

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

a. Benchmarking of Fee rates. How have you structured them for this requirement? Evidence of reduction or discount.  
 b. Economies of scale / shared platform or services for the requirement  
 c. What safe guards do you have in your supply chain? What systems are in place, including procurement policy, to demonstrate good commercial governance for this requirement?  
 d. Any other added value or competitive financial approaches, such as sustainable costs over the longer term etc

Benchmarking – our commercial rates for a Project Director are normally £1100 per day. The rates submitted below represent a discount on our normal commercial rates by 35%. And we have reduced our framework agreed Management fee from 40% to 20%. Albany's policy for delivering value for money involves the efficient, effective and economic use of funds. For all staff it means seeking out and implementing solutions, which achieve the best mix of quality and effectiveness for the least outlay. This will flow down into each contract undertaken. There are two elements to procurement for this contract, "staffing" and "supplies". Staffing - candidates will be selected on the basis of suitability to the task, as per the client's need. Day rates will be obtained from each of the candidates and the best value selected. A contract will be drawn up stating the level of experience required for any service or agreed deliverables and this will be monitored and evaluated. Supplies - product specification will firstly be agreed with the client and will then be tendered to three suppliers to provide quotations together with samples where applicable. A supplier is chosen on the best value in terms of price and quality and a purchase order is raised. Goods are then checked on receipt to ensure they meet the agreed standard and then signed-off samples will be provided to the FCO for your retention, if required. Payment to the supplier will be made within 30 days, following invoice. Buying power will be leveraged across contracts where the provision of similar items can be purchased if bought in bulk. [The process was used on Albany's contract with the UN in Somalia - three quotes were obtained in Nairobi and the best value for money selected, the goods were then transported into Mogadishu. This was cheaper than production in Mogadishu where costs were far higher.] Proposal enhances the sustainability of media outlets by promoting business models which preserve independence and editorial credibility, and increase links to local communities

**2. Please detail your full costs for the period to 31 March 2017. Total 200pts. Made up of:**

Competitive Average Fee rate = 50 points. Scored on an inverse percentage e.g. lowest priced /price x 100 x .25  
 Competitive Management Fee = 25 points. Scored on an inverse percentage e.g. lowest priced /price x 100 x .25  
 Efficiency Ratio of activity costs vs total costs = 25 points. Scored on an inverse percentage e.g. Highest percentage / bid percentage x 100 x .25  
 Total Costs = 100 points. Scored on an inverse percentage e.g. lowest priced bid /price of bid x 100 x .100

**Notes:**

i. Staff costs are inclusive of all indirect labour costs. This means all costs associated with those employed (as per original Framework guidance). The costs will include all taxes and contributions required by law and employer's liability and insurance (including life insurance and Medevac). All costs associated with the Contractor's standard employment benefit such as sick leave with pay, pension, non-working days, travel days, health and life assurance. All costs associated with the recruitment and dismissal of Staff, HR, and any other consumable costs associated with their employment. All contributions to any Head Office overheads, management and administration of the Contractor. This includes (if appropriate) management information costs, area management and account management costs, operational finance function, management/financial accounting function including banking department, information technology and specialist consultancy advice. Do not include mobilisation/deployment costs, or transport, as this will be included under Operational costs and expenses.

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

Activity/ Strand	Type of Cost	Unit costs (where applicable)	Quantity	June	July	August	Sept	October	November	December	January	February	March	April	May	Total (£)	
As per SoR	Staff broken down by role (add lines as necessary)	Staff daily rate	Total Day	Monthly total	Monthly total	Monthly total	Monthly total	Monthly total	Monthly total	Monthly total	Monthly total	Monthly total	Monthly total	Monthly total	Monthly total		
<b>ALBANY</b>																	
Project Team	Project Director-Albany	700	50	2917	2917	2917	2917	2917	2917	2917	2917	2917	2917	2917	2917	35,000	
Project Team	Project Manager - Albany	449	90	3368	3368	3368	3368	3368	3368	3368	3368	3368	3368	3368	3368	40,410	
Project Team	Project Director-local	350	240	7000	7000	7000	7000	7000	7000	7000	7000	7000	7000	7000	7000	84,000	
Project Team	Project Coordinator-local	100	240	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	24,000	
<b>IREX Europe</b>																	
Project Team	Senior Project Manager	450	156	5850	5850	5850	5850	5850	5850	5850	5850	5850	5850	5850	5850	70,200	
Project Team	Junior Project Manager	285	96	2280	2280	2280	2280	2280	2280	2280	2280	2280	2280	2280	2280	27,360	
<b>ADMIN</b>																	
Project Team	Admin Assistant (Albany & IREX Europe)	104	100	867	867	867	867	867	867	867	867	867	867	867	867	10,400	
<b>Total</b>				972	24,281	24,281	24,281	24,281	24,281	24,281	24,281	24,281	24,281	24,281	24,281	24,281	291,372
				Average daily Staff rate (50pts)													300
Management Fee				20%	4,856	4,856	4,856	4,856	4,856	4,856	4,856	4,856	4,856	4,856	4,856	4,856	58,272
<b>Total</b>					29,137	29,137	29,137	29,137	29,137	29,137	29,137	29,137	29,137	29,137	29,137	29,137	349,644

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As per SoR	Operational costs and expenses, broken down by type (add lines as necessary)	Unit rates	Unit Quantity	June	July	August	Sept	October	November	December	January	February	March	April	May	Total (£)	
<b>ALBANY</b>																	
Project Manager	Transport fit / tpt (quarterly visit)	500	4	167	167	167	167	167	167	167	167	167	167	167	167	2,000	
Project Manager	Accommodation (quarterly visit)	500	4	167	167	167	167	167	167	167	167	167	167	167	167	2,000	
Project Manager	Substance (quarterly visit)	200	4	67	67	67	67	67	67	67	67	67	67	67	67	800	
Project Manager	Insurance	100	4	33	33	33	33	33	33	33	33	33	33	33	33	400	
Project Manager	Mobile Phone	50	4	17	17	17	17	17	17	17	17	17	17	17	17	200	
Project Director	Transport fit / tpt (monthly visit)	1000	12	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	12,000	
<b>IREX Europe</b>																	
Project Manager	Transport Bi monthly visit	500	6	250	250	250	250	250	250	250	250	250	250	250	250	3,000	
Project Manager	Accommodation Bi monthly visit	500	6	250	250	250	250	250	250	250	250	250	250	250	250	3,000	
Project Manager	Substance Bi monthly visit	200	6	100	100	100	100	100	100	100	100	100	100	100	100	1,200	
<b>Key Experts 3 ppl, 8 visits for research and monitoring 12 visits for capacity development</b>																	
	Transport visit and research	500	20	833	833	833	833	833	833	833	833	833	833	833	833	10,000	
<b>Key Experts 3 ppl, 8 visits for research and monitoring 12 visits for capacity development</b>																	
	Accommodation visit and research	500	20	833	833	833	833	833	833	833	833	833	833	833	833	10,000	
<b>Key Experts 3 ppl, 8 visits for research and monitoring 12 visits for capacity development</b>																	
	Substance visit and research	500	20	833	833	833	833	833	833	833	833	833	833	833	833	10,000	
<b>Memo 98</b>																	
	Research Lithuania	1250	12	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	15,000	
	Research Estonia	1250	12	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	15,000	
	Research Latvia	1250	12	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	15,000	
<b>Project delivery</b>																	
Key Consultants	Key consultant 1 -capacity building	350	60	1750	1750	1750	1750	1750	1750	1750	1750	1750	1750	1750	1750	21,000	
Key Consultants	Key Consultant 2 -capacity building	350	60	1750	1750	1750	1750	1750	1750	1750	1750	1750	1750	1750	1750	21,000	
Key Consultants	Key Consultant 3 -research	400	100	3333	3333	3333	3333	3333	3333	3333	3333	3333	3333	3333	3333	39,996	
Local partners and network	Events Lithuania including training - partner	6000	12	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	72,000	
Local partners and network	Events Estonia including training - partner	6000	12	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	72,000	
Local partners and network	Events Latvia including training - partner	6000	12	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	6000	72,000	
<b>Total</b>																397,596	
<b>Total Project Costs</b>				62,270	62,270	62,270	62,270	62,270	62,270	62,270	62,270	62,270	62,270	62,270	62,270	62,270	747,240
				Activity cost as % of total cost (25pts)													38.99%