TBC	15	7,875	525	758	31%
STE - Interrogations and Investigations - TBC	30	15,750	525	758	31%
STE - Detention Monitoring - TBC	60	31,500	525	758	31%
Bryan Spence	160	105,000	656	758	13%
STE - Public Order Trainer - TBC	320	168,000	525	758	31%
Rtd General Abdo Njeim	64	33,600	525	758	31%
STE - LAF Advisor - TBC	64	33,600	525	758	31%