EXHIBIT 1

VARIOUS PUBLIC PROCUREMENT & CONTRACT AWARD POLICIES IN VARIOUS COUNTRIES

Country	Policy & Amendement for Public Procurment/contract award
Canada	Federal Accountability Act, 2006 (Public works and govt services Canada Statutes & Regulation 2013)
UK	Public Contracts Regulations 2015, Part 3 of the Small Business, Enterprise and Employment Act 2015
EU	regulated and harmonized by community law since the 1970s
Spain	Spanish Law 30/2007 on public sector contracts (known as the "LCSP") was substantially amended by a new Law 2/2011 on Sustainable Economy ("LES")
USA	Federal procurement is governed by the Federal Acquisition Regulation. FedBizOpps and USASpending.gov are websites where federal contracts are shown.
Singapore	GeBIZ is a Government-to-business (G2B) Public eProcurement business centre where suppliers can conduct electronic commerce with the Singaporean Government.
Ghana	Public Procurement Act 2003 (Act 663) was amended by the Public Procurement (Amendment) Act 2016 (Act 914),

Australia	The legal and regulatory framework for public procurement in Australia is set by the Financial Management and Accountability Act (1997)One of the core principles of Australian government procurement is "value for money", which means that procurement practices and procedures are to be applied to achieving the best available value for money when procuring goods and services.
Japan	In **Japan**, the majority of government **procurement** is conducted via competitive tendering procedures, with the participation of qualified suppliers.
India	Public Procurement Bill 2012, Competitive bidding

EXHIBIT 2

VARIOUS PARAMETERS EXTRACTED FROM LITERATURE FOR FIRST FILTERING FOR SURVEY ON SUCCESS OF PROJECT PERFORMANCE

- Integration of Project
  - Integrated project charter
  - Project schedule/plan
  - Clear scope statement
  - Defined project management plan
  - Top management support process review planning
  - Client satisfaction
  - Arrangement of Change control
- Scope Management
  - Focused scope statement
  - Cost/Benefit analysis
  - Project constraints
  - Work breakdown structure
  - Responsibility breakdown structure
  - Scope change control
- Time Management
  - PERT and GANTT chart
  - Critical Path Method
  - Network model
  - Resource Loading
  - Reporting

- Cost Management
  - Financial Analysis
  - Cost Estimating
  - Forecasting
  - Cost Control
  - Cost reporting
- Quality Management
  - Quality Assurance
  - Quality Control
  - Cost of Quality
  - Quality Conformance
- Human Resource Management
  - Leadership skill development
  - Team Building
  - Motivation
  - Conflict management
  - Compensation
  - Organisation Structure
- Communication between Owner & Contractor
  - Communication Matrix
  - Communicating Vehicles
  - Listening and presenting skill
  - Facilities to remove barrier

- Risk Management
  - Risk Identification
  - Risk Analysis
  - Risk mitigation
  - Contingency Planning against external risks
- Procurement and subcontracting efficiency
  - Material selection
  - Vendor pre-qualification
  - Contract types
  - Contract Risk assessment
  - Contract Negotiation
  - Contract Change address
- Benefits to Stakeholders
  - Stakeholder satisfaction
  - Stakeholder profitability
  - Stakeholder retention
  - Market share
  - Shareholder use
- Benefits to Performing Organisation
  - Employee satisfaction
  - Employee motivation
  - Employee empowerment
  - Employee productivity
  - Organisation growth
  - IT development
- Lessons Learnt

Various Parameters extracted from Literature for first filtering for survey on Contract Award

- Technical Capability
  - Use of Technology & Science
  - Engineering capability
  - Emphasis on research & Innovations
  - Accreditations with various bodies
  - development of Strategy
- Financial Capability
  - Return on Investment
  - Return on Capital Employed
  - Working capital
  - Financial Risk
  - Cost saving
  - P/E ratio
  - Earning per share
  - Financial stability
- HSE competency
  - Employee health care
  - Safety policy
  - Environmental Policy
  - Social responsibility
  - Ethical Value

- Risk Management capability
  - Capability to address Economic risk
  - Capability to address Political risk
  - Capability to address statutory requirement
  - Capability to address regulatory changes
  - Capability to handle unforseen risk
- Human Resource competency
  - Number of Manpower
  - Quality of Manpower
  - Training & Development of Manpower
  - Empowerment of Manpower
  - Attrition rate
- Communication competency
  - Communication with Owner company
  - Communication within Bidder's Organisation
  - Top management support & involvement of Bidder's Organisation
  - Cross functional communication within Bidder's Organisation
  - Update on Regulatory & Statutory system
  - Update with National & International approval bodies
- Management competency
  - Past performance and quality
  - Quality control policy
  - Quality management system
  - Project management system
  - Experience of technical personnel
  - Management knowledge
- Company Reputation
  - Past failures in completed projects
  - Number of years in construction

- Past client relationships
- Cooperation with contactors
- Past failures in completed projects

EXHIBIT 3

QUESTIONNAIRES FOR FEEDBACK ON NEED FOR ALTERNATE CONTRACT AWARD FRAMEWORK IN INDIA

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Section 1- Feedback on Contract Award Framework

1.1 Contract Award based on Lowest price bid - 'L1 basis' needs a change

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

1.2 Contract Award Framework studied from International network needs to be checked for relevance to India

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

1.3. Contract Award using appropriate weight to multiple parameters will improve Quality of Project in India

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

1.4. Contract Award using holistic method will build trust among International players in Indian Contract Award process

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

1.5. Contract Award framework using comprehensive parameters can have better control on Cost over-run of a project

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

1.6. Contract Award framework using comprehensive parameters can have better control on Time over-run of a project

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

1.7. Holistic & Transparent Contract Award culture can help reduce corruption and unfair practices during Contract Award and Project Performanc

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

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EXHIBIT 4

QUESTIONNAIRES FOR FEEDBACK ON NEED FOR PROJECT PERFORMANCE MEASURE IN INDIA

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Developing Contract Award Index and Project Performance Index for O&G Projects in India

Section 2- Feedback on Project Performance Measure

2.1. Measure of Project Performance is needed to gauge success of a project

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

2.2. Developing Project Performance Index for each project using various parameters will be an indicator of performance to Owners companies

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

2.3. Awarding Project Performance Index to each bidder for the Project will make bidder more accountable

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

2.5. Parameters derived from International project experience needs to be checked for relevance & importance to Indian scenario

1 2 3 4 5

Strongly Disagree ○ ○ ○ ○ ○ Strongly Agree

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EXHIBIT 5

QUESTIONNAIRES FOR FEEDBACK ON BROAD FUNCTIONS TO INCLUDE FOR PROJECT PERFORMANCE MEASURE IN INDIA

AND

QUESTIONNAIRE FOR FEEDBACK ON VARIOUS PARAMETERS RESPONSIBLE FOR PROJECT PERFORMANCE SUCCESS IN INDIA

Developing Contract Award Index and Project Performance Index for O&G Projects in India

Section 3- Feedback on Parameters to consider as Project Performance Measure

3.1. To start any project execution, 'Integration of Project' by Project Performer is required for success of a project.

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3.2 Scope management is required for successful project performance.

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3.3. Time management is required for success of project performance.

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3.4. Cost Management is required for success of a projec

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3.5. Quality Management is required for success of a project

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3.6. 'Communication between Owner & Project Performer' is required for success of a project.

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3.7. Risk Management is required for success of a project.

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3.8. Effective Procurement & subcontracting is important for successful project performance.

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly agree

3.9.' Benefits to Stakeholders' is an indicator to measure success of a project
(Stakeholders can be Customers, Project sponsor, users, Associate Companies or Owner)

	1	2	3	4	5	

Strongly Disagree	○	○	○	○	○	Strongly Agree

3.10. Benefits achieved by even 'Project Performing organisation' is an indicator to measure success of a project

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3.11. Record of 'Lessons learnt during project performance' can help achieve success for future project

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

In your opinion, any other Parameter to measure Project Performance?

Your answer

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Section 3- Feedback on Project Performance Parameters

3.1. To start any project execution, 'Integration of Project' by successful bidder is required for success of a project

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3.2. Select parameters as per importance to measure 'Integration of project' criteria

	Least important	Less important	Can not decide	Important	Very Important
Integrated project charter	○	○	○	○	○
Clear Project Scope Statement	○	○	○	○	○
Defined Project Management Plan	○	○	○	○	○
Project Execution Plan	○	○	○	○	○
Arrangement of Change Control Plan	○	○	○	○	○

Any other criteria to measure 'Integration of Project'?

3.3 Scope management is required for successful project performance

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3.4. Select parameters as per importance for effective Scope Management

	Least Important	Less Important	Can not decide	Important	Very Important
Focused scope statement	○	○	○	○	○
Cost/Benefit analysis	○	○	○	○	○
Project constraints	○	○	○	○	○
Work breakdown structure	○	○	○	○	○
Responsibility breakdown structure	○	○	○	○	○
Scope Change Control	○	○	○	○	○

Any other criteria to measure Scope management for success of a project?

3.5. Time management is required for success of project performance

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3.6. Select Parameters as per importance to measure 'Time Management' in project performance

	Least Important	Less Important	Can not decide	Important	Very Important

PERT and Gantt Charts					
Critical Path Method					
Network Model					
Resource loading					
Reporting					

Any other criteria for effective Time management for successful project performance?

3.7. Cost Management required for success of a projec

	1	2	3	4	5	
Strongly Disagree						Strongly Agree

3.8. Select Parameters as per importance to measure 'Cost Management' in project performance

	Least Important	Less Important	Can not decide	Important	Very Important
Financial analysis					
Cost estimating					
Forcasting					
Cost Control					
Cost Reporting					

Any other criteria for effective Cost management?

3.9. Quality Management is required for success of a projec

	1	2	3	4	5	
Strongly Disagree						Strongly Agree

3.10. Select Parameters as per importance to measure 'Quality Management' in project performance

	Least Important	Less Important	Can not decide	Important	Very Important
Quality assurance	○	○	○	○	○
Quality Control	○	○	○	○	○
Cost of quality	○	○	○	○	○
Quality Conformance	○	○	○	○	○

Any other criteria for effective Quality management?

3.11.Human Resources Management is required for success of a project

	1	2	3	4	5	
Strongly disagree	○	○	○	○	○	Strongly agree

3.12. Select Parameters as per importance to measure 'Human Resource Management' in project performance

	Least Important	Less Important	Can not decide	Important	Very Important
Leadership Skill development	○	○	○	○	○
Team building	○	○	○	○	○
Motivation	○	○	○	○	○
Conflict management	○	○	○	○	○
compensation	○	○	○	○	○
Organisational Structure	○	○	○	○	○

Any other criteria for effective Human Resource management?

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Section 3 continued...

3.13. 'Communication between Owner & Contractor' is required for success of a project

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3.14. Select Parameters as per importance to measure 'Communications between Owner & Contractor' in project performance

	Least Important	Less Important	Can not decide	Important	Very Important
Communication Matrix	○	○	○	○	○
Communication Vehicles	○	○	○	○	○
Listening & presenting skill	○	○	○	○	○
Facilities to remove barrier	○	○	○	○	○

Any other criteria for establishing communication between Owner company & Contractor company

3.15. Risk Management is required for success of a project

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3.16. Select Parameters as per importance to measure 'Risk Management' in project performance

	Least Important	Less Important	Can not decide	Important	Very Important
Risk identification	○	○	○	○	○
Risk analysis	○	○	○	○	○
Risk mitigations	○	○	○	○	○
Contingency Planning against (External Risk - Political, Economic, Social etc.) and (Internal Risk - Process, Management, Operational etc.)	○	○	○	○	○

Any other criteria for risk Management in Project Perfomance?

3.17. Procurement & subcontract effectiveness is important for successful project performance

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly agree

3.18. Select Parameters as per importance to measure 'Procurement & subcontractive efficieny' in project performance

	Least	Less	Can not		Very

	Important	Important	decide	Important	Important
Material Selection					
Vendor pre-qualification					
Contract types					
Contract Risk Assessment					
Contract negotiation					
Contract Change address					

Any other criteria important in procurement & subcontracting for successful project performance?

3.19. Benefits to Stakeholders will be an indicator for success of a project

(Stakeholders can be Customers, Project sponsor, users, Associate Companies or Owner)

	1	2	3	4	5	
Strongly Disagree						Strongly Agree

3.20. Select Parameters as per importance to measure 'Benefits to stakeholders' in project performance

	Least Important	Less Important	Can not decide	Important	Very Important
Stakeholder Satisfaction					
Stakeholder profitability					
Stakeholder retention					
Market Share					
Stakeholder use					

Any other criteria important in 'Benefits to Stakeholders" for successful project performance?

3.21. Benefits to Project Performing organisation (Bidder) is an indicator for success of a projec

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

3.22. Select Parameters as per importance to measure 'Benefits to Performing organisation' in project performance

	Least Important	Less Important	Can not decide	Important	Very Important
Employee satisfaction of performing organisation	○	○	○	○	○
Employee motivation	○	○	○	○	○
Employee empowerment	○	○	○	○	○
Employee productivity	○	○	○	○	○
Organisation growth	○	○	○	○	○
IT system development	○	○	○	○	○

Any other criteria to indicate 'Benefit to performing organisation' as a success of a project?

3.23. Lessons learnt from project performance is required to be recorded from Owner Company & Performing Organisation

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

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EXHIBIT 6

QUESTIONNAIRES FOR FEEDBACK ON BROAD FUNCTIONS TO INCLUDE FOR CONTRACT AWARD FRAMEWORK IN INDIA

AND

QUESTIONNAIRE FOR FEEDBACK ON VARIOUS PARAMETERS TO BE INCLUDED FOR CONTRACT AWARD FRAMEOWRK IN INDIA

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Section 4- Feedback on Contract Award Parameters

4.1 Various Parameters responsible for success of a project when included during Contract Award help in reducing troubles in Project Execution

	1	2	3	4	5	
Least Important	○	○	○	○	○	Most Important

4.2. Select Parameters as per importance to measure 'Financial competency of bidder' during Contract Award

	Least Important	Less Important	Can not decide	Important	Very Important
Return on Investment	○	○	○	○	○
Return on Capital employed	○	○	○	○	○
Working Capital	○	○	○	○	○
Financial Risk	○	○	○	○	○
Cost savings	○	○	○	○	○
P/E Ratio	○	○	○	○	○
Earning per	○	○	○	○	○

share

Any other criteria to indicate 'Financial Competency of Bidder' during Contract Award?

4.3. Select Parameters as per importance to measure 'Technical competency of bidder' during Contract Award

	Least Important	Less Important	Can not decide	Important	Very Important
Use of Technology & Science	○	○	○	○	○
Engineering capability	○	○	○	○	○
Emphasis on research and Innovations	○	○	○	○	○
Accreditation with various bodies	○	○	○	○	○
Development of strategy	○	○	○	○	○

Any other criteria to indicate 'Technical Competency of Bidder' during Contract Award?

4.4. Select Parameters as per importance to measure 'HSE competency of bidder' during Contract Award

	Least Important	Less Important	Can not decide	Important	Very Important
Employee Health Care	○	○	○	○	○
Safety Policy	○	○	○	○	○
Environmental Policy	○	○	○	○	○
Social responsibility	○	○	○	○	○
Ethical values	○	○	○	○	○

Any other criteria to indicate 'HSE Competency of Bidder' during Contract Award?

4.5. Select Parameters as per importance to measure 'Risk Management competency of bidder' during Contract Award

	Least Important	Less Important	Can not decide	Important	Very Important
Capability to address Economic risk	○	○	○	○	○
Capability to address Political risk	○	○	○	○	○
Capability to address Regulatory Changes	○	○	○	○	○
Capability to address Legal & Statutory requirments	○	○	○	○	○
Capability to handle unforeseen contigency	○	○	○	○	○

Any other criteria to indicate 'Risk Management Competency of Bidder' during Contract Award?

4.6. Select Parameters as per importance to measure 'Human Resources Management competency of bidder' during Contract Award

	Least Important	Less Important	Can not decide	Important	Very Important
Number of Manpower	○	○	○	○	○
Quality of Manpower	○	○	○	○	○
Traning & development to Manpower	○	○	○	○	○
Empowerment					

of Manpower					
Attrition Rate					

Any other criteria to indicate 'Human Resources Management Competency of Bidder' during Contract Award?

4.7. Select Parameters as per importance to measure ' Communication efficiency of bidder' during Contract Award

	Least Important	Less Important	Can not decide	Important	Very Important
Communication with Client/Owner					
Communication within Bidder organisation					
Top Management support and involvement					
Cross Functional communication within bidder organisation					
Update on Regulatory and Statutory system					
Update with National/International approval bodies					

Any other criteria to indicate 'Communication Efficiency of Bidder' during Contract Award?

4.8 Lessons Learnt noted in previous cases needs to be transferred while award of contract to successful Bidder

	1	2	3	4	5	
Strongly Disagree						Strongly Agree

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*****END OF QUESTIONNAIRE*** Thank you for you Feedback.**

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EXHIBIT 7

CONTRACT AWARD RESPONSES

ompete ncy of bidder' during ontract Award: inancia Risk]	compete ncy of bidder' during Contract Award: [Cost savings]	compete ncy of bidder' during Contract Award: [P/E Ratio]	compete ncy of bidder' during Contract Award: [Earning per share]	compete ncy of bidder' during Contract Award: [Use of Technolo gy & Science]	compete ncy of bidder' during Contract Award: [Enginee ring capabilit y]	ncy of bidder' during Contract Award: [Emphasi s on research and Innovatio ns]	ncy of bidder' during Contract Award: [Accredit ation with various bodies]	compete ncy of bidder' during Contract Award: [Develop ment of strategy]	compete ncy of bidder' during Contract Award: [Employe e Health Care]	compete ncy of bidder' during Contract Award: [Safety Policy]	compete ncy of bidder' during Contract Award: [Environ mental Policy]	compete ncy of bidder' during Contract Award: [Social responsi bility]	compete ncy of bidder' during Contract Award: [Ethical values]	compete ncy of bidder' during Contract Award: [Capabili ty to address Economi c risk]	compete ncy of bidder' during Contract Award: [Capabili ty to address Political risk]	ncy of bidder' during Contract Award: [Capabili ty to address Regulato ry Changes]	ncy of bidder' during Contract Award: [Capabili ty to address Legal & Statutory requirme nts]	ncy of bidder' during Contract Award: [Capabili ty to handle unforese en contigen cy]	ment compete ncy of bidder' during Contract Award: [Number of Manpow er]	ment compete ncy of bidder' during Contract Award: [Quality of Manpow er]	compete ncy of bidder' during Contract Award: [Traning & develop ment to Manpow er]	ment compete ncy of bidder' during Contract Award: [Empowe rment of Manpow er]	Manage ment compete ncy of bidder' during Contract Award: [Attrition Rate]	efficiency of bidder' during Contract Award: [Commu nication with Client/O wner]	efficiency of bidder' during Contract Award: [Commu nication within Bidder organisat ion]	of bidder' during Contract Award: [Top Manage ment support and involvem ent]
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EXHIBIT 8

PROJECT PERFORMANCE RESPONSES

	on of project' criteria : [Defined Project Management Plan]	'Integration of project' criteria : [Project Execution Plan]	on of project' criteria : [Arrangement of Change Control Plan]	management is required for successful project performance.	Scope Management. [Focused scope statement]	effective Scope Management. [Cost/Benefit analysis]	effective Scope Management. [Project constraints]	effective Scope Management. [Work breakdown structure]	Scope Management. [Responsibility breakdown structure]	effective Scope Management. [Scope Change Control]	management is required for success of project performance.	Management' in project performance: [PERT and Gantt Charts]	Management' in project performance: [Critical Path Method]	'Time Management' in project performance: [Network Model]	Management' in project performance: [Resource loading]	Management' in project performance: [Reporting]	Management required for success of a project	Management' in project performance: [Financial analysis]	Management' in project performance: [Cost estimating]
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5	4	5	5	2	4	3	4	5	5	4	5	4	5	4	5	4	5	5	
5	5	5	5	5	4	5	5	5	4	4	5	5	5	4	5	5	5	4	
5	5	5	4	4	5	3	4	5	4	5	4	4	5	4	3	5	4	4	
5	4	3	3	5	4	4	4	3	3	4	5	4	5	5	4	4	5	4	
4	5	5	4	5	4	4	4	4	4	4	5	2	5	2	5	4	2	2	
5	4	3	3	4	4	4	4	3	3	4	5	4	5	5	4	4	5	4	
5	4	4	5	5	5	4	5	4	5	4	5	4	5	4	3	4	5	5	
5	5	5	5	5	5	3	4	4	4	5	5	4	5	4	4	4	4	3	
5	5	4	5	5	4	5	5	5	4	3	5	4	3	2	2	4	5	4	
5	5	5	5	5	4	5	5	4	4	4	5	4	5	4	4	5	5	5	

EXHIBIT 9

RELIABILITY STATISTICS- CRONBACK ALPHA OUTPUT

Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	79	88.8
	Excluded[a]	10	11.2
	Total	89	100.0

Listwise deletion based on all variables in the procedure.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.942	.945	46

EXHIBIT 10

CORRELATION MATRIX- CONTRACT AWARD PARAMETERS

Correlation Matrix- Contract Award Factors

Contract Award Factors	Lessons learnt from project performance is required to be recorded from	Select Parameters as per importance to measure 'Financial competency of	Select Parameters as per importance to measure 'Financial competency of	Select Parameters as per importance to measure 'Financial competency of	Select Parameters as per importance to measure 'Financial competency of	Select Parameters as per importance to measure 'Financial competency of	Select Parameters as per importance to measure 'Financial competency of	Select Parameters as per importance to measure 'Financial competency of	Select Parameters as per importance to measure 'Technical competency of	Select Parameters as per importance to measure 'Technical competency of	Select Parameters as per importance to measure 'Technical competency of	Select Parameters as per importance to measure 'Technical competency of	Select Parameters as per importance to measure 'Technical competency of	Select Parameters as per importance to measure 'HSE competency of bidder' during	Select Parameters as per importance to measure 'HSE competency of bidder' during	Select Parameters as per importance to measure 'HSE competency of bidder' during	Select Parameters as per importance to measure 'HSE competency of bidder' during	Select Parameters as per importance to measure 'HSE competency of bidder' during	Select Parameters as per importance to measure 'Risk Management competency of	Select Parameters as per importance to measure 'Risk Management competency of	Select Parameters as per importance to measure 'Risk Management competency of	Select Parameters as per importance to measure 'Risk Management competency of	Select Parameters as per importance to measure 'Risk Management competency of	Select Parameters as per importance to measure 'Human Resources	Select Parameters as per importance to measure 'Human Resources	Select Parameters as per importance to measure 'Human Resources	Select Parameters as per importance to measure 'Human Resources	Select Parameters as per importance to measure 'Human Resources	Select Parameters as per importance to measure 'Communication efficien	Select Parameters as per importance to measure 'Communication efficien	Select Parameters as per importance to measure 'Communication efficien	Select Parameters as per importance to measure 'Communication efficien	Select Parameters as per importance to measure 'Communication efficien	Select Parameters as per importance to measure 'Communication efficien	Lessons Learnt noted in previous cases needs to be transferred while
3.23. Lessons learnt from project performance is required to be recorded from	1.000	-.128	-.235	-.089	.042	.007	-.091	-.158	-.060	-.033	-.094	-.103	-.170	-.029	-.009	-.216	-.132	-.002	-.001	-.041	-.046	.061	-.064	-.171	-.029	-.075	-.096	-.087	-.072	-.116	-.142	-.101	-.135	-.066	.433
4.2. Select Parameters as per importance to measure 'Financial competency of	-.128	1.000	.575	.168	.165	.358	.302	.406	.056	-.093	.336	.338	.401	.362	.140	.469	.285	.103	.195	.445	.330	.222	.349	.033	-.065	.412	.490	.394	.252	.067	.401	.146	.492	.344	.127
4.2. Select Parameters as per importance to measure 'Financial competency of bidder' during	-.235	.575	1.000	.313	.221	.246	.272	.425	.174	.129	.323	.224	.287	.354	.044	.366	.296	.141	.442	.447	.395	.135	.266	.279	.025	.318	.369	.351	.256	.283	.286	.204	.364	.390	-.043
4.2. Select Parameters as per importance to measure 'Financial competency of	-.089	.168	.313	1.000	.265	.013	-.065	.140	.208	.119	.145	.430	.371	.305	.334	.553	.440	.071	.191	.394	.349	-.004	.388	.227	.026	.550	.422	.183	.232	.324	.446	-.073	.356	.361	-.020
4.2. Select Parameters as per importance to measure 'Financial competency of	.042	.165	.221	.265	1.000	.605	.327	.340	.469	.248	.314	.304	.453	.066	.182	.299	.509	.394	.357	.386	.478	.440	.593	.290	.255	.240	.448	.460	.190	.282	.121	.472	.383	.561	.113
4.2. Select Parameters as per importance to measure 'Financial competency of	.007	.358	.246	.013	.605	1.000	.358	.312	.295	.264	.370	.328	.369	.195	.182	.279	.309	.309	.360	.411	.422	.329	.449	.131	.405	.249	.402	.446	.340	.264	.107	.390	.394	.411	.069
4.2. Select Parameters as per importance to measure 'Financial competency of	-.091	.302	.272	-.065	.327	.358	1.000	.729	.229	.211	.087	.386	.419	.253	.265	.266	.417	.358	.331	.394	.396	.477	.204	.234	.305	.160	.447	.535	.185	.114	.280	.370	.458	.402	.155
4.2. Select Parameters as per importance to measure 'Financial competency of	-.158	.406	.425	.140	.340	.312	.729	1.000	.331	.129	.355	.428	.548	.333	.276	.462	.553	.419	.484	.540	.336	.359	.313	.275	.302	.350	.614	.513	.225	.187	.438	.365	.591	.548	.182
4.3. Select Parameters as per importance to measure 'Technical competency of bidder' during	-.060	.056	.174	.208	.469	.295	.229	.331	1.000	.288	.389	.150	.482	.199	.305	.354	.469	.338	.357	.449	.259	.245	.437	.427	.221	.195	.452	.351	.112	.262	.334	.275	.339	.463	.074
4.3. Select Parameters as per importance to measure 'Technical competency of	-.033	-.093	.129	.119	.248	.264	.211	.129	.288	1.000	.071	.219	.219	.340	.462	.227	.320	.138	.330	.137	.203	.146	.208	.472	.387	-.115	.098	.323	.359	.571	.001	.397	.065	.078	.022

4.3. Select Parameters as per importance to measure 'Technical competency of bidder' during	-.094	.336	.323	.145	.314	.370	.087	.355	.389	.071	1.000	.183	.402	.209	-.019	.342	.367	.409	.126	.381	.361	.260	.383	.152	-.039	.499	.386	.304	.311	.007	.168	.250	.385	.553	.041
4.3. Select Parameters as per importance to measure 'Technical competency of bidder' during	-.103	.338	.224	.430	.304	.328	.386	.428	.150	.219	.183	1.000	.489	.323	.344	.656	.630	.279	.299	.496	.436	.276	.275	.090	.326	.532	.417	.498	.279	.263	.569	.217	.566	.358	.097
4.3. Select Parameters as per importance to measure 'Technical competency of bidder' during	-.170	.401	.287	.371	.453	.369	.419	.548	.482	.219	.402	.489	1.000	.451	.473	.705	.634	.469	.331	.656	.510	.429	.424	.349	.300	.516	.651	.489	.456	.242	.571	.264	.700	.547	.151
4.4. Select Parameters as per importance to measure 'HSE competency of bidder' during	-.029	.362	.354	.305	.066	.195	.253	.333	.199	.340	.209	.323	.451	1.000	.377	.417	.255	.107	.414	.413	.361	.304	.067	.267	.283	.305	.426	.211	.367	.370	.308	.123	.331	.251	.187
4.4. Select Parameters as per importance to measure 'HSE competency of bidder' during	-.009	.140	.044	.334	.182	.182	.265	.276	.305	.462	-.019	.344	.473	.377	1.000	.497	.318	.011	.158	.372	.100	.238	.293	.243	.403	.162	.364	.118	.144	.471	.407	.054	.333	.127	.041
4.4. Select Parameters as per importance to measure 'HSE competency of bidder' during	-.216	.469	.366	.553	.299	.279	.266	.462	.354	.227	.342	.656	.705	.417	.497	1.000	.760	.219	.302	.556	.369	.144	.566	.349	.161	.646	.602	.468	.312	.357	.552	.232	.621	.506	.127
4.4. Select Parameters as per importance to measure 'HSE competency of bidder' during	-.132	.285	.296	.440	.509	.309	.417	.553	.469	.320	.367	.630	.634	.255	.318	.760	1.000	.482	.382	.566	.383	.212	.521	.380	.167	.532	.622	.562	.234	.351	.430	.465	.504	.581	.155
4.4. Select Parameters as per importance to measure 'HSE competency of bidder' during	-.002	.103	.141	.071	.394	.309	.358	.419	.338	.138	.409	.279	.469	.107	.011	.219	.482	1.000	.347	.254	.345	.330	.219	.026	.280	.277	.386	.567	.259	-.061	.273	.283	.412	.462	.200
4.5. Select Parameters as per importance to measure 'Risk Management competency of bidder' during	-.001	.195	.442	.191	.357	.360	.331	.484	.357	.330	.126	.299	.331	.414	.158	.302	.382	.347	1.000	.456	.295	.238	.146	.457	.386	.072	.446	.367	.386	.316	.273	.437	.339	.284	.107
4.5. Select Parameters as per importance to measure 'Risk Management competency of bidder' during	-.041	.445	.447	.394	.386	.411	.394	.540	.449	.137	.381	.496	.656	.413	.372	.556	.566	.254	.456	1.000	.459	.239	.348	.320	.290	.526	.651	.347	.350	.325	.538	.291	.641	.484	.039
4.5. Select Parameters as per importance to measure 'Risk Management competency of bidder' during	-.046	.330	.395	.349	.478	.422	.396	.336	.259	.203	.361	.436	.510	.361	.100	.369	.383	.345	.295	.459	1.000	.531	.380	.186	.115	.410	.475	.548	.332	.192	.277	.296	.577	.592	.134
Contract Award: 4.5. Select Parameters as per importance to measure 'Risk Management competency of bidder' during Contract Award:	.061	.222	.135	-.004	.440	.329	.477	.359	.245	.146	.260	.276	.429	.304	.238	.144	.212	.330	.238	.239	.531	1.000	.159	-.023	.263	.224	.404	.417	.151	.001	.248	.209	.519	.396	.144

4.5. Select Parameters as per importance to measure 'Risk Management competency of bidder' during Contract Award:	-.064	.349	.266	.388	.593	.449	.204	.313	.437	.208	.383	.275	.424	.067	.293	.566	.521	.219	.146	.348	.380	.159	1.000	.189	.001	.399	.485	.524	.114	.285	.308	.261	.452	.630	.089
4.6. Select Parameters as per importance to measure 'Human Resources Management competency of	-.171	.033	.279	.227	.290	.131	.234	.275	.427	.472	.152	.090	.349	.267	.243	.349	.380	.026	.457	.320	.186	-.023	.189	1.000	.179	-.021	.212	.165	.348	.453	.035	.492	.125	.178	-.026
4.6. Select Parameters as per importance to measure 'Human Resources Management competency of	-.029	-.065	.025	.026	.255	.405	.305	.302	.221	.387	-.039	.326	.300	.283	.403	.161	.167	.280	.386	.290	.115	.263	.001	.179	1.000	.066	.136	.166	.288	.400	.213	.278	.260	.057	.165
4.6. Select Parameters as per importance to measure 'Human Resources Management competency of bidder' during	-.075	.412	.318	.550	.240	.249	.160	.350	.195	-.115	.499	.532	.516	.305	.162	.646	.532	.277	.072	.526	.410	.224	.399	-.021	.066	1.000	.558	.316	.256	.081	.488	-.033	.648	.570	.124
4.6. Select Parameters as per importance to measure 'Human Resources Management competency of bidder' during	-.096	.490	.369	.422	.448	.402	.447	.614	.452	.098	.386	.417	.651	.426	.364	.602	.622	.386	.446	.651	.475	.404	.485	.212	.136	.558	1.000	.461	.162	.208	.534	.252	.645	.675	.186
4.6. Select Parameters as per importance to measure 'Human Resources Management competency of	-.087	.394	.351	.183	.460	.446	.535	.513	.351	.323	.304	.498	.489	.211	.118	.468	.562	.567	.367	.347	.548	.417	.524	.165	.166	.316	.461	1.000	.312	.082	.377	.360	.582	.558	.196
4.7. Select Parameters as per importance to measure ' Communication efficiency of bidder' during	-.072	.252	.256	.232	.190	.340	.185	.225	.112	.359	.311	.279	.456	.367	.144	.312	.234	.259	.386	.350	.332	.151	.114	.348	.288	.256	.162	.312	1.000	.351	.126	.257	.295	.166	-.036
4.7. Select Parameters as per importance to measure ' Communication efficiency of bidder' during Contract Award:	-.116	.067	.283	.324	.282	.264	.114	.187	.262	.571	.007	.263	.242	.370	.471	.357	.351	-.061	.316	.325	.192	.001	.285	.453	.400	.081	.208	.082	.351	1.000	.077	.363	.045	.158	-.050
4.7. Select Parameters as per importance to measure ' Communication efficiency of bidder' during	-.142	.401	.286	.446	.121	.107	.280	.438	.334	.001	.168	.569	.571	.308	.407	.552	.430	.273	.273	.538	.277	.248	.308	.035	.213	.488	.534	.377	.126	.077	1.000	.018	.616	.281	.133
4.7. Select Parameters as per importance to measure ' Communication efficiency of bidder' during Contract Award:	-.101	.146	.204	-.073	.472	.390	.370	.365	.275	.397	.250	.217	.264	.123	.054	.232	.465	.283	.437	.291	.296	.209	.261	.492	.278	-.033	.252	.360	.257	.363	.018	1.000	.117	.292	.041

4.7. Select Parameters as per importance to measure ' Communication efficiency of bidder' during Contract Award:	-.135	.492	.364	.356	.383	.394	.458	.591	.339	.065	.385	.566	.700	.331	.333	.621	.504	.412	.339	.641	.577	.519	.452	.125	.260	.648	.645	.582	.295	.045	.616	.117	1.000	.602	.197
4.7. Select Parameters as per importance to measure ' Communication efficiency of bidder' during Contract Award:	-.066	.344	.390	.361	.561	.411	.402	.548	.463	.078	.553	.358	.547	.251	.127	.506	.581	.462	.284	.484	.592	.396	.630	.178	.057	.570	.675	.558	.166	.158	.281	.292	.602	1.000	.179
4.8 Lessons Learnt noted in previous cases needs to be transferred while	.433	.127	-.043	-.020	.113	.069	.155	.182	.074	.022	.041	.097	.151	.187	.041	.127	.155	.200	.107	.039	.134	.144	.089	-.026	.165	.124	.186	.196	-.036	-.050	.133	.041	.197	.179	1.000
3.23. Lessons learnt from project performance is required to be recorded from		.005	.000	.035	.195	.442	.033	.001	.113	.254	.029	.018	.000	.275	.429	.000	.003	.488	.489	.201	.174	.108	.098	.000	.279	.063	.025	.039	.072	.009	.002	.020	.003	.089	.000
4.2. Select Parameters as per importance to measure 'Financial competency of	.005		.000	.000	.000	.000	.000	.000	.127	.029	.000	.000	.000	.000	.002	.000	.000	.018	.000	.000	.000	.000	.000	.254	.092	.000	.000	.000	.000	.088	.000	.001	.000	.000	.005
4.2. Select Parameters as per importance to measure 'Financial competency of bidder' during	.000	.000		.000	.000	.000	.000	.000	.000	.004	.000	.000	.000	.000	.184	.000	.000	.002	.000	.000	.000	.003	.000	.000	.309	.000	.000	.000	.000	.000	.000	.000	.000	.000	.189
4.2. Select Parameters as per importance to measure 'Financial competency of	.035	.000	.000		.000	.397	.094	.002	.000	.008	.002	.000	.000	.000	.000	.000	.000	.075	.000	.000	.000	.469	.000	.000	.295	.000	.000	.000	.000	.000	.000	.069	.000	.000	.340
4.2. Select Parameters as per importance to measure 'Financial competency of	.195	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.089	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.007	.000	.000	.000	.011
4.2. Select Parameters as per importance to measure 'Financial competency of	.442	.000	.000	.397	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.004	.000	.000	.000	.000	.000	.000	.015	.000	.000	.000	.082
4.2. Select Parameters as per importance to measure 'Financial competency of	.033	.000	.000	.094	.000	.000		.000	.000	.000	.038	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000	.010	.000	.000	.000	.000	.001
4.2. Select Parameters as per importance to measure 'Financial competency of	.001	.000	.000	.002	.000	.000	.000		.000	.004	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
4.3. Select Parameters as per importance to measure 'Technical competency of bidder' during	.113	.127	.000	.000	.000	.000	.000	.000		.000	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.011	.000	.000	.000	.000	.000	.066

4.3. Select Parameters as per importance to measure 'Technical competency of	.254	.029	.004	.008	.000	.000	.000	.004	.000		.075	.000	.000	.000	.000	.000	.000	.002	.000	.003	.000	.001	.000	.000	.000	.009	.023	.000	.000	.000	.494	.000	.093	.057	.326
4.3. Select Parameters as per importance to measure 'Technical competency of bidder' during	.029	.000	.000	.002	.000	.000	.038	.000	.000	.075		.000	.000	.000	.350	.000	.000	.000	.005	.000	.000	.000	.000	.001	.217	.000	.000	.000	.000	.444	.000	.000	.000	.000	.205
4.3. Select Parameters as per importance to measure 'Technical competency of bidder' during	.018	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.034	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.025
4.3. Select Parameters as per importance to measure 'Technical competency of bidder' during	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001
4.4. Select Parameters as per importance to measure 'HSE competency of bidder' during	.275	.000	.000	.000	.089	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.015	.000	.000	.000	.000	.085	.000	.000	.000	.000	.000	.000	.000	.000	.006	.000	.000	.000
4.4. Select Parameters as per importance to measure 'HSE competency of bidder' during	.429	.002	.184	.000	.000	.000	.000	.000	.000	.000	.350	.000	.000	.000		.000	.000	.412	.001	.000	.021	.000	.000	.000	.000	.000	.000	.008	.002	.000	.000	.137	.000	.005	.202
4.4. Select Parameters as per importance to measure 'HSE competency of bidder' during	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.002	.000	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.005
4.4. Select Parameters as per importance to measure 'HSE competency of bidder' during	.003	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001
4.4. Select Parameters as per importance to measure 'HSE competency of bidder' during	.488	.018	.002	.075	.000	.000	.000	.000	.000	.002	.000	.000	.000	.015	.412	.000	.000		.000	.000	.000	.000	.000	.000	.302	.000	.000	.000	.000	.000	.107	.000	.000	.000	.000
4.5. Select Parameters as per importance to measure 'Risk Management competency of bidder' during	.489	.000	.000	.000	.000	.000	.000	.000	.000	.000	.005	.000	.000	.000	.001	.000	.000	.000		.000	.000	.000	.000	.001	.000	.000	.073	.000	.000	.000	.000	.000	.000	.000	.015
4.5. Select Parameters as per importance to measure 'Risk Management competency of bidder' during	.201	.000	.000	.000	.000	.000	.000	.000	.000	.003	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.213
4.5. Select Parameters as per importance to measure 'Risk Management competency of bidder' during Contract Award:	.174	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.021	.000	.000	.000	.000	.000		.000	.000	.000	.010	.000	.000	.000	.000	.000	.000	.000	.000	.000	.003

4.5. Select Parameters as per importance to measure 'Risk Management competency of bidder' during	.108	.000	.003	.469	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.000	.002	.000	.000	.000	.000	.000		.001	.321	.000	.000	.000	.000	.001	.491	.000	.000	.000	.000	.002
4.5. Select Parameters as per importance to measure 'Risk Management competency of bidder' during Contract Award:	.098	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.085	.000	.000	.000	.000	.001	.000	.000	.001		.000	.491	.000	.000	.000	.010	.000	.000	.000	.000	.000	.036
4.6. Select Parameters as per importance to measure 'Human Resources Management competency of	.000	.254	.000	.000	.000	.004	.000	.000	.000	.000	.001	.034	.000	.000	.000	.000	.000	.302	.000	.000	.000	.321	.000		.000	.338	.000	.000	.000	.000	.242	.000	.006	.000	.302
4.6. Select Parameters as per importance to measure 'Human Resources Management competency of	.279	.092	.309	.295	.000	.000	.000	.000	.000	.000	.217	.000	.000	.000	.000	.001	.000	.000	.000	.000	.010	.000	.491	.000		.090	.003	.000	.000	.000	.000	.000	.000	.126	.000
4.6. Select Parameters as per importance to measure 'Human Resources Management competency of bidder' during	.063	.000	.000	.000	.000	.000	.001	.000	.000	.009	.000	.000	.000	.000	.000	.000	.000	.000	.073	.000	.000	.000	.000	.338	.090		.000	.000	.000	.050	.000	.252	.000	.000	.006
4.6. Select Parameters as per importance to measure 'Human Resources Management competency of bidder' during	.025	.000	.000	.000	.000	.000	.000	.000	.000	.023	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.003	.000		.000	.000	.000	.000	.000	.000	.000	.000
4.6. Select Parameters as per importance to measure 'Human Resources Management competency of	.039	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.008	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.049	.000	.000	.000	.000	.000
4.7. Select Parameters as per importance to measure ' Communication efficiency of bidder' during	.072	.000	.000	.000	.000	.000	.000	.000	.011	.000	.000	.000	.000	.000	.002	.000	.000	.000	.000	.000	.000	.001	.010	.000	.000	.000	.000	.000		.000	.005	.000	.000	.000	.230
4.7. Select Parameters as per importance to measure ' Communication efficiency of bidder' during	.009	.088	.000	.000	.000	.000	.010	.000	.000	.000	.444	.000	.000	.000	.000	.000	.000	.107	.000	.000	.000	.491	.000	.000	.000	.050	.000	.049	.000		.059	.000	.180	.001	.157
4.7. Select Parameters as per importance to measure ' Communication efficiency of bidder' during Contract Award:	.002	.000	.000	.000	.007	.015	.000	.000	.000	.494	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.242	.000	.000	.000	.000	.005	.059		.360	.000	.000	.003

4.7. Select Parameters as per importance to measure ' Communication efficiency of bidder' during Contract Award:	.020	.001	.000	.069	.000	.000	.000	.000	.000	.000	.000	.000	.000	.006	.137	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.252	.000	.000	.000	.000	.360		.008	.000	.204
4.7. Select Parameters as per importance to measure ' Communication efficiency of bidder' during Contract Award:	.003	.000	.000	.000	.000	.000	.000	.000	.000	.093	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.006	.000	.000	.000	.000	.000	.000	.180	.000	.008		.000	.000
4.7. Select Parameters as per importance to measure ' Communication efficiency of bidder' during Contract Award:	.089	.000	.000	.000	.000	.000	.000	.000	.000	.057	.000	.000	.000	.000	.005	.000	.000	.000	.000	.000	.000	.000	.000	.000	.126	.000	.000	.000	.000	.000	.001	.000	.000	.000		.000
4.8 Lessons Learnt noted in previous cases needs to be transferred while	.000	.005	.189	.340	.011	.082	.001	.000	.066	.326	.205	.025	.001	.000	.202	.005	.001	.000	.015	.213	.003	.002	.036	.302	.000	.006	.000	.000	.230	.157	.003	.204	.000	.000	

a. Determinant = 3.636E-013

EXHIBIT 11

FACTOR ANALYSIS- INITIAL FACTOR SOLUTION FOR CONTRACT AWARD FACTORS

Output of KMO & Bartlett's test, Communality, estimated factors.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.702
Bartlett's Test of Sphericity	Approx. Chi-Square	34397.696
	df	2278
	Sig.	.000

Communalities		
	Initial	Extraction
VAR00001	1.000	.521
VAR00002	1.000	.686
VAR00003	1.000	.787
VAR00004	1.000	.737
VAR00005	1.000	.829
VAR00006	1.000	.809
VAR00007	1.000	.513
VAR00008	1.000	.787
VAR00009	1.000	.752
VAR00010	1.000	.869

VAR00011	1.000	.843
VAR00012	1.000	.813
VAR00013	1.000	.738
VAR00014	1.000	.819
VAR00015	1.000	.798
VAR00016	1.000	.867
VAR00017	1.000	.810
VAR00018	1.000	.817
VAR00019	1.000	.768
VAR00020	1.000	.722
VAR00021	1.000	.883
VAR00022	1.000	.813
VAR00023	1.000	.745
VAR00024	1.000	.768
VAR00025	1.000	.730
VAR00026	1.000	.831
VAR00027	1.000	.709
VAR00028	1.000	.793
VAR00029	1.000	.763
VAR00030	1.000	.742
VAR00031	1.000	.756
VAR00032	1.000	.784
VAR00033	1.000	.826
VAR00034	1.000	.801
VAR00035	1.000	.779

Communalities

	Initial	Extraction
VAR00036	1.000	.793
VAR00037	1.000	.831
VAR00038	1.000	.779
VAR00039	1.000	.767
VAR00040	1.000	.732
VAR00041	1.000	.805
VAR00042	1.000	.816
VAR00043	1.000	.729
VAR00044	1.000	.816
VAR00045	1.000	.732
VAR00046	1.000	.812
VAR00047	1.000	.751
VAR00048	1.000	.763
VAR00049	1.000	.806
VAR00050	1.000	.775
VAR00051	1.000	.900
VAR00052	1.000	.849
VAR00053	1.000	.810
VAR00054	1.000	.853
VAR00055	1.000	.470
VAR00056	1.000	.879
VAR00057	1.000	.877
VAR00058	1.000	.844
VAR00059	1.000	.858
VAR00060	1.000	.815
VAR00061	1.000	.639

VAR00062	1.000	.846
VAR00063	1.000	.860
VAR00064	1.000	.874
VAR00065	1.000	.837
VAR00066	1.000	.748
VAR00067	1.000	.892
VAR00068	1.000	.729

FACTOR ANALYSIS- ROTATED FACTOR SOLUTION FOR CONTRACT AWARD FACTORS

Extraction Method- Principle Component Analysis- Scree Plot, Rotated Factor solution (Rotation by Verimax), Total Variance explained by factors, Component Matrix

Total Variance Explained

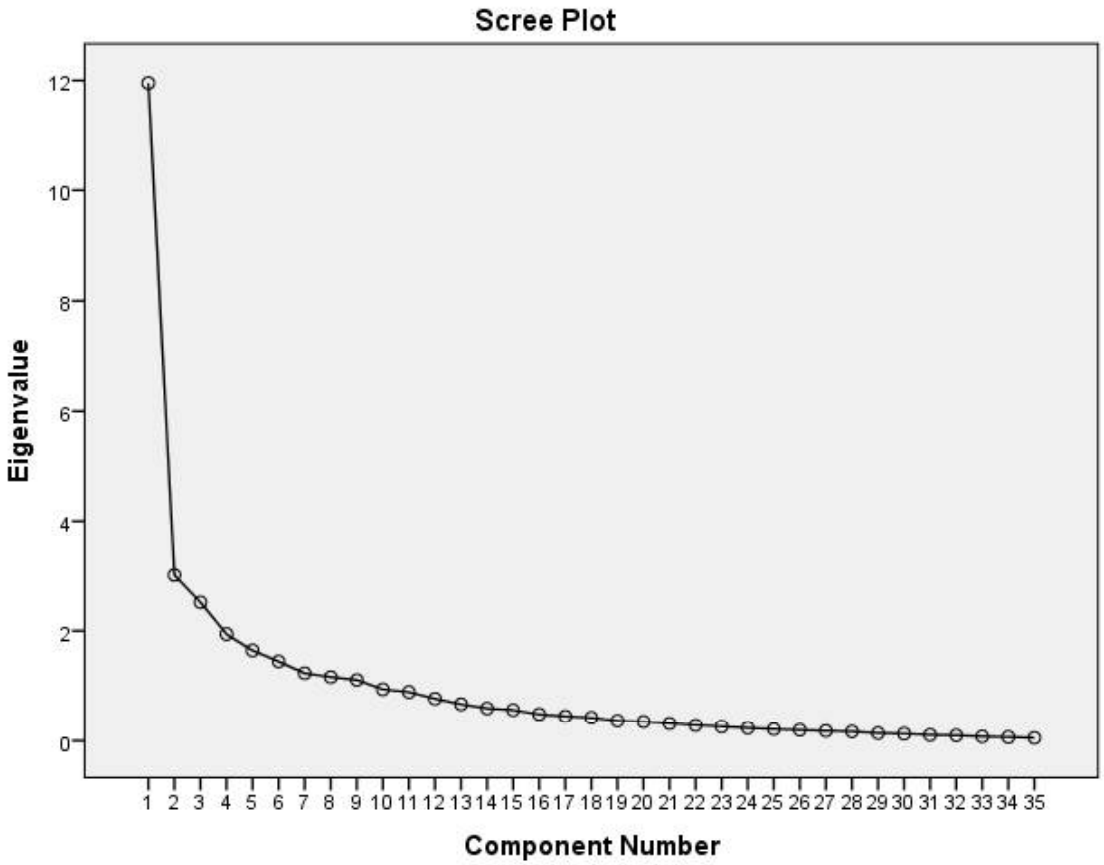
Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	11.953	34.152	34.152
2	3.009	8.597	42.748
3	2.516	7.188	49.936
4	1.940	5.543	55.479
5	1.645	4.699	60.178
6	1.445	4.128	64.306
7	1.232	3.519	67.825
8	1.162	3.320	71.144
9	1.110	3.171	74.315
10	.939	2.683	76.999
11	.890	2.542	79.541
12	.769	2.196	81.736
13	.669	1.911	83.647
14	.593	1.694	85.341
15	.563	1.608	86.949
16	.485	1.386	88.334
17	.449	1.284	89.618
18	.423	1.207	90.825
19	.365	1.044	91.869
20	.349	.996	92.866

21	.316	.902	93.767
22	.283	.808	94.575
23	.259	.740	95.315
24	.231	.660	95.975
25	.210	.601	96.576
26	.196	.559	97.135
27	.178	.510	97.644
28	.166	.475	98.119
29	.136	.390	98.509
30	.127	.363	98.872
31	.105	.300	99.172
32	.096	.276	99.448
33	.075	.214	99.662
34	.066	.188	99.850
35	.053	.150	100.000

Extraction Method: Principal Component Analysis.

Component Matrix[a]

a. 9 components extracted.



Total Variance Explained

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	6.010	17.171	17.171
2	3.756	10.732	27.903
3	3.490	9.973	37.876
4	3.098	8.853	46.729
5	2.431	6.947	53.676
6	2.036	5.817	59.493
7	1.755	5.014	64.506
8	1.750	4.999	69.505
9	1.683	4.810	74.315

Extraction Method: Principal Component Analysis.

Component Transformation Matrix

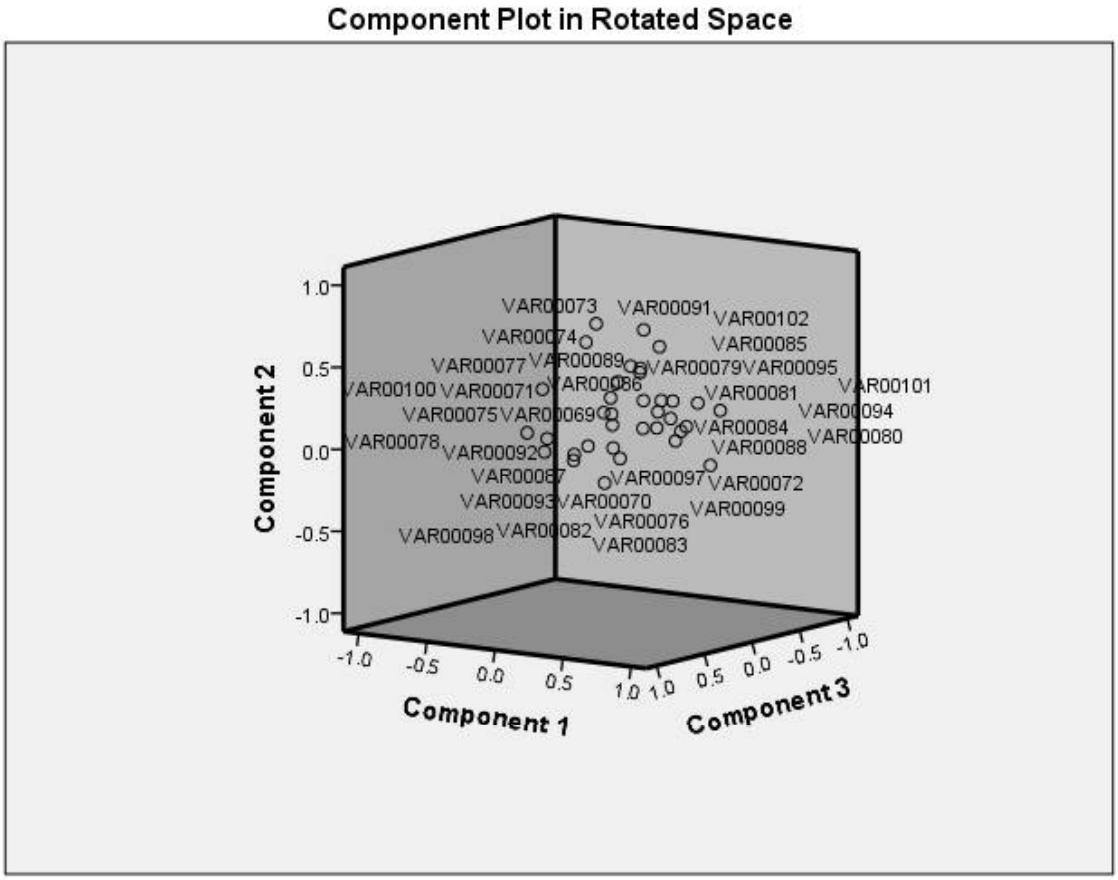
Component	1	2	3	4	5	6	7
1	.617	.436	.271	.368	.285	.216	.105
2	-.336	-.088	.886	.125	-.159	.063	-.215
3	-.599	.421	-.218	.472	-.150	.175	.316
4	.128	-.545	.018	.216	-.063	.633	.369
5	.254	.292	.071	-.206	-.780	.032	.264
6	-.095	.186	.264	-.571	.235	-.029	.571
7	-.034	-.237	.116	.271	.214	-.517	.541
8	.129	-.388	-.041	.040	-.344	-.194	.129
9	-.199	-.042	-.067	-.368	.195	.459	.032

Component Transformation Matrix

Component	8	9
1	.216	.185
2	.060	.005
3	.031	.197
4	-.297	-.101
5	.103	-.335
6	-.287	.309
7	.288	-.408
8	.365	.724
9	.743	-.134

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.



Component Score Coefficient Matrix

	Component						
	1	2	3	4	5	6	7
VAR00069	-.042	.037	.046	-.088	.024	-.027	.522
VAR00070	-.019	.034	-.061	.024	.379	.001	-.039
VAR00071	-.073	-.022	.031	.026	.398	-.116	-.022

VAR00072	.202	-.006	.081	-.206	-.033	-.132	.049
VAR00073	-.073	.302	.032	-.046	-.082	.043	-.035
VAR00074	-.111	.271	.028	-.069	.047	.194	-.101
VAR00075	-.056	-.015	-.031	.317	.073	.087	-.016
VAR00076	-.001	-.107	-.051	.281	.093	-.018	-.009
VAR00077	-.025	.026	.007	-.048	-.120	.052	-.032
VAR00078	-.035	.045	.268	-.034	-.088	.005	.079
VAR00079	-.044	.078	-.086	-.149	.044	-.025	.003
VAR00080	.210	-.011	.030	.118	-.128	-.050	-.024
VAR00081	.094	-.050	-.026	-.016	-.068	.115	-.056
VAR00082	-.017	-.187	.119	-.143	.226	.161	.172
VAR00083	.100	-.010	.129	-.115	-.067	.262	-.035
VAR00084	.196	-.016	.055	.007	-.025	-.149	-.004
VAR00085	.148	.014	.051	.159	-.152	-.265	.052
VAR00086	.042	-.046	-.107	.187	-.265	-.037	.009
VAR00087	-.065	-.156	.095	.165	.097	-.039	.022
VAR00088	.050	-.059	-.006	-.011	.100	.077	-.082
VAR00089	-.039	.149	-.004	-.101	.097	.090	.045
VAR00090	-.100	.105	-.081	-.055	.027	.388	.030
VAR00091	.033	.318	.022	-.095	-.012	-.107	-.024
VAR00092	-.056	-.087	.196	.063	.063	-.188	.002
VAR00093	.012	-.077	.109	.044	-.182	.287	-.031
VAR00094	.181	.009	-.090	-.138	-.017	-.029	.020
VAR00095	.036	.000	-.054	.010	.092	.046	.027
VAR00096	.027	.110	-.019	.192	-.054	-.108	.043
VAR00097	.007	-.070	.105	-.081	.020	.039	-.075
VAR00098	-.005	.064	.278	-.123	.061	-.010	-.005
VAR00099	.200	-.154	-.083	.083	-.051	.067	-.060

VAR00100	-.110	.089	.121	.222	.004	-.171	-.031
VAR00101	.093	.000	-.108	.015	.008	.148	-.042
VAR00102	-.008	.161	-.066	-.038	.033	-.056	.061
VAR00103	.002	-.107	.046	.043	-.026	-.087	.532

Component Score Coefficient Matrix

	Component	
	8	9
VAR00069	-.069	.003
VAR00070	-.159	-.112
VAR00071	-.027	-.002
VAR00072	-.016	.044
VAR00073	.020	-.068
VAR00074	-.163	.032
VAR00075	-.098	-.193
VAR00076	.075	-.110
VAR00077	.479	-.059
VAR00078	-.083	.028
VAR00079	.240	.297
VAR00080	-.375	.055
VAR00081	.139	.083
VAR00082	.111	.077
VAR00083	.038	-.296
VAR00084	-.081	-.052
VAR00085	-.031	-.012
VAR00086	.089	.331
VAR00087	.122	.114
VAR00088	.121	.009

VAR00089	-.097	.116
VAR00090	.045	-.025
VAR00091	-.035	-.229
VAR00092	.232	.010
VAR00093	-.061	.094
VAR00094	-.039	.156
VAR00095	.193	-.141
VAR00096	-.209	.044
VAR00097	-.134	.477
VAR00098	-.088	-.095
VAR00099	.025	-.074
VAR00100	-.055	.017
VAR00101	-.006	.020
VAR00102	.138	-.023
VAR00103	.084	-.076

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Component Scores.

EXHIBIT 12

CORRELATION MATRIX FOR PROJECT PERFORMANCE PARAMETERS

Correlation Matrix[a]	Project Performance Factor	01	002	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	0018	0019	0020	0021	0022	0023	0024	0025	0026	0027	0028	0029	0030
Correlation	VAR00001	1.000	.053	.003	-.096	-.073	-.091	.218	-.090	-.137	-.105	.079	.213	.041	.462	-.075	-.097	-.124	-.155	.001	.386	-.135	-.027	-.110	-.040	-.098	.478	-.048	-.099	-.214	-.089
	VAR00002	.053	1.000	.341	.349	.227	.273	.185	.269	.172	.071	.160	.173	.187	-.011	.279	.189	.199	.098	.371	.048	.085	.129	.099	.128	.179	.055	.194	.239	.128	.217
	VAR00003	.003	.341	1.000	.473	.332	.341	.204	.516	.015	.240	.137	.140	.320	-.051	.292	.392	.274	.124	.277	-.004	.223	.265	.071	.310	.178	-.032	.391	.481	.173	.384
	VAR00004	-.096	.349	.473	1.000	.559	.526	.193	.476	.213	.329	.313	.155	.288	-.142	.204	.262	.104	.196	.368	-.129	.044	.330	.313	.311	.296	-.049	.346	.422	.255	.279
	VAR00005	-.073	.227	.332	.559	1.000	.414	.094	.381	.168	.264	.511	.437	.214	.055	.166	.317	.045	.373	.288	.094	.176	.545	.563	.472	.347	.075	.320	.492	.378	.390
	VAR00006	-.091	.273	.341	.526	.414	1.000	.305	.551	.135	.436	.405	.317	.578	-.065	.357	.233	.321	.270	.528	.032	.254	.354	.574	.398	.557	-.051	.285	.350	.316	.371
	VAR00007	.218	.185	.204	.193	.094	.305	1.000	.317	-.034	.128	.047	-.008	.279	.387	.166	.100	.074	-.025	.272	.265	-.071	.011	.071	-.004	.066	.270	.050	.061	.027	-.026
	VAR00008	-.090	.269	.516	.476	.381	.551	.317	1.000	.032	.360	.174	.128	.561	-.102	.362	.408	.342	.166	.389	-.051	.102	.218	.234	.243	.279	-.111	.301	.358	.167	.229
	VAR00009	-.137	.172	.015	.213	.168	.135	-.034	.032	1.000	.421	.184	.014	-.130	-.183	.332	.251	.246	.347	.101	-.112	.356	.242	.180	.139	.288	-.139	.201	.202	.454	.261
	VAR00010	-.105	.071	.240	.329	.264	.436	.128	.360	.421	1.000	.514	.368	.211	-.077	.205	.237	.148	.213	.241	.017	.276	.324	.244	.363	.333	-.051	.360	.346	.287	.272
	VAR00011	.079	.160	.137	.313	.511	.405	.047	.174	.184	.514	1.000	.729	.200	-.039	.164	.147	.086	.295	.351	.093	.334	.569	.413	.590	.451	-.002	.272	.290	.186	.267
	VAR00012	.213	.173	.140	.155	.437	.317	-.008	.128	.014	.368	.729	1.000	.222	.135	-.001	.098	.034	.227	.243	.191	.224	.327	.396	.426	.326	.120	.264	.222	.095	.236
	VAR00013	.041	.187	.320	.288	.214	.578	.279	.561	-.130	.211	.200	.222	1.000	.084	.228	.157	.323	.207	.559	.148	.147	.332	.307	.280	.482	-.008	.235	.161	.172	.253
	VAR00014	.462	-.011	-.051	-.142	.055	-.065	.387	-.102	-.183	-.077	-.039	.135	.084	1.000	-.125	-.051	-.178	-.082	.078	.737	-.056	.024	-.024	-.040	-.107	.818	-.088	.001	-.095	-.039
	VAR00015	-.075	.279	.292	.204	.166	.357	.166	.362	.332	.205	.164	-.001	.228	-.125	1.000	.516	.690	.404	.489	.031	.504	.357	.217	.246	.242	-.106	.257	.376	.291	.288
	VAR00016	-.097	.189	.392	.262	.317	.233	.100	.408	.251	.237	.147	.098	.157	-.051	.516	1.000	.519	.626	.206	-.004	.195	.217	.070	.205	.179	-.041	.489	.535	.534	.365
	VAR00017	-.124	.199	.274	.104	.045	.321	.074	.342	.246	.148	.086	.034	.323	-.178	.690	.519	1.000	.468	.439	-.049	.429	.228	.140	.240	.368	-.213	.318	.378	.366	.391
	VAR00018	-.155	.098	.124	.196	.373	.270	-.025	.166	.347	.213	.295	.227	.207	-.082	.404	.626	.468	1.000	.184	.007	.368	.374	.276	.401	.227	-.051	.410	.467	.439	.486
	VAR00019	.001	.371	.277	.368	.288	.528	.272	.389	.101	.241	.351	.243	.559	.078	.489	.206	.439	.184	1.000	.162	.257	.382	.310	.263	.461	.072	.256	.243	.220	.283
	VAR00020	.386	.048	-.004	-.129	.094	.032	.265	-.051	-.112	.017	.093	.191	.148	.737	.031	-.004	-.049	.007	.162	1.000	.085	.116	.056	.113	.073	.688	.042	.082	-.007	.033
	VAR00021	-.135	.085	.223	.044	.176	.254	-.071	.102	.356	.276	.334	.224	.147	-.056	.504	.195	.429	.368	.257	.085	1.000	.552	.364	.520	.434	-.028	.160	.175	.241	.302
	VAR00022	-.027	.129	.265	.330	.545	.354	.011	.218	.242	.324	.569	.327	.332	.024	.357	.217	.228	.374	.382	.116	.552	1.000	.488	.630	.553	.038	.354	.413	.222	.385
	VAR00023	-.110	.099	.071	.313	.563	.574	.071	.234	.180	.244	.413	.396	.307	-.024	.217	.070	.140	.276	.310	.056	.364	.488	1.000	.384	.586	-.034	.198	.218	.240	.272
	VAR00024	-.040	.128	.310	.311	.472	.398	-.004	.243	.139	.363	.590	.426	.280	-.040	.246	.205	.240	.401	.263	.113	.520	.630	.384	1.000	.503	-.025	.410	.418	.218	.346
	VAR00025	-.098	.179	.178	.296	.347	.557	.066	.279	.288	.333	.451	.326	.482	-.107	.242	.179	.368	.227	.461	.073	.434	.553	.586	.503	1.000	-.129	.365	.261	.408	.302
	VAR00026	.478	.055	-.032	-.049	.075	-.051	.270	-.111	-.139	-.051	-.002	.120	-.008	.818	-.106	-.041	-.213	-.051	.072	.688	-.028	.038	-.034	-.025	-.129	1.000	.005	.059	-.105	-.034
	VAR00027	-.048	.194	.391	.346	.320	.285	.050	.301	.201	.360	.272	.264	.235	-.088	.257	.489	.318	.410	.256	.042	.160	.354	.198	.410	.365	.005	1.000	.620	.423	.571
	VAR00028	-.099	.239	.481	.422	.492	.350	.061	.358	.202	.346	.290	.222	.161	.001	.376	.535	.378	.467	.243	.082	.175	.413	.218	.418	.261	.059	.620	1.000	.400	.736
	VAR00029	-.214	.128	.173	.255	.378	.316	.027	.167	.454	.287	.186	.095	.172	-.095	.291	.534	.366	.439	.220	-.007	.241	.222	.240	.218	.408	-.105	.423	.400	1.000	.396
	VAR00030	-.089	.217	.384	.279	.390	.371	-.026	.229	.261	.272	.267	.236	.253	-.039	.288	.365	.391	.486	.283	.033	.302	.385	.272	.346	.302	-.034	.571	.736	.396	1.000
	VAR00031	.324	.124	-.103	.063	.249	.145	.191	.066	-.144	-.059	.091	.270	.132	.512	-.054	-.084	-.238	-.013	.155	.469	-.167	-.031	.104	-.033	-.066	.550	-.077	-.023	-.138	-.105
	VAR00032	-.078	.244	.211	.275	.460	.240	.012	.224	.307	.350	.391	.384	.121	-.072	.203	.184	.230	.399	.208	.011	.217	.412	.249	.361	.283	-.028	.372	.506	.227	.489
	VAR00033	-.087	.119	.369	.274	.373	.393	.011	.278	.112	.184	.319	.407	.214	-.047	.095	.039	.188	.158	.169	.035	.323	.313	.384	.334	.383	-.031	.310	.299	.138	.419
	VAR00034	-.058	.246	.393	.427	.660	.447	.077	.313	.178	.124	.376	.293	.234	-.021	.191	.316	.186	.390	.255	.047	.176	.400	.426	.378	.368	-.012	.307	.491	.248	.500
	VAR00035	-.067	.125	.304	.286	.428	.544	.105	.374	.082	.470	.391	.297	.318	-.046	.257	.271	.287	.243	.246	.095	.189	.382	.366	.444	.393	-.049	.436	.494	.225	.467
	VAR00036	-.121	.138	.248	.243	.446	.476	.124	.293	.354	.442	.278	.176	.255	-.015	.193	.169	.185	.272	.195	.053	.365	.327	.430	.296	.418	-.051	.203	.372	.299	.498
	VAR00037	-.119	.271	.458	.381	.301	.495	.121	.614	.137	.471	.254	.204	.316	-.174	.265	.374	.340	.267	.370	-.046	.286	.275	.187	.282	.346	-.078	.302	.224	.214	.214
	VAR00038	.393	.013	-.078	-.030	.099	.178	.360	-.020	-.132	-.055	.017	.124	.188	.695	-.041	-.077	-.044	-.034	.216	.662	-.026	-.012	.175	-.047	.078	.687	-.116	-.032	.006	-.044
	VAR00039	-.022	.184	.360	.214	.223	.576	.247	.359	.162	.209	.218	.204	.451	-.082	.414	.237	.415	.192	.510	.046	.294	.298	.289	.443	.386	-.109	.276	.294	.368	.306
	VAR00040	-.119	.315	.333	.215	.168	.367	.116	.267	.265	.256	.225	.167	.314	-.154	.391	.155	.354	.228	.320	.029	.467	.381	.216	.378	.389	-.124	.134	.352	.258	.334
	VAR00041	.083	.361	.291	.324	.319	.376	.074	.184	.270	.262	.319	.355	.189	-.088	.263	.177	.147	.198	.304	.067	.218	.285	.330	.314	.367	-.105	.367	.347	.393	.390
	VAR00042	.001	.296	.131	.427	.570	.599	.141	.296	.224	.297	.530	.459	.326	-.048	.256	.030	.181	.267	.431	.118	.212	.415	.542	.446	.508	-.039	.286	.236	.376	.248
	VAR00043	.414	.136	-.057	.031	.090	.000	.256	-.100	-.101	-.102	.025	.091	.072	.680	-.156	-.106	-.170	-.039	.066	.582	-.100	-.014	-.017	-.041	-.100	.694	-.108	.013	-.068	-.001
	VAR00044	-.018	.215	.366	.557	.525	.459	.168	.403	.039	.276	.433	.272	.471	-.041	.234	.224	.131	.337	.344	.063	.135	.473	.222	.512	.262	-.016	.395	.396	.160	.405
	VAR00045	-.052	.175	.308	.378	.405	.286	.098	.292	.232	.263	.125	.253	.129	-.065	.125	.239	.111	.409	.039	.014	.178	.194	.248	.363	.141	-.025	.526	.394	.314	.339
	VAR00046	-.044	.208	.445	.451	.570	.588	.108	.410	.104	.346	.434	.385	.467	-.052	.205	.297	.263	.498	.423	.050	.335	.417	.498	.563	.413	-.028	.490	.441	.298	.562
	VAR00047	.158	.318	.218	.182	.490	.340	.144	.282	.122	.207	.376	.447	.212	.307	.263	.062	.015	.118	.320	.392	.388	.376	.401	.365	.192	.311	.133	.233	.143	.208
	VAR00048	.445	.065	-.014	-.115	-.019	-.046	.286	-.023	-.206	-.104	-.042	.037	.086	.729	-.087	-.006	-.060	-.087	.118	.680	-.057	-.084	-.117	-.047	-.126	.738	-.078	.015	-.118	-.045
	VAR00049	-.121	.264	.602	.400	.390	.222	.163	.443	.121	.254	.186	.032	.270	-.102	.308	.418	.321	.256	.236	-.002	.152	.388	.026	.418	.230	-.052	.427	.583	.202	.391
	VAR00050	-.141	.109	.337	.337	.357	.357	.201	.460	.159	.194	.168	.102	.345	-.073	.428	.407	.398	.236	.475	-.016	.315	.254	.230	.257	.286	-.089	.212	.198	.401	.163
	VAR00051	-.115	.145	.403	.339	.221	.601	.193	.467	.106	.475	.288	.211	.479	-.155	.188	.123	.357	.130	.507	-.042	.363	.295	.404	.366	.577	-.139	.310	.154	.253	.247
	VAR00052	-.044	.172	.363	.314	.171	.442	.167	.477	.087	.255	.150	.154	.463	-.146	.095	.177	.329	.255	.362	-.058	.128	.130	.182	.329	.391	-.143	.483	.305	.237	.402
	VAR00053	-.071	.246	.355	.096	.122	.351	.069	.256	.192	.219	.069	.057	.263	-.101	.228	.146	.399	.185	.157	.056	.413	.229	.267	.347	.507	-.130	.355	.406	.285	.426
	VAR00054	-.074	.232	.273	.231	.212	.582	.209	.404	.154	.468	.361	.247	.381	-.121	.299	.025	.319	.129	.448	.060	.421	.247	.338	.423	.459	-.087	.326	.160	.287	.295
	VAR00055	.212	.081	-.076	.100	.188	.202	.169	.037	.009	.000	.090	.146	.114	.275	.125	.035	-.004	.046	.176	.345	.079	.066	.209	.010	.065	.293	-.011	-.007	.083	.040
	VAR00056	-.053	.229	.153	.416	.729	.550	.097	.368	.172	.209	.494	.430	.264	-.022	.239	.117	.070	.244	.315	.062	.266	.477	.636	.413	.372	.051	.147	.254	.255	.259

	VAR00057	.000	.133	.103	.343	.608	.519	.177	.209	.205	.239	.379	.362	.254	.097	.135	.016	-.018	.194	.384	.210	.244	.371	.580	.323	.339	.172	.219	.119	.381	.209
	VAR00058	.020	.126	.118	.249	.515	.516	.166	.137	.159	.221	.372	.358	.238	.034	.164	-.047	.059	.185	.374	.149	.228	.356	.586	.362	.400	.091	.197	.138	.362	.188
	VAR00059	-.077	.203	.149	.420	.599	.452	.076	.167	.202	.270	.425	.313	.079	-.098	.055	.023	-.101	.293	.203	-.018	.203	.318	.553	.282	.318	.041	.235	.230	.333	.250
	VAR00060	.066	.284	.188	.403	.522	.552	.235	.329	.094	.287	.353	.335	.276	.117	.130	.022	-.058	.146	.436	.196	.056	.252	.448	.271	.262	.235	.170	.231	.229	.210
	VAR00061	.390	.068	.031	-.110	-.043	.051	.207	-.003	-.149	.005	.004	.139	.050	.592	.003	-.071	.000	-.056	.036	.653	.043	-.008	-.020	.040	-.020	.630	-.029	.041	-.188	.012
	VAR00062	-.117	.290	.220	.264	.276	.138	.091	.249	.387	.333	.298	.257	.007	-.118	.303	.462	.260	.506	.063	-.030	.226	.153	.064	.300	.154	-.110	.375	.440	.457	.335
	VAR00063	-.114	.302	.257	.341	.325	.208	.049	.270	.382	.261	.212	.198	.148	-.144	.379	.485	.257	.604	.080	-.039	.292	.177	.164	.311	.125	-.104	.439	.446	.416	.408
	VAR00064	-.035	.196	.306	.114	.273	.326	.079	.215	.126	.260	.270	.339	.258	-.089	.365	.477	.401	.533	.219	.036	.306	.177	.212	.339	.207	-.080	.528	.444	.464	.474
	VAR00065	-.132	.101	.280	.164	.280	.330	.072	.138	.261	.337	.306	.303	.151	-.028	.354	.389	.340	.547	.141	.101	.473	.270	.194	.376	.226	-.018	.437	.470	.417	.452
	VAR00066	-.121	.398	.337	.318	.334	.274	.089	.263	.236	.182	.253	.227	.166	-.176	.144	.226	.134	.348	.173	-.042	.174	.175	.147	.324	.323	-.088	.466	.422	.265	.481
	VAR00067	-.058	.221	.192	.253	.376	.570	.208	.410	.218	.430	.457	.348	.342	-.069	.390	.032	.263	.163	.462	.091	.463	.370	.479	.397	.432	-.063	.183	.085	.293	.140
	VAR00068	.510	.066	.036	-.078	.024	.044	.295	-.037	-.236	-.087	-.031	.127	.137	.735	-.071	-.086	-.113	-.067	.168	.615	-.124	-.075	-.006	-.031	-.096	.754	-.029	.012	-.169	-.049
Sig. (1-	VAR00001		.094	.471	.009	.035	.012	.000	.013	.000	.005	.026	.000	.153	.000	.031	.008	.001	.000	.490	.000	.000	.249	.003	.159	.008	.000	.119	.007	.000	.014
	VAR00002	.094		.000	.000	.000	.000	.000	.000	.000	.040	.000	.000	.000	.391	.000	.000	.000	.008	.000	.117	.018	.001	.007	.001	.000	.088	.000	.000	.001	.000
	VAR00003	.471	.000		.000	.000	.000	.000	.000	.356	.000	.000	.000	.000	.105	.000	.000	.000	.001	.000	.457	.000	.000	.039	.000	.000	.214	.000	.000	.000	.000
	VAR00004	.009	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.005	.000	.000	.001	.139	.000	.000	.000	.000	.112	.000	.000	.000	.000
	VAR00005	.035	.000	.000	.000		.000	.010	.000	.000	.000	.000	.000	.000	.088	.000	.000	.131	.000	.000	.010	.000	.000	.000	.000	.000	.033	.000	.000	.000	.000
	VAR00006	.012	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.055	.000	.000	.000	.000	.000	.212	.000	.000	.000	.000	.000	.104	.000	.000	.000	.000
	VAR00007	.000	.000	.000	.000	.010	.000		.000	.201	.001	.120	.422	.000	.000	.000	.007	.033	.268	.000	.000	.040	.391	.039	.465	.051	.000	.110	.066	.252	.261
	VAR00008	.013	.000	.000	.000	.000	.000	.000		.215	.000	.000	.001	.000	.006	.000	.000	.000	.000	.000	.104	.006	.000	.000	.000	.000	.003	.000	.000	.000	.000
	VAR00009	.000	.000	.356	.000	.000	.000	.201	.215		.000	.000	.363	.001	.000	.000	.000	.000	.000	.006	.003	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	VAR00010	.005	.040	.000	.000	.000	.000	.001	.000	.000		.000	.000	.000	.029	.000	.000	.000	.000	.000	.339	.000	.000	.000	.000	.000	.105	.000	.000	.000	.000
	VAR00011	.026	.000	.000	.000	.000	.000	.120	.000	.000	.000		.000	.000	.166	.000	.000	.016	.000	.000	.011	.000	.000	.000	.000	.000	.483	.000	.000	.000	.000
	VAR00012	.000	.000	.000	.000	.000	.000	.422	.001	.363	.000	.000		.000	.000	.487	.007	.197	.000	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.010	.000
	VAR00013	.153	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000		.019	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.419	.000	.000	.000	.000
	VAR00014	.000	.391	.105	.000	.088	.055	.000	.006	.000	.029	.166	.000	.019		.001	.105	.000	.021	.027	.000	.085	.274	.274	.159	.004	.000	.015	.490	.010	.167
	VAR00015	.031	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.487	.000	.001		.000	.000	.000	.000	.222	.000	.000	.000	.000	.000	.004	.000	.000	.000	.000
	VAR00016	.008	.000	.000	.000	.000	.000	.007	.000	.000	.000	.000	.007	.000	.105	.000		.000	.000	.000	.460	.000	.000	.043	.000	.000	.158	.000	.000	.000	.000
	VAR00017	.001	.000	.000	.005	.131	.000	.033	.000	.000	.000	.016	.197	.000	.000	.000	.000		.000	.000	.114	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	VAR00018	.000	.008	.001	.000	.000	.000	.268	.000	.000	.000	.000	.000	.000	.021	.000	.000	.000		.000	.431	.000	.000	.000	.000	.000	.105	.000	.000	.000	.000
	VAR00019	.490	.000	.000	.000	.000	.000	.000	.000	.006	.000	.000	.000	.000	.027	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.037	.000	.000	.000	.000
	VAR00020	.000	.117	.457	.001	.010	.212	.000	.104	.003	.339	.011	.000	.000	.000	.222	.460	.114	.431	.000		.018	.002	.081	.003	.035	.000	.151	.021	.432	.206
	VAR00021	.000	.018	.000	.139	.000	.000	.040	.006	.000	.000	.000	.000	.000	.085	.000	.000	.000	.000	.000	.018		.000	.000	.000	.000	.245	.000	.000	.000	.000
	VAR00022	.249	.001	.000	.000	.000	.000	.391	.000	.000	.000	.000	.000	.000	.274	.000	.000	.000	.000	.000	.002	.000		.000	.000	.000	.172	.000	.000	.000	.000
	VAR00023	.003	.007	.039	.000	.000	.000	.039	.000	.000	.000	.000	.000	.000	.274	.000	.043	.000	.000	.000	.081	.000	.000		.000	.000	.199	.000	.000	.000	.000
	VAR00024	.159	.001	.000	.000	.000	.000	.465	.000	.000	.000	.000	.000	.000	.159	.000	.000	.000	.000	.000	.003	.000	.000	.000		.000	.265	.000	.000	.000	.000
	VAR00025	.008	.000	.000	.000	.000	.000	.051	.000	.000	.000	.000	.000	.000	.004	.000	.000	.000	.000	.000	.035	.000	.000	.000	.000		.001	.000	.000	.000	.000
	VAR00026	.000	.088	.214	.112	.033	.104	.000	.003	.000	.105	.483	.001	.419	.000	.004	.158	.000	.105	.037	.000	.245	.172	.199	.265	.001		.450	.074	.005	.199
	VAR00027	.119	.000	.000	.000	.000	.000	.110	.000	.000	.000	.000	.000	.000	.015	.000	.000	.000	.000	.000	.151	.000	.000	.000	.000	.000	.450		.000	.000	.000
	VAR00028	.007	.000	.000	.000	.000	.000	.066	.000	.000	.000	.000	.000	.000	.490	.000	.000	.000	.000	.000	.021	.000	.000	.000	.000	.000	.074	.000		.000	.000
	VAR00029	.000	.001	.000	.000	.000	.000	.252	.000	.000	.000	.000	.010	.000	.010	.000	.000	.000	.000	.000	.432	.000	.000	.000	.000	.000	.005	.000	.000		.000
	VAR00030	.014	.000	.000	.000	.000	.000	.261	.000	.000	.000	.000	.000	.000	.167	.000	.000	.000	.000	.000	.206	.000	.000	.000	.000	.000	.199	.000	.000	.000	
	VAR00031	.000	.001	.005	.060	.000	.000	.000	.052	.000	.073	.012	.000	.001	.000	.090	.019	.000	.373	.000	.000	.000	.222	.005	.210	.052	.000	.028	.287	.000	.005
	VAR00032	.026	.000	.000	.000	.000	.000	.386	.000	.000	.000	.000	.000	.001	.037	.000	.000	.000	.000	.000	.395	.000	.000	.000	.000	.000	.241	.000	.000	.000	.000
	VAR00033	.016	.002	.000	.000	.000	.000	.393	.000	.003	.000	.000	.000	.000	.124	.009	.166	.000	.000	.000	.194	.000	.000	.000	.000	.000	.222	.000	.000	.000	.000
	VAR00034	.075	.000	.000	.000	.000	.000	.029	.000	.000	.001	.000	.000	.000	.304	.000	.000	.000	.000	.000	.122	.000	.000	.000	.000	.000	.379	.000	.000	.000	.000
	VAR00035	.048	.001	.000	.000	.000	.000	.005	.000	.021	.000	.000	.000	.000	.129	.000	.000	.000	.000	.000	.009	.000	.000	.000	.000	.000	.115	.000	.000	.000	.000
	VAR00036	.001	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.000	.000	.356	.000	.000	.000	.000	.000	.095	.000	.000	.000	.000	.000	.105	.000	.000	.000	.000
	VAR00037	.002	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.127	.000	.000	.000	.000	.000	.027	.000	.000	.000	.000
	VAR00038	.000	.378	.027	.228	.007	.000	.000	.307	.001	.087	.336	.001	.000	.000	.153	.029	.140	.199	.000	.000	.257	.380	.000	.124	.027	.000	.002	.212	.437	.137
	VAR00039	.291	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.021	.000	.000	.000	.000	.000	.129	.000	.000	.000	.000	.000	.004	.000	.000	.000	.000
	VAR00040	.002	.000	.000	.000	.000	.000	.002	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.235	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000
	VAR00041	.020	.000	.000	.000	.000	.000	.034	.000	.000	.000	.000	.000	.000	.014	.000	.000	.000	.000	.000	.048	.000	.000	.000	.000	.000	.005	.000	.000	.000	.000
	VAR00042	.487	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.116	.000	.229	.000	.000	.000	.002	.000	.000	.000	.000	.000	.168	.000	.000	.000	.000
	VAR00043	.000	.000	.081	.221	.013	.500	.000	.007	.006	.006	.268	.012	.037	.000	.000	.004	.000	.166	.051	.000	.007	.365	.333	.156	.007	.000	.004	.371	.046	.488
	VAR00044	.329	.000	.000	.000	.000	.000	.000	.000	.165	.000	.000	.000	.000	.157	.000	.000	.001	.000	.000	.060	.000	.000	.000	.000	.000	.348	.000	.000	.000	.000
	VAR00045	.101	.000	.000	.000	.000	.000	.008	.000	.000	.000	.001	.000	.001	.055	.001	.000	.003	.000	.167	.369	.000	.000	.000	.000	.000	.271	.000	.000	.000	.000
	VAR00046	.138	.000	.000	.000	.000	.000	.004	.000	.005	.000	.000	.000	.000	.100	.000	.000	.000	.000	.000	.109	.000	.000	.000	.000	.000	.245	.000	.000	.000	.000
	VAR00047	.000	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.000	.000	.064	.354	.002	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	VAR00048	.000	.055	.364	.002	.318	.126	.000	.285	.000	.005	.147	.181	.017	.000	.015	.445	.070	.016	.002	.000	.080	.019	.002	.123	.001	.000	.027	.351	.002	.135

VAR00049	.001	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.215	.000	.006	.000	.000	.000	.000	.000	.481	.000	.000	.261	.000	.000	.099	.000	.000	.000	.000
VAR00050	.000	.004	.000	.000	.000	.000	.000	.000	.000	.000	.000	.006	.000	.036	.000	.000	.000	.000	.000	.344	.000	.000	.000	.000	.000	.014	.000	.000	.000	.000
VAR00051	.002	.000	.000	.000	.000	.000	.000	.000	.004	.000	.000	.000	.000	.000	.000	.001	.000	.001	.000	.148	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
VAR00052	.138	.000	.000	.000	.000	.000	.000	.000	.015	.000	.000	.000	.000	.000	.009	.000	.000	.000	.000	.076	.001	.001	.000	.000	.000	.000	.000	.000	.000	.000
VAR00053	.038	.000	.000	.009	.001	.000	.044	.000	.000	.000	.044	.080	.000	.006	.000	.000	.000	.000	.000	.084	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000
VAR00054	.033	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.000	.267	.000	.001	.000	.070	.000	.000	.000	.000	.000	.016	.000	.000	.000	.000
VAR00055	.000	.022	.030	.007	.000	.000	.000	.178	.409	.499	.013	.000	.002	.000	.001	.194	.462	.127	.000	.000	.026	.053	.000	.407	.055	.000	.391	.436	.020	.164
VAR00056	.094	.000	.000	.000	.000	.000	.008	.000	.000	.000	.000	.000	.000	.289	.000	.002	.043	.000	.000	.061	.000	.000	.000	.000	.000	.102	.000	.000	.000	.000
VAR00057	.497	.000	.005	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.008	.000	.342	.330	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.002	.000	.000
VAR00058	.311	.001	.002	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.200	.000	.122	.073	.000	.000	.000	.000	.000	.000	.000	.000	.012	.000	.000	.000	.000
VAR00059	.028	.000	.000	.000	.000	.000	.030	.000	.000	.000	.000	.000	.025	.008	.088	.287	.006	.000	.000	.327	.000	.000	.000	.000	.000	.158	.000	.000	.000	.000
VAR00060	.051	.000	.000	.000	.000	.000	.000	.000	.010	.000	.000	.000	.000	.002	.001	.292	.077	.000	.000	.000	.084	.000	.000	.000	.000	.000	.000	.000	.000	.000
VAR00061	.000	.047	.219	.003	.144	.102	.000	.469	.000	.447	.460	.000	.106	.000	.470	.039	.497	.081	.189	.000	.144	.424	.310	.160	.311	.000	.240	.153	.000	.382
VAR00062	.002	.000	.000	.000	.000	.000	.012	.000	.000	.000	.000	.000	.433	.002	.000	.000	.000	.000	.059	.228	.000	.000	.055	.000	.000	.003	.000	.000	.000	.000
VAR00063	.002	.000	.000	.000	.000	.000	.111	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.024	.167	.000	.000	.000	.000	.001	.005	.000	.000	.000	.000
VAR00064	.193	.000	.000	.002	.000	.000	.025	.000	.001	.000	.000	.000	.000	.013	.000	.000	.000	.000	.000	.187	.000	.000	.000	.000	.000	.024	.000	.000	.000	.000
VAR00065	.001	.006	.000	.000	.000	.000	.037	.000	.000	.000	.000	.000	.000	.242	.000	.000	.000	.000	.000	.006	.000	.000	.000	.000	.000	.327	.000	.000	.000	.000
VAR00066	.001	.000	.000	.000	.000	.000	.014	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.152	.000	.000	.000	.000	.000	.015	.000	.000	.000	.000
VAR00067	.076	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.043	.000	.213	.000	.000	.000	.012	.000	.000	.000	.000	.000	.059	.000	.018	.000	.000
VAR00068	.000	.051	.187	.027	.276	.136	.000	.180	.000	.015	.222	.001	.000	.000	.039	.016	.003	.048	.000	.000	.001	.031	.443	.222	.009	.000	.237	.386	.000	.115

a. Determinant = 4.799E-038

0031	0032	0033	0034	0035	0036	0037	0038	0039	0040	0041	0042	0043	0044	0045	0046	0047	0048	0049	0050	0051	0052	0053	0054	0055	0056	0057	0058	0059	0060	0061	0062	0063	0064	0065	0066	0067	0068
.324	-.078	-.087	-.058	-.067	-.121	-.119	.393	-.022	-.119	.083	.001	.414	-.018	-.052	-.044	.158	.445	-.121	-.141	-.115	-.044	-.071	-.074	.212	-.053	.000	.020	-.077	.066	.390	-.117	-.114	-.035	-.132	-.121	-.058	.510
.124	.244	.119	.246	.125	.138	.271	.013	.184	.315	.361	.296	.136	.215	.175	.208	.318	.065	.264	.109	.145	.172	.246	.232	.081	.229	.133	.126	.203	.284	.068	.290	.302	.196	.101	.398	.221	.066
-.103	.211	.369	.393	.304	.248	.458	-.078	.360	.333	.291	.131	-.057	.366	.308	.445	.218	-.014	.602	.337	.403	.363	.355	.273	-.076	.153	.103	.118	.149	.188	.031	.220	.257	.306	.280	.337	.192	.036
.063	.275	.274	.427	.286	.243	.381	-.030	.214	.215	.324	.427	.031	.557	.378	.451	.182	-.115	.400	.337	.339	.314	.096	.231	.100	.416	.343	.249	.420	.403	-.110	.264	.341	.114	.164	.318	.253	-.078
.249	.460	.373	.660	.428	.446	.301	.099	.223	.168	.319	.570	.090	.525	.405	.570	.490	-.019	.390	.357	.221	.171	.122	.212	.188	.729	.608	.515	.599	.522	-.043	.276	.325	.273	.280	.334	.376	.024
.145	.240	.393	.447	.544	.476	.495	.178	.576	.367	.376	.599	.000	.459	.286	.588	.340	-.046	.222	.357	.601	.442	.351	.582	.202	.550	.519	.516	.452	.552	.051	.138	.208	.326	.330	.274	.570	.044
.191	.012	.011	.077	.105	.124	.121	.360	.247	.116	.074	.141	.256	.168	.098	.108	.144	.286	.163	.201	.193	.167	.069	.209	.169	.097	.177	.166	.076	.235	.207	.091	.049	.079	.072	.089	.208	.295
.066	.224	.278	.313	.374	.293	.614	-.020	.359	.267	.184	.296	-.100	.403	.292	.410	.282	-.023	.443	.460	.467	.477	.256	.404	.037	.368	.209	.137	.167	.329	-.003	.249	.270	.215	.138	.263	.410	-.037
-.144	.307	.112	.178	.082	.354	.137	-.132	.162	.265	.270	.224	-.101	.039	.232	.104	.122	-.206	.121	.159	.106	.087	.192	.154	.009	.172	.205	.159	.202	.094	-.149	.387	.382	.126	.261	.236	.218	-.236
-.059	.350	.184	.124	.470	.442	.471	-.055	.209	.256	.262	.297	-.102	.276	.263	.346	.207	-.104	.254	.194	.475	.255	.219	.468	.000	.209	.239	.221	.270	.287	.005	.333	.261	.260	.337	.182	.430	-.087
.091	.391	.319	.376	.391	.278	.254	.017	.218	.225	.319	.530	.025	.433	.125	.434	.376	-.042	.186	.168	.288	.150	.069	.361	.090	.494	.379	.372	.425	.353	.004	.298	.212	.270	.306	.253	.457	-.031
.270	.384	.407	.293	.297	.176	.204	.124	.204	.167	.355	.459	.091	.272	.253	.385	.447	.037	.032	.102	.211	.154	.057	.247	.146	.430	.362	.358	.313	.335	.139	.257	.198	.339	.303	.227	.348	.127
.132	.121	.214	.234	.318	.255	.316	.188	.451	.314	.189	.326	.072	.471	.129	.467	.212	.086	.270	.345	.479	.463	.263	.381	.114	.264	.254	.238	.079	.276	.050	.007	.148	.258	.151	.166	.342	.137
.512	-.072	-.047	-.021	-.046	-.015	-.174	.695	-.082	-.154	-.088	-.048	.680	-.041	-.065	-.052	.307	.729	-.102	-.073	-.155	-.146	-.101	-.121	.275	-.022	.097	.034	-.098	.117	.592	-.118	-.144	-.089	-.028	-.176	-.069	.735
-.054	.203	.095	.191	.257	.193	.265	-.041	.414	.391	.263	.256	-.156	.234	.125	.205	.263	-.087	.308	.428	.188	.095	.228	.299	.125	.239	.135	.164	.055	.130	.003	.303	.379	.365	.354	.144	.390	-.071
-.084	.184	.039	.316	.271	.169	.374	-.077	.237	.155	.177	.030	-.106	.224	.239	.297	.062	-.006	.418	.407	.123	.177	.146	.025	.035	.117	.016	-.047	.023	.022	-.071	.462	.485	.477	.389	.226	.032	-.086
-.238	.230	.188	.186	.287	.185	.340	-.044	.415	.354	.147	.181	-.170	.131	.111	.263	.015	-.060	.321	.398	.357	.329	.399	.319	-.004	.070	-.018	.059	-.101	-.058	.000	.260	.257	.401	.340	.134	.263	-.113
-.013	.399	.158	.390	.243	.272	.267	-.034	.192	.228	.198	.267	-.039	.337	.409	.498	.118	-.087	.256	.236	.130	.255	.185	.129	.046	.244	.194	.185	.293	.146	-.056	.506	.604	.533	.547	.348	.163	-.067
.155	.208	.169	.255	.246	.195	.370	.216	.510	.320	.304	.431	.066	.344	.039	.423	.320	.118	.236	.475	.507	.362	.157	.448	.176	.315	.384	.374	.203	.436	.036	.063	.080	.219	.141	.173	.462	.168
.469	.011	.035	.047	.095	.053	-.046	.662	.046	.029	.067	.118	.582	.063	.014	.050	.392	.680	-.002	-.016	-.042	-.058	.056	.060	.345	.062	.210	.149	-.018	.196	.653	-.030	-.039	.036	.101	-.042	.091	.615
-.167	.217	.323	.176	.189	.365	.286	-.026	.294	.467	.218	.212	-.100	.135	.178	.335	.388	-.057	.152	.315	.363	.128	.413	.421	.079	.266	.244	.228	.203	.056	.043	.226	.292	.306	.473	.174	.463	-.124
-.031	.412	.313	.400	.382	.327	.275	-.012	.298	.381	.285	.415	-.014	.473	.194	.417	.376	-.084	.388	.254	.295	.130	.229	.247	.066	.477	.371	.356	.318	.252	-.008	.153	.177	.177	.270	.175	.370	-.075
.104	.249	.384	.426	.366	.430	.187	.175	.289	.216	.330	.542	-.017	.222	.248	.498	.401	-.117	.026	.230	.404	.182	.267	.338	.209	.636	.580	.586	.553	.448	-.020	.064	.164	.212	.194	.147	.479	-.006
-.033	.361	.334	.378	.444	.296	.282	-.047	.443	.378	.314	.446	-.041	.512	.363	.563	.365	-.047	.418	.257	.366	.329	.347	.423	.010	.413	.323	.362	.282	.271	.040	.300	.311	.339	.376	.324	.397	-.031
-.066	.283	.383	.368	.393	.418	.346	.078	.386	.389	.367	.508	-.100	.262	.141	.413	.192	-.126	.230	.286	.577	.391	.507	.459	.065	.372	.339	.400	.318	.262	-.020	.154	.125	.207	.226	.323	.432	-.096
.550	-.028	-.031	-.012	-.049	-.051	-.078	.687	-.109	-.124	-.105	-.039	.694	-.016	-.025	-.028	.311	.738	-.052	-.089	-.139	-.143	-.130	-.087	.293	.051	.172	.091	.041	.235	.630	-.110	-.104	-.080	-.018	-.088	-.063	.754
-.077	.372	.310	.307	.436	.203	.302	-.116	.276	.134	.367	.286	-.108	.395	.526	.490	.133	-.078	.427	.212	.310	.483	.355	.326	-.011	.147	.219	.197	.235	.170	-.029	.375	.439	.528	.437	.466	.183	-.029
-.023	.506	.299	.491	.494	.372	.224	-.032	.294	.352	.347	.236	.013	.396	.394	.441	.233	.015	.583	.198	.154	.305	.406	.160	-.007	.254	.119	.138	.230	.231	.041	.440	.446	.444	.470	.422	.085	.012
-.138	.227	.138	.248	.225	.299	.214	.006	.368	.258	.393	.376	-.068	.160	.314	.298	.143	-.118	.202	.401	.253	.237	.285	.287	.083	.255	.381	.362	.333	.229	-.188	.457	.416	.464	.417	.265	.293	-.169
-.105	.489	.419	.500	.467	.498	.214	-.044	.306	.334	.390	.248	-.001	.405	.339	.562	.208	-.045	.391	.163	.247	.402	.426	.295	.040	.259	.209	.188	.250	.210	.012	.335	.408	.474	.452	.481	.140	-.049
1.000	.139	.129	.139	-.022	.001	-.003	.564	-.092	-.098	-.043	.281	.514	.071	.049	.010	.513	.452	-.143	-.077	-.146	-.158	-.217	.004	.316	.327	.340	.290	.260	.555	.406	.045	.074	-.029	-.021	.025	.177	.577
.139	1.000	.607	.528	.435	.328	.207	-.044	.182	.216	.261	.381	.011	.479	.277	.375	.322	-.041	.398	.165	.199	.297	.173	.263	.009	.433	.294	.209	.362	.404	-.018	.500	.333	.322	.316	.375	.280	-.040
.129	.607	1.000	.616	.404	.309	.325	-.009	.246	.157	.228	.355	-.036	.384	.251	.397	.319	-.036	.235	.221	.404	.360	.169	.335	.087	.467	.382	.318	.341	.335	.052	.181	.145	.216	.265	.317	.324	.025
.139	.528	.616	1.000	.521	.592	.280	.023	.232	.180	.226	.347	.074	.442	.287	.546	.299	-.011	.346	.255	.233	.311	.137	.150	.064	.485	.316	.278	.398	.340	.017	.218	.295	.183	.250	.325	.151	-.018
-.022	.435	.404	.521	1.000	.529	.320	-.062	.337	.238	.325	.442	-.040	.525	.282	.503	.241	-.064	.317	.226	.457	.502	.324	.446	.116	.370	.266	.247	.234	.423	.085	.170	.231	.363	.346	.289	.360	-.019
.001	.328	.309	.592	.529	1.000	.272	.038	.268	.339	.327	.231	.024	.206	.233	.432	.290	-.022	.211	.169	.412	.310	.418	.360	.026	.297	.264	.261	.316	.258	.033	.207	.307	.232	.281	.284	.299	-.083
-.003	.207	.325	.280	.320	.272	1.000	-.038	.235	.354	.236	.281	-.116	.259	.313	.451	.179	-.065	.311	.300	.622	.417	.247	.494	.053	.251	.251	.201	.357	.275	-.034	.100	.161	.188	.139	.266	.388	-.092
.564	-.044	-.009	.023	-.062	.038	-.038	1.000	.096	-.054	-.077	.159	.640	-.049	-.080	.044	.321	.665	-.121	.062	.018	-.105	-.028	.025	.423	.164	.280	.246	.104	.322	.546	-.125	-.168	-.059	-.028	-.187	.088	.669
-.092	.182	.246	.232	.337	.268	.235	.096	1.000	.571	.494	.452	-.136	.322	.353	.446	.300	-.007	.290	.402	.478	.434	.411	.510	.107	.354	.437	.452	.155	.324	-.010	.123	.125	.337	.265	.157	.437	-.026
-.098	.216	.157	.180	.238	.339	.354	-.054	.571	1.000	.539	.373	-.091	.157	.289	.312	.244	-.120	.270	.119	.346	.241	.513	.417	-.014	.242	.173	.218	.174	.130	.043	.221	.320	.198	.262	.397	.347	-.133
-.043	.261	.228	.226	.325	.327	.236	-.077	.494	.539	1.000	.518	-.062	.251	.450	.394	.295	-.176	.125	.099	.347	.332	.523	.456	.092	.278	.406	.428	.385	.277	-.039	.244	.402	.408	.296	.447	.452	-.117
.281	.381	.355	.347	.442	.231	.281	.159	.452	.373	.518	1.000	.027	.444	.464	.521	.435	-.089	.126	.322	.438	.354	.290	.561	.207	.670	.627	.690	.634	.641	.026	.319	.348	.362	.406	.445	.730	.016
.514	.011	-.036	.074	-.040	.024	-.116	.640	-.136	-.091	-.062	.027	1.000	.059	-.104	.019	.302	.720	-.102	-.154	-.176	-.114	-.159	-.141	.239	.077	.119	.074	-.004	.227	.499	-.098	-.062	-.161	-.111	-.110	-.089	.618
.071	.479	.384	.442	.525	.206	.259	-.049	.322	.157	.251	.444	.059	1.000	.385	.675	.328	-.018	.479	.272	.217	.400	.048	.227	.083	.487	.417	.307	.321	.469	.003	.302	.329	.368	.329	.340	.289	.027
.049	.277	.251	.287	.282	.233	.313	-.080	.353	.289	.450	.464	-.104	.385	1.000	.544	.285	-.107	.267	.159	.237	.385	.402	.342	.001	.243	.375	.386	.459	.280	.002	.422	.536	.455	.501	.494	.273	-.080
.010	.375	.397	.546	.503	.432	.451	.044	.446	.312	.394	.521	.019	.675	.544	1.000	.332	-.012	.343	.346	.497	.600	.357	.456	.032	.481	.450	.443	.503	.430	-.001	.233	.412	.506	.455	.393	.393	.045
.513	.322	.319	.299	.241	.290	.179	.321	.300	.244	.295	.435	.302	.328	.285	.332	1.000	.262	.198	.128	.079	.023	.155	.326	.285	.590	.589	.525	.354	.588	.299	.239	.241	.261	.269	.121	.511	.256
.452	-.041	-.036	-.011	-.064	-.022	-.065	.665	-.007	-.120	-.176	-.089	.720	-.018	-.107	-.012	.262	1.000	.006	-.017	-.090	-.081	-.072	-.075	.240	-.033	.069	-.015	-.125	.142	.585	-.109	-.152	-.107	-.065	-.203	-.103	.661
-.143	.398	.235	.346	.317	.211	.311	-.121	.290	.270	.125	.126	-.102	.479	.267	.343	.198	.006	1.000	.343	.249	.334	.348	.209	-.113	.168	.090	.069	.048	.158	-.034	.382	.336	.334	.326	.324	.096	-.081
-.077	.165	.221	.255	.226	.169	.300	.062	.402	.119	.099	.322	-.154	.272	.159	.346	.128	-.017	.343	1.000	.468	.363	.099	.347	.223	.317	.292	.235	.187	.228	-.117	.353	.280	.468	.461	.094	.424	-.044
-.146	.199	.404	.233	.457	.412	.622	.018	.478	.346	.347	.438	-.176	.217	.237	.497	.079	-.090	.249	.468	1.000	.694	.462	.743	.039	.226	.295	.328	.312	.302	-.057	.060	.079	.245	.196	.258	.554	-.058
-.158	.297	.360	.311	.502	.310	.417	-.105	.434	.241	.332	.354	-.114	.400	.385	.600	.023	-.081	.334	.363	.694	1.000	.494	.623	-.104	.044	.136	.121	.163	.247	-.095	.233	.307	.367	.262	.428	.311	-.051
-.217	.173	.169	.137	.324	.418	.247	-.028	.411	.513	.523	.290	-.159	.048	.402	.357	.155	-.072	.348	.099	.462	.494	1.000	.560	-.104	.029	.110	.203	.174	.056	.049	.213	.314	.374	.331	.460	.339	-.130
.004	.263	.335	.150	.446	.360	.494	.025	.510	.417	.456	.561	-.141	.227	.342	.456	.326	-.075	.209	.347	.743	.623	.560	1.000	.083	.255	.426	.393	.395	.434	.022	.217	.236	.406	.362	.404	.765	-.062
.316	.009	.087	.064	.116	.026	.053	.423	.107	-.014	.092	.207	.239	.083	.001	.032	.285	.240	-.113	.223	.039	-.104	-.104	.083	1.000	.325	.360	.247	.184	.284	.262	-.024	.019	.151	.128	-.054	.227	.283
.327	.433	.467	.485	.370	.297	.251	.164	.354	.242	.278	.670	.077	.487	.243	.481	.590	-.033	.168	.317	.226	.044	.029	.255	.325	1.000	.755	.713	.681	.680	.040	.161	.229	.232	.243	.278	.595	.034

.340	.294	.382	.316	.266	.264	.251	.280	.437	.173	.406	.627	.119	.417	.375	.450	.589	.069	.090	.292	.295	.136	.110	.426	.360	.755	1.000	.832	.705	.696	.070	.096	.123	.261	.278	.215	.635	.131
.290	.209	.318	.278	.247	.261	.201	.246	.452	.218	.428	.690	.074	.307	.386	.443	.525	-.015	.069	.235	.328	.121	.203	.393	.247	.713	.832	1.000	.735	.672	.074	.083	.176	.345	.320	.299	.636	.117
.260	.362	.341	.398	.234	.316	.357	.104	.155	.174	.385	.634	-.004	.321	.459	.503	.354	-.125	.048	.187	.312	.163	.174	.395	.184	.681	.705	.735	1.000	.674	-.055	.243	.328	.332	.364	.509	.582	-.021
.555	.404	.335	.340	.423	.258	.275	.322	.324	.130	.277	.641	.227	.469	.280	.430	.588	.142	.158	.228	.302	.247	.056	.434	.284	.680	.696	.672	.674	1.000	.160	.252	.250	.277	.218	.315	.587	.270
.406	-.018	.052	.017	.085	.033	-.034	.546	-.010	.043	-.039	.026	.499	.003	.002	-.001	.299	.585	-.034	-.117	-.057	-.095	.049	.022	.262	.040	.070	.074	-.055	.160	1.000	-.019	-.047	-.016	.058	-.051	.068	.574
.045	.500	.181	.218	.170	.207	.100	-.125	.123	.221	.244	.319	-.098	.302	.422	.233	.239	-.109	.382	.353	.060	.233	.213	.217	-.024	.161	.096	.083	.243	.252	-.019	1.000	.770	.609	.656	.479	.297	-.137
.074	.333	.145	.295	.231	.307	.161	-.168	.125	.320	.402	.348	-.062	.329	.536	.412	.241	-.152	.336	.280	.079	.307	.314	.236	.019	.229	.123	.176	.328	.250	-.047	.770	1.000	.677	.665	.564	.314	-.145
-.029	.322	.216	.183	.363	.232	.188	-.059	.337	.198	.408	.362	-.161	.368	.455	.506	.261	-.107	.334	.468	.245	.367	.374	.406	.151	.232	.261	.345	.332	.277	-.016	.609	.677	1.000	.816	.480	.417	-.049
-.021	.316	.265	.250	.346	.281	.139	-.028	.265	.262	.296	.406	-.111	.329	.501	.455	.269	-.065	.326	.461	.196	.262	.331	.362	.128	.243	.278	.320	.364	.218	.058	.656	.665	.816	1.000	.480	.438	-.065
.025	.375	.317	.325	.289	.284	.266	-.187	.157	.397	.447	.445	-.110	.340	.494	.393	.121	-.203	.324	.094	.258	.428	.460	.404	-.054	.278	.215	.299	.509	.315	-.051	.479	.564	.480	.480	1.000	.333	-.133
.177	.280	.324	.151	.360	.299	.388	.088	.437	.347	.452	.730	-.089	.289	.273	.393	.511	-.103	.096	.424	.554	.311	.339	.765	.227	.595	.635	.636	.582	.587	.068	.297	.314	.417	.438	.333	1.000	-.021
.577	-.040	.025	-.018	-.019	-.083	-.092	.669	-.026	-.133	-.117	.016	.618	.027	-.080	.045	.256	.661	-.081	-.044	-.058	-.051	-.130	-.062	.283	.034	.131	.117	-.021	.270	.574	-.137	-.145	-.049	-.065	-.133	-.021	1.000
.000	.026	.016	.075	.048	.001	.002	.000	.291	.002	.020	.487	.000	.329	.101	.138	.000	.000	.001	.000	.002	.138	.038	.033	.000	.094	.497	.311	.028	.051	.000	.002	.002	.193	.001	.001	.076	.000
.001	.000	.002	.000	.001	.000	.000	.378	.000	.000	.000	.000	.000	.000	.000	.000	.000	.055	.000	.004	.000	.000	.000	.000	.022	.000	.000	.001	.000	.000	.047	.000	.000	.000	.006	.000	.000	.051
.005	.000	.000	.000	.000	.000	.000	.027	.000	.000	.000	.001	.081	.000	.000	.000	.000	.364	.000	.000	.000	.000	.000	.000	.030	.000	.005	.002	.000	.000	.219	.000	.000	.000	.000	.000	.000	.187
.060	.000	.000	.000	.000	.000	.000	.228	.000	.000	.000	.000	.221	.000	.000	.000	.000	.002	.000	.000	.000	.000	.009	.000	.007	.000	.000	.000	.000	.000	.003	.000	.000	.002	.000	.000	.000	.027
.000	.000	.000	.000	.000	.000	.000	.007	.000	.000	.000	.000	.013	.000	.000	.000	.000	.318	.000	.000	.000	.000	.001	.000	.000	.000	.000	.000	.000	.000	.144	.000	.000	.000	.000	.000	.000	.276
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.500	.000	.000	.000	.000	.126	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.102	.000	.000	.000	.000	.000	.000	.136
.000	.386	.393	.029	.005	.001	.001	.000	.000	.002	.034	.000	.000	.000	.008	.004	.000	.000	.000	.000	.000	.000	.044	.000	.000	.008	.000	.000	.030	.000	.000	.012	.111	.025	.037	.014	.000	.000
.052	.000	.000	.000	.000	.000	.000	.307	.000	.000	.000	.000	.007	.000	.000	.000	.000	.285	.000	.000	.000	.000	.000	.000	.178	.000	.000	.000	.000	.000	.469	.000	.000	.000	.000	.000	.000	.180
.000	.000	.003	.000	.021	.000	.000	.001	.000	.000	.000	.000	.006	.165	.000	.005	.001	.000	.001	.000	.004	.015	.000	.000	.409	.000	.000	.000	.000	.010	.000	.000	.000	.001	.000	.000	.000	.000
.073	.000	.000	.001	.000	.000	.000	.087	.000	.000	.000	.000	.006	.000	.000	.000	.000	.005	.000	.000	.000	.000	.000	.000	.499	.000	.000	.000	.000	.000	.447	.000	.000	.000	.000	.000	.000	.015
.012	.000	.000	.000	.000	.000	.000	.336	.000	.000	.000	.000	.268	.000	.001	.000	.000	.147	.000	.000	.000	.000	.044	.000	.013	.000	.000	.000	.000	.000	.460	.000	.000	.000	.000	.000	.000	.222
.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.012	.000	.000	.000	.000	.181	.215	.006	.000	.000	.080	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001
.001	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.037	.000	.001	.000	.000	.017	.000	.000	.000	.000	.000	.000	.002	.000	.000	.000	.025	.000	.106	.433	.000	.000	.000	.000	.000	.000
.000	.037	.124	.304	.129	.356	.000	.000	.021	.000	.014	.116	.000	.157	.055	.100	.000	.000	.006	.036	.000	.000	.006	.001	.000	.289	.008	.200	.008	.002	.000	.002	.000	.013	.242	.000	.043	.000
.090	.000	.009	.000	.000	.000	.000	.153	.000	.000	.000	.000	.000	.000	.001	.000	.000	.015	.000	.000	.000	.009	.000	.000	.001	.000	.000	.000	.088	.001	.470	.000	.000	.000	.000	.000	.000	.039
.019	.000	.166	.000	.000	.000	.000	.029	.000	.000	.000	.229	.004	.000	.000	.000	.064	.445	.000	.000	.001	.000	.000	.267	.194	.002	.342	.122	.287	.292	.039	.000	.000	.000	.000	.000	.213	.016
.000	.000	.000	.000	.000	.000	.000	.140	.000	.000	.000	.000	.000	.001	.003	.000	.354	.070	.000	.000	.000	.000	.000	.000	.462	.043	.330	.073	.006	.077	.497	.000	.000	.000	.000	.000	.000	.003
.373	.000	.000	.000	.000	.000	.000	.199	.000	.000	.000	.000	.166	.000	.000	.000	.002	.016	.000	.000	.001	.000	.000	.001	.127	.000	.000	.000	.000	.000	.081	.000	.000	.000	.000	.000	.000	.048
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.051	.000	.167	.000	.000	.002	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.189	.059	.024	.000	.000	.000	.000	.000
.000	.395	.194	.122	.009	.095	.127	.000	.129	.235	.048	.002	.000	.060	.369	.109	.000	.000	.481	.344	.148	.076	.084	.070	.000	.061	.000	.000	.327	.000	.000	.228	.167	.187	.006	.152	.012	.000
.000	.000	.000	.000	.000	.000	.000	.257	.000	.000	.000	.000	.007	.000	.000	.000	.000	.080	.000	.000	.000	.001	.000	.000	.026	.000	.000	.000	.000	.084	.144	.000	.000	.000	.000	.000	.000	.001
.222	.000	.000	.000	.000	.000	.000	.380	.000	.000	.000	.000	.365	.000	.000	.000	.000	.019	.000	.000	.000	.001	.000	.000	.053	.000	.000	.000	.000	.000	.424	.000	.000	.000	.000	.000	.000	.031
.005	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.333	.000	.000	.000	.000	.002	.261	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.310	.055	.000	.000	.000	.000	.000	.443
.210	.000	.000	.000	.000	.000	.000	.124	.000	.000	.000	.000	.156	.000	.000	.000	.000	.123	.000	.000	.000	.000	.000	.000	.407	.000	.000	.000	.000	.000	.160	.000	.000	.000	.000	.000	.000	.222
.052	.000	.000	.000	.000	.000	.000	.027	.000	.000	.000	.000	.007	.000	.000	.000	.000	.001	.000	.000	.000	.000	.000	.000	.055	.000	.000	.000	.000	.000	.311	.000	.001	.000	.000	.000	.000	.009
.000	.241	.222	.379	.115	.105	.027	.000	.004	.001	.005	.168	.000	.348	.271	.245	.000	.000	.099	.014	.000	.000	.001	.016	.000	.102	.000	.012	.158	.000	.000	.003	.005	.024	.327	.015	.059	.000
.028	.000	.000	.000	.000	.000	.000	.002	.000	.000	.000	.000	.004	.000	.000	.000	.000	.027	.000	.000	.000	.000	.000	.000	.391	.000	.000	.000	.000	.000	.240	.000	.000	.000	.000	.000	.000	.237
.287	.000	.000	.000	.000	.000	.000	.212	.000	.000	.000	.000	.371	.000	.000	.000	.000	.351	.000	.000	.000	.000	.000	.000	.436	.000	.002	.000	.000	.000	.153	.000	.000	.000	.000	.000	.018	.386
.000	.000	.000	.000	.000	.000	.000	.437	.000	.000	.000	.000	.046	.000	.000	.000	.000	.002	.000	.000	.000	.000	.000	.000	.020	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
.005	.000	.000	.000	.000	.000	.000	.137	.000	.000	.000	.000	.488	.000	.000	.000	.000	.135	.000	.000	.000	.000	.000	.000	.164	.000	.000	.000	.000	.000	.382	.000	.000	.000	.000	.000	.000	.115
	.000	.001	.000	.296	.494	.474	.000	.011	.007	.144	.000	.000	.040	.115	.404	.000	.000	.000	.029	.000	.000	.000	.460	.000	.000	.000	.000	.000	.000	.000	.134	.033	.235	.304	.265	.000	.000
.000		.000	.000	.000	.000	.000	.139	.000	.000	.000	.000	.394	.000	.000	.000	.000	.154	.000	.000	.000	.000	.000	.000	.410	.000	.000	.000	.000	.000	.327	.000	.000	.000	.000	.000	.000	.161
.001	.000		.000	.000	.000	.000	.408	.000	.000	.000	.000	.189	.000	.000	.000	.000	.187	.000	.000	.000	.000	.000	.000	.016	.000	.000	.000	.000	.000	.098	.000	.000	.000	.000	.000	.000	.268
.000	.000	.000		.000	.000	.000	.285	.000	.000	.000	.000	.034	.000	.000	.000	.000	.390	.000	.000	.000	.000	.000	.000	.057	.000	.000	.000	.000	.000	.340	.000	.000	.000	.000	.000	.000	.332
.296	.000	.000	.000		.000	.000	.061	.000	.000	.000	.000	.163	.000	.000	.000	.000	.056	.000	.000	.000	.000	.000	.000	.002	.000	.000	.000	.000	.000	.018	.000	.000	.000	.000	.000	.000	.321
.494	.000	.000	.000	.000		.000	.175	.000	.000	.000	.000	.275	.000	.000	.000	.000	.295	.000	.000	.000	.000	.000	.000	.261	.000	.000	.000	.000	.000	.210	.000	.000	.000	.000	.000	.000	.021
.474	.000	.000	.000	.000	.000		.171	.000	.000	.000	.000	.002	.000	.000	.000	.000	.053	.000	.000	.000	.000	.000	.000	.093	.000	.000	.000	.000	.000	.202	.007	.000	.000	.000	.000	.000	.011
.000	.139	.408	.285	.061	.175	.171		.009	.091	.028	.000	.000	.112	.024	.141	.000	.000	.001	.063	.329	.005	.246	.265	.000	.000	.000	.000	.005	.000	.000	.001	.000	.072	.243	.000	.015	.000
.011	.000	.000	.000	.000	.000	.000	.009		.000	.000	.000	.000	.000	.000	.000	.000	.431	.000	.000	.000	.000	.000	.000	.004	.000	.000	.000	.000	.000	.403	.001	.001	.000	.000	.000	.000	.264
.007	.000	.000	.000	.000	.000	.000	.091	.000		.000	.000	.012	.000	.000	.000	.000	.001	.000	.002	.000	.000	.000	.000	.366	.000	.000	.000	.000	.001	.142	.000	.000	.000	.000	.000	.000	.000
.144	.000	.000	.000	.000	.000	.000	.028	.000	.000		.000	.063	.000	.000	.000	.000	.000	.001	.007	.000	.000	.000	.000	.011	.000	.000	.000	.000	.000	.166	.000	.000	.000	.000	.000	.000	.002
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.251	.000	.000	.000	.000	.013	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.258	.000	.000	.000	.000	.000	.000	.350
.000	.394	.189	.034	.163	.275	.002	.000	.000	.012	.063	.251		.073	.005	.321	.000	.000	.006	.000	.000	.002	.000	.000	.000	.029	.002	.033	.461	.000	.000	.007	.063	.000	.003	.003	.014	.000
.040	.000	.000	.000	.000	.000	.000	.112	.000	.000	.000	.000	.073		.000	.000	.000	.330	.000	.000	.000	.000	.120	.000	.020	.000	.000	.000	.000	.000	.475	.000	.000	.000	.000	.000	.000	.253
.115	.000	.000	.000	.000	.000	.000	.024	.000	.000	.000	.000	.005	.000		.000	.000	.004	.000	.000	.000	.000	.000	.000	.492	.000	.000	.000	.000	.000	.477	.000	.000	.000	.000	.000	.000	.023
.404	.000	.000	.000	.000	.000	.000	.141	.000	.000	.000	.000	.321	.000	.000		.000	.386	.000	.000	.000	.000	.000	.000	.212	.000	.000	.000	.000	.000	.495	.000	.000	.000	.000	.000	.000	.135
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.001	.025	.286	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000
.000	.154	.187	.390	.056	.295	.053	.000	.431	.001	.000	.013	.000	.330	.004	.386	.000		.444	.341	.013	.022	.037	.033	.000	.207	.045	.353	.001	.000	.000	.003	.000	.004	.054	.000	.005	.000

.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.001	.001	.006	.000	.000	.000	.000	.444		.000	.000	.000	.000	.000	.003	.000	.013	.043	.118	.000	.199	.000	.000	.000	.000	.000	.009	.023
.029	.000	.000	.000	.000	.000	.000	.063	.000	.002	.007	.000	.000	.000	.000	.000	.001	.341	.000		.000	.000	.007	.000	.000	.000	.000	.000	.000	.000	.002	.000	.000	.000	.000	.010	.000	.138
.000	.000	.000	.000	.000	.000	.000	.329	.000	.000	.000	.000	.000	.000	.000	.000	.025	.013	.000	.000		.000	.000	.000	.169	.000	.000	.000	.000	.000	.079	.070	.025	.000	.000	.000	.000	.075
.000	.000	.000	.000	.000	.000	.000	.005	.000	.000	.000	.000	.002	.000	.000	.000	.286	.022	.000	.000	.000		.000	.000	.005	.137	.000	.001	.000	.000	.009	.000	.000	.000	.000	.000	.000	.105
.000	.000	.000	.000	.000	.000	.000	.246	.000	.000	.000	.000	.000	.120	.000	.000	.000	.037	.000	.007	.000	.000		.000	.005	.235	.003	.000	.000	.084	.113	.000	.000	.000	.000	.000	.000	.001
.460	.000	.000	.000	.000	.000	.000	.265	.000	.000	.000	.000	.000	.000	.000	.000	.000	.033	.000	.000	.000	.000	.000		.020	.000	.000	.000	.000	.000	.292	.000	.000	.000	.000	.000	.000	.061
.000	.410	.016	.057	.002	.261	.093	.000	.004	.366	.011	.000	.000	.020	.492	.212	.000	.000	.003	.000	.169	.005	.005	.020		.000	.000	.000	.000	.000	.000	.278	.323	.000	.001	.090	.000	.000
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.029	.000	.000	.000	.000	.207	.000	.000	.000	.137	.235	.000	.000		.000	.000	.000	.000	.164	.000	.000	.000	.000	.000	.000	.202
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.002	.000	.000	.000	.000	.045	.013	.000	.000	.000	.003	.000	.000	.000		.000	.000	.000	.042	.009	.001	.000	.000	.000	.000	.001
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.033	.000	.000	.000	.000	.353	.043	.000	.000	.001	.000	.000	.000	.000	.000		.000	.000	.034	.020	.000	.000	.000	.000	.000	.002
.000	.000	.000	.000	.000	.000	.000	.005	.000	.000	.000	.000	.461	.000	.000	.000	.000	.001	.118	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.088	.000	.000	.000	.000	.000	.000	.302
.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.084	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
.000	.327	.098	.340	.018	.210	.202	.000	.403	.142	.166	.258	.000	.475	.477	.495	.000	.000	.199	.002	.079	.009	.113	.292	.000	.164	.042	.034	.088	.000		.318	.122	.343	.077	.102	.046	.000
.134	.000	.000	.000	.000	.000	.007	.001	.001	.000	.000	.000	.007	.000	.000	.000	.000	.003	.000	.000	.070	.000	.000	.000	.278	.000	.009	.020	.000	.000	.318		.000	.000	.000	.000	.000	.000
.033	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000	.063	.000	.000	.000	.000	.000	.000	.000	.025	.000	.000	.000	.323	.000	.001	.000	.000	.000	.122	.000		.000	.000	.000	.000	.000
.235	.000	.000	.000	.000	.000	.000	.072	.000	.000	.000	.000	.000	.000	.000	.000	.000	.004	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.343	.000	.000		.000	.000	.000	.115
.304	.000	.000	.000	.000	.000	.000	.243	.000	.000	.000	.000	.003	.000	.000	.000	.000	.054	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.000	.077	.000	.000	.000		.000	.000	.053
.265	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.003	.000	.000	.000	.001	.000	.000	.010	.000	.000	.000	.000	.090	.000	.000	.000	.000	.000	.102	.000	.000	.000	.000		.000	.000
.000	.000	.000	.000	.000	.000	.000	.015	.000	.000	.000	.000	.014	.000	.000	.000	.000	.005	.009	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.046	.000	.000	.000	.000	.000		.298
.000	.161	.268	.332	.321	.021	.011	.000	.264	.000	.002	.350	.000	.253	.023	.135	.000	.000	.023	.138	.075	.105	.001	.061	.000	.202	.001	.002	.302	.000	.000	.000	.000	.115	.053	.000	.298	

EXHIBIT 13

FACTOR ANALYSIS- INITIAL FACTOR SOLUTION FOR PROJECT PERFORMANCE FACTORS

Initial factor solution, KMO, Bartlett's test, Communality, estimated factors.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.809
Bartlett's Test of Sphericity	Approx. Chi-Square	11510.470
	df	595
	Sig.	.000

Communalities		
	Initial	Extraction
VAR00001	1.000	.521
VAR00002	1.000	.686
VAR00003	1.000	.787
VAR00004	1.000	.737
VAR00005	1.000	.829
VAR00006	1.000	.809
VAR00007	1.000	.513
VAR00008	1.000	.787
VAR00009	1.000	.752
VAR00010	1.000	.869
VAR00011	1.000	.843

VAR00012	1.000	.813
VAR00013	1.000	.738
VAR00014	1.000	.819
VAR00015	1.000	.798
VAR00016	1.000	.867
VAR00017	1.000	.810
VAR00018	1.000	.817
VAR00019	1.000	.768
VAR00020	1.000	.722
VAR00021	1.000	.883
VAR00022	1.000	.813
VAR00023	1.000	.745
VAR00024	1.000	.768
VAR00025	1.000	.730
VAR00026	1.000	.831
VAR00027	1.000	.709
VAR00028	1.000	.793
VAR00029	1.000	.763
VAR00030	1.000	.742
VAR00031	1.000	.756
VAR00032	1.000	.784
VAR00033	1.000	.826
VAR00034	1.000	.801
VAR00035	1.000	.779

Communalities

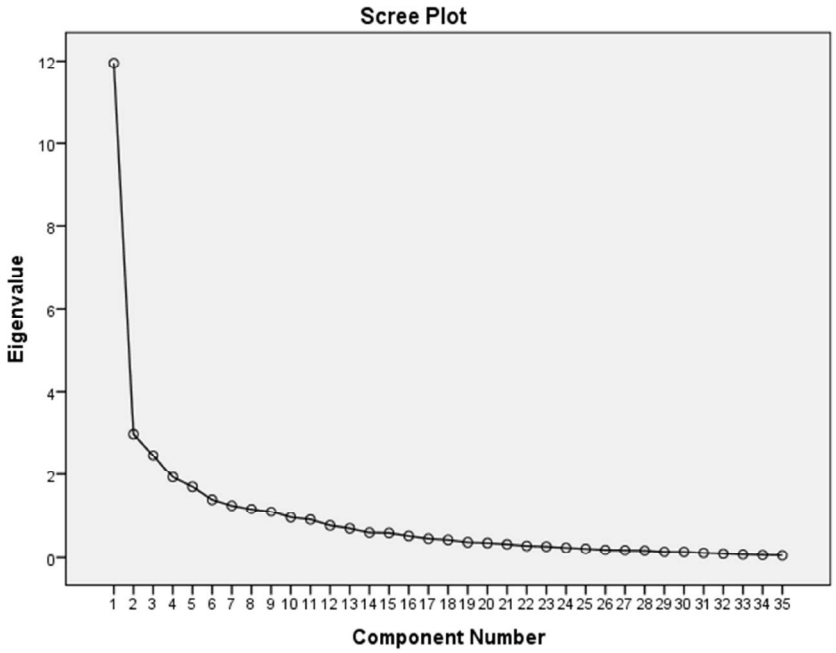
	Initial	Extraction
VAR00036	1.000	.793
VAR00037	1.000	.831
VAR00038	1.000	.779
VAR00039	1.000	.767
VAR00040	1.000	.732
VAR00041	1.000	.805
VAR00042	1.000	.816
VAR00043	1.000	.729
VAR00044	1.000	.816
VAR00045	1.000	.732
VAR00046	1.000	.812
VAR00047	1.000	.751
VAR00048	1.000	.763
VAR00049	1.000	.806
VAR00050	1.000	.775
VAR00051	1.000	.900
VAR00052	1.000	.849
VAR00053	1.000	.810
VAR00054	1.000	.853
VAR00055	1.000	.470
VAR00056	1.000	.879
VAR00057	1.000	.877
VAR00058	1.000	.844
VAR00059	1.000	.858
VAR00060	1.000	.815
VAR00061	1.000	.639
VAR00062	1.000	.846

VAR00063	1.000	.860
VAR00064	1.000	.874
VAR00065	1.000	.837
VAR00066	1.000	.748
VAR00067	1.000	.892
VAR00068	1.000	.729

Extraction Method: Principal Component Analysis.

ROTATED FACTOR SOLUTION FOR PROJECT PERFORMANCE FACTORS AND PARAMETERS

Scree Plot – Project Performance Components



Total Variance explained

Total Variance Explained						
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	18.720	27.529	27.529	18.720	27.529	27.529
2	7.708	11.335	38.864	7.708	11.335	38.864
3	4.246	6.245	45.109	4.246	6.245	45.109
4	3.665	5.390	50.499	3.665	5.390	50.499
5	2.862	4.209	54.708	2.862	4.209	54.708
6	2.435	3.582	58.290	2.435	3.582	58.290
7	2.365	3.478	61.767	2.365	3.478	61.767

8	1.790	2.632	64.399	1.790	2.632	64.399
9	1.698	2.497	66.896	1.698	2.497	66.896
10	1.565	2.301	69.198	1.565	2.301	69.198
11	1.380	2.030	71.227	1.380	2.030	71.227
12	1.297	1.907	73.134	1.297	1.907	73.134
13	1.124	1.653	74.787	1.124	1.653	74.787
14	1.084	1.594	76.381	1.084	1.594	76.381
15	1.074	1.579	77.960	1.074	1.579	77.960
16	.962	1.414	79.374			
17	.892	1.312	80.686			
18	.865	1.272	81.958			
19	.784	1.153	83.111			
20	.754	1.108	84.219			
21	.717	1.055	85.274			
22	.674	.991	86.266			
23	.626	.920	87.185			
24	.579	.851	88.036			
25	.567	.834	88.871			
26	.552	.812	89.682			
27	.492	.723	90.405			
28	.460	.676	91.081			
29	.429	.630	91.712			
30	.405	.596	92.307			
31	.370	.544	92.852			
32	.336	.493	93.345			
33	.316	.465	93.810			
34	.306	.450	94.260			
35	.292	.430	94.690			
36	.279	.411	95.101			
37	.264	.389	95.490			
38	.236	.347	95.837			
39	.235	.345	96.182			
40	.222	.326	96.508			
41	.205	.301	96.810			
42	.194	.285	97.095			
43	.180	.264	97.359			
44	.171	.252	97.611			
45	.161	.237	97.848			
46	.144	.212	98.060			
47	.133	.195	98.255			
48	.125	.184	98.439			
49	.113	.166	98.605			
50	.102	.150	98.754			

51	.100	.147	98.901			
52	.092	.135	99.036			
53	.091	.133	99.169			
54	.085	.125	99.295			
55	.077	.113	99.407			
56	.066	.097	99.504			
57	.060	.089	99.593			
58	.052	.077	99.670			
59	.044	.065	99.735			
60	.037	.055	99.790			
61	.036	.053	99.843			
62	.025	.037	99.880			
63	.021	.031	99.911			
64	.018	.027	99.938			
65	.014	.020	99.958			
66	.011	.016	99.975			
67	.010	.015	99.990			
68	.007	.010	100.000			

Rotated Component Matrix

EXHIBIT 14

CONTRACT AWARD FACTORS AND COMPONENTS

	FC1	score	FC2	score2	FC3	score3	FC4	score4	FC5	score5	FC6	score6	FC7	score7	FC8	score8
	Competency of bidder towards Sustainable Development		**Bidder's competency in Risk handling**		**Bidder's competency for project need**		**Efficiency of Management**		**Financial efficiency**		**Past performance & records**		**Quality 0f manpower**		**Research Technology & Innovation**	
1	HSE competency of bidder: [Environmental Policy]	.812	Risk management-Financial Risk handling capability	.761	Communication efficiency-Communication within Bidder's organisation	.808	Financial competency- P/E ratio	.730	Return on capital employed	.751	Past performance of successful records	.841	Human Resource capability-Quality of manpower	.580	Use of Technology & Science	.713
2	Human Resources Management : [Traning & development to Manpower]	.755	Risk management-Capability to handle unforseen competency	.744	Technical competency-Engineering capability	.791	Financial competency-Earning per share	.663	Return on Investment	.732	Stakeholder (Project owner's) expereince in similar work	.806			Communication efficiency with Project Owner	.654
3	Top Management support and involvement	.744	Financial competency-Cost saving	.632	Human resource capability-Number of manpower	.663	Human resource maangement-Attrition rate	.561			Sharing capacity for past performance & lessons	.783			emphasis on research & innovation	.510
4	Financial competency: [Working Capital]	.726	Communication efficiency : update with International National approval bodies	.622			Ethical values	.514								
5	Accreditation with various bodies	.704	Risk management-Capability to handle Regulatory changes	.506			Cross functional communication within Bidder's organisation	.504								
6	HSE competency-Social responsibility	.635														
7	Update on Regulatory and Statutory system	.627														
8	Technical competency: [Development of	.616														
9	Human resounce capability - Empowerment of	.543														
10	Capability to address Political risk	.525														

EXHIBIT 15

PROJECT PERFORMANCE FACTORS AND COMPONENTS

Effective Project Plan	score	Project Implementation plan	score2	Cost & Quality management	score3	Human resource management	score4	Communication protocol	score5	Risk Management & contigency planning	score6	Subcontracting	score7	Soft skill	score8	Stakeholder's benefit	score9	Performing organisations' benefit
PC1		PC2		PC3		PC4		PC5		PC6		PC7		PC8		PC9		PC10
Preparation of any project execution with : Integration of Project	.884	Responsibility breakdown structure	.896	Cost Management: [Forcasting]	.838	Human Resources Management	.782	Communication Matrix	.777	Risk Management: [Risk analysis]	.741	[Material Selection]	.781	Contract negotiation	.756	Benefits to stakeholders: [Stakeholder retention]	.690	Employee satisfaction of performing organisation
Integration of project : [Integrated project charter]	.856	Scope Change Control	.894	Cost Management: [Cost Control]	.801	Human Resource Management: [Leadership Skill development]	.756	Communications between Owner & Contractor- modes of Communication	.678	[Risk mitigations]	.704	[Vendor pre-qualification]	.705	Contract Change address	.672	stakeholders: [Market Share] benefit	.668	Employee motivation of performing organisation
Clear Project Scope Statement	.832	Time management	.860	Cost Reporting	.797	Human Resource Management: [Team building]	.674	Listening & presenting skill	.530	Contingency Planning against (External Risk and Internal Risk)	.657	[Contract types]	.500	Benefits to Stakeholders	.532	Use to Stakeholder	.535	Employee empowerment f performing organisation
Defined Project Management Plan	.787	PERT and Gantt Chart	.833	Quality Management	.778	Human Resource Management: [Motivation]	.602	Facilities to remove barrier	.521	Procurement & subcontract effectiveness	.573					Benefits to Project Performing organisation	.535	
Project Execution Plan	.745	Critical Path Method	.832	Quality assurance	.667	Human Resource Management: [Conflict management]	.527											
Arrangement of Change Control Plan	.700	Time Management: Network Model	.814	Quality Control	.561	Human Resource Management: [compensation]	.526											
Scope management	.645	Time Management:[Resource loading]	.794	Cost of quality	.543													
Focused scope statement	.620	Reporting structure]	.738															
Scope Management. [Cost/Benefit analysis]	.617	Cost Management	.607															
Scope Management:[Project constraints]	.566	Cost Management: [Financial analysis]	.562															

EXHIBIT 16

FRAMING CONTRACT AWARD INDEX

4	4	4	4	4	4	5.02	4	4	4	4	4	2.45	4	4	4	1.70	4	4	4	4	4	2.23	4	4	1.11	5	4		0.81	4	3
4	4	4	4	5	3	5.16	5	4	5	4	4	2.80	4	4	5	1.86	5	5	5	3	4	2.59	5	5	1.48	4	4		0.69	4	3
4	4	3	4	4	5	5.37	4	4	4	4	4	2.45	3	4	2	1.16	3	3	4	5	3	1.88	4	4	1.11	4	5		0.80	4	4
3	4	4	5	4	4	5.36	5	4	5	4	4	2.80	4	5	5	2.06	4	4	4	3	4	2.10	5	5	1.48	5	5		0.92	5	4
4	5	5	4	4	5	6.27	5	5	5	5	5	3.27	4	5	5	2.06	3	3	5	5	5	2.28	3	3	0.74	5	5		0.92	5	4
5	5	5	4	4	5	6.24	4	5	3	5	5	2.76	5	5	5	2.26	4	5	5	5	5	2.79	5	5	1.48	5	5		0.92	4	4
4	4	4	4	4	4	5.02	4	4	4	4	4	2.45	4	4	4	1.70	4	4	4	4	4	2.23	4	4	1.11	3	3		0.46	4	5
5	5	5	5	5	5	6.69	5	5	5	5	5	3.27	5	5	5	2.26	5	5	5	5	5	2.97	5	5	1.48	5	5		0.92	5	4
5	4	4	4	5	5	6.04	4	4	4	4	4	2.45	5	5	5	2.26	4	4	4	5	4	2.36	4	4	1.11	5	5		0.92	5	5
5	4	4	4	4	5	5.53	5	4	5	4	4	2.80	4	5	4	1.89	5	5	4	5	3	2.58	4	5	1.30	5	5		0.92	4	4
5	5	4	5	5	5	6.14	5	4	4	4	5	2.77	5	5	4	2.10	4	4	4	5	5	2.48	4	4	1.11	5	5		0.92	4	4
5	5	4	4	5	4	6.22	4	4	4	5	5	2.73	4	5	4	1.89	4	4	4	5	4	2.36	5	5	1.48	5	4		0.81	4	3
5	5	5	5	5	5	6.69	5	5	5	5	5	3.27	5	5	5	2.26	5	1	5	5	5	2.31	5	5	1.48	5	5		0.92	5	3
4	4	5	4	5	5	5.88	4	5	4	4	4	2.63	4	5	4	1.89	5	4	5	5	4	2.68	5	5	1.48	5	5		0.92	5	4
5	5	4	5	5	5	6.33	4	3	4	4	3	2.14	5	5	4	2.10	4	4	4	5	4	2.36	5	5	1.48	5	5		0.92	5	4
4	2	2	2	4	4	4.09	4	3	5	3	2	2.01	4	4	4	1.70	2	1	1	5	2	0.82	2	1	0.19	5	4		0.81	4	4
5	4	5	5	5	5	6.34	5	5	5	4	5	3.11	4	5	4	2.06	5	4	5	5	4	2.68	5	4	1.30	4	4		0.69	5	4
5	4	4	4	5	5	6.04	5	4	4	4	4	2.64	5	4	4	1.90	4	3	4	5	5	2.32	4	5	1.30	4	4		0.69	4	5
3	4	2	4	4	3	4.35	3	4	4	2	3	1.82	4	4	4	1.70	4	2	4	4	4	1.90	4	4	1.11	5	5		0.92	4	4
5	5	5	5	5	5	6.69	5	5	5	5	5	3.27	5	5	5	2.26	5	5	5	5	5	2.97	5	5	1.48	5	5		0.92	5	
4	4	2	4	4	3	4.71	2	4	2	4	4	1.75	5	5	5	2.26	4	4	5	3	4	2.24	4	4	1.11	5	5		0.92	5	
4	5	5	5	4	5	6.21	4	4	4	5	5	2.73	4	5	5	2.06	4	4	4	5	5	2.48	5	5	1.48	5	5		0.92	5	
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2	1	1	1	2	2	0.63	4	2	4	3	3	1.79	4	5	4	1.89	5	3	3	5	5	2.36	3	2	0.56	5	5		0.92	4
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5	5	4	4	5	4	6.22	4	4	4	5	5	2.73	4	5	4	1.89	4	4	4	5	4	2.36	5	5	1.48	5	4		0.81	4
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5	5	4	4	4	4	5.72	4	5	5	4	4	2.79	5	5	5	2.26	4	4	4	4	5	2.36	5	5	1.48	1	2		0.11	5
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1	2	4	1	3	4	3.89	1	1	1	2	1	0.16	4	4	4	1.70	5	5	3	4	4	2.44	5	5	1.48	3	4		0.57	1

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4	3	3	3	5	4	4.87	4	5	3	3	4	2.32	4	5	4	1.89	4	2	4	4	4	1.90	4	5	1.30	5	3		0.70	4
4	3	3	3	5	4	4.87	4	5	3	3	4	2.32	4	5	4	1.89	4	2	4	4	4	1.90	4	5	1.30	5	3		0.70	4
1	2	5	2	3	4	4.00	5	5	4	3	3	2.54	4	3	1	1.00	3	1	2	2	4	1.01	2	3	0.55	5	3		0.70	4
1	3	5	2	3	3	4.20	5	5	4	2	3	2.39	4	3	1	1.00	3	1	2	2	4	1.01	2	3	0.55	5	5		0.92	4
1	4	2	1	1	1	2.14	4	5	5	1	2	2.07	4	5	2	1.56	2	1	4	5	2	1.24	3	3	0.74	5	3		0.70	4
1	2	5	4	2	1	3.26	3	1	4	1	3	1.11	4	4	3	1.53	2	1	1	5	4	1.07	2	2	0.37	5	1		0.48	3
1	3	3	1	1	1	2.16	4	4	3	1	3	1.70	4	5	3	1.73	1	1	4	5	2	1.06	5	1	0.75	5	5		0.92	4
2	2	1	1	2	3	2.66	3	5	3	1	2	1.57	4	5	5	2.06	1	2	4	1	3	0.84	4	3	0.93	5	3		0.70	4
2	1	1	1	5	2	2.56	4	5	3	5	2	2.38	4	3	2	1.17	2	3	1	1	3	0.77	1	5	0.73	5	5		0.92	4
4	4	1		4	1	3.10	3	5	4	4	3	2.32	1	2	1	0.20	2	1	3	5	2	1.10	4	5	1.30	5	1		0.48	3
1	2	5	5	2	5	4.05	3	1	2	1	2	0.67	5	4	5	2.06	5	3	1	1	4	1.44	4	1	0.56	5	2		0.59	3
2	2	1	5	2	5	3.50	3	1	3	1	2	0.82	5	4	5	2.06	1	1	1	1	4	0.38	5	4	1.30	5	2		0.59	5
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4	2	1	2	1	2	2.76	3	3	1	1	5	1.26	4	5	2	1.56	4	1	3	4	3	1.47	3	2	0.56	5	5		0.92	3
2	1	1	4	1	1	2.79	3	1	2	2	2	0.82	3	3	3	1.13	1	1	2	4	4	0.90	5	2	0.93	4	2		0.47	4
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1	2	5	2	2	1	2.80	3	1	3	1	4	1.08	4	4	3	1.53	2	1	4	4	3	1.24	3	4	0.92	5	5		0.92	3
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2	3	3	2	2	1	2.80	3	1	4	1	4	1.23	4	4	3	1.53	2	1	1	2	4	0.69	4	5	1.30	5	5		0.92	1
2	1	3	2	3	2	2.76	3	1	1	2	4	0.92	5	5	5	2.26	2	1	1	1	4	0.56	4	2	0.75	4	4		0.69	4
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1	1	2	1	1	2	1.85	4	5	3	4	3	2.35	5	5	5	2.26	2	1	2	1	4	0.70	5	3	1.12	5	2		0.59	4
2	4	1	2	4	1	3.41	2	1	1	4	4	1.04	2	2	2	0.57	3	3	1	5	1	1.21	5	4	1.30	5	5		0.92	4
2	1	1	1	2	2	0.63	4	2	4	3	3	1.79	4	5	4	1.89	5	3	3	5	5	2.36	3	2	0.56	5	5		0.92	4
2	2	1	1	2	2	0.61	4	2	4	3	3	1.79	4	5	4	1.89	5	3	3	5	5	2.36	3	2	0.56	5	5		0.92	4
2	2	1	1	2	2	0.61	4	2	4	3	3	1.79	4	5	4	1.89	5	3	3	5	5	2.36	3	2	0.56	5	5		0.92	4
1	1	2	1	2	4	2.31	4	5	3	4	4	2.48	3	3	3	1.13	2	1	5	5	5	1.76	4	5	1.30	4	4		0.69	4
3	4	5	2	1	1	3.32	2	1	4	1	4	1.04	3	4	2	1.16	4	1	4	2	2	1.22	3	5	1.11	4	5		0.80	2
2	2	1	3	2	2	2.58	3	5	3	4	4	2.29	5	5	5	2.26	2	1	1	1	3	0.43	4	3	0.93	5	5		0.92	3
2	3	3	2	2	1	2.80	3	1	4	1	4	1.23	4	4	3	1.53	2	1	1	2	4	0.69	4	5	1.30	5	4		0.81	1
2	1	3	2	3	2	2.76	3	1	1	2	4	0.92	5	5	5	2.26	2	1	1	1	4	0.56	4	2	0.75	5	3		0.70	4
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1	1	2	1	1	2	1.85	4	5	3	4	3	2.35	5	5	5	2.26	2	1	2	1	4	0.70	5	3	1.12	4	5		0.80	4
2	4	1	2	4	1	3.41	2	1	1	4	4	1.04	2	2	2	0.57	3	3	1	5	1	1.21	5	4	1.30	5	5		0.92	4
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4	4	5	4	4	5	5.93	3	5	5	4	4	2.60	5	5	4	2.10	4	4	4	5	4	2.36	4	5	1.30	5	4		0.81	5
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4	4	4	4	4	4	5.02	4	4	4	4	4	2.45	4	4	4	1.70	4	4	4	4	4	2.23	4	4	1.11	4	4		0.69	4
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4	4	4	4	5	3	5.16	5	4	5	4	4	2.80	4	4	5	1.86	5	5	5	3	4	2.59	5	5	1.48	4	4		0.69	4
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4	5	5	4	4	5	6.27	5	5	5	5	5	3.27	4	5	5	2.06	3	3	5	5	5	2.28	3	3	0.74	5	5		0.92	5
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4	4	2	2	5	5	4.71	4	4	3	5	4	2.45	4	4	4	1.70	2	1	4	5	4	1.50	4	4	1.11	4	5		0.80	4
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5	2.14	5	5	5	5	2.68	5	4	4	1.68	4	4	4	1.47	5	5	5	5	2.43	4			
3	1.25	5	4	4	5	2.34	5	5	4	1.86	2	2	5	0.89	3	3	3	3	1.21	3			
2	1.62	4	4	2	5	1.82	5	4	4	1.68	5	3	1	1.09	1	1	1	4	0.40	4			
4	1.54	5	5	2	4	2.04	4	5	4	1.67	2	2	4	0.76	4	5	4	2	1.72	4			
2	1.62	4	4	2	5	1.82	5	4	4	1.68	5	3	1	1.09	1	1	1	5	0.53	4			
4	2.21	3	4	5	4	1.99	4	5	5	1.79	5	5	4	1.83	5	4	3	5	1.99	4			
5	2.01	5	5	4	5	2.51	5	5	4	1.86	5	5	4	1.83	3	4	4	5	1.78	5			
5	2.34	5	4	5	4	2.36	4	4	4	1.49	3	5	4	1.45	4	4	5	5	2.09	4			
4	2.21	5	5	5	5	2.68	5	5	5	1.99	5	5	4	1.83	4	4	4	3	1.69	5			

EXHIBIT 18

Regression Analysis output

Dependent Variable- PPI

Independent Variables- CA Factors

Contract Award Index CAI affecting Project Performance Index PPI

Regression Output

VAR00001- CAI (Predictor)

VAR00002- PPI (Dependent Variable)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.477[a]	.228	.226	.37635	1.641

a. Predictors: (Constant), VAR00001

b. Dependent Variable: VAR00002

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.219	1	17.219	121.568	.000[b]
	Residual	58.355	412	.142		
	Total	75.574	413			

a. Dependent Variable: VAR00002

b. Predictors: (Constant), VAR00001

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.007	.056		35.817	.000

	VAR00001	.486	.044	.477	11.026	.000
a. Dependent Variable: VAR00002						

Residuals Statistics[a]					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8966	3.0249	2.5900	.23040	414
Residual	-1.89658	.77203	.00000	.36042	414
Std. Predicted Value	-3.010	1.888	.000	1.000	414
Std. Residual	-5.211	2.121	.000	.990	414

Each Contract Award Factor FC1….FC8 affecting Project Performance Index PPI

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.539[a]	.290	.276	.36396	1.620
a. Predictors: (Constant), VAR00020, VAR00018, VAR00019, VAR00017, VAR00015, VAR00016, VAR00013, VAR00014					
b. Dependent Variable: VAR00002					

VAR 00002-PPI (Dependable Variable)

VAR00013….VAR00020- Factors of Contract Award (Constants)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.924	8	2.741	20.688	.000[b]
	Residual	53.650	405	.132		
	Total	75.574	413			

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.646	.127		12.921	.000
	VAR00013	-.040	.016	-.159	-2.544	.011
	VAR00014	.214	.033	.407	6.385	.000
	VAR00015	.096	.048	.098	1.995	.047
	VAR00016	.021	.034	.037	.616	.539

	VAR00017	.254	.063	.208	4.033	.000
	VAR00018	.206	.102	.087	2.019	.044
	VAR00019	-.085	.145	-.029	-.589	.556
	VAR00020	.091	.070	.069	1.291	.197

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8966	3.0249	2.5900	.23040	414
Residual	-1.89658	.77203	.00000	.36042	414
Std. Predicted Value	-3.010	1.888	.000	1.000	414
Std. Residual	-5.211	2.121	.000	.990	414

Each Project Performing Factor FP1….FP10 affecting future Contract Award Index CAI

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.551[a]	.304	.286	.35509	1.477

VAR 00001-CAI (Dependable Variable)

VAR00004….VAR00012- Factors of Project Performance (Constants)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.146	10	2.215	17.563	.000[b]
	Residual	50.815	403	.126		
	Total	72.960	413			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.215	.169		1.270	.205
	VAR00003	-.141	.036	-.256	-3.918	.000
	VAR00004	.167	.033	.359	5.133	.000
	VAR00005	-.109	.053	-.139	-2.046	.041
	VAR00006	.136	.049	.164	2.752	.006
	VAR00007	.053	.068	.049	.781	.435
	VAR00008	-.098	.086	-.079	-1.143	.254
	VAR00009	.104	.091	.064	1.145	.253
	VAR00010	-.169	.070	-.145	-2.420	.016
	VAR00011	.383	.055	.437	7.023	.000
	VAR00012	.194	.061	.158	3.198	.001

Residuals Statistics[a]					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.5304	1.6847	1.2004	.23156	414
Residual	-1.25035	.74901	.00000	.35077	414
Std. Predicted Value	-2.893	2.091	.000	1.000	414
Std. Residual	-3.521	2.109	.000	.988	414

EXHIBIT 19

CASE STUDY

CASE STUDY VERIFICATION OF CAI AND PREDICTED PPI. (THE ORGANISATION DO NOT WANT TO DISCLOSE ITS NAME HENCE IT IS TAKEN AS

Company X has floated RFQ for one of Deepwater Exploration block of India to Certify design for Engineering consultant project alloted worth INR 200 Crore. Budget for this design certification work was 12 crore. Three bidder's A, B, C were pre-qualified for the work. Two Bidders A,B were qualified for technical evaluation of the bid. (Bidder C did not qualified due to non-fulfillment of RFQ response within due time.) Evaluation of bidder A & B as per CAI calculated

Maximum points -10, Minimum points to be scored -4 as decided by stakeholder

Calculation of Contract Award Index

Each Parameter score for bidder is calculated, Z =W*X. Each Factor composite Score FC is calculated =(sum Zn/n) where n = number of parameters under a Factor

	Parameters	Criteria: Points 10,8,6,4	Component score from Study W	Actual Points scored by bidder A	Score, X of A	Actual Points scored by bidder B	Score, X of B		Parameters	Criteria: Points 10,8,6,4	Component score from Study W	Actual Points scored by bidder A	Score, X of A	Actual Points scored by bidder B	Score, X of B
FC1	HSE competency of bidder: [Environmental Policy]	OSHAS, ISO 14k, Carbon footprint, E-waste disposal, Internal Environmental work instruction	.787	8.000	.525	6.000	.262	FC2	Technical competency : [Engineering capability]	Software tools, Method Adopted, expertise for Deepwater certification, expertise for Risk & safety assessment	.740	6.000	.247	8.000	.493
2	Human Resources Management : [Traning & development to Manpower]	SIL Certifications approved CV, API qualification approved, ISO 29000 granted	.773	8.000	.515	6.000	.258		Human Resources Management : [Number of Manpower]	No. of CVs for Subsea Control System, No. of CVs for deepwater HIPPS, No. of Cvs for Subsea umbilicals, structure, Safety	.739	8.000	.493	6.000	.246
3	Top Management support and involvement	No. of meetings with top management, Meetings with Power of Attorney, Conference call with Centre of excellence	.743	8.000	.495	6.000	.248		Communication efficiency : [Communication within Bidder organisation]	Bidder's Organisational chart, Link to Project Organisation chart, team composition	.734	8.000	.489	6.000	.245
4	Financial competency: [Working Capital]		.728	10.000	.728	8.000	.485		Human Resources Management : [Quality of Manpower]	CVs with Certified personnel, Cvs with API qualification, CVs with relevant experience	.543	6.000	.181	8.000	.362
5	Technical competency: [Development of strategy]	Project execution chart, number of relevant CVs provided, back up CVs, Subcon arrangment	.659	8.000	.440	10.000	.659		[Capability to address Economic risk]	Bidder's credit rating, Bidder's Shares performance, Bidder's balanced sheet trend for last 3 years	.538	8.000	.358	6.000	.179
6	Update on Regulatory and Statutory system	OISD guidelines, PNGRB approvals	.648	8.000	.432	8.000	.432		**Score for FC2 Competency of Bidder's Organisation**				**1.768**		**1.525**
7	Accreditation with various bodies	NABCB accredation, International accredation (Cofrac)	.641	6.000	.214	10.000	.641	FC3	Financial competency of bidder : [P/E Ratio]		.829	10.000	.829	8.000	.553
8	Capability to address Political risk	Number of offices in the country, total establishments worldwide, entity status, Brand name	.632	8.000	.422	6.000	.211		Financial competency: [Earning per share]		.794	10.000	.794	6.000	.265
9	Empowerment of Manpower	Middle management involvement, response to RFQ & queries, leadership skill of managers, presentation skill	.607	8.000	.405	6.000	.202		**Score for FC3 Financial Standing of Bidder**				**1.623**		**0.818**

10	HSE competency-Social responsibility	Sponsorship, scholership, CSR activities, upliftment to weak society project	.581	6.000	.194	8.000	.388	FC4	Risk Management : [Capability to handle unforeseen contigency]		.869	8.000	.579	6.000	.290
	Score for FC1, Market reputation & brand value				4.369		**3.786**	2	Financial competency: [Financial Risk]		.626	8.000	.417	6.000	.209
FC5	Financial competency : [Cost savings]		.653	8	.435	6	0.218	3	Communication efficiency : [Update with National/International approval bodies]		.602	6.000	.201	6.000	.201
2	Risk Management : [Capability to address Legal & Statutory requirments]		.577	8	.385	6	0.192		**Score for FC4 Contigency Planning of Bidder**				**1.197**		**0.699**
3	Risk Management : [Capability to address Regulatory Changes]	Technical knowhow, stable top management, quality policy,	.556	8	.371	8	0.371	FC6	[Ethical values]	market reputation, no of unfair cases against company, no of unlawful cases against employees	.82	10.00	.82	10.00	.82
	Score for FC5 Risk & Cost Control Capability of Bidder				**1.191**		**0.781**		Technical competency: [Emphasis on research and Innovations]	Inhouse R&D centre, Research sponsorships to employee, to research centres	.55	6.00	.18	10.00	.55
FC7	Financial competency: [Return on Capital employed]	Project Performance Index	.549	6	0.183	6	0.183		**Score for FC6 Ethics & Innovation within Bidder's organisation**				**1.009**		**1.379**
2	Relevant experience & past performance	Relevant projects performed, opinion from past performing companies, repeat orders from same company for similar project	.480	6	2.882	8	3.843	FC8	Human Resources Management : [Attrition Rate]	No. of employees on company payroll for last 10 years, 5 years, current employee list, PF	.432	8	0.288	8	0.288
	Score for FC7 Past experience & Performance				**3.065**		**4.026**		**Score for FC6 Bidder's Reputation as an employer**				**0.288**		**0.288**

CAI , Contract Award Index = 8√(FC1 x FC2 x FC3 x FC4 x FC5 x FC6 x FC7 x FC8)

CAI for A	**1.413**
CAI for B	**1.194**

Hence Technical Bid is won by Bidder A

During performance of the project, Contractor A will be evaluated as per PPI factors and will be given PPI score at the end of the project completion. This PPI will be used for next CAI under Factor 7 (Past experience & performance). In consecutive bids , past performance will have cummulative score for each bidder. So bidder completing more contracts in the same category will have higher score in F7.

Project Performance (predicted) = 1.763 - 0.064*FC2 + 0.089*FC4 + 0.342*FC5- 0.359*FC7

PPI improvement predicted	**1.063169548**	